

Chapter 1

Leadership: An Endless Exercise in Steering Corrections

Leadership and learning are indispensable to each other. -John F. Kennedy

Key points to remember when trying to make a change:

- People ask why
- They demand information
- They seek answers before committing to a new course of action
- Change occurs at an accelerated rate

21st Century Employees are different because:

- They are smarter
- More innovative
- More creative
- Full of potential
- Technology savvy
- Value social contact
- Prefer to make decisions collaboratively

Which of these strategies from the past do you still use? Be honest!

- Borrowing position from title: “I’m the boss” or “because I said so.”
- Fear tactics; threatening to terminate an employee or take away future promotions/benefits.
- Managing people as human capital versus honoring them as emotional beings.
- Trying to motivate with financial rewards that only offer short-term returns.

The Dismal Employee Engagement Picture

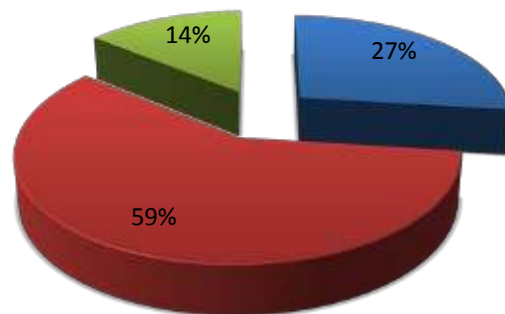
Are these antiquated leadership styles standing in the way of employee engagement in your organization?

How many of your employees can you are truly engaged?

Remember this:

Employee Engagement

■ Engaged ■ Not Engaged ■ Just Showing Up



And:

- 77 feel burned out
- 33 say they are overworked
- 67 feel overwhelmed
- 7 are sinking into deep depression
- 50 are open to changing jobs

Disengagement affects (tick all that apply):

- Retention of talent
- Customer service
- Individual performance
- Team performance
- Business unit productivity
- Enterprise-level financial performance
- What is it costing you: _____

The people who work for you create the pulse of the organization, feed all of its roadways and make it sustainable. Without their commitment – success is impossible! As a leader you need to have a roadmap for the success and engagement of your people.

The Secret to Sustainability

- See yourself as a community first and a profit center second
- Focus on a culture of success and have it reflect in processes and systems and all internal and external interactions
- Tolerance and openness
- Fiscal awareness and social consciousness in all employees

What does your company's current culture look like?

What do you think it should look like in order for your business to sustain itself in the future?

As a leader you need to:

- Focus on the 'being' part of leadership
- Be others model
- Create a culture of leadership
- Invigorate high performance in your team

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Give Your People What They Want

Look at the list below, and assess how well you, your organization, and your employees rate in these key areas:

	Fantastic	Average	We Suck!
Senior management's sincere interest in employee well-being.			
Opportunities to improve skills and capabilities.			
The organization's reputation for social responsibility.			
Opportunities to provide input into decision-making in the employee's department.			
The organization's ability to quickly resolve customer concerns.			
An individual employee's own readiness to set high personal standards.			
Excellent career advancement opportunities.			
An individual employee's interest in challenging work assignments.			
Employees' relationship with supervisors.			
The organization's willingness to encourage innovative thinking.			

The I.N.F.L.U.E.N.C.E. Framework was designed with these attributes in mind and offers you the roadmap and leadership incentives to get everyone on board, in the right seats, facing in the right direction, and ready to move forward.

Where Rubber meets the Road

Engaged employees are:

- Able to perform at the peak of their potentials.
- Connected to the company and its vision.
- Motivated to go above and beyond perfunctory performance.
- Responsible concerning their role in the company.
- Passionate about the success of the company and the actions they can take to ensure that success.

What would happen if you simply moved your employees' level of engagement by just a fraction?

What might be possible for your organization?
