



The Future of Work: Engaged Leadership and Empowered Teams

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65% Not Engaged
Of those, 20% Actively Disengaged



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Only 20% are Actively Engaged





Goal: To hire and retain a productive workforce





Trust

- The #1 Challenge for remote workplaces – and that is what we are talking about in the workplace of the future!
- Boost productivity by up to 50%
- Improve retention by up to 65%
- Boost speed of decision making by up to 35%



The Economics of Trust

- When trust goes up
 - Speed goes up
 - Costs go down
- When trust goes down
 - Speed goes down
 - Costs go up



Airport lines after 11 September 2001



Problem: People want choices Leaders want control

- Leadership development is often focused on control, and on “MANAGEMENT” of elements of work:
 - Meeting Management
 - Performance Management
 - Project Management
 - Risk Management
- These are all important, but all about control



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Last Century



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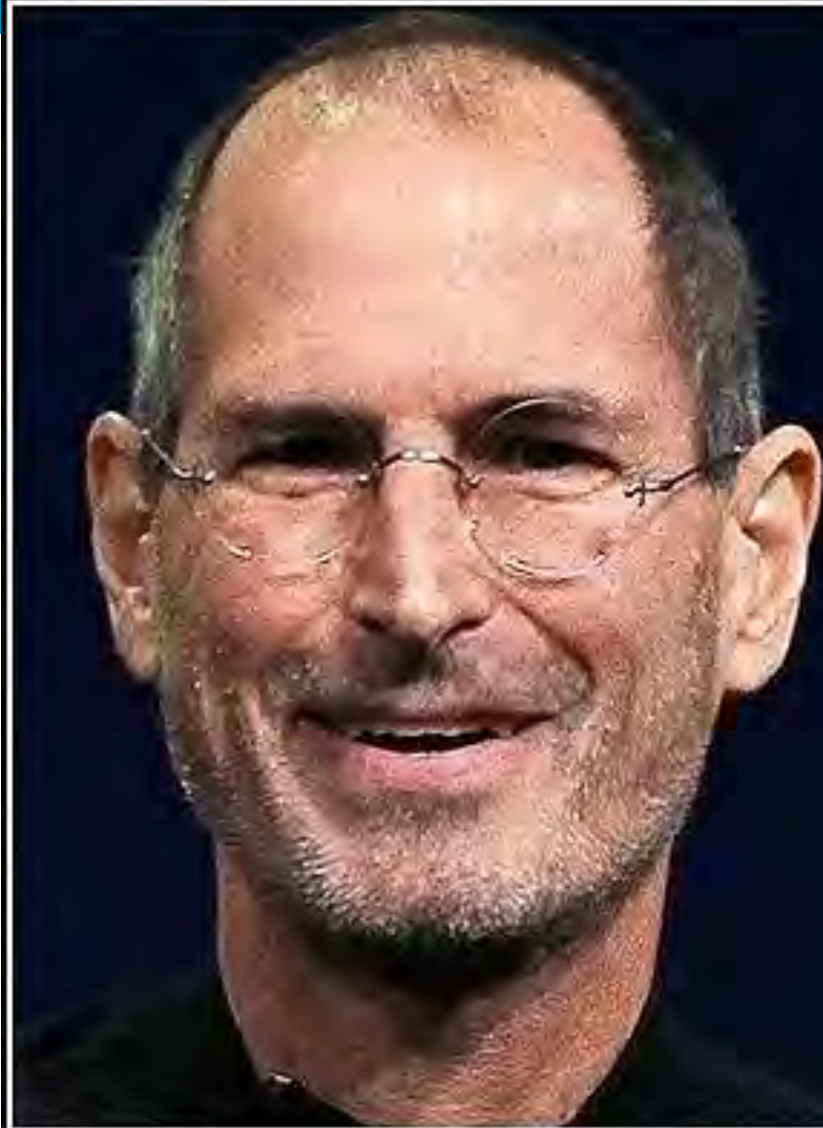
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Last Century

Jack Welch's Style No
Longer Works



Change: Lead rather than Manage



Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— *Steve Jobs* —

AZ QUOTES



Trust Requires Ethical Behavior

- Ethical Challenges
 - Shortcuts
 - Financial considerations
 - Political considerations



