

NCSHA 2015 Annual Awards Entry Form

(Complete one form for each entry)

Deadline: Wednesday, June 10, 2015

Visit ncsha.org/awards to view the Annual Awards Call for Entries.

Instructions: Type entry information into the form and save it as a PDF. Do not write on or scan the form. If you have any questions contact Matt Cunningham at mcunningham@ncsha.org or 202-624-5424.

Fill out the entry name *exactly* as you want it listed in the program.

Entry Name:

HFA:

Submission Contact: (Must be HFA Staff Member)

 Email:

Please provide a 15-word (maximum) description of your nomination to appear on the NCSHA website.

Use this header on the upper right corner of each page:

HFA:

Entry Name:

Select the appropriate subcategory of your entry and indicate if you are providing visual aids.

Communications	Homeownership	Legislative Advocacy	Management Innovation
Annual Report	Empowering New Buyers	Federal Advocacy	Financial
Creative Media	Encouraging New Production	State Advocacy	Human Resources
Promotional Materials and Newsletters	Home Improvement and Rehabilitation		Operations
			Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
Encouraging New Production	Combating Homelessness	Special Achievement	Yes
Multifamily Management	Housing for Persons with Special Needs		No
Preservation and Rehabilitation			

The Leadership Café

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
– John Quincy Adams

Leadership is not just managing the day-to-day operations of a department or organization. True leadership is building relationships, creating trust, providing inspiration and taking care of your people.

At the North Carolina Housing Finance Agency, an aging leadership team meant that we needed not just to empower current leaders but to nurture future leaders to take over. Formal leadership training has always been available but often focused merely on the destination – managing those day-to-day operations. We needed something that advanced leadership as a lifelong journey of discovering and developing one's strengths to positively influence others.

We created a Leadership Café to bring current and future leaders together so that they could learn from one another and develop a common leadership language. Using focused meetings, leadership books, online videos and weekly blogs, the Agency exposed current and developing leadership staff to innovative ideas from companies and leaders on the cutting edge and encouraged them to use these ideas to strengthen relationships and spark growth with staff.

The end result? A more confident leadership team, more engaged employees and more potential leaders for the future.

Our Challenge

Like many other organizations, the North Carolina Housing Finance Agency is facing the silver tsunami – our workforce includes a large number of Baby Boomers eligible for retirement now or within the next few years. Half of our Senior Leadership Team could retire today and over a quarter of all our staff are at or near retirement age. We need to strengthen the leadership bench.

We are not alone. In a recent survey, the Society for Human Resource Management (SHRM) found that "developing leaders" is the number two concern facing HR professionals today. The top concern was "retaining and rewarding the best employees." These two challenges are intrinsically related – aren't the best employees our leaders or potential leaders?

If developing leaders were easy, there wouldn't be 141,011 leadership book titles for sale on Amazon. People all learn differently. They are at different places on their leadership journey with different views of leadership and different goals. Generational differences can further complicate things.

Our Approach

Formal training is an important aspect of leadership development, but we needed something more. We needed a sort of guerilla approach to deliver maximum results with minimum financial investment - an ongoing tack to bring people together, generate enthusiasm among our current leaders and grow new leaders. And we needed to do all this without a huge training budget.

Just like a café that has a variety of offerings and serves as a gathering place, a Leadership Café could provide all the ingredients needed for building good leaders and a gathering place in which to share them.

Our Leadership Café isn't always a bricks and mortar place. Instead it's a virtual (and sometimes physical) village with something for everyone – a relaxing place to learn, to discuss and to nurture our individual and collective leadership soul.

But just like that nearby café, our Leadership Café has a variety of menu items to appeal to different interests and different learning styles.

Leadership Book Club

Our Leadership Book Club features diverse books to debate and discuss during lunch meetings. The discussions are open even to those who didn't read the book as much can be gained from the dialogue. A few of our recent books include:

- Drive: The Surprising Truth About What Motivates Us by Daniel Pink
- Start With Why: How Great Leaders Inspire Everyone to Take Action by Simon Sinek
- We Don't Make Widgets: Overcoming the Myths That Keep Government from Radically Improving by Ken Miller
- Mindset: The New Psychology of Success – by Carol Dweck
- Generations at Work: Managing the Clash of Boomers, Gen Xers and Gen Yers in the Workplace – by Ron Zemke, Claire Raines and Bob Filipczak

TED Talks– Ideas Worth Spreading

Monthly TED Talks make great ideas easily accessible and spark thoughtful discussions. TED is a not-for-profit organization devoted to spreading big ideas through short, powerful talks (18 minutes or less) by a huge roster of speakers. Some recent TED Talks we've watched include:

- Dan Pink – The Puzzle of Motivation
- Dan Ariely: What Makes Us Feel Good About Our Work?
- Shawn Achor: The Happy Secret to Better Work
- Itay Talgam: Lead Like the Great Conductors
- Linda Hill: How to Manage for Collective Creativity
- Tom Wujec: Got a Wicked Problem? First, Tell Me How You Make Toast

Meetings That Matter

A standardized agenda gives our monthly Leadership Team meetings a clear purpose by including a "Learning and Issues" discussion section. The group has redefined the longstanding meeting's purpose to serve as a forum that emboldens leaders to:

- *Embrace role as Thought-Leaders for the Agency*
- *Share ownership of our direction and outcome*
- *Cross-utilize staff, technology, space and experience*
- *Improve*
- *Grow interpersonally*

Brooching the Subject

The Director of Human Resources and Administration broaches relevant leadership topics through a weekly blog, "Brooching the Subject" -- "brooching" is deliberately spelled incorrectly by the author who is known to wear a different brooch every day. Recent topics include:

- A discussion based on the African proverb "If you want to go fast, go alone. If you want to go far, go together."

- Walk and Talk – Try a walking meeting to spark creativity.
- Courtside Leadership – Wisdom on caring, trust and vision from NCAA coaches during basketball's March Madness.
- Give Thanks with a Grateful Heart – Posted at Thanksgiving time, this blog was about showing gratitude.
- Martin Luther King on Leadership – Wisdom from Dr. King posted on MLK day.

The Leadership Café Team Site

The SharePoint Leadership Café Team Site on the Agency Intranet is the glue that binds this all together, enabling the team to communicate electronically, share documents and collaborate on projects. It is a repository for the blog posts and leadership articles, reports and white papers – all those things that used to go out in emails. The Menu Board includes:

- *Food for Thought* – Leadership articles, reports and white papers on the subjects of
 - Diversity
 - Employee Engagement
 - Leadership Thoughts
 - Performance and Motivation
 - Performance Reviews
 - EAP Supervisory Newsletters
- *Daily Menu* – Calendars, updates and resources:
 - Calendars
 - Leadership Web Links
 - Leadership Book Reading List
 - Tasks
 - Announcements
- *Conversation Center* – Newsgroup-style discussions on relevant topics.
- *Weekly Specials* – “Brooching the Subject” blog posts.

