

Enlightened Leadership

Engaging Your People

presented by:

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**Quest
Sustainable
Solutions**



CSW
Corporation for a
Skilled Workforce



Rank In Order of Importance for Effective Leadership
1 = MOST Important / 10 = LEAST Important

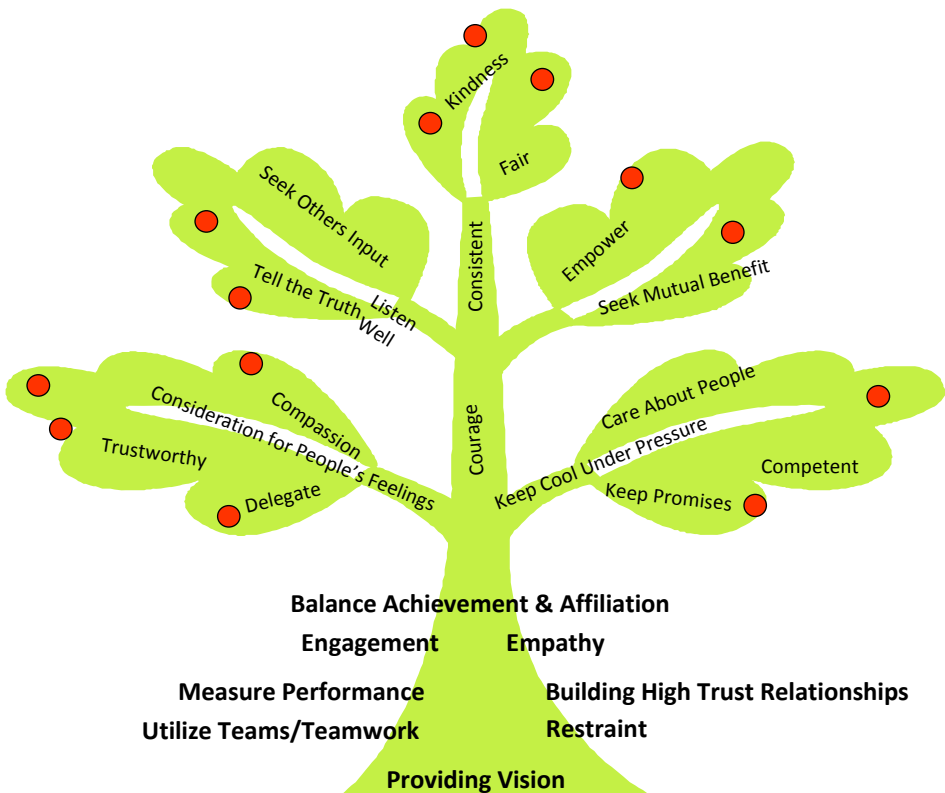
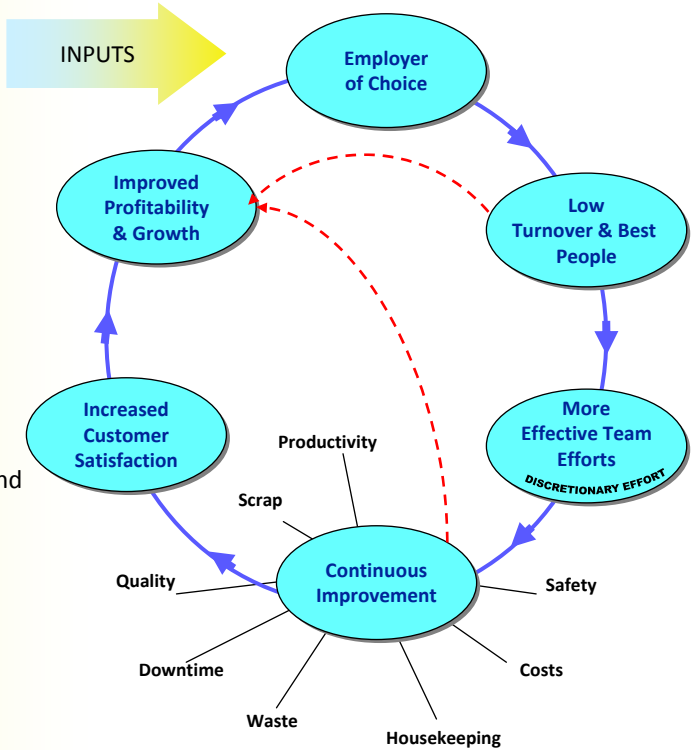
- _____ **Positive attitude/ Optimism**
- _____ **Persuasion/ Negotiation**
- _____ **Patience**
- _____ **Organizational Skills**
- _____ **Interpersonal Openness/ Relationship Building**
- _____ **Ethics/Integrity**
- _____ **Demonstrated Knowledge/ Technical Skills**
- _____ **Decisiveness**
- _____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



