Transforming People and Business

**National Association
of Women in Construction**

John Bebeau

October 25,2024

Dale Carnegie™

Dale Carnegie's Global Expertise and Footprint

80+ Countries

28+ languages

180+ Local Offices

ISO 9001 2015 CERTIFIED

SINCE 1912

Why Partner with Dale Carnegie© – Recognized Top Provider

Recognized industry leader in the leadership and sales training and online learning and innovation

Recognized as top leadership and sales training company by Training Industry

Dale Carnegie© is recognised for offering a breadth of leadership development programs, from classroom-based training and coaching programs to eLearning and other forms of virtual training, that serve the learning needs of leaders.

Leader in Live Online learning delivery

We've also been recognised for responding to businesses' need for virtual training through new course offerings, repurposing existing content, and reinforcement tools, to deliver top on-demand content to organizations worldwide.

Recognized for creating exceptional customer learning experiences and results

Received the Business Innovation Award for using platform to maximise value & impact of learning programs, which aim to create engaging leaders and empowered organizations

We use globally recognized Net Promoter Score methodology to measure customer experience. Our global average **NPS puts us in the world-class category**

Some of Dale Carnegie's worldwide trusted clients

- Scholar-Practitioner
- Numerous Awards of Achievement in multiple industries
- 30+ years management experience
- Entrepreneur – Tomorrow Begins Today, Refined Purpose
- Franchise Owner – Dale Carnegie & Zoom Room
- Adjunct Faculty – University of Toledo
- BS – Corporate Finance – Wayne State University
- MBA – University of Toledo
- DODC – Bowling Green State University

Disclaimers

- Some of the views and opinions expressed in this presentation are mine and may or may not reflect the views of Dale Carnegie Associates.

- Dale Carnegie of NW Ohio is represented as an independently owned and operated small business.

- This is not a Dale Carnegie Presentation, except maybe a little at the end.

Agenda

Thank you!

Part 1 – Context

- The **Context** of Where we are
- Historical Influences on levels: Org, Team, and Individual
- Current Status
  - Emotion Work
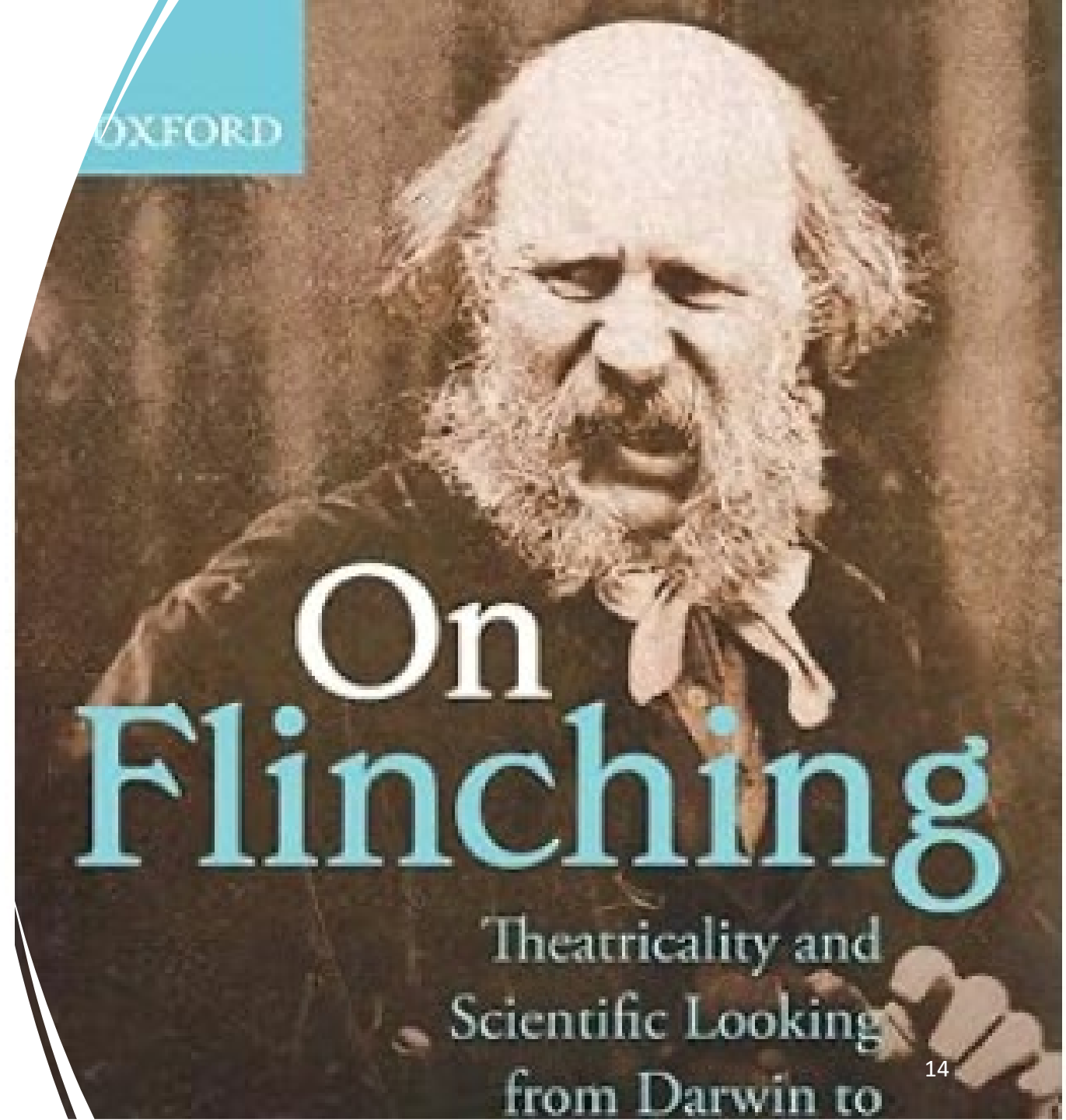 - Diversity
  - Profit

