

# ***When Your People Take Ownership and Succeed***

***Presentation by Robert Cooke***

***CAMA 2013***

# *Introduction to Presentation*

- The following presentation was given by Robert Cooke at the CAMA Conference in Victoria on May 28<sup>th</sup> 2013.
- Rob is an Executive Coach and senior business advisor with over 30 years' experience helping executives and their teams accelerate their personal, leadership and business performance.
- Since the presentation Rob has been invited to give this presentation to City Leadership Teams and to All Manager Meetings in several Municipalities.
- Two presentation options include:
  - 1 hour presentation to Leadership Teams and/or All Manager Meetings including interaction and discussion
  - 4 hour interactive workshop during which participants develop concrete action plans for enhancing the performance of their people
- If you are interested in either of these options for your team please contact Rob. [rob@robertscooke.com](mailto:rob@robertscooke.com)

# ***What's Makes This A Reality***



# *Goals For This Discussion*

- Provide clarity on what needs to be done so people
  - Take ownership
  - Accomplish what needs to be done
  - Demonstrate success
- Provide a clear set of strategies that will change how your people respond
- Demonstrate that the responsibility for change rests with YOU
- Provide the incentive for you to take meaningful action (benefits)

# *What's Required for People to Take Ownership and Be Successful*

*"In my 30 years experience I am convinced that the #1 reason people do not meet expectations is because these expectations have not been adequately defined or communicated."*

**#1**

**Clear Expectations**

# ***Exploring Expectations***

You need people to.....

- Be innovative and develop creative solutions
- Be customer focused
- Deliver quality with a focus on excellence
- Take calculated risks to achieve goals

