Image Ref: http://failblog.cheezburger.com/thereifixedit

Overcoming the Global Epidemic of Dysfunctional Organizations & Disengaged Employees

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Kimberly Wiefling

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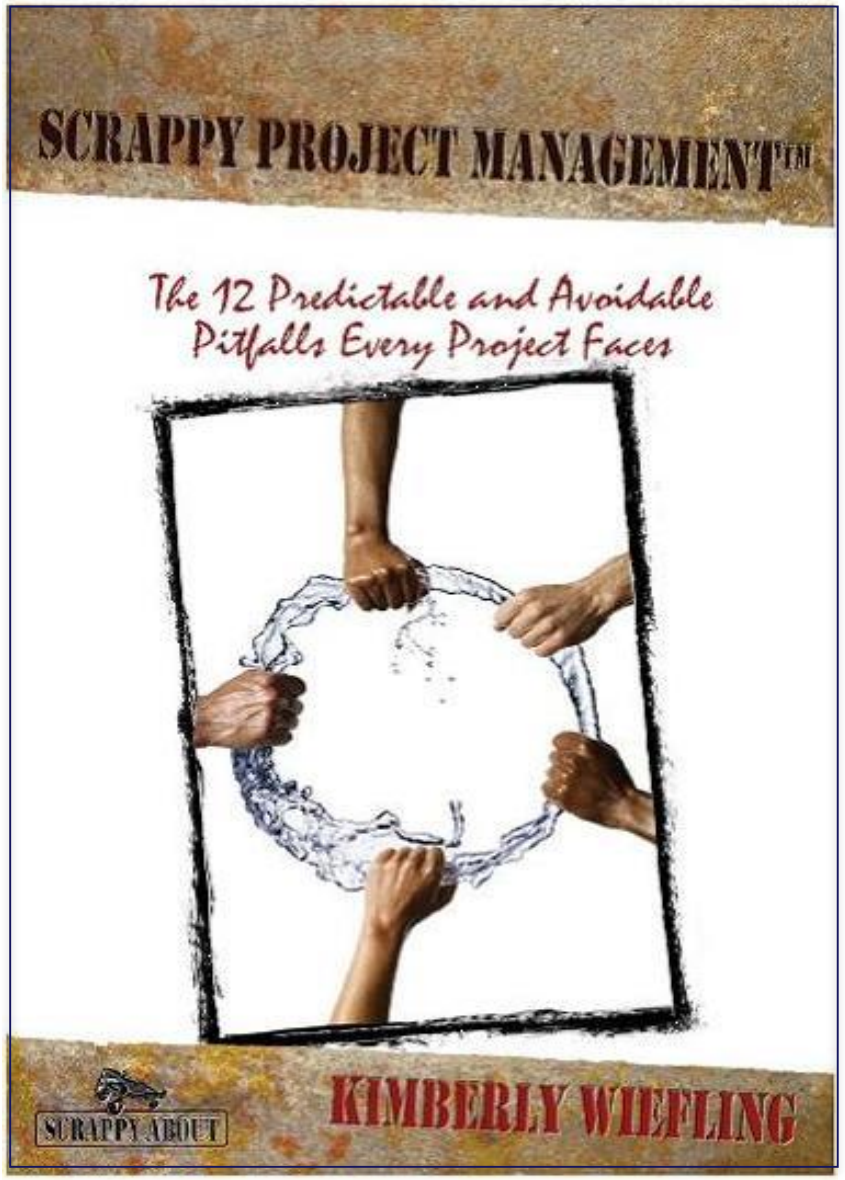

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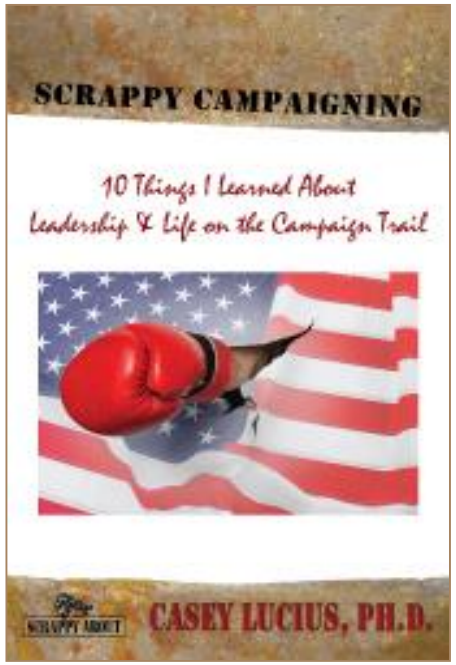

