

Creating Positivity in the Workplace

Attitude is Everything

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Moderated by: Shari Fryer, President, Shari Fryer & Associates

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Moderator



Shari Fryer
President,
Shari Fryer & Associates

Overview

- Key Trends Driving Workplace Change
- Managing Change and Developing Constructive Behavior
- Working on Attitudes for Individuals and Leaders
- Best Practices
- Discussion

Meet Today's Presenter



Laura Parrino Byxbe
Career Management Consultant,
Right Management

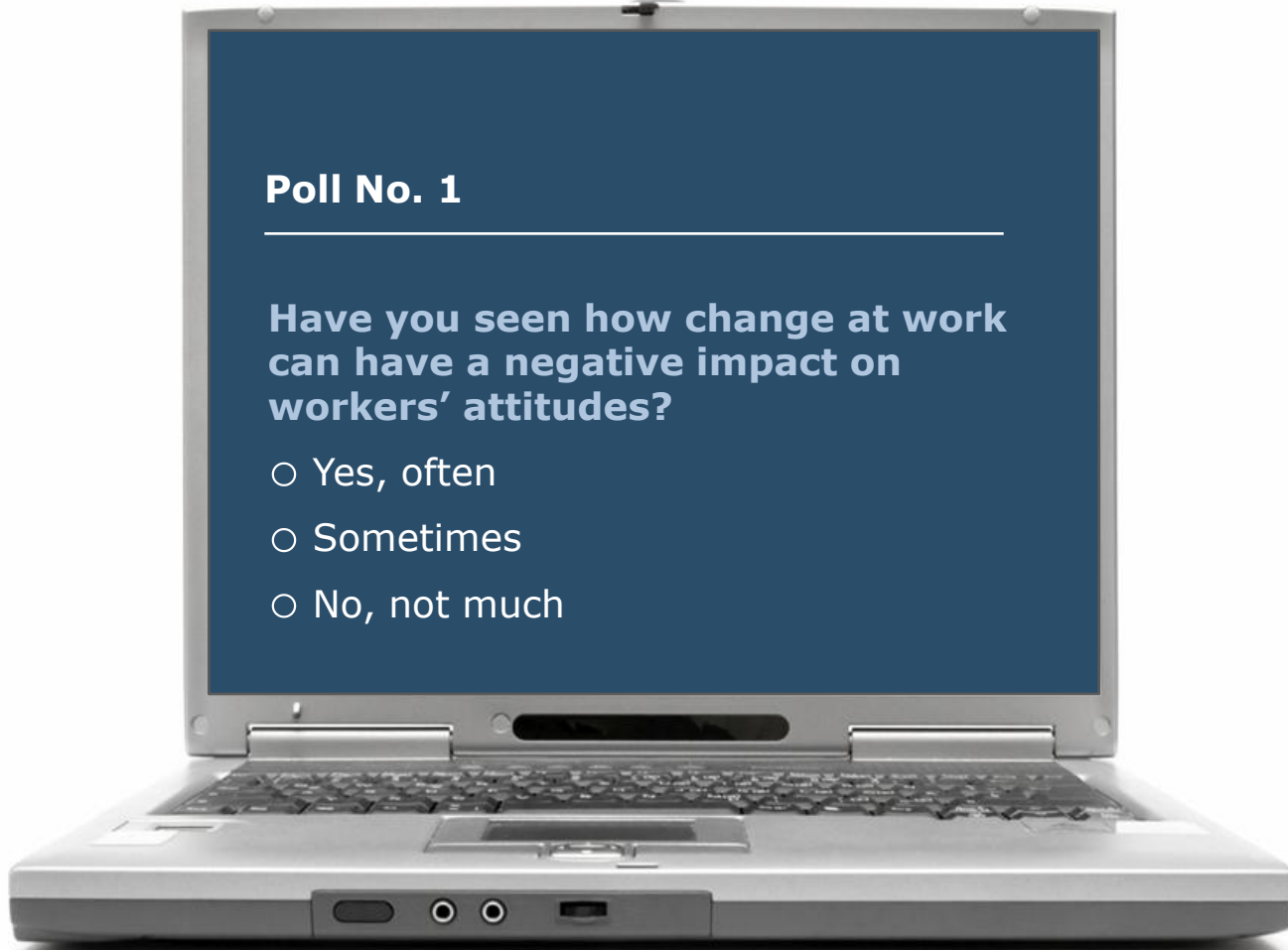
Meet Right Management

- Talent and career management experts
- Lead in the creation and delivery of services that enable our clients to win in the changing world of work
- Wholly-owned subsidiary of Manpower Inc
- Founded in 1980
- Serve 80% of Fortune 500 and 70% of Global 500





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Key Trends Driving Workforce Change



Drivers of Change in Today's Uncertain World

Talent Mismatch

is deepening as working age population declines and nature of work changes

Technological Revolutions

have power to change where, when and how we work

Individual Choice

exercised by those with most in demand skills

Rising Customers Sophistication

requires businesses to work in new ways, driven by innovation, value and efficiency

Working in Today's Ever-Changing Workplace

- Emerging from global recession
- Layoffs have slowed but still sizeable
- Unemployment remains high
- Ongoing, unprecedented levels of change in business strategy
- Quick decisions, often without rationale

Bad Attitude! Who, me?