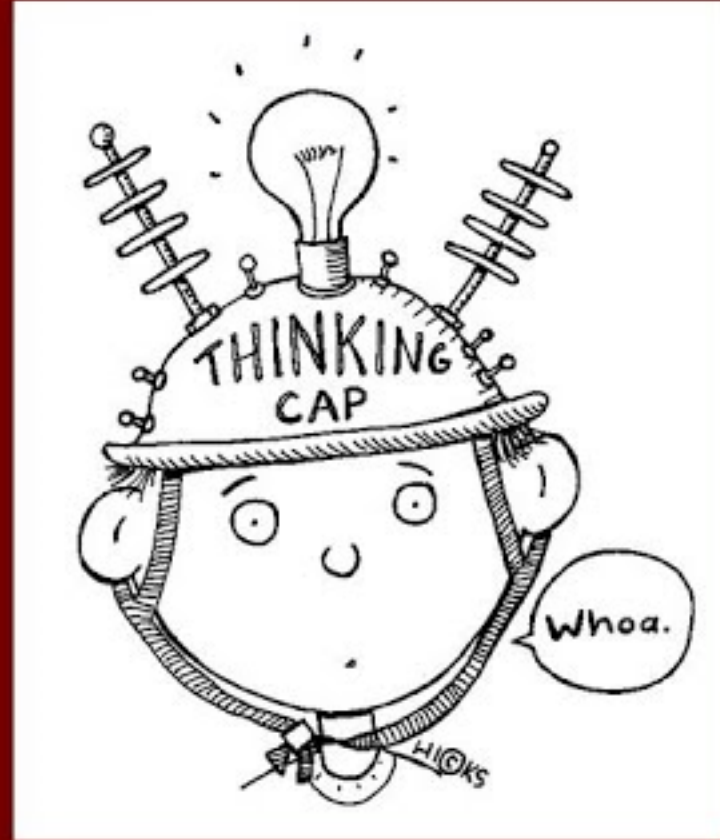**Part 2 – Personal Visions**

Cognitive Fusion

DARWIN AND THE COBRA

DON'T FLINCH!

Cognitive Fusion

- Thoughts dominate behavior – "being pushed around by thoughts" (Harris, 2009)
- Entanglement with judgments – thoughts are taken literally
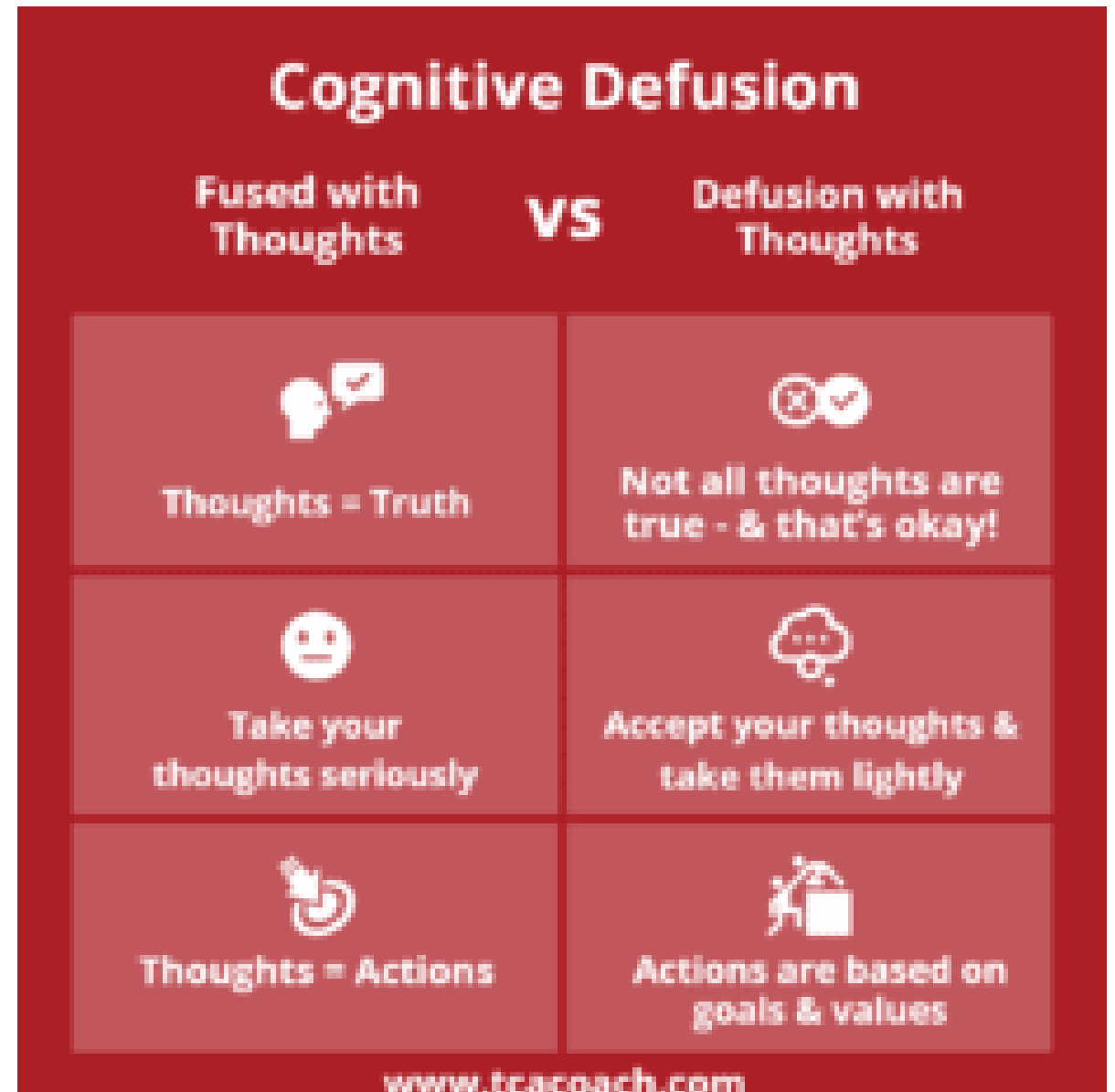- Reduces the impact of direct experience

