



Welcome

Leading and Managing Change

Engaging First-line Leaders

**Employee
Engagement
Specialist**

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Housekeeping





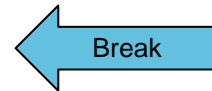
Agenda

8:00 – 9:15

- Icebreaker
- Branding your EVP – Social Media
- Review and discussion of assignments

9:15 – 11:30

- Format - Focus on Tools and Self Reflection
- Leading and Managing Change
 - Four keys to change management
- Engage your First-line Leaders
 - Engaging your first-line leaders
 - Helping your engaged first-line leaders engage their staff



11:30 – 12:00

- Your Engagement Action Plan
- Assignments for Session 4 and Pre-work for Session 5
- Program evaluation (what do you think so far?)

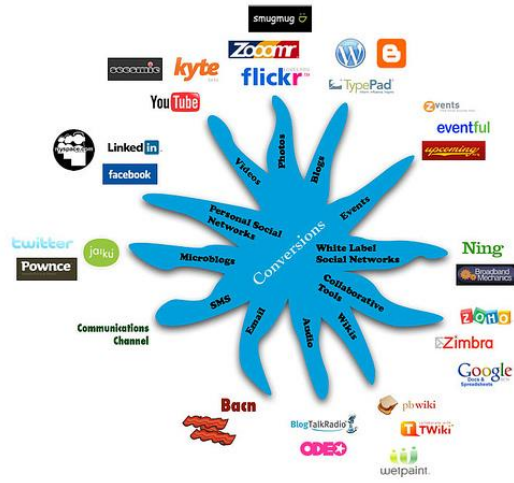
Branding your EVP

Branding your EVP

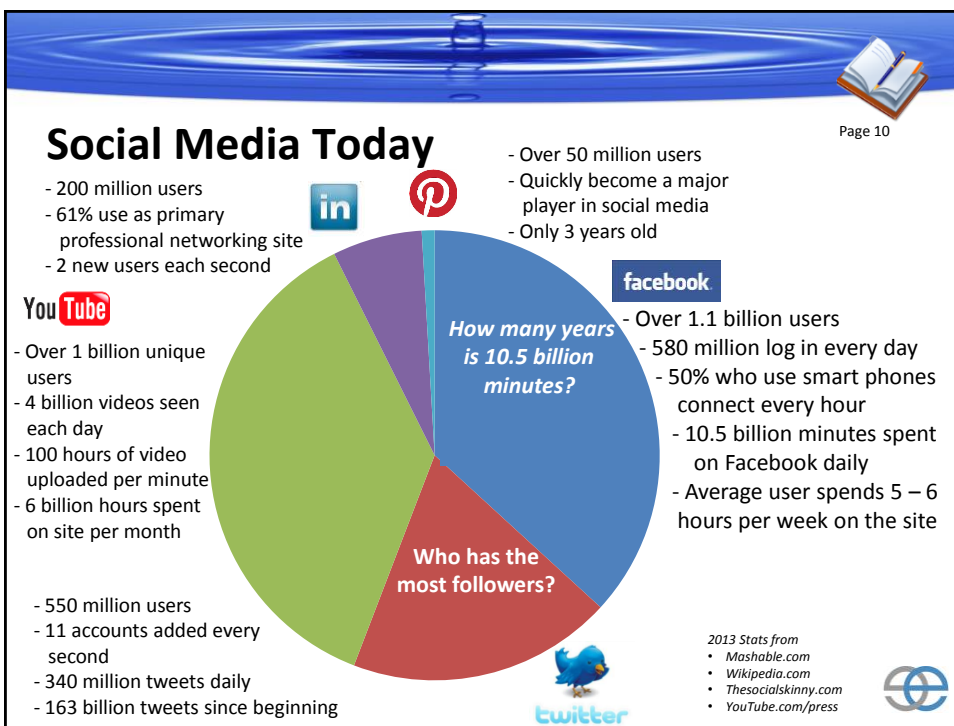
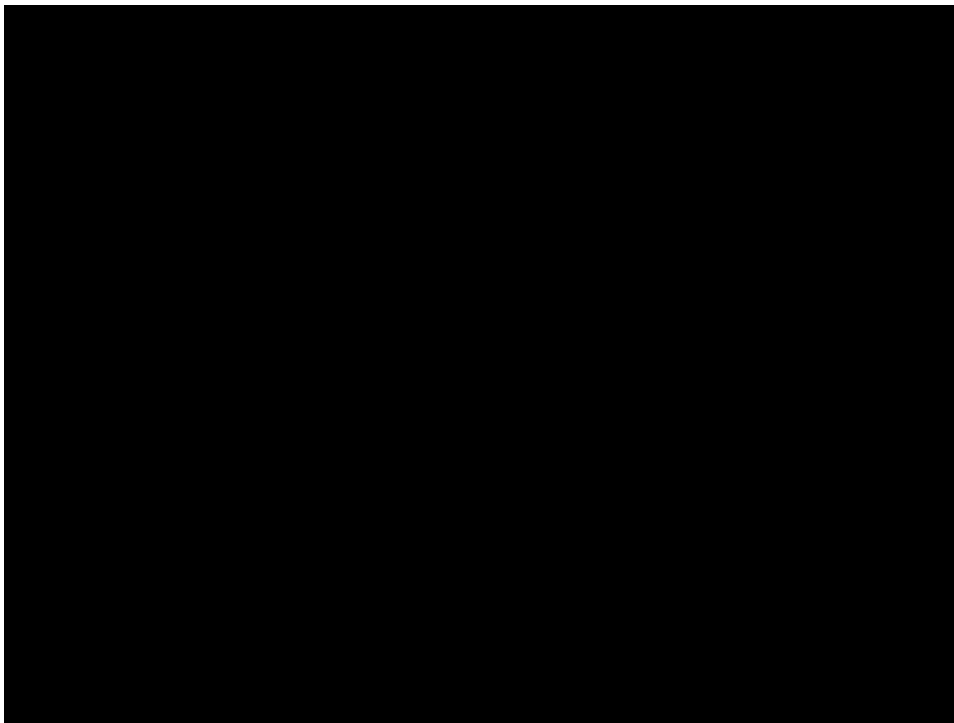
– How do you currently brand your EVP

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Social Media Today



from potential to performance 




Social Media Growth

SOCIAL MEDIA COUNTS Jun 2013

In the last 14 seconds there have been...


- 450,000 likes on Facebook
- 24 hours uploaded to YouTube
- 250 Android phones activated
- 76,111 searches on Google
- 58,334 photos uploaded to Facebook
- 12,778 ads served on YouTube
- 666,667 tweets sent
- 833 pictures uploaded to Instagram
- 27,778 minutes spent watching online video ads
- 1,906 new Google+ users
- \$ 2,283 ad revenue made by Facebook
- 139 Apple iOS devices sold
- 7,407 hours of content streamed over Netflix
- 833 C+ buttons pressed
- \$ 2,222 ad revenue made by Twitter
- 1,389 start playing a Facebook game
- 71,111 videos watched on YouTube
- 13,889 android apps installed
- 9,446 likes & comments by Instagram users

from potential to performance 

What is Your Social Media Policy?

<p>29 % of companies in the Americas have social media policies*</p>	<p>54% of CIOs from companies with more than 100 people completely block employees from social media sites**</p>	<p>50% of CFOs say that their concern about social media is "employees wasting their time"***</p>
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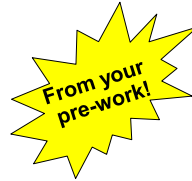
* Manpower
** Robert Half

from potential to performance 

How Does Your Organization Use SM?

How does your organization use:

- Twitter
- Facebook
- YouTube
- LinkedIn?



Are you encouraged or discouraged to use social media?

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Review of Session 3 Assignments

- Create a branding video that describes your EVP
 - What benefits do you see by creating this video?
- Share your EVP results with your Leadership Team
 - What was the response?
- What did you learn about your employees using the Barameter Action Plan?




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Branding your EVP

What other ideas do you have to brand your EVP?

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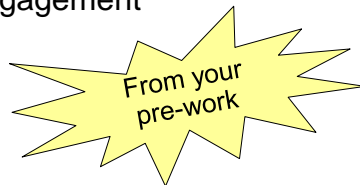
Leading and Managing Change

from potential to performance 

Icebreaker – Changes in Your Lives

In groups of 3 – 4:

- Each person share one change he/she's been a part of
 - 1 – 2 things that went well
 - 1 – 2 things that didn't go so well?
- Make a list from each person's experience and input
- Discuss how change impacts engagement



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Change is constant


Company-wide:

- Reorganizing to best meet the needs of the business
- Merging with/acquiring new companies
- Experiencing periods of significant growth or market fluctuations
- Working in emerging markets, etc.

Personal:

- Assuming a new role or taking on new responsibilities
- Working with new team members
- Reporting to a new manager
- Getting promoted
- Changing work locations
- Getting married, having children, retiring, etc.

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Dealing with change is a critical skill

Whether you are a(n):

- Employee needing to *embrace* change
- Supervisor needing to *embrace* + *manage* change
- Senior manager needing to *embrace* + *manage* + *lead* change...

Effectively dealing with change is a critical skill area for all employees at all levels!

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Human capacity for change

- There is a process for human change
- People adapt and change at different rates, though everyone generally follows the same process
- In many ways, the process for human change is similar to the grieving process
 - Denial, anger, bargaining, depression, acceptance*
- People often are not enthusiastic about change
 - Something is always lost

© The Employee Engagement Group All Rights Reserved * Kubler-Ross Five Stage Model of change

Take care of yourself first...

Just as on an airplane, you are advised to put on your own oxygen masks first before helping others

You need to first embrace the change yourself before you can effectively engage others.



Note: This does not mean we are equating change initiatives to airline emergencies!

