

Leading in Times of Transition

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Welcome and Introductions



True Colors® Introduction and History

Founded in 1978 by Don Lowry

4 Colors



Engaging, Experiential, Edutaining
Valuing Differences, Creating Unity

What Makes True Colors Unique?

A major reason employees are dissatisfied or leave their jobs is workplace relationship struggles, especially with their direct supervisor or team leader – followed by a lack of communication, trust, appreciation, and fair treatment.

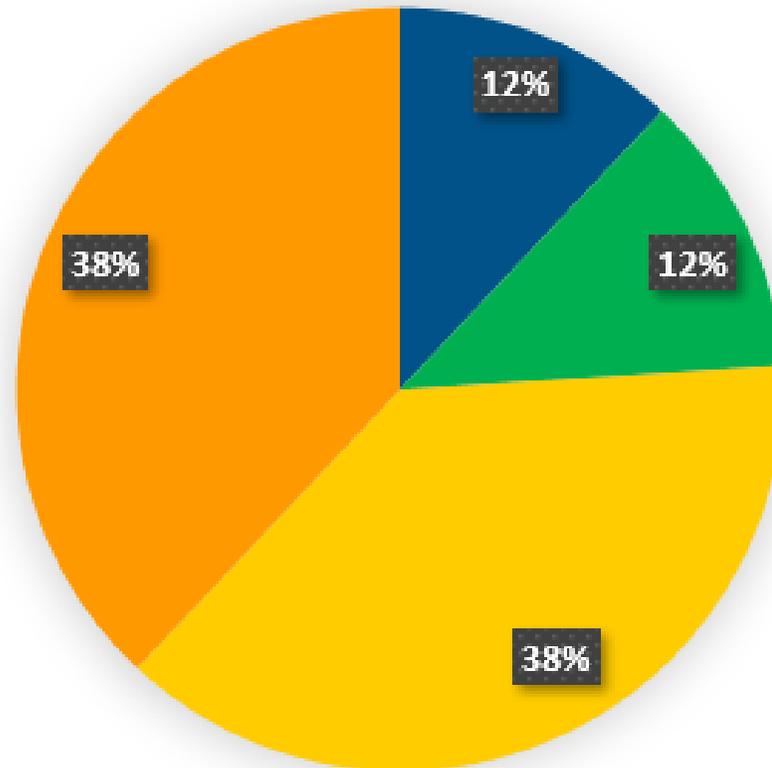
The True Colors® methodology has helped millions of people find personal success and dramatically improve their interpersonal relationships in these areas and beyond.

- User Friendly
- Memorable
- Interactive Group Work
- Experiential Activities
- Emphasizes Positive Contributions
- A Self Report, Not a Test
- “Edutainment” Concept
- True Colors Full Spectrum

What Are Your True Colors? Activity

Universal Percentages

■ Blue ■ Green ■ Gold ■ Orange



Attributes

Orange	Gold	Green	Blue
<ul style="list-style-type: none"> • Charming • Risk-taker • Test limits • Quick witted • Master negotiator • Creative, inventive • A natural entertainer • High need for mobility • Just do it! 	<ul style="list-style-type: none"> • “Be prepared” • Loves to plan • Detail-oriented • Service-oriented • Values family tradition • Helpful and trustworthy • Traditional and stable • Organized • Strong work ethic • Prefers security 	<ul style="list-style-type: none"> • “I’ll Think About It” • “Knowledge is Key” • Why?? • Theoretical • Idea people • Philosophical • Very complex • Perfectionists • Standard setters • Visionaries, futurists 	<ul style="list-style-type: none"> • Mediators • Optimistic • Caretakers • Imaginative • Peacemakers • True romantics • Cause-oriented • Need to feel “special” • Always has a kind word

Stressors and Frustrations

Orange	Gold	Green	Blue
<ul style="list-style-type: none">• Deadlines• Inflexibility,• Lack of finances and resources• Lack of freedom• Repetition• Routine• Stagnant• Waiting	<ul style="list-style-type: none">• Ambiguity• Changing the plan• Disorganization• Inconsistency• Lack of control• Lack of follow-through• Lack of leadership• Limited family time	<ul style="list-style-type: none">• Ambiguity• Deadlines• Lack of vision• Redundancy• Restrictions• Small talk• Time limits• Unfairness	<ul style="list-style-type: none">• Anger• Conflict• Discourtesy• Insincerity• Isolation• Lying• Meanness• People• Time limits• Unkind actions

Use True Colors to Reframe Your Thinking



Reframing means correcting misperceptions and moving from negative, judgmental statements to positive, esteeming statements.