Seeing Our Thoughts

IN A DIFFERENT WAY

Learn new ways to interpret your thoughts and feelings

Cognitive Defusion

Fused with Thoughts	VS	Defusion with Thoughts
Thoughts = Truth		Not all thoughts are true - & that's okay!
Take your thoughts seriously		Accept your thoughts & take them lightly
Thoughts = Actions		Actions are based on goals & values

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Scientific Management

"Work consists mainly of simple, not particularly interesting, tasks. The only way to get people to do them is to incentivize them properly and monitor them carefully."

– Frederick Winslow Taylor

Is "Chainsaw Al"'s Legacy a Thing of the Past?

*By***David Shadovitz**

March 6, 2019, Human Resource Executive

As CEO of Scott Paper and later Sunbeam Corp. in the mid-to-late '90s, Al Dunlap was well known for his hard-nosed, unapologetic style of business leadership. During his tenure at Scott and Sunbeam, he orchestrated plant closures and major layoffs, earning himself the nickname Chainsaw Al. (He also was known as "the Shredder" and "Rambo in Pinstripes.") At Scott, he laid off 11,200 workers, while at Sunbeam he basically halved the workforce by around 12,000 workers. (He was said to be extremely tough on those who remained.)

- Disrupted Routines
- Created the acceptance of remote work
- Created Confusion

"Diversity, equity, and inclusion are three closely linked values held by many organizations that are working to be supportive of different groups of individuals, including people of different races, ethnicities, religions, abilities, genders, and sexual orientations."

McKinsey & Company, August 17, 2022

To Drive Diversity and Inclusion, Ask Tough Questions and Listen to Tough Answers

"The most valuable conversations your organization can have with its employees about inclusion might be uncomfortable. They call for mutual openness and for everyone's courage to ask tough questions and hear tough answers."
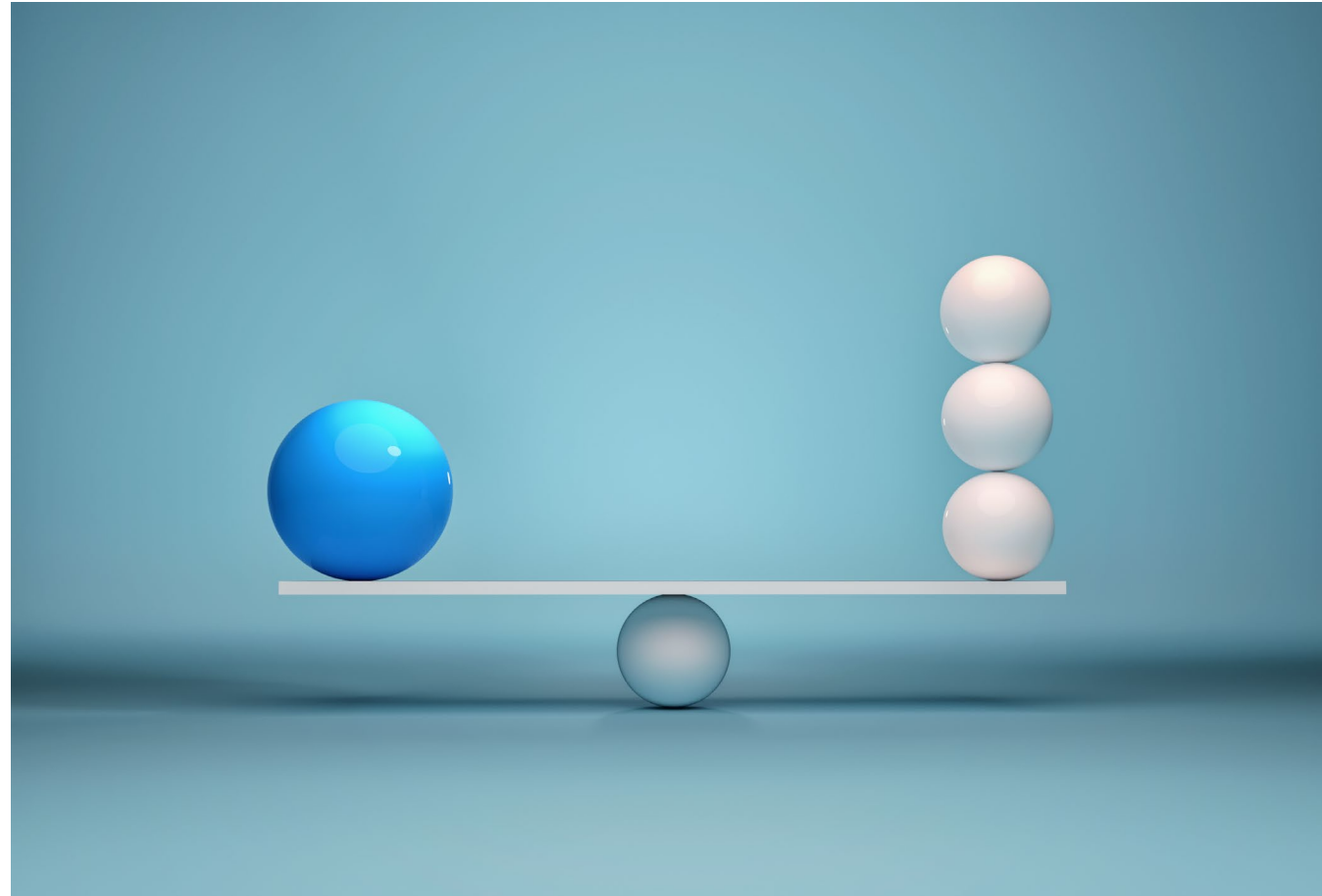
Historical influences