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Rate yourself

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Skill	Behaviors	How do you stack up? (1 = low skill 5 = high skill)
Analytic	<ul style="list-style-type: none"> Evaluating data or information systematically to identify surface, as well as underlying, causes of problems (for example performance gaps or process misalignment) 	1 2 3 4 5
Holistic (big picture) thinking	<ul style="list-style-type: none"> Understanding how the parts fit together and the impact of misalignment of one part on another Looking beyond details to see the overarching goal and results Understanding the impact of business decisions on the entire change strategy 	1 2 3 4 5
Creative	<ul style="list-style-type: none"> Designing new or innovative ways to address organization initiatives and customer needs Identifying the parts of an organization process or operation 	1 2 3 4 5
Developing Relationships	<ul style="list-style-type: none"> Working collaboratively with others to build understanding and trust, and to achieve common goals Establishing and maintaining rapport with individuals and groups 	1 2 3 4 5
Building networks	<ul style="list-style-type: none"> Building ownership and support for change among affected individuals and groups 	1 2 3 4 5
Project leadership	<ul style="list-style-type: none"> Acting as a lead contact or focal point for components (such as program intervention, or event) of the change strategy Directing the activities of others contributing to the component Overseeing project timelines, deliverables, and customer expectations 	1 2 3 4 5
Influence	<ul style="list-style-type: none"> Establishing and using a power based through unique knowledge or expertise or through alignment with power brokers in the organization Adapting to constraints and unexpected roadblocks 	1 2 3 4 5
Creating solutions	<ul style="list-style-type: none"> Customizing or designing solutions that best fit the problem Implementing the solutions Tracking the impact of the solutions and making adjustments as appropriate 	1 2 3 4 5
Responding to clients	<ul style="list-style-type: none"> Interpreting client needs and expectations through various actions (such as feedback systems, surveys, and consistent in-person contact) 	1 2 3 4 5
Using technology	<ul style="list-style-type: none"> Developing effective solutions (such as coaching, training, or intervention) to close the gap in needs or expectations and cost/ time Using existing or new technology to design products, create solutions, deliver programs, and market services 	1 2 3 4 5

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Two Roles when Leading Change

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Leadership

Establishing direction

Affirming people

Motivating and inspiring

Management

Planning and budgeting

Organizing and staffing

Controlling and problem solving

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What's in Common with all Models?


Page 4-5

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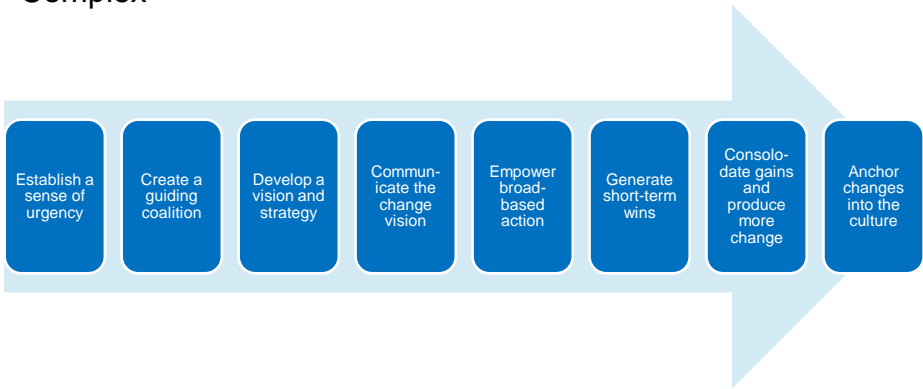
What's in Common with all Models?

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Change Model – Complex to Simple

Page 4-6 

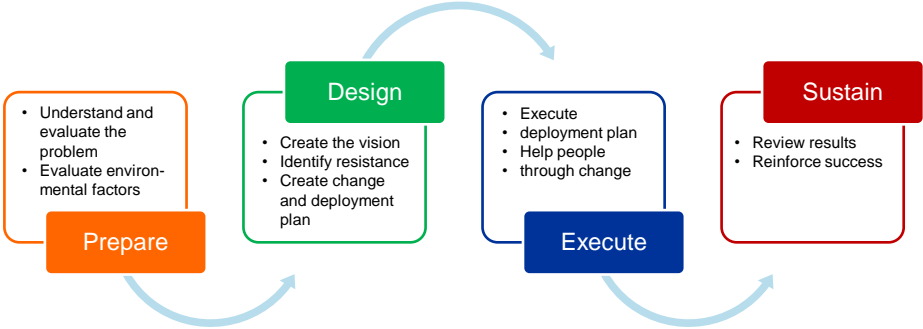
Complex



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Change Model – Complex to Simple

Simple



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Keys to Establishing Your Process

- Identify your change model as early as possible
- Create your project essentials (with schedules)
 - Change Project Plan
 - Financial Plan (budgeting)
 - Communication Plan
 - Training Plan
 - Recognition and Reward Plan
- Create a ‘Nerve Center’
- Develop a ‘Change Survival Kit’


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Why Your Process Might Not Work



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Why Your Process Might Not Work



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Cause	Description	Actions to Increase Success
Lack of or poor vision	Corporate or specific business strategies are unclear	
Lack of or poor leadership support	Leaders must provide support for the change in the way of resources (especially time) and remove obstacles.	
HR systems misalignment	Hiring and training must align with the changes taking place, especially large organizational change	
Past poor implementation	People suspect this change will be the same as others	
Time	If insufficient time is allocated there will be a large maintenance cost after the implementation	
Low risk culture	A culture that punishes mistakes can't have a good implementation	
Communication	Communication must be direct and often (not filtered from above)	
Resistance planning and management	Preparation to address resistance is key. Resistance not addressed or ignored, can go underground and create pockets of covert resistance.	
Not thinking holistically	Tying the different parts of the organization together, recognizing that change in one part can impact another part.	
Follow-through	Complete the change and communicate the results	

Lack of holistic think

Misalignment of HR Systems

Past poor implementation

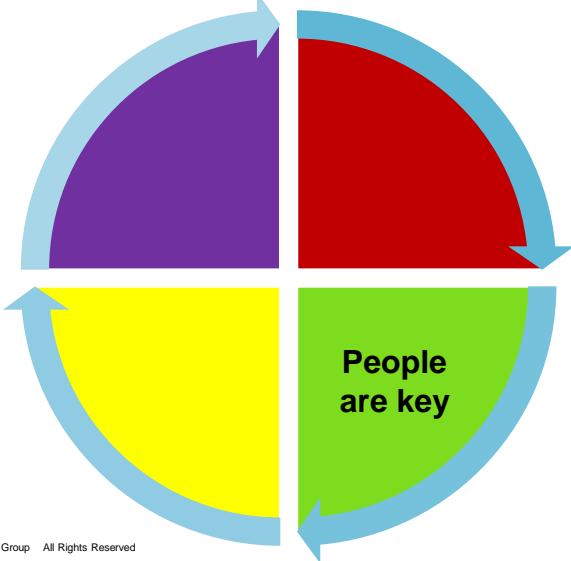
Lack of a plan to address resistance

Culture that punishes mistakes

Insufficient time allocated

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What's in Common with all Models?



People are key

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How People See Change

The diagram consists of three overlapping circles: an orange circle on the left labeled 'Rational' with the question 'Why should we do this?', a purple circle on the right labeled 'Emotional' with the question 'How is this going to feel?', and a light blue circle at the bottom labeled 'Political' with the question 'What's in this for me?'. Each circle is associated with a list of factors.


- Business case
- Market forces
- Best practices

- Effort required
- Competency questions
- New skills needed
- Perceived losses

- Position
- Status
- Income

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How People See Change



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The diagram is identical to the one in the first slide, showing the three overlapping circles (Rational, Emotional, Political) and their associated lists of factors.

Ideas for Meeting Employee Needs

Rational "Why should we do this?"	Emotional "How is this going to feel?"	Political "What's in this for me?"

Moving through the change curve

Page 4-9

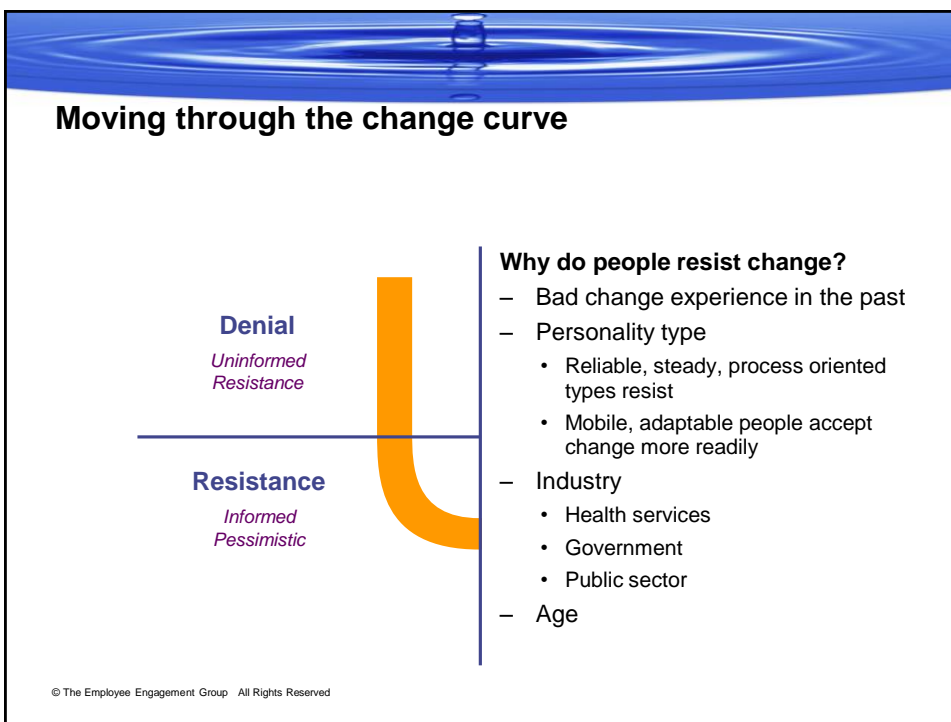
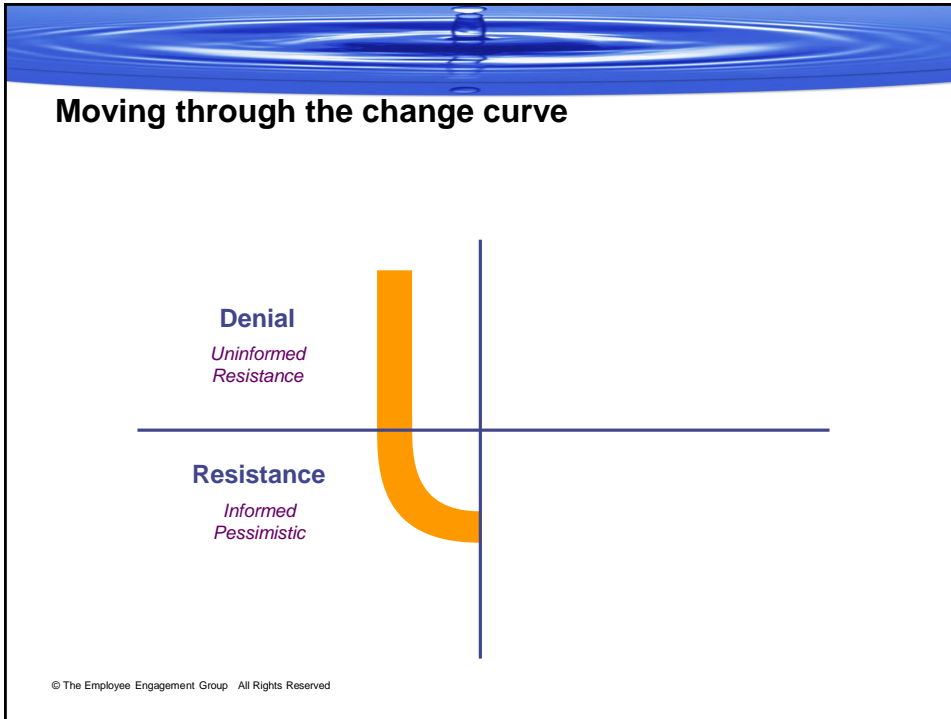
The diagram features a large orange U-shaped curve centered on a coordinate system with a vertical and a horizontal blue axis. The four quadrants are labeled as follows: top-left is 'Denial', top-right is 'Commitment', bottom-left is 'Resistance', and bottom-right is 'Exploration (Testing)'.

