



**Focus
On Who
You Can Be**

Empowering Leadership in Every Team Member

PMI – Project Management Institute
Ottawa, Ontario

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***“The obscure we see eventually.
The completely obvious, it
seems, takes longer.”***

Edward R. Murrow



Session Goals

- How you see your managerial role
- See the perspective of others
- Open your eyes to the obvious
- Influence your ability to think and behave differently
- Share strategies to help you develop individual leaders and high performing teams

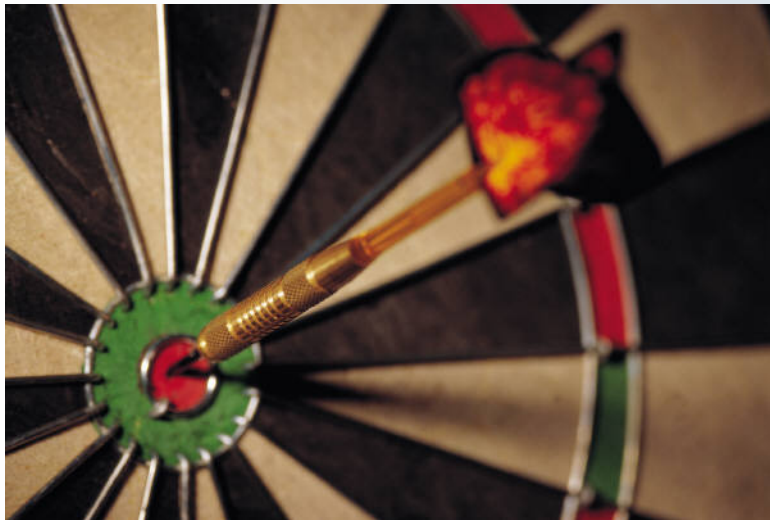


***It is easy to be
enthusiastic
about an organization
that is enthusiastic
about you!***



The Organization is You!

- Build a positive culture
- Individual leaders embracing the common goal
- Taking responsibility for their own performance





Individual Leadership is Not a Position or a Title

- an attitude - an outlook on life
- a desire to take charge of our own life
- how we engage in what we do





Sustainable Employee Engagement Achieves Goals

- emotional commitment to an organization
- willingness to contribute to an organization's success
- personal satisfaction in a role





Managers Play a Crucial Role Influencing Worker Engagement

29%



Engaged

Work with passion
Feel connected
Drive innovation
Actively contributing
Aligned & Enthused

48%



Not Engaged

“checked out”
Putting in time
Doing their job
No energy, No passion

19%



Actively Disengaged

Needs not met by work
Skeptical, unhappy
Undermine engaged
Contagiously negative

Source: The State of Employee Engagement 2008
www.blessingwhite.com May 2008

85% of engaged employees plan to stay

**Scope
Changes**

**Unrealistic
Deadlines**

**Uncertain
Dependencies**

**Vision & Goals
Not Well Defined**

**Lack of
Accountability**

**Competition for
Resources**

**Customers &
End-users not
Engaged**

“Difficult to engage people in reality”

**Risks not
Managed**

**Insufficient
Team Skills**

**Communication
Deficit**



Why do you Believe People Leave?

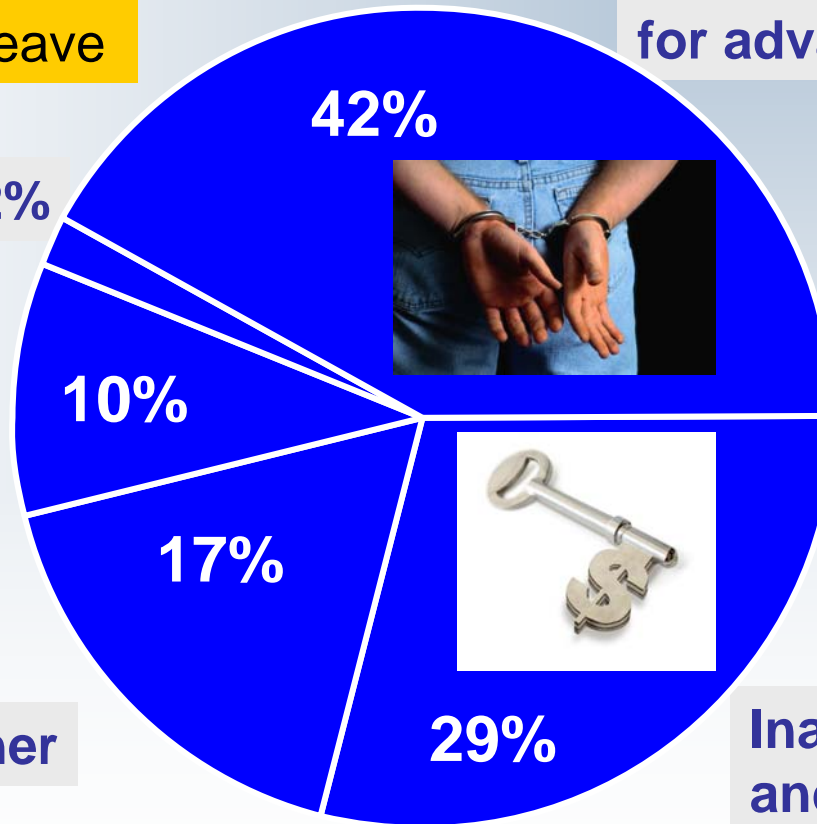
Top Reasons Respondents Believe Employees Could Leave

Limited opportunities for advancement

Lack of recognition - 2%

Unhappiness with Management

Other



Source: Retention Strategies, April 2009
Robert Half Management Resources



Managers are Stumped by How They can Motivate their Teams

- How do I get people to care about their job?
- How do I get people to take responsibility for their work?
- How do I get people to stay focused on achieving their goals and objectives?
- How can I influence people to be agile and adaptive?



Empowering Leadership in My Team Members





The Problem so far “It’s All About Me”





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Managers are Enlightened by What People are Thinking

- Why do *they* care about their job?
- Why do *they* want to take responsibility for their work?
- Why do *they* stay focused on achieving their goals and objectives?
- What would motivate him/her to want to change – to be agile and adaptive?

How people behave is driven by what *they* think.



Genuinely Care & Put Employees' Best Interests First

LEAD THE WAY

Change what you can control.
Influence change
in what you can't control.



What specifically can you to Do?

- Build Relationships
- One person at a time



LEAD THE WAY



Fact.....

People who feel good about themselves and their environment are engaged, satisfied and productive. They want to stay!





