



HIGH PERFORMANCE ORGANIZATIONS, AND INTENT BASED LEADERSHIP

March 21st, 2023



25th California Unified Program
Annual Training Conference
March 20, 21, 22, 23, - 2023

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Announcement – How to earn CEUs

➤ Remember, to earn CEUs, you must

- Arrive in the Session within the first 10 minutes of the Live Session
- Click on the “Are you still watching?” pop up (say YES) to show you are engaged
- Attend 90-100% of the actual Session minutes
- Complete your Session Evaluation (after EVERY Session)
- Click on the “Leave Session” button on top left of Session to exit the Session/Close Session
- Complete the overall Conference Survey (1 time) – **Conference Survey to be released on 03-29-2022** at <https://calcupa.org/conference-survey/index.html>
- Check your Course History for CEUs-<https://calcupa.org/course-history/index.html>



Are you with us?

In the Slido:

Put your top 3 most used emojis **that aren't smileys**

-nothing with a yellow face

Select the first one, and enter

Choose "Add response" and put in your second emoji

Choose "Add response" and put in your third emoji

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What is this class?

Introduction to High Performance Organizations and Intent Based Leadership philosophy

Primer to get you inspired to get more leadership training



What you should get out of this class

(besides CEUs)

- Basic understanding of High performing organizations, and leadership at all levels culture
- Basic tools to ask better questions and start creating leaders around you
- Encouragement to spend more time developing your professional leadership skills
- References to start or continue your journey to improve your leadership skills





Strategist, Author and
Motivational Speaker

SIMON SINEK: Leader versus manager

24th California Unified Program
Annual Training Conference
March 22, 23, 24, 29, 30, 31 - 2022

Why you should care about leadership

- Poor leadership or micromanaging creates **disengaged employees**
- Disengaged employees do less work over the same period of time than an engaged employee.
- Disengaged staff are more likely to leave your organization.
- Micromanaging staff is exhausting.
- Being the only source of “answers” in the office means you’re not spending time on your own work.
- Building leadership at every stage of the organization means decisions are often made more quickly and with more information than you had access to.



Why you should care about disengagement

SAFETY

TWICE as likely to be injured on the job.

BETTER HEALTH

TWICE as likely to be diagnosed as depressed and report higher levels of cholesterol and blood pressure.

PRODUCTIVITY

Have a 37% higher absenteeism rate. A single disengaged employee can cost about \$3,400 in lost productivity for every \$10,000 in salary.

PERFORMANCE

Disengaged employees make errors at a 60% higher rate.

Gallup Q12 Survey

Companies on the top quartile on engagement

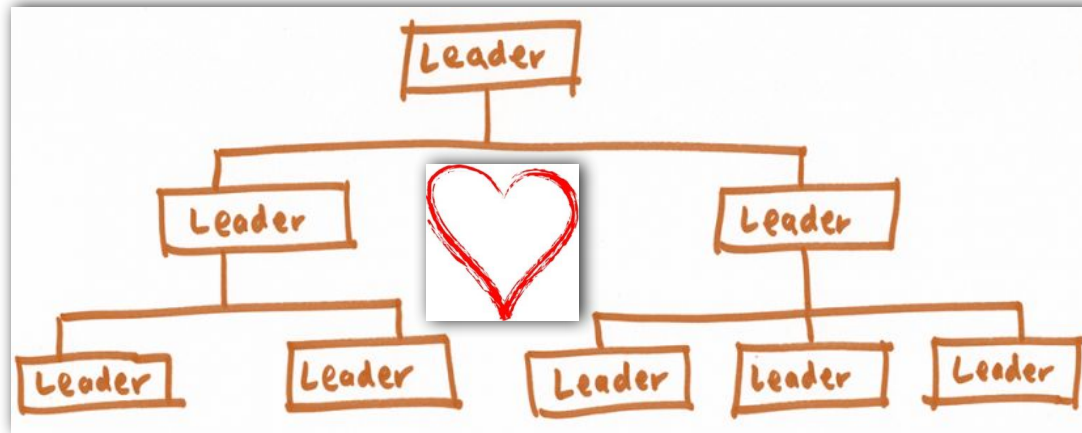


GALLUP®



What is a High Performing Organization?

