

440.248.7488



**TechEdge**®  
LLC

HELPING CLIENTS ACHIEVE THEIR GREATEST POTENTIAL

**HUMAN CONNECTEDNESS**® ...

*And The Business of Information Technology*

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

# Context

*Helping Clients Achieve Their  
Greatest Potential*



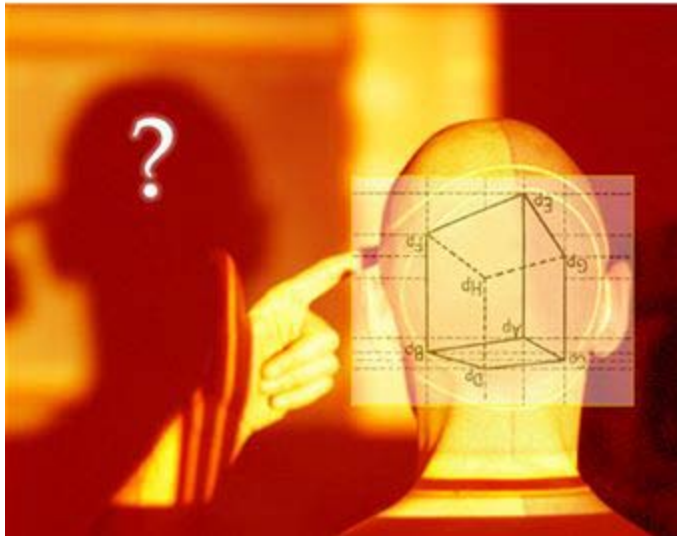
- ~ Attain performance targets
- ~ Deliver exceptional customer service
- ~ Optimize human capital investments
- ~ Yield foundational, sustainable results

*Gwen Walsh, President/Founder*

- ~ Building High Performing IT Organizations
  - ~ 25+ Years SME (6-year Road Warrior)
  - ~ Ameren Power, Anheuser-Busch, Ascension Health, County of Orange CA, Dartmouth-Hitchcock Medical Center, Kaiser Permanente Mid Atlantic, Quanta Services, State of Oregon Department of Human Services, Truman Medical Centers, Wells-Fargo, Wilbur-Ellis plus more
- 
- ~ CIO / Partner / SVP, CT Partners (Global Professional Services)
  - ~ Vice President, KeyCorp (National, Fortune 500, Financial Services)
  - ~ Director IS, Medical Mutual of Ohio (Regional Healthcare)

# Agenda

## Human Connectedness<sup>©</sup>



What is it?

Why does it matter?

How do you instill it?

Where do you start?

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**HUMAN CONNECTEDNESS<sup>©</sup> DEFINED**

# Human Connectedness<sup>©</sup> Fundamentals

- ↻ Humans have fundamental need for contact with other humans
- ↻ Interactions & relationships with others
  - Forms a network that supports us
  - Makes our lives meaningful
  - Enables us to survive, or better yet, thrive

*Thrive ~ to grow, flourish, develop vigorously, be successful ~*

*Ordinary people doing extraordinary things!*



# Human Connectedness<sup>©</sup> Defined

*Genuinely creating mutually beneficial relationships that embrace sharing, belonging and professional intimacy*

- ↪ Genuine ~ sincere & honest, free from hypocrisy or pretense
- ↪ Mutually beneficial ~ overlapping interests
- ↪ Professional intimacy ~ revealing feelings & being vulnerable ~ somewhere between collegial & personal intimacy



# Speed Connecting

➤ Pick a partner whom you've never met

➤ Decide Partner 1 vs. Partner 2

➤ Partner 1

- Ask open ended questions only
- Identify/verify commonalities
- Ask work or non related questions (use best judgment)

➤ Partner 2

- Respond to open ended questions only
- Jot down commonalities

**HONOR SYSTEM!!!**

This is a contest...  
You have 5 minutes!