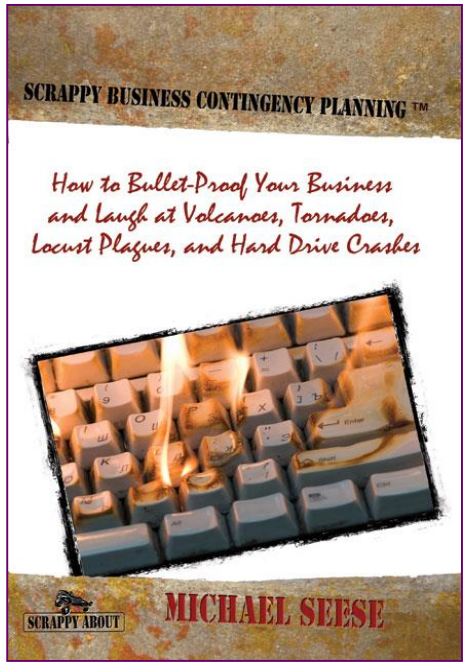

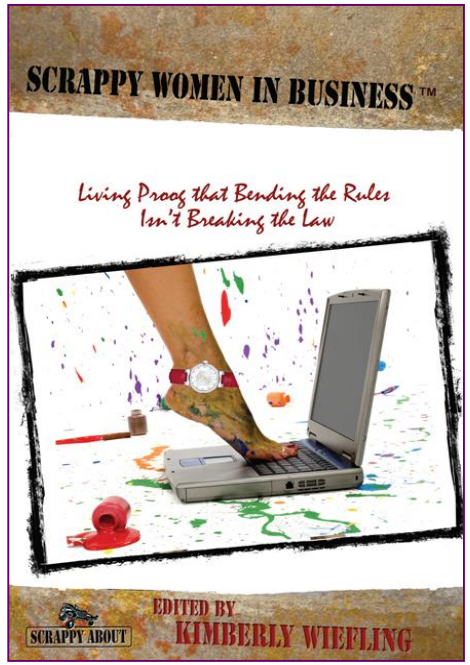

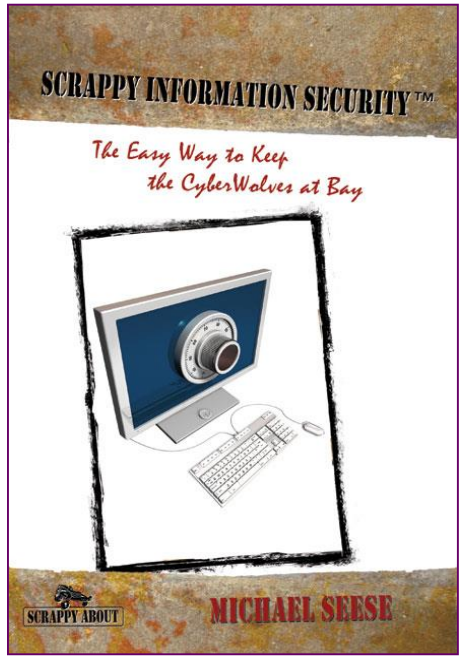

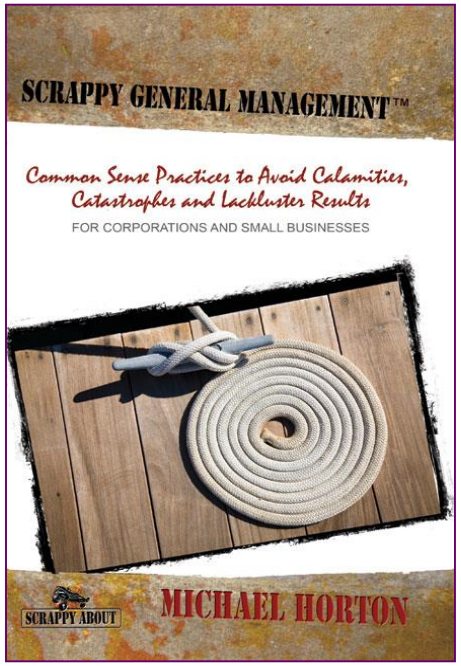

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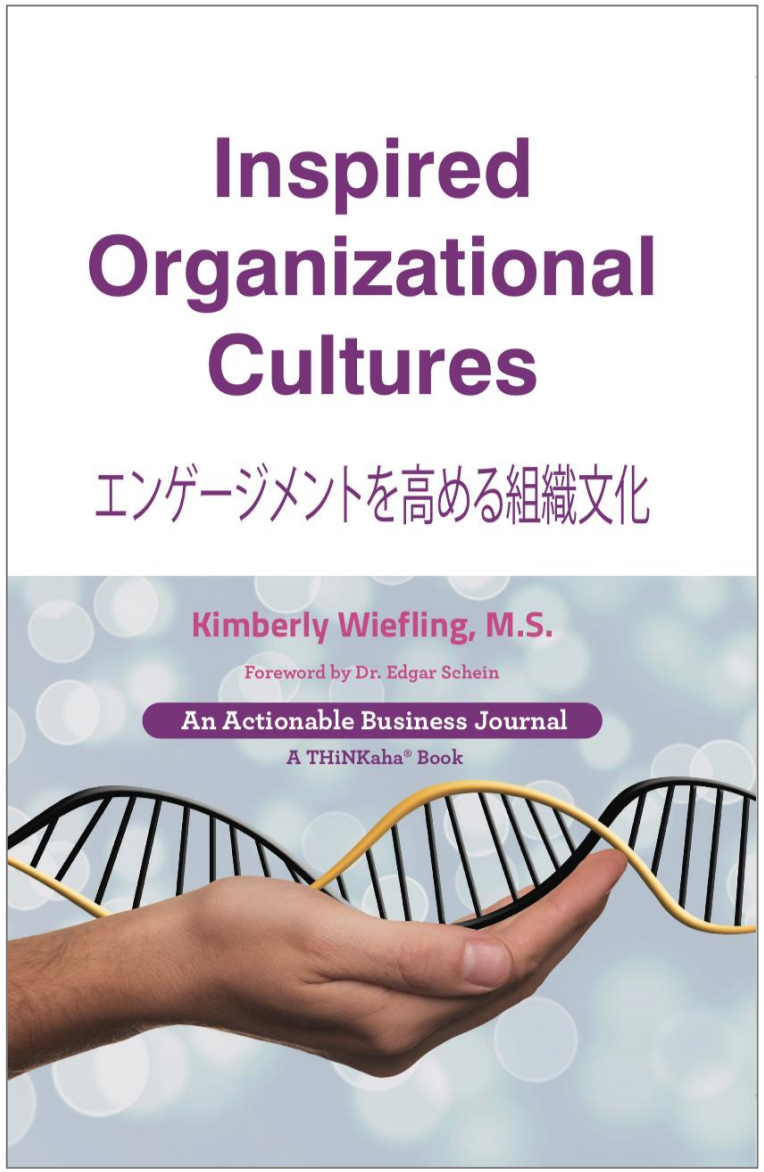

Foreword by Dr. Edgar Schein

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Wiefling Consulting

Conceive it. Believe it. Achieve it.

Silicon Valley Alliances

Transforming Managers into Global Leaders
Facilitating Groups in Becoming Truly Global Teams

Who We Are and What We Do

Silicon Valley-based Founding Team

Management isn't the same as Leadership . . .

. . . and a "Group of People" isn't the same as a True Team.

Knowing HOW to do something changes nothing

Percent of Americans Who Find Their Jobs Interesting?

~50%

Percent of Americans Happy with Their Careers?

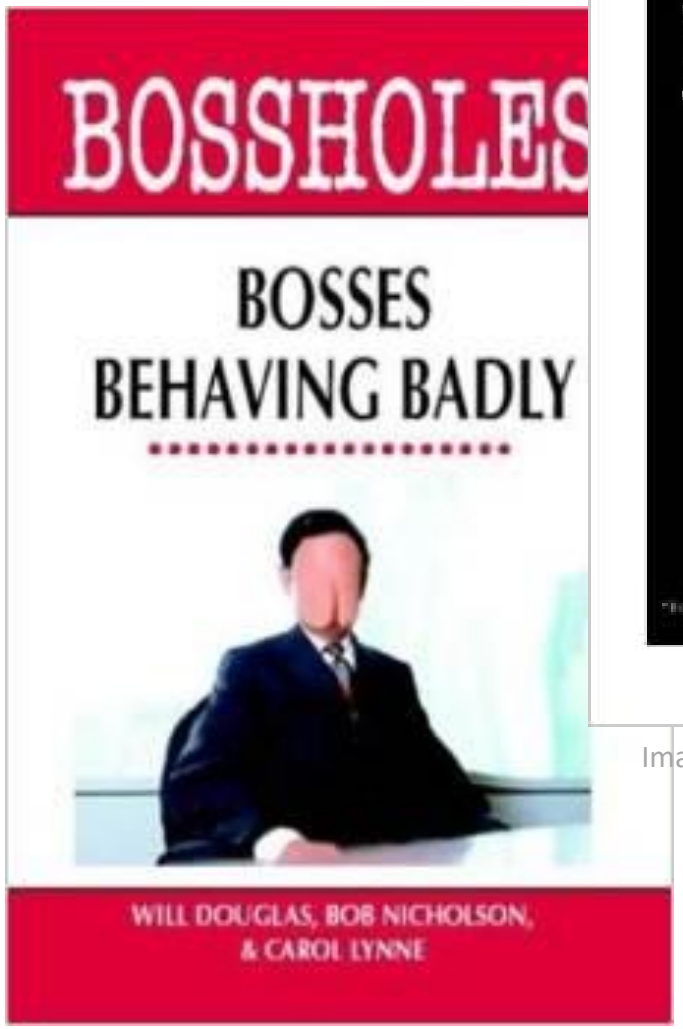
< 50%

Percent of Americans Who are Satisfied with Their Boss?

~50%

Image Ref: http://www.dilbert.com/

A new word was invented!



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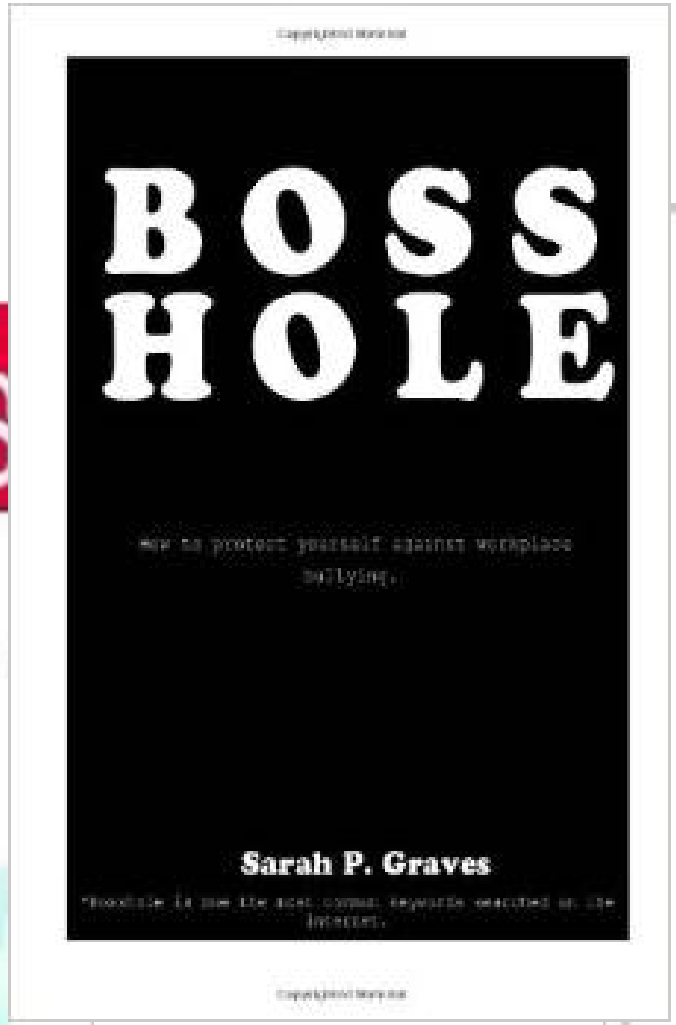

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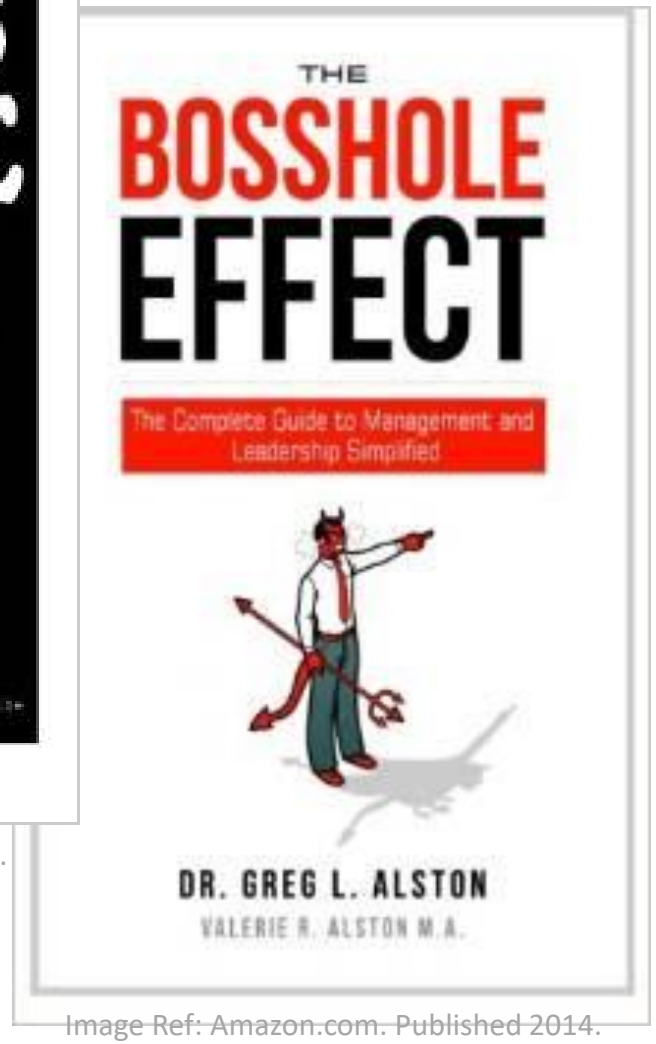
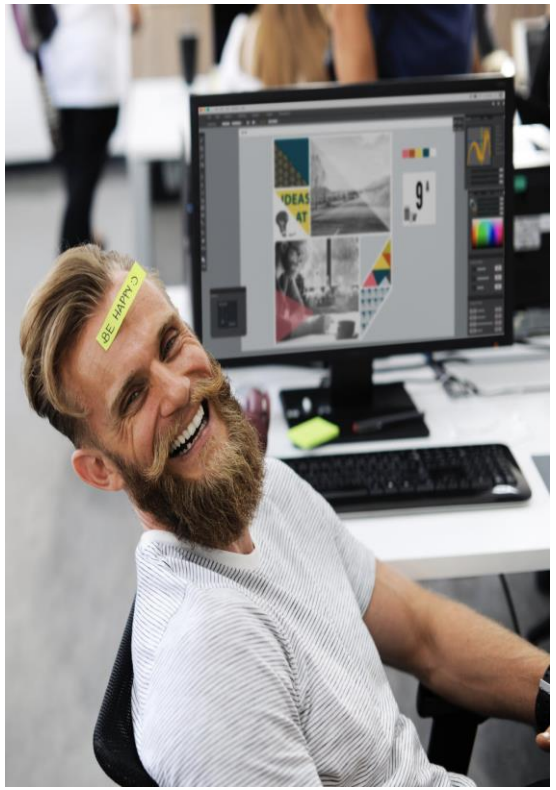


Image Ref: Amazon.com. Published 2014.

