

# ASTD

*Planning Lives  
and  
Building Engagement*

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# *Goals*

- **Review new research on employee engagement and learn how the daily question process can help change individual behavior and increase employee engagement.**
- **Learn a new model for planning the future.**



# *Previous work on employee engagement*

- NAHR presentation
- Recognition, reward programs, training, compensation, empowerment
- In spite of all previous efforts, global employee engagement is near an all-time low
- Focus on what the *organization* can do to engage *you* – not what you can do to engage *yourself*
- The two flight attendants



# ***What happened?***

- **We generally know the person that we want to become**
- **Why don't we become this person?**
- **Millions of Americans:**
  - **Disengaged**
  - **Depressed**
  - **Not achieving personal goals**



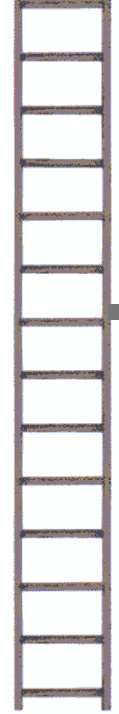
# ***Why is change so difficult?***

- **New Year's resolutions that are never achieved?**
- **Coaching clients that don't change?**
- **Our daily failures to do – even the small things – that we plan?**



# *A 'perfect storm' for distractions*

- **Emails, cell phones, tablets, texting**
- **On demand TV, movies, games**
- **Social media**
- **Multi-tasking**
- **'The dream'**



# *Classic delusions*

- **The planner bias**
- **The ‘understanding – doing’ gap**
- **It won’t take that long**
- **It won’t be that difficult**
- **The high probability of low probability distractions**



# ***The great Western disease***

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**I will be happy  
when...**







# *The great engagement myth*

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**Employees will be engaged  
when...**



# ***Determinism vs. Free Will***

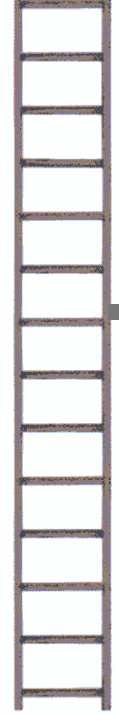
- **Determinism (our choices are determined by our environment)**
- **Free will (we make our own choices)**
- **The age old philosophical debate**
- **Almost all work in engagement is deterministic**



# *A tale of two Goddesses*

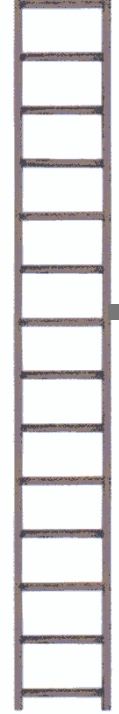
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**Fortuna**  
**vs.**  
**Disciplina**



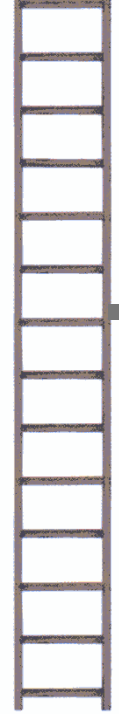
# *Fortuna*

- **Luck**
- **Random chance**
- **Uncontrollable variables**
- **Fate**
- **Half a trillion dollar investment**
- **What we cannot control**



# ***Disciplina***

- **Hard work**
- **Discipline**
- **Education**
- **Frugality**
- **Motivation**
- **What we can control**



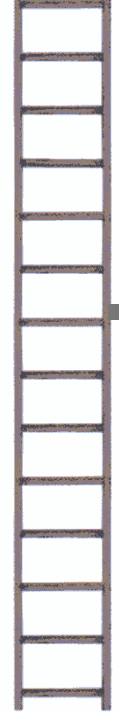
# ***Success and failure***

- **When we succeed – we tend to credit our own hard work and skill.**
- **When we fail – we tend to blame the environment.**



# *Reciprocal determinism*

**I create it  
and  
at the same time  
it creates me**



# *Two simple definitions*

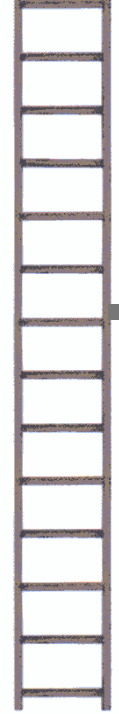
- **Determinism** – the hand of cards that we have been dealt.
- **Free will** – how we play the hand of cards that we have been dealt.