# COMPELLING REASONS

# Way We Do Business

- ↻ Distributing co-creation
  - Harvesting innovators/talent outside of corporate boundaries
- ↻ Using consumers as innovators
  - Engaging customers in designing, testing, marketing
- ↻ Tapping into a world of talent
  - Parceling out more work to specialists, free agents, talent networks
- ↻ Extracting more value from interactions
  - Increasing focus on negotiations, conversations, knowledge judgment, collaboration

McKinsey 12/2007

*"We're changing the way we do business..."*

*We must increase our focus on*

*Managing Relationships*"



# Generational Needs

The March of the Millennials ~ 1980-1999  
(~ 70 million U.S. Workforce)

- ↻ Training & development (#1 employer-provided benefit ~ **Team Based Learning**)
- ↻ Job flexibility and mobility
- ↻ Corporation value alignment
- ↻ E-socialize acceptance (building networks/maintaining contacts) in return for remaining accessible after work hours
- ↻ Contract based remuneration packages & frequent negotiation (free agent thinking)
- ↻ Highest bidder/best opportunities (not necessarily money driven)

PWC 2010

© TechEdge LLC 2010

*"Organizations must strive to create loyalty by investing in ways to better engage the workforce and understand the motivations of different generations."*

# Disengagement Epidemic

## Corporate Leadership Council

- ↻ Pre 2008, 10% highly disengaged
- ↻ 2008, 20% highly disengaged
- ↻ 2009, 33% highly disengaged
- ↻ Disengaged have "dug in" ~ discretionary effort dropped 53%
- ↻ 1 in 4 high potential employees intend on leaving employer in 2010

~ 500,000 employee baseline ~

PWC 07/2010

© TechEdge LLC 2010

*"We must engage employees who have fallen out of love with their employer."*



# Disengagement Epidemic

## Ratio of Engaged to Actively Disengaged

### ↻ World-class organizations

- 67% engaged
- 26% not engaged
- 7% actively disengaged
- 9.57:1 ratio

### ↻ Average organizations

- 33% engaged
- 49% not engaged
- 18% actively disengaged
- 1.83:1 ratio



*"More than 25 million people are actively disengaged with their jobs & workplace at a cost to U.S. employers of \$416 billion in lost productivity."*

Gallup Organization  
2009 Employee Engagement Survey Results  
HR Business & Legal Resources, July 19, 2010

# Business Outcomes – Statistics & Anecdotes

## Engagement Statistically Looks Like

### Critical Business Outcomes

- ↪ Higher Profitability
- ↪ Higher Productivity
- ↪ Higher Employee Retention (high caliber)
- ↪ Higher Customer Satisfaction
- ↪ Higher Growth Rate
- ↪ Fewer Defects
- ↪ Less Shrinkage
- ↪ Fewer Patient Safety Incidents
- ↪ Fewer Environmental Safety Incidents
- ↪ Lower Absenteeism

Gallup 2010

© TechEdge LLC 2010

## Disengagement Anecdotally Looks Like

- ↪ Lacks spirit & vitality
- ↪ Offers excuses & can't do attitudes
- ↪ Looks to others to fix situations
- ↪ Seldom shares creative ideas
- ↪ Avoids risk taking
- ↪ Does the absolute minimum to get by
- ↪ Leaves work exhausted
- ↪ Takes neutral to negative company position
- ↪ Sabotages the organization
- ↪ Seeks out flaws & focuses on problems
- ↪ Resists solutions
- ↪ Blames, moans, whines
- ↪ Finds pleasure in failures
- ↪ Takes resistant & cynical company position

Society for Human Resource Management

## ||| And One More Compelling Reason

*"The true measure of a human being is how he treats someone who can do him absolutely no good."*

*Samuel Johnson  
Distinguished English Scholar*

# Thought Provokers

*Is there a Business Case to take Action?*

*Who can take Action?*



# THE SECRET INGREDIENTS

# Human Connectedness<sup>©</sup> Needs

## ↻ Feeling a part of the team

- Being trusted
- Knowing what we do is meaningful
- Helping each other out
- Understanding how our jobs contribute to company success

## ↻ Feeling respected & valued

- Knowing that others fundamentally care about us as human beings
- **Having no harm come to us**

## ↻ Feeling that we're learning & growing

- Being assigned tasks that will allow us to utilize our skills or strengths
- Being active contributors