Summary

"You cannot teach a man anything. You can only help him discover it within himself." - Galileo Galilei

The Leadership Café is not about teaching facts or techniques. It's about using several approaches in a safe and open space so the Agency leaders of today and tomorrow can think, debate and develop. It employs a multi-faceted approach to help these current and emerging leaders on their journey of leadership development and self-discovery.

The Leadership Café has led to a better understanding of each other, the development of a common leadership language and renewed team camaraderie. Leaders may now feel more comfortable asking a peer how they would handle a situation. Our leaders are discovering their strengths and purpose to influence others positively. They are more confident and open in their relationships with staff, leading to greater employee engagement.

An added benefit – and an unplanned one – is the discovery of potential future leaders. By expanding the Leadership Café beyond just senior management, we've identified emerging leaders who have self-selected to participate – a possible indication of their engagement and leadership potential.

The Leadership Café is a low-cost, ongoing guerilla tactic that is easily replicable. It has proven a valuable complement to formal leadership training to enhance, empower and engage leaders of today and tomorrow at the North Carolina Housing Finance Agency.

Visual Aids

Attachment #1 - Leadership Book Club – Reading List of recent and upcoming books

Attachment #2 - TED Talks – List of recent and upcoming talks

Attachment #3 - Leadership Team Meeting Agenda Template

Attachment #4 - “Brooching the Subject” Blog – Recent weekly blog posts

Attachment #5 - Leadership Café Team Site - Home Page

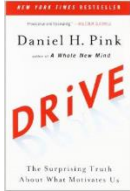
Attachment # 6 - Leadership Café Document Library examples

North Carolina Housing Finance Agency
The Leadership Café

Attachment #1 - Leadership Book Club – Reading List of recent and upcoming books

Leadership Book Club - Annotated Reading List

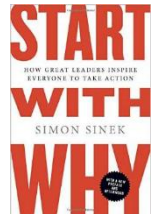
- Drive: The Surprising Truth About What Motivates Us by Daniel Pink



Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive new book, he asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world.

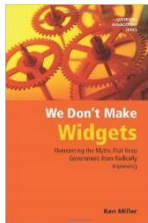
Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.

- Start With Why: How Great Leaders Inspire Everyone to Take Action by Simon Sinek



Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty? In studying the leaders who've had the greatest influence in the world, Simon Sinek discovered that they all think, act, and communicate in the exact same way—and it's the complete opposite of what everyone else does. People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers might have little in common, but they all started with why. Drawing on a wide range of real-life stories, Sinek weaves together a clear vision of what it truly takes to lead and inspire.

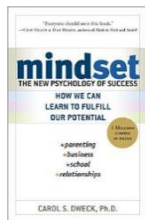
- We Don't Make Widgets: Overcoming the Myths That Keep Government from Radically Improving by Ken Miller



Written for management at every level of government, *We Don't Make Widgets: Overcoming the Myths That Keep Government from Radically Improving* explodes the myths that prevent dramatic improvement in government operations.

If you're interested in a new way of thinking about what you do, who you do it for and why you do it, this book — part of *the Governing Management Series* — is for you. Read it and manage with the best!

- Mindset: The New Psychology of Success – by Carol Dweck



Dweck explains why it's not just our abilities and talent that bring us success—but whether we approach them with a fixed or growth mindset. She makes clear why praising intelligence and ability doesn't foster self-esteem and lead to accomplishment, but may actually jeopardize success. With the right mindset, we can motivate our kids and help them to raise their grades as well as reach our own goals—personal and professional. Dweck reveals what great parents, teachers, CEOs, and athletes already know: how a simple idea about the brain can create a love of learning and a resilience that is the basis of great accomplishment in every area.

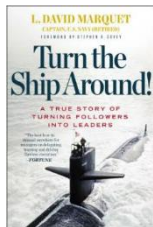
Attachment #1 - Leadership Book Club – Reading List of recent and upcoming books

- Generations at Work: Managing the Clash of Boomers, Gen Xers and Gen Yers in the Workplace – by Ron Zemke, Claire Raines and Bob Filipczak



This all-new edition of the seminal book on navigating the multigenerational workplace takes a fresh look at a growing challenge, now exacerbated by the youngest employees. With their micromanaged childhoods and tech addictions, Gen Yers require constant feedback-frustrating for the Me Generation that can't let go of the spotlight, and annoying for Gen Xers, sandwiched between the two. So how can you lead this motley group with their often incompatible work ethics, values, and styles? "Generations at Work" lays bare the causes of conflict, and offers practical guidelines for managing the differences, including: in-depth interviews with members of each generation; best practices from companies bridging the generation gap; specific tips for each generation on how to handle the others; and, a field guide for mentoring GenerationY. For anyone struggling to manage a workforce with different ways of working, communicating, and thinking, "Generations at Work" is the answer.

- Turn the Ship Around!: A True Story of Turning Followers into Leaders by L. David Marquet



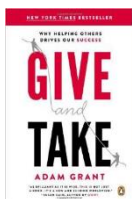
"Leadership should mean giving control rather than taking control and creating leaders rather than forging followers." David Marquet, an experienced Navy officer, was used to giving orders. As newly appointed captain of the USS Santa Fe, a nuclear-powered submarine, he was responsible for more than a hundred sailors, deep in the sea. In this high-stress environment, where there is no margin for error, it was crucial his men did their job and did it well. But the ship was dogged by poor morale, poor performance, and the worst retention in the fleet.

Marquet acted like any other captain until, one day, he unknowingly gave an impossible order, and his crew tried to follow it anyway. When he asked why the order wasn't challenged, the answer was "Because you told me to." Marquet realized he was leading in a culture of followers, and they were all in danger unless they fundamentally changed the way they did things. That's when Marquet took matters into his own hands and pushed for leadership at every level.

Turn the Ship Around! is the true story of how the Santa Fe skyrocketed from worst to first in the fleet by challenging the U.S. Navy's traditional leader-follower approach. Struggling against his own instincts to take control, he instead achieved the vastly more powerful model of giving control. Before long, each member of Marquet's crew became a leader and assumed responsibility for everything he did, from clerical tasks to crucial combat decisions. The crew became fully engaged, contributing their full intellectual capacity every day, and the Santa Fe started winning awards and promoting a highly disproportionate number of officers to submarine command.

No matter your business or position, you can apply Marquet's radical guidelines to turn your own ship around. The payoff: a workplace where everyone around you is taking responsibility for their actions, where people are healthier and happier, where everyone is a leader.

- Give and Take – Why Helping Others Drives Our Success by Adam Grant



Named one of the best books of 2013 by Amazon, the *Financial Times*, and the *Wall Street Journal*- as well as one of *Oprah's* riveting reads, *Fortune's* must-read business books, and the *Washington Post's* books every leader should read.

