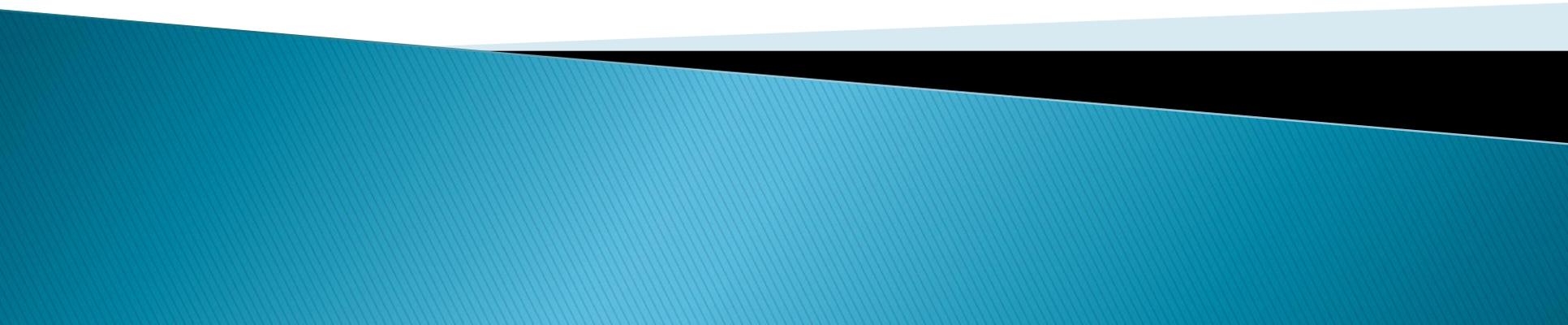


Creating a High-Performance Team Using
**The Ultimate Development
Toolbox**

Cory Bouck

*Director of Organizational Development &
Learning, Johnsonville Sausage*



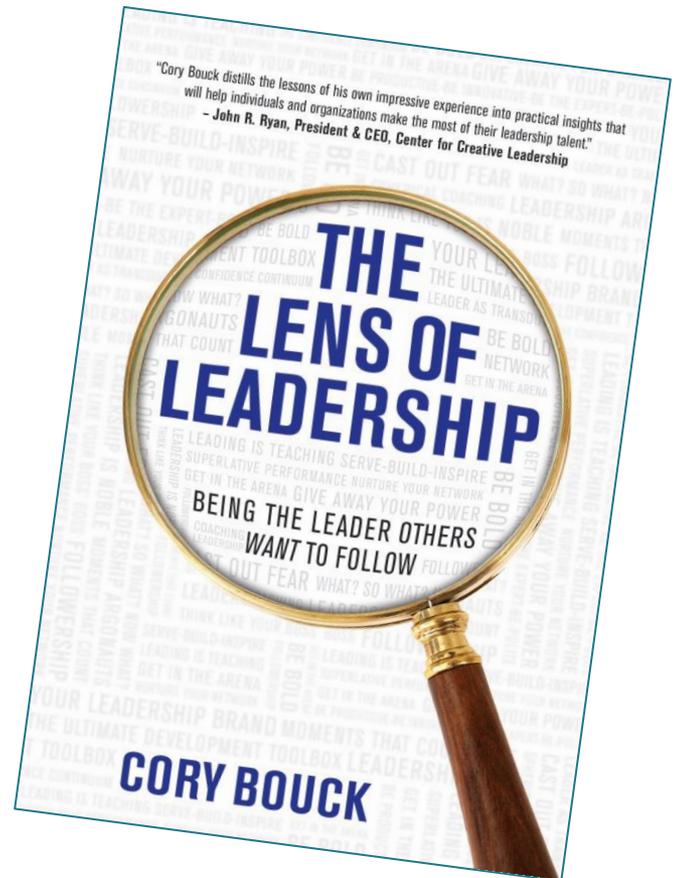
WRITE IT DOWN

A company, product, person, or idea that you would invest \$100,000 in today to earn a significant financial return

A Little About Me...



- ▶ Naval Academy
- ▶ Naval Flight Officer
- ▶ Marketing
- ▶ Politics
- ▶ Business Training
- ▶ Author



Our Time Together...

▶ Serve

- The Ultimate Development Toolbox

▶ Build

- High Performance Teams

▶ Inspire

- Build Your Career Brand



A night sky photograph showing the Milky Way galaxy. The galaxy is a dense band of stars and dust, appearing as a bright, hazy blue-white streak across the dark sky. A thin, bright green line is drawn diagonally across the image, from the top right towards the bottom left. The word "Perspective" is written in a white, sans-serif font in the center of the image. The sky is dark, with many individual stars visible. The edges of the image are dark, suggesting a circular field of view or a vignette effect. The overall scene is a clear, dark night sky with a prominent celestial feature and a human-made line and text overlaid.

Perspective

Yoga, or Dodgeball?



Poll Question...

In my current role, I am a(n) ...

- A) Individual Contributor
 - B) Manager (First Level Supervisor)
 - C) Director (Manage Managers)
 - D) Vice President (Lead a Function)
- 

My Team's Mission:

*“The right knowledge, within
arm's reach of need.”*

The Ultimate Development Toolbox

1. Context: “Voice”
2. Impact Map
3. Five Moments of Learning Need
4. 70 – 20 – 10
5. Six Sources of Influence



The Ultimate Development Toolbox

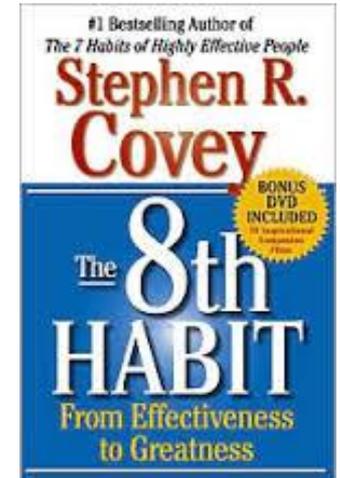
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Help Employees Find Their “Voice”

Their “Unique Contribution”

- ▶ Ability
- ▶ Passion
- ▶ Need
- ▶ Conscience



Our Philosophy...



