Influence people; : how to "make them" join, stay, engage and show up

wemanity

Business Leaders Forum

Amsterdam, 10-11-23

Marc Nieman

Today

Intro & agenda

Understand motivations

Influence behavior; Autonomy & Mastery

Your role

Feedback & Closing

Marc NIEMAN

Marc believes in the **power of people**, creativity, and collaboration; the ability to achieve amazing things when people connect!
Unfortunately, too often these powers are diminished or blocked by outdated corporate structures and (management) cultures.

As leadership & organisational Agile coach and licensed Management 3.0 facilitator Marc applies his passion to support people, teams, and organisations to **change the way they organise and manage work**.
Creating cultures, structures and processes that support **engaged employees** to create valuable experiences for companies, customers, and society.

Prior to his role as Agile coach, he spent 20 years in B2B commercial and advisory roles, learning how important it is to understand the WHY behind each question to create customer specific solutions.
He also gathered first-hand experience of the positive and negative influence that management and leadership have on organisational & people performance and motivation.
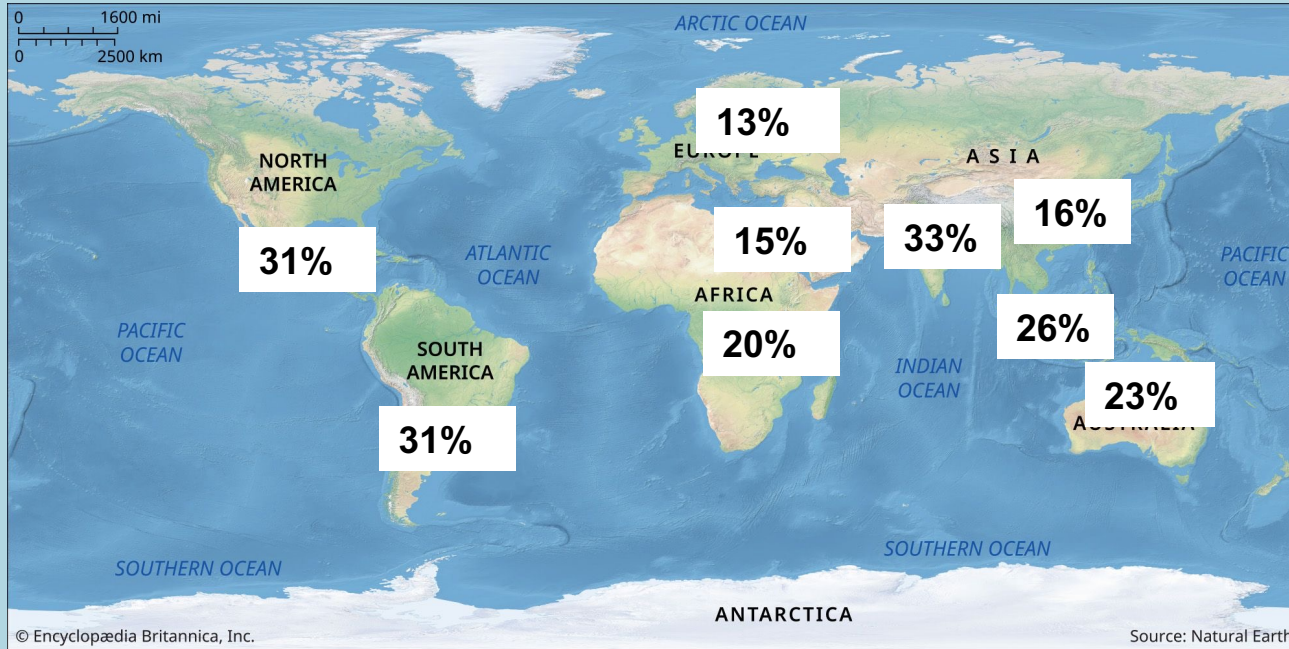
WE NEED ENGAGED AND MOTIVATED PEOPLE

1 People stay, less cost due to turnover, hiring, on boarding etc.

2 People are healthier; less sick leave / absence. Less cost of delay.

3 People are more willing to learn and develop. Able to add value on going.

4 The "right" people want to join your organisation. Less recruitment cost. Stronger culture.

5 Happier employees are more creative, more productive, sell more, create better financial outcomes for their organizations and deliver higher quality Customer Experience.

