Lead Like a Human:
A Guide for Fostering Ownership Mentality

Adam Weber
Emplify
adam@emplify.com

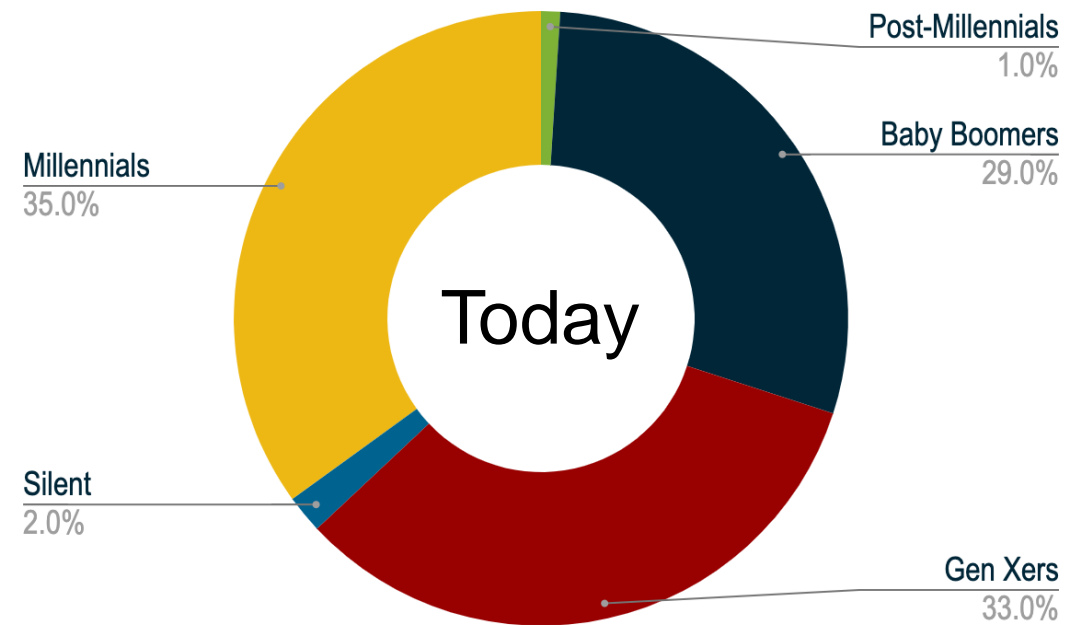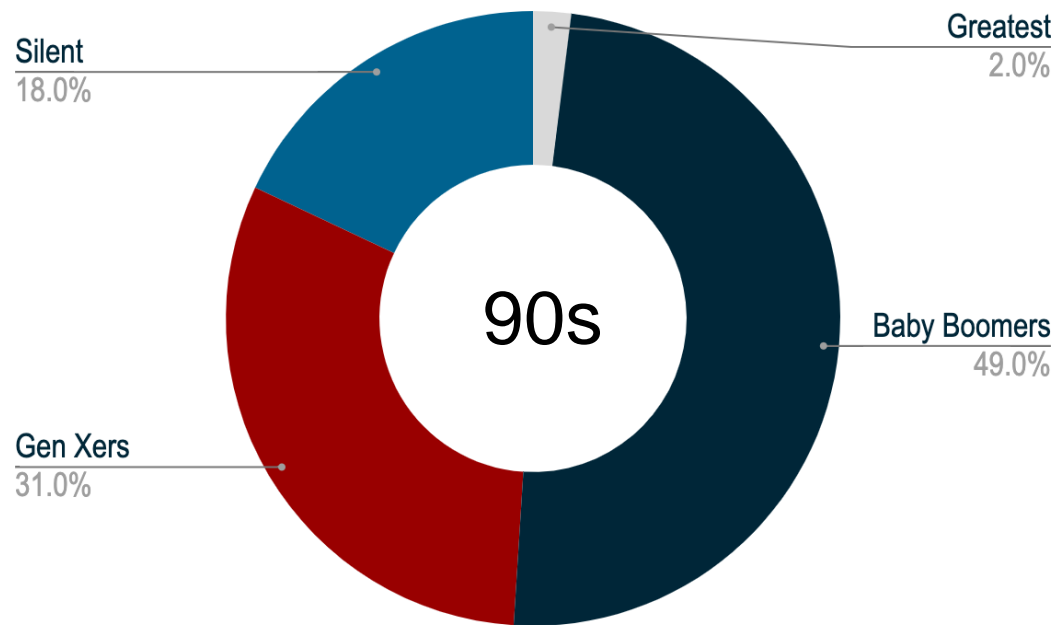A lot has changed since the 90s…

