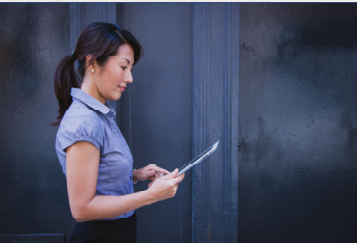# Program Guide and Reference Material

Includes:

- **Motivation Needs**

- **Relationship Strength**

- **Team Engagement**

- **Leadership Tone**

- **Team Morale**

- **Style and Approach to Engagement**
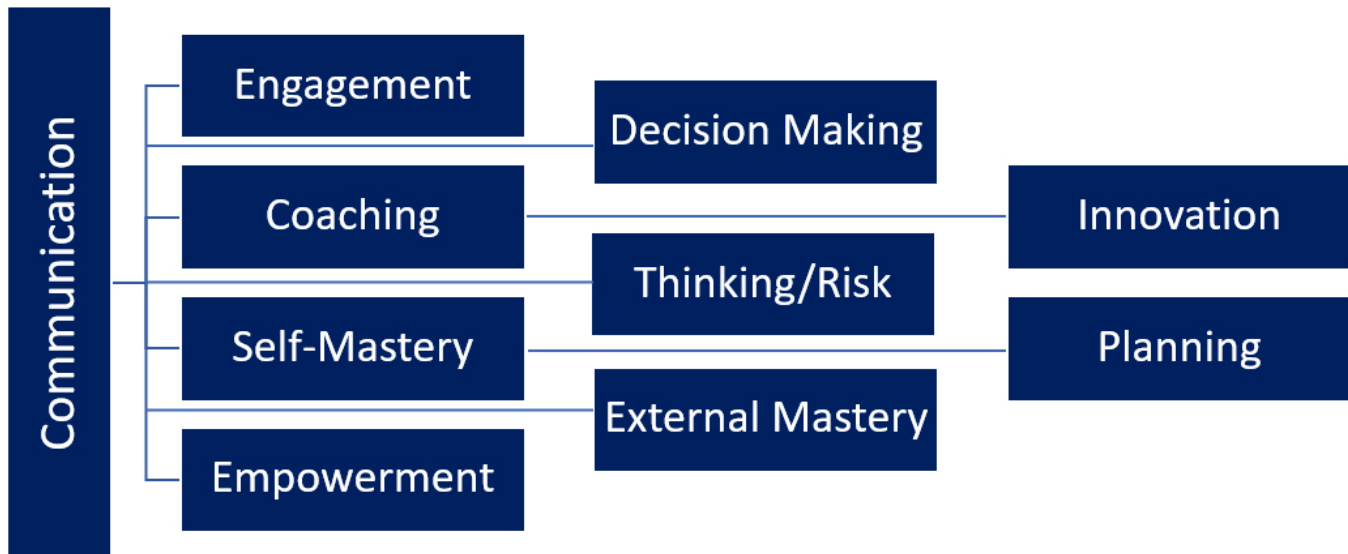
The Second Competency of
LEADERSHIP

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Leadership | Teamwork | Service
Training | Coaching | Consulting

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Las Vegas, NV 89117

The 10 Competencies of Outstanding Leadership:

The Aegis Learning Edge is a statistically accurate, imperially driven and best-practice validated model for leadership development. With 25 years of research and case studies, this copyrighted approach insures that you have the proven techniques to succeed as a leader.

Communication	Engagement			
	Coaching	Decision Making		
			Innovation	
	Self-Mastery	Thinking/Risk		
			Planning	
	Empowerment	External Mastery		

Successful Leaders		Failed Leaders
96%	Communication	**7%**
86%	Team Member Engagement	**2%**
85%	Coaching and Feedback	**32%**
84%	Self-Awareness and Self-Management	**48%**
81%	Empowerment and Delegation	**63%**
79%	Decision Making	**45%**
75%	Thinking and Risk	**34%**
74%	External Management	**42%**
71%	Innovation and Change	**55%**
67%	Planning and Vision	**54%**

The Competencies

1. **Communication**

2. **Team Member Engagement**

3. **Coaching and Feedback**

4. **Self-Awareness and Self-Mastery**

5. **Empowerment and Delegation**

6. **Decision Making and Judgment**

7. **Thinking and Risk**

8. **External Management and Projection**

9. **Innovation and Change**

10. **Planning, Vision and Values**

Cascade Effect:

The leadership model is built on a cascade. This means that each competency must be mastered before the next one can be engaged and utilized.

