

LEAD LIKE A HUMAN

Adam Weber, SVP of Community, 15Five



HR SuperStars

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community.15five.com

A lot has changed since the 90s...



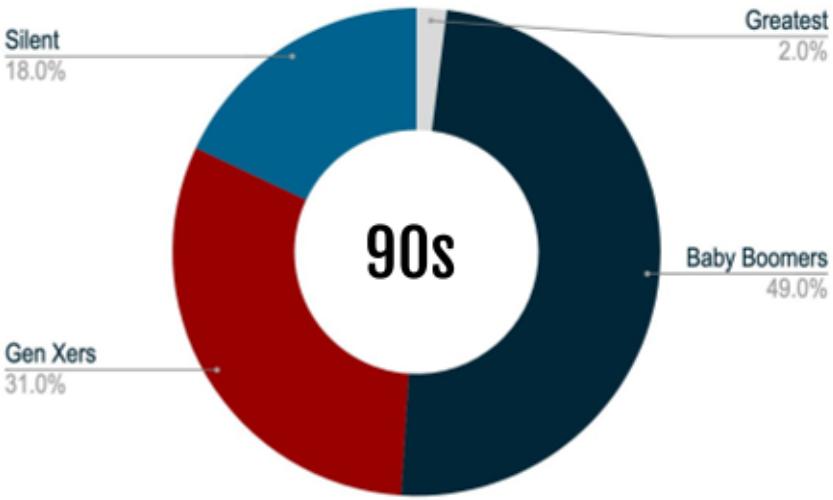
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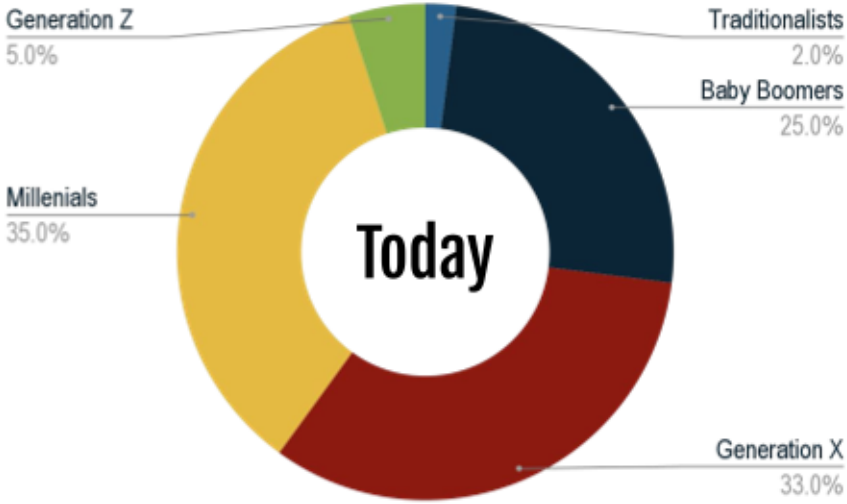


A lot has changed since the 90s...



Multi-Generational Workforce





Pew Research Center

Values Then

- Compensation
- Benefits
- Stability

Values Now

- Company purpose
- Authentic leadership
- Professional growth
- Flexibility





Adam Weber (He/Him) • You
SVP of Community at 15Five
2w •

Original HR = compliance, benefits, payroll, and legal protection.

New HR = people growth, manager enablement, and culture activation.

2,344 87 comments • 107 reposts



Unfortunately, leaders didn't change.

#LLAH

Frustrated Frank

My employees are lucky to be a part of my team and have a job at a successful company.



Things I hear struggling managers and owners say about their employees:

- Lack work ethic
- Want to be involved in everything
- Care more about ”life” in work/life balance

