

Doing More With Less

Creating a Sustainable Workforce

Enlightened Leadership



presented by:

Dave Barrett

Director Talent Management

Cascade Engineering, Inc.

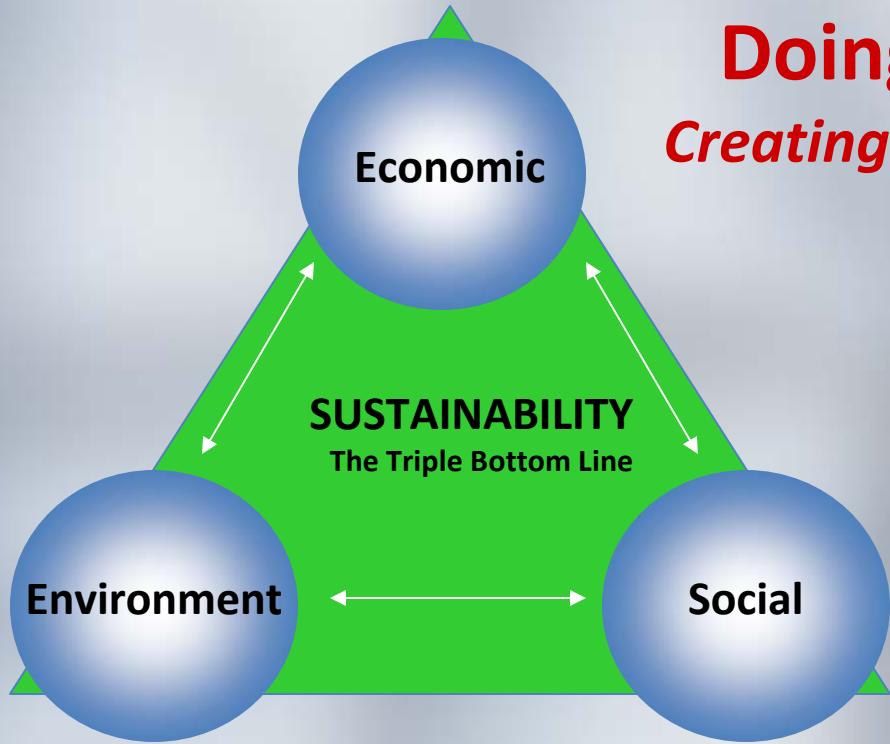
david.barrett@cascadeng.com



Good Jobs. Thriving Communities.

Doing More With Less

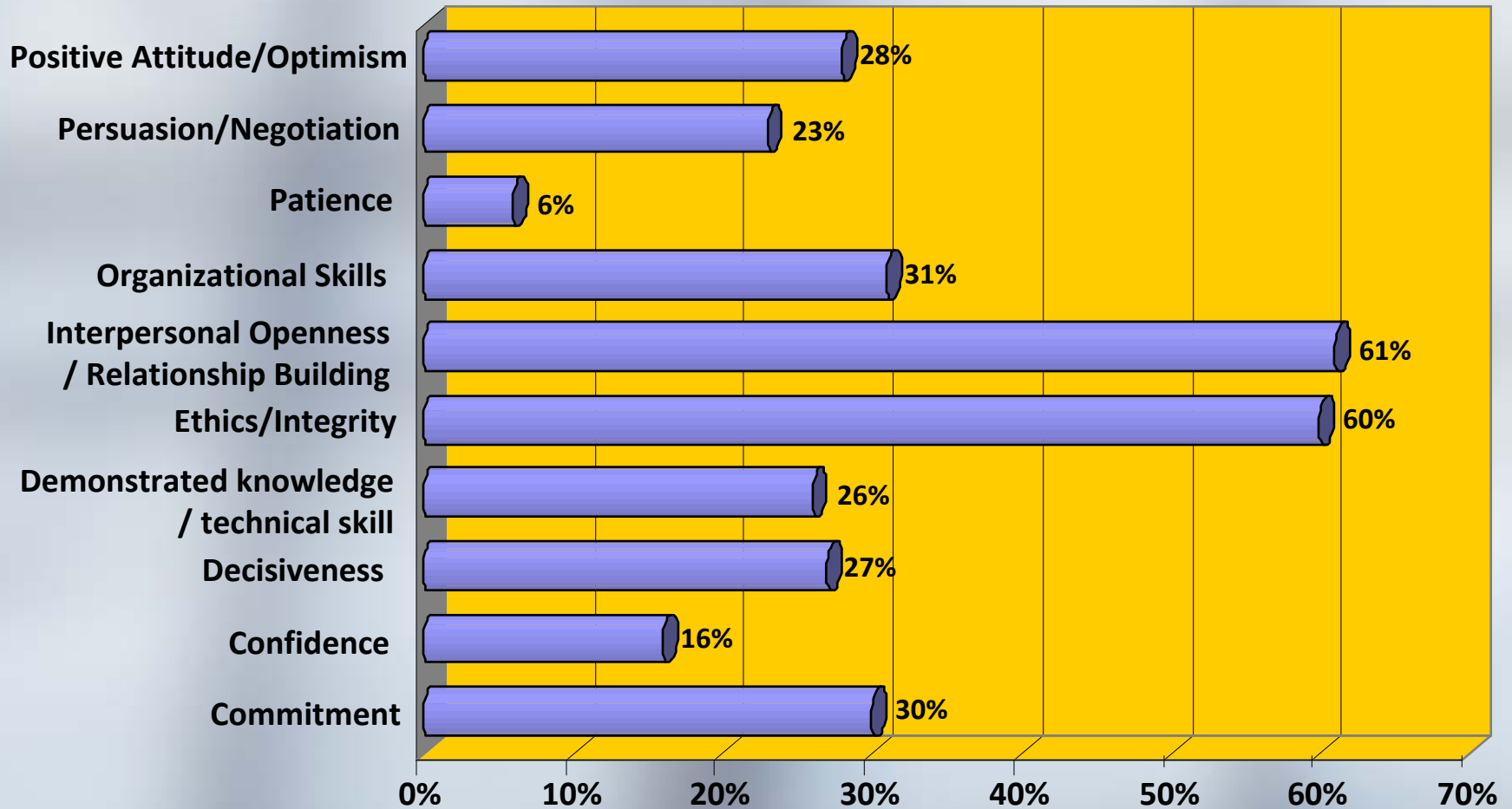
Creating a Sustainable Workforce



Rank In Order of Importance for Effective Leadership

- Positive attitude/
Optimism
- Persuasion/ Negotiation
- Patience
- Organizational Skills
- Interpersonal Openness/
Relationship Building
- Ethics/Integrity
- Demonstrated
Knowledge/
Technical Skills
- Decisiveness
- Confidence
- Commitment