Leadership Core Principle:

Leadership is the art and science of getting people to do something because they want to do it for you.

The Competencies

Leadership-the art of getting someone else to do something you want done because he wants to do it.

Dwight Eisenhower

Starting Point

1. Who do your people, your team, work for?

2. Can you motivate others?

3. What level of performance do you get from the pay provided?

4. Do you get the luxury of a bad day?

Starting Point

Engagement, Morale and Motivation Definition:

Team member engagement has a lot of definitions and misconceptions about the meaning and value. Engagement is creating an environment in which team members want to come to work every day. An engaged team member wants to be there, be connected and support the organizational mission.

Motivation is the individually owned and managed factors that cause people to create action and movement. Motivation is required for any action or set of actions.

Morale is the collective motivation of a team as displayed in spirit, energy and commitment.

Engagement, Morale and Motivation Objectives:

1. To unlock discretionary effort of team members for greater levels of commitment, quality, service, empowerment and productivity.

2. To create an environment where morale and spirit is high and where team members want to come to work and execute the mission of the organization.

3. To reduce turnover, create loyalty and craft a workplace of choice.

The Importance of Engagement, Morale and Motivation:

1. Engaged and motivated team members provider greater levels of customer service, are more efficient and more productive.

2. Engaged and motivated team members are loyal, forgiving, supportive, receptive to change and innovative.

3. Engaged and motivated team members become partners with the organization's mission, values and key objectives. Engagement makes partners from employees.

4. Engaged and motivated team members are accountable and have a significantly higher degree of ownership in customers, work tasks and projects.

5. Engaged and motivated team members work together better and create a successful team environment and culture.

6. Engaged and motivated team members do not leave the organization for money.

Starting Point

I = (RD + PF) + (.10 * EP)

I is Influence
RD is Relationship Depth
PF is Positive Feedback
EP is Expert Power or Technical Expertise

Influence (I) is how we get people to do what we want and need them to do and relationship depth (RD) is our connection with our team members. Positive feedback is the coaching provided to them regularly including praise, appreciation and encouragement.

Expert power (EP) is your technical expertise and experience in your particular field. Only ten percent of it is valued in influence. The overuse of expert power by a leader can have a devastating effect on engagement, morale and motivation. Leaders do not have to be experts. Leaders have to generate influence through relationship depth and positive feedback.

DISCRETIONARY EFFORT

Discretionary effort is the amount of work that a team member could supply above what they are paid to do or their minimum requirements.

The pay provided to a team member compensates for the lowest minimum requirement of performance and behavior.

To achieve more than the minimum level of performance, a leader must tap into, unlock and leverage the discretionary effort of team members.

Starting Point

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A champion needs a motivation above and beyond winning.