Area with horizontal dashed lines for writing or scoring.

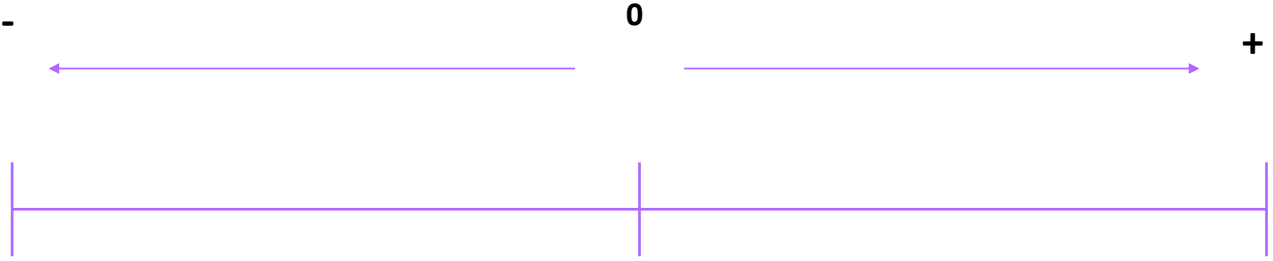
Cascade Engineering's Employer of Choice Model

- 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
 - are emotionally intelligent
- CAREER OPPORTUNITIES
- MEANINGFUL WORK
- JOB SECURITY
- DEVELOPMENT OPPORTUNITIES
- COMPETITIVE COMPENSATION and BENEFITS
- ORGANIZATIONAL PRIDE
(Socially Responsible)
- POLICIES AND PROCEDURES
(Support and Reinforce)



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?

A series of horizontal dashed lines for writing a response to the question above.

"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

How important is trust in the leader/employee relationship?

How does a leader build trust with employees?

“Nothing is as fast as the speed of trust.”

Stephen M.R. Covey
Author: *The Speed of Trust*

TRUST

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

Mahatma Gandhi

“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

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.