Average Job Tenure by Generation



Pew Research Center

70% of Employees are Disengaged



15Five Insights Index

Impact of Disengagement



Disengaged workers



Lower productivity



Lack of innovation



Lower Profitability

Impact of Disengagement



Disengaged workers



Lower productivity



Lack of innovation



Brand Reputation

Impact of Disengagement



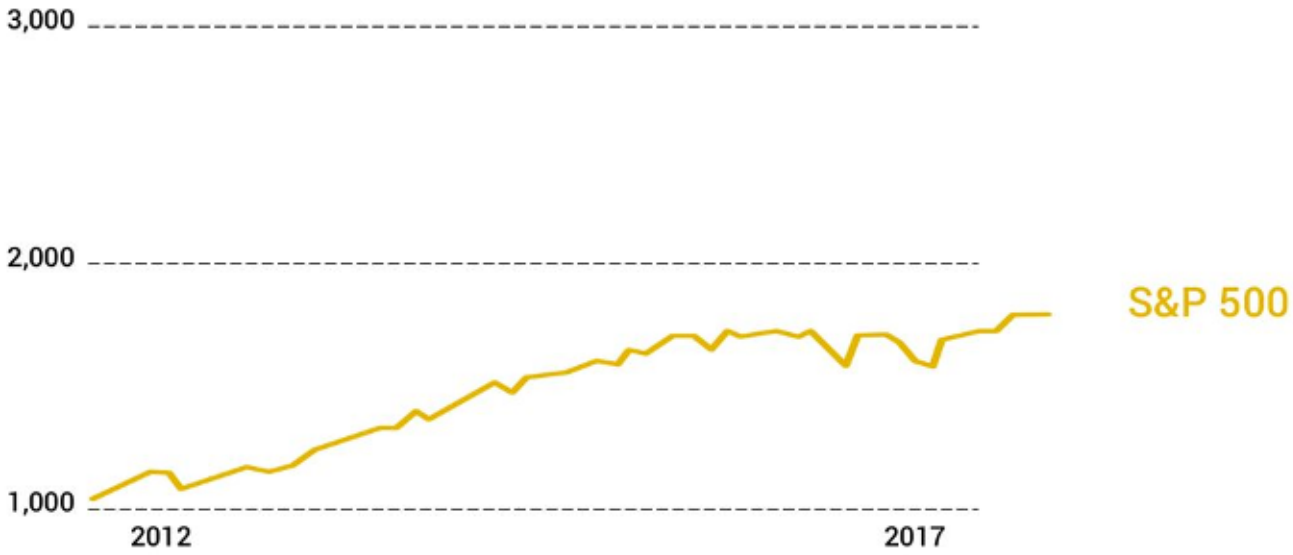
Disengaged workers → Lower productivity → Lack of innovation → Turnover



Highly engaged employees are 87% less likely to leave their companies than their disengaged counterparts.