Pat Riley

Skill: Motivational Needs
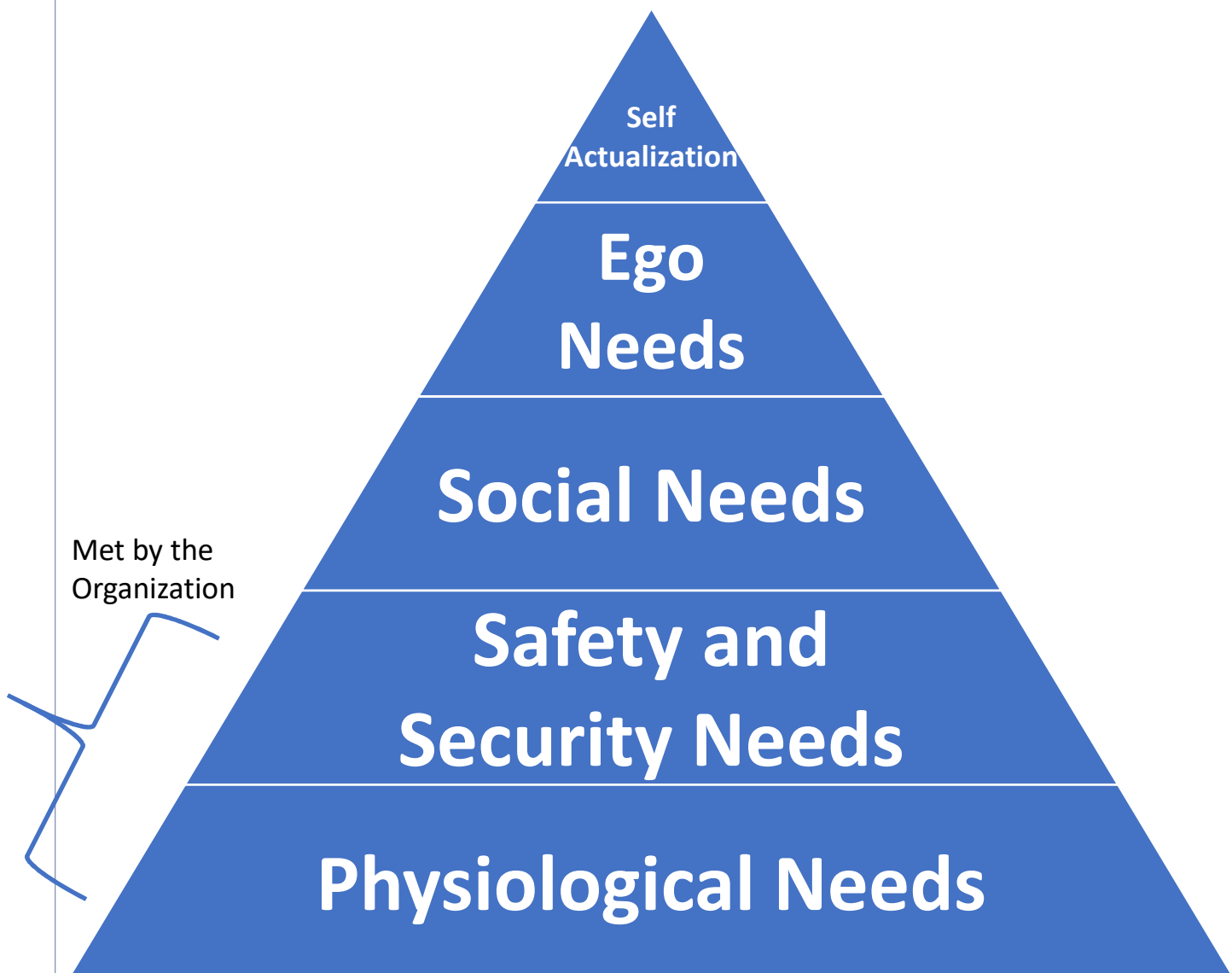
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Understanding Motivation:

1. Motivation is a highly validated behavioral science based on the work of Dr. Abraham Maslow and others.

2. Meeting the motivational **NEEDS** of team members **IS** the responsibility of leaders and the organization in the working environment.

3. Motivation is individual and individually owned. What motivates you is not what motivates others. Everyone has unique motivational factors and needs.

4. Money **IS NOT** a good motivator. It is temporary, meets a baseline need and is subject to consumerism and choices made by an individual.

5. Fear **IS NOT** a good motivator. It can devastate long-term morale and motivation.

6. **NEVER** assume that someone's motivational needs are being met outside the working environment. Even if yours are, their needs may not be satisfied outside of work.

Self Actualization

Ego Needs

Social Needs

Safety and Security Needs

Physiological Needs

Tactics for: Motivational Needs

Understanding Motivation:

Physiological Needs - Basic physical needs, the ability to acquire food, shelter, clothing and survival basics. These are met by providing pay for work performed and the ability of a team member to use that pay to meet the basic needs. When pay is adequate for basic needs this need is satisfied and a team member can move on to the next highest level of motivation. Without this need being met, a team member remains stuck on this motivational level.

Safety Needs - Safety, job security, proper equipment and training, no fear of arbitrary firing. Provided by the organization in the form of history, stability and transparency of results. When a team member believes there is little or no risk of losing a job or the organization closing, this need is met and that team member can move on to the next highest level of motivation.

Met by the Organization

Self Actualization

Ego Needs

Social Needs

Safety and Security Needs

Physiological Needs

Tactics for: Motivational Needs

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Understanding Motivation:

Social Needs - Human contact, relationships with team members, social activities. Leaders have primary influence over meeting this need through relationship depth with team members and creating an environment where social interaction is valued and encouraged.   Without the relationship depth and social interaction, team members will not have this need met and cannot progress in their motivation.

