Distrust Breeds Polarization in Society

Only **30%**

Willing to help a coworker in need

Only **20%**

Willing to have them as a coworker

Only **20%**

Willing to live in the same neighborhood

Red Flags in the Workplace

2 in 10
Rate their mental health as fair or poor

3 in 10
Employees are engaged

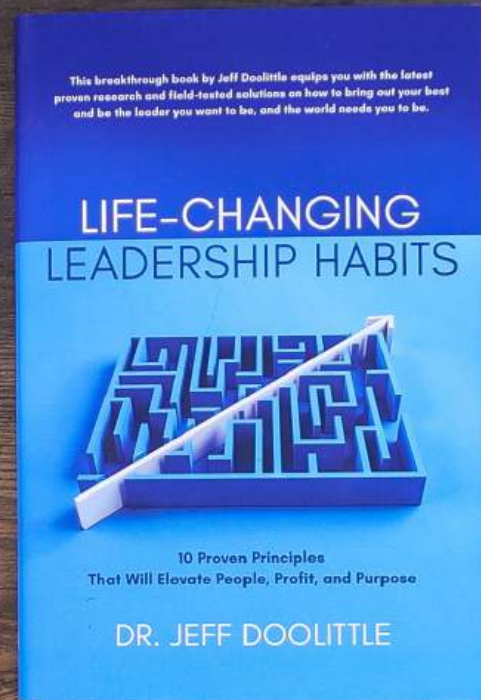## 5 in 10
Do the minimum required, "Quiet Quitting"

Gallup. (2022). State of the global workplace 2022 report. Gallup.; Best Christian Workplace Survey 2022

Leadership Bad Habits

Manage instead of lead — Treating leadership as a transaction

Take people for granted

No desire to lead

Doesnt advocate for others

Insensitive to others needs

Love of self vs. others

Seeing yourself as greater than the culture

Taking credit for teamwork

Not helping others

Dont play well with others

I have the best solution vs we have the best

Ego centered, less situationally aware, less composed – at risk for behaving erratically or unpredictably.

Not humble

Not empowering employees

Poor relationships

Narcisim

Mentally, Physically, Spiritually, Development

Misaligned Style (Directing vs Coaching)

Lacks social sensitivity, lacks trust, often very high achievement – at risk for over managing the work of direct reports.

Micro Management

Not taking care of self

too many

Taking yourself too seriously

Tolerating drama in the workplace

Avoiding difficult conversations

Inneffective one to one meetings

Creating too much conflict

Poor Conflict Management

Diversity vs Inclusion focus

Bias

Keeping the company strategy a secret

Negativity

Treating everyone the sasme

Lack of execution

Do as I say not as I do

Lack of transparency

Poor Communication

Over relying on email

Inconsistant

Blame culture vs problem solving

Gossiping

Too ambitious

Not valuing people as the most valuable asset in the company

Overworks the team

Not considering opportunity cost

Failing to staff a high performing team

Hire the wrong people

Hiring people like themselves

Unclear expectations & responsibilities

Delegating recruiting

Hiring vs Retention Focus

Ethical Failures

Lack of data driven decisions

decision making

Right vs Right or Bad vs Worse

Change Management

Not changing behavior

Constant change

Whats wrong focus vs what can be focus

Closed to change or differences

Less open to differences, less adaptable – at risk for focusing on the tried and true and for appearing to agree w/o any intention to actually do so.

Defensive

Not asking or being open to get feedback

Being too nice

Politics

Not wanting to hear bad news

Fear of failure

Not changing people soon eough

Unable to adapt

Training as the solution to performance problems

Behaviors vs Virtues Focus

Focussed on concern vs what can be influenced

Urgent vs Important

Concern vs Influence focus

Lack of focus

Attention deficit

prioritization

No Delegation

No agenda meetings

Not prioritizing self (always putting work first)

Betrayal of trust

Time Management

Not Present for others

Invisible to the team

Not developing self or others

Not respecting others time

Not trustworthy

Pressure as a problem vs. a privaledge

Focus on urgent vs important

Too busy for the team

Short term thinking Only

Doesnt set direction

Lack of strategic foresight

Using hope as a strategy

Mindset of opposites vs. "and" solutions

Competition vs Customer focus

Efficiency vs Innovation Thinking

Controlling vs empowering

Lead by fear

Coersion vs Influence

Over use of positional power

Not listening to others

Always having the answer

Authoritarian

Steam rolling others

Bully

Selective hearing

Not thinking strategically

Strategic Plans without Workforce Plans

No reward or recognition (positive reinforcement)

