

Marilyn Manning and The Consulting Team's

Leadership Tips



NOTE FROM THE CONSULTING TEAM

It's the new year, one that promises better times. We see signs of renewed prosperity and growth. Yet we know employees have grappled with many challenges in recent years and still face constant change.

Supervisors have been called upon to maintain morale and inspire their employees to actively engage in their organizations' futures. Now they will need employees' continued commitment and dedication to grasp opportunities that will come their way.

This issue of Leadership Tips explores methods you can use to engage your teams to reach a higher commitment to increased productivity, and quality.

*Our warm regards,
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Engaging Your Team From Complacent to Committed

“Appreciate everything your associates do. Nothing can substitute for... well-timed, sincere words of praise. They are absolutely free and worth a fortune.”

~ Sam Walton

Do you ever notice how excited new employees are their first day of work? They are eager to learn and take on their duties. Have you noticed the same employees six months later - one, two, or several years later? Many times their enthusiasm has vanished. They become complacent and even complain about what were once vital interests and challenges. Their jobs have become stale. How can you reignite that former spark of engagement in your employees to better meet your organization's goals?



First Day Work Excitement Every Day

A benefit of engaged employees is the positive effect it has on productivity and quality. Research confirms that engaged workers significantly outperform those who are disengaged. They are less apt to change jobs. They also contribute to a better work environment. Don't confuse engagement with employee satisfaction. Engaged employees find satisfaction when they meet challenges and are productive, but some workers can be satisfied with job, pay, and benefit plans, and still be disengaged.

A Dale Carnegie white paper found that supervisors significantly influence how engaged their workers are. Here are several ways you can shift more employees from complacent to committed, from disengaged to engaged.

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Organization pride, driven by a collaborative culture and clear direction, is the basis for building an engaged workforce. At least annually, demonstrate how your employees contribute to your organization's mission and vision. Review work objectives and results on a regular basis. Post individual and team goals and progress on the break room wall or discuss them in team meetings. Employees become more engaged when they can connect their daily work to the organization's direction and strategy.

Management cannot expect employees to be engaged if they do not feel appreciated or respected. Value your staff by listening to what is important to them, sharing ideas and business concerns, and recognizing contributions. How can you, already stretched to thinly find the time? One supervisor we met took a cue from the academic world and set aside "office hours." She carved out three hours a week to connect with her team members. Because they worked in several locations, she often planned site visits. Other times her employees met her at her office. At every meeting they focused on the employee and his or her job. The supervisor reported that this practice helped team members feel valued and better connected to their work. She made a personal connection that built loyalty.

"The Consulting Team taught me to be a more effective leader, open to suggestions from all staff. I learned issues I think are little may be huge to others. I must be prepared to hear the truth."

~Matt Schuler, Captain, Contra Costa County Sheriff

A best practice of an engaged organization is keeping employees informed. A vital leadership task is ensuring the channels of communication remain open, up and down the organization. Many managers have begun weekly blogs and invite comments. Others use share drives and websites to post important decisions and initiatives. This builds trust as well, even if the message is still, "Do more with less."

"The Consulting Team gave us valuable insight and reminded us that communication is critical to developing successful business relationships and maintaining employee morale."

Richard Lange, IT, County of Monterey

You can also instill trust for your teams when you model the behaviors you expect from others. "Walk the talk." In other words, to develop engaged employees, you must also be fully engaged. You can do this when you demonstrate

Levels of Engagement

derived from 4 independent studies



behaviors consistent with team agreements. At a recent teambuilding workshop, the leader asked The Consulting Team to help him re-engage the members of his team. Their agreement for open and honest feedback had broken down, so we suggested the fishbowl process, during which the executive team's direct reports gave feedback to the executives. The leader went first and modeled how to accept direct feedback and take responsibility for suggested actions and changes. Team members said things aloud that they had been saying behind backs. It brought constructive ideas into the open. This leader's powerful example led the way to many breakthroughs within the executive team and increased overall engagement to the organization and its mission.