Ego Needs – Substitute esteem and self-worth for ego. This is the praise, positive feedback, encouragement, job value, empowerment and recognition received by a team member. The leader has primary influence over meeting this need.
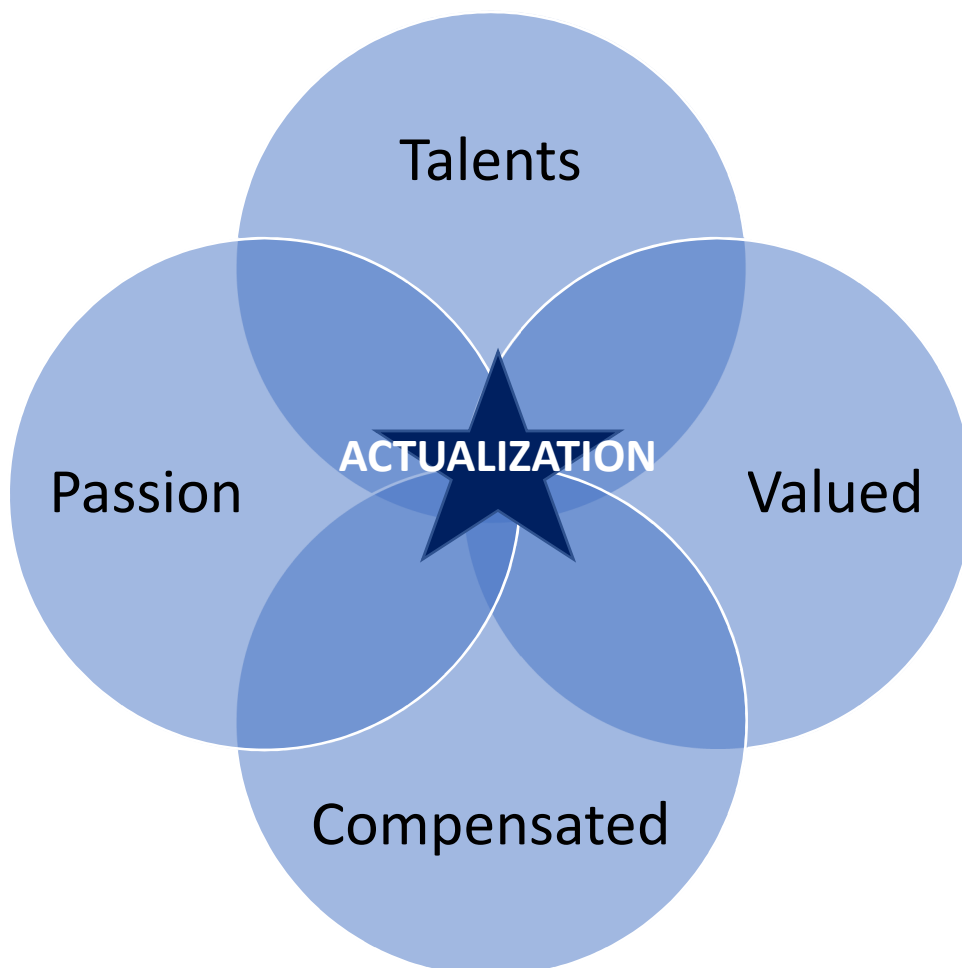
Self-Actualization

Opportunity to realize talents, potential, dreams, and to grow professionally.

Met by the Leader

Self Actualization

Ego Needs

Social Needs

Safety and Security Needs

Physiological Needs

Tactics for: Motivational Needs

Understanding Motivation:

Self-Actualization - Opportunity to realize talents, potential, dreams, and to grow professionally. The "sweet spot" or "in the zone" achieved where passion, talent and career objectives meet. This is a rare motivational level and most often seen in leaders.

Self Actualization
Ego Needs
Social Needs
Safety and Security Needs
Physiological Needs

Talents

Passion

ACTUALIZATION

Valued

Compensated

Tactics for: Motivational Needs

Understanding Motivation:

7. With higher levels of motivation comes enhanced engagement, productivity, service levels and commitment.

8. Team members cannot move from one level to another without the prior level being met.

9. Team members can move back and forth at times and there is fluidity in motivational factors. Leaders must work to keep the needs met consistently.