- An organization with a culture that deliberately assigns value and worth to staff at all levels to lead, change, share and decide the outcome of the organization as a whole.



What is a High Performing Organization?

- An organization with a culture that deliberately assigns value and worth to staff at all levels to lead, change, share and decide the outcome of the organization as a whole.
- When all employees are contributing their ideas to the organization they are invested in its outcome and are highly engaged.
- With highly engaged employees, they act and think in ways that will help the organization achieve its goals.
- They are motivated to grow, innovate and improve.



What does a non-HPO job look like?



Employees are **NOT ACCOUNTABLE** and leave engagement to others.



Employees **WON'T PUT FORTH DISCRETIONARY EFFORT** on their own.



The organization is **OVER-MANAGED AND UNDER-LED**.



Employees have **LITTLE COMMITMENT** to safety or quality beyond requirements.



Employees **DON'T CARE** about the organization, and talk negatively about their jobs and others.



SABOTAGE is occurring, whether active or passive.



Employees **FEEL ENTITLED** and become resentful when they don't receive what they feel entitled to.



Enthusiasm for the job is blatantly **ARTIFICIAL**.



Employees **DRAIN ENERGY** from others. The organization feels lethargic.

Who isn't Disengaged at work?

In the slido:

What “type” of people are naturally engaged at work?

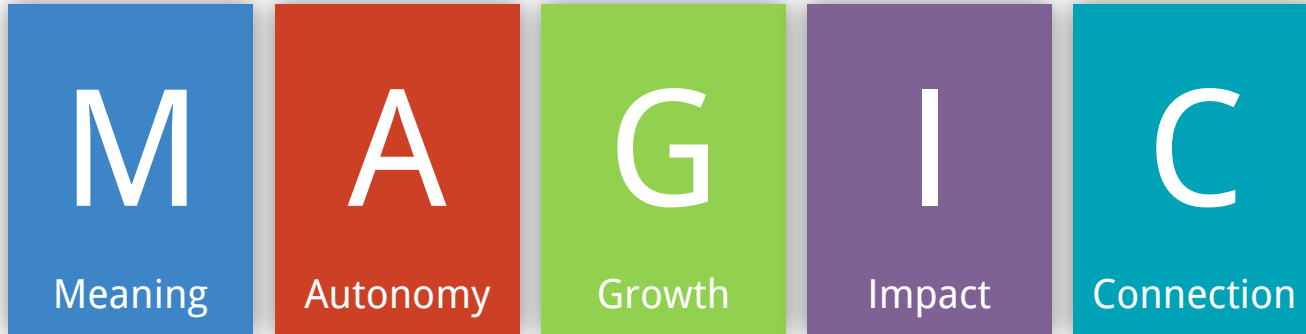
What do they do that makes you think they are engaged?

Why are engaged?

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What keeps Engagement?



FIVE KEYS FOR ENGAGING[®] PEOPLE

People want to be engaged in what they do. If the organization will build the foundation, employees will do the rest. These five keys, which form the acronym **MAGIC**, provide an essential foundation for creating effective, lasting engagement.



MEANING

YOUR WORK HAS PURPOSE
BEYOND THE WORK ITSELF

Two types of meaning contribute to being engaged:

Inherent Meaning, the work itself produces the meaning that the individual feels. Like a teacher helping illiterate children to read or a heart surgeon saving lives.

Associated Meaning is not found in the work but what the work enables you to do away from the work environment.

Beware of satisfaction factors! Perks such as espresso machines, ping pong tables, and Taco Tuesdays are fun but can lead to temporary happiness and engagement.

decisionwise



AUTONOMY

THE POWER TO SHAPE YOUR WORK
ENVIRONMENT IN WAYS THAT ALLOW
YOU TO PERFORM AT YOUR BEST

Autonomy is not about leaving people alone. At the same time, too much supervision can wreck productivity. In autonomous organizations, it's what gets done that matters, with less concern for how it gets done.

**BOUNDARIES + FREEDOM + ACCOUNTABILITY =
AUTONOMY**

Hire good people, give them what they need to do their jobs well, and get out of their way. Trust your people. Without trust, autonomy is impossible.