.....

“Most companies use people to build their business. Johnsonville uses its business to build people.”

–Ralph C. Stayer



IM Chat Question ...

“What is the purpose of learning programs and training at your organization?”

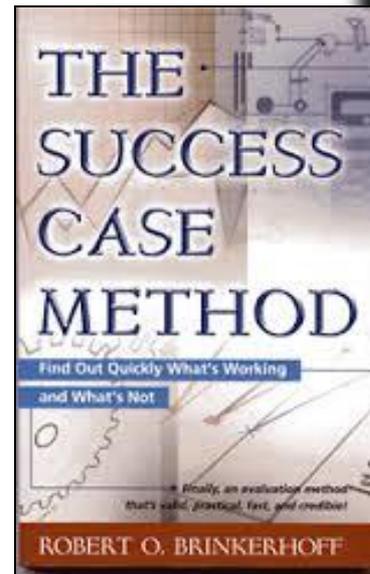
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Rob Brinkerhoff's Impact Map

Connects the learning to
results



Three Trainees...



Learning Program: **Internal Consulting Skills**

| <u>Competencies</u> | <u>Important On the Job Behaviors</u> | <u>Member's Key Goals</u> | <u>Job/Team Results</u> | <u>Corporate Goals</u> |
|---------------------|---------------------------------------|---------------------------|-------------------------|------------------------|
| | | | | |

Learning Program: Internal Consulting Skills

| <u>Competencies</u> | <u>Important On the Job Behaviors</u> | <u>Member's Key Goals</u> | <u>Job/Team Results</u> | <u>Corporate Goals</u> |
|--|--|---------------------------|-------------------------|-----------------------------------|
| 12 Conflict Management 15 Customer Focus 17 Decision Quality | Discern between the "right" work and work that is not the highest-priority or aligned with our team's priorities. | | | 6% Organic Growth |
| 24 Functional/ Technical Skills 28 Innovation Management | Follow an internal consulting process in a manner that builds relationships , encourages success, and better decision-making. | | | 25% of Sales from New Products |
| 30 Intellectual Horsepower 31 Interpersonal Savvy | Establish an appropriate relationship with internal clients. | | | Increase RONA by 14% |
| 35 Managing & Measuring Work 37 Negotiating 42 Peer Relationships | Apply technical expertise in the context of an internal consulting process. | | | No Additional Headcount This Year |
| 51 Problem Solving 52 Process Management 58 Strategic Agility | Effectively use questions in support of an internal consulting process | | | Grow Export Business by 18% |
| 67 Written Communications | Effectively deal with resistance when applying an internal consulting process | | | |

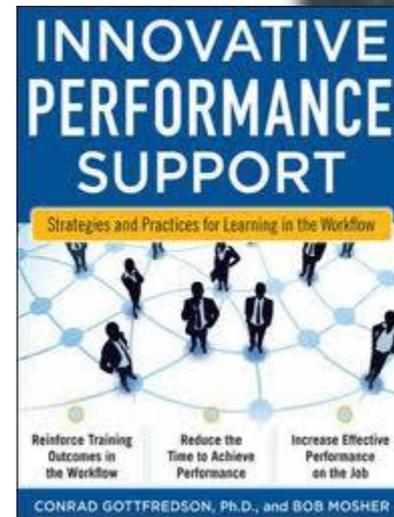
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Five Moments of Learning Need

Learning,
Designed with
Performance Support



Five Moments of Learning Need

1. Learning for the First Time
 2. Learning More
 3. Applying / Remembering What You've Learned
 4. Learning When Something Goes Wrong
 5. Learning When Things Change
- 

1. Learning for the First Time



2. Learning More



3. Applying/Remembering What You've Learned



4. Learning When Something Goes Wrong



5. Learning When Things Change



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10 - 20 - 70

10%

Training/Courses, Books

Learn.

20%

Feedback, Role-Models

Link.

70%

On-the-job Experiences and
Working on Real Tasks

Live.



BUILDING Leaders

Sales Leadership Development System

Johnsonville Sausage has a commitment to become the best company ever established, offering the highest quality products throughout the U.S. and international markets. As a Sales Team member, you will impact the success of the business through leadership and management of your customers and/or territory.

Sales Rep

| Skill | Competency |
|-------|------------------------|
| 1 | Action-Orientation |
| 15 | Customer Focus |
| 16 | Timely Decision Making |
| 31 | Interpersonal Savvy |
| 33 | Listening |
| 43 | Perseverance |
| 45 | Personal Learning |
| 47 | Planning |
| 49 | Presentation Skills |
| 51 | Problem Solving |
| 54 | Self-Development |
| 67 | Written Communications |

Sales Business Manager

| Skill | Competency |
|-------|----------------------|
| 6 | Career Ambition |
| 7 | Caring About Members |
| 14 | Creativity |
| 17 | Decision Quality |
| 32 | Learning on the Fly |
| 37 | Negotiating |
| 39 | Organizing |
| 50 | Priority Setting |

Sales Area Coach

| Skill | Competency |
|-------|------------------------------|
| 3 | Approachability (as a coach) |
| 13 | Confronting Direct Reports |
| 18 | Delegation |
| 19 | Developing Those You Coach |
| 36 | Motivating Others |

| Skill | Competency |
|-------|--------------------------|
| 12 | Conflict Management |
| 30 | Intellectual Horsepower |
| 60 | Building Effective Teams |

| Skill | Competency |
|-------|----------------------------------|
| 8 | Comfort Around Higher Management |
| 38 | Organizational Agility |

National Account Manager

Regional Coach

| Skill | Competency |
|-------|--------------------|
| 9 | Command Skills |
| 34 | Managerial Courage |
| 46 | Perspective |
| 48 | Political Savvy |

Group Sales Director

| Skill | Competency |
|-------|-----------------------------|
| 2 | Dealing with Ambiguity |
| 25 | Hiring and Staffing |
| 58 | Strategic Agility |
| 65 | Managing Vision and Purpose |

Price of Entry to Johnsonville Sales

22. Ethics and Values

- Lives the Johnsonville Values
- Teamwork, Integrity, Innovation, Commitment, Continuous Learning

29. Integrity and Trust

- Is trusted and truthful
- 100% Candid, 100% Respectful

53. Drive for Results

- Can be counted on to exceed goals consistently
- Steadfastly pushes self and others for results

Foundational Competencies that Grow with Your Career:

5. Business Acumen

- Knows how businesses work; knows the competition
- Demonstrates superior strategic and tactical business planning skills
- Knowledgeable in current policies and practices, future trends, and technology
- Proven record of substantially building a business
- Exhibits excellent communication skills including negotiation

24. Functional/Technical Skills

- Has the functional and technical knowledge and skills to do the job at a high level of accomplishment
- Proficient with computer technologies (Excel, PowerPoint, Word, Lotus Notes)
- Experience with syndicated data (A.C. Nielsen, Nitro)
- Experience with micro-marketing
- Broker management and/or broker experience

We Use the Business to Build Leaders...