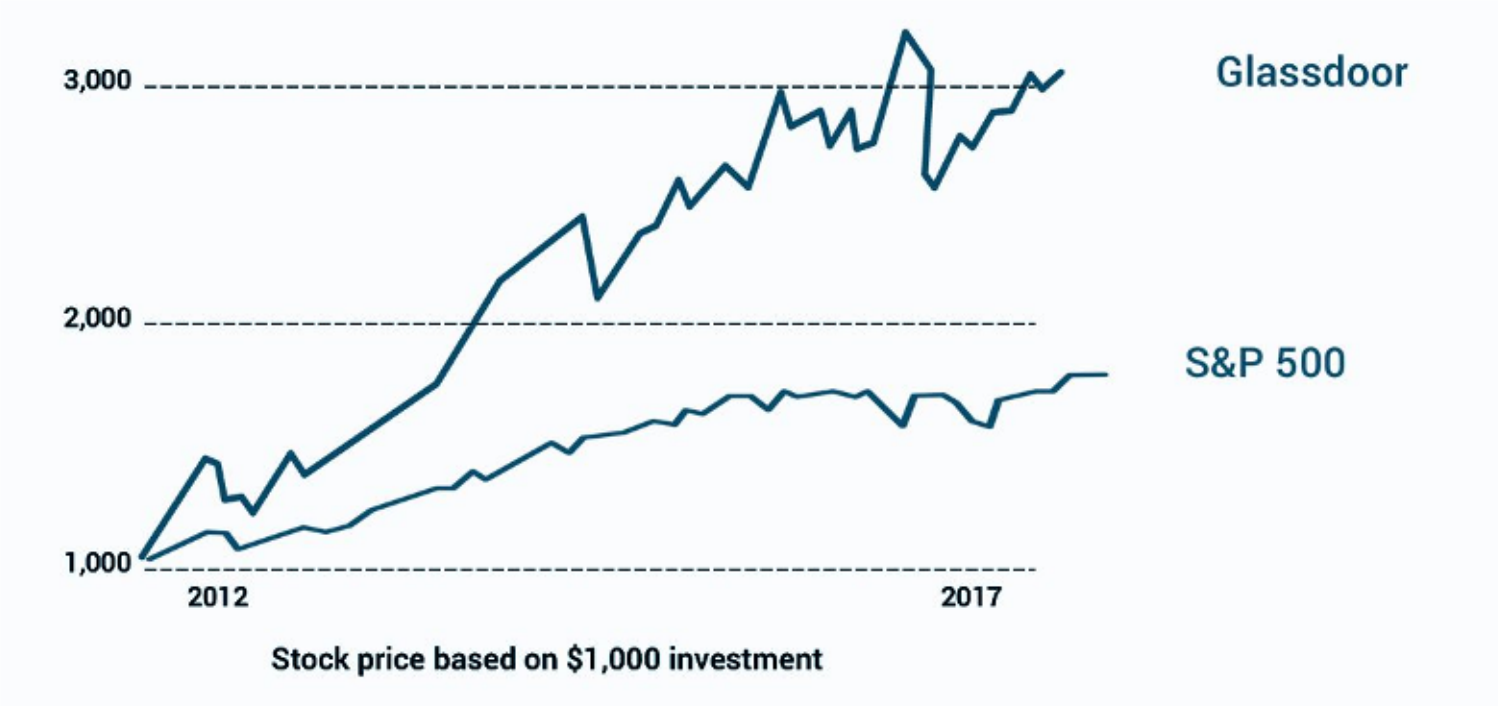
- Corporate Leadership Council

The Payoff for Engaged Employees is Good for Business



Stock price based on $1,000 investment

The Payoff for Engaged Employees is Good for Business



What is Employee Engagement?





An employee's intellectual (head) and emotional (heart) connection with an employer, demonstrated by motivation and commitment (hands) to positively impact the company vision and goals.

#LLAH



Satisfaction is Good

- Am I comfortable and am I going to stay?
- I work only enough to meet basic expectations.

Engagement is Great

- How can I drive the business forward?
- My heart and mind are in it and I give 115% Everyday.



Engagement Drivers


Goal Support


Manager


Leadership Availability


Meaning


Professional Development


Utilization


Purpose


Fairness


Shared Values


Role Clarity


Psychological Safety


Rest


Autonomy


Leadership Integrity


Capacity


Coworker Relationships


Feedback

Frustrated Frank

My employees are lucky to be a part of my team and have a job at a successful company.



Things I hear struggling managers and owners say about their employees:

- Lack work ethic
- Want to be involved in everything
- Care more about ”life” in work/life balance

Motivated Michael

My employees have made the decision to work for me and it’s my responsibility to ensure their work is challenging and meaningful.



Things thriving managers and owners do to invest in their workforce:

- Inspire the best
- Transparent
- Focus on outcome not hours

Resource Guide



6 Steps to build engaged teams

1. Centeredness
2. Align Around Your Company Purpose
3. Define & Activate Your Values
4. Set Goals
5. Create Culture of Continual Improvement
6. Use Data

CENTEREDNESS

Step 1







"The hard truth is that there is no magic answer to becoming an *authentic leader*. It's a combination of doing the work to become an *authentic person* and applying solid leadership principles and tactics. "

#LLAH

What is Centeredness?



Leading as your whole, authentic, connected self

Growing in your self awareness

Putting disciplines in place that add consistency to how you show up each day

Why Does it Matter?



It creates a psychologically safe environment where your employees can grow and thrive

Centeredness



Live it Out

- Create a daily practice of self-reflection
- Focus on your health
- Invest in relationships

ALIGN AROUND COMPANY PURPOSE





SOLUTIONS



Variety within a team breeds more ideas



"Why does what we do matter and what difference are we making in the world? "

Verne Harnish

#LLAH



Align your team to your purpose by sharing customer stories regularly.





Align Around Company Purpose



Live it Out

- Connect your people to the purpose
- Share stories of success
- Celebrate milestones

LEAD LIKE A HUMAN: ACTIVATED!

ACTIVATE CORE VALUES







LIVE IT OUT

ARE YOUR VALUES ALIGNED? – INTEGRATING CORE VALUES INTO HIRING

Integrating your core values into hiring decisions can activate them and make them real for your people. Understanding if the values of a potential hire are aligned with your organization is a great way to ensure you're making the right staffing decisions and that your new employee will be a valuable and reliable member of the team.

Take some time imagining what kinds of interview questions you might ask that reflect your organization's core values. Jot them down below!

Here are some examples of how we use values to create interview questions:

Growth mindset: "Tell me something you've taught yourself within the past 6 months. What did you learn? How did you do it? What did you learn about yourself in the process" (q + 3 follow-ups)

Resilience: Tell me about a time you wanted something so badly, you were unstoppable in your pursuit of it.

Excellence: What would you describe as your most significant talent? How did you develop this talent? What do you do to continue improving in this area?



"It's not just ***what*** you do,
it's also ***how*** you do it."

Jim Marsden

#LLAH

Integrate Core Values Into Feedback



- You set ambitious goals, and you deliver results.
- You display commitment to mastering your craft and refuse to settle for the status quo.
- You believe in what others are capable of and push them to reach their true potential.
- You work sustainably, knowing you are in it for the marathon not the sprint.

Highlight & share stories of cultural rockstars














2018
Core Value Legend
Nicole MacLean

Activate Core Values



Live it Out

- Integrate values into hiring decisions
- Incorporate values into feedback
- Use values in recognition

LEAD LIKE A HUMAN: ACTIVATED!

SET GOALS





Why Goals Matter?



