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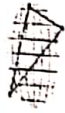
# *Six Sigma Leadership*

*Motivating without Money –  
How to improve employee  
morale, well being, and  
productivity without spending a  
rupee!*

*Steve Morris,  
HeadCoach*

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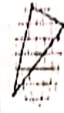


## Maladies of the Modern Workplace



- 'Time, no enough!'
- 'Get Better or Get Beaten'
- Scarcity of Resources
- Fear and Insecurity
- Consumption and Unhappiness
- 'Eat or be Eaten'
- Survival of the Fittest
- 'Better take it or someone else will'

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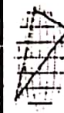


## The Speed of Change

- Issues at school were running in the halls (1940)
- Remember no VCRs, Cellphones, Internet? (1980)
- Information doubles...
  - ↓ 1954 20 years
  - ↓ 1980 30-36 months
  - ↓ 2000 12-18 months
  - ↓ 2010 < 12 months



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## Where are we Heading?



- Two incomes to retain the same quality of living
- Widening gap haves/have nots
- A small minority of the world's population consumes 80% of its resources
- An erosion of values (increased escapism)
- Unhappiness at work is the major cause of heart disease in the USA

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## Maladies of the Modern Workplace



- **Losing meaning**
- **Losing sense of community**
- **Losing connection with people**
- **Losing balance**
- **Losing faith**

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## Who is to blame?

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## A Suspect has been apprehended



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## Some Startling Statistics

- One in two bosses not trusted
- Bad boss the leading cause for unhappiness at work
- Unhappiness at work is a leading cause of heart disease in USA
- Heart disease is the number one cause for death in USA (and Singapore)
- Who is the killer?



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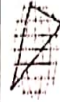


## ***Bad Bosses are Killing People!***

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## ***Bad Bosses***

- Selfish, stingy, cheap skate
- Unfair, biased, favoritism, racist, sexist, stereotypes
- Plays one of the other, maneuvering, political, scheming
- Empty promises, breaks word
- Distrusting, backstabbing, secretive, cunning
- Unappreciative, unconcerned



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## ***Bad Bosses***

- Demanding, domineering, unreasonable, always critical
- Lazy, corrupt, low/no integrity
- Insensitive, rude, abrasive, inconsiderate
- Humiliates, sarcastic, ridicules
- Moody, temperamental, shouts
- Stubborn, unapproachable, inflexible, rigid, closed-minded



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## ***Bad Bosses***

- Incapable, incompetent,
- Always right, does not admit own mistakes. blames others
- Egotistical, Arrogant, show off
- Unwilling to share, steals the credit, shifts the blame
- Impatient, demanding
- Indecisive, afraid to be wrong
- Autocratic, god-like, tyrant



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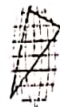


## Killer Boss Profile



- **Incompetent**  
....
- **Inconsiderate**  
e...
- **Imbalanced**  
...
- **Insincere...**

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## Bad Bosses are the cause of many Maladies of the Modern Workplace



- **Losing meaning**
- **Losing sense of community**
- **Losing connection with people**
- **Losing balance**
- **Losing faith**

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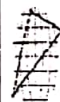


## Who are the Bad Bosses



- **50% of workforce in Singapore reported that they did not trust their boss**
- **1 in 2 are not trusted**
- **Half the people in this room are contributing to the slow but steady deathly demise**
- **Their secret weapon?**

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## Weapons of Mass Destruction found!

# Stress



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## What exactly is Stress?

The emotional response to real or perceived threats resulting in a series of adaptations by our bodies.



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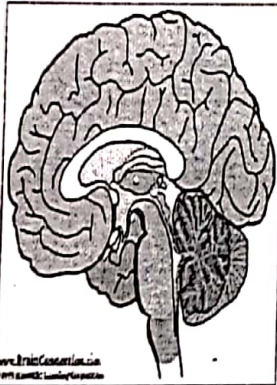
## How our body responds to Stress

- 1400 biochemical changes
- Adrenaline, cortisol, & 1398 others
- Adrenaline has a half-life of 6 hours
- Adrenaline suppresses immune systems



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### Cortical Facilitation



3<sup>rd</sup> Brain (high level control)  
Fine Perception  
Differentiation  
Discrimination of appropriate behavior  
Self-reflection, self-awareness  
Problem resolution  
Goal Satisfaction