Sales Rep

Develop Excellence

- 70%**
- Create five quarterly, customer-focused events including a cookout with various JVI products involving charity, local media, marketing, and store personnel.
 - Spend three hours a week for six months with top west managers to learn what actions will best help you deliver HICS when you are in their stores.
 - Spend a week at corporate working with various teams such as customer service, accounts payable/receivable, transportation, warehousing, production, etc. with an orientation towards HICS.
 - Use the SQUAP process with Supervisors, Store Directors, and Managers to learn the priorities of your customers.
 - Lead a presentation at a regional meeting highlighting information collected about how our competition is customer-focused.
 - Lead "What-If?" scenario planning with your regional team over the course of several meetings. "Battle-plan" the business impact of various customer actions, competitive actions, and interruptions in our own supply chain. Be prepared for "bad days."
 - Man a phone with a customer service team member one day each quarter for one year to learn about how they manage challenges and deliver HICS.
 - Routinely step up to Crucial Conversations to deliver better business results. Discuss them with your coach.
 - Make several calls over months with your coach at locations with diverse types of buyers that are adverse to listening to your recommendations. (These should be difficult stores where we are not winning). Keep it up until we WIN consistently.
 - Lead your region's annual sales & mkt'g planning meetings for one year.
 - Lead the solving of a persistent regional/account problem from beginning to end. Overcome a big obstacle to delivering HICS.
 - Commit to meet (either in person or over the phone) at least (set # goal) new people each month, understanding their role at JVI and their impact on your business.

- 20%**
- Seek out Sales Rep and Biz Mgr learning from your coach.
 - Seek out a successful Biz Mgr to mentor you on Sales Rep competencies.
 - Meet once/month with various levels of store personnel to understand & develop HICS for them.
 - Ride with members in different markets where challenges are similar to what you face at store level.
 - Role play with coach, mentor, or peer group on SQUAP process, HICS, & difficult customers.

- 10%**
- 4-Year College Degree
 - Complete all JVI-U Courses
 - Intermediate Microsoft Office, Nielsen, BEX Classes
 - Crucial Conversations
 - Franklin Covey Focus class
 - Formal public speaking/professional writing course
 - Dale Carnegie program
 - Formal critical thinking course
 - Read: *How to Win Friends & Influence People; Strategic Selling; & Self Deception*

Sales Business Manager

Deliver Excellence; Guide Others

- 70%**
- Develop and execute a year-long plan to use the SQUAP process with several broker partners and buyer/meat managers to deliver HICS. Align Johnsonville resources to meet their needs.
 - Use SQUAP to create "new" project work with customers, like Supply Chain Alignment, VMI, etc.
 - Join a cross functional project team at GHQ or with a customer. Be on at least one different team each year.
 - Develop and execute a year-long plan of 12 "work-withs" with peers from other regions. In the plan, detail what learnings you should take away and how to apply them for better business results with your accounts.
 - Develop at least two potential career paths within JVI by working with your coach and the JVI career counselor.
 - Develop, sell, & execute at least two comprehensive, integrated co-marketing programs per year, incorporating charity, local media, marketing, and store personnel. Focus on Power Periods.
 - Coordinate the broker review process for your region.
 - Pursue many, and develop at least one profitable, truly create new opportunity that is not through traditional grocery.
 - Assign a mentor in drafting annual Building People reviews of five non-sales members, and help them build rich 5-Star Experiences.
 - Lead the development of team WIGs, and the execution of weekly WIG accountability meetings for one year.
 - Lead your region's weekly team con-call process for 6 months: draft agendas, identify trouble topics and recruit members who can develop solutions to join the calls. Make it an event your team looks forward to.
 - Collaborate with Marketing to jointly present a new item sell-in to your top-five customers.
 - Lead the negotiation of a contract or agreement that affects multiple parties (e.g., JVI, broker(s), customer(s), vendor partners [like GMR or local media], and/or another manufacturer. Get GREAT terms & results.

- 20%**
- Seek out Biz Mgr and Area Coach learning from your coach.
 - Seek out a successful Area Coach to mentor you on Biz Mgr competencies.
 - Seek out an experienced broker leader to mentor you on broker issues.
 - Help coach sales reps and other Biz Mgrs working through their volume and spending issues.
 - Ride with members in different markets where challenges are similar to what you face at store level.

- 10%**
- 4-Year College Degree
 - Complete all JVI-U Courses
 - World Class Coaching
 - Advanced Microsoft Office, Nielsen, BEX Classes
 - Franklin Covey 4-Ds of Execution
 - Attend formal learning seminars at AMI
 - Franklin-Covey's 4-Ds of Execution
 - Read: *Execution; Getting to Yes; One Minute Manager; Who Moved My Cheese?*

