What does this mean?

Developing Leadership for Sustainability
It’s a problem!

The Conference Board reported **that more than half of all U.S. employees are unhappy in their jobs** -- an all-time low.

Recent Gallup studies reveal a remarkable **71% of American workers are either not engaged in their jobs** -- or have become actively disengaged.

“**Why You Need To Lead With Your Heart,”** by Mark C. Crowley, **October 15, 2012, in Fast Company**
Leadership is a broad topic!

Who are we talking about?
Q: In the book, you say: "Any person at any level can be the spark that ignites the next great corporate responsibility program." How can you engage employees from ground up?

A: I use the phrase “lead from wherever you stand” in the book to communicate the notion that anyone at any level can have an impact on corporate responsibility. All great leaders started out in lower level jobs and learned how to demonstrate their leadership potential from these roles.

When does leadership happen?

“You are a leader if and only if people follow your leadership when they have the freedom not to.”

-- Collins, 1999
Nurture strong relationships
According to research conducted by the Institute of HeartMath, organizations that will endure and thrive accept that both feelings and emotions play an enormous role in driving employee behavior.

A Towers Watson study showed that the greatest driver of employee engagement worldwide is whether or not people feel their managers and organizations have genuine concern for their well-being.

“Why You Need To Lead With Your Heart,” by Mark C. Crowley, October 15, 2012, in Fast Company
“Society and people are not after-thoughts or inputs to be used and discarded but are core to their purpose.”

Getting to know you

“Here's how great leadership is created:

Really getting to know your people.

You have to be willing to put in the time to really get to know your people so that you can work with them to build on their strengths.”

“There is No Magic Pill for Great Leadership” by Roberta Matuson, October 18, 2012, in Fast Company
A sampling of relationships

Employee

Company leadership
Direct supervisor
Peers
Customers
Community
Suppliers
Future employees
Everyone else!
A sampling of relationships

Business owner

Employees

Customers

Community members

Investors

Board members

Suppliers

Everyone else!
Strong relationships

- Trust exists (allows for listening to occur)
- Respect
- Open dialogue
- Healthy conflict
- Acceptance of change
- High performance
Outcomes

• Gain knowledge
• Feels good
• Opens doors
• Solves conflict
• Innovation
• Profitability
How can we, as leaders, have stronger relationships?

*It really is easier than you think.*

Talk!
Where conversations happen

- Board rooms
- 1-on-1 mtgs between mgr and employee
- Performance evaluations
- Water bubbler
- Off-hours, off-site gatherings
- Customer feedback
- Social media interface
Quality conversations

• Be honest
• Share your position
• Open to other’s views
• Be aware of your own style
• Respect the style of others
Strategic Communication Model

Acknowledge Emotion
Encourage
Acknowledge Ideas

Question

Inform
Direct
Criticize

Active Listening Skills
Challenges with conversation

- **7% verbal** (words we use)
- **38% vocal cues** (tone, inflection, pause of voice)
- **55% visual** (eye contact, facial expression, gestures, posture)
Why is it so difficult?

- Lack of appreciation for the importance
- Lack of awareness of our own impact on the relationship
- Lack of time
- Perception that things will move easier with directive style
Moving through fear

“The things we fear most in organizations -- fluctuations, disturbances, imbalances – are the primary sources of creativity.

-- Margaret J. Wheatley
Tools you can use

- Networking
- Employee engagement surveys
- Employee opinion surveys
- Feedback loops (suggestion box!)
- Assessments
- 360 multi-feedback systems
Forming
Goal: ‘Count me in’
Task: Orientation
Concern: Inclusion

Storming
Goal: ‘We’re all in charge’
Task: Organization
Concern: Control

Norming
Goal: ‘Speak your mind’
Task: Communication
Concern: Openness

Performing
Goal: ‘We’re succeeding’
Task: Collaboration
Concern: Success

Desire to be a winner
Concerns about inclusion, control, openness
Get to know each other.
Make contact and bond.
Determine current level of trust.
Communicate personal needs.

Express differences of opinions, feelings and ideas.
React to and challenge leadership roles and styles.
Struggle for control.

Work in friendly and collaborative fashion.
Develop a unique team identify.
Work proactively for the benefit of the team.

Communicate openly.
Individual action to support team goal.
Work cooperatively and with team spirit.
Decide through negotiation and strive for consensus.
How do you process information?

What’s your work style?

What interests you?
Assertiveness

Measures confidence and level of expressed influence

- Low need to control
- Diplomatic
- Willingly accepts leadership
- Compliant, tolerant
- More of a listener

- Comfortable expressing themselves
- Direct, pro-active
- Competitive
- Takes the lead
- Confident
Decisiveness

Measures acceptance of the risk associated with making decisions in a timely manner

- Willing to take time to deliberate
- Careful, not impulsive
- Analyzes all options
- Methodical decision maker
- “What are our options?”

- “Let’s do it”
- Works with available info
- Urgency of decision-making
- Higher risk-taker
- Any decision is better than no decision
As you leave the call today …

- What conversations am I missing out on?
- What can I do to start more conversations?
- Am I fully present in the conversations that I do participate in?
- What is the quality of my own conversations?
Sustainable organizations require Strong relationships which are built upon Conversations that involve everyone.