Encourage Employees to Feel Good About Themselves



Confident People:

Push big, new bold ideas

Have the courage to speak up and take risks



What you can do to Make People Feel Good

- Insights coming up
 - What motivates you and others - tools
 - What workers say – surveys and polls
 - Things you can do to empower leadership in team members



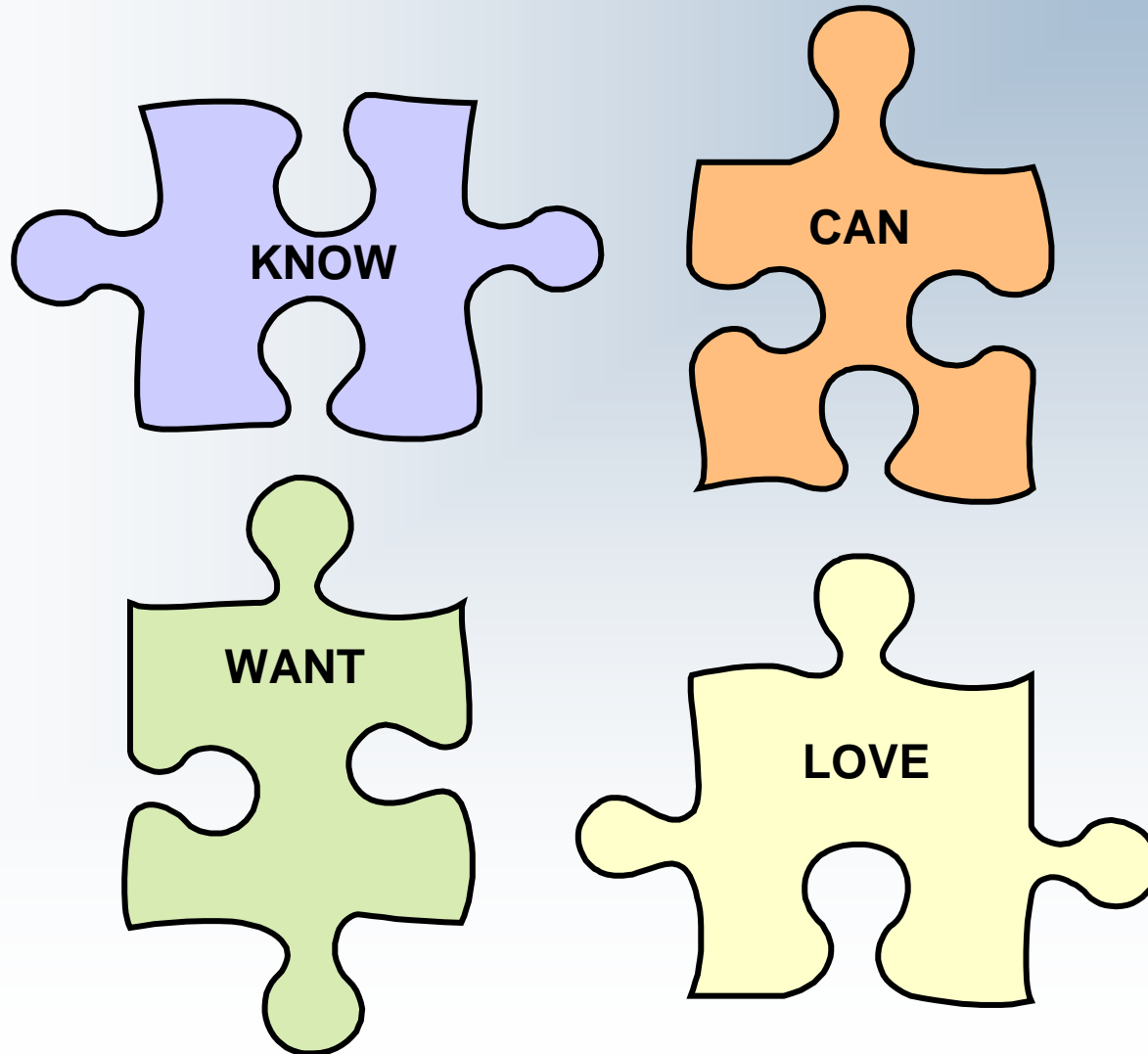
Engagement Drivers

1. Being Treated with Respect
2. Having a Clear Understanding of What is Expected
3. Having a Sense of Belonging
4. Being Treated Equally
5. Access to Tools, Resources and Information to Perform
6. Receiving the Training that is Needed to Perform in the Role
7. Open and Honest Two-Way Feedback
8. Strong Teamwork
9. Receiving Recognition
10. Opportunities to Learn, Develop and Progress
11. Understanding how the Role Contributes to the Success of the Business
12. Security