For generations, we have focused on the individual drivers of success: passion, hard work, talent, and luck. But today, success is increasingly dependent on how we interact with others. It turns out that at work, most people operate as either takers, matchers, or givers. Whereas takers strive to get as much as possible from others and matchers aim to trade evenly, givers are the rare breed of people who contribute to others without expecting anything in return.

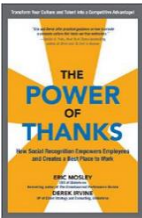
Using his own pioneering research as Wharton's youngest tenured professor, Adam Grant shows that these styles have a surprising impact on success. Although some givers get exploited and burn out, the rest achieve extraordinary results across a wide range of industries. Combining cutting-edge evidence with captivating

Attachment #1 - Leadership Book Club – Reading List of recent and upcoming books

stories, Grant shows how one of America's best networkers developed his connections, why the creative genius behind one of the most popular shows in television history toiled for years in anonymity, how a basketball executive responsible for multiple draft busts transformed his franchise into a winner, and how we could have anticipated Enron's demise four years before the company collapsed--without ever looking at a single number.

Give and Take highlights what effective networking, collaboration, influence, negotiation, and leadership skills have in common. This landmark book opens up an approach to success that has the power to transform not just individuals and groups, but entire organizations and communities.

- **The Power of Thanks – How Social Recognition Empowers Employees and Creates a Best Place to Work** by Eric Mosley and Derek Irvine



Building a fully engaged, energized workforce is the key to business success. *The Power of Thanks* reveals how leading companies like Intuit, JetBlue Airways, IHG, Symantec, ConAgra Foods, and The Hershey Company empower employees through social recognition, in which the practice of mutual appreciation and trust directs and rewards higher performance.

Eric Mosley and Derek Irvine, executives at the world-renowned employee recognition firm Globoforce, explain why social recognition is so powerful and how you can apply it in your company. Case by case, they show how a carefully planned and consistently executed Culture of

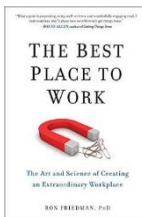
Recognition business strategy inspires:

- Greater employee engagement and loyalty
- Stronger, more unified teams and departments
- A creative, innovative company culture
- Improved customer satisfaction
- Increased profitability and organizational health

Mosley and Irvine provide practical advice and proven examples for devising a powerful, growth-generating strategy that modernizes employee recognition for today's social, global, multi-generational and 24x7 wired workforce.

When employees participate in a culture that makes everyone a stakeholder in the organization's success, positive energy spreads like wildfire, and business results follow. Something so simple and powerful might work like magic, but it's really just common sense. It's smart management. It's long-term thinking.

- **The Best Place to Work – The Art and Science of Creating an Extraordinary Workplace** by Ron Friedman



In *The Best Place to Work*, award-winning psychologist Ron Friedman, Ph.D. uses the latest research from the fields of motivation, creativity, behavioral economics, neuroscience, and management to reveal what really makes us successful at work. Combining powerful stories with cutting edge findings, Friedman shows leaders at every level how they can use scientifically-proven techniques to promote smarter thinking, greater innovation, and stronger performance.

Among the many surprising insights, Friedman explains how learning to think like a hostage negotiator can help you diffuse a workplace argument, why placing a fish bowl near your desk can elevate your thinking, and how incorporating strategic distractions into your schedule can help you reach smarter decisions. Along the way, the book introduces the inventor who created the cubicle, the president who brought down the world's most dangerous criminal, and the teenager who single-handedly transformed professional tennis—vivid stories that offer unexpected revelations on achieving workplace excellence.

Brimming with counterintuitive insights and actionable recommendations, *The Best Place to Work* offers employees and executives alike game-changing advice for working smarter and turning any organization—regardless of its size, budgets, or ambitions—into an extraordinary workplace.



About TED

TED is a platform for ideas worth spreading. Started in 1984 as a conference where technology, entertainment and design converged, TED today shares ideas from a broad spectrum — from science to business to global issues — in more than 100 languages. Meanwhile, independent TEDx events help share ideas in communities around the world.

TED Talk List - <http://www.ted.com/>

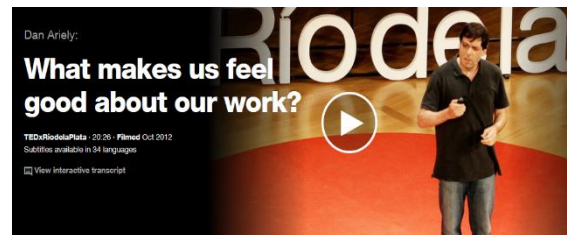


Dan Pink – The Puzzle of Motivation

Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don't: Traditional rewards aren't always as effective as we think. Listen for illuminating stories — and maybe, a way forward.

Dan Ariely: What Makes Us Feel Good About Our Work?

What motivates us to work? Contrary to conventional wisdom, it isn't just money. But it's not exactly joy either. It seems that most of us thrive by making constant progress and feeling a sense of purpose. Behavioral economist Dan Ariely presents two eye-opening experiments that reveal our unexpected and nuanced attitudes toward meaning in our work.



Shawn Achor: The Happy Secret to Better Work

We believe that we should work to be happy, but could that be backwards? In this fast-moving and entertaining talk, psychologist Shawn Achor argues that actually happiness inspires productivity.

North Carolina Housing Finance Agency
The Leadership Café
Attachment #2 - TED Talks – List of recent and upcoming talks

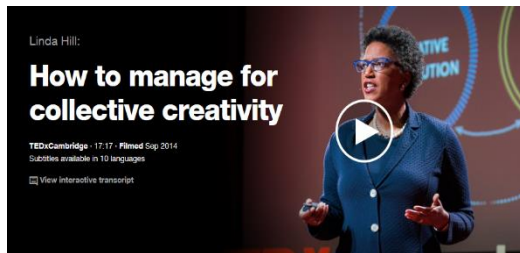
Itay Talgam: Lead Like the Great Conductors

An orchestra conductor faces the ultimate leadership challenge: creating perfect harmony without saying a word. In this charming talk, Itay Talgam demonstrates the unique styles of six great 20th-century conductors, illustrating crucial lessons for all leaders



Linda Hill: How to Manage for Collective Creativity

What's the secret to unlocking the creativity hidden inside your daily work, and giving every great idea a chance? Harvard professor Linda Hill, co-author of "Collective Genius," has studied some of the world's most creative companies to come up with a set of tools and tactics to keep great ideas flowing — from everyone in the company, not just the designated "creatives."



Tom Wujec: Got a Wicked Problem? First, Tell Me How You Make Toast

Making toast doesn't sound very complicated — until someone asks you to draw the process, step by step. Tom Wujec loves asking people and teams to draw how they make toast, because the process reveals unexpected truths about how we can solve our biggest, most complicated problems at work. Learn how to run this exercise yourself, and hear Wujec's surprising insights from watching thousands of people draw toast.