Leadership Skills



source: Center for Creative Leadership, 2006 Survey, n=365

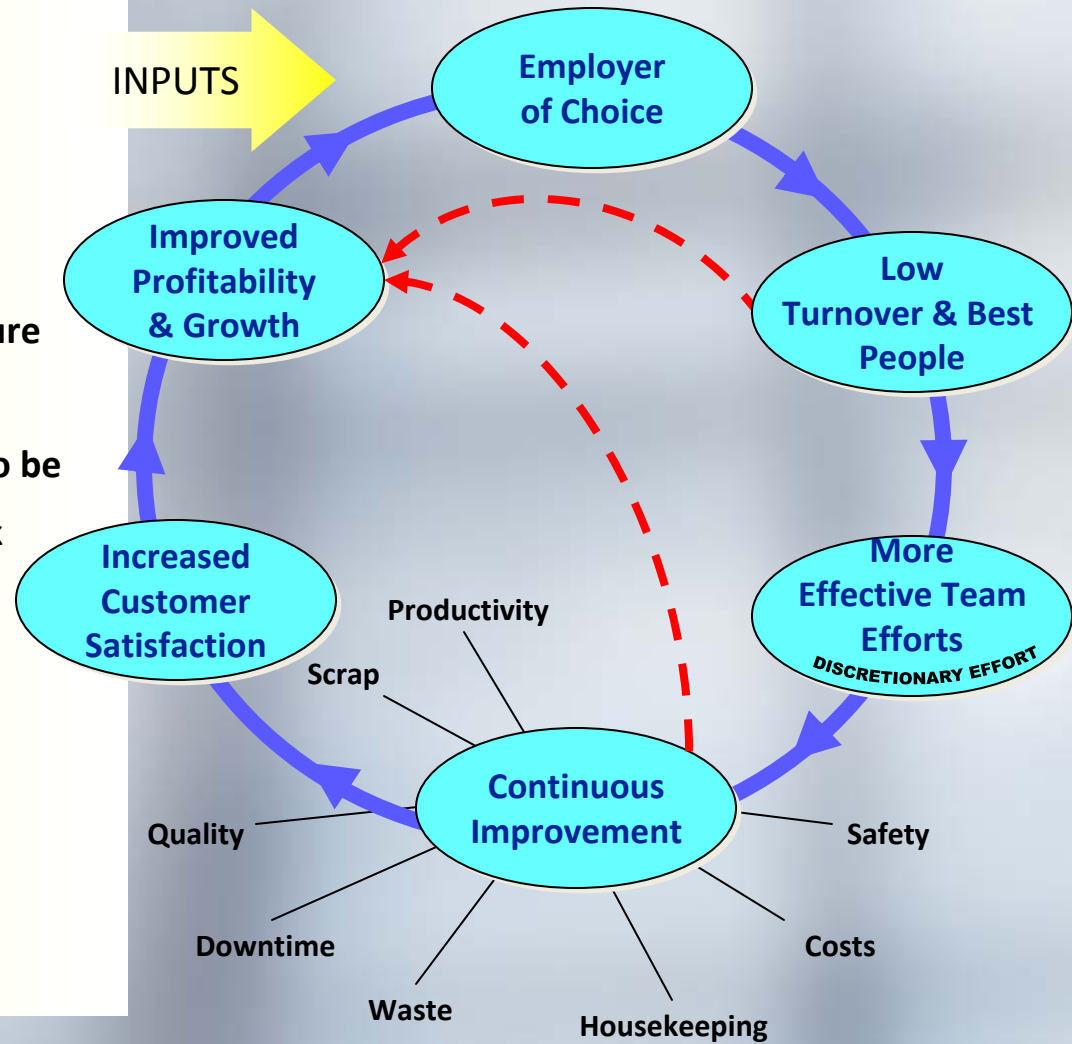
Employer of Choice Model

- **CULTURE** (cares about people)

- **ENLIGHTENED LEADERSHIP**

Leaders who. . .

- Create positive and high trust relationships with employees
- Actively support an inclusive culture
- Sincerely care for their people
- Humbly listen to and are willing to be influenced by employee feedback
- Emotionally intelligent



RESULTS

BEHAVIORS



Cascade Engineering

Balance Achievement & Affiliation

LEADERSHIP

Engagement Empathy

Measure Performance Building High Trust Relationships

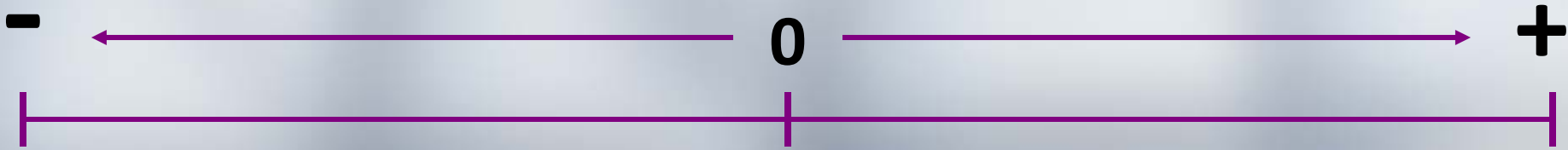
Utilize Teams/Teamwork Restraint

Providing Vision

Competencies

To positively impact society, the environment and be financially successful, creating a work environment in which every individual, regardless of cultural or individual differences, knows they are valued and respected as a human being and where everyone is given the opportunity to develop and contribute to their fullest potential.

TRUST



What it's like to have a working relationship with your employee where the trust level is negative?

“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.”

Warren Buffet

Enlightened Leadership

Understand the value of trust and work to create positive high trust relationships with their employees by . . .

- Value diversity and actively support an inclusive culture where every one of their employees knows they are valued and respected.
- Sincerely show empathy and concern for their people.
- Humbly listen to and are willing to be influenced by employee feedback.
- Are emotionally intelligent and keep “cool” under pressure.

**“The moment there is suspicion
about a person’s motives,
everything he does becomes
tainted.”**

Mahatma Gandhi

2005 Harris Poll – U.S.

22% trust the media

7% trust political parties

27% trust the government

12% trust big companies

“Only 34% of Americans believe that other people can be trusted.”

David Halpern

“Whether you’re on a sports team, in an office, or a member of a family, if you can’t trust one another there’s going to be problems.”