- Impact of changes on employees:
 - 79% report workloads have increased due to layoffs; 57% say “a lot”
 - 2 out of 3 employees failed to take their allotted vacation last year
 - As many as 60% say they want to leave their job this year
 - 19% of employees rarely trust their manager
 - 1 in 4 workers feel there is too much stress and tension at work
 - 75% usually work more than 40 hours per week
 - Less than half usually take a lunch break



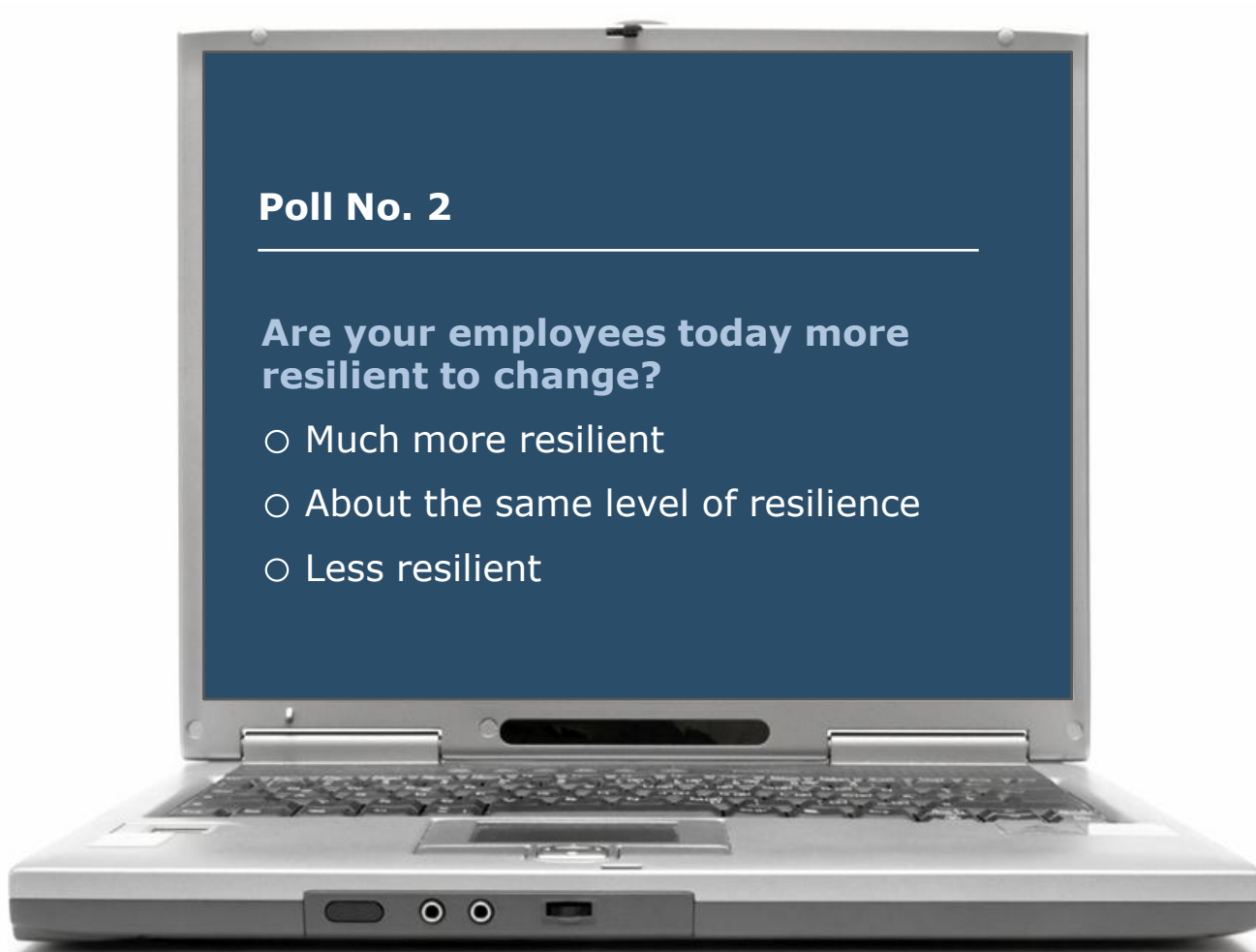
Implications for Business

Challenges for leaders:

