



CCHPO 2009 Change Conference



Title: Engaging at SPAWAR with HPO/Covey

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SSC PACIFIC's 5-day Combined 7 Habits of Highly Effective People and High Performance Organization Workshop that we, Alan Olson and Gerry Brokaw, affectionately call

High Performance Practices (HPP)
Piloted in 2006; Delivered 11 times to 284 people
LPP: crowding words onto slides.....
Three level engagement talk...



CCHPO 2009 Change Conference Engagement Effectiveness at SSC Pacific with Covey's 7 Habits and HPO Combined



Level One Engagement:

1) **Raise your hand if you don't want to be more effective at engaging people in both your professional & personal life.**

2) **Now raise your hand if you think it is not possible to be more effective engaging people than you already are.**

For those of you that did not raise you hand, you have just signed a 'mental contract' to be more effective engaging people.

So, right now, during this talk, you have a great opportunity to begin executing your mental contract to be more engaging with everyone....



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Covey's 7 Habits and HPO Combined



So we have our mental understanding for engagement but what is our commitment, our emotional motivation, to engage?

Recall HPO ? #4 in the HPO model. What is our strongest long term motivator? Dr. Rosen discussed it in depth in his keynote talk on Tuesday. Hint: If you are connected to it, you experience deep fulfillment from the work you do.



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The HPO Seminar has always been very effective at getting you to think seriously and deeply about how we got the way we are and where we want to be as an organizational. Now add the 7 Habits in an integrated way and people begin to feel strongly inspired to take action to improve their performance, both personally and professionally.

In short, we have found that combining the Higher Moral Principles of the 7 Habits and the High(er) Performance concepts of HPO result in what Dr. Rosen said is essential to engaging people:

HPP opens BOTH the s and s of the students.



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Most, certainly not all, of the graduates are so motivated and tooled up with knowledge and skills, it appears subjectively, that their post workshop engagement motivation to improve performance is higher than it was when we just offered 7 Habits and HPO as two separate workshops in no order.

We do not have objective data proving this but we have Kirkpatrick level evaluation 1 data as follows:

Common evaluation summary results: to the question "To what degree will this workshop help improve your professional performance?" Scale: lowest 1 – 7 highest: 1-3 is none to some; 4 is average; and 5-7 is high, higher, and highest. What rating # 1-7 do you think got most marks?

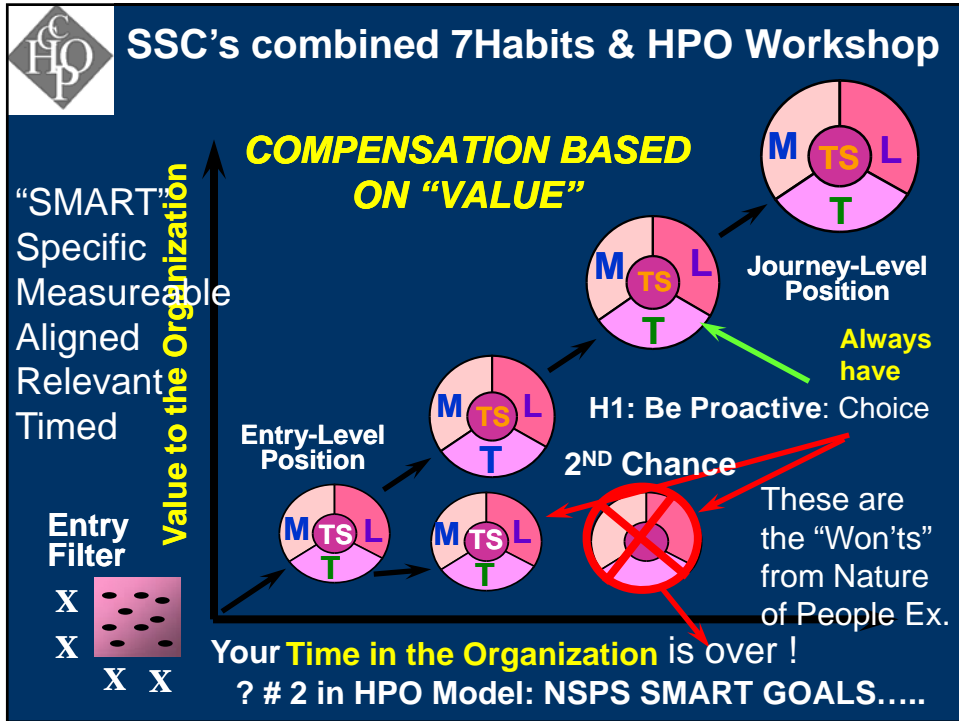
1-4=0%; 5s = 20%; 6s = 37%; 7s = 43%; 80% 6 or 7;
A "4" is average improvement; % of ratings above av.= 100 %

~~Covey's Stages of the Maturity Continuum~~



HPO Organizational
Leadership-Work Unit
SCVA
V V → SSS
SI/S
LTCR
EEE
Both are Q II work

Personal
Leadership
Growing LTMTS:
Leadership Skills,
Technical Skills, Mgt.
Skills, & Team Skills
as a member of your
NTM.