GROWTH

BEING STRETCHED AND CHALLENGED
IN WAYS THAT RESULT IN PERSONAL
AND PROFESSIONAL PROGRESS

We become bored, distracted, and disengaged when we feel that our work is rote, routine, and repetitive. People crave work experiences that challenge their minds and their skills, that are intellectually stimulating, and that offer them a chance to rise to the occasion and excel in high-stress situations.

Growth does not necessarily equal promotion.

Growth goes beyond a higher position or a better parking space. It's the desire for accomplishment, mastering new skills, reaching goals, and the need for achievement.



IMPACT

SEEING POSITIVE, EFFECTIVE,
AND WORTHWHILE OUTCOMES
AND RESULTS FROM YOUR WORK

How do you cultivate impact?

- 1. Measurement:** You can't know your impact if you don't have any way of measuring it.
- 2. Proximity:** Make it easy for everyone to see, feel, and experience the results of what they do every day.
- 3. Context:** Shape your story in a way that helps people see the value of what they're doing.
- 4. Value:** Find a way to reward and recognize impact at the individual, team, and organizational level.



CONNECTION

THE SENSE OF BELONGING TO
SOMETHING BEYOND YOURSELF

Connection is about "we" rather than "I" or "they." Lack of connection leads to isolation and alienation.

Trust is the currency of connection.

It's the building block of culture, because an effective culture is one that evokes thoughts like, "I can trust this company to align with my tastes and interests and to represent me, and what I care about, to the larger world."

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ENGAGEMENT
MAGIC[®]

A tale of two Submarines



USS Olympia



USS Santa Fe



Video: "Greatness" by David Marquet



DAVID MARQUET

“When we give our people more authority, we actually create more effective leaders.”



Giving away orders

- Everyone Gives orders to *someone*.
- Why? (to get it done the way you think is best)
- What happens if you give up control?

In the Slido:

Pick one order that you give people regularly, and replace it with an intent based question, then type it in.

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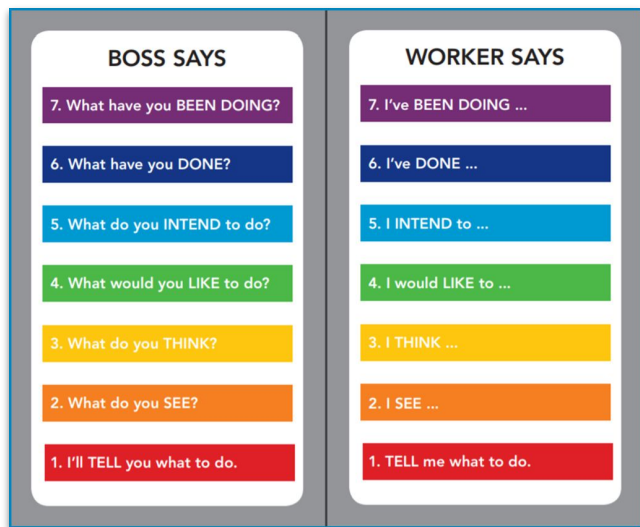
Giving away orders

- Why does it hurt to give up control?
- How can you maximize your desired result?

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Start Working like an HPO



Ladder of Leadership (tool)

This tool begins moving authority to where the information is.

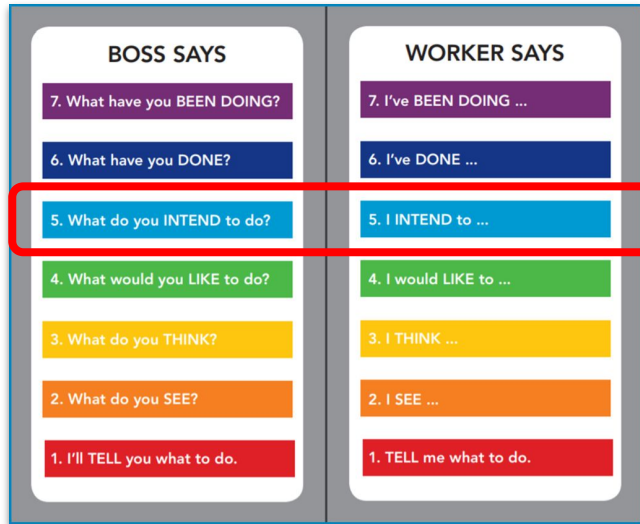
Helps the boss to stop being the problem solver

It sets the worker up to start making decisions and gives control. (in a gradual safe manner)

Increases communication on *why* decisions are made.