- More than half of employees have been approached with job offer from another employer in past 6 months
- Only 28% of employees say they have been able to retain high performers
- 1 in 5 regard their managers as incompetent
- 1 in 2 employees are disengaged



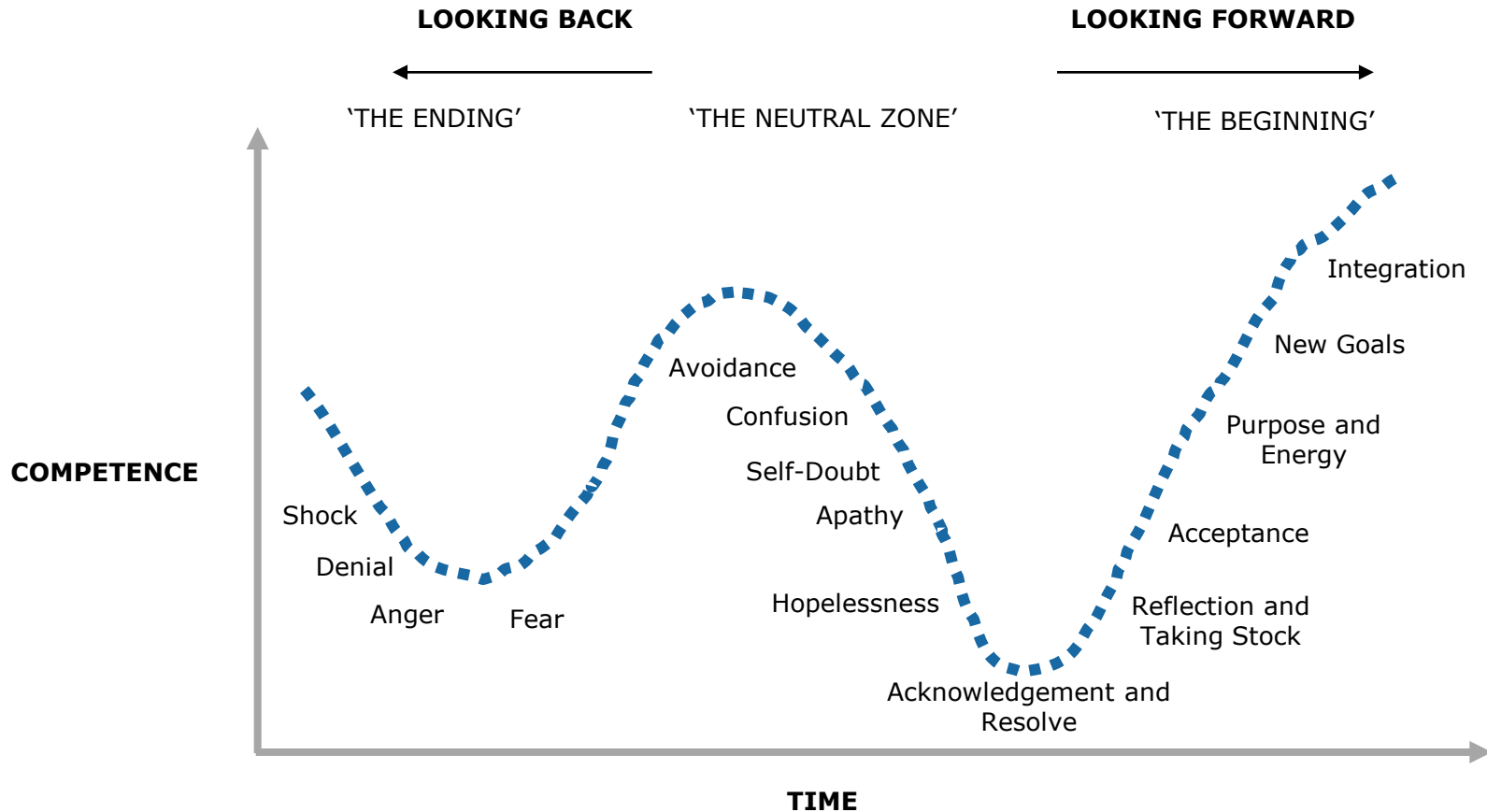
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Managing Change and Developing Constructive Behaviors



