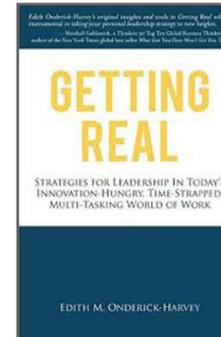


Tim Autrey recently had the pleasure of interviewing Edith Onderick-Harvey, leadership expert and author of *Getting Real: Strategies for Leadership in Today's Innovation-Hungry, Time-Strapped, Multi-Tasking World of Work*.

During the conversation, Tim specifically wanted to explore how one who seeks to “lead” can better and more sustainably impact intrinsic desires (which is where motivation and engagement come from) and behaviors (which ultimately generate outcomes/results).



Edith Onderick-Harvey



Edith Onderick-Harvey, president of Factor In Talent, is a highly sought after consultant and advisor for executives, teams and organizations undergoing high growth and significant change. Her passion is helping clients plan, design and implement leadership, team, organization strategies that allow them to execute reach their today's goals and get ready for what's next. Edith can be reached at eharvey@factorintalent.com.

TIM: Why did you title your book, *Getting Real*?

EDITH: I chose the title because of three things that I saw going on:

(1) The world has become really complex for managers and leaders. We are living in an age where there is incredibly rapid technological change. Things are globalizing, with different work patterns and different work situations. For example, you have employees from four different generations, you have folks in all sorts of different work arrangements. You have organizations that at one point are collaborators, and at another point are competitors in the same market.

(2) Next is the idea of getting 'real' about 'leadership' itself. There are so many things out there, such as, "the right leadership style," or, "your seven steps for leading effectively." And for leaders to be effective, it's really all about what you do in your daily actions and interactions with others. By being authentic and genuine, while having honest conversations with people in a way that respects your uniqueness as well as theirs, you can lead toward the diverse and elevated kind of thinking that gets greater and greater results.

(3) The final piece of it was really to get real about how employee development can and does happen today. In the past, to have [potential leaders] go through several leadership development programs, and be whisked away for a week, or engaged over several days over several months, was the norm. Today there is more and more of a sense and need for immediacy. It's important that we get real about what development truly is and how it occurs.

TIM: In the first paragraph of the first chapter in your book, you state, "Leadership is no longer about holding power, but about sharing power." Can you please explain?

EDITH: It used to be that the way leaders had power was to hold things close. They kept certain information to themselves, and they maintained decision-making authority over essentially...everything. There is much more complexity in organizations in the world today. As things change so rapidly, no one of us can possibly know everything or be an expert in everything. Leaders today need to let go of some things and 'open the kimono a bit' to let others come in and let them be active participants in having some power to move the organization.

In addition, we have a more sophisticated workforce today than we've ever had before. We are now seeing millennials, who from a relatively young age, have grown up in the Internet-connected social media world. They are very used to being part of the conversation, and having some say in things. This is a great benefit when organizations learn to leverage it. Great things can come out of groups of people collaborating and coordinating and communicating with each other, and having the power of the collective to move some things forward.



There is a great story from several years ago where a digital storage company in the Boston area needed to cut \$10 million from their operating costs. By following the advice of the worker who was responsible for their internal social media network and engaging the workforce, they ended up achieving \$22 million in cost savings. That's a great example of what I really mean by not keeping power but sharing power.

TIM: Most are familiar with the concept of setting "SMART" (Specific, Measurable, Achievable, Relevant, Timebound) goals. You've added "ER" to this mnemonic. Can you please describe what the "E" and the "R" stand for (and why they're so important)?

EDITH: To really bring people along, for people to really be contributing at the top of their game, there needs to be an emotional connection made. The thing that I find missing in the SMART mnemonic is that connection. By creating such detachment from anything emotional in goals, it really removes a big ability for people to contribute on a discretionary level. So I added the 'ER'. The 'E' stands for *Engaging*.



The 'R' is for *Recognize*. Sometimes it feels like a goal is set, and whether I achieve it or not really doesn't matter because we are soon shifting priorities and moving on to other things. So recognizing, rewarding, and reinforcing is another part of what makes the goals effective. This is kind of the old management saga of, "what gets measured gets done." Well, what gets recognized gets done as well. So the more that we are able to say, "Hey, achieving that goal really made a difference. Thanks so much. That was really important!" in whatever way is meaningful to that person, can have a huge positive impact.

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TIM: Engagement is a significant issue. The dismal results make the headlines every time Gallup conducts another survey. You consider there to be four key factors to promoting/growing worker engagement. What are they?