Source: "Engaging the Total Workforce"
Manpower White Paper, 2006

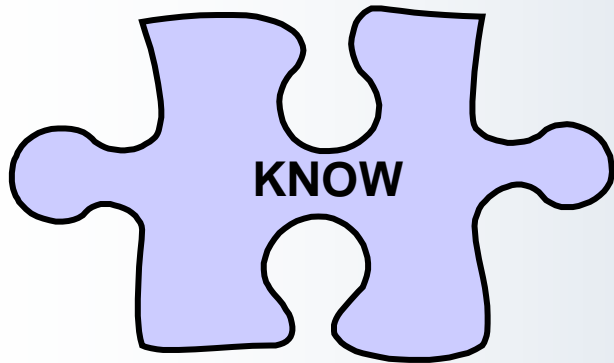


Engage People to Positively and Willingly Do a Job





Employees **KNOW What To Do** & What is Expected of Them

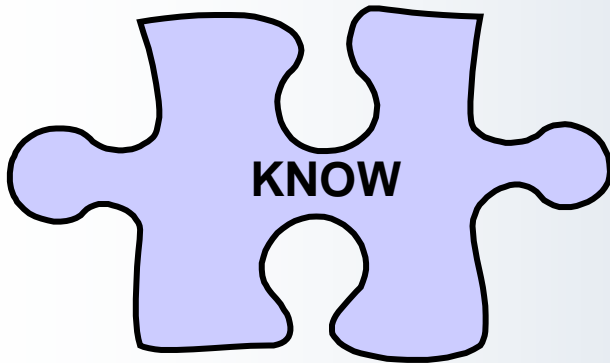


- Organization's Vision
- Good Performance
- Acceptable Behavior
- Feedback



Team Members **KNOW What To Do** & What is Expected of Them

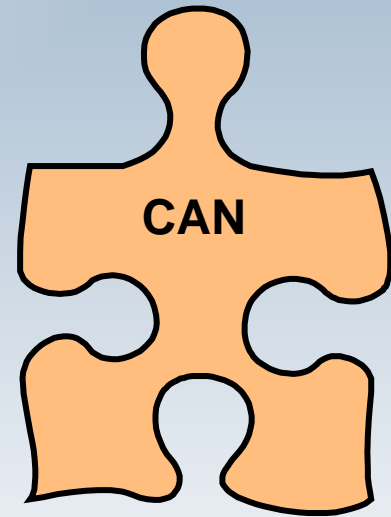
Learning Points





Employees Know They CAN Do the Job

- Skills
- Knowledge
- Experience
- Resources

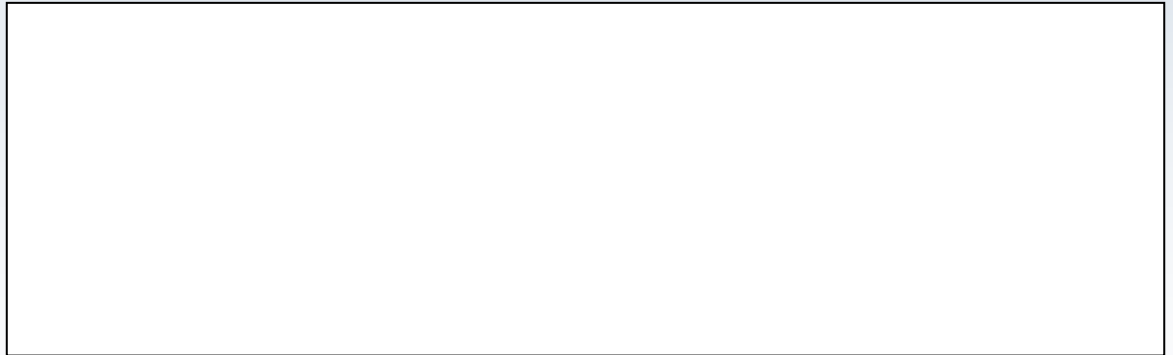




Creating One Chain

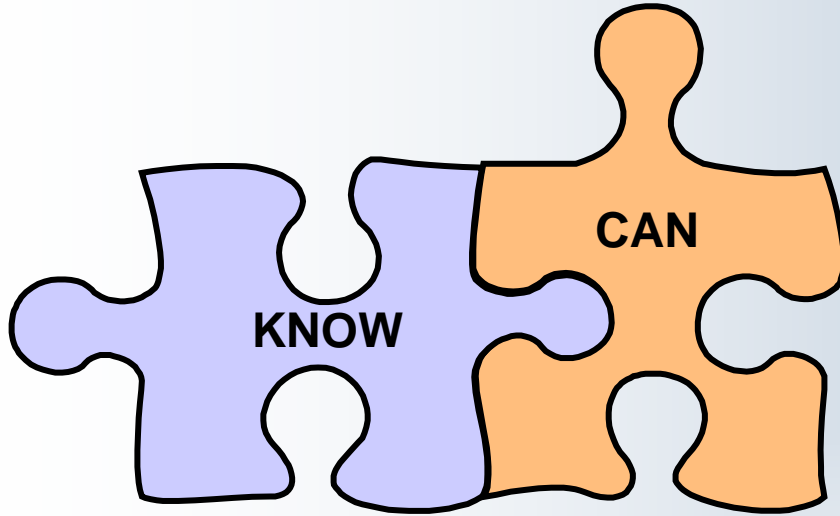


- One chain in the whole class
- Must use the paper to link the paper clips
- Paper clips cannot be linked manually





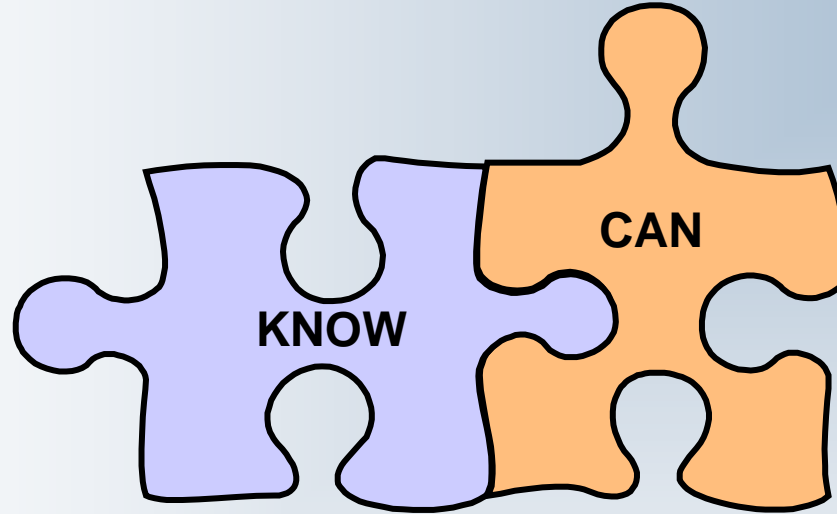
What You Can Do so Team Members KNOW What to Do & CAN Do “It”



Learning Points



Engage People to Positively and Willingly Do a Job

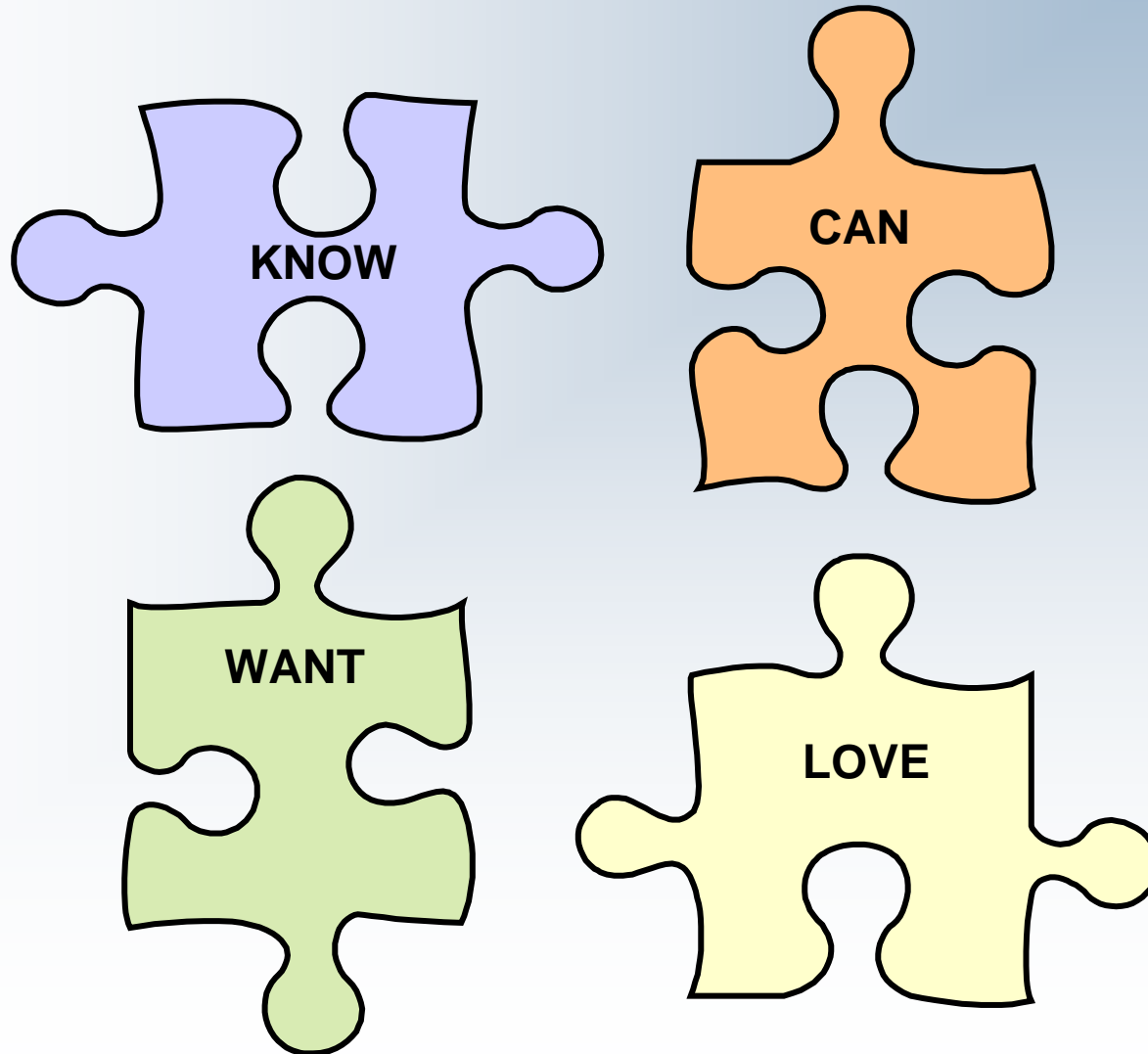


“The weakest link in the chain is also the strongest, as it can break the chain.”