The Transition Curve



Based on the work of Kubler-Ross

*"Attitude is a little thing
that makes a big difference."*

Winston Churchill

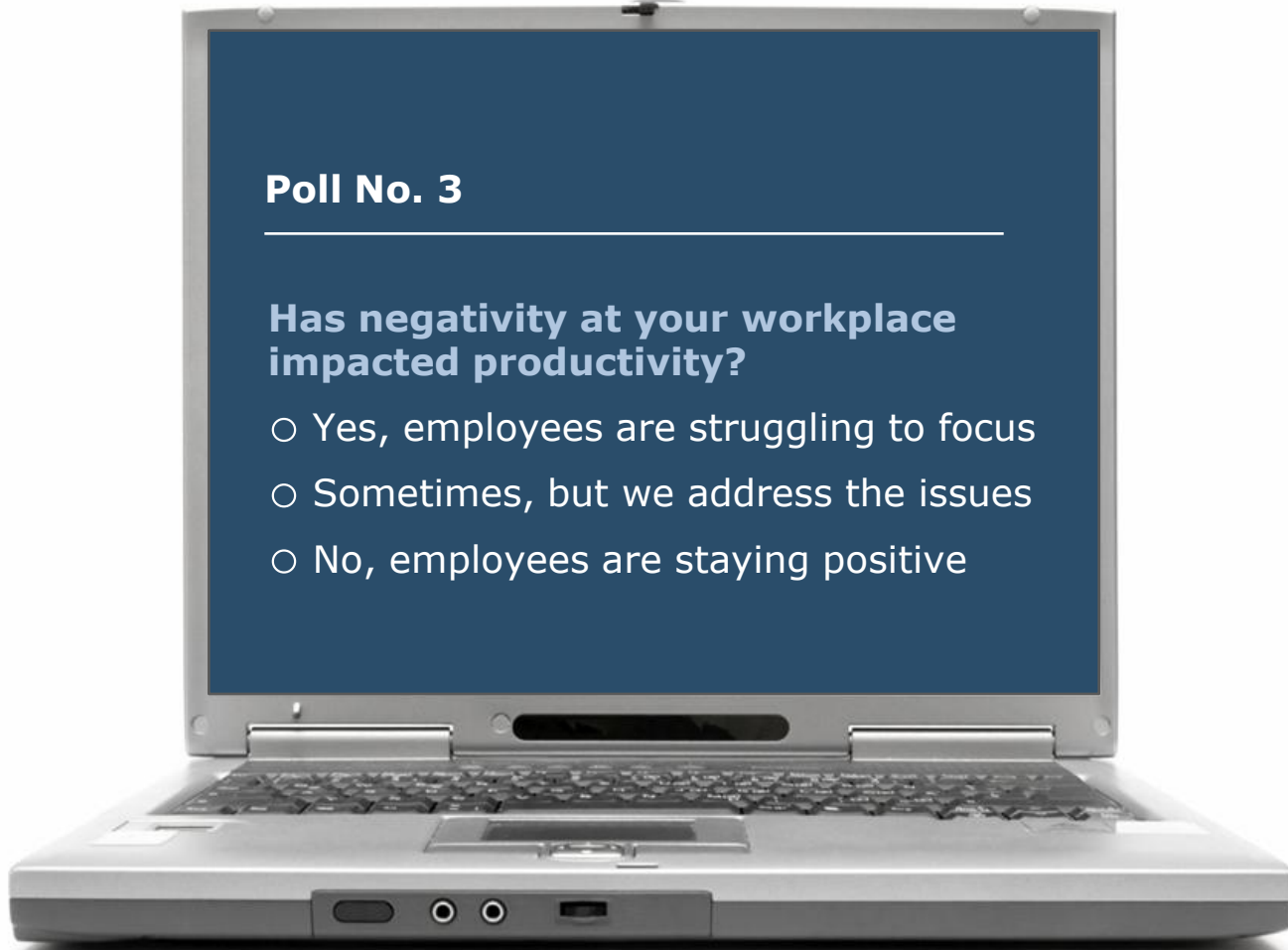
Recognizing Negative Behaviors

- Backstabbing
- Gossiping
- Power struggles
- Lack of teamwork/collaboration
- Lack of healthy conflict
- Absenteeism
- Turnover

And worst of all...it's contagious!



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From an Individual Perspective

Eliminate negativity:

- Start with yourself
- Check your language
- Be persistent
- Smile...choose not to react
- Stop cycle of lack of appreciation
- Stop participating in negativity
 - Stay out of the drama
 - Don't collude with the negative employee
 - Don't validate
 - Don't encourage



Manager's Can Break the Cycle

- Lead by example
- Offer recognition
- Ask open ended questions
- Listen and help develop solutions
- Counsel the complainer
- Challenge negative and pessimistic thinking and beliefs
- Ask for contributions
- No complaining without providing 3 possible solutions
- Can't please everyone
- Educate others