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Moving through the change curve

The diagram shows a coordinate system with a vertical and a horizontal blue axis. A single orange vertical bar is positioned on the left side of the horizontal axis, representing the 'Denial' stage. The text 'Denial' is placed above the bar, and 'Uninformed Resistance' is written below it in a smaller, italicized font.

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Moving through the change curve

The diagram features a blue header with a water ripple effect. Below it, a white box contains the title 'Moving through the change curve'. A large orange U-shaped curve is positioned on the left side of the box. A horizontal blue line crosses the curve. To the left of the curve, the word 'Denial' is written in blue, with 'Uninformed Resistance' in purple below it. Below the horizontal line, the word 'Resistance' is written in blue, with 'Informed Pessimistic' in purple below it. To the right of the curve, a vertical blue line separates the curve from a list of techniques.

Denial
Uninformed Resistance

Resistance
Informed Pessimistic

Techniques for Overcoming Resistance

- Clear explanation and expectations for change and plan
 - Addresses how people see change
- Establish clear goals
- Identify how it impacts people
 - Confirm results (no matter what)
 - Provide training
- Over-communicate and promote
- Involve people in the change process
- Manage the bureaucracy and obstacles
- Change reward systems early

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Moving through the change curve

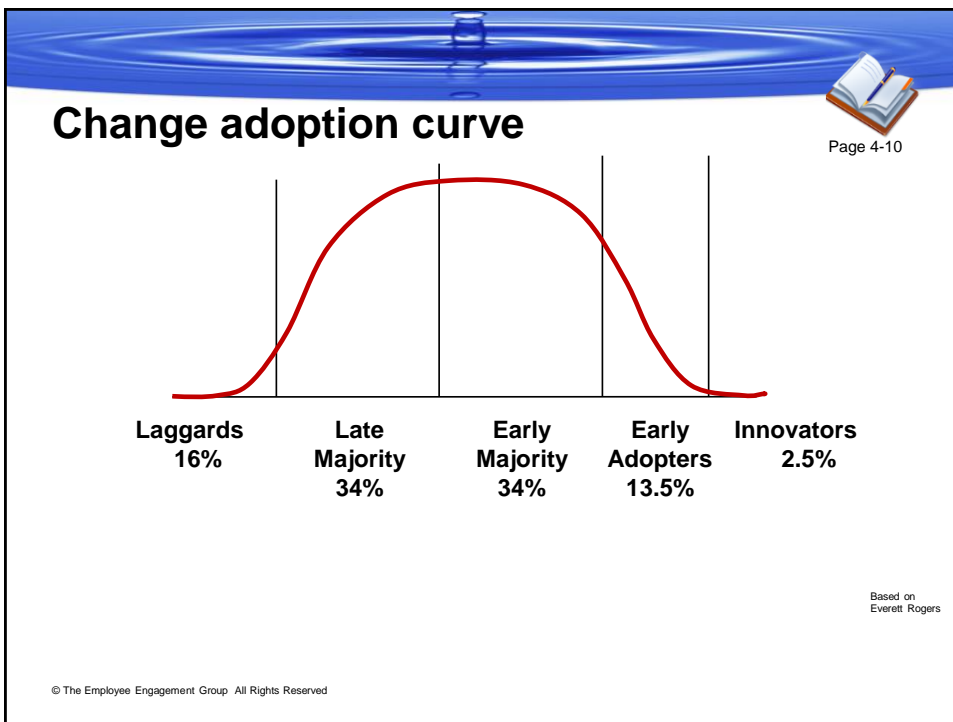
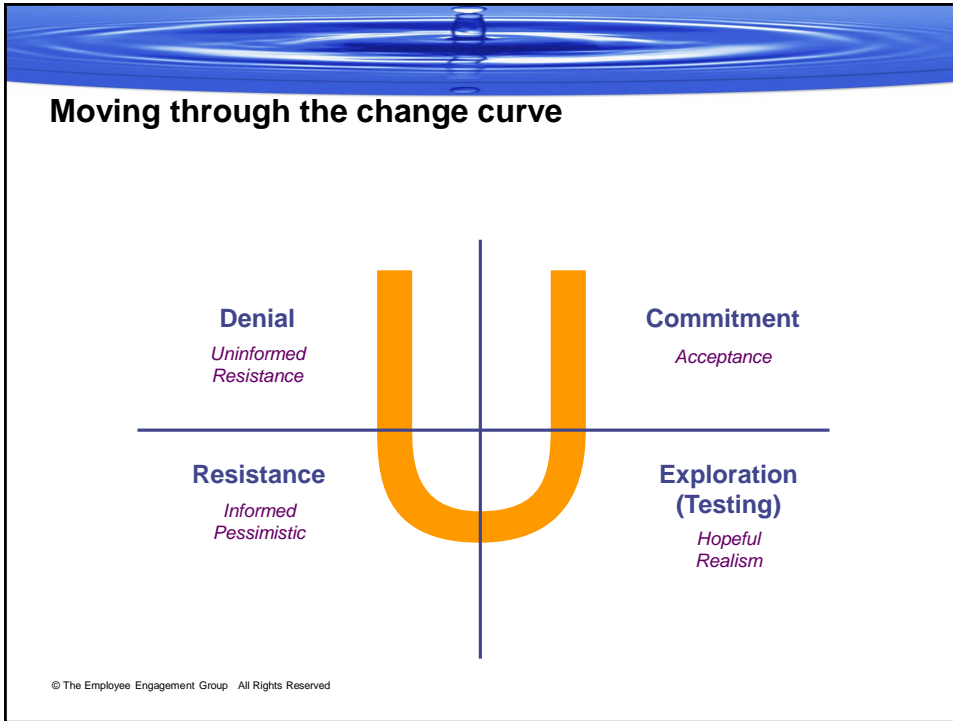
The diagram features a blue header with a water ripple effect. Below it, a white box contains the title 'Moving through the change curve'. A large orange U-shaped curve is positioned in the center of the box. A horizontal blue line crosses the curve. To the left of the curve, the word 'Denial' is written in blue, with 'Uninformed Resistance' in purple below it. Below the horizontal line, the word 'Resistance' is written in blue, with 'Informed Pessimistic' in purple below it. To the right of the curve, the word 'Exploration (Testing)' is written in blue, with 'Hopeful Realism' in purple below it.

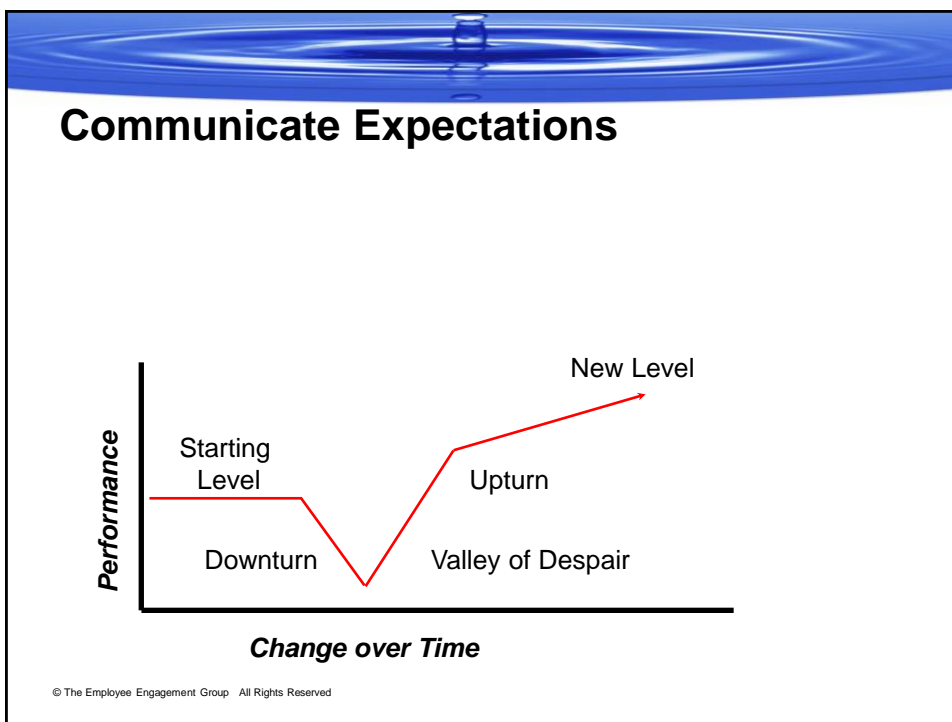
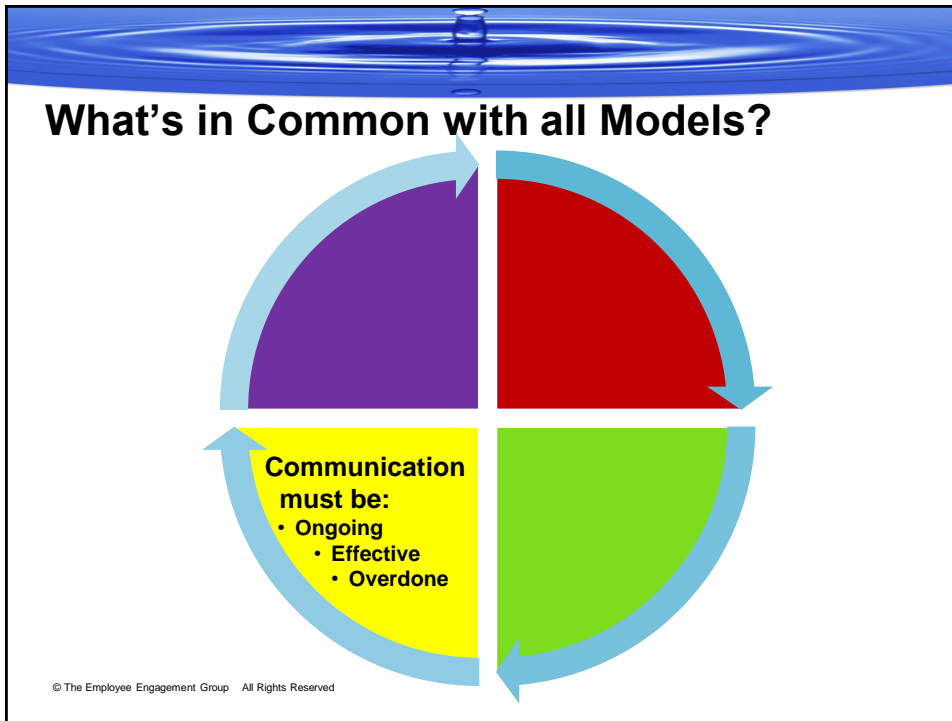
Denial
Uninformed Resistance