The Conference Board
"Employee Engagement in a VUCA World," 2011

"(Engagement is) a heightened emotional connection that the employee feels for his/her organization, that, in turn, influences him/her to apply additional discretionary effort to his/her work."

Employee Engagement



Engaged

NOT Engaged

Actively DIS-engaged

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Employee Engagement

- Engaged
  - work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
- Not Engaged
  - are essentially “checked out.” They’re sleepwalking through their workday, putting time — but not energy or passion — into their work.
- Actively Disengaged
  - aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

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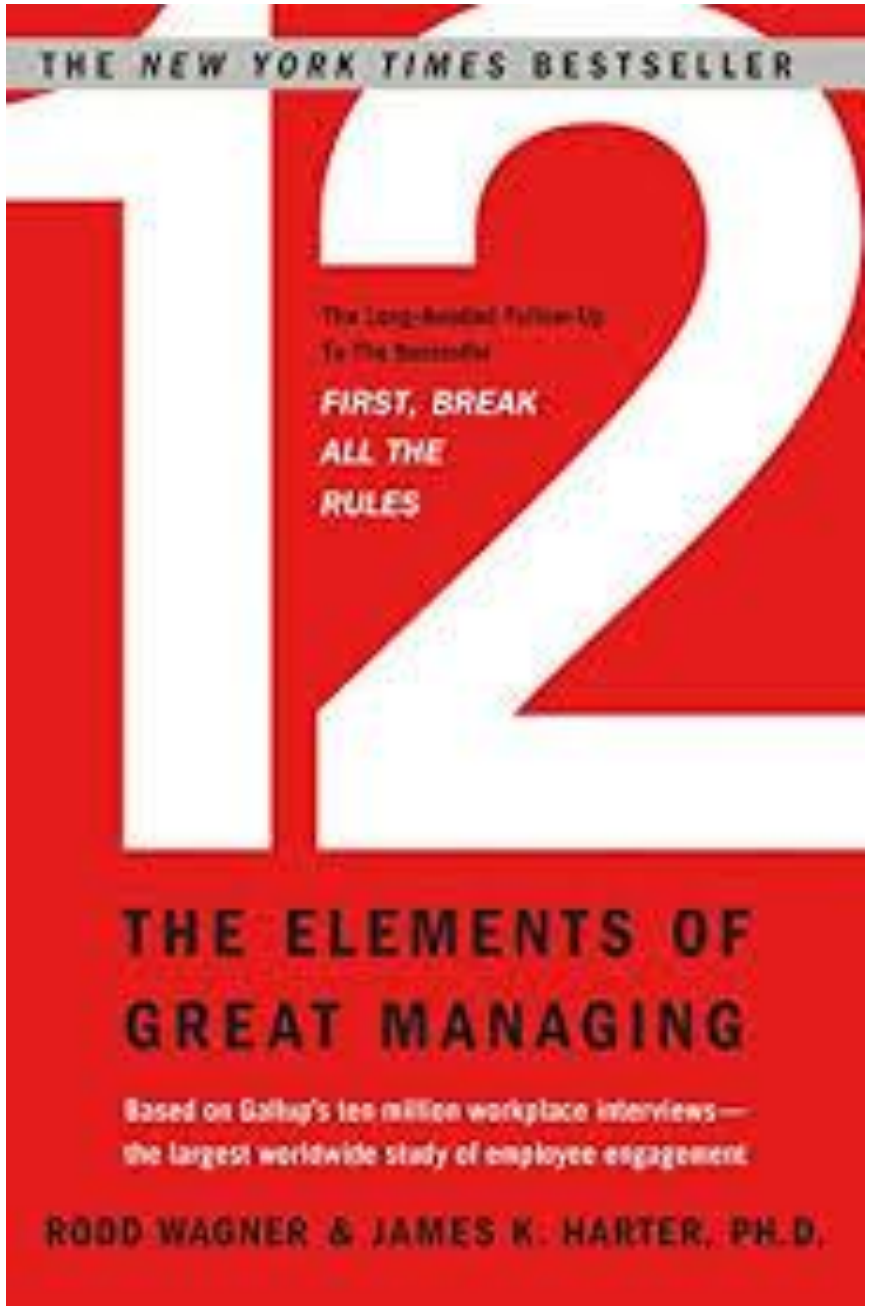

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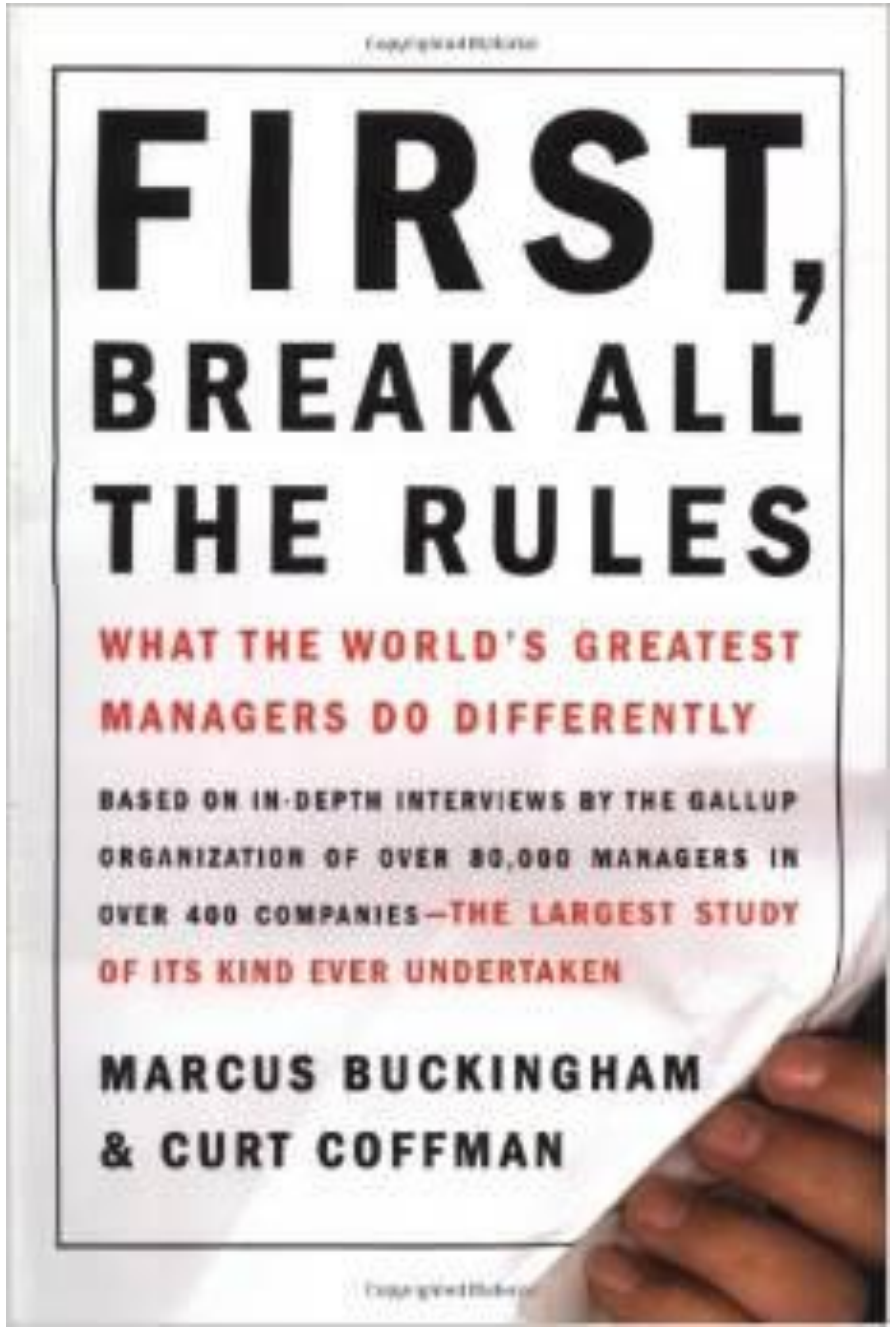
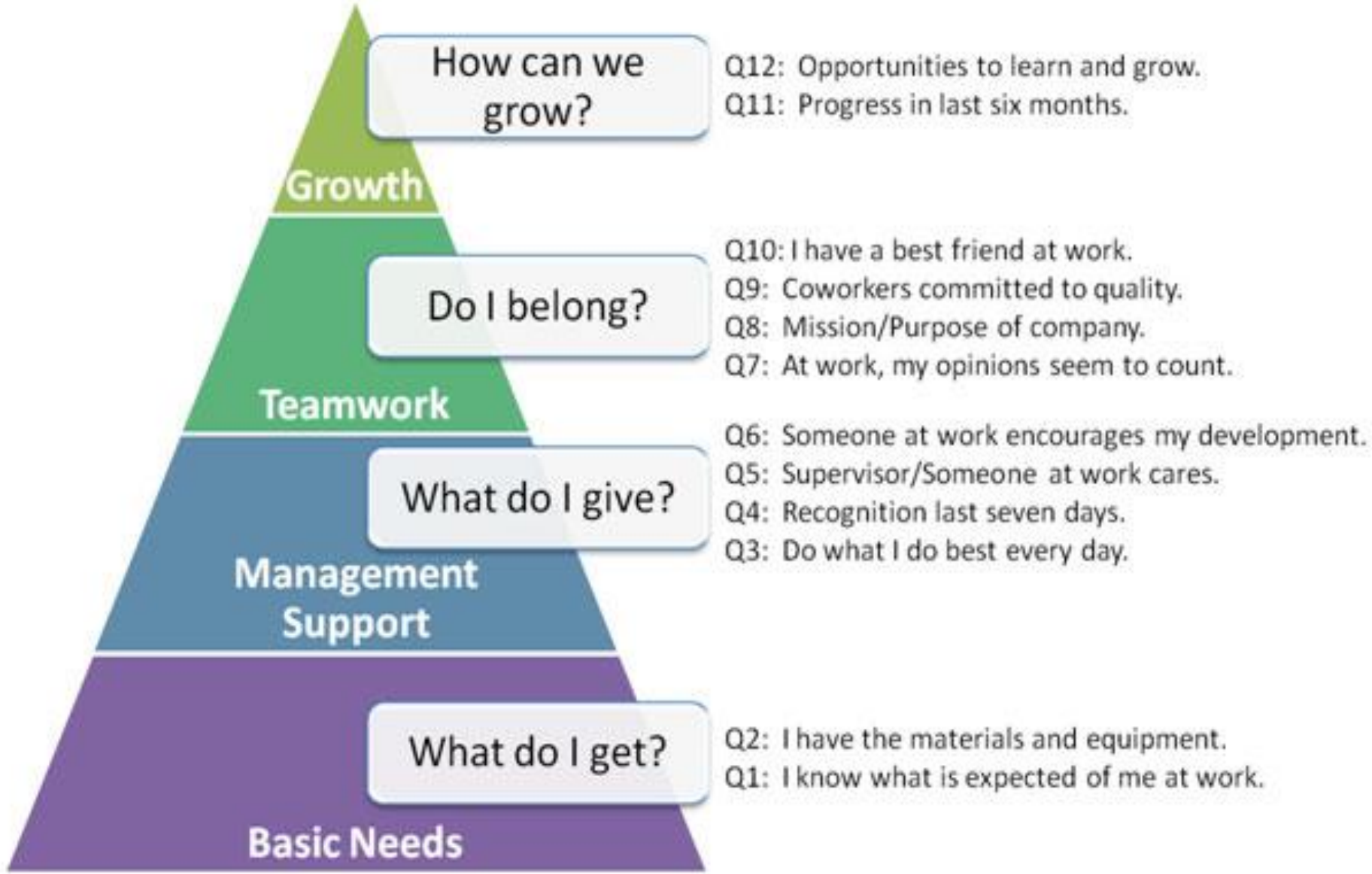