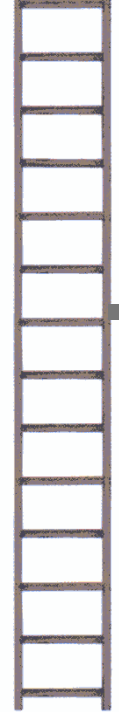
# ***What is deterministic (we cannot change)***

- **Genetics**
- **Age**
- **Most macro issues**
- **Other people (short term)**
- **The past**



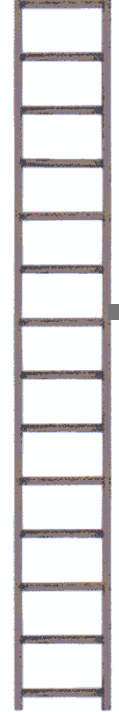
# ***What is choice (we can change)***

- **Ourselves**
  - **Attitude**
  - **Behavior**
  - **Learning**
  - **Influence**
- **Our team**
- **Our function**
- **Our company (long term)**



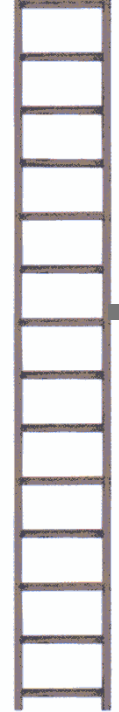
# MOJO

*That positive spirit  
toward what you are doing  
now  
that starts from the inside  
and radiates to the outside*



# *MOJO* is a function of:

- **Person**
- **Activity**
- **Time**



# *Happiness and meaning*

- Defined from the *inside* not the *outside*
- Changes constantly as we journey through life





# The *MOJO* Paradox

*Our default reaction in life:*

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- ...is not to experience *happiness*
- ...is not to experience *meaning*
- ...is not to be *engaged*
- ...is to experience

*inertia*



# ***Why the 'old world' of work is disappearing***

- **For non-professional jobs**
- **For professional jobs**
- **For families**
- **Retirement?**



# *Achieving both personal and professional success*





# ***MOJO Test***

- **Think of a typical day at work**
- **What percent of your time is spent on each in each of the five categories?**
- **What changes can you make to increase short-term gratification?**
- **What changes can you make to increase long-term benefit?**



# The *MOJO* Survey

**Percent of time spent:**

**Work – Home**

**Surviving 14.4 --- 11.4**

**Stimulating 15.2 --- 21.2**

**Sacrificing 17.8 --- 15.4**

**Sustaining 22.7 --- 21.9**

**Succeeding 29.9 --- 30.1**



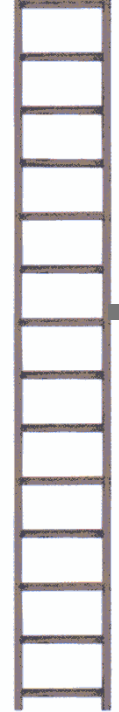
# The *MOJO* Survey

- There is an incredibly high correlation between scores at ‘work’ and at ‘home’.
- Our experience of happiness and meaning says as much about ‘us’ as it does about ‘it’.
- Spending time with people we love, is highly correlated with over-all satisfaction at home and at *work*.



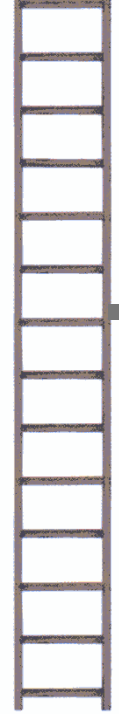
# The *MOJO* Survey

- The *only* positive correlation with overall satisfaction at ‘work’ or ‘home’ – comes with increased hours in *succeeding*.
- Just increasing short-term happiness (*stimulating*) does not increase overall satisfaction at work or even at home.

