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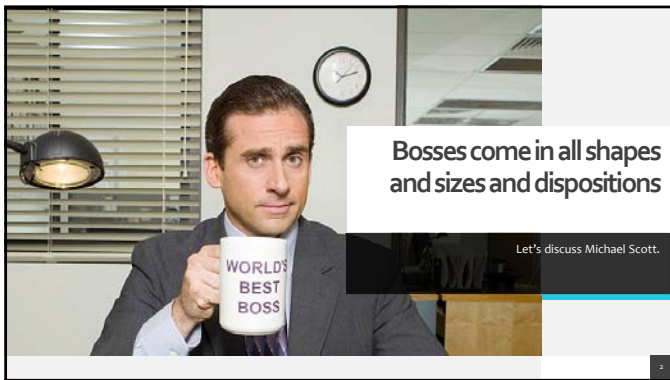
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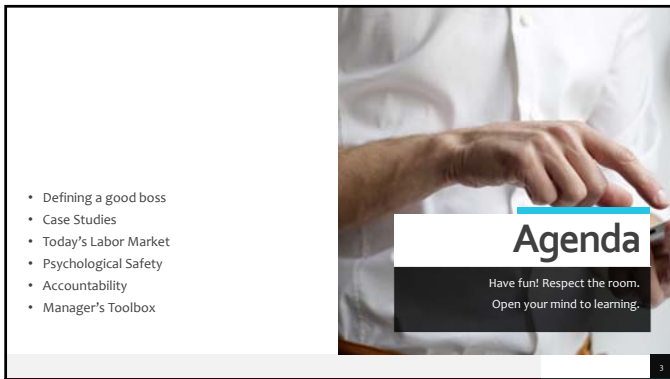
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**What makes a good boss?**

Whiteboard exercise

- Think about a good boss you've had in your career.
- What did they do that made them a good boss?

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**Case Study:  
NASA Columbia**

A tragic tale.

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**Case Study:  
3M Sticky Notes**

Embracing failure leads to innovation.

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### Labor Market Today

- 4.3 million Americans resigned in August 2021 (PBS.org)
- SHRM's Summer 2021 Summer Magazine "The Turnover Tsunami"
- Longer Time to Fill statistics (governing.com)
- Where are the candidates?

Your best strategy is to actively retain the talented people you have working for you today by creating a workplace culture that welcomes everyone to the table.



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### Culture Matters



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### Successful Workplace Culture

In times of uncertainty and interdependence



Edmondson, Building a psychologically safe workplace, TEDxHGSE, May 4, 2014  
<https://www.youtube.com/watch?v=Lh1LlU4g888>

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### Low Psychological Safety Workplace Culture

- Employees worry about looking ignorant, negative, or incompetent
- Common behaviors include:
  - not asking questions,
  - not bringing up contradictory ideas
  - no out of the box thinking,
  - not admitting mistakes,
  - not asking for feedback, and
  - not challenging the status quo

**Leads to low contribution, low learning, low innovation, low engagement**

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### Examples of psychological safety

Whiteboard exercise

- List some examples of psychological safety.
- What happens in the workplace when employees feel psychologically safe?

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### High Psychological Safety Workplace Culture

- Frame work is a learning problem
- Invite all voices into the challenge
- Questions are encouraged
- Leader acknowledge own fallibility
- Leader models curiosity

