



HARKERA

LEADERSHIP | HEALTH | SAFETY



Profitability, safety, employee retention, job satisfaction, and essentially every critical business result are influenced most by one thing: **Employee Engagement**.

Improving culture starts with giving leaders the tools to understand why we do the things we do, and why some of our most basic leadership instincts actually oppose an engaged workforce.

THE 4 LEADERSHIP INSTINCTS THAT UNDERMINE SUCCESS



Instinct 1: Awareness by Default - Awareness doesn't drive behavior – consequences do. When focusing on behavior change, it's critical to address the consequences promoting unwanted behaviors while identifying the consequences that support what we want. Our instincts tend to rely heavily on awareness campaigns & training to change behavior.



Instinct 2: Management via Threat - When threat is used to manage people, creativity and discretionary effort are driven underground. Resentment sets in and lost are the opportunities to fix things that aren't working. Using threat to motivate behavior while allowing the threat of punishment to seep into the work environment is a costly mistake in safety and beyond.



Instinct 3: Faulty Feedback - As adults, we're not used to giving or getting feedback regularly. If we're not paying attention, we're primed to provide little to no feedback stunting an environment of growth. For learning to occur, feedback need be abundant. Focusing on a 4:1 ratio of positive to critical statements is a good place to start.



Instinct 4: Conforming to Natural Law - Simply put, our innate tendency is to seek reinforcement with the lowest amount of effort. At work this materializes into taking shortcuts, emailing, creating and attending pointless meetings and the like. If not careful, we tend to ignore true motivators to behavior without being strategic in the design of our working environment to promote behaviors that matter most.



Fill out the Behavioral Engagement Screener at:
www.harkera.com/engagementscreener
to find out how your workplace is doing.

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