10. A leader's ultimate objective is to help team members discover their own self-actualization. This is a higher level called transcendence.

Tactics for: Motivational Needs
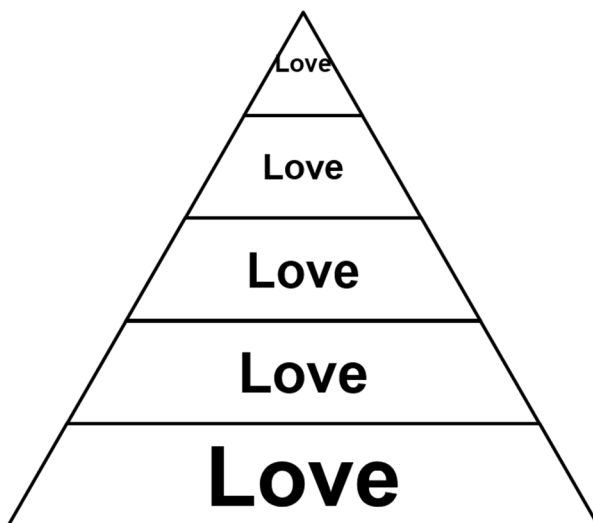
Connection is why we're here. We are hardwired to connect with others, it's what gives purpose and meaning to our lives, and without it there is suffering.

Brene' Brown

Skill: Relationships

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Relationships and Relationship Depth:

1. Relationships meet the basic motivational need identified as social needs. People build relationships with people not with companies or organizations.

2. Relationship depth Improves team member loyalty, allows team member forgiveness, improves team member retention and improves workplace tone and stress.

3. The relationship that team members crave the most is with their leader, their immediate supervisor.

4. To a team member, the leader is the most important connection in the working environment. This relationship is the conduit to the organization and strongest working connection.

5. Team members that seek isolation or profess to want to be alone are false flags of needs not being met and a leader not working correctly to connect that team member.

6. A leader must have a solid relationship with ALL team members and not just the ones with easy affinity or prior interactions.

Improving Relationships with Team Members:

1. Spend time getting to know team members.
   - Family Composition (Relationship Level 1)
   - Interests and Passions (Relationship Level 2)
   - Location of Origin (Relationship Level 3)
   - Career Aspirations (Relationship Level 4)
   - Birthday and Work Anniversary (Relationship Level 5)
   - The Five Levels have Two Powerful Commonalities
     - They Are Owned Uniquely by the Team Member
     - They Are Valued by the Team Member

2. To build solid relationships work on:
   - Establishing Commonality
   - Listen Effectively
   - Make the Team Member Important and Feel Important
   - Compliment and Validate What You Learn
     - "That's Interesting"
     - "How Cool Is That"
   - Avoid Sharing Your Experiences Immediately
   - Avoid "One-Upmanship"
   - Be Respectful of Differences in Lifestyle, Interests, Politics, Etc.
   - Become Comfortable with Personal Transparency and Provide Trust
   - Document What You Learn

3. Follow-up on things learned in the relationship levels and ask about things that are important to individual team members. Demonstrate genuine interest in them.

Tactics for: Relationships

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The way management treats their associates is exactly how the associates will then treat the customers.

Sam Walton

Skill: Team Engagement

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Improving Team Member Engagement:

1. Words and labels matter. How you refer to someone is how they will respond and what they will grow to become.
   - Refer to Team Members As:
     - Team Members
     - Associates
     - Partners
   - **AVOID** Referring to Team Members As:
     - Staff (Device or Stick Used for Herding)
     - Employees
     - Subordinates (Arcane)
     - Minions (Disney Movie)

2. Greet team members everyday.
   - Prioritize This Above Personal Tasks and Work
   - Calendar and Schedule This Priority
   - Do Not Rely on When Time Allows
   - Interact in a Friendly and Warm Manner
   - Spend Time Interacting
   - Follow-Up on Relational Information
   - Be Consistent

3. Demonstrate respect for team members and team roles. Respect is reciprocal. It is not earned and must be provided to be received.

4. Communicate frequently and transparently.
   - One-On-One Meetings
   - Team Meetings
   - Openly Share Challenges and Status

5. Create an environment and culture that supports engagement and morale.
   - Encourage (and Certainly Don't Discourage) Social Interactions
   - Celebrate Milestones
   - Celebrate Achievements
   - Create Rituals
     - Regular Meetings
     - Celebrations
   - Create Teams and Cross-Functional Work Groups

Tactics for: Team Engagement

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Attract what you expect, reflect what you desire, become what you respect, mirror what you admire.

