



CIBC's Inclusive Leaders Employee Network Presents:

Adventures in Leadership



Our Team



Katie Zenger, MPH

Zenger Strategies Founder &
Today's Facilitator



Brittany Wearing, MPH

Adolescent Health and Training Expert
Trainer & Co-Facilitator



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Square Peg Solutions
Leader //Coach // Author
Today's Trainer

Expectations



- 1 Be present
- 2 Suspend judgment
- 3 Seek understanding

- 4 Observe virtual meeting etiquette
- 5 Use the Chat!
Interact with us!

Today's Interactions



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Zoom Chat Function & Reactions Mute!

CIBC's *Inclusive Leaders Employee Network*

Inclusive Leaders Employee Network (ILEN)'s mission is to *promote and build an inclusive environment* at CIBC that *supports collaboration, flexibility* and *fairness* where all employees of all levels are *encouraged to contribute* to the *organization's objectives and mission*. ILEN strives to promote concepts surrounding *inclusion* and *diversity awareness* through *employee networking opportunities, inclusive leadership development* and *career path development*.

ILEN Executive Sponsors, Chairs, and Committee Members

- **EXCO Sponsor:** Kevin Van Solkema
- **Executive Sponsors:** Andy Dawson and Sharon Michnuk
- **Co-Chairs:** Jonathon Bart and Diana Harrison
- **Committee Members:** Lisa Garcia, Matt Logan, James Ninni, Michael Piccato, and Todd Schultz



Choose Your Leadership Adventure: *From ABCs to Action*

Dr. Ashley Prisant
Square Peg Solutions
May 2022



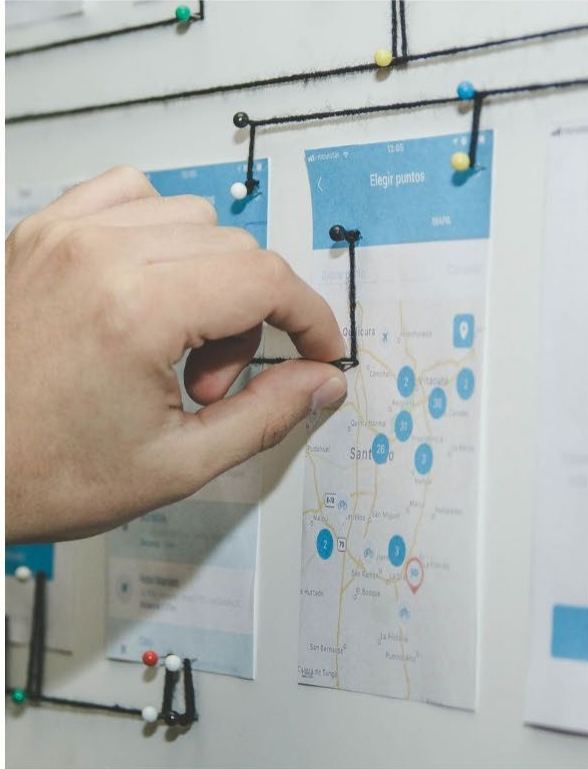


TELL ME IN THE ZOOM CHAT:

**If they made a
movie about your
life, who would you
want to play YOU?**



Today's Plan



ABCs of Leadership

Anchors of Motivation + Build Talent + Communicate

Pivot to ACTION

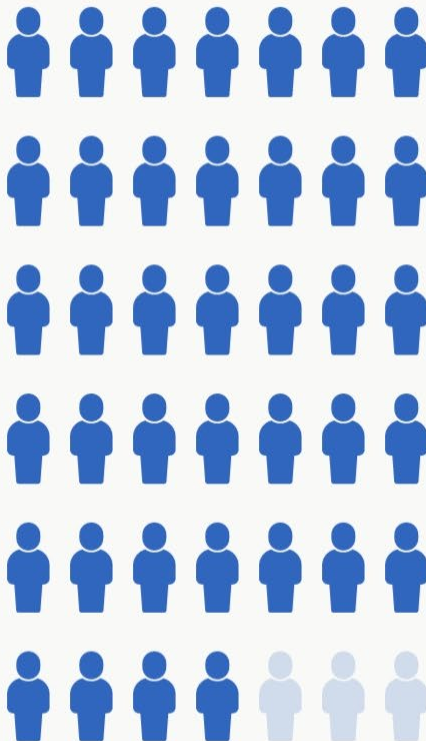
People + Accountability

Case Studies/Role Play and Q&A

Whose **FAULT** is it?