Image Ref: Amazon.com.

Gallup Engagement Hierarchy



Ref: The Q12 is the property of the Gallup Organization

Gallup Q12® Employee Engagement Survey

1. Do I know what is expected of me?

2. Do I have the materials and equipment I need to do my work right?

3. At work, do I have the opportunity to do what I do best every day?

4. In the past seven days, have I received recognition or praise for good work?

5. Does my supervisor, or someone at work, seem to care about me as a person?

6. Is there someone at work who encourages my development?

7. At work, do my opinions seem to count?

8. Does the mission of my company make me feel like my work is important?

9. Are my co-workers committed to doing quality work?

10. Do I have a best friend at work?

11. In the past six months, have I talked with someone about my progress?

12. At work, have I had the opportunity to learn and grow?

GET THE SURVEY HERE:

https://www.gallup.com/access/239210/employee-engagement-survey.aspx

Ref: The Q12 is the property of the Gallup Organization

Engaged Employees

- They have CLEAR GOALS.
- They feel:
  - IMPORTANT
  - COMPETENT
  - SUPPORTED
  - APPRECIATED

- TRUST: Q12 scores improve when you build trust in your organization.
  - Without Trust, employees disengage, and Q12 scores (and profits) plummet.

Image Ref: http://www.terrystarbucker.com/2012/11/11/12-ways-leaders-can-build-a-winning-culture/

Gallup's global survey of 142 countries and 20,000 people: (2012, 2013, 2017)

Country	% Engaged	% Not Engaged	% Disengaged
UK	17	57	26
France	9	65	25
Germany	15	61	24
Western Europe	10%	IMPROVEMENT REQUIRES: adopt management strategies that more effectively prioritize employee development, positivity & future orientation	
USA	30 → 33%	52	18
Japan	7 → 6%	69	24
Australia/NZ	24% - 2013 14% - 2017	60	16

Ref: Gallup State of the Global Workplace Reports

Ref: http://rudlinconsulting.com/like-a-marriage-gone-stale-why-is-japanese-employee-engagement-so-low/

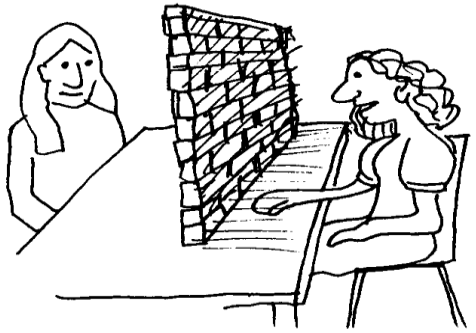
Over 80% of Global Business Teams failed to reach their goals!

Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan
Image Ref: http://www.mywebpower.com/graphics/thumbs/funny_animations/funny_weird_eggs.gif

Why Global Business Teams Fail

#1-They fail to build trust.

#2-They cannot overcome communication barriers.



#3-Goals of individual team members are not aligned with the team.

#4-The team goals are unclear.

Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.

Most Examples are NOT "Global" Issues!

#1-They fail to build trust.

Examples: Failing to establish shared team values. Failing to share control across borders and across the team. Failing to link rewards to team performance. Team leaders who lack credibility, experience in process management, conflict resolution, team integration, problem-solving.

#2-Can't overcome communication barriers.

Examples: Lack of language skills and cross-cultural skills. Lack of face-to-face meetings. Failing to establish team behavior norms. Insufficient tools for encouraging debate and identifying alternatives. Lack of using data to drive decisions.

#3-Goals of individual team members are not aligned with the team.

Examples: Teams compete for resources among subsidiaries. Team charters/goals create internal competition.

#4-The team goals are unclear.

Examples: Many teams do not take time to define their charter, agenda, scope and deliverables at the beginning.

Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.

#1

They fail to build trust.

Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review
Image Ref: Purchased from iStockphoto.com.

What makes a "Great Place to Work"

TRUST

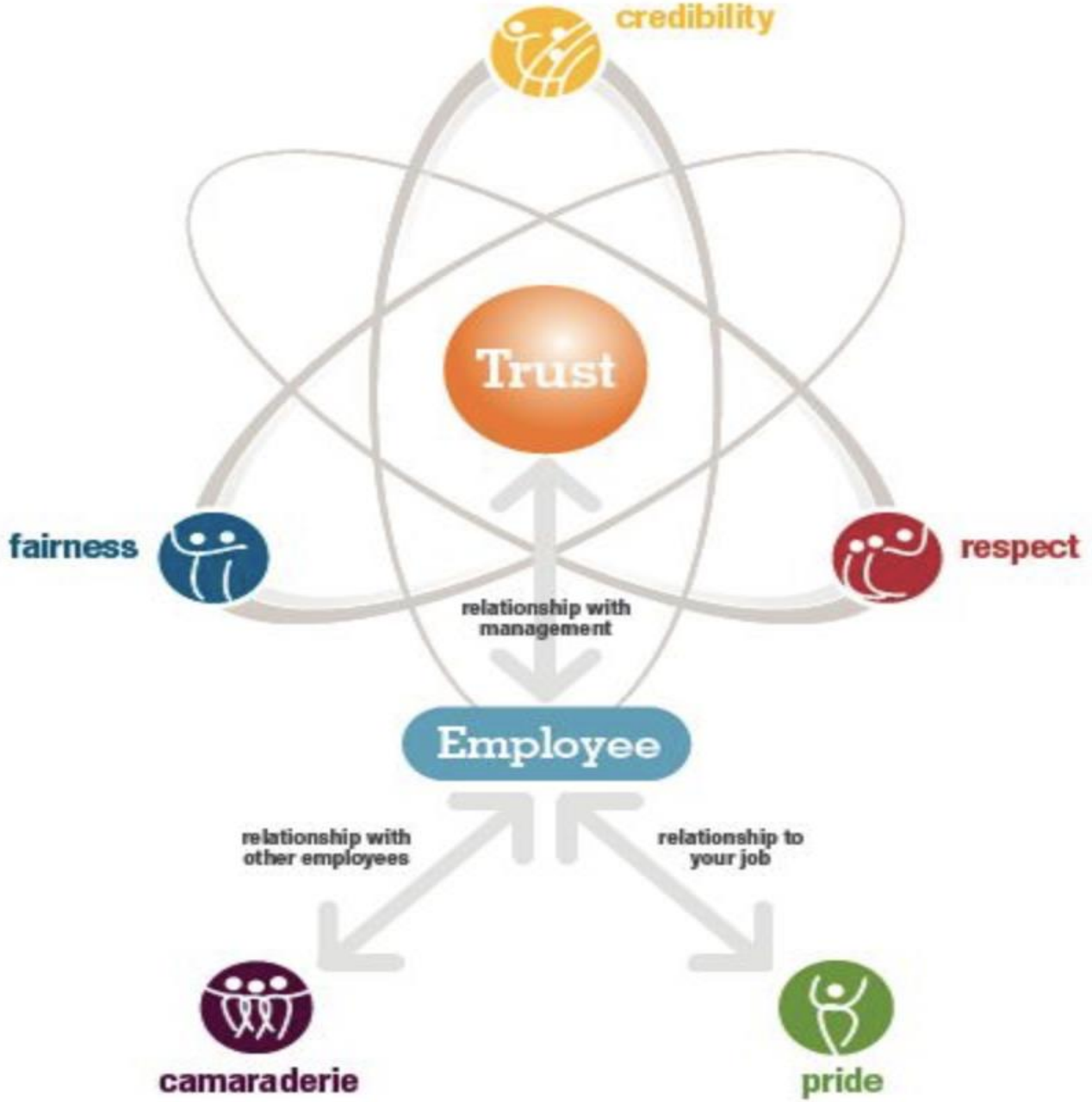
http://www.greatplacetowork.ie/our-approach/what-is-a-great-workplace

Building Trust is Vital to Results

- 4 Elements of Trust . . .
  - That the other person CAN . . .
  - That they WILL . . .

