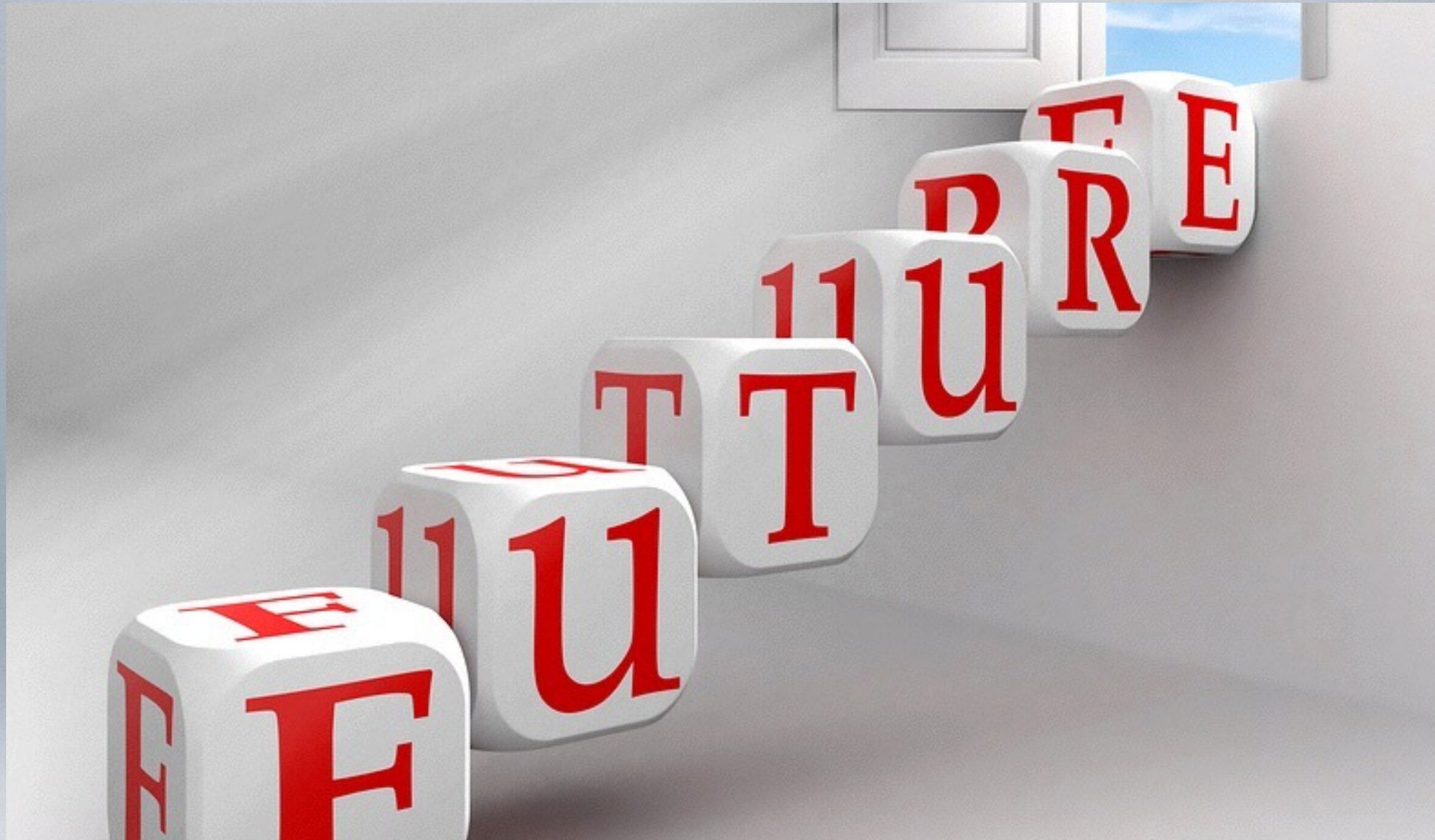


**Leading in Today's Challenging Times**

Leading in Today's Challenging Times







**Leading in Today's Challenging Times**

Leading in Today's Challenging Times





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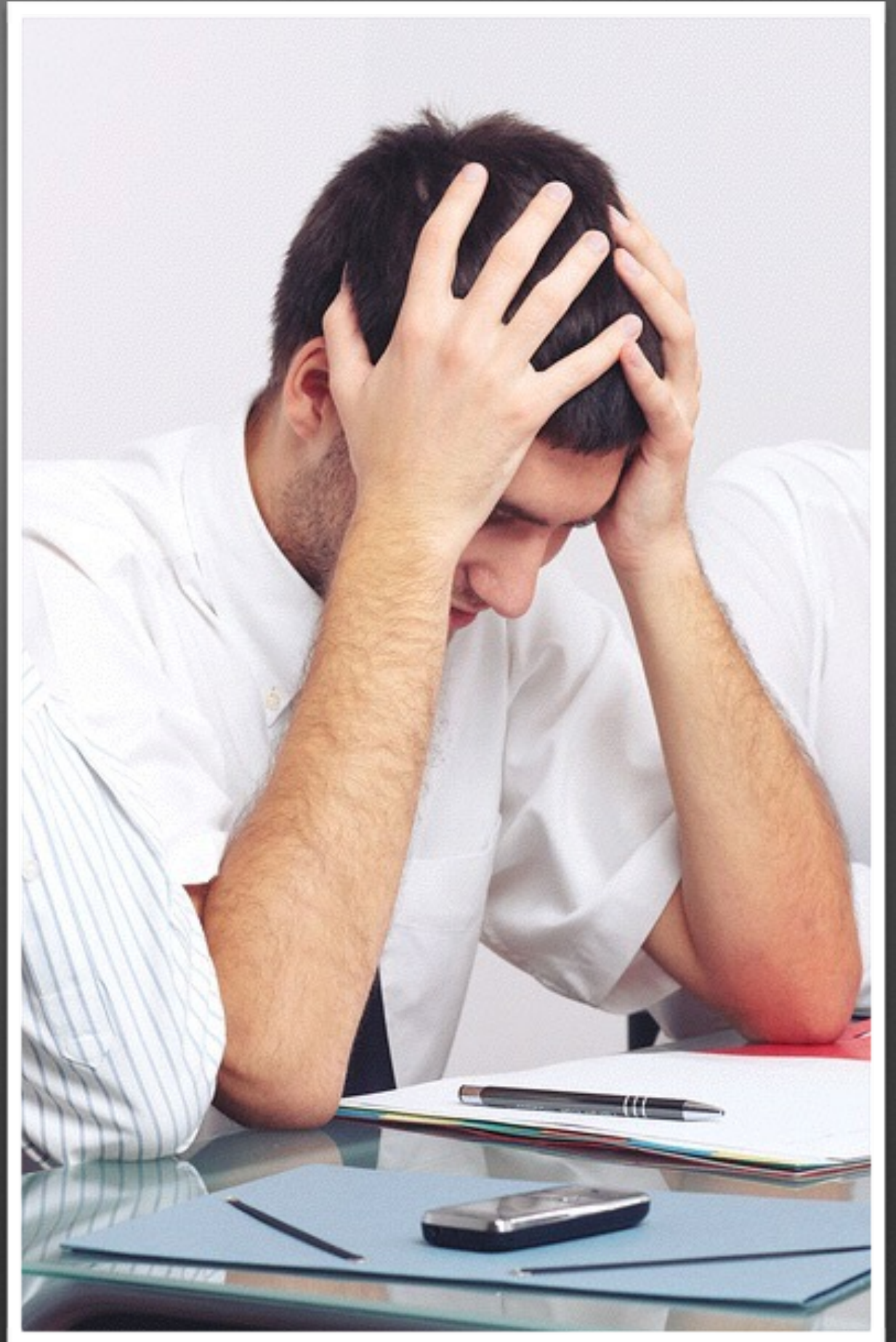
*Remember when*





# What Happened

when we went to work





**Its not that way  
for everyone**





# Agenda

- Trends that will impact you.
  - About the numbers.
- Evolution of leadership.
- Why people join, stay and leave their jobs.
- Three keys to leadership in today's workplace.
- Communicating and managing across the generations.
- Leveraging your strengths

Engage me now

Which way ?

This way to  
happiness

Home/work  
balance

Strengths

Desires



# I love to do research....

- Conference Board of Canada
- Federal Government
- Blessings White
- Towers Watson
- Melcrum
- Gallup
- Regan Research