Sales Area Coach

Lead Others; Drive Execution

- 70%**
- Identify a persistent, resistant team "problem." Then align people to the problem, and create an open conversation. Don't solve the problem yourself, but bring the right people together to solve the problem.
 - Position a member you coach to lead a new item launch.
 - Coach a team member as they plan & host a regional meeting.
 - Delegate two or three Area Coach tasks that you hate to let go of.
 - Coach all of your members with the question, "Are you proud of your PDC?" and then help them polish it and achieve their Big Rocks.
 - Attend two different regions' team meetings to learn what other leaders are focusing on and observe their delegation styles. Make a presentation to your region on what you learned.
 - Hold and follow-up on Building People Process and 5-Star experiences with all of your members. Ensure integration with WIGs and PDCs. Ensure all tools are available to the member. Identify and understand members' professional and personal goals.
 - Study a JVI "problem" (perhaps outside of the sales team) that you believe is going unaddressed, and then present your plan to fix it to your coach and to the right JVI members.
 - Working with your team's finance member, present and explain your region's quarterly financial results as drivers at a team meeting, and to the Group Sales Directors.
 - Create and execute an appropriate (i.e., "friendly") sales competition that lasts a whole Power Period. Present the prize to the winner.
 - Join a Business Unit for at least 18-months.
 - Lead a community sports team or fundraising event.
 - Take on an expanded Area Coach role (additional accounts or geography) based on an unexpected JVI need. Identify what "great" will look like with your coach so you can know if you are successful with the additional responsibilities.
 - Develop a team building exercise for your team at Johnsonville or with your brokers and sales reps.
 - Lead the annual business planning process, including budgeting and volumespending planning, for your coach's whole team.

- 20%**
- Seek out Area Coach and Reg Coach learning from your coach.
 - Seek out a successful Reg Coach to mentor you on Area Coach competencies.
 - Consistently seek out open, candid feedback from your members and coach on opportunity areas.
 - Ride with your members regularly. Ask them to find five things that you don't understand about their accounts and to teach you.

- 10%**
- 4-Year College Degree
 - Learning to Lead
 - Franklin-Covey Project Management
 - Attend formal learning seminars at AMI and other trade gatherings
 - Read: *Good To Great: The 21 Indispensable Qualities of a Leader by John Maxwell; Leadership & Self-Deception; Everyone's A Coach (Ken Blanchard & Don Shula)*

National Account Manager

Drive Strategic Execution and Results

- 70%**
- Plan, execute, and attend a Top-to-Top between JVI Pres/CEO and an account that's not your own.
 - Lead a cross-functional team to solve a persistent, long-term problem that crosses team boundaries, perhaps even with a customer.
 - Identify a co-worker that you don't often share common views with. Invest time with that person to understand how you could balance each other, and learn to work better together without always having to agree.
 - Identify a persistent, resistant team "problem." Then align people to the problem, and create an open conversation. Don't solve the problem yourself, but bring the right people together to solve the problem.
 - Study a JVI "problem" (perhaps outside of the sales team) that is going unaddressed, and then present your plan to fix it to your coach and to the right JVI members.
 - Lead the annual business planning process, including budgeting and volumespending planning, for your coach's whole team.
 - Join/Lead a community organization that is struggling with a business challenge and see it through to solution and implementation.
 - Organize a team to create and execute a joint PCP together.
 - Tour and have face-to-face meetings with leadership at Moores, Watertown, and Holston.
 - Take on a whole new team: a channel, account, or region that is totally unfamiliar to you. Lead this team to higher performance over several years.
 - Measure "team" and "performance" metrics before and after your lead.
 - Spend several days with members of your account's various corporate department leaders to learn more about their roles and responsibilities.
 - Join a JVI business unit, and attend its meetings in-person at least twice quarterly over the course of 18 to 24 months.
 - Take your customer to Johnsonville for a Strategic discussion with top management.

- 20%**
- Seek out Area Coach and Reg Coach learning from your coach.
 - Seek out a successful Reg Coach to mentor you on Area Coach competencies.
 - Consistently seek out open, candid feedback from your members and coach on opportunity areas.
 - Ride with your members regularly. Ask them to find five things that you don't understand about their accounts and to teach you. Seek out NAM and Reg Coach learning from your coach.
 - Seek out a successful NAM mentor, perhaps from outside the company, to coach you on NAM competencies.

- 10%**
- Use the power of personal relationships and the SQUAP process with several account constituents to deliver HICS
 - Discuss with your coach how you approached a conflict with another teammate and his/her views on how to approach the matter
 - Role-play with team members regarding an issue that involves high emotions & high stakes.
 - Join a local "brain-trust" business group that gathers to talk about business issues.

- 10%**
- Master's Degree or MBA
 - Complete Crucial Conversations Mastery Mission
 - Advanced Nielsen, Spectra, Segmentation, and other consumer-insight training
 - Read: *Good to Great: Strategic Selling; Winning; Execution; What the CEO wants you to Know; Management Challenges of the 21st Century (Drucker); The Economist; Harvard Business Review; The Atlantic Monthly; Soandview Executive Book Summaries; Wall Street Journal*

Regional Coach

Lead a Business

- 70%**
- Join a JVI business unit, and attend meetings in-person at least twice quarterly over the course of 18-24 months.
 - Effectively plan, host, and facilitate four regular Region Meetings to gain team alignment delivering on company goals and customer goals.
 - Identify an area of improvement within your team and address it. Come up with a plan to overcome the issue and work with the teammates that are resistant to change.
 - Decide on a topic with your coach... something that's really been bothering you about JVI for months or years... then develop a plan to lead the team that will solve that problem, and present the solution to stake-holders, the JVI President, and CEO
 - Address a thorny problem with a customer... one that may even be "their fault"... one that keeps us from delivering HICS and them from achieving "greatness." Lead the combined team that solves this troubling issue.
 - Lead a team through the Franklin-Covey Great Leaders, Great Teams, Great Results planning system, including strategy, WIGs (Willy Important Goals), execution, and talent development
 - Identify a cross-functional opportunity for improvement then lead the team that solves that opportunity.
 - Lead a cross-functional team for a new item launch or package change.
 - Lead a MDCG that encompasses departments outside of sales.
 - Take on a whole new team: a channel, account, or region that is totally unfamiliar to you. Lead this team to higher performance over several years. Measure "team" and "performance" metrics.
 - Be the single point of contact on the Sales team for a new item launch.
 - Create a PCP that encompasses several retailers and partnering with another manufacturer.