Foundations of Ethics

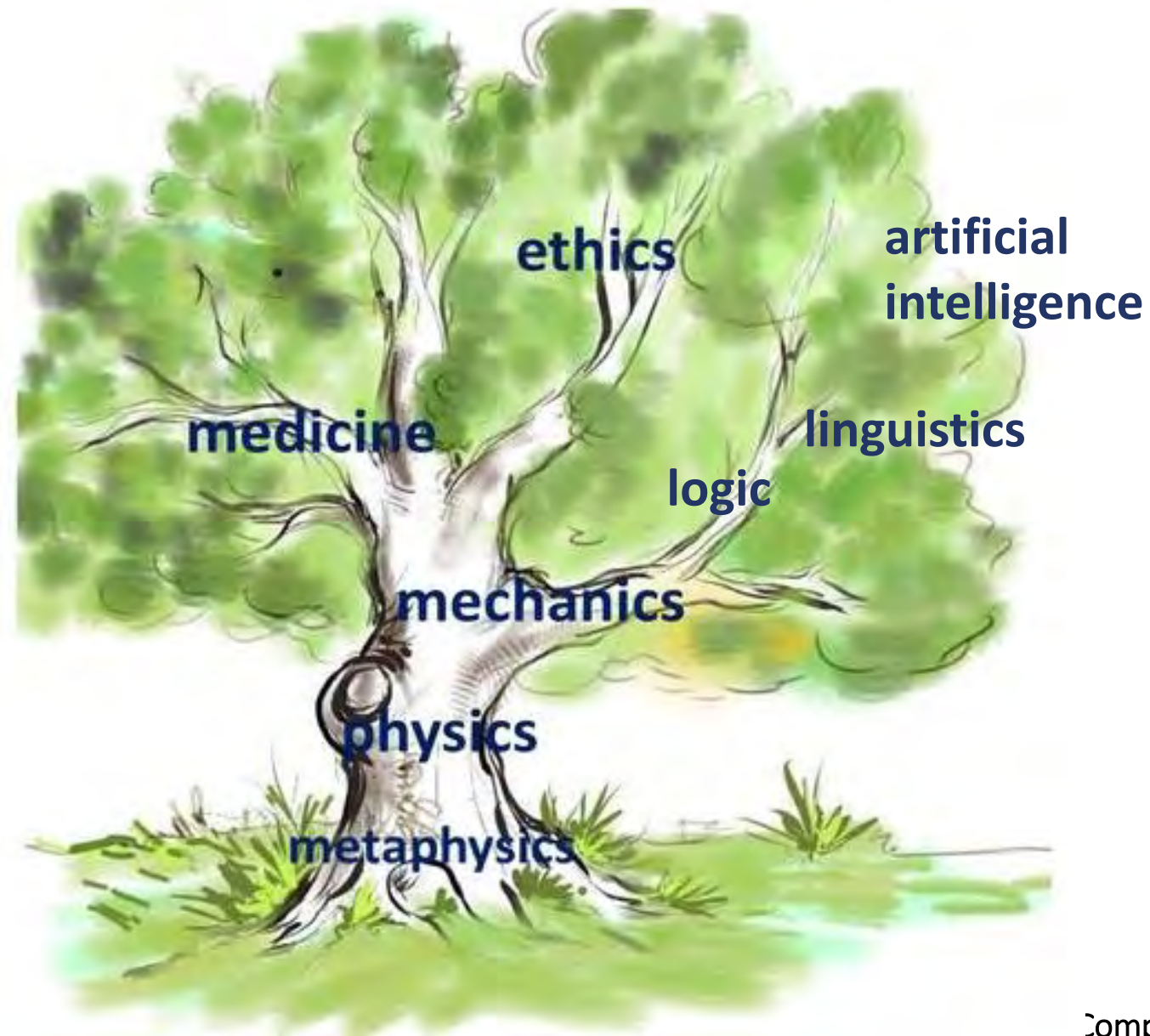
- Ethics is a practice of making choices and decisions
- Ethical behavior results in TRUST
 - And less risk of disaster

