TAKING WHAT YOU LEARNED AND MAKING IT YOURS



LEAD LIKE A HUMAN: ACTIVATED!

ADAM WEBER

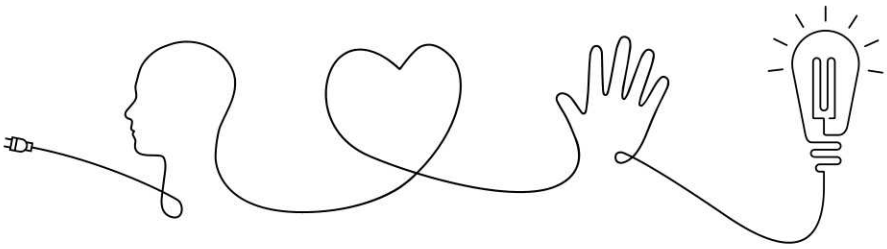
Hello, hello!

Welcome to *Lead Like a Human: Activated!* If you're reading this, you've decided you want to take the next step in your journey towards leading like a human. In this workbook, you will find exercises and information that will help you turn the lessons from *Lead Like a Human* into real growth. If you've come this far, I hope you've read the book, or at least, are familiar with the concepts I've covered there. We'll be going through each step I've outlined there, and transforming those lessons into real change that will hopefully aid you in your pursuit of human-centric leadership.

If *Lead Like a Human* is like a guide for your journey, *Activated* is the compass that will help you hone in on your authentic leadership style. We'll be drawing on the six steps from *Lead Like a Human*, and using these exercises to go from lessons to actionable. Each step will be broken out into two sections. In the *Define It* section, you'll find definitions of key concepts as well as ways for you to distill these ideas into your own words. The *Live It Out* section will have exercises that will show you how to take action on these concepts and grow into the leader you were always meant to be.

Ultimately, how you will lead is up to you. What I can tell you is that leading like a human is a practice. It requires attention and focus to create radical change in your leadership style. These steps will fall flat if you don't make what you've read here into something you live out each and every day. *Activated* is here to help you make that change real and sustainable. You can do this work solo, or in a group. I will admit that finding people who can hold you accountable will only help you on your own leadership path. That being said, if you follow what I've put together here, you'll be surprised at how you start to show up to work day in and day out.

Sincerely,
Adam Weber



step one:

CENTEREDNESS

Becoming a human-centric leader starts with understanding how you show up as a leader and the ways you can steady yourself even in the midst of chaos. By creating a practice that takes into account your mind, your body and your heart, you can begin to feel grounded and able to take on any new challenges that come your way. In this centeredness, you'll find the key that unlocks your inner voice and helps you guide your people in an open and authentic way.



DEFINE IT

Centeredness is a feeling of rootedness in the present moment that allows you to see clearly into the future. This sensation is achievable by creating a daily practice that fits into your every day routine

Practice is a daily structure that includes habits that energize your body, stimulate your mind and uplift your spirit. A good practice is always scalable to the present moment.

ACTIVITIES FOR YOUR CENTEREDNESS

What are some activities you believe would create centeredness in you?

Remember that journaling your self-reflections, rooting yourself in something bigger than you, engaging in blood pumping activities, and finding hobbies are all great things to incorporate into your daily practice.



LIVE IT OUT

WHAT DO YOU HAVE TO BE GRATEFUL FOR?

Another way to center yourself is to exercise gratitude daily. I spend at least thirty minutes a day thinking about the things I am grateful for. From my wife and kids to air conditioning, no gratitude is too small to count. Over the next month, take the time each day to chronicle your gratitudes with the below thirty day gratitude challenge.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____
21. _____
22. _____
23. _____
24. _____
25. _____
26. _____
27. _____
28. _____
29. _____
30. _____
31. _____



LIVE IT OUT

CREATING YOUR DAILY PRACTICE

Everyone has their own approach to centeredness, but your practice should feel manageable and authentic to you. Use the calendar below to schedule out your own daily practice. Use some of the activities you listed above to help guide you. Remember, this isn't set in stone, but rather an ideal day that you can adjust to your reality.

