

ENGAGEMENT – PRODUCTIVITY – PROFITABILITY:

THE GOAL IS KNOWN, THE MEANS ARE KNOWN, THE WILLINGNESS IS THE CHALLENGE

INTRODUCTION

Work in all its various forms is a very significant part of everyone's life. It is through our work that we gain a profound sense of who we are as a person; that we express our creative and innovative capacities; that we grow and develop mentally and spiritually; that we earn a living; that we socialize with others and make friends; that we enhance our lives and make a difference in the lives of others. Work is a major source of learning about and expressing life's meaning. We all know that this is what we want work to be but unfortunately for many their work falls far short of fulfilling these aspirations. There are significant personal and organizational costs for this failure. These costs are known yet they persist. Why?

There are many answers to this question including but not limited to the lack of leaders-managers vision and weak performance management processes. The purpose of this paper is to share my perception of a **fundamental cause** for the failure and to offer suggestions for creating more engaged, productive and profitable workplaces. My focus is on the role of the leader-manager. A leader-manager is first an individual contributor and, as you will subsequently see in this paper, every individual contributor has influence. In addition, a leader-manager has formal power and authority.

In the workplace and elsewhere, it's as if there exists a widespread intention not to pay attention to the deeply experienced aspirations and intentions of people. It's as if these aspirations and intentions, in other words, the consciousness of people, don't matter much. This lack of attention is a major mistake.

Typically, the focus of change in organizations is on behavior and many strategies have been developed to change what people do either through coercing compliance or through persuasive reinforcement systems. However, the focus on behavior is incomplete.

While focusing on behavior it is assumed that people have consciousness, that they have minds. It is assumed, taken for granted, that people think and yet little is done to recognize and take into account the power of their consciousness, their capacity to **choose** and, consequently, their power to be **causal agents for change**.

They think, they feel, they believe, they **choose** and they act and in so doing they **cause** things to happen.

If asked, could you as their leader-manager accurately elaborate on the work-experience thoughts and feelings of those who report directly to you? Are they engaged, enrolled or disenchanted (see 'Towers Perrin Global Workforce Study' below)? This isn't theoretical; really do this! Get a pen and paper. Write



down the name of one of your direct reports. What does he/she really think and feel about working with you? Have you ever had such a conversation with the individual contributor? How have you actually taken their 'voice' into account? Don't you think there is a connection between how well you know and honor the individual contributors that work with you and their level of engagement and thus their productivity?

One possible explanation for marginalizing the minds of others is – if we were serious and took their thoughts and aspirations into account we might have to change *the way we think and what we do*. We may have to change the way we treat them.

The power of wanting – “I want it thus!” - is very strong and can easily lead to discounting what others think and want. We tend to think that our own way of interpreting events and seeing the way forward is the best way and sometimes the only way. This tendency to value our own assessment increases as our vested interest increases and as our self-assessment increases. This discounting of others' views becomes a leader-manager's blind spot.

The problem with focusing on behavior alone is that behavior is an effect, an outcome of the mind. We focus on the effect (the behavior) and ignore the cause (the mind). Many workplaces fail to engage individual contributors because many leaders-managers and individual contributors ignore the fact that people think for themselves in secret, make their own judgments, and then act in their own best interest. People are sophisticated; they are politically astute and know how to camouflage their true thoughts and feelings. They know what they need to say and do to be seen as supporting the party line. **The implication for the workplace is that leaders-managers need to pay as much attention to the minds of individual contributors as they do to their behavior.**

The quality of workplace relationships, especially the relationship between a leader-manager and the individual contributors in his/her team, has a significant impact on a workplace's culture and the level of individual and team productivity.

What individual contributors think and feel influences their judgments and choices and determines their level of engagement and productivity and the organization's profitability!

THE GOAL IS KNOWN

What are the characteristics of the ideal workplace for you? Take a few seconds and jot them down and see how they compare with what follows.

If you compute the number of hours that people between the ages of 15 and 65 spend at work, you will find that most people spend more time at work than they do in any other facet of their lives. Yet the workplace is a leading cause of stress in many people's lives and the vast majority of workers are not actively engaged in their workplaces according to the following studies.