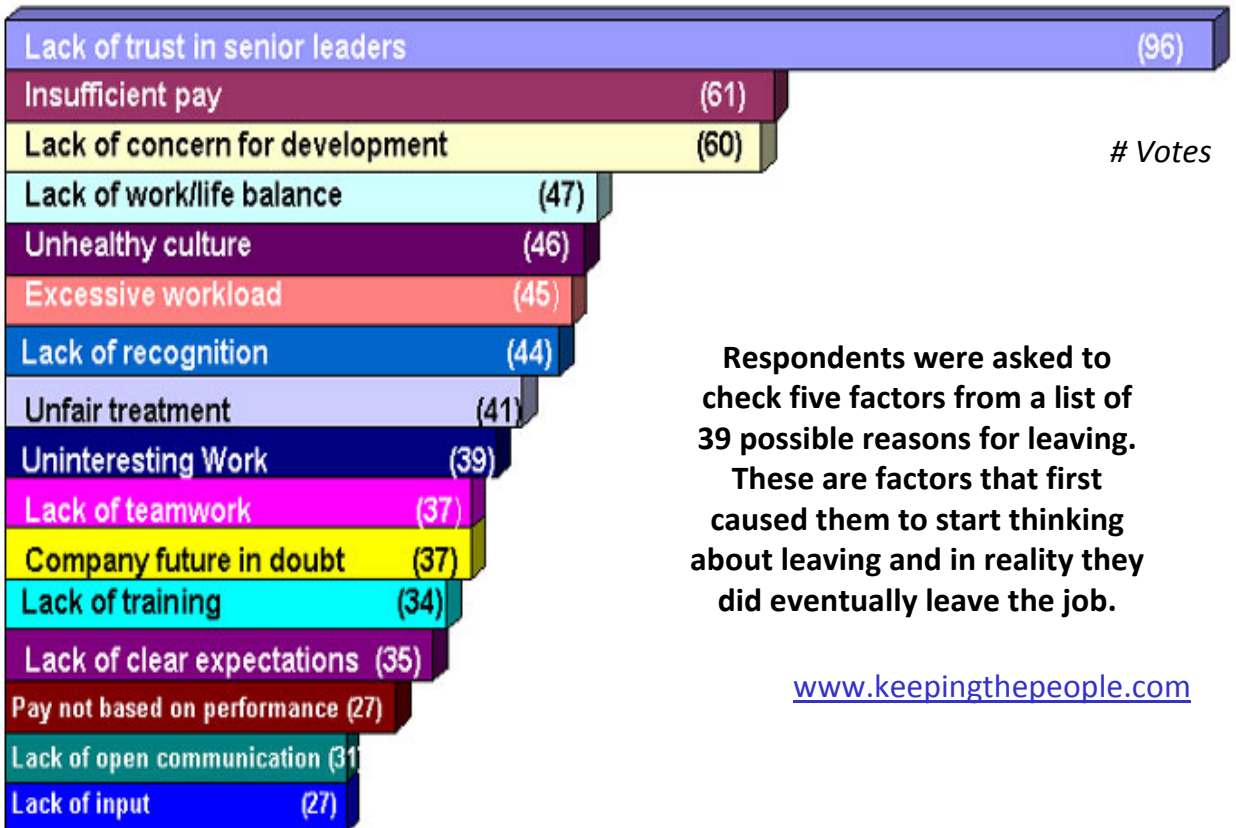
David Halpern

Admitted to cheating to get through school . . .

Liberal Arts students _____
Education students _____
Medical students _____
Law students _____
Business students _____

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

Leadership Qualities Seen In Good Leaders

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

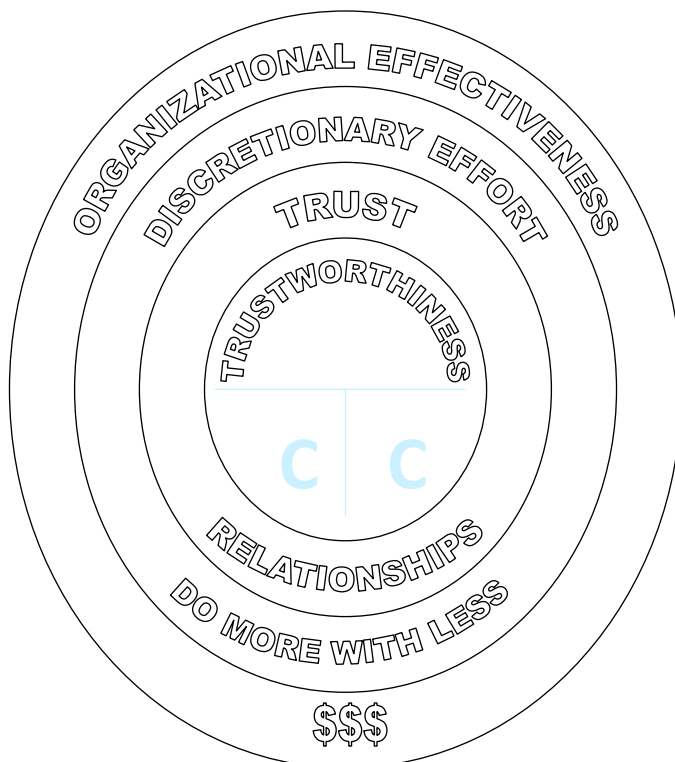
1. **Hands on knowledge of the people reporting to them and they know "what's happening."**
2. **Remain calm under pressure.**
3. **Have credibility – "lead by example."**
4. **Effectively communicate in a positive manner, good details, and not evasive.**
5. **Not afraid to deal with challenges.**
6. **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.