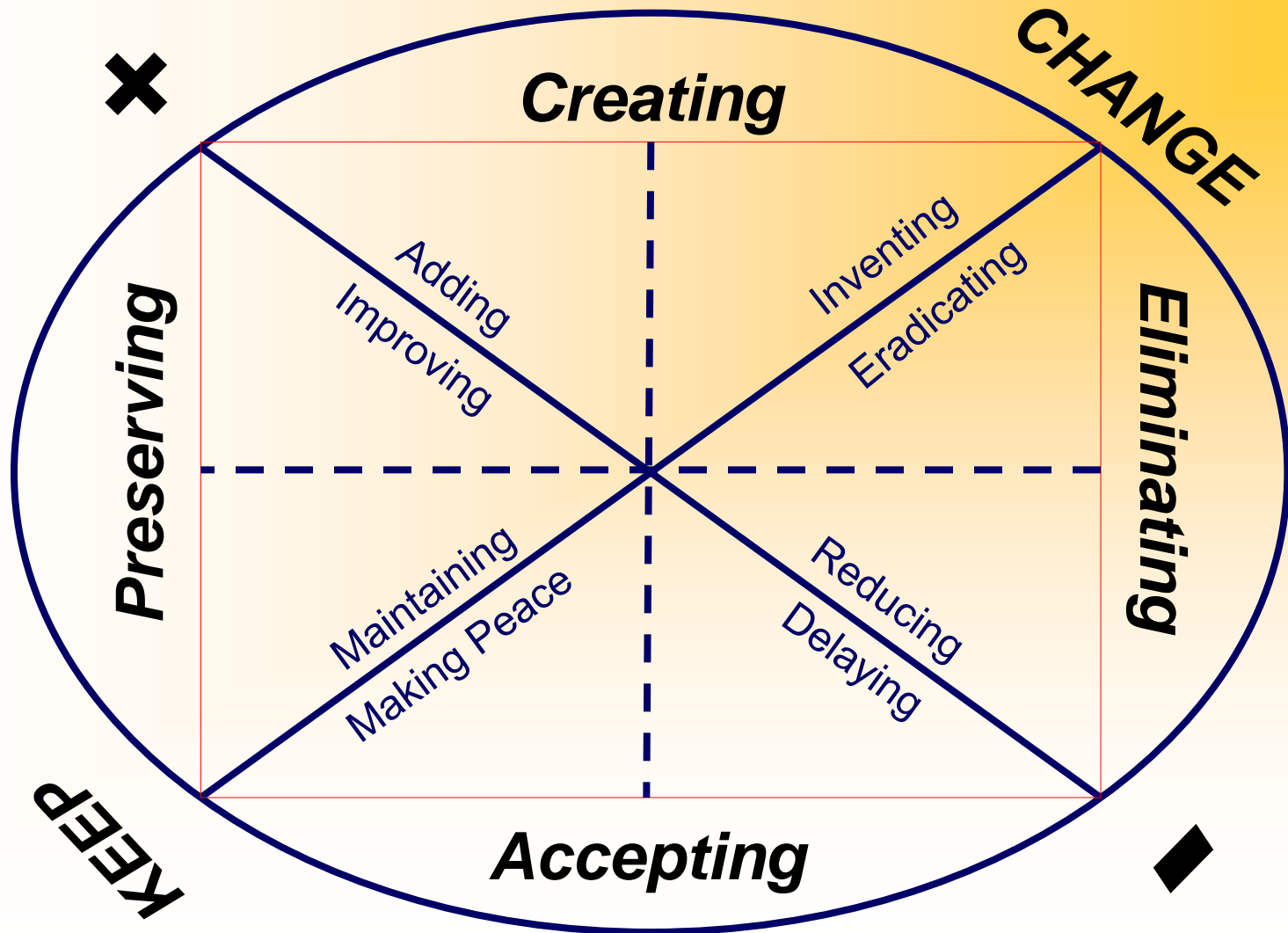


# ***A new model for planning the future***

- **Creating ourselves**
- **Creating our team**
- **Creating our function**



# *Becoming the person we choose to become*

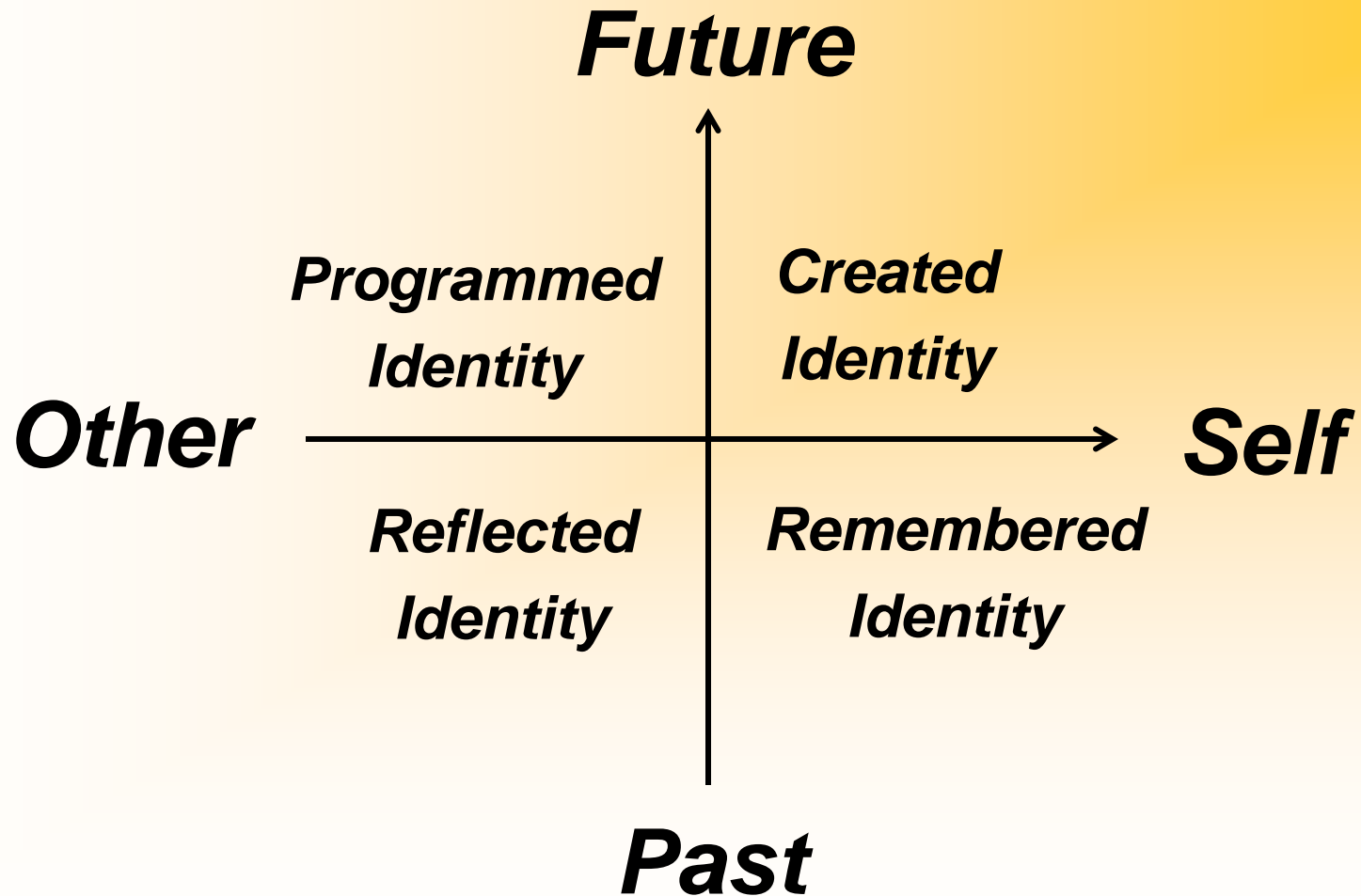


# *Creating*

- **Creating the person that we want to become**
- **Blocks to creating**
- **Fears that inhibit creating**
- **The role of identity (self-stereotyping)**
- **Hope for the future**