Biases (inherent) – Everyone has them racial, gender, education, trade, others

Self-Efficacy (Organizational Culture) – "A person's belief that they can be successful when carrying out a particular task." - Cambridge Dictionary

Emotional Agility – the ability to self manage emotions

Shareholder Value $ > Employee Welfare
Employee Welfare = (Wages X Purpose X Inclusion X Work Environment)

"Employers tend to overlook the role of the workplace in driving employee mental health and well-being, engagement, and performance".

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Source: McKinsey and Associates: Addressing Burnout

Context: Workplace Impact on Behavioral Health

84% of respondents reported at least one workplace factor (e.g., emotionally draining work, challenges with work-life balance, or lack of recognition) that had a negative impact on their mental health.

76% of respondents reported at least one symptom of a mental health condition, an increase of 17 percentage points in just two years.

The U.S. Surgeon General's Framework for Workplace Mental Health & Well-Being

Context: Results - Stress in Workplace

Research Summary. Workplace stress is one of the largest hurdles you can experience on the job. Stress at work comes in all shapes and sizes, across all types of industries and careers. After extensive research, our data analysis team concluded:

• **83% of US workers suffer from work-related stress**, with 25% saying their job is the number one stressor in their lives.

• About **one million Americans** miss work each day because of stress.

• **76% of US workers** report that workplace stress affects their personal relationships.

• Depression-induced absenteeism costs US businesses **$51 billion** a year, as well as an additional **$26 billion** in treatment costs.

• Middle-aged participants had a **27% increase** in the belief that their financial status would be affected by stress in the 2010s compared to the 1990s.

• More than **50% of workers** are not engaged at work as a result of stress, leading to a loss of productivity.

• Companies spend around **75% of a worker's annual salary** to cover lost productivity or to replace workers.

Sources ZIPPIA RESEARCH

"While some leaders may feel like things are beginning to return to normal, data from Gallup's new *State of the Global Workplace* report suggests that the emotional side of work has not healed from the pressures of the last two years. Under the surface, people around the world are stressed and anxious: 44% of employees say they experienced stress *a lot* during the previous day."

Harvard Business Review 06-14-22
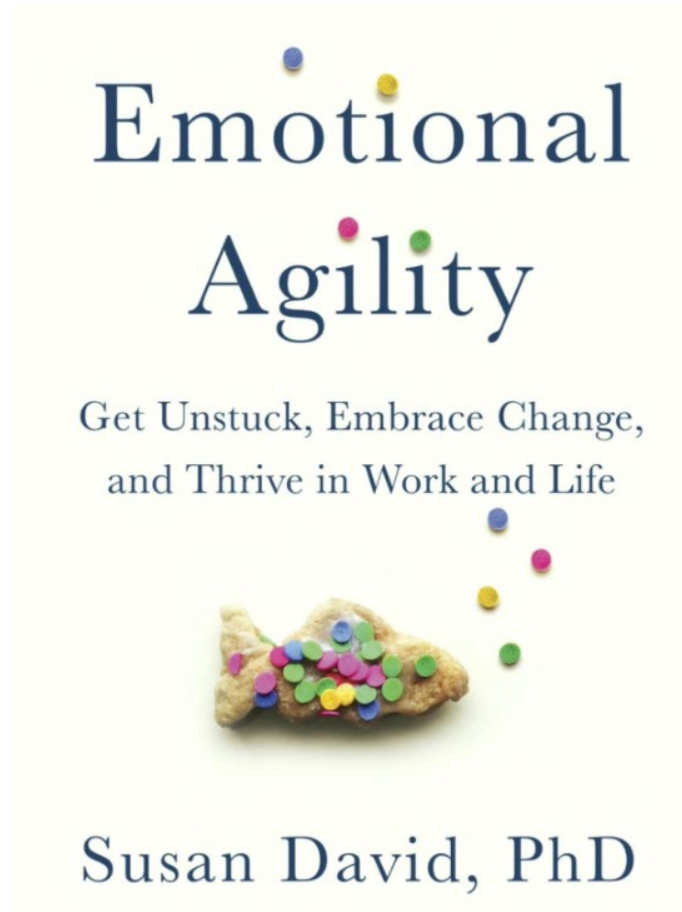
"A growing body of research shows that emotional rigidity - getting hooked by thoughts, feelings, and emotions that don't serve us – is associated with a range of psychological ills including depression, and anxiety."

"Meanwhile emotional agility – being flexible with your thoughts and feelings, so that you can respond optimally to everyday sitiuations – is key to well-being and success."