Recognizes the worker as a leader in their position, helping to drive the organization, and make decisions.

Start Working like an HPO



How do you use this tool?

Strive for 5 (Intention) Move decisions out of a permissions-based mindset to an intention-based mindset

Identify the rung of the ladder where your conversation is

Invite the other person to the next level rung (no shortcuts) and have that discussion. {Repeat this step as needed}

Bosses: Stop giving answers, give questions instead. Provide organizational clarity

Workers: Avoid asking questions, give information and facts about what you know working closely on the front line

Intent Based Leadership



BOSS SAYS

7. What have you BEEN DOING?

6. What have you DONE?

5. What do you INTEND to do?

4. What would you LIKE to do?

3. What do you THINK?

2. What do you SEE?

1. I'll TELL you what to do.

WORKER SAYS

7. I've BEEN DOING ...

6. I've DONE ...

5. I INTEND to ...

4. I would LIKE to ...

3. I THINK ...

2. I SEE ...

1. TELL me what to do.

Practice the Ladder.

BOSS SAYS	WORKER SAYS
7. What have you BEEN DOING?	7. I've BEEN DOING ...
6. What have you DONE?	6. I've DONE ...
5. What do you INTEND to do?	5. I INTEND to ...
4. What would you LIKE to do?	4. I would LIKE to ...
3. What do you THINK?	3. I THINK ...
2. What do you SEE?	2. I SEE ...
1. I'll TELL you what to do.	1. TELL me what to do.









Identify the Rung of the ladder

- 1** **Worker:** I'm on the phone with a very upset member of the public. He seems angry. What would you like me to do with him?
- 3** **Boss:** Do you think it would be helpful to meet before you finish your report?
- 4** **Worker:** I want to get a new office chair, this one hurts my back.
- 1** **Boss:** Can you call this lady back? She has some questions.
- 2** **Worker:** I don't feel so good. 🤒

Practice the Ladder.

BOSS SAYS	WORKER SAYS
7. What have you BEEN DOING?	7. I've BEEN DOING ...
6. What have you DONE?	6. I've DONE ...
5. What do you INTEND to do?	5. I INTEND to ...
4. What would you LIKE to do?	4. I would LIKE to ...
3. What do you THINK?	3. I THINK ...
2. What do you SEE?	2. I SEE ...
1. I'll TELL you what to do.	1. TELL me what to do.

Invitation to the next rung

-  **Worker:** I'm on the phone with a very upset member of the public. He seems angry. What would you like me to do with him?
-   **Boss:** Did he say what he was angry about?
-  **Worker:** He said he was mad that the county hasn't filled several potholes on the county road he lives on.
-   **Boss:** Oh! that's not our department. Transfer them to County DOT
-   **Boss:** What department do you think handles pot holes?



Scenarios

Instructions:

Read the scenario on the screen.

Worker selects a number from the ladder (1-4) and start the conversation with the Boss to resolve scenario

Boss attempts to identify which rung the worker is on, and move them up to rung 5

Observer Shares observations of ways to improve



Scenarios (#1)

In this 10,000 person services corporation, a scheduling error results in the boss being double-booked for sales appointments tomorrow.

Boss : You just walked out of a meeting and have 5 minutes before your next meeting. You just learned that this quarters financial numbers will be below expectations.

Worker (Executive assistant): You just noticed that you double booked your boss for the appointments tomorrow. This has never happened before. You know the level of importance of each appointment to make a sale.

Which lunch gets moved?



Scenarios (#2)

Software updates for the mobile app for this Scandinavian bank have been completed monthly. Now, a competitor has started weekly updates. Weekly updates would add 30% more work to the mobile app team.

Boss (DSVP of technology): You have been thinking about shifting to weekly updates for a while, but haven't asked the team because of their workload.

Worker (Mobile App team leader): You have a reputation for "taking care of your people"

Do you shift to weekly updates or not?



Scenarios (#3)

Advertising banners on the delivery trucks for this online grocery chain can be attached using grommets or adhesives. Grommets are cheaper but adhesives look more permanent.