Unattributed

Skill: Leadership Tone

Leadership Tone:

Leadership tone is the consistent projected demeanor, attitude and approach used by any leader. It sets the tone for the working environment, influences the tone and attitude of the team and creates the environment and culture for that moment in time or over an extended period of time.

A team's attitude, spirit and engagement will be a direct mirror and reflection of what is presented by the leader. A team does not have a morale problem. A team has a leadership tone problem.

They are what you project.

Improving Leadership Tone:

1. Lighten up.
    *   Smile
    *   Laugh
    *   Stop Taking Yourself So Seriously
    *   Do Serious Work but Don't Be Overly Serious
    *   Manage Verbal Tone and Non-Verbal Signals
    *   Be Affable and Charming

2. Manage approachability and become more approachable.
    *   Solicit Input
    *   Seek Ideas and Suggestions
    *   NEVER Dismiss Input or Ideas
    *   Become a Possiblitarian
        *   Look Where Things/Processes Can be Better
        *   Positively Validate All Ideas and Suggestions
    *   Manage Verbal Tone and Non-Verbal Signals
    *   Manage Physical Position and Office Environment
        *   An Open Door Means Nothing If Back is Turned
        *   You Don't Know What You Don't Know
    *   Prioritize Team Member Requests for Time
        *   Important to Them
        *   Closed Commitment and Apology if Not Available
    *   Be Visible in the Working Environment
        *   Wander
        *   No Inspections

3. Avoid negativity and negative behaviors. Remember, your team is what you project and you don't get the luxury of a bad day.
    *   AVOID Negative Language (No, Can't, Won't)
    *   AVOID and PREVENT Gossip and Talk About Others
        *   If It is NOT Performance Related, It is Gossip
        *   If It is NOT Required Behavior Related, It is Gossip
        *   If It is NOT in the Best Interest of the Team Member, It is Gossip
    *   AVOID Cynicism and Sarcasm

Tactics for: Leadership Tone

4. Be optimistic and view situations with optimism.
   - Anyone Can Validate a Problem
   - Leaders are NOT Commiserators
   - Leaders Must Inspire Hope
   - Become a **MERCHANT OF HOPE**
   - Provide Inspiration and Rally the Team
   - See the Good in ALL Situations and People
   - Rally and Encourage Others in Difficult Situations and Times
   - Appreciate What You Have and NOT What You Want or Think You Should Have
   - Avoid Comparisons to Others and Other Situations
   - Avoid Envy and Jealousy
   - Look at Setbacks and Obstacles as Challenges
   - Remind Yourself of Purpose, Vision and Past Accomplishments
   - Add Perspective and Be Grateful
   - The Sun Came Up
   - You Saw It

5. Be polite and courteous.
   - Use PLEASE When You Want Something
   - Say THANK YOU When Someone Provides Something
   - Apologize When Wrong
   - Say I'M SORRY When Someone Has an Unmet Need
     - An Apology is NOT an Admission of Wrongdoing
     - An Apology is a Statement of Empathy

Tactics for: Leadership Tone

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The best morale exists when you never hear the word mentioned. When you hear a lot of talk about it, it's usually lousy.

Dwight Eisenhower

Skill: Morale

Improving Workplace Morale and Culture:

1. Be in tune and connected to your team. There is no substitute for understanding and knowing where they are at related to motivation, engagement and morale.

2. Communicate frequently.

3. Listen effectively.

4. Evaluate your tone and demeanor and style in a self-honest manner. Solicit feedback from others about your impact on overall morale and culture.

5. Be courageous and ask team members how morale is in the office. You may or may not like the answers but the knowledge gives you a place to start. Ask about your tone and your role in morale.

6. Communicate clearly and provide precise direction. When people have a strong understanding of results of their actions they are more energized and engaged. Avoid ambiguity.

7. Build trust. Trust comes from being honest and demonstrating concern about your team. Allow team members to give input. Provide appropriate feedback and set the tone of respect. Be trustworthy.

8. Involve team members and listen when team members offer suggestions, identify problems, or request additional training. Openly seek their input on issues and direction.

