

Pay it Forward.

**Develop your
High-Potential
Employees.**

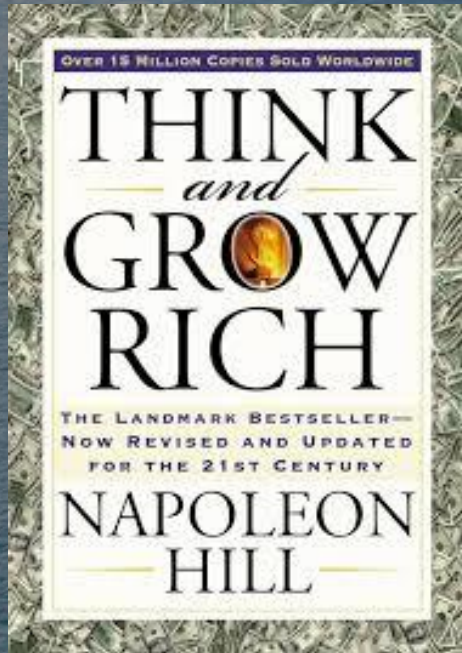
Marisa Santoro



IN OUR SHOES



How to Get from Where You Are to Where You Want to Be



10 Success Principles

Marisa Santoro







Manager



Stakeholders



Peers



Suppliers



Team

Why Developing Others Matter

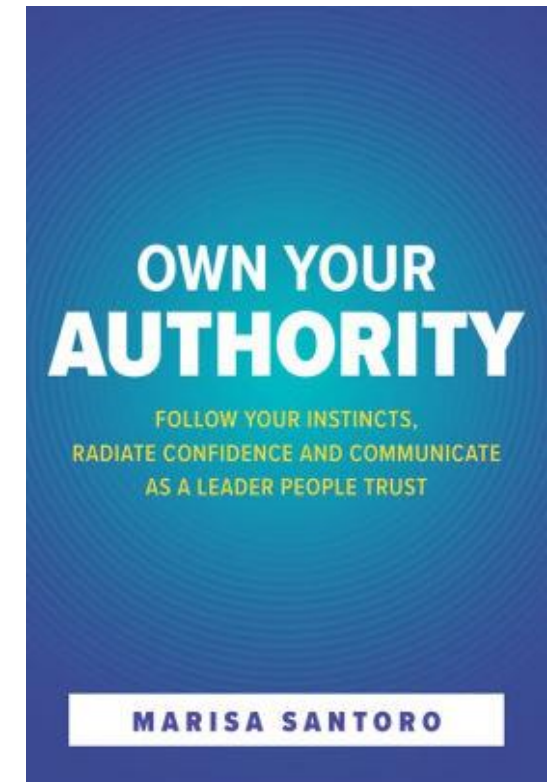
- Increase in Employee Loyalty + Retention
- Employees are more engaged and productive
- Internal growth supports filling key positions
- Aligns with the company's goals:



The Promise

1. Double your Results.
2. Double your Performance.
3. Create more balance and joy in your life.

Speaking without Apology



Sales Winning Formula

5 - 10 - 15 - 5

- 5 in person meetings
- 10 phone calls
- 15 thank you notes
- Visit 5 properties



What are you Selling?

- Strong, Attractive Bids
- Timely Delivery
- Accurate Cost Estimates
- Quality Standards
- 100% Safety Performance
- Mitigating Project Risk
- Efficiently Managing Resources
- Innovative Solutions
- Problem Resolution