Boss (Director of Operations): You have extensive experience with a previous online grocer, but only plan on being with this company another 4 months.

Worker (Designer): You have several projects to manage and have been feeling overwhelmed recently.

Are the banners attached with grommets or adhesives?



Scenarios (#4)

Parts in this 1000 person manufacturing company are normally batch-inspected before shipping due to previous quality issues. A batch is late and doing the inspection will result in having to pay express shipping.

Boss (V.P. of Operations): Quality has continued to be a headache for your team.

Worker (Production Supervisor): You have received critical feedback because of previous quality issues.

Do you do the quality inspection or not?



Scenarios (#5)

The small 2 person tables in this intimate NY city restaurant are moveable and rearranged for larger groups. One couple is sitting near the middle of the restaurant. A party of 6 walks in. The party of 6 can't sit together unless the couple moves.

Boss (manager): A combination of poor weather and an aggressive competitor have caused a recent reduction in traffic.

Worker (waiter): You have worked at this restaurant for only 3 weeks but have 2 years of experience. You are a college student.

Does the couple get moved?:



Strategies for Moving a Worker up the Ladder

up the Ladder

If the issue is **Competence** (sometimes looks like lack of confidence)



- Training and practice are needed

Strategies for Moving a Worker up the Ladder

If the issue is **Clarity**



- Spend the time to explain what you are trying to achieve
- Describe the criteria for evaluating a successful decision

Strategies for Moving a Worker up the Ladder



If the issue is an **Avoidance of the Responsibility for a Decision**

- Change person perspective. “If you were the CEO...?”
- Change time-frame perspective. “If it were six months from now...?”
- Make it smaller. Don’t ask about the overall decision but just an individual input for the decision.
- Start with description. “Just describe for me what you see here.”



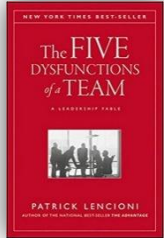
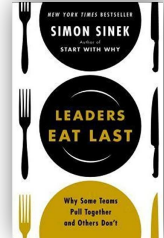
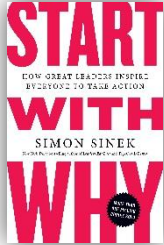
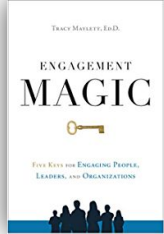
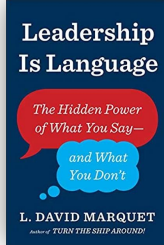
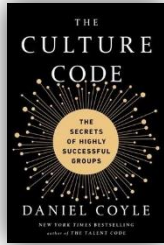
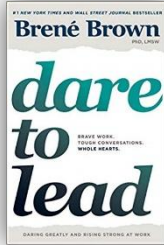
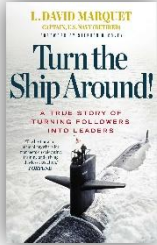


**Not all readers are
leaders,
but all leaders are
readers**

-Harry S Truman

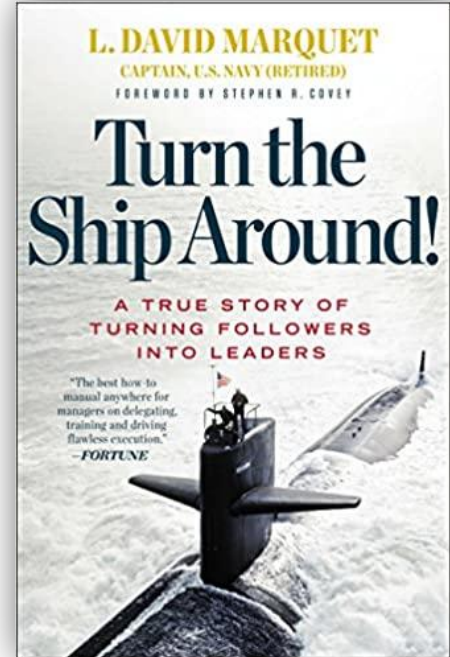


What are you reading?



