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Webinars

TRANSCRIPT: Quality as a Culturally Sensitive Issue – ASQE Aug 2023 Ascend Webinar

0:07

Welcome everyone to the third and final ASQE Ascend Webinar of the 2023 series.

0:14

Today we're going to explore the topic of quality being a culturally sensitive issue and how your organizations can help build a culture of quality moving forward.

0:24

In today's agenda, you're going to learn more about a few key points from ASQE's Insights on Excellence data that identifies the latest trends in quality and how the topic of today's Ascend Webinar has identified.

0:37

Within this research, our presenter and subject matter expert, Dr. Joe Fiero will give his perspective on how to build a culture of quality, especially taking into account our human reactions and mindset that can impact our organizational culture or how quality concepts may be interpreted or adopted.

0:57

And also as always, we will summarize this Ascend Webinar with a few key points and takeaways for you to take back to your organization.

1:07

On behalf of ASQExcellence or ASQE, I'd like to officially welcome you to our 3rd and final webinar of our Ascend 2023 series.

1:15

My name is Erin Bauer and I'm the Product Development Manager for ASQE.

1:19

My team and I lead these member exclusive events for our ASQE organizational membership companies, and we're responsible for the Insights on Excellence research findings that we'll share with you today.

1:30

And these webinars are part of our association's member benefits and mission to provide thought leadership and help you advance in the field of quality.

1:42

So a little bit about ASQE before we dive in today, and especially for those of you who are new to your Organizational Membership with ASQE, I'd like to take a moment to explain more about ASQE.

1:54

We inspire excellence.

1:56

We are a global trade association with a mission to set the standard for quality driven offerings worldwide.

2:02

And this mission empowers the org members that we serve to achieve excellence.

2:07

So all the things that our team is responsible for is meant to help empower you explore your own journey of quality.

2:15

One of the leading benefits that ASQE offers to our organizational members is the IoE Insights on Excellence benchmarking tool.

2:23

And this tool gives our org members exclusive access to performance scoring across multiple categories of organizational excellence, best practices, and these include operations, leadership, strategy, and technology.

2:36

The benchmarking tool is an online survey and it has a variety of questions and an easy to navigate digital environment that uses your asq.org login.

2:44

So as I mentioned, this tool collects the global data set.

2:47

And actually this is the data set that we use to publish our IoE insights, such as the insights and excellence research, which you'll actually learn about in the next couple of slides.

2:57

Benchmarking season is actually closed for this year, but we do invite you to learn more about engaging with this tool when we do go back into benchmarking season, which will be in February of 2024.

3:09

And as always, if you have any questions about this tool or org membership, you can always contact us at orgmembership@asq.org or simply just send a note via the chat tool in our Zoom today and our team will follow up with you.

3:24

So let's get to it.

3:26

So in the 2022 IoE Executive Brief, this was a graphic that we published that showed how quality has been identified as a top issue for the last two years running for both quality professionals and executives.

3:39

But when we dive deeper into the data, we saw that one of the top selections year over year remains that quality is a culturally sensitive issue.

3:48

Now there are a ton of different ways we know how to interpret this statement.

3:53

When we see culture, there's obviously so many different meanings that could define culture.

3:58

Culture could mean language barriers, different values or customs, practices that are unique to a region or a country, or even religious beliefs that influence how people interact with each other.

4:10

And this dynamic can exist also within leader and employee relationships or also even within customer supplier relationships for any organization or any size, and also throughout the supply value chain as well.

4:23

And we know quality obviously makes a direct impact on the effectiveness of processes and products and services, but quality could also potentially help us achieve better relationships and start understanding how we're part of a community and how the language and the methodologies that we use can help enhance those practices over time.

4:44

And for the last 75 years that ASQ has been around and for the more recent years that ASQE has been around, we also know that a lot of these methodologies and practices can also clarify workforce expectations, which moves towards building a culture of quality.

4:58

However, there's another way we could think about definitions of culture and what's critical to organizational culture, and that truly is based on the human relationship part, but also with personal accountability.

5:10

These last three years have absolutely put organizational culture to the test and it's really been an ultimate stress test.

5:17

So we're already challenging navigating the complex different globalization thing.

5:22

Issues that have arise risen over the last several years, especially when we think about the shortages that we had through supply chain or the companies that may be operated within various countries, regions or time zones.

5:33

And because of the sudden disruptions that occurred during the COVID pandemic, how did that affect our operations?

5:40

How did that also affect our stress levels?

5:43

And what impact did that have on our workforce?

5:46

If we look further down on this chart, there's also some closely related cultural challenges indicated within these metrics.

5:52

And actually, all of these do closely tie to Baldrige.

5:54

So those of you who are familiar with that framework, you're going to hear a little bit more about that today.

5:59

But today, we're really going to focus on the individual and how we can each make an impact to increase positive culture.

6:07

So in summary of what we covered in the executive brief, we do have this key takeaway as treating quality as a culturally sensitive issue.

6:15

And that's why we have the subject matter expert that we do today.

6:19

So as I mentioned again, those years of disruption that we've all been living through have had a massive ripple effect on organizational quality practices because it was also a part of the affected organizational culture.

6:30

Especially if we had people that ended up leaving our organization, that might have impacted the thought, thought leadership or the knowledge that walked out the door with them.

6:38

So how do we get back to a more positive culture of learning and trying new things?

6:43

Quality also considers empathy and respect as a vital critical aspect and in all strategic aspects, truly, when you think about voice of customer standing, standard operating procedures, training and creating common goals as well, much of that is rooted in empathy and respect that quality does also request.

7:01

But also at the heart of it, leaders aren't really instrumental in providing these as the means for their workforce to succeed.

7:07

So that includes having a clear vision and a direction for the team to rally around, making sure that the workforce understands how their role contributes to basic quality and upholding those processes.

7:19

But also, if a leader's behavior is instrumental in all these things, it could also reduce performance.

7:25

And so we want to make sure that we are reducing any of those types of issues so that we can empower our workforce.

7:30

So these are some of the key takeaways that we're finding in our own IoE research.

7:34

And we really think that works that have participated in taking the survey tool year over year to help us find these different types of data points to speak to.

7:44

So now I'm very pleased to introduce you all to today's subject matter expert and presenter, a long-time collaborative of mine, Dr. Joe Fiero.

7:53

Dr.

7:53

Fiero is a recognized leadership and enterprise excellent expert and he's dedicated his work to helping people and their organizations be leaders in their industry.

8:02

His hands on supervisory experience also includes over 4 decades of strengthening tactical and technical delivery, but also through strategic and visionary performance.

8:11

And this goes all the way up to the executive suite, down to the front line.

8:15

His postdoctoral studies, however, have been helping link the latest in neuroscience to how leaders influence their teams, how the teams perform, and really what it means to think about a culture of excellence in an enterprise.

8:28

And this holds true for all those quality methodologies that I just touched on.

8:32

Dr. Joe holds a doctoral degree in Business Administration with a concentration in Organizational Leadership and is a Master Black Belt in Lean Six Sigma.

8:41

He's also got a Master of Science in Quality Systems Management and a Bachelor of Science in Marine Science Technology, as well as numerous professional certificates.

8:50

So, Dr. Joe, it's always a pleasure to have you back with us here at ASQE, and I'm going to hand the reins over to you.