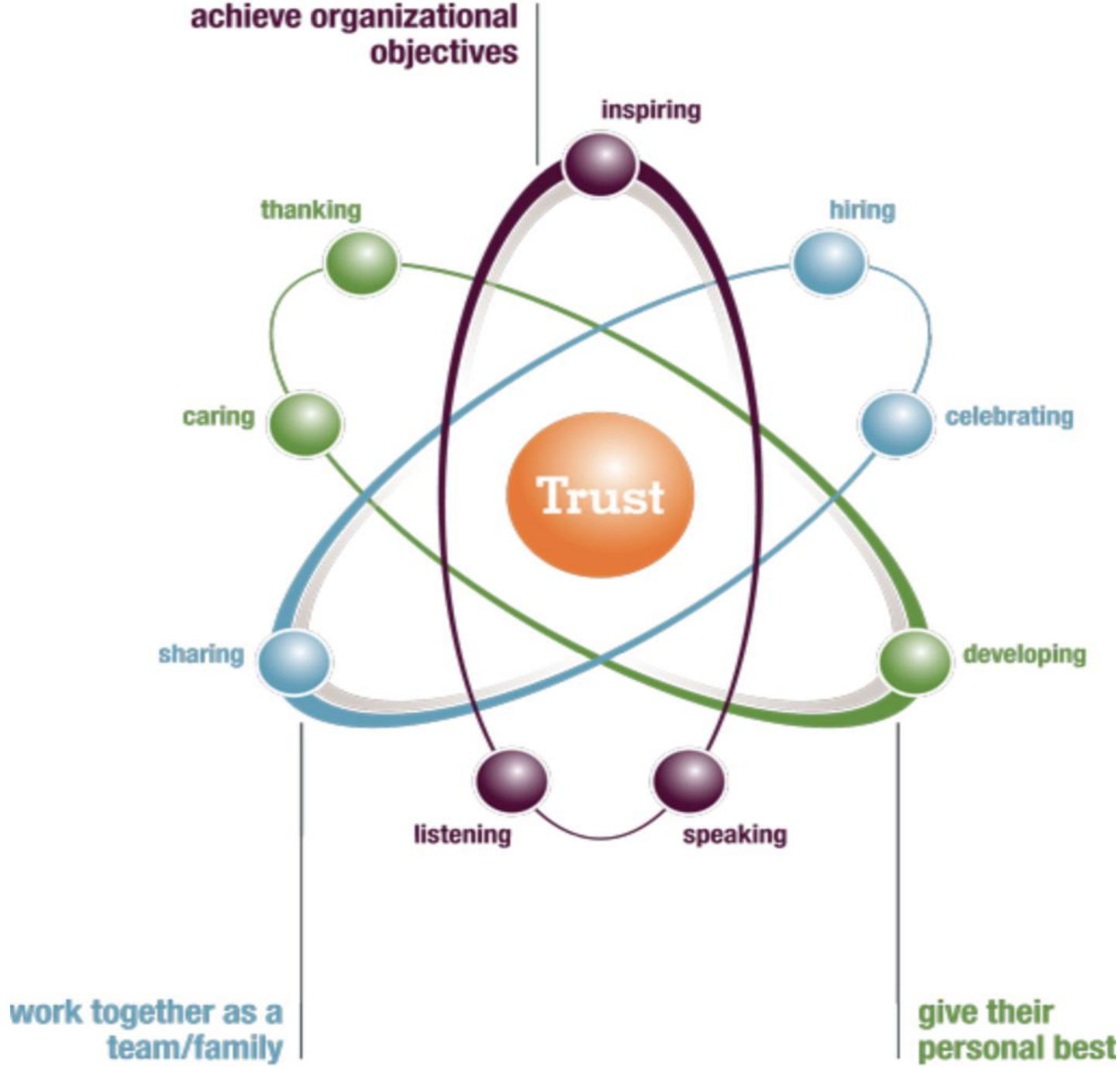
http://www.greatplacetowork.ie/our-approach/what-is-a-great-workplace

Employees & Trust



http://www.greatplacetowork.ie/our-approach/what-is-a-great-workplace

Organization Trust



http://www.greatplacetowork.ie/our-approach/what-is-a-great-workplace

Dimension	How it Plays Out in the Workplace	
Credibility (T R U S T)	• Communications are open and accessible • Competence in coordinating human and material resources • Integrity in carrying out vision with consistency	
Respect	• Support professional development & show appreciation • Collaborate with employees in relevant decisions • Care for employees as individuals with personal lives	
Fairness	• Equity—balanced treatment for all in terms of rewards • Impartiality—absence of favoritism in hiring and promotions • Justice—lack of discrimination, process for appeals	
Pride	• In personal job, individual contributions • In work produced by one's team or work group • In the organization's products and standing in the community	
Camaraderie	• Ability to be oneself • Socially friendly and welcoming atmosphere • Sense of "family" or "team"	

Source: The Great Place to Work® Institute. *The Great Place to Work® Institute selects the "100 best companies to work for" for Fortune Magazine and has studied employee experience in the workplace for nearly 25 years.