The majority of respondents to a Canadian Mental Health Association survey said work-related stress was a principal demotivator in their life. Over 4 in 10 say that work-related stress impacts their performance on the job.

Mindsets: Mental Health – The Ultimate Productivity Weapon, Edgardo Perez, M.D., and Bill Wilkerson, 1998

Our study reveals that only one out of every five workers today is giving *full discretionary effort* on the job – going well above and beyond what’s required because they are caught up in the passion and purpose of creating a better product, service or customer experience....

.....over 40%, is the so-called “enrolled,” perhaps best described as capable but not fully committed.....

More disturbing still, close to four out of ten (38%) are what we call disenchanted or disengaged....They may not be watching the clock, but they are also not performing anything near their true capability, chiefly because they don’t have the kind of rational, emotional and motivational connections to the company that help drive discretionary effort....

The “engagement gap” poses a serious risk for employers because of the strong connection between individual contributor engagement and company financial performance.

Closing the Engagement Gap – Towers Perrin Global Workforce Study - 2007-2008

The workplace circumstances these research findings reveal are most unfortunate both personally and organizationally because they are preventable. The findings not only indicate a tremendous waste of human potential, they also indicate a failure of human willingness to create the workplaces people truly desire. Though people may cynically say, “That’s just the way work is,” they do know, work doesn’t have to produce those kind of effects. From our experience (Boss Consulting Inc.) with our clients, everyone has an opinion about what constitutes the ‘ideal’ workplace for them.

If you were to go into a major shopping mall and randomly form groups of 5 working people from the shoppers in the mall and ask each group to come up with the characteristics of an ‘ideal’ workplace you



ENGAGEMENT – PRODUCTIVITY – PROFITABILITY

would find a substantial amount of agreement between the groups. The most common elements identified would likely be such characteristics as: having a competitive salary; being trusted; being treated with respect; having opportunity for growth; having one's opinion heard; knowing what is expected; having some flexibility in their work to meet personal and family needs; being able to do what one does best; being appreciated for one's contribution; and, having friends at work. These are the characteristics most individual contributors would be looking for in their ideal workplace.

Random groups of 5 managers if asked to identify the characteristics of the 'ideal' workplace would similarly be able to do so. They would likely identify characteristics as: a competitive salary; have clarity about the direction of the organization and about what is expected of them; are provided with the resources they need to accomplish what is expected of them; individual contributors that are committed to meet their expectations and deadlines; individual contributors that come to work on time and have low absenteeism; individual contributors that keep their promises, are reliable, do quality work, follow instructions, get along with others and go the extra mile when needed.

If you were to gather random groups of 5 leaders and ask the different groups what the characteristics of the 'ideal' workplace are they would likely identify characteristics such as: candid and transparent relationship between the Board of Directors and themselves; support from the Board of Directors; a leadership team that in fact is a team; management that is attuned to the mission and vision of the organization and can see the 'big picture'; have the fiscal, physical and human resources they need to accomplish the organizations goals; individual contributors at all levels that have integrity, are trustworthy and treat each other and the organizations' customers with respect; a positive profile in the communities where they do business; a fatality and serious injury free safety record; a substantial salary and bonuses; opportunities to grow and develop both personally and professionally; and, opportunities to make a positive difference in the communities their organization provides products and services.

Though almost everyone shares a common goal to work in an 'ideal' workplace and they have an opinion of what their 'ideal' workplace would be like, there are differences in the specifics of what is envisioned because individuals have different drivers, different vested interests. In too many workplaces these differences are not valued, not made visible and therefore are not respected and taken into account. The reasons for not dealing with the differences vary from workplace to workplace but the consequences always result in the 'engagement gap' referenced above.

Leaders-managers can decrease the engagement and productivity gaps.

THE MEANS ARE KNOWN

Workplace research is increasingly recognizing the disconnection between organizations and individual contributors. It is also beginning to clarify what leaders-managers and individual contributors need to do to bring a more productive alignment between their divergent drivers and vested interests.