8:57

Fantastic.

8:59

Can you hear me?

8:59

All right?

9:01

Yes, thank you.

9:02

OK, good.

9:03

75 years.

9:04

Oh my gosh, I've been there for half of it.

9:07

Now I'm starting to feel a little older.

9:11

Thanks for that phenomenal introduction.

9:14

Wow, boy.

9:15

Together with the Forbes, IoE Insights on Excellence, ASQ here, we've been really busy and what great timing this is for moving more into the 21st century, building upon all the things that we've done in the past.

9:32

And it's just phenomenal, fantastic to be here with you all today.

9:38

So hello fellow alchemists.

9:41

Yeah, alchemists, that's what we are.

9:44

Some of y'all may know the meaning of this word, alchemy and alchemists, and way back in history where that was the idea of trying to blend different things together to create gold.

9:57

And that's what we do as excellence practitioners.

10:00

We're blending these concepts together with people with excellence criteria, the latest in scientific analysis of human performance and motivation, just like alchemists.

10:12

And for what is to tap the gold, find the gold inside everyone.

10:17

So directing that toward driving or supporting the advancements in performance all aligned with strengthening a culture of excellence.

10:28

And I'm grateful for the opportunity to come alongside with you all.

10:33

You're busy people.

10:35

I stayed pretty busy myself, but it's wonderful to be here with you all, and I appreciate that.

10:41

Now, you mentioned my doctoral research there and that was a awesome eye-opening experience for me.

10:49

People will ask, you know, how was a doctorate study and I'll tell them it was a blessing and a curse.

10:53

It was a blessing for the Enlightenment, but it was a curse for the Enlightenment because now I know what I didn't know.

11:02

Worse, I know what other people don't as well.

11:05

Point in a dissertation.

11:06

There's five chapters and I want to point toward one particular component of the 5th chapter, and that is where I, as the doctoral candidate was required to show opposing research to what my findings were, which I think you'll agree is a very important component about being credible as an excellent practitioner or as an internal advisor, consultant, coach, trainer, not unlike each of you, you know, where we have the responsibility of achieving certain results, but not necessarily the authority to hold people accountable if they don't.

11:41

So with this in mind, it's important for us to understand, well, what is that resistance that's at place?

11:47

So that was one element in Chapter 5.

11:48

Here's the one I want you to remember as we're moving forward.

11:51

The study of neuroscience has really been taking getting a lot of front-page attention here lately.

11:57

And one aspect of that chapter 5 is in back to my dissertation is that my recommendation for further research.

12:06

So as we're moving forward from this point forward into the presentation, I always keep that in mind and I want you to as well because you are hypothesis testers.

12:17

That means what got you here to this point is other things, things that you've been doing testing hypothesis and theory testing, real life theory testing.

12:26

And so you're doing some scientific analysis of things like behavior and performance.

12:31

But do we have the empirical evidence to support the results when it comes to neuroscience and culture of excellence?

12:38

It's still a brand-new area.

12:41

So I want you to just keep in mind chapter 5, future, future research that we might consider as we're moving forward.

12:48

So here's what I'm going to talk about.

12:49

Let's get into the materials here.

12:50

I'm going to do a real quick warm up.

12:52

Then I'm going to defrag, go into defragging and aligning some previous studies that we've done and I'll point towards some things that we did and build upon those.

13:01

It's very important that I build upon just like you build upon things we've already done.

13:05

Don't just throw things out and then make it appear as though you've got flavor of the month because that can take a, that could put a Ding in your credibility because when you show up and you're presenting something new like neuroscience and neuro excellence, people might say, well, what happened to the other stuff we were doing.

13:20

So it's very important to ensure seamlessness between what I spoke about before and what we're about to talk about now.

13:27

Want to talk about 21st century culture of excellence and tee up this neuro excellence term that's strengthening a culture of excellence from the outside in and then the inside out, the manifestation of the influence, the stimulus response relationship that we have with others.

13:44

Are we achieving the desired results?

13:46

I challenge myself and my clients with that question all the time.

13:50

And then finally, summary and next steps.

13:52

So if that's not what you signed up for, then now's a good time for you to go ahead and log off.

13:56

But if this is what you're here for, let's get started.

14:00

I got an exercise I'd like to do for you all here.

14:05

Yeah, I remember that.

14:07

You know that change.

14:10

It's not mandatory.

14:11

Survival's optional to see and get things warmed up here as we move forward.

14:17

What I'd like for you to do is I'm going to flash a, a, a color on the screen and then I want you to say the color.

14:25

You're going to see the color of the word.

14:26

Now I want you to see the color, Say the color.

14:28

Ready red.

14:31

Y'all paying attention, Pay attention here.

14:34

Turn off that other computer red.

14:36

That's the color right here's the next one.

14:39

Wait, wait, wait a minute.

14:42

There's the next one, yellow, say the color green.

14:47

OK, black.

14:51

I wonder how many of you, and I'm sure that there were a few because the first time I did this exercise, I went sideways and it just sounds like, whoa, wait a minute, The color, not the word.

15:03

So you can see there, blue is actually white.

15:06

That's the color, but the word is blue.

15:09

Now, the reason I brought this in at the beginning is because I submit for your consideration, reason with me for a moment that something happened, it changed.

15:23

And whatever that feeling was that you had inside, Can you imagine working in the same place day in and day out for 10-15 years?

15:32

And now some young excellence, rah rah, champion of performance comes in and says, here's the new way we're going to do it.

15:43

It could create what we know today as cognitive dissonance.

15:47

And let's take a look at a little bit more of the definition of that.

15:50

It's that discomfort that we feel when a behavior doesn't match those values or beliefs that we've had up until this point.

16:00

And, and so I, I submit this cognitive dissonance is something that we want to be aware of as we're implementing this different tools and techniques to strengthen a culture of excellence because we may have already embraced it, but others may still be struggling with it.

16:19

And more specifically, how is it that they're struggling with it?

16:23

Well, today with the studies and the breakthroughs in neuroscience, with the advances in technology, we're able to see what's happening right inside here, right in the brain.

16:33

As I'm pointing to this model here, and we're going to talk more about that as we move forward.

16:37

But you could see there's three parts of every brain, three in one.

16:41

The reptilian brain, brown here at the base connected to your spinal cord and your nervous system throughout the limbic system associated with emotions, chemical releases, dopamine, cortisol, stress hormone, and then up here the neocortex, the thinking part.

17:00

Those are the three areas.

17:01

Now today we have the ability as excellent practitioners to know what's going on under the hood.

17:09

More on that in a second.

17:11

So what do we do?

17:12

Take a look at this cartoon in the upper right hand corner.

17:14

You got a line of people in this comforting lies and then the other is unpleasant truths.

17:21

Now how does that relate to us?

17:23

Some of y'all are aware of Maslow's hierarchy of needs.

17:26

And in Maslow's hierarchy of needs, we know that at the lower end of the triangle there's these physiological needs, those things that we have to have, like a place to live, food and shelter, clothing.

17:37

And without that, never mind domainic model.

17:40

Are you kidding me?

17:42

I don't even have a place to live.

17:43

It can make it difficult.

17:45

And so Maslow's hierarchy of needs continues to go up.