*"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."*

*Bonnie Jean Wasmund  
Contemporary Author*

# Human Connectedness<sup>©</sup> Needs

Left Hemisphere Style	Right Hemisphere Style
<p>Rational</p> <ul style="list-style-type: none"> <li>• Verbal instructions</li> <li>• Logical, sequential problem solving</li> <li>• Looks at differences</li> <li>• Planned, structured</li> <li>• Prefers established, certain information</li> <li>• Talking, writing</li> <li>• Multiple choice sets</li> <li>• <b>Controls feelings</b></li> <li>• Prefers ranked authority structures</li> </ul>	<p>Intuitive</p> <ul style="list-style-type: none"> <li>• Demonstrated</li> <li>• Hunches, patterns, configurations</li> <li>• Looks at similarities</li> <li>• Fluid, spontaneous</li> <li>• Prefers elusive, uncertain information</li> <li>• Drawing, manipulating objects</li> <li>• Open ended questions</li> <li>• <b>Free with feelings</b></li> <li>• Prefers collegial authority structure</li> </ul>
<p>Sequential</p> <ul style="list-style-type: none"> <li>• Divider, distinction important</li> <li>• Logical, sees cause &amp; effect</li> </ul>	<p>Simultaneous</p> <ul style="list-style-type: none"> <li>• Lumper, connectedness important</li> <li>• Analogical, sees correspondences, resemblances</li> </ul>

# Human Connectedness<sup>©</sup> Enablers

- ↻ Trust ~ placing confidence in others
- ↻ Respect ~ valuing others
- ↻ Empathy ~ understanding, being aware of & being sensitive to people's feelings, thoughts, experiences
- ↻ Professional intimacy ~ revealing feelings & being vulnerable
- ↻ Influence ~ having the capacity to be a compelling force on others' actions, behaviors & opinions



# Human Connectedness<sup>©</sup> Targeted Competencies

## The Art of Human Connectedness ~ Targeted Competencies

- ~ Excel at "Active Listening"
- ~ Project "Genuine Identity"<sup>©</sup>
- ~ Build "Intentional Rapport"<sup>©</sup>
- ~ Honor "The Care Zone"<sup>©</sup>
- ~ Adopt "Tolerant-tude"<sup>©</sup>



# Human Connectedness<sup>©</sup> “Active Listening”

## “Active Listening” ~ The Greatest Compliment

- ↪ The act of “listening” is a Moment of Truth
- ↪ We listen at 125-150 words/minute & think at 1K-3K words/minute
- ↪ Immediately after we listen, we recall ~ 50% of what was said
- ↪ Long term, we remember ~ 25% of what we hear
- ↪ More than 35 business studies indicate that listening is the top skill needed for success in business



International Listening Association

# Human Connectedness<sup>©</sup> “Active Listening”

## Excel at “Active Listening”

- ↪ Be present
- ↪ Listen to understand, not respond
- ↪ Only talk to encourage speaker
  - “Tell me more”
  - Ask open ended questions
- ↪ Take brief notes to remember/stay on task
- ↪ Let speaker finish their thoughts
- ↪ Maintain eye contact
- ↪ Ask questions to ensure understanding

## Speed Listening!

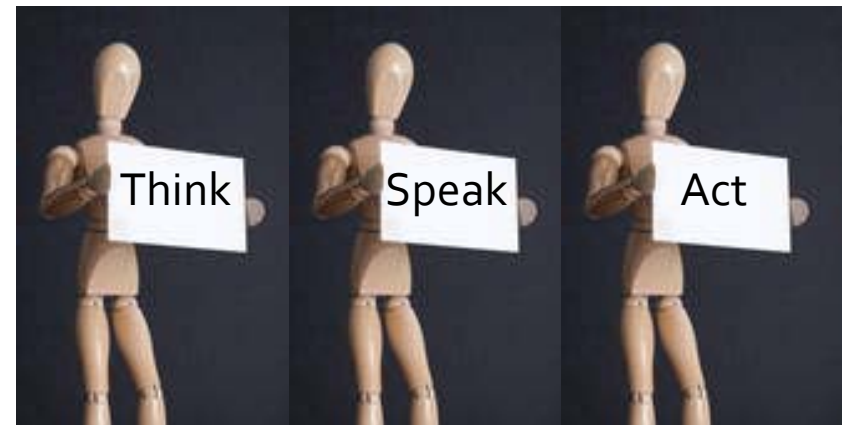
- ↪ Pick a partner whom you’ve never met
- ↪ Decide Partner 1 vs. Partner 2
- ↪ Partner 1
  - Talk about a frustrating situation, e.g., being stuck in traffic, one of those days where everything goes wrong
- ↪ Partner 2
  - Be an Active Listener
- ↪ Gwen’s Role
  - 5 minute start/stop timekeeper

# Human Connectedness<sup>©</sup> “Genuine Identity”<sup>©</sup>

## Project “Genuine Identity”<sup>©</sup>

- ⚡ Know who “the real you” is ~ be self-aware
- ⚡ Be consistent in your thinking & actions
- ⚡ Match your actions with your messaging
  - Content = 7%
  - Tone of Voice = 38%
  - Body Language = 55%