ADAM'S DAILY PRACTICE

For an example, here's what my day looks like:

- 6:30 AM – Wake Up
- 7:00 AM – Read poetry or something inspirational / journaling
- 7:30 AM – Work Out
- 8:00 AM – Walk my kids to school
- 8:30 AM – Practice Gratitude

Weekday Daily Practice

6:00 AM _____

7:00 AM _____

8:00 AM _____

9:00 AM _____

10:00 AM _____

11:00 AM _____

12:00 AM _____

1:00 PM _____

2:00 PM _____

3:00 PM _____

4:00 PM _____

5:00 PM _____

6:00 PM _____

7:00 PM _____

8:00 PM _____

Weekend Daily Practice

6:00 AM _____

7:00 AM _____

8:00 AM _____

9:00 AM _____

10:00 AM _____

11:00 AM _____

12:00 AM _____

1:00 PM _____

2:00 PM _____

3:00 PM _____

4:00 PM _____

5:00 PM _____

6:00 PM _____

7:00 PM _____

8:00 PM _____

step two:

ALIGN AROUND YOUR COMPANY'S PURPOSE

Your purpose drives everything–from bottom line profit to your overall level of engagement. Whether your organization already has a purpose, or has yet to craft one, understanding your company's purpose and activating it for your people is essential to leading like a human. It gives you and your people a goal to strive for, and a way to tie their work back to something meaningful and inspiring.



DEFINE IT

Purpose is a clear and unique statement that illustrates the fundamental answer to your organization's why.

THE FIVE WHYS

In *Lead Like a Human*, I brought up the Five Whys exercise as a way to delve deeper into your organization's purpose. Give yourself about twenty minutes to do the below hot pen exercise. Don't stop writing. More words are always better at the beginning.

"Why does my company do what it does?"

Why?

Why?

Why?

Why?

Why?



LIVE IT OUT

THE FIVE INTERVIEWS

Now that you've come up with your own answers, it's time to gather some perspectives from folks who can activate your organization's purpose. For this next exercise, identify five folks who have a vested interest in the future of your organization and ask them why they think the organization does what it does. Record the answers below:

1) **Name** _____

Position _____

Department _____

2) **Name** _____

Position _____

Department _____

3) **Name** _____

Position _____

Department _____

4) **Name** _____

Position _____

Department _____

5) **Name** _____

Position _____

Department _____



LIVE IT OUT

YOUR PURPOSE STATEMENT

Take a look back at what you've written down in this step. What are some themes or words that you're beginning to see over and over again? Circle those words and use the space below to begin to catalogue these idea seedlings. If your organization already has a purpose statement, think about how the answers you've gathered can be seen in what you've already created.

Based on the research you've done in this step, try taking a stab at articulating a purpose statement for your organization. Remember, it should be inspiring yet actionable. It should be big enough for all your people to see themselves in it, but specific enough to give them direction.

step three:

DEFINE YOUR VALUES AND ACTIVATE YOUR CULTURE



DEFINE IT

Core Values are the beliefs and principles of an organization's people in the pursuit of their purpose

Cultural Rockstars are living embodiments of your organization and its values. They are essential employees that through their actions and attributes define what it means to be a part of your organization

Now that you have a purpose that defines why you do what you do, it's time to activate it, but how? Defining your core values and cultural attributes gives you a framework for how your business should be run and how decisions should be made. In this step, you'll derive your core values based on your organization's most powerful resource—your people.

SPOTTING YOUR CULTURAL ROCKSTARS

Think about the people that make up your organization. Are there a couple of employees who stick out? Folks who the company would not be the same without? These people are your cultural rock stars and are incredibly important in creating your organization's values. In the spaces below, write out their name and why you think they're a cultural rockstar. This can be an attribute of their personality that makes them essential to your team, or even a small story that exemplifies the value they bring to your team.

Try to pick at least three employees, but I'll give you space for five:

1) **Employee's Name** _____

Why are they a cultural rock star?

_____

2) **Employee's Name** _____

Why are they a cultural rock star?

_____

3) **Employee's Name** _____

Why are they a cultural rock star?

_____

4) **Employee's Name** _____

Why are they a cultural rock star?

_____

5) **Employee's Name** _____

Why are they a cultural rock star?

_____



LIVE IT OUT

ANATOMY OF A CORE VALUE

When a company activates their core values and lives them out, it provides freedom for employees to explore new ideas and initiatives. Understanding how your core values are activated within your organization is key to creating engagement within your people.

