



A JOURNEY TO ENGAGEMENT

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Introduction

The Purpose of This Program: What's in It for You

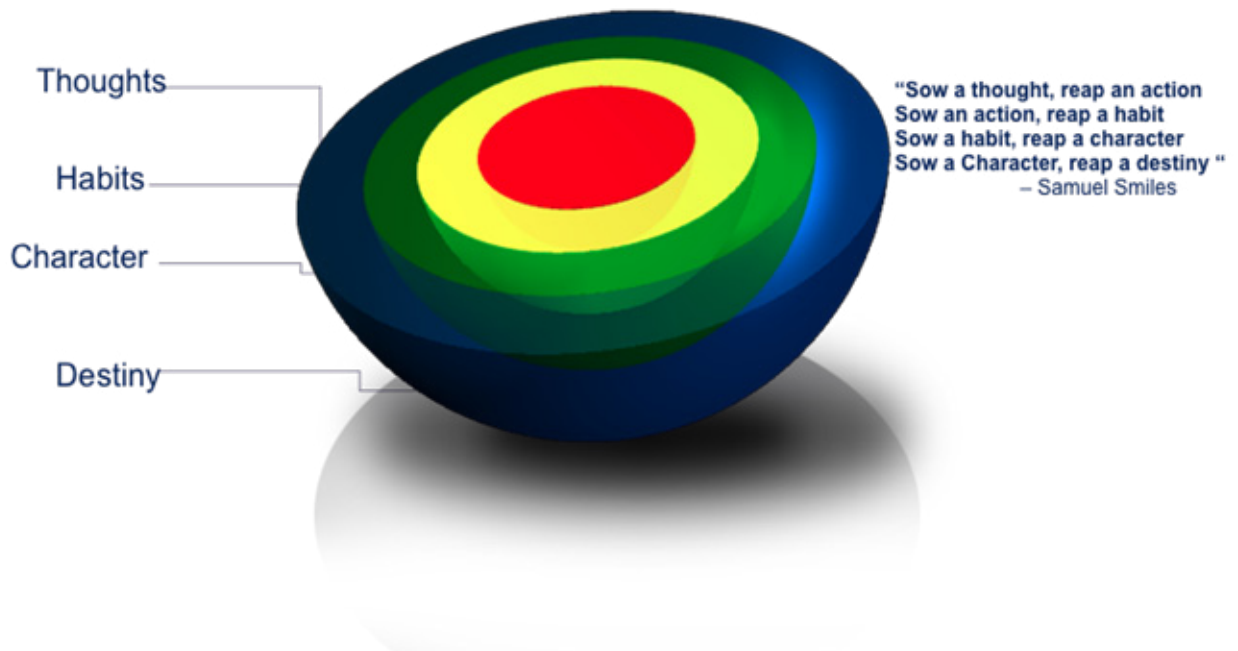
For the first time in history, four generations of employees are working together. Obviously this new trend presents workplace challenges that up to this point were never considered. For employers to succeed, prosper and in some cases, to survive, leaders are required to understand and motivate each generation. With Matures, Baby Boomers, Xers and Millennials all working side by side, disputes can potentially arise through conflicts of values, vision, views and mindsets. Add to this the prospect of a shrinking workforce and it becomes increasingly clear that adaptive management is vital to an employer's ability to attract and retain a qualified team. In fact, employee engagement has become the most important issue for the future of most organizations.

Over the past 25 years, we have been privileged to observe and work with some of the best leaders in their fields. Many of these people consistently perform at the top of their game. We have also observed people who perform far below their capabilities. In this program, ***A Journey to Engaged Leadership***, you will discover the methods used by people who consistently over-achieve and build strong engaged teams.

Research shows that many training sessions are great at developing knowledge but do very little to create the desire to apply the knowledge. Many people have very strong skills but often lack the drive to apply them. When you dig deeper, you discover that the people who consistently perform at higher levels almost always have a greater level of desire to learn new skills and then apply them. This successful trait, in turn, often creates the very opportunities that allowed them to become more successful. From this, you can gather that the greatest challenge is creating the desire to use new-found skills and knowledge, not just the skills or knowledge alone. This desire creates the opportunities for achievement. Many people already have significant knowledge and only need to apply their know-how to achieve significant results.

Interestingly enough, successful people utilize this behaviour on a more consistent basis, creating successful habits. These habits become the foundations for their success.

Successful people have successful habits; unsuccessful people don't.



As stated in the quote, these simple daily changes have a profound impact on the destiny of the successful. This program, A Journey to Engaged Leadership, was developed specifically to improve the desire to learn and then apply skills and knowledge. It was carefully designed to provide you with a step-by-step process to introduce the successful habits you need to change your destiny. What you will learn is that you can create new habits in every aspect of your life: from work to personal interactions, from family to social relationships.

Enjoy the workshop and be sure to drop by our website to keep current on employee engagement activities and information.

www.eddielemoine.com

Building an Engaged Team

About the Numbers

Building an engaged team has become the foundation for the success of an organization. Not only does it make good business sense, but it also creates a much better place to work. The following are some readily accepted figures for workforce engagement.

