

ABC's of Leadership

Directional Points on Working & Leading Your Teams

Inclusive Leaders Employee Network at CIBC
Session Workbook // May 2022

Career Anchors

What is a Career Anchor?

- A Career Anchor (CA) is a key motivation for an individual in their workplace environment.
- If given a choice, the individual would choose CA over promotion or greater responsibility if it meant the person would lose some or part of their key CA.
- Originated by Edgar Schein in the 1970's
- Sample Career Orientation Inventory – to obtain Career Anchor - [use this link for a PDF assessment to use with your team.](#)

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|-------------------------------|---|-----------------------------------|-----------------------------|------------------------------------|
| Technical/ Functional (TF) | General Managerial (GM) | Autonomy/ Independence (AU) | Security/ Stability (SE) | Entrepreneurial Creativity (EC) |
| | Service/ Dedication to a Cause (SV) | Pure Challenge (CH) | Lifestyle (LS) | |

Anchors of Motivation

1. What's your Career Anchor?
2. How can you use it with your team?

Building Talent Engagement

Make a list of your employees. For each of them answer the following:

1. What are their strengths? Talents? (about 3-5 each)
2. How can you find out? (for each person)
3. Which ones will be easy?
4. Which ones will be a challenge – how will you solve?
5. What's the timeline to do this list above?

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Communication, Feedback & Training

Based on list of your employees you've started above, answer the following:

1. How do you communicate with them? Different preferred methods?
2. How can communication be improved with each one?
3. Do you give feedback to your team? As individuals? How do you do it? How do they prefer it?
4. Do you receive feedback from them? How? Is it encouraged? What do you do with that feedback?
5. Is it harder for certain individuals to give/ receive FB? Easier? Why?
6. Are your people prepared/ trained to do their job? What do they need?
7. When's the last time you've asked?
8. If you had time/money/ no constraints – what would you provide for your team so they were more prepared/ engaged/ efficient in their jobs?

5PPP: The Big Picture

The **5-Piece Pivot Plan** (5-3P) is a framework that helps leaders and small business owners look at their teams, better understand their (true) challenges, and develop a new strategy going forward – that is beneficial to BOTH the organization and its employees. It does this by explicitly focusing on the crisis/ major change that occurred (such as COVID in 2020, a merger of two different organizations, an accidental release of a reorg that was premature and incomplete).

Thinking of your current situation...

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