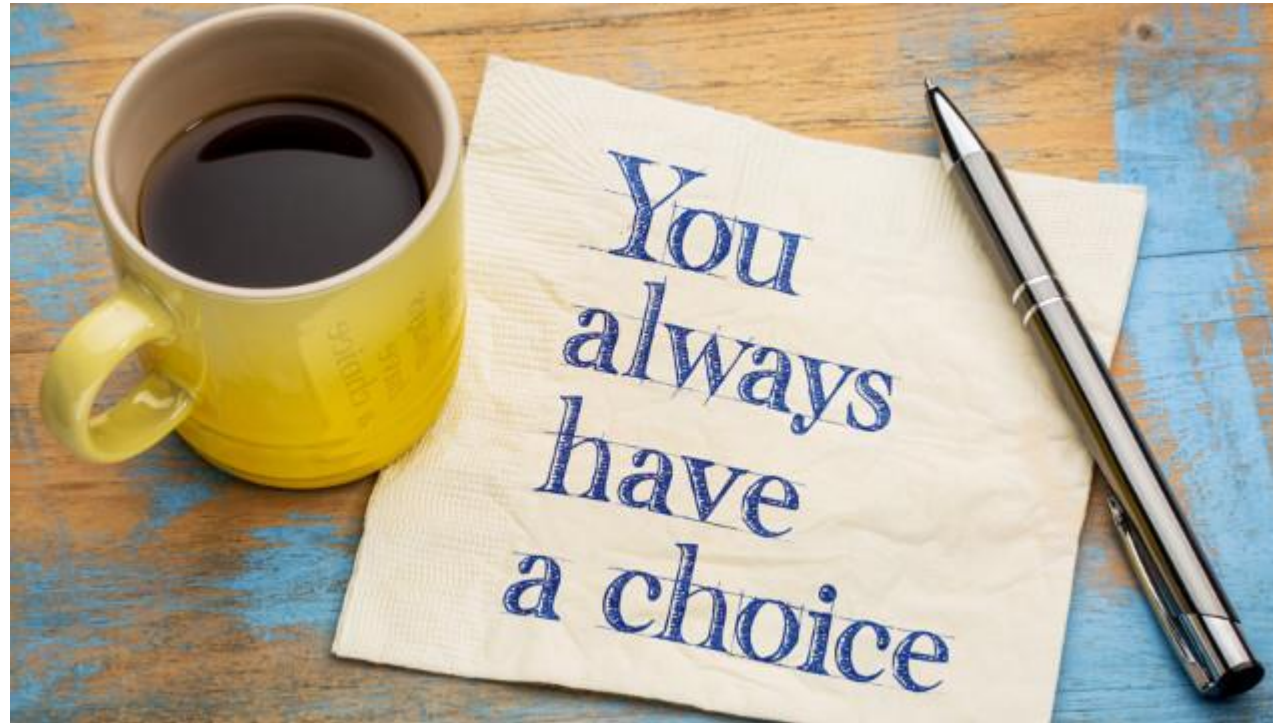
Team Morale



How do I want to be perceived?



#1 Take 100% Responsibility for your Results



Act AS IF



$$2 + 2 = 16$$

BLAME THE EVENT!



$$\mathbf{E + R = O}$$

YOUR POINT OF POWER



$$E + R = O$$

DESIRED NEW OUTCOME



$$E + R = O$$

~~Problem~~
Solution

There are only 3 responses you have any control over:

$$\mathbf{E+R=O}$$

Thoughts

Imagery

Behavior



Worksheet

Pages 2 - 3

Take **5%** responsibility for developing a high-performing and motivated team.

Developing a culture with high team morale.





Regular One-on-One Meetings

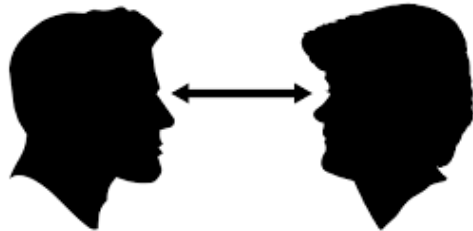
**“Train people well enough
so they can leave, but treat
them well enough so they
don’t want to.”**

Richard Branson



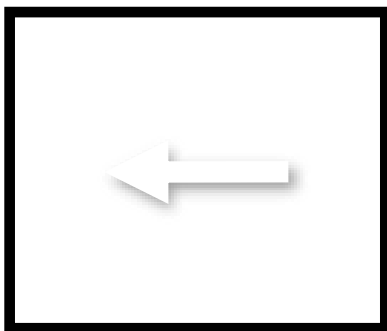
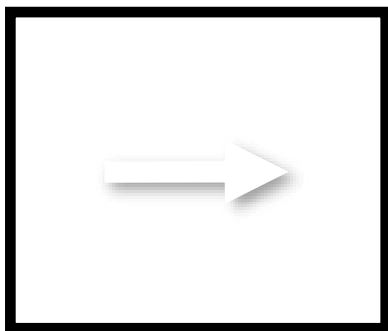
Pages 2 - 3

If I were to take 5% more responsibility for my employees' growth, I would....