Engaged Employees—27% of your staff

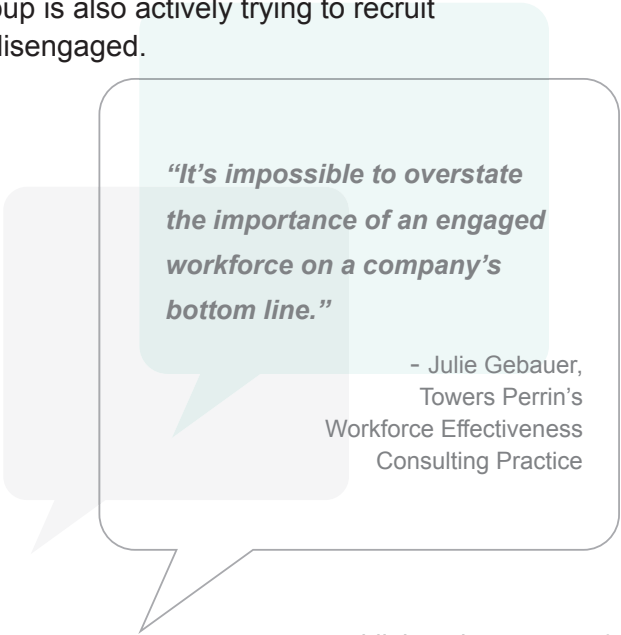
Employees who are engaged have a contribution rate of 90% of their payroll. That means they work 90% of the time, tend to be very efficient and are willing to take on additional tasks. These employees can contribute as much as 60% to your total productivity numbers.

Disengaged Employees—59% of your staff

Employees who are disengaged have a contribution rate of 70% of their payroll. They spend 30% of their time on non-work related tasks and much of their time on disempowering tasks. Although they make up 59% of your staff, they often contribute the same amount (27%) as the engaged employees which is another 60% of your total productivity.

Actively disengaged employees—14% of your staff

Employees in the actively-disengaged group only contribute a rate of 50% of their payroll. They spend much of their time on non-work related tasks and most of the work-related tasks on disempowering activity. The challenge with this group is unique. From a productivity perspective, they are actually contributing to negative 20% productivity, which means that, while the rest of the team is building the organization, they are tearing it down. This group is also actively trying to recruit new members to join the ranks of the actively disengaged.



"It's impossible to overstate the importance of an engaged workforce on a company's bottom line."

- Julie Gebauer,
Towers Perrin's
Workforce Effectiveness
Consulting Practice

Steps to Creating an Engaged Team (Moving to a New Model):

Only now are organizations beginning to realize the importance of including their employees in the strategy of the organization. Over the years many said that their employees were a valuable part of their organization, but now it has become critical to adopt this strategy. We often read management books that talk about a win-win scenario where the department wins and the client wins. It often looks something like this:



You lose — I win.
In this case, the department wins but the client loses.



You lose — I lose.
In this case, you may stay within budget but you are not able to deliver a quality product or service.



You win — I lose.
In this case, the client receives a quality product or service but the department can't stay within budget.

The new way of thinking has evolved from “department wins/client wins” to “department wins/client wins/employee wins.” This model has long-term sustainability and overall increased cost containment.



How to Close the Engagement Gap

In this section you will discover the three critical steps to closing the engagement gap.

Understanding the needs of each employee and ensuring those needs are being met are critical components to closing the engagement gap. Through this process you will also discover where each member of the team fits with the overall direction of the organization. Learning to leverage the strengths of each team member to best utilize their skills will align their personal goals and objectives with the vision of the organization.

Step 1: Know Them (Organizational Leadership)

Employees want to know you care about their well-being and the more time you spend learning about the unique characteristics of your team, the more loyal and engaged they become. When understanding your team, there are many factors to consider:

Gender



Race, Culture, Background,
Language, etc.



Generational Gaps



Each employee brings his or her unique characteristics and we must cherish each and every one. Over the years, we have learned to integrate many of these characteristics but the one having the largest impact in the workplace today is the multi-generation workforce. For the first time in human history, four generations of employees are working together. Obviously, this new trend presents workplace challenges that up to this point were never considered. In the following section we will review each generation and the wants and needs of each group.

Matures	
Born	1909-1945
Thoughts About Them	Duty, Sacrifice
Major Events	<ul style="list-style-type: none"> • The Great Depression • WW II • Hiroshima
Key Influencers	<ul style="list-style-type: none"> • John Diefenbaker • Charlton Heston • Winston Churchill • Billy Graham • L. Pearson
Overview	<p>The Matures are actually a combination of two generations, the Veterans (1901 – 1924) and the Silent Generation (1925 – 1942), whose characteristics in the workplace are very similar. They either fought in World War II or were children during the war. The eldest members of the Matures remember the Great Depression and their memories of those times have made an indelible mark on them. Many of their behaviours today can be traced back to their experiences during the Depression.</p> <p>Of the four generations, the Matures are the smallest in numbers. They are also the wealthiest. They either first entered the workforce after WWII or came home from the war and got a job with companies that took care of their employees. Both the company and the employee believed that loyalty to one another created even more loyalty. Most of the Matures worked for only one company in their lifetime and stayed with their employer until they retired and the company rewarded them with a gold watch. The post-war workplace they inhabited was primarily male-dominated. The mothers stayed at home, kept house and raised the children.</p>
@ Work	<ul style="list-style-type: none"> • Are loyal to their employer and expect the same in return • Possess superb interpersonal skills • Are enjoying flexitime arrangements today so they can work on their own schedule • Believe promotions, raises and recognition should come from job tenure • Measure work ethic on timeliness, productivity and not drawing attention • Occupy many board positions and federal and provincial lobby groups
As Customers	<ul style="list-style-type: none"> • Have great faith in the nation's institutions: people, companies and the government • Demand quality. It is more important than speed or efficiency • Are loyal customers but aren't afraid to shop around • Willingly follow the rules that have been established. They believe they are there for a reason • Think the standard options are just fine; there is no need to customize

