



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



THRIVING STRENGTHS-BASED LEADERS: MANAGING THE WHOLE TEAM MEMBER

Stephen Shields

Senior Consultant - Gallup

2019 Project Management Symposium



Agenda

- Introductions & Expectations
- Being an Engaging Project Manager
- Understanding the Needs of Team Members
- Your Takeaways



Introductions & Expectations





Agenda

- Introductions & Expectations
- Being an Engaging Project Manager



Your Best Moment at Work

- What's the Best Moment You've Ever Had at Work?





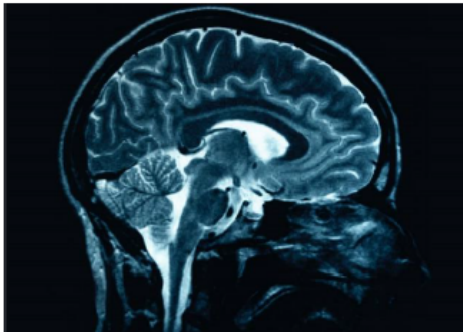
Your Best Moment at Work

- What's the Best Moment You've Ever Had at Work?
- How did you *Feel* During your Best Moment at Work?



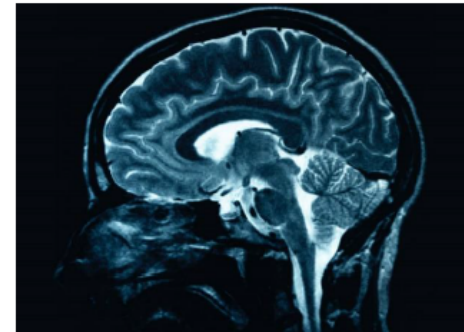
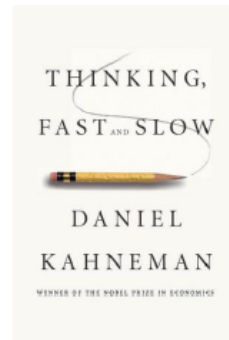


Behavioral Economics



SYSTEM 1

- Emotional
- 70%
- Limbic System
- Fast
- Intuitive
- Automatic
- Effortless
- Subconscious



SYSTEM 2

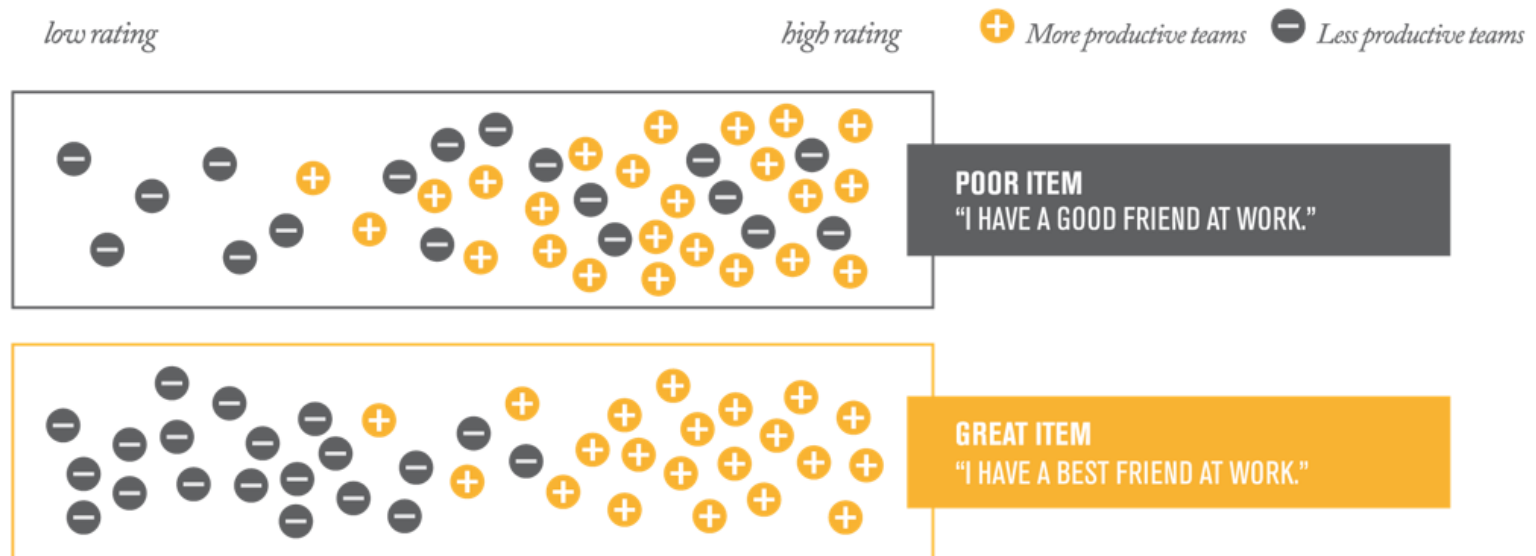
- Rational
- 30%
- Prefrontal Cortex
- Slow
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How the Item Wording Affects Measurement