SSC's combined 7Habits & HPO Workshop

The "Be Proactive, habit of CHOICE ENGAGEMENT exercise ." I have to ... 'work list.'

Partner up with one other person and...

What did you experience within yourself

Why the combined 7 Habits & HPO Workshop is more effective than taken separately...

- People relate easier and faster to 7 Habits...personal
- **Be Proactive - 100 % concept – bad news/good news**
- The question you ALWAYS ask yourself... "Bill Bonwit quote"
- **Takes the old '...not my job!' to improve the org 'off the table.'**
- All week long 'I' frequently ask "Whose job is it to....?"

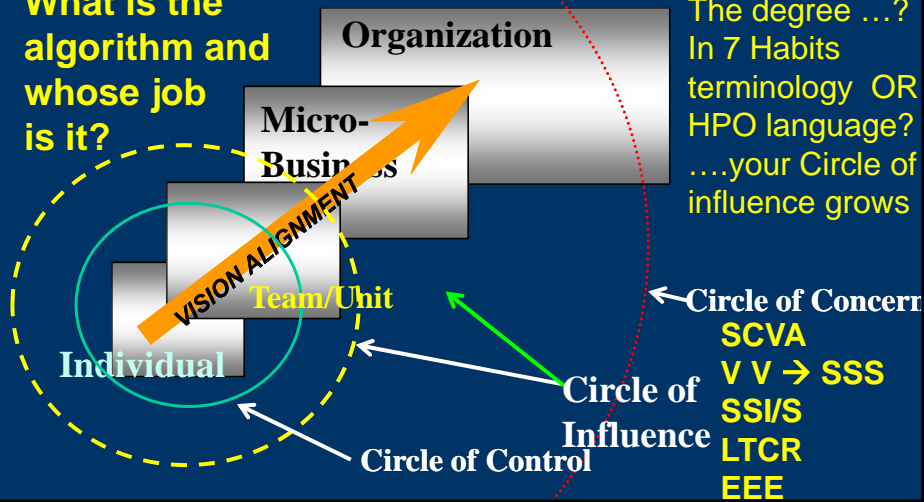


SSC's combined 7Habits & HPO Workshop

Vision/Mission Stmt. Ex

Habit 2: Begin With the End in Mind; Vision

What is the algorithm and whose job is it?



Habit 3: Put First Things First (Q I, II) the habit of Integrity & Execution





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- Since HPO inception in 1998, some of the training and change initiatives being taught, implemented, and integrated into the SSC PAC overall OD/OI efforts:**
1. High Performance Organizations (HPO) 11 yrs
 2. 7 Habits of Highly Effective People (Covey) 8 yrs
 3. High Performance Practices (HPP) 3 yrs
 4. Situational Leadership II (SL II) 6 yrs
 5. NEW: 7 Habits for Managers/Supervisors 11 mos.
 6. Project Managers Core Course (PMCC) 5 yrs
 7. Balanced Scorecard (BSC) 5 yrs
 8. Lean Six Sigma (LSS) 4 yrs
 9. Myers Briggs Type Indicator (MBTI) 7 yrs
 10. SEI CMM and now CMMI since 1989 (SEPO)
 11. Steering Council (SC) 2 yrs – typical HPO fallout



H4: Think Win-Win: Mutual Benefit
Long Term Effective Relationships
Require Mutual Benefit and Mutual Respect



This is CLASSIC SCVA behavior

- Who are/should be our *customers* (beneficiary chain, food chain, other stakeholders)? **“Who are...” Seeking their benefit; “Who should be...” Seeking our benefit.**
- What do they *value* (want/need/ expect) now, and what will they value in the future?
Seeking their ‘benefit first.’
- Who are our *competitors*; implications for us?
Seeking our ‘benefit.’
- What is happening in the *larger environ-ment*, and how might that affect us? **Seeking mutual ‘benefit’**



H4: Think Win-Win: Mutual Benefit
Win-Win Agreements = SMART Goals
Green & Clean Video



Story of how Stephen works with his son...

At one point he is tempted to go from S3/4 LP ...

Just when he’s about to explode with S1 he....

“Raise Boys, not grass !” Common parental mistake is to use S2... RCB –

Recall HPO terminology S2 is Parent-Child & S3 is Adult-Adult

The HPO analogous paradigm shift to “Raise Boys, not grass !” is “Develop EEE Adults, not milk toast, “please the boss,” pseudo-adults.” or

“Develop leadership in adults (S3/4), not obedient and inept children (S1/2).”