- 20%**
- Seek out Reg Coach and Group Sales Director learning from your coach.
 - Seek and nurture a mentoring relationship with a non-sales VP over the course of 24 months
 - Observe the Group Sales Directors on five senior management calls.
 - Observe Biz Unit leaders in meetings for their business units.
 - Attend three strategy team meetings with a business presentation to make, then stay to observe and participate.
 - Ride with your members regularly. Ask them to find five things that you don't understand about their accounts and to teach you.

- 10%**
- Master's Degree or MBA
 - World Class Coaching
 - Crucial Conversations
 - Franklin Covey 4-Ds of Execution
 - Attend industry seminars
 - Attend an advanced leadership course
 - Read: *Organizational DNA (Homold & Silverman); The Boundryless Organization (Ashkenas, Ulrich)*
 - Attend an effective speaking class
 - Subscribe to and read: *The Economist; Harvard Business Review; The Atlantic Monthly; Soandview Executive Book Summaries; Wall Street Journal*
 - Take Plant tours to develop production expertise.

Group Sales Director

Bridge Execution and Strategy

- 70%**
- Become a Business Unit leader for 24 months... really lead it: Strategic direction, financials, volume/spending commitments, COGs commitments.
 - Lead the annual Sales Strategy Plan development process for one year on behalf of the Sales VP. Direct the execution of that plan.
 - Lead the hiring of all new sales members for 12 months: Coordinate with hiring coach, Member Services, and recruiter (if applicable) on job description and candidate selection; participate on all interview teams.
 - Become certified in the use of the Predictive Index, and lead the PI process for Sales candidates for 18 months.
 - Meet face to face with each VP and each Plant Coordinator to analyze their teams' MDCFs. Use "SQUAP" to discover how the Sales team affects their team.
 - Take on an "un-doable" project or solve a persistent problem, one where others who have tried it have failed
 - Lead the 5-Star Experiences program for the entire Sales team on behalf of the VP of Sales
 - Leading in-person meetings, SQUAP, senior customer leadership, and your key members, research the most significant challenge to HICS for your top five chairs, and present to the JVI president and Sales VP your plan to solve all five. Then execute that plan.
 - Pursue and earn a position on the board of an industry organization like AMI, GMA, FMI, etc., and serve a term as chair of a sub-group.
 - Take on a team/project that grows JVI's pounds/profits in a Canadian, Mexican, or South American key account.
 - Serve as the Sales member on the International Business Unit, and make repeated in-country sales calls in France or Asia.
 - Research and collaborate with Malcolm Baldrige National Quality Award recipients or Deming Prize winners, and report how your findings will help JVI to CEO, President, and Strategy Team.
 - Present company results on behalf of JVI President at all Town Hall meetings for 6 months.

- 20%**
- Seek and nurture a mentoring relationship with a non-Sales VP over the course of 24 months.
 - Serve as a mentor to an "At-or-Below Expectations" Sales member over the course of 24 months. Help them get on the path to "Greatness."
 - Consistently seek out open, candid feedback from your members and coach on opportunity areas
 - Ride with your members regularly. Ask them to find five things that you don't understand about their accounts and to teach you.

- 10%**
- Master's Degree or MBA
 - Learning to Lead
 - Franklin-Covey Project Management
 - Complete a storytelling class
 - Attend formal learning seminars at AMI and other trade gatherings
 - Read: *Talent Flow (Levin & Rosse); Who Says Elephants Can't Dance? (Gerstner); Why Smart Executives Fail (Finkelstein)*
 - Subscribe to and read: *The Economist; Harvard Business Review; The Atlantic Monthly; Soandview Executive Book Summaries; Wall Street Journal*

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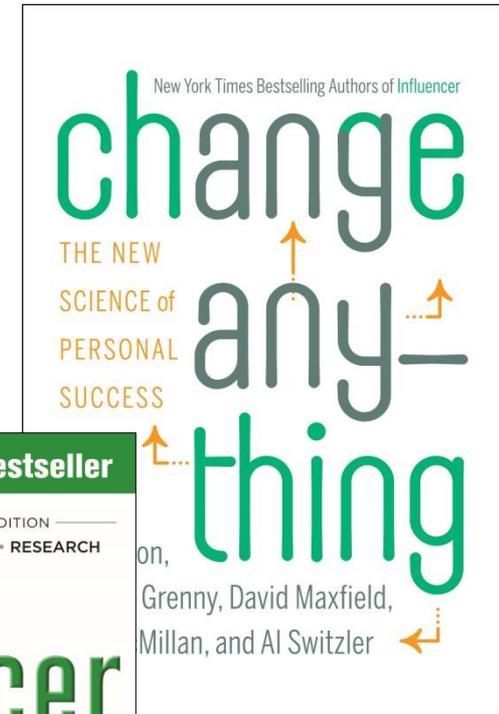
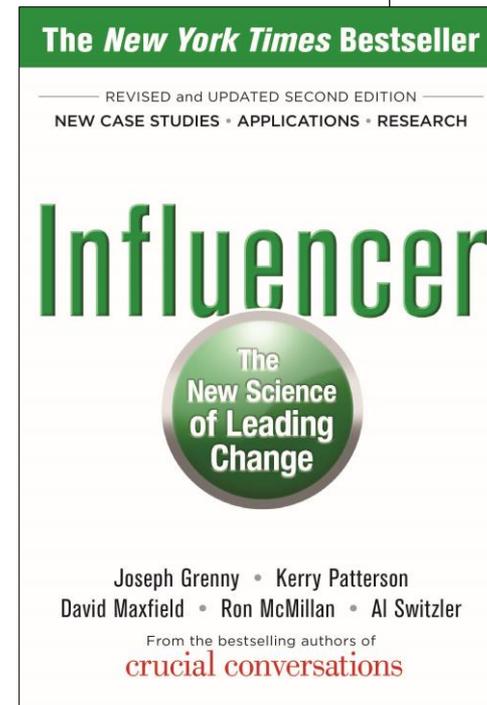
When it comes to learning & development, our employees are ...

- A) Very Self-Motivated to Develop Quickly
 - B) Self-Motivated, but Need a WIIFM Reminder
 - C) Not Very Self Motivated
 - D) Not Self Motivated, but Willing to Develop if They Have a Strong WIIFM
 - E) Only Motivated to Develop by Being Paid or Forced
- 

Surround Learning with Support

VitalSmarts, Inc.