Stanislaw Jerzy Lec



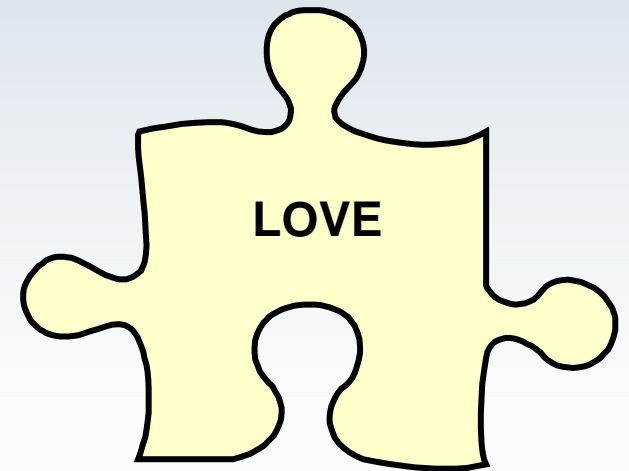
Engage People to Positively and Willingly Do a Job





LOVE to Do the Job

- Passion for the work
- Fulfillment & intrinsic enjoyment in the work
- Love to learn more
- Confident

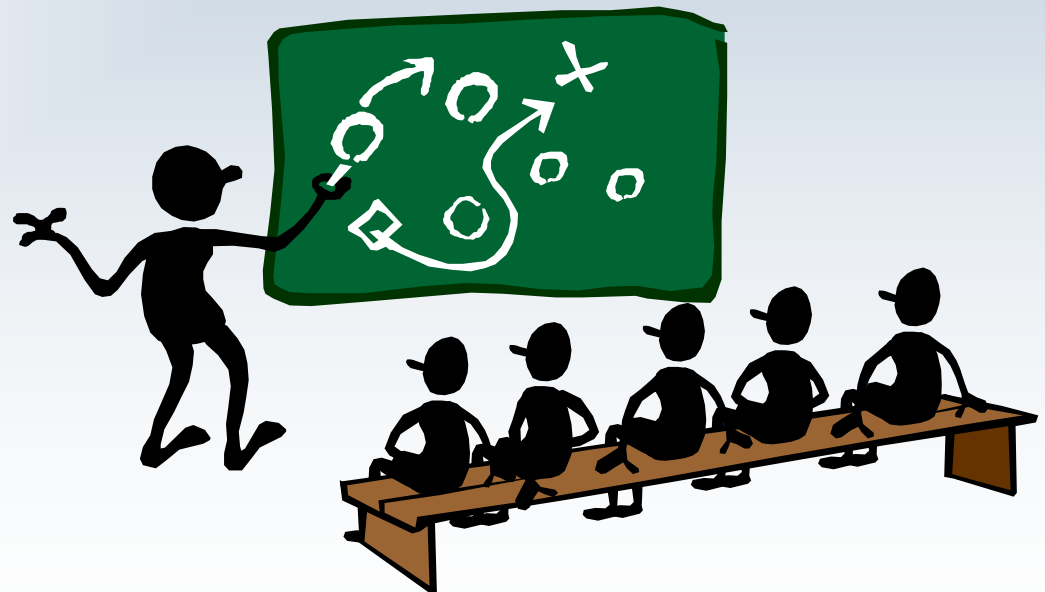




Step Up and Lead

Get the right people on the right team

Get the right people in the right position





Profile Assessments Help to Identify Team Members' Strengths

BELBIN Nine Team Roles

ACTION



Completer
Finisher



Implementer



Shaper

SOCIAL



Resource
Investigator



Coordinator



Teamworker

THINKING



Monitor
Evaluator



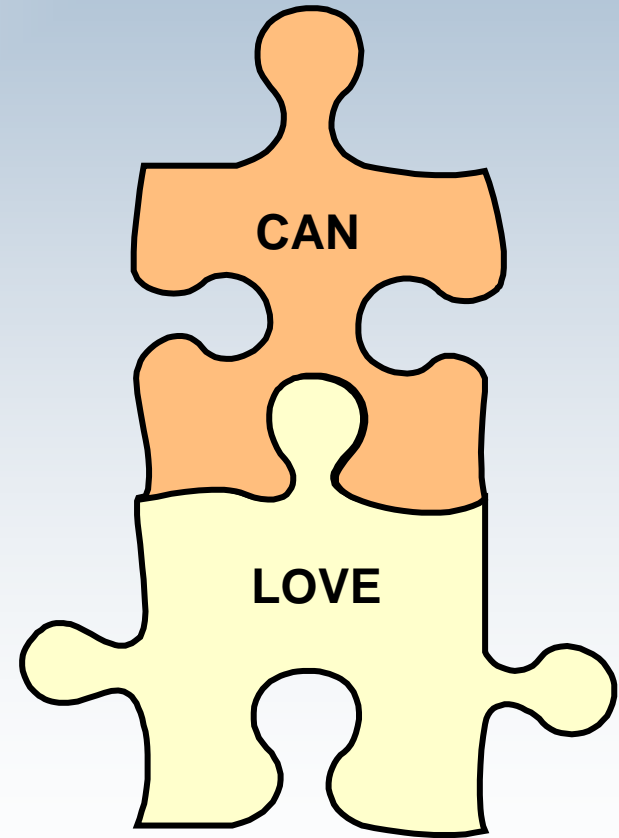
Plant



Specialist