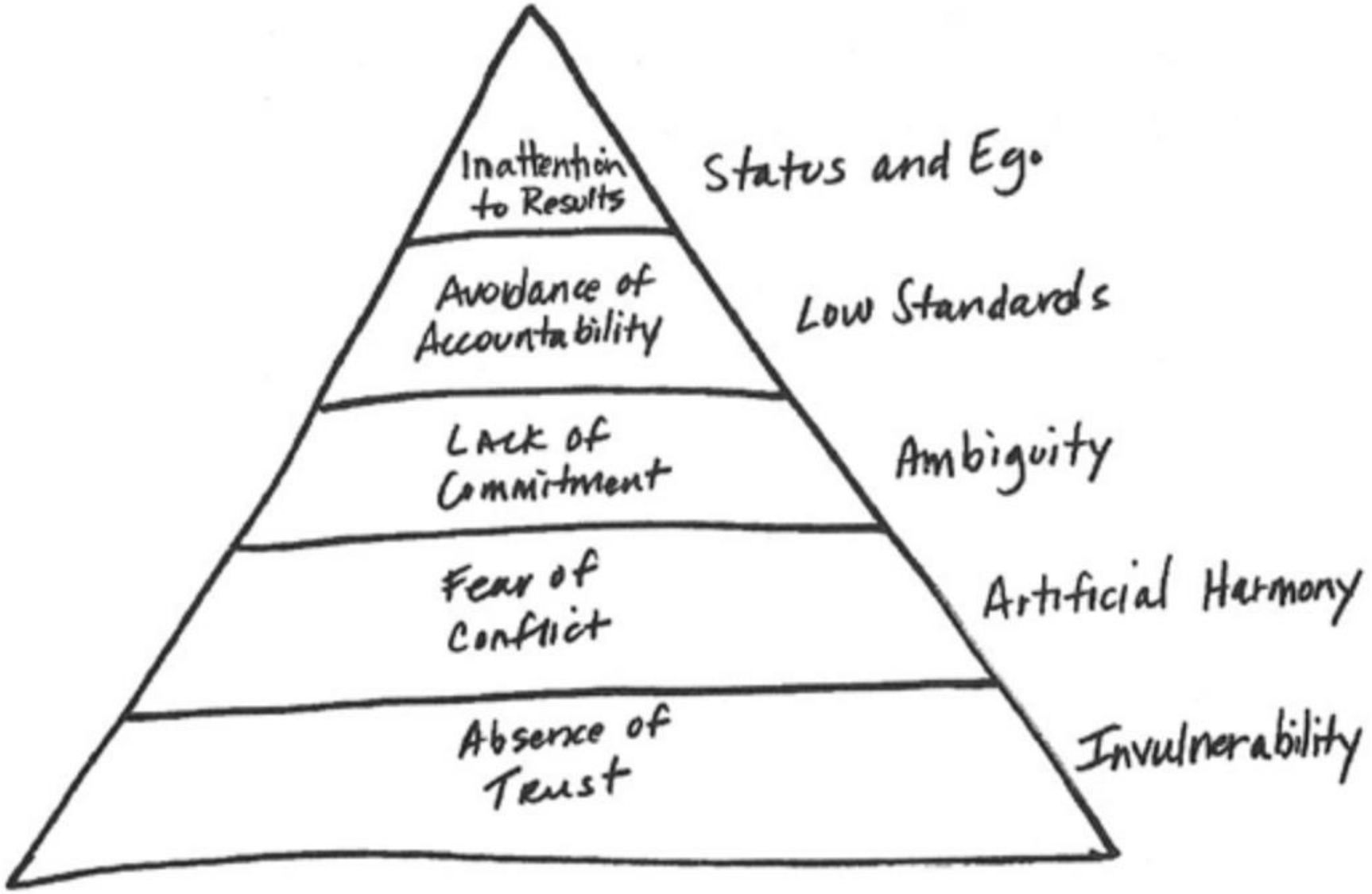
Building Trust is Vital to Results

- The 5 Dysfunctions of a Team Model

Ref: P. Lencioni, The Five Dysfunctions of a Team

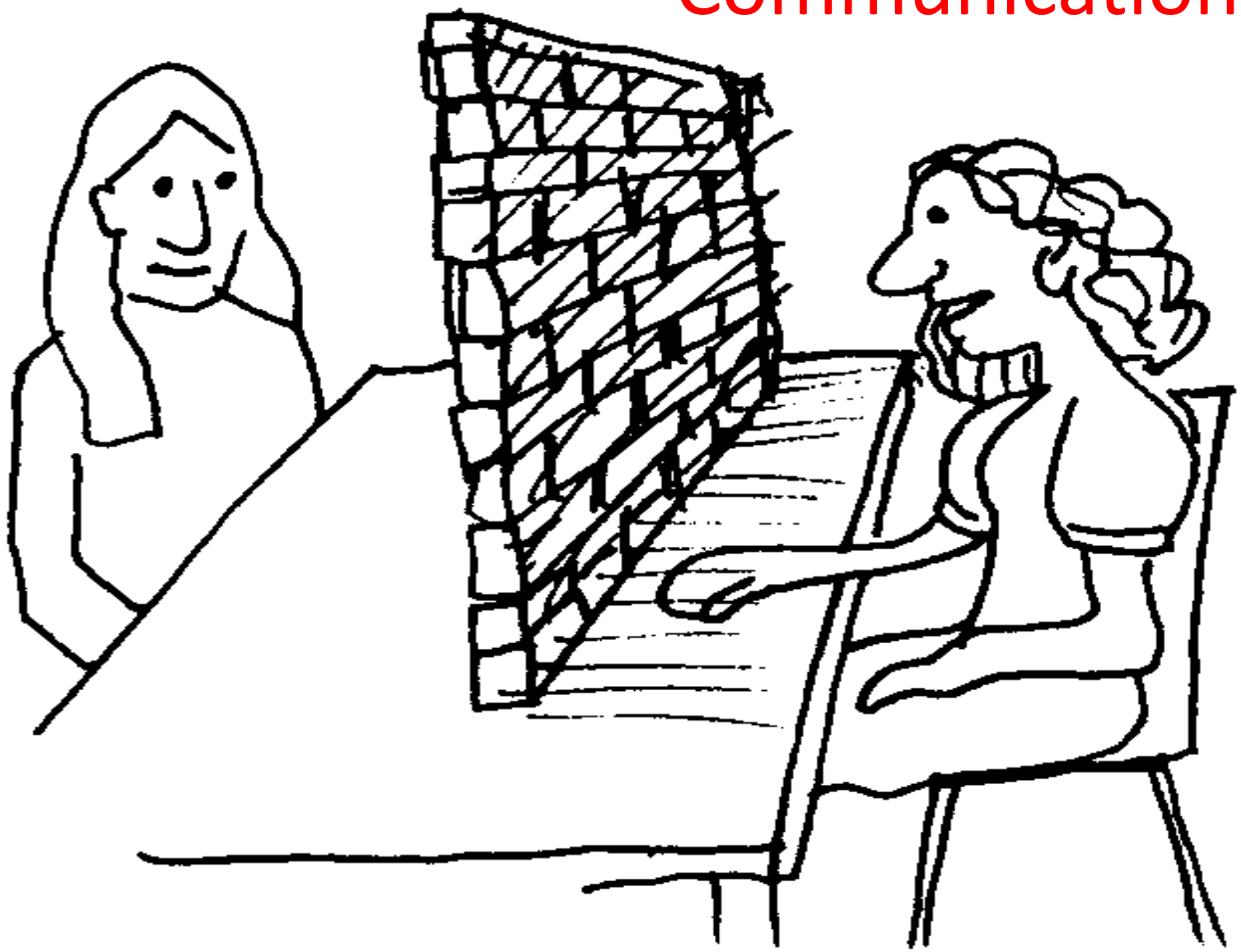
The 5 Dysfunctions of a Team Model

and underlying causes of dysfunctions



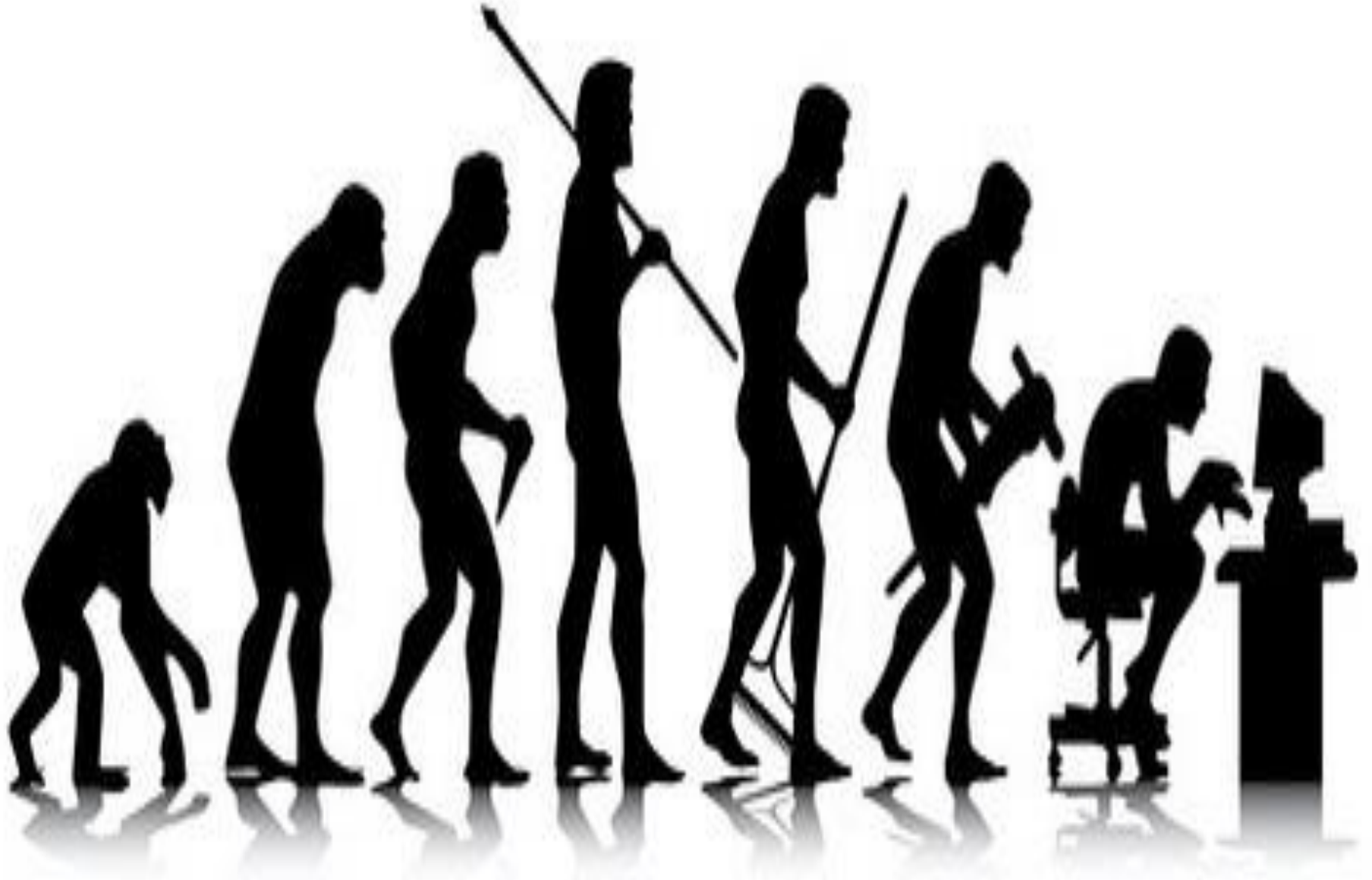
#2

Communication barriers.



Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.
Image Ref: http://advancedcommunicationsclassblog.blogspot.com/2011/12/non-verbal-communication-barriers.html

Employee Behavior



Manager Behavior

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Only 10% of managers act purposefully to do the organization’s most important work!

Generous Listening and Thinking Partnerships

"Many a man would rather you heard his story than granted his request.”

— Phillip Stanhope, Earl of Chesterfield

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“We have two ears and one mouth so we may listen more and talk the less.”

- Epictetus, Roman, Greek-born slave & Stoic philosopher (55 AD - 135 AD)