Increase the likelihood of *completing* development plans



Six Sources Of Influence

| | Worth It? | Can I? |
|------------|------------|---------|
| | Motivation | Ability |
| Personal | 1 | 2 |
| Social | 3 | 4 |
| Structural | 5 | 6 |

Source 1 – Personal Motivation

- ▶ Fun/enjoyable?
- ▶ Noble/worthy?
- ▶ Satisfying?
- ▶ Expected?

| | Motivation | Ability |
|------------|----------------------------|----------------------------|
| Personal | 1 Do I enjoy it? | 2 Am I personally able? |
| Social | 3 Do others motivate? | 4 Do others enable? |
| Structural | 5 Do "things" motivate? | 6 Do "things" enable? |

Source 2 – Personal Ability

- ▶ Trained?
- ▶ Knowledgeable?
- ▶ Physically able?
- ▶ *Can* they?

| | Motivation | Ability |
|------------|----------------------------|----------------------------|
| Personal | 1 Do I enjoy it? | 2 Am I personally able? |
| Social | 3 Do others motivate? | 4 Do others enable? |
| Structural | 5 Do "things" motivate? | 6 Do "things" enable? |

Source 3 – Social Motivation

Pressure *by many* to:

- ▶ Do the right things?
- ▶ Not to the wrong things?

| | Motivation | Ability |
|------------|----------------------------|----------------------------|
| Personal | 1 Do I enjoy it? | 2 Am I personally able? |
| Social | 3 Do others motivate? | 4 Do others enable? |
| Structural | 5 Do "things" motivate? | 6 Do "things" enable? |

Source 4 – Social Ability

- ▶ Do others *help*?

With:

- ▶ Approvals?
- ▶ Information?
- ▶ Resources?
- ▶ Timeliness?

| | Motivation | Ability |
|------------|----------------------------|----------------------------|
| Personal | 1 Do I enjoy it? | 2 Am I personally able? |
| Social | 3 Do others motivate? | 4 Do others enable? |
| Structural | 5 Do "things" motivate? | 6 Do "things" enable? |

Source 5 – Structural Motivation

Are incentives

- ▶ Aligned with what you really want?
- ▶ Behavior-based?
- ▶ Modest?

| | Motivation | Ability |
|------------|----------------------------|----------------------------|
| Personal | 1 Do I enjoy it? | 2 Am I personally able? |
| Social | 3 Do others motivate? | 4 Do others enable? |
| Structural | 5 Do "things" motivate? | 6 Do "things" enable? |

Source 6 – Social Ability

- ▶ Policies
- ▶ Reporting structure
- ▶ Physical layout
- ▶ Processes
- ▶ Data, Cues, & Tools

| | Motivation | Ability |
|------------|----------------------------|----------------------------|
| Personal | 1 Do I enjoy it? | 2 Am I personally able? |
| Social | 3 Do others motivate? | 4 Do others enable? |
| Structural | 5 Do "things" motivate? | 6 Do "things" enable? |

Six Sources Of Influence

| | Motivation | Ability |
|------------|---|-------------------------------|
| Personal | 1 Make the Undesirable Desirable | 2 Surpass Your Limits |
| Social | 3 Harness Peer Pressure | 4 Find Strength in Numbers |
| Structural | 5 Design Rewards and Demand Accountability | 6 Change the Environment |

Six Sources Of Influence

MIT Sloan
Management Review



10X More Likely
to Succeed

| | Motivation | Ability |
|------------|---|-------------------------------|
| Personal | 1 Make the Undesirable Desirable | 2 Surpass Your Limits |
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4. 70 – 20 – 10
5. Six Sources of Influence

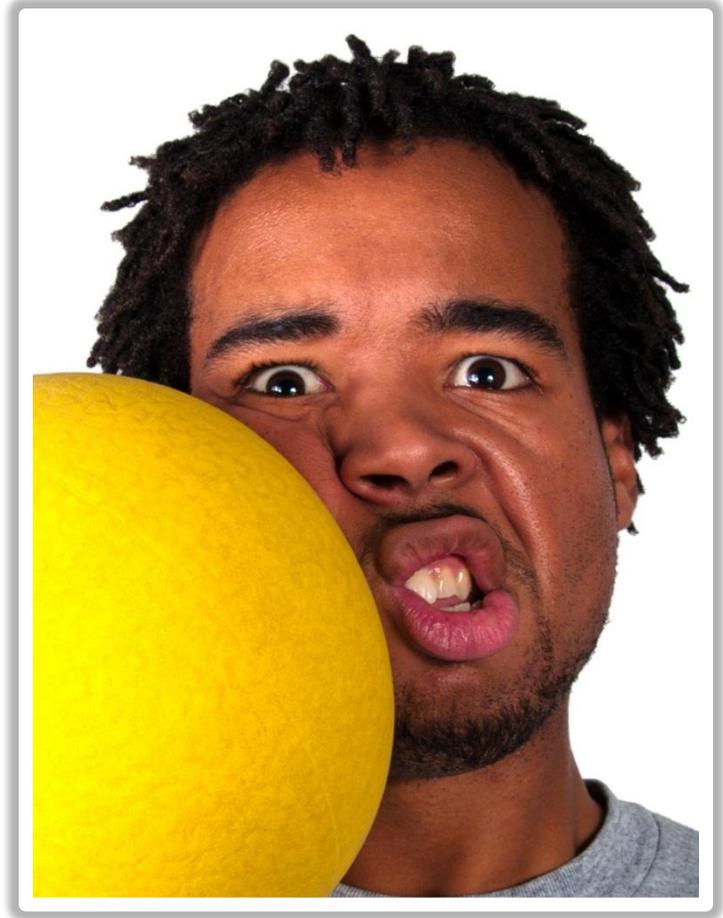


What?
So What?
Now What?



Why is this important ...?

*Because business is
dodgeball*



“I’m convinced that every major problem we face as a country is a leadership problem.”

-Jim Collins, OCT 2013

Building a High Performance Team is Simple...