17:47

Safety needs, love and belonging, esteem, and then finally self-actualization where I find myself often.

17:54

And you'll know when you're there because at Friday, when you get home after a week of work, you say things like might say things like, gosh, I wish the weekend would earn and and hurry up and end because I can't wait to get back to work.

18:06

Self-actualization.

18:07

There's something about Joe Fiero.

18:09

Yeah, that's weird.

18:10

But man, I was having such a good time getting things done.

18:13

Self-actualization point.

18:16

In order for me to get to that point, I had to break with things that I've done in the past, which sends could send me into.

18:25

And it did.

18:26

Cognitive dissonance.

18:27

And so there's where that resistance comes in.

18:30

Well, it gets worse.

18:31

There's there's a stress component associated with that in our reptilian brain today we have the research that points toward that.

18:39

So we as excellent practitioners want to be aware of that.

18:42

It takes that whole concept of soft skills and all of a sudden makes it concrete and hard.

18:51

Cause and effect relationship, stimulus response, not unlike the things that we do with machines.

18:56

Push the button, pull the lever, There goes the crane, push the button, pull the lever, there goes the machine down the assembly line.

19:03

Now we've got it for people.

19:06

Now you'll know whether or not you're getting better at this and here's how.

19:12

For those of you that are in fitness programs, maybe you lift weights.

19:16

How do you I do?

19:17

How do you know if your weightlifting program is working?

19:22

Some of you will say, because the next day I'm sore.

19:25

That's right, I'm uncomfortable.

19:29

But for some people, they feel that first sense of discomfort and they say I'm not lifting weights anymore.

19:36

We go back to what's familiar and comfortable.

19:40

We grow by moving forward into discomfort.

19:45

We retreat back into stagnation and comfort.

19:52

So this cognitive dissonance is important for us to know as excellence practitioners, because if we are not aware or we ignore it, then we may try to force things onto our teams and executives that they're not ready for and have a deleterious effect, unintended consequence, even though they want excellence.

20:21

They feel the discomfort and if we're not smart enough to help them through that and we won't get the results that we desire.

20:30

Did you achieve the desired results?

20:34

When I first started working in this excellent stuff back in the 1900s, so much fun to say that I remember we were in meetings with some very seasoned executives and they were talking about vision statements and missions and values and culture and systems thinkers and systemic issues.

20:53

And there was people in the room inevitably, that I was a little concerned.

20:57

Do y'all really know what these words mean?

20:59

So for us today, here are a few that I want to make sure that we're clear on.

21:04

You mentioned culture and so great timing.

21:07

Here's what we know from Webster.

21:08

Customary beliefs, material traits.

21:12

These are things that you can see in an organization.

21:16

The next term is Baldrige Core Values and concepts.

21:19

I've got my copy of the pamphlet right here, and specifically I'm referring to those core values and concepts on the pages here.

21:26

36 through 41, I believe it is.

21:28

I got to cover it up right now.

21:30

When you say culture, what am I going to see?

21:34

These are the things I hope to see in a culture of excellence.

21:37

I submit for your consideration that in a culture of excellence, it's not some nebulous term.

21:43

You've got to be clear on that with the executives.

21:46

And I'm grateful and I make no apologies for having success with that, with the executives who look at me and say thanks a lot, Joe, I've worked with other people that do your work and they never told me that.

21:58

Now that makes sense.

21:59

Culture of excellence, that's what it is.

22:01

It's the observable Baldrige core values and concepts.

22:05

Here's that trust word again.

22:07

Thank you for bringing that up.

22:08

Want to build upon that?

22:09

Especially supply chain.

22:10

Holy moly, Can you imagine what's going on?

22:13

If we're not familiar with what's happening in neural pathways, the neuroscience component of it, then we're missing the mark.

22:19

That's excellent practitioners, and we want trust in our workplace.

22:26

All right, let's get in this a little nitty gritty here.

22:28

Neuroscience, a branch of neurophysiology, especially related to behavior and learning.

22:33

Whoa, whoa, whoa.

22:35

Behavior and learning, isn't that soft?

22:37

Soft skills?

22:38

Yeah.

22:38

We're about to find out.

22:40

It's not soft.

22:42

It's hard.

22:43

Neuroscience, neuroplasticity.

22:45

That's the ability for our brain to develop and change throughout our life.

22:50

And if you, when you go into the research, you'll find in the research I found that there was the belief that once you reach a certain point, you can't change what's happening in your brain.

23:00

Wrong.

23:01

Neuroplasticity, where we understand now that yes, you can fire off new portions of your brain.

23:08

We'll talk about that here in a minute.

23:10

And neurogenesis, this is really sexy stuff here because this is where we develop whole new neural pathways.

23:18

And those neural pathways are associated with our thoughts, and our thoughts are associated with thinking.

23:25

Thinking's associated with behavior.

23:27

Behavior is associated with results, neurogenesis, new ways of thinking, change management.

23:36

These are the things happening inside of our clients, constituents, fellows, employees, and our executives and the informed excellence practitioner, you and I.

23:46

Hopefully what we do today will raise the bar just a little bit, present you information.

23:54

You know, there's a saying that says you can lead a horse to water, but you can't make them drink.

24:00

That's right.

24:00

And my job here today is to make you thirsty.

24:04

So you're going to want to go and get some more of this stuff.

24:07

Keep growing, keep helping your organization move forward.

24:10

So here's back to the seamlessness.

24:12

In previous workshops, I talked about the Jahari window, which has to do with self-awareness.

24:18

It's a model used with four windows.

24:19

We'll talk about that more in a second.

24:21

I mentioned the Myers Briggs Type Indicator, which has to do with personality preferences.

24:27

And while there are some controversies associated with that, recently there's more neuroscience studies associated with how your brain is wired a certain way that gives rise to personality traits.

24:42

And so we talked about the four dichotomies there.

24:45

They are intuitive, excuse me, extrovert, introvert sensors, intuitive thinkers and feelers, judges and perceivers.

24:52

You can go back and watch the other previous webinar and get more information on that.

24:56

But for now, let's keep moving forward.

24:58

The leadership challenge, empirical evidence to support that leaders like you, like me, like you, excellence practitioners, we're leaders and leaders are influencers.

25:09

And the question we have to ask is we have to answer is what kind of influence am I having?

25:15

Well, we don't have to guess because in the Leadership Challenge, we know that there are 5 behaviors of exemplary leaders.

25:21

And that was something we covered in a previous workshop, and I'll talk a little bit more about that as well.

25:25

Link back to it here.

25:26

Moving on, you all know this is the Damaic model.

25:30

But what I want you to note is that here's a flow chart depiction of the Damaic model.

25:35

And here's a picture of the Damaic model.

25:38

I make reference to that because in a Myers Briggs type indicator, if I'm working with a client or a team and they are sensors, then there's likelihood they'll embrace a model that looks like this 123 step by step.

25:54

But if I have intuitives in the room, they have a picture diagram, view of things, they see patterns, they're comfortable with that.

26:02

And while yes, we want to push them out of their comfort zone, help them out of their comfort zone, should I say, I want to build off of where they are now, where they are comfortable and then move them forward.

26:14

All of these here in our conversation pointing toward the effect it has on the brain and the three portions of it, consequently, the effect it has on the enterprise journey for excellence.

