The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.

Jurgen Apello
TEAM

- Care
- Recognition
- Growth Opportunities
- Purpose
- Resources
Influence

Bigger difference
Improve quality
Increase team’s efficiency, effectiveness
Reduce frustration throughout team
Increase alignment
Be a spark of positivity
Culture: people valued and optimized

Leverage your technology skills
Leadership is influence—
Nothing more,
Nothing less.

John Maxwell
It’s our collective task to liberate the leader in each and every one of us.

Kousez & Posner
Lack of leadership is the root of one of the most serious problems facing business today—disengagement.

- Retention of talent
- Customer service
- Productivity
- Performance
- Profitability
- Resilience
- Quality

8 of 10 workers are disengaged.
Most Impactful Employee Engagement Drivers

- **Recognition given for high performers**: 72%
- **Individuals have clear understanding of how job contributes to strategy**: 70%
- **Senior leadership continually updates/communicates strategy**: 70%
- **Business goals communicated company-wide and understood**: 69%
- **Individual staff aligned with corporate goals**: 67%
- **Assessments and performance reviews aligned with corporate goals**: 64%
- **Some or all staff pay linked to corporate goal achievement**: 54%
- **Training and development organized around corporate goals**: 52%

**LEADERSHIP & COMMUNICATION**

*Harvard Business Review Analytic Services*
Even the superstar performer does not reach their same superstar productivity again.

Attrition
The Seven Hidden Reasons Employees Leave

1. The job or workplace was not as expected.
2. There is a mismatch between job and person.
3. There is too little coaching and feedback.
4. There are too few growth and advancement opportunities.
5. Workers feel devalued and unrecognized.
6. Workers suffer from stress due to overwork and work-life imbalance.
7. There is a loss of trust and confidence in senior leaders.

LACK OF LEADERSHIP & COMMUNICATION

Branham
imagine
Change happens from the bottom up— all of us as individuals deciding that we will and we do have an impact.

Hill Harper
Bottom up change in the world is everywhere all the time. So much more common than change that gets put down on us by a dictator or by someone who is punitively in charge. And yet we ignore this bottom up thing when in fact it is the thing we are most likely to touch and change.

Technology is empowering bottom up change and dismantling the hierarchical overbearing leader model.
Curiosity
Curiosity*

*without judgement
The single, most important action to building relationships

Trust

1:1
Communication—the human connection—is the key to personal and career success.

Paul J. Meyer
Building a relationship is fundamental to ensuring effective communications.

Effective communications are fundamental to building relationships.
Communications
Communicate--up, down, sideways, everywhere, effectively, and often

CHALLENGE:
Proactively consider what content needs to be pushed and pulled
The single biggest problem in communication is the illusion that it has taken place.

George Bernard Shaw
Intentionally Curious
listener
1. Get emotions under control quickly
2. Make the other person feel felt
3. Be more interested than interesting
4. Rewire yourself to listen
5. Make people feel valuable

*Just Listen, by Mark Goulston*
Listen so your person feels heard
Turning your body and giving someone your attention is like stepping into the starting blocks for listening.
55% of what is conveyed comes from body language.

38% from the tone of voice.

7% from the words.

“14 Tactics For Reading People’s Body Language” by Baer and Nisen
Communication is not just prefrontal cortex to prefrontal cortex
We communicate REPTILE brain to REPTILE brain most powerfully.
Managers giving little or no feedback fail to engage 98% of their directs.
#1 Leadership Mistake

Leaders stop listening.

They surround themselves with people who massage their egos.

Tal Ben Shahar
1. Am I focused on the things you think I need to be focused on?

2. Is there anything I could be doing better?
Crucial Conversations Formula

Ever so gently...

“I’ve noticed that... fact, fact, fact”

“I’m wondering if... thought, thought, thought”

“Do I have this wrong?”

*Crucial Conversations Tools for Talking When Stakes Are High*, by Patterson, Grenny, McMillan, and Switzler
Recognition given for high performers - 72%
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Most Impactful Employee Engagement Drivers

Harvard Business Review Analytic Services
People don’t buy what you do, they buy why you do it.

Simon Sinek

People who understand the organization’s vision have:

• Greater job satisfaction
• More resilience
• More loyalty
• More commitment
• More motivation
• More successful

Strong culture based on shared values:

• Revenue grew > four times faster
• Profit 750% higher

The Leadership Challenge by Kousez and Posner
CONNECT people to form a TEAM
The Most Successful Teams

**Psychological Safety**
- Could be wrong
- Could throw out crazy ideas

**Equal Talk Time**

**Read Others**
- Tone
- Body Language

**Five Norms**
- Were dependable
- Understood each other’s jobs
- Shared understanding of mission
- Believed their work was meaningful
- Believed were creating impact

*New York Times—What Google Learned From its Quest to Build the Perfect Team*
Care
Leadership is about serving others.

It’s about shifting the focus away from “What’s in it for me?” to “How can I serve you?”
courage

connection

care

curiosity

change
Courage

You will never do ANYTHING in this world without COURAGE.

Aristotle
COURAGE is what it takes to STAND UP AND SPEAK

COURAGE is also what it takes to SIT DOWN AND LISTEN

Winston Churchill
The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.

Jurgen Apello
Curiosity
Influence
Leader
Care
Human Connection
Listen
Care
Shared Values
Purpose
Vision
Strategy
Disengagement
The Most Successful Teams

Psychological Safety

Equal Talk Time

Read Others

Five Norms
“How can I serve you?”
curiosity
connection
courage
change