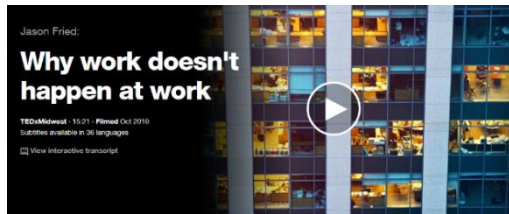
Mihaly Csikszentmihalyi: Flow, the Secret to Happiness

Mihaly Csikszentmihalyi asks, "What makes a life worth living?" Noting that money cannot make us happy, he looks to those who find pleasure and lasting satisfaction in activities that bring about a state of "flow."

Attachment #2 - TED Talks – List of recent and upcoming talks

Ricardo Semler: How To Run a Company With (Almost) No Rules

What if your job didn't control your life? Brazilian CEO Ricardo Semler practices a radical form of corporate democracy, rethinking everything from board meetings to how workers report their vacation days (they don't have to). It's a vision that rewards the wisdom of workers, promotes work-life balance — and leads to some deep insight on what work, and life, is really all about. Bonus question: What if schools were like this too?

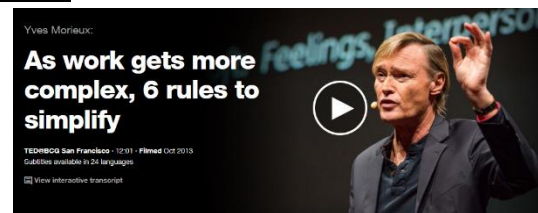


Jason Fried: Why Work Doesn't Happen at Work

Jason Fried has a radical theory of working: that the office isn't a good place to do it. In his talk, he lays out the main problems (call them the M&Ms) and offers three suggestions to make work work.

Yves Morieux: As Work Gets More Complex, 6 Rules to Simplify

Why do people feel so miserable and disengaged at work? Because today's businesses are increasingly and dizzyingly complex — and traditional pillars of management are obsolete, says Yves Morieux. So, he says, it falls to individual employees to navigate the rabbit's warren of interdependencies. In this energetic talk, Morieux offers six rules for "smart simplicity." (Rule One: Understand what your colleagues actually do.)



Roselinde Torres: What it Takes to be a Great Leader

The world is full of leadership programs, but the best way to learn how to lead might be right under your nose. In this clear, candid talk, Torres describes 25 years observing truly great leaders at work, and shares the three simple but crucial questions would-be company chiefs need to ask to thrive.

Margaret Heffernan: Dare to Disagree

Most people instinctively avoid conflict, but as Margaret Heffernan shows us, good disagreement is central to progress. She illustrates (sometimes counterintuitively) how the best partners aren't echo chambers — and how great research teams, relationships and businesses allow people to deeply disagree.



North Carolina Housing Finance Agency
The Leadership Café
Attachment #3 - Leadership Team Meeting Agenda Template

Leadership Team Meeting Agenda Template

Date:

Meeting Purpose: "Make it Matter"

- *To serve as a Forum*
- *Improve*
- *Grow interpersonally*
- *Embrace role as Thought-Leaders for the Agency*
- *Share ownership of our direction and outcome*
- *Cross-utilize staff, technology, space and experience*

1. Good News (5 -10 minutes) – quick sharing of business and personal good news.

2. Reporting – (20 minutes) – Regular reporting on important business items:

- Legislative updates –
- Five areas of emphasis for 2015
 - Website redesign
 - Leveraging Technology
 - NC Home Ad expansion
 - HHF Outreach
 - Talent Management (Succession Planning/Development)
- Internal Audit
- Top initiatives in each business group if relevant

Are employees and customers happy? – Headlines

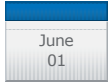
3. To Do List – (5 minutes) –

From last meeting:

4. Issues Discussion / Learning - (45 minutes) –

5. Conclude (5 minutes) -

- Any cascading messages to share with anyone else in the Agency?
- Recap the to-do's from today's meeting (what and who)
- How was this meeting? Did we make it matter?



What would Ringo do?

by [Molly Rodgers](#) on 6/1/2015 9:45 AM
Category: [Leadership](#); [Employee Appreciation](#)

Leadership lessons sometime come in the strangest places. I was watching the 2015 Rock and Roll Hall of Fame Induction concert this weekend and in between some great music, thoughts of leadership came to mind.

These inductees are the best of the best in modern music. So, wouldn't it seem that they must have some leadership skills to have had a career worthy of the Hall of Fame? It's not just talent to survive for decades in a very competitive industry. They've got to be great leaders too.

So what leadership lessons did I learn?

[If you make a mistake - own up to it.](#) Ringo, the last Beatle to have not been inducted as an individual performer, gave young bands this great bit of advice. Admit it if you make a mistake, big or small, and your team will respect your honesty and authenticity. If you don't own up to it, there might be finger-pointing and blaming.



[You can't do it alone.](#) Most of the inductees were groups and not individuals, and everyone knew that they couldn't do it alone. Surround yourself with brilliant minds and talent. Neither rock stars nor leaders can succeed on their own. If you try to go it alone, you will fail as a lonely micro-manager. Ringo and Paul were joined by several other brilliant musicians and rocked out to a Beatles classic - *"I Get by With a Little Help From My Friends"*.



[Play to your strengths.](#) To be a true rock star or leader, you must find your sweet spot, that passion place. For inductee Stevie Ray Vaughan (who died way too young in 1990) and his band Double Trouble, his talent was the unique raw, bluesy sound that he could squeeze out of his guitar. That sound – which bears his name – is unique to him. Be known for something, that one thing that sets you apart from everyone else.

[Inspire others.](#) As prolific song-writer and gold-medal winner Stevie Wonder inducted musician and song-writer Bill Withers, Wonder talked about how he was so inspired by him. If he could inspire someone like Stevie Wonder who needs no inspiration, imagine how he inspired others.



[Acknowledge the help of others.](#) All inductees recognized and thanked those who have helped them. Green Day band members even thanked those whose floors they slept on as a struggling young band. Every person needs acknowledgment and recognition. It begins with simply saying those two powerful words, "Thank you."

Lead like a rock star and you'll develop great some fans!

| | [0 Comment\(s\)](#)



Raleigh-Durham = #1 for Jobs

by [Molly Rodgers](#) on 5/26/2015 7:38 AM

That's right, the Raleigh-Durham area has been ranked the best area in the country for jobs. We beat out the other 49 largest metro areas across the US and are now ranked highest in terms of hiring opportunities -- i.e., the ratio of active job openings to the number of people living here. In addition to job openings, other factors considered were job satisfaction, cost of living, its environment, and more, including "walkable neighborhoods and affordable homes." There are more than 24,000 open positions even though the Raleigh metro area's unemployment rate is well under 5 percent



That's great news for our area's economy but it might be not so great when it comes to recruiting and retaining good employees. As unemployment continues to drop, the competition for good employees heats up, especially in industries like technology and finance.