26:34

Here you've got it, these 7 categories of the Baldrige in a fish bone diagram.

26:39

I'll make reference to that as we move forward.

26:42

So that's where we've been in the past.

26:44

Let's talk about move into where we are today here in the 21st century.

26:50

I'd like to think about this analogy where when I go take my car to a mechanic, I like to think that they know what's going on under the hood before they start pulling things out and taking things apart.

27:07

You would too.

27:08

How about a medical doctor?

27:10

We expect they're going to know what's happening in this body before they start prescribing things and poking things.

27:19

And as leaders, we need to know that too.

27:22

We can know that, too.

27:23

We can know what's happening under the hood.

27:26

The neuroscience in this research studies is pointing toward a higher level of understanding.

27:32

We're smart enough to take advantage of that and I think we're gonna do a good job of supporting the organization's journey toward enterprise excellence.

27:43

Along these lines, let's talk about let's blend connect last seminar with today.

27:51

There are three modalities of communication that if that impact the efficacy of the orator like me now, like you later, like you even right now actually 3 modes of communication.

28:04

We know that there are nonverbals, the way you look, your tone of voice and your words and in workshops I tease the audience to inquire which one do you think is the most relevant in the efficacy of an orator and they take a few stabs at it.

28:20

Here's what the research indicate.

28:23

It is the way you look that has the highest impact, the strongest impact on your efficacy.

28:30

55% of the communication process is nonverbal.

28:33

It's the way you look.

28:35

Tone is a is 38% very high percentage there tone in words only 7% the words.

28:43

I use small percentage of the efficacy as an orator.

28:49

Now, how do most people communicate text messages and emails?

28:54

That's why they're so dangerous.

28:56

They're only the words.

28:57

There's going to come a time when it's you pick up the phone, go and meet in person.

29:03

And that might be uncomfortable for introverts.

29:06

Some of you know who you are.

29:08

So what do we do as excellence practitioners?

29:10

Help them out of their comfort zone.

29:12

We'll be coming up to a poll question here momentarily, but I want to look at this over here, this slide here.

29:16

You've heard of this fight, flight, hide, freeze, pine.

29:21

That's what happens when you sense fear, which your body is naturally designed to do.

29:29

It's part of self-preservation.

29:31

But when you do, just like this drawing over here in the upper left-hand corner illustrates, when you go into this fear mode, your limbic system takes over, your mammalian system takes over, and it starts to impede your learning and thinking brain.

29:45

And as you can see here, it goes offline.

29:49

What could be worse in a culture of excellence, to have fear or toxicity in the culture driving people to energize their limbic survival system, shut down their neocortex, and therefore impact some of the key core values and concepts of Baldrige like innovation because we won't be able to get it.

30:11

Regretfully, some leaders will see that and say well, maybe I need to yell louder.

30:17

The beatings will continue until morale improves is a saying that I've heard in the past and why back to the Jahari window.

30:26

Recognize it's nonverbals that are the most relevant in the efficacy of the orator.

30:36

I want to jump over to a poll now here.

30:37

So let me turn it over and here, here it is.

30:42

So let's go ahead and take a little time.

30:46

If you would expressed as a percent, how much does poor leadership communication diminish productivity?

30:54

There you go.

30:55

I've got a few responses in there already.

30:57

Good.

30:58

Thank you very much.

30:59

74710157 Well, yeah.

31:02

There you go.

31:03

All right, keep them coming, keep them coming, keep them coming.

31:06

They get nonverbals, nonverbals, nonverbals.

31:08

Good, good, good.

31:10

All right, all right, I'll say we'll get up here just a little bit more.

31:14

Oh, my gosh.

31:14

Keep them coming.

31:15

Oh, smokes, they're rolling in now.

31:18

I want to get up to 1000, and then I'll stop.

31:22

What?

31:23

Wait, there's not 1000.

31:26

All right, here we go.

31:27

Let's got a little bit about halfway there.

31:30

Let's go ahead and close the poll so we can keep the keep the show rolling here, please.

31:36

All right, let's see.

31:37

You got the results there.

31:39

Is that being shared?

31:40

I can't tell if that's being shared.

31:42

I'll talk to it then.

31:46

75%, How much does poor how, how much does poor productivity threaten a culture of excellence and productivity?

31:55

We know is, is, is, is outputs divided by by costs.

32:00

I believe it is.

32:01

That's where productivity is outputs.

32:03

So what are the things that are impacting outputs?

32:06

I submit, is the vision statement clear?

32:09

Does the leader know that nonverbals are represent a significant part of the communication?

32:14

So if you expect them to to go more efficiently, more effectively into their workplace, but your nonverbals are not impacting them or influence in a way that it helps them to think with their neocortex, your nonverbals and your tone of voice instead causes them to go into fight, fight or hide mode.

32:32

As a leader, I would want to know that it's my nonverbal say.

32:35

If I'm an introvert, then I would want to know, hey, I got to practice this stuff.

32:39

It's uncomfortable for me to get in front of people.

32:42

But if it's impacting productivity and it's all associated with the productivity and I'm trying to drive a higher level of excellence to culture, strengthen that, then yeah, I need to get in there and do something about it.

32:53

This is what informed leaders do.

32:56

This is what I had to do as an extrovert.

33:00

Introverts in the room, turn them off so there's too much energy.

33:05

It'll fatigue them.

33:07

But Dr. Joe Fiero knows that, so I can adjust.

33:12

Thanks for the poll there.

33:13

We got another one that we're going to do here momentarily, but for now, we will move on to the next slide here.

33:20

With regard to that Jahari window, take a look at it.

33:24

I'm not going to go into too much more except for this window here.

33:27

Window #2 is what I call it.

33:29

It's things other people know about me, but I don't know about myself.

33:34

The blind window, also known as the bad breath window.

33:38

The bad breath window.

33:41

Things other people know about me that I don't know about myself.

33:45

Now, I challenge leaders and executives in my coaching sessions.

33:47

If you had bad breath, would you want to know?

33:49

And 100% of them say, yeah, Are you sure?

33:54

Now, this isn't about hygiene.

33:56

But you know, I do ask them, well, how would you want somebody to tell you because they probably won't.

34:04

Let's move that over into leadership, leadership and influence.

34:09

If you've ever worked with somebody that has that kind of an issue to bad breath, it probably impacted your ability, your your efficacy, your efficiency, your productivity because you had to fight through that to focus.

34:21

Well, the same holds true for leaders.

34:24

If we're not think we said we did set a vision statement, we wrote it down.

34:29

What percentage of the communication process is that 5%?

34:33

The rest of it is the tone of voice speaking it and their nonverbals.

34:37

When was the last time you were in front of your workforce breathing life into the vision statement in such a manner that it influenced them to want to do well?

34:46

These illustrations over here kind of help to support that.

34:49

Get out there in front point Jahari window, self-awareness.

34:53

That's what we want to know.

34:55

What is the impact that your nonverbals, your tone of voice, your awareness of your personality

preferences, use of the five practices of exemplary leaders, the Baldrige criteria, understanding what culture of excellence really means.

35:10

And if you don't, after today, make sure you get it down packed.

35:17

If you're not aware of those things, what is the effect it's having on others in their psyche and consequently how much of themselves they bring to work?

35:29

Jahari window.