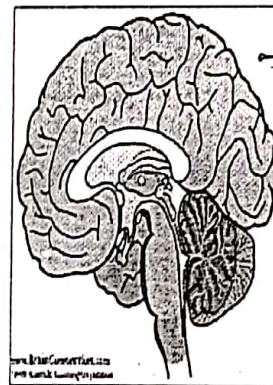
2<sup>nd</sup> Brain (mid level control)  
Territoriality  
Fear  
Anger, Attack  
Maternal Love  
Anxiety, Hate, Insecurity

Psycho-physiological Coherence

1<sup>st</sup> Brain (low level control)  
Hormonal Control  
Temperature Control  
Respiration, Hear Rate, BP Control  
Reproductive Drive, Approach / Avoidance  
Danger / Threat Control

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### Cortical Inhibition



3<sup>rd</sup> Brain (high level control)  
Fine Perception  
Differentiation  
Discrimination of appropriate behavior  
Self-reflection, self-awareness  
Problem resolution  
Goal Satisfaction

2<sup>nd</sup> Brain (mid level control)  
Territoriality  
Fear  
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Psycho-physiological Incoherence

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## The Consequences of Unhealthy or Negative Emotions

- Less ability to think clearly
- Less efficiency in decision making
- Poorer communications
- Reduced physical coordination
- Higher risk of heart disease
- High risk of high blood pressure



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## The Stress - Performance Connection

- In order to boost performance must address its prime disabler - stress
- Excessive Stress
  - ↓ Illness, muddled thinking, burn-out
  - ↓ Higher health care costs
  - ↓ Saps individual and org productivity
  - ↓ Robs vitality and resilience
  - ↓ Kills an organization's competitive edge
  - ↓ Drains the bottom line



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## The Social Costs of Stress

- Org change cause a loss of productivity
  - ↓ From 4.8 to 1.2 hours per day
  - ↓ A loss of 75%
  - ↓ Where does it go?
- 75-90% of all doctor visits linked to stress
- Between half to two thirds of all heart disease is NOT caused by traditional risk factors: cholesterol, smoking, sedentary lifestyle



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## Where has the Laughter Gone?



On average,  
an infant laughs  
nearly two  
hundred times  
a day,  
an adult only  
twelve.



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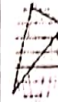


## Balancing the Books - Caring for your Assets



- ❖ **Tangible Assets**
  - ❖ cash, commodities, things, etc
  - ❖ A job for Management
- ❖ **Intangible Assets**
  - ❖ People – knowledge, image, network, relationships, attitude
  - ❖ A role for International Leadership

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## The Bottom line Business Benefits

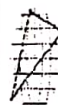
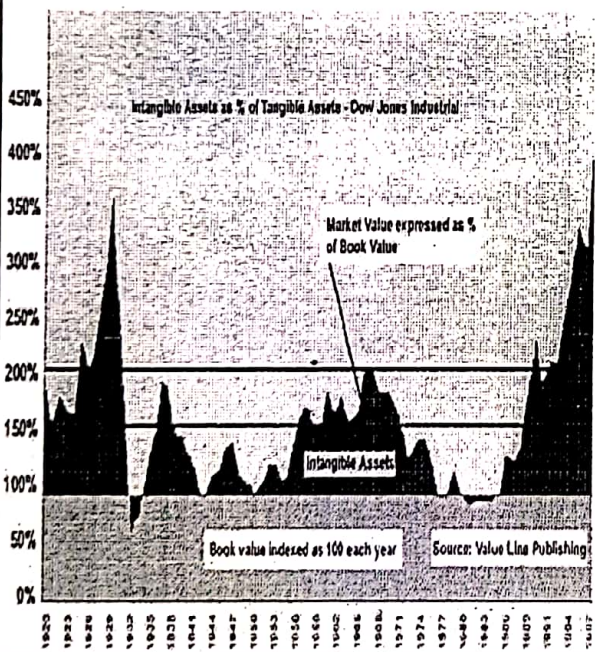


- Improved business performance - more capability!
- Clearer focus of strategic direction - less waste!
- Increased personal, professional effectiveness of leadership - more energy!
- Increased organizational effectiveness - more learning!
- Higher workforce productivity - more money!
- Greater employee satisfaction, motivation and commitment - more than just money!

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## Intangible -v- Tangible Assets



## So why Six Sigma Leadership?



- Reaping the Intangibles benefits
- Motivating and inspiring others
- Balancing Work and life
- Improving health, wealth and happiness.