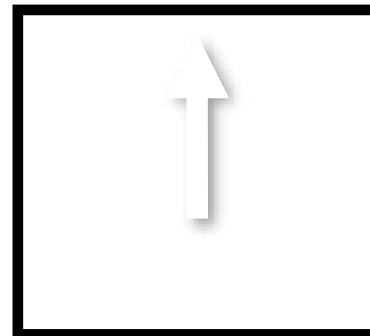
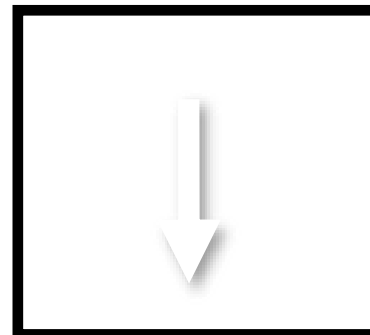


Pages 2 - 3

Find a partner and sit facing them.



or





“I want to impart everything I know to my team, but only if they are interested.

I don't want to waste time on someone who is there for an 8-hour day and clock out.

I often get to a point where I will do it myself. “



“Not enough time between bids or during bidding to spend time learning or teaching.”

“Learn the Take-off software - Bluebeam. “

#2 Be Clear on your 'Why' Clarify your Purpose

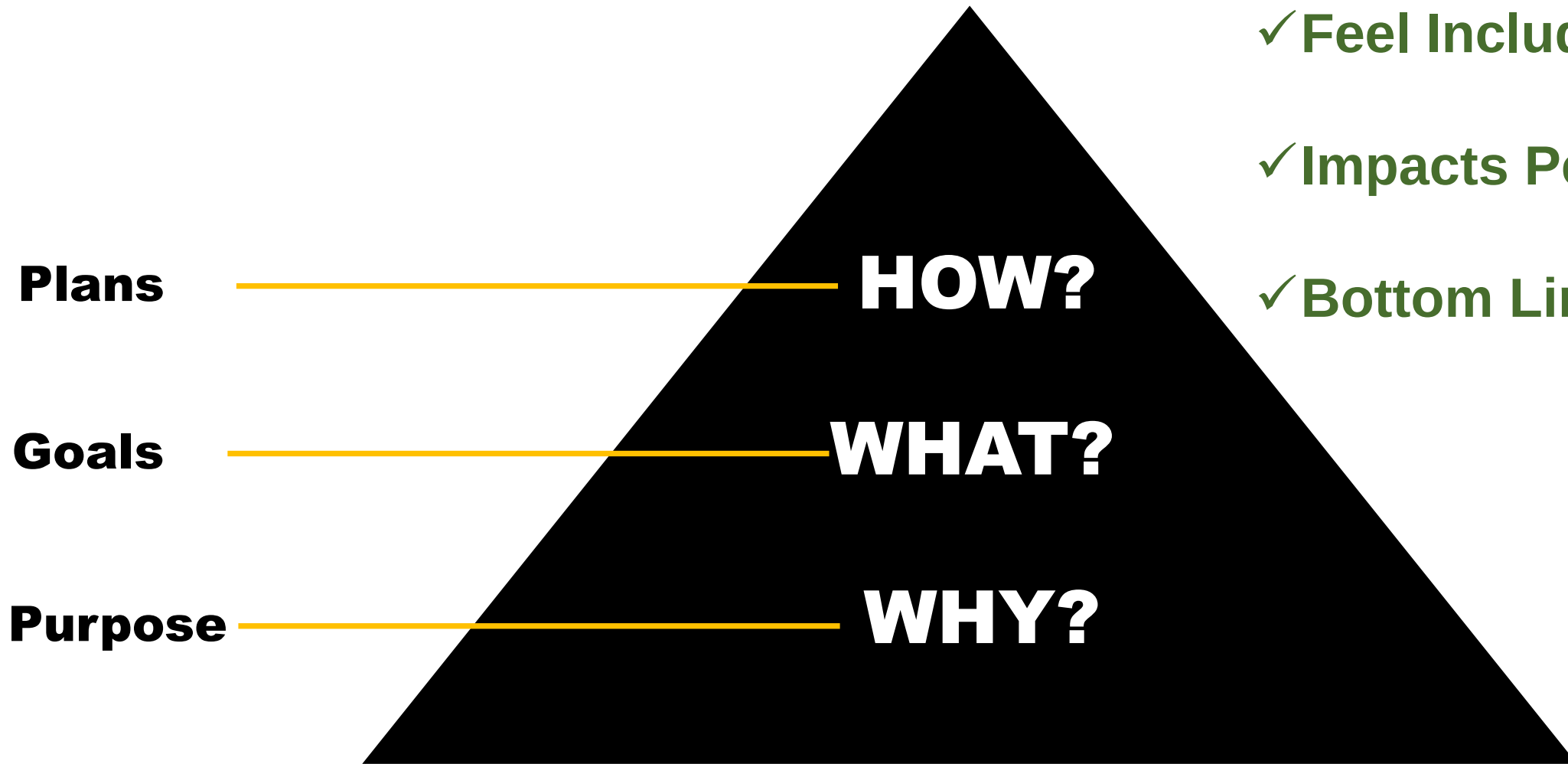
**“I’m a good teacher / coach.
I love to teach.”**