The Sorting Effect:

The Q^{12} items needed to distinguish, or sort, high-performing teams from low-performing teams. Gallup calls this concept the sorting effect.





Engagement Hierarchy



Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a best friend at work.

Q09. My associates or fellow employees are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.

Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last seven days, I have received recognition or praise for doing good work.

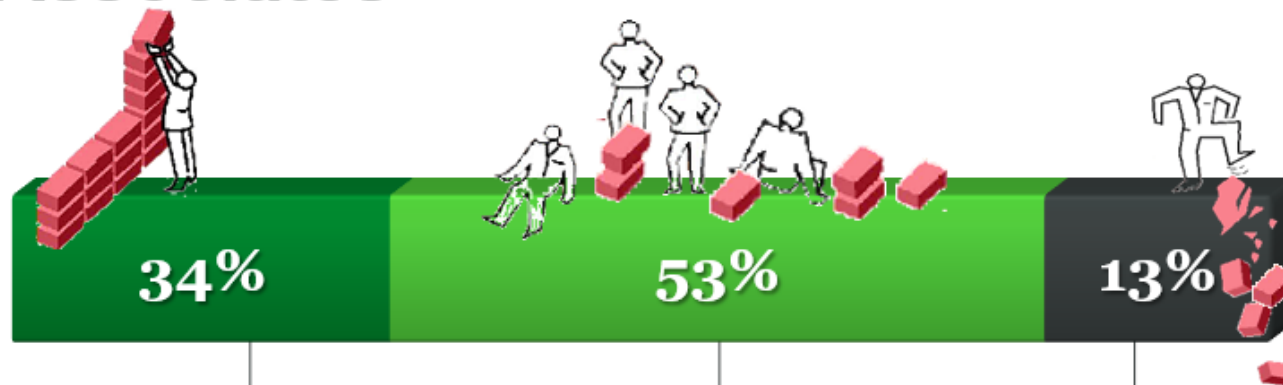
Q03. At work, I have the opportunity to do what I do best every day.

Q02. I have the materials and equipment I need to do my work right.

Q01. I know what is expected of me at work.



Engagement: Three Types of Associates



Engaged

These employees are loyal and **psychologically committed** to the organization. They are more productive and more likely to stay with their company for at least a year.

Not Engaged

These employees may be productive, but they are **not psychologically connected** to their company. They are more likely to miss workdays and more likely to leave.

Actively Disengaged

These employees are physically present but **psychologically absent**. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.