Working on Attitudes for Individuals and Leaders



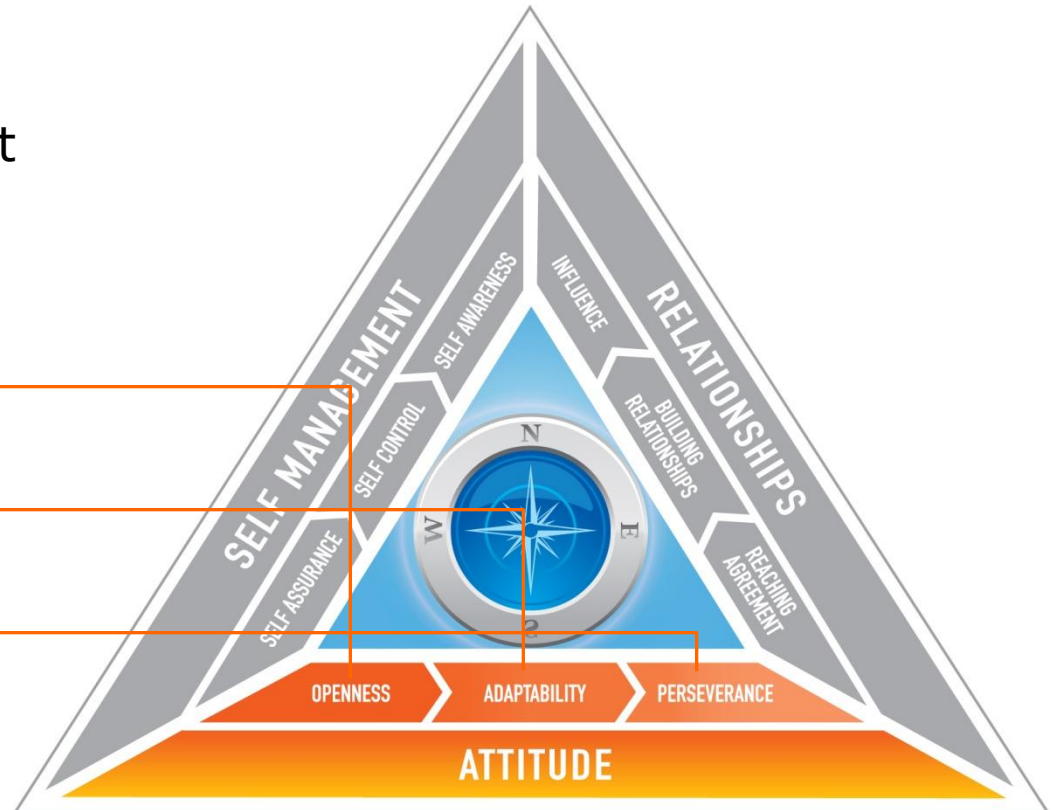
*"If you don't like something,
change it. If you can't change it,
change your attitude."*

Maya Angelou

Attitude

A feeling or emotion toward something that impacts what we think, feel and do.

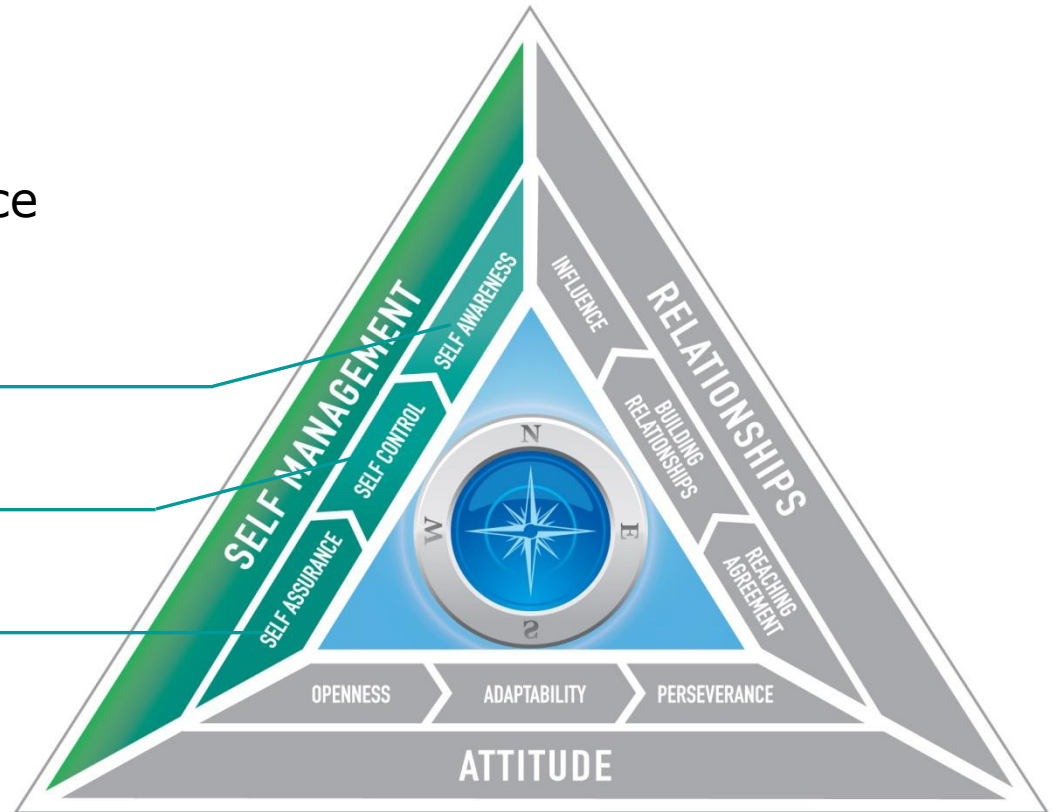
- OPENNESS TO CHANGE**
- CHANGE ADAPTABILITY**
- PERSEVERANCE**