A lot has changed since the 90s…

A lot has changed since the 90s…

Multi-Generational Workforce
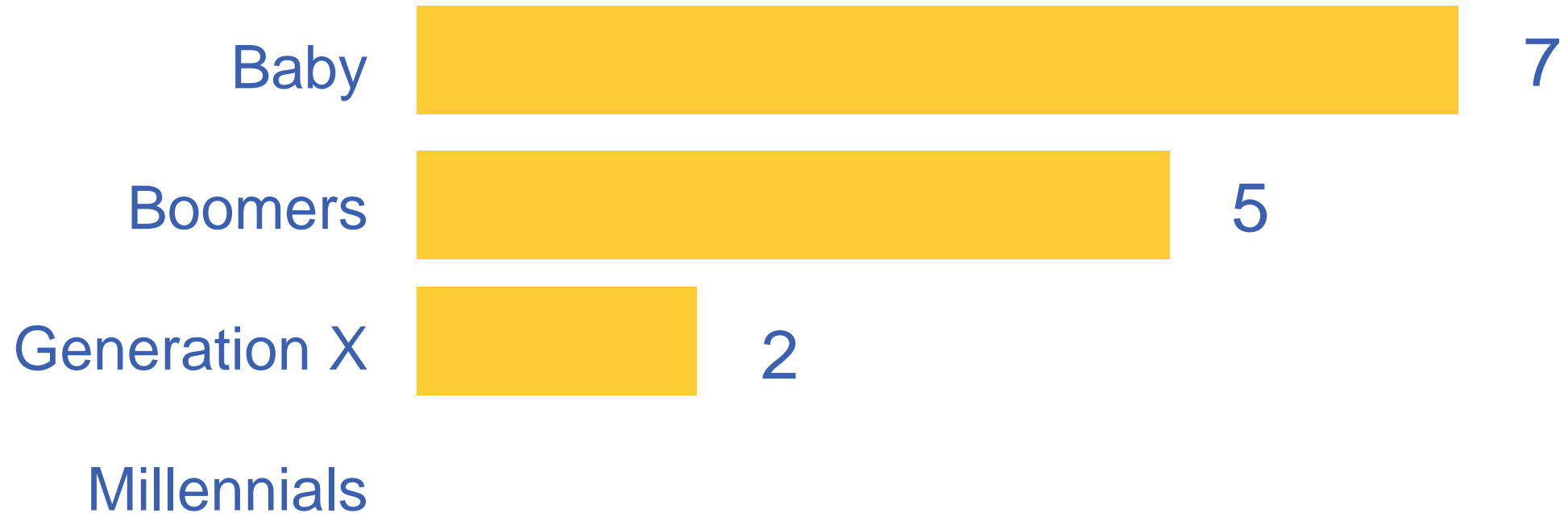
Values Then

- Compensation
- Benefits
- Stability

Values Now

- Company purpose
- Authenticity of leadership
- Professional development/growth
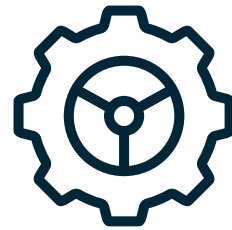
70% of Employees are Disengaged

Impact of Disengagement

Disengaged workers > Lower productivity > Lack of innovation > Lower profitability

