



C.L.A.I.M.

A FIVE-FACET LEADERSHIP STRATEGY

Dea Irby



**“People don’t only want to be connected,
they want to be claimed.”**

 **Norm**



Deairby

Meet my friend Norm. Norm was hired by a high growth, mid-sized company in an executive position. As soon as Norm entered the room, he noticed the thick, toxic air in the office of his new assignment. He scanned his surroundings with an experienced eye.

The customer service person sat with a scowl on her face tightly holding the phone to her ear.

The sales manager oozed frustration as he confronted a sales person.

Another employee slumped in her chair staring at her desk.

After his visit to the subsidiary, he asked the Chairman, "What are your expectations? Shut it down, repurpose the employees or build it back?"

"That's your decision."

What would you do? Take the easy route? Risk failure with the challenge of rebuilding?

Norm decided to go with growing the business. How he accomplished the rebuild is what we are going to explore. He implemented the five facet leadership strategy of C.L.A.I.M.

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What do I mean by CLAIM? It is an acrostic that stands for Chosen, Loved, Acknowledged, Invested In and Made for Greatness. We will explore each facet and how it can be applied to build community in the workplace.



Our first facet is C for **Chosen**:



The elementary PE students are scattered in the gym and the coach blows the whistle signaling for them to gather. He calls on the top two athletes to pick teams for the class game of dodgeball. A couple of students stand tall with chests pushed out and a big smile on their faces. They know they will be picked first. A few stand with drooped heads and slumped shoulders and dream of reading a book. They know they will be picked last. Oh, the trauma of choosing teams! A quick search on google reveals a number of articles about the damage of being picked last, the scars it leaves. Truth is, deep down, we all want to be chosen first. I'm sure many of you here have felt the thrill of victory by being elected to an office or selected to join a team or squad. Being chosen confirms our self-worth. This need doesn't stop in school, it continues throughout life.

What does it look like in the workplace?



A chosen person knows they are **selected, qualified, and included.**

Whether a person goes through the process of applying for a job, interviewing and negotiating to get hired or not, it helps to state, "I'm glad to have you" or "you are a great fit here." If that isn't true about that team member, that team member needs to be "released" to work where their gifts are better served.

Our second facet is L for **Loved:**



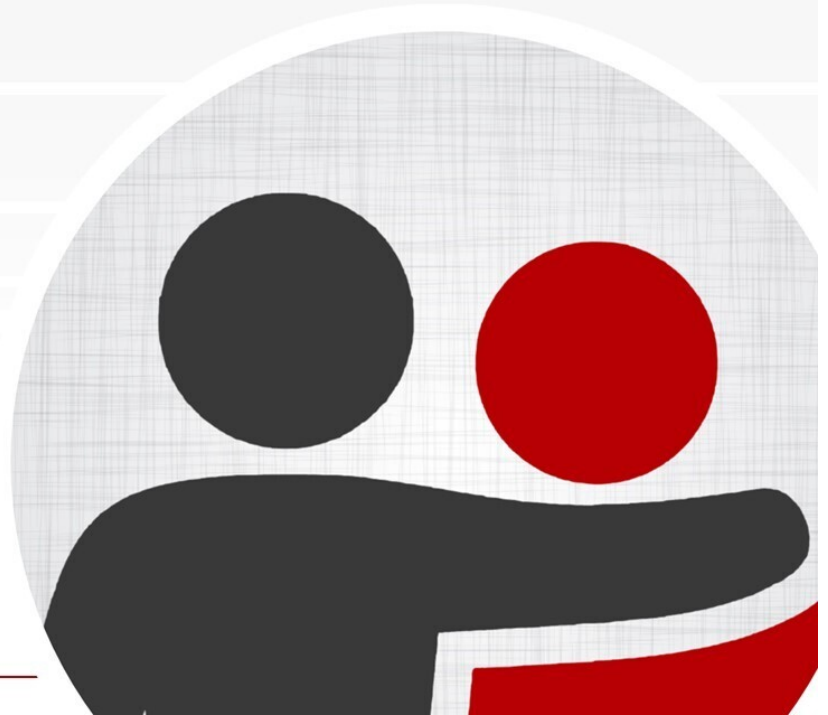
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Who doesn't want to be loved? Think of the prison babies and the difference feeling loved made for them. It gave them life. What kind of love? There are many kinds-Philio or brotherly love, Agape or Godly love, Eros or erotic love, and there is motherly love, puppy love.... And love of puppies... love struck, love sick. Where would the music industry be if we didn't want love? Think of all the songs that would not be written... Lookin' for love...what's love got to do with it... she loves me, yeah yeah yeah... There are 1187 songs with "love" in the title. How many can you think of in one minute? (Tick tock tick tock...time's up) How many did you think of? The point is, we all want and need love. It is basic to our living.