Self-Management

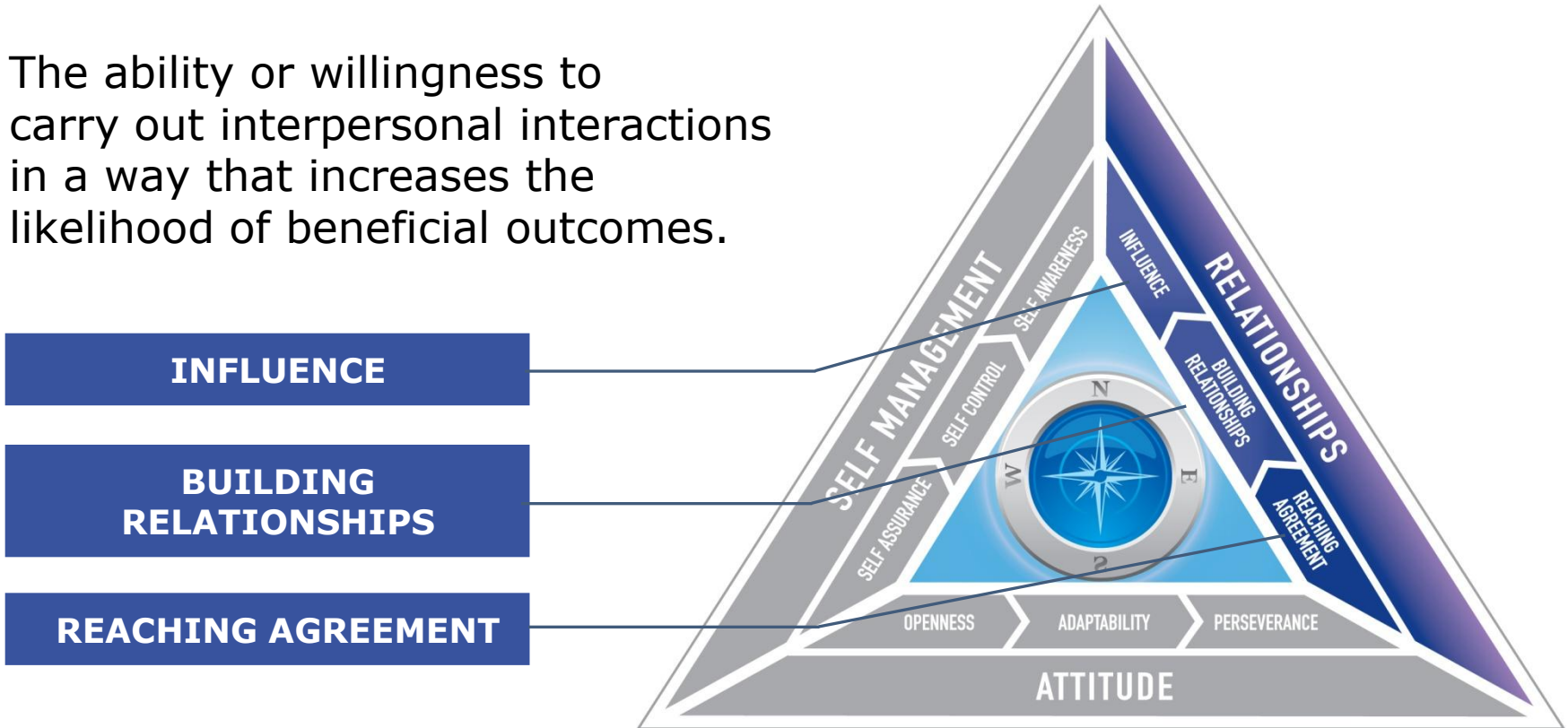
Being able to manage your own emotions and behaviors to increase personal resilience in a range of situations.

- SELF-AWARENESS**
- SELF-CONTROL**
- SELF-ASSURANCE**



Relationship Management

The ability or willingness to carry out interpersonal interactions in a way that increases the likelihood of beneficial outcomes.