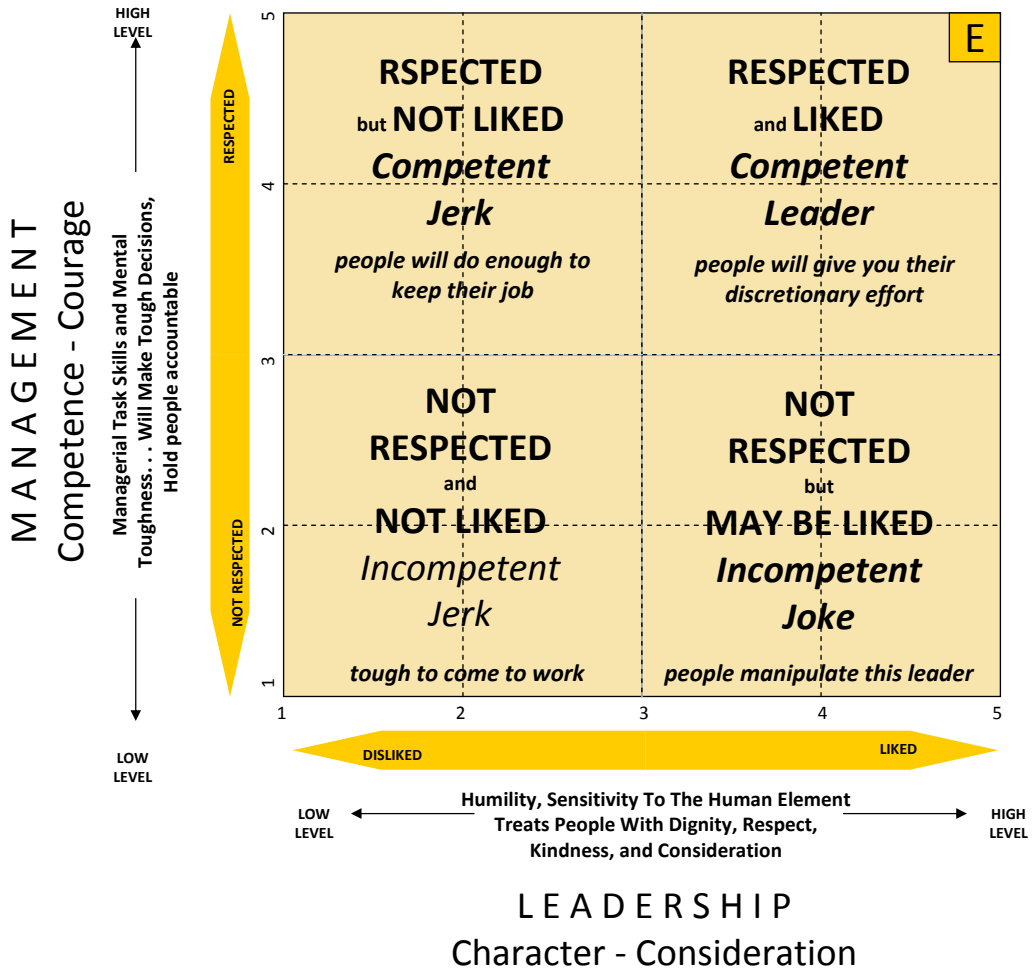
Employee Engagement increases self-motivation that drives individuals to offer their discretionary effort to accomplish personal and organizational goals. It may very well be the glue that holds an organization together during the tough times.





