411 on Mary Kelly

- Has landed on an aircraft carrier (screaming the back)
- Was in 8th class of women to graduate from Naval Academy
- Currently the 56th most influential economist in the world
- Teaching at university level since 1987 (I know, right?)
- Met husband while hunting the same terrorists
- Authored the personal finance and leadership best-sellers *Money Smart, Master Your World*, and 11 other books
Introduction

Happy employees =
Increased productivity & profits

Unhappy employees =
Lost productivity & decreasing profits
Big World Problems

Unhappiness

Syria
North Korea
ISIS
Iran
Global refugees
Trade conflicts
Political ugliness
Economic crises
Lack of civility
COVID-19
What causes unhappiness at work?
What are the biggest challenges for you right now?

What is frustrating??
What identifies a happy workplace?
Relationships
Lifestyle
Work pressure from coworkers and managers
Available job resources
Opportunities for growth
Work culture
Compensation
Company reputation
Daily tasks
And how much control employees have over their jobs

Key Happiness Factors
What Are Happy Workplaces Doing Differently?

Provide meaningful work
Build and keep trust
Encourage employee development

Lean in to conflict
Get rid of organizational obstacles
Understand and avoid burnout

Reward collaboration-ship
Be flexible
Appreciate others
1. Provide meaningful work

- Cultivate purpose and meaning at work
- Convey a sense that we are part of a larger cause
- "If we are great at what we do, _____ happens"
- Part of a team
Helping others find meaning at work

- Walk around and talk with others
- Ask questions about what others do
- Focus on the big picture
Trust is assumed until broken

Build and keep trust
Do what you say you will do
Meet deadlines
Communicate what you know

By Being Trustworthy
Encourage employee development

Continuous employee development
Allowing employees to try, seldom fail and learn from process

Encourage micro-learning

Initiate learning opportunities
5-MINUTE CAREER PLAN

We can keep our careers moving in a positive, productive direction by devoting just a few minutes to these insightful questions. We need to help other people further their careers as well, in ways that encourage them to do more of what they are intrinsically motivated to do.
PASSION
I get excited when I talk about:

_______________________
ENERGY
Working on:

____________________
gives me energy
FOCUS
My perfect workday involves me completing:
SATISFACTION
The best part of my week happens when:
MOVING FORWARD
I can move my career forward at this job by doing more

_____________________________________

interacting with _____________________

And asking _________________________ for help
Pay It Forward
I can help other people with their business or their career if:
Not just too many hours, but how employees feel while they are on the job causes burnout.

4 Work burnout factors:

- Exhaustion
- Stress
- Frustration
- Isolation
- Depression

Unfairness (creates resentment)

Lack of appreciation

Lack of respect

Lack of autonomy

Opinions and ideas are ignored
5-MINUTE WORK-LIFE BALANCE PLAN

Promoting work-life balance starts with leadership. Leaders need to recognize that employees need time away from work to re-energize, re-charge, re-focus, and enjoy life. Many career-minded people are so focused on work that they work extra hours, don’t use their vacation, and respond to emails on weekends.

Leaders are our top talent and must motivate team members, but they’re also in danger of burnout, chronic stress, and other associated health problems.

At the other side of the spectrum are employees who show up late, leave early, and are late on projects and deadlines.

A good leader knows how to help both achieve an optimal work-life balance.

Workaholics need to be assured that their jobs are safe and that they need to take time off.

Overly relaxed workers need to be held accountable for deadlines.

Both can be achieved by:
- Cooperatively setting realistic goals.
- Adjusting expectations for realistic performance.
- Allocating proper amounts of time for a project — not more and not less.

I can help people on our team budget time by:
1. ________________________________
2. ________________________________
3. ________________________________

Leaders make it clear that taking vacation is expected.

To encourage people to take vacation:
- Leaders need to set the example by taking their own vacations.
- Provide work coverage for the person who is gone.
- Make time off a normal part of the work year.

Leaders honor their own stated work hours

Many managers don’t realize that their actions betray their words regarding work-life balance. They may say that working hours are 8 a.m.-4:30 p.m., but if they then show up at 7 a.m. and stay until 7 p.m., their teams receive a mixed message and may feel that they have to do the same.

Other ways to help with work-life balance

- Provide flexibility regarding what hours employees actually need to spend at work.
- Consider allowing remote work. This means employees are assessed on their outcomes instead of hours worked.
- Offer unique, healthy perks such as gym memberships and spa coupons.
- Be clear about expectations for answering work communications on nights and weekends.

I can promote a healthier work-life balance by:
1. ________________________________
2. ________________________________
3. ________________________________
Answer this in the chatbox:

I don’t like and I am not good at ____________.

What can I get someone else to do?

__________________________________________
5-MINUTE DELEGATION PLAN

Many managers and employees struggle to delegate. We find it hard to relinquish control. But when delegating, you do retain the responsibility for getting that task accomplished—you’re simply not doing it yourself. You’re supervising the process. And there are good reasons for that.

We cannot do everything ourselves.

There are several good reasons to delegate.
1. We don’t have unlimited time.
2. We don’t have unlimited talent. Other people may do some things better than we can.
3. Others may have a lower opportunity cost for doing specific job.

Opportunity Cost

Opportunity is the highest, best use of our time. A lost opportunity has a cost, and it needs to be calculated.

Say you decide to go skiing, foregoing 8 hours of the opportunity to deliver pizza at $20 an hour. The cost of skiing for 8 hours is not just the cost of renting skis, the lift pass, and transportation. It’s the cost of what you could be doing, but won’t be—in this case delivering pizza. That $160 needs to be considered.

