The Miserable Tier

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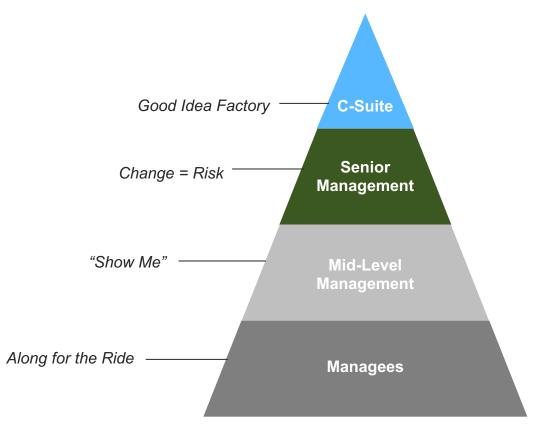
Principal & Co-Founder Elevate.to











Belongingness	Feeling part of a team			
Competence	Seeing results from time spent doing what you do best			
Autonomy	Directing your own work (and enabling others to do so)			
Positive Emotions	Experiencing success, flow, connection			
Psychological Safety	Feeling safe to learn (publicly!) and to not know			
Fairness	Experiencing just treatment without favoritism or discrimination			



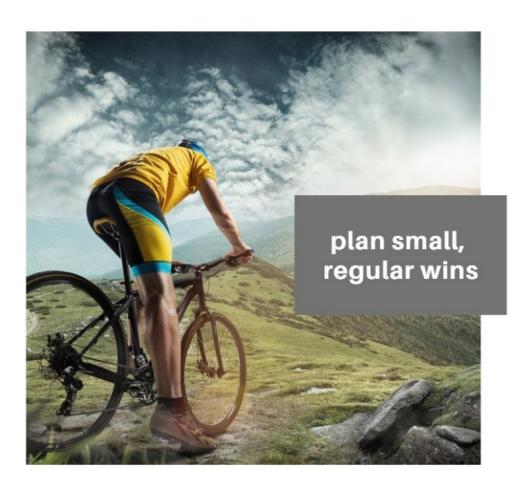
Characteristics from Christina Maslach



- · Lack of a first team
- Distance from "real" or fun work of leadership
- Too much work-in-progress







Individual & Organizational Habit Formation

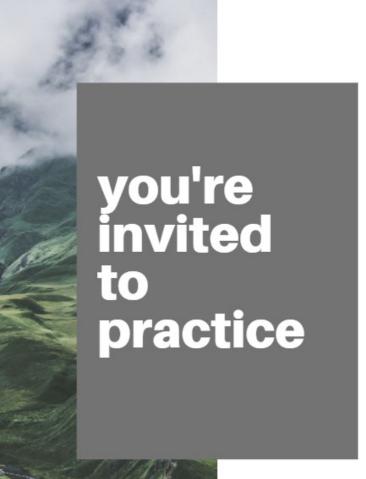
Start with desired identity.

I am the type of person who...

- · Works out regularly
- Empowers others
- Is curious

We are the type of company that...

- · Helps each other
- Fosters psychological safety
- · Rewards collective efforts



Mid-Managers – Give credit across organizational lines

SVP – Practice inviting assistance

All of Us – Connect regularly with peers, seeking feedback; practice appreciations

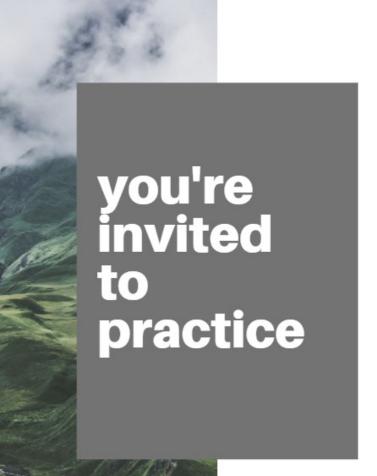






FIRES ARE RAMPANT
BECAUSE OF WISHFUL
THINKING, CULTURAL
RELUCTANCE TO
EXPOSE PROBLEMS,
AND HEROICS





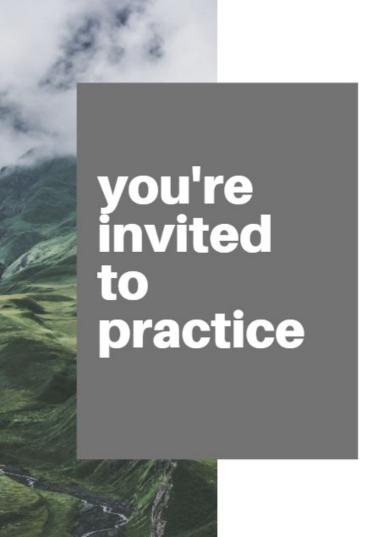
Mid-Managers – Offer opportunities for real interaction with work products through demos

SVP – Invest time in gemba; change your steering committees to action committees

All of Us - No PowerPoint



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				Leadership Dinner		meeting in Chapel Hill
	Biweekly 1:1 w/					



Mid-Managers – Make all the work visible

SVP – Calendar-clearing exercise

All of Us – Ask questions that help colleagues be skeptical about capacity and how much effort work items require