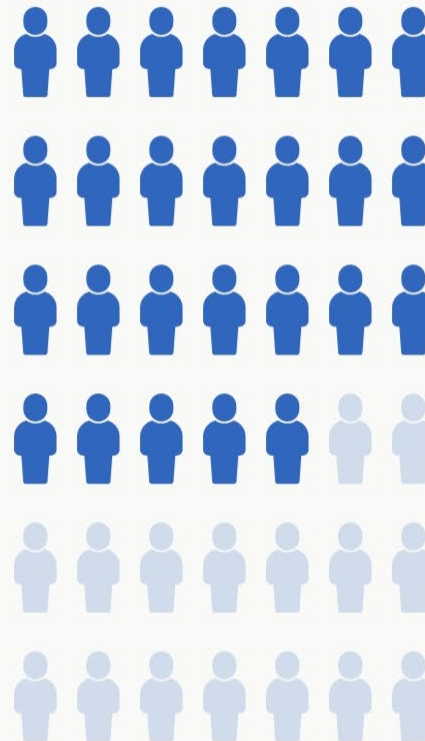
Pilot Survey Results

92%



92% of people said they quit because of management

60%



60% said they quit because of their immediate manager

IN THE CHAT:
Tell me about a time you
built a positive work team.
OR
What words would you
use to describe a positive
work team?



More than Money

What are the ABC's of Leadership?

- A - Anchors of Motivation
- B- Build Talent Engagement
- C- Communication & Accountability



Career Anchors / Anchors of Motivation

What were your top results?



Anchors of Motivation Assessment

Instructions: Part 1

- Try to answer these questions as honestly as possible. Answer quickly and go with your gut instinct.
- Avoid extreme ratings, except in situations where you clearly have strong feelings in one direction or another.

How to Rate These Statements:

- For each of the statements, rate how true each feels for you by assigning a number 1 through 6. The higher the number, the truer the statement is for you.

Statement	Never true for me	Occasionally true for me	Often true for me	Always true for me		
	1	2	3	4	5	6
I am proud of being so good at what I do that my expert advice will be sought frequently.						
I am most fulfilled in my work when I have been able to collaborate with peers.						
I am proud of having a career that will allow me the freedom to do my job my own way and on my own schedule.						
Security and stability are more important to me than freedom and autonomy.						
I am proud of a career where I can solve problems and be challenged daily.						
I would rather leave my organization than be put in a position that would						