Impact of Disengagement

Disengaged workers > Lower productivity > Lack of innovation > Brand Reputation

NCEO

Impact of Disengagement

Disengaged workers > Lower productivity > Lack of innovation > Turnover

NCEO

Impact of Disengagement

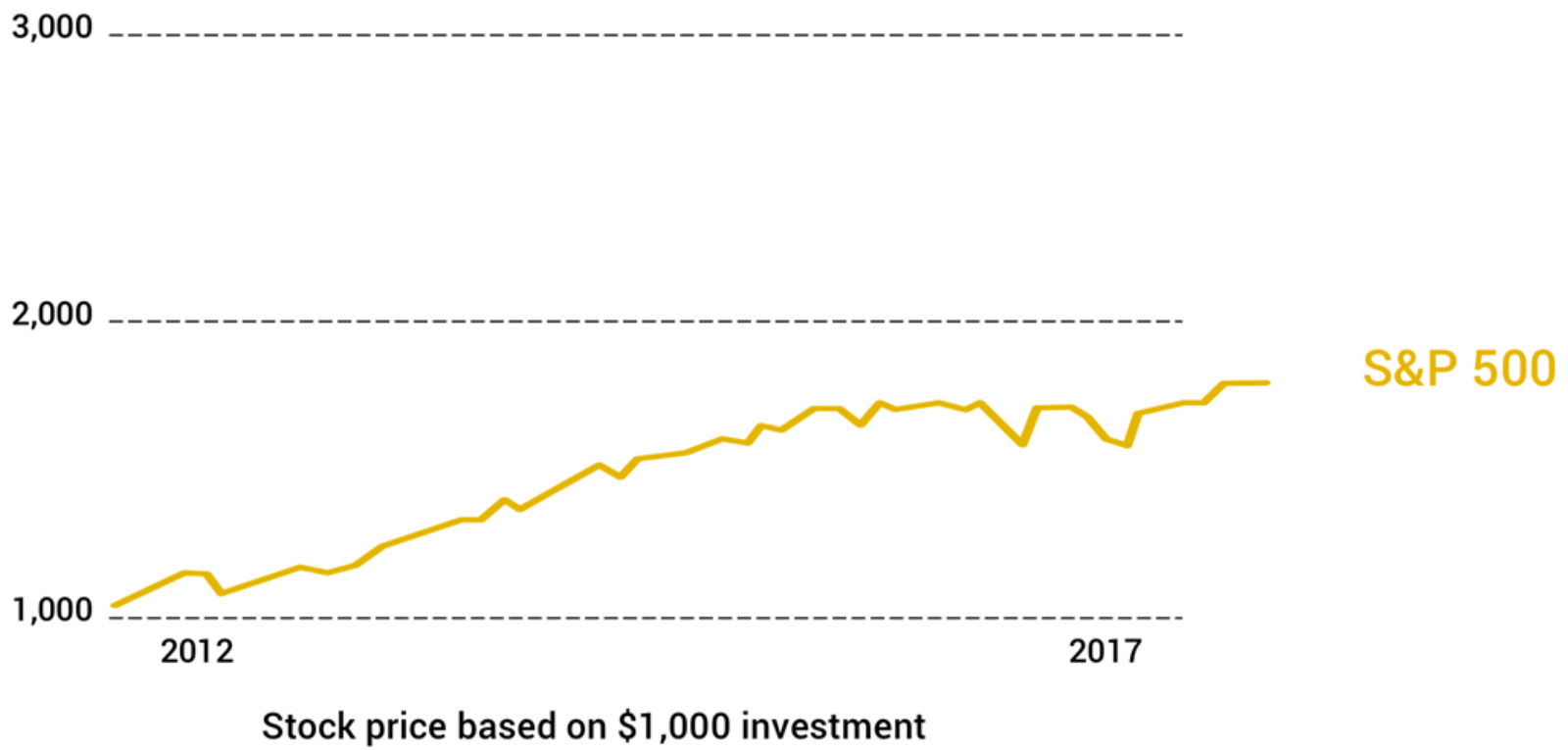Disengaged workers > Lower productivity > Lack of innovation > Lower profitability