Purpose

Alignment to company “Why”



Meaning

Alignment to personal “Why”



As a leader, do I know what motivates each individual on my team?

#LLAH



step four:

SET GOALS WITH YOUR TEAM

As a human-centric leader, understanding the motivations and personal why of your team is essential in helping them unlock their potential. Goals can be personal or professional, but they are always motivated by a person's needs, desires, and passions. When goals align with a personal why, that's where the magic happens and the goals seem more attainable. In this step, you'll learn how you can set goals with your team and help them see how their work brings them closer to achieving their personal why.

DEFINE IT

A ***personal why*** is a deep-seated, fundamental purpose that motivates a person to take action, as outlined by Simon Sinek in Start with Why.

Goals are achievable objectives driven by a person's why and realized through a structured action plan.

Psychological safety is a feeling of security established by a leader's authentic behavior that allows employees to share their perspective without fear of retribution. It is one of the seventeen drivers that contribute to engagement

GOAL SETTING TIME!

When we set goals, we acknowledge that we are committed to improving ourselves, and our capabilities. Using the questions below, ask yourself what parts of your life you'd like to see change, and how you can take action to make sure that change happens. Also, consider what's behind those changes. Why do you want to achieve those goals? This is your personal why.

You can do this together with your team, or by yourself. Setting your goals in a team setting is a great way to demonstrate your own journey of growth to your folks. It also establishes a sense of accountability among your team members.

Write out your Personal Why here.

What personal and professional goals do I have this year?

What milestones do I need to hit in order to achieve my goals?

Set Goals With Your Team



Live it Out

- Identify their “Why”
- Map out a plan
- Hold each other accountable

LEAD LIKE A HUMAN: ACTIVATED!

CONTINUAL IMPROVEMENT



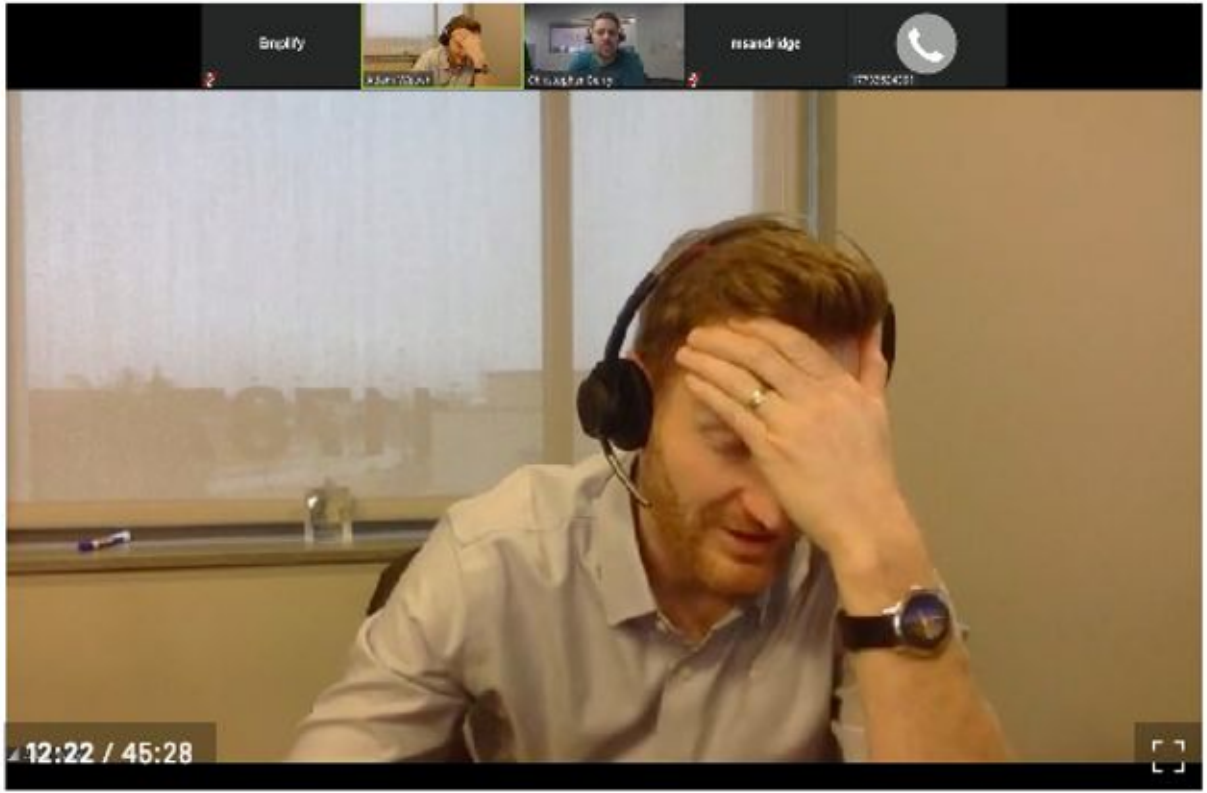




It starts with you.