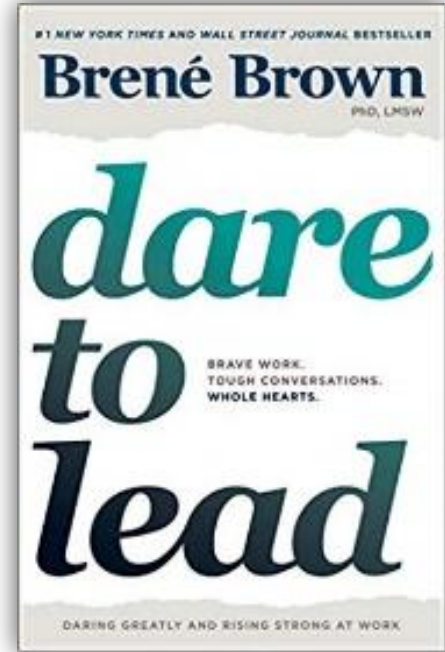
Turn the Ship Around!

- The story that inspired the Greatness video
- Book goes into much more detail.
- Practical tips that can be used immediately (*"no they on the Santa Fe"*)



What are you reading?

- Understanding that your life is different as a leader.
- You need to be strong enough to be vulnerable first.
- Get comfortable in the uncomfortable and recognize the hard work.

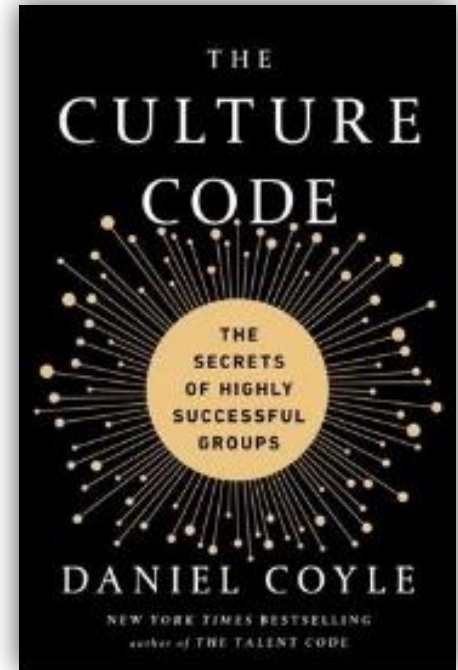


What are you reading?

- Looks at insights into some of the most successful teams on the planet (seal team 6, Pixar, Google) and what things their culture shares.
- Teaches you how to build culture
- How to build cooperation

“Culture eats strategy for breakfast” -Peter Drucker

If you want an organization that will stand the test of time and do amazing things, build culture.



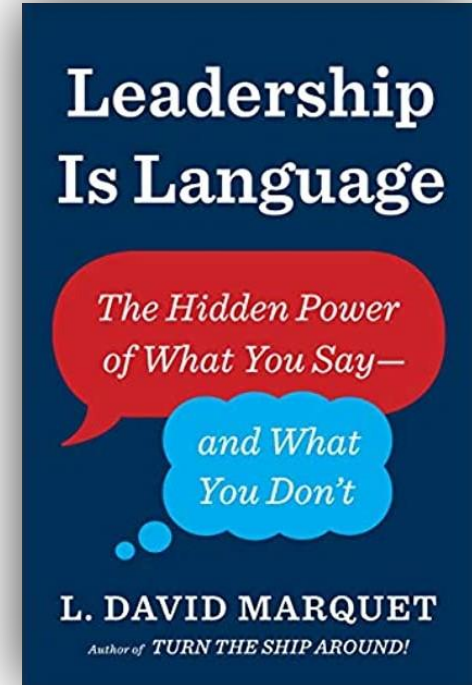
Leadership Is Language

- Deep dive into the ways the old methods of the industrial age and how they fall short of meeting our objectives in the current leadership style
- Shows you what **not** to say
- Helps replace your language to create leaders

"We're safe to make entry into the hot zone, right?"

vs

"How safe is it for the entry team?"



What you hopefully got out of this class

- Basic understanding of High performing organizations, and leadership at all levels culture
- Basic tools to ask better questions and start creating leaders around you
- Encouragement to spend more time developing your professional leadership skills
- References to start or continue your journey to improve your leadership skills



Self Survey (just for me)



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What are your Questions?

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BREAK TIME!

