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Lessons learned from the Battle of Dunkirk

- Support
- Pride
- Loyalty
- Respect
- Belonging
- Purpose
- Unity



Find out more

If you want to see what
a company values,
watch how managers
and supervisors run
their meetings.

How Women Feel Excluded in Meetings

- Excluded from important tasks for an extended period.
- Ignored and talked over during meetings.
- Responses not acknowledged.
- Ideas dismissed only to be praised when suggested by others later.
- Supervisors taking credit for projects.
- Private conversations happening while they are speaking.
- Interrupted and disrespected while talking.
- Lack of active listening from team members.
- Overlooked for tasks that lead to promotions.





The importance of having allies.

Women should have allies at meetings if they feel they need to.

This person will help meeting participants, recognize in real time when a woman is being interrupted, ignored, or when an idea a woman presents is not entertained seriously or is reintroduced by another team member.

This person can also act as an ally for young professionals, and new team members.

Stay consistent and committed to show your employees that you are serious about change

- Select two or three from each list that you think you can implement immediately. When you complete those, choose two more until you have implemented the entire list.
- Create Meeting Agendas
- Set up a system for a rotational process to take minutes at a meeting.
- Create a minute's template for everyone to use. Include who attended, follow up items, and a timeline for delivering the completed minutes.
- Create guidelines for how everyone is to conduct themselves during the meeting which should also include conferences, conventions, sales meetings, and golf outings.





Everyone deserves...

- A sense of belonging, inclusion, and camaraderie.
- To feel proud and respected.
- To be part of a cohesive team with a greater purpose.
- To strive for personal and professional success.
- To feel aligned with leadership and management strategies.
- To be driven by a sense of purpose.
- To be able to develop problem-solving and teamwork skills.
- Encouragement to be creative and **CURIOUS!**



Strengths and Weaknesses

Employees need an environment where they can bring their whole selves to work. Where they can be authentic and be who they really are without fear of bullying, ridicule, or just being, or looking different.

Why focus on weaknesses?

Why force people to feel like they need to improve weaknesses that someone else can do easily with much less stress and agony when there are so many skill sets they do well and are strong in.

People are assets not liabilities. They are not human capital.

Paul Depedestro, R & D Manager for the Oakland A's said "too many people make decisions based on the outcome rather than the process."



What do you think
the manager could
have done
differently?





Fast & Curious

Let's ask ourselves "How do we create jobs that address employee's strengths?" It's called **Job Crafting**.

The department manager needs to identify all the responsibilities, projects, tasks, within the department.

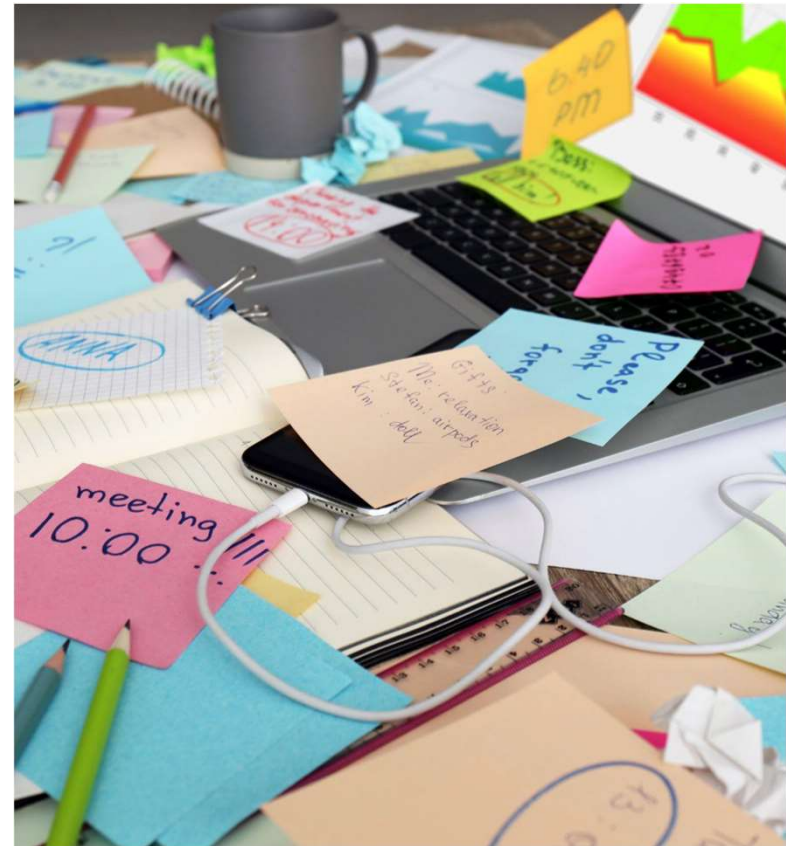
- Ask each employee to list in detail their job responsibilities.
- Within each employee's job description, identify non-productive and productive tasks.
- It is important to evaluate and weigh everyone's breakdown of non-productive and productive tasks.
- A community project can be classified as a non-productive or a productive task.

Discussing with Your Team

List everyone's non-productive tasks and productive tasks and see how they compare to one another.

Ask everyone to share what their strengths are and what tasks, projects, even meetings they enjoy participating in or not participating in.

If there are jobs that you have difficulty filling, then consider looking at the job microscopically.



Identifying Struggles

Employees should highlight tasks or projects they struggle with.

- Highlight an area, task, or project that an employee would like not to do going forward and that doesn't address their strengths.
- Highlight a task, project, or area that an employee would like to become more involved in.
- Employees should also identify certain times of the year when additional projects, tasks, etc. are difficult to take on.





Creating Balance

A manager might find that he/she has too many employees with certain skill sets or strengths that other departments might be looking for.

Employees within departments should know and understand one another's strengths.

When all the responsibilities have been identified by management and employees let everyone see the list and schedule a meeting to discuss.



Recognizing Patterns

If there are departments where people are always opting out of the department or leaving, there is an issue.

Create a workplace where employees can bring their whole, authentic selves to work to be successful and develop and utilize their strengths.



Nuances of Promotions

When upper management is looking to promote an individual, instead of always deferring to experience, think about looking at employees who show they value and respect their co-workers and their strengths.

Someone who is building teams, trust, belonging, inclusion, coaching others, a effective communicator.

Look for someone who embraces and respects diversity in a team

Benefits

One of the areas that most companies haven't thought to examine-is if their benefits are in line with their D, E, & I initiatives.

Are your benefits are in line with life?



Creating Employee Resource Groups is a way to help groups come together around their strengths and challenges.



Think about how you managers, supervisors, or team leaders can recognize outstanding effort, and creative outside the box thinking.



- Recognize contributions and seek explanations for successful solutions or ideas.
- Foster exchange of thought processes during tough challenges.
- Address workload imbalances by comparing non-productive and productive tasks.
- Regularly update job descriptions to support employee development and identify imbalances.
- Align employees' strengths, goals, and skill sets with company opportunities.
- Implement a system to reward cost-saving processes and profitable ideas.
- Listen to employees' needs during meetings to enhance their work experience.
- Empower employees by involving them in solving challenges and identifying opportunities.

If you want to establish a destination workplace and build loyalty, belonging, sense of purpose, retention, and inclusion - you must **create jobs around employee's strengths.**

Thank you!

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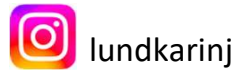
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