TF

TECHNICAL/FUNCTIONAL

GM

GENERAL MANAGERIAL

SE

SECURITY/STABILITY

CH

PURE CHALLENGE

A/U

AUTONOMY/INDEPENDENCE

EC

ENTREPRENEURIAL
CREATIVITY

LS

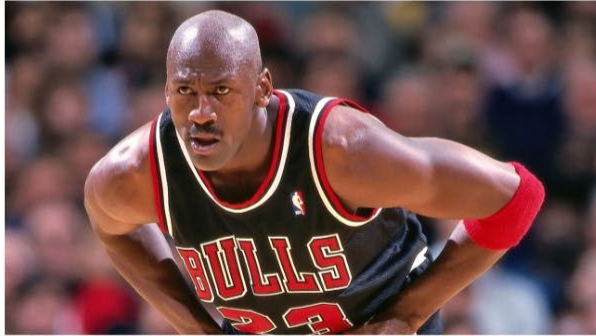
LIFESTYLE

SV

SERVICE/DEDICATION
TO A CAUSE

TF

TECHNICAL / FUNCTIONAL



SE

SECURITY & STABILITY

AUTONOMY & INDEPENDENCE

AU





SV

SERVICE / DEDICATION
TO A CAUSE



GM

GENERAL MANAGEMENT COMPETENCE
ANALYTICAL, INTERPERSONAL OR EMOTIONAL



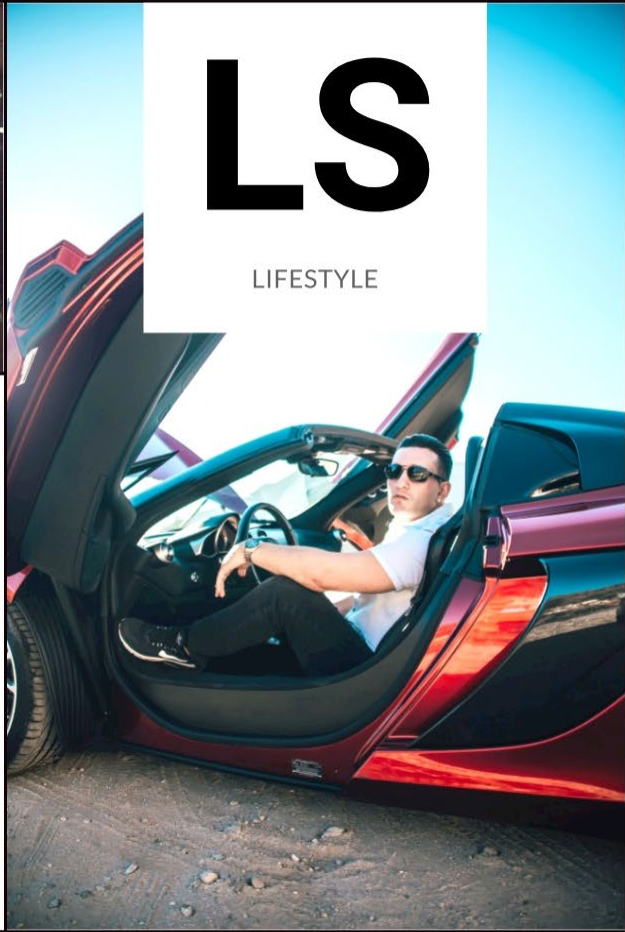


CH

PURE CHALLENGE

LS

LIFESTYLE

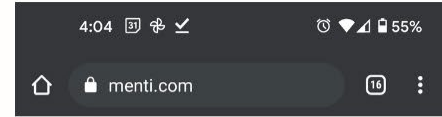


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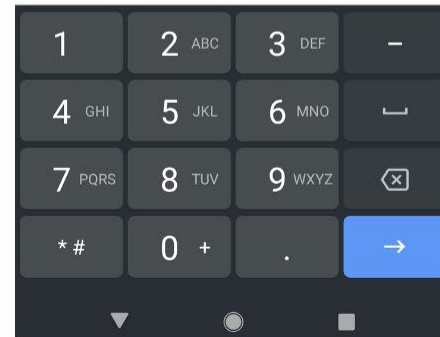
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“Great companies don’t hire skilled people and motivate them. They hire already motivated people and *inspire them...* Unless you give motivated people *something to believe in, something bigger than their job to work toward*, they will motivate themselves to find a new job and *you’ll be stuck with whoever’s left*”