Towers Watson undertook a global workforce study from November 2009 to January 2010 in 22 markets around the world involving more than 20,000 individual contributors. One of the main findings of the



study is that the recession beginning in 2008 has “driven a final wedge into the social contract, or “deal,” that has traditionally underpinned the employment relationship”.

The study concludes, among other things, that there is a need for a fundamental change in the way leaders-managers think about their roles.

Manager as Coach and “Deal Maker”: Rethinking the Role

Most individual contributors look to their direct manager to make sense of the broader organization; to interpret mission and goals, clarify rules and maintain meaningful connections between the individual and the enterprise. While our global respondents gave managers higher scores than senior leaders on a range of behaviors, including overall effectiveness, it was by no means a ringing endorsement of managers’ current competence and interest in individual contributors. And managers scored poorly on the “human” dimension of their role, particularly around performance management.

If the new employment model is about increased individual contributor self-reliance, then managers need to do less overt managing, and more coaching and guiding. Their role is to enable and clear a path for success, rather than to direct and dictate. The reality, though, even today, is that few managers are equipped to serve in this way. Many were promoted on the basis of their technical skills, and few receive effective training in the art of managing people. But a company’s success in creating a culture of self-reliance may well depend on its ability to refashion the managerial role and either select or train for it in very specific ways.

The New Employment Deal: How Far, How Fast and How Enduring? Towers Watson 2010

Though our experience supports the above quoted observations, it has also lead us to realize that leaders-managers and individual contributors, alike, need to pay as much attention to the thoughts, emotions, beliefs, and **choices** (the inner world) of those in the workplace as the attention they pay to the “doing”, the action (the outer world) and its effects. The inner world of individual contributors is a major **cause** of the outer world workplace!



Speaking Candidly To Leaders-Managers

**How do you get people to care about their work?
You can't get them to care.
People care when what they are doing is significant to them.
They choose to care when they see their work as an opportunity to express who they are.
When you value and respect your people for who they are
you help them value and respect themselves and each other.
With your people you can co-create a work environment
that they care about.**

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Leaders-managers, take a moment to think about this:

**The only unlimited resources you have in your organization
are the hearts and the minds of the people who choose to work there.**

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Every other resource, physical or fiscal, is limited. Yet there are no limits to the human imagination; there are no inherent limits to human aspiration; there are no limits to an individual contributor's capacity to **choose** to care and to commit to something he or she believes in. The only limits that the people who **choose** to work in your organization have are the limits that you and your systems impose on them and the limits they impose on themselves.

As a leader-manager, do you *really* understand and act upon the understanding that each individual contributor in your organization is a powerful, **causal agent**? They may not fully appreciate that fact themselves, but they are nevertheless. And if they don't realize their **causal capacity**, it is your role, your opportunity and your competitive advantage to help them become aware of the impact that they have and potentially could have. By listening to their ideas and taking them into account, you can coach them **to choose to be willing** to apply those powers in the service of your organization. Through your coaching you can increase the probability they will **choose** to engage.



What are the potential consequences of not treating your people as **causal agents**? What have you seen? When were you disengaged? What effect did that have on your performance and productivity?

What individual contributors **choose**, based on their inner world aspiration and world view and their outer world of action, **causes** positive and constructive results (engagement) or **causes** negative and destructive results (disenchantment or disengagement). It is their **choice** and it is a **choice** they make consciously and intentionally!

Recent research demonstrates that individual-contributors' attitudes and their subsequent **choices** and actions impact the bottom line – they are one of the main **causes** of organization success and profitability! **They choose!**

Do Individual Contributor Attitudes Impact Financial Success?

The answer is an unequivocal “yes!”
High levels of individual contributor satisfaction and empowerment
along with coaching and high standards
cause a demonstrable, measurable improvement
in financial performance.

David H. Maister, Practice What You Preach, Page 77

Individual contributors are sophisticated and astute human beings. They remember! They know when they are being treated with integrity. They know when they are being treated fairly and with respect. They know when their leader-manager authentically cares about them. They know when their performance is being valued, recognized and rewarded. They know when they are being discounted. They know when a leader-manager acts without integrity. They remember these things and they tell others. They share their stories. They **choose** to perform or not. They **choose** to stay or they **choose** to leave in body or in mind.