EDITH: The four factors that really have long-term sustained impact on engagement are probably some of the least expensive things that you could possibly do in an organization. As you and I know, a lot of organizations still adhere to the carrot-and-stick approach to engagement and reward structures, "We are going to get people bonuses, we're going to give them gift cards, we're going to give them X, Y, and Z." All of those things are great, but those are not the things that create sustained engagement levels.

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When you look at the research that's been done around engagement, there are three or four things that consistently pop up regarding its intrinsic nature. These are the things that arise internally. They are what really motivates us over the long-term. If you look at Daniel Pink's work, he has three. The model I like best is based upon the work of Kenneth Thomas and Walter Tyman, who identify four elements that create ongoing workplace engagement.

(1) **A sense of meaningfulness.** This is the idea that the work I am doing has some personal meaning for me. It is aligned with my values. It is something that makes me feel like I am part of something bigger, part of something that's really making an impact, something that I deem as personally important to me.

(2) **Having some choice.** This is the sense that I have some control over what I am doing and how I'm doing it. Giving someone the ability (to the maximum extent possible) to make choices around how work gets done, giving them some say-so, generates a lot of intrinsic motivation.

(3) **A sense of competence.** People need have the skills, knowledge, abilities and resources to get things done. It's an essential contributor to intrinsic motivation and sustainable engagement.

(4) **A sense of progress.** Do I feel like I am continually pushing the boulder up the hill in order to have it rollback on me? Or do I feel like I'm actually getting somewhere? Are we making an impact? Are we moving the needle? Without this sense of progress, any of us feels like it's just a continual 'banging our head against the wall' because things aren't getting anywhere.

TIM: Section 19 of your book is titled, "There Is an 'I' in Team". And within that section, you state, "One of the ironies of creating a high-performing team is you need to focus on individuals." This seems opposite to all of the 'stuff' we hear so often about 'teamwork'. Can you please explain?

EDITH: Sure. Many years ago I was doing a training class around leading teams. I was talking about the phases of team development, and the transition from really just being a group of people to being a team; moving from a focus on 'me' to a focus on 'we'. Somebody asked me, "Well how long does it take to actually go from that 'me' to 'we'?" It got me thinking about what it takes to really make that transition.

What is needed is for members to feel that they are valued in the team, that they are able to contribute, that they as individuals are getting some of their personal needs met around being able to use their own skills and knowledge. They are also able to play a meaningful part in decision-making and having an impact. All those things go back to the intrinsic motivators we were discussing earlier.

When you are able to focus on the individual and get those personal needs met so that the person knows they are valued, that they can make an impact in an appropriate way, you can then leverage their individual skills and capabilities. That's when they can let go of focusing upon themselves, and really begin to focus on the team as a whole, as well as the other people on the team.

So that's what I mean regarding the "I" in team. Too often what happens is you neglect those early phases of really understanding why individuals are on the team, what they are bringing to the team, what they want to accomplish, how they make an impact, how they view their role. The tendency is to dive too quickly into what 'we' are doing as a collective group, while individuals are feeling pushed to the side.

One of the best teams I was ever part of was working with a group of people on a project. We were working with a hotel organization spread across Europe, and our team was completely virtual. There were Americans, French, Swedes, Italians, and Germans on the team. We were never all in the same room at the same time. This project could have had disaster written all over it.

One of the most memorable things that happened was on one of our very first calls, the team leader asked each of us, "What is it that you personally want to get out of this project? Why are you here, and what would make this really successful for you personally, beyond the stuff that we have to accomplish as a team?" That team leader made it a point, a couple months into the project, to do a pulse check with each of us. She wanted to know where we were on the 'personal fulfillment' side, and what she might do to help make it happen.

I have to tell you again- this was a completely virtual project, with people from all sorts of different cultures. We never actually met together, and yet it was one of the most successful projects I had ever been part of. This was because the team leader took the time to focus on each individual. She understood what was personally important to each of us, and let us know that we were valued, before she jumped into, "All right so how are we going to make this whole team work?"

"I think doing things that develop relationship and trust are the most important factors in being an effective leader and influencer in today's crazy world of work."

TIM: So, it's time to wrap up our conversation. As a final question, what would be your single strongest piece of advice for anyone wanting to enhance their ability to lead and influence?

EDITH: I think doing those things that develop relationship and trust are the most important factors in being an effective leader and influencer in today's crazy world of work. I have to know that you [as a leader] have some of my best interests in mind as well as your own. I want to bring my best. In order for me to do so, I must trust you. Without trust, I will question you. I am likely to shut down, and my engagement is going to go away.