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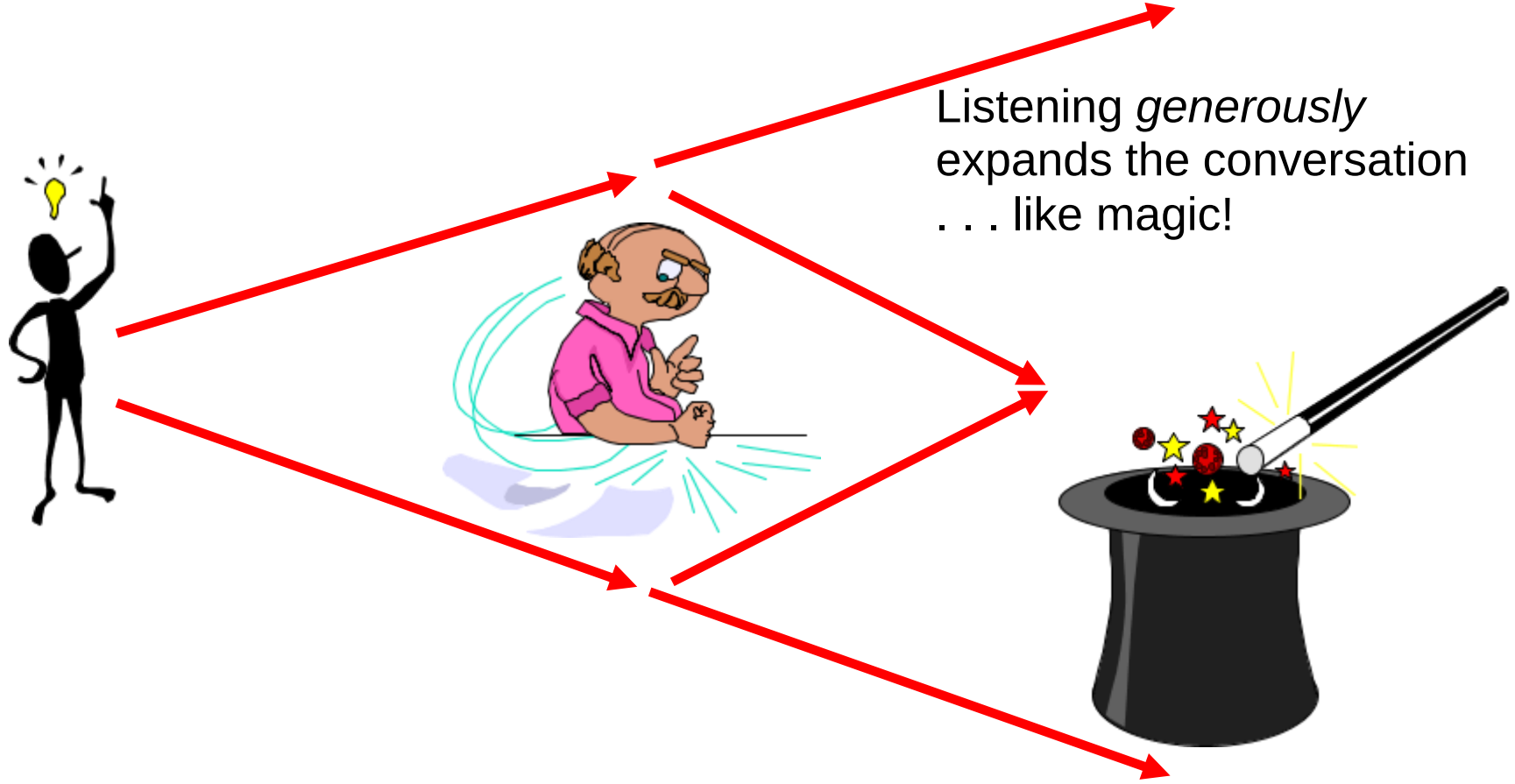
Generous Listening



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4 Magic Words

Interesting!

Tell me more…

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Phrases for Generous Listening

- Interesting. Tell me more . . .
- That's a great idea!
- Say more about that. . .
- What would that make possible?
- What else?
- What would make that possible?
- What would that allow for?
- Help me understand . . .

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Thinking Partner

- Everything we do depends for its quality on the thinking we do first.

- The quality of our thinking is directly related to the quality of attention that we receive while thinking.

Ref: Time to Think – Listening to ignite the Human Mind by Nancy Kline

"The most basic and powerful way to connect to another person is to listen. Just listen. Perhaps the most important thing we ever give each other is our attention." - Rachel Naomi Remen

Possibility Speaking

What seems impossible, but if it were possible, would transform your work, team, business, company for the better?

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Possibility Speaking is an example of

Lateral Thinking

Breakthrough!

Today

Current Direction

Better

Ref: De Bono's "Lateral Thinking".

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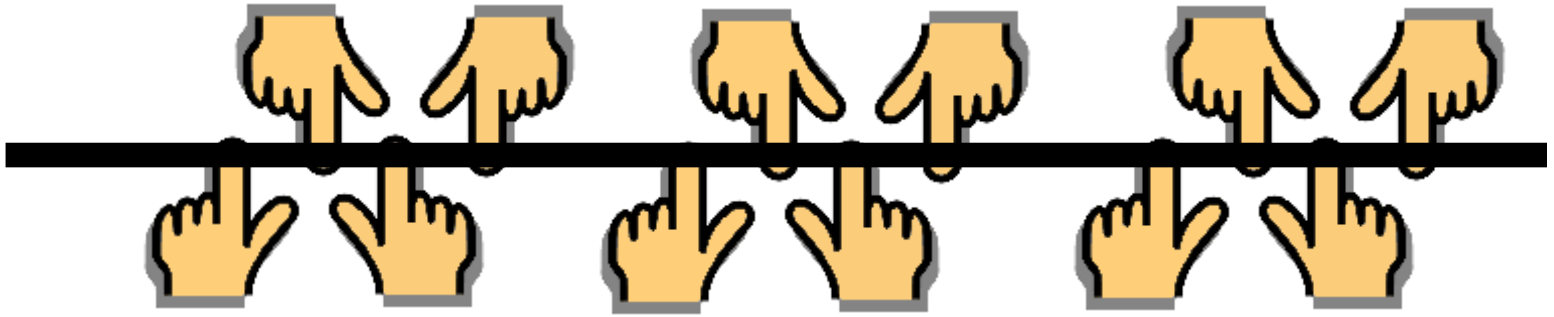
#3

Goals of team & team members NOT aligned.

Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.
Image Ref: Purchased from iStockphoto.com.

Pole Lowering Exercise



- Lower the pole to the ground.
- Touch ONLY the **bottom** of the pole.
- Always maintain contact with the pole with the top of **both** of your fingers.
- No other contact with pole is permitted.

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#4

Team vision & goals are unclear.

Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.
Image Ref: http://sperone.free.fr/images/extraz/PICS22/

Count how many times you trap your opponents thumb in 15 seconds of …

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S.T.O.P.

- **S**top
- **T**hink
- **O**rganize
- **P**lan

. . . and THEN . . . GO!

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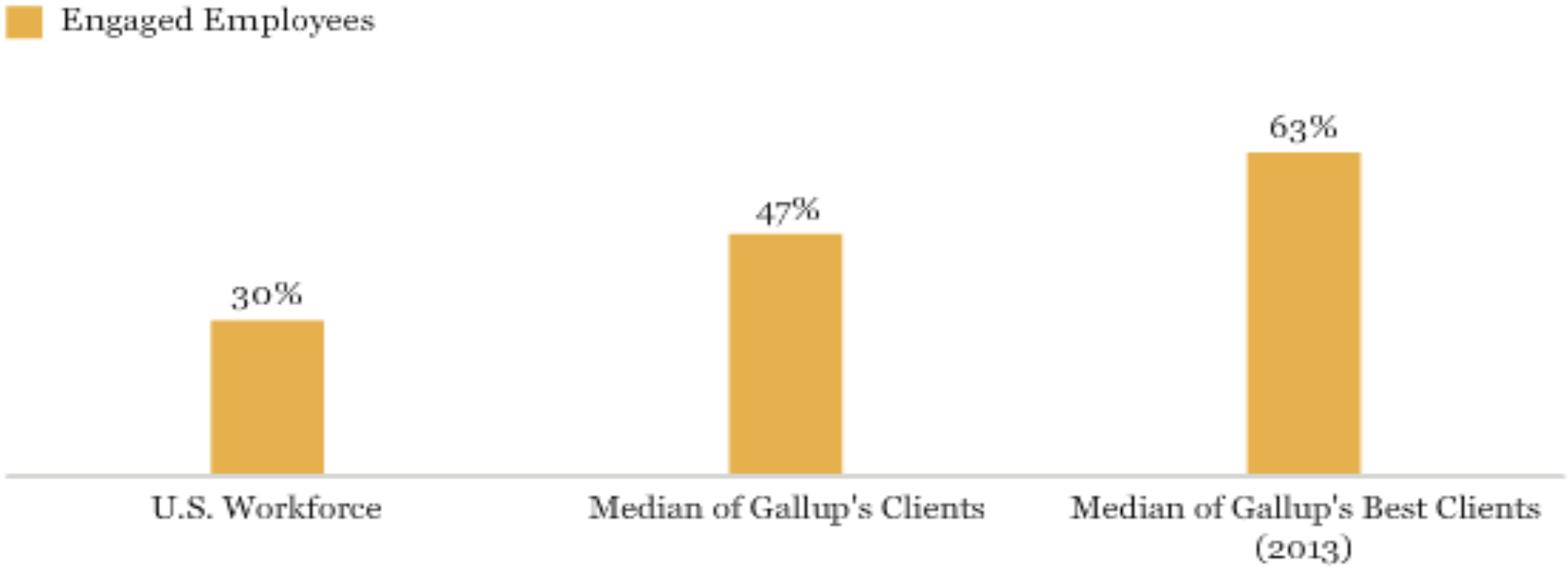
The Best Workplaces Have Double Engagement of the AVERAGE!

Beating the U.S. Engagement Average

Though only 30% of American workers are engaged in their jobs, the median engagement level among all of Gallup's clients is 47%. It's even higher among the company's best clients, which boast an average of 63% engaged employees.



GALLUP Ref: Gallup https://news.gallup.com/businessjournal/163418/company-learn-best.aspx

High-engagement

- 19% higher than average shareholder return.
- Less likely to see a decline in EPS in the 2008 recession.
- Generate superior long-horizon returns.

Low-engagement

- 44% below average shareholder returns.

Ref: 2013 BlessingWhite, Inc., Princeton, NJ Global Engagement Report

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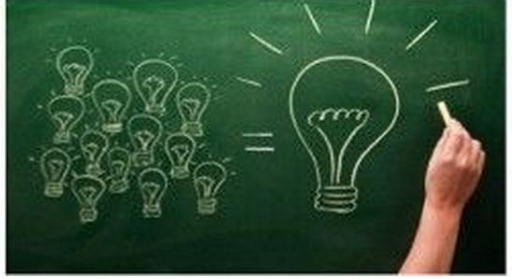

Thank you!