... but “Simple” \neq “Easy”



A High Performance Team...

1. A clear, compelling, common goal
 2. A winning culture
 3. Open, candid communication
 4. High Performance Expectations
 5. A “team” orientation
 6. Adequate resources and equipment
 7. Well-defined roles
 8. Clear lines of leadership
- 

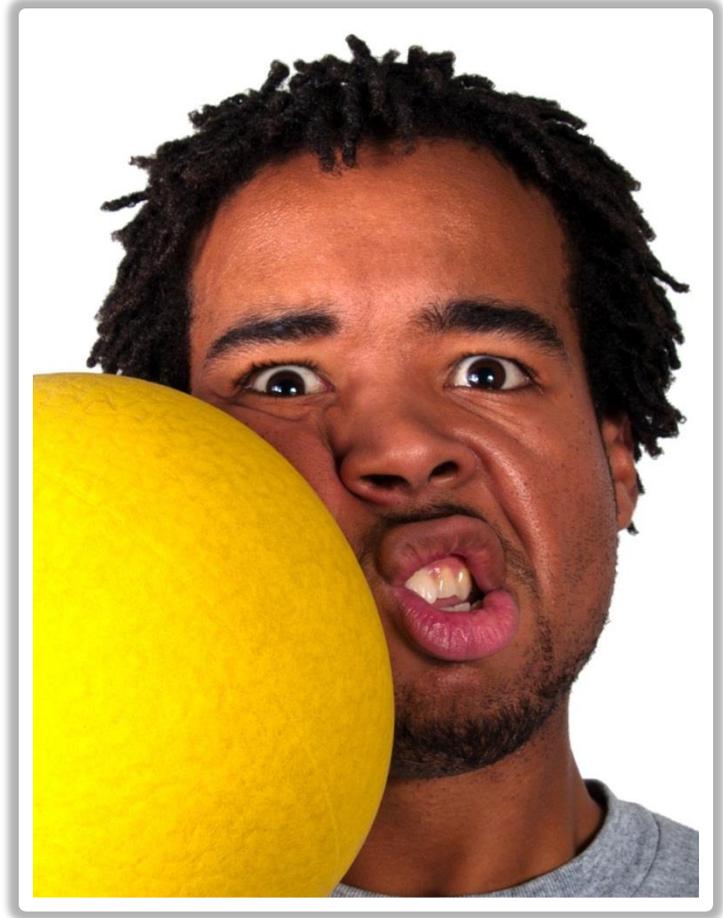
Building a High Performance Team is Simple...

... but “Simple” \neq “Easy”



Why is this important ...?

*Because business is
dodgeball*



An Investment Opportunity...



"I'm not a 'businessman.'

I am a business, man!"

-Shawn Corey Carter, aka rapper Jay-Z

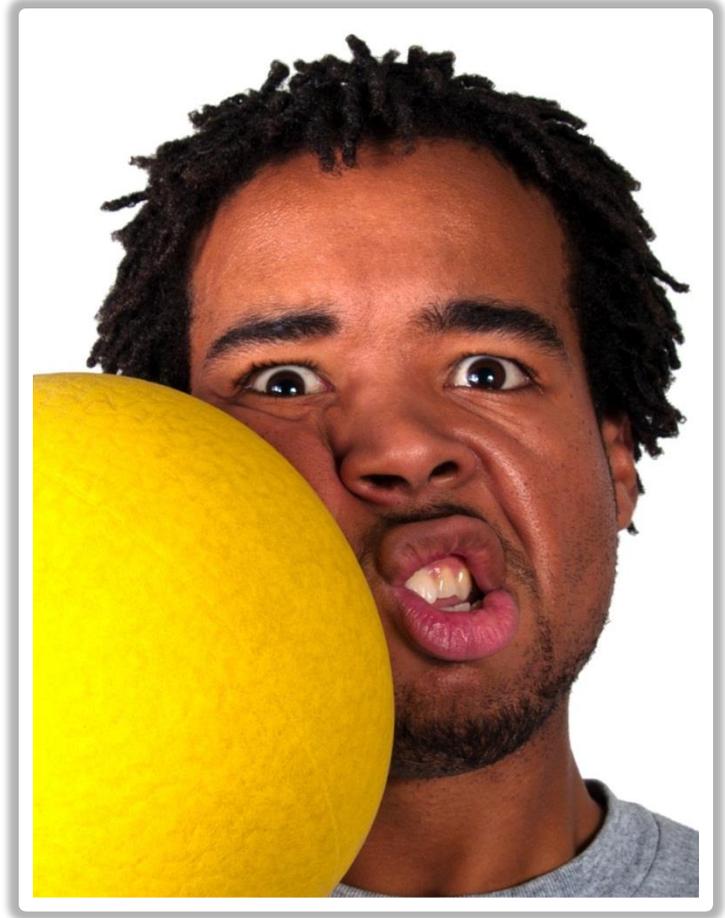


Branding...



Why is this important ...?