Not saying thank you

Tolerating poor performance

Poor Performance Management

Lazy

Focussed on antecedants vs consequences

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Habits

Routines, patterns or practices performed regularly and automatically
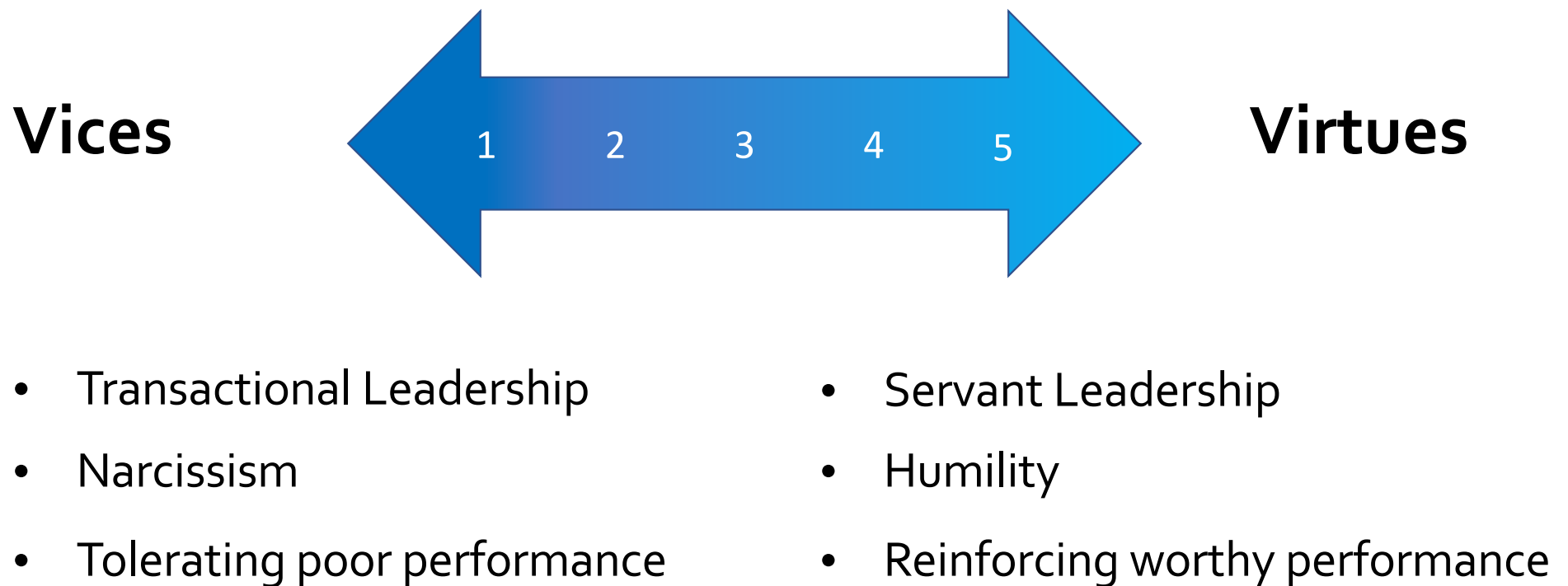
Building blocks of lasting change

10 Life-Changing LEADERSHIP HABITS

1. LOVING
2. STRENGTH
3. DATA-DRIVEN
4. PURPOSE
5. BALANCE
6. MANAGEMENT
7. CONVERSATIONS
8. TRUSTWORTHY
9. FAILURE
10. STRATEGIC

AHA SURVEY

This breakthrough book by Jeff Doolittle equips you with the latest proven research and field-tested solutions on how to bring out your best and be the leader you want to be, and the world needs you to be.

LIFE-CHANGING
LEADERSHIP HABITS

10 Proven Principles
That Will Elevate People, Profit, and Purpose

DR. JEFF DOOLITTLE

https://www.lifechangingleadershiphabits.com/

Loving
Followers
ROI

- Individual and Team Performance
- Innovation & Creativity
- Discretionary effort
- Goal achievement
- Work attitudes
- Profitability
- Growth

Loving Followers

To desire and put into action the will for the good of a follower ahead of your good.