As a leader-manager, your actions create experiences which lead to their stories. Through what you do, you generate corporate legends that individual contributors share around the office, at industry functions, and with anyone else who will listen. A corporate legend is a story that gets told from individual contributor to individual contributor and from generation of individual contributors to generation of individual contributors, for many years in some cases. A corporate legend is a story that influences a leader-manager's reputation and an organization's culture and its public reputation. A corporate legend is not negative by definition but more often than not, it is a story which breeds



skepticism and cynicism. Your corporate legends become your personal and organizational reputations. Individual contributors remember your legends and in remembering your reputation *they choose* whether or not they are going to be engaged and committed to the achievement of your vision.

One of our clients told this true story of his experience with a corporate legend. He was excited about working for this large national organization and on his first day at work he went into the on-site gym. He gets on a stationary bike and begins riding when someone gets on the bike beside him. The new arrival looks at him and says: “You’re new here, aren’t you. Let me tell you how you make it here. You keep your mouth shut and you do what you are told!” After that, his enthusiasm wasn’t the same – doubts had been powerfully implanted.

When individual contributors are treated as commodities (physical resource, fiscal resource, human resource) they learn to behave as commodities. When this happens, people lose their spirit – they lose their personal connection with the importance of what they are doing. When they lose their spirit they just put in time because of the practicality of making a living. However, when they are treated with respect and as powerful **causal agents**, they learn to believe in themselves and they engage and go that extra mile, not because they have to but because they want to.

The secret to engagement and commitment is to sincerely value your people first for the unique human beings they are. Learn about their aspirations, how they view the world, how they view their work experience in your organization, how they envision their ideal workplace and their view on what would make your workplace better. Then, value them for what skills and capacities they bring to your business.

Remember, the hearts and minds of individual contributors are the only unlimited resources your organization has. When treated as powerful **causal agents** their work becomes a vehicle for expressing their creative capacities and for fulfilling their own aspirations. Work is seen to be one of the major opportunities for them to express their aspirations, skills, talents and abilities. They **choose** to contribute.

Be clear! The individual contributors working for you ultimately don’t need to be there. They **choose** where they want to work, to make their contribution. Each individual contributor is the captain of his or her level of productivity.

Though we basically know what to do to make our workplace better, what needs to be done often doesn’t happen. Many leaders-managers lack the willingness to co-create with the individual contributors on their teams a workplace culture that validates the **causal capacity** of everyone on the team.

Actually, every individual contributor on a team bears some responsibility for co-creating the culture that validates the **causal capacity** of everyone on the team. Leaders-managers have the additional responsibility and accountability to do so because of the formal authority invested in them.



THE WILLINGNESS IS THE CHALLENGE

The creation of an ‘ideal’ workplace is a shared responsibility of everyone in the workplace.

The issue in creating ‘ideal’ workplaces isn’t the inability of people to envision the ‘ideal’ workplace. The issue is the lack of willingness of those in marginal workplaces:

- to accept the fact that they have co-created their current marginal workplace experience,
- to accept accountability for their choices and actions, and
- to make the changes that are necessary – to choose to think and behave differently.

What creates marginal workplaces are the reluctance to acknowledge the differences in the specifics of people’s ‘ideal’ workplace and the unwillingness to deal with the conflict that will result when the differences are made visible. In other words, marginal workplaces result from people being unwilling to change the way they think and the **choices** they make.

The creation of an engaging workplace is a collaborative adventure.

**My success depends on your success,
and your success depends on my success
and our success depends on our organization’s success;
so, how can we help each other?**

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Collaboration is a way of working through the differences and the conflict to increase the probability of mutual success.

**Collaboration occurs when people individually choose to collaborate.
People choose to collaborate when they believe
there is more to be gained by collaborating than by competing.
People choose to collaborate after they have chosen not to compete.**

Boss Consulting Inc.



Collaboration is fundamentally a choice about the way one will go about his/her work that infuses everything one does.

Through our experience, we have learned that the unwillingness to collaborate largely comes from fear.