❖ Security
❖ Value
❖ Empathy

— *Deairby* —



What does this look like in a work or club environment? This has more to do with **security**, **value**, and **empathy**. A secure environment is non-judgmental and stable. A person does not worry about coming into work and finding the office door locked and a note posted that says, "you're done." A running conversation keeps a team member up to date. There is security in being in the know. Team members are reminded of the value of their contribution. And, according to Workplace Stability Institute's survey, one of the top three motivating factors of workers is getting help with personal needs. Empathy is desired and builds loyalty.

The third facet is A for **Acknowledged**.



ACKNOWLEDGED

That first step, letting go of security and taking that first step. The toddler receives cheers and applause, giving him encouragement and spurring her on.



She continues to grow and learn new skills. Her mind begins churning with ideas that she has to express. The parents are engrossed in their own conversation and she cannot get their attention. "Mom, mom. Dad, dad," A faint "Uhhuh" slips in among the adult verbiage. Finally, she crawls up into her dad's lap and grabs his face between her chubby little hands to force him to make eye contact. "Look at me, daddy. Listen. Listen to me, daddy." And life continues in search of being acknowledged.

What does this look like in the workplace?

❖ Seen
❖ Heard
❖ Empowered

— *Deairby* —



This means people are **seen**, Before the pandemic, when people met face to face, I would emphasize looking people in the eyes. The eyes are the window to the soul. While in a digital meeting, people still want to be looked in the eye. If you are having online meetings....like we are right now!...it is important to remember where your camera is and look into it!

People are heard and empowered. Not every productive employee is appreciated, but every appreciated employee is productive. Effective leaders also empower when they delegate to team members. Delegating outcomes and not just tasks reassures confidence and trust in team members. Do you trust your people enough to delegate to them? Have you trained them well so that they can take an outcome and know what to do without micromanaging the tasks?



The fourth facet is I for **Invested in**.



INVESTED IN

There lived a very successful, wealthy man who had built his business from nothing. He had come from nothing. His concentration on his endeavors had rewarded him. He had one son who idolized him. The son wanted to be with his dad all the time. He was allowed, on rare occasions, to sit in the leather chair in his dad's office and watch him work.



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The year the boy was turning 12, he said, "all I want for my birthday is to go fishing with you, Dad." The father chartered a fishing boat and they fished the whole day. The boy felt important, he felt acknowledged, he felt invested in. Those feelings were short lived. That was the only day his father had time for him. Years later, when the father passed away, the son was cleaning out his father's office. He came across his old calendar from that year. He quickly turned to his birthday. On that date, written across the square was "went fishing with son, whole day wasted." Ouch! We have all wanted someone that matters to us to invest in us, right? This father missed the mark on investing time and attention on his son.



What does investing in your people look like at work?

- ❖ Money
- ❖ Time
- ❖ Resources



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This means the leaders spend **money, time, and resources** to support the team. Money can be in the form of bonuses or incentives, even the obvious, raises. Examples of resources are training or equipment. Perhaps the most effective and economical resource is time. When a leader does a “walk about” at work to check on people in person, it is showing an investment of time. When the leader stops to LISTEN, that is an even more impactful investment of time. Douglas R. Conant, President, CEO, and a director of the Campbell Soup Company, simply invested time by handwriting notes to every single employee. His actions rescued the company from disaster. How can you invest in your people?

Our fifth and final facet is M for **Made for Greatness** which can also be said, making a difference. Even more simply, people want to know that they **MATTER**.



MADE FOR GREATNESS

MAKING A DIFFERENCE

Have you ever stood at the edge of a pond throwing rocks across the surface of the water? One, two skips. One, two, three skips. Maybe four skips.

Fascinating. First, you have to search for a good skipping rock, small, flat, smooth. Then you have to get the angle right with your throw. You send your found treasure off into the deep. You don't mind. The thrill of watching it bounce like a ping pong ball on the table is rewarding. You see the impact of each touch sending out ripples.



What a picture of our lives! We all, whether we admit it or not, want what we do to cause ripples across the surface. Our contribution to the world matters to us. We want to know that we are made to ripple five times or more!



What does that look like for the workplace?

❖ Purposeful
❖ Impactful
❖ Intentional



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Everyone wants to be purposeful, impactful and intentional for good. Do your team members know how important their actions are? Do they understand that they are a valuable cog in the wheel? Is the job so well defined that they can grasp the global effect of their “job well done?” Companies that “serve the greater good” provide a deeper level of satisfaction to workers—they know they are making a difference in the world. What is your purpose for your work? What difference does your work make in the big picture, globally? Do your team members know and feel that?

In review, the five facets are **Chosen, Loved, Acknowledged, Invested In** and **Made for Greatness.**

Remember,

"People don't only want to be connected,
they want to be claimed."

Back to our story of Norm. How did C.L.A.I.M. show up for him. First, he **chose** all the workers in that subsidiary when he moved forward with the rebuild. The employees knew things were not good. Some might have even hoped Norm would "end the madness" and put them out of their misery. But he believed in the possibility. In leading your team, you may or may not be the one to choose your people.... Do they feel chosen?

