

A background image showing two men in a professional setting. One man is in the foreground, looking thoughtfully at a document. The other man is in the background, looking towards the first man. The image is dimmed to allow text to be read.

# **Aligning with the Business in our VUCA World**

**Presented by: Greg Zlevor**



BOSTON  
COLLEGE



# Research Shows...

$$\begin{array}{ccccc} \text{Q} & \times & \text{A} & = & \text{R} \\ \text{Quality} & & \text{Acceptance} & & \text{Results} \\ \text{of Strategy} & & \text{of Solution} & & \end{array}$$

The **acceptance** of the strategy is just as important as the **quality** of the strategy.

It is impossible to effectively implement a strategy without acceptance. **Are people engaged?**

A significant amount of research is proving that emotions drive acceptance, connection, engagement and ultimately **success**.

**Are people emotionally engaged?**

**Are they enthusiastic about implementing objectives?**

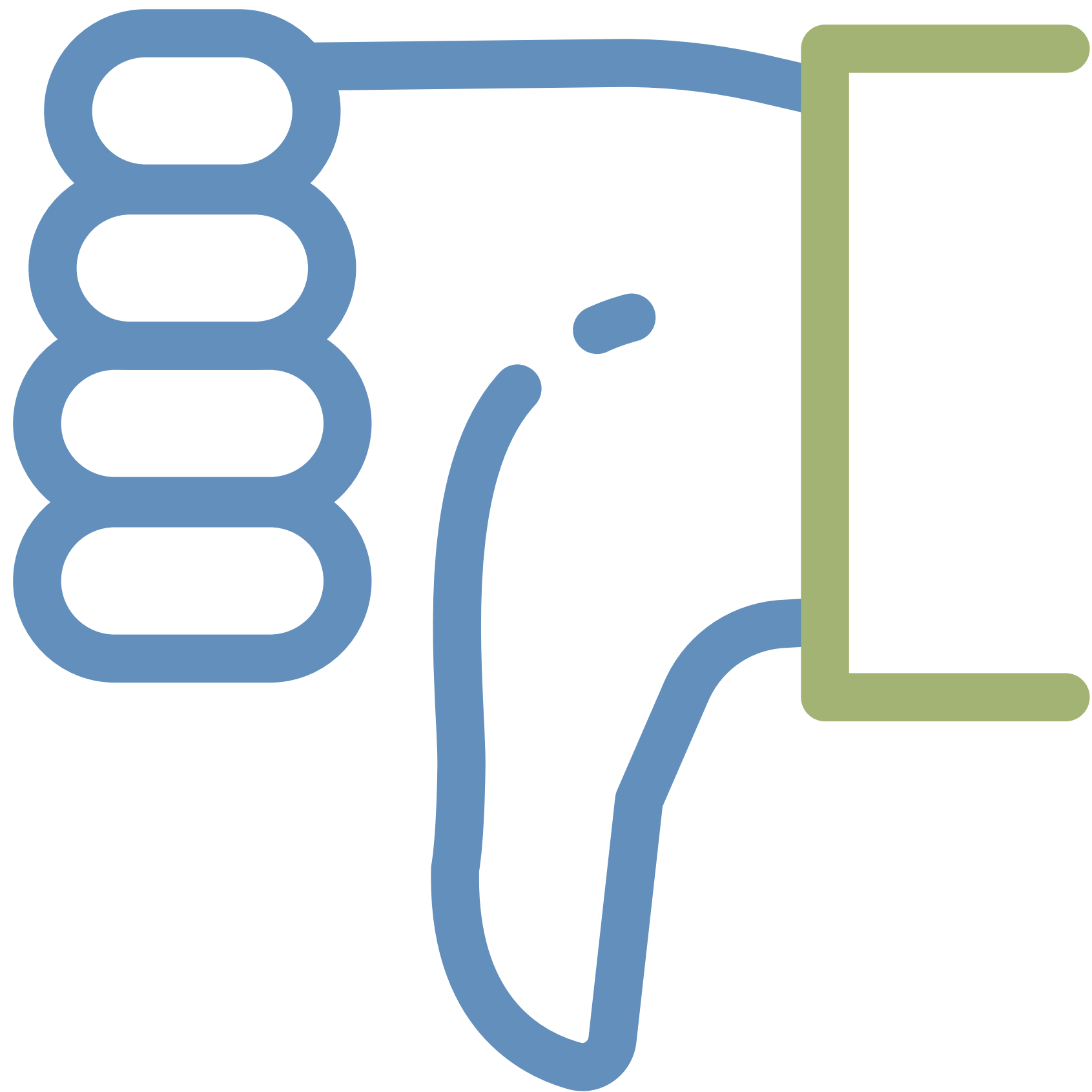
**How would you apply this to your leaders and teams?**