Highly **engaged employees are 87%**

less likely to leave their companies than their disengaged counterparts.
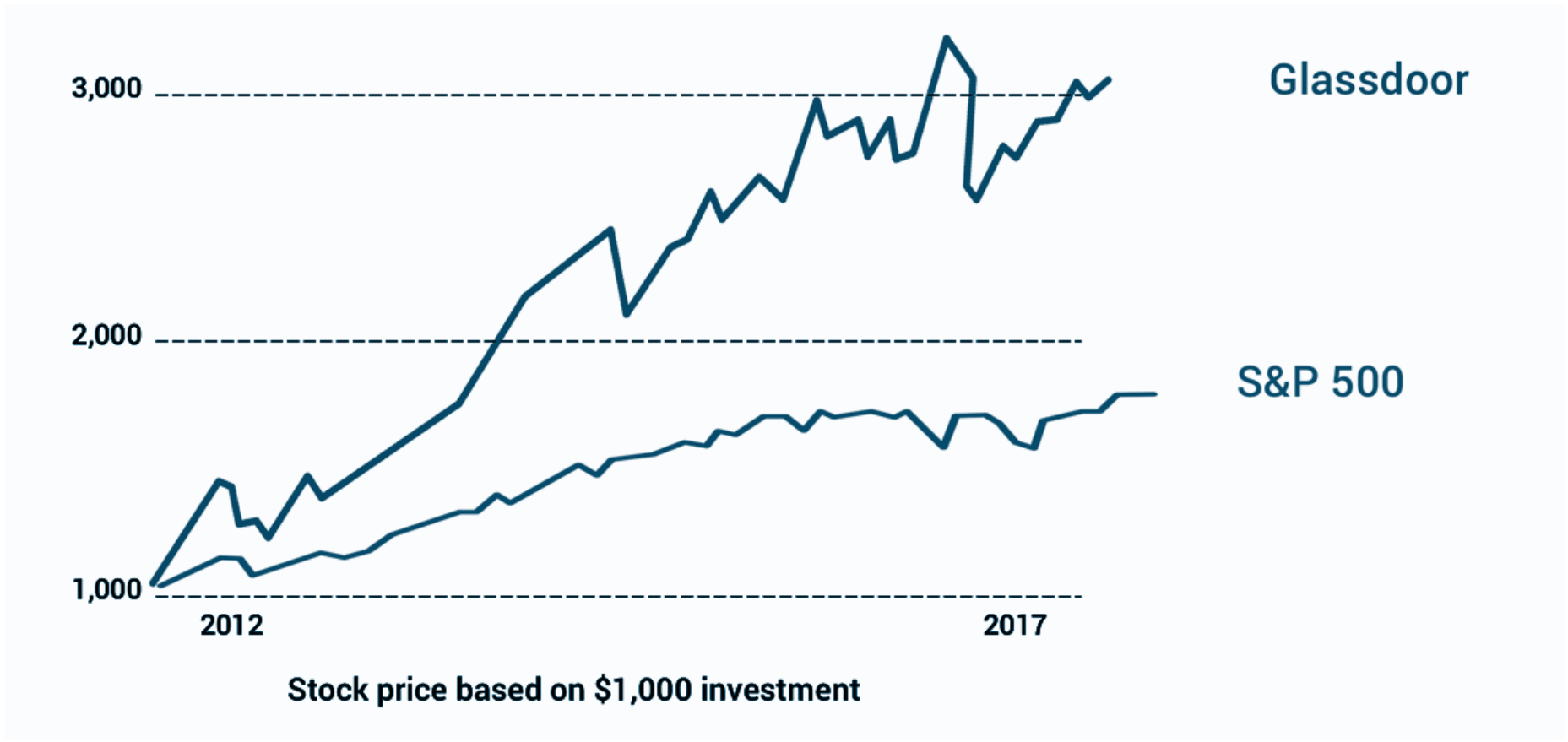
- Corporate Leadership Council

NCEO

The Payoff for Engaged Employees is Good for Business

Stock price based on $1,000 investment

The Payoff for Engaged Employees is Good for Business

Stock price based on $1,000 investment

An employee's intellectual (head) and emotional (heart) connection with an employer, demonstrated by motivation and commitment (hands) to positively impact the company vision and goals.

