POWER OF POSSIBILITIES
Our workforce and workplaces are changing

Challenges

• Teams not co-located anymore

• Legacy leadership norms don’t apply

• Remote employees and meetings
Did you know?

• Regular work-at-home, among the non-self-employed population, has grown by 140% since 2005, nearly 10x faster than the rest of the workforce or the self-employed.

• According to research by Gartner, organizations that embrace remote working will increase employee retention rates by 10%.

• In a 2017 study by IT solutions company Softchoice, 74% of 1,000 office workers surveyed said they would leave their job for another that offered the option of more remote work.

Questions I struggled with

• How can I make authentic connections with my new team?
  • Geographically dispersed
  • Virtual Meetings, little face-to-face

• How do you walk around when your team is dispersed around the country?

• How do you meet with 100 people 1:1?

• How do you have an open door when half your team can’t walk into it?

• So if I’m not connecting with my team, how can they be fully engaged and inspired employees?
Today’s objectives

Learn how to:

• Collaborate, Communicate, and Connect in today’s workplace
• Create authentic connections with your teams using more modern technologies and approaches
• Leverage enterprise social tools to create more ‘leadership impressions’
• Drive employee engagement to the next level!
• Teach each leader how to feel more satisfaction in their job
The worst advice I ever received...

*Don’t be friends with the people you work with!*
How I felt
I am...
I am...
I am...
Maybe we have a connection
Look familiar?
As a leader, how do you connect with Diane?

- Never met in person
- Several levels ‘down’
- Works in Portland, you work in Minneapolis
- You are ‘new’, she has worked here for 44 years
- Different generations
- She supports mainframe, you’ve never seen a mainframe!
Imagine this...

Many thanks for everything you do!

To: Omar Reece
From: Diane [redacted]
Core Value: We do the right thing

Omar, during this week of Employee appreciation, I wanted you to know that I appreciate everything you do to make our Group the best ever. Your weekly blogs where you share who you are and what you believe is so appreciated. In my 44 years, I have never had an upper Manager that communicates and spends time with his team as you do. You consistently show us that you are 'one of US' at all levels. Thanks for your connection.
How do you get there? A practical approach to Working Out Loud

Four Working Out Loud mindsets

1. Generosity
2. Empathy
3. Authenticity
4. Vulnerability

*Adapted from John Stepper, Author of Working Out Loud*
What does this entail?

• Thinking first of what you have to offer instead of what you need

• Thinking of how the other person will think and react to what you say or do

• Being your true self and connect with others

• Getting beyond small talk to things that matter

• Offering up your own imperfections and need for help
More Working Out Loud tips

From Dale Carnegie, 1936: Five Mindsets

1. Give honest and sincere appreciation
2. Become genuinely interested in other people
3. Talk in terms of the other person’s interests
4. Be a good listener. Encourage others to talk about themselves
5. Make the other person feel important, and do it sincerely
In short, create leadership impressions

• Leadership impressions are like media impressions
• Legacy methods don’t have ‘scale’ in today’s workplace
• Created through blogging and encouraging and participating in online communities at work with a focus on the mindsets of Working Out Loud
• Value is realized when connections are established through a new voice that would not have been experienced otherwise.
What stops us?

• We all have a fear of Working Out Loud
  Afraid of perceptions it could create
  Afraid of being controversial
  Afraid of writing down your thoughts
  Afraid of the changing technology

• We are comfortable in the legacy tools we use to create leadership impressions (why change?)
Working Out Loud means working online

• Online communities such as SharePoint and Yammer

• Blogging
How have I applied these mindsets?
Leverage enterprise social and collaboration tools

SharePoint

Yammer
Blogging

BLOGGING
NEVER BEFORE HAVE SO MANY PEOPLE WITH SO LITTLE TO SAY SAID SO MUCH TO SO FEW.
Some blogs air your dirty laundry (or shoes)
Others not-so-serious

How many and what type of rolls (from list)
Dinner rolls at least 20
Soft
How many and what type of potatoes
One bag of to make mashed potatoes
10 pounds?
Have one bag already
Not huge needed
I will get 5 russet
And you want real tomatoes
Rolo's, peanut butter, peppermint extract
Salad
2 lbs green beans
2 1/3 cups x 2 chopped tomatoes
What the team told me

“I appreciate the personal info you shared last week and your ‘open door’ policy (not everyone is willing to share personal stuff)”

“The weekly blogs you post are both entertaining and informative. It sounds like family life is fun and enriching experience for you, too. I look forward to reading more ‘Happy Monday’ news and getting to know you better”

“Thank you for your notes ... these notes help connect people of all levels which is amazing. We all need to remember that this job is only a part of our lives and sharing with each other really helps to bring us together”

“I enjoy reading your weekly emails and truly hope that you can follow through with your initial plans”

“Got to say I really appreciate and enjoy these messages you send out to the team. Thanks for sharing so much personal stuff about yourself.”

Secure360.org #SEC360
And my favorite

“Wow, I’ve never had a manager share this type of information…”
Testimonials

Re: Is working out loud really working?  Dec 9, 2016

“... if I am heard and if an explanation is given as to why they are going in another direction, I can accept that. I realize I’m not going to get my way all the time, but the fact that my opinion is valued is important. If I know why I’m doing something I’m more likely to put my best foot forward...”

“Sometimes people struggle with voicing their opinion because it invites scrutiny. ..I don’t agree with what everyone writes in the blogs and forums, but I appreciate the courage to express your opinion even if it’s not a popular one...”

“Maybe you are right, maybe you are wrong. No one will ever know that if you keep it to yourself. Is ‘Working out Loud’ working? Maybe it’s too early to tell. Each time I read a blog and the corresponding comments I can’t help but believe it is working...”
Testimonials

Re: Is working out loud really working?  Dec 9, 2016

“... I see it as fantastic change. I have never had the thought that my managers’ managers’ manager (say that 5 times fast!) would be someone who wants me to know what they are doing and why. To think this person would want to know what I’m doing and express the value they see in it.”

“When I have an idea about how I think things could be improved, they take the time to really listen and show they heard me.”

“I believe every one of us has ideas on how the bank could be even better for our customers and us. I’ve never felt free to share those ideas before now. That’s change. I like that change.”
Employee Engagement

Reece Employee Engagement Index - Percent Favorable

2015 Engagement: 64%
2016 Engagement: 73%
2017 Engagement: 85%
2018 Engagement: 89%
Blogging 101 - how to get started

• Commit to a standard cadence (e.g., every Monday)
• Use personal examples then tie back into a work theme
• Encourage participation with open ended questions
• Use photos
• Ask for feedback
• Reply, comment, and like every person that acknowledges your blog
It starts with you here and now

• Commit to one post
• Explain what you are trying to do (Vulnerable)
• Show appreciation for something
• Ask for feedback
• Acknowledge the brave responders!
Conclusion

Changing the way we work
• Connecting with the people we work with is good - achieve more scale by using Enterprise Social and Collaboration tools
• Use the four mindsets
• Use the secrets of success

Changing the way we lead
• Put yourself out there
• Find your voice
• Realize your untapped potential
Dedicated to Diane for leading the way

• 44 Years working for the bank

• Top contributor of both posting and commenting on other’s blogs

• Shares stories of her family to get to know her better
Questions ?