

Agenda

Educational Outcomes

1. Know what it means to be a fearless employee - able to make hard choices, tell the truth and stay positive
2. Identify ten skills to stay employable, evaluate what you do well and what you need to do better
3. Know how to stay "future-focused": create solutions and new opportunities
4. Know how to increase one's positive influence to solve problems
5. Change the relationship with your library from you being the "employee" to the library being your "customer" - and how that can improve productivity and lower stress

Course Outline

- What does it mean to be a fearless employee?
- Managing workplace career risk and reality checks.
- Understanding the other person's point of view, customizing your message and leaving the office.
- Decision-making and governance: Who makes decisions, what decisions they make and how they make decisions.
- Creating more compelling futures and the necessity of staying future-focused.
- "Employer as customer" model
- Ten sets of skills needed to stay employable.

How to be a Fearless Employee

University of California, Irvine–August 14th, 2008

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What does it mean to be a fearless employee?

1. Able to evaluate and take risks.
2. Able to be comfortable with change.
3. Able to be positively influential.
 - a. People want to work with you and seek you out.
 - b. People want to do things for you: You are the “right” person.
 - c. Most of the time you can get what you want from most people most of the time.
 - d. You have an expectation of success.
 - e. You feel resourceful and have the expectation you can pretty much always find the person with the answer.
 - f. You have self-esteem that does not depend on status.
 - g. You assume you can negotiate most of the time.
4. Able to make successful decisions in a timely fashion, even without sufficient data.
 - a. You are interested in the truth more than in being right.
 - b. You are always looking for new answers.
 - c. You can make hard choices: you prefer making your choices before life makes them for you.
5. Able to create compelling futures for yourself and other people.
 - a. You keep the bigger picture in mind when life is chaotic.
 - b. You work for the better future.
6. You are always looking for your next customer.
7. You want to keep learning new things.
8. You have a written plan.

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Twelve warning signs that you need to leave (or coach someone else to leave...)

You have become bitter. Keep referring to past problems, even when they are resolved. Constant stream of sarcasm and cynicism. Discount success and positive actions of institution and individuals. Criticize employees in front of others. Have no hope for a better future. (*Toxic.*)

You have stopped learning. Refuse to go to classes or workshops. Refuse to use new technology. Do not read or study outside your job. Don't take on projects outside your comfort zone. Want to do things only in the ways you know well. (*Entitlement.*)

You are no longer contributing to the workplace. You go through the motions. Rely on past accomplishments and the momentum of seniority. Your resume for the past three years would not list anything you did that improved your workplace. No innovations or initiative. (*Retired in place.*)

You are expected to work for someone who is an addict to drugs or liquor—or who is a very emotionally damaged human being, because of events . Your workplace protects the person from the consequences of their actions. You feel that most days your supervisor is emotionally chaotic, as is your workplace. You are distorting your own behavior to survive. (*Walking on eggshells.*)

You are asked to lie, cheat or steal, or violate your value system at a significant level. Fudging budget figures, misrepresenting statistics, breaking the law, withholding information, keeping secrets that are not yours to keep. You feel resentful, and sometimes a little thrill, but you stay on, even while you proclaim your own innocence. (*Accomplice.*)

You have not made the strategic shift to the new plan. You can't be positive about changes in the mission and vision and you feel you have the right to sabotage. You are complaining about decisions made months ago. You are constantly arguing with your bosses about the direction the library is taking and you whine to co-workers and employees about the new regime. (*Insubordination.*)

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Your health is being affected by the stress of the job. Auto-immune diseases, stomach aches, headaches, back aches, physical pain, lingering illness, exhaustion, increased sick days. Or the workplace promotes no breaks, no vacation and no encouragement of healthy choices. (*Martyrdom.*)

You believe that nothing is your fault. You no longer assume responsibility for your behavior. You always have a n excuse why someone else is the cause of the situation and you don't believe you should be held accountable. (*Victim.*)

You feel you have to stay for the sake of the organization and the people you protect or help. You think things will fall apart without you. You are the only one who can deal with a specific, difficult person. Other people beg you not to leave. You are mother confessor. (*Codependence.*)

You have lost respect for the people you work for, you work with or you supervise. You complain about them to friends and strangers. You demean them. You believe that you are justified in saying and doing things you wouldn't under normal circumstances, because of their behaviors. (*Superiority.*)