Fear is the enemy of collaboration. Individual contributors are afraid they will lose if they collaborate. They are afraid they will lose the ground they have gained through competition – the position, the prestige, the power, the market share, the competitive advantage that they have worked so hard to get. This fear is very strong in most leaders-managers – it is experienced as the fear of losing control!

This fear, though powerful, is driven out of workplaces built upon a respect for the capacity of everyone involved to **cause** things to happen and trust that everyone is working for the mutual success of all.

The leader-manager plays a critical role in co-creating an engaging workplace culture. The first and most significant choice a leader-manager who is sincere about co-creating an engaging workplace culture must make is the choice to be willing to personally change.

**Choose to be willing
to consider the possibility
that things are different than the way you think they are.**

**Choose to be willing
to consider that power increases the more it is given away
just as the more an idea is shared the stronger it becomes.**

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Our work with a leader-manager and his/her team to co-create a constructive and engaging workplace begins with coaching a leader-manager to:

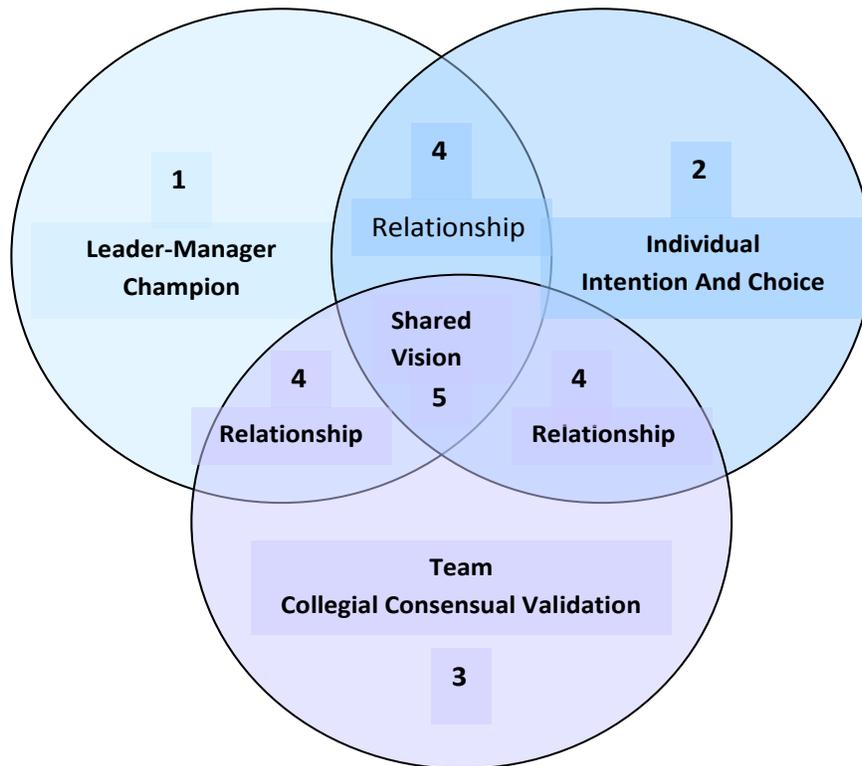
- accept the fact that he/she must change and to be curious about what those changes are,
- recognize there is a 'better way' for him/her and his/her team to work together for their mutual success and the success of their organization, and
- be willing to take the risks to enable change to happen.

Through coaching a leader-manager begins to understand that the process of enabling change is not a quick fix and to develop a willingness to patiently work with his/her people to develop the readiness necessary for solid and sustainable change to take place.



Our coaching with this leader-manager and his/her team focuses on developing willingness, understanding and capacity in five (5) areas: Leader-Manager Champion, Individual Intention And Choice, Team Collegial Consensual Validation, Relationship and Shared Vision.

Creating an Engaged, Productive and Profitable Workplace



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1. Leader-Manager Champion

The leader-manager of the 21st Century recognizes that people’s consciousness and awareness are changing and that the way business is done in this century is shifting. New information technologies (internet, smart phones, wireless networks, virtual social networks, blogs, tweeting, etc.) with their capacity to connect people and to make information immediately accessible to everyone both as sender and receiver are influencing every business practice and most importantly workplace relationships.