# 4 Simple Steps



- Build Respect
- Adjust Style to Remote Workers
- Create Customer Stories and Impact
- Teach Supervisors the 5Q Process

# Costs of Disrespect



- Performance plummets
- Just witnessing incivility is destructive
- Less creative and stumble at solving puzzles
- 5x less attentive
- Taxes working memory

# When Employees Feel Respected

01

**56%**

report better health  
and well-being

02

**1.72x**

more trust and safety

03

**89%**

greater enjoyment and  
satisfaction with jobs

04

**92%**

greater focus and  
prioritization

05

**55%**

More engaged

06

**1.1x**

more likely to stay  
with company



# Research 1,200 People

## 24 Countries

# Managing Remote Workers



- Seeing leads to trust
- Not Seeing makes trust more difficult
- Are they working?
- Increase expectations, increase availability requests
- Increase in job stress



# Managers Overall View

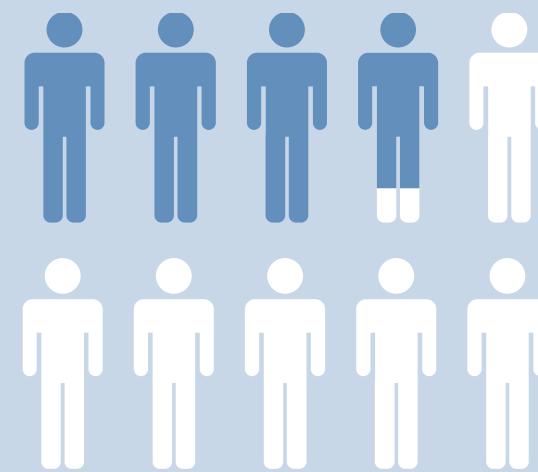
Low confidence  
to lead remotely

(40%)



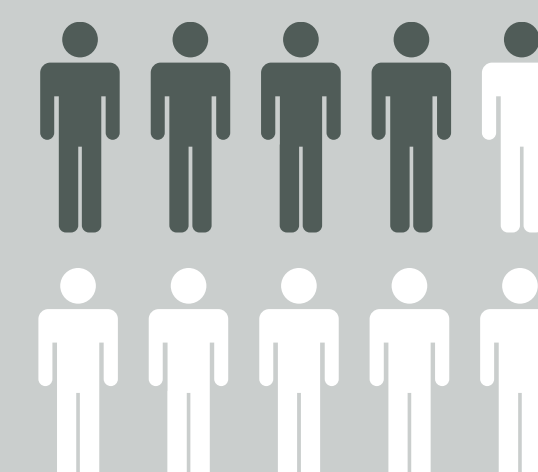
Negative views about  
remote work practice

(38%)



Distrust of own  
worker motivation

(41%)



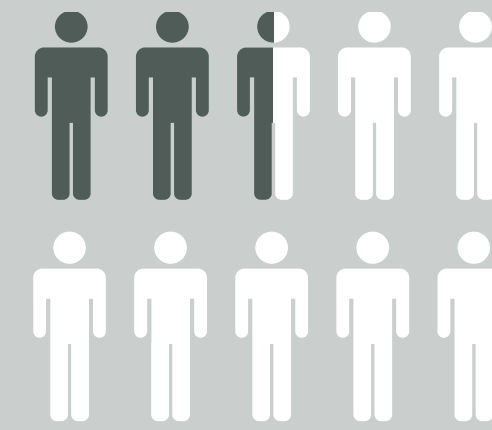
# Why Do People Act Disrespectful?

01



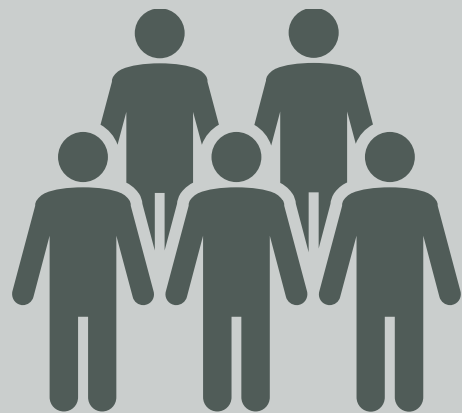
60% claim overloaded and don't have time

