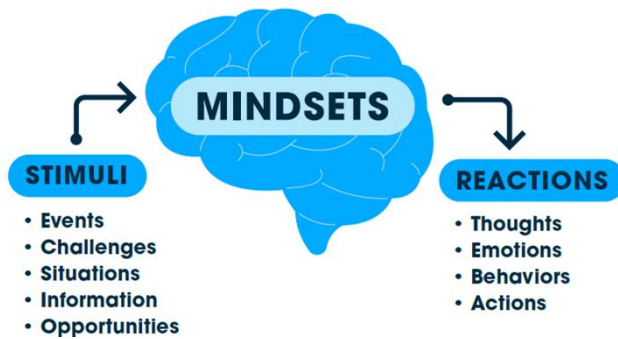




Building Workplace Culture with Seven Principles of Leadership[©]

presented by: Brett Hoogeveen, CSP, BetterCulture Co-founder



Your success depends on:

What you *KNOW*

What you *SEE*

What you *DO*

Your *MINDSET*

The Power of MINDSET: *Mental models are how we understand the world. Not only do they shape what we think and how we understand but they shape the connections and opportunities that we see.*

- Farnam Street Blog

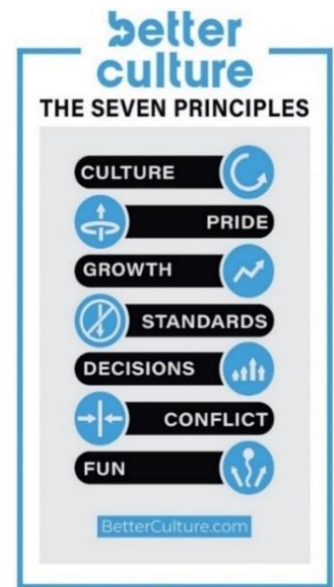
Citing mountains of research...just about any measure that improves the life and satisfaction of an employee will in turn improve their performance at work and buoy the organization as a whole.

- Forbes (2016)



Seven Principles of Leadership[©]

1. Leaders maintain a never-ending focus on mission, culture, and the pursuit of excellence.
2. Leaders create an environment where staff feel proud of their company – and know that their company is proud of them.
3. Leaders work hard to help staff be successful at work and in life.
4. Leaders protect the right of good staff to work with good staff.
5. Leaders encourage and promote open discussion and analysis as a predicate to decision making.
6. Leaders deal effectively with conflict.
7. Leaders encourage others to enjoy their work.



“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

- Victor Frankl

“Between stimulus and response there is a space. In that space is our power to design our response. It is in this space, and in our response, that we practice the skill of leadership.”

- Kim Hoogeveen, PhD, Founder of MindSet and BetterCulture

Principle 1. Leaders maintain a never-ending focus on mission, culture, and the pursuit of excellence.

The Leadership Loop:

Envision the Culture: If we start on a journey without knowing the destination, it is unlikely that we will reach our objective.



Coaching & Parenting: If you have someone within your organization who is a great coach and demonstrates exceptional parenting skills, they are likely to be a successful leader.

Other MindSets:

Leadership Loop
Second Guessing
It Keeps Saggin'
No Referees!
Multi-cultures
Followship
Just One More Step
Satisfied Customers - Not Enough
HR's Prime Directive
Levels of Responsiveness
Goal: Partnership Status
Comparability Fixation
Coaching & Parenting
Envision the Culture

Principle 2. Leaders create an environment where staff feel proud of their company – and know that their company is proud of them.

Proud of What?

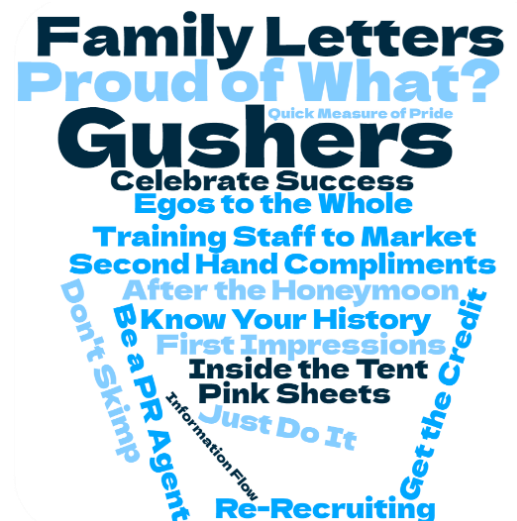
- Mission, Vision, Values
- History
- Company Culture
- Exceptional Employees
- Recognition Practices
- How we Develop Employees
- We Promote from Within
- Commitment to Safety
- Executive Leadership
- Flat Structure of Leadership
- Work/Life Balance
- Equity / Diversity / Inclusion
- How we Give Back
- Environmental or Societal Impact
- Impact on the Lives of Stakeholders
- Products or Services
- Quality of Facilities
- Innovation
- Market Share
- Company Growth Rate
- Future Opportunities
- Decision-Making Processes
- Financial Strength
- Intellectual Property (Patents, ©, etc.)
- Efficiencies
- Compensation Practices
- Unique Benefits and/or Perks
- Reputation
- Awards Received
- Etc...