What I can do to help Team Members Learn What they CAN Do & LOVE to Do



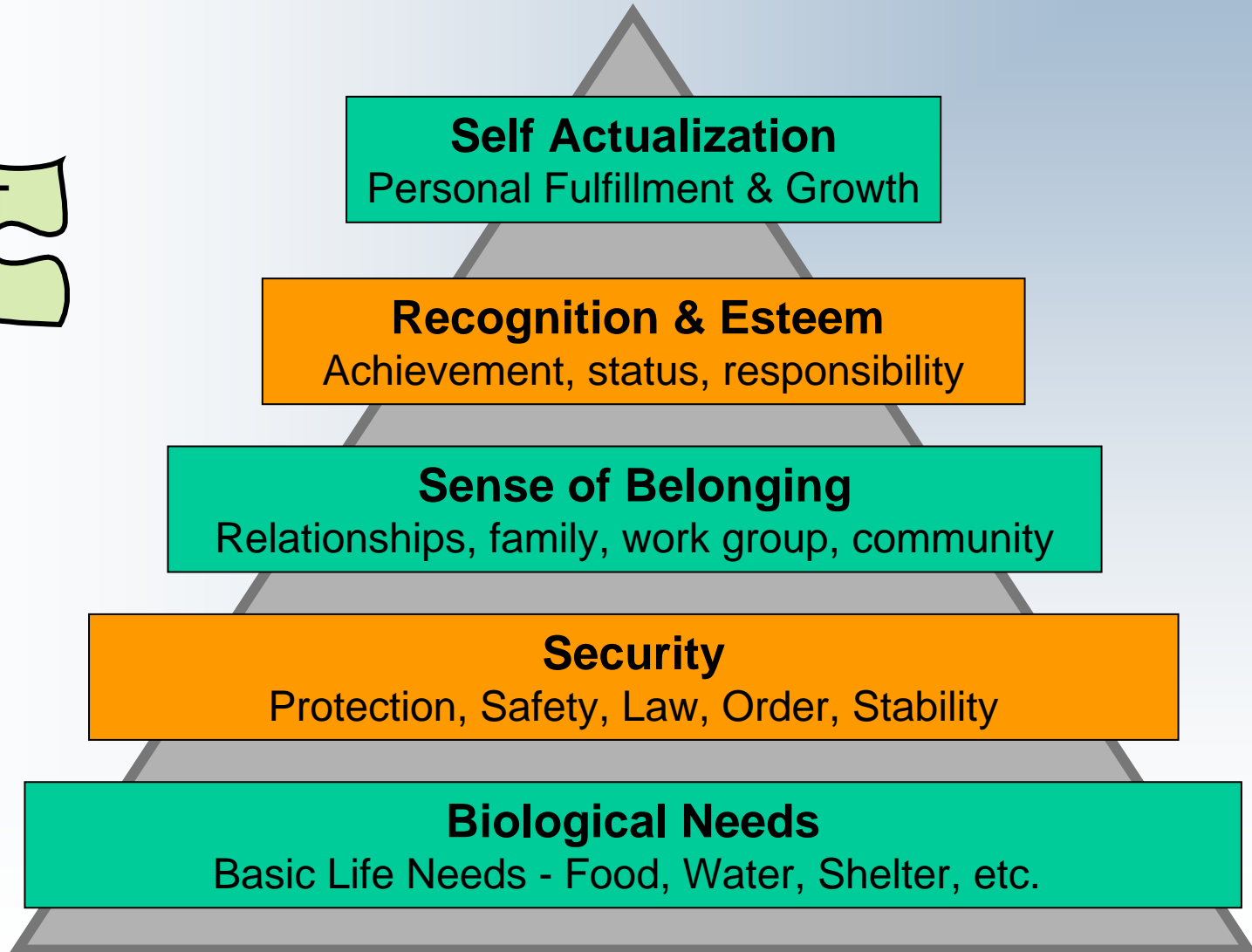


WANT to Do the Job

- Work aligned with personal values
 - Work itself
 - Organization
 - Relationship with you
 - Relationship with co-workers
- Driven by their need(s) or desires being met

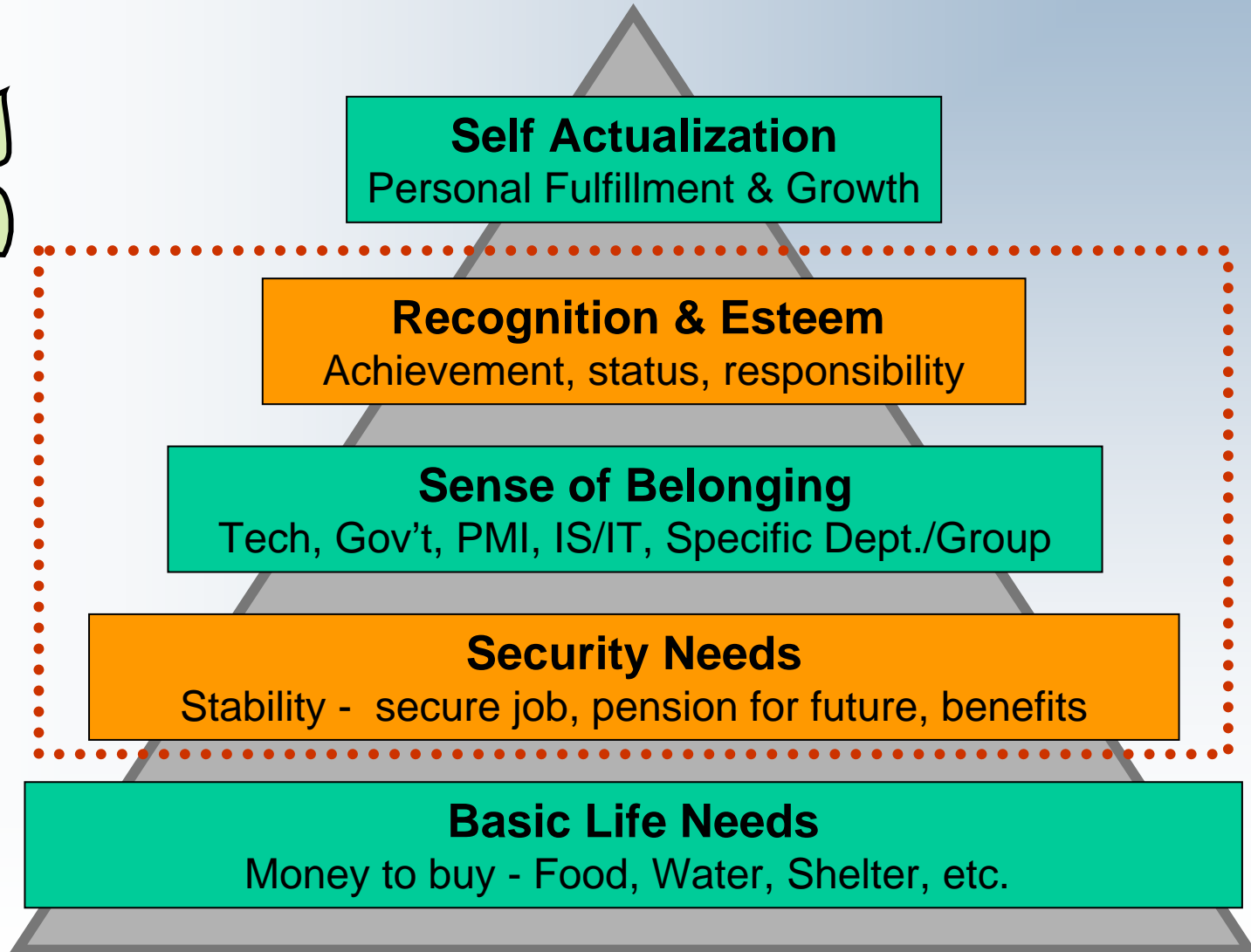


Maslow's Hierarchy of Needs





Maslow in Today's World





Herzberg Motivational Theory



Motivation Factors

Achievement
Recognition
The work itself
Responsibility
Advancement and growth

Hygiene Factors

Supervision
Working Conditions
Pay and job security
Company Policies & Administration
Relationships - supervisor, peers, subordinates



What Defines Success in Your Career?