#LLAH

Name your areas of growth





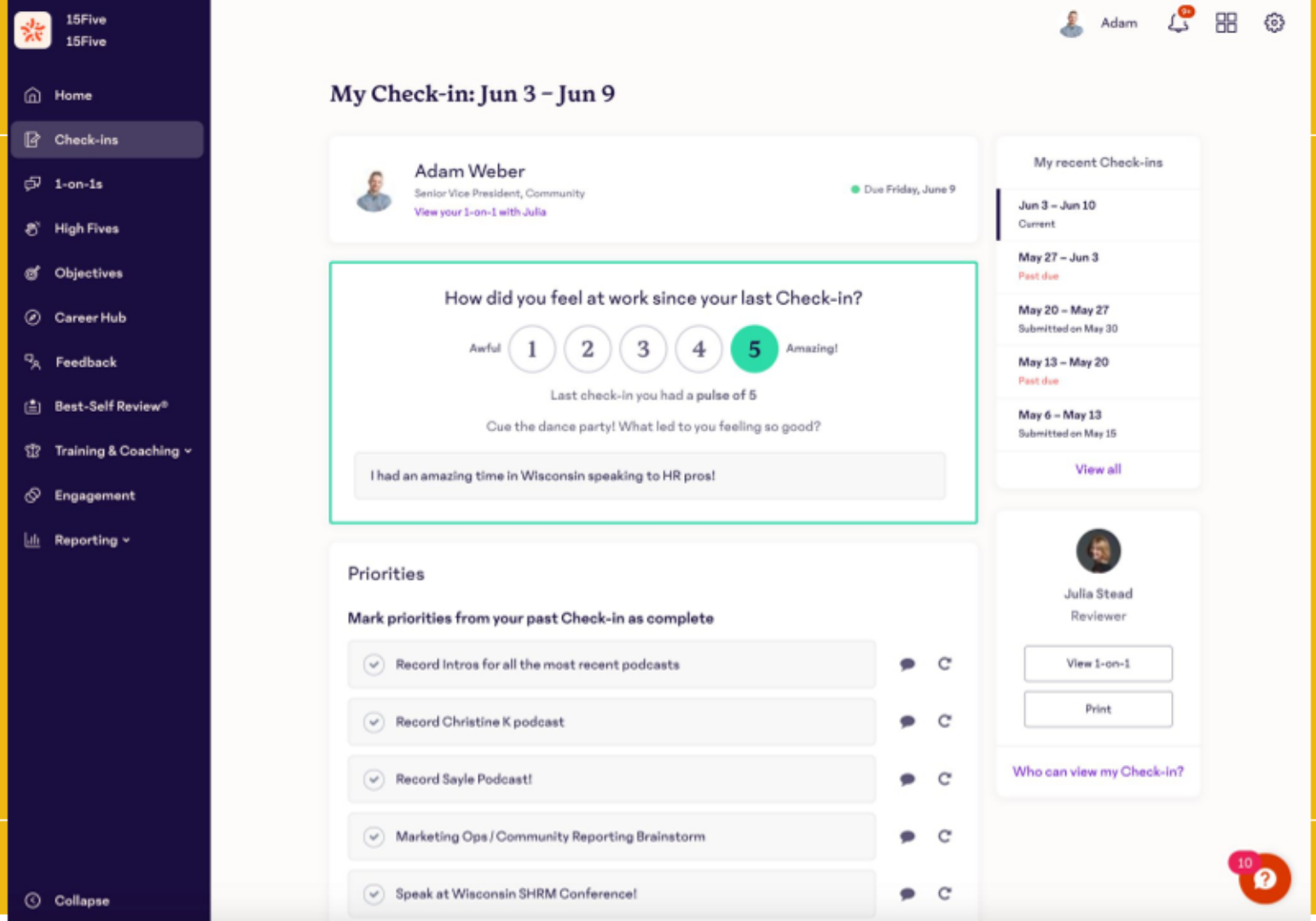
Now you have permission.