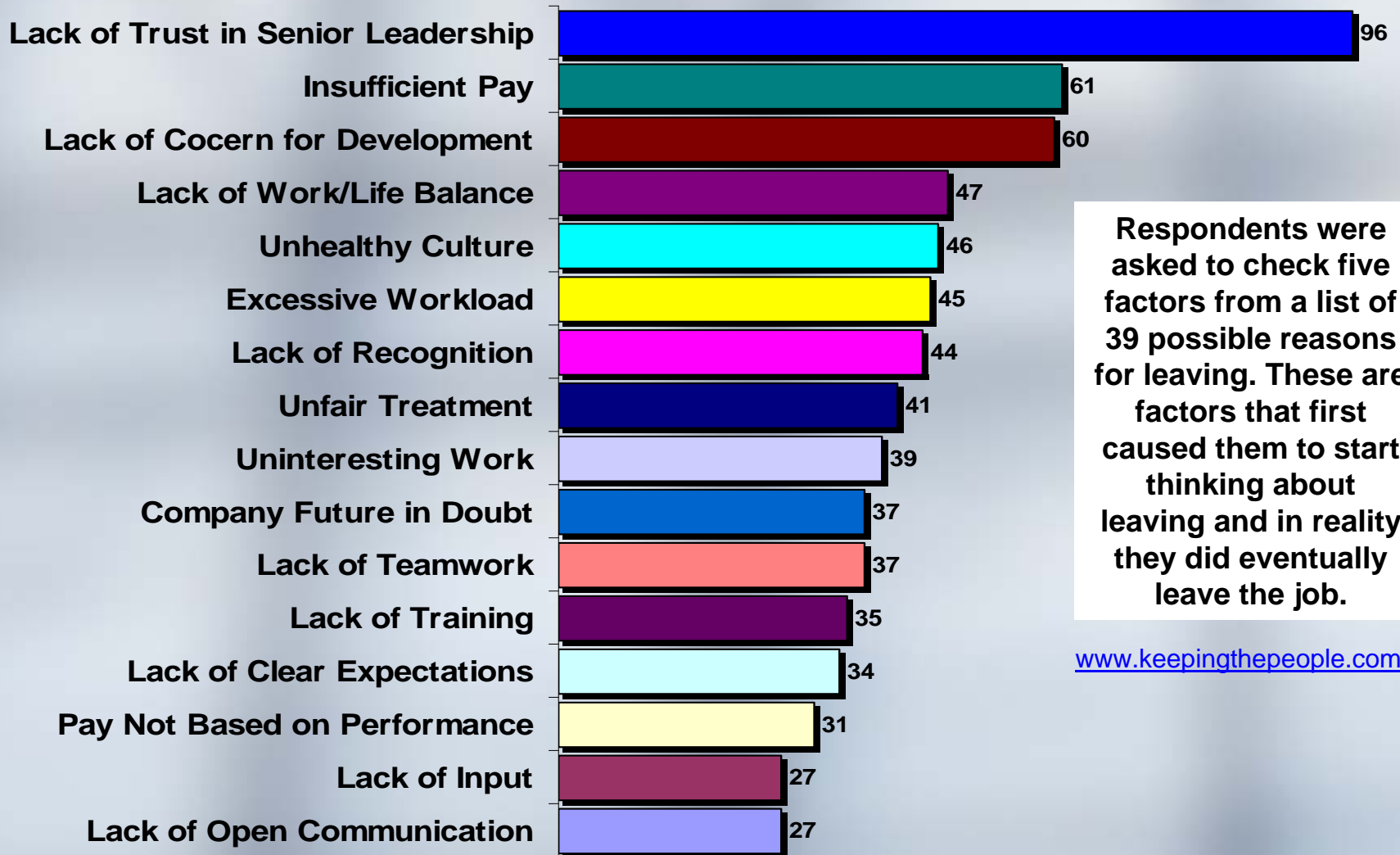
Joe Paterno

- **Only 51% of employees have trust and confidence in senior management.**
- **Only 36% of employees believe their leaders act with integrity.**
- **Over the past 12 months, 76% of employees have observed illegal or unethical conduct on the job – conduct which if exposed would seriously violate the public trust.**

“ Try to imagine any meaningful relationship without trust.”

Who has the most impact on the creation of a work environment where . . .

- *Every worker knows they are valued and respected?*
- *Every worker is given the opportunity to develop and contribute to their fullest potential?*
- *Employees like and want to come to work?*
- *People are recognized and rewarded for their efforts?*



Respondents were asked to check five factors from a list of 39 possible reasons for leaving. These are factors that first caused them to start thinking about leaving and in reality they did eventually leave the job.

www.keepingthepeople.com

“No amount of preferred parking, company picnics, or free company T-shirts are going to keep people who are treated poorly by their leaders.”

Craig R. Taylor
Senior VP: Talent Keepers

Leadership Qualities Seen In Good Leaders

1993 informal survey results of 30 blue collar employees

1. Won't ask more than they are willing to do
2. Fairness
3. Knows what is going on and can identify problems before they get out of hand
4. Not a "Yes, I hear you" person you get honest direct communication
5. Knows and follows company policies
6. Open-minded/flexible
7. Gives praise, reward and recognition
8. Listens to employees
9. Compassion/understanding (empathy)
10. Hands on involvement/available in the work area

Leadership Qualities Seen In Good Leaders

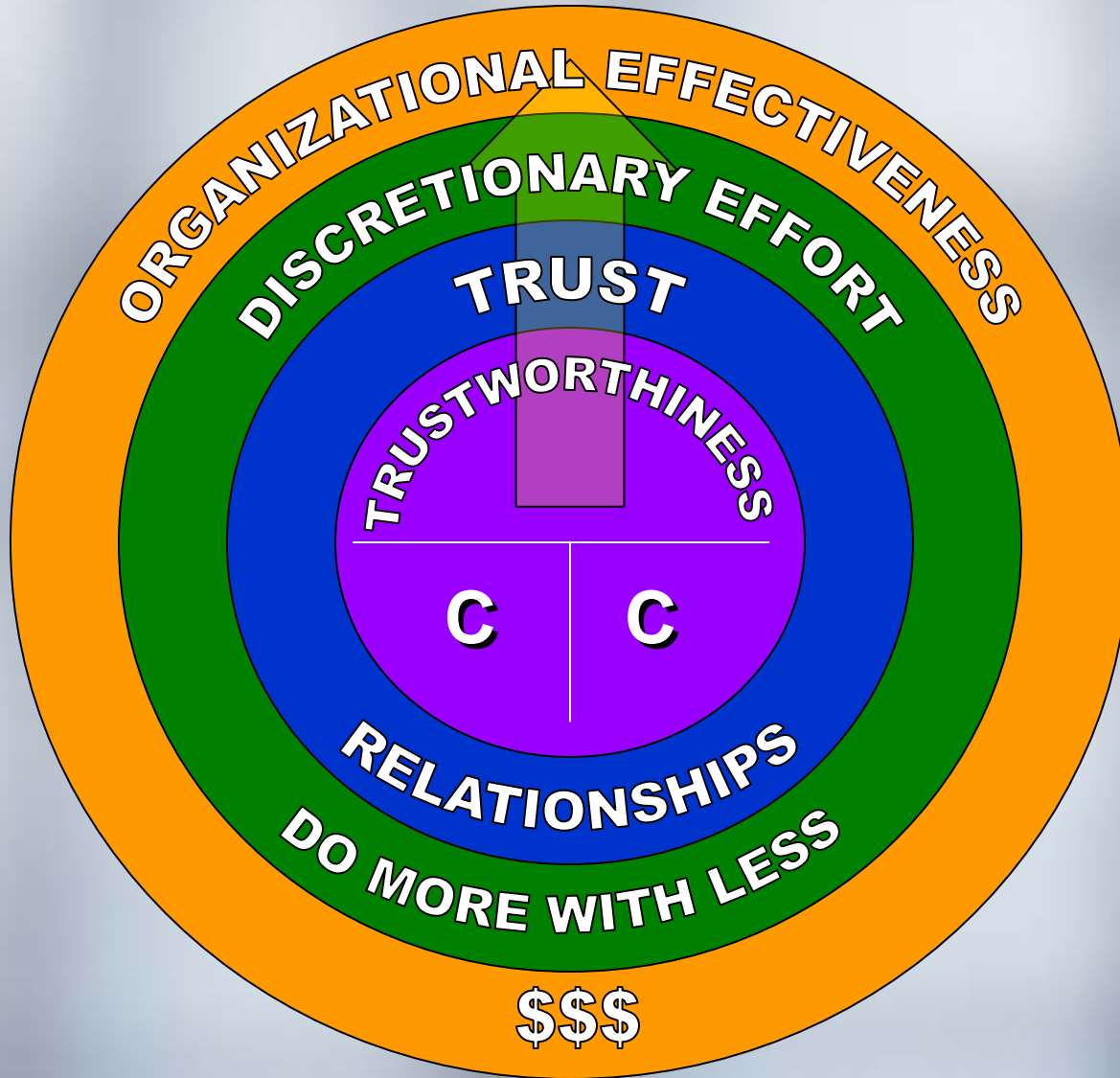
2008 informal survey results of 16 white collar professional leaders

1. Hands on knowledge of the people reporting to them and they know “what’s happening.”
2. Remain calm under pressure.
3. Have credibility – “lead by example.”
4. Effectively communicate in a positive manner, good details, and not evasive.
5. Not afraid to deal with challenges.
6. Willing to listen.
7. Approachable
8. Proactive – they see problems before they get out of hand.