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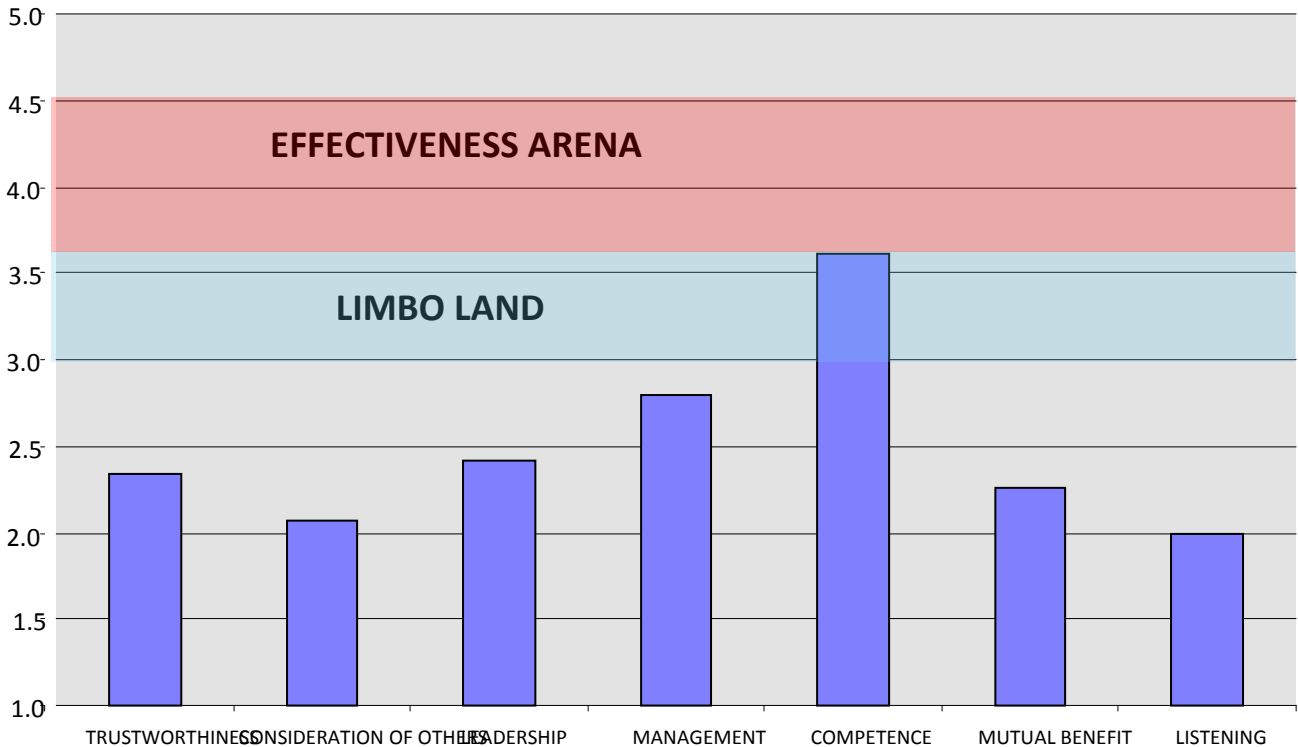
MANAGERIAL and LEADERSHIP Effectiveness GRID