Simon Sinek, Start with Why

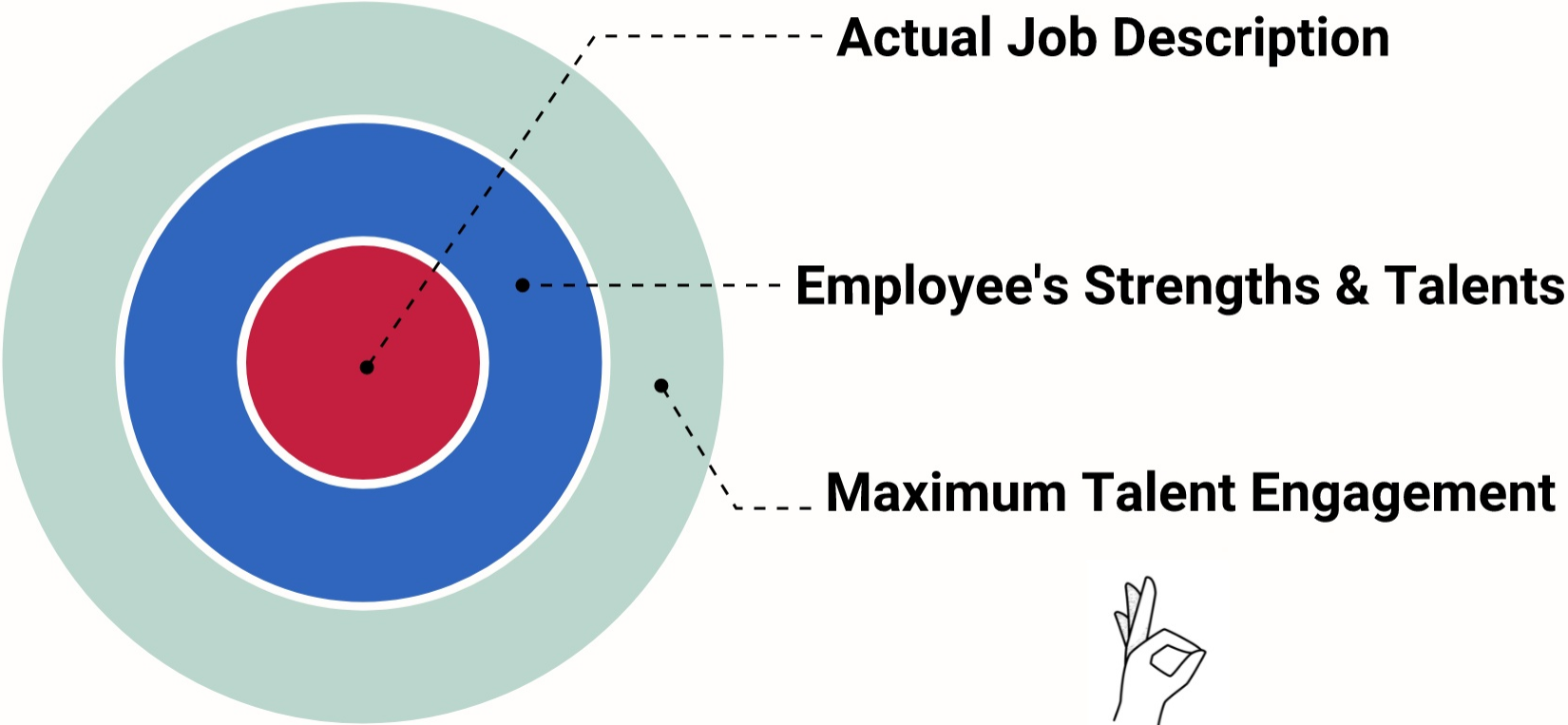
Build Talent Engagement

Maximizing your employee's output to your company:



- 1 Employee knows own strengths/talents
- 2 Employee uses strengths/talents @ work
- 3 Employee uses strengths/talents @ work
- 4 Using talents/ skills/ strengths not on job description

Build Talent Engagement





Case Study - Katie Requests a Meeting

You are the Director of your department. One of the analysts in the department, Katie, that has been ranked in the middle of the pack in the last annual review has requested a meeting with you. You have stated an open door policy and meet with any staff as long as they are properly scheduled. However, you have never met with Katie and don't know her very well.

You meet with Katie and find frustration. Once eager to do the role, Katie is now thinking of quitting. At 28, Katie believes she has lots of choices, and since, to her, there's been little to no movement in the last 2 years in the department, she thinks she should at least try. You dig a little further and find that she is unhappy because she has been passed over for a promotion. Also, she doesn't know what she wants to do next – or for her career. You realize there could be great potential for Katie in your company.