You believe you are entitled to someone else's job, usually a superior's. Perhaps you received a verbal promise. Perhaps you have worked at the library a long time and feel you are owed the promotion. So you wait, sometimes for years, and are bitter and betrayed when someone else gets the job, instead of creating a career plan that is not dependent on a career inheritance. (*Heir apparent.*)

You work in a place where there is no cause or effect. People are never disciplined or fired, praised or rewarded. There are no frequent and useful performance evaluations and no consequences, positive or negative. Agreements are not kept, and nothing happens. People are not held accountable, or only certain people are. (*"Black hole."*)

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Risk Cheat Sheet

1. Fearless people are good at creating options.
2. Fearless people think that what they have does not limit what they can get; they believe in a benevolent future.
3. Fearful people tend to be perfectionists.
4. Planning is stronger than willpower.
5. Fearless people believe they have choices, which are their responsibility to create.
6. Fearless people never run out of ideas.
7. Truth is not a democracy: beware consensual mythology.
8. Bitter people like to infect others with bitterness; it validates their views of the universe.
9. Bitter people like failure; it validates their views of the universe.
10. Fearless people are usually good-humored even during a crisis.
11. Walk through the fear. Ask, “And then what would happen?”
12. Know your alternatives: A through Z.
13. Make explicit negotiation a family value, so that you are never trapped by tacit agreements that are never questioned.
14. Question all barriers.
15. Ask for evidence; question hearsay and gossip.
16. Ask, “What else can we do?”
17. Focus on your goals and mission.
18. Fear is usually about the future; rarely about the immediate.

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How to Negotiate/Influence: Three Steps

Power: Ability to impose meaningful and significant consequences. Based on legal and fiscal duties. People have power over us.

Authority: Rank, status, reputation, tenure, position, title, credentials, ability. Based on tribal model of hierarchy. We give people authority. (Legitimate, illegitimate, earned.)

Influence: Rapport; information; action. Based on peer-based, empathetic relationships, measurable and describable data and personal responsibility and action.

First step: Rapport - Understanding the Other Person's World
(Negotiate/design the contract—Listen and discuss.) (Excess: Placater)

1. Like or similar: part of the tribe, a peer, an equal.
2. One or more facets of each person connect with each other.
3. Pace (match) the other person's speed; use the same language.
4. Recognize the other person's story; see, hear, and understand the world from his or her point of view, whether or not you agree.
5. The other person feels visible and validated. Empathy.

Second step: Information - Understanding the Big Picture
(Write/decide the contract—Facts and evidence.) (Excess: Bureaucrat)

1. Explicit and precise.
2. No mind reading. Emotionally neutral. No judgment.
3. In the person's learning preference: visual, auditory, kinesthetic.
4. In a timely fashion. Information exchange is give and seek. In appropriately sized chunks.
5. Measurable and observable data. Objectivity.

Third step: Action - Understanding Your Choices
(Enact/enforce the contract—Change and act.) (Excess: Bully)

1. Take responsibility: Be accountable. Be a stand-up person.
2. Respect the behavioral impact of Cause and Effect.
3. Alternatives are created; choices are made.
4. Risks are evaluated and taken: the cost of doing business.
5. Actions can be positive or negative. Positive works best
6. Something changes. Something moves. Consequences.

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Twenty-Four Ways to Influence Behavior: Teach, Lead, Sell, Change

Did the person you are trying to influence have time:

1. To think about it silently?
2. To read about it silently?
3. To write it down, perhaps more than once?
4. To hear the information out loud from someone else?
5. To say the information out loud?
6. To observe how it is done?
7. To teach it to someone else?
8. To evaluate it and test it?
9. To practice it?
10. To change it to make it their own?
11. To have a hand in creating it?
12. To learn the details?
13. To learn the big picture?
14. To know why it is important?
15. To know whom is telling you this information?
16. To work in a small group?
17. To experience the consequences of doing it well or not?
18. To create a physical model?
19. To observe one's own self doing it?
20. To be tested?
21. To have a second or third meeting?
22. To organize it in a way that made sense to them?
23. To create a "learning outline" or structure first?
24. To read it online?