Personal Effectiveness Profile Results

John Doe - November 2008

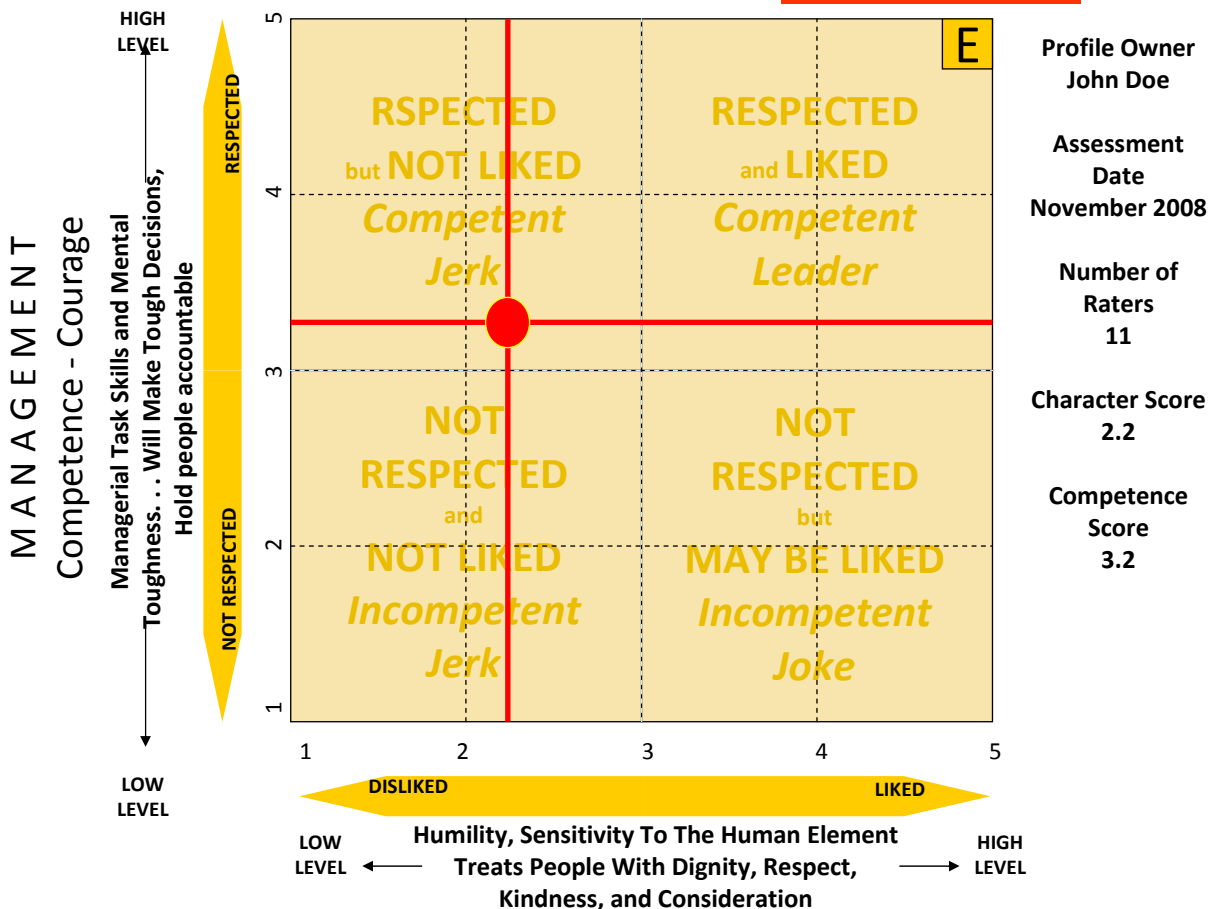
11 Respondents



Each bullet is one person's comments

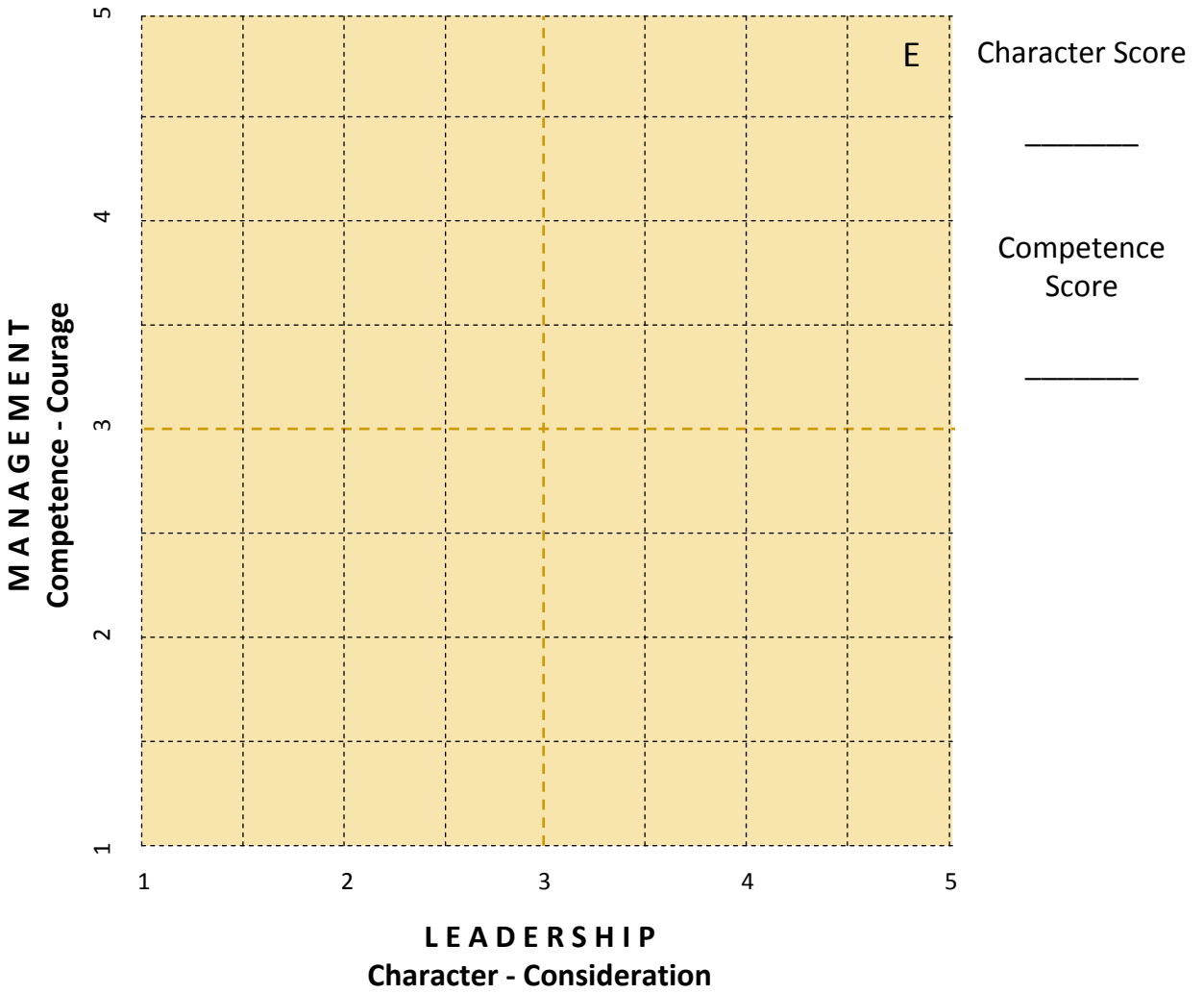
- John is a smart man, his biggest down fall is his people skills.
- John is a very creative person and draws from a great breadth of experience!
- One of the most negative people I know. Only has good to say about himself and lies habitually. He has good technical qualities and knowledge of the field. 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



