The Engaging Leader: the key to building relationships, teams and organizational strength

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Housekeeping...

Who am I?

Who are you?

HUGE thanks to AIIA!
Today’s Presentation

Foundations of Personal Communication
- The Human Moment
- Three Components of Personal Leadership
- Courageous Communication

Employee Appreciation
- Little Things Matter
- Four Questions to Ask
- Exclamation Points!!!
- The James Ingram Rule

Creating a Culture
- Attitude/Ability/Effort
- “Volunteer” Employees
- The Rewards of Pinball
At various points today, we will take a moment to talk about how these concepts apply particularly to internal auditors.
Engage is a powerful word

engage
enˈgāj/
verb
1. occupy, attract, or involve (someone's interest or attention).

"...he plowed on, trying to outline his plans and engage Sutton's attention"

synonyms: capture, catch, arrest, grab, snag, draw, attract, gain, win, hold, grip, captivate, engross, absorb, occupy

"tasks that engage children's interest"
Most of what we will talk about today is personal engagement.

In other words, the ability to connect with another person.
This sounds dangerously like eHarmony.

…it’s not. Trust me.
Meet Edward Hallowell, M.D.

In 1999, he wrote an article for the Harvard Business Review titled:

The Human Moment at Work
The Human Moment

• A human moment is an authentic psychological connection that happens only when people are **physically present** in the same space.

• It has two prerequisites: people's physical presence and their emotional and intellectual **attention**.

Your ability to recognize human moments when they happen enables you to create enriching experiences for others.
Remember, Hallowell wrote this in 1999—far before the advent of the smartphone, or even wireless technology, for that matter.
As we talk about engaging leadership today, I would like to start with three important components that all of us have...but we don’t always recognize.
Emotional Intelligence

An individual’s ability to recognize, understand, and harness his or her own feelings and the feelings of others.
Aspects of Emotional Intelligence

• Self Awareness
• Self Regulation
• Motivation
• Social Awareness
• Social Skills

…and understanding the gaps in your own emotional intelligence.
Creative Assimilation

How well an individual creatively draws together disparate information to arrive at robust and clear decisions or courses of action.
People Enablement
The extent to which an individual trusts, coaches, and guides people in order to influence and help them control their own destiny through their own efforts.
Leadership is **not** an ambiguous term, or at least it doesn’t have to be.

- Understanding your own emotional intelligence
- Your ability to assimilate disparate information
- Your ability to enable others to reach their goals

And one other important component...
COURAGE!!!!!!
Engaged leadership requires effort creating human moments can be mentally and emotionally tiring, especially for introverts.

Beyond effort, it requires courage. There are all kinds of ways to avoid conflict in the workplace—e-mail, for example! But avoiding conflict sometimes means we are unwittingly avoiding connection.
Internal audit is a helping profession; its practitioners tend to be good at:

- creative assimilation
- honest feedback
- problem solving
- interviewing
- reporting

To be a good internal auditor requires emotional intelligence.
Internal Audit Perspective

These are not “soft skills.”

Engaging communication can be learned, studied, and be made better with repetition.
Employee Appreciation

Figure out who **YOU** are.

...then figure out who **THEY** are.
Employee Appreciation

Or...now that you have their attention, how do you keep it?
“It's the little details that are vital. Little things make big things happen.”
John Wooden appreciated people all the way down to their socks...talk about a human moment.
Employed adults who report feeling valued by their employer are significantly more likely to report they are motivated to do their very best for their employer (93% vs. 33%).

They are also more likely to report they would recommend their workplace to others (85% vs. 19%).

On the other hand, those who do not feel valued are significantly more likely to report that they intend to seek employment outside of their company next year (50% vs. 21%).
These four questions are fundamental to an employee’s experience… and all of them are influenced by little things.

- Do I know what my job is?
- Do I know how I am doing at my job?
- Do I like what I do?
- Do I like the people I work with?
These four questions are fundamental to an employee’s experience...and all of them are influenced by little things.

- Do I know what my job is?
- Do I know how I am doing at my job?
- Do I like the people I work with?
- Do I like what I do?

How many yes answers do your employees have?
Four Questions

This should be an easy question to answer.

It does not require any formal processes—although they certainly help.

BUT...it does require engagement!

How many yes answers do your employees have?
Exclamation Points (!)

Don’t ever underestimate the power of enthusiasm…

...or of emoticons.

!!!!!!! ;-) :-0 :-)
Seriously…

Know your audience.
I’ve done my best, but I guess my best wasn’t good enough, because here we are back where we were before…

Just Once: The James Ingram Problem
"Appreciation" is not always "approbation."

- Emotional Intelligence
- Creative Assimilation
- People Enablement

Capacity to Confront and Challenge

The ability to help people face up to their personal issues.
A few ideas...

- People almost always want more feedback, not less.
- Don’t get defensive: if you are not being criticized, then chances are you are not doing anything important.
- Praise effort. Don’t praise ability.
- Confront and CHALLENGE - don’t forget the challenge piece.
Coaching...

...is about helping someone improve performance (when that person wants to improve).

That sets “coaching” apart from counseling or discipline.
Of the four key questions from earlier, two of them:

1. Do I like what I do?
2. Do I like the people I work with?

..are very hard to fake.

In most organizations, employees’ feelings are obvious. That **matters** when assessing risks, communicating them and mitigating them. Not a soft skill, remember? ;-)

My father used to describe everyone in three terms:

- Attitude
- Ability
- Effort
Attitude           Ability              Effort

Everyone you work with has some combination of these three attributes in varying amounts.

(NOTE: There are many “two out of three” people in the world).
You can probably pretty easily get a mental picture of the make-up of the employees in your organization in terms of attitude, ability and effort.

You can certainly do that for people on your own team. If you can’t then you are not having enough human moments with them!
People Assets: Can we build it?

- Attitude
- Ability
- Effort

Do I know what my job is?
Do I know how I am doing?
Do I like my job?
Do I like the people I work with?

In these seven bullets, you find some of the keys to building an organizational culture.

It is best built one person at a time. You can’t impose a culture!
REMEMBER:

ALL OF YOUR EMPLOYEES ARE VOLUNTEERS
Why do we play pinball?
What is the reward?
You get to play again!
(or, as Dr. Hallowell might put it: intrinsic motivation)
How hard is it to record the high score on a pinball machine that has just been plugged in?

(this question is easy...)
Team performance is a ratchet
(a ratchet, not “racket”)
You can only manage at the seams, most of the time, anyway.

The engaging leader knows what is within his or her control and what is not.

The Physics of Baseball, Robert K. Adair, 1994
The absence of engagement by the leadership of an organization creates its own risks. This will show itself—particularly when your interview employees as a part of an enterprise risk assessment.

**Consequences of Human Moment deficits in organizations:**

- Organizational Chaos
- Ambiguous Communication
- Failing Trust
- Anxiety and Mental Fatigue
- Bad Decisions
- Good People Leaving
YOU ARE NOW ENGAGED