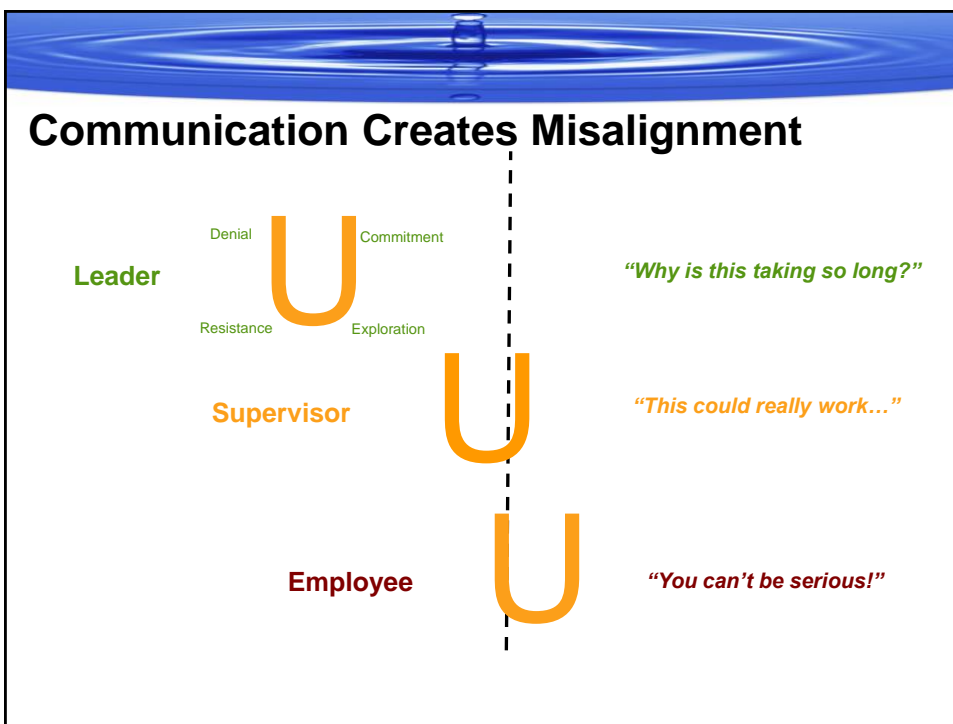
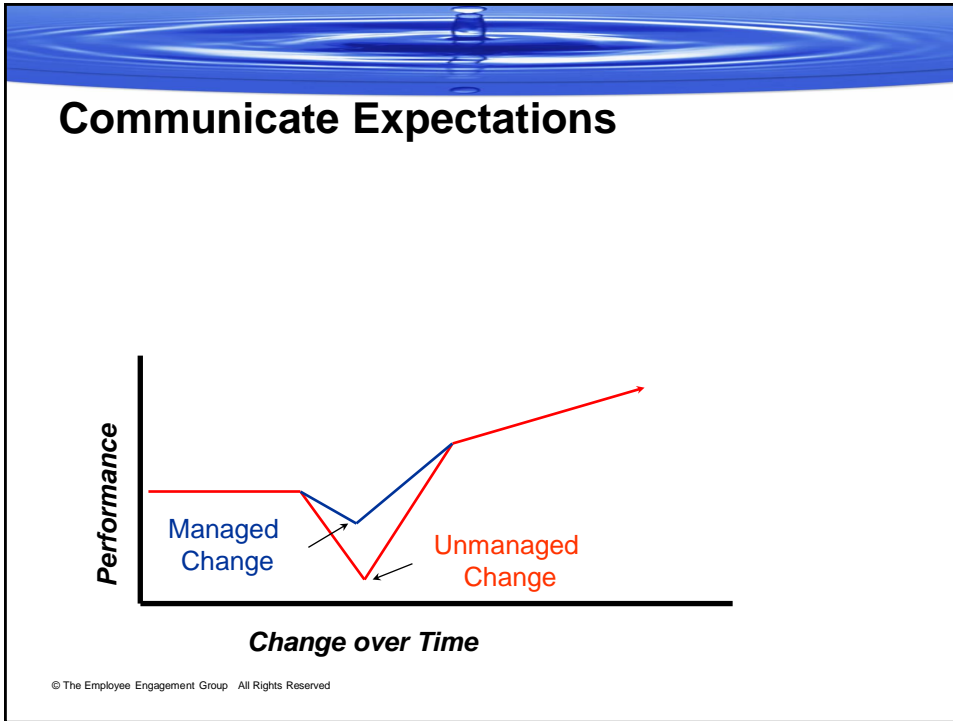
Resistance
Informed Pessimistic

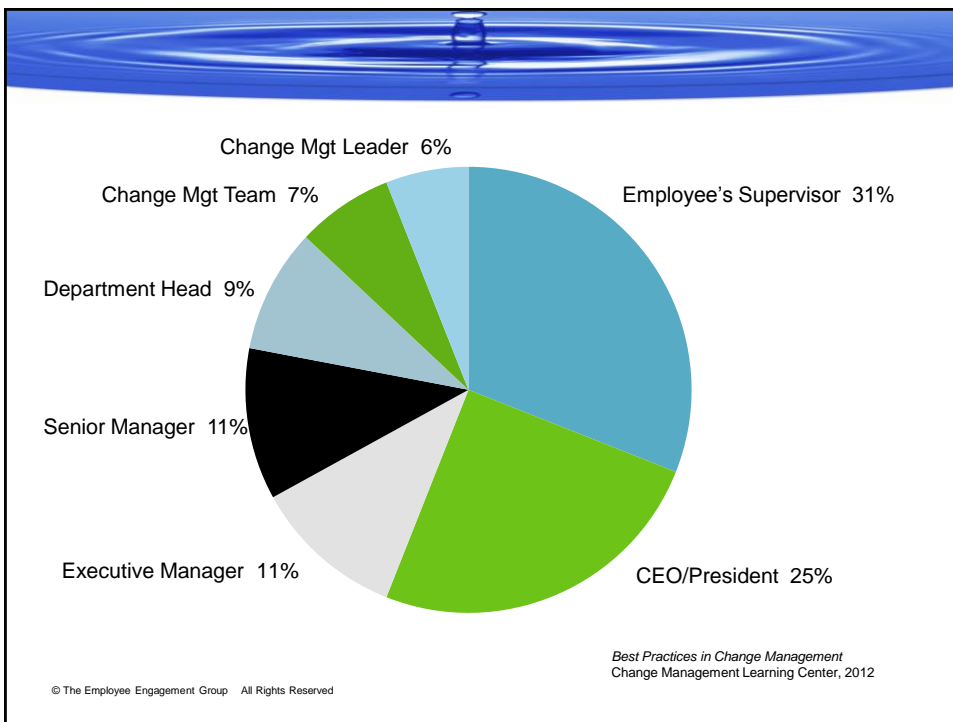
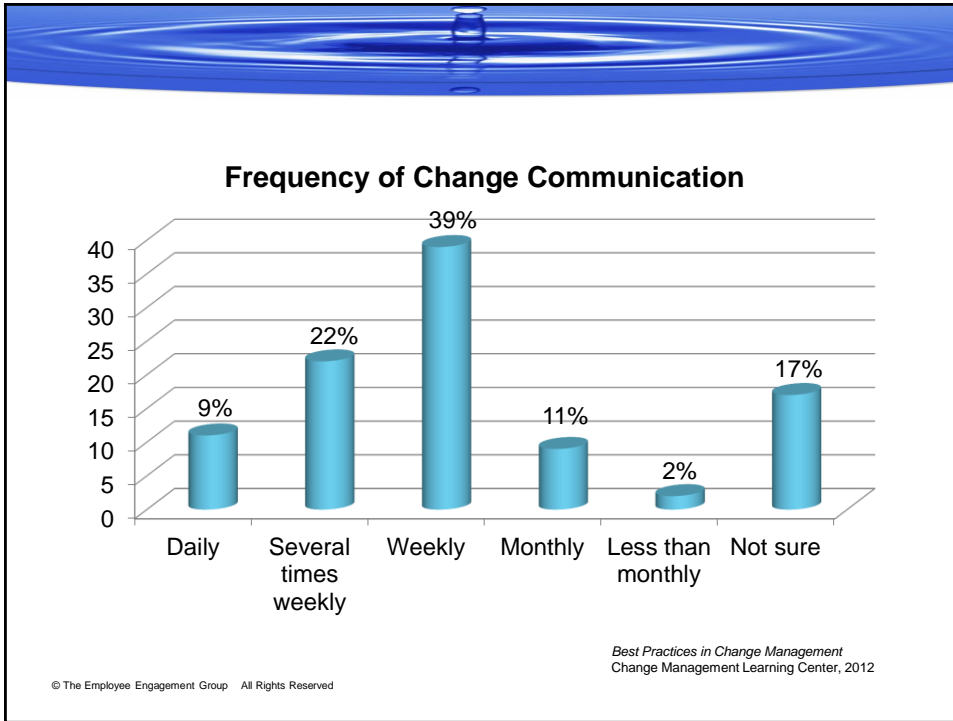
Exploration (Testing)
Hopeful Realism

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Keys to Effective Communication

- *Simplicity* - All jargon and technobabble must be eliminated
- *Metaphor, analogy, and example* - A verbal picture is worth a thousand words
- *Multiple forums* - Big meetings and small, memos and newspapers, formal and informal interaction (see Ideas for Communication Venues below)
 - Note:** *Studies show that face-to-face interactions are most effective*
- *Repetition* - Ideas sink in deeply only after they have been heard many times (the 13X rule applies here)
- *Leadership by example* - Behavior from important people that is inconsistent with the vision overwhelms other forms of communication
- *Explanation of seeming inconsistencies* - Unaddressed inconsistencies undermine the credibility of all communication
- *Give-and-take* - Two-way communication is always more powerful than one-way communication

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Communication Techniques for Change