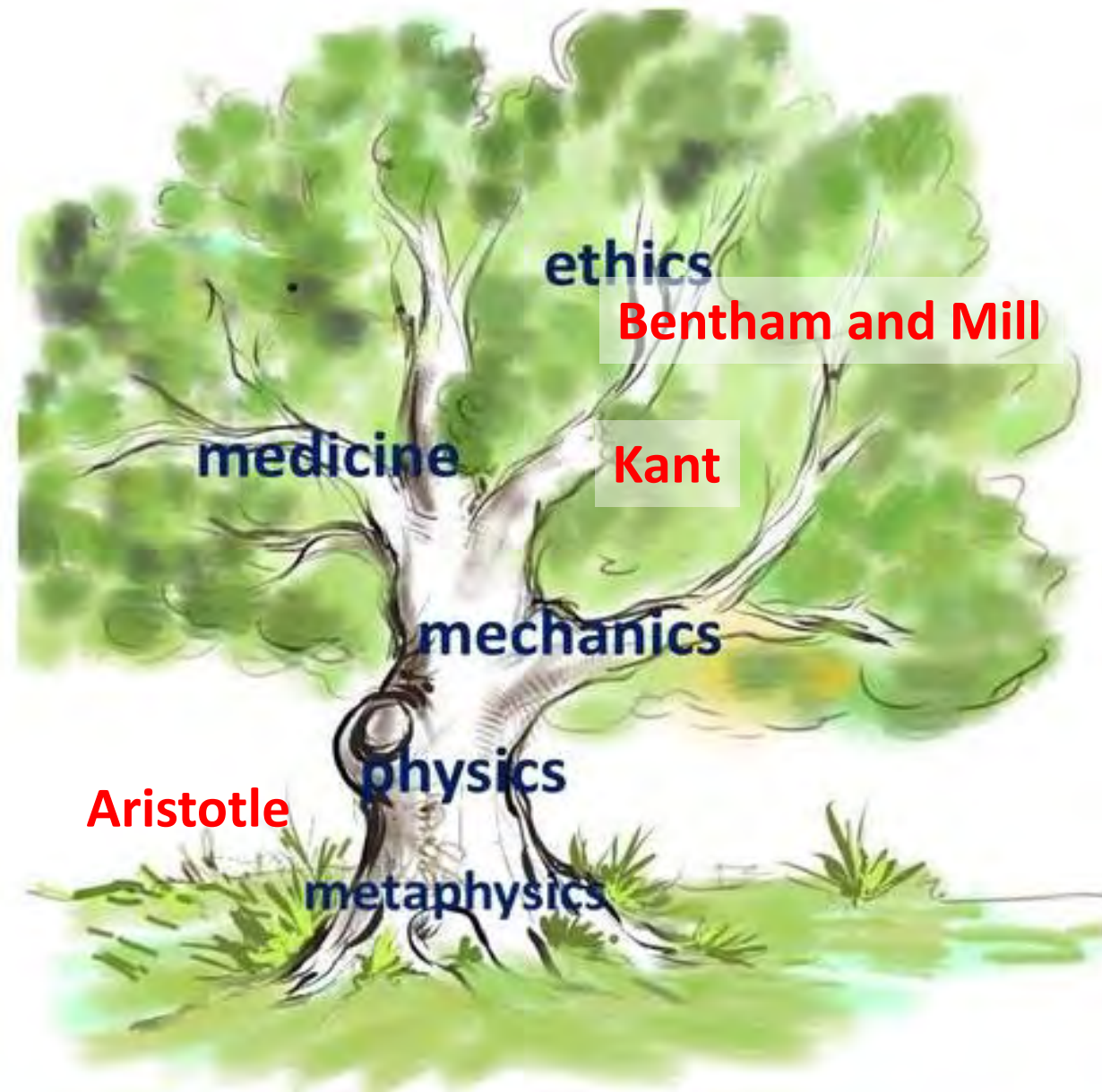


Philosophers try to understand how the world works.

With each new area of understanding, a new leaf sprouts.

A new discipline is born.







Aristotle(c. 350 BC)



Virtue and Character
Practical wisdom

Question to ask:

Can you sleep at night?

Plato (424-348 BC) and
Aristotle (384-322 BC),
~Raphael, School of Athens



Immanuel Kant (1724—1804)



Immanuel Kant (1724-1804)

Duties and rights

Standards

Categorical imperative

Question to ask:

What if everybody did this?