35:31

I mentioned this cause and effect diagram earlier, took the Baldrige criteria and put it into this format.

35:39

Well, there's two ways to view this and I want to talk about this like some of y'all maybe watch law and order shows and things like that.

35:45

And you know, inevitably there's you know, if there's a case of murder, they got this thing, it's called a postmortem.

35:50

And that's where they go in and they try to examine and look for the the root cause of how the death occurred postmortem.

35:56

I want to submit for your consideration a new term pre mortem.

36:00

And in this case, the idea is to use the cause and effective, the cause and effect diagram in a proactive way instead of saying enterprise excellence, what is impeding it, which I often times hear the cause and effect diagram used Fishbone Chicago diagram is how did that happen?

36:19

Well, there's another way.

36:20

What if we want enterprise excellence?

36:22

What are the things that, for example, a leader should be doing?

36:26

Well, we don't have to guess because we know from the Baldrige criteria that the seven categories.

36:31

And by the way, NIST just sent me an e-mail about the history of Baldrige.

36:35

If you all didn't get that, you need to get it and read it because it goes in the detail how this was even developed and it's pretty impressive.

36:44

So back to the Web.

36:46

Ark Vision and values leaders do this.

36:50

And if we do it well, then we could strengthen that culture of excellence from the from the beginning, right from the start, which was a very important reason why I insisted when I was in a full-time capacity, whether it was the military, civil service, federal government or corporate world, not-for-profit and faith-based organizations.

37:13

When I was in a full-time capacity, I insisted that if there was a new hire, I was the first person they would meet at the door, shake their hand and let them know how.

37:23

I shared in the aspiration and respect your family must feel for you for being hired today, and I'm looking forward to getting to know you better.

37:30

More on that in a minute, but I wonder if that was your experience when you came to work with where you are today.

37:37

And if it wasn't, instead of postmortem now from this point forward, how would that impact the way your day starts the relationship with the company?

37:47

I submit in my experience a very positive effect.

37:52

So consider this quote when it comes to leaders and causing an effect versus cause and effect causing an effect, that proactive mode of of the proactive posture that we take as excellent practitioners.

38:06

I'm sure there's something in the Baldrige criteria about proactive, I'm pretty sure approach deployment.

38:14

Yeah, I think it's in there.

38:16

Check this quote out if you want to build a ship.

38:19

Don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.

38:29

I would add to that quote New Horizons and lands that we could explore to support the survival of our, of our species, to support other organizations.

38:46

In the case of, I think about one of my clients that are, they're, they're exploring areas of the ocean and supporting wind farms, helping to find places to put in wind farms.

38:58

And so when I'm consulting with them, I talked to the CEO and I coached them about, it's not about the wind farm, it's about something else.

39:04

Do you know what it is?

39:06

And have you told this to your workforce?

39:08

And sometimes they're perplexed and they look at me and I'll say it's not about the big fan blade, it's about the heater unit in the winter in the north when that 70 year old, 80 year old grandparent is needing the heat that that wind farm is helping to provide.

39:30

It's the air conditioning in the South that the same folks need when school season starts and the students can't concentrate because the air conditioners aren't working.

39:39

Where did the power come from?

39:41

Maybe it came from your wind farm.

39:43

Now that's noble, I submit.

39:46

And that might tap that frontal cortex, that visionary thinking.

39:52

This is what we do, causing an effect in our workforce, helping to tap intrinsic motivation, building off of that leadership challenge work.

40:06

Yes, I don't know how many of y'all have learned something yet.

40:08

Anybody learned something?

40:09

You got a takeaway you might be able to use?

40:12

I hope so.

40:13

And if you didn't, then I'm I'm pouring my soul out here for you all and I'm so very happy to do it.

40:20

Hey, the hard truth about soft skills is it's hard, man.

40:23

It's not easy.

40:24

I got another poll that we're going to do here real quick.

40:27

If you would cue the pole.

40:28

Please cue the pole.

40:38

I don't see it yet.

40:41

Well, but there it is.

40:42

All right, Expressed as a percent.

40:45

What amount of your brain do you bring to work that discretionary thinking when you don't feel trusted?

40:52

What percentage of your brain do you bring do work when you don't feel trusted?

40:57

Now take careful attention to that question.

41:00

How much of it do you bring when you don't feel trusted?

41:05

I don't feel trusted, man.

41:07

How much of this am I going to bring to work?

41:11

Is that 0%?

41:13

Man, Some of y'all might know the answer to that.

41:16

And why a low percentage, 25 percent, 50%?

41:21

I bring a lot of my brain to work when I don't feel trusted.

41:25

Well, so there's some workplaces I know that want to hire you.

41:30

Yeah, I know there's a reason for that too.

41:32

All right, here we go.

41:34

I got some pretty good response rates here.

41:36

Let's keep an eye on the time limit.

41:38

Want to get into a little bit more of the meat and be respectful of the time and opportunity for Q&A.

41:46

Oh, by the way, there's another follow on webinar to this one next Thursday.

41:50

And it's my intention to dial into that one too.

41:52

So another opportunity for Q and A I believe this.

41:55

Let's go ahead and close the poll.

41:57

And so we've got 8% say they bring zero part of their brain when they don't feel trusted.

42:04

Understandable.

42:05

And I'll tell you who's to blame for that.

42:07

It's not you.

42:09

So it's something in the environment.

42:11

Obviously the trust comes from other people, your leaders, your, your peers and colleagues.

42:17

25% said that, well, excuse me, only bring 25% of their brain.

42:22

So once again, that's, that's not a, not a lot man.

42:25

How much are we paying you?

42:26

50%, Let's see, 28% of you said that 50% is, is the amount of your brain that you bring.

42:32

And then 10% said I'll still bring 75% of my brain to work.

42:35

In other words, it's still, I mean, we can't tell because 100% wasn't on there, but 75% is.

42:41

It's, you know, we would imply that it's not a lot.

42:43

And the fact of the matter is that if you don't feel trusted, your sensors are taking in information, your sight, sound, smelling, tasting, hearing things, probably hearing, seeing.

42:55

Those are the things where you're sensing I'm not trusted.

42:57

And so it's telling your brain something.

42:59

And we're going to find out here in a minute that we've probably kicked off your reptilian, your primal brain, the one that's here at the root, which does what sends you into survival mode when you don't feel trusted.

43:16

And what happens when you go into survival mode?

43:22

Take a look at this next slide.

43:23

Thanks for participating in that.

43:25

I see some comments that some weren't able to participate.

43:28

Thank you very much.

43:29

And I think admin will take care of that.

43:31

So, so what's happening when you when you don't feel trusted?

43:35

I submit and as this slide represents here that your body goes into stress mode.

43:41

And when you're in stress mode, remember that's your limbic system kicking in and what your body is going to naturally do.

43:48

Matter of fact, here's a test we could do.

43:49

It's autonomic nervous system is what it's one of the phrases that I've heard that referred to this, an autonomic nervous system.

43:56

It's the type of stuff that keeps you breathing and keeps your heart beating without you thinking.

44:02

So we can give it a test here real quick.

44:04

When I countdown from three, everybody stop your heart from beating.

44:07

Ready 321 Anybody's heart Stop.

44:17

No, Why?

44:18

Because your body naturally, it's, it's part of the preservation.