Baby Boomers	
Born	1946-1964
Thoughts About Them	Individuality, “Me” Generation
Major Events	<ul style="list-style-type: none"> • Vietnam War • Woodstock • 67 Centennial Year • Canada Beats Russia in Hockey
Key Influencers	<ul style="list-style-type: none"> • The Beatles • Bill Gates • Pierre Trudeau • Brian Mulroney • Oprah Winfrey
Overview	<p>Today the Boomers are in control. They run our local, provincial and national governments. They are the bosses, supervisors, managers and CEOs of most companies and they dominate the workforce because of their enormous numbers. They are an amazing workforce because of their dedication to a solid, strong work ethic that is uniquely defined by them as working long and hard and being seen doing it. The word “workaholic” was coined to describe the Boomers. They believe in “face time” with their bosses – they must be seen working hard or else that work ethic isn’t benefiting them.</p> <p>The Matures laid the groundwork for Canada to become an influential member of the world community. The Boomers came behind them and set the wheels in motion. Through their enormous numbers, their intense work ethic and their competitive nature, the Boomers got productivity in Canada to the forefront of the world community. The Boomers also believe in the sanctity and the importance of the individual. Developing themselves into a “whole” person is very important. Part of becoming a better person is learning to operate as a fluid member of a team and the Boomers are champions of teamwork.</p> <p>Boomers today are still working as hard as they’ve ever worked but some are asking themselves if their intense work ethic has paid off the way they had hoped. The Boomers entered the workplace when company loyalty was still standard. They’ve seen that change dramatically, though, as tough economic conditions have required layoffs and downsizings. Their work ethic may have gone unrewarded and they are wondering if they’ve missed critical parts of their lives while giving the company “110%”. The Boomers are evolving today and in the second halves of their lives will live with a different focus.</p>
@ Work	<ul style="list-style-type: none"> • Believe in, champion and evaluate themselves and others based on their work ethic • Work ethic for Boomers is measured in hours worked; measuring productivity in those hours is less important • Believe teamwork is critical to success • Believe relationship building is very important • Expect loyalty from their colleagues
As Customers	<ul style="list-style-type: none"> • Are interested in products and services that will allow them to regain control of their time • Believe technology brings with it as many problems as it provides solutions • Want products and services that have been customized for them, the individual • Believe rules should be obeyed unless they are contrary to what they want; then they are to be broken • Want products and services that will indicate to their peers that they’re successful

Gen X	
Born	1965-1978
Thoughts About Them	Individuality, "Me" Generation
Major Events	<ul style="list-style-type: none"> • Watergate • Fall of the Berlin Wall • Challenger explosion • The Gulf War • The PC boom
Key Influencers	<ul style="list-style-type: none"> • David Beckham • Michael Dell • The cast of "Friends" • Monica Lewinsky • Julia Roberts • Chris Rock
Overview	<p>They came onto the scene and were given an unflattering, vague name. They were defined as "slackers" and were characterized as unmotivated, lethargic, sarcastic and irreverent. They were the first generation that parents could take pills not to have. And as youth they were told they'd be the first generation in the nation's history that would not be as successful as their parents. Every institution that has said "you can trust us" (government, the church, military, marriage, major corporations) has fallen flat on its face. These institutions still mean a great deal to the Boomers and Matures and they believe that any falter is brief and forgivable. Gen X on the other hand, are very sceptical of these institutions.</p> <p>Though they could easily be considered pessimistic about their world and their future, you'll find that their attitude has a "make hay while the sun shines" feel to it. "There is nothing we can count on in the future," they say, "so we'll focus on the short term and make sure each day has significance." This is not an attitude of irresponsibility. It is the contrary. In fact, Xers have willingly shouldered the responsibility for their day-to-day well-being. "We've seen that the company won't provide it, nor will the government," they think, "So it is up to me." And this attitude permeates the workplace where Xers are steadily rejecting the Boomer work ethic attitude. Ironically, along the way, they're gaining Boomer converts.</p> <p>Today you'll find the eldest Xers achieving management positions and the youngest have been in the workplace for at least ten years or more. They'll inherit the many management positions vacated by the Boomers upon their retirement and they'll run things a bit differently. Don't fear. They'll be effective, profitable and responsible, but different.</p>
@ Work	<ul style="list-style-type: none"> • Shun the hard-core, super-motivated, 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 to whom they can invest loyalty, not a company
As Customers	<ul style="list-style-type: none"> • Can spot a phoney a mile away • Rely on peer-to-peer referrals more than any other generation • Want options; plans B, C and D • Embrace technology as a way to maintain control of their lives • Want to be in control of the sale