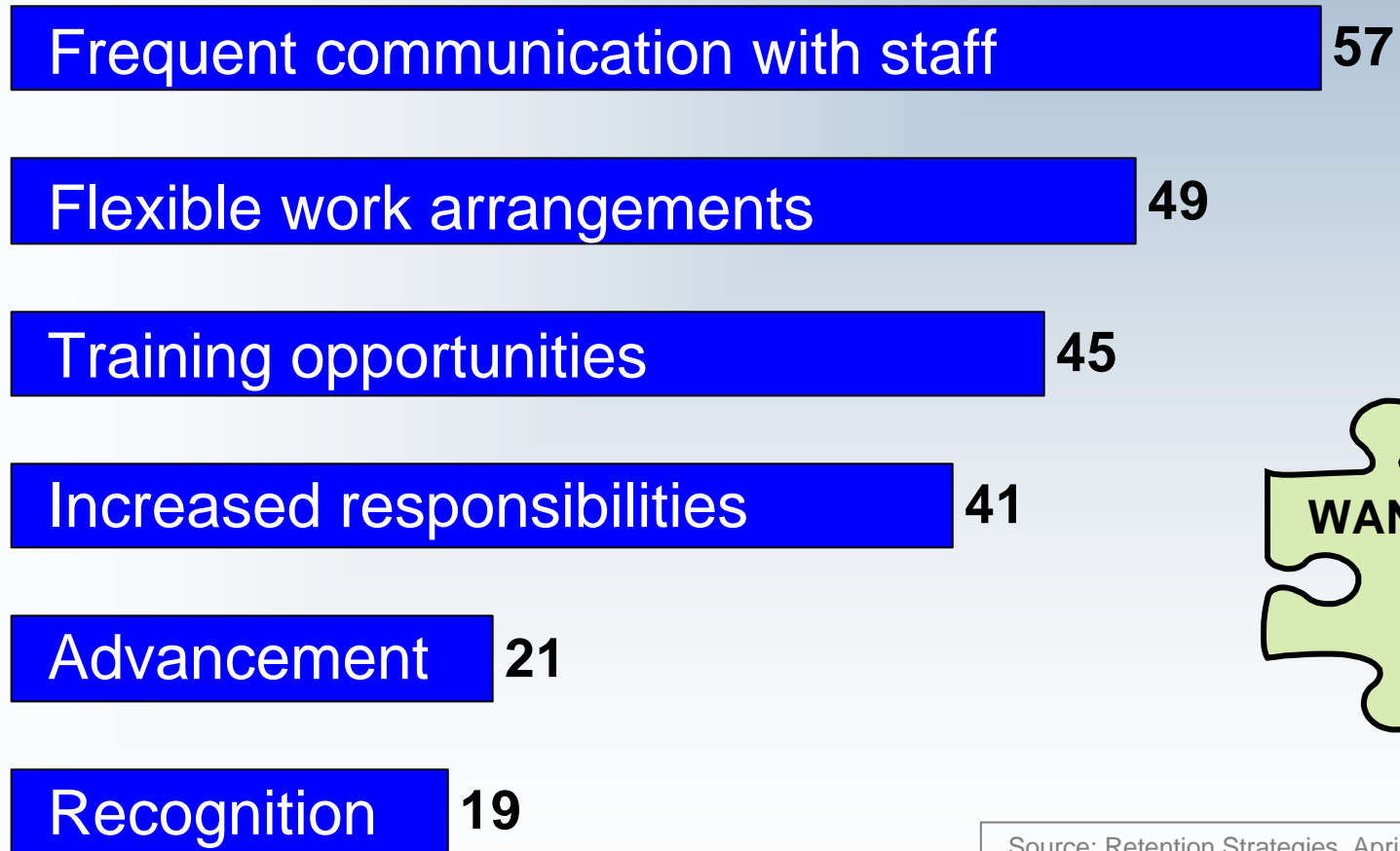
Work – Life Balance	41%
Level of Responsibility	28%
Challenge of Job	27%
Salary Level	25%

Source: Ipsos-Reid Poll, May 7, 2003





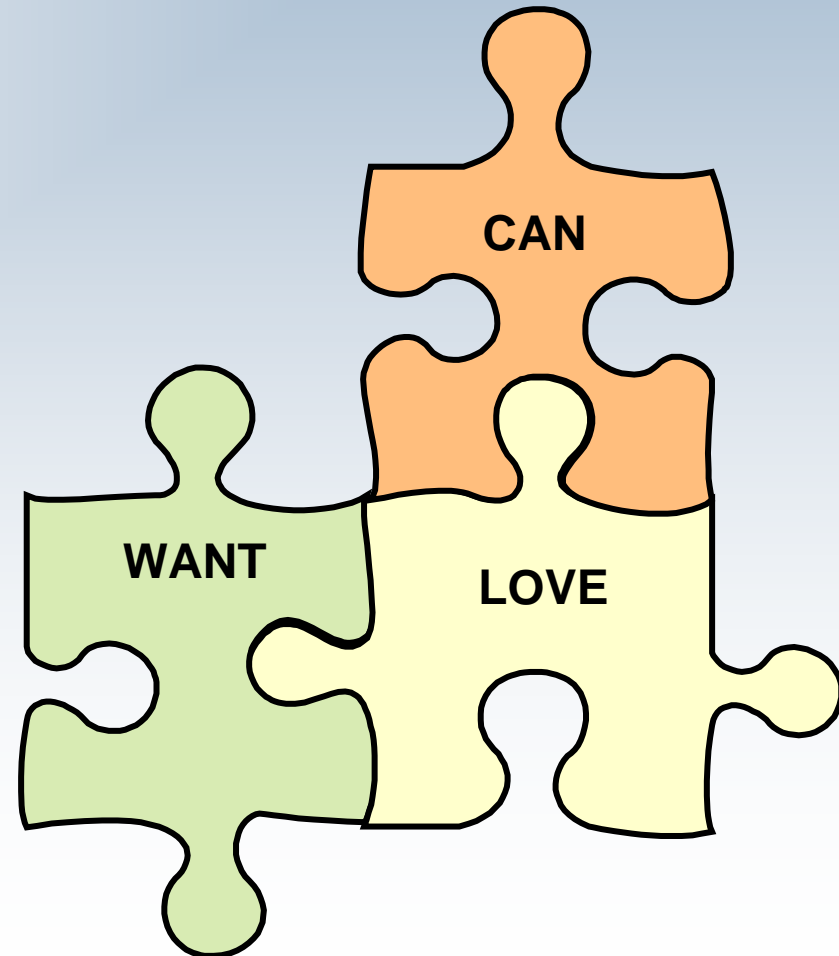
Most Important Non-financial Methods to Keep Staff Motivated



