

Workshop: Gaining Trust and Building Morale - A Deeper Dive into Motivating and Engaging Employees

Instructor: Linda E. Pickard Ph.D.

Linda Pickard is President of Pickard & Laws Consulting Group Inc. which she founded after gaining enriching experiences in the corporate sector, local government and academia. Linda is an educational psychologist who started her career as a nutritionist-dietitian where she began to question how people learn to learn so that it "sticks". Her journey of inquiry includes graduating from the University of Toronto with a Ph.D. in Educational Psychology, a Master of Education in adult education, postgraduate diplomas in dietetics and public health nutrition and a Bachelor of Science in nutritional and food sciences. Linda's firm serves clients in both the for-profit and not-for-profit sectors such as financial services, pharmaceuticals, telecommunications, logistics, technology, public health, hospitals, cities and regions and colleges and universities.

Linda is an award-winning designer and facilitator of multi-module leadership development programs. She is also a consultant, writer and educator focused on inclusive and engaging strategic planning, accountable strategic execution and simple evidence-based practices for building team performance and change-adaptable organizational cultures. Her practical tool kits for skill mastery draw on research from a number of disciplines. They include learning and brain science, decision science, evolutionary biology, anthropology, sociology, behavioural economics and positive psychology. The art and science of "deliberate practice", essential for developing expertise quickly, is a key take away from Linda's seminars.

Workshop Description

Leaders at all levels aspire to build resilient organizational cultures with committed employees who are engaged and motivated from within not simply going through the motions. But, as numerous polls suggest, consistent employee engagement is elusive. An increasingly diverse workforce faced with the speed of change and the demands of innovation make gaining trust and sustaining morale a daunting, dynamic challenge.

Fortunately, due to breakthroughs in leadership science combined with numerous examples in practice, the path to great leadership is available to any keen leader. The proviso is a willingness to sharpen the "tools" of positive connection with others.

To do so, “connection” is explored through two powerful frameworks – First the SCARF model of five social factors that drive trust and engagement for better or worse. Secondly, the 3Cs – Charisma, Character and Confidence – that provide a platform of capabilities for applying the five factors to best advantage with the goal of inspiring people to bring their best selves to work. Four evidence-based practices linked to the 3Cs along with specific techniques are introduced as ways to enhance leadership acumen and impact.

Topics Covered

- Social “threats” that impair psychological safety automatically reduce engagement, motivation and morale.
- The why of work (purpose linked to a specific “cause”) sparks and sustains commitment to organizational and team priorities
- Leaders who “journal” regularly accelerate their self-development, perspective on tough problems and solution-finding
- Leaders who are “positive emotional attractors” (versus negative emotional attractors) enable trust, collaboration, creative problem-solving and quality decision making
- A leader’s “warmth” is the conduit of influence more so than competence alone
- Confidence-building and mastery require the hard work of deliberate and focused practice

Learning Outcomes

- Leverage shared purpose/cause and vision to energize a team to succeed
- Use new insights on universal cross-cultural leadership values and strengths to coach teams and individuals to move the dial on their performance
- Explore why and how the interplay of warmth with competence builds trust
- Identify the current fallacies and truths of “managing performance” in a complex environment
- Build confidence in leadership ability by embracing the techniques of “elite” performers in any field
- Change old leadership habits for new and improved ones using the “Habit Loop” method

Key Coaching and Follow up Questions

- What was your greatest insight from this seminar?
- What one habit, if you improved, would be a “keystone habit” affecting multiple other leadership improvements?
- What does your team (or group of teams) perceive as the most important leadership habit for you to “change up”?
- How are you going to know you are making progress?