The leader-manager and individual contributor relationship is profoundly changing as power and control are gradually being replaced by transparency, personal accountability and collaboration. In addition to the changes being created by information technology, the increasing need for creative and innovative thinking in a globalizing workplace and economy are redefining boundaries and redefining the ideal leader-manager and the ideal individual contributor.



As these changes are taking place, the role of leader-manager with respect to an organization's vision and direction is also changing from the developer and teller of the vision and direction to the collaborator and generative organizer of a shared vision and direction. It is increasingly being realized that good ideas and wisdom are not the purview of leaders-managers only. They reside in everyone and the leader-manager's role is to co-create with those in his/her area of jurisdiction a workplace culture that not only enables but encourages them to come forth. Leaders-managers have an important role of championing the creation of a workplace culture that enables and inspires growth, capacity building, aspiration fulfillment and co-creation.

Wise leaders-managers understand, respect, and value the powerful creative force that lies within every individual contributor. The leaders-managers challenge is to inspire the direction of individual creativity in the service of the organization's mission and vision.

2. Individual Intention and Choice

It is incumbent upon all individual contributors of an organization to understand and accept the reality that they are **causal agents**, that they have a lot of influence where ever they work. The source of their influence is their capacities to formulate intentions, to make **choices** and to act. It is through their intentions, **choices** and actions that they **cause** things to happen. This power to create, to **cause** effects is exercised unconsciously or consciously. It is an inevitable consequence of being a human being. It cannot be avoided: not to **choose** is to **choose** not to **choose**. Furthermore, everyone is responsible and accountable for the **choices** they make.

In a marginal workplace the first place an individual contributor should look to understand the **cause** of the current reality is his/her own thinking, **choices** and actions. How is he/she influencing the continuation of the marginal workplace?

The individual contributor's responsibility is to ensure alignment between his/her personal vision and the workplace. If alignment can't be achieved, then it is his/her responsibility to find a workplace where alignment is possible.

3. Team Collegial Consensual Validation

It is through individual **choices** that individual contributors exercise influence on the team, and the team dynamics. However, it is through the **accumulative, interactive effect of individual choices** that a team collectively creates the organization culture that it lives in and experiences. An individual contributor needs to realize that if he/she wants his/her voice to be heard, he/she needs to listen to the voices of others. Through dialogue the team ultimately reaches a shared vision and that shared agreement validates the value of their aspiration.

Much is to be gained through developing a shared vision of the desired culture and through co-designing the strategy to create it.



**Individually,
through our *choices*,
we create our *unique circumstances*
and together,
through the *accumulative, interactive effect*
of our individual *choices*
we create
our community conditions, our *corporate culture*.**

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4. Relationships

The relationship between an individual contributor and his / her leader-manager is the most critical relationship in an organization because it is through that relationship that the important work of the organization is clarified, assigned, resourced, evaluated, recognized and appreciated. It is also through that relationship that an individual contributor can influence his / her work through sharing creative and innovative thoughts and in so doing ensuring his / her work is personally meaningful. This mutually beneficial relationship is optimized when both mutual respect and trust are present. The willingness of both the individual contributor and his/her leader-manager are required for their relationship to be transparent and constructive.

The relationship between individual contributors is also very important. The success of each is dependent upon the success of the other. The building of transparent and accountable relationships depends upon addressing conflict in trusting and respectful ways.

Leader-managers need to learn to be “first among equals” (book title by David Maister); that is, move from a style of command and control to a style of coaching, collaboration and transparency.

Through sharing individual visions of the ‘ideal’ workplace, through developing a shared vision and co-designing an action plan to get there, and through candidly monitoring their progress, a team can co-create the ideal workplace they desire.

5. Shared Vision And Action Plan

The key ingredient of a successful team is the willingness of individuals in the team to work enthusiastically and collaboratively to accomplish something that they agree is worth doing – a shared vision. A shared vision exists when every team member can see his / her own vision within the organization’s vision.



Developing a shared vision requires the understanding, patience and persistence of everyone.