Trust and Leadership

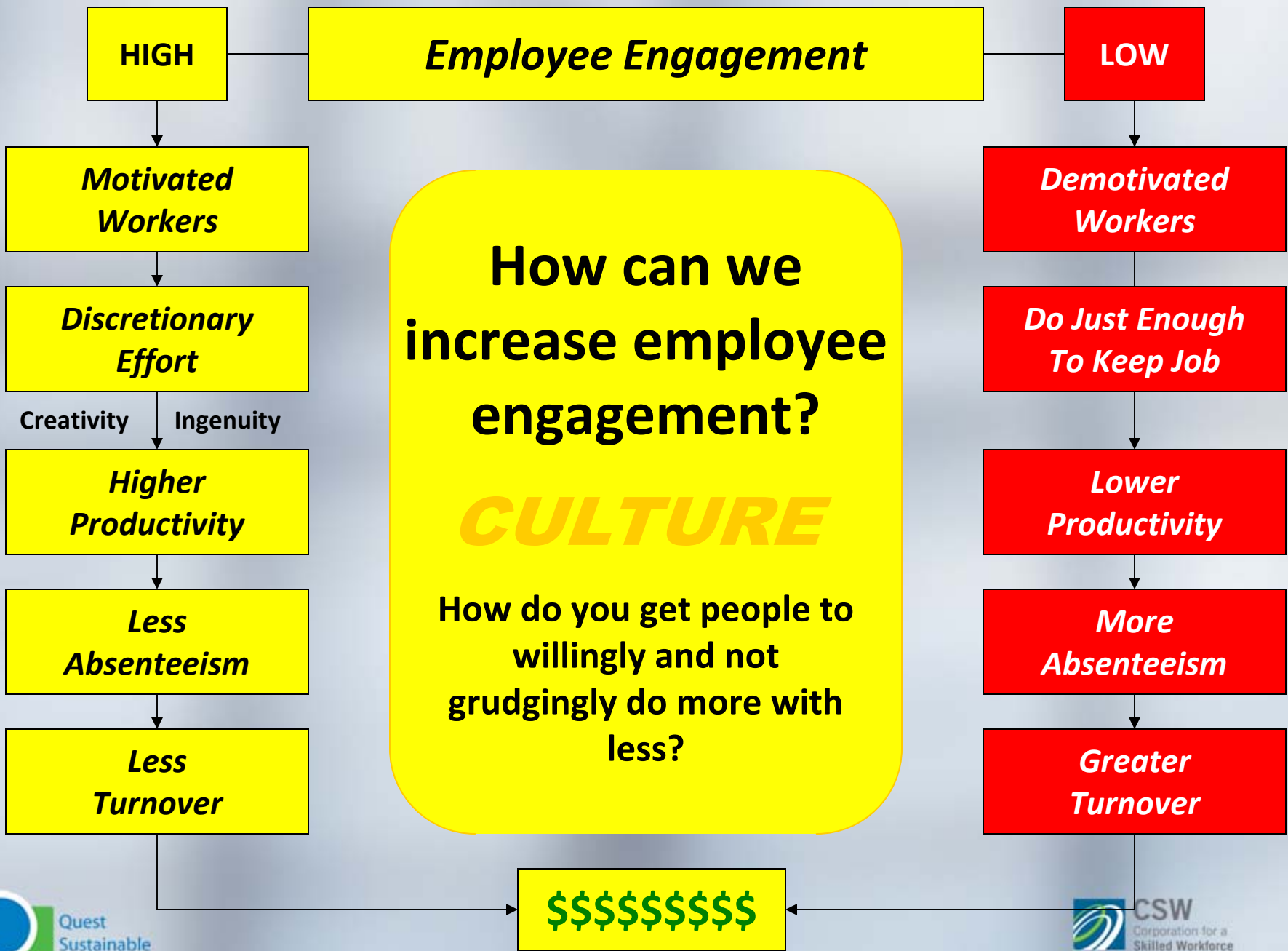
- **What are the benefits to a leader who is highly trusted?**
 - High character
 - High competence

In a company, high trust materially improves communication, collaboration, execution, innovation, strategy, engagement, partnering, and relationships with all stakeholders.



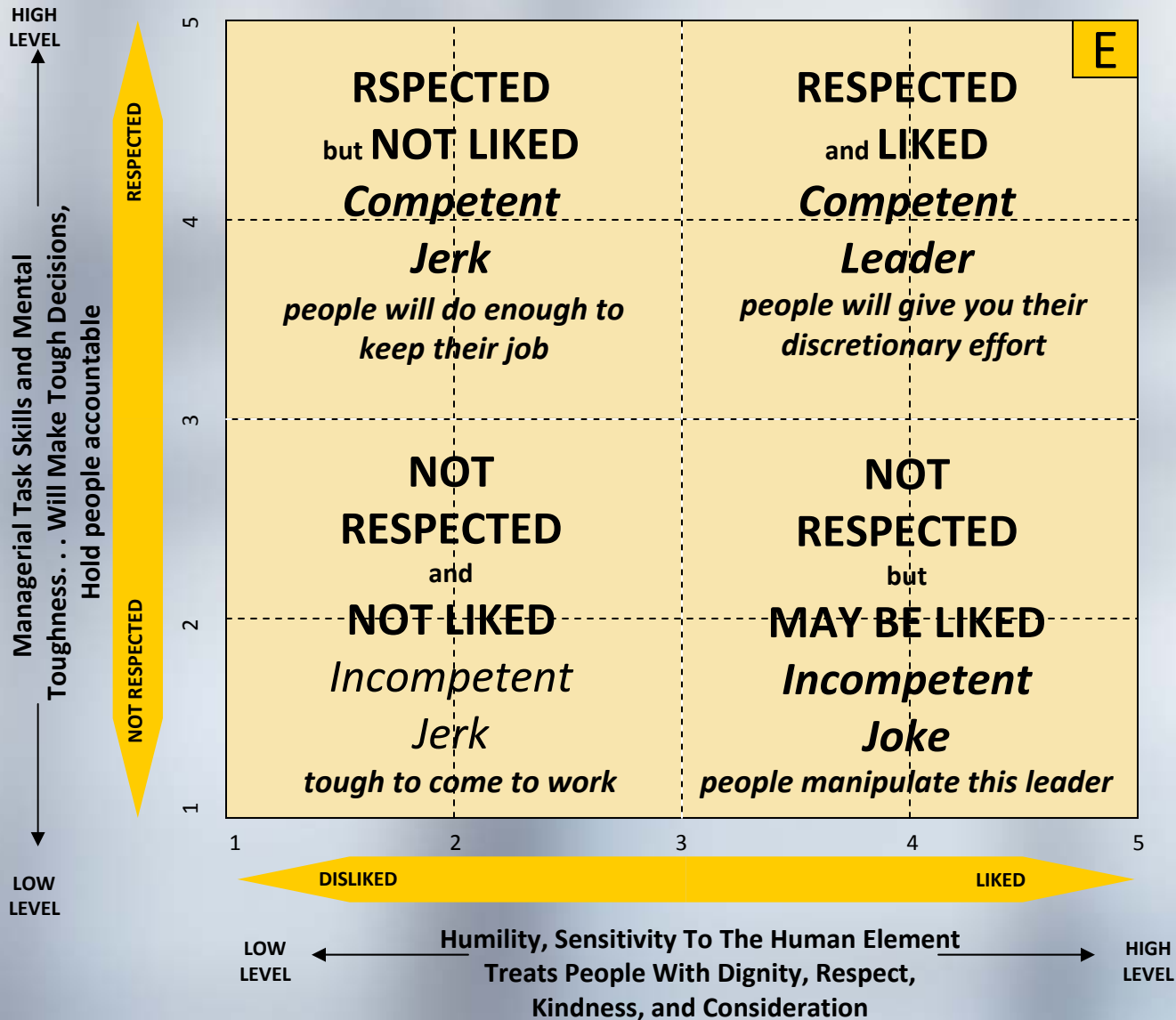
Employee Engagement increases self-motivation that drives individuals to offer their discretionary effort to accomplish personal and organizational goals. It may very well be the glue that holds an organization together during the tough times.