RESEARCH ARTICLE

Emotional flexibility and general self-efficacy: A pilot training intervention study with knowledge workers

Jacqueline Brassey [1,2,3] *, Arjen van Witteloostuijn [1,4], Csaba Huszka [3], Tobias Silberzahn [5], Nick van Dam [2,6]

1 Vrije Universiteit Amsterdam, Amsterdam, The Netherlands, 2 IE University, Segovia, Spain, 3 Maastricht University, Maastricht, The Netherlands, 4 Antwerp Management School / University of Antwerp, Antwerp, Belgium, 5 McKinsey & Company, Berlin, Germany, 6 Nyenrode Business University, Breukelen, The Netherlands

* Jacqueline.brassey@gmail.com

Abstract

Emotional flexibility advancement has been found to be highly effective in clinical settings to treat, for example, depression, anxiety, and chronic pain. Developing these skills in the working context has also shown very encouraging results in public sector settings. Also, a few studies have revealed effectiveness in a private sector setting, but no studies have yet looked at the effectiveness of developing these skills amongst high-paced, high-demanding, and highly-educated knowledge workers. In this pilot training intervention study, we report evidence that emotional flexibility can be developed in this context. We conducted an experiment with treatment and control groups, with only the treatment group receiving an emotional flexibility training. Emotional flexibility improved significantly for the treatment group, whereas the improvements were minimal or negative for the control group. Furthermore, we reveal that General self-efficacy improved amongst treatment group participants (and not for control group participants), and that this is associated with emotional flexibility. Finally, we show that the improvements were higher for participants starting from a lower baseline.

Emotional Labor

By definition (Hochschild, 1983, The Managed Heart), emotional labor refers to regulating or managing emotional expressions with others as part of one's professional work role.

- Surface Level Acting
- Deep Acting

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

Man's Search for Meaning by Viktor Frankl

"We found that teams that have an environment where they feel comfortable sharing their genuine emotions with their team members, and they don't just ignore [emotions] but they work through them, not only come up with better ideas and insights, they get to the richer discussions as well. They're more creative. They produce more creative outcomes."

Michael Park, PHD

Wharton School, University of Pennsylvania

The Management Process

- Planning
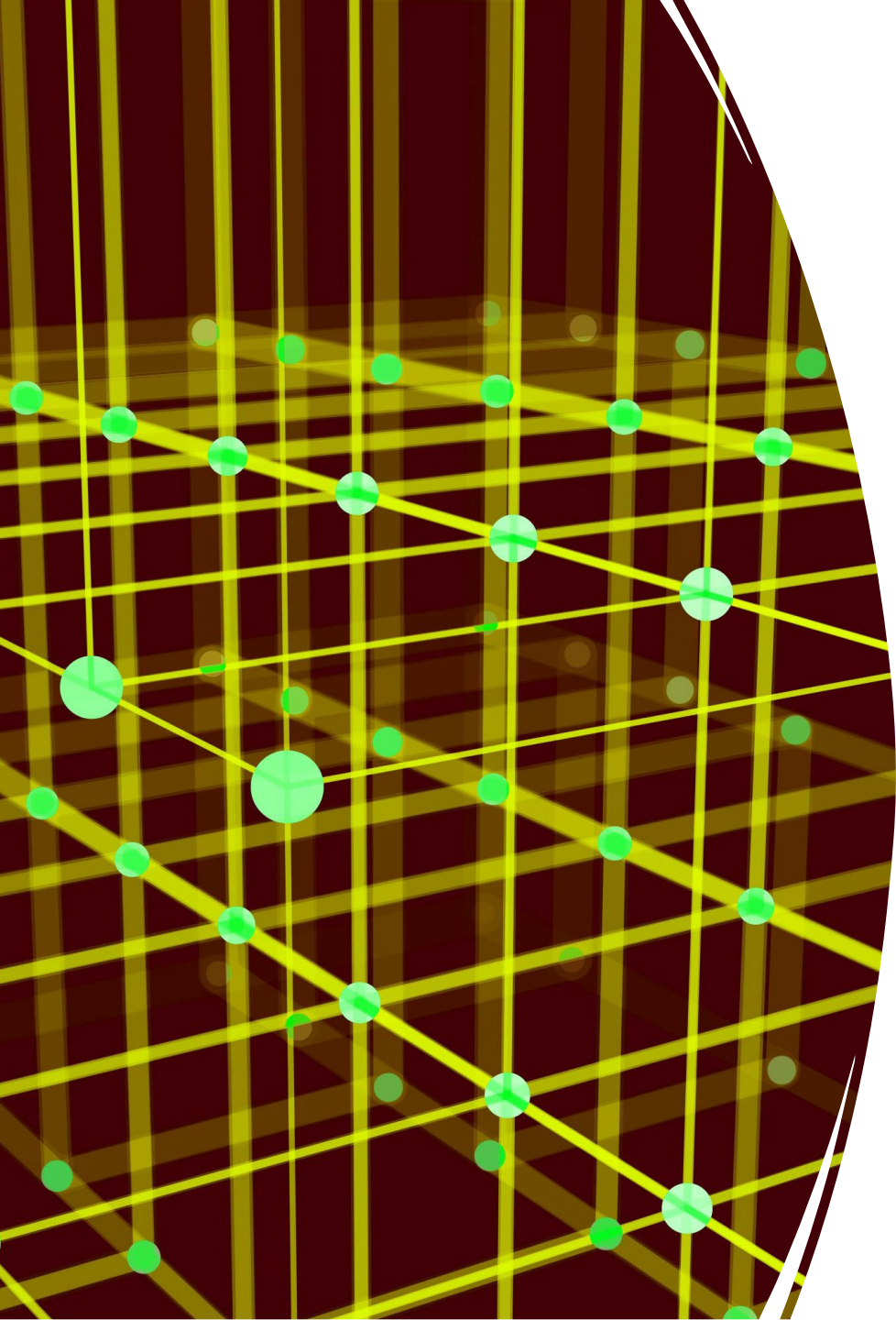- Organizing
- Controlling
- Leading

Planning

- Why was the business created?
- What is the mission?
- What are the core values?
- What is the strategic plan?
- What is the budget?

Organizing

1. What is the structure of the organization?

2. How many levels?

3. How will work be divided?

Controlling

1. How will performance be measured?

2. What time periods are most important? (Yearly, Quarterly, Monthly)

Leading

- Defining the **Why** of the Organization

- What are the core values?

- How will the culture evolve?