- Communicate past successes in implementing change
- Ask for and listen to feedback
- Full disclosure
 - Reason for change
 - Process you will follow
 - Loss and gain
- Role employees play in change
- Use multiple channels to communicate
 - Listen for rumors, clarify immediately
 - 13X applies especially to change management
- Share information ASAP
 - Pre-scheduled times
 - Emergency protocol

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Communication Plan



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A communication plan will help you:

- Establish communication expectations
- Build consistent messaging
- Create alignment with employees at all levels
- Build shared accountability (from the top to bottom)
- Minimize duplicate work
- Reinforce key messages “13 times”
- Leverage different communication venues and tools

Communication Plan Worksheet

Change Vision – in the most simple terms, describe the change that you are implementing

See Keys to Effective Communication on next page for additional information

Reason(s) for the change

Process you will use to implement the change

Employee Impact

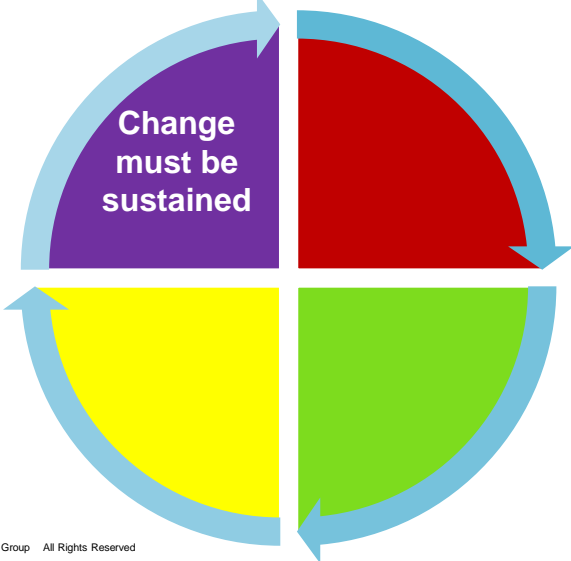
What will employees and company gain from this change?	What will the employees lose as a result of the change?	How will the employees be involved with this change?

Communication Methods

Message	Who delivers <small>(see Ideal Message Deliverer on next page)</small>	Venue <small>(see Ideas for Communication Venues on next page)</small>	Frequency <small>(see Frequency Report on next page)</small>

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What's in Common with all Models?



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Keys to Sustaining Change

- Establish clear responsibilities
 - Who is responsible for maintaining the change
 - Who audits the ongoing process?
- Track results and behaviors
 - Did the change have its intended result?
 - How have behaviors changed?
- Reinforce and reward adherence
 - What get recognized, gets repeated
- Identify barriers to the change succeeding
 - People
 - Processes

Adapted from *The Change Handbook*, Devane, Cady, Holman 2007

Summarizing Change Management

Page 4-16



Thirteen Keys to Managing Change

1. **Remember that change is everywhere.** Change is all around our work and personalities. If we didn't undergo change, we'd be at a considerable disadvantage, whether it be corporate or individually. "Change" often means keeping up with the times.
2. **Keep in mind that change is not new to any of us.** Think of the many different changes our company, your team or you personally have been through. We've all survived some significant changes efforts in the past – and we'll survive them in the future, as well.
3. **Be "At Cause," not "At Effect."** Being "At Cause" means adopting a proactive mindset where you are in control of your own destiny. YOU make things happen – things don't happen TO you. Being "At Effect" means you assume a victim mentality where you perceive that your life is controlled by others. During change, some things will be out of your control. However, controlling your attitude is something that is always entirely within your control.
4. **Think evolution, not revolution.** Many changes are initiated in order to continuously improve and build on our results, or to simply make our lives better. Change is rarely introduced to tear everything down and rebuild what was there before. It may not always feel like it, but change is never a conscious choice to make our lives more hectic!
5. **Remember to also focus on what is not changing.** Change initiatives or events rarely change everything. Let the stable aspects of the situation give you a sense of security as you adjust to what is indeed changing.
6. **Ask questions, ask questions, ask questions!** Get the facts about the change by speaking up and getting answers to things that aren't clear to you. Try not to "fill in your own blanks," since often times you'll be wrong.
7. **Keep doing your work.** Chances are many aspects of your job are not changing. Keep doing what you do best. Onward and upward!
8. **Use the change as a development opportunity.** Change often brings new opportunities and prospects that weren't there (or visible) before. Leverage the change to your advantage by identifying ways to improve your skills, knowledge and abilities to help you with your career goals.
9. **Make stress management a habit.** Whether it's going to the gym, taking a walk with a friend, or doing some deep breathing through-out the day, try to make stress management part of your daily schedule whenever possible.
10. **Be prepared for mental fatigue.** Change can be challenging, unsettling and exhausting even for the most experienced employees. Don't be surprised if mental fatigue sets in – especially during larger change initiatives. Expect it, normalize it and find ways to deal with it. (You'd probably be in denial if you didn't feel stressed at some point during times of change!)
11. **Be forgiving and more tolerant.** Change can often be difficult and people are bound to make mistakes. Be more forgiving and lenient with others (and yourself!) during these times as we all go through the change together.
12. **Ask for help when needed.** Nobody can read your mind—be vocal about your needs and how the company, your manager or your co-workers can appropriately support you.
13. **Help yourself by helping others.** Reach out to someone in need. Lend a sympathetic ear to someone who may be having difficulty.

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Questions

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**Engage Your
First-Line Leaders**

from potential to performance 

First Line Leader Role in Engagement

*The #1 driver of employee engagement is one's first line supervisor**

*Disengaged managers are 3 times more likely to have disengaged employees***

Less than 10% middle managers rated their management training to be excellent

75% of people voluntarily leaving jobs say their boss as the reason



* Gallup survey of 80,000 Global Employees
** Sirota Intelligence Study

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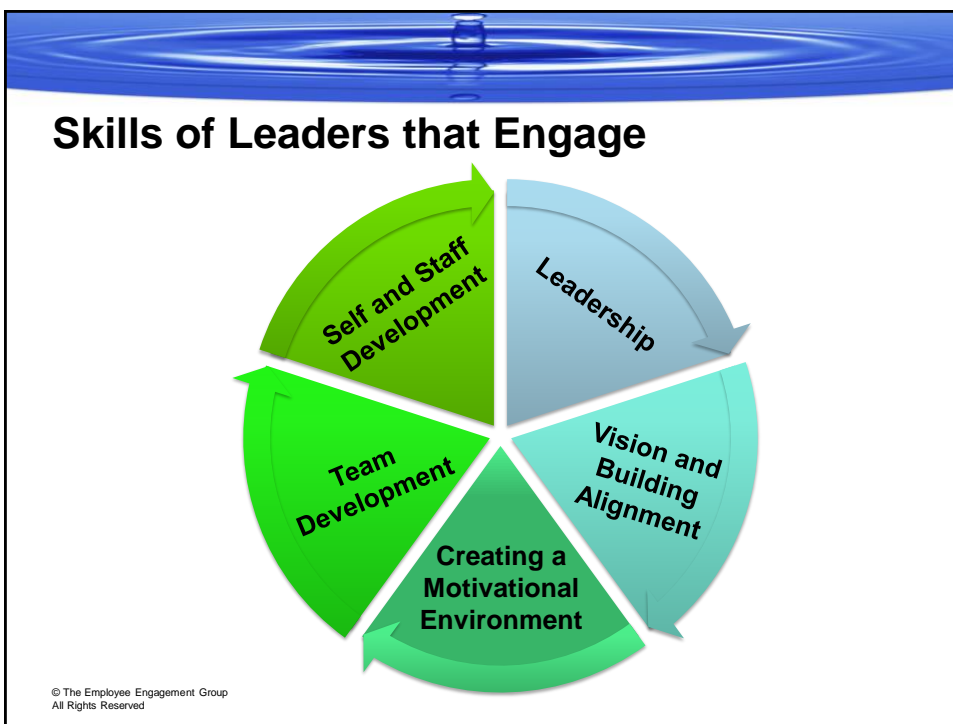
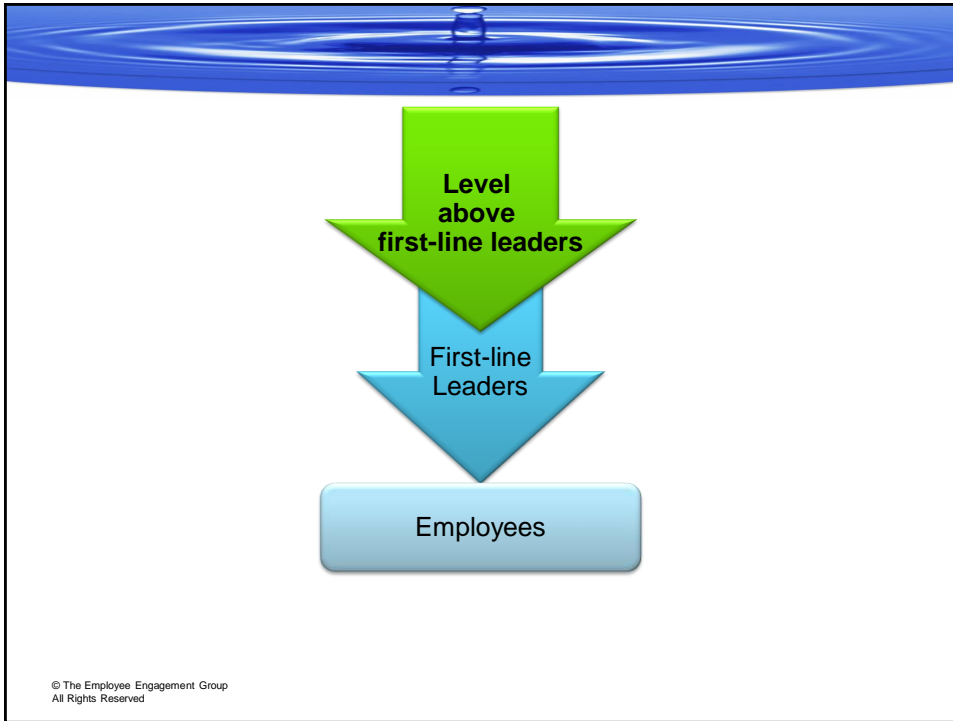
Where did you rate your first-line leaders?