**Leads to team cohesion when everyone contributes, more learning, more employee engagement**

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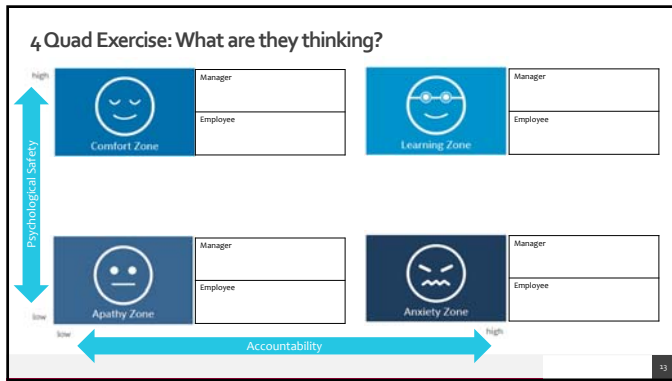
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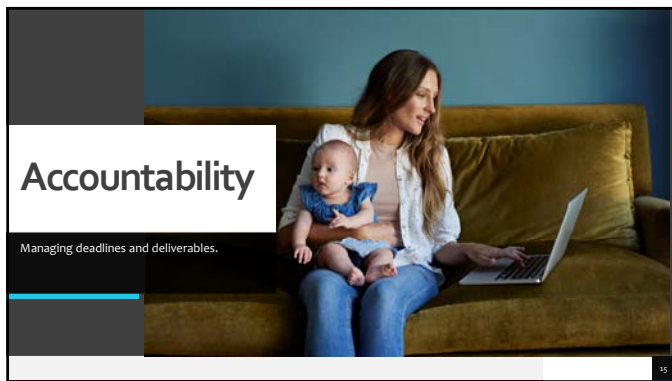
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### Manager sets the tone

**What**

- Shares organization's / department's vision
- Sets clear objectives
- Communicates priorities
- Removes roadblocks
- Manages scope of work

**How**

- Communicates frequently (in-person, email, virtual)
- Clear department goals, clear job description
- Gives direction when assigning projects
  - Resources, timeline, stakeholders
- Creates and maintains relationships with other departments / partner organizations
- Monitors employee time and assignment of tasks

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### Independent Writing Exercise:

**What are your team's top 3-5 priorities?**

**How does the work of your team connect with the work of other teams within your organization?**

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### Barriers to getting work done

List some barriers for your team's work in the first column and way to mitigate those barriers in the second column.


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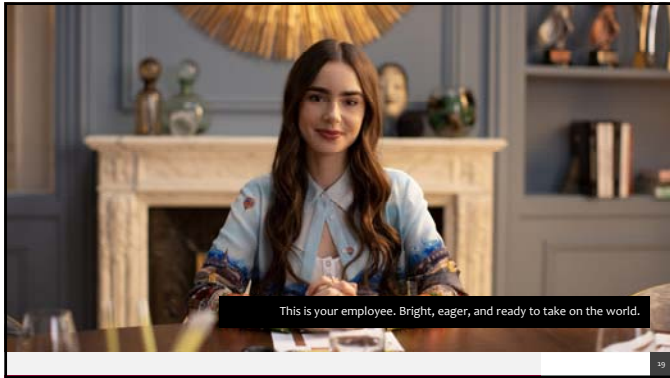
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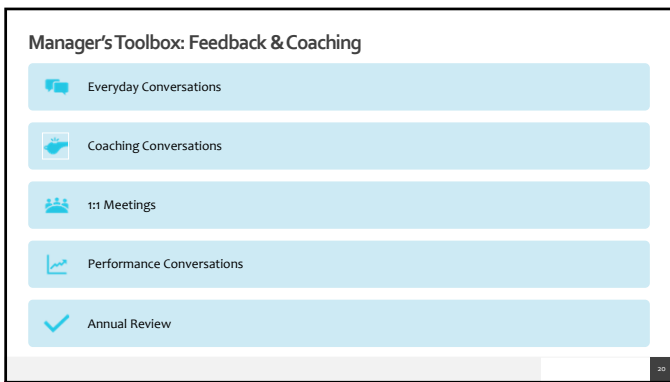
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**Management Training Available for LWMMI Insured Members**

- Leading High Performing Teams
- Managing Conflict on the Team
- Defining Your Purpose
- Giving Employees Feedback
- What is Progressive Discipline?
- Behavioral and Situational Interviewing
- Self Care for Managers

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**Key Takeaways from Leading High-Performing Teams**


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**The End.**

**Thank You**

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 eyanke@lwm-info.org  
 League of Wisconsin Municipalities

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### References

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- Barb Rosewicz, State and Local Government Job Growth Lags as Economy Recovers, September 24, 2021 <https://www.governing.com/work/state-and-local-government/job-growth-lags-as-economy-recovers>
- Edmondson, Building a psychologically safe workplace, TEDxHGSE, May 4, 2014 <https://www.youtube.com/watch?v=LhoLuigxX8>

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