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We get “stuck” because:

1. We are not honest about the time and money a task takes.
2. We do not say “No Thank You” enough to those things that take us away from our most important work.
3. We are not allowing for slack, mistakes and crises.
4. We let other people control us.
5. We don't ask for what we want explicitly and effectively.
6. We forget our mission.
7. We try to do it all; we don't ask for help.
8. We rescue others from the consequences of their actions, or we don't set consequences.
9. We are afraid to speak out, or we don't know how.
10. We take pride in being too busy and overwhelmed; we have lost the ability to determine when we are making ourselves sick from stress.
11. We have no criteria to use to make decisions.
12. We see competitors, instead of collaborators.
13. We confuse inputs with outcomes.
14. We think we have only two choices.
15. The plans are in our heads: There are no plans.
16. We do not have a way of measuring success and failure.

A lack of resources, including time and personnel,
is a symptom of choices we are making.

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Four-step model

- a. Input from everyone. We talk and listen. Transparency.
 - b. The decision is made. We decide and write. Legacy.
 - c. We do it. We act. Competency.
 - d. We evaluate. Input. Feedback
-
1. Embark on every decision with the intention that you will collaborate and innovate.
 2. Embark on every decision know you might have to change something dear to your heart.
 3. You don't eliminate problems; you swap one set of problems for another. Hopefully, you prefer the new set of problems.

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Employer as Customer: The Tools

“You are always looking for your next customer.”

The career portfolio is a work in progress. Much like a business plan for a company, it provides information about what you have done and where you want to be. It helps you document successes and failures, and gives you a place to gather information. It also is a sales tool, providing other people a comprehensive portrait of you in the workplace. The career portfolio has a private part and a public part.

The private part might include:

1. Any kind of information relating to your career, including letters from supervisors, records of meetings, copies of nonclassified documents you have prepared, copies of finished work such as brochures.
2. Financial summaries and budgets.
3. Information about benefits, like insurance and investment.
4. List of personal goals.
5. Workshop and educational materials.
6. Information on formal classes and degree programs.
7. A library of self-help books, audio and video tapes.
8. Your personal plan, which is constantly updated.
9. Computer files.
10. Your database of contacts.

The public part might include:

1. A personal sales brochure or report
2. Business cards (perhaps more than one version)
3. A physical portfolio (file folder, 3-hole notebook, scrapbook) with copies of fan letters, proof of licensure and formal training, documentation of career success, pictures, etc.
4. Several different versions of your current resume.

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The career portfolio has at least three purposes:

As a tool for reflection and learning about yourself.

As a tool for deciding what you need to learn next and where you need to move next.

1. Ten sets of skills to keep you employable
2. Your personal curriculum

As a tool for presenting yourself to others.

1. Your Resume,
2. Brochure and
3. Business Card.

The Private Resume Versus the Public Resume

The private resume is a detailed history of your workplace experience. It is a summary of key events, with dates and locations. It should include names, addresses and phone numbers of key references (which means you need to keep in touch with these people or track them down and re-establish communication).

It gives you the raw material from which you create your public resumes, brochures and other sales tools. It ideally should be in computerized form, so that it can be constantly updated. The problem with the private resume is that many people do not know the difference between the private and public resume. The private resume is an archive, like a box or shelf. The public resume is like a handshake on paper. It fit the hand (the needs) of the person it addresses.

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Ten sets of skills to keep you employable

1. Technological literacy - The ability to learn new technologies quickly and to use them comfortably and competently.
2. Written communication skills - The ability to express yourself on paper in a variety of situations.
3. Public presentation skills - The ability to express yourself in person in formal and informal settings.
4. Mathematical and financial literacy - The ability to understand applied math concepts, such as statistics and risk, and finance, such as spreadsheets, business economics, budgets, interest, investments, basic tax law, profit, overhead, etc.
5. Interpersonal skills - The ability to get along with all kinds of people in all kind of workplace situations in all kinds of roles, including leader, manager, supervisor, employee, team player, and self-directed worker.
6. Sales and influence skills - The ability to sell products, services, ideas and yourself to your employees, peers, supervisors, and to politicians, the media, and the general public.
7. Foreign language, culture and expert vocabulary skills -The ability to use the words and know the ways of other people.
8. Teaching, mentoring and coaching skills - The ability to share your skills, wisdoms, and abilities with others.
9. Entrepreneurial skills - The ability to conceive, start and run a project, delegate responsibility, manage budgets, serve customers, and get the results you want.
10. Survival skills - The ability to be flexible and resourceful in a rapidly changing workplace.

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