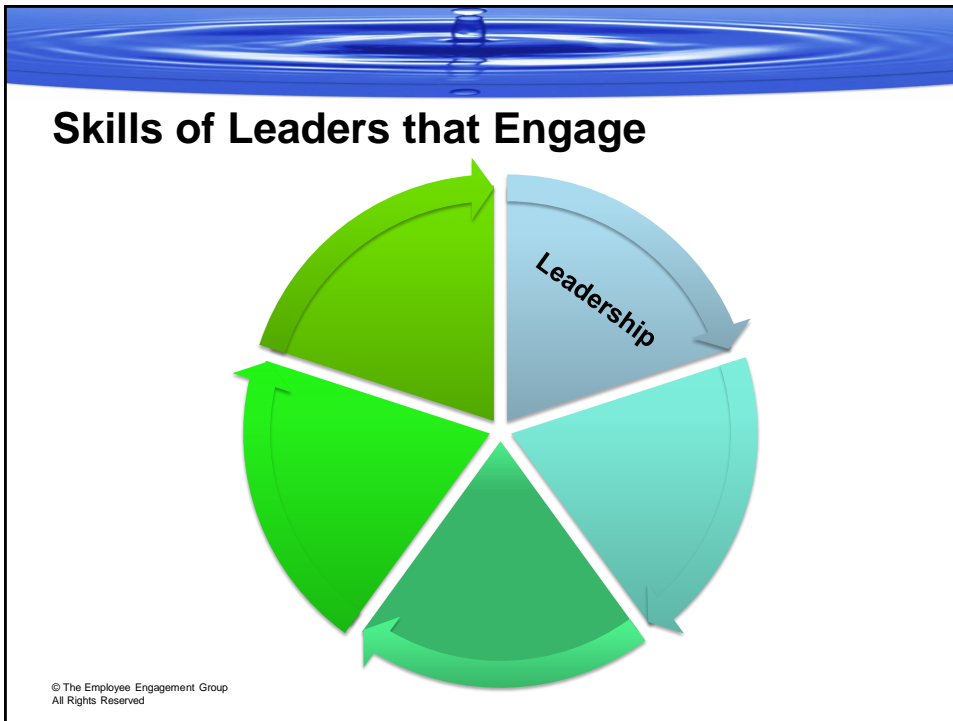
1 = Not Engaged
10 = Fully Engaged



– What could you do to improve or maintain your engagement levels?

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Force-Rank Yourself


On the following chart, force-rank yourself in each category from 1 – 12:

- 1 = Highly Effective
- 12 = Needs most work

Use each number only once but use all numbers


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Train your Leaders on Engagement



Page 4-21

Twelve Needs a Leader Must Fill Employee Evaluation

Ask each member of your team to force-rank you on the following 12 needs a leader must fill as follows:
1 = Highly Effective
12 = Needs most work

As they are ranking, they should rate on a scale of 1 – 5 how important personally:

Need	Rank	How important is filling this need to you? • 1 = not important, • 5 = very important	Definition
Trust	1 2 3 4 5		I believe in you
Authority	1 2 3 4 5		Someone is in charge
Security	1 2 3 4 5		Things will probably turn out okay
Direction	1 2 3 4 5		Someone knows where we're going
Vision	1 2 3 4 5		We know where we're going
Structure	1 2 3 4 5		Everyone knows where they fit in
Clarity	1 2 3 4 5		Someone is saying what's expected of us
Role model	1 2 3 4 5		We have someone to look up to
Reassurance	1 2 3 4 5		Someone is looking after us
Cohesion	1 2 3 4 5		We're all singing from the same song sheet
Inspiration	1 2 3 4 5		We feel good about what we are doing
Recognition	1 2 3 4 5		What I do matters

Twelve Needs a Leader Must Fill Self-Assessment

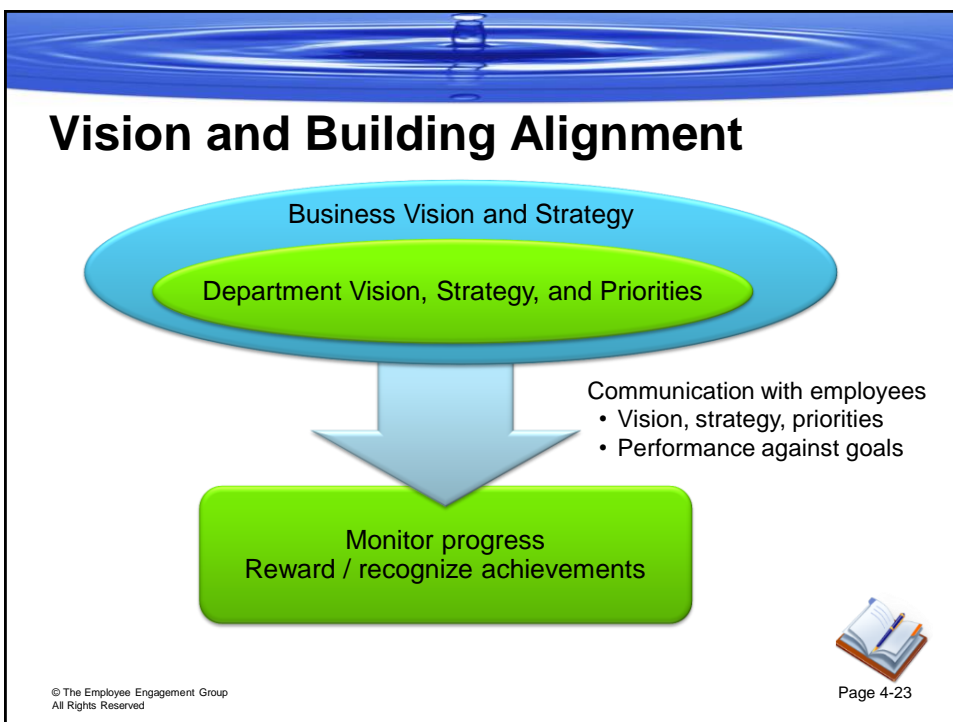
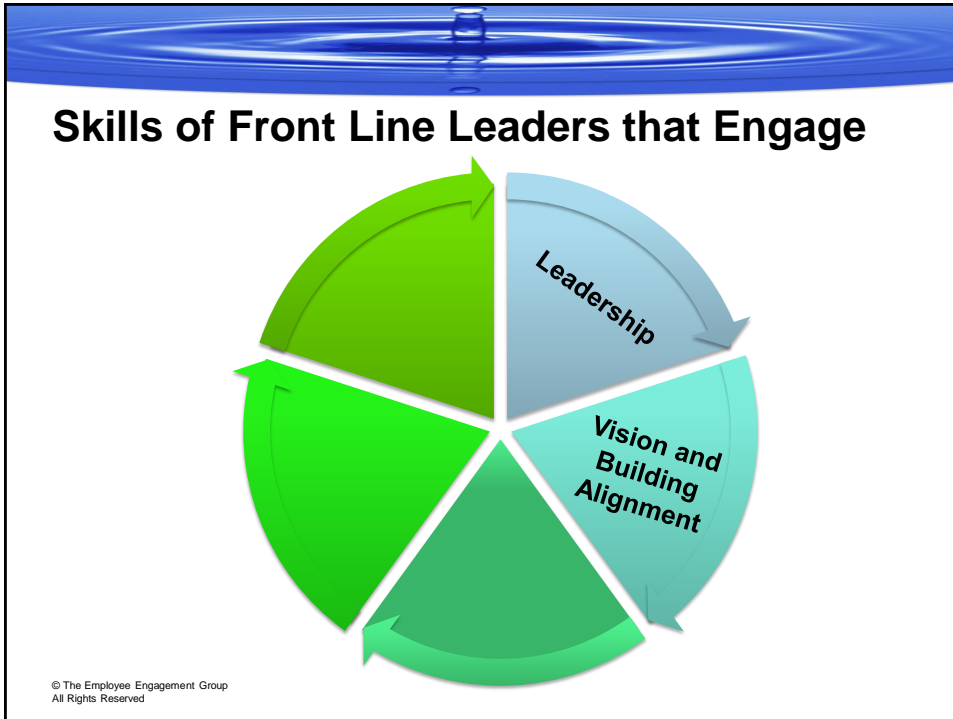
Note: This is a duplicate of the previous exercise in a different format

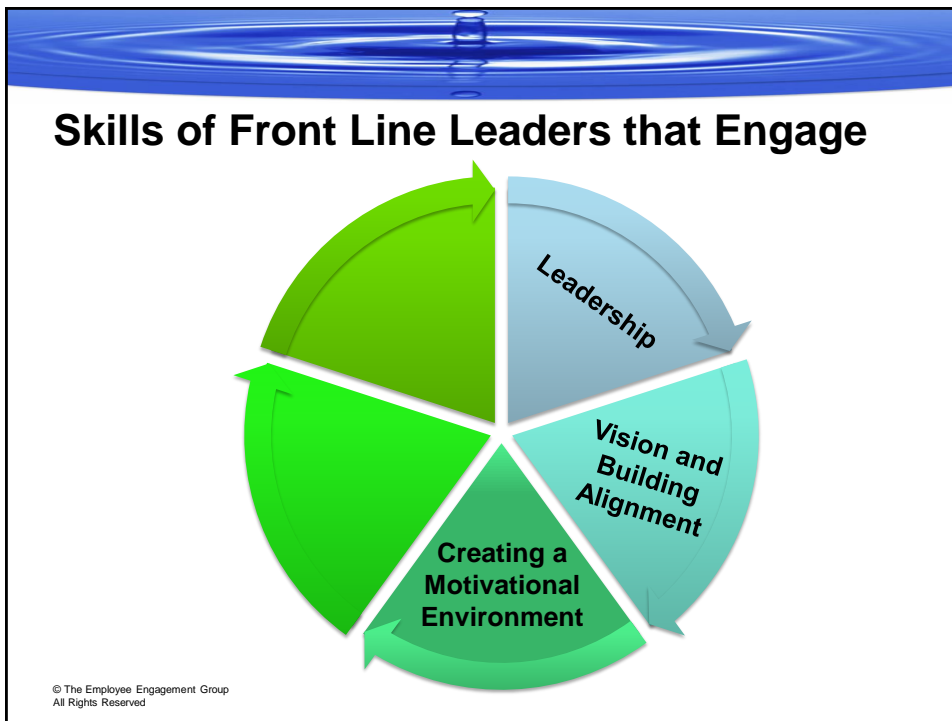
Force-rank yourself on the following 12 needs a leader must fill as follows:
1 = Highly Effective
12 = Needs most work

Need	Rank	Team members say...	I can improve by...
Trust		I believe in you	
Authority		Someone is in charge	
Security		Things will probably turn out okay	
Direction		Someone knows where we're going	
Vision		We know where we're going	
Structure		Everyone knows where they fit in	
Clarity		Someone is saying what's expected of us	
Role model		We have someone to look up to	
Reassurance		Someone is looking after us	
Cohesion		We're all singing from the same song sheet	
Inspiration		We feel good about what we are doing	
Recognition		What I do matters	

Two tools you can use this tool to ask employees to evaluate leaders on the 12 Needs