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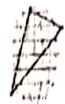
## Who are the Six Sigma Leaders?

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- **Competent**  
....
- **Considerate**  
...
- **Balanced...**
- **Sincere...**



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## What do they do to motivate others?

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■ .....



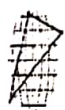
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## Some Motivation Tips

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- Personal coherence leads to organizational coherence
- Coherence improves climate
- Climate improves morale retention, satisfaction, innovation, creativity and productivity
- Number one reason for quitting is not feeling valued by the boss
- People's feeling matter!
- Emotions matter more than matter!



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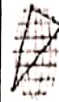


## More Motivation Tips

- Address people by their name
- Remember their anniversary dates
- Get them involved in designing their work
- Show an interest in their potential
- Send them a note of thanks
- Recognize their effort and attitude as well as achievement



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## Still More Motivation Tips

- Reward choice work with work choices
- Share your leadership role
- Ask for their help
- Use personal disclosure
- Share stories of difficulties that you have overcome
- Reduce time and deadline pressure - give people freedom (slack) to manage their own time
- Be clear on priorities and deadlines - state deadlines rather than assume



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## And Even More Motivation Tips

- Respect their time - run well organized meetings
- Get offsite once in a while
- Show you have a personal life (and it is okay for them to have one)
- Subtle praise in public - acknowledge what they do right
- Find the good in everybody and mention it
- Speak well of your team and other teams



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## Recognition Tips

- Outstanding achievements
- Peer recognition
- Company newsletter
- Letter to local paper
- Nomination for awards
- Dedications (books, events)
- Donations in honor of



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## What are your Motivation and Recognition Tips?

- ???



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## Maladies of the Modern Workplace -- Applying the Antidotes

- Give more meaning to work
- Foster a greater sense of community
- Build up human connections with people
- Balance work and life
- Inspire hope, trust and faith
- Create positive emotional experiences



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## The Antidote to Increasing Stress

- Stress is a bigger deal than we think.
- There is something we can do about it!
- How? By increasing personal coherence at the physical and emotional levels
- Bringing or mind-body systems into entropy
- Aligning conscious and subconscious aspects of self in work and life



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## The Real Upside Opportunity

- Stressful events are not the problem - they fuel the growth for excellence
- Excellent performers are in control of their emotional response
- The real opportunity is to transform our emotional response to threats
- First you have to transform your personal world



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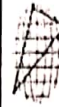


## The Consequences of Healthy or Positive Emotions



- Improved performance and achievement
- More creativity and innovative problem-solving
- Better decision-making
- More flexibility in the way you think
- Improved memory
- Improved immunity to disease
- Improved hormonal balance
- Longer life span

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## The Business Payoffs

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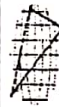


## Parting thoughts to guide you



- Take responsibility for your own self and your actions
- Polish up your character
- Align your inner self with your outer self
- Use your moral compass to guide your decision making
- Practice emotional well-being daily
- Lead yourself so that you can lead others
- Enjoy life while you live it!

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## To find out more...

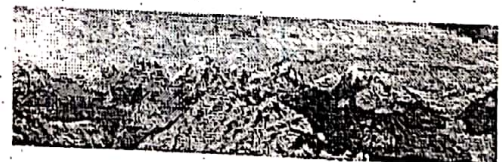
[www.Heartmath.org](http://www.Heartmath.org)

[www.emofree.com](http://www.emofree.com)

[www.GloriousLeadership.com](http://www.GloriousLeadership.com)

[www.GloriousLiving.org](http://www.GloriousLiving.org)

[www.SteveMorrisAssociates.com](http://www.SteveMorrisAssociates.com)



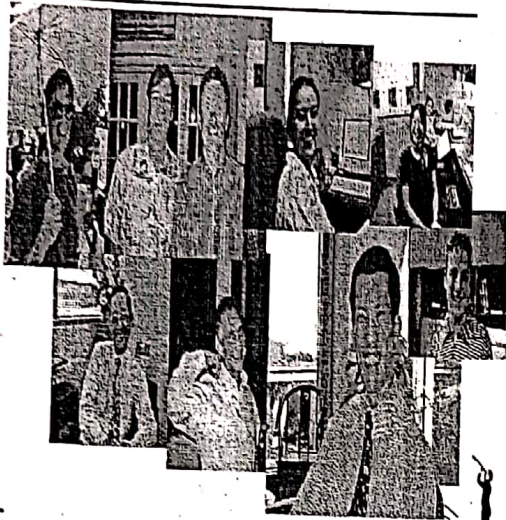
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*We have the power to  
create misery or miracles  
-- what will it be?*



