

Session: W22
Wednesday April, 29, 2015

How to Engage Your Associates by Creating a Positive Work Environment



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Learning Objectives

- List Three Methods to Engage Your Associates
- Describe the Difference Between Rowers, Sitters and Drillers
- Describe a Hiring Process that will Help you Preserve your New Culture



Learning Objectives

- List the Proper Process in an Effective Critical Conversation
- Describe the Difference in Task Management versus Relationship Management
 - Explain R.O.I.



Employee Engagement Through a Positive Work Environment

What is Positive Leadership?



Employee Engagement Through a Positive Work Environment

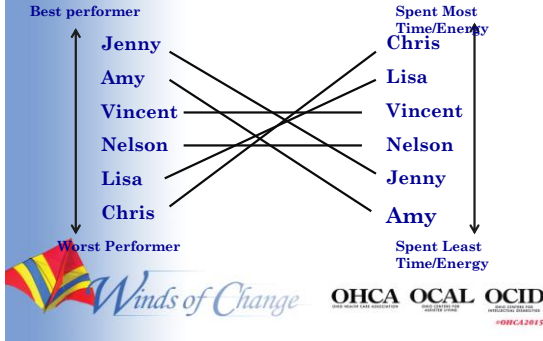
Warm-up Activity

On the left of a blank piece of paper, write the names of the associates who report to you in descending order of productivity.

On the right side of the paper, write the names of the associates with whom you spend the most time/energy in descending order.



Employee Engagement Through a Positive Work Environment



Employee Engagement Through a Positive Work Environment

“Bad emotions, bad parents, and bad feedback have more impact than good ones. Bad impressions and bad stereotypes are quicker to form and more resistant to disconfirmation. The self is more motivated to avoid bad self-definitions than to pursue good ones.”



The New York Times

Monday, January 14, 2013 Last Update: 8:50 PM ET

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Obama Says G.O.P. Wants to Get 'Ransom' to Lift Debt Limit
By AP/WIDE WORLD
1:13 PM ET
President Obama warned Republicans on Monday against refusing to raise the nation's debt ceiling, calling such talk "irresponsible" and saying it would set off an economic crisis.

• Obama Defends His Record on Diversity in Appointments
• Full Transcript
• Post a Comment (Read 494)

New York City's School Bus Drivers Plan to Strike
By AP/WIDE WORLD
4:37 PM ET
A strike on Wednesday, which could still be averted, would affect 1.6 million students in public and private schools in the city.

Yowling G. Avenge French Attack, Mad Rebels Take Town
By AP/WIDE WORLD
4:54 PM ET

In Bankrupt City, Crime Rises Again
By WIL LOHREY
7:48 PM ET
Officials in San Bernardino, Calif., were making headlines against violent crime until the economic floor fell out.

New York Legislature May Vote Soon on Gun Bill
By THOMAS KOPLAN and DAVID H. WISSE
The new gun control legislation would make New York the first state to act in response to the Newtown shooting.

Neatwork Families Look Beyond Gun Control
By AP/WIDE WORLD
9:01 PM ET

Parents' Financial Support Linked to Lower Grades
By SAMUEL ROSEN
11 minutes ago
A new national study found that the more college money provided, the lower the students' grades.

Verizon Sales Spurs Talk of Cheaper iPhones
By AP/WIDE WORLD
1:58 PM ET

MARKETING NOTE
Obama's Strategy
Officials have made it clear they are prepared to shut down the government and default on the credit of the United States.

OP-ED COLUMNISTS
Get Out of the Data Swamps
Engines: Japan Ships Out

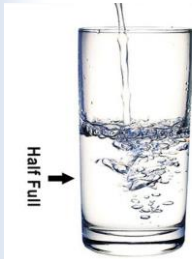
MARKETS • 4:58 PM ET
JAPAN: Nikkei -148.16 -148.07 1.68
Data delayed at least 15 minutes

GET QUOTES My Portfolios
Stock, ETFs, Funds

ARTS
Informed by the Past, Fiery in the Now
Gibson
presented world music as an accelerating

ANXIETY
Someone's Knocking at My Door
By LAURENCE L. BOKOR
A Hungarian novelist avants a visit from her past.