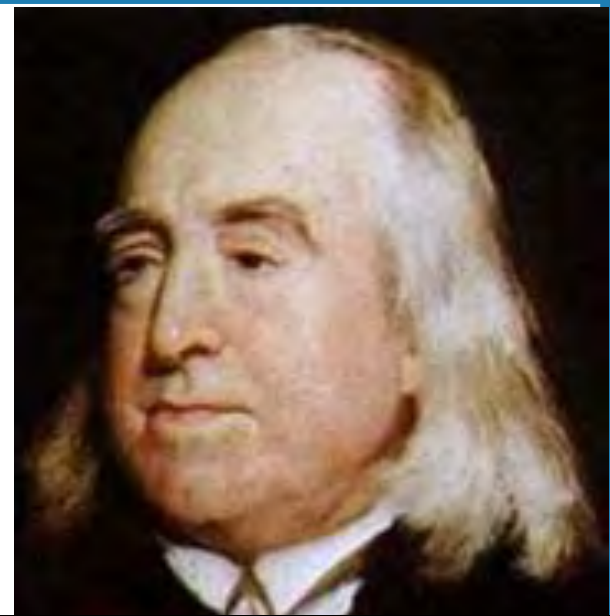


Bentham and Mill

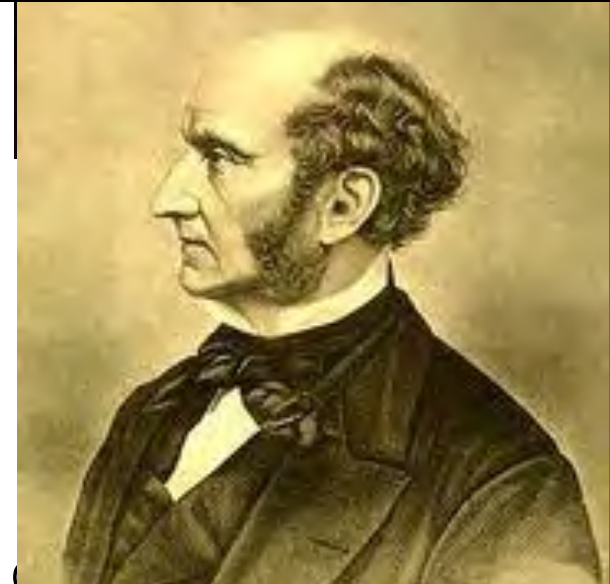
Utilitarianism

Question to ask:

What is the Greatest Good
–or– Least Harm?



Jeremy Bentham (1748-1832)



John Stuart Mill (1806-1873)



Three Questions to Ask Three Approaches

- Can I sleep at night?
-

- What if everybody did this?
-

- What is the greatest good
 - for the greatest number?
-

- Aristotle – virtuous life

- Kant – categorical imperative
-

- Bentham and Mill – utilitarianism



Challenger Disaster (1986)





Challenger Pre-Launch

- Coldest ever launch date
 - Previous cold temp=53°F
 - Forecast temp=28°F
- NASA and Morton Thiokol (MT) engineers discuss O-Rings and cold temps
 - MT recommends against launch
- After a recess, MT said evidence was inconclusive
 - MT says to proceed with launch