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## *Steve Morris Associates*

### Leadership Coaching

*Coaching  
Leadership to  
develop themselves  
and to coach and  
develop others*

### Teambuilding

*Increasing team  
effectiveness and  
enjoyment*

### Personal Development

*Maximizing  
satisfaction and  
realizing full-  
potential*

### Worklife Improvement

*Building great  
workplaces and  
great communities*



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## *BONUS SLIDES*

**Soft Skills for Strong Leaders**

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## *The 8 Keys to Success with People*

↓ **Communica  
te - listen,  
ask, and  
speak**

↓ **Appreciate -  
respect and  
care for  
others**

↓ **Relate - get  
to know  
people as  
individuals**

↓ **Educate -  
train, learn  
and mentor  
further growth**



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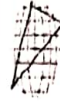


## The 8 Keys to Success with People

- ↓ **Communicate** - listen, ask, and speak
- ↓ **Appreciate** - respect and care for others
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- ↓ **Educate** - train, learn and mentor further growth



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## Glorious Leaders think and say ICARE!

- ↓ **Initiate** - to take the initiative, the first step
- ↓ **Communicate** - listen, ask, and speak
- ↓ **Appreciate** - respect and care for others
- ↓ **Relate** - get to know people as individuals
- ↓ **Educate** - train, learn and mentor further growth



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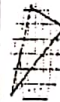


## The Seven Keys to Initiate

- 1 Take initiative without waiting to be told what to do.
- 2 Volunteer for challenging tasks or assignments.
- 3 Step out of your comfort zone and stretch your performance limits.
- 4 Try new approaches to familiar tasks and learn through experimentation.
- 5 Accept personal responsibility for your actions.
- 6 Set and achieve challenging goals.
- 7 Take calculated risks - be a balanced risk-taker.



I Score:  
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## The Seven Keys to Communicate

- 1 Listen attentively: summarize what is heard and build on others' comments and questions.
- 2 Speak with conviction and purpose.
- 3 Dialogue with people as opposed to 'talking at them'.
- 4 Maintain a balance of face-to-face communications with other forms of communication.
- 5 Tailor your communication style to the audience and to the occasion to be well understood.
- 6 Ask questions to help clarify assumptions.
- 7 Share and solicit information that is helpful to others.



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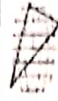
## The Seven Keys to Appreciate

- 1 Respect people as individuals.
- 2 Make people feel appreciated.
- 3 Show a genuine interest and concern towards others.
- 4 Express appreciation and say 'thank you' for offers of assistance.
- 5 Apologize for the misunderstandings and the inconveniences you have caused.
- 6 Recognize people for their contributions.
- 7 Forgive people that have caused you hurt or inconvenience.

A Score:

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## The Seven Keys to Relate

- 1 Build bonds with people at a personal level.
- 2 Understand and appeal to what motivates people on an individual level.
- 3 Tailor your approach to the styles and temperaments of others.
- 4 Help people feel at ease and you will be welcomed amongst most groups of people.
- 5 Be diplomatic in dealing with sensitive issues.
- 6 Build and maintain a strong network of affiliates and colleagues both within and outside the current "circles".
- 7 Welcome and "break the ice" with strangers.

R Score:

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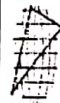
## The Seven Keys to Educate

- 1 Help others learn from their mistakes.
- 2 Bring out the best in people by raising esteem, morale and motivation.
- 3 Identify and explain patterns and themes to help people see the 'bigger picture'.
- 4 Strive to continuously learn and to improve your thoughts, speech and action.
- 5 Encourage and assist others to develop themselves to their fullest potential.
- 6 Nurture the development of others as a mentor, guide, & teacher.
- 7 Stay open to new ideas and new sources of learning and doing things.

E Score:

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## Your ICARE Leadership Score

I Score:      C Score:      A Score:      R Score:      E Score:     

ICARE Score:     

Below 205	Struggling to lead (or too modest to say)
205 - 244	Average - Keeping up
245 - 279	Strong leader with room for improvement
280 - 314	In the Lead - almost to the top!
315 - 350	Wow, A Superstar!

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