<h2>Gen Y</h2>			
Born	1979-1988		
Thoughts About Them	Coddled, Idealistic Most managed generation ever		
Major Events	<ul style="list-style-type: none"> • 9/11 Terrorist Attack • Cell phone revolution • Internet boom 		
Key Influencers	<table border="0"> <tr> <td> <ul style="list-style-type: none"> • Macaulay Culkin • Christina Aguilera • Elijah Wood </td><td> <ul style="list-style-type: none"> • Justin Timberlake • Paris Hilton • Britney Spears </td></tr> </table>	<ul style="list-style-type: none"> • Macaulay Culkin • Christina Aguilera • Elijah Wood 	<ul style="list-style-type: none"> • Justin Timberlake • Paris Hilton • Britney Spears
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Overview	<p>Born in a time where cell phones, laptops, remote controls and travels to outer space are the norm, the Gen Yers are living in a world filled with technology. And the studies show they'll still see more change in their lifetime than any other generation. Along with ever-present technology, the Gen Yers have mostly known affluence in their lives. For the majority of their lives they've only seen a growing economy. The recent economic downturns are the first change in the nation's economic pace they've experienced.</p> <p>Children of the Boomers and the oldest Xers, the Gen Yers have lived protected by their parents. Threats to them are of a different variety than any of those the other generations have lived with as children— rogue individuals with nuclear weapons, unchecked violence from their peers and terrorism. The parents' response is to insulate and protect their children, to carefully guide them through life and to constantly build their self-esteem. Their lives thus far are epitomized by the yellow placards on every minivan and station wagon on the nation's roads – "Baby On Board." "Be mindful of my precious cargo," they essentially say.</p> <p>Today the Gen Yers are entering the workforce in droves. A population whose size will rival the Boomers, the Gen Yers come into the workplace looking for the opportunity to learn and move about. They want to be close with their peers and search for leadership from their bosses and supervisors. They are an army waiting to be guided but they play by different rules.</p>		
@ Work	<ul style="list-style-type: none"> • Search for the individual who will help them achieve their goals • Want open, constant communication and 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 		
As Customers	<ul style="list-style-type: none"> • Want to be like their peers but with a unique twist • Don't want to be hurried • Will consider a company's products if the company is known for their humane attitude • Are loyal consumers • Search for the unique and hard-to-find items 		

Step 2: Grow Them (Vision and Direction)

Aligning personal goals with organizational objectives

In 1953, an interesting study was conducted involving a Yale University graduate class. Of the students in the class, 3% wrote down the goals that they hoped to achieve. A follow-up program 20 years later found that this 3% had a combined wealth exceeding that of the other 97%. Another 8% of the graduating class had some clear goals but not as defined as the first 3%. They, too, achieved more success than the other 89 percent combined. This compelling evidence effectively proves the power of goal setting. One could argue that these students were smarter, more motivated, had better organization skills, possessed greater social connections or had better financial backing. But even if that were true, the one quality that each individual had in common was a clear goal. As the economist Steven Levitt so convincingly presented in his bestselling book *Freakonomics*, numbers don't lie.

Goal setting is a very powerful technique that can improve all areas of your life. The process of setting goals and targets allows you to choose where you want to go in life. By knowing precisely what you want to achieve, you know which skills and knowledge you need to leverage and which ones you need to improve. Goal setting gives you long-term vision and short-term motivation. It helps to focus your acquisition of knowledge and skills and your desire to use them.

"What you get by achieving your goals is not as important as what you become by achieving your goals."

- Zig Ziglar

By setting sharp, clearly defined goals, you can measure and take pride in the achievement of those goals. You can see forward progress in what might previously have seemed a long, pointless grind.

By setting goals you can:

- achieve more
- improve performance
- increase your motivation to achieve
- increase your pride and satisfaction in your achievements
- improve your self-confidence
- plan to eliminate attitudes that hold you back and cause unhappiness

Exercise

Please answer the following four questions:

1. What are we trying to achieve?

2. How are we going to achieve it?

3. How can I contribute?

4. What's in it for me?

Which of the four do I need to work on?

There are two types of goals: those to change behaviour and those to achieve specific outcomes.

This is very important. You should take care to set goals over which you have as much control as possible. If you base your goals on changing behaviour by acquiring personal skills or knowledge, then you can control the achievement of your goals and draw satisfaction from them. As outlined in the introduction to this workbook, the acquisition of new skills and knowledge and the desire to use them can help you create new opportunities. A goal to become more effective at work may include taking a course on presentation skills. This new skill, when used effectively, will help you achieve more success at work.

The second type of goal is the kind set to achieve specific outcomes. These may include things like owning a new home or cottage, getting a promotion at work, taking a trip, etc. These goals are more specific and can be measured by a successful outcome. In many cases you will need to set goals in both areas to achieve the outcome you would like to have.

Steps for effective goal setting

The way in which you set your goals strongly affects their effectiveness. The following are eight guidelines to help you set and achieve goals more effectively.

1. Positive statement

State your goals positively. Work for what you want, not for what you want to leave behind.

2. Be precise

Set precise goals with dates, times and amounts so that achievement can be measured.

Then you know the exact goal to be achieved and can take total satisfaction from having completely accomplished it.

3. Set priorities

When you have several goals, give each a priority. This helps you to avoid feeling overwhelmed and directs your attention to the more important goals.

4. Write your goals in the present tense

Write your goals down **in the present tense**. This is because the unconscious mind chooses the path of least resistance.

5. Keep operational goals small

Keep your immediate goals small and achievable. If a goal is too large then it can seem daunting. You may feel that you are making little progress and might be tempted to give up.

6. Set realistic goals

7. Think your goals through

8. Achieving Goals and feedback

When you have achieved a goal, take the time to enjoy the satisfaction of having succeeded. Absorb the implications of the achievement and observe the progress you have made toward other goals. If the goal is a significant one or one that you have worked towards for some time, take the opportunity to reward yourself appropriately.