Using the space below, list out your Core Values, and design an icon that represents your values in action. No need to worry about drawing something perfect, we just want to get your brain working in a different way. Be as creative as you like!

Next to the icon, write out an example of this value in action at your organization. These stories help make your values real and show your people how they can activate them in their day to day responsibilities.

ICON	WRITTEN VALUE STATEMENT FOR ICON
1)	
2)	
3)	
4)	



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?

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?

step four:

SET GOALS WITH YOUR TEAM

What habits will I need to develop in order to accomplish my goals?

What professional development or skills will I need to achieve those goals?

How can my manager support me in those goals?

How can I as a manager support my people in their goals?

Reflect on your goals written above. How are they rooted in your personal why?

Think about your company's purpose. Can you see your Why in that as well? How or how not?

LIVE IT OUT

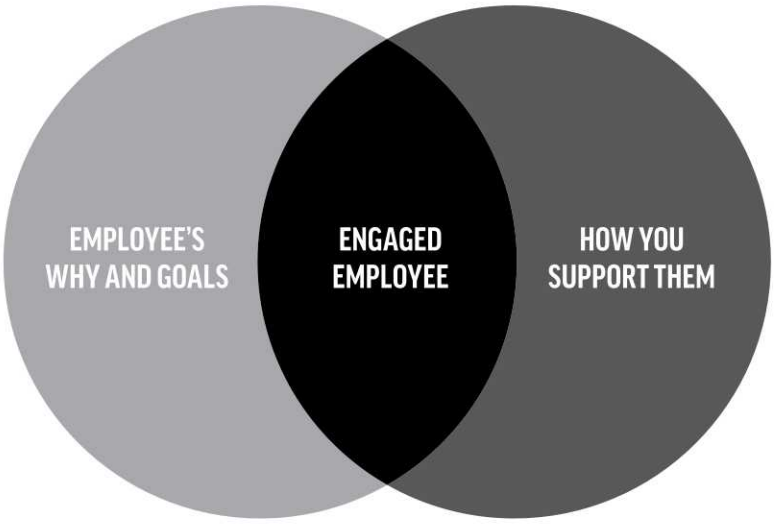
UNDERSTANDING YOUR PEOPLE'S WHY

If you're a leader, you need to be aware of each of your employee's personal whys and how you can help achieve them either through professional development, career opportunities, or day to day tasks. Remember that engagement happens when an employee's why aligns with their role at work.

Think about one of your employees. In the column on the left, write out their why and some of their goals. Once you've done that, in the column on the right, describe how you're helping support those goals through their role at work.

While you have done this for just one of your employees, consider taking the time to do this exercise for all of your people. Including them in this process is a great way to start a conversation that leads to growth for everyone.

EMPLOYEE'S WHY AND GOALS	HOW YOU SUPPORT THEM



step five:

CREATE A CULTURE OF CONTINUAL IMPROVEMENT

DEFINE IT

Continual improvement is the consistent pursuit of self-development in an organization's workforce that drives radical growth in its business.

In the last step, we went over setting goals, and how it can help create engagement on your team. But what happens when they achieve that goal? Well, it's simple. You look ahead to the next one. As people set goal after goal, they are putting their discretionary effort toward improving themselves. In doing so, they create a culture of continual improvement, where problems that were once thought unsolvable are suddenly solved. So, let's get started!

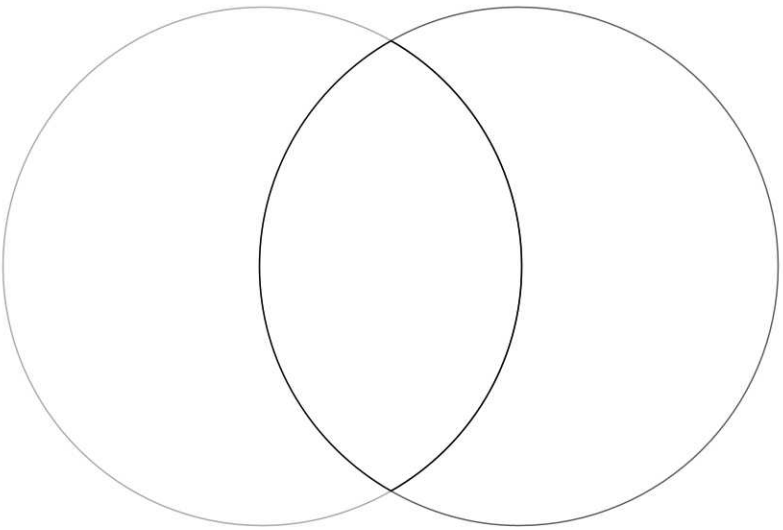
TRACK YOUR GOALS

If you followed the last step, you should have a set of two to three goals for the next year. Don't go too crazy on the number of goals you set, though. You want to make sure they are big, yet actionable and meaningful to you.