Result: Improved communication and appreciation of differences which emphasizes strength in diversity.



“

You are not a
LEADER
until you have developed another
LEADER
who can develop another
LEADER.

”

Helen Bevan

What are “Times of Transition / Uncertainty?”

- Rapid Growth
- Resignations / Unexpected Vacancies
- Succession Planning
- Changing Marketplace Dynamics / Pandemic
- Re-Organizations
- Mergers and Acquisitions

Practices in Improving an Organization

Jack Welch, CEO of GE, famously cut the bottom 10% of performers yearly.

Others hire top performers away from other organizations.

“...failure and success might not be among the weakest and strongest links, but the solid middle...” - USA Today

Better Practice in Improving an Organization

Develop the solid middle to perform at their highest level

- Outcomes/Results?
 - They become more productive employees
 - Culture of investing in your employees
 - Develops a feeling of pride and confidence
 - Self pride
 - Help employees define their “Why”
- Company pride
 - Top performers elevate their game further
 - You become a better leader
 - The organization and your customers benefit

Gallup Says

Employees who are "engaged and thriving" are 59% less likely to look for a job with a different organization in the next 12 months.

Employee engagement is a direct result of a strong company culture.

Employee Engagement Today

- “Employees are Stressed Out.”
 - 59% have experienced work-related stress that negatively affects their performance.
 - 2 in 5 say health and workplace safety factors affect their stress levels.
 - Who is stressed?
 - 41% of employees performing manual labor
 - 40% of employees interacting with customers
 - 25% of professionals and desk workers
- Source: 2021 Work and Well-Being Survey; The Harris Poll on Behalf of the American Psychological Association

Employee Engagement Today

Workers Say These Employer Actions Would Help Their Mental Health:

- Breaks During the Workday
- Offer Flexible Hours
- Encourage Employees to Take Care of Their Health
- Motivate Employees to Use Paid Time Off
- Promote

– Source: 2021 Work and Well-Being Survey; The Harris Poll on Behalf of the American Psychological Association

What is Company Culture?

“Company culture is the personality of a company. It defines the environment in which employees work. Company culture includes a variety of elements, including work environment, company mission, value, ethics, expectations, and goals.”

What is Your Company Culture? Activity



Leadership is Where it Starts!

- 99% of all leadership occurs not from the top but, from the middle of an organization.
- “Culture eats strategy” – every day.
Peter Drucker
- What is your culture today?
- What do you want your culture to be?
 - Core values
 - Values-based behaviors
 - Accountability



Building the Culture

- Step 1: Define the expectations
- Step 2: Demonstrate behaviors
- Step 3: Provide coaching and feedback
- Step 4: Develop our resources (people)
- Step 5: Hold each other accountable



How to Develop Your People

1. See development as a long-term process.
2. Discover each person's dreams and desires.
3. Lead everyone differently.
4. **Use organizational goals for individual development.**
5. Help them know themselves.
6. Be ready to have a hard conversation.
7. Be ready to have a hard conversation.
8. Prepare them for leadership.

Leadership Development's Effect on Retention

- According to LinkedIn's 2018 Workforce Learning Report, a whopping 93% of employees would stay at a company longer if it invested in their careers.
- Ever heard the saying, "people don't quit their job, they quit their boss?"
- Make the bosses better leaders and lose less employees.
- Are you a leader yourself???

Where it All Starts

- “Retention starts by hiring right.”
- We have a retention problem, more so than a recruiting problem.

