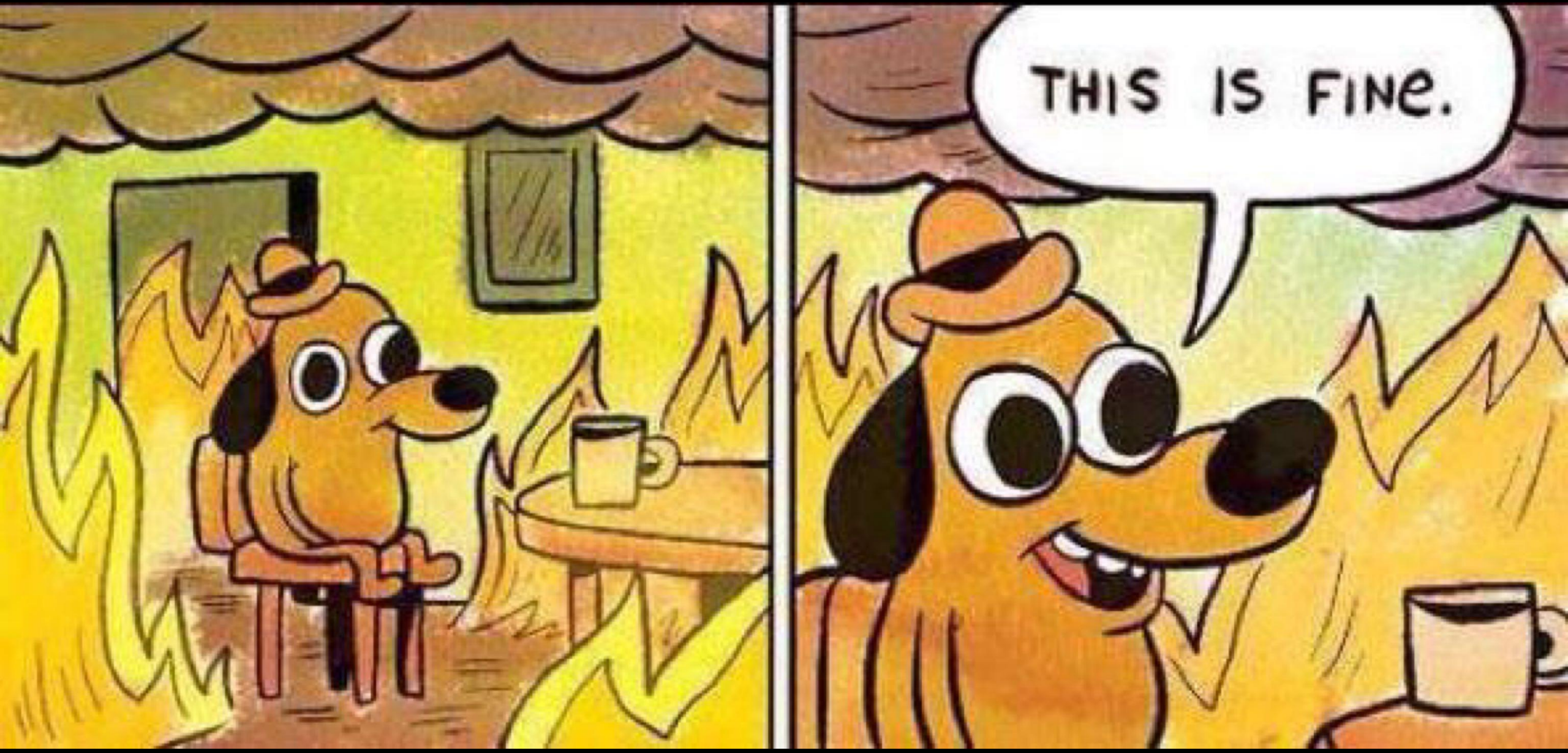
From Bad


THIS IS FINE.