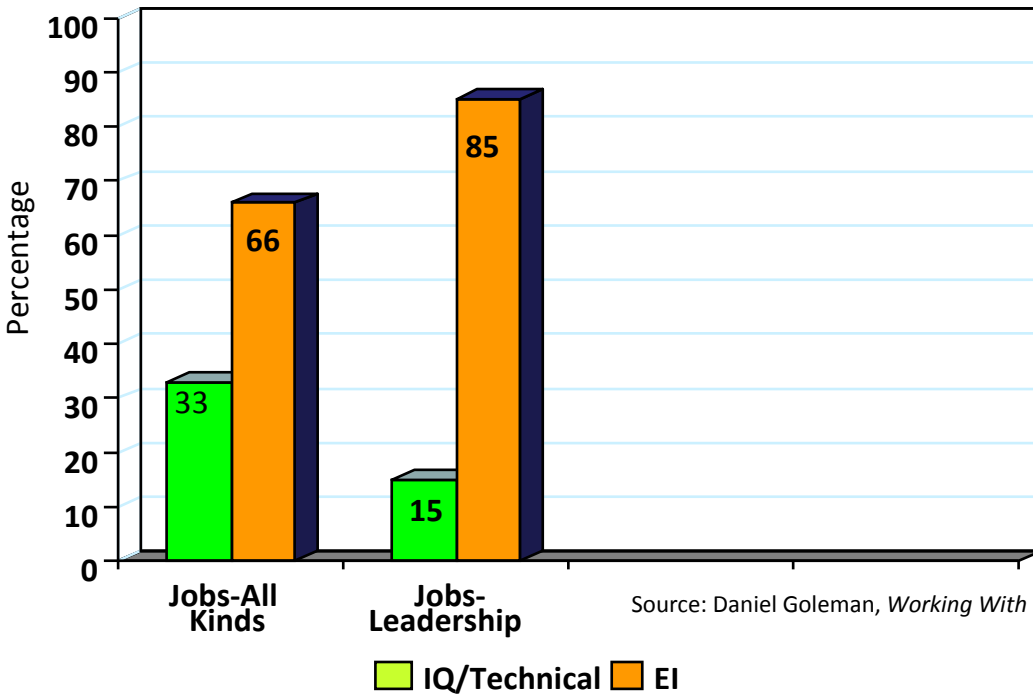
MANAGERIAL and LEADERSHIP Effectiveness GRID

Trustworthiness = Character + Competence



Emotional Intelligence Keeping cool under pressure

The Importance of EI in Organizations
500 companies Core Competencies

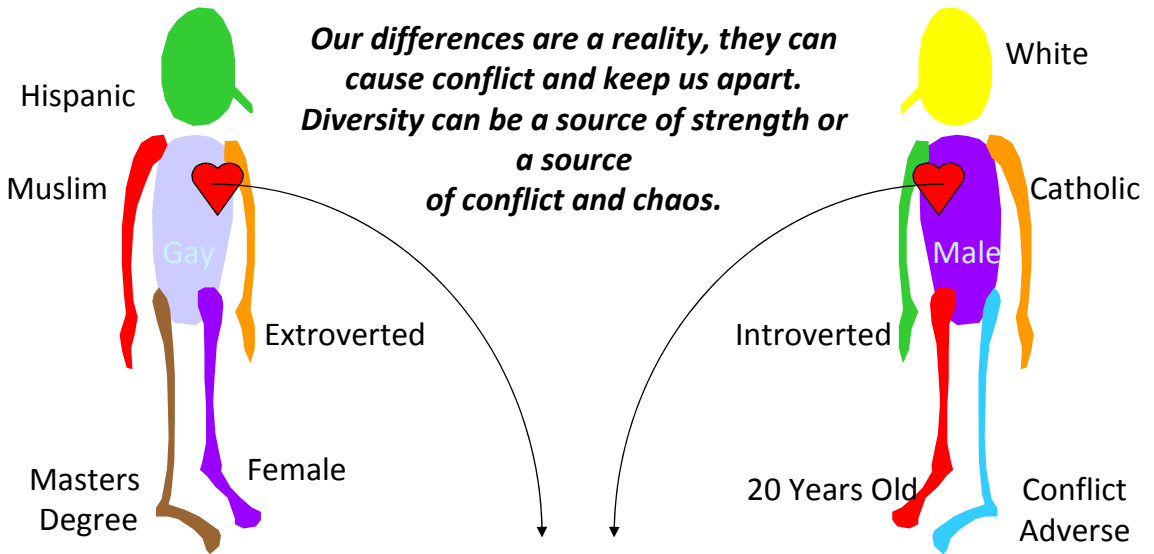


The Making of a President

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

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

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.

**ENLIGHTENED
LEADERS NEED
TO BE
ENLIGHTENED**



Sustainability Drives Innovation