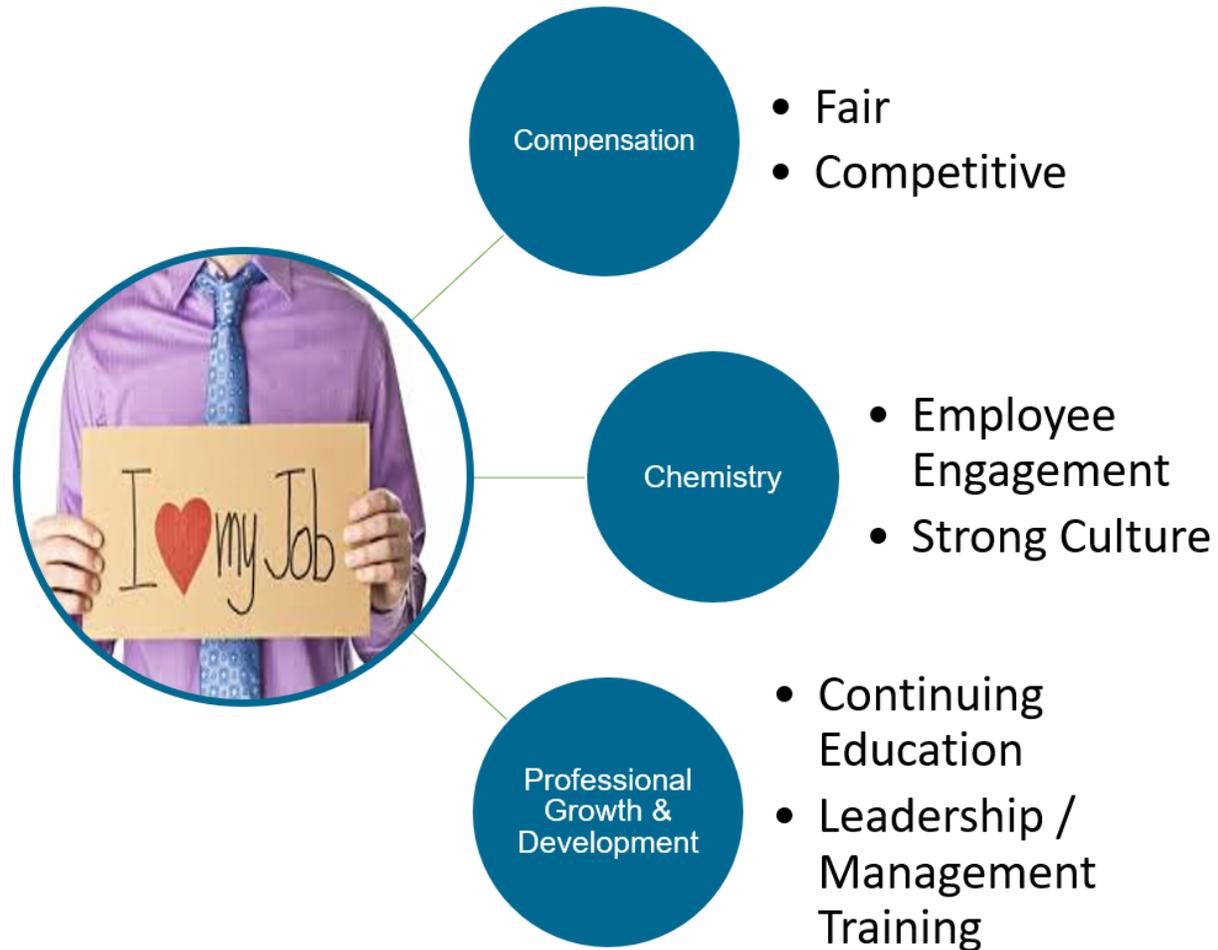
Keep in Mind

Your best employees will leave first,
because they have the most opportunities.

This applies to the top 20%!

The “Great Exploration”
Mike Clementi, Unilever

Here's How We Do Better



Top Reasons We Hear For Leaving

- Under paid
- Underappreciated
- Company does not seem financially stable
- Relationship with the manager is not good
- No potential for growth
- “Ethical” reasons
- Poor work conditions – Overworked
- Values are not aligned
- No flexibility with hours or time off
- No training programs

Top Traits Candidates Are Seeking In An Employer

- Honesty
- Financial Stability
- Opportunities to challenge themselves and learn new things
- To work for a respected organization in the community (they want to be proud of the company they represent).
- Dynamic Leadership
- Flexibility

Quick Tips That Affect Retention

- 30/60/90-day touchpoints with new hires
- “Red Carpet” welcome
- Mentor/Buddy system for new hires
- Reward performance – Everyone is not equal
- Employee engagement surveys
- After hours/team bonding socials
- Offer flexible, creative solutions



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