Loving Followers: Identification Marks

Vices   1   2   3   4   5   **Virtues**

- Transactional Leadership
- Narcissism
- Tolerating poor performance

- Servant Leadership
- Humility
- Reinforcing worthy performance

Consequences & Complications

Loving Followers: Quotes From Others

> To love is to will the good of the other.
> St. Thomas Aquinas
>
> Selfless love is always costly; fear can't afford it, pride doesn't understand it and friends never forget it.
> Bob Goff

What creates value in your organization?

All results are the product of someone somewhere doing something.

| Performance | → | ? |

Safety

Efficacy

Public Health

Employee Retention

Workplace Performance

Measures

Inputs

Performance

Results

Feedback
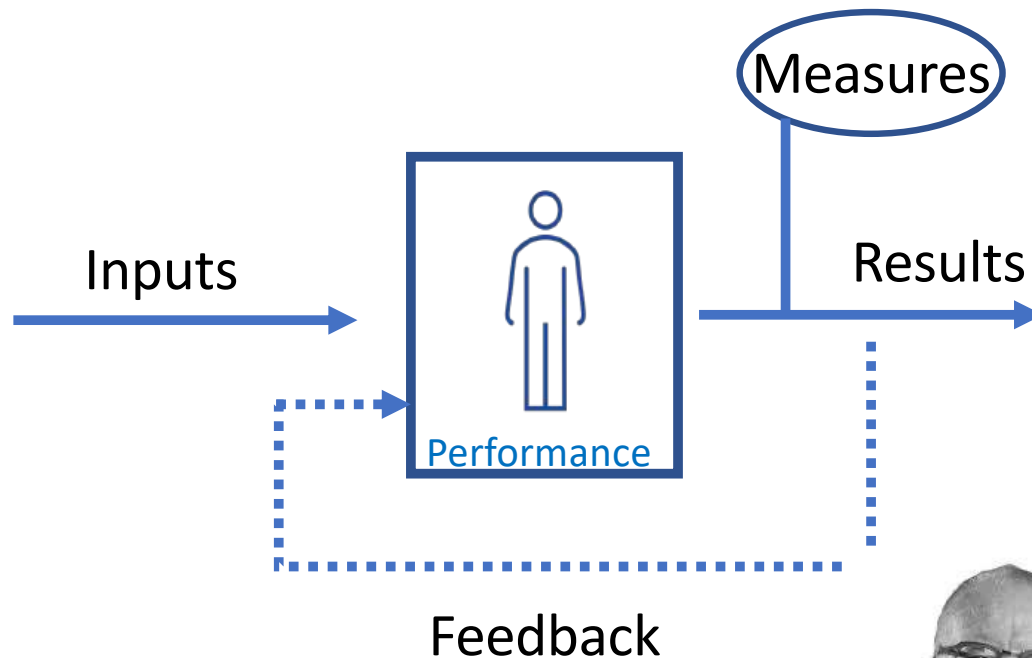
"The results of a system must be managed by paying attention to the entire system. When we optimize sub-components of the system, we don't necessarily optimize the overall system."
- W. Edwards Deming

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Your world is perfectly designed for the results you're achieving

Behavioral Engineering Model

1. Expectations

2. Resources

3. Incentives
   ─────────────────────

4. Knowledge & Skills

5. Assignment & Capacity

6. Motives

Adapted from Thomas Gilbert's 6-Box Behavioral Engineering Model (BEM) of human performance and revised & updated by Binder and Chevalier.

Question

Improvement in which one of the six Behavioral Engineering Model categories would most help me to do my job better immediately?