02



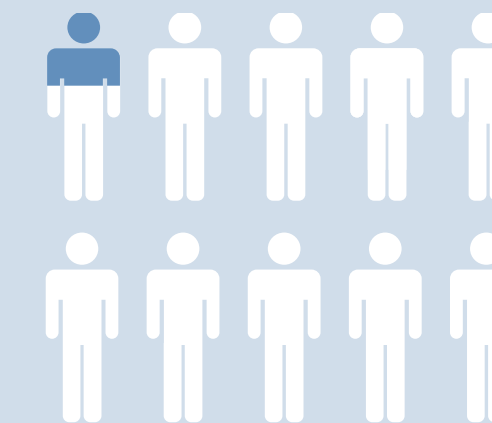
25% say have no role model

03



Vast majority lack self-awareness

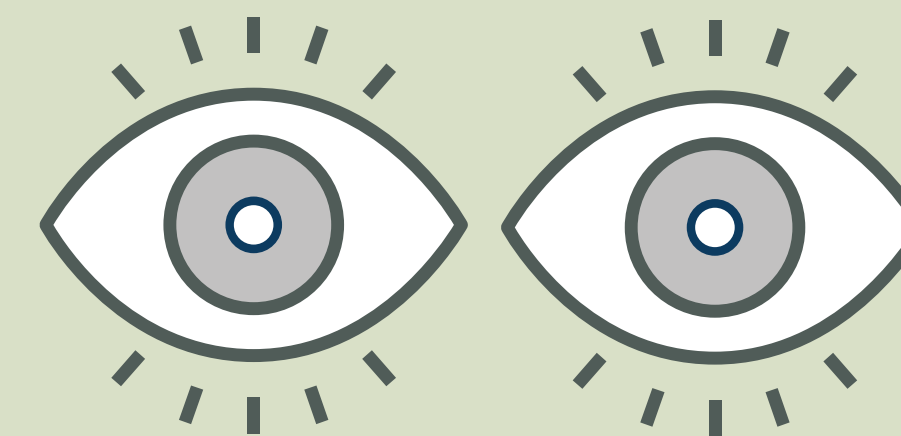
04



4% masochistic - fun and can get away with it

05

Top Doctor - 360 feedback opened eyes



# Key Workplace Measures for Respect



- Immediate Supervisor who keeps promises
- Get quick help and support
- Fair access to development
- Fair allocation of work
- Fair promotions
- Quick conflict resolution
- Employee accountability

# A Respectful Workplace



Enough human or financial resources  
**not** strongly correlated to respect

Managing present resources is more  
important

How do we manage what we have?

# Supervisor Clarity and Action

Emotionally  
Committed

Personal Story

Line of Sight  
to the Customer

5Q Process  
Moving Forward





# Turnaround with Respect



- Doug Conant, CEO of Campbell's
- Took over in 2001
- Lost half of market, business collapsing, series of layoffs
- Gallup: Worst engagement scores of Fortune 500
- 2010 - Setting performance goals and out pacing S&P five-fold
- 30,000 individualized notes over 10 years

A woman with dark hair, wearing a white lab coat over a patterned top, is smiling and shaking hands with someone whose arm is visible on the left. The background is a blurred indoor setting. The entire image is covered with a dark blue semi-transparent overlay.

# Respect

- Do it for yourself and others



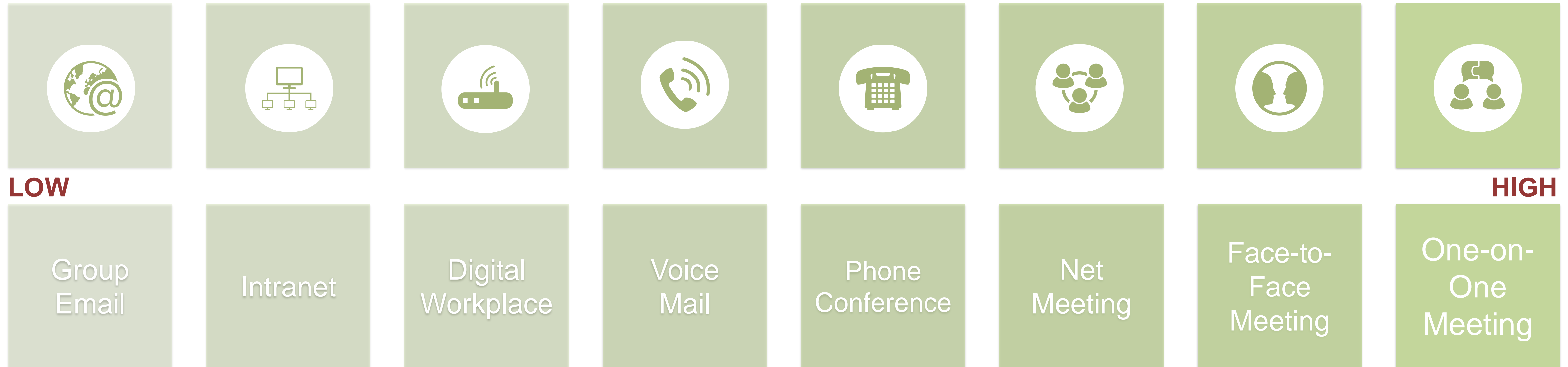


# THE NEXT Respect

- What are you paid to do?
- How do we serve our customer?
- Do it well and with great joy

# Communicate Progress Tool

## COMMUNICATION INFLUENCE CONTINUUM



In every organization there are multiple forms of communication.