If you are interested in more information about anything in this presentation, please feel free to contact:

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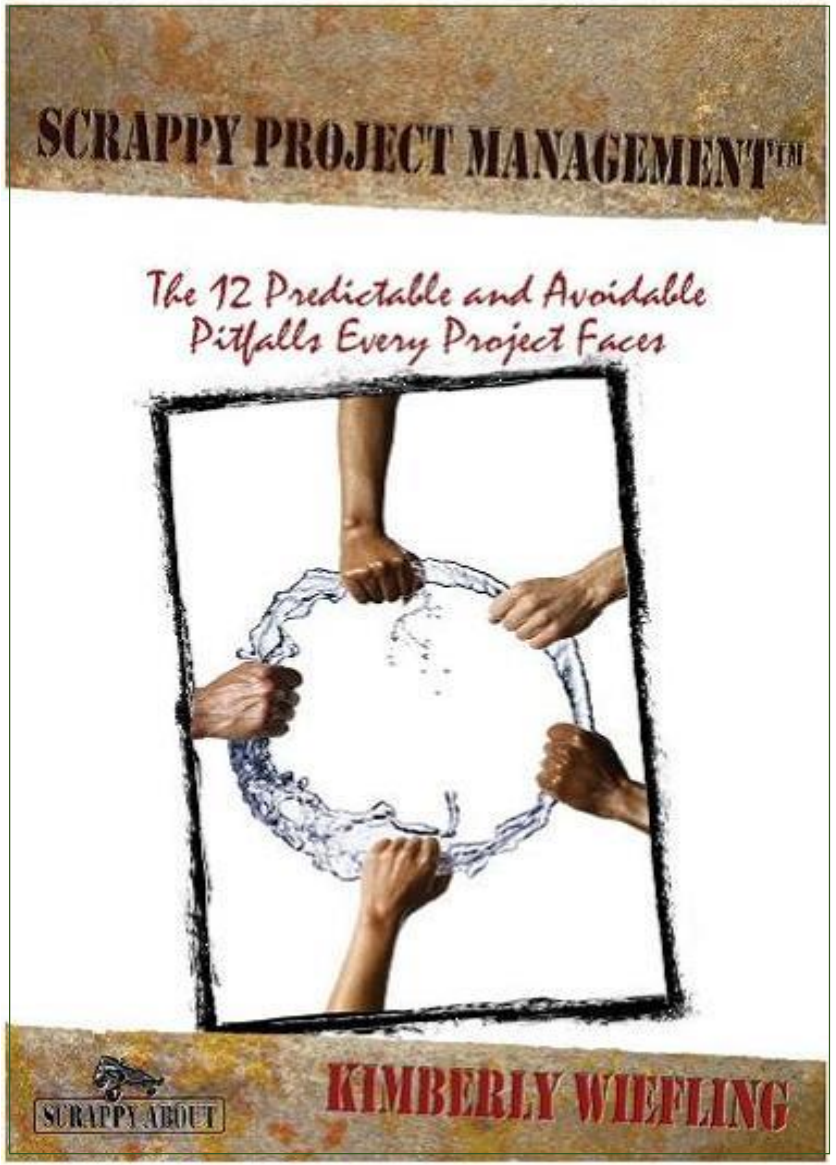
Kimberly's PM book in English & Japanese



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Inspired Organizational Cultures

エンゲージメントを高める組織文化

Inspired Organizational Cultures shares how inspired, and inspiring, organizations flourish. Making the sometimes invisible concept of culture tangible and visible, its 140 bite-sized quotes take you on a journey to the roots of your history, define behaviors and practices that will engage your people, and reveal how to design a future together that fulfills your highest purpose. Discover the treasures of your organization's DNA without being trapped by your past. Explore what matters most: that priceless yet intangible essence called "organizational culture," the invisible water in which you and your colleagues swim. You will emerge as a "DNA & Cultural Ambassador," with a deeper understanding of your culture, your people, and your distinct identity as an organization.

Kimberly Wiefling is the Founder and President of Wiefling Consulting, co-founder of Silicon Valley Alliances, and author of the irreverent book, *Scrappy Project Management*, which has been translated into Japanese by Nikkei Business Press. A scientist by education, she earned an MS in physics and a BS in chemistry and physics. Kimberly helps individuals, teams and organizations achieve what seems impossible but is merely difficult. She's a force of nature—the good kind!—and determined to transform Planet Earth one inspired and engaged team at a time!

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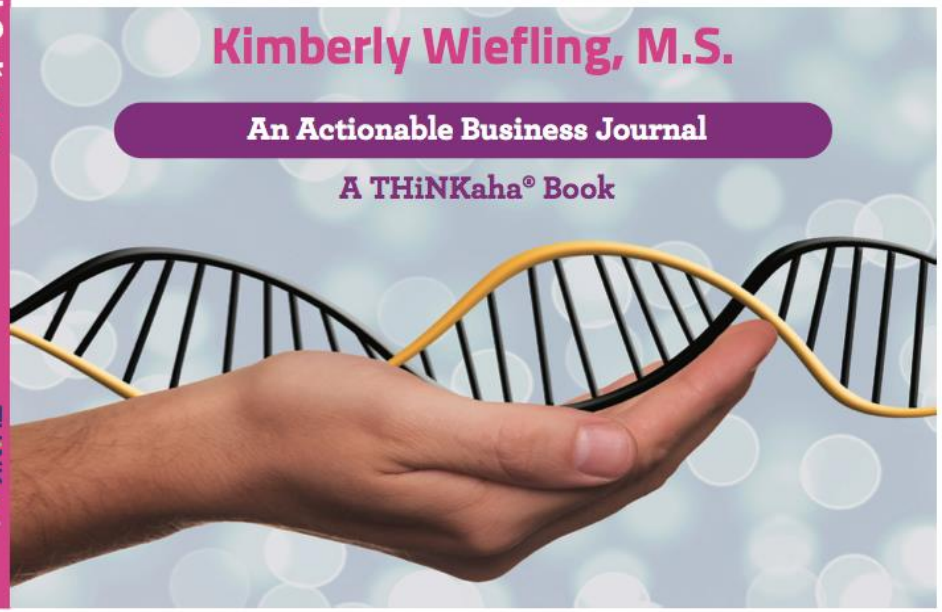
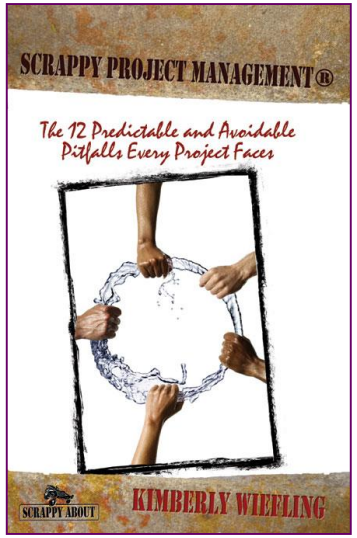
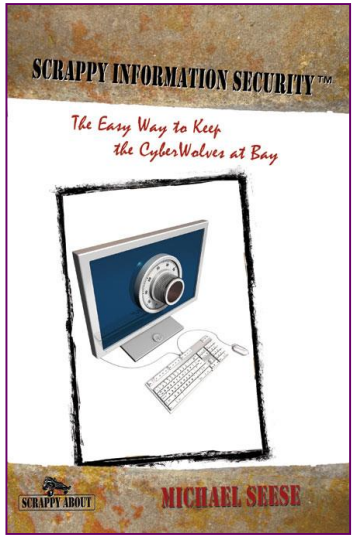


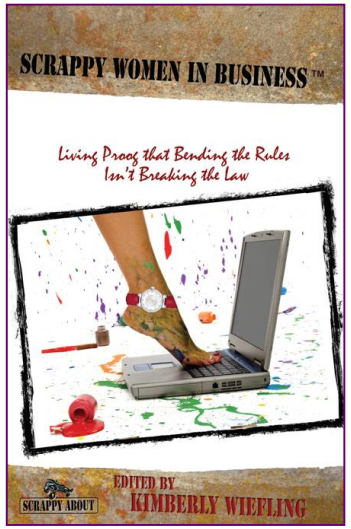
Kimberly's latest book, in both English & Japanese

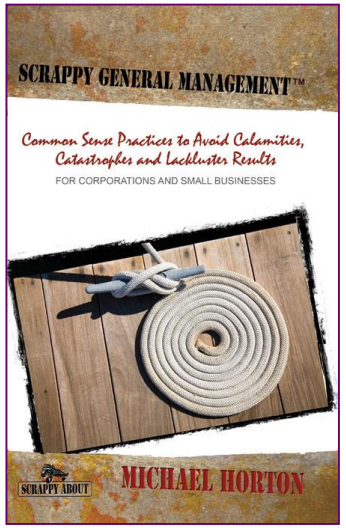
Wiefling Consulting
Conceive it. Believe it. Achieve it.

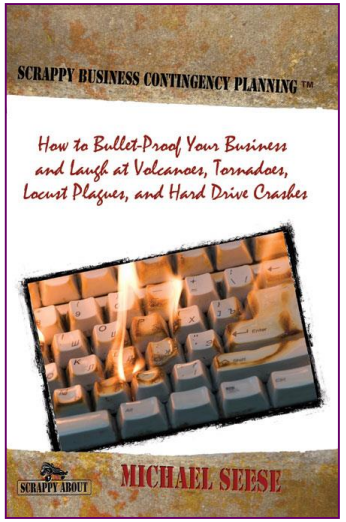
Kimberly's books, and the entire Scrappy series of books, are available on Amazon.com

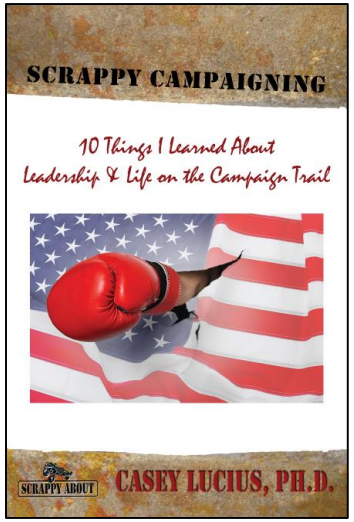












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