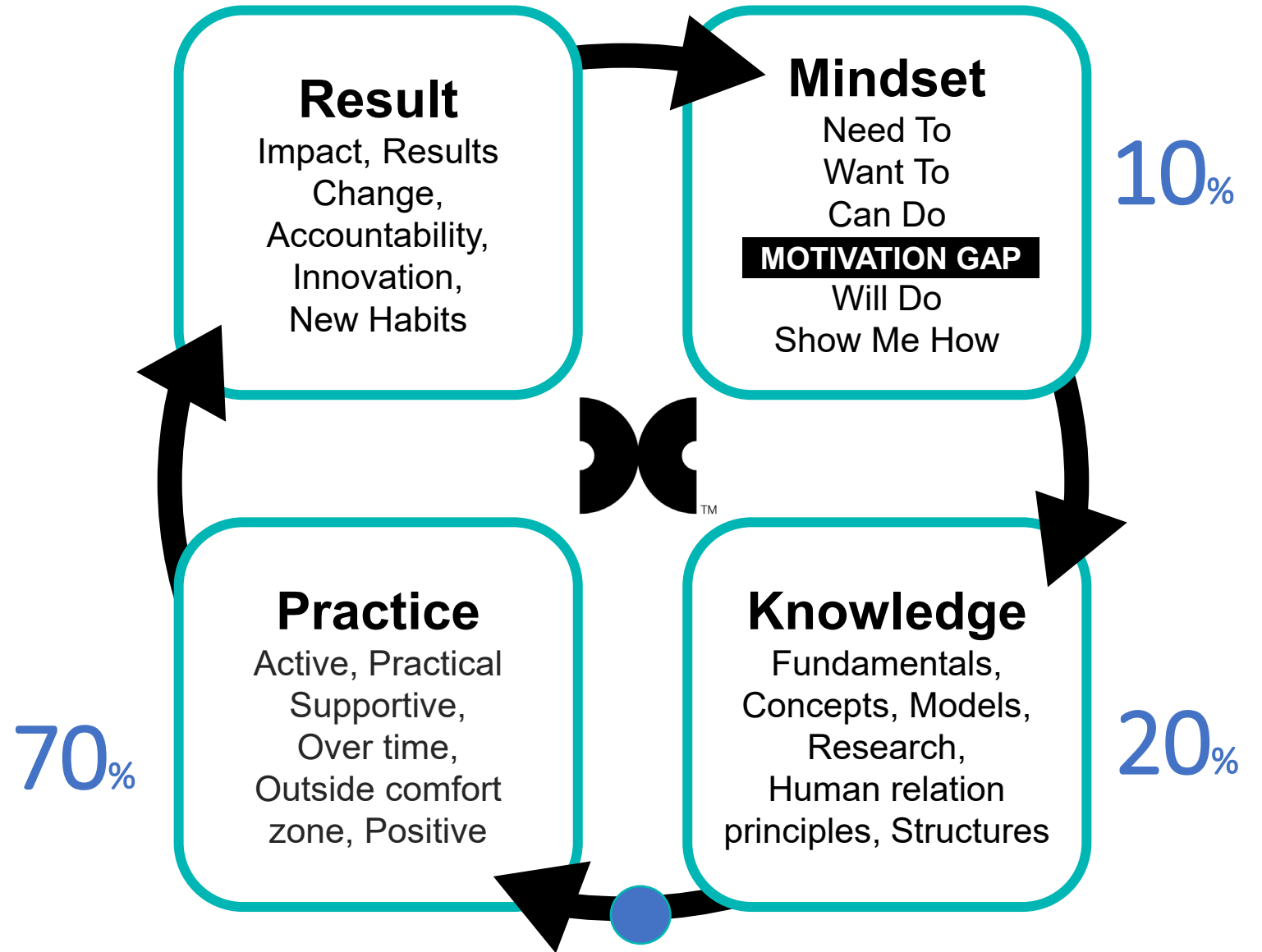# How do levels affect organizational culture and behavior?

How can we move forward?

Create a personal Vision

Dale Carnegie Methodology

Cycle of performance improvement

Result
Impact, Results
Change,
Accountability,
Innovation,
New Habits

Mindset
Need To
Want To
Can Do
MOTIVATION GAP
Will Do
Show Me How

10%

Practice
Active, Practical
Supportive,
Over time,
Outside comfort
zone, Positive

Knowledge
Fundamentals,
Concepts, Models,
Research,
Human relation
principles, Structures

