Developing Leadership for Sustainability

What does this mean?

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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

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Leadership is a broad topic!

Who are we talking about?

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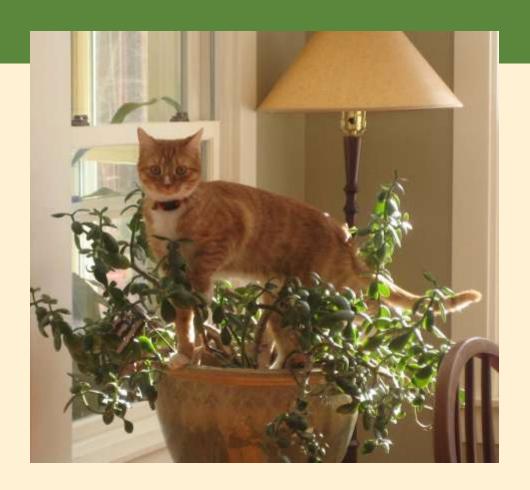CONSULTING LLC

CSRwire Talkback Interview

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.

"Changing Business from the Inside Out: A Treehugger's Guide to Working in Corporations" by Tim Mohin

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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

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Nurture strong relationships

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People Matter

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,
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People Matter

"Society and people are not after-thoughts or inputs to be used and discarded but are core to their purpose."

"How Great Companies Think Differently" posted by Kurt Schusterman, October 19, 2012, in Harvard Business Review

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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

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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

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Outcomes

- Gain knowledge
- Feels good
- Opens doors
- Solves conflict
- Innovation
- Profitability

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How can we, as leaders, have stronger relationships?

It really is easier than you think.

Talk!

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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

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Quality conversations

- Be honest
- Share your position
- Open to other's views
- Be aware of your own style
- Respect the style of others

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Strategic Communication Model

Acknowledge Emotion
Encourage
Acknowledge Ideas

Active Listening Skills

Question

Inform
Direct
Criticize

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Challenges with conversation

- **7% verbal** (words we use)

- **38% vocal cues** (tone, inflection, pause of voice)

- **55% visual** (eye contact, facial expression, gestures, posture)

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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

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Moving through fear

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

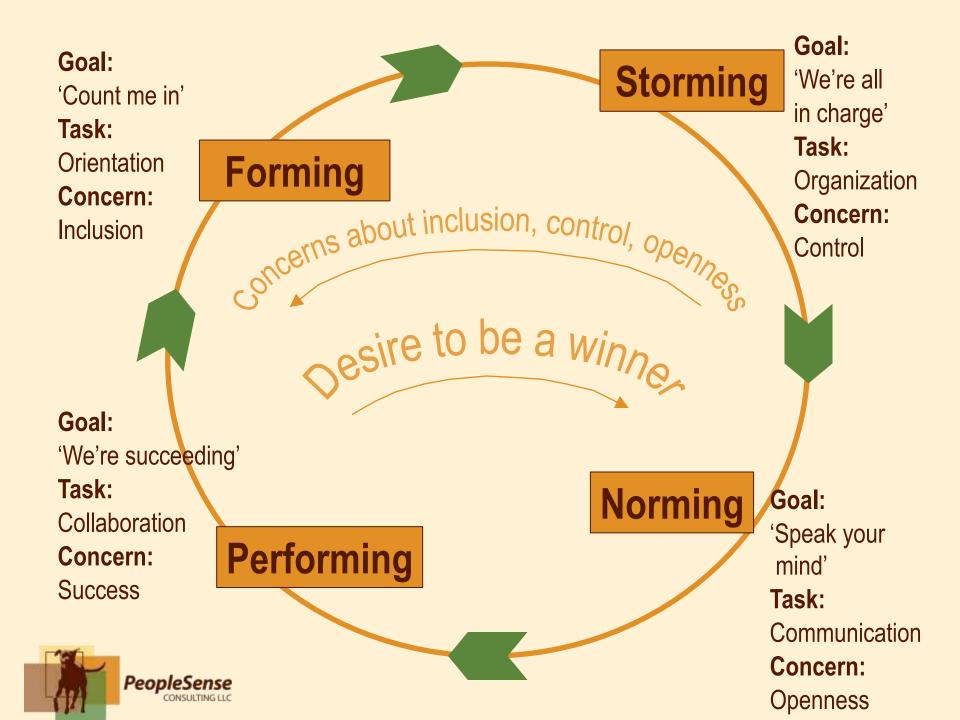*-- Margaret J. Wheatley*

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Tools you can use

- Networking
- Employee engagement surveys
- Employee opinion surveys
- Feedback loops (suggestion box!)
- Assessments
- 360 multi-feedback systems

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Goal:
'Count me in'
Task:
Orientation
Concern:
Inclusion

Forming

Storming

Goal:
'We're all in charge'
Task:
Organization
Concern:
Control

Concerns about inclusion, control, openness

Desire to be a winner

Goal:
'We're succeeding'
Task:
Collaboration
Concern:
Success

Performing

Norming

Goal:
'Speak your mind'
Task:
Communication
Concern:
Openness

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Get to know each other.
Make contact and bond.
Determine current level of trust.
Communicate personal needs.

Form

Storm

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

Communicate openly.
Individual action to support team goal.
Work cooperatively and with team spirit.
Decide through negotiation and strive for consensus.

Norm

Perform

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

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Thinking Style

Learning Index	1	2	3	4	5	6	7	8	9	10
Verbal Skill	1	2	3	4	5	6	7	8	9	10
Verbal Reasoning	1	2	3	4	5	6	7	8	9	10
Numerical Ability	1	2	3	4	5	6	7	8	9	10
Numeric Reasoning	1	2	3	4	5	6	7	8	9	10

Behavioral Traits

Energy Level	1	2	3	4	5	6	7	8	9	10
Assertiveness	1	2	3	4	5	6	7	8	9	10
Sociability	1	2	3	4	5	6	7	8	9	10
Manageability	1	2	3	4	5	6	7	8	9	10
Attitude	1	2	3	4	5	6	7	8	9	10
Decisiveness	1	2	3	4	5	6	7	8	9	10
Accommodating	1	2	3	4	5	6	7	8	9	10
Independence	1	2	3	4	5	6	7	8	9	10
Objective Judgment	1	2	3	4	5	6	7	8	9	10

Occupational Interests

Enterprising	1	2	3	4	5	6	7	8	9	10
Financial/Admin	1	2	3	4	5	6	7	8	9	10
People Service	1	2	3	4	5	6	7	8	9	10
Technical	1	2	3	4	5	6	7	8	9	10
Mechanical	1	2	3	4	5	6	7	8	9	10
Creative	1	2	3	4	5	6	7	8	9	10

How do you process information?

What's your work style?

What interests you?

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Assertiveness

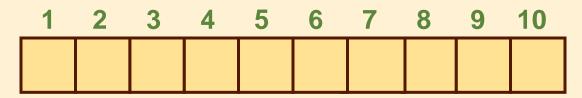| 1	2	3	4	5	6	7	8	9	10

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

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Decisiveness

1	2	3	4	5	6	7	8	9	10

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

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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?

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The path to sustainability

Sustainable organizations
require

Strong relationships
which are built upon

Conversations
that involve everyone.

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