Proud of What? It is impossible to be proud of something about which employees know little or nothing. What should your teams be proud of?

The Power of Secondhand Compliments (plus Fishing for Compliments): The most powerful compliments we can give are often delivered secondhand.

Be a PR Agent: Outstanding leaders have a MindSet that leads them to operate as a public relations agent for great members of their staff, i.e., to constantly promote great employees both inside and outside the company.

Other MindSets:



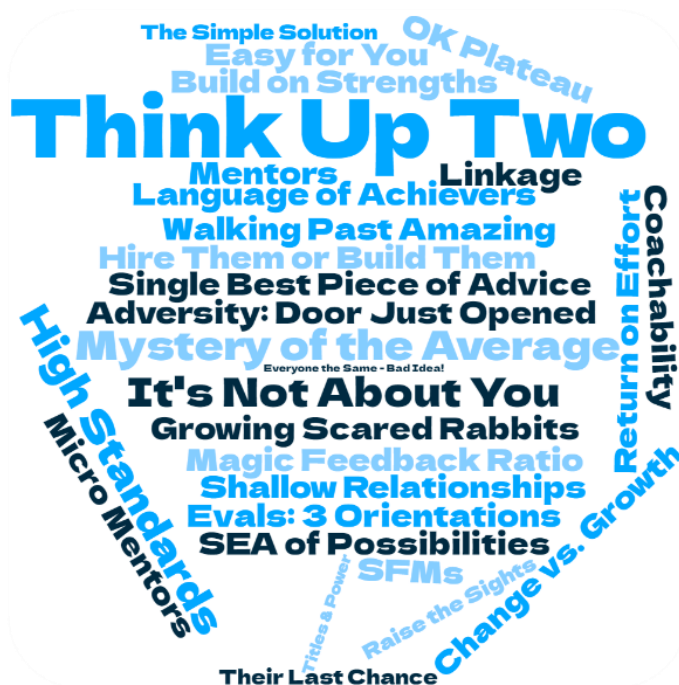
Principle 3: Leaders work hard to help staff be successful at work and in life.

Gaining Stars: Hire Them or Build Them: An investment in the growth and development of a Star employee will pay back to the company 5-times over.

Title & Power: The power that radiates from a title can be used for many things, but none more important and satisfying than having a positive impact on the employees you supervise.

Linkage: One of the functions of leadership is to “link” an employee who has a need (at work or in life) to a second employee who possesses the knowledge or experience to assist them.

SEA of Possibilities: Why are they failing? Is it a **S**kill, **E**ffort (including attitude), or **A**bility issue?



Other MindSets:

Principle 4. Leaders protect the right of good staff to work with good staff.

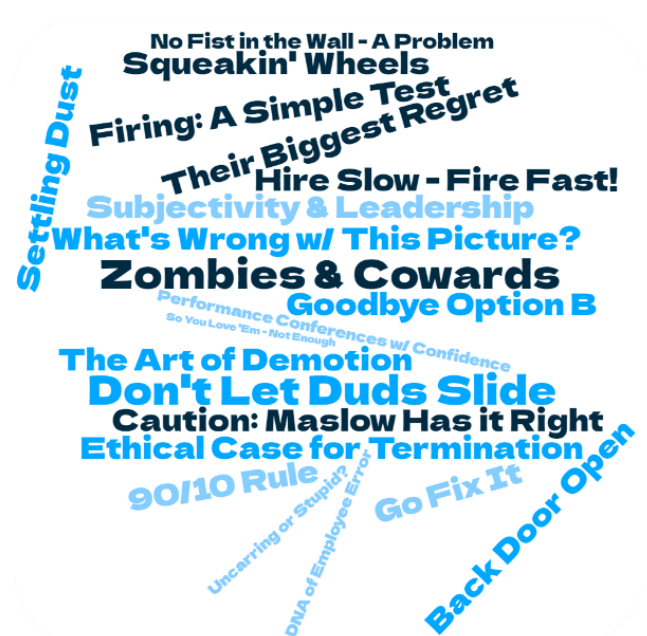
Don't Let Duds Slide: A great overall team outcome does not prove acceptable individual performance.