Vocation

**Successful people have
unusual clarity on their
mission**





✓ Gains Buy-in

✓ Feel Included

✓ Impacts Performance

✓ Bottom Line





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[Projects](#)

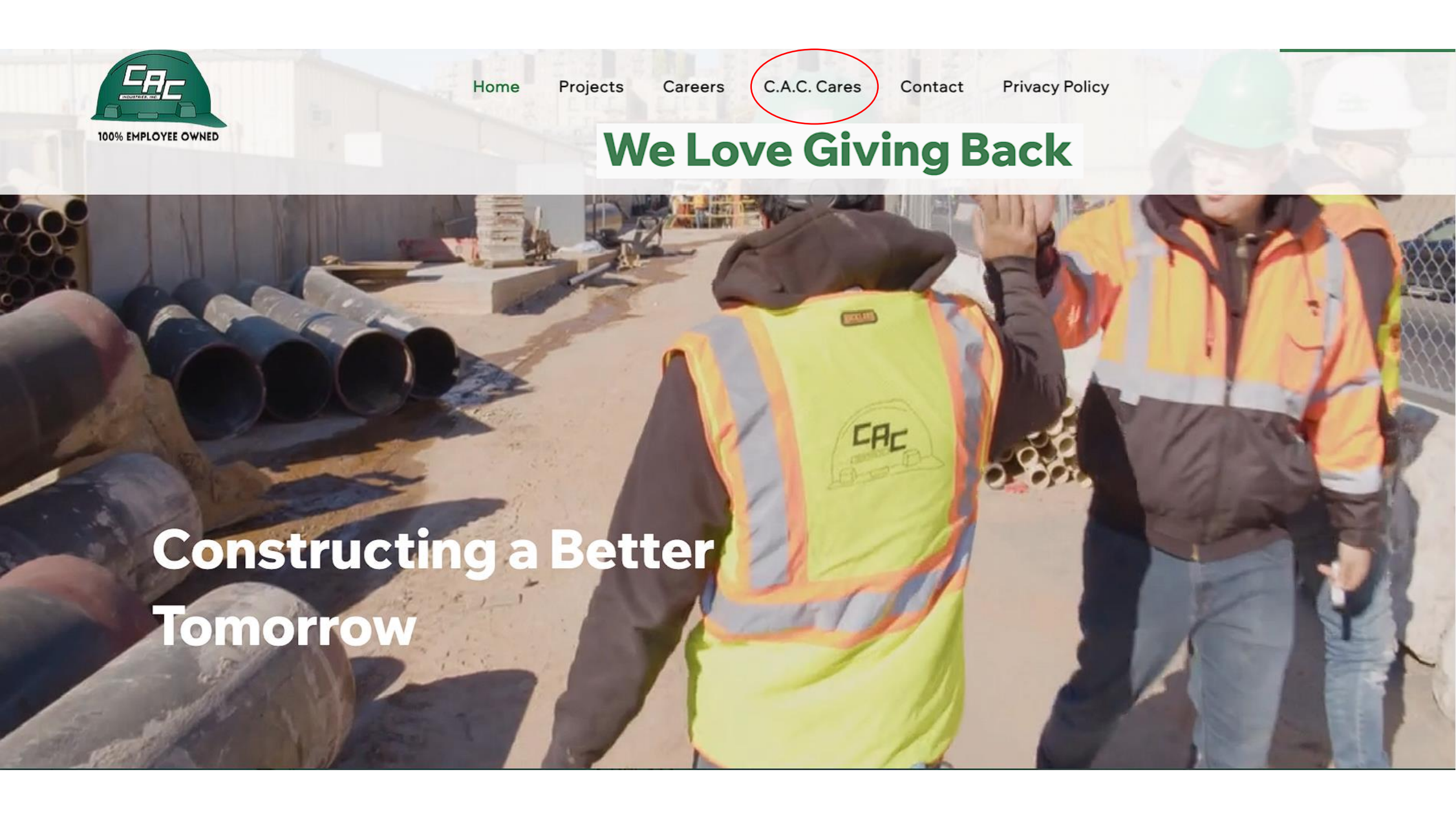
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We Love Giving Back