H5: Seek First To Understand, Then To Be Understood: Mutual Understanding



To communicate effectively, we must first understand each other.

SSC– Pacific Leadership Philosophy

May 2000

- We are a unified organization of diverse, talented, honest and hardworking people, dedicated to providing the highest quality service and products to meet the national interest. **E.g., refreshments**
- We are motivated by the knowledge that the work we do is critical to the warfighter and to our nation, is technically challenging, and is conducted in an environment which promotes success.
- We share information and personal knowledge, encourage continuous learning and expect personal responsibility, mutual respect and integrity.
- We use consultative leadership, mentoring, teamwork, and personal initiative to foster innovation and creativity while applying common sense and best judgment. We believe that the team process produces superior results.

Captain Flynn → Adm: 1) LP support; 2) LP violation



The 7 Habits & HPO Workshop

REFRESHMENTS:

H2O, cookies, bananas, apples, trail mix, cashews or almonds, Ice Tea, Soda Pop, candy on the tables;

Totally optional

Donation basket for \$

Amount Spent

Amount Contributed





Hold Your Brief Exercise...get

“A lot of managers don’t necessarily understand how to really listen.”

“Most ‘people’ don’t know how to really listen !!!! ”



• H5: Seek First To Understand, Then To Be Understood: Mutual Understanding



To communicate effectively, we must first understand each other.

Whenever a group in any organization is brought together and asked “What are your problems” An issue that almost always makes the top 5 and is generic is what?

To improve comms we have a fishbowl “EMPATHIC LISTENING & RESPONDING” Ex. developed 7 years ago so over 1300 people have experienced it. On scale 1-10, I give a 10 wrt engaging.

- Video setup w/ empathic listening tests during video – time?
- **Everyone gets into state of conscious incompetence** Couple
- ‘One on one’ until everyone in the class has done it Listening
- **Q & A between each ‘one on one’** Tests
- Results: what happens every time, 64 times...
- **Spontaneous testimonials: LCDR..., German lady, NP...**
- Surprises and shock: “If someone had told me....”
- **Discussion last Friday morning – NP, top mgr, others...**
- Risks... we stop at the comma..... People not in comfort zone...
- **Common evaluation results** “To what degree did the listening exercise improve your listening skills?” **90 % 2 highest ratings; 5% average, 5% thumbs down.**

On ? “How will this course improve your performance?” ‘Listening’

- **ROI: dozens, (hundreds ?) of people’s lives changed forever**



H6: Synergize: Creative Collaboration

The Whole is Greater Than
the Sum of the Parts (S3+, S4)



LF # 3: SupraSystems Integration / Stewardship

- Requires a *stewardship* role from individuals; rising above “turf” to serve the larger whole; linking with others to address cross-organizational issues being “*stewards of the whole.*”
- **“Creative Collaboration” Audience pencil Ex.**
- Gluing the parts of the organization back together to accomplish the vision; *creation of mechanisms* that align the parts to form an “integrated whole.”
- **“Synergy” (a noun) = SSI/S or Win-Lose, Lose-Win, Lose-Lose... [Xs & Os Exercise]**



H7: Sharpen The Saw: Renewal



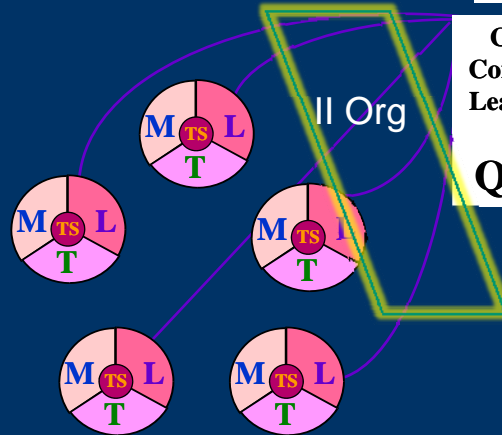
LF #4: Learning, Thinking, Changing, Renewing

LF #5: Enabling, Empowering and Energizing

- **Personal learning, renewal, growth, and change; requires seeking and using personal feedback.**
- **Staying “on the cutting edge” individually and organizationally; requires building a “learning organization.”**
- **Best practices / benchmarking /reengineering / continuous improvement.** Name 1 existing thing...
- **Teaching and mentoring; motivating and bureaucracy busting;**
- **Providing knowledge & skills to make good decisions;**
- **Removing barriers to empowerment.** Name 1 new thing...
- Common reply is “Listening better...” I ask how w/ scenario



Commonwealth Centers for High Performance Organizations 2009 Change Conference



Change Conference Leadership Team
Q & A



CCHPO Change Conference 2009 SSC Pacific Combined C7H + HPO = High Performance Practices (HPP) Workshop



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