Creating a Dream Sheet

On the next page you will find a dream sheet. On this sheet write all the things you would love to have and achieve. Write for 15 minutes and don't lift your pen off the paper. Use your imagination and have fun with it. Here are some suggested headings: house, car, family, travel, career, financial, friendship, mind and health.

It is important to realize we live in five rooms - family, social, professional, exercise and spiritual. If any one room in your house is suffering, it is only a matter of time before it will spread into other rooms. It is impossible to shut off emotions in just one area of your life. You need to work on every room of your house in order to have a successful, happy and fulfilling life.



Dream Sheet

<i>Description</i>	<i>Date</i>
Family	
Professional	
Personal	
Spiritual	
Social	

In the table above, you are encouraged to write dreams in all areas of your life. This is an important first step in achieving balance in your life and, ultimately, success and happiness. Remember to write a target date when you would like to accomplish your dreams.

Selecting your Goals

From the dream sheet, write the four most important goals you would like to accomplish this year.

Goals	
1	
2	
3	
4	

For the goals above, answer the following question, “How will I benefit from achieving this goal?”

1. Goal

Benefit: _____

2. Goal

Benefit: _____

3. Goal

Benefit: _____

4. Goal

Benefit: _____

Understanding and leveraging your strengths is the key to becoming happy, successful and efficient both at work and in your personal life. Contrary to popular belief, you will grow more by learning your strengths and using them than you will by identifying your weaknesses and trying to fix them. A team leader who understands each team member's strengths and how they can contribute to overall success will always build the strongest team. This is true in sports, in business and in every situation.

This is what we will call a **strong strategy**: understanding what makes us feel strong and developing a plan to use these strengths on a more regular basis. In addition to this, we will identify our weaknesses and learn how to stop using them in every way we can. The more we use and leverage our strengths, the more engaged we become in the task we are doing. The more we use our weakness, the more disengaged we become and the harder it is to complete the task.

Your Strengths (Engagement)

Strengths are activities you do that make you feel empowered and, as the word suggests, **strong**. Think of the time you first rode a bicycle on your own - you are now a big kid roaring down the road with the feeling of acceleration and excitement flowing through your veins. When you are using your strengths, you feel alive and on-purpose, time stands still and you truly enjoy the moment. If you use your emotions as a guidance system, you can identify times you used your strengths as moments you felt happy, passionate, and excited.

Strengths are not necessarily the things you are good at doing. We often mistake the things we are good at as being are strengths. We 'end up' doing tasks because we are efficient at them so people ask us to do them or we volunteer ourselves to do them. A person can become very efficient at a particular task but not have the feeling of passion, excitement and happiness; thus this is really not a strength at all.

Your Weaknesses (Disengagement)

As the name implies, weaknesses are tasks that make you feel weak or are disempowering. These are activities you find yourself doing that seem to take forever to complete and the more time you spend on them, the more you feel stress, anxiety, fear and even anger. The more tasks you encounter that weaken you, the more disengaged you become.

When a weakness is also something you are very good at, the stress can be even greater. If you are very good at managing numbers, but the more time you spend pouring over spreadsheets, the more disengaged you become; this is a weakness, not a strength. Often people will get in a cycle where they become very good at things that weaken them and they associate the stress and anxiety with the wrong thing. They may believe the emotions are due to the company they work for or a relationship they have. People will move to a new job or relationship but continue to do the same task, expecting to have different emotions. This is why many people, when they first join an organization, are very engaged; but, as they are asked to do things that weaken them (even if they are good at them), they find it very difficult to stay engaged.

Using Your Analysis

As much as we would like to have 360-degree vision, we are looking at the parameters through our own distorted vision. The amazing thing is that we can unfailingly move forward in a positive direction after the process concludes. Remember: don't focus too much on the negatives and deficiencies. All truly successful businesses and people play to their strengths and do not become consumed by their weaknesses. Start with the positives, build on them and you won't fail to find your own unique opportunities for achievement and success.



Your Emotions as a Guidance System:

Whether you are doing this exercise to become personally engaged or you are leading a team to engagement, learning to monitor your emotions is a valuable tool. Understanding your emotions will become a guidance system to identify if an activity you are doing is a strength or a weakness. Only you have the ability to gauge if the activity you are currently doing is moving your emotions up the scale (thus a strength and engaging you) or moving you down the scale (thus a weakness and disengaging you).

Discovering Your Strengths and Weaknesses

To become happier and more engaged, we must identify what activities we do that make us feel strong. The more time we spend on these activities, the happier and more fulfilled we become. Only you can determine what activities are your strengths; you are the only one who knows how you feel when you are actively involved in an activity. Actually, if we listen to other people, we will often end up doing more of what makes us weak.

The following exercises will help you determine if the activities you spend most of your time doing are engaging you or disengaging you. Look back at the last few weeks and think of a time when you felt energized, enthused or excited. What activity were you doing? That activity was probably a strength of yours. If you cannot think of a time when you felt those emotions, you are more than likely spending much of your time on tasks that may be considered weaknesses.

Exercise:

Make a list of typical activities you find yourself doing in a run of a two week period and in the appropriate column those you believe are your strengths and those you believe are your weaknesses. From there we will identify if they really are strengths and start a journey to moving more towards strengths and away from weaknesses.