You can't motivate people anymore than you can empower them. Employees have to motivate and empower themselves.



MANAGERIAL and LEADERSHIP Effectiveness GRID

MANAGEMENT
Competence - Courage

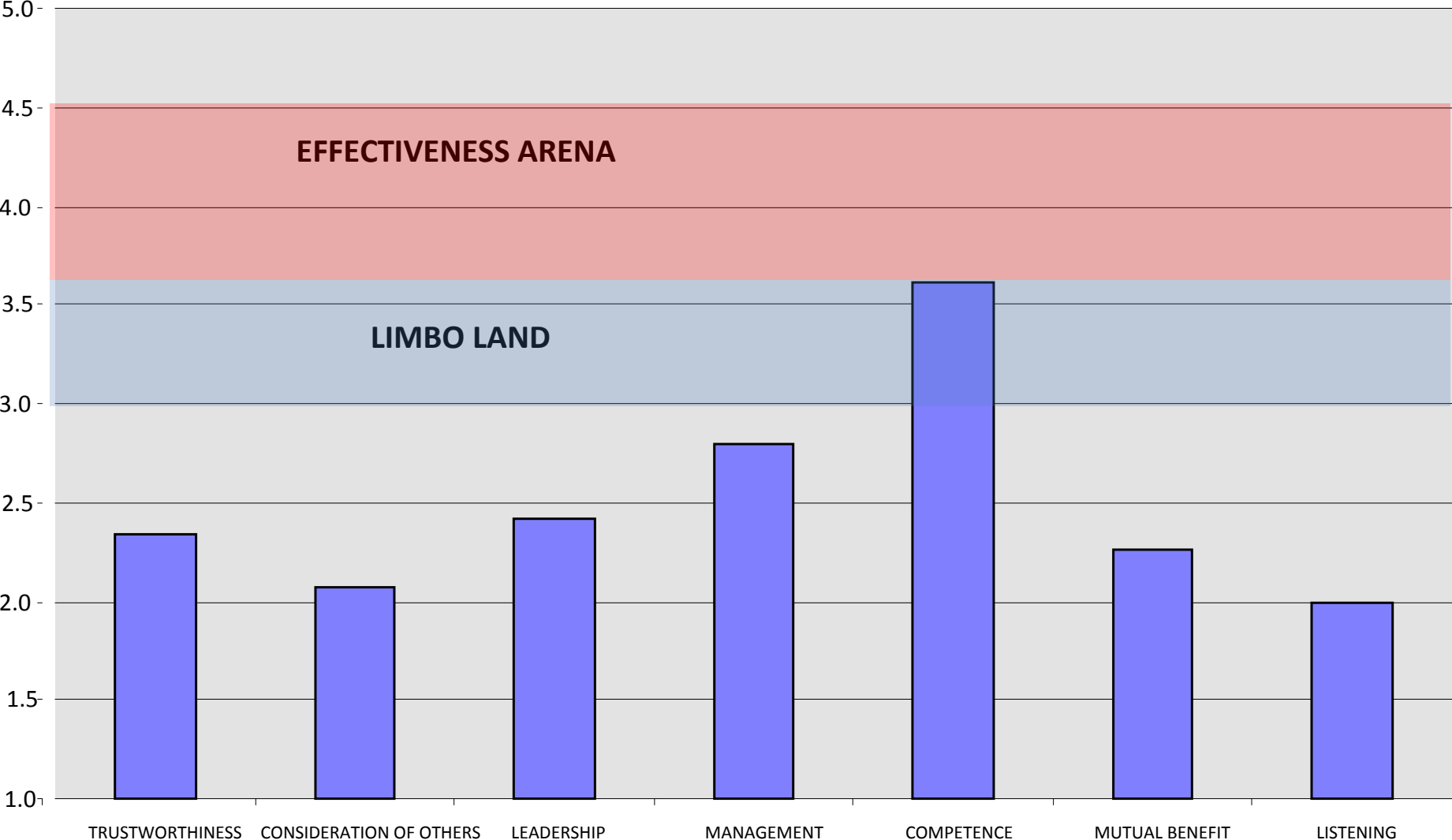


LEADERSHIP
23
Character - Consideration

Personal Effectiveness Profile Results

John Doe - November 2008

11 Respondents



- **John is a smart man, his biggest down fall is his people skills.**
- **John is a very creative person and draws from a great breadth of experience!**
- **One of the most negative people I know. Only has good to say about himself and lies habitually. He has good technical qualities and knowledge of the field. I believe we have benefited from his past experiences.**
- **John is very intelligent and a very competent in his role. His technical skills are outstanding. My observations and interactions of and with John are as follows: he talks negatively about peers and supervisors behind their backs. Focused on “I” never willing to give credit to a team effort. Always ready to tell you how much he knows and how little you know. Very short with co-workers, customers and others when he feels he is right – most times very unwilling to listen to other ideas. Talks down to people.**
- **John tries to make himself look good by making others look bad. When I ask for help he is usually willing to help. Although rather than give advice he tends to try to tell me how to do it (or how he would do it). He is not a bad person; he just needs help dealing with people.**
- **John is a bad apple in his area. Everybody knows it! We need to do something about it! We can't wait any longer! He needs to get in line or be fired!**