# Why a Journey to engagement?









# WHY ENGAGE





# Evolution of Employee Engagement

1990

Employee  
satisfaction  
are employees happy

2000

Employee  
commitment  
are employees  
motivated

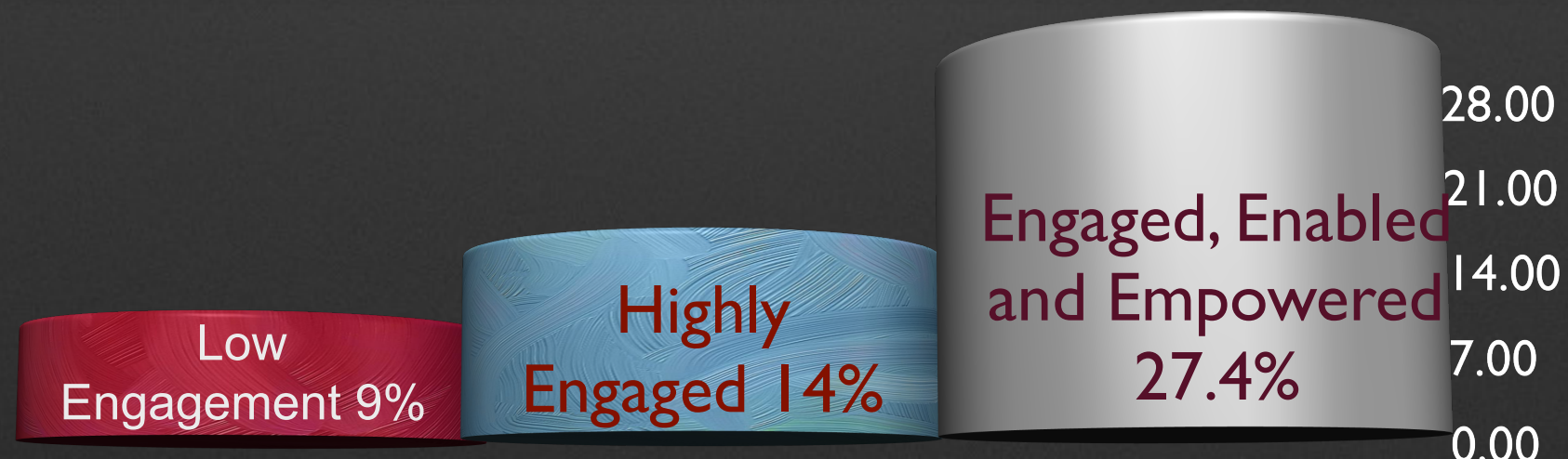
2007

Employee Engagement  
are employees motivated  
and do they know what  
to do





# Operating Margin, Towers Watson



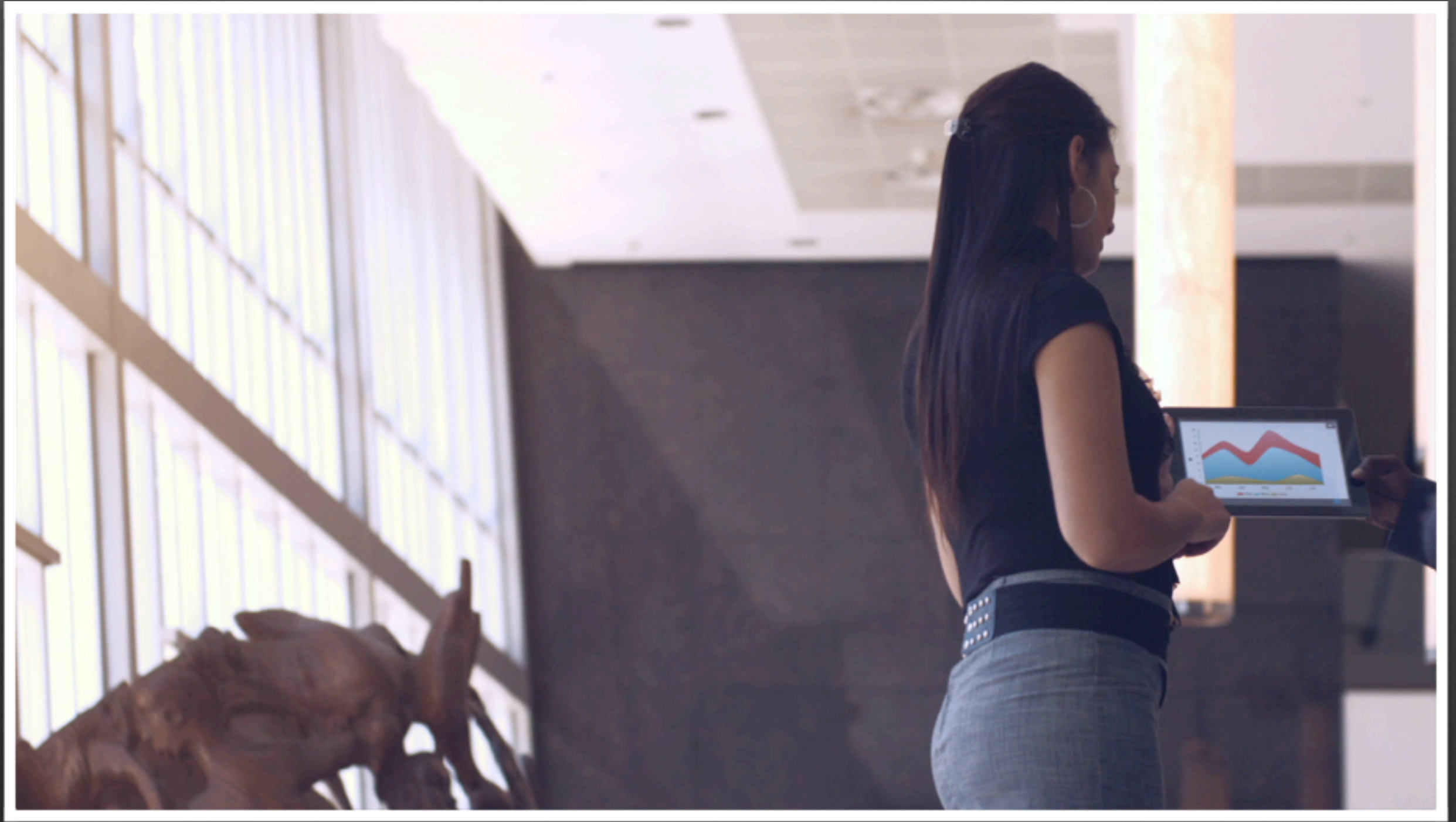




- 27% higher profits
- 50% higher sales
- 50% higher customer loyalty levels
- 38% above-average productivity



# What is Engagement Anyway?





# Telling Style of Leadership

An environment of conformity





# Selling Style of Leadership

Selling to the many what has been decided by the few...

- Compliant
- Low Engagement







## **Inclusion**

looking for ideas  
and support  
throughout the  
organization.

Enthusiastic participants

## **Co-creation**

leveraging the strengths  
of individual team  
members to achieve  
corporate goals.

Enthusiastic participants

# **Discretionary Effort**





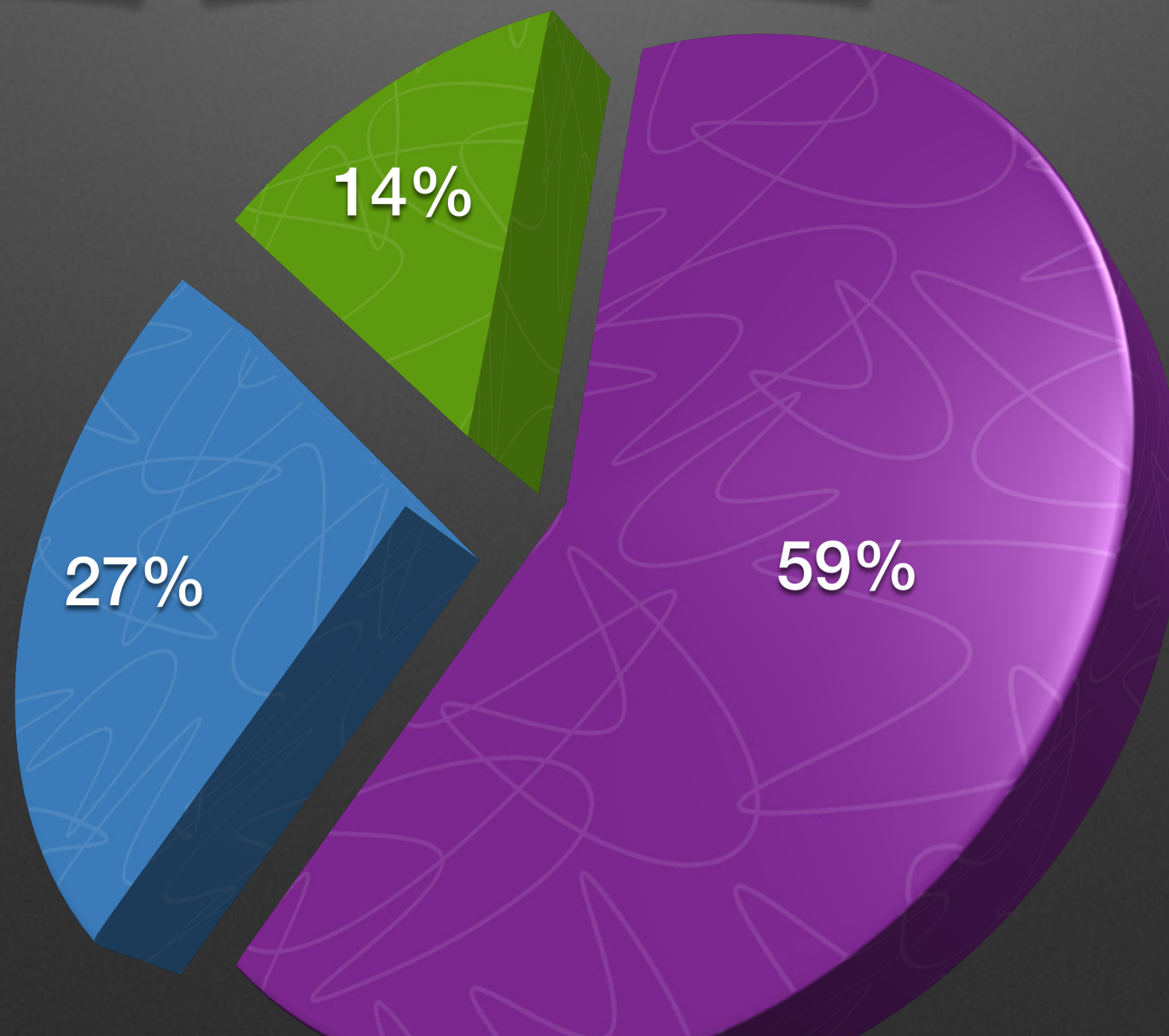
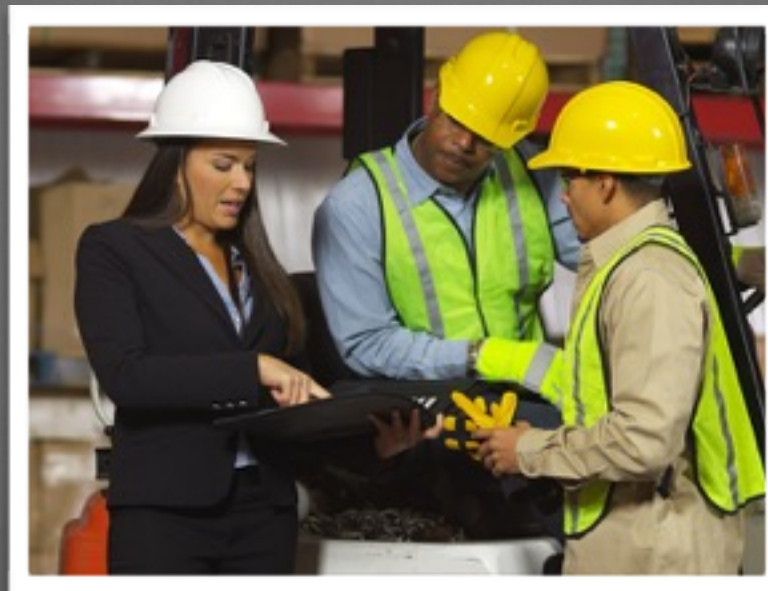
**About the numbers**



● Not Engaged

● Engaged

● Actively Disengaged





# The Benefit and Cost of Leading and Engaged Team



Engaged 27%  
60% of productivity



Disengaged 59%  
60% of productivity



Actively disengaged 14%  
-20% of productivity





Why isn't it working?

It always worked in the past.....



# You have been given a gift!

## Peaks and Valleys

*Getting What You Need  
In Good And Bad Times*

#1 Bestselling Author,  
*Who Moved My Cheese?*  
**Spencer Johnson, M.D.**



“The errors you make in today's good times create tomorrow's bad times, and the wise things you do in today's bad times create tomorrow's good times.”

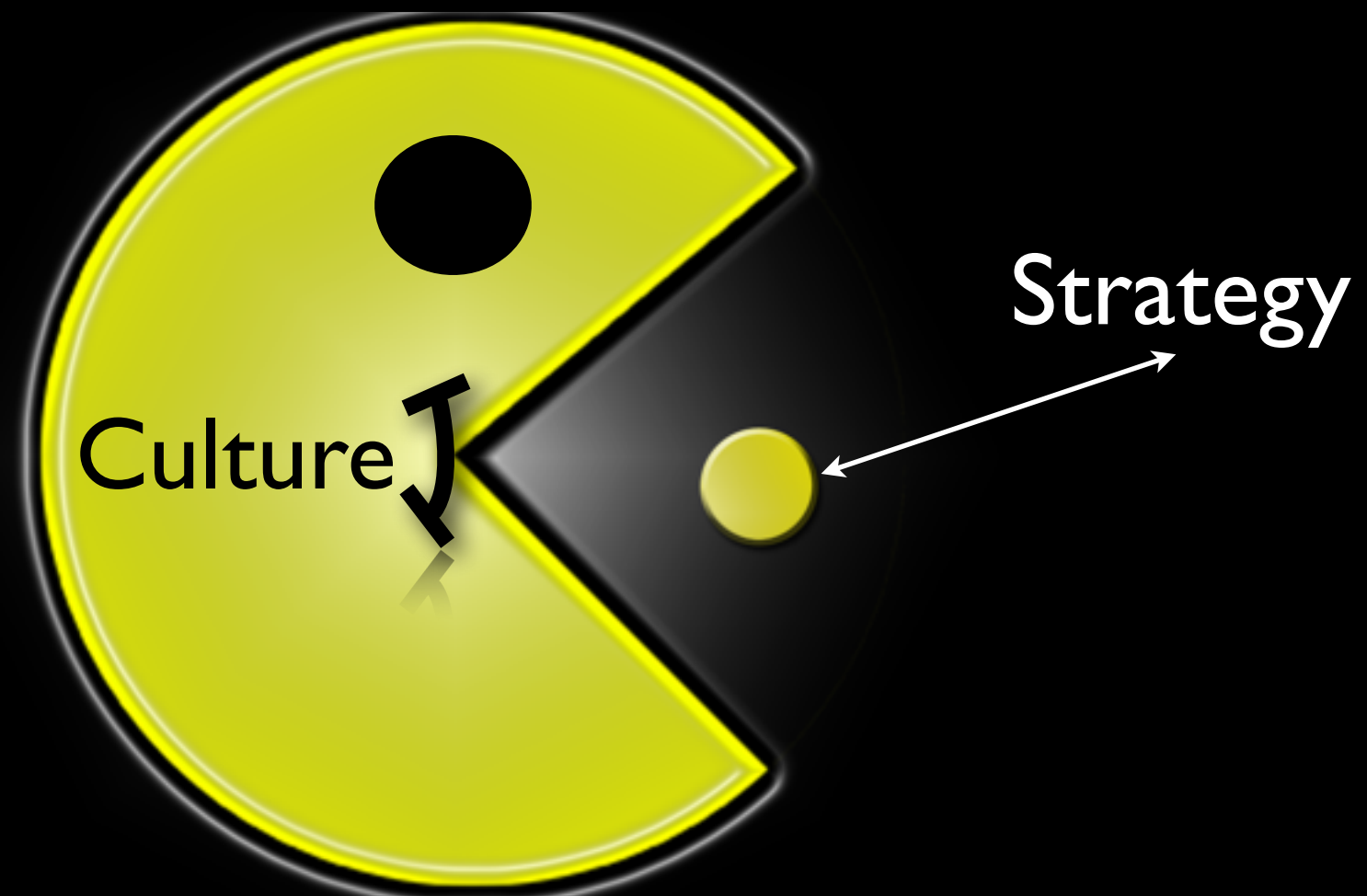
*Spencer Johnson, MD*





Culture vs Strategy,  
what wins?