MANAGEMENT 3.0

Globally; 23%, 60%, 17%

13%

31%

15% 33% 16%

20% 26%

31% 23%

NORTH AMERICA
SOUTH AMERICA
EUROPE
ASIA
AFRICA
AUSTRALIA
ANTARCTICA

ARCTIC OCEAN
ATLANTIC OCEAN
PACIFIC OCEAN
INDIAN OCEAN
SOUTHERN OCEAN

0   1600 mi
0   2500 km

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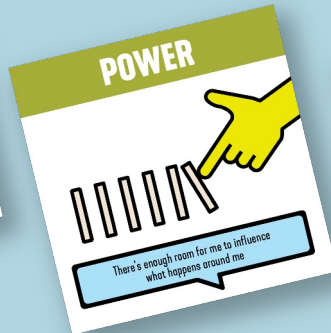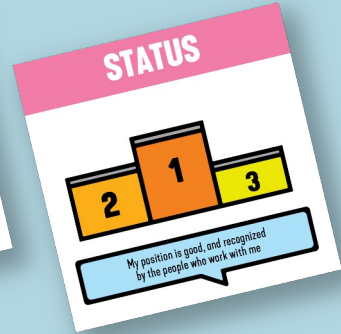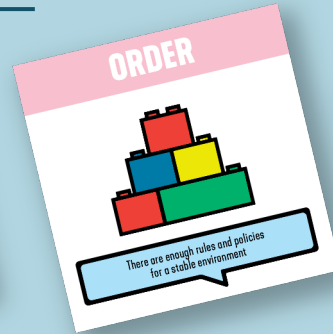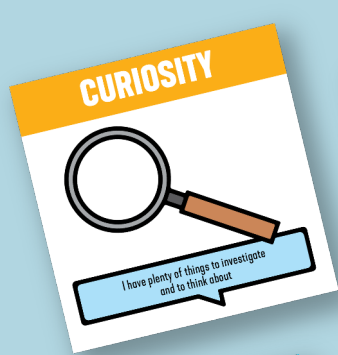
Source: Natural Earth

Source; Gallup, state of the global workplace report 2023

How about the people in your company?

What motivates you and your people?

CURIOSITY
I have plenty of things to investigate and to think about

ACCEPTANCE
The people around me approve of what I do and who I am

FREEDOM
I am independent of others with my own work and responsibilities

ORDER
There are enough rules and policies for a stable environment

STATUS
My position is good, and recognized by the people who work with me

HONOR
I feel proud that my personal values are reflected in how I work

MASTERY
My work challenges my competence but it is still within my abilities

POWER
There's enough room for me to influence what happens around me

RELATEDNESS
I have good social contacts with the people in and around my work

GOAL
My purpose in life is reflected in the work that I do

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Ok, so now I know, now what ?

Inform HR and go on with my work?

Or should / can I contribute?

At Management 3.0 we believe that **"management is too important to leave to managers"**; we all contribute to a better working environment!

By embracing the principles:

- Engage people and their interactions

- Improve the system

- Help to delight all clients

- Manage the system not the people

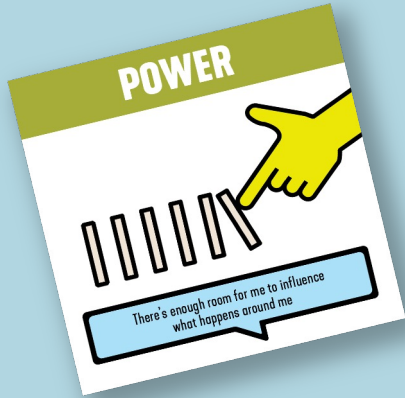- Co-create work

By engaging with each other and our people

Influencing and facilitating behavior that creates a system for

- motivation & engagement

- distributed decision making

- people feeling appreciated and serving a purpose

- developing necessary competencies

- continuous improvements and innovation

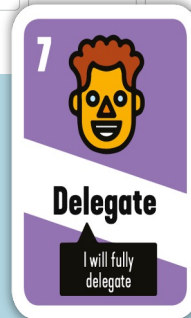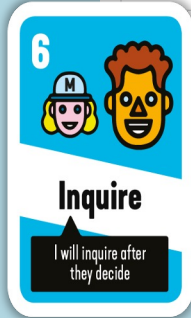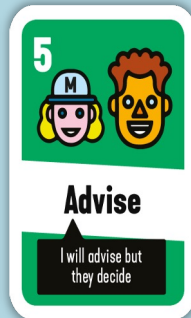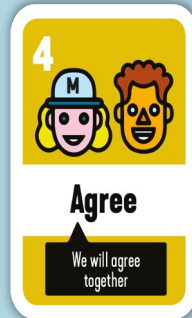By daily using tangible tools and practices that enable change

Have a say in how they work and what they do

POWER

There's enough room for me to influence what happens around me

TEAM AGREEMENT   TEAM NAME: PURPOSE:

HOW TO USE THIS TEMPLATE	WHAT WE AGREE ON	WHAT WE AGREE TO DISAGREE ON	OUR CORE VALUES	HOW WE COMMUNICATE	HOW WE COLLABORATE
			Tip: Use Management 3.0's Big Value List		