Now, think about the objectives you need to accomplish over the next three months to get yourself closer to those goals. Write them below: *(Remember the example from the book about the rep who wanted to take his family to Disney World? While that was a goal, he knew he needed to up his sales in order to get there. What is that for you?)*

Once you've done that, think about your day to day activities. How can you make it a habit to take action on your goals every day? In other words, what are the small actions you can take that bring you closer to achieving your goals? Jot them down now.

Now that you have actions to take every day, those goals don't look so big and unachievable, huh? **To stay on track, use the space to the right** to write down the things you're doing every day to achieve those goals. Track it for a month to see your progress!





LIVE IT OUT

IN THEIR SHOES REFLECTION

In this step, we went over how spending time doing your people's jobs is a great way to understand their perspective, and issues that might be harming their overall engagement. It's also a great way to demonstrate that you're invested in your people's success.

For this exercise, reflect on the times you live in your employee's shoes. Because you should be doing this on a quarterly basis, I've provided four spots for you to jot down some notes. Here are some questions to start off your responses:

- What is it like to take on their job for a moment?
- What are the problems you are seeing in their role?
- Where can you, as a leader, help alleviate these issues?

Here are some questions to think about as you're writing your outline, but 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?

THE ANATOMY OF A ONE ON ONE

Conducting one-on-ones is an essential tool for a human-centric leader. Read back through chapter nine to better understand how I go about leading these meetings. Then use this space below to outline how you'll conduct the meeting.

step six:

USE DATA

Data is the most valuable tool a leader has in their toolbox. Used effectively, it can help you know what you don't know and make the most informed decisions for your business and your people. Considering data is an incredibly involved process, the exercises below will help you better make sense of where you need to start from when it comes to your data process.



DEFINE IT

Engagement is an employee's intellectual and emotional connection with an employer, demonstrated by motivation and commitment to have a positive impact on the company's vision and goals.

Data is measurable and actionable feedback from your people on the level of engagement in your business

The Data Lifecycle is Emplify's approach to harnessing the power of your people's perspective to increase engagement at an organization. Data should always be measured at a frequency that gives leaders enough time to act on the outcomes

THE DATA LIFECYCLE STEPS

1. Seek a trusted third-party advisor to help you gather your data and analyze it
2. Ask questions that measure the right thing and will provide results for easy action
3. Segment data by meaningful subsets of your business to pinpoint specific actions
4. Analyze the data and create an action plan
5. Execute on your action plan
6. Remeasure on a cadence that aligns with how you set business objectives to see the impact of your action plan and where you can reprioritize.
7. Communicate to your people the results of your action plan

DATA BEST PRACTICES

Collecting feedback from your people is vital to creating a culture of engagement at your organization. While collecting this data, however, you've got to make sure you're going about it in the right way. To get the most accurate, and most usable data our of your people, take a look at the below best practices that we've gathered during our data processes:

- Tie people metrics to business objectives in order to illustrate what success looks like for your leadership and management team
- Measure at a frequency that gives you enough time to act on your data
- Ensure confidentiality so you're getting the most authentic and honest answers from your people
- Pick the appropriate communication channel for sending out your survey so that you get the most responses as possible
- Make this a routine part of your organization's decision-making process so that you are making the most of your people's feedback

step six:

USE DATA

EMPLOYEE ENGAGEMENT DRIVERS



AUTONOMY
A measure of the organizational culture. The organization trusts employees to use their expertise to make decisions about how to do their jobs.



LEADER AVAILABILITY
A measure of the organization's leadership. Leaders are approach-able, visible, accessible and readily available to all employees in the organization.



PURPOSE
A measure of the organizational culture. The organization communicates to employees why it exists beyond making a profit.