<i>Things that make me feel strong</i>	<i>Things that make me feel weak</i>

From the above list of strengths, run each strength activity through the following exercise to verify that they are actually a strength and where they fit on a scale of making you feel strong.

Strength: _____

On a scale of 5, 1 = Strongly disagree 5 = Strongly agree

Write down your answers to the following:

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 activity.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
T	Training I enjoy reading about this activity. I have formal training in this activity. I have sufficient knowledge and skills for this activity.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
R	Results This activity often produces strong outcomes. I have fond memories of this activity. I am often praised for this activity.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
O	Often The more I do this activity the happier I'd be. I can't get enough of this activity. If I don't do this activity I miss it.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
N	Natural These activities come naturally to me. I learn these activities with ease. I have always enjoyed these types of activities.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
G	Growth I enjoy learning new techniques for this activity. I often think about ways to improve this skill. I learn these activities quickly.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5

Total your score from the above exercise.

79-90 = This is a strength, it is something you should try and leverage

68-78 = You are well on your way to this being a strength, you should continue to work on this activity to make it a true strength.

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.

Strenghts

Once you have identified an activity as a strength, list it on the following empowered cards.



A green circular bubble with the text "I feel empowered when....." is positioned to the left of a white rectangular card with a grey border. The card has six horizontal lines for writing.



A second identical green circular bubble with the text "I feel empowered when....." is positioned to the left of another white rectangular card with a grey border and six horizontal lines for writing.

Make a list of all the important resources you already have. Think of the strengths you have used to get where you are so far (career, family, spouse, intelligence, health, etc.):

Resources	

Make a list of times in the past when you have used your strengths:

Strengths Used in the Past	
1	6
2	7
3	8
4	9
5	10

Now that you have identified what makes you strong, the next step is to use them as much as possible. The more you are able to use your strengths, the more empowered and engaged you become. To do this we must have GUTS.

Strength: _____	
G	GOAL to use this strength more at work <ol style="list-style-type: none"> 1. Try to increase the amount of time you use this strength at work. 2. Create goals around leveraging your strengths.
U	USE this strength in your current role <ol style="list-style-type: none"> 1. Where can you volunteer this strength at work? 2. Be sure to schedule time each week to work on your strengths. 3. Try to put yourself in situations where you can leverage your strengths.
T	TOOLS needed to use this goal <ol style="list-style-type: none"> 1. Is there any specific training you can receive to enhance these strengths? 2. Find people who use these strengths and model yourself after them. 3. Create an action plan to become an expert in your area of strengths.
S	SHARE your strengths with people around you <ol style="list-style-type: none"> 1. Share your strengths with people around you. 2. Create a philosophy that “each day you learn something, each day you teach something.”

The next step is to identify your weaknesses. Weaknesses are disempowering, the more time we spend on things that make us feel weak, the more disempowered and disengaged we become. To become more empowered and engaged, we must focus our attention away from weaknesses and toward our strengths. Focusing on our weaknesses, even to try and become better at them, only adds to the frustration and anxiety we feel when engaged in that activity.

The ideal scenario would be to stop doing things that make us weak; however, this may not always be practical. To move toward an engaged and empowered model, we must transition many of our weakening activities to strengthened activities.

Exercise:

From your previous list of things that make you feel weak, run them through the following weakness tool. This will help to identify if they truly are weaknesses or if they are an activity with which you are not confident. Surprisingly, if you lack skills with and knowledge about certain tasks, they seem like weaknesses but, in fact, they could be strengths, hiding beneath the surface.

When I was younger, I had a fear of public speaking. I would often avoid speaking in front of a group at any cost. When I look back, I see it as a weakness but what I lacked was the experience (skills) and understanding (knowledge) to be an effective public speaker. Had I quickly dismissed this as a weakness just because it made me feel uncomfortable, I would have missed one of the most fulfilling activities in my life.

In contrast, I developed a skill in sales that would lead me to become one of the top-performing sales executives in the technology industry. I had a tremendous amount of skills and knowledge but the act of selling technology weakened me. Every day seemed like a week and I loathed having to go back to work on Mondays. Weekends flew by but the weekdays dragged on. I became very good at something I hated doing; thus every day I became less engaged and more disempowered. This is one of the biggest problems with letting other people identify your strengths and weaknesses. They will normally, with the best intentions, identify what you are good at on the surface but not what makes you feel strong or, subsequently, weak.

Weakness: _____

On a scale of 5, 1 = Strongly disagree 5 = Strongly agree

Write down your answers to the following:

w	weak I feel drained after I complete this task. The thought of having to complete it brings me down. I lack some skills in this task.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
e	every minute seems like an hour Time drags on when I do this task. I find myself continuously watching the clock. I find myself cutting off this task.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
a	always feel worse after completing the task My demeanour is always worse when I am doing this. I have bad memories if this activity. I am rarely praised for this activity.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
k	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 would not miss it.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5

Total your score from the above exercise.

53-60 = This is a weakness, it is something you should try to avoid doing.