70%

20%

Knowledge Trap

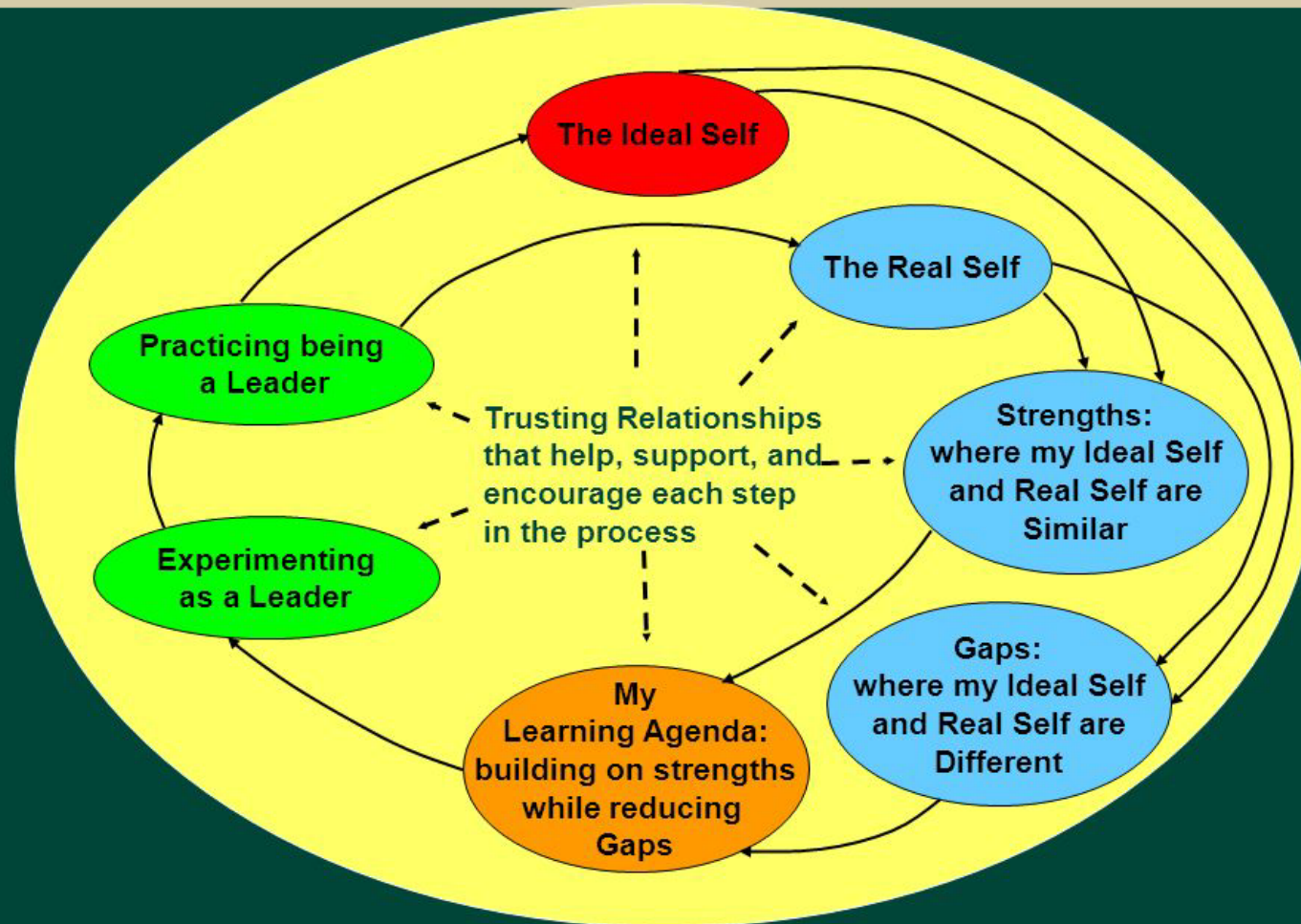# Creating a personal vision

Example of a Vision

https://youtu.be/cDyvxZ1urZQ?si=DYqLSp_S_Y4Yjrau

Generative AI Suggestions on a Personal Vision

- Here are some tips for creating a personal vision statement:

- **Reflect on your values and passions**: Consider what you're passionate about, what brings you joy, and what matters to you.

- **Envision your ideal future**: Visualize what success looks like to you in different areas of your life.

- **Include your goals**: Consider both short-term and long-term goals.

- **Make it detailed but brief**: A personal vision statement is typically 30–70 words long.

- **Answer the questions "What?", "Who?", and "How?"**: The first sentence should answer "What?", the second should answer "Who?", and the third should answer "How?".

Boyatzis' Intentional Change Theory
(1970, 1999, 2000, 2005) [the theory formerly known as Self-Directed Learning Model]

The Ideal Self

The Real Self

Practicing being a Leader

Strengths: where my Ideal Self and Real Self are Similar

Trusting Relationships that help, support, and encourage each step in the process

Experimenting as a Leader

My Learning Agenda: building on strengths while reducing Gaps

Gaps: where my Ideal Self and Real Self are Different

48

Two Attractors

	Positive Emotional Attractor		Negative Emotional Attractor
Neuro-endocrine	PNS Arousal		SNS arousal
Affect	Positive		Negative
Ideal Self	Possibilities, dreams, optimism, hope		Problems, expectations, pessimism, fear
Real Self	Strengths		Weaknesses
Learning Agenda	Excited about trying		Should do, performance improvement plan
Experiment/ Practice	Novelty, experiments, practice to mastery		Actions expected, things you are supposed to do
Relationships	Resonant		Dissonant or annoying

© Richard E. Boyatzis, 2011.

Create a Vision

(3-6 Months From Now…)

"I am…"
"This has saved or earned $__
(or other organizational result)"

Powerful Language	Present Tense	Positive Images

Create Your Personal Vision…

Find a Partner…

Share your Vision…

Questions

What do I do with it when I leave?

Will you share vision with your manager?

What is your manager's vision?