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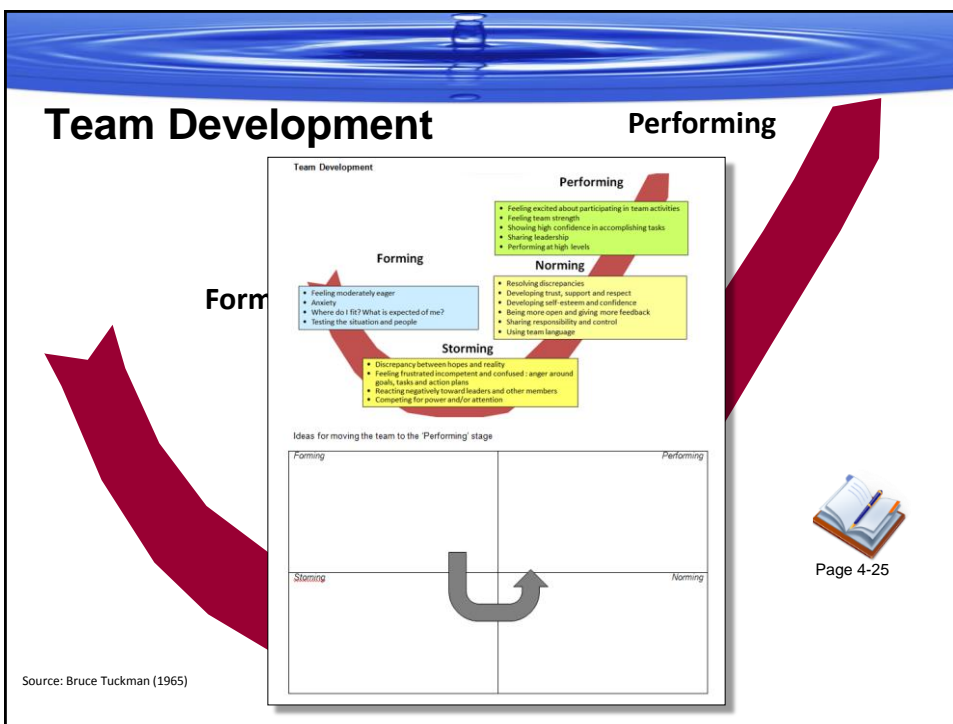
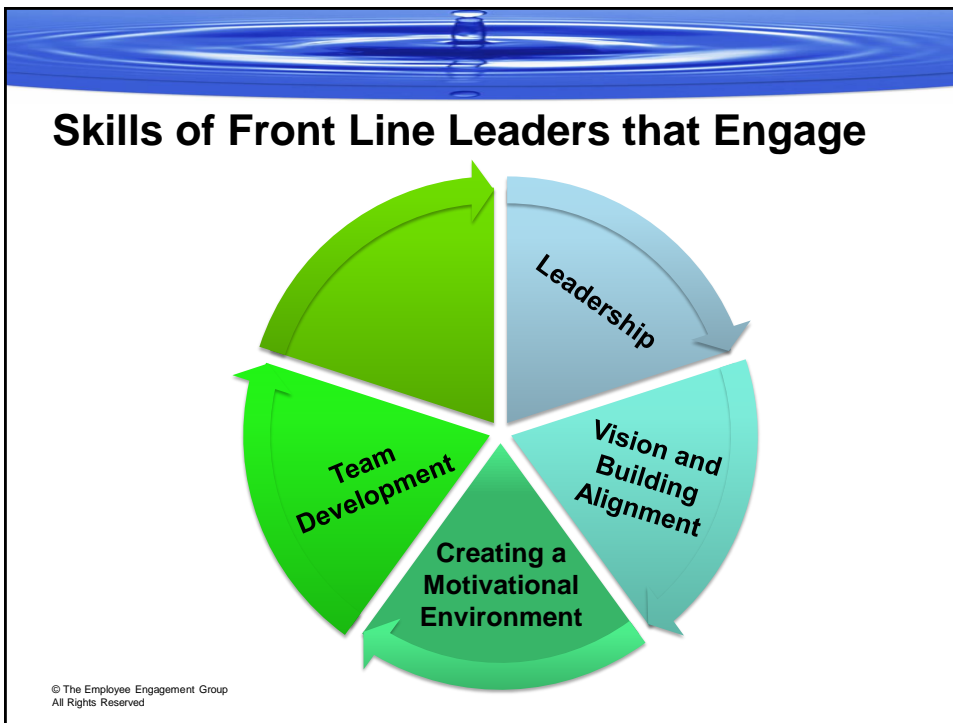
Create a Motivational Culture

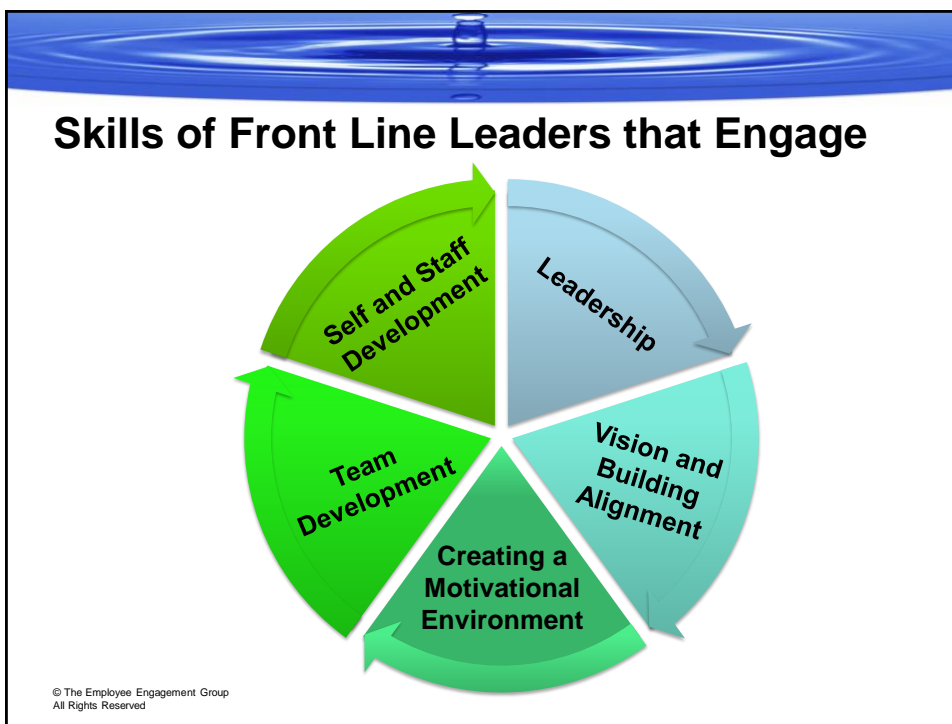
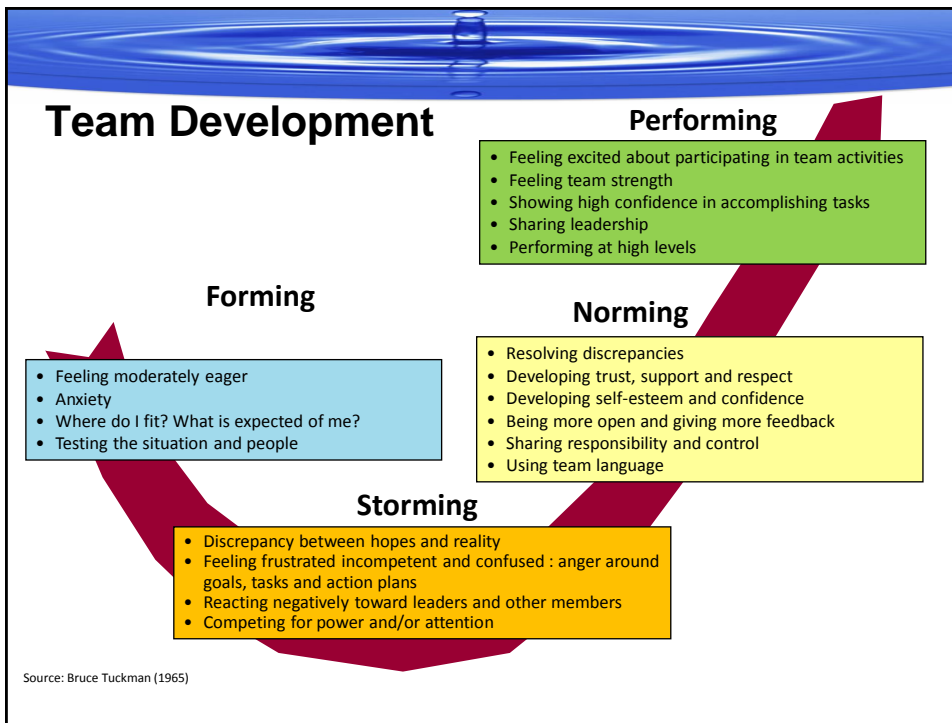
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- Accountability
 - Setting clear expectations
 - Performance management
- Communication
 - Business information
 - Input
 - Ability to talk to you
- Knowing employees
 - Professional
 - Personal

Accountability	Communication
<p style="font-size: small;">Setting Clear Expectations</p> <div style="text-align: center;"> </div> <p style="font-size: small;">Performance Management</p> <ul style="list-style-type: none"> • What is your process? • How is it supported? • How is consistency maintained? 	<p style="font-size: small;">Business Information</p> <p style="font-size: small;">Input</p> <p style="font-size: small;">Ability to talk to you</p>
Knowing Your Employees	
<p style="font-size: x-small;">Professionally</p>	<p style="font-size: x-small;">Personally</p>


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Staff Development

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- Hire the right people
 - Set clear objectives and expectations

How do you hire your people managers?

- Where do you look?
- Do you have an internal development process?
 - What does it look like?
 - Who is eligible?
- Who is involved in the 'filtering' process?
- Do you have a standard list of requirements or does it vary from position to position?
- Who makes the final decision?

From your pre-work

Leadership Selection Process

Position: _____

Performance Objectives and Expectations

What will this person be expected to accomplish in this role, how will he/she be evaluated?


Training

What training will be required to be successful in this position? How will training be provided?

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Staff Development

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- Hire the right people
 - Set clear objectives and expectations
 - Identify behaviors, traits, skills, and experience/education (BEST)
 - Look internally and externally
- Provide development opportunities (more than just training)
- Track progress – help them succeed

Leadership Selection Process

Position: _____

Performance Objectives and Expectations

What will this person be expected to accomplish in this role, how will he/she be evaluated?

What are the requirements of this job?

Behaviors and Traits	Skills, Education, and/or Experience

Internal or external candidate

Internal Leading Candidate Name	If no internal candidate, why not?
	How will you replace this internal candidate in his/her current position?

External Leading Candidate Name	Why is an external candidate preferable to an internal candidate?
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Training

Exercise – Develop a hiring profile for a people manager.