#LLAH



Create rhythms for feedback




15Five
15Five
Home
Check-ins
1-on-1s
High Fives
Objectives
Career Hub
Feedback
Best-Self Review®
Training & Coaching
Engagement
Reporting
Collapse
Adam
My Check-in: Jun 3 – Jun 9
Adam Weber
Senior Vice President, Community
View your 1-on-1 with Julia
Due Friday, June 9
How did you feel at work since your last Check-in?
Awful
1
2
3
4
5
Amazing!
Last check-in you had a pulse of 5
Cue the dance party! What led to you feeling so good?
I had an amazing time in Wisconsin speaking to HR pros!
Priorities
Mark priorities from your past Check-in as complete
Record Intros for all the most recent podcasts
Record Christine K podcast
Record Sayle Podcast!
Marketing Ops / Community Reporting Brainstorm
Speak at Wisconsin SHRM Conference!
My recent Check-ins
Jun 3 – Jun 10
Current
May 27 – Jun 3
Past due
May 20 – May 27
Submitted on May 30
May 13 – May 20
Past due
May 6 – May 13
Submitted on May 15
View all
Julia Stead
Reviewer
View 1-on-1
Print
Who can view my Check-in?
10

Continual Improvement



Live it Out

- Start with you
- Put yourself in their shoes
- Consistent rhythms for feedback

LEAD LIKE A HUMAN: ACTIVATED!