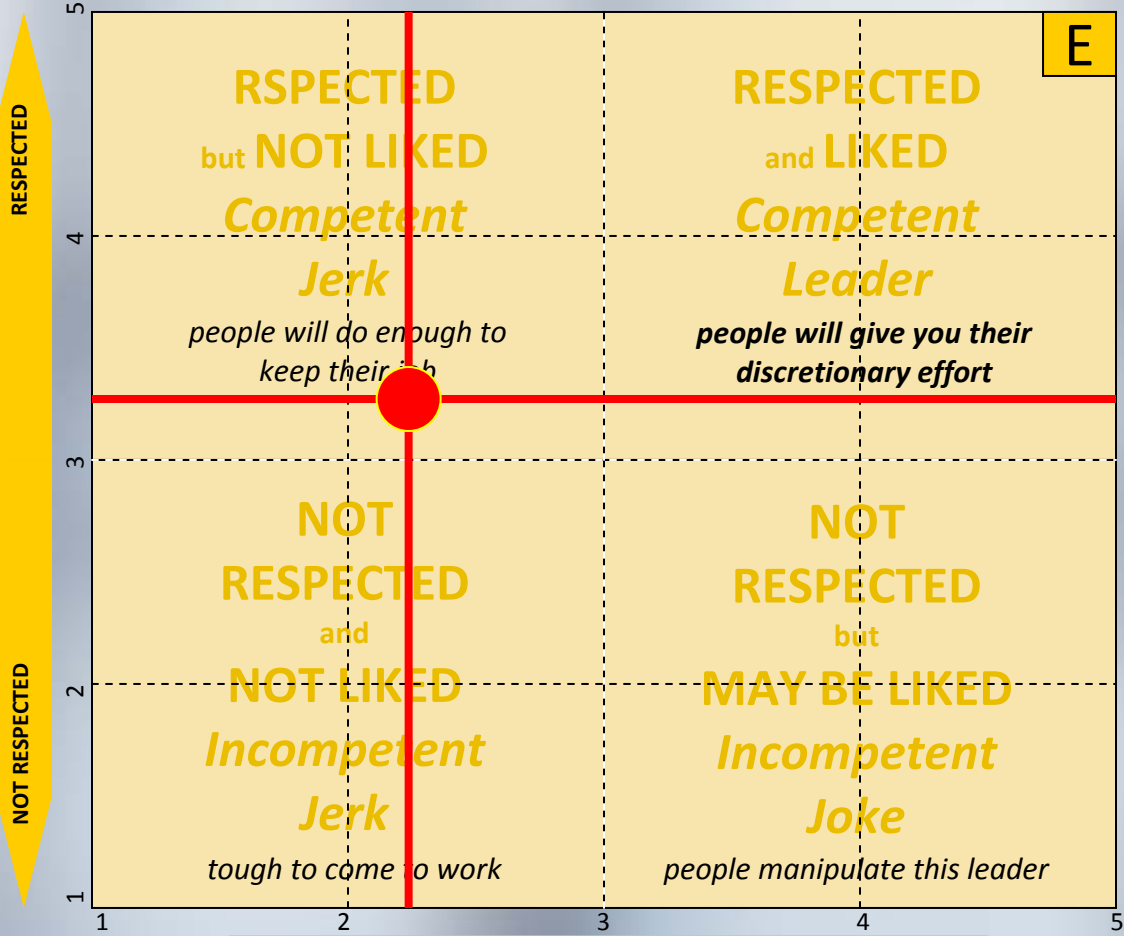
MANAGERIAL and LEADERSHIP Effectiveness GRID

MANAGEMENT

HIGH LEVEL

Managerial Task Skills and Mental Toughness... Will Make Tough Decisions, Hold people accountable

LOW LEVEL



Profile Owner
John Doe

Assessment Date
November 2008

Number of Raters
11

Character Score
2.2

Competence Score
3.2

LOW LEVEL ← Humility, Sensitivity To The Human Element → HIGH LEVEL
Treats People With Dignity, Respect, Kindness, and Consideration