Blog Tools

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About this blog



Welcome to SharePoint Blogs. Use this space to provide a brief message about this blog or blog authors. To edit this content, select "Edit Page" from the "Site Actions" menu.

Links

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It has been a while, but I remember the days before the dotcom bubble burst. Recruiting was next to impossible as we had to compete with companies offering things like \$30k signing bonuses and BMW leases for a year. Maybe those crazy days are now over, but the competition for skilled employees is increasing. We need to continue to be an even better place to work and we need to appeal to Millennials.

The generational group, the Millennials, are now the largest generational segment in the nation’s workforce. Yes, there are more Millennials working now than Baby Boomers or Gen Xers. We’ve got to appeal to these young people in the 20’s and early 30’s if we stand a chance of hiring and retaining them. They want a job with a sense of purpose – check - we can provide that. They also want flexibility, advancement opportunities, personal development, real time feedback and social media freedom. Can you offer that to them?



What Millennials Want		
...from their boss	...from their company	...to learn
TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A BOSS	TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A COMPANY	TOP FIVE THINGS MILLENNIALS WANT TO LEARN
Will help me navigate my career path	Will develop my skills for the future	Technical skills in my area of expertise
Will give me straight feedback	Has strong values	Self-management and personal productivity
Will mentor and coach me	Offers customizable options in my benefits/reward package	Leadership
Will sponsor me for formal development programs	Allows me to blend work with the rest of my life	Industry or functional knowledge
Is comfortable with flexible schedules	Offers a clear career path	Creativity and innovation strategies

It’s not only the recruiting, but also the retaining all our good employees. When a job market is hot, recruiters will be calling our employees enticing them with higher salaries and other perks. It’s your job to create and maintain that engaging environment in your Business Group. Remember, it is true that people usually leave managers, not jobs. We learned in Drive there are three key elements – Autonomy, Mastery and Purpose - that will keep people motivated. Are you giving people the autonomy they need? Are you providing opportunities for your team to develop and master? Are you reminding them of our Agency purpose?

Being number #1 in jobs is great for our area, but I need your help to make sure that it is great for us too.

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The End of an Era
by Molly Rodgers on 5/18/2015 2:39 PM

If you’re a Mad Men viewer like I am, you’re feeling a sense of loss as the series finale aired Sunday night. It was an amazing show, probably one of the best ever on television, and depicted the Camelot times of the Kennedy years to the turbulent late 60’s and early 70’s with incredible accuracy. The sumptuous costumes, impeccably detailed sets and intense and realistic story lines captured the evolution and revolution of the times. It also made me really happy to be working in HR now and not then.

Of course, there wasn’t HR in the 60’s and 70’s. It was strictly the Personnel Department and was limited to payroll and benefits and some hiring and firing. There were way fewer government regulations to follow. But after watching 7 seasons of Mad Men, I see why we have these many laws.



While the Equal Employment Opportunity laws were part of the Civil Rights Act of 1964, it was really a “Toothless Tiger” until the mid 70’s. That was blatantly evident in Mad Men with the lack of employment at Sterling Cooper for people of color. When they mockingly put the term “Equal Opportunity Employer” in a job ad as a poke at a rival firm, they were flummoxed at what to do when the lobby was full of African-American men and women looking to apply. Ultimately, they finally hired their first minority staffer and fortunately portrayed her as a strong and loyal employee. Thank goodness the EEO laws tightened up over the years. We needed them.

But those years were also not good for women in the workplace. Mad Men depicted an office culture that was brazenly hostile to women. Women were often blatantly sexually harassed by male employees and clients. Job ads still ran separate pay scales for men and women. Women doing the same job as a man got paid significantly less because the man had “a wife and three kids at home to support”. Promotional opportunities were limited to the secretarial pool because a man wouldn’t want a woman

supervising him. Thankfully laws and education have really helped remedy this, but sadly pockets of harassment still exist in some workplaces.

Another glaring difference in the workplace of the 1960's to today is the drinking and smoking at work! Forget the three martini lunch, everyone had a full bar in their office and drank for whatever reason (or no reason) while, of course, smoking a Lucky Strike. The writers depicted this behavior accurately while also depicting the huge problem of alcoholism and lung cancer and the damage it can wreak on the family and the workplace.

Finally, while the fashion of this era was incredible (or incredibly awful, depending on the year), the workplace was always formal business attire. Men were always in suits (or at least a sport coat and tie) and the women dressed in suits and dresses. No pants and always stockings and heels. I'm glad that has changed!!



So what can we take away from these seven beautiful seasons of Mad Men? Enjoy with show, but don't model these terrible behaviors. We can see now, very clearly, why we have so many HR laws and regulations. They have a purpose and we need them.

Thank goodness it is 2015 and we have good laws and good sense and we can be a bit more comfortable!

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You're the Key to that Engagement Thing

by Molly Rodgers on 5/11/2015 9:04 AM
Category: Employee Engagement; Employee Appreciation

While rummaging through some old papers this weekend, I found this retention checklist I created many years ago. I may have shared it with you before, but it bears repeating.

Did you know that most employees don't leave jobs, they leave managers? You are the key to retaining our employees. What can you do to help? Here are a few ideas and best practices to help you retain good people.



Connection to Manager - Engage your employees

- Ask questions - This is why FAD discussions are so important.
 - How can I help make your work more interesting?
 - How do I keep you on my team?
 - Why do you stay at the Agency?
 - What part of your job do you find most enjoyable? Least enjoyable?
 - What might make your work easier? Better?
 - How can I be more supportive? What can I do to help?
- Get to know your employees as people. Really listen to them and get to know them
- Take an employee to lunch. Have some quiet time getting to know them.
- Seek their comments and feedback. Ask them how you are doing.
- As much as possible, give employees power and decision-making authority. Think autonomy!
- When hiring, don't just hire the best, hire the best fit.
- Take stock first and then take action. Employee feedback should not be solicited only to be ignored
- Offer praise and recognition regularly and spontaneously.

Career - Be a career coach - help your employees develop in the careers

- Don't wait for the employee to ask you about their career, ask them!
 - What are your career plans and ambitions?
 - Which of your talents have I not used?
 - What different jobs might you like to see yourself doing in the future?
- Get their thoughts – aspirations, frustrations, ideas – first, before giving them your ideas.
- Encourage employees to stretch in the development. Recognize their success.
- Instead of just focusing on career ladders and paths, help employees envision how they can stretch and grow in their current position. Offer ideas on ways the employee can develop and grow their careers
- Watch for internal opportunities for employees. Be willing to let, in fact to help, the employee move on to new challenges within the Agency.