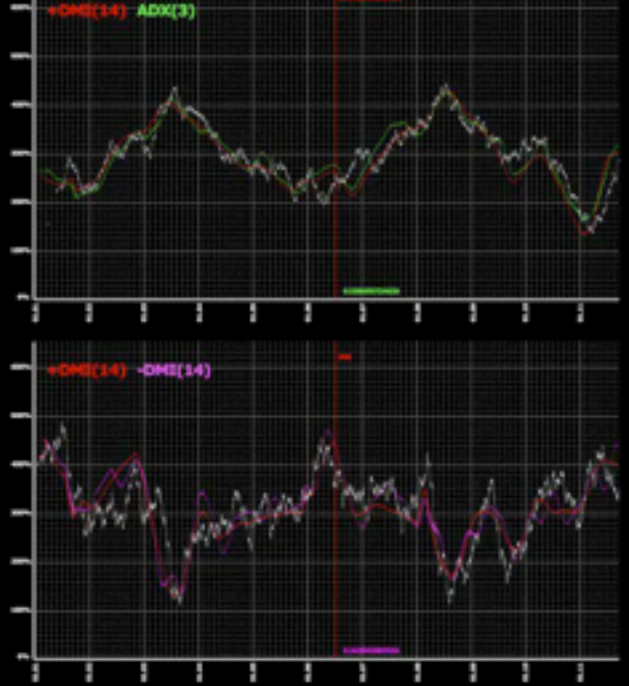
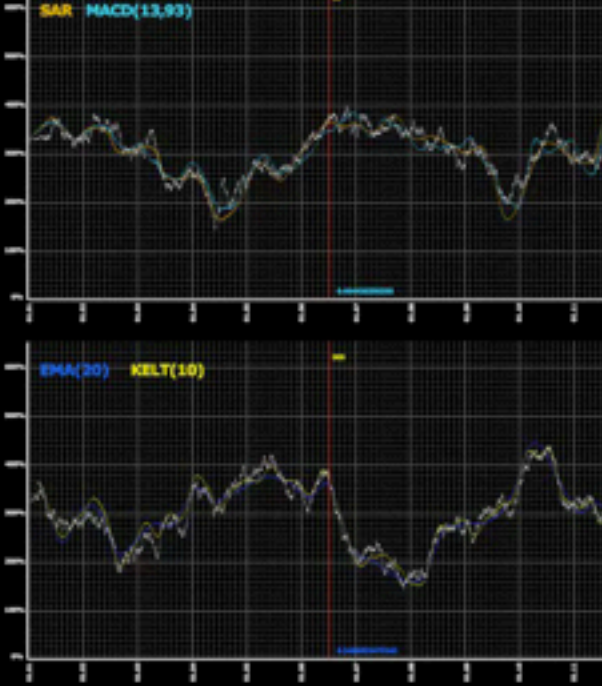


Culture eats strategy  
for lunch



15:12:45	-1.1370	-145.83	2.9380	68.863	-86.225	2.6016	-17.177	27.580		
15:12:44	0.2915	27.580	1.0286	-0.1365	-1.6113	0.7091	-4.603	-3.0478		
15:12:43	2.9409	-56.247	0.1554	20.348	88.165	0.7991	2.3970	0.1069		
15:12:42	-1.4554	59.019	61.360	-0.3488	0.8831	193.41	14.65	-1.3480		
15:12:41	-2.4810	-0.7406	-8.128	-50.260	-1.3776	-4.411	-2.8638	-20.063		
15:12:40	-2.117	-0.3173	17.11	0.4076	-0.7406	1.2217	-44.287	0.4759		
15:12:39	-17.661	89.272	2.7882	36.042	-4.7622	-28.706	20.891	-8.9593		
15:12:38	6.366	-2.3319	-1.7062	174.47	1.5986	-49.511	-0.0015	-1.5772		
15:12:37	-2.7634	-13.6	103.39	0.7091	-2.0000	20.891	1.0922	-2.3319		
15:12:36	105.3	-0.4453	1.629	-143.87	-5.2871	-0.1684	1.2521	50.555		
15:12:35	-99.515	0.6092	-1.5552	-1.3776	-1.4596	8.5313	-1.6561	-0.6542		
15:12:34	-1.4304	67.679	-2.6251	-5.2871	-2.7117	88.698	-3.1189	-0.1178		
15:12:33	67.085	43.681	-4.9593	-1.2472	-40.950	87.2	203.64	-0.2966		
15:12:32	0.0832	43.681	-3.6711	-0.5805	29.172	-5.2215	69.947	87.2		
15:12:31	57.017	17.11	10.568	-3.0478	2.9919	-46.333	-1.1166	-1.5772		
15:12:30	61.360	2.9428	50.555	0.7091	-2.7117	88.698	174.47	195.84		
15:12:29	2.9428	-0.451	-3.3712	2.4876	-4.5508	-144.81	-25.11	-0.8598		
15:12:28	-1.3288	-0.5994	-39.610	187.19	0.934	-1.6807	2.9742	2.6016		
15:12:27	0.7991	33.045	0.8831	122.3	-2.8951	53.743	2.9380	61.360		
15:12:26	-0.4742	-1.5944	24.398	20.233	0.7188	-0.8273	-0.5994	2.9380		
15:12:25	1.2217	0.7091	-4.455	2.9380	-0.8273	-5.2215	-65.87	2.7023		
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15:12:23	69.175	-2.1786	-46.333	27.091	-40.950	-0.5000	-0.5000	-1.7215		
15:12:22	68.361	1.1041	-10.931	33.045	-1.533	37.5	-69.216	-35.536		
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15:12:19	-40.537	-3.3712	123.64	-12.09	2.955	-43.616	-50.547	2.955		
15:12:18	-11.61	1.971	53.743	56.676	81.689	-1.8626	2.9987	67.085		
15:12:17	184.58	-137.05	3.123	-1.3776	-0.871	88.716	71.490	84.794		
15:12:16	2.9742	2.5975	-0.451	-92.712	0.5358	-0.5805	35.843	1.9254		
15:12:15	14.65	0.5485	2.9138	0.9003	-42.220	2.9919	2.7828	-0.8819		
15:12:14	21.550	2.9963	-0.8598	-0.2535	21.550	2.9919	1.0286	2.9540		
15:12:13	0.3249	-26.819	-1.3239	0.8831	-0.451	67.569	184.58	35.565		
15:12:12	0.1941	2.0793	69.947	76.941	-2.8066	89.565	-1.2062	-69.216		
15:12:11	64.773	14.65	-0.6855	-4.7622	1.0304	-17.661	0.9605	63.110		
15:12:10	0.4759	0.4076	-0.5000	1.0286	122.3	-1.0737	-79.669	76.941		
15:12:09	-1.3779	-0.1178	1.1635	-21.549	71.420	-12.09	1.1041	-1.8330		
15:12:08	-0.451	122.3	-0.8819	84.022	0.5820	1.629	1.0286	-1.6895		
15:12:07	-1.5397	87.493	97.68	-0.1667	-80.3	-0.3373	-144.81	1.2996		
15:12:06	-12.09	42.836	9.4233	-58.201	1.9230	33.198	67.679	-4.455		
15:12:05	0.7991	1.0778	-154.03	67.085	-0.2535	122.3	-1.2848	-1.0737		
15:12:04	88.716	-1.2848	-1.533	11.702	-4.411	-89.878	22.549	-1.5552		
15:12:03	0.5140	-1.1778	1.0286	1.0778	-4.7622	-51.619	1.0922	69.175		

S&L 300 Index
1002.5
+0.8% +55.2%
Composite
4156.2
+13.4% +1.2%
Industrial average
7943.8
+36.8% +1.2%