CAPACTIY
A measure of the organizational culture. The organization enables employees to feel they possess the emotional and psychological resources necessary for investing themselves in their roles.



LEADER INTEGRITY
A measure of the organization's leadership. The perception of leaders based on their commitment to do what is best for employees and teh company and their ability to follow through on that commitment.



REST
A measure of the organizational culture. The organization gives employees a sense that they can take time off when needed.



COWORKER RELATIONS
A measure of an employee's relationship with their coworkers. There are amicable interactions among coworkers leading to positive relationships at the organization.



MANAGER
A measure of an employee's direct manager. The relationship between the employy and their manager that looks at respect, fairness, and development.



ROLE CLARITY
A measure of organizational culture. The organization connects employees' daily work tasks to the purpose of the business and provides clarity about what that work is.



FAIRNESS
A measure of the organization's leadership. Leaders help employees feel that the rewards and treatment of individuals are fair within the organization.



MEANING
A measure of the organizational culture. The organization helps employees have a sense of value (purpose, money, status, and influence) when they immerse themselves in their roles.



SHARED VALUES
A measure of an employee's relationship with their coworkers. Coworkers share common work attitudes.



FEEDBACK
A measure of the employee's direct manager. Employees feel that they receive adequate and helpful feedback from their manager.



PROFESSIONAL DEVELOPMENT
A measure of the organizational culture. The organization promotes and encourages employees' professional development.



UTILIZATION
A measure of the organizational culture. The organization effectively uses employees' abilities and skills in their roles.



GOAL SUPPORT
A measure of the organizational culture. The organization makes efforts to remove structural barriers that prevent an employee from achieving their goals.



PSYCHOLOGICAL SAFETY
A measure of an employee's direct manager. The sense within an individual that they can show and employ their true selves at work without fear of negative consequences to self-image, status, or career.



LIVE IT OUT

THE DATA SELF-ASSESSMENT

Leverage the below exercise to self-assess the effectiveness and your confidence in your people strategy.

Based on the below symptoms of disengagement, which do you think are affecting your organization? Mark any of the below that applies

- ○ High Turnover
- ○ Low Productivity
- ○ Absenteeism
- ○ Low Energy
- ○ Poor Customer Service
- ○ Low Adaptability
- ○ Lack of Innovation
- ○ Burn Out

Which segment of your business is struggling the most in the above area(s)? (i.e. department/team/role/location/manager)

Which employee engagement driver do you think is the lowest for that segment?

ANSWER THE FOLLOWING QUESTIONS

On a scale of 1–5, where a 1 means strongly disagree and a 5 means strongly agree.

We quantitatively measure employee engagement (not satisfaction or happiness).

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Employees are confident of the complete confidentiality of their responses to our surveys

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

We can segment employee engagement insights by department, team, location, tenure, generation and any other grouping that is meaningful to the business.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

We measure frequently enough to get ahead of engagement issues before they fester.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

AREAS OF IMPROVEMENT

Consider what you've already admitted above as some pain points of your organization. What are some actions you can take that you think will alleviate these issues?

Once you've completed the survey, add up your responses here _____

- If the number above is between 15 – 20, congratulations! You're following the best practices to help drive engagement in the organization.
- If it is between 7 – 15, there's still opportunity for improvement, but no worries - identify a trusted advisor to help you up your score.
- If your response is below 7, don't get discouraged. Review the concepts from this step, begin implementing these best practices, and document a strategy for getting there

Now what?

Okay, so at this point, you've completed the workbook, read the book, and maybe even listened to me give some speeches on leading like a human. **So, now what? Well, that's entirely up to you.** Leadership, at the end of the day, is a practice that only you can implement. Everything I've given you is to help you take that action yourself. But if you get lost, or are unsure, remember that is completely natural. In those moments, I encourage you to take a step back, breathe deep, and try to hear that voice deep inside you that can guide you. If all else fails, you can always return here to see what you've written down.

I'd love to hear about the progress you're making as a leader. **You can always reach me on LinkedIn–https://www.linkedin.com/in/meetadam.** If you'd like to stay on top of what Emplify has to offer, sign up for our newsletter at https://emplify.com/blog/. I look forward to staying in touch! Until then, remember to stay grounded in yourself, and open to the possibilities that leadership can bring you.