Every time we make a decision to spend time doing one thing, we forego the opportunity to do something else. If that something else could be making us money—or in some other way “paying” us in rest, energy, pleasure, restoration or creativity—then it’s worth considering.

If you can hire someone to do something for you, and they have a lower opportunity cost than you do, then you should hire them. For example, I do know how to change the oil in my car, but oil-changing service companies can do it more efficiently and at a much lower opportunity cost than I can. So I pay for them to do it.

Tips for delegation when you have employees

Remember, you’re not relinquishing control. You still own the responsibility for that task, you’re just not doing it yourself. Supervising can take less energy. To make it go smoothly:

1. Delegate to someone who has a natural skill, wants to enhance their skills, or wants to learn a new skill.
2. Delegate to someone whose role dictates that they do that job.

Tips for delegation when you DON’T have employees (or are one)

Many people protest that they cannot delegate because their company will not pay for outsourcing or extra help. So pay for it yourself. If you’re an employee and you struggle with making a flyer or creating a brochure, or some other job that can be outsourced, outsource it so that you free up that time to focus on the parts of the job that you enjoy.

Some tips:
1. Trade jobs with another co-worker because they can do it better, or because it is a task you just don’t want to do.
2. Outsource jobs (assuming no privacy issues are involved) via virtual services such as: FancyHands.com, Flyer.com, Upwork.
3. Hire part-time help at nights or on weekends to help you get work done.

I CAN DELEGATE:

1. ____________
2. ____________
3. ____________
Watch for signs of burnout

- Absenteeism
- Lack of interest
- Withdrawing from others
Reinvigorate employees

- Change work requirements
- Help them delegate/outsource
- Talk about their future (honestly)
- Offer help
Exit interviews are too late
People who are leaving won’t tell you much
They are already gone

5
Get rid of organization obstacles before it is too late

Obstacle 1 + Obstacle 2 + Obstacle 3 = Reduced productivity and job satisfaction
Retaining top talent

- 3.7% unemployment rate
- They have options
- Theory of Efficiency Wages

“If you treat your top talent and the bottom talent the same, you will lose your top talent.” – Mary Kelly
How to win in the war for talent?
Build the bench early

Buy a continuously updated succession plan

Constantly search for talent

Encourage 2-way mentorship

Provide opportunities for growth and development

Great companies
Lean into conflict

6

Productive companies:

- Lean in to conflict
- Use disagreements as a way to spark healthy conversations
- Seek out different perspectives and opinions
- Use differences to find creative new solutions
How to handle misunderstandings?

Tell people why when they say no
Keep issues on a business, not a personal level

Productive companies...

Get the whole story before making an assumption or decision
7

Reward collaboration

- Situational awareness
- Get away from silo-mentality

Reward people for helping others
Need flexibility as well as work challenges to stimulate new ideas
Latitude in their jobs and flexibility from their supervisors

Appreciate companies willing to take risks in allowing their employees to learn from mistakes
Are more innovative to explore more solutions when they have more freedom

Happier employees...
There are few people who are over-appreciated at work.

Globoforce (software manufacturer) found that 80% of employees were satisfied with job if appropriately recognized.

A workplace is happier place if people know how they are appreciated.

When employees’ happiness matters to leaders, managers, and coworkers, they are more productive.
Do your people feel appreciated?

Do your employees/peers believe you are trying to help them?
Thank admin, staff, & people you serve

Be Grateful

Do Something

Tailor your Thank Yous
When rewarding people, make sure:

- Recognize a specific action.
- Does not come at the expense of others.
- Is meaningful for that person.
Dear ______________________________,

Thank you for ______________________________.

You are great at ______________________________,

and I really appreciate your efforts.

Very sincerely,
YOU'RE APPRECIATED!
YOU'RE APPRECIATED!
EVERYBODY IS APPRECIATED!!
If not, they will leave you.

Disengage.
Dismiss.
Show Appreciation

- Say thank you and mean it
- Thank people for a specific action
- Thank people in a way that matters to them
- Don’t call out a shy person unless you know they will like it
- Don’t thank recognize one person at the expense of others
Be more concerned with other people being successful than yourself

Be situational aware to help others

Appreciate each other and actively promote each other

Care more about the mission than personal recognition

Happier employees...
Why is creating teamwork so difficult?

People don’t like other team members
“"I do all the work" syndrome
Don’t like the project
Don’t feel valued
Believe it takes too much time away from their “regular” job
Everyone on the team wants to be in charge
Egos
Don’t like working with others
Don’t like change
teem-wurk
noun
1. a group of people doing what I say.
2. work done that I say to do.
Every person, like every car, is exactly the same as everyone else.

Except where they are different.
Embrace and use people’s differentiation
1. What can we do to make other people happier at work?
   1. _______________
   2. _______________
   3. _______________

2. How can we make the overall workplace better?
   1. _______________
   2. _______________
   3. _______________
What are we committed to doing in the next week to make other people happier at work?

1. ________________
2. ________________
3. ________________

What are we committed to doing in the next month to make other people happier at work?

1. ________________
2. ________________
3. ________________
What am I committed to doing in the next week to make me happier at work?

1. _______________
2. _______________
3. _______________

What am I committed to doing in the next month to make me happier at work?

1. _______________
2. _______________
3. _______________
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5-Minute Business and Leadership Series
Delegation/Outsourcing
Employee Morale
Work-Life Balance
Productivity – Daily
Productivity – Weekly

5 MINUTES PER WEEK
52 WEEKS TO A BETTER BUSINESS

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