DNA of Employee Error: All performance conversations should not be handled equally. A lot can be learned by observing how employees respond to corrective feedback. Are they **D**efensive (bad sign)? Are they **N**onchalant about it (bad sign)? Or are they **A**gitated with themselves and **A**ccountable (good sign)?

Handling Performance Conferences with Confidence: Almost all performance conversations should follow these 4 steps:

- 1) If the goal is to help them improve, make them feel safe (“anxiety is the foe of comprehension”)
 - 2) Describe the “gap” (between your expectations and the behavior you have observed)
 - 3) Listen (using SEA of Possibilities and DNA of employee error)
 - 4) Make a plan
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Other MindSets:



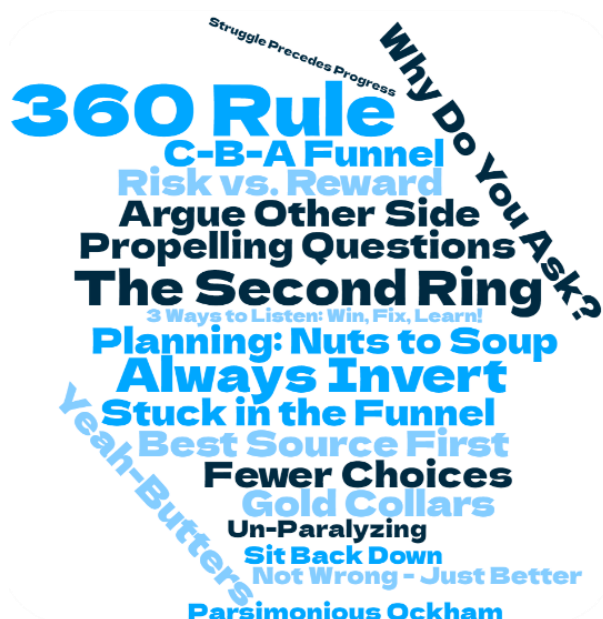
Principle 5. Leaders encourage and promote open discussion and analysis as a predicate to decision making.

Listen. Really Listen!: Learning to use 100% of your mental energy to ascertain a) what other people are thinking and b) how other people are feeling is an essential skill for coaching, communicating, and making effective decisions.

Why Do You Ask?: Effective leaders refrain from reflexively answering questions. They understand the power of asking people they lead ‘why do you ask?’ or ‘what do you think?’ before sharing their own perspectives.

Un-Paralyzing: When fear or panic gain a grip on our mental functioning, progress slows and the quality of decision-making deteriorates. Learn to un-paralyze yourself or your team by examining the following questions:

- 1) Assume the actions we are considering go as poorly as we fear. How could we recover?
 - 2) What would be the consequences of doing nothing?
 - 3) What results might we expect if the actions or initiatives we’re considering go well?
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Other MindSets:

Principle 6. Leaders deal effectively with conflict.

Can Conflict Be Good?: Excellence requires change. Change leads to conflict. Therefore, the existence of certain types of conflict can be an indication of a resolve to excel.

Stupid Idea – Let’s Have Lunch: The challenge for leaders is to establish a culture where intellectual conflict is welcome and personal conflict is not – where ideas battle and people collaborate.

Other MindSets:



“Truth springs from argument among friends.”

- David Hume

Principle 7. Leaders encourage others to enjoy their work.

Fearing Friendship: Friendship is an important and valued commodity to most humans. The old-line management thinking that supervisors should avoid friendships with those they supervise defies human nature. It is seldom a good idea to defy human nature.

Winners in Life: Some of the biggest winners in life are those who have the opportunity to work in an environment that provides four dazzling benefits:

- 1) a work setting that is optimistic and uplifting,
- 2) colleagues they enjoy, trust, and respect,
- 3) a genuine opportunity to grow as an employee and a person, and
- 4) an opportunity to feel the pride that comes from being part of something truly special – a GREAT company.

Outstanding leaders recognize the most rewarding use of power is the creation and maintenance of a culture that embodies these benefits for employees – and the passionate loyalty, and great business success, it engenders.

“Laughter and good humor are the canaries in the mine of commerce – when the laughter dies, it is an early warning that life is ebbing from the enterprise.”

- Paul Hawken

“Pleasure in the job puts perfection in the work.”

- Aristotle