***In practical terms what do these mean?***

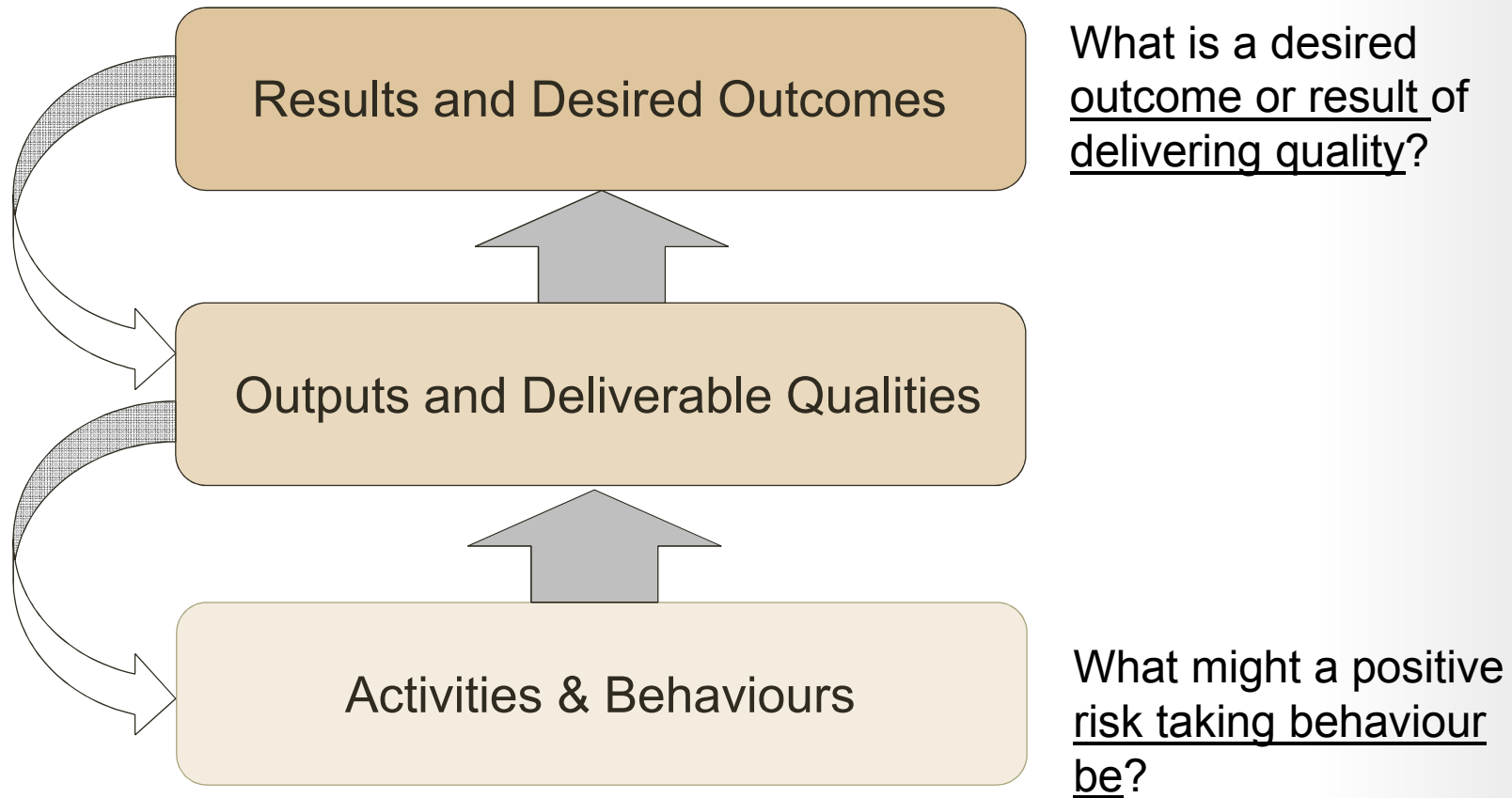
# *Clarifying Expectations*

- Are you crystal clear on what you are looking for and expect?
- Is there consistency in your organization on this?
- Have consistent expectations been effectively communicated?

**If you are not 100% clear and consistent imagine how clear your people are.**

***You should not be surprised if you don't get what you expect***

# *Establishing Clear Expectations*





# *What's Required for People to Take Ownership and be Successful*

## *They Just Can't Do It!*

### #2



**Sufficient  
Capability**

I know what needs to be done, I  
want to do it but I can't.

# ***A Few Things That Need to be Addressed***

- Lack of capacity – most people today have more work than they can handle

*Help people redefine their priorities and to postpone, delegate or abandon lower priority activities*

- Insufficient skills e.g. insufficient communication, decisions making, leadership or planning skills

*Provide feedback, identify development needs, arrange training, coaching, etc.*

- Organization and cultural resistance

# ***Why Look at Culture?***

Culture is “why we do what we do the way we do it”

***“Culture eats strategy for breakfast?”***

Jack Welch

What do you think Jack meant by this statement?

# *Exploring Your Culture*

- How do you believe your organization's culture impact peoples performance?

# ***A Desirable Performance Culture***

- A rigorous but not ruthless environment
- People don't languish, it is a tough place to work
- Ferocious and consistent standards of performance
- People are challenged for higher performance
- A focus on evaluation and performance management
- Rewards for real performance
- Consequences for low performance
- Message: things are too comfortable around here

***How does your organization line up with these?***

\*Derived from Danger in the Comfort Zone: Entitlement to Earning, Judith Bardwick

# *Creating Your Desired Culture*

Its all about:

- What YOU pay attention to, measure and control on a regular basis
- How YOU react to critical incidents and organizational crisis
- How YOU allocate scarce resources
- How YOU role model the desired behaviours
- How YOU recruit, promote, retire and excommunicate people

\*Derived from Organization and Culture Leadership, Edgar Schein

# *What's Required for People to Take Ownership and be Successful*

## #3



I know what needs to be done, I am able to do it but I would rather do something else.

Basically people will do what they want....