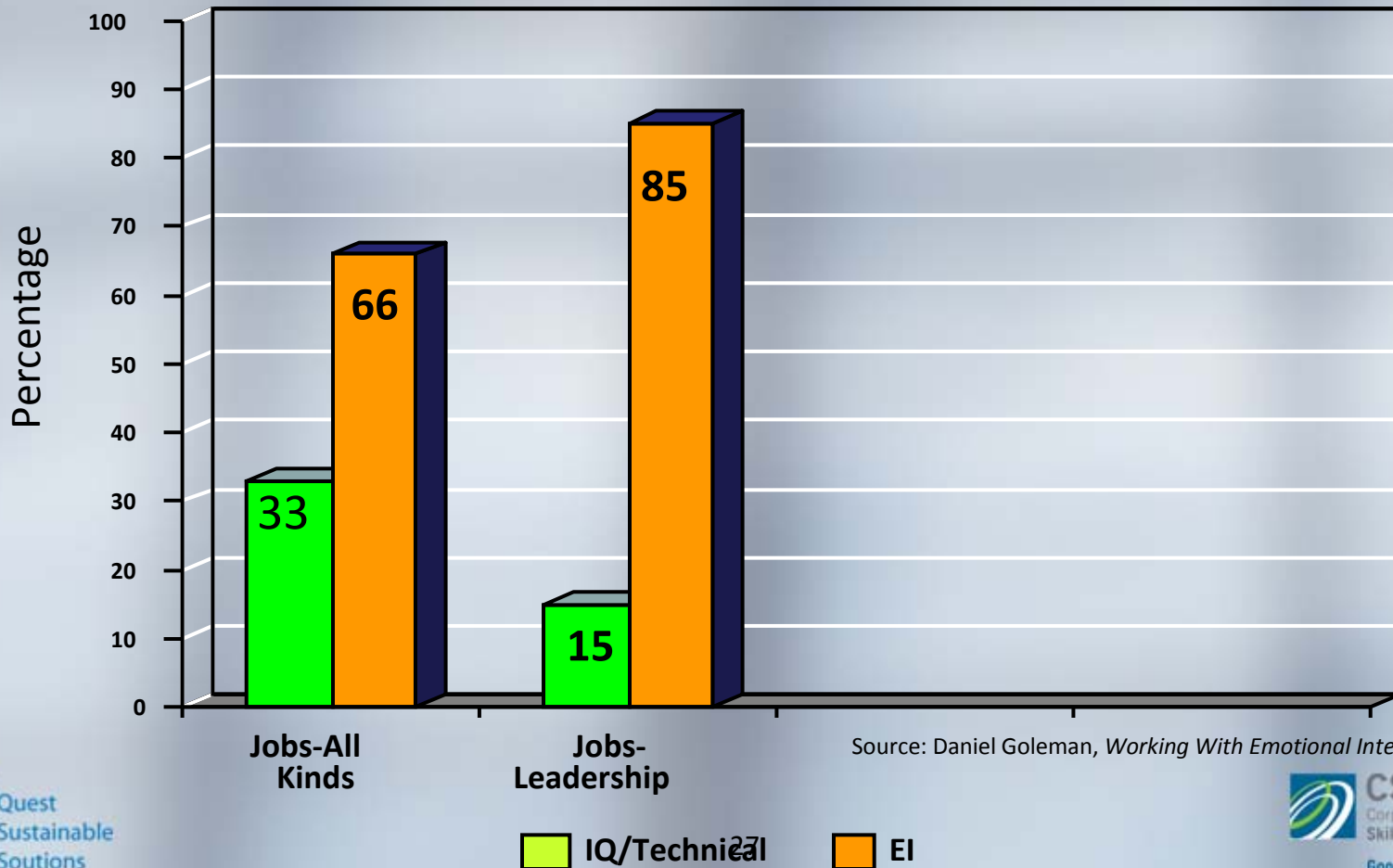
LEADERSHIP

Emotional Intelligence

Keeping cool under pressure

The Importance of EI in Organizations

500 companies Core Competencies



Source: Daniel Goleman, *Working With Emotional Intelligence*

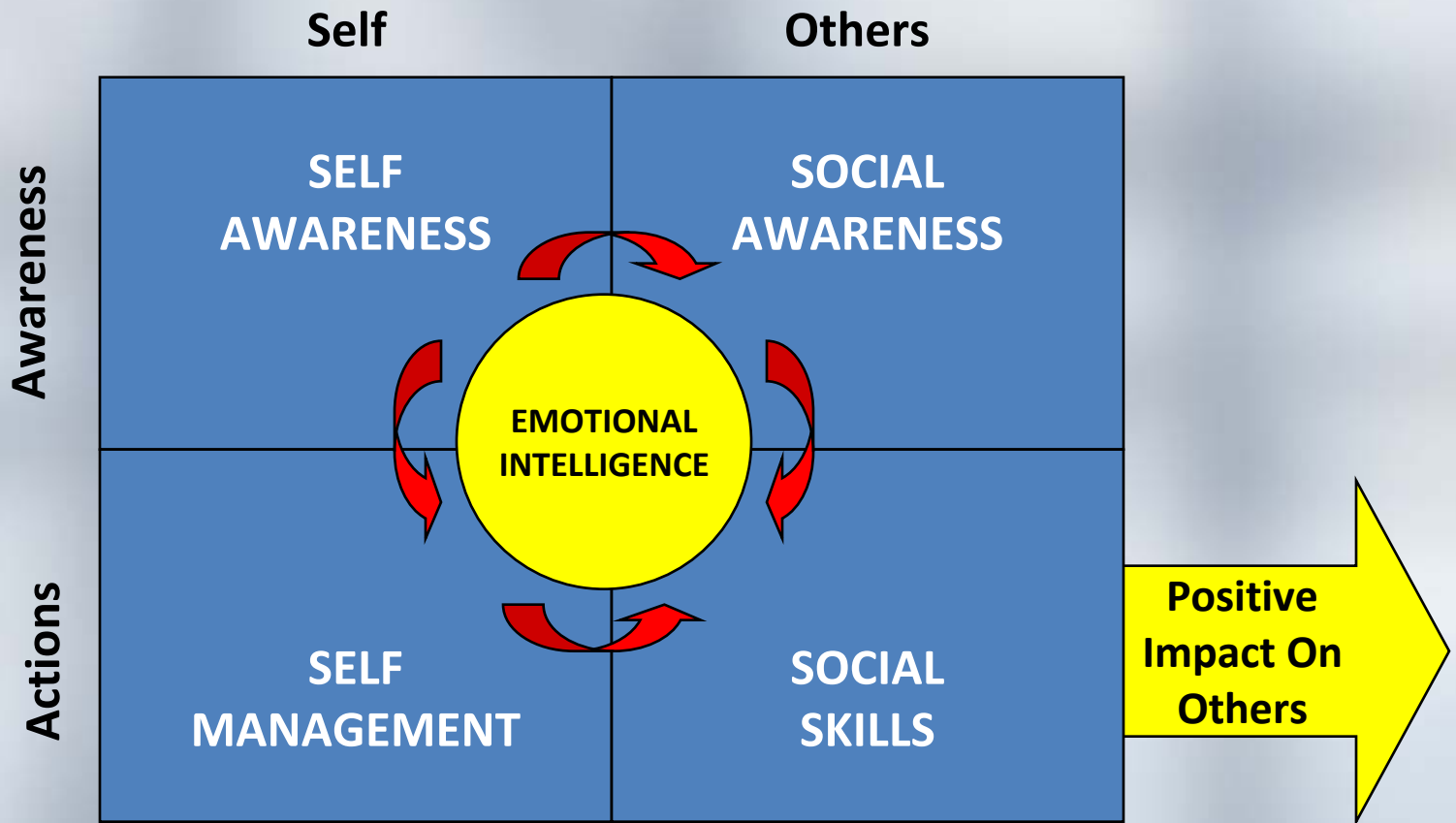
The Making of a President

The “*frequency shown*” represents the number of times those who were promoted to *President* displayed a competency compared to those passed over.

EI Competencies	Frequency Shown
Self-Confidence	2X
Self-Control	7X
Achievement Orientation	2X
Empathy	3X
Teamwork	2.5X
Cognitive Competencies	Frequency Shown
Analytical Thinking	1.2X
Conceptual Thinking	1.5X

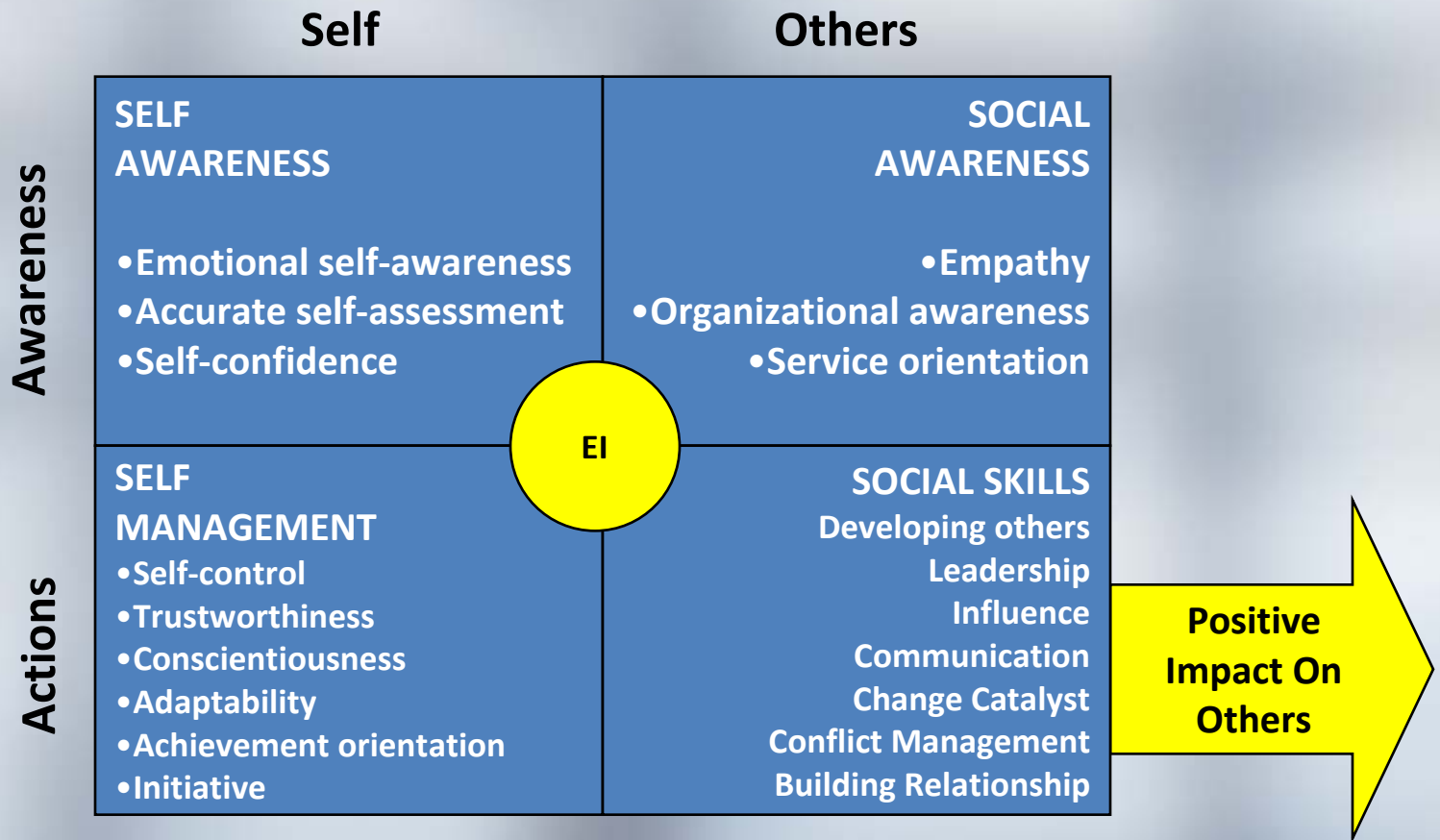
Source: Daniel Goleman, *Working With Emotional Intelligence*