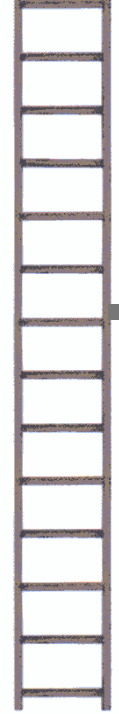
# *The identity matrix*





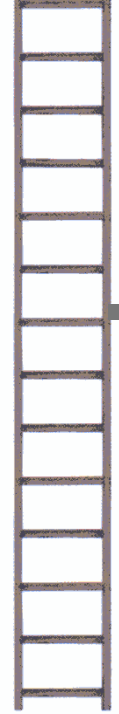
# Preserving

- **What do we want to preserve?**
- **Gratitude for the past**
- **The challenge of executing vs. generating**
- **Why too much focus on preserving can be a problem**
  - **Kodak**
  - **The old IBM**



# *Eliminating*

- **Knowing what to eliminate**
- **Knowing when to eliminate**
- **The danger of over-commitment**
- **The challenge of new technology**



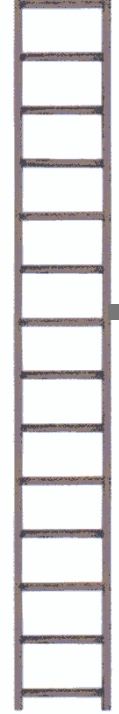
# *Accepting*

- **'Letting go' of the past**
- **Am I willing at this time?**
- **Forgiving**
- **Prioritizing**
- **Accepting environmental limitations**