Source: Retention Strategies, April 2009
Robert Half Management Resources

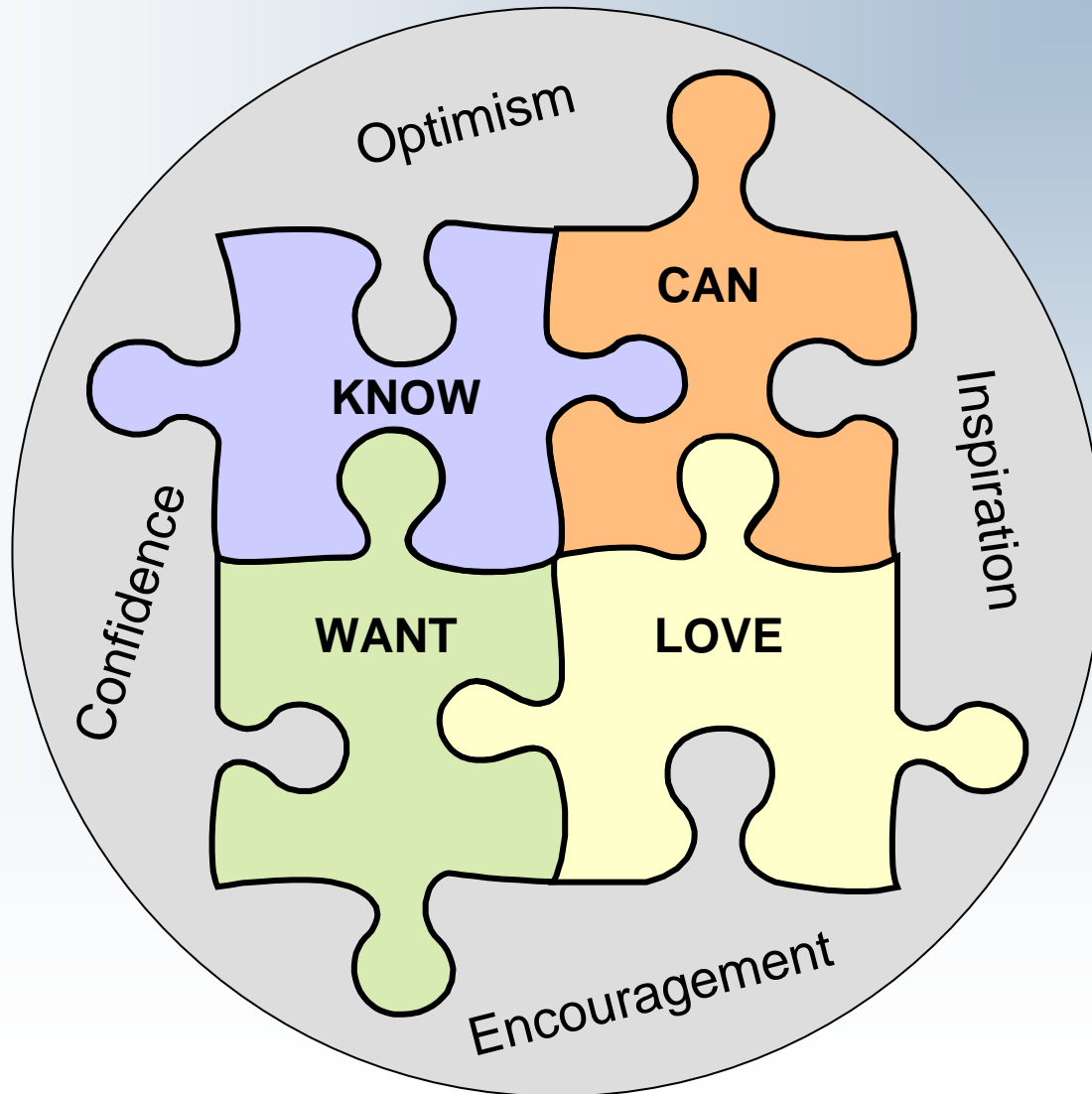


What I can do to help Team Members Achieve Self-fulfillment





Your Job is to COMMUNICATE to Foster a Positive Culture of Belief

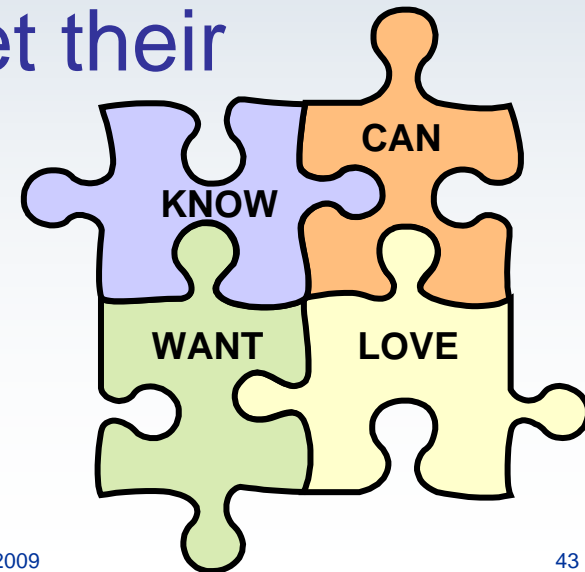




If You Get the People Part Right the Work Takes Care of Itself

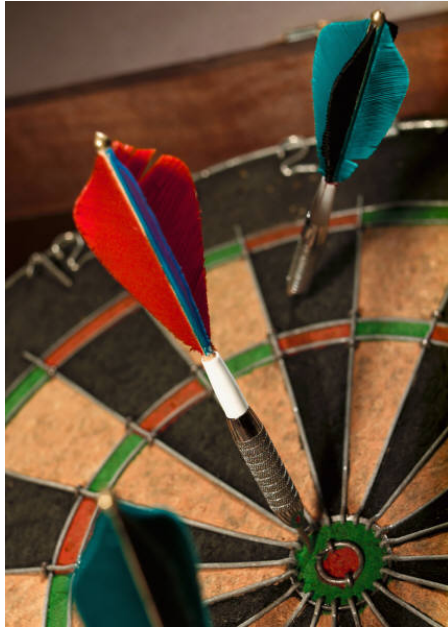


- Get to know people and what is most important to them
- Genuinely care about the people you serve
- Find ways to meet their needs

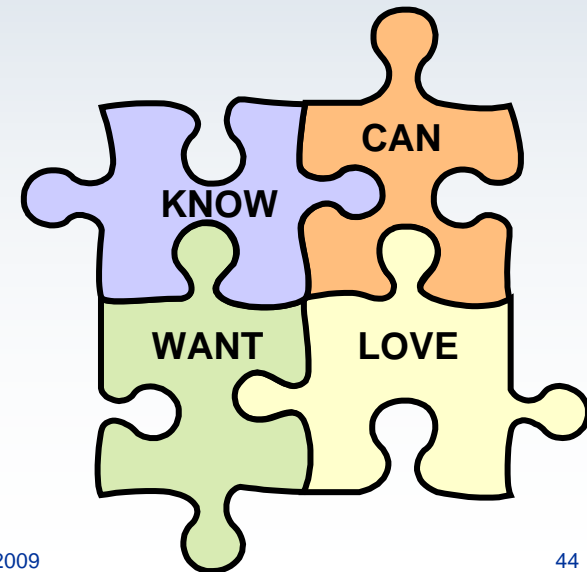




If You Get the People Part Right the Work Takes Care of Itself



- If one of your team members was appointed project leader for a month, what would they change?



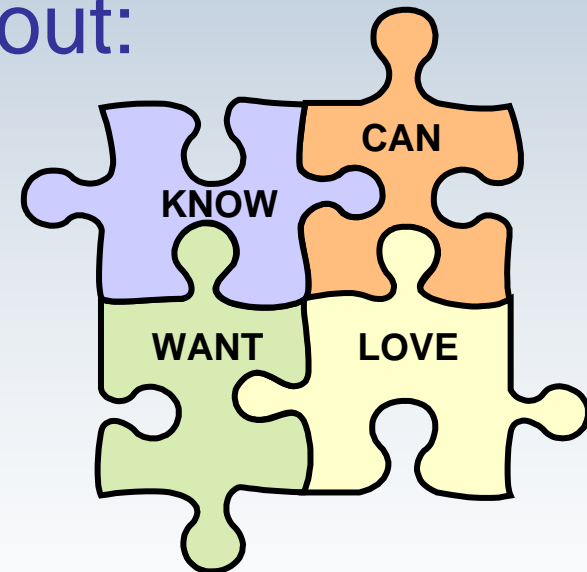


If You Get the People Part Right the Work Takes Care of Itself



- If a team member was told they could change anything that they want about:

- Themselves
 - Their boss
 - Their job
 - Their co-workers
 - Their project?
- What would they say?