The Competency Framework

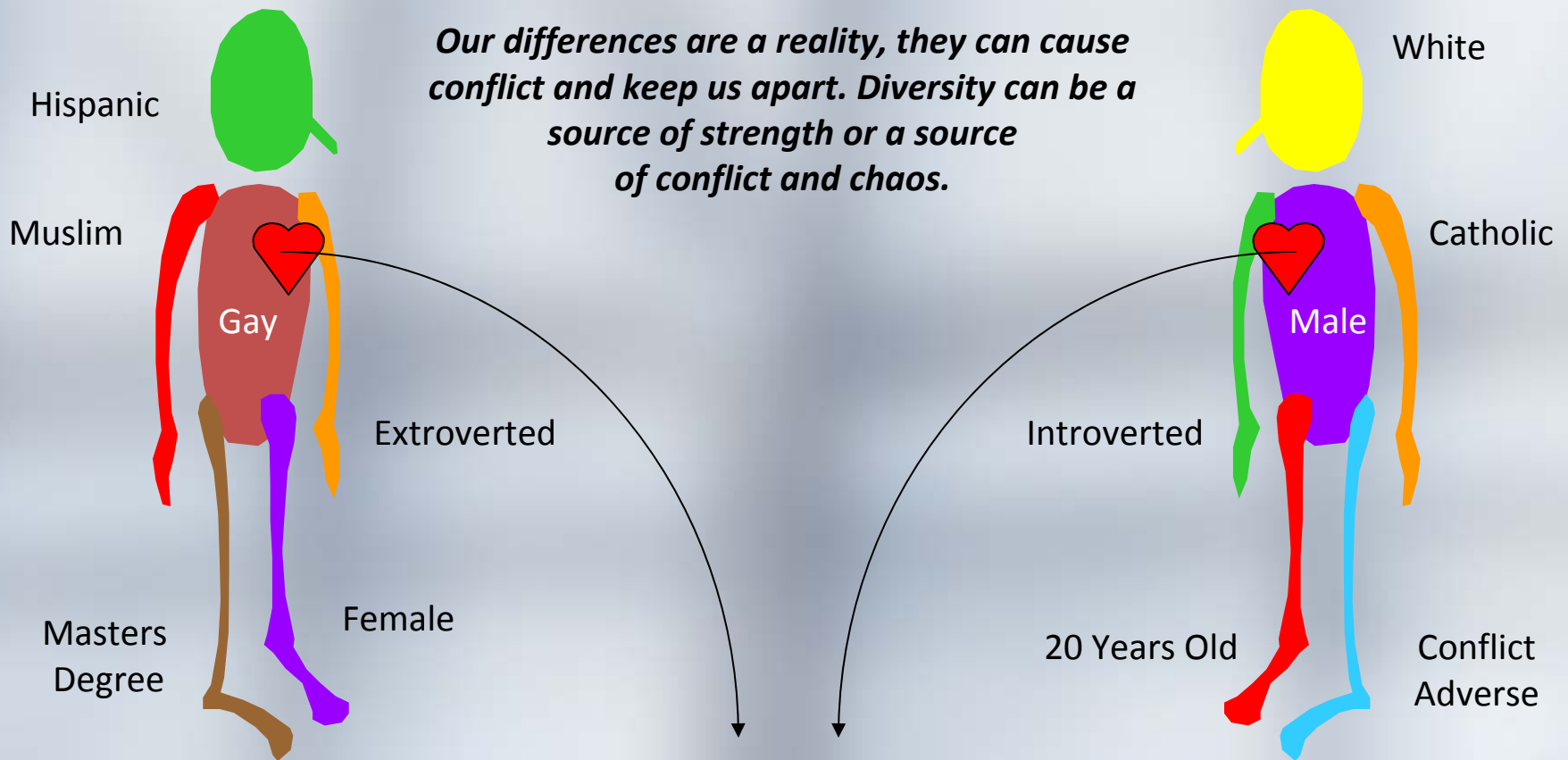


Source: Daniel Goleman, *Working With Emotional Intelligence*

The Competency Framework



Source: Daniel Goleman, *Working With Emotional Intelligence*



However, while we are each different, our core desires, wants and needs are the same. Regardless if you are black or white; male or female; gay or straight; introverted or extroverted; Catholic or Muslim; old or young . . . people want to be treated with dignity and respect, to be appreciated, feel welcomed and needed. We want to have equal opportunity to be successful in life and to contribute. . . no one grows up wanting to be a failure. We all need to have air, food, water, clothing and to feel safe and secure. Every human being want to know they matter, regardless of any cultural or individual differences. In this respect we are identical.

Sustainability Drives Innovation



Innovation Drives Growth

Growth Drives the Bottom Line

“How do you learn to care about people?”

Become a servant leader . . .

- Humbly listen to your employees and be willing to be influenced by what they say.
- Deny self – our focus and desire is first to help others, not just ourselves.
- Develop others – we are to add value to others, you cannot be successful unless you are adding value, at work or at home.
- Accept mistreatment – we are to forgive wrongs and not chase the poisonous snake called “revenge” or seek to get even.
- Remain a student – we are to remain teachable, which means we are open to other people’s ideas. Life teaches us each day. The question is, do we pay attention?
- Pursue harmony in relationships – behave in a manner that inspires trust.

ENLIGHTENED LEADERS NEED TO BE ENLIGHTENED