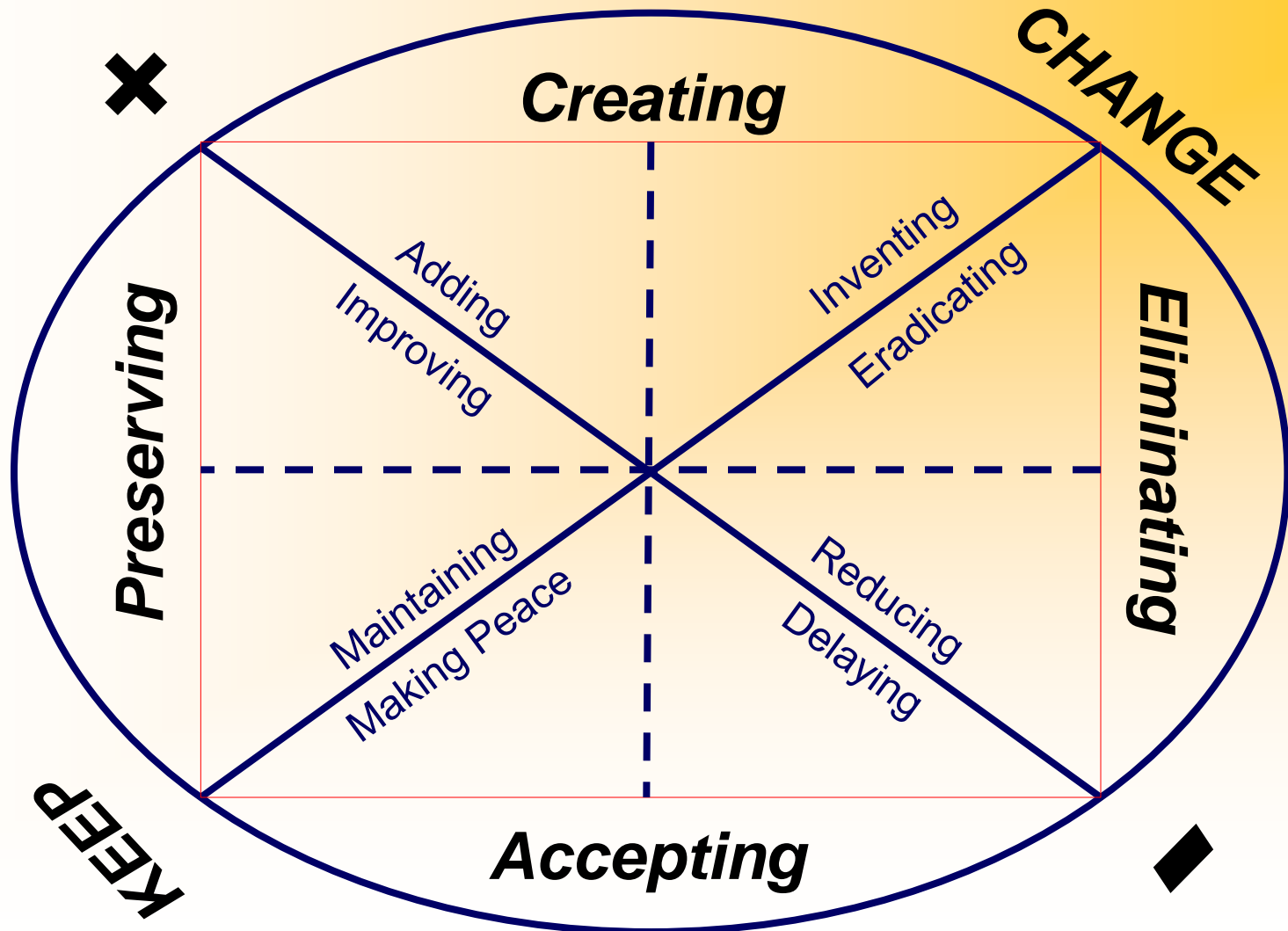


# ***Effectively influencing decision makers***

- **Learning from Peter Drucker**
- **Decision making and power**
- **Knowing the customer**
- **Being an effective salesperson**

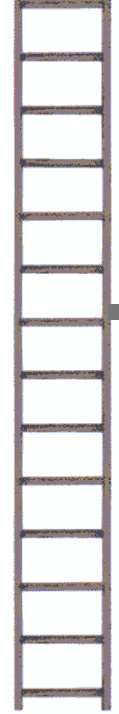


# *Becoming the person we choose to become*



# Applying this model

- **To ourselves**
- **To our team**
- **To our function**
- **To our company**



# *Daily Question Process*

- *The Checklist Manifesto*
- Why the process works
- How the process works
- Applications on employee engagement
- The Ford weekly review process




# ***Making engagement a choice not a deterministic result***

- **Passive questions lead to making the environment responsible**
- **Active questions lead to making ourselves responsible**
- **Active vs. passive question research**








# **Six active questions**

## ***Did I do my best to:***

- **Set clear goals?**
  - **Make progress toward goal achievement?**
  - **Build positive relationships?**
  - **Be happy?**
  - **Find meaning?**
  - **Be fully engaged?**
- 

# ***That boring meeting!***

Imagine that *you* were going to be tested on:

*Did I do my best to:*

- *Be happy?*
- *Find meaning?*
- *Build positive relationships?*
- *Be fully engaged?*

*What would you do differently?*



# ***The two week study***

- **You will get an email every day for two weeks – asking six active questions**
- **You will receive ‘before and after’ questions**
- **The daily process takes just a couple of minutes**



# *Active question research*

- **2037 participants – 44 studies**
- **31% reported improvement on all six items**
- **62% reported improvement on at least four items**
- **88% reported improvement on at least one item.**
- **Almost no one reported *any* negative change**



# *Summary and applications*

- **For ourselves**
- **Building the team**
- **Organizational change**
- **Employee engagement**



# ***Determining what is most important in life***

- **As a person**
- **As a professional**