Answer Options

1. Clear performance expectations and relevant feedback.

2. Tools, resources, and materials to achieve my performance goals.

3. Adequate pay and non-pay incentives made contingent on my performance

4. Systematically designed training that matches the requirements of my job.

5. A match between my skills and the requirements of my job.

6. Intrinsic motivation to do my job.

Behavioral Engineering Model Workplace Applications

Optimizing performance

Change management

Root cause analysis

One to one or team

BEM Fishbone (Ishikawa) Diagram

INFORMATION

RESOURCES

INCENTIVES

X

X

X

X

X

X

X

X

X

X

X

X

X

X

X

X

X

X

Problem
Statement

KNOWLEDGE &
SKILLS

CAPACITY

MOTIVES

BEM Fishbone (Ishikawa) Diagram

INFORMATION

RESOURCES

INCENTIVES

X

X

X

X

X

X
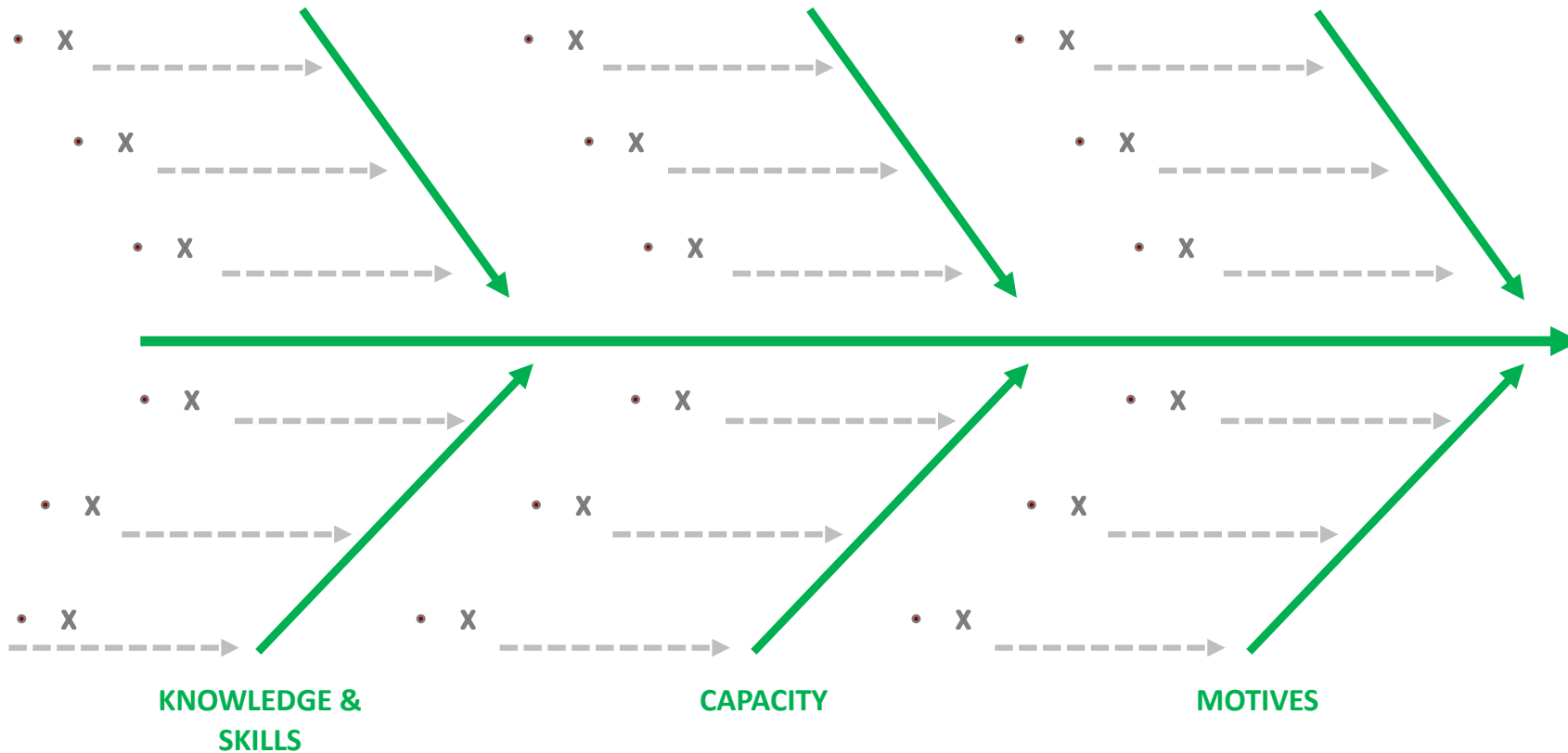
Employees not showing up to meetings on time and prepared..