REACTIONS

- 1) What did you observe?**
- 2) What went well? What went wrong?**
- 3) What would you do differently if you were Ashley?**



Case Study - Let's Try This Again

You are the Director of your department. One of the analysts in the department, Katie, that has been ranked in the middle of the pack in the last annual review has requested a meeting with you. You have stated an open door policy and meet with any staff as long as they are properly scheduled. However, you have never met with Katie and don't know her very well.

You meet with Katie and find frustration. Once eager to do the role, Katie is now thinking of quitting. At 28, Katie believes she has lots of choices, and since, to her, there's been little to no movement in the last 2 years in the department, she thinks she should at least try. You dig a little further and find that she is unhappy because she has been passed over for a promotion. Also, she doesn't know what she wants to do next – or for her career. You realize there could be great potential for Katie in your company.

DISCUSSION

- 1) What was different this time?**
- 2) How did Ashley use Talent Engagement in that scenario?**
- 3) What other tactics or what else could Ashley have said or done to engage Katie?**

Zoom Poll:
Based on this conversation, what do you think Katie's Anchors of Motivation are?



Communication + Accountability

TOP 3 REQUESTS from EMPLOYEES:



#1: Communication

- Trust us!
- Tell us what we're doing wrong (AND right!)



#2: Feedback / Training

- “Can you show us an example?”



#3: Accountability

Dogs?



Kids?



Employees?



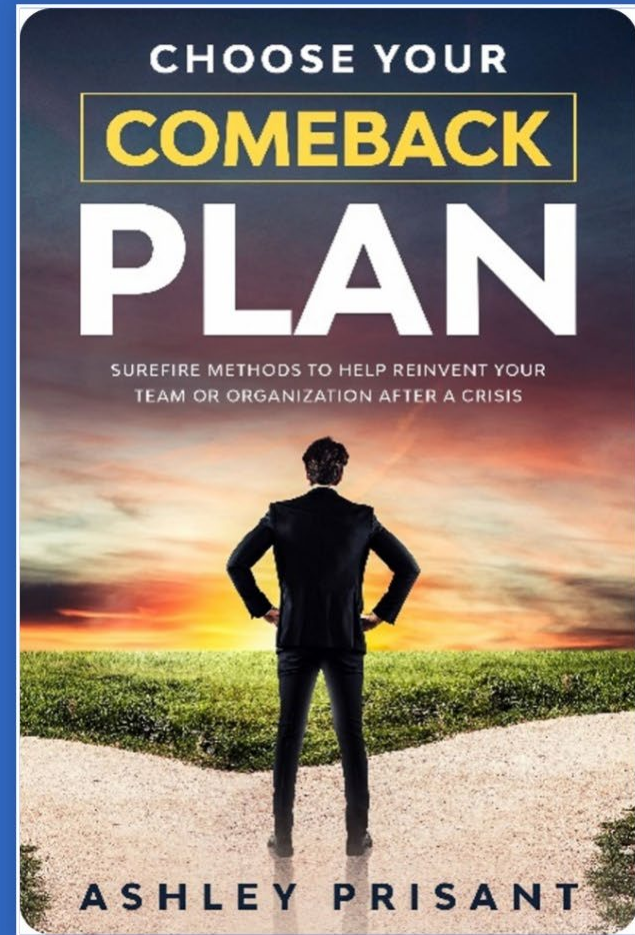


Do what
you say.
Say what
you do.

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5 Piece Pivot Plan



5 Piece Pivot Plan – Big Picture

Consider Your Current Situation:

- 1) **STRATEGY** - What does the team/ organization need? To survive? To thrive?
- 2) **PEOPLE** - What does the individual/ employee want? What are needs not being met?
- 3) **ANALYSIS** - What are the differences between org & individual? What is not obvious between the two that is causing the discrepancy?
- 4) **ACTION** - How do you get it done and make it happen... so both the org and employee are successful long term? How do you level the playing field in your org?
- 5) **ACCOUNTABILITY** - How can you make these changes stick? How do you ensure the good parts stay and the bad go away?