44:22

So that's the natural part of your body.

44:24

Then when you go into fight, flight or hide mode, we're engaging that limbic, that primitive brain, and your body is going to start sending blood and oxygen to your extremities.

44:35

Why?

44:36

Because you got to get ready to run.

44:38

You got to get ready to fight or pine or hide, but you're going into this mode.

44:42

So when it says blood and oxygen to those other parts of your body, where is it?

44:47

To a lesser degree.

44:49

That's right.

44:50

Your neocortex, that third part, the mature brain, the part that we humans are supposed to have bigger than other animals on the planet.

45:00

And, well, I'll just stop there for the sake of time.

45:03

But there's some funny stuff we could talk about there.

45:05

Yeah.

45:06

So start shutting down your neocortex.

45:08

That's your creativity, your logic, et cetera.

45:10

And your body goes into this, this survival mode.

45:14

And in the short term, look, you're feeling worried, nervous, as the diagram shows.

45:18

Heartbeats hard, heartbeats harder and faster.

45:21

Yes, it's fight, flight, hide or pine.

45:25

This is where we're at, man.

45:26

We're not in the thriving mode.

45:29

We're in the survival living mode and we want thriving.

45:32

How do we help to do that Well, clear vision of the future.

45:36

A bad system will beat a good person every time.

45:39

What are the systems they're working in?

45:41

How well do they work?

45:42

Here's another good one.

45:43

How many FTE full time equivalent, which means how many employees do you need to increase productivity by 20% over the next three years?

45:56

We would want to know that and if our leadership is influencing our workforce in a manner that lets them want to bring more of themselves to work, meaning they feel trusted, they understand the future, the vision.

46:16

Not just given DMAIC models, not just given the Baldrige criteria, not just given an onboarding practice or a cultural week of part of the orientation program, which is like giving hammers, wood, etcetera to build the ship.

46:32

No, instead we help them to see what you can do with this ship.

46:37

What does the wind farm do?

46:40

It's more than just putting in a wind farm client.

46:43

It is providing heat for folks that are cold in the wintertime.

46:48

That's what the wind farm helps to do.

46:51

That's what's going to help us to keep the stress levels lower.

46:54

Now there's a time we want the stress level, we want the cortisol because that's when you can focus in, but we want to control that.

47:00

That's outside the scope of today's conversation, but I submit for you this, for those of you that are quality engineers can appreciate gauges like you're seeing here.

47:12

And you know that when it comes to machines or processes that there's certain specifications you work within.

47:19

And if you work too high, you get into redlining the machine.

47:22

And can you redline a machine?

47:25

And the answer is yes, you can redline the machine, but you can't do it all the time because it's starting to push the envelope, the limits of its capacity.

47:35

And it could cause it to break down, where the same applies with people.

47:39

And if we're not careful, we shut down that neocortex.

47:44

We might consider our employees screw ups or lacking motivation or other terms that will attach to them.

47:53

But it's all because which could be attributed to our behavior as leaders or practitioners.

47:58

And it's sending them into stress mode.

48:00

And when we're working with executives, you got to be even more careful about that as well.

48:07

We've got one more poll question that's supposed to that's at this point in time.

48:12

So let's let's take a look at this one expressed as a percent.

48:14

What is your ability to thrive when you're in survival mode?

48:20

Your ability to thrive, you're in survival mode.

48:23

So we know thriving is part of abundance.

48:30

It's part of comfort.

48:31

It's part of feeling trusted.

48:35

That's thriving.

48:36

So if you don't feel that, we know that's going to have a negative effect on our ability to thrive because it shut down that part of the brain that we need to thrive.

48:50

The creative part.

48:53

Five more seconds, 4321.

49:00

All right, now take a look.

49:03

Share results.

49:04

Oh, there it is.

49:05

You can see it now yourselves.

49:07

38 percent, 26 percent, 0%, yeah, 26%.

49:12

Now, you know, these percentages are important.

49:15

They can get really confusing here, you know, but so we think them through a little bit.

49:19

We're getting ready to bump into the limits in our time.

49:21

So I'm gonna I'm gonna move forward here.

49:23

But.

49:23

But here's a takeaway, essential takeaway for you.

49:26

Here's my question to my clients and and executives that I coach is this give me a dollar value for that.

49:34

What is 5070?

49:35

Five, 75% of the of your annual salary.

49:42

How does what if you could increase productivity, take your annual productivity, your throughputs and then increase it by 75% Right now you're impeding it.

49:52

So that feeling you have of that you're thinking, man, I'm sure we could do better than what we're doing right now.

49:59

Why aren't we?

50:01

And then if you're not careful and you go into command and control, leadership mode, directive mode, transactional mode, then you might adopt A.

50:11

Maybe they.

50:11

I need to yell louder.

50:14

The beatings will continue until morale improves.

50:17

Posture of command and control.

50:19

Instead of asking yourself, mind Jahari window #2 do I have bad breath?

50:23

Is my vision statement not been expressed clearly?

50:26

Am I?

50:26

In other words, looking in the mirror and asking yourself, is it me?

50:31

Yeah, we want to know, and today we can know because the science is there since the late 1900s in the study of neuroscience, we know these neuro pathways that are there.

50:45

I want to reflect back here to the leadership challenge and because this is a great framework for you to consider as you're trying to influence your leading.

50:54

I like Zig Ziglar's quote here.

50:56

You know, people don't know how much you don't care how much you know until they know how much you care about them, about them.

51:04

And so and so.

51:05

When, when, if, if.

51:07

If They're not convinced of that.

51:10

Well, it's a new job, so they're going to do their best, but it shouldn't be survival mode.

51:16

They're gonna do their best.

51:17

It should be right from the beginning.

51:18

Hi.

51:18

I'm Dr..

51:19

I'm Joe Fiero.

51:20

And welcome aboard.

51:21

I'm so glad.

51:22

It was very important that I met you first walking through the door.

51:25

And I'm so happy to see you here.

51:27

I share in the admiration and respect that your family has for you for being hired here today.

51:32

And along the course of the conversation, I'm gonna ask you where you see yourself in five years, 10 years.

51:37

Is it management directorship, you know, upwardly mobile there you feel comfortable where you are or whatever it is.

51:44

I want to know that why inspire Shared vision is the second behavior of exemplary leaders.

51:51

We know that the data indicates when you look at the study, the analysis here, you will see that as you inspire a shared vision that's not just about the company, but your own interest as well.

52:02

So when it comes to getting the the getting the fuel by putting in the wind farms and you are a forklift operator, I'd like for you as a forklift operator to understand that that's more than just some menial task.

52:15

You're enabling the whole process to take place.

52:18

And one day you might be in a management function as our company continues to grow.

52:24

How does that sound to you?

52:25

Maybe it's braces for the children, a vacation, a new home, whatever it is, I want to know as your supervisor.

52:33

And I submit that helps to answer the mail of Zig Ziglar's point.

52:38

They don't care how much I know until they know how much I care about them.

52:42

Now you've got to be genuine and authentic.

52:45

And I tell every one of my clients this, every one of them.

52:48

I'll tell them if you can't be genuine and authentic with showing compassion and care, then don't do it because you're going to make things worse.

52:57

You're going to mess it up.