9. Support and empower team members by giving them the responsibility for whole projects. Reward those who take responsibility. Encourage risk-taking and accountability. Avoid reliance on you.

10. Support team member professional development and consider team member's career objectives and assign projects accordingly. Encourage, support and facilitate each team member's professional development. Support and encourage professional growth, development and training.

11. Commit to your mission and maintain mission focus. Communicate the mission and confirm each team member's role. Reward for work that supports the mission.

Tactics for: Leadership Morale

Engagement and Motivation Style:

All people have different engagement and leadership styles. The most commonly noted are:
- Direct
- Relational
- Low Key
- Detailed

Aegis Learning uses DiSC science to determine engagement and leadership styles and to build skills related to style matching. DiSC is an acronym that stands for:
- Dominance
- Influence
- Steadiness
- Conscientiousness

The DiSC science, pioneered by Dr. William Marston has been used by over 30 million people and the current versions found in the Everything DiSC Workplace, Management and Leadership assessments are highly accurate and predictive because of the use of adaptive testing.

Each person is comprised of a primary behavioral influence in the DiSC assessment. This is the first letter of the descriptor and where your dot is located in the DiSC graph. This primary behavioral influence will drive a great deal of your leadership style.

Behavioral intensity also matters greatly. Your intensity is determined by the relative distance of your graph dot from the outer circle of the graph. The farther out your dot is, the more intense in that style and predictable you are. The closer in, the less predictable and easier for you to chameleon your communication style.

Tactics for: Engagement Style

DiSC Engagement Styles and Approaches:

Each DiSC behavioral style has a unique set of engagement and motivation traits and tendencies. And each DiSC style has unique challenges.

Dominance (D)
- Overcome the Stigma of "Wasted Time"
- Be More Relational and Demonstrate Interest in Others
- Demonstrate Genuine Care
- Be Less Direct and Slow Down
- Be Consistently Upbeat and Enthusiastic
- Understand Your Motivational Needs are NOT Universal

Influence (i)
- Guard Against Being Overly Enthusiastic
- Be Sincere in Demonstrating Interest
- Listen More Effectively
- Avoid Talking About Yourself
- Understand Everyone is NOT as Social as You

Steadiness (S)
- Be More Open and Share More Personal Information About Yourself
- Validate Information Received from Others
- Overcome Reserved or Quiet Tendencies
- Express Positive Emotions
- Don't Judge Sincerity Too Harshly

Conscientiousness (C)
- Avoid Overanalyzing Motives and Interactions
- Avoid Making Engagement Activities Overly Systemized
- Overcome Reserved or Quiet Tendencies
- Overcome the Stigma of "Wasted Time"
- Engage and Express Positive Emotions
- Demonstrate Enthusiasm
- Express Genuine Care and Feeling

The most effective leaders are those that understand their style and approach but yet adapt consistently and constantly to the needs of their team and team members. The burden of this adaptation rests solely with the leader. It is your job to adapt.

Tactics for: Engagement Style

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Really great people make you feel that you, too, can become great.

Mark Twain

Closing Thought

"I had no idea how exciting and enlightening this program would be. I not only got a great source of information, but I had a lot of fun. This program gets a Siskel and Ebert 2 thumbs up. Exuberant, energetic, and entertaining delivery, his base knowledge and advanced instructional techniques, the program would be just another boring mid-range informative adult education class. I recommend this class for all management personnel."

Calvin Griffin
American Medical Response

Aegis Learning is a nationally recognized leader in providing the highest quality, impact and value training for organizations of all types and sizes.

Specializing in leadership development, customer service initiatives and building high performance teams, Aegis Learning has 25 years of experience in creating better work places, positively impacting key metrics and enriching the lives of participants.

Aegis Learning

Converts Training to Learning and Learning to Results

Our specialized, unique and customized approach will insure an extremely high return on your investment in the following areas:

❑ **Improved performance at all levels of the organization.**

❑ **Higher productivity, efficiency and quality of work.**

❑ **Increased team member engagement and satisfaction.**

❑ **Improved ability to identify talent for succession.**

❑ **Improved morale among team members and leaders.**

❑ **Improved service levels for internal and external customers.**

❑ **Reduced turnover and associated costs.**

❑ **Reduced team member complaints and grievances.**

Our unique and blended approach using facilitator led instruction, individualized coaching and web-based follow-up insures that leaders have all the tools and competencies needed to become extremely successful and drive their organizations to higher levels than ever imagined.

