



National Association of  
Development Organizations

2011 Annual Conference

# Best Practices for Leadership in Uncertain Times

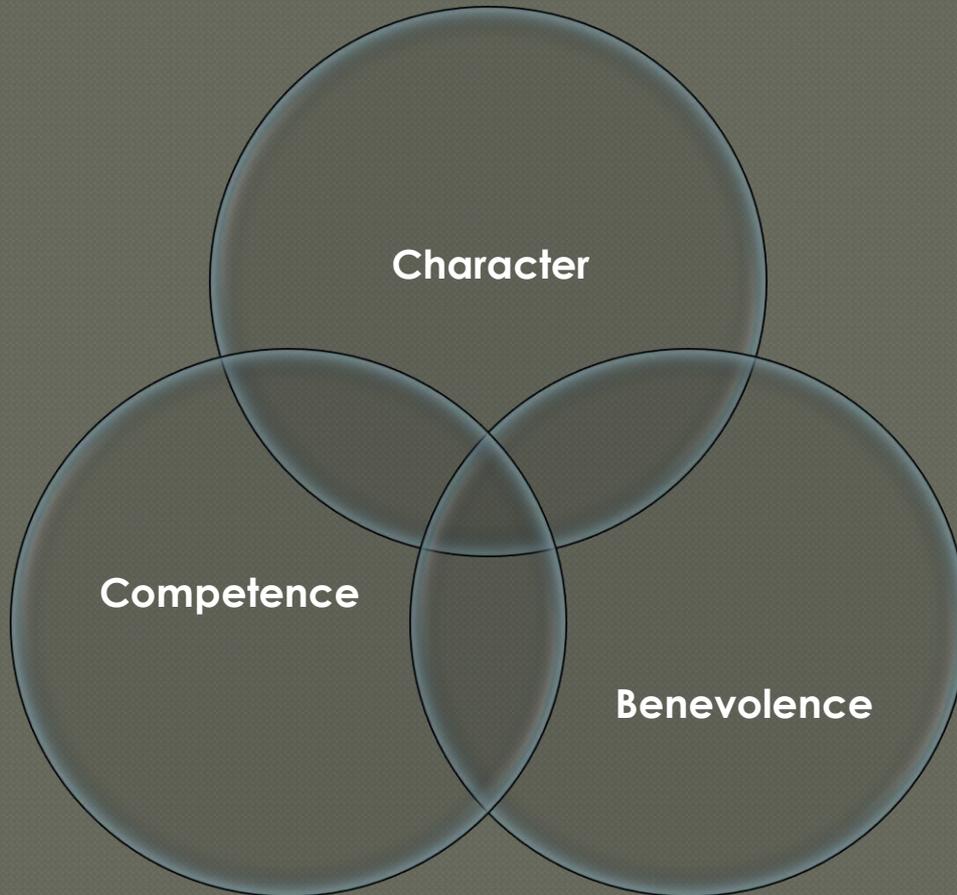
Dr. Monica Scamardo  
monica@variateconsulting.com  
512.914.6484

# Best Practice #1: Build Trust

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What is Trust?

# Components of Trust



## Character

- Adheres to a set of principles
- Actions reflect values
- Clear motive and intentions

## Competence

- Relevant skills & capabilities
- Get results
- Performance on the job

## Benevolence

- Want to do good for others
- Demonstrate respect & caring
- Protect others' interests

# Results of Employee Trust in Leader

<b>positive team relationships</b>	<b>job satisfaction</b>	<b>high performance</b>
<b>improved work quality</b>	<b>positive opinions of leader</b>	<b>innovative behavior</b>
<b>work through disagreements</b>	<b>goal focused</b>	

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\_\_\_\_\_ is the opposite of trust.

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What are the

3 causes of distrust  
in organizations

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**Change**

**Uncertainty**

**Inconsistency**

# Results of Low Trust

suspiciousness	turnover	presenteeism
marginal work	lack of communication	time wasted
increased operating costs	gossip	fear

# Results of High Trust Levels on Leadership Effectiveness

positive attitudes	less resistance during change	enhances cooperation
open communication	employee commitment	department stability
positive reputation	results focused	innovation

# Tools for Building Trust in Uncertain Times

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- A. Make & Keep Commitments
- B. Communicate Goals & Reasons
- C. Seek & Implement Feedback
- D. Sever the Grapevine
- E. Plant the Seeds for Change

Rate yourself, based on your current use of each strategy, using the scale.