Q¹²® Meta-Analysis Study Information - 2016

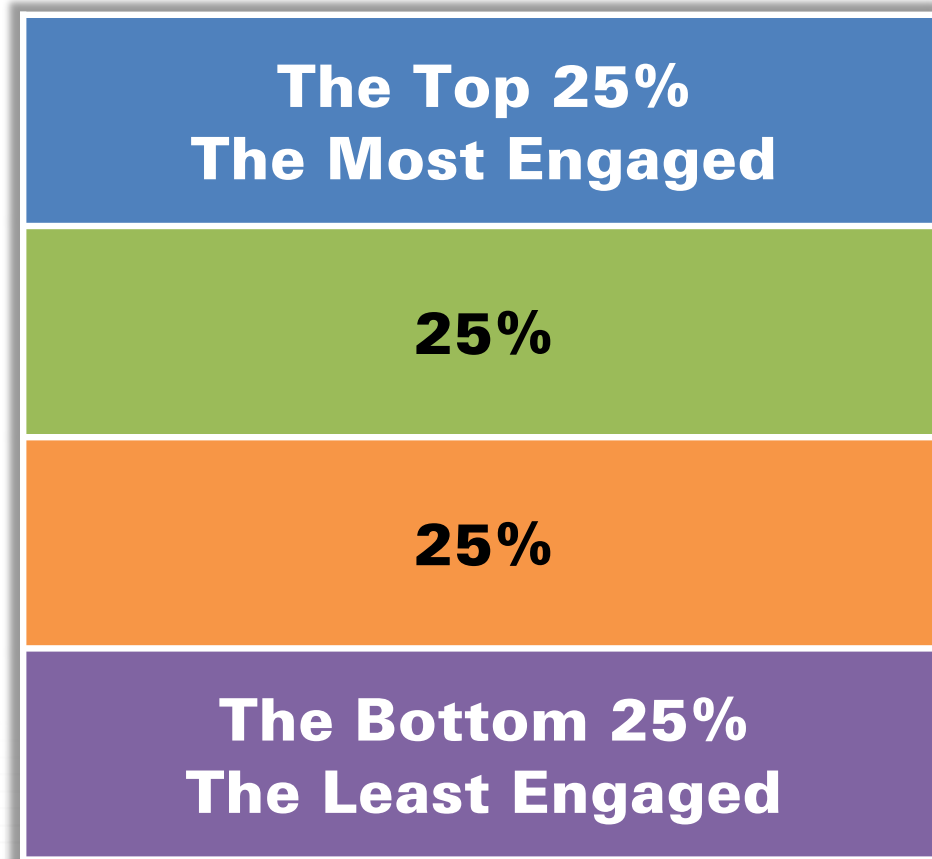
Analysis of:

1,882,131 employees
82,248 business/work units*
230 organizations
73 countries
49 industries



Correlations of Q¹² to:

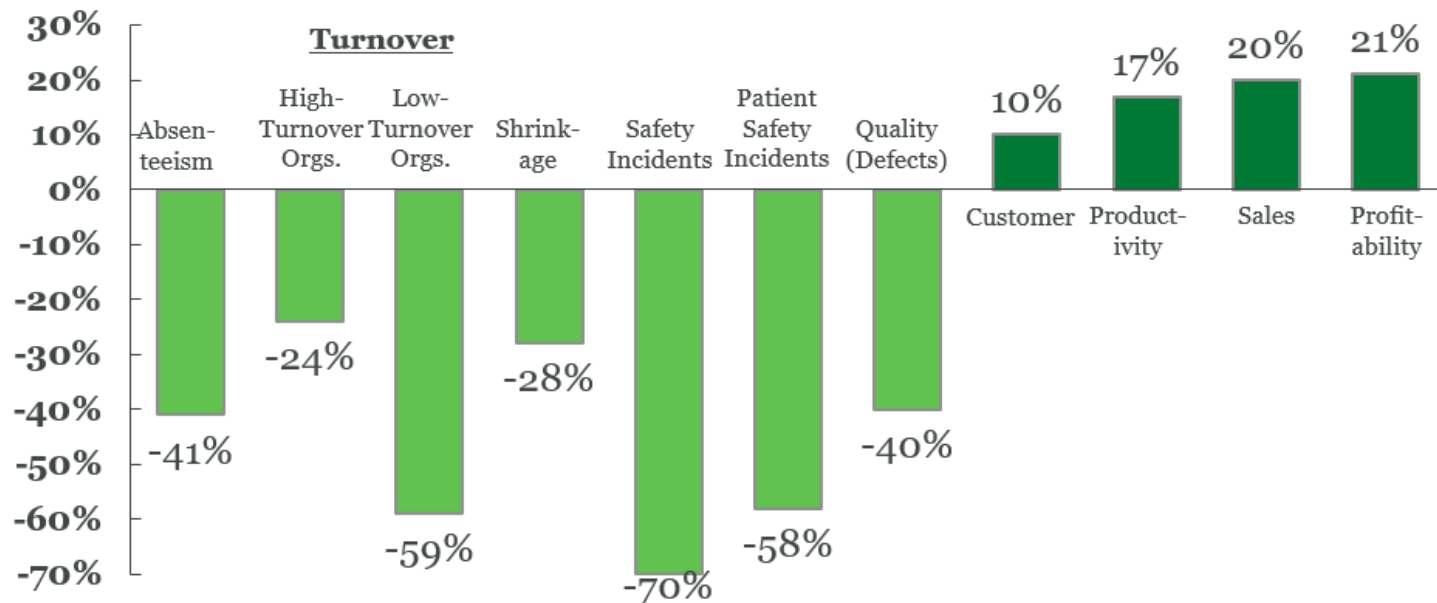
Absenteeism
Turnover/retention
Shrinkage
Safety
Patient safety (healthcare)
Quality
Customer metrics
Production records
Sales
Profitability