Employee Engagement Through a Positive Work Environment



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Employee Engagement Through a Positive Work Environment

“The world is hungry for goodness and it recognizes it when it sees it – and has incredible responses to the good. There is something in all of us that hungers after the good and true, and when we glimpse it in people, we applaud them for it. We long to be just like them.”

*Desmond Tutu,
Nobel Laureate*

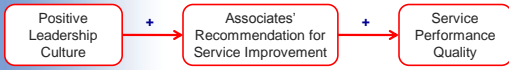


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Power of Positive Leadership: Extraordinary Performance



“Positive work environment increases associates’ sense of safety to make suggestions for service improvement, which translates into better customer service.” (Lam, 2013)



Power of Positive Leadership: Extraordinary Performance



Care in a hospital with a positive versus negative work environment was associated with odds of readmission that were 7% lower for heart failure, 6% lower for myocardial infarction, and 10% lower for pneumonia (McHugh, 2013).



Becoming a Positive Leader



- Return On Investment:**
- **R**elationship
 - **O**rganization Culture
 - **I**ndividual Meaning



Becoming a Positive Leader



Return On Investment:

- Relationships
- Organization Culture
- Individual Meaning



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Employee Engagement Through a Positive Work Environment

Common Management Focus:

- Problems, issues, and failures
 - 80% time spent on 20% associates who create issues
- Good services: The absence of bad services



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Employee Engagement Through a Positive Work Environment

Positive Energizers:

- What are Positive Energizers
- Why are They Important to Establishing Culture
- List Who are Your Positive Energizers



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Employee Engagement Through a Positive Work Environment

How Most Leaders Manage

Energizer Types

		Positive (Rower)	Neutral (Sitter)	Negative (Driller)
Performance Levels	A			Heavy Focus
	B			Heavy Focus
	C	Moderate Focus	Moderate Focus	Heavy Focus



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Employee Engagement Through a Positive Work Environment

What Happens to the Sitter?

- Social Learning
- They Drill

What Happens to the Rowers?

- They Get Frustrated
- They Leave



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Employee Engagement Through a Positive Work Environment

How Positive Leaders Manage

Energizer Types

		Positive (Rower)	Neutral (Sitter)	Negative (Driller)
Performance Levels	A			Minimize Focus
	B			Minimize Focus
	C			Minimize Focus



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Employee Engagement Through a Positive Work Environment

What Happens to the Sitter?

- *Social Learning*
- *They Sit and May Row*

What Happens to the Rowers?

- *They Excel*



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Employee Engagement Through a Positive Work Environment

Best performer (most positive & highest performance level)

Jenny _____
 Amy _____
 Vincent _____
 Nelson _____
 Lisa _____
 Chris _____

Worst Performer

Spent Most Time/Energy

Chris _____
 Lisa _____
 Vincent _____
 Nelson _____
 Jenny _____
 Amy _____

Spent Least Time/Energy

Focus Your Time & Energy on Positive Energizer.

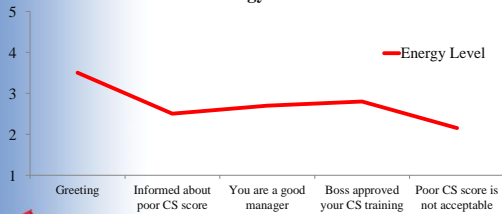


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Employee Engagement Through a Positive Work Environment

Energy Level



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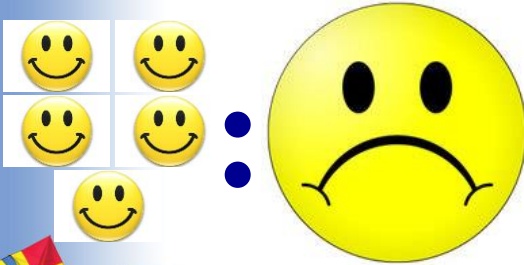
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"I have yet to find the man who did not do better work and put forth greater effort under the spirit of approval than under a spirit of criticism."

Charles Schwab
Founder of Bethlehem Steel Corporation



The 5:1 Positivity Ratio



Employee Engagement Through a Positive Work Environment


How to Maintain a 5:1 Positivity Ratio?






Maintain a 5:1 Positivity Ratio by Praising.





Maintain a 5:1 Positivity Ratio by Showing Gratitude.





Maintain a 5:1 Positivity Ratio by Showing Compassion.