58%

didn’t receive
management training

CareerBuilder: http://press.careerbuilder.com/2011-03-28-More-Than-One-Quarter-of-Managers-Said-They-Werent-Ready-to-Lead-When-They-Began-Managing-Others-Finds-New-CareerBuilder-Survey

Emergent Characteristics

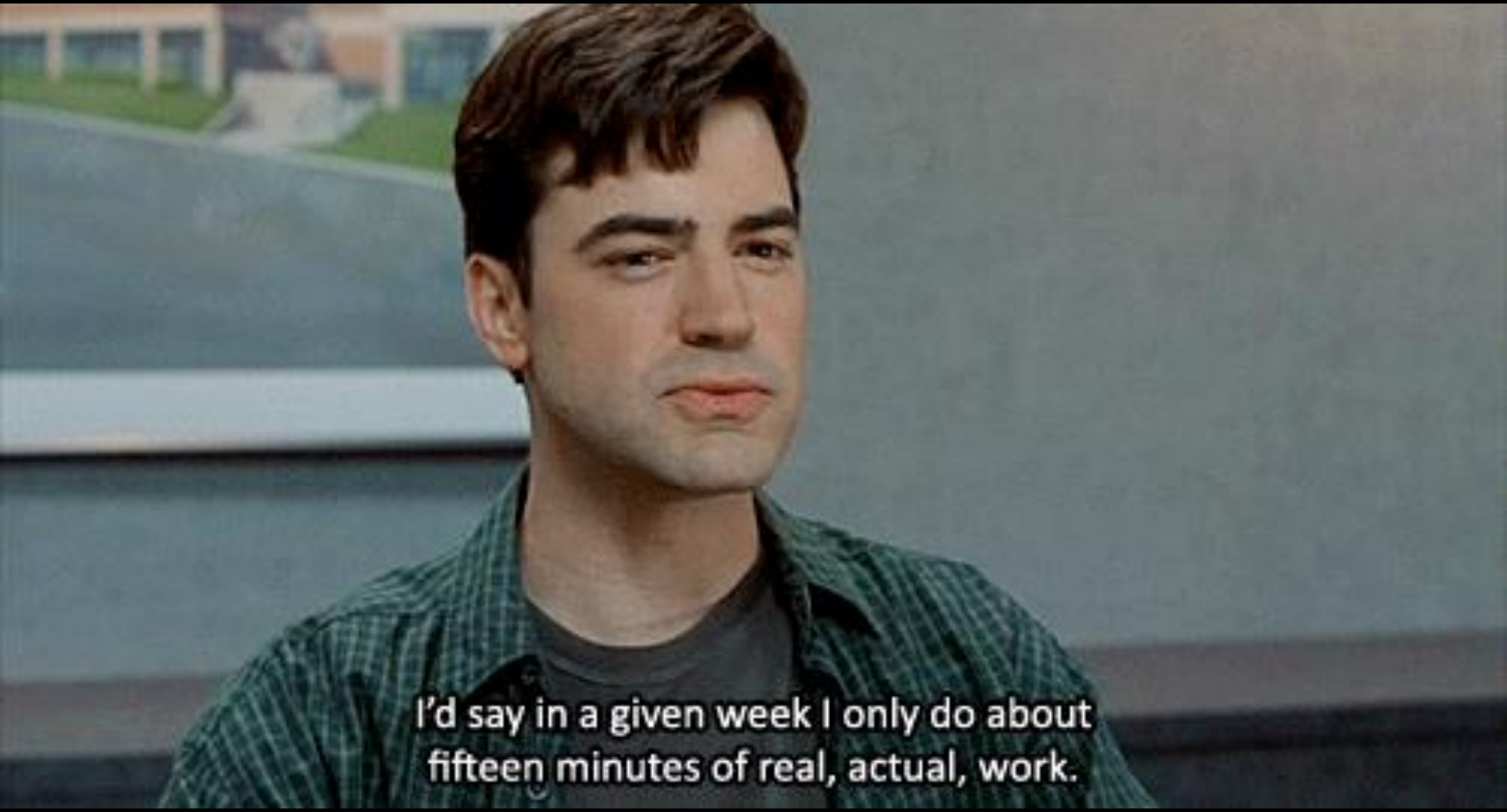
Micromanagement

"Hustle Porn"

Risk Avoidance

Presenteeism

"Death by Meeting"


I'd say in a given week I only do about
fifteen minutes of real, actual, work.