Proving the Value of the Q¹²[®] : Meta-Analysis Outcomes

Top-Quartile Engagement Work Units Have Substantially Better Outcomes Than Their Bottom-Quartile Counterparts





ESTIMATING THE INFLUENCE OF THE LOCAL MANAGER ON EMPLOYEE ENGAGEMENT

each manager's engagement with the engagement of the remaining team members. Gallup's managerial talent meta-analysis (Yang et al., 2013) has also documented the relationship between manager talent and team-level engagement. Based on these compiled statistics, Gallup researchers conducted a multiple regression analysis to assess the combined impact of the team's perceptions of the manager, the manager's own engagement, and the manager's talents on the team's engagement. Combined, the multiple correlation was 0.87, indicating the manager can account for as much as 76% of the variance in engagement.

Given the findings referenced previously, conservatively, it appears managers can account for at least 70% of the variance in team-level employee engagement.

REFERENCES

Harter, J. K., Schmidt, F. L., Agrawal, S., & Plowman, S. K. (2013). *The relationship between engagement at work and organizational outcomes: 2012 Q¹²® meta-analysis*. Gallup: Omaha, NE.

Yang, Y., Harter, J. K., Streur, J. H., Agrawal, S., Dvorak, N., & Walker, P. (2013). *The Gallup Manager Assessment: Technical report*. Gallup: Omaha, NE.



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The Best Manager You've Ever Had





GALLUP

Engaging Manager Self-Assessment

		1	2	3	4	5
1	I know what is expected of me at work. <i>When working with others, do you clarify who does what?</i>					
2	I have the materials and equipment I need to do my job right. <i>Do you ask your team what they need can candid conversations and do what you can to help?</i>					
3	At work, I have the opportunity to do what I do best every day. <i>Do you consider the talents of your team as you talk to them about their work?</i>					
4	In the last seven days, I have received recognition or praise for doing good work. <i>When you do see someone do something well, do you tell them?!</i>					
5	My supervisor, or someone at work, seems to care about me as a person. <i>Do you treat all of your team members with dignity and respect?</i>					
6	There is someone at work who encourages my development. <i>Are you encouraging your team members in their role and/or career?</i>					
7	At work, my opinions seem to count.					



Being an Engaging Project Manager: Partnership Exercise

- Find a partner and interview one another with these 2 questions:
- Which of the Employee Engagement Items is your best?
- On which of your Employee Engagement could you improve? What does that look like?

GALLUP

Engaging Manager Self-Assessment						
		1	2	3	4	5
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Understanding the Needs of Team Members: A Gallup Global Leadership Poll

- What leader has had the most positive influence on your daily life?
- What three words best describe what this person has contributed to your life?



The Four Needs of Followers



Stability



Trust



Compassion



Hope



The Four Needs of Followers: Stability

A Prerequisite of Stability?