Each team member must understand that just as they are powerful through the **choices** they make, so is every other team member. Just as they feel strongly and committed to their own vision of how things should be, so does every other team member feel strongly and committed to their vision. They also must understand that the more they listen to one another's vision, and adapt their vision, without losing its essence, to take into account another's vision the more likely will they be treated in kind.

It takes time for a group to become a team. It takes time for people to reveal who they really are. It takes time for people to get to accept one another and to learn to be tolerant of each other's idiosyncrasies. It takes time to learn each other's strengths and weaknesses and how to utilize them. It takes time to learn how to sincerely work together. It takes time; it takes patience!

There is no quick way to build a sustainable team. It requires a long view that sees the goal beyond the successes and the failures of the moment. It requires persistence to see through the means to the end – a shared vision of mutual success! It requires continuous implementation in everything one does.

Basic Implementation Strategy

For leaders-managers to pay as much attention to the minds of individual contributors as they do to their behavior does not require excessive energy. Creating an engaged culture is not about doing more work. Rather, it is about doing what you are doing while continuously paying attention to answering the following seven questions. These are simple but profound questions when asked with a sincere desire to know the answers. The questions will make differences of opinion and perhaps conflict visible. How a leader-manager deals with these differences is an indication of his/her willingness to engage the individual contributors on his/her team.

Shared Vision Model of Collaboration

1. What are our personal interests with respect to the issue before us?
2. What can we agree upon as the best outcome that takes into account the vested interests of each of us – what is our shared vision?
3. What are we currently doing and what are others doing that enables the outcome we've all chosen? We need to do more of this.
4. What are we currently doing and what are others doing that interferes with the outcome we've all chosen? We need to stop doing this.
5. What do we need to start doing that will contribute to the outcome we've all chosen?
6. What is our implementation strategy and how are we going to monitor it?
7. What is our recovery strategy when we see the implementation strategy not working?



CONCLUSION

Recent workplace research is revealing that the relationship between leaders-managers and their individual contributors is not serving leaders-managers, individual contributors or their organizations well. Engaged individual contributors are few while most others are either just putting in time or are seriously disenchanted. This is most unfortunate for all in the workplace and for society at large because more workplaces could be vibrant places of aligned intention, creativity and productivity. More workplaces could be places where people want to go to.

There are many reasons why this isn't the case including: the lack of leader-manager vision; poorly designed and implemented recruitment and selection policies and practices; poorly conceived orientation processes; inadequate leader-manager training; the lack of training generally; weak performance management processes; the lack of exit interviews and follow-up; no coaching; the lack of investment in research and development; the lack of investment in emerging technology; and, so on.

However, the focus of this paper has been on the lack of attention leaders-managers pay to the fact that the individual contributors in their teams are sophisticated and astute human beings that have the capacity to **cause** things to happen because they think, feel, believe, choose and act. In other words, leader-managers generally don't make the connection that the way they treat individual contributors is a main **cause** of their level of engagement, which is a **cause** of their level of productivity, which is a **cause** of the organization's profitability.

If engagement in organizations is going to change to include significantly more engaged individual contributors, leaders-managers have to change the way they think of individual contributors and the way they treat them. They need to stop treating individual contributors as a commodity, as a 'resource' (like physical and fiscal resources) that can be acted upon unilaterally. They need to start treating them as the sophisticated and astute partners that they are in the co-creation of successful workplaces.

The goal is known, the means are known, but it is the leader-manager's willingness to **choose** differently that is the challenge. To continue to ignore that individual contributors are **causal agents** of change and to discount their thoughts and intentions becomes a leader-manager's blind spot.

To co-create the 'ideal' workplace with others requires a leader-manager to grow beyond his/her power of wanting things his/her way to seriously consider the **causal capacity** of others. Why? A leader-manager can't accomplish anything alone.



**If you remember only one thing
remember that *you are a causal force.***

**When you think, feel, believe, choose and act
you cause things to happen.**

**When you understand how *you create* and act upon it
you can be more intentional
in bringing about what you truly want.**

As this is true for you, it is also true for everyone else!

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**With your people you can co-create a work environment
that they care about.**

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