30%

cite failure to coordinate across units as the single greatest challenge to executing their company's strategy

HBR: https://hbr.org/2015/03/why-strategy-execution-unravelsand-what-to-do-about-it

79%

of people who quit their jobs cite
‘lack of appreciation’

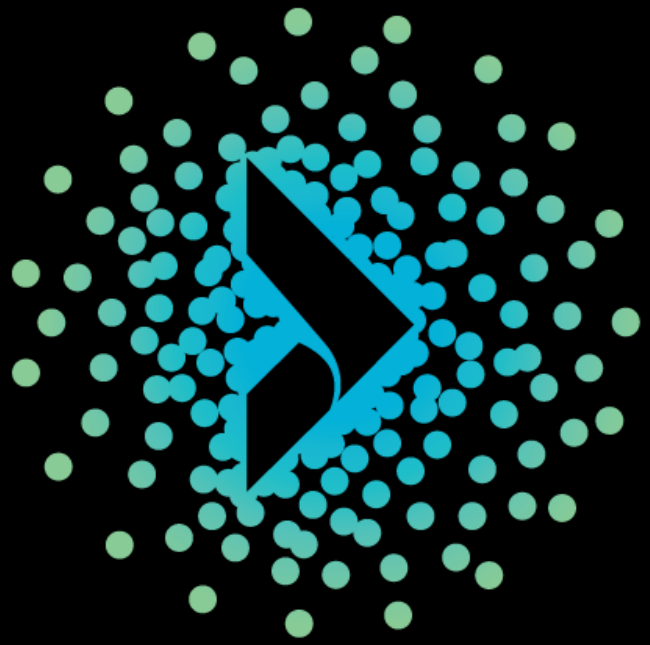
OCTanner: https://www.octanner.com/content/dam/oc-tanner/documents/global-research/White_Paper_Performance_Accelerated.pdf

64%

trust a robot more than their own manager

Oracle: https://www.prnewswire.com/news-releases/new-study-64-of-people-trust-a-robot-more-than-their-manager-300938324.html

MUCH TO LEARN
WE STILL HAVE



BUSINESS **AGILITY**

INSTITUTE

To Good

WORLD'S
BEST
BOSS

Unhealthy Behaviors

- Telling the team HOW to work – managing daily tasks
- Top-down decision making
- Doesn't seek or take input
- No clarity on vision, direction, goals
- Constantly shuffling people between priorities/teams
- Tactical focus, no strategic foresight
- Unrealistic deadlines and expectations
- Resistant to change/having no change management plan
- Not investing in learning
- Fostering a negative culture
- Not being transparent or authentic

Healthy Behaviors

- Empowering and growing others
- Collaborating on decision making
- Invites and genuinely considers input
- Providing clarity of purpose and clear goals
- Maintaining focus and letting people finish what they start
- Strategic focus and foresight
- Relentless about continuous improvement
- Removing obstacles quickly
- Embracing change
- Building healthy culture and norms
- Practicing what they preach
- Influencing others
- Being transparent, authentic, humble

Business Agility Institute: https://businessagility.institute/download/whitepaper-employee-engagement/

managers account for at least

70%

of the variance in employee engagement

Gallup: https://www.gallup.com/workplace/231593/why-great-managers-rare.aspx

Focus Characteristics

Autonomy
Delegate Outcome

Communicate Vision

Strategic Agility

People Development

Agile Mindset

Reiss's 16 Basic Desires

Power tells us whether an individual craves leadership or responsibility or would rather work in a service capacity.

Independence reveals how a person forms their relationships regarding autonomy or in association with other people.

Curiosity reveals the importance of 'knowledge' in a person's life, and why they want to acquire knowledge.

Acceptance shows who, or what a person uses to construct a positive self-image.

The strength of the basic desire of **Order** shows how much structure or flexibility a person needs in their life.

Saving has its evolutionary origin in the storing of supplies. The strength of this basic desire shows how important it is emotionally for a person to have possessions.

Honor reveals whether an individual seeks to remain true to their principles or is goal-oriented.

Idealism considers the altruistic element of morality and reveals the importance of responsibility with respect to fairness and social justice.

Social Contact shows the importance of social acquaintances. Here, the quantity of contacts is significant.

Family reveals how strong the desire to care for others is (with regard to a person's own children).

Status is the desire either to be 'conspicuously different' from others in an elitist sense, or to be ordinary and like everyone else.

Vengeance is chiefly about comparing oneself to others. It includes on the one hand aggression and retaliation, and harmony and conflict-avoidance on the other.

Romance reveals the importance of sensuality in an individual's life. Besides sex, this desire includes all other aspects of sensuality, e.g. design, art, and beauty.

Eating seeks to determine the importance of eating in a person's life. How much does the pleasure of eating well contribute to a satisfying life?