Five Drivers for Success
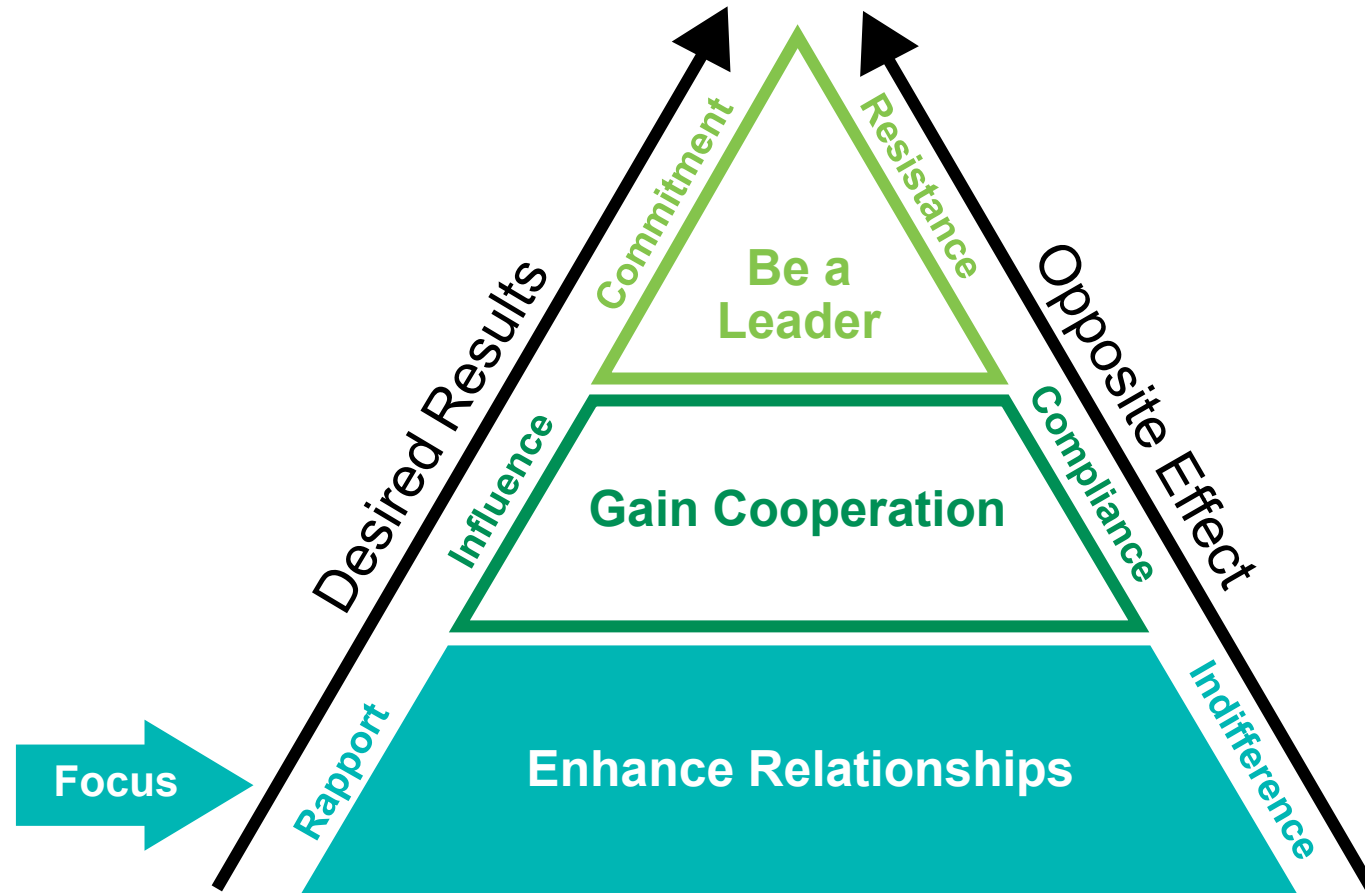
Self-Confidence

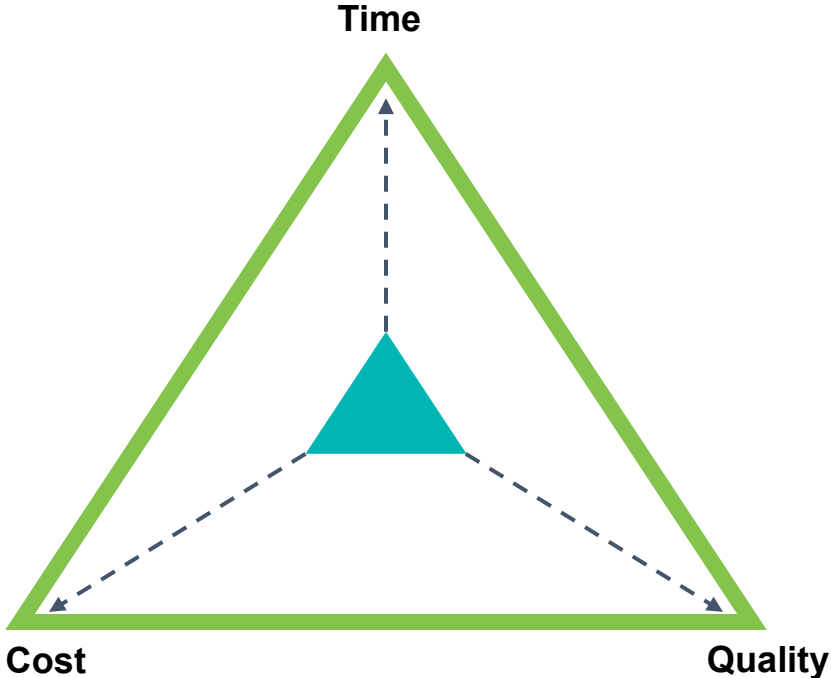Strengthen People Skills

Communication

Leadership

Reduce Stress and Improve Attitude

Dale Carnegie is a Change Management Company

- Connecting Organizational Values, Strategies, and initiatives with individual execution

- Public and Private programs

- Leadership Coaching

- Patented change model and methodology

- "Practice makes permanent".

Dale Carnegie is a Leadership Coaching

- Leadership Training – Women's Cohort
    - Quarterly In-person
    - Monthly Online
    - Vision-Based Leadership Coaching
- Patented change model and methodology
- "Practice makes permanent".

The Immediate Application of the Skills and Techniques of the Dale Carnegie Solutions as Expressed by Our Clients

Knowledge and Inspiration

Transformative Leadership

Provides Best Practices

Advocacy for inclusivity and diversity

Next Chapter

Strategic Objectives

Improving individual and business performance

Transformative

A Partner for Complex Multi Regional Roll Outs

Impact on the

Cohesion and Commitment

In Technological Advancements

QUESTIONS AND DISCUSSION

John.Bebeau@dalecarnegie.com

419-214-0525 office

419-654-0037 cell

Linkedin