If employees' engagement levels decrease over time, you can offer projects to help them perfect their profession abilities and growth and refresh their skills. We once coached a highly-skilled technical manager who was responsible for servicing an account worth millions of dollars. After a decade of good performance, his results began to suffer and he became a trouble-maker on his team. In an interview he told us his job had become so routine he was bored and frustrated. We alerted his supervisor, who offered him a project developing a training video for a new product. He immediately reengaged in his work, feeling excited, challenged, and rewarded. His overall productivity improved, and he once again became a positive force on his team. This organization demonstrated its value for a long-term employee, and the employee reciprocated with increased competence and commitment.

The Consulting Team's Communications Resources

Presentations and Keynotes

"I'm sure the new attendees weren't prepared for your great content and delivery. They were 'blown away.'"

~ Mike Rounds, former President, NSA,
Los Angeles Chapter

The Consulting Team presents on many topics. Here is a partial list of our communications offerings:

- Engaging Your Employees
- Power Communications
- Leading Positive Change

Empowerment Workshops

"The Consulting Team trainers are knowledgeable and engaging. They provided different perspectives while delivering consistent messages. This brought insightful conversations and solutions to the group!"

~ Cathy Morrey, City of San Jose,

Environmental Services Training Manager

Seven Laws of Leadership: Are you an acknowledged leader? Have you moved beyond being a directive manager to a collaborative facilitator? Sharpen your coaching skills and embrace a positive attitude toward change. We cover the seven laws of leadership, derived from over 100 interviews with respected leaders to define the common principles that led to their success.

Leading Positive Change:

Do you need to do more with less, faster, cheaper, and better? Are you focused in creating change or reacting to problems? Power is the ability to make change. Change provides the ability to create. This workshop empowers you to set realistic goals, create strategies to overcome resistance, and implement successfully. Learn to engage and

motivate others to change, identify stressors, modify negative patterns, and manage conflict and challenging situations.

Leadership Coaching Services

"When I've used The Consulting Team, they have distinguished themselves as conscientious and energetic coaches."

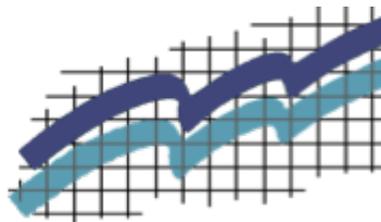
~ Kathy Omaye-Sosnow, HR Director, Catapult Communications

Leadership Coaching: We aren't born knowing how to lead, but we can learn and practice the skills. Leadership Coaching helps future and current leaders select strategies to develop more effective habits and behaviors to motivate and engage their employees.

EQi 360° Evaluations: Using the EQi assessment as a 360° evaluation tool, we coach managers and leaders to improve and practice their skills to meet the needs of their organizations and teams.

Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past **Leadership Tips** go to www.theconsultingteam.com and select Newsletters.

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- ▶ If you know someone who would benefit from reading **Leadership Tips**, please forward this newsletter to them.

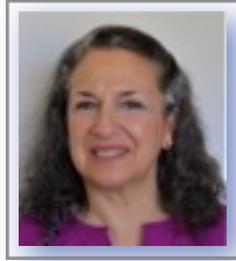


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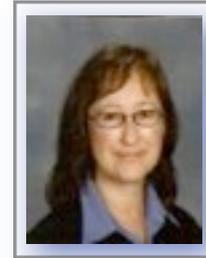
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For over 20 years The Consulting Team consultants have helped their clients solve difficult organizational and people problems. The Consulting Team, LLC, was founded by international author, speaker, and certified management consultant Dr. Marilyn Manning. The Consulting Team members are recognized experts in many areas, including communications, training, facilitation, coaching, leadership development, change, conflict mediation, strategic planning, and team building. Our success is reflected in the fact that 94% of our business is repeat or referred.

More References about Employee Engagement:

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