A photograph of two construction workers walking away from the camera on a dirt path at a construction site. The worker in the foreground is wearing a bright yellow high-visibility vest with the CAC logo on the back, a dark jacket, and a green hard hat. The worker in the background is wearing a similar vest and a white hard hat. To the left, there are large black pipes and concrete blocks. In the background, there are stacks of materials and a building.

Constructing a Better Tomorrow



Inform



**Offer
Resource**

GO GIVER

**Share
Expertise**

Employee Training Programs

Learn from the best, and you will be the best. This is the power of employee training programs. They provide the knowledge and skills that your employees need to succeed. And they are the key to building a high-performing team. So invest in your employees today. They will be the ones who will take your company to the next level.

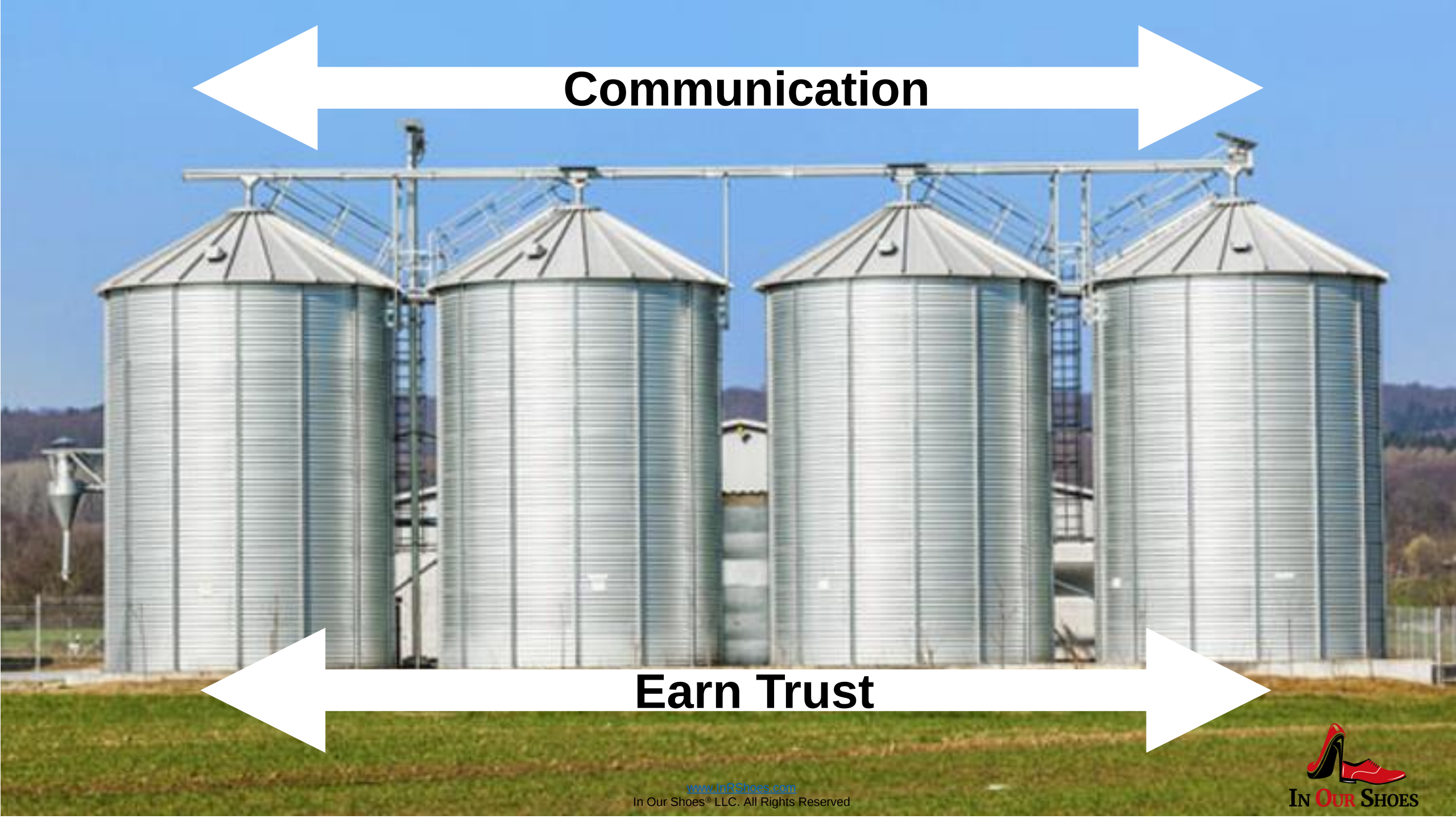
VIEW



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The background of the slide is a photograph of four large, cylindrical metal grain silos standing in a row in a grassy field. The silos are made of corrugated metal and have conical roofs. A metal walkway or conveyor system runs along the tops of the silos. In the background, there are trees and hills under a clear blue sky.

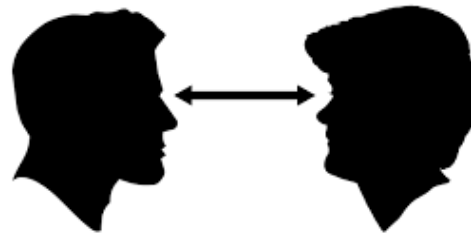
Communication

Earn Trust

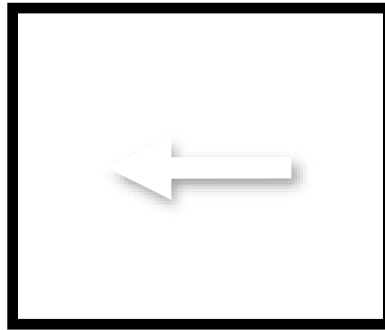
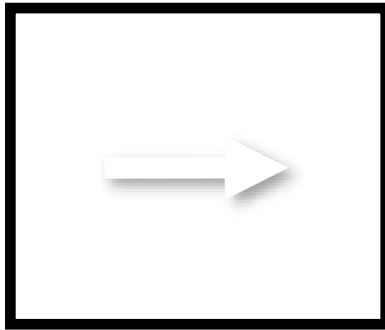
#3 Decide what you want. What's your Vision?



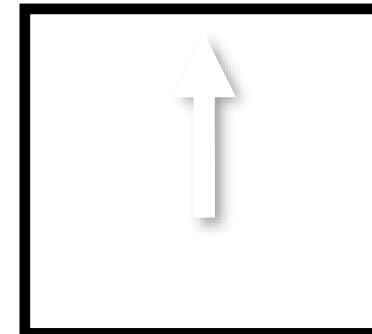
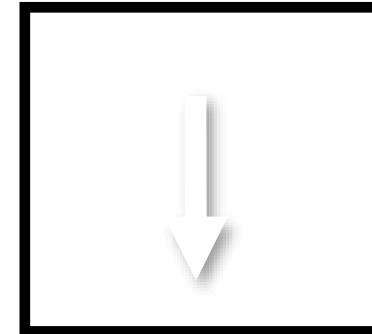
***What is a Breakthrough Goal that would
UP-LEVEL everything you do?***



Find a partner and sit facing them.



or



**Share a success
you have had
in your career.**

Speak to the Why.