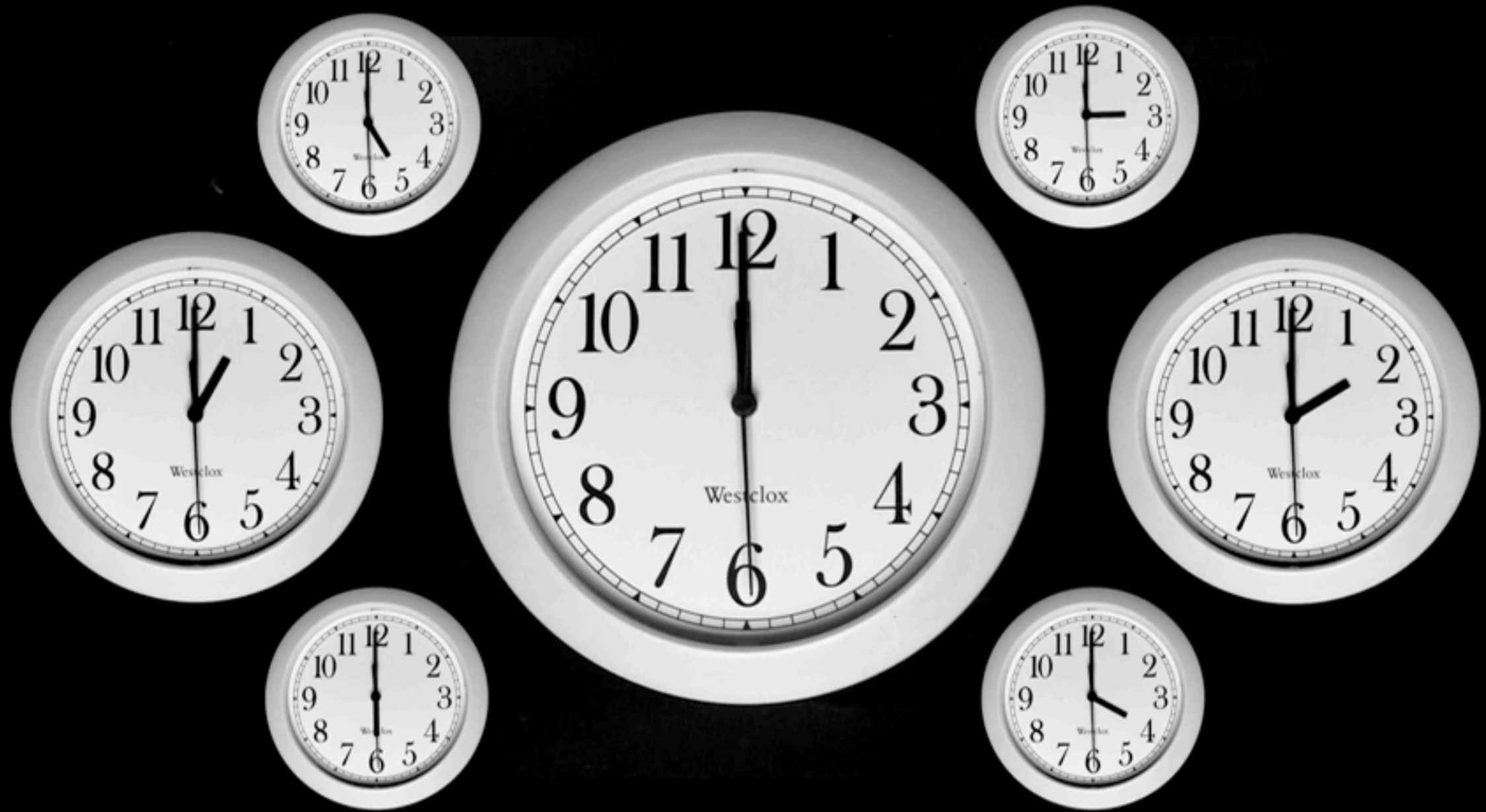


TRANSPORTATION SECTOR		TELECOMMUNICATION SECTOR		Listed NDJQ		Listed INTC		Listed MSFT		Listed BNRG					
+0.5%		+2.0%		-0.72%		+1.02%		+2.62%		+3.22%					
+16.1%		+52.0%		13.77%		+2.02%		13.77%		-0.72%					
3545.2		7002.5		438.2		544.8		986.4		234.7					
COMPUTER SECTOR		FINANCE SECTOR		BANKING SECTOR		BUDGET SECTOR		Listed JMPL		Listed CSC					
+1.2%		+0.8%		+24.4%		+1.2%		-0.72%		-58.3%					
-12.78%		+55.5%		+14.4%		+37.0%		+13.6%		+1.02%					
1658.7		3554.3		685.3		1002.5		-248.2		255.7					
AD	+2.1786	+0.1799	+108.81	+2.9909	+35.83	+48.087	+22.549	+1.3779	+204.80	+5.2871	+4.9593	+12.825	+0.3706	+1.629	-48.678
LADT	-0.1365	53.743	2.9651	-1.3239	-1.3038	0.1554	-0.1684	48.12	0.1941	2.94	-33.844	-4.8556	-1.2089	0.6840	89.726
PUGF	-10.931	1.7648	0.6092	-158.41	-1.2082	3.9375	2.9097	0.1069	1.5986	-25.591	-0.451	130.39	-217.96	77.572	-109.44
RTUC	-38.885	0.0286	-1.1370	-218.05	2.9380	68.863	-88.225	181.36	-17.27	27.580	-1.7114	-0.5855	-2.8951	88.251	33.844
ET	-1.1370	-1.3776	0.2915	27.580	1.0286	-0.1365	-1.6113	0.7091	-4.6693	-3.0478	2.9097	2.6550	0.011	-2.7117	-143.20
BEE	-69.216	-26.816	2.9409	-56.247	0.1554	20.348	88.165	0.7991	2.3970	0.1069	2.9409	-143.87	-1.8330	204.80	-205.51
RICR	-59.095	0.0286	-1.4554	59.019	61.360	-0.3488	0.8831	193.41	132.26	-1.3480	72.530	67.569	212.06	-44.287	7.060
SDFC	2.9987	64.773	-2.4810	-0.7406	-8.128	-50.260	-1.3776	-4.411	-2.8638	-20.063	195.84	0.6572	1.2217	-0.3547	96.042
RVVD	-1.4554	36.335	-2.117	-0.3173	17.11	0.4076	-0.7406	1.2217	-44.287	0.4759	-2.7619	-26.35	10.568	-3.6711	14.65
YFV	195.84	-2.1786	-17.661	89.272	2.7882	36.042	-4.7622	-28.706	20.891	-4.9593	-1.3756	0.3249	-1.3239	0.0832	-0.4091
BEE	0.0812	0.5358	6.366	-2.3319	-1.7062	174.47	1.5986	-49.511	-0.0015	-1.5772	-26.819	18.892	-1.7197	-10.931	67.679
RTUC	-0.3605	-1.2161	-2.7634	-13.6	103.39	0.7091	-2.0000	20.891	44.969	-87.975	-1.3779	-3.1189	1.4928	1.2540	-290.44
EVVS	76.941	-6.4459	-217.96	-0.4453	1.629	-143.87	-5.2871	-0.1684	1.2521	50.555	2.123	-1.0003	-0.7406	-0.4742	27.091
VD	-18.15	-1.533	-99.515	0.6092	-1.5552	-1.3776	-1.4596	8.5313	-1.6561	-0.6542	-10.931	-1.4615	61.360	-2.8538	-204.50
BEE	29.172	-2.348	-1.4304	67.679	-2.6251	-5.2871	-2.7117	88.698	-3.1189	-0.1178	-0.7996	157.68	71.490	-0.5528	51.543
UIC	-4.6693	-1.6279	67.085	43.681	-4.9593	-1.2472	-40.950	87.2	203.64	-0.2966	-0.9297	2.9651	-126.39	181.36	88.698
NEEX	84.022	-4.7622	0.0832	43.681	-3.6711	-0.5805	29.172	-5.2215	69.947	87.2	-153.60	-1.6279	181.36	1.2	24.398

XEVE	65.87	-103.39	-77.907	81.689
RVVD	-95.38	-44.311	37.5	-87.498
NEEX	88.617	-105.44	-80.390	158.41
LADT	-109.56	-17.715	-241.4	89.716
PUGF	99.515	-54.583	43.60	-110.37
UIC	77.572	-105.44	-44.209	-4.094
BEE	68.470	4.411	193.77	43.681
RTUC	-44.209	-116.77	43.681	-17.715
ET	-76.547	-109.75	78.062	-110.37
BJR	50.547	3.0082	102.	-27.200
UTEV	-174.93	-27.200	144.81	-54.881
WERV	-86.233	-79.835	123.64	50.555
ABRS	68.361	210.62	1.6786	7.060
SDFC	-107.77	53.743	14.65	-124.74
NEEX	-76.748	36.042	71.490	67.679
XEVE	-169.99	-107.77	-54.701	1.6786
QVHU	6.3336	-34.42	58.201	157.53
LGD	50.547	26.819	-44.311	-55.850
ERNB	99.515	-256.7	-210.90	37.392
UTEV	-67.228	39.610	36.042	-90.994
BJR	-124.74	-22.190	29.172	158.70
QWQF	-4.7892	181.36	-107.08	-290.44