Physical Activity reveals the importance of physical activity (at work or playing sport) for a satisfying life.

Tranquility can also be described as emotional stability. It identifies the importance of stable emotional relations for a satisfying life.

WORLD'S
BEST
BOSS

24%

higher engagement scores in mature agile organisations

Business Agility Institute: https://businessagility.institute/download/whitepaper-employee-engagement/

I CAN HAS
JOB SATISFACTION

17%

higher productivity

Gallup: https://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx

21%

higher profitability

Gallup: https://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx

41%

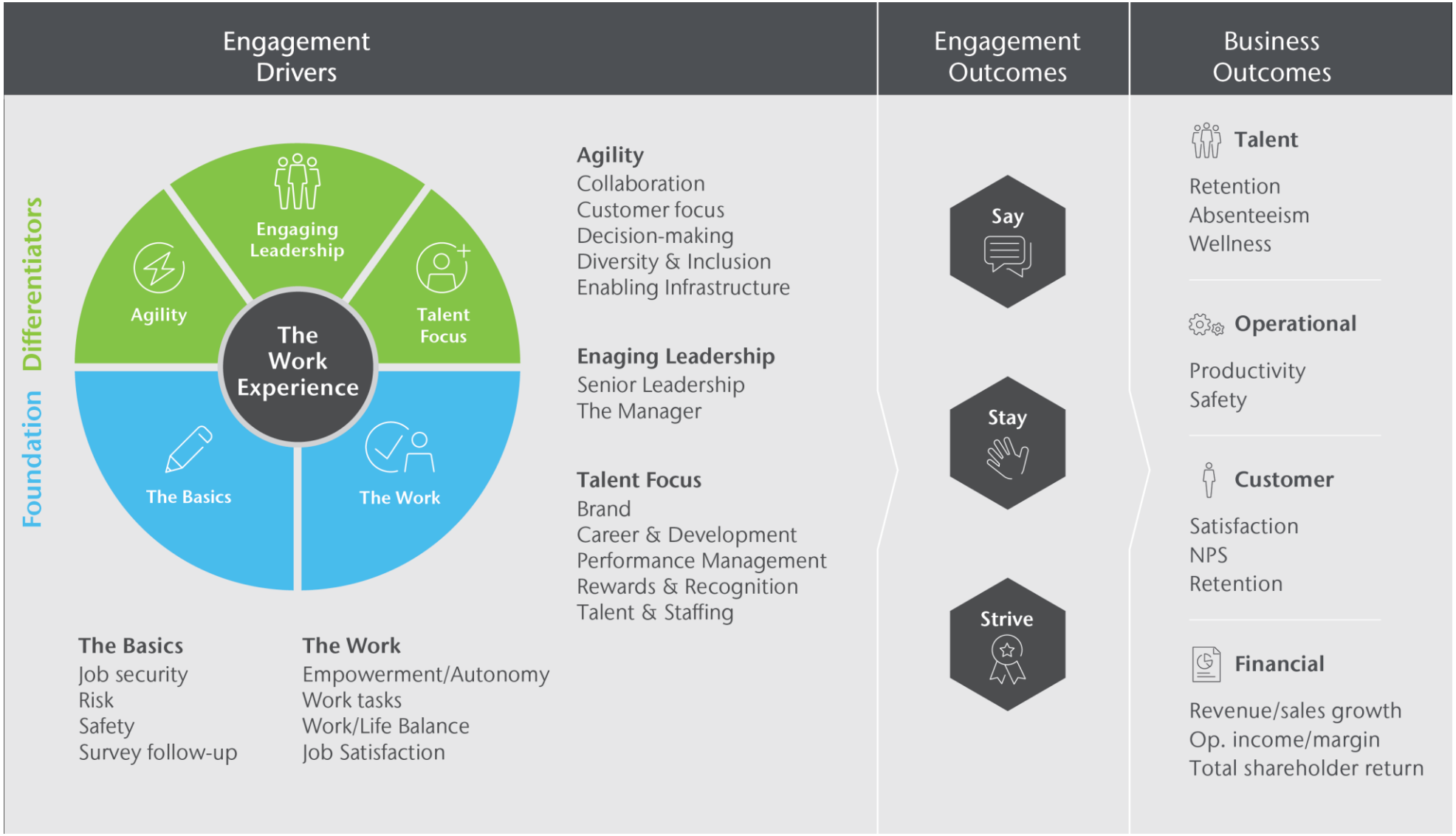
lower absenteeism

Gallup: https://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx

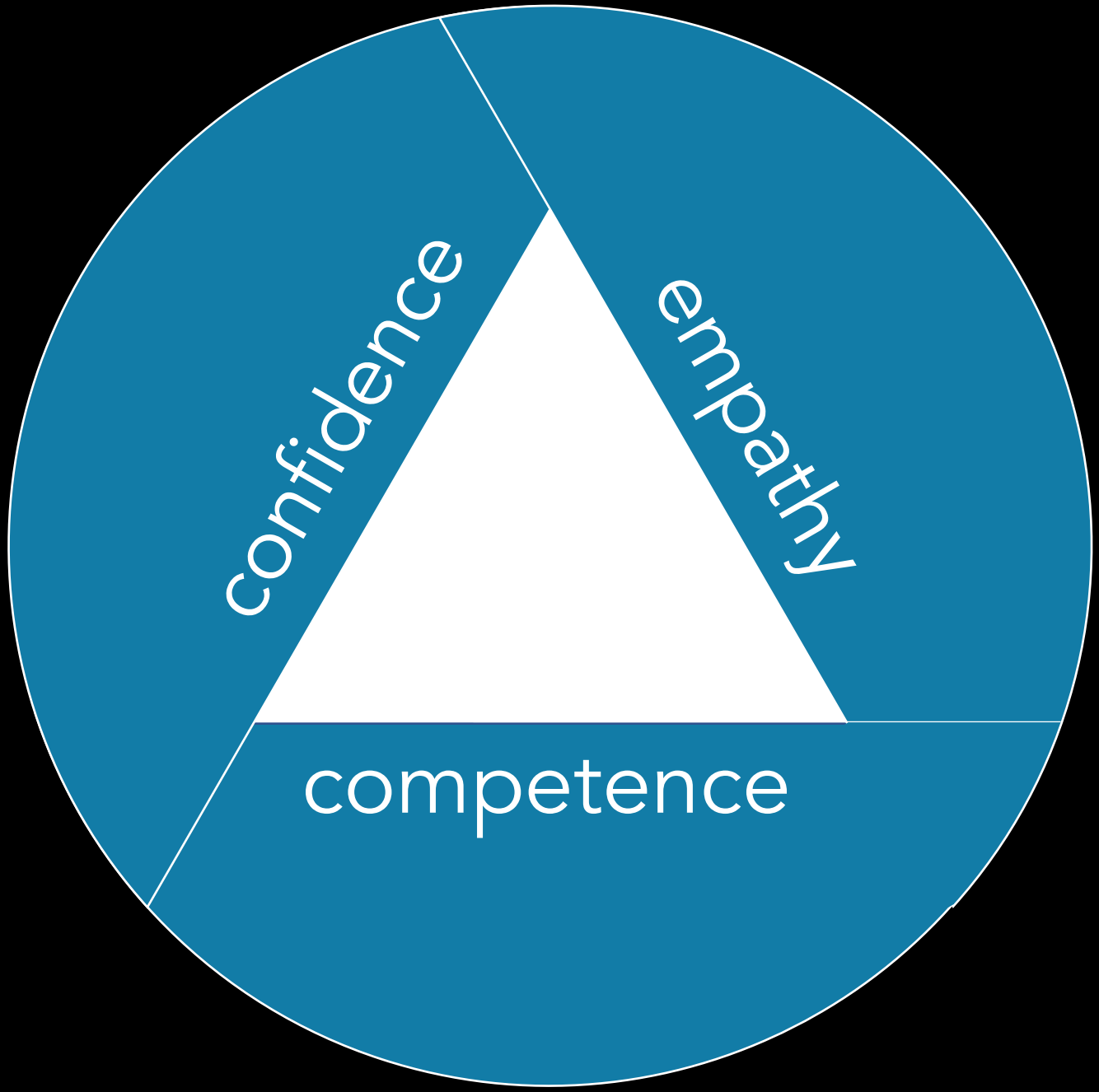
10%

higher customer ratings

Gallup: https://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx



This engagement model created by British consulting company Aon gives an overview of the factors driving engagement, as well as its business impact (Aon, 2015).


confidence
empathy
competence