X

X

X

X

X

X

KNOWLEDGE & SKILLS

CAPACITY

MOTIVES

Information-Based Solutions
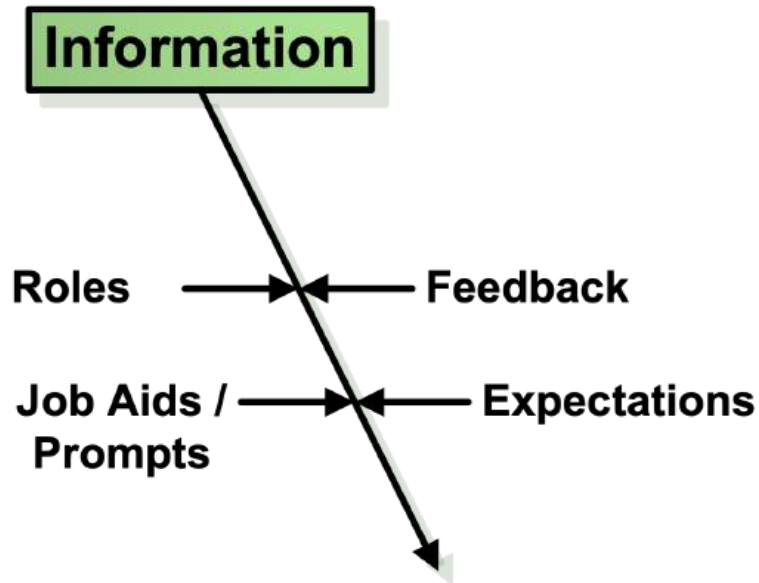
- Clearly define job roles & expectations
- Provide clear prompts for all critical performance steps
- Ensure immediate feedback for critical discrimination/ differentiation tasks
- Provide on-going graphical feedback of overall performance vs. goals

Resource-Based Solutions
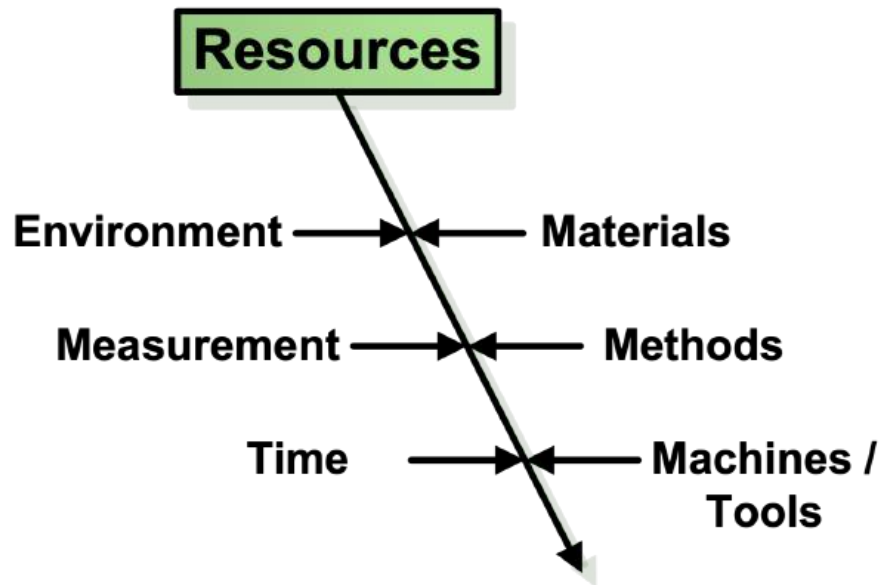
- Ensure all tools and materials are available and designed for human factors
- Ensure the process is clear, simple, and capable
- Ensure measurements used for feedback are adequate and reliable
- Allow appropriate time
- Build in safety & eliminate distractions