Contemporary Rewards - *The deepest craving in human nature is the craving to be appreciated.....* William James

- Don't just allow, but encourage employees to find a work-life balance. Ask what they need.
- It's not just the money, but fair pay is important too.
- Reward and recognize your employees' accomplishments. The type of recognition most meaningful is personalized, on the spot, recognition.
- Don't just say "good-job", instead explain exactly what you are recognizing – "great job on the new report you created. I really appreciate how you spent extra time researching what we needed and developed a solution."
- Catch people doing something right, then immediately recognize them for that.
- Recognition is individual. Find out what motivates each employee.

"People may take a job for more money, but they often leave it for more recognition." - Bob Nelson

Culture - Is your business unit a "best place to work"?

- Have fun! Have more fun!! Encourage humor at work. The more high-stress the environment, the more important it is to have fun to keep it all in balance.
- An enhanced sense of fun helps employees deliver service with a smile.
- Celebrate success! Have a pizza party to celebrate a special business unit accomplishment.
- Understand the differences in generations and cultures. Embrace diversity.
- Be a flexible workplace. Offer employees flexibility to help them find a work-life balance.

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Go Fast or Go Far

by [Molly Rodgers](#) on 5/4/2015 10:54 AM
Category: [Leadership](#)

Taking in the Durham Art Walk this past weekend, I saw a great collage piece by a local artist with a quote that really resonated with me. "If you want to go fast, go alone, but if you want to go far, go together." I did a bit of research and learned that it is an African proverb and it speaks volumes to me.

Too often I've heard leaders say "I can do it faster myself. It will take too long to train them. I don't have time for that." I know I've said and done it too. I'm in a hurry and it's just easier to do it myself. But how has that helped the people I lead? How has it helped the team and me in the long run? Other times it's our need for perfection and the thought that no one can do it as well as we can. Not only is that not helping, but wow, that's pretty egotistical, isn't it?

Humility is one of the most important leadership characteristics. The humble leader readily admits mistakes, shares authority, invites feedback and brings the team along. The humble leader recognizes their limitations, that no one can do it alone. We all know that other proverb, "pride goeth before the fall". The humble leader knows that he or she can always learn more and that no one person can have all the answers.

Sure, we may get somewhere faster if we do it ourselves, but can we go farther if we go as a team and as an Agency? It may take time to explain things, to bring people along, but think of the benefits reaped from taking that time. You'll engage others, be able to ultimately accomplish more, feel more of a sense of balance, create camaraderie and energize your team. It's all about involving others. Besides, leading, coaching and developing the team should be the primary focus of a leader.

Best-selling author Jim Collins knows that having a strong team is critical to success. He advises to get the right people in the right seats on the bus. He knows we cannot succeed alone.

So, if we know we can go farther as a team, why are we sometimes trying to go it alone?

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Walk and Talk

by [Molly Rodgers](#) on 4/26/2015 9:34 PM
Category: [Leadership](#); [Performance Reviews](#)

I saw Betsy taking a walk with one of her team members. This wasn't just a stroll on break time, but it was a real meeting... and it was probably more effective than the typical "sitting across the desk"



meeting.

Walking meetings have become a big deal. Walking meetings are huge at LinkedIn. Facebook chief Mark Zuckerberg, Twitter cofounder Jack Dorsey and President Barack Obama are also fans of the walking meeting. Staff at LinkedIn frequently use the campus bike path for their walking meetings. Facebook installed a special path on the roof of their headquarters just for walking meetings.



A walking meeting has obvious physical benefits. We can all use a little exercise and all this sitting isn't good for any of us. But the benefits go well beyond the physical.

Walking helps break down formalities, relaxes inhibitions and fosters camaraderie between colleagues -- and less eye contact can often fuel more personal conversation. Have you ever noticed that there is usually more open conversation when you're riding in a car with someone than when you sit face-to-face with the same person? Meeting on the go also minimizes distractions -- no phones ringing, no new email dings, no one knocking at the door.

But, there is one more thing and it is a big thing. According to a recent study at Stanford University, walking leads to more creative thinking.

Too often, the sit-down meeting is too formal or too much like being at the principal's office thinks Igor Perisic, LinkedIn's VP of engineering. "That's not what you want" says Perisic.

His team was struggling over an issue with a LinkedIn search function. After hours at the white board and still no solution, they took a walk and talked about it. They came back with the solution.



When we walk we let our guard down, said Marily Oppezzo, who researched walking and creativity, at Stanford's Graduate School of Education. "Walking releases your filter," said Oppezzo. Ideas you hold back in a conference room come spilling out when you're moving. "Walking opens up the free flow of ideas,"

Walking meetings can get you some fresh air and some fresh ideas.

Don't worry. We're not going to repurpose the conference rooms. Tables and chairs are still there. But for one-on-one meetings or very small groups, you might want to follow in Betsy's footsteps and take it outside.

All truly great thoughts are conceived while walking.

— Friedrich Nietzsche

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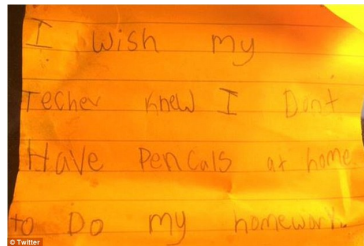
I Wish My Boss Knew....

by Molly Rodgers on 4/20/2015 3:02 PM
Category: Leadership

Have you read about the third-grade teacher in Denver, Colorado who had her students complete this sentence -- "I wish my teacher knew....." She asked all the children to write down one thing they wanted her to know, but wouldn't normally tell her in the classroom situation. The results were heartbreaking and helpful.

- She learned that a child couldn't do his homework because he didn't have a pencil at home.
- She heard from a child that he didn't have a friend to play with and was lonely.
- Another child told her that it is hard to sleep at night.

Knowing these things helped her be a better teacher because she now knew some of the back story about the lives of the students. She now knew how life was impacting their learning. Now she knew that the student who didn't do his homework wasn't lazy, he just didn't have a pencil. Amazing...



This got me thinking about things our employees wish we knew, but were afraid to tell us. While the Pollyanna in me wants to think that each of us has built the trust with our teams so they can and will tell us anything we need to know, the realist in me knows that this is not always going to happen. I know this because too many times staff have come to me to tell me things, but have sworn me to secrecy. I can't and won't break that promise.

I hope that our FAD discussions will open the door for an employee to reveal that personal fact that might be impacting their work. Maybe it won't in all situations, but, we all know that sometimes life does impact our work. The employee that has always been a solid contributor is now making many errors. Are you thinking that they just getting careless or could it be that their spouse was just diagnosed with a serious illness or maybe that their child is having problems in school? What's the back story?

Here are just a few real examples of life issues that impacted employee performance when I was at Manpower: (Fact - these stories are **not** about Agency employees!!)

- An employee started regularly coming in late for work and his manager was getting annoyed.

Why the behavior change? – He developed a serious health condition that required a night time medication that gave him a sort of “hangover” every morning. We thought this employee was probably drinking heavily, instead he were battling a type of cancer and afraid to tell us. Had we known, an easy fix would have been to adjust the employee’s start time.

