CIO 100 - MOJO

Building Engagement and Relationships at Work and at Home

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Goals

• Practice peer coaching and the daily question process.
• Know why the key driver in building engagement, finding meaning and being happy is the *person* – not the *environment*.
• Be ready to use an incredibly time-efficient process to increase your *MOJO*, build your own engagement and build relationships.
• Learn about ongoing new research on engagement and relationships.
Previous work on employee engagement

• NAHR presentation
• Recognition, reward programs, training, compensation, empowerment
• In spite of all previous efforts, US employee engagement is at an all-time low
• Focus on what the organization can do to engage you – not what you can do to engage yourself
It’s all about you – not the coach, book or program

- Learning from a great leader
- Learning from our own observation
- Learning from extensive research
- Diet books and weight loss
- The great myth – if people understand they will do
A ‘perfect storm’ for distractions

- Emails, cell phones, tablets, texting
- On demand TV, movies, games
- Social media
- Multi-tasking

- ‘The dream’
Daily Question Process

- The Checklist Manifesto
- Why the process works
- How the process works
- Two examples: one negative, one positive
- Applications on employee engagement
- The Ford weekly review process
Active questions vs. passive questions

• How active questions focus on what you can do to make a positive difference for yourself and the world
• How passive questions focus on what the world needs to do to make a positive difference for you
Three groups – ‘before and after’ measures

- Training and follow-up – *active questions*
- Training and follow-up – *passive questions*
- Training and no follow-up
- No training (control)
- Initial study results – ACTIVE questions make a difference!
Happiness Means by Condition on a -3 to +3 scale
Meaning Means by Condition on a -3 to +3 scale
Engagement Means by Condition on a -3 to +3 scale
Active questions vs. passive questions

• How active questions focus on what you can do to make a positive difference for yourself and the world

• How passive questions focus on what the world needs to do to make a positive difference for you
That positive spirit toward what you are doing now that starts from the inside and radiates to the outside
MOJO is a function of:

- Person
- Activity
- Time
Happiness and meaning

- Defined from the *inside* not the *outside*
- Changes constantly as we journey through life
The *MOJO* Paradox

Our default reaction in life:

- ...is not to experience *happiness*
- ...is not to experience *meaning*
- ...is to experience *inertia*
Did I do my best to:

- Increase happiness?
- Find meaning?
- Be fully engaged?

- ‘That boring meeting!’
The changing nature of life

- Globalization
- New technology
- Current economic crisis
- Work – life balance?
- Pressure
Why the ‘old world’ of work is disappearing

- For non-professional jobs
- For professional jobs
- For families
- Retirement?
Achieving both personal and professional success

- Sacrificing
- Surviving
- Succeeding
- Stimulating
- Sustaining
- Short-Term Gratification
- Long-Term Benefit
Research on happiness, meaning and satisfaction

- Over 3,000 respondents
- Entrepreneurs, managers and professionals
- Almost all college grads, most graduate degrees
MOJO Test #1

• Think of a typical day at work
• What percent of your time is spent on each in each of the five categories?
• What changes can you make to increase short-term gratification?
• What changes can you make to increase long-term benefit?
The MOJO Survey

Percent of time spent:

Work – Home
Surviving     14.4 --- 11.4
Stimulating  15.2 --- 21.2
Sacrificing   17.8 --- 15.4
Sustaining    22.7 --- 21.9
Succeeding   29.9 --- 30.1
The MOJO Survey

- There is an incredibly high correlation between scores at ‘work’ and at ‘home’.
- Our experience of happiness and meaning says as much about ‘us’ as it does about ‘it’.
- Spending time with people we love, is highly correlated with over-all satisfaction at home and at work.
The MOJO Survey

• The *only* positive correlation with overall satisfaction at ‘work’ or ‘home’ – comes with increased hours in *succeeding*.

• Just increasing short-term happiness (*stimulating*) does not increase overall satisfaction at work or even at home.
What doesn’t work

• Watching TV
• Internet surfing
• “Empty calories”
• Vicarious living
• The 5 1/2 hours per day spent by the average American on media
The building blocks of *MOJO*

- Identity
- Achievement
- Reputation
- Acceptance
The identity matrix

Future

Programmed Identity

Created Identity

Other

Reflected Identity

Remembered Identity

Past

Self
Achievement

• What I contribute to the activity
• What the activity contributes to me
Professional MOJO

What I contribute to the activity

- Motivation: I am doing my best to do a great job.
- Understanding: I know what to do and how to do it.
- Ability: I have the skills needed to get the job done well.
- Confidence: I firmly believe that I can do a great job.
- Authenticity: I am genuine when engaging in this activity. I am fully present.
Personal MOJO
What the activity is contributing to me

- Happiness: I find joy in the process of this activity.
- Fulfillment: This activity is meaningful to me. It contributes to a larger good.
- Reward: Succeeding in this activity results in rewards that are important to me.
- Support: I get the support I need to be successful in this activity.
- Optimization: I am thankful for the opportunity to engage in this activity. It is a great use of my time.
MOJO test #2

• Revisit two components of your day (like the best, like the least):
  – What is your professional MOJO score?
  – What is your personal MOJO score?
  – What can you do to raise your score?
Reputation

- How reputation impacts *MOJO*
- When reputation and achievement are disconnected
- The ‘brain pill’ test
Acceptance: two paths toward success

• Changing our world
• Changing our self
What percent of all interpersonal communication time is spent on…

- People talking about how smart special or wonderful they are (or listening to this).

+ People talking about how stupid, inept or bad someone else is (or listening to that).
Gender differences in leadership feedback

- The average woman is seen as a better leader than the average man.
- The average woman has one issue to deal with more than the average man – perfectionism.
- Women carry around more guilt.
Increasing happiness and reducing guilt

- Four rules
- ‘It’s a new me’
- One person who makes you crazy
- Leave it at the stream
- Pick a path
- The empty boat
Why our *MOJO* is so important

- To the people that we respect at work
- To the people that we love at home
The best coaching you will ever receive

• At work
• In life
Questions and final comments