Challenger Disaster

- O-Ring was too cold to seal
- Allowed hot gasses to pass through



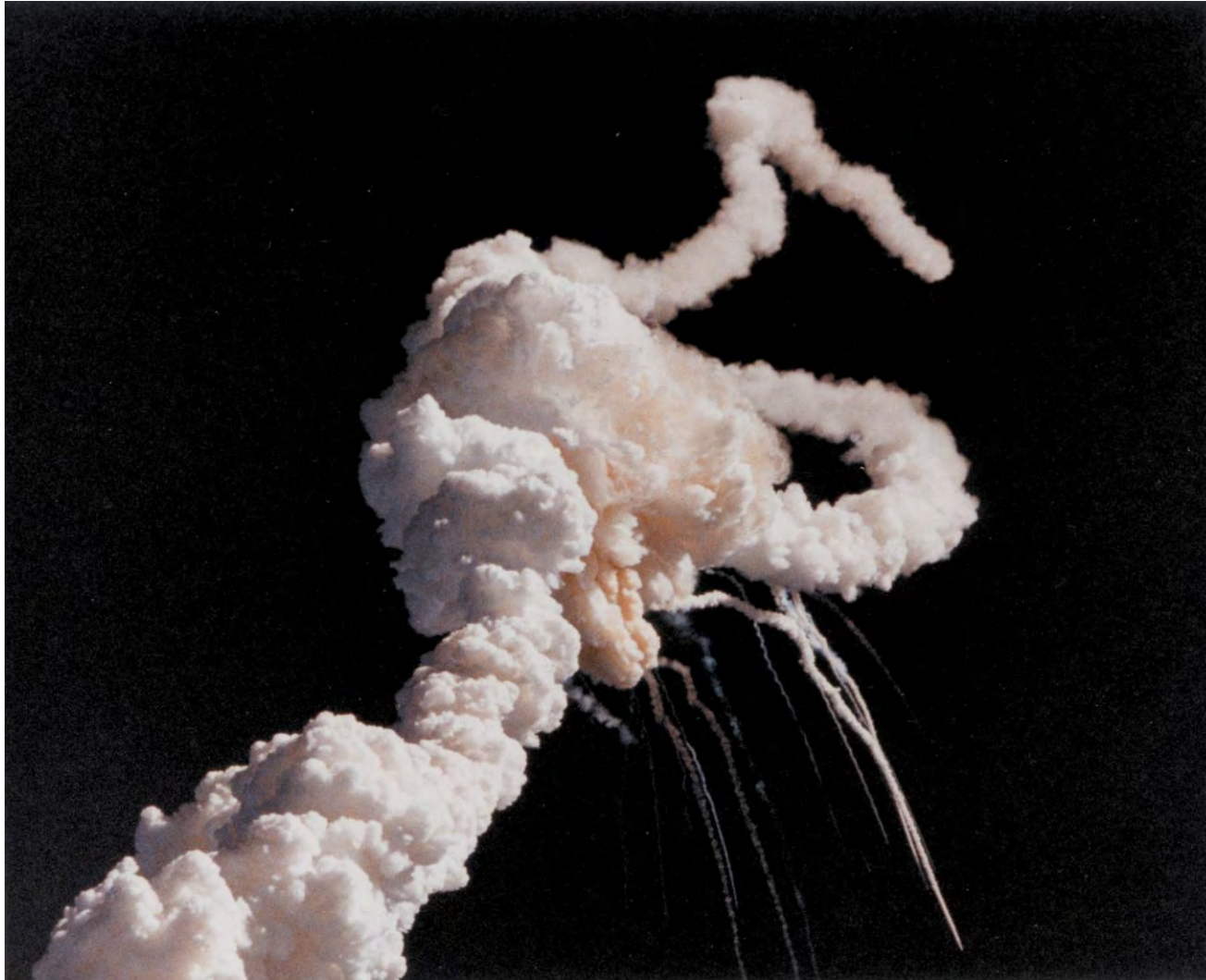


Challenger Disaster (68 seconds)





Challenger Disaster (71 seconds)





What Would You Do?

- Can you sleep at night?
- What if everybody did this?
- What's the greatest good for the greatest number?



What Happened?

- Did they not take the engineer's concerns seriously?
- Did they want to take a short cut to not be blamed for holding up the launch?



How Can You Communicate EFFECTIVELY?





Communicating (Everyone's Job)

- Know what your audience cares about
- Put the communication in their terms
- E.g. “I know we all want to help this launch proceed smoothly. And we all want the Challenger to launch and return to earth safely. In order for us to feel confident that that can happen, we need to wait until the temperature is warmer.”



Action:

Become a Trusted, Engaged Leader

- Behave in an ethical manner
- Learn to be an Engaged Leader
 - Be Present
 - Be Respectful
 - Listen
- Enlist your team
- Help your team become an Empowered Team
- And this takes PRACTICE



Outcomes

- Trust
- Empowered Teams
- Retention
- Easier Recruitment
- Better productivity



IMAGINE

I FEEL HEARD!





IMAGINE

I FEEL HEARD!



I FEEL SEEN!





IMAGINE

I FEEL HEARD!



I FEEL SEEN!

I FEEL LIKE MY IDEAS AND WORK MAKE A DIFFERENCE!





Questions?

If you have questions, please let me know! I am always happy to help!

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Thank YOU!

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