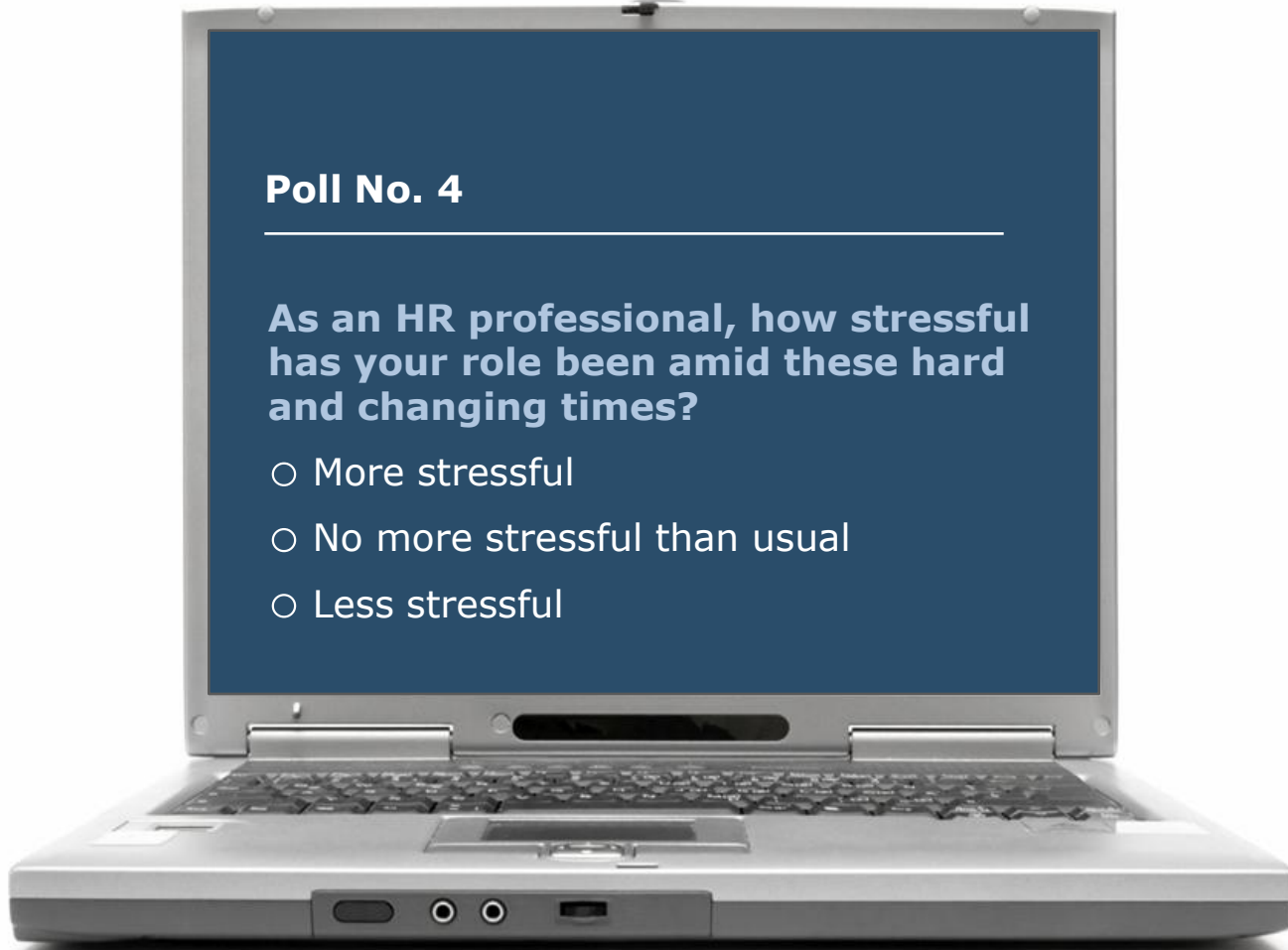


Strategies for Managing Yourself through Change

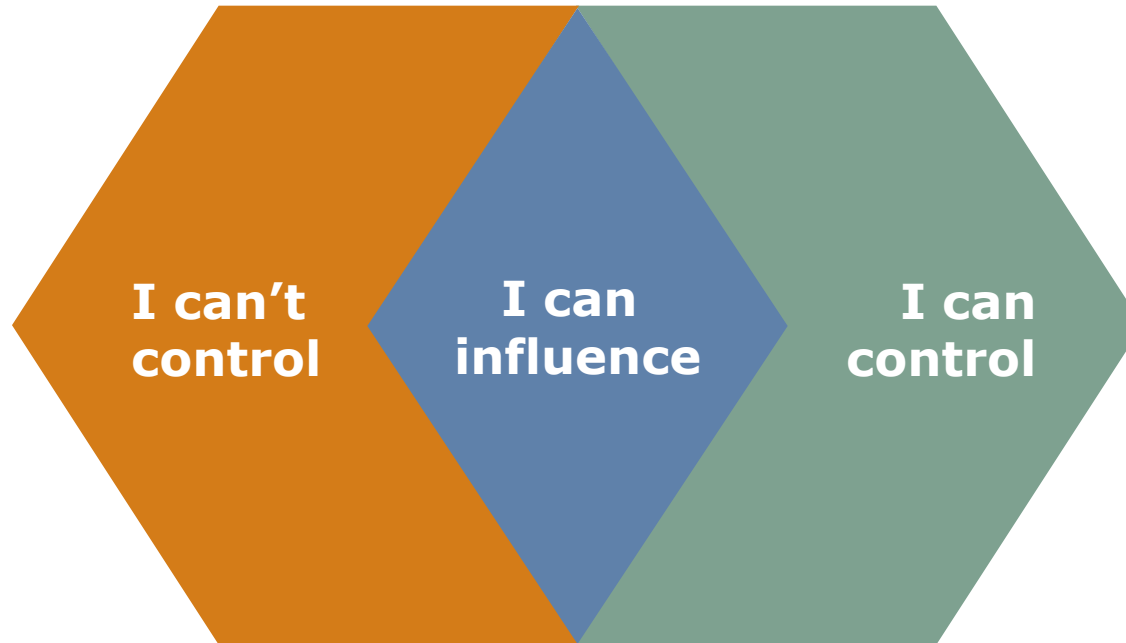
- Learning from past experiences
- Focusing on areas of control and influence
- Improve your positivity
- Develop resilience and agility



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Identifying Areas of Control and Influence



"Do not let what you cannot do interfere with what you can do."

John Wooden

The Facts

Nearly Half of All Employees Struggle with Change

Key findings:

- Effectiveness of change management implementation directly corresponds to employee engagement
- Leaders need to develop key behaviors necessary for managing change effectively
- Organizations that do not manage change well are four times more likely to lose talent

Source: Right Management global study of 28,810 employees from 15 countries representing 10 industries.

Strategies for Leading Your Team through Change

- Communicating effectively
- Having difficult discussions
- Managing challenging reactions
- Using a coaching approach
- Managing motivation and performance



Improving Change Effectiveness Positively Impacts Performance (and attitudes!)

Top Global Drivers of Effective Change Management

1. Senior leaders implement effective change
2. Efficient work processes and people systems
3. Open and honest communication
4. Employees empowered to make changes to the way things are done
5. Resources to do the job well

Right Management global study of 29,000 employees in 15 countries, conducted in 2009.

Best Practices



Use Assessment Tools to Evaluate Change Readiness

- Utilize engagement surveys to learn more about what keeps workers satisfied, committed and loyal
- Conduct organizational readiness assessments designed to evaluate structure
- Assess change effectiveness skills and abilities for specific behaviors and characteristics needed to adapt easily
- Anticipate how the business will react to change
- Results provide better understanding of strengths and weaknesses
- Develop common language for group discussion

CASE STUDY: ORGANIZATIONAL EFFECTIVENESS

How do we prepare managers and employees for organizational change?