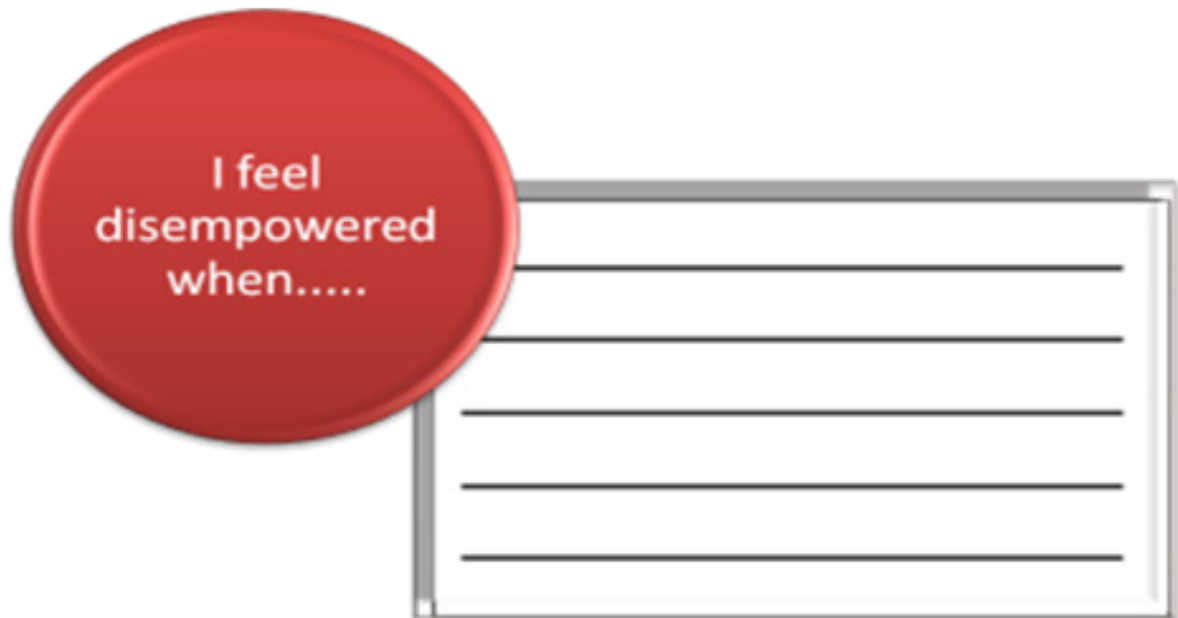
46-52 = This activity makes you weak you should try and team up with someone who has this as a strength.

37-45 = This activity may not be a weakness but with the proper tools and knowledge could become a strength.

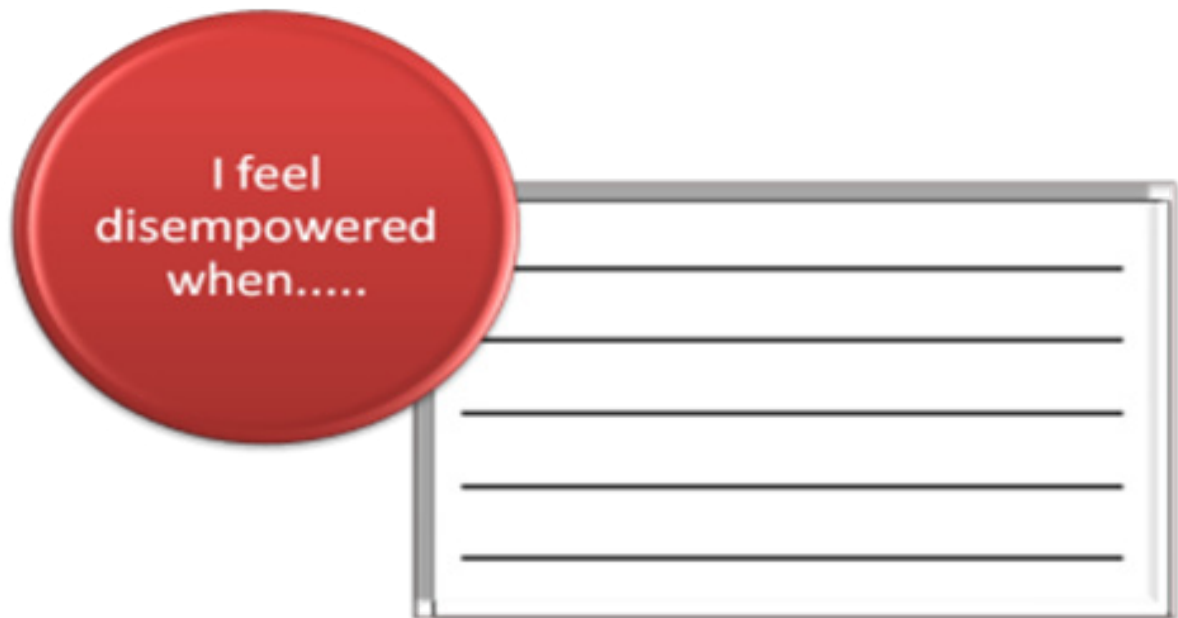
Below 36 = This activity is not a weakness.

Weaknesses

List your weaknesses on the following disempowering cards.



I feel
disempowered
when.....



I feel
disempowered
when.....

Switch Strategy

Becoming empowered is about moving away from things that weaken us and toward things that strengthen us. The next step is to develop a plan to stop disempowering activities. This is a **SWITCH** strategy and, as the name implies, you will work toward switching out disempowering activities and trading them for empowering activities. The following diagram will outline the steps you will need to take to implement a **SWITCH** strategy.