About the numbers





# Trends that will impact you

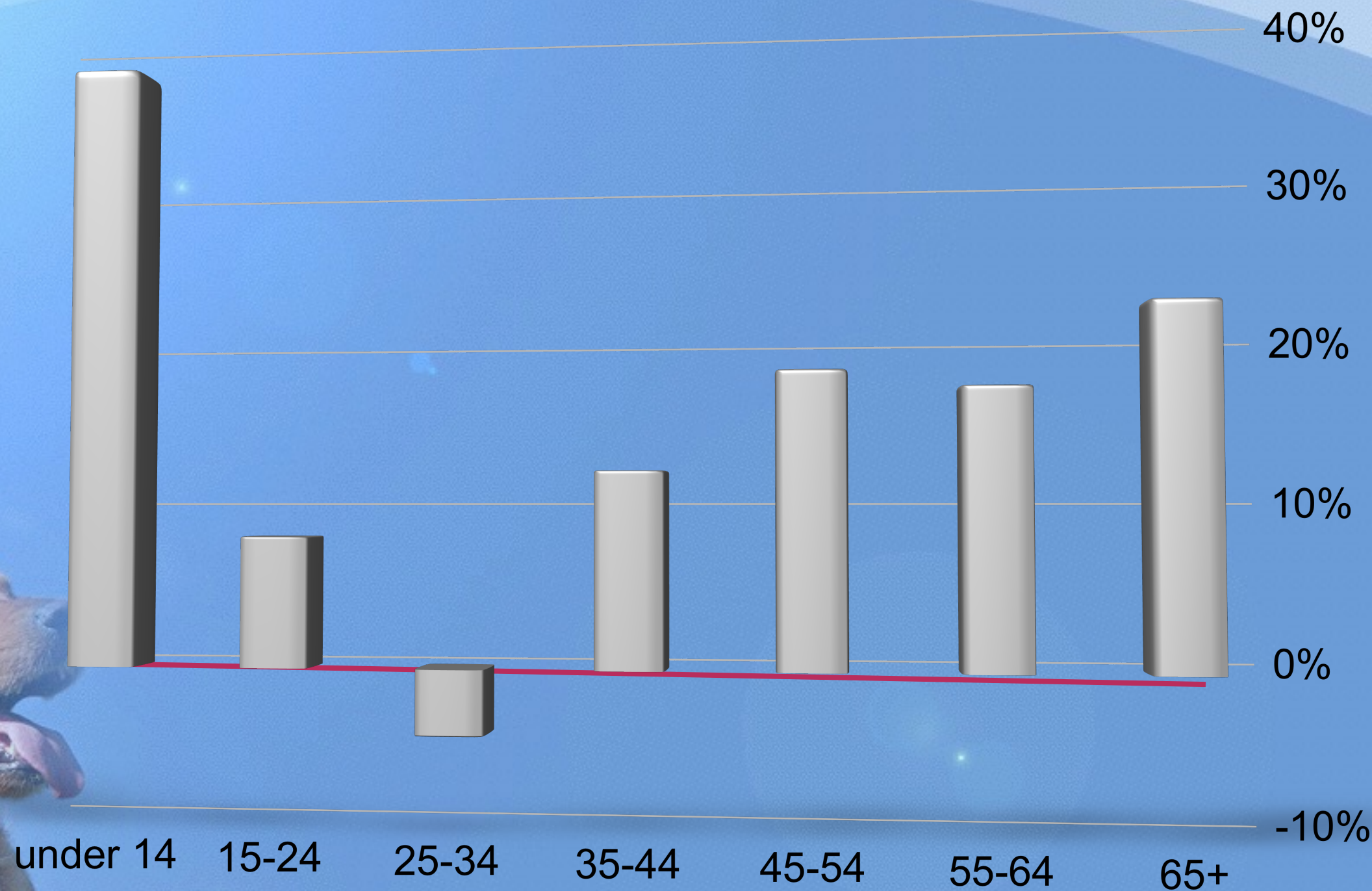




The aging population

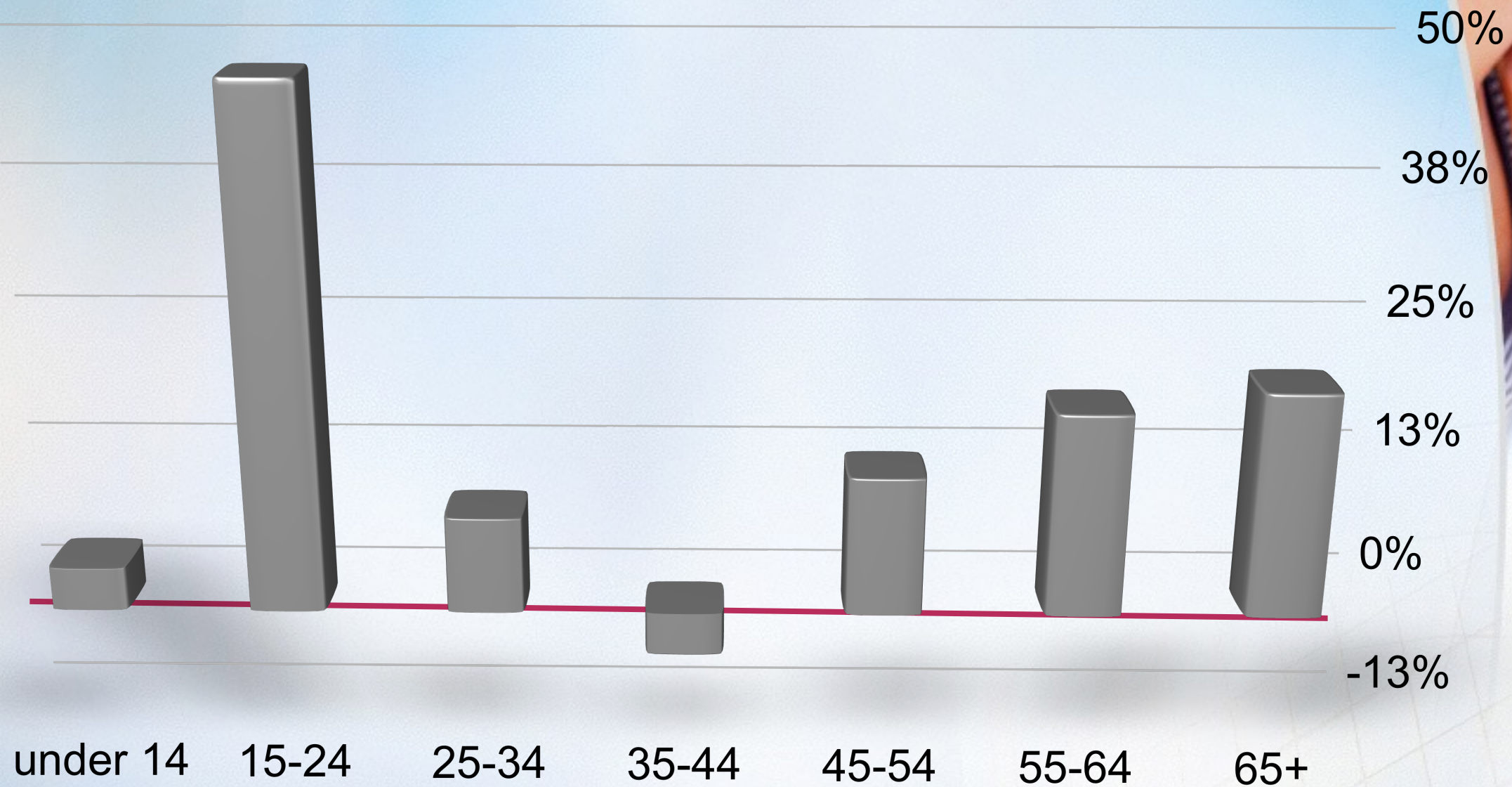


# Population Growth 1950-1960



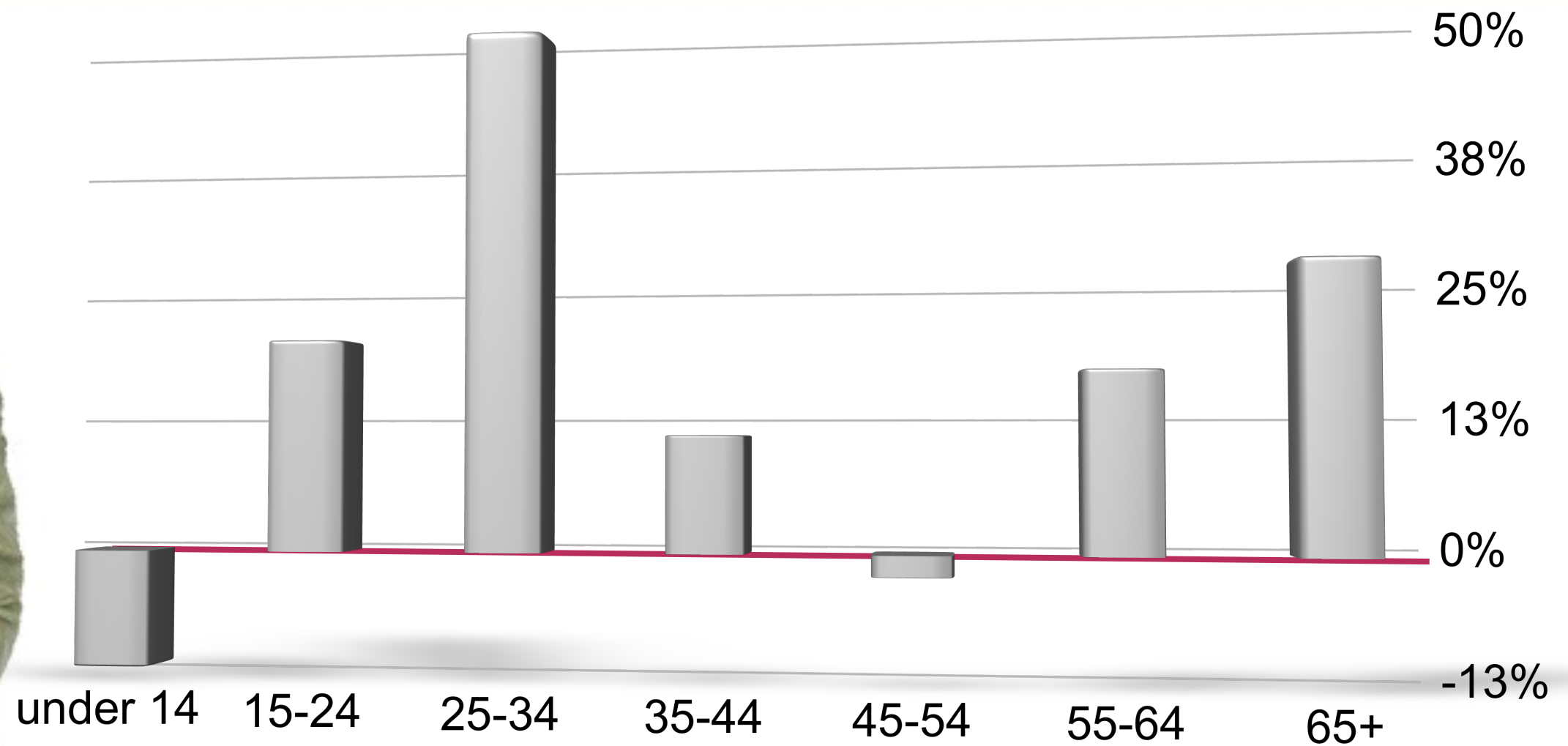


# Population Growth 1960-1970





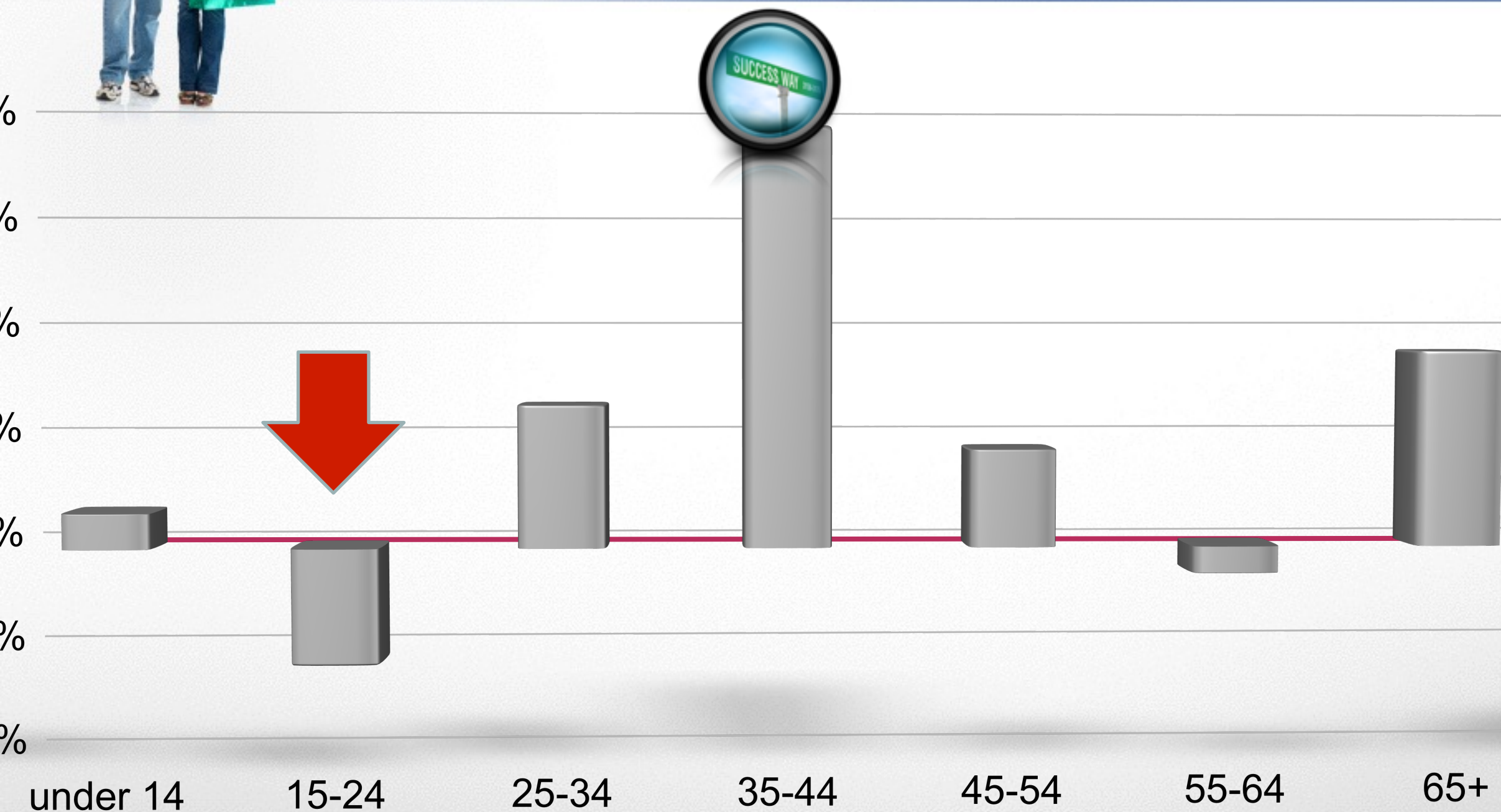
# Population Growth 1970-1980







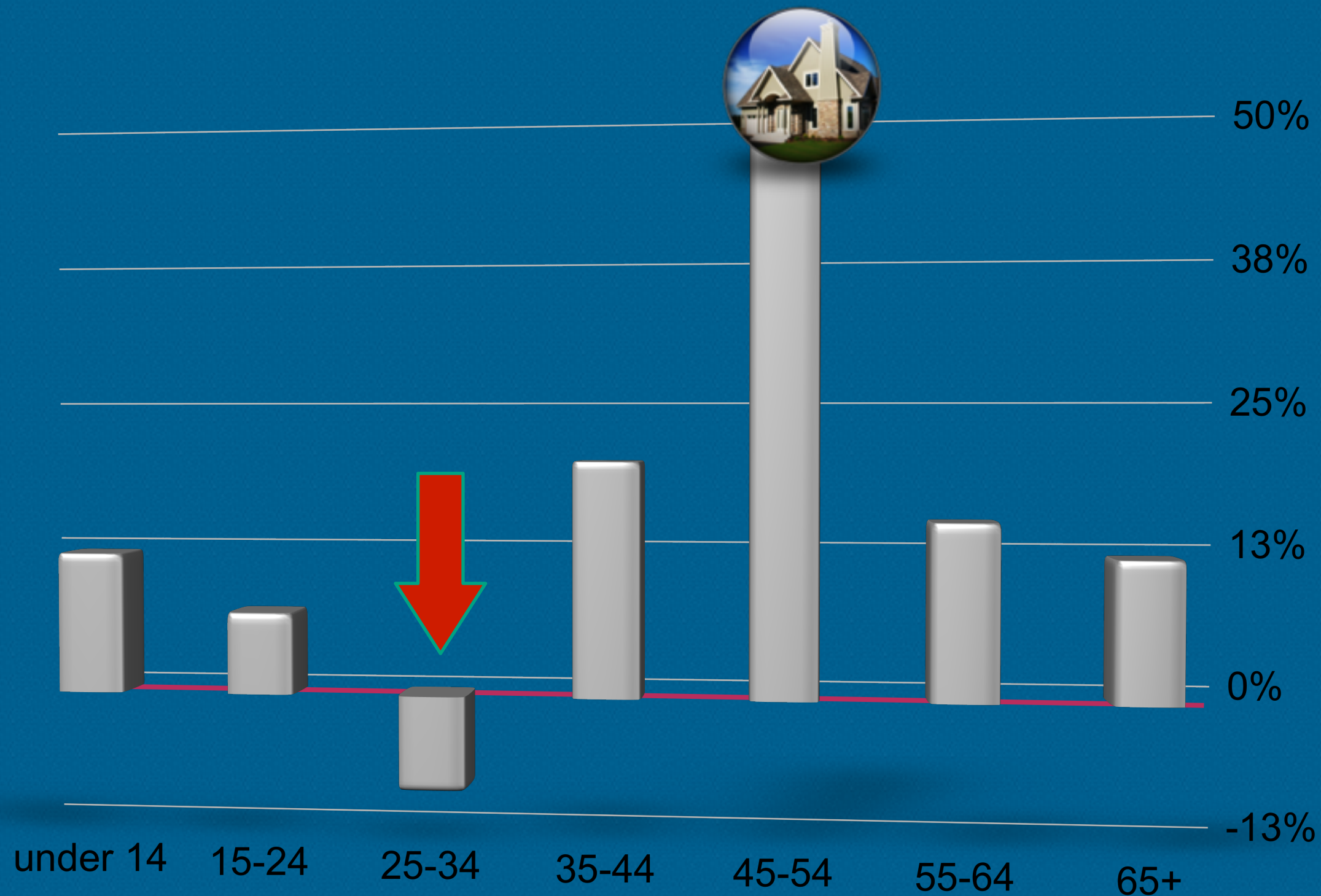
# Population Growth 1980-1990





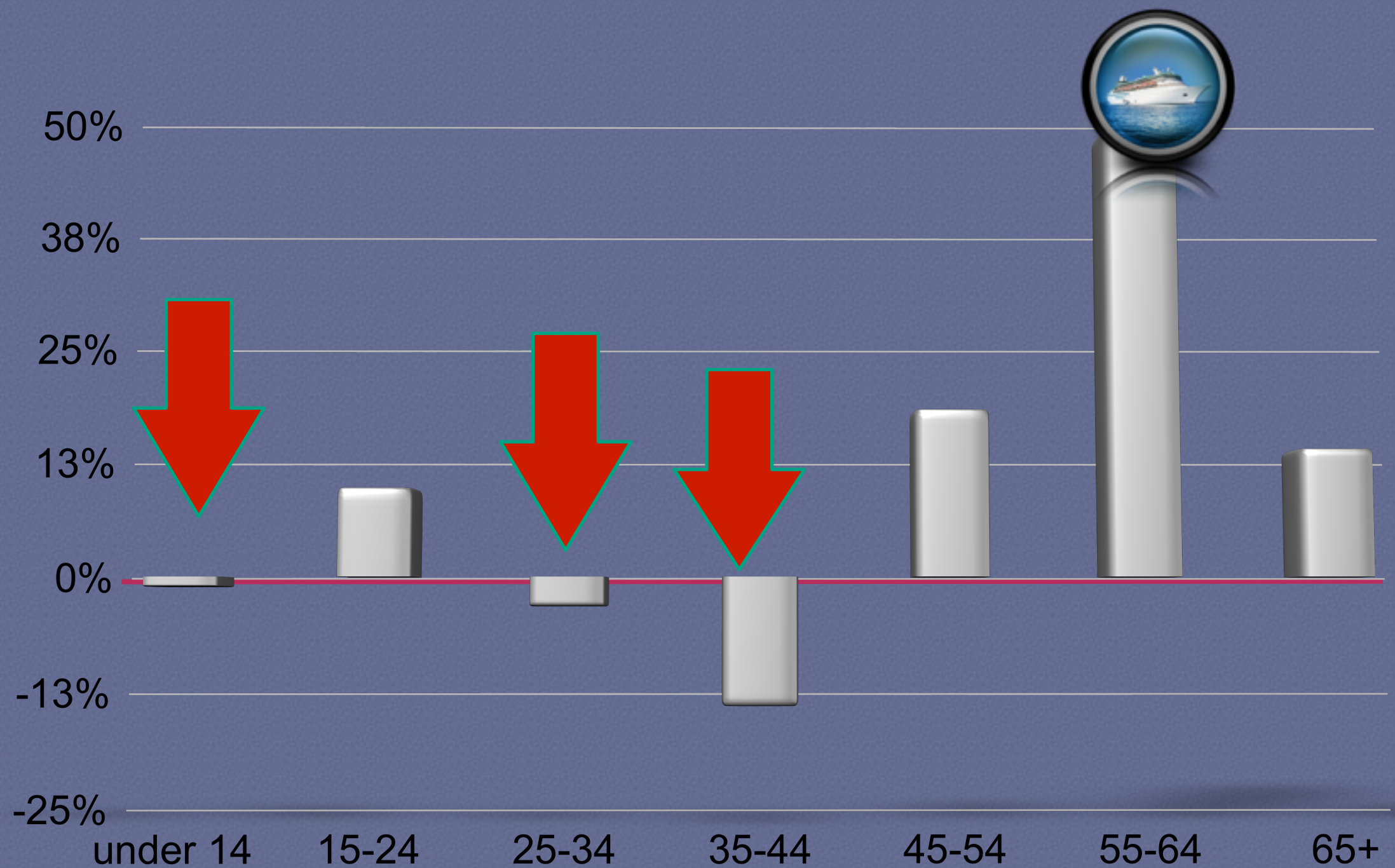


# Population Growth 1990-2000





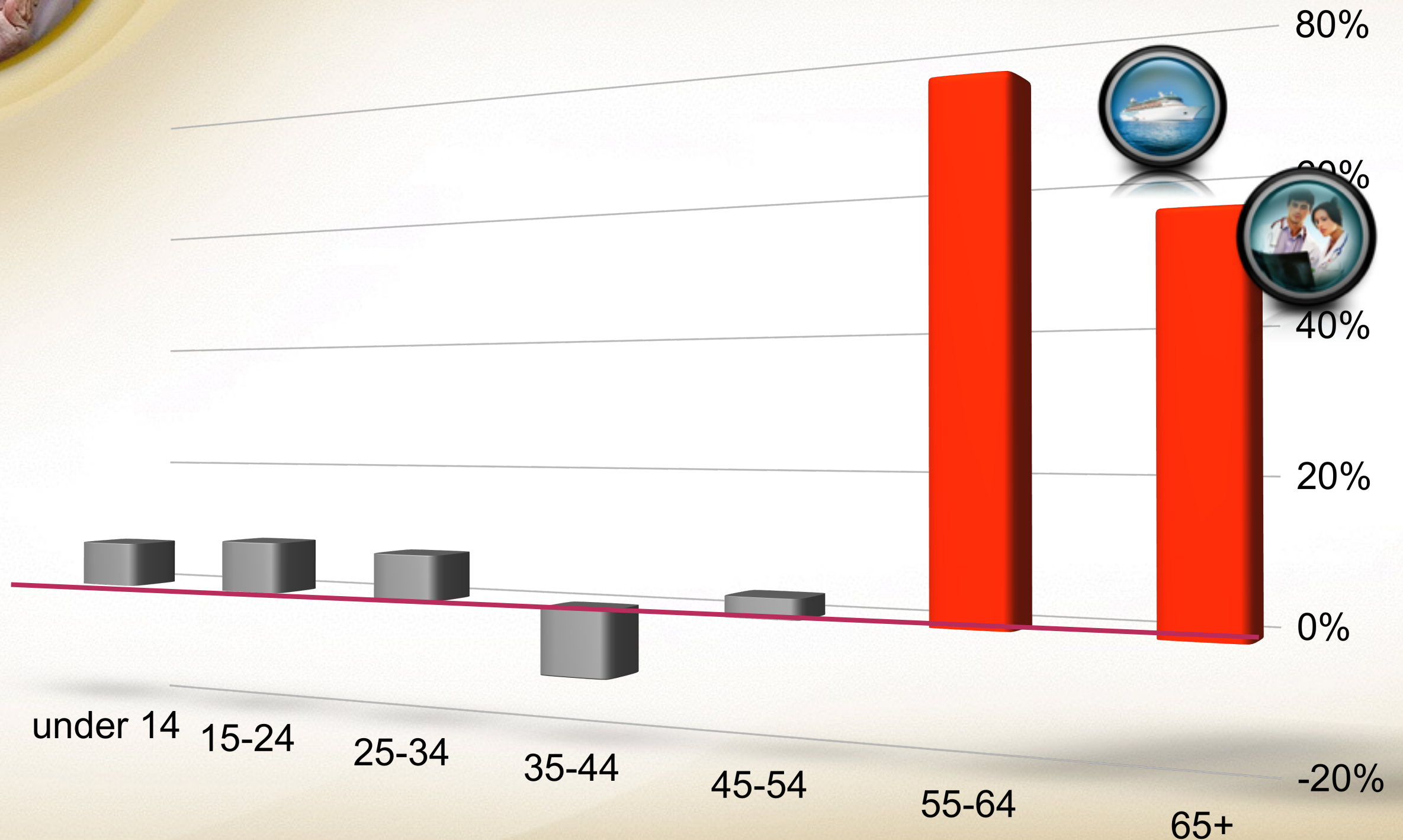
# Population Growth 2000-2010







# Population Growth 2000-2020







# Opportunities





# Competition in the future





**What are you waiting for?**





**9 Drivers of to transform your place of work**





**Trust In Leadership**





# Relationship with management





**Relationship with fellow employees**





**Career satisfaction and enjoyment.**





**Connection to vision or clarity of purpose.**





**Pride in organization.**





**Development opportunities.**





**Leverage your strengths.**





**Discretionary effort.**



# Three key questions...







**Why is this job important to me?**







# Who am I going to be working with?







**What am I going to be doing?**







**Why is this job important to me?  
(This is why we join.)**







**Who am I going to be working with?  
(This is why we stay.)**







**What am I going to be doing?  
(This is why we leave.)**





# Three keys to better leadership



Know them



Grow them



Inspire them





**Get to know them**





# Gender





# Culture





**Age**



# What Generation are you?

- Mature Generation  
(1909-1945)
- Baby Boomers  
(1946 – 1964)
- Generation X  
(1965-1978)
- Generation Y  
(1979-1994)
- Generation Z  
( Born After 1995)







# Mature Generation (1909-1945)

- **Thoughts about them**
  - Duty
  - Sacrifice
- **Major Events**
  - The Great Depression
  - WW II
- **Key influencers**
  - John Diefenbaker
  - Winston Churchill
  - Lester B. Pearson





## **Mature Generation (1909-1945)**

- Loyal
- Strong interpersonal skills
- Like flexitime
- Promotions from tenure, ethical
- Occupy many board positions on federal and provincial lobby groups



# Baby Boomers (1946 – 1964)



- **Thoughts about them**

- Individuality, “Me” Generation

- **Major Events**