USE DATA

Step 1

Step 2

Step 3

Step 4

Step 5

Step 6



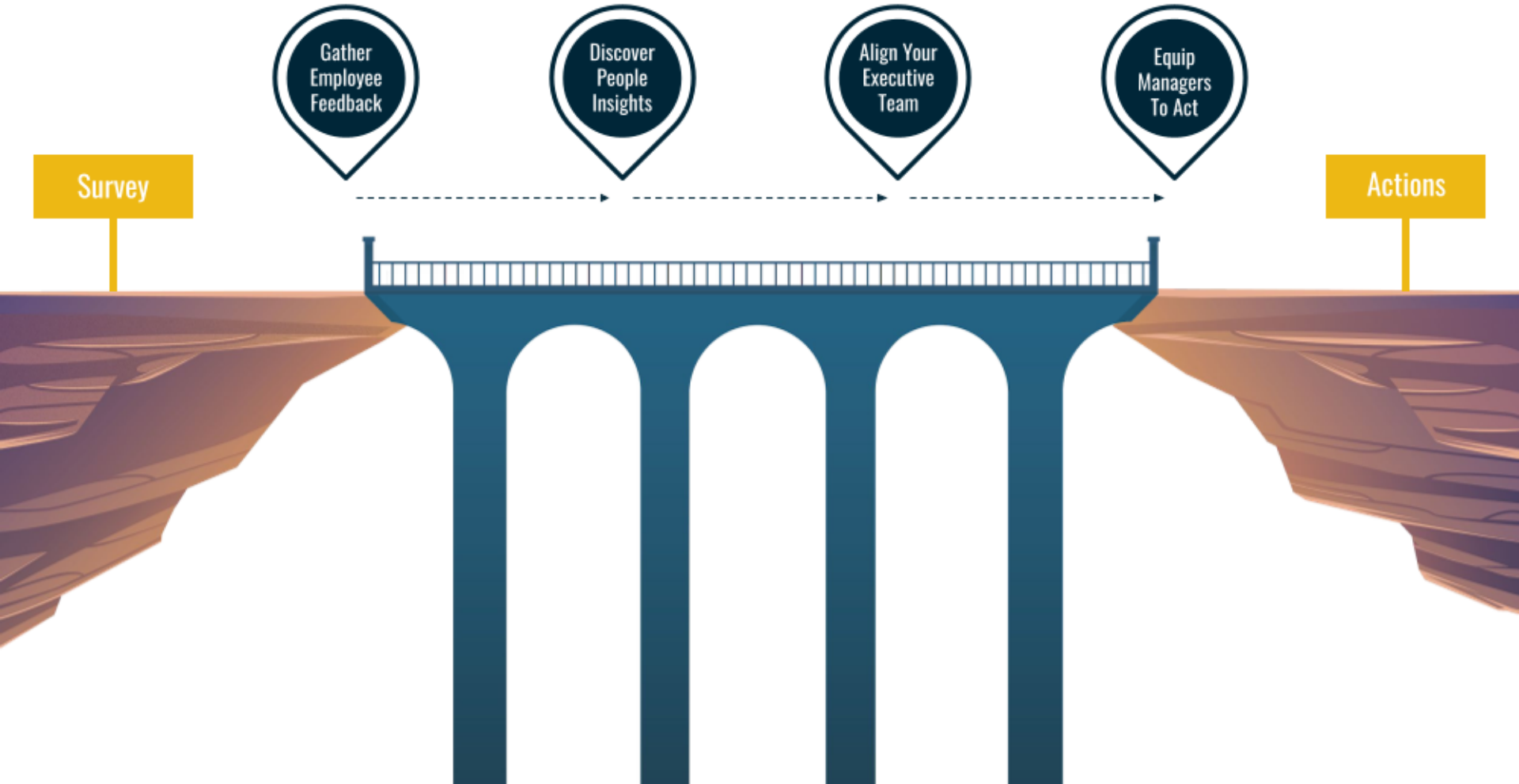


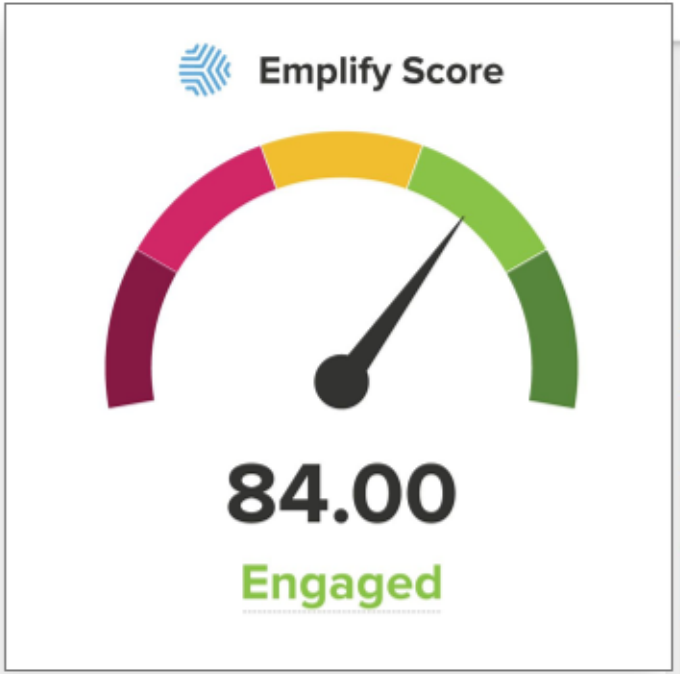


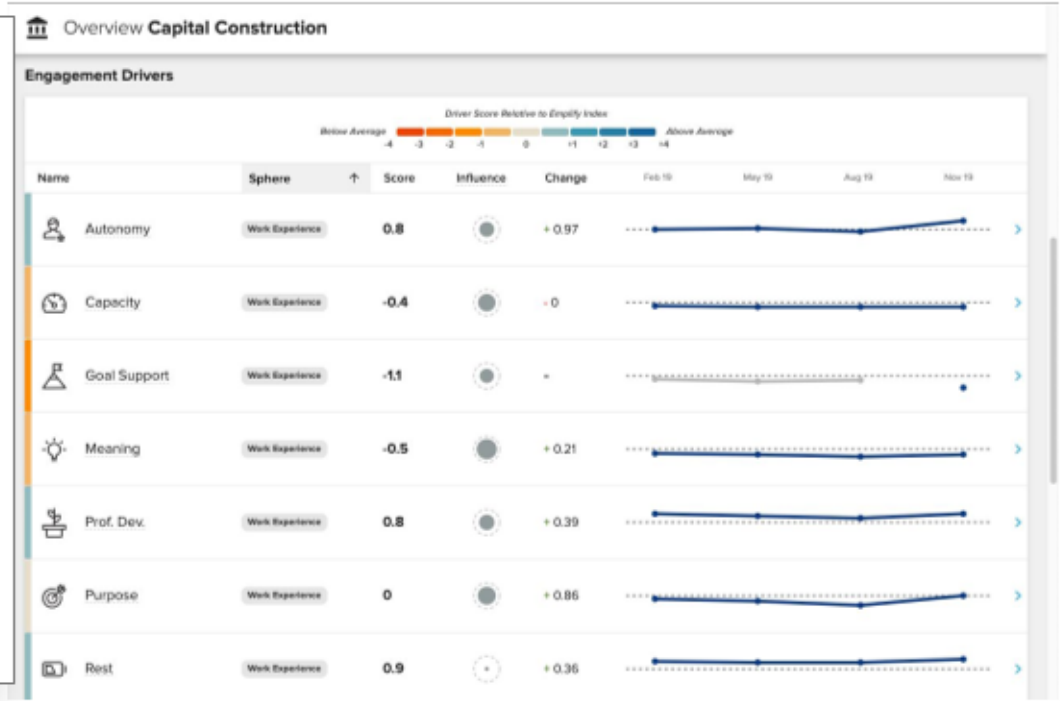
Data is your permission to say **no.**

#LLAH


Survey
Actions


Gather Employee Feedback
Discover People Insights
Align Your Executive Team
Equip Managers To Act
Survey
Actions

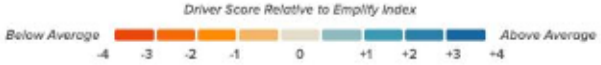

Emplify Score
84.00
Engaged


Overview Capital Construction
Engagement Drivers
Driver Score Relative to Emplify Index
Below Average
Above Average
-4 -3 -2 -1 0 +1 +2 +3 +4
Name
Sphere
Score
Influence
Change
Feb 19
May 19
Aug 19
Nov 19
Autonomy
Work Experience
0.8
+ 0.97
Capacity
Work Experience
-0.4
- 0
Goal Support
Work Experience
-1.1
-
Meaning
Work Experience
-0.5
+ 0.21
Prof. Dev.
Work Experience
0.8
+ 0.39
Purpose
Work Experience
0
+ 0.86
Rest
Work Experience
0.9
+ 0.36

