



The Warm EmbraceTM

How Do We Get the Best Out of the People We Work With?

SMC

		Performance		
		High	Medium	Low
Values	High	Reward Promote	Coach Train Reassign	Warn PI Plan FIRE
	Medium	Coach PI Plan	Warn PI Plan	Warn FIRE
	Low	FIRE	Warn FIRE	FIRE

Key Leadership Positions Need to Perform...Including YOU

Role	Performance	Proposal

The Trust-O-Meter

Recognise Excellence

Neuroscience shows that recognition has the largest effect on trust when it occurs immediately after a goal has been met, when it comes from peers, and when it's tangible, unexpected, personal, and public.

Examples of Success in Our Practice	Current Recognition	Future Recognition	Benefit of Change

Challenge Stress

Here the goal is to set a task at a level just above the competency of the team. In an ideal word this promotes flow. This works only if challenges are attainable and has a concrete end point; vague or impossible goals cause people to give up before they even start. Leaders should check in frequently to assess progress and adjust goals that are either too easy or too far out of reach.

Discretion in HOW

Once employees have been trained, engage them to manage people and execute projects in their own way. Being trusted to figure things out motivates: A 2014 Citigroup and LinkedIn survey found that nearly half of employees would give up a 20% raise for greater control over how they work.

Autonomy inspires innovation, because different people bring different experiences to bear and therefore different approaches. Oversight and risk management frameworks can help reduce negative deviations while people experiment. Post-project debriefs allow teams to share how positive deviations came about so that others can build on their success.

Communications

Opportunities to Listen and Distil

Environment/ Time	Tool	Reports to	Actioned By
Huddle			
Brainstorm			

Who is NOT Being Heard?

Absent	Strategy	Benefit

Important if Qi is a problem or retention in particular

Social Connection

Fun	Connection	Growth	Trust

Notes

Notes

Notes

Next

	Name	Date
Takeaways		
Top 3		
Actions		