# ***Motivators and Inhibitors***

## **Motivators**

Challenging work  
Achieving full potential  
Accomplishment  
Recognition  
Personal growth  
Learning

*It is hard to overestimate  
the power of these  
motivators*

## **Inhibitors**

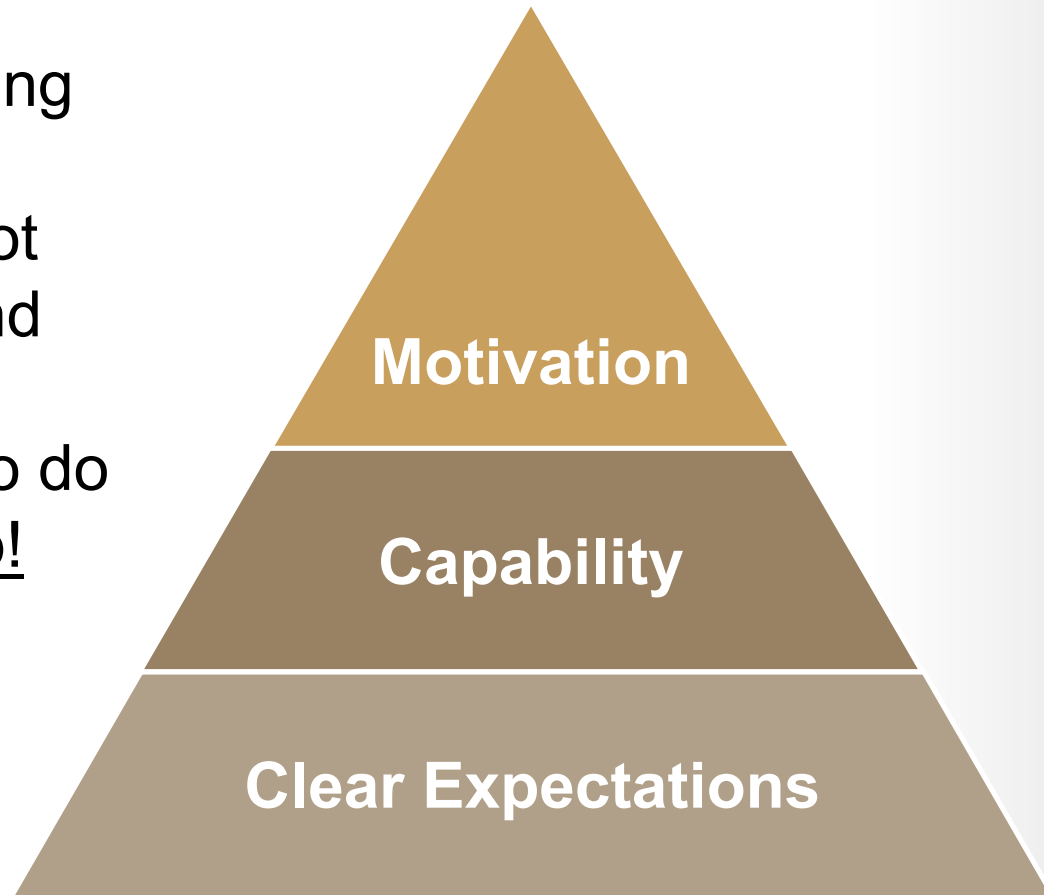
Status  
Compensation  
Job security  
Working conditions  
Supervisory practices

*Bad hygiene causes  
dissatisfaction but good  
hygiene.....?*



# ***In Summary: It's All About Your Leadership***

If people are not doing what needs to be done – if they are not taking ownership and being successful...  
It has a great deal to do with your leadership!



# *It's About You*

***“Personal transformation must precede  
business transformation”***

***Bill O'Brian CEO Hanover Insurance***

# *It's About You*

***“That one can truly manage other people is by no means adequately proven, but one can always manage oneself”***

*Peter Drucker*

- You need to step back from your day-to-day grind and do some work on yourself.

***Do you have the courage and conviction  
to execute on what it takes  
to have your people take ownership,  
accomplish what needs to be done  
and be successful?***

***What immediate actions do you need to take?.***

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*Leadership Coaching, Leadership Team Development, Leadership Assessment*