Employees - Who are they really?



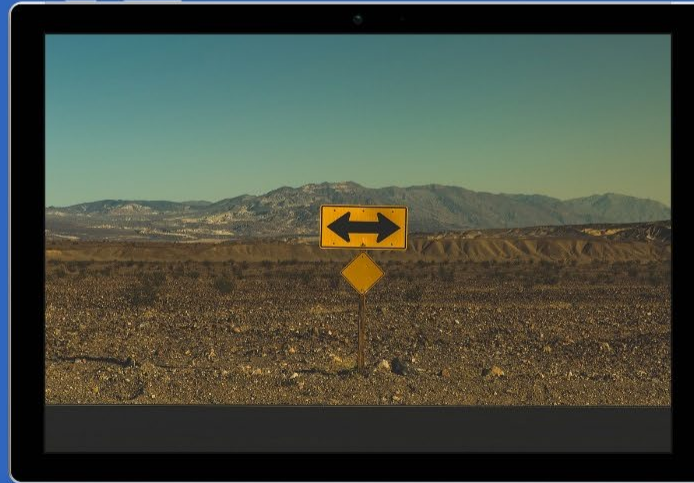
- Motivators, personality, skills
- How did they fare during pandemic/crisis?
- What went well for them, what didn't?
- What has changed? What do they want NOW?
- How different is the “before” and “after” plan?

Accountability - OR ELSE!



Where leaders miss most is:
communication &
accountability!

Be confused about what is expected and when



- Be mad for not having a consistent message
- Push back on future requests
- Refuse to do future actions because the consequence does not matter

Accountability - 5W/1H

5 Ws + 1 HOW:

1 - WHO is responsible for this job, task, or project?

2 - WHAT are they supposed to understand?

3 - WHAT is the TIMELINE the action needs to be completed?

4 - WHERE should they go if they make a mistake?

5 - WHY are we doing this? (What happens if we don't?)

1 - HOW often to follow up?





Questions?

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<https://www.linkedin.com/in/ashleyprisant/>

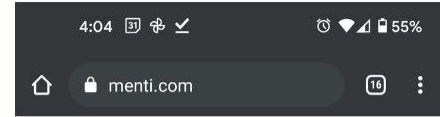


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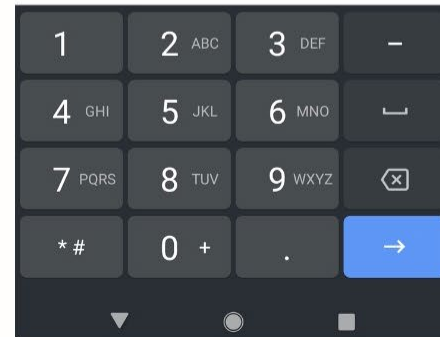
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-What is one **takeaway** from this session? OR...

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What Stuck?

Menti.com and enter the code **71 95 81 86**

- OR...What is one thing you'll do differently after this session?





WEDS. July 14, 2022
2PM to 3:30 PM CT
via ZOOM - RSVP via Zoom!!!!

Adventures in Leadership Session #2: The ABLE Leader

Topics:

How to use your power and influence as a LEADER to be TeachABLE, Flex-ABLE, ApproachABLE, AccountABLE and more!

Facilitated Group Discussion



Meeting Evaluation



- Please take the time to take the Survey Monkey meeting evaluation
- Use the QR code there <
- Or link in Chat!
<https://www.surveymonkey.com/r/LZNKJG7>
- Meeting Materials can be found HERE:
 - <https://www.z-strategies.com/cibc-adventures-leadership>



**June 23, 2022 - Braven
Informational Session**

2 PM CENTRAL TIME

**July 14, 2022 - ABLE Leader,
Part 2 Guest Speaker Series -
Charles Weathers**



2 PM CENTRAL TIME

Closing Remarks

Thank you for attending today's session!



For any questions, please
contact: katie@z-strategies.com or
USInclusiveLeaders@cibc.com