“Olympic Calm”

“In great stress, Roosevelt was a strong man.”

Brigadier General George Marshall

from No Ordinary Time by Doris Kearns Godwin





The Four Needs of Followers: Compassion





The Four Needs of Followers: Compassion

A Prerequisite of Compassion?

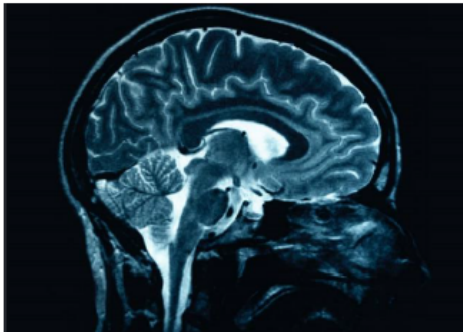
- Empathy

“When you show deep empathy toward others, their defensive energy goes down, and positive energy replaces it. That's when you can get more creative in solving problems.”

Stephen Covey

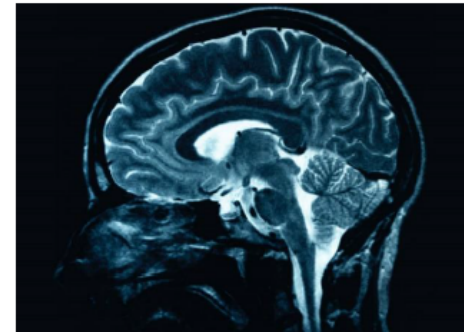
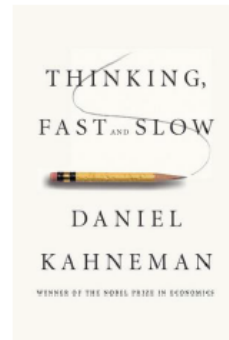


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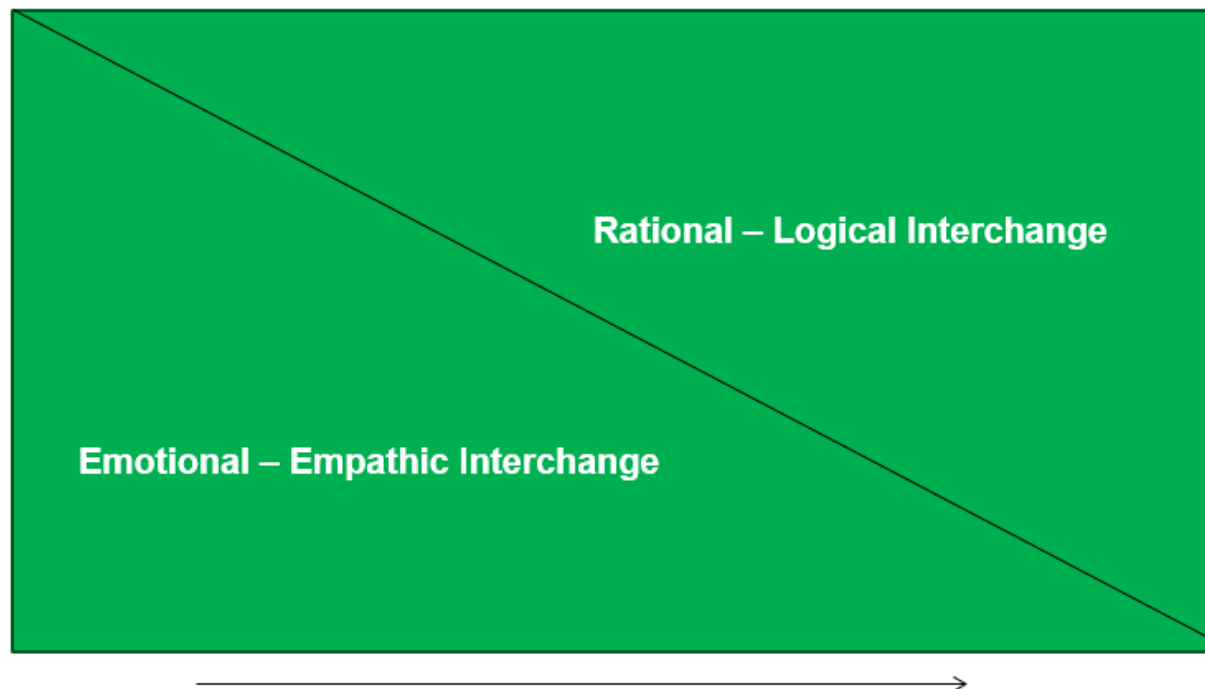