Engagement Drivers

Goal Support	Manager	Leadership Availability	Meaning
Professional Development	Utilization	Purpose	Fairness
Shared Values	Role Clarity	Psychological Safety	Rest
Autonomy	Leadership Integrity	Capacity	
Coworker Relationships	Feedback		

Satisfaction is Good

- Am I comfortable and am I going to stay?

- I work only enough to meet basic expectations.

Engagement is Great

- How can I drive the business forward?

- My heart and mind are in it and I give 115% everyday.

Frustrated Frank

My employees are lucky to be a part of my team and have a job at a successful company.

Things I hear struggling managers and owners say about their employees:

- Lack work ethic
- Want to be involved in everything
- Care more about "life" in work/life balance

Motivated Michael

My employees have made the decision to work for me and it's my responsibility to ensure their work is challenging and meaningful.

Things thriving managers and owners do to invest in their workforce:

- Inspire the best
- Transparent
- Focus on outcome not hours
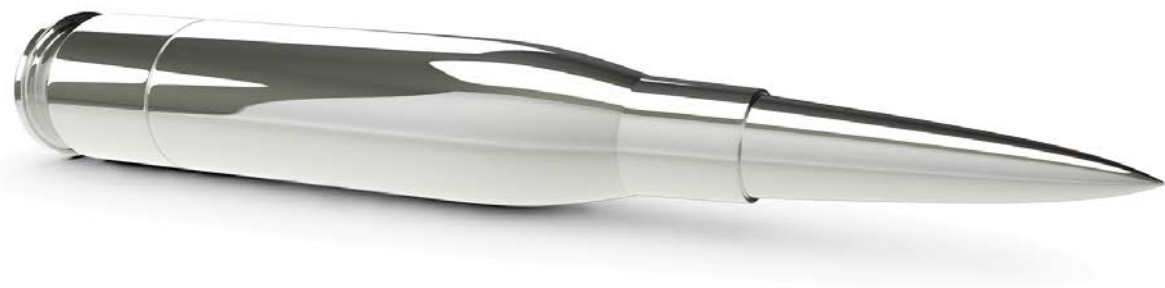
Resource Guide

LEAD LIKE A HUMAN:
ACTIVATED!

6 Steps to build engaged teams

1. Centeredness
2. Align Around Your Company Purpose
3. Define & Activate Your Values
4. Set Goals
5. Create Culture of Continual Improvement
6. Use Data

The Fall ESOP Forum
Best Practices in Employee Ownership

NCEO

"The hard truth is that there is no silver bullet to becoming an *authentic leader*. It's a combination of doing the work to become an *authentic person* and applying solid leadership principles and tactics. "

What is Centeredness?

Leading as your whole, authentic, connected self

Growing in your self awareness

Putting disciplines in place that add consistency to how you show up each day

NCEO

Why Does it Matter?

It creates a psychologically safe environment where your employees can grow and thrive

NCEO

Centeredness

Live it Out

1. Create a daily practice of self-reflection
2. Get a hobby
3. Focus on your health
4. Invest in relationships

The Fall
ESOP Forum
Best Practices in
Employee Ownership

NCEO

Align Around Company Purpose

SOLUTIONS

Variety within a team breeds more ideas

"Why does what we do matter and what difference are we making in the world?"

- Verne Harnish

Align your team to your purpose by sharing customer stories regularly.

NCEO

Align Around Company Purpose

Live it Out

1. Connect your people to the purpose
2. Share stories of success
3. Celebrate milestones

The Fall
ESOP Forum
Best Practices in
Employee Ownership

NCEO

Activate Core Values

NCEO

Who are your cultural rockstars?

NCEO

You set ambitious goals, and you deliver results.

You display commitment to mastering your craft and refuse to settle for the status quo.

You believe in what others are capable of and push them to reach their true potential.

You work sustainably, knowing you are in it for the marathon not the sprint.

Activate
Core Values

Live it Out

1. Integrate values into hiring decisions
2. Incorporate values into feedback
3. Use values in recognition

Set Goals

NCEO

Why Goals Matter?