- Another employee seemed very distracted and was missing work frequently. Why? His teenage son was battling addiction issues and facing criminal charges. He was embarrassed to tell us. Did you know that because the employee was dealing with the juvenile justice system, his absences were protected by the NC REDA Act? That could have eased his mind a bit.
- A female employee had intermittent FMLA for medical issues. She seemed to not be herself after those intermittent absences. Why? She was having chemo for breast cancer during those intermittent leave days and was battling post-chemo nausea, weakness and chemo-brain fog. Absences related to the chemo would have been covered under FMLA which may have been reassuring to her.

These are just a few stories of how messy life can be. Employees certainly have a right to their privacy and don’t have to tell us anything, but remember that we may not always know all the details. These are not excuses, but rather details that, if we knew, we could help in some way.

Of course we need to deal with performance issues. But, we need to need to make sure we deal with these issues with compassion and tact and not rush to judgment. Sometimes all the signs may point to one thing when it is really something very different. While it may look like Suzy Q has suddenly become a slacker, maybe the fact that she’s caring for an aging parent is the cause.

Trying to keep the door open to your employees is always the best hope for open communication, but there will always be an employee who, for whatever reason, will be hesitant to reveal life issues. Just remember that we all have lives outside of the Agency and sometimes these lives are messy and tip that work-life balance.

So, before you jump to a conclusion or make an assumption, please pause and think that there might be something else happening or a “rest of the story”. ... Just like the boy without a pencil.



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The Two Things

by [Molly Rodgers](#) on 4/13/2015 11:12 AM
Category: [Leadership](#)

The Leadership Book Club is just wrapping up the reading of [Start with Why](#) by Simon Sinek. As the book ends, Sinek sums up leadership:

“Leadership requires two things: a vision of the world that does not yet exist and the ability to communicate it.”

Sounds simple, but what does it really mean? A true leader needs to have the vision - to have an ideal, a world we imagine, a dream of a something better. But that’s not enough. You need to be able to communicate that vision, to inspire others to action. Thing one - “Leaders start with why...Thing Two - leaders inspire action.”

Where does vision come from? This is the power of “why”. Our visions are the tangible results of what the world would look like if we spent every day in pursuit of our why.

Think of a bow and arrow. An arrow can be very powerful and pierce its target. But, before it can gain any power or achieve any impact, an arrow must be pulled backwards, 180 degrees away from the target. And that’s also where a WHY derives its power. The WHY does not come from looking ahead. It is not born out of any market research or extensive interviews with customers or even employees. It comes from looking in the completely opposite direction from where you are now. Finding WHY is a process of discovery, not invention. Gaining clarity of WHY is not the hard part. It is the discipline to trust one’s gut, to stay true to one’s purpose, cause or beliefs, remaining completely in balance and authentic is the most difficult part.

Knowing why isn’t enough. Now it’s time to communicate that vision, to inspire. Because there are leaders and there are those who lead. Leaders hold a position of power or authority, but those who truly lead inspire us. We follow those who inspire us not because we have to, but because we want to follow them. We follow those who truly lead and inspire not for them but for ourselves. We see their why and are inspired by it.

It’s those who start with “why” that have the ability to inspire those around them or find others who inspire them. What’s your WHY? Can you share that vision with those around you and inspire them to join you?

“The more organizations and people who learn to start with WHY, the more people there will be who wake up being fulfilled by the work they do.” quotes Sinek.



What's our organizational "WHY"? For me, I see it simply as everyone deserves a home. Patricia recently shared the work of artist Hale Woodruff and his view of decent housing. For me, it's a perfect why.



Results of Good Housing, ca. 1941-43
Oil on board

Hale Woodruff made these two paintings to express his support for the work of James H. Therrell, the first Director of Public Housing for the city of Atlanta. The paintings originally hung in the Herndon Homes, a public housing project.



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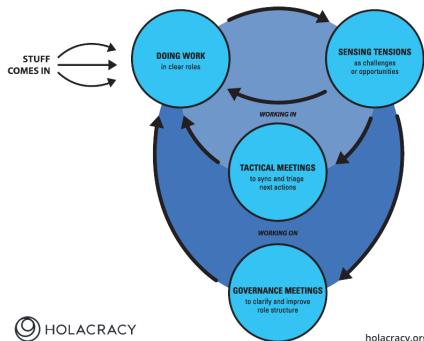
Shoe Retailer Zappos Gives Bosses the Boot

by Molly Rodgers on 4/5/2015 9:34 PM
Category: Leadership

While home sick this week, I caught up on some TV viewing. While watching the Today Show, I thought my fever had spiked and I was hallucinating when I heard that Zappos has done away with all bosses and all job titles. I did a bit of research and found out that Zappos has gone flat (or maybe gone a little crazy) with self-governed circles.

Last year, Zappos CEO Tony Hsieh embraced the concept of a holacracy. A holawhat, you ask? I'll try to briefly explain.

A holacracy is an alternative organizational structure that sheds traditional hierarchies for self-governing teams that get work done through tactical meetings. It's a kind of new-age approach that has its own set of rules and lingo and can be difficult and expensive to implement. The new system does away with bosses, titles and job descriptions and replaces the conventional command-and-control workplace with layers of self-governed teams, known as circles. The effort is supposed to speed decision-making, share authority and help the organization become more innovative.



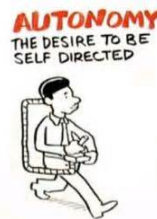
Zappos began to make the move to this new approach last year, but CEO Hsieh was getting impatient. He recently wrote a memo to all Zappos employees offering a three-month severance to anyone who didn't want to adapt to the new structure as the time was now.

So how does it work? Here's an excerpt from Hsieh's memo. Let me know if you understand. *"Functions that were previously silo'd will be embedded inside these business-centric circles instead," he writes. "This structure will require fewer roles that primarily manage expectations and drive alignment across legacy silos."* (If you're curious, here's a link to learn more about a holacracy <http://holacracy.org/>)

Wow... I'm not about to suggest that we follow Zappos lead. I don't think it would be shoe-in anyway. (Sorry, I couldn't resist...) But I do think we can learn something from this approach. This holacracy concept was developed a few years ago by a 35 yr old software programmer who eschewed the traditional hierarchy of his employer. He thought there must be a better way to give more authority to employees and allow for self-management. The autonomy thing crops up again.

Maybe the old, traditional hierarchy thing isn't the best approach in the new knowledge economy and with millennial workers. Don't worry, I think we still need job titles and structure and bosses. I think we need to know that the buck does stop somewhere. But, maybe a little less bureaucracy and a little more empowering teams to do the work, to make decisions and to work autonomously is also something we need.

Let's see if we can empower our teams a bit more and give them that autonomy we keep hearing about.



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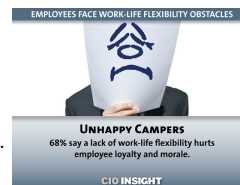
Flexibility @ Work

Questions, questions... a few questions about workplace flexibility came my way this past week and I thought I'd share them with you.