- Vietnam War
- 67 Centennial Year
- The Cold War

- **Key influencers**

- Bill Gates
- Pierre Trudeau
- Brian Mulroney
- Oprah Winfrey



# Baby Boomers (1946 – 1964)



## At work

- Evaluate themselves and others based on their work ethic
- Hours worked more important than productivity
- Believe teamwork is critical to success
- Believe relationship building is very important
- Expect loyalty from those they work with



# Generation X (1965-1978)

- **Thoughts about them**

- Skeptical
- Reluctant
- Self Sufficient
- Loyal employees

- **Major Events**

- Fall of the Berlin Wall
- The Gulf War
- The PC boom

- **Key influencers**

- David Beckham
- MTV
- The cast of *Friends*





# Generation X (1965-1978)

## **At work**

- Shun do-or-die Boomer work ethic
- Want open communication regardless of position, title or tenure
- Respect production over tenure
- Value control of their time
- Look for a person (not a company) in whom they can invest loyalty
- Rely on peer-to-peer referrals more than any other generation





# Generation Y (1979-1994)

- **Thoughts about them**

- Coddled
- Idealistic
- Most managed generation ever

- **Major Events**

- 9/11 Terrorist Attack
- Cell phone revolution
- Internet boom

- **Key influencers**

- Justin Timberlake
- Paris Hilton
- TMZ





# Generation Y (1979-1994)

## At work

- Search for the individual who will help them achieve their goals
- Want open, constant communication
- Want positive reinforcement from their boss
- Find working with someone of the Mature generation easy to do
- Search for a job that provides great, personal fulfillment
- Are searching for ways to shed the stress in their lives







**Boomers**





**X&Y-Generation**



# Generation Z/Boomlets

## Born after 1995

- The number of births in 2006 far outnumbered the start of the baby boom generation, and they will easily be a larger generation.
- They are Savvy consumers and they know what they want and how to get it.
- Have Eco-fatigue: tired of hearing about the environment and the many ways we have to save it.
- Raised by institutions and electronics
  - Smart phones
  - In car entertainment
  - Video Games



Motivated  
by Pleasure





# Z-Generation

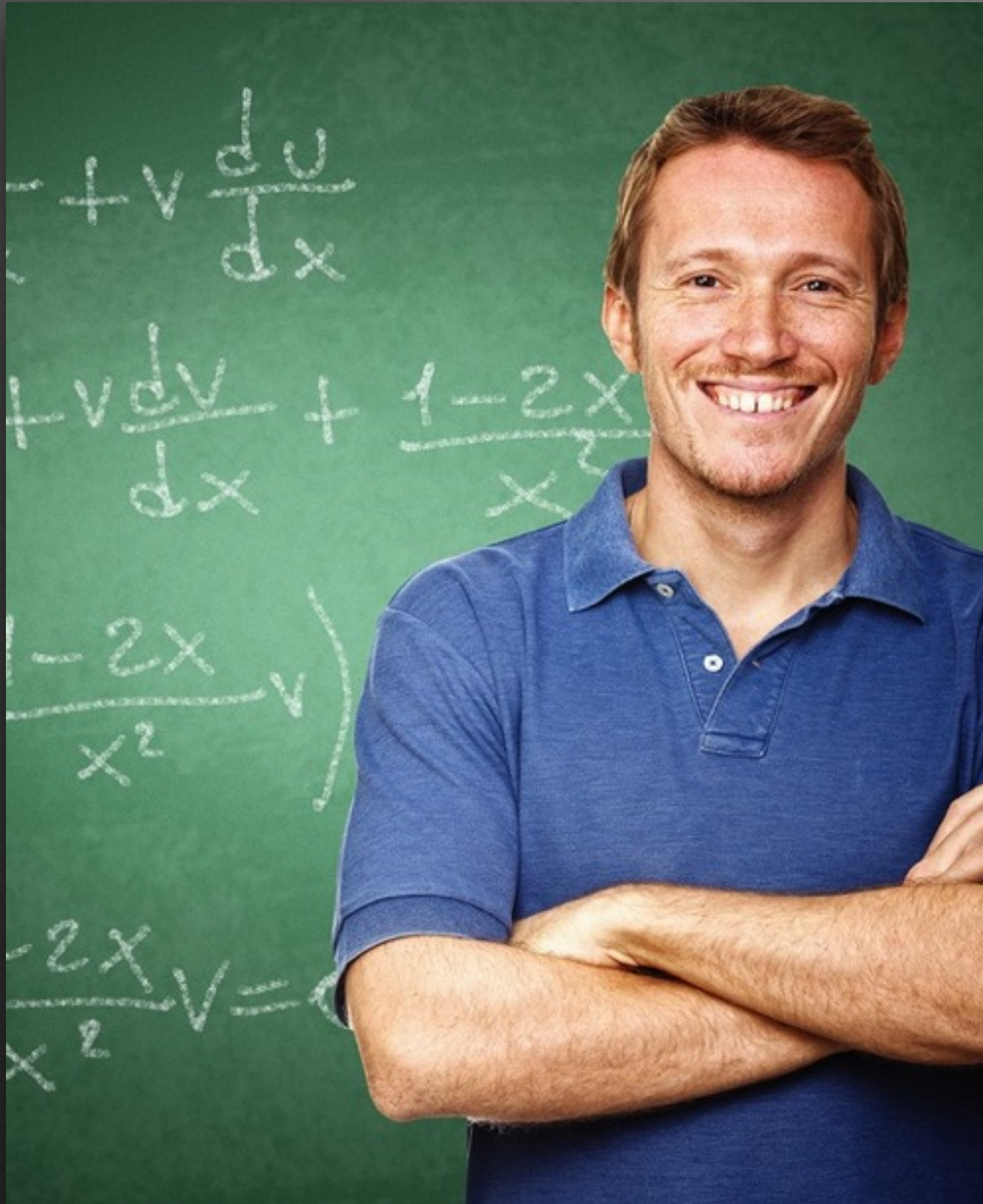




**Grow Them**



Find out what is unique about someone...  
and capitalize on it.