52:58

I'll use an expletive usually, but you're going to mess it up and we're going to have to go back in and fix it.

53:04

So let's make sure you're genuinely and authentically caring about other people.

53:10

Envision a future shared vision for the future.

53:17

This is what we do and why?

53:21

Because we're looking to influence today.

53:23

We know that these things are happening in their brain.

53:27

Do you as a leader know what's happening under the hood?

53:31

If you don't, good news today you can, and you're not that far behind.

53:36

It's only been since 2013 that the White House initiated funding sources for the study of neuroscience and studies of the brains and neural pathways.

53:48

So it should be no surprise that so much research and literature is servicing today.

53:53

And I was so very happy to get my hands on it.

53:56

It was what my doctoral dissertation was going to be about.

53:59

But the president pulled the plug on that said best doctoral study, Joe is the one you can finish.

54:04

And so let's just get one that you could finish.

54:06

So, but today post doc work, I am up to I'm up to my neocortex in it.

54:12

So in neuro excellence, I submit for your consideration.

54:17

That's about advancing and strengthening a culture of excellence from the outside in and then from the inside manifestation of new neural pathways thought pass a thought be a thought patterns that manifest themselves in behaviors that are aligned with strengthening the core values and concepts of Baldrige which are fundamental to a culture of excellence and this is what we're doing from ad car and change management.

54:45

Some of you may know pro sci ad car awareness, desire, knowledgeability and reinforcement.

54:50

We're there's analysis reveals that there's a states of change, there's a current state, a transition and a future state.

54:58

Get back to systems.

54:59

Is systems important to a culture of excellence?

55:02

Yes, it is systems thinkers right here.

55:04

And our challenge is how do we expedite that or at least how do we monitor it today?

55:09

We know looking at these picture over here, these are real neural pathways in your brain right now.

55:16

You have them there and these neural pathways is where information flows and research points to where that's where your thoughts are.

55:25

You can teach.

55:26

You can't teach an old dog new tricks.

55:29

So that's what we thought.

55:30

And as you can see, even these three slides are showing illustrating neural pathways, which are thought paths, paths for thought, thinking, and thoughts that are in your brain right now.

55:44

And you could see that there are new ones growing.

55:46

And if you go on YouTube, you can actually, you can see actual neural pathways as they grow.

55:52

I can't remember the amount of time it takes, but there is a time sink in there.

55:56

And you might be surprised how quickly it can happen.

56:00

Neuroplasticity is what you're seeing now.

56:03

Neurogenesis in a matter of thinking, speaking.

56:07

Hebb's law, named after the neuroscience, I think it was his title, that discovered this is what fires gets wired.

56:17

And so in there we got electricity and it's firing away.

56:20

And as it fires away, it starts to wire new neural pathways.

56:24

Those are new thoughts.

56:25

0 defect.

56:27

Talk about cognitive dissonance.

56:29

That trips a lot of people off.

56:31

There's no such thing as perfect.

56:32

Oh, yeah?

56:33

Well, tell me this, but what's the allowable number of babies to be dropped on their head at childbirth?

56:40

Zero.

56:41

There you go.

56:42

Let that simmer for a while.

56:44

Fire off some new neuropathways, I submit.

56:46

Assimilating new information.

56:49

Well, we talk about the culture and a culture of excellence.

56:54

We see where vision statements help to tap intrinsic motivation.

56:59

And from the leadership challenge, we can also inquire as to their vision for the future and find ways to blend their vision for the future with what we're doing as an organization.

57:09

And that's designed to facilitate the firing of the correct neural pathways that manifest themselves in behavior that's observable culture of excellence.

57:21

But what are the alternatives?

57:23

Here's 1A toxic culture and we liking systems the way we do.

57:29

You could see that the toxic behavior happens, whatever it may be.

57:34

Neural pathways are firing.

57:36

You're taking in visually.

57:37

You're hearing people complain about don't pay attention to that strategic plan.

57:41

We're going to be just fine without it.

57:43

Just screw that.

57:44

By the way, that's called actively disengaged saboteurs within the organization.

57:48

We would do better if they were managers to pay them to stay home because they make things worse when they come to work because they're so negative.

57:55

I don't even know why we keep them.

57:56

That's a discussion for another seminar.

57:58

But for now, toxic behavior happens.

57:59
What next?

58:00
Repetition.

58:01
It doesn't get changed, so it feels normal.

58:05
Not only that, what fires gets wired, so people see it and now it that's becomes the way they think.

58:13
It impacts the teams as they stop trusting management to act because they're like, Oh well, they can get away with it.

58:19
I guess I can get away with it.

58:21
People feel that extreme action is justified, so they just start acting out and no one corrects it.

58:28
And so the cycle repeats.

58:29
And what do we do as excellent practitioner?

58:31
Break the cycle.

58:33
Cycle Breakers.

58:34
That's what we want.

58:35
So what is the culture we're after, folks, And we know what makes a great organization great.

58:41
Every organization has a culture.

58:42
True or false?

58:43
The answer is true.

58:44
Every organization has a has a culture.

58:49

And the question for us to answer is what kind of culture do we have?

58:52

And more importantly, like Dr. Ed Deming used to say, how do you know?

58:59

How do you know?

59:00

Show me the data in God we trust all others bring data.

59:04

That's what Demi would say.

59:06

It's culture, everyone has it.

59:08

What kind you have Ours we're striving for is a culture of excellence.

59:13

Now I asked this question with executives.

59:15

It helps them to understand, assimilate information, firing off new neural pathways.

59:19

I use it with teams as well and they are quick to answer the question.

59:23

If it's not a culture of excellence, let this be a gauge of sorts.

59:27

What would be the opposite of a cultural excellence?

59:29

How about culture of get mine before you get yours?

59:32

A culture of what's the national mediocrity?

59:35

A culture of here's the a word average.

59:37

A culture of just get by, which I wouldn't want in a medical staff about to operate on a loved one.

59:42

A culture of failure and what would we expect to see in a culture of excellence?

59:47

Here you go.

59:48

Behold, a culture of excellence.

59:51

What you're looking at there is a model right here from the book, the pamphlet, the Baldrige criteria.

59:55

And of course, it's a part of the your resource gags there as well.

59:58

And as you can see by the model we love models, system perspective.

1:00:02

Here are those core values and concepts.

1:00:05

They're linked to this Gray band here, the seven categories of Baldrige that in provide the kind of results that we're looking for in those various perspectives.

1:00:15

From category 7, it's a culture of excellence.

1:00:18

That's where we want the toxicity stuff.

1:00:20

We got to be mindful of it.

1:00:21

What is it doing to our workforce?

1:00:24

Here it is.

1:00:25

We're sending them.

1:00:26

There's two modalities here.

1:00:28

That's my combination of the two.

1:00:30

In a stressed, in a stressed worker, a stressed employee, we know that their NEO, their prefrontal cortex is going to shut down.

1:00:37

Why?

1:00:38

Because they're going to fight flight, hide, pine or freeze mode, survival mode.

1:00:42

So that amygdala is going to take over and push cortisol buttons, push the adrenaline button, start shutting down the neocortex because they're in survival mode.

1:00:52

By the way, 20-30 minutes to get back to homeostasis.

1:00:57

Informed leaders know this informed quality practitioners.

1:01:00

If I have caused discomfort, I got to ease back.