Incentive-Based Solutions

Incentives

Intrinsic Value ⟶ ⟵ Rewards & Recognition

'Positive' Culture ⟶ ⟵ Financial Incentives

⟵ Balance of Conseq.
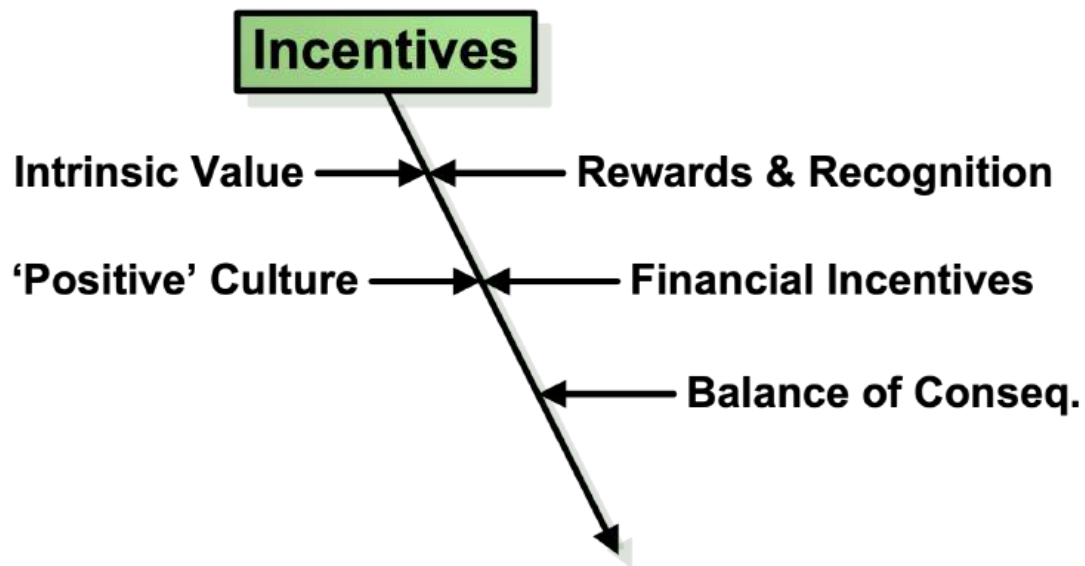
- Eliminate punishment and competing contingencies whenever possible
- Provide personalized rewards & recognition appropriate to level of intrinsic reward and punishment
- Clearly tie controllable performance to monetary incentives &/or career advancement
- Ensure a positive work environment

Knowledge-Based Solutions
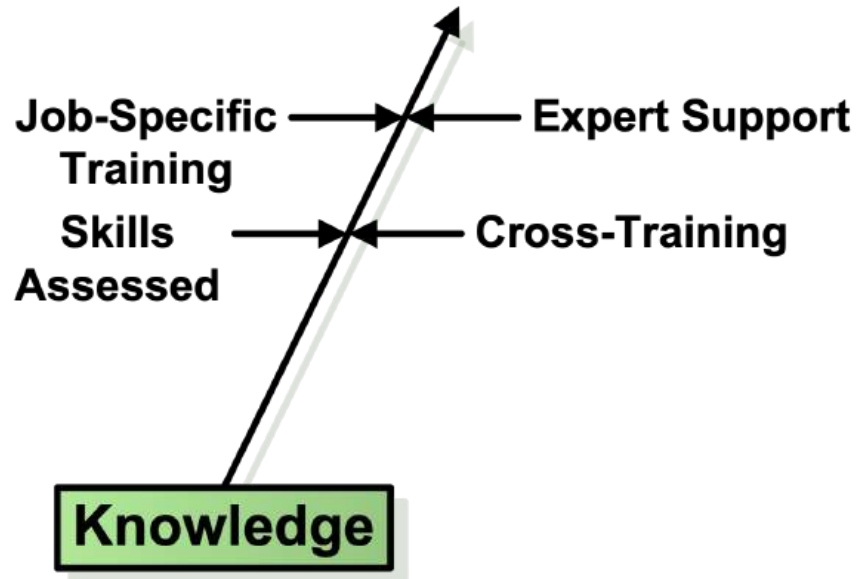
- Design training focused on key discrimination/ differentiation tasks
- Assess skills during and after training
- Make experts/ expertise available during job performance
- Cross-train for understanding of upstream and downstream processing