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Self and Staff Development

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This framework is designed to assist you in identifying and assigning the appropriate learning and development strategies that will help you achieve your targeted professional and career development goals. You may want to reference this information as you create or modify development goals.

Learning and Development Actions	Description	Target Skill-Set	Examples	Implementation Steps/Success Factors	Benefits
Formal Training & Education (internal or external)	Classroom, Webinar, or online self-paced courses targeted toward specific employee groups or skill development areas.	<ul style="list-style-type: none"> o Functional or role-specific skills/knowledge o Interpersonal skills development o Leadership Development 	<ul style="list-style-type: none"> o Live, instructor-led course o Webinar based instructor-led course o On-line self-paced course 	<ul style="list-style-type: none"> o Identify employee knowledge or skill need/gap o Match to appropriate training course o Develop pre- and post-training goals o Ensure program attendance o Provide manager feedback and evaluate progress in using skills on the job 	<ul style="list-style-type: none"> o Provides immersive, targeted development. o Timing of training is important, should be completed close to time when skills/knowledge can be used/applied
On-the-Job Training/Challenges	Training or coaching provided to employees by managers, supervisors, and/or peers; activities align with day to day job tasks and assignments.	<ul style="list-style-type: none"> o Core job experiences o Personal challenges 	<ul style="list-style-type: none"> o Creative problem-solving o Identification of new ways to work o Engagement in planning projects 	<ul style="list-style-type: none"> o Identify employee knowledge or skill need/gap o Determine which on-the-job opportunities that would be appropriate of interest o Determine goals of assignment o Facilitate learning during assignment, provide support. o Evaluate goal accomplishment 	<ul style="list-style-type: none"> o Provides employee development through providing additional responsibility o Enables employee to learn through experience
Professional Memberships/Association	Typically a method to increase exposure to best practices and knowledge sharing within a technical/professional discipline.	<ul style="list-style-type: none"> o Networking/Exposure o Specific functional or professional skill development 	<ul style="list-style-type: none"> o Participate as a member or as leader of professional organization, or internal/external networking 	<ul style="list-style-type: none"> o Identify if broader or targeted exposure knowledge is desired/needed. o Talk to various people who belong/have participated in those groups; get feedback on effectiveness, focus, etc. of organization. 	<ul style="list-style-type: none"> o Facilitates network building o Provides greater access to professional resources/best-practices
Reading/Writing	Self-directed learning or research in topical areas.	<ul style="list-style-type: none"> o Gaining and/or sharing specific knowledge 	<ul style="list-style-type: none"> o Books, case studies, articles, on-line research, etc. o Writing a technical paper 	<ul style="list-style-type: none"> o Identify knowledge gaps/needs o Provide recommendations, help, or ideas for resources as needed 	<ul style="list-style-type: none"> o Exploration or targeted study of a particular subject matter
Feedback	Typically someone observes the employee and provides information, advice, and instruction intended to help develop skills, improve performance, or enhance the quality of his/her career.	<ul style="list-style-type: none"> o Functional or role-specific skills/knowledge o Interpersonal skills development o Leadership development 	<ul style="list-style-type: none"> o Manager o Supervisor o Peer o Experienced coach (internal or external) o Client 	<ul style="list-style-type: none"> o Identify skill to be developed and who would be best able to provide feedback o Provide opportunities for observation o Meet to discuss self-evaluation and give objective feedback 	<ul style="list-style-type: none"> o Provides objective, outside view o Opportunity to reflect, discuss and learn from experiences o Improves short-term performance and longer-term development


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Self Development

- 360 Feedback
- Development opportunities
- Professional associations
- Career planning

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360 Evaluation



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Leadership Evaluation
Rate _____ on a scale of 1 = 10 (1 = Not at all, 10 = Extends well beyond or 7 not applicable, NA)

Leadership Foundation	Rating (1 = Not at all, 10 = Extends well beyond)										
Appropriately changes leadership style depending on the situation	1	2	3	4	5	6	7	8	9	10	NA
Adopts leadership techniques to fit individual employees	1	2	3	4	5	6	7	8	9	10	NA
Makes the tough decisions with confidence	1	2	3	4	5	6	7	8	9	10	NA
Takes control of the situation when needed	1	2	3	4	5	6	7	8	9	10	NA
Works effectively in cross-cultural environments	1	2	3	4	5	6	7	8	9	10	NA
Shows an appreciation for the value of diversity (race, nationality, culture, age, gender, sexual orientation)	1	2	3	4	5	6	7	8	9	10	NA
Shows employee empathy	1	2	3	4	5	6	7	8	9	10	NA
Shows risk aversion making the decisions	1	2	3	4	5	6	7	8	9	10	NA
Actively contributes to team success during tight deadlines	1	2	3	4	5	6	7	8	9	10	NA
Inspires others to follow	1	2	3	4	5	6	7	8	9	10	NA
Places a high priority on coaching people	1	2	3	4	5	6	7	8	9	10	NA
Assigns the appropriate person to the appropriate task or job	1	2	3	4	5	6	7	8	9	10	NA
Understands importance of rules and procedures	1	2	3	4	5	6	7	8	9	10	NA
Values flexible approaches to deal with cultural differences	1	2	3	4	5	6	7	8	9	10	NA

Vision and Building Alignment	Rating (1 = Not at all, 10 = Extends well beyond)										
Communicates clear goals for the next year of the organization	1	2	3	4	5	6	7	8	9	10	NA
Translates vision into motivating strategies and implementation plans	1	2	3	4	5	6	7	8	9	10	NA
Makes annual objectives consistent with long-range goals	1	2	3	4	5	6	7	8	9	10	NA
Makes annual reports understandable how they contribute to the vision	1	2	3	4	5	6	7	8	9	10	NA


Growth of Human Capital & Succession Management	Rating (1 = Not at all, 10 = Extends well beyond)										
Recruits and selects talented people	1	2	3	4	5	6	7	8	9	10	NA
Clearly communicates performance expectations	1	2	3	4	5	6	7	8	9	10	NA
Takes appropriate action when performance does not meet expectations	1	2	3	4	5	6	7	8	9	10	NA
Consults freely and effectively performance reviews	1	2	3	4	5	6	7	8	9	10	NA
Regularly gives open and honest feedback	1	2	3	4	5	6	7	8	9	10	NA
Makes others prepare for increased responsibility	1	2	3	4	5	6	7	8	9	10	NA
Proactively looks to promote from within	1	2	3	4	5	6	7	8	9	10	NA
Works with employees to identify career growth plans that link with business development plans	1	2	3	4	5	6	7	8	9	10	NA
Identifies individuals with the appropriate skill	1	2	3	4	5	6	7	8	9	10	NA
Looks to eliminate unnecessary work or obstacles to productivity	1	2	3	4	5	6	7	8	9	10	NA
Has proactively identified and developed a successor to his/her role	1	2	3	4	5	6	7	8	9	10	NA

Creating a Motivational Environment	Rating (1 = Not at all, 10 = Extends well beyond)										
Provides material and equipment needed to do the work right	1	2	3	4	5	6	7	8	9	10	NA
Recognizes and rewards achievement and performance successes	1	2	3	4	5	6	7	8	9	10	NA
Is clear enough to be objective	1	2	3	4	5	6	7	8	9	10	NA
Keeps promises and commitments	1	2	3	4	5	6	7	8	9	10	NA
Focuses on how results are achieved as much as on what results are achieved	1	2	3	4	5	6	7	8	9	10	NA
Provides specific feedback when deserved	1	2	3	4	5	6	7	8	9	10	NA
Stands up fairly on both quantitative and qualitative results	1	2	3	4	5	6	7	8	9	10	NA
Establishes a culture which enables others to succeed	1	2	3	4	5	6	7	8	9	10	NA

Team Development	Rating (1 = Not at all, 10 = Extends well beyond)										
Works cooperatively with others to achieve common goals	1	2	3	4	5	6	7	8	9	10	NA
Successfully manages conflict	1	2	3	4	5	6	7	8	9	10	NA
Works effectively with peers and colleagues	1	2	3	4	5	6	7	8	9	10	NA
Motivates others to "own" individual tasks with others	1	2	3	4	5	6	7	8	9	10	NA
Respects the importance of other people's time	1	2	3	4	5	6	7	8	9	10	NA
Connects team people with dignity and respect	1	2	3	4	5	6	7	8	9	10	NA

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Leadership Best Practices



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Leadership and Engagement Best Practices

Leadership

- Use positive language – say what to do, vs. what not to do
- Validate before you communicate – rumors can sound just like facts
- Ask questions and use employees as a sounding board
- Listen to employees
 - * Use your ears and eyes
 - * Let employees finish (no interruptions)
 - * Respond to show you are engaged
 - * Ask questions to clarify
- Encourage employee communication by facilitating discussions and conflicts
- Ask for feedback from employees about your leadership
- Solicit new ways of doing things
- Be open to new ideas
- Ask for solutions, not just complaints
- Encourage employees to submit innovative ideas
- Over communicate, especially in times of stress
- Conduct a better practices brainstorm session
- Set a good example – know who you are and live your 3 lives (business, personal, and family) with passion
- Encourage employees to balance life and work
- Demonstrate empathy, especially in times of personal hardship
- Keep a positive attitude – your staff will mirror your behavior
- Respect others' time
- Communicate, communicate, communicate

Vision and Building Alignment

- Understand the vision of the company
- Define your vision for your department that ties directly to the vision of the company
- Communicate your vision to your employees with emphasis to the connection to the company vision
- Clearly articulate cascading goals
- Routinely remind your employees of the vision
- Define and communicate your strategy for reaching the vision
- Discuss with your employees how to best execute the strategy flawlessly
- Measure progress (create 'balanced scorecards')

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Assignment

from potential to performance 

Assignment

- Rate yourself on the Attributes of Successful Change Agents worksheet
- Identify the type of change management process you would or do use in your organization, and why it is effective
- Ask your team (or a group that sees you as a leader) complete the Twelve Needs evaluation
- Get to know a few of your employees more personally and professionally
- Rate your yourself and your company on your use of social media

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Pre-work for Session 5

Communication Protocol

Innovation

from potential to performance 

Pre-work for Session 5



Page

- How is communication cascaded through your organization?
 - E-mail?
 - Meetings?
 - Social media?
 - Other?
- Describe your communication process when a major announcement is made in your organization. What are the pros and cons of your current process? What works? What doesn't?
- Innovation is taking a current product, process, or service and making it better. Based on that definition:
 - Make a list of 3 – 5 innovations you have seen in your lifetime outside of your industry. Look around you – what improvements have you seen to your world? How did it make it better?
- Read the articles posted on the web site and watch the video links

Thank you

*See you on
November 15*

from potential to performance 