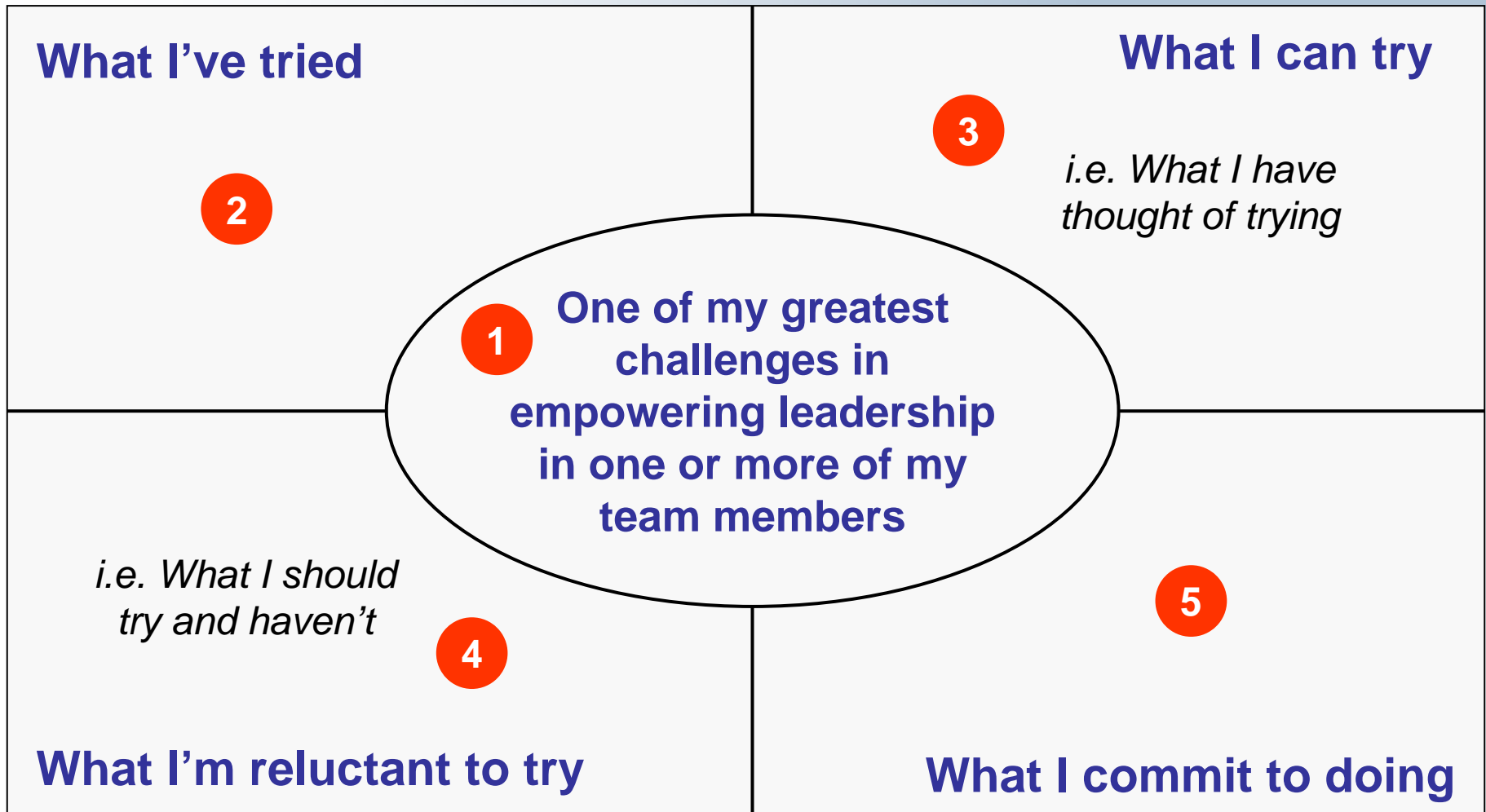


Helping Others Identify how to Empower Leadership in Their Team Members

One of my greatest challenges in empowering leadership in one or more of my team members



My commitment to Empowering Leadership in My Team Members





See Things Through the Eyes of the People You Serve

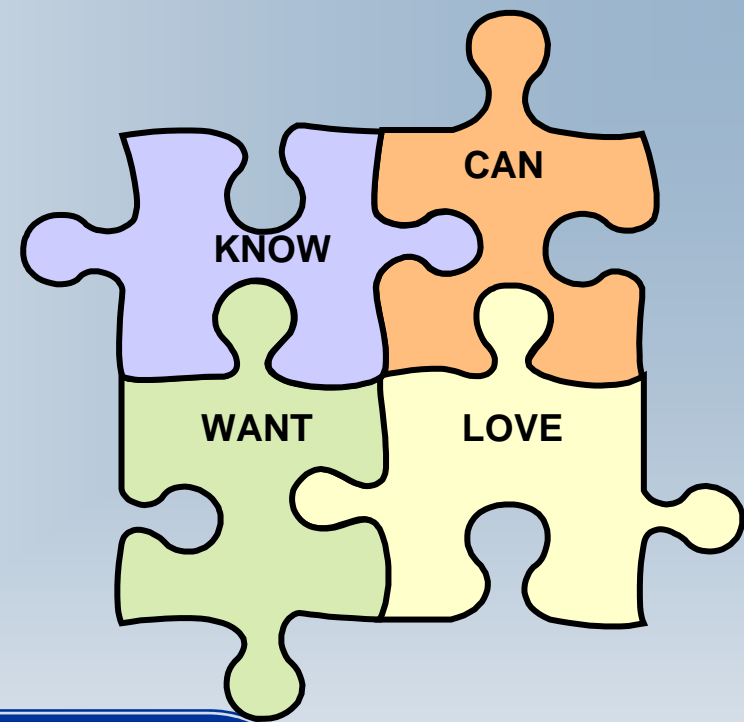
- Believe in People's goodness
- Genuinely Care
- Recognize and value the contributions of others



Success
People want to be associated
with you



Empower Leadership in Every Team Member



“A positive attitude causes a chain reaction of positive thoughts, events and outcomes. It is a catalyst and it sparks extraordinary results”

Wade Boggs



**Empower
Leadership**



***It is easy to be
enthusiastic
about an organization
that is enthusiastic
about you!***

Genuinely Care

Build Trust

Respect All



Focus on Who You Can Be



Empowering Leadership in Every Team Member

Achievement
Begins with
Courage,
Determination and
Enthusiasm and
Fun!

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Influencing Worker Engagement

Role Clarity	Employees know what is expected of them at work.
Resource Availability	Employees have the tools to do their jobs right.
Talent Utilization	Workers have opportunities to use their talents in their roles every day.
Recognition	Employees receive recognition & feel their contributions are valued.

Source: Gallup Management Journal May 2006



Influencing Worker Engagement

Communication	Strong positive relationships with people at work. Workers receive ongoing feedback on their performance.
Bonding	Employees have strong bonds with their co-workers.
Development	Employees have opportunities to learn & grow.

Source: Gallup Management Journal May 2006