Capacity/Motive-Based Solutions
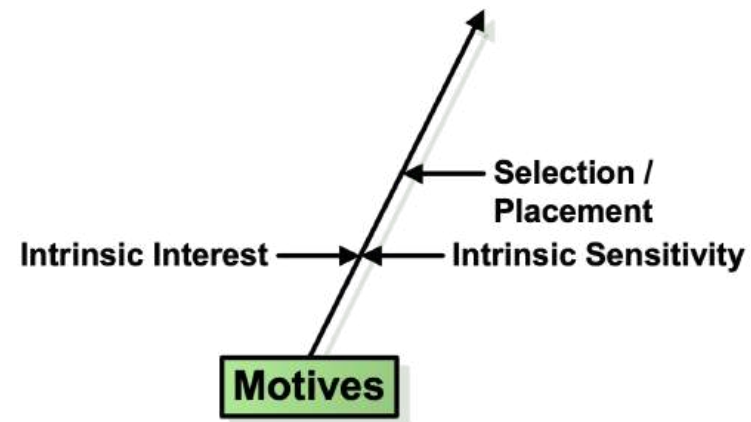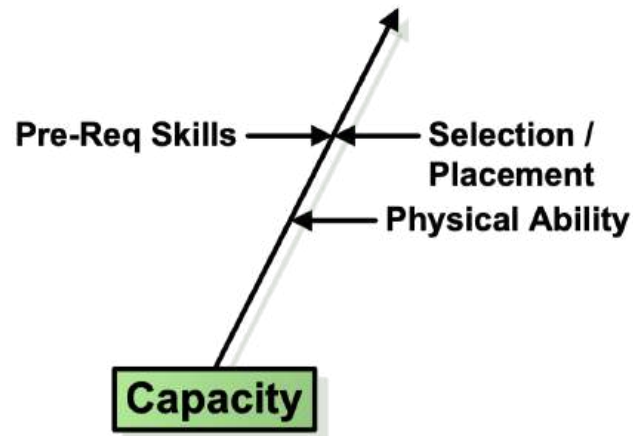
- Design selection and placement processes to ensure a good fit between colleague abilities and interests and job realities
- Assess for pre-requisite skills and consider 'deeper' training when absent
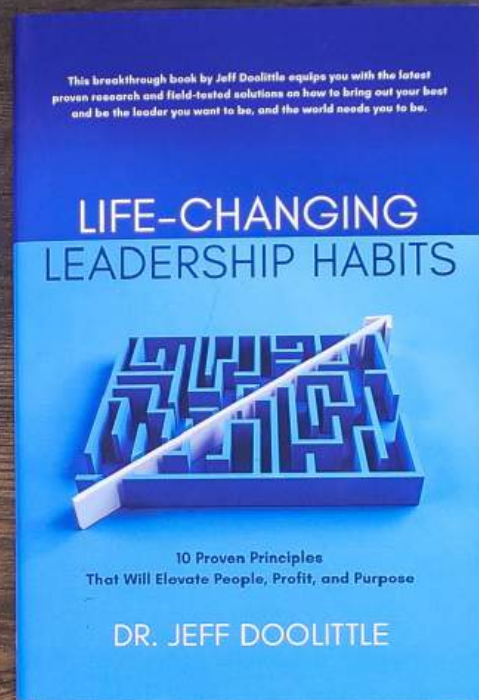- Consider moving colleagues to more appropriate jobs

THANK YOU

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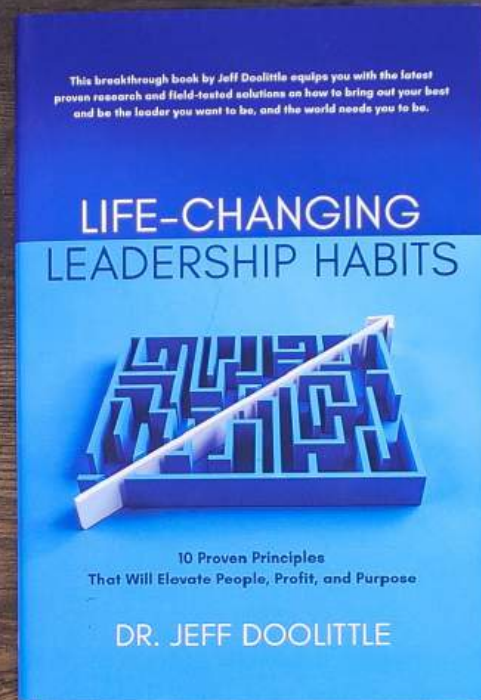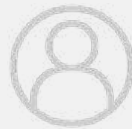
Personal and
Organizational
Development
to Thrive

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