1 = rarely    2 = less than I could    3 = never considered it  
4 = more times than not    5 = almost always

# Best Practice #2: Communicate the Vision

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**Good leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.**

*Jack Welch*

# Vision

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- ◉ A target to aim the organization's energy and resources on
- ◉ What is it?
  - Clear
  - Short
  - Reactive
  - Flexible
  - Energizing

# Thematic Goal

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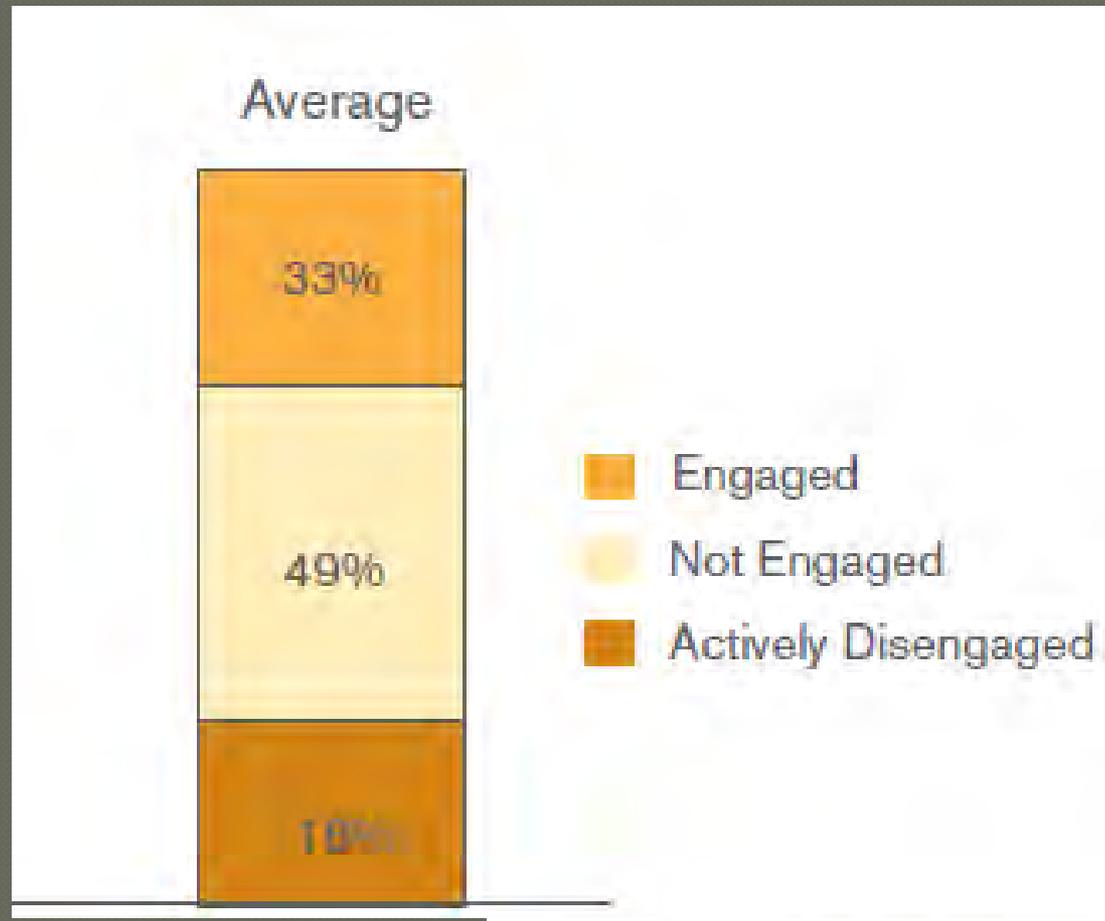
- **Thematic Goal:** *a single overriding theme that remains the top priority of the entire team for a given period of time.*
- Bridges vision and work objectives
- (example) To position FAS as one of the remaining successful organizations in the industry during the economic downturn.

# Clarifying the Thematic Goal

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- "What is the single most important thing that we must get done this period in order for us to succeed?"
- "If we don't accomplish \_\_\_\_\_, we will have failed."
- "If we do not \_\_\_\_\_, our organization will suffer significant risk."

# Best Practice #3: Employee Engagement



Engaged

vs

Actively Disengaged

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- Work with passion
- Feel a profound connection to their organization
- Believe they can impact customer service & costs
- Fully involved in their work
- Use their talents
- Develop productive relationships
- Consistently perform at high levels

- Are negative in what they say and do
- Resistant to change
- Do enough just to get by
- Focus on accomplishing a task rather than achieving an outcome
- Unhappy at work
- Rarely take initiative
- Say critical things about the organization

# Engagement Outcomes

86 percent higher success rate on customer satisfaction

70 percent higher success rate in productivity

44 percent higher success rate in profitability

78 percent higher success rate in safety ratings

# The 12 Elements of Great Managing

I know what is expected of me at work.

I have the materials and equipment I need to do my work right.

At work, I have the opportunity to do what I do best every day.

In the last seven days, I have received recognition or praise for doing good work.

My supervisor, or someone at work, seems to care about me as a person.

There is someone at work who encourages my development.

At work, my opinions seem to count.

The mission or purpose of my organization makes me feel my job is important.

My associates or fellow employees are committed to doing quality work.

I have a best friend at work.

In the last six months, someone at work has talked to me about my progress.

This last year, I have had opportunities at work to learn and grow.

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Uncertainty will always be part of the  
taking charge process.

*Harold S. Geneen*

Dr. Monica Scamardo  
[monica@variateconsulting.com](mailto:monica@variateconsulting.com)  
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