*Mean what you say and  
say what you mean*



*Consistency!*

# Human Connectedness<sup>©</sup> “Intentional Rapport”<sup>©</sup>

## Build “Intentional Rapport”<sup>©</sup>

- ↪ Seek connection
- ↪ Adapt your style to resonate with your audience
- ↪ Identify commonalities
  - Share something unique about yourself
  - Listen & look for clues
- ↪ Share feelings
- ↪ Stay in the relationship “flow”

“A *hidden connection* is stronger than an obvious one.”

*Heraclitus of Ephesus*  
Pre-Socratic Greek Philosopher



# Human Connectedness<sup>©</sup> "The Care Zone"<sup>©</sup>

## Honor "The Care Zone"<sup>©</sup>

- ↻ Do no harm
- ↻ Place others' interests before your own
- ↻ Anticipate how your actions will affect others
- ↻ Believe others are inherently well intended
- ↻ Give others the benefit of the doubt
- ↻ Be compassionate



# Human Connectedness<sup>©</sup> “Tolerant-tude”<sup>©</sup>

Adopt “Tolerant-tude”<sup>©</sup>

*“Tolerance is giving to every other human being every right that you claim for yourself.”*

Robert Green Ingersoll

American Political Leader, Golden Age of Freethought



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# STEP 1

# Human Connectedness<sup>©</sup> Getting Started

## High-Level Steps

- ↻ Self-reflect/gather data points★
- ↻ Analyze Current State
- ↻ Define Future State/Success Criteria
- ↻ Identify Gap/Root Cause(s)
- ↻ Develop Gap Remediation/Action Plan
- ↻ Execute to Success!



# How Engaged Are You & Your Teams?

1. Am I trusted by my manager & co-workers?
2. Am I listened to & do my opinions seem to count?
3. Is my work & are my contributions valued?
4. Is the nature of my work meaningful to me?
5. Do I look for opportunities to help others out?
6. Do others look for opportunities to help me out?
7. Do I know that my manager & co-workers fundamentally care for me as a human being?
8. Do I understand how my job contributes to my organization's success?
9. Do I have the tools that I need to deliver quality results?
10. Are my fellow employees committed to & equally accountable for delivering quality results?
11. Am I assigned work that allows me to leverage my skills & strengths?
12. Do I receive performance feedback on a regular basis?
13. Is my professional progress, growth & development actively discussed with & encouraged by my manager?
14. In the last year, have I been given opportunities to learn & grow?

Rarely (1)

Sometimes (2)

Consistently (3)

# How Human Connectedness<sup>©</sup> Savvy Are You?

1. Am I “present” when others speak?
2. Do I seek to understand before responding?
3. Do I let the speaker finish their thoughts?
4. Do I maintain eye contact?
5. Do I ask questions to ensure understanding?
6. Do I maintain confidentiality?
7. Am I self-aware ~ do I know what I’m good at & not good at?
8. Am I consistent in my thinking & actions?
9. Do I match my actions with my words, tone of voice & body language?
10. Am I approachable ~ easy to engage?
11. Do I look for opportunities to build strong relationships with others?
12. Do I respond calmly, thoughtfully & respectfully, even under stress?
13. Do I face relationship adversity fearlessly & commit to working through issues?
14. Do I care about the welfare of others?
15. Do I place others’ interests before my own?
16. Do I anticipate how my actions will affect others?
17. Do I give others the benefit of the doubt?
18. Am I compassionate towards others?
19. Do I value others & believe they are competent?
20. Do I respect the rights of others equal to how I expect my rights to be respected?

**Rarely (1)**

**Sometimes (2)**

**Consistently (3)**

# Human Connectedness<sup>©</sup> No Charge 1/2-Hour Consult

## TechEdge's Commitment to Attaining Targeted Results

### Options

- ↪ Discuss Human Connectedness<sup>©</sup> concepts
- ↪ Answer Human Connectedness<sup>©</sup> questions
- ↪ Offer self-reflection/data gathering methods
- ↪ Discuss self-reflection/data gathering results
- ↪ Suggest next steps
- ↪ Apply towards private leadership guest speaking event or on-site work



***SUBMIT YOUR BUSINESS CARD***  
***– OR –***  
***COMPLETE THE SIGN-UP SHEET***