About Aegis Learning

Aegis Learning delivers. Delivers the best training, coaching and organizational development services available. Our offerings include:

❑ **Leadership Development**
- Based on the Ten Competency Model
- Empirically Driven, Statistically Accurate Approach
- 25 Years of Best Practices
- Training
- Coaching
- Follow-Up Tools
- Talent Identification and Succession

❑ **Customer Service Initiatives**
- Training
- Process Review

❑ **High Performance Team Building**
- Core Team Competencies
- Trust, Respect, Conflict and Communication

❑ **Assessments**
- DiSC Workplace, Management and Leadership
- 5 Behaviors of a Cohesive Team
- Certified Facilitator and 12 Year Award Winner

❑ **Individual Development Coaching**
- Accountability and Holistically Based
- Leadership, Professional Development and Personal Achievement

❑ **Retreats**
- Maximum Impact Environment
- Strategic Planning, Team Building and Leadership Development

❑ **Speaking and Keynotes**
- Fun and Impactful
- Leadership, Teamwork, Customer Service and Personal Development

❑ **Talent Management and Consulting**
- Engagement Enhancement
- Talent Identification and Succession
- Key Processes
- Organizational Structure

❑ **Books**
- *LeadWell-The Ten Competencies of Outstanding Leadership*
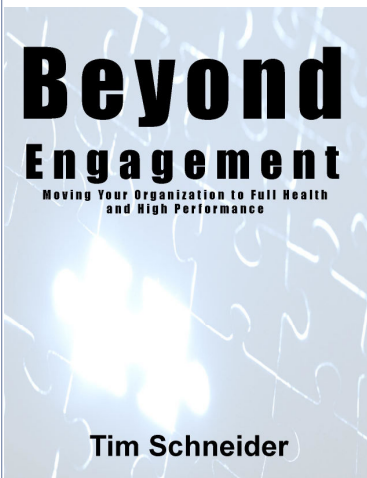- *Beyond Engagement*

About Aegis Learning

Tim Schneider is the founder and lead facilitator for Aegis Learning.

His mission, in total alignment with Aegis Learning is "Dedicated to Your Success". Tim brings passion, heart and 25 years of successful experience to all leadership development projects, customer service initiatives and when building high performance teams.
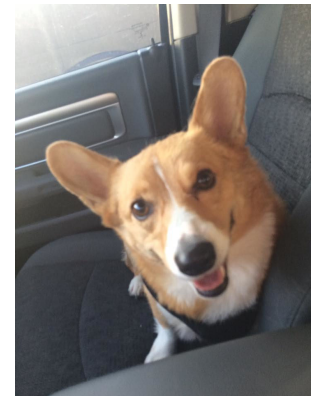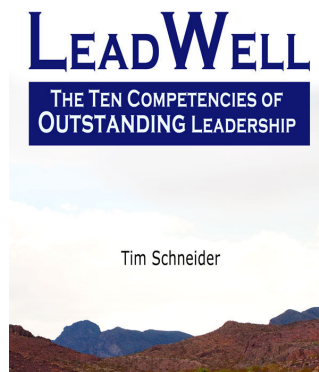
Tim is the author of **_LeadWell-The Ten Competencies of Outstanding Leadership_** and **_Beyond Engagement_**, high impact books about leading the right way and creating an organizational culture that is both healthy and successful. His works have been featured in many business and professional development publications and he his one of the most sought after speakers, trainers and coaches in the United States. Stylistically, Tim brings unparalleled commitment and enthusiasm to each engagement and works hard to make sure all participants not only learn but have fun along the way.

Personally, Tim is the father of two grown boys, continues a life-long love affair by playing men's league baseball and enjoys any outdoor adventure. He makes his home in Las Vegas, Nevada with Sydney the Corgi.

"A Fantastic "How-To" Guide To Leading Effectively"

LeadWell
THE TEN COMPETENCIES OF OUTSTANDING LEADERSHIP

Tim Schneider

Beyond Engagement
Moving Your Organization to Full Health and High Performance

Tim Schneider

About Aegis Learning

"I have raved about this course to both my supervisors and those who report to me. I have suggested it to all of our managers to attend. Tim, I have found you an inspiration. Thank you!"

Martin Brennan
MGM Grand

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