Engagement: SJ Logistics

SJ Logistics (989) | Add Filter

Overview | Drivers | Heatmap | People



Compare scores in SJ Logistics by DEPARTMENT

Numerical values On
Hidden groups Off

	Purpose	Shared Values	Meaning	Role Clarity	Friendship	Competency	Feedback	Authenticity	Trust	Capacity	Fairness	Autonomy	Utilization	Psych. Safety	Prof. Dev.	Manager	Rest
Influence at SJ Logistics																	
SJ Logistics (600/989)	-0.6	-0.6	-0.5	-0.3	-0.5	-0.3	-0.4	-0.4	-0.5	-0.2	-0.2	0	0	0.3	0	0.2	0.4
Accounts Payable Score: **61.67** (9/9)	-2.3	-2.4	-1.8	-1.9	-2.4	-0.8	-0.8	-0.6	-2.8	-1.8	-0.6	-1.3	-1.6	-2.2	-1.5	-1	-1.2
Service Department Score: **67.82** (206/410)	-0.8	-0.8	-0.5	-0.4	-0.5	-0.4	-0.7	-0.8	-0.7	-0.1	-0.5	0	0	0.2	0	0.1	0.2
Parts Department Score: **69.04** (239/321)	-0.6	-0.7	-0.6	-0.3	-0.7	-0.4	-0.3	-0.2	-0.6	-0.2	0	-0.2	-0.1	0.3	-0.1	0.1	0.4
Human Resources Score: **67.92** (12/14)	-0.6	-0.1	-1	-0.6	0.4	-0.8	0.1	-0.8	0.4	-0.6	-0.4	-0.5	0.4	0.4	0.3	0.6	0.7
Accounts Receivable Score: **73.57** (14/19)	-0.3	-1.6	-0.2	-0.1	-0.9	0.4	0.7	0	-0.9	0.6	-0.8	-0.1	0.3	-0.2	0	0.3	0.9
Lease & Rental Score: **69.72** (18/19)	-0.1	0.1	-1.2	-0.1	-0.1	-0.3	-0.7	-0.2	0.5	-0.1	0.5	-0.2	-0.5	0.1	0.2	0.5	1.2
Truck Sales Score: **75.19** (40/50)	-0.4	0.2	0.3	-0.3	0.2	0	-0.5	-0.3	0.1	0.1	0.2	0.1	0.4	0.3	0.1	-0.1	0.6
Sales Operations Team Score: **76.25** (10/11)	-0.9	-0.2	0.1	-0.4	-0.2	0.1	0.4	-0.7	0	0.5	0	0.3	0.3	0.1	0.5	1.1	1.3

Use Data



Live it Out

- Understand the truth in your organization
- Let your employees be heard
- Focus on “micro actions”
- Create consistency (don’t wait a year!)

LEAD LIKE A HUMAN: ACTIVATED!



Be your very best self, see the best in your team, and lead them in unlocking their potential.

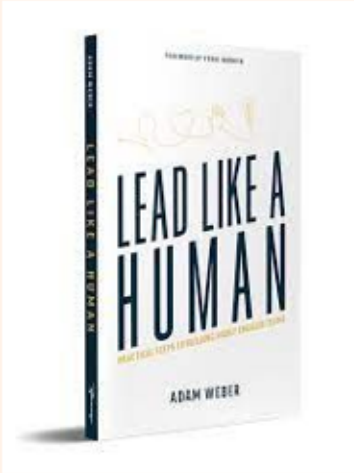
15five

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Scan the QR or email events@15five.com

Get a signed copy of Adam's book!





Thank you!



"Getting to the root of a goal will help you and your employees best understand what they'll need to do to achieve it. "

#LLAH



"If your purpose makes big bold statements, **you should be willing to back those statements up with action.** You can't ask your employees to put purpose first if you don't create intentional space for that to happen."

#LLAH

Feedback Best Practices



Measure Engagement



Distribution Channel



Confidential



Segment



Frequency



1:1 Feedback Starters

I always start with “What do you want to talk about?”

- What are their goals and how have they progressed in them?
- What’s the piece of feedback you’ll be giving to them?
- How is that feedback a conversation starter as opposed to a critique?
- How can your people take action on your feedback?
- What is the growth plan you can both commit to?

Without data, you don’t have a clear picture of your team and the issues they need your help to solve.