Purpose

Alignment to
company "Why"

Meaning

Alignment to
personal "Why"

step four:

SET GOALS WITH YOUR TEAM

As a human-centric leader, understanding the motivations and personal why of your team is essential in helping them unlock their potential. Goals can be personal or professional, but they are always motivated by a person's needs, desires, and passions. When goals align with a personal why, that's where the magic happens and the goals seem more attainable. In this step, you'll learn how you can set goals with your team and help them see how their work brings them closer to achieving their personal why.

 DEFINE IT

A **personal why** is a deep-seated, fundamental purpose that motivates a person to take action, as outlined by Simon Sinek in Start with Why.

Goals are achievable objectives driven by a person's why and realized through a structured action plan.

Psychological safety is a feeling of security established by a leader's authentic behavior that allows employees to share their perspective without fear of retribution. It is one of the seventeen drivers that contribute to engagement

GOAL SETTING TIME!

When we set goals, we acknowledge that we are committed to improving ourselves, and our capabilities. Using the questions below, ask yourself what parts of your life you'd like to see change, and how you can take action to make sure that change happens. Also, consider what's behind those changes. Why do you want to achieve those goals? This is your personal why.

You can do this together with your team, or by yourself. Setting your goals in a team setting is a great way to demonstrate your own journey of growth to your folks. It also establishes a sense of accountability among your team members.

Write out your Personal Why here.

What personal and professional goals do I have this year?

What milestones do I need to hit in order to achieve my goals?

Set Goals With Your Team

Live it Out

1. Identify their "Why"
2. Map out a plan
3. Hold each other accountable

The Fall
ESOP Forum
Best Practices in
Employee Ownership

NCEO

Continual Improvement

NCEO

It starts with you.

When you display a willingness to receive feedback, it makes your people want the same kind of feedback.

Continual Improvement

Live it Out

1. Start with you
2. Put yourself in their shoes
3. Consistent rhythms for feedback

Use Data

NCEO

Data is your permission to say **no**.

Without data, you don't have a clear picture of your team and the issues they need your help to solve.

NCEO

"Data, if used well, can have the power to revolutionize how leaders engage their people."

Results

Engagement: SJ Logistics

MY VIEWS

SJ Logistics — 989

SJ Logistics (989)   Add Filter

Overview | Drivers | **Heatmap** | People

Driver Score Relative to Emplify Index

Below Average ————————————— Above Average
-4 -3 -2 -1 0 +1 +2 +3 +4
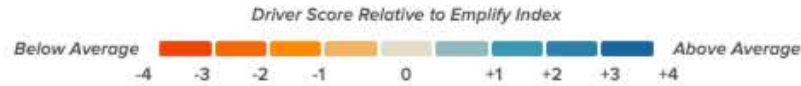
Compare scores in SJ Logistics by **DEPARTMENT** ▾