1:01:03

Regretfully, some people, uninformed leaders and now you know, they don't know the neuroscience, they don't know this is happening.

1:01:09

They keep, they'll yell louder or their nonverbals will change.

1:01:13

They'll lean in a little bit more thinking you must need more attention, closer supervision, et cetera.

1:01:19

And in the end, we're just making things worse.

1:01:21

What do we really want?

1:01:22

We want that prefrontal cortex firing off.

1:01:25

We want get far away from that stress system, that reptilian brain, that fight flight.

1:01:31

It's taking care of itself, but we know today that it is our actions.

1:01:36

Remember, nonverbals, the highest percentage of the communication is the way I look.

1:01:42

Hopefully you're feeling the love that I'm trying to pour out into your souls, into your mind and your psyche right now.

1:01:48

That after today you'll have that yearning for learning to go and get more information about neuroscience.

1:01:53

Now let's take a look at some of the results here.

1:01:56

People are just more willing to follow someone they like and trust.

1:01:59

I like this saying to some leaders proclaim they may not like, they may not like me, but they'll excuse me.

1:02:04

They may, they may not like me, but they will.

1:02:07

Wait, wait, I'm getting this wrong, but they will respect me.

1:02:10

There it is.

1:02:11

They may not like me, but they will respect me.

1:02:13

To which I reply, yeah, they don't respect you either, man.

1:02:17

They don't like you, nor do they respect you.

1:02:19

What?

1:02:21

Trust me, whatever you're seeing is a facade.

1:02:25

More on that on another seminar.

1:02:27

But for today, here's what we know.

1:02:29

Employees and high trust companies, take a look at this data.

1:02:31

You've already read it, 50% higher productivity.

1:02:34

Give me a dollar value for that.

1:02:36

What's your current level of productivity?

1:02:38

Plus it up 50 percent.

1:02:39

40% less burnout.

1:02:41

That means they're burning less glucose in their brain because they're not in that stress mode.

1:02:46

The cortisol is either.

1:02:47

They're bringing, you're bringing them to homeostasis where they can think they have 106% more energy at work.

1:02:53

Holy moly, man, I love that.

1:02:55

And the really cool part is they have more energy at home.

1:02:57

If you want to really know how well you're doing with regard to trust and respect, they don't Ask the employees, ask the family, ask their children.

1:03:09

They'll tell you whether or not they feel trusted because I guarantee you they're taking it home and it's impacting the lives of their loved ones.

1:03:20

Way to go uninformed leader.

1:03:23

If that's you, then I challenge you to stop it right now.

1:03:30

Learn what's going on under the hood.

1:03:33

Get out of window #2 from the Jahari model.

1:03:39

If you're committed to a culture of excellence, genuinely, authentically, what now?

1:03:47

What do we do to get to that next level of greatness?

1:03:50

Depends on the quality of the culture.

1:03:54

The culturally sensitive issue, which depends on the quality of the relationships, which depends on the quality of our conversations.

1:04:04

What are the three modalities of communications?

1:04:08

Nonverbals, tone of voice and words.

1:04:11

How well are you doing with those?

1:04:14

I submit for your consideration.

1:04:16

This is a very important part of the world of work that we're in.

1:04:19

It's a systematic approach to continuous and continual improvement.

1:04:23

I submit this presentation kind of encapsulated some key concepts that we can put into the Dominic model define does do the leaders really know what they're doing and the impact they're having on the organization?

1:04:37

What percentage of that how many do we want?

1:04:40

What percentage of our leaders do we want to know what's happening in those neural pathways under the hood measure we've seen the data what it the result of not being trusted and their nonverbals will manifest themselves interpreted by the recipients as not trusted.

1:04:58

The first presentation we talked about that in supply chain and the speaker pointed out that there was issues with trust the suppliers didn't feel.

1:05:05

So what do we do fight flight flight.

1:05:09

We they went away.

1:05:10

So we analyzed that with a with a fish bone diagram where we could cause effect or causing an effect.

1:05:15

And we know that to drive higher levels of intrinsic motivation would be to find those shared aspirations to help them see the noble value of the work that they're doing today.

1:05:25

And to improve is where you come in now is to move forward to study the latest, become familiar with the data associated with these neuroscience and neural pathways and analyze for yourself.

1:05:41

Chapter 5 Next research.

1:05:43

What is the correlation between a person feeling trusted outside in the neural pathways that it's firing out off?

1:05:54

Am I tapping the cortisol button or am I tapping dopamine, serotonin, oxytocin, the good stuff, endorphins?

1:06:03

That's where you come in, go study, and then finally come back and discern whether or not you can show that correlation, positive correlation between your improved awareness of neuroscience, culture of excellence, and leadership to what I call neuro excellence.

1:06:24

We talked today about defragging and aligning the things we talked about in the past and how important it is to ensure seamlessness between my interactions with you, just like your interactions with your workforce.

1:06:35

If you're not clear about how you're building upon things you've done in the past, you might create a certain degree of skepticism in the minds of your workforce.

1:06:44

21st century leadership, culture of excellence and teeing up neuro excellence influence people by stimulating their neural pathways in the correct way so that it can manifest itself in the behavior we look for in a culture of excellence.

1:06:59

And you're challenged from this point forward to do the research for yourself.

1:07:04

Look for the correlation between the neuroscience and the culture of excellence, what I'm calling neuro excellence.

1:07:12

Thanks for listening.

1:07:13

I appreciate the extra few minutes.

1:07:15

Back to you, ASQE.

1:07:18

Awesome.

1:07:19

Thank you, Dr. Joe.

1:07:20

We so appreciate it.

1:07:22

So what we're going to do then is we're going to just wrap this up.

1:07:25

We appreciate everybody for sticking around here for a few extra minutes.

1:07:29

You are all invited to come back next week.

1:07:32

You also would have received the invite within the e-mail that you got for our Engage and Ascend Workshop.

1:07:38

And what this is, is a way to discuss.

1:07:40

Dr. Joe will be back with us.

1:07:42

We're going to have some facilitated discussions, if I can say the word correctly here, to talk about two of the key points that he made.

1:07:49

So we're going to explore deeper on that toxic culture explanation that he went over.

1:07:54

And we're also going to talk a little bit more about how to exemplify and how to actually go forward into positive change.

1:08:01

So again, as attendees of today's webinar, you're more than welcome to come back for that and more information is here on the screen, but also it's in the chat for you as well.

1:08:10

So I just want to take a few moments and say thank you again so much.

1:08:13

Dr. Joe, it is always so awesome to talk to you and hear you present.

1:08:16

We always learn new things whenever you come, and we're so happy to have you as part of this family of quality practitioners.

1:08:23

And as a reminder today too, for everybody that's on the call, please complete the quick survey about today's webinar.

1:08:29

And also you're going to get it through an e-mail too, which also will have more information about the upcoming Engage and Ascend Discussion.

1:08:36

So we'd love to see you all back again.

1:08:38

And a recording of this webinar will also be made available to you all too.

1:08:42

And we really encourage you to share it with your own teams back at your organizations.

1:08:46

So have a fantastic rest of your Thursdays and we will see you all again at another one of our events.

1:08:52

Thank you.

1:08:53

Thank you everyone.

1:08:54

Appreciate the comments.