HOW WE MAKE DECISIONS	HOW WE NAVIGATE CONFLICT	HOW WE STORE AND ACCESS DATA	OUR CORE WORKING HOURS (IF ANY)	WHAT MOTIVATES US	
				Tip: Use Management 3.0's Moving Motivators	

management30.com   MANAGEMENT 3.0

1 Tell — I will tell them

2 Sell — I will try and sell it to them

3 Consult — I will consult and then decide

4 Agree — We will agree together

5 Advise — I will advise but they decide

6 Inquire — I will inquire after they decide

7 Delegate — I will fully delegate
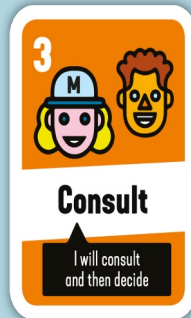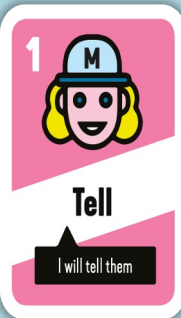
Delegating decisions; 3 questions

As management team you need a new CFO, the previous one retired. The agency has provided 2 excellent candidates; which one do we hire?

We understand being in the office as a team has value, it enhances collaboration, communication and team spirit; which day(s) of the week will we be in the office.
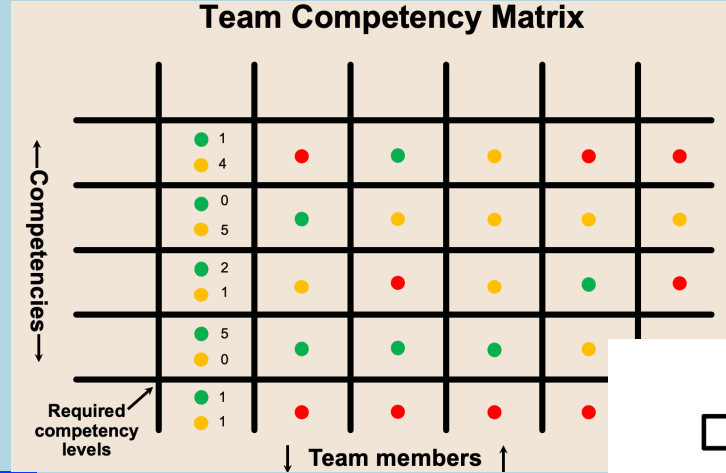
On what do we spend our training budget? The CIO wants to go on a 3 month, 50k enhanced MBA program. Should he go?
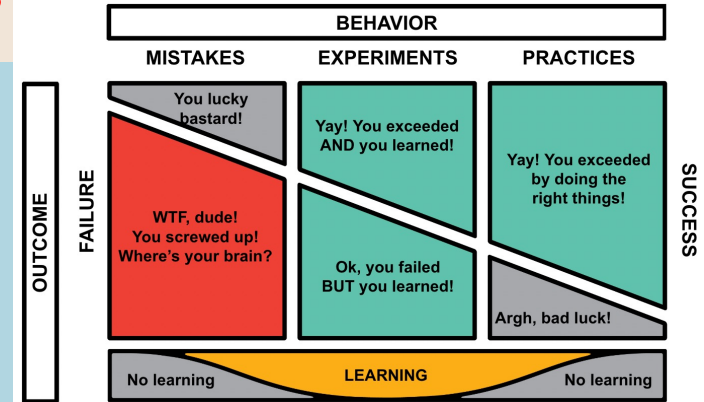
Why de we come to the office?
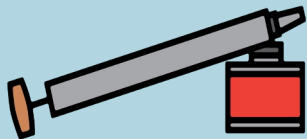
Have a say in how we work and what we do

MASTERY

My work challenges my competence but it is still within my abilities

Team Competency Matrix

← Competencies →

🟢 1 🟡 4	🔴	🟢	🟡	🔴	🔴	
🟢 0 🟡 5	🟢	🟡	🟡	🟡	🟡	
🟢 2 🟡 1	🟡	🔴	🟡	🟢	🔴	
🟢 5 🟡 0	🟢	🟢	🟡	🟡		
🟢 1 🟡 1	🔴	🔴	🔴	🔴		

Required competency levels

↓ **Team members** ↑

HACKATHON

CELEBRATION GRID

	BEHAVIOR		
	MISTAKES	EXPERIMENTS	PRACTICES

OUTCOME

FAILURE

SUCCESS

You lucky bastard!

Yay! You exceeded AND you learned!

Yay! You exceeded by doing the right things!

WTF, dude! You screwed up! Where's your brain?

Ok, you failed BUT you learned!

Argh, bad luck!

No learning   **LEARNING**   No learning

You start; apply practices & involve others

Walk the talk; every day

The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.

- Gruenter and Whitaker, *School Culture Rewired*

Maybe better…

The culture of any organization is shaped by the *best* behavior the leader is willing to *amplify*.

In closing

What is your (next) action? Set agenda notification

Feedback. Please; 1 to 5 score, tip & top

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Video's about leadership;
Consistency: https://www.youtube.com/watch?v=TopBJ7fAIgE
System / environment for performance: https://www.youtube.com/watch?v=YgrD7yJwxAM

Contact me for a (virtual) coffee

Thank you!