McCombs Career Webinar

Ines Meneses
Thursday, September 17
Appreciative Leadership

The University of Texas, McCombs School of Business
Ines Meneses
Sep 17, 2015
Agenda

• Who are we?
• What is Appreciative Leadership?
• Why do we care?
• How may we incorporate appreciation into our leadership style?
• Results from Appreciative Leadership (or its absence)
• Q&A
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Appreciative Leadership

lead  \

: to guide on a way especially by going in advance
: to direct on a course or in a direction
: to serve as a channel for

ap-pre-ci-a-tion

\ə-,prē-shē-ə-shən, -pri- also -prē-sē-\n
noun

: a feeling of being grateful for something
: an ability to understand the worth, quality, or importance of something: an ability to appreciate something
: full awareness or understanding of something

Source: Merrian-Webster Dictionary
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How?

Appreciative Inquiry

Languages of Appreciation

Strengths
Appreciative Inquiry

The study of what is best in people and organizations

David Cooperrider
Appreciative Inquiry

Appreciative Inquiry 4-D Cycle

- **Affirmative Topic Choice**: How to empower, learn and adjust? Sustaining
- **Discovery**: “What gives life?” (The best of what is) Appreciating
- **Design**: “What should be - the ideal?” Co-constructing
- **Dream**: “What might be?” (What is the world calling for) Envisioning Results

Positive Core

Source: Cooperrider et al
Appreciative Inquiry

Ines Meneses
United Globe Associates
Languages of Appreciation

Ines Meneses
United Globe Associates
Strengths

"Hide not your talents. They for use were made. What's a sundial in the shade?"
-- Benjamin Franklin

Donald Clifton

Marcus Buckingham

Tom Rath
Strengths

Strengthsfinder.com
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Results from Appreciative Leadership (or its absence)

Individuals that voluntarily leave work cite lack of appreciation as one of the major reasons for leaving.

Source: U.S. Department of Labor, as mentioned in http://smallbusiness.foxbusiness.com/legal-hr/2014/04/03/employee-appreciation-is-vital-to-productivity/
Results from Appreciative Leadership (or its absence)

Employee disengagement costs more than $500 billion per year to the U.S. economy.

https://www.officevibe.com/employee-engagement-roi
Results from Appreciative Leadership (or its absence)

Engaged = involved in, enthusiastic about and committed to their work

Source: Gallup
Results from Appreciative Leadership (or its absence)

The single highest driver of engagement is whether or not workers feel their managers are genuinely interested in their wellbeing.

## Results from Appreciative Leadership (or its absence)

<table>
<thead>
<tr>
<th>Feedback</th>
<th>Team Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>positive</td>
<td>High 5.6</td>
</tr>
<tr>
<td></td>
<td>Low 1</td>
</tr>
<tr>
<td>negative</td>
<td></td>
</tr>
</tbody>
</table>

Source: Marcial Losada
Results from Appreciative Leadership (or its absence)

In 1 year
US$ 3,5 million saved
US$ 1 million by truck drivers

In 6 years
600% increase in profits
75% decrease in absenteism

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Bottom line

• Appreciate and teach others to appreciate
• It pays off!
Ines Meneses
United Globe Associates
ines@united-globe.com
+55 11 3453-8302
+55 11 9 8428-9851
Thank You!

The recording of today’s presentation, along with the PowerPoint slides, will be available on our Career Programming Web page by next week:

http://www.mccombs.utexas.edu/alumni/careers/programming/