	BEFORE	AFTER	VARIANCE
Managers Ready to Lead Change	59%	94%	+59%
Employee Confidence Level in Ability to Adapt to Change	52%	94%	+80%
Employee Confidence Level in Ability to Determine Short and Long-term Career Plans	53%	90%	+70%

Build Change Management Capabilities at all Organizational Levels

- Senior leaders initiate, guide and champion change, ensuring engagement among the rest of the organization
- Middle managers make change happen, but have little control over the direction
- Employees impacted by change must adapt and grow



Create Fit for Purpose, Structure and Roles

- Organization operating model and culture are conducive to change agility
- Structure ensures the right people are doing the right work
- Every employee has a clear role and set of accountabilities, as well as authority required to perform the role



How do you achieve organizational effectiveness when implementing a change initiative?

Results:

- As the implementation process neared completion, the Employee Opinion Survey showed that key staff engagement measures had exceeded first year goals and had actually achieved the second year's goals as well
- Client satisfaction scores reached 80% - a 13.6% increase over the previous year

Implement Effective People Systems and Processes

- People systems must work together to create change agility to implement and embed the change when it occurs
- Utilize communication systems to create consistency and trust
- Ensure remuneration and reward systems reinforce the correct behaviors
- Ensure performance management, succession management and talent attraction and retention systems do not inhibit agility



"Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude."

Thomas Jefferson

Measure Success

- Define goals at the outset of the change initiative
- Identify key business metrics to assess success, such as productivity, employee retention, customer retention, absenteeism
- Create mechanisms for receiving feedback during and after change, such as surveys or focus groups



Questions?



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Thank you for your time!

We're pleased to provide you with a copy of our white paper