S	<p>Stop doing the weakness.</p> <p>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 are not a necessary part of your daily activity.</p>
W	<p>Withdraw from volunteering to do things that weaken you.</p> <p>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.</p>
I	<p>Initiate more things that strengthen you.</p> <p>The most effective way to remove 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.</p>
T	<p>Team up or outsource activities that weaken you.</p> <p>If at all possible, team up with people who may have your weaknesses as strengths. We often think that because we like a particular task that everyone feels the same way about it. You may not realize that by doing a task you see as a weakness, you may be depriving someone of doing what they see as a strength.</p>
C	<p>Change the way you do weak activities.</p> <p>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.</p>
H	<p>Help others by volunteering your strengths.</p> <p>Helping others by volunteering your strengths may show people around you what your real value is. In addition, this will often lead to them helping you complete tasks that you may not enjoy doing, giving you more time for your strengths.</p>

[illegible]

Step 3: Inspire Them (Motivational Leadership)

Putting it all together

Positioning your team properly

As with personal empowerment (the strengths exercise), you must now work at understanding the strengths of each of your team members. The key to building a strong, sustained team is getting each person on the team to use as many of their individual strengths as they can while minimizing the use of their weaknesses. Rather than waiting for a scheduled review period, start with more informal discussions as soon as possible.

Recruit from your engaged group.

It is much easier to get support from people who are closest to your way of thinking and as high on the engagement scale as possible. In creating a strong vision, the more input you have from your team, the more likely they will support you on the journey. What you are trying to achieve is to have as many of the disengaged members as possible eventually join the ranks of the engaged. If you go directly to the disengaged group, you will not receive the level of support you need.



When you drop a pebble into calm water the waves that are closest to the spot of origin are the largest and make the biggest impact. By selecting people with higher engagement levels, the momentum is much easier to start. Look to this group for support and other members of the team will feel the wave of change and your support group will help them embrace it. **CAUTION ...** You also must be aware that the actively disengaged

employees are also recruiting new team members from the same group of disengaged employees. In some organizations you have two teams at work— one building the company and the other tearing it down. The more you focus on the engaged members, the more they recruit and the stronger the engagement model becomes.

Prepare the group for your message:

Once you have recruited your support team, share with them the message you want to spread throughout the organization. Be very supportive and thankful for all of the contributions people have made to bring the organization to where it is. Explain the new vision to the group and why there has to be change to achieve the results you want. Most people are not comfortable with change and, most of the time, the fear of it is much worse than what people believe could happen. Ask for feedback and address any questions they have while they are helping you communicate the new direction.

Let members know how they contribute:

After you have identified each of your team members' strengths and weaknesses, work with them to help them clearly understand where their contribution may be. If some members of your team are strong communicators, have them help communicate the message. If you have supportive team members, have them help with concerns people have. As with the overall strategy, people want to know where they fit in the organization. The biggest contributor of stress in the workplace today is misalignment of personal goals and organizational objectives.

Communicate – communicate – communicate

Lack of communication allows doubt and frustration to creep in and even the best-intentioned plan can fall flat on its face. One problem that surfaces frequently is communication. Depending on the age group of your team, it can be very significant. The Gen Y group expects an open line of communication, regardless of titles and management levels. Studies have shown that lack of communication creates fear and panic, with employees often assuming the worst. Communication should be multi-stream and include such things as Tom Peters' phrase, "Management by Wandering Around" (MBWA) along with formal communiqués, lunch-and-learns, e-mails, etc. The key is to cover as many methods of communication as possible.

Leveraging strengths

Let's review the emotion scale. When you are using your strengths, you are empowered and full of passion, excitement and happiness. When you are using your weaknesses, you experience fear, anxiety and stress.



If we do not have an understanding of where our emotions are coming from, our brain will start to link them to our surroundings. People often start to blame their job, boss or customers for where they are on the emotion scale; but in reality it may be related to disempowering tasks. By aligning your team's strengths with the outcome you want to achieve, your team becomes much more motivated to achieve the desired outcome.

Feedback and celebration

As with communication, be abundant in your feedback. Praise in public and criticize in private. Be sure to evaluate the outcomes you are having and minimize the use of the word failure. Use every experience as a method to adjust your course.

Jonas Salk tried 200 times to find a vaccine for polio. Somebody asked him, “How did it feel to fail 200 times?” Jonas replied “I never failed 200 times in my life. I was taught not to use the word ‘failure’; I just discovered 200 ways not to vaccinate polio.”

When you experience a success, be sure to celebrate. You should celebrate many little wins along the way: ring a bell, send a note, give applause, etc. Don't wait for just the big occasions to celebrate.

Align personal and corporate goals:

Alignment of personal and corporate goals are critical to successful engagement. Companies are now realizing it makes great business sense to help people achieve goals outside of work or at least to understand how they play a role. Wellness programs to enable people to have a better quality of life, investment and savings programs to assist with children's education are just a few simple things to help align personal and corporate goals. Again, know the strengths of your team and align their personal objectives with that of the company to keep them engaged.

Create consistency and fairness

Most organizations have great checks and balances in place to ensure fairness to employees. Compensation, benefits and cell phones are easy to monitor but the inconsistencies that employees notice are beneath the surface. Be consistent in your praise and consequences. Team members should know in advance the consequences for not delivering on specific tasks. If one employee is disciplined one way and the next a completely different way, these inconsistencies become very de-motivating. The same holds true for praise. Be consistent on how you handle this aspect as well.

