Riding the Elephant

Harnessing the Duel Challenges: Leading for Impact, Managing Complexity
Imagine for a moment that $1 million dollars dropped from the sky and landed in your company’s bank account.

- This money is completely legal, and has no strings attached.
- The only stipulation is that you dedicate the entire amount to one area of your company.

How could you spend the money so that it has the most significant impact on the health and success of your business?
What is beating you down?
Market Realities

- Providing contractual support
- Communication
- Government Regulations
- Reimbursements
- Unique Staff Hires
- Unique laboratory requirements; accreditation; entering new markets
IBISWorld estimates that establishments in 2018

40% employ less than five people, and

77% employ less than 20 employees.
**People Potential |**

**WHAT ARE THE CRITICAL AREAS OF FOCUS?**

<table>
<thead>
<tr>
<th>Place emphasis on:</th>
<th>The Question:</th>
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<tbody>
<tr>
<td>01 Retaining valuable employees.</td>
<td>If the pool of people has shrunk, is that my destiny? Or is there something more I can do to build my labor pool?</td>
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<td>02 Attracting good hires.</td>
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<td>03 Keeping new good hires.</td>
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How do you grow your company, deal with the labor problem, and manage complex operations?
Managing People | Command & Control

They extinguish extrinsic motivation.

They can crowd out good behavior.

They can diminish performance and foster short-term thinking.

They encourage cheating, shortcuts, and unethical behavior.

They can crush creativity.

They become addictive.
Provide employees information on what’s going on in the organization from a business and financial sense. Share enough business information with employees to engage them in looking for opportunities for profit and cost-savings.

Employees should know how what they do influences the system—how what they do on a daily basis has an effect on the success of the business.

Every employee should know exactly what is expected of them, and receive regular feedback on both how they have positively impacted the system, and what they need to work on to have a more positive impact.

Engage employees by helping them:

- **Understand the System**
  - Provide a clear hierarchy model, and help employees understand how to use it, as well the consequences for not using it.
- **Understand Their Role**
- **Clarify Expectations**
- **Find Opportunities for Choice**
  - Allow employees some level of latitude to apply creativity or ideas to their piece of the organization.
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1. Impart to your employees the knowledge of your business and its purpose to work for them.
2. Get to really know your employees.
Choice

Allowing employees some level of choice in whatever jobs they have builds a person’s sense of self.
In understanding how to help employees discover the power of mastery, we can look for opportunities to build:

- Skill
- Expertise
- Knowledge
Connection | Intrinsic Motivator

Building connection means helping employees:
- Connect with how they influence the system,
- Connect to the people they work with, and
- Connect with their bosses.
Would you rather spend your time reflecting or receive an electric shock?
01
Start with Onboarding.

02
Encourage entrepreneurship and the potential for self-employment. Seventy-eight percent of millennials admire entrepreneurs, and 62 percent have considered starting their own business, according to Ernst & Young.

03
Provide mentorships and apprenticeships. Effective job training can be a major factor in both recruitment and retention among skilled laborers. Organizations that offer apprenticeships allow HR leaders to tap into talent markets who are ready to commit to their trade.
Motivation 1.0 - Survival
As society became complex, bumping up against strangers and needing to cooperate in order to get things done, an operating system based purely on the biological drive was inadequate.

Motivation 2.0 - Rewards and Punishments
This was very effective, until it wasn’t.

Motivation 3.0 - Self-Determination Theory:
- Purpose
- Choice
- Mastery