*Because business is
dodgeball*

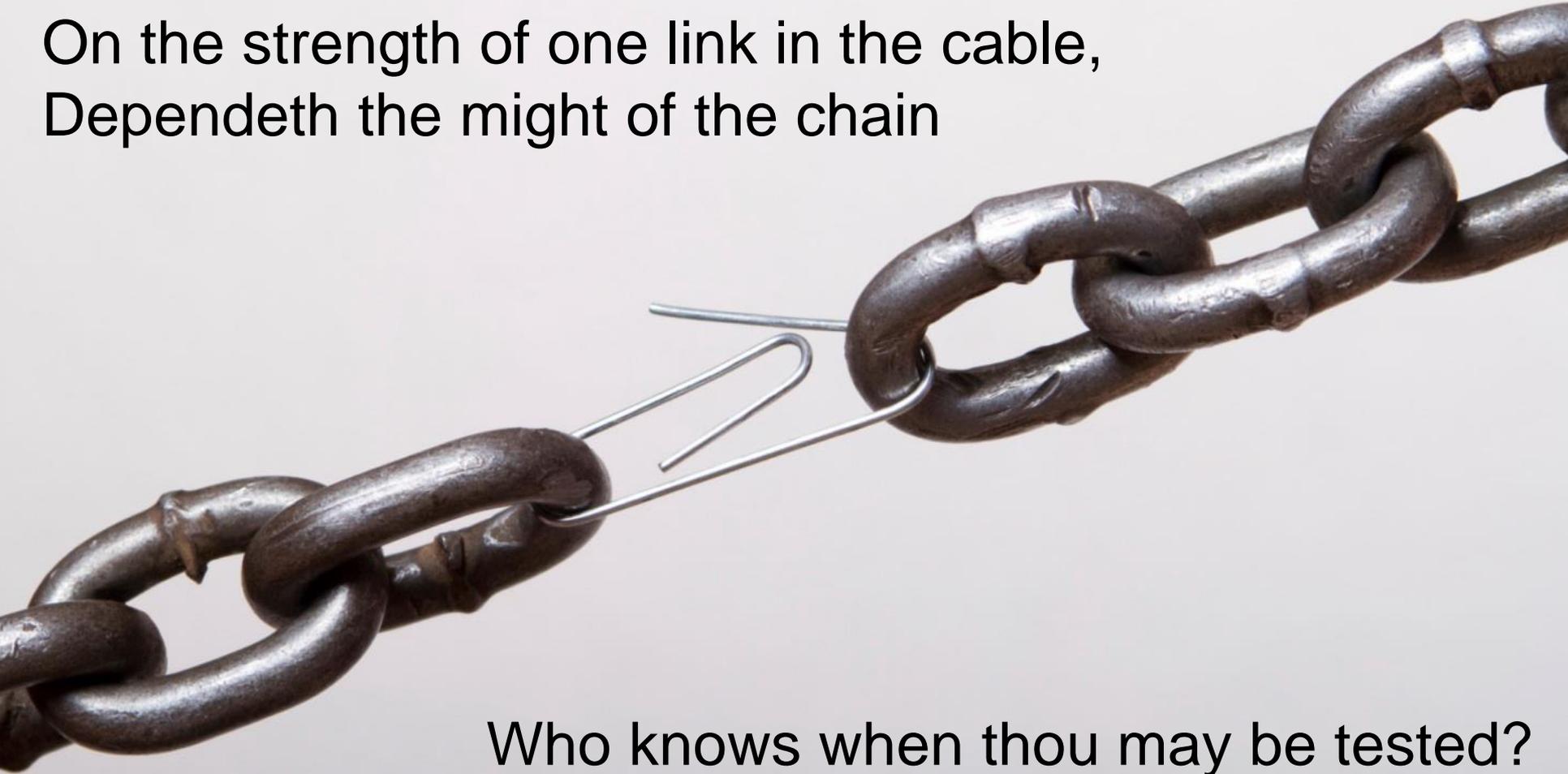


How Can You Build a Great Career?

- ▶ Serve
- ▶ Build
- ▶ Inspire



On the strength of one link in the cable,
Dependeth the might of the chain



Who knows when thou may be tested?
So live that thou bearest the strain.

Succeeding in Moments That Count



“The influence of each
human being on others in
this life is a kind of
immortality”

-John Quincy Adams

NEWS

Recession

A credit crunch is often caused by a sustained period of careless and inappropriate lending which results in losses for lending institutions and investors in debt when the loans turn sour and the full extent of bad debts becomes known. These institutions may then reduce the availability of credit, and increase the cost of credit, in some cases lenders may be unable to lend further, even if they wish, as a result of losses.

Credit Crunch

A credit crunch is often caused by a sustained period of careless and inappropriate lending which results in losses for lending institutions and investors in debt when the loans turn sour and the full extent of bad debts becomes known. These institutions may then reduce the availability of credit, and increase the cost of credit, in some cases lenders may be unable to lend further, even if they wish, as a result of losses.

Economic Crisis

A credit crunch is often caused by a sustained period of careless and inappropriate lending which results in losses for lending institutions and investors in debt when the loans turn sour and the full extent of bad debts becomes known. These institutions may then reduce the availability of credit, and increase the cost of credit, in some cases lenders may be unable to lend further, even if they wish, as a result of losses.

Attention CPLPs!
This Webinar Counts for 1.0 Continuing Education Credits!

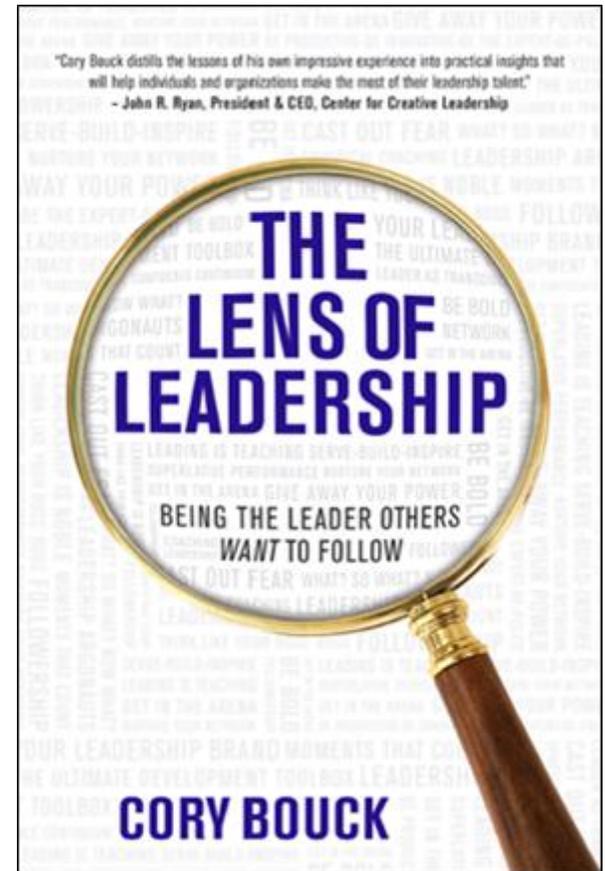
To Learn More...



- TheLensOfLeadership.com
- ASTD ICE Sunday
May 4th, SU316



@CoryBouck



Thank You ... !

»» TheLensOfLeadership.com