Numerical values — On
Hidden groups — Off

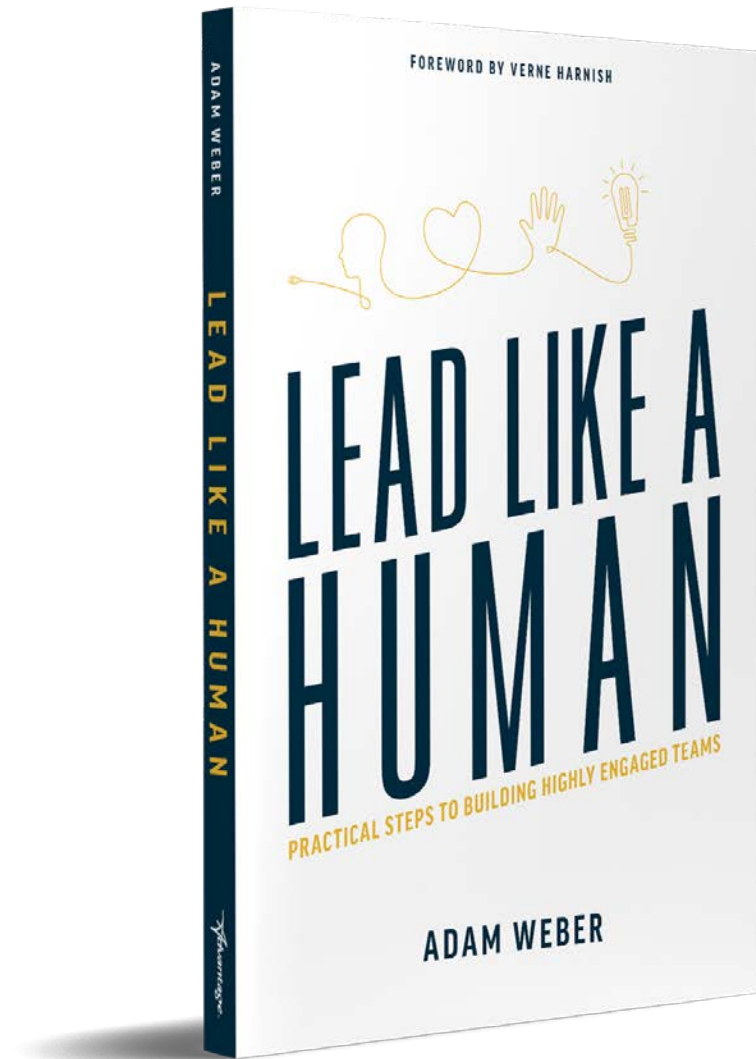|	Purpose	Shared Values	Meaning	Role Clarity	Friendship	Competency	Feedback	Authenticity	Trust	Capacity	Fairness	Autonomy	Utilization	Psych. Safety	Prof. Dev.	Manager	Rest
SJ Logistics (600/989)	-0.6	-0.6	-0.5	-0.3	-0.5	-0.3	-0.4	-0.4	-0.5	-0.2	-0.2	0	0	0.3	0	0.2	0.4
Accounts Payable Score: 61.67 (9/9)	-2.3	-2.4	-1.8	-1.9	-2.4	-0.8	-0.8	-0.6	-2.8	-1.8	-0.6	-1.3	-1.6	-2.2	-1.5	-1	-1.2
Service Department Score: 67.82 (206/410)	-0.8	-0.8	-0.5	-0.4	-0.5	-0.4	-0.7	-0.8	-0.7	-0.1	-0.5	0	0	0.2	0	0.1	0.2
Parts Department Score: 69.04 (239/321)	-0.6	-0.7	-0.6	-0.3	-0.7	-0.4	-0.3	-0.2	-0.6	-0.2	0	-0.2	-0.1	0.3	-0.1	0.1	0.4
Human Resources Score: 67.92 (12/14)	-0.6	-0.1	-1	-0.6	0.4	-0.8	0.1	-0.8	0.4	-0.6	-0.4	-0.5	0.4	0.4	0.3	0.6	0.7
Accounts Receivable Score: 73.57 (14/19)	-0.3	-1.6	-0.2	-0.1	-0.9	0.4	0.7	0	-0.9	0.6	-0.8	-0.1	0.3	-0.2	0	0.3	0.9
Lease & Rental Score: 69.72 (18/19)	-0.1	0.1	-1.2	-0.1	-0.1	-0.3	-0.7	-0.2	0.5	-0.1	0.5	-0.2	-0.5	0.1	0.2	0.5	1.2
Truck Sales Score: 75.19 (40/50)	-0.4	0.2	0.3	-0.3	0.2	0	-0.5	-0.3	0.1	0.1	0.2	0.1	0.4	0.3	0.1	-0.1	0.6
Sales Operations Team Score: 76.25 (10/11)	-0.9	-0.2	0.1	-0.4	-0.2	0.1	0.4	-0.7	0	0.5	0	0.3	0.3	0.1	0.5	1.1	1.3

Use Data

Live it Out

1. Gather feedback
2. Discover insights
3. Align leadership team
4. Empower managers

Be your very best self, see the best in your team, and lead them in unlocking their potential.

NCEO

contact@emplify.com

NCEO