# Eliminate Barriers

If nothing else, get out of their way!



# Eliminate Barriers

Be a resource provider

- Equipment, training, financing.
- Explain organization's goals and objectives.

Explain the direction of your organization

–A Harris Poll

- 15% of workers could identify the organization's most important goals
- 51% of workers did not understand their role in achieving the company's goals.
- 49% of their time was spent on the organization's most important goals



# Four key questions

- What are we trying to achieve?
- How are we going to achieve it?
- How can I contribute?
- What's in it for me?

**Goals**

**Plans**

**Responsibilities**

**Rewards**



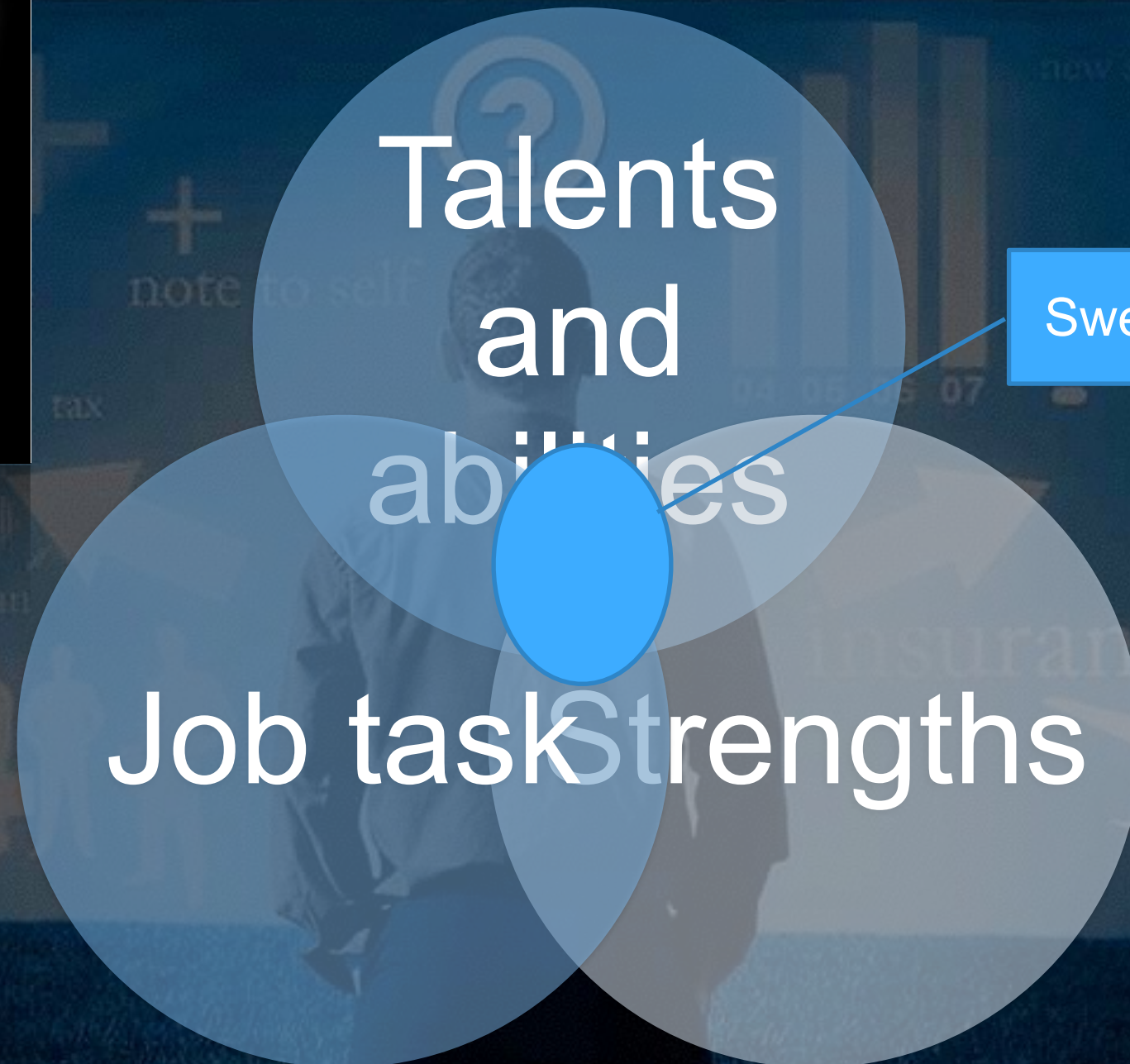


# Quiz

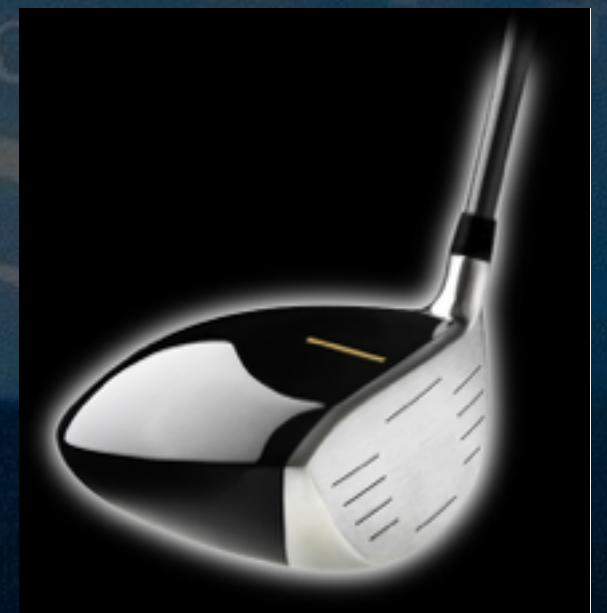
- How clearly am I answering the following four questions?
  - What are we trying to achieve?
  - How are we going to achieve it?
  - How can I contribute?
  - What's in it for me?
- Which of these four do I need to work on?



Align personal talents, abilities, and strengths with job task



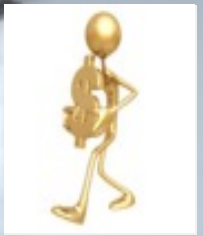
Sweet spot





# Leaders talk about...

- Productivity
- Cost containment
- Service to the public
- Profits
- Revenue
- Value





# PEOPLE TALK ABOUT...

- ❖ Personal happiness
- ❖ Family and friends
- ❖ Neighbourhoods
- ❖ World events





# Align personal and organizational goals



- Why you do what you do?
- What drives you today?
- What motivates you to action?





# Employees' fulfillment of needs...

**To fulfill  
needs**





# What Are Our Needs?

- Certainty
- Uncertainty
- Significance
- Connection and Love
- Contribution beyond ours



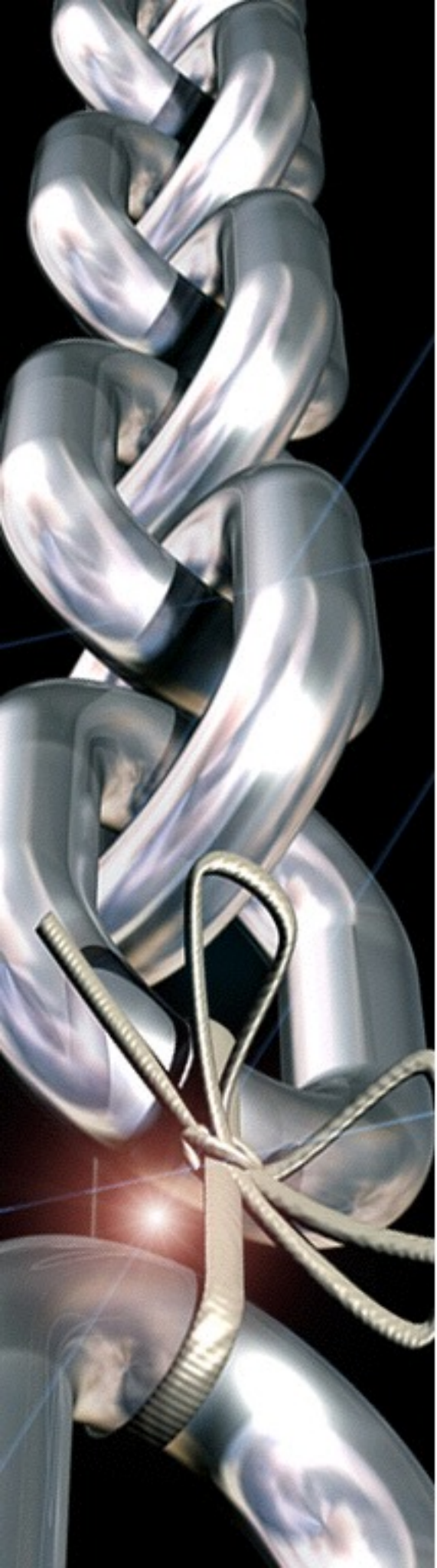




**Building on Your Strengths**  
*Your strengths (engagement)*



# Meet Jayson







**What are  
strengths?**



# Why leverage strengths

- Increase engagement
- Increase productivity
- Increase job satisfaction
- Reduces stress





Two blank worksheets are shown, tilted and overlapping. Each worksheet has a green header bar with white text. The left worksheet has two columns: 'Things that make me feel strong' and 'Things that make me feel weak'. The right worksheet also has two columns: 'Things that make me feel strong' and 'Things that make me feel weak'. The worksheets are designed for a self-reflection activity where students list things that make them feel strong and things that make them feel weak.

Two blank worksheets are shown, tilted and overlapping. Each worksheet has a green header bar with white text. The left worksheet has a header with two columns: 'Things that make me feel strong' and 'Things that make me feel weak'. The right worksheet has a header with two columns: 'Things that make me feel strong' and 'Things that make me feel weak'. Both worksheets have multiple rows for writing.



# Strength Tester

## 15 minutes

**Strength Discovery Tool**  
On a scale of 1-5 1= Strongly disagree 5= Strongly agree  
Write down your answers to the following

Section	Item	1	2	3	4	5
=SUCCESS	1. This feels like it is my purpose.					
	2. Success comes easy to me when I do this activity.					
	3. I often receive recognition for this activity.					
=TRAINING	4. I enjoy reading about this activity.					
	5. I have formal training in this activity.					
	6. I have sufficient knowledge and skills for this activity.					
=RESULTS	7. This activity often produces strong outcomes.					
	8. I have fond memories of this activity.					
	9. I am often praised for this activity.					
=OFTEN	10. The more I do this activity the happier I would be.					
	11. I can't get enough of this activity.					
	12. If I don't do this activity I miss it.					
=NATURAL	13. These activities come naturally to me.					
	14. I learn these activities with ease.					
	15. I have always enjoyed these types of activities.					
=GROWTH	16. I enjoy learning new techniques for this activity.					
	17. I often think about ways to improve this skill.					
	18. I learn these activities quickly.					

Total your score from the above exercise.

79-90- This is a strength. It is something you should leverage.  
68-78- You are well on your way to this being a strength. You should continue to work on this activity.  
55-67- You are capable in this activity but it lacks the emotions needed to be a true strength.  
Below 55- This activity is not a strength.

### S Success

- This feels like it is my purpose.
- Success comes easy to me when I do this activity.
- I often receive recognition for this.

### T Training

- I enjoy reading about this activity.
- I have formal training in this activity.
- I have sufficient knowledge and skills for this activity.

### R Results

- This activity often produces strong outcomes.
- I have fond memories of this activity.
- I am often praised for this activity.

### O Often

- The more I do this activity the happier I am.
- I can't get enough of this activity.
- If I don't do this activity, I miss it.

### N Natural

- These activities come naturally to me.
- I learn these activities with ease.
- I have always enjoyed these types of activities.

### G Growth

- I enjoy learning new techniques for this activity.
- I often think about ways to improve this skill.
- I learn these activities quickly.



*Once you have identified an activity as a strength, list it on an empowerment card.*



I feel  
empowered  
when.....