One of the first things Norm did was take all the employees off site for a full day of discussions, evaluations, and goal setting. It was a safe and secure place where people could discuss openly and freely. Norm listened. Together they focused on the current status in all areas - sales, training, customer service, administrative and financial performance.. They felt **loved.**

How do you see this applying in your leadership? Have you done something like this? Do you have team time?

The most effective part of Norm's work was his **acknowledging** the employees. He began understanding the strengths and personalities of his people.

He got to know Teresa. She worked in customer service and was miserable. From her evaluation she had scored high on administration. She became his executive assistant...the best one he ever had. "Hey, Teresa, can you bring me....." before Norm finished his request she would walk in with what he needed.

He got to know John who was manager of the sales reps and miserable. John had been promoted because he had been such a stellar sales person. He was very frustrated with the work the sales people were doing because he knew he could do a better job. Norm acknowledged that, created a new position and John was on the field again out-performing all the sales people.

Stop and think if there are any people on your team who seem frustrated. Are they in the right position? Maybe they have a different way to communicate.

Another way Norm acknowledged his people was to set up a Wall of Fame. It had been talked about for years but no one ever took action. No one believed it could be done. Norm heard about this and acted on it. He ran the contest and hired a professional photographer. The winners were given appointments for photo shoots. If they couldn't show up Norm would charge them the fee to send the photographer to them. Guess what? They all made their appointments. The Wall was created. People felt acknowledged. And Norm gained the reputation of the one that got things done. "Put it on Norm's desk, he doesn't know it can't be done."



How do you acknowledge your team? Have you been acknowledged for something? What difference did that make for you?

Norm **invested time** in his people with retreats to the beach during off-season for more planning and goal setting. He enlisted sponsors to provide prizes and bonuses. He also **invested money**. One day, Carolyn came into Norm's office and said she wanted to buy a \$55,000 software for the purchasing department. "Is it worth it?" "Absolutely." "Then do it."

He acknowledged her expertise. He gave her a secure environment to be able to make that request and chose to act on her request. All the facets work together. What is interesting to note is that when Norm first came, although she was a hard-worker, Carolyn was always late and never followed the plan, doing things her way. Norm realized she was out of place in sales and put her head of the purchasing department. After giving her a clear explanation of what was expected, she thrived in her new position.

What do you do to invest in your people? How do you see this being implemented in your work? Have you analyzed your team members to make sure they are operating at their highest potential?



Another way Norm implemented C.L.A.I.M. was by developing a corporate culture of reducing and controlling waste. Even if an action doesn't have global impact, each person wants to know that their "being" is important and they are making a difference in their world, that their contribution matters.

When John was moved out of the Sales manager position, Norm needed to hire a new person. Corporate wanted him to look outside the company, to bring in new blood, new perspective. But Dave, who had been with the company for years, was older than all the others and a little rough around the edges, Dave wanted the job. When he was asked in his interview, "What sets you above the others?" He answered, "when you compare me to the rest...I don't look like the rest, act like the rest, heck, I may not be one of them but when it's 4th and 3 or goal, give me the ball." He knew his contributions would matter, he knew his value.

Do you know how important you are to the world? There is no one else who can be you. Do the people you are leading know their value? There is no one else who can be each of your team members. Thinking on this, what difference does it make in your work, even in your life?

How does Norm's story end? When they had their off site planning they set one year, three year and five year plans for individuals, departments and the company as a whole and a mission statement. The results: they exceeded their five year plan in all areas in less than 18 months. Top line revenue increased by 1400% in three years.



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What do you see for yourself?

Think about how C.L.A.I.M. showed up in Norm's story....what did you notice?
How will you apply this to your situation at work...? How could you apply this in your personal life, in family or relationships?

If you could put your thoughts or "ah ha's" on a bumper sticker, what would it say? What is a bite-sized takeaway you got from reading this ebook?



I want to end with a story about being CLAIMED that clearly illustrates the value of this strategy.

The workers in an orphanage noticed that in the large room with many cribs, the baby in the crib by the door was developing better and growing faster than all the others. They noticed this for months. They were intrigued. Was the crib magic? Did the crib make the baby different? Then they changed out the baby. They moved another one into the "magic" crib by the door. Over the weeks to come they saw the same results. The baby began growing and developing faster and better than all the others. Puzzled about this, they decided to put a camera in the room to watch the crib day and night. What were they missing? They discovered that every night when the cleaning lady came in to work, she would stop at the first crib, pick up the baby and hold it while she sang to it. That was the "magic!" Human connection. Human connection gave that baby life. We all need connection. We all need to be claimed.

As leaders, you have the role to fill, the tasks to accomplish and the people to do those tasks. You can lead clinically like the orphanage workers usually did or in community as the cleaning woman did. I invite you to choose to build a community where people find belonging.

Thank you for reading this ebook. I do hope you have gotten something to take with you and will apply in your work, your family, or your organization. Wherever people are, there is a need for community.



Remember:

"People don't only want to be connected, they want to be claimed."

People **need** to be claimed.

Deairby
CONNECTOR | COMMUNICATOR | CULTIVATOR