Employee Engagement Through a Positive Work Environment

How do we Perform Critical Conversations in a Positive Work Environment?

- *Be Positive & Learning-Oriented in Performance Feedback*
 - *Focus on Tasks*
 - *Cause and Effect*
 - *Provide Alternatives*
 - *Active Listening*

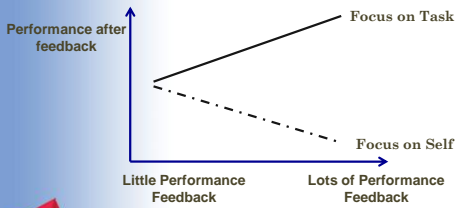


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Science on Performance Feedback



Kluger, A. N., & DeNisi, A. 1996. The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin*, 119, 254-284.



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Becoming a Positive Leader



Return On Investment:

- Relationship
- Organization Culture
- Individual Meaning



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Employee Engagement Through a Positive Work Environment

How Do you Create a Positive Culture?



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Employee Engagement Through a Positive Work Environment

Positive Leader's World



- 50% Genetic
- 40% Slings and Arrows
- 10% Environmental (2 to 9 years old)



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Employee Engagement Through a Positive Work Environment

Build a Positive Culture by Hiring the Positive Energizers



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Employee Engagement Through a Positive Work Environment

- *Hiring Process*
- *On-Boarding*
- *Establish Culture Quickly*





Build a Positive Culture by Crafting a Mission Statement with your Associates.

Employee Engagement Through a Positive Work Environment

Build a Positive Culture by Crafting:

- *Mission Statement*
- *Vision Statement*
- *Core Values*

WITH YOUR ASSOCIATES



Employee Engagement Through a Positive Work Environment

Build a Positive Culture by Organizing Community Services

- *Habitat Builds*
- *Planting Trees*
- *Community Gardens*
- *Volunteering Services*

With: THE BOSSES



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Becoming a Positive Leader



Return On Investment:

- Relationship
- Organization Culture
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Employee Engagement Through a Positive Work Environment



Why Work?

Employee Engagement Through a Positive Work Environment

Why We Work

1. Money

- Security
- Safety
- Shelter



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Why We Work

2. Career

- Power
- Prestige
- Position



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Why We Work

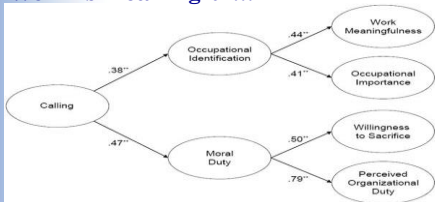
3. Calling/Meaning

- Fulfillment
- Happiness
- Culture



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When Work is Meaningful...



Bunderson, J. S., & Thompson, J. A. 2009. The call of the wild: Zookeepers, callings, and the double-edged sword of deeply meaningful work. *Administrative Science Quarterly*, 54, 32-57.



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Practices to Instill Positive Meaning



Instill Positive Meaning in your Associates by Providing Autonomy.

Instill Positive Meaning in your Associates by Setting Challenging & Meaningful Goals.

Instill Positive Meaning in your Associates by Showing Impact.



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Practices to Instill Positive Meaning



Instill Positive Meaning in your Associates by Providing Recognition From the Top.

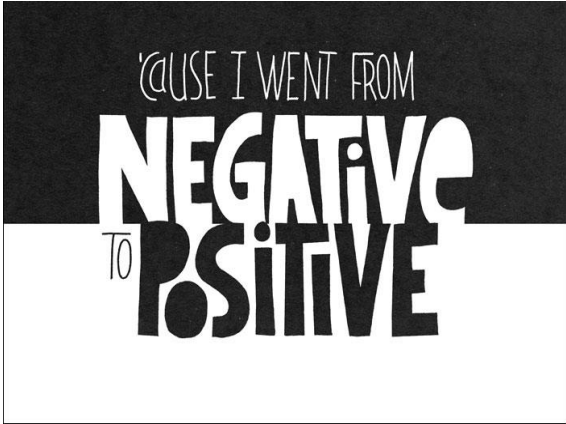
Instill Positive Meaning in your Associates by Inclusion at all Levels.

Instill Positive Meaning in your Associates by Showing Gratitude.



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Employee Engagement Through a Positive Work Environment

Thank - You

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