How early can an employee start their work day? – Well, it depends. It depends on the position and the needs of the team. It is important for many positions that their work time jives with some of their team mates, but for many other positions, their work time is an individual issue. If an employee would like to work a schedule other than 8 to 5 and it won't negatively impact the business needs, that's fine. We have employees starting as early as 6:00 a.m. while some others work until 7:00 p.m. It's what works for you, the employee and, most importantly, the business needs of the team. Being flexible brings great advantages and can be that win-win we always want.

Can an employee be on a 9-80 schedule with a day off other than Friday? - Well, it depends. The answer to this question is basically the same as above. (As a reminder, a 9-80 schedule allows the employee to work 80 hours over 9 days instead of 10, giving them a day off – typically Friday - every other week.) HR can tweak the pay week to accommodate a day other than Friday. If the business needs can be met with a 9-80 day off other than Friday, then it's another win-win!

Many of us have worked in a rigid and unyielding environment, the kind of place that breeds mediocrity. Such an environment can deaden the soul and squash productivity and creativity. Engagement suffers greatly in such a rigid place. Savvy leaders know that talent is critical to success. Helping them find that work-life balance with a flexible schedule leads to the employee feeling valued leading to more engagement and productivity. I really appreciate the willingness of the leaders who asked me these questions to be flexible and to help their employees find the work-life balance they need. Great job!!



According to Forbes, working with your employee to find that flexible fit brings five big benefits:

1) Buy-in. When you work with people to customize their work-life fit, you aren't imposing anything on them. You're treating them with respect and trust. Which will be returned. And when talented employees decide to work from home three days a week, they are making a serious commitment to the organization. Instead of working *for* you, they are working *with* you. This builds enormous buy-in and a better workplace culture.

2) A Broader Talent Pool. If talent doesn't need to be in the office, your talent pool is suddenly global, not local or even regional. You can build productive relationships with talent across the country or across the globe. With social networks, intranets, project-specific groups, and teleconferencing, distances become increasingly irrelevant. Caveat: There is nothing quite like face time, and creative sparks often fly when people are actually together in a room brainstorming. Telecommuting is a tool to be used judiciously.

3) Higher Morale. Studies show that organizations that offer workplace flexibility have less absenteeism and turnover, and higher levels of engagement and productivity. Again, it comes down to control. We all need to feel in control of our lives, and by working with talent on flexibility, you grant them real control. They feel trusted and valued, and their investment in the work, and in the organization, grows.

4) Smart Strategy. Many organizations today view workplace flexibility as a strategic move, not an employee benefit. The bottom line is that progressive companies have an easier time attracting and retaining talent. People with a lot to offer want to work at companies that treat them like adults and have empathetic, energetic, progressive cultures. On a more prosaic level, telecommuting can save costs on supplies, real estate, and utilities. Unilever, for example, permits 100,000 employees — virtually its entire workforce except for factory workers — to work anytime, anywhere, as long as the work gets done.

5) Value Added. Truly engaged employees don't leave the job behind when they're off the clock. They carry their current projects with them 24/7, and are always open to new inspiration or insight. Ideas are all around us. Employees who are telecommuting, or working on schedules that they helped design, are out in the world more, open to input, away from an office environment where stagnation can set in. An employee with a well-rounded, active life will bring value-add to any job, and may well find inspiration — that can then be brought to the project at-hand — in surprising places.

Employees wanting flexibility can be a challenge for managers. Balancing schedules and workloads can also be complicated if you're managing different work hours and telecommuters. But the results are worth it. It's all about treating people like grownups. Workplace flexibility is an awesome leadership tool. Use it.

| | 0 Comment(s)



Welcome to The Leadership Café!

A relaxing place to learn and discuss and nurture our Leadership soul.



What would Ringo do?

Leadership lessons sometime come in the strangest places. I was watching the 2015 Rock and Roll Hall of Fame Induction concert this weekend and in between some great music, thoughts of leadership came to mind.

These inductees are the best of the best in modern music. So, wouldn't it seem that they must have some leadership skills to have had a career worthy of the Hall of Fame? It's not just talent to survive for decades in a very competitive industry. They've got to be great leaders too.

So what leadership lessons did I learn?

If you make a mistake - own up to it. Ringo, the last Beatle to have not been inducted as an individual performer, gave young bands this great bit of advice. Admit it if you make a mistake, big or small, and your team will respect your honesty and authenticity. If you don't own up to it, there might be finger-pointing and blaming.



You can't do it alone. Most of the inductees were groups and not individuals, and everyone knew that they couldn't do it alone. Surround yourself with brilliant minds and talent. Neither rock stars nor leaders can succeed on their own. If you try to go it alone, you will fail as a lonely micro-manager. Ringo and Paul were joined by several other brilliant musicians and rocked out to a Beatles classic - "I Get by With a Little Help From My Friends".



Play to your strengths. To be a true rock star or leader, you must find your sweet spot, that passion place. For inductee Stevie Ray Vaughan (who died way too young in 1990) and his band Double Trouble, his talent was the unique raw, bluesy sound that he could squeeze out of his guitar. That sound - which bears his name - is unique to him. Be known for something, that one thing that sets you apart from everyone else.

Inspire others. As prolific song-writer and gold-medal winner Stevie Wonder inducted musician and song-writer Bill Withers, Wonder talked about how he was so inspired by him. If he could inspire someone like Stevie Wonder who needs no inspiration, imagine how he inspired others.



Acknowledge the help of others. All inductees recognized and thanked those who have helped them. Green Day band members even thanked those whose floors they slept on as a struggling young band. Every person needs acknowledgment and recognition. It begins with simply saying those two powerful words, "Thank you."

Lead like a rock star and you'll develop great some fans!




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
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FAD Information

Diversity

EAP Supervisor Newsletters

Daily Menu

Calendar

Tasks

Leadership Web Links

Announcements


Leadership Reading List - Recommended Books


Conversation Center

Team Discussion

Weekly Specials


Brooching the Subject


 Recycle Bin


 All Site Content


☐ Type


Name


 Document Type : Employee Appreciation (4)


 Best Practices in Recognition


 On a Mission to Recognition



 The creator of Employee Appreciation Day says it


 Top Ten Easiest Ways to Express Appreciation to Almost Anyone


 Document Type : Employee Engagement (11)


 Do Your Employees Have A Sense of Purpose


 Emotional_Drivers_of_Employee_Engagement


 Employee Engagement Matters 


 Employee Engagement in the Modern Workforce eBook2


 Employees with a sense of purpose



 Fostering Employee Engagement in Your Organization


 Millennials Work For Purpose

 Most Important Question

 The Millennial Mix Tape

 The Wikipedia Way Of Motivating Your Employees

 Whitepapers-How-to-Increase-Employee-Engagement 

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