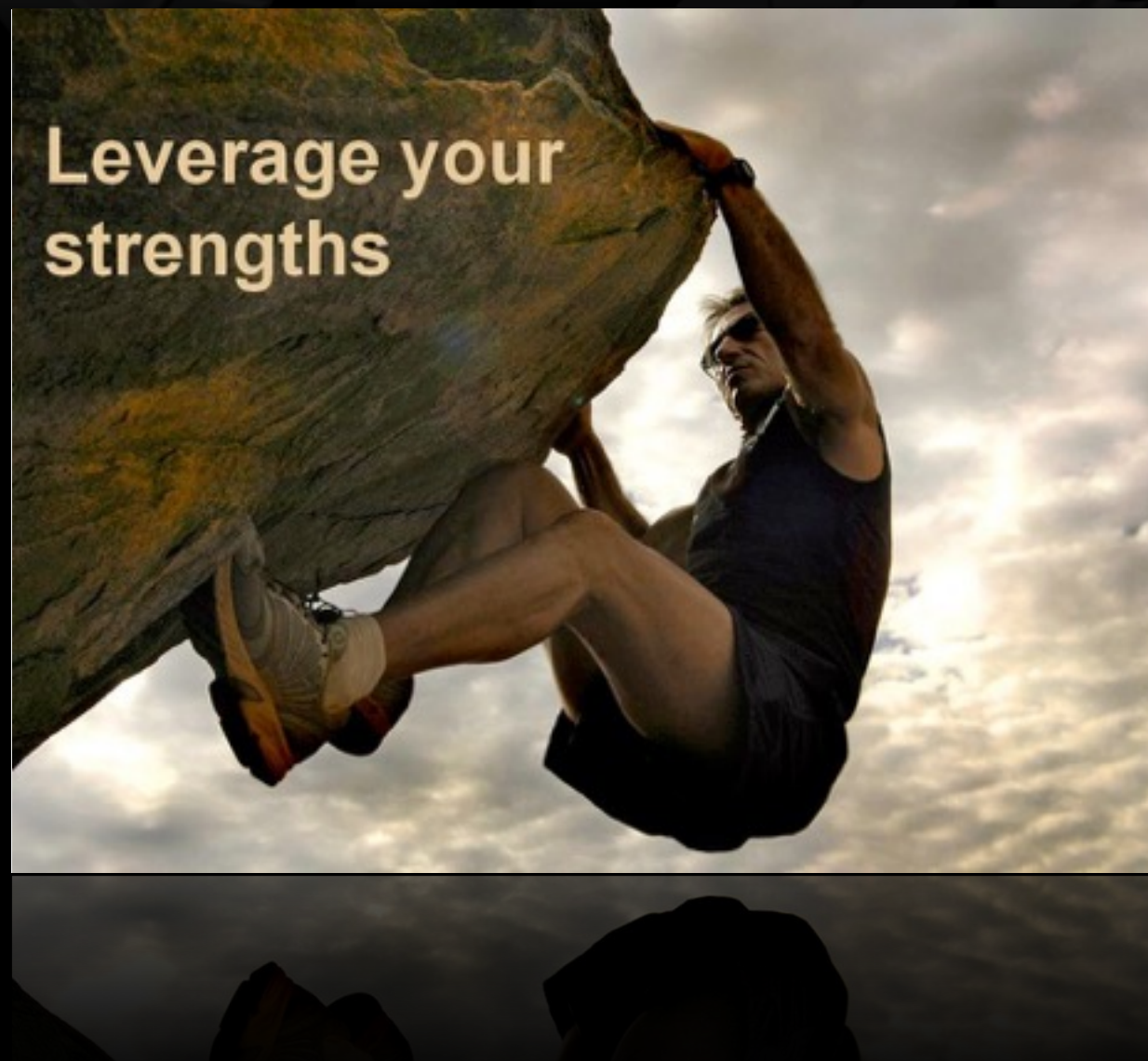
I feel  
empowered  
when.....





# GUTS

Leverage your  
strengths





# GUTS

- **Goal** is to use this strength more at work.

- Try to increase the amount of time you use this strength at work.
- Create goals around leveraging your strengths.







# GUTS



- **Use** this strength in your current role.
  - Where can you volunteer this strength at work?
  - Be sure to schedule time each week to work on your strengths.
  - Try to put yourself in situations where you can leverage your strengths.



# GUTS



- **Tools** needed to use this goal.
  - Is there any specific training you can receive to enhance these strengths?
  - Find people who use these strengths and model yourself after them.
  - Create an action plan to become an expert in your area of strengths.



# GUTS



- **Share** your strengths with people around you.

–Embrace this philosophy “Each day you learn something; each day you teach something.”



# Weakness Tester

## 15 minutes

**Weakness Tester**

On a scale of 1-5 1= Strongly disagree 5=Strongly agree  
Write down your answers to the following.

Statement	1	2	3	4	5
1. I feel drained after I complete this task.					
2. The thought of having to complete this task brings me down.					
3. I lack some skills in this task.					
4. Every minute seems like an hour.					
5. Time drags on when I do this task.					
6. I find myself continually watching the clock.					
7. I find myself putting off this task.					
8. My demeanour is always worst when I am doing this activity.					
9. I have bad memories of this activity.					
10. I am rarely praised for this activity.					
11. The more I do this activity, the worse I feel.					
12. Doing this activity affects my personal life.					
13. If I don't do this activity again, I won't miss it.					

Total your score from the above exercise

50-60= This is a weakness, it is something you should try to avoid doing  
40-50= This activity makes you weak. You should try and team up with someone who sees it as their strength.  
30-40= This activity may not be a weakness and with the proper tools and knowledge could become a strength.  
Below 30 this activity is not a weakness

### Weak

- I feel drained after I complete this task.
- The thought of having to complete this task brings me down.
- I lack some skills in this task.

### Every minute seems like an hour

- Time drags on when I do this task.
- I find myself continually watching the clock.
- I find myself putting off this task.

### Always feel worse after completing the task

- My demeanour is always worst when I am doing this activity.
- I have bad memories of this activity.
- I am rarely praised for this activity.

### Kills the mood

- The more I do this activity, the worse I feel.
- Doing this activity affects my personal life.
- If I don't do this activity again, I won't miss it.



*List your weaknesses on the disempowerment card.*

Two overlapping white cards with a subtle drop shadow, set against a black background. Each card features a prominent red circle on the left side. Inside the red circle, the text "I feel disempowered when....." is written in a white, sans-serif font. To the right of the red circle, there are several horizontal black lines for writing. The top card is slightly offset to the right and up, while the bottom card is more centered and shows more of its writing lines.





**Reducing your weaknesses**  
*Your Weakness ( dis-engagement)*





# SWITCH

PAGE 31

**S** Stop doing the weakness.

*After you have identified things that are making you weak, if at all possible, stop doing them. You will discover some of your weakening tasks have been created from habitual thoughts and not a necessary part of your daily activity.*





# SWITCH

**W** Withdraw from volunteering to do things that weaken you.

*Withdraw from volunteering your services if the activities are disempowering. As much as you may feel obligated to contribute, if the task you accept disempowers you, then you are of no real benefit to the group. If this feeling spills over to other tasks, it will influence your performance in many areas.*





# SWITCH

**Initiate more things that strengthen you.**

*The most effective way to squeeze weakening activities out of your day is to replace them with strengths. By doing this, you will reduce the amount of disempowering activities you do and replace them with empowering activities. This will increase your performance, energy and overall contribution.*





# SWITCH

**T** Team up or outsource activities that weaken you.

*If at all possible, team up with people who may have your weaknesses as strengths. We often think that because we don't like a particular task that everyone feels the same way about it. You may not realize that doing a task you see as a weakness can be depriving someone of doing a task that they see as a strength.*





# SWITCH



**Change the way you do weak activities.**

*You may find changing the way you tackle weaknesses can make it a more pleasant activity. Doing them first thing in the morning and saving your strengths for the balance of the day can give you a sense of accomplishment and end the day on a positive note.*





# SWITCH

**H** Help others by volunteering your strengths.

*Helping others by volunteering your strengths may show people around you what your real value is. In addition, this will often lead them to help you complete tasks that you may not enjoy doing, giving you more time for your strengths.*





What can managers do to make it a better place to work?



# Prepare the group for your message



- Explain the new direction and changes.
- Thank them for their contribution to reach the current level of success.
- Get input from your supporters (Staff involvement is critical).
- Answer any questions and concerns.



# Start recruiting new engaged members.



Increase engagement by targeting the disengaged group, not the actively disengaged group.



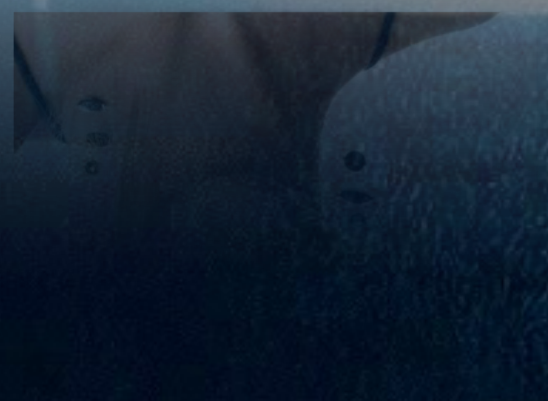
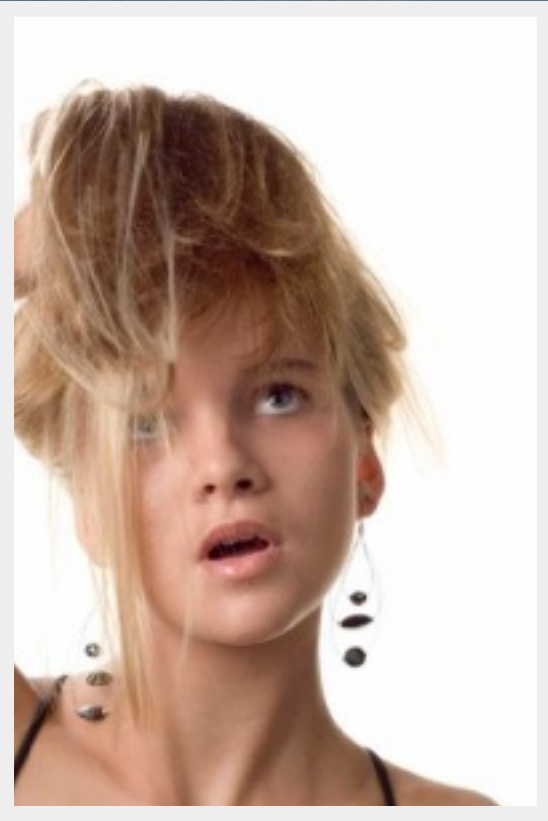
Recruit support from the engaged workforce.

(Beware the actively disengaged groups are also recruiting from the same group of employees ).



# Let members know how they contribute.

- Align your team's individual strengths with desired outcome.
- Give constant feedback on each team member's contribution.







# Questions & Answers





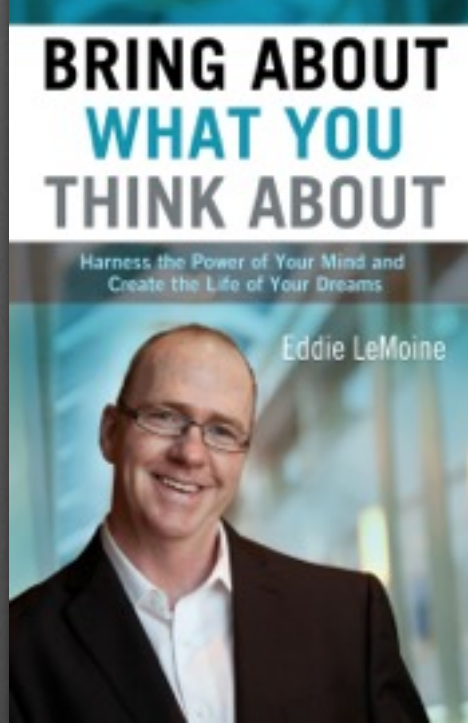
# Questions & Answers



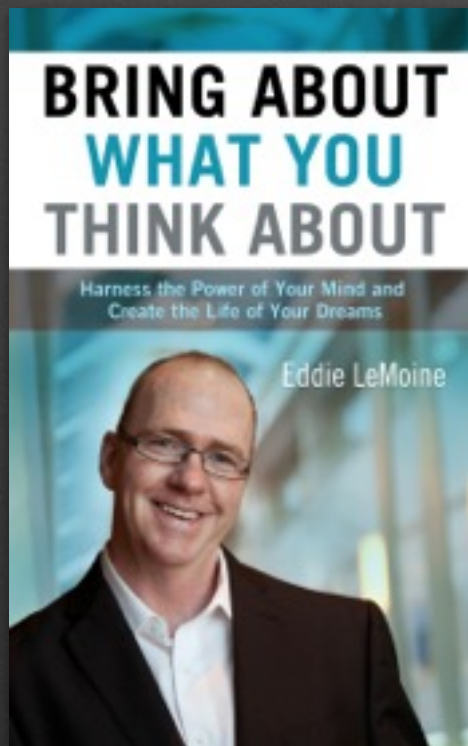


In closing





Book \$20.00



On-line  
+ Coaching = \$60.00  
Program



Thank you