Which forms of communication are the most influential? Which forms are the least influential?

A leader needs to be aware of all the types of communication to be able to pick the appropriate channel for the message.

**List out all the types of communication that exist.**

**Determine how influential each channel of communication is.**

**Pick the right channel for your message.**

# Changing Systems & Structures

## Communication Strategy

Audience	Messages	Method	Timing

# Changing Systems & Structures

## Current Systems & Structures

Hinder	Support

## Structures to Consider

- Strategy Development & Implementation
- Customer Interaction Systems
- Decision Making Methods
- Meeting Process
- Information Technology
- Management Development
- Succession Planning
- Budgeting
- Training
- Hiring and Placement
- Rewards and Compensation
- Communication

# Ideas to Implement

- Share the Vision
- Is it clear?
- Do you have what you need?
- Are you using your talents and energies?
- What three things? How will you know?
- What's working? "Tell me about..." or "What else?"
- What can we do more of, better, differently?





# Final Questions – Strategic Alignment

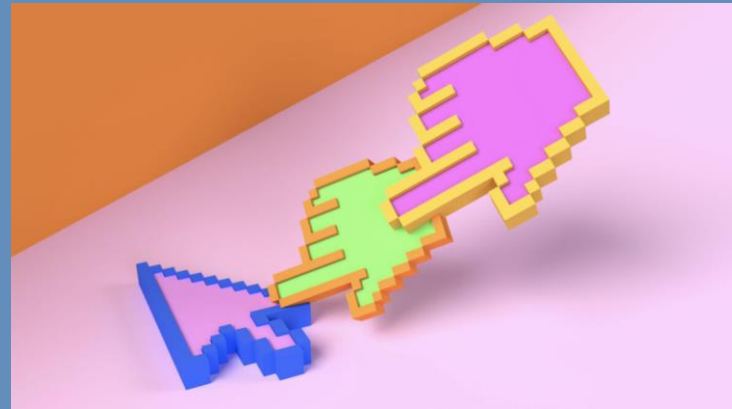
- How do you build your own self-respect?
- How will you respect others more and build a respectful system?
- What will you do to align with the strategy and serve the customer more completely?



# Resources

## Remote Managers Are Having Trust Issues

Article by Sharon Parker, Caroline knight and Anita Keller  
*Harvard Business Review*



## How To Elevate Your Presence in a Virtual Meeting

Article by Joel Schwartzberg  
*Harvard Business Review*

## Teaming To Innovate

Article by Amy C. Edmondson  
*Wiley.com*

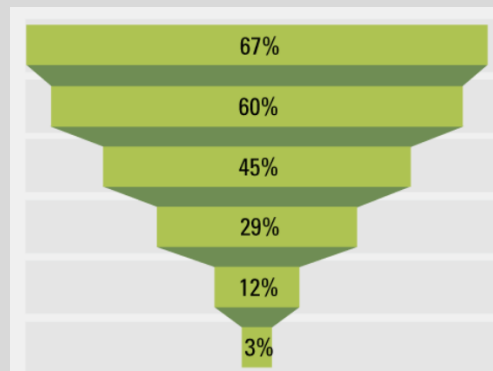


## A Simple Way to Test Your Company's Strategic Alignment

*Harvard Business Review*



## Reality of Respect Report



## 6 Steps to Communicating Strategic Priorities Effectively

*MITSloan*

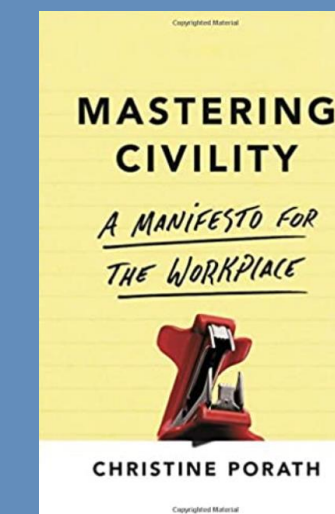


## Half of Employees Don't Feel Respected By Their Bosses

Article by Christine Porath  
*Harvard Business Review*

## Mastering Civility: A Manifesto for the Workplace

Book written by Christine Porath



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**Thank You.**  
Any Questions?

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