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Compassion: Listening Beneath the Words



Concept Source:
Stephen Covey's [The Seven Habits of Highly Effective People](#)



The Four Needs of Followers: Trust



A Prerequisite of Trust?

Candor

“When you try to take someone's pain away from them, you don't make it better. You just tell them it's not OK to talk about their pain.”

Megan Divine

It's Ok that You're Not Ok



The Four Needs of Followers: Hope





The Four Needs of Followers: Hope

A Prerequisite of Hope?

- Optimism

“Perpetual Optimism is a
Force Multiplier”

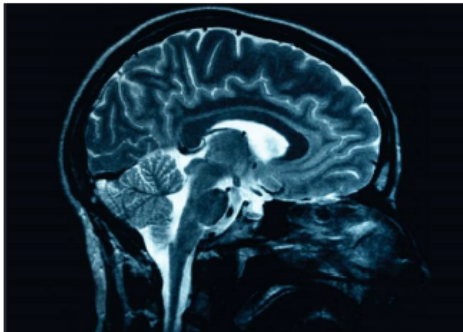
Colin Powell

“The Candidate of Dreams” Time Magazine



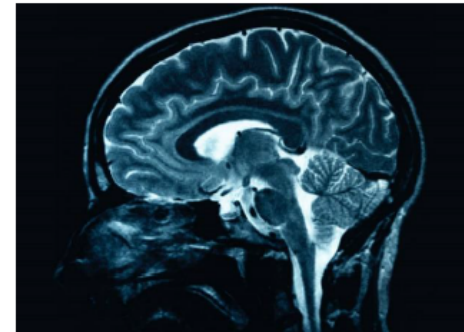
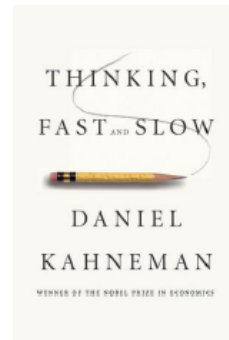


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Hope: Managing your Own Explanatory Style



- Permanent
- Pervasive
- Personal



Managing your Explanatory Style

Build in the
Pause.





Hope: Managing your Own Explanatory Style



1. What am I feeling?



Managing your Explanatory Style

I am VERY frustrated.





Managing your Explanatory Style

I am VERY frustrated.

I feel VERY frustrated.





Hope: Managing your Own Explanatory Style



1. What am I feeling?
2. What am I catastrophizing?



Hope: Managing your Own Explanatory Style



1. What am I feeling?
2. What am I catastrophizing?
3. What's actually true?



Hope: Managing your Own Explanatory Style



1. What am I feeling?
2. What am I catastrophizing?
3. What's actually true?
4. What's important?



Hope: Managing your Own Explanatory Style



1. What am I feeling?
2. What am I catastrophizing?
3. What's actually true?
4. What's important?
5. What do I do next?



The Four Needs of Followers

- For yourself or for the people who follow you, which of these Four Needs is the most pressing need at this time?
- **Stability** requires “Olympic Calm”
- **Compassion** requires Empathy
- **Trust** requires Humility
- **Hope** requires Optimism



The Four Needs of Followers

- For yourself or for the people who follow you, which of these Four Needs is the most pressing need at this time?
- Find a partner and interview one another with these questions:
 - Which Need did you choose?
 - What are one or two ways you can address this need?
- **Stability** requires “Olympic Calm”
- **Compassion** requires Empathy
- **Trust** requires Humility
- **Hope** requires Optimism



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