***How can you get
to better know
your staff?***





Do they know what has to happen for them to be successful in one year from now?



What is the best way to motivate employees to take on new responsibilities?

I need some people to take on more leadership.

Active Listening



What prevents us from listening effectively:

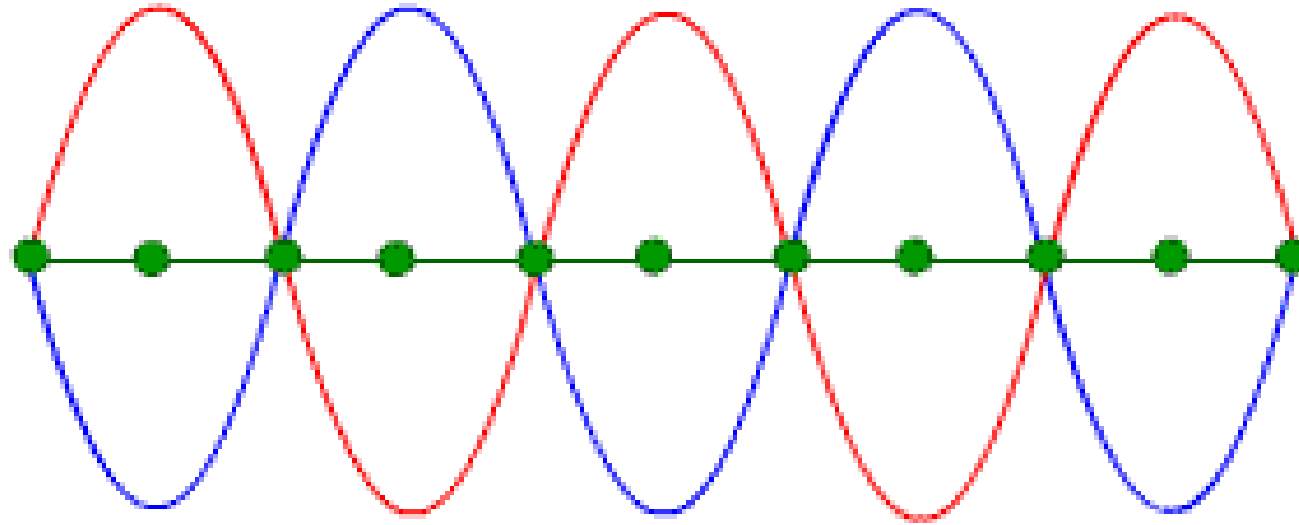
- An “I already know this” thought pattern. You tune out.
- I’m thinking about my answer. “How will I respond?”



Nonverbal Encouragers

- Listen open-eared and in a spirit of generosity
- Nod, encourage someone to “go on”.
- Make good eye contact, ask questions.

#4 Believe it's possible. Shift your limiting beliefs.



**Desire is an
energy wave**

**Doubt is the
opposite wave**



**A goal becomes
real when you share it.**



Protect your Environment



#5 Unleash a Breakthrough Goal



12 week year

12 Weeks = 1 Year

Each Week = 1 Month

12 Weeks

October 2024

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			



Results vs. Process Goals



End State



What you'll do
to get to the
End State

Result: To lose 20 pounds

Strategy:

- Physical Health
- Mindset
- Environment



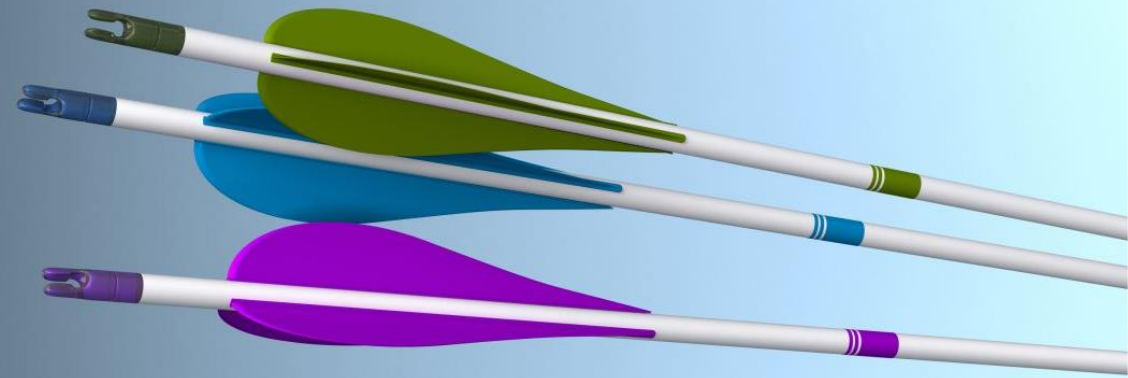
Process:

- Drink 40 ounces of water daily.
- Get outdoors / walk 3 weekdays
- Meal planning
- Ask someone to keep you accountable.

12 Weeks

What are the success factors?

What are the measurable goals?



The Rule of 3

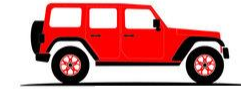
Prioritize 3 things a day which will move you toward your goal.

The 3 most significant valuable things I can do to be successful are:



3 things x 12 weeks =

180 impactful actions





#7 Release your Fears. Take Action.



F.E.A.R.

Fantasized Experiences Appearing Real

3 Major Fears

- Fear of Rejection
- Fear of Failure
- Fear of Looking Foolish

Fear and Worry

"Did I do it right?"

"Can I take on more responsibility?"

"Do I sound confident enough?"

"Can I pass the exam?"

"Will I make the right decision?"



We Link the **Present** that we
Know to the **Future** we Expect
and Believe *will* Happen.



How do we Breakthrough Fear?



- 1. Be aware of your inner crow**
- 2. Create a positive desired outcome.**
- 3. Scale down the action in chunks.**





Fear of Public Speaking

“To be honest, I’ve never been asked that before, let me get back to you.”

“That’s an excellent question, I’m so glad you asked!”

Repeat the question slowly...



Can you teach employees to become better decision makers?

I feel like they are afraid to make a decision.

- Invited Guests aren't sure of the protocol.**
- They spend their time fitting in.**
- They nod their head.**



More Ownership
More Contribution
More Confidence
More Risks
More Decisions





Perfection Paralysis

“I am not good at fully letting go and trusting that people are going to do the right thing without me. “

**Everything I want is just
outside my comfort zone.**

#8 Ask for and Welcome Feedback





Brilliant!



Good



OK



Not good

On a scale of 1 to 10...

What would have to happen?

How do you feel about taking this task on while I'm out?



Give Impromptu Feedback

🔥 Burning questions 🔥

What's 1 thing I could do to improve?

What's 1 thing I could have done better on that contract?

Where do you see my biggest opportunity is for growth?

How do you think I could have handled that person better?

What do you think I could be doing differently to be successful on this project?

How would you approach this if you were me?



Maintain frequent transparent and consistent communication

**What areas of work in our department do you think
you need to know more?**

**Where do you see yourself within the team in the
next year?**

To develop a high performing team
and realize impactful goals

ASK FOR FEEDBACK:

1. *WHAT DID WE DO WELL?*
2. *WHAT CAN WE DO BETTER?*
3. *WHAT'S YOUR FOCUS THIS WEEK?*

↑
Accountability and Commitment



Leave the last 10 minutes of a meeting for relationship-building



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“I wish other department heads expressed their beliefs/opinions so I know what I need to do to improve.”



LAW of RECIPROCITY

Create feedback mechanisms

#9 Practice Uncommon Appreciation and Acknowledgement



WII FM Radio Station



What's In It For Me?



It's not about you.

It's about how you make
people feel.



I can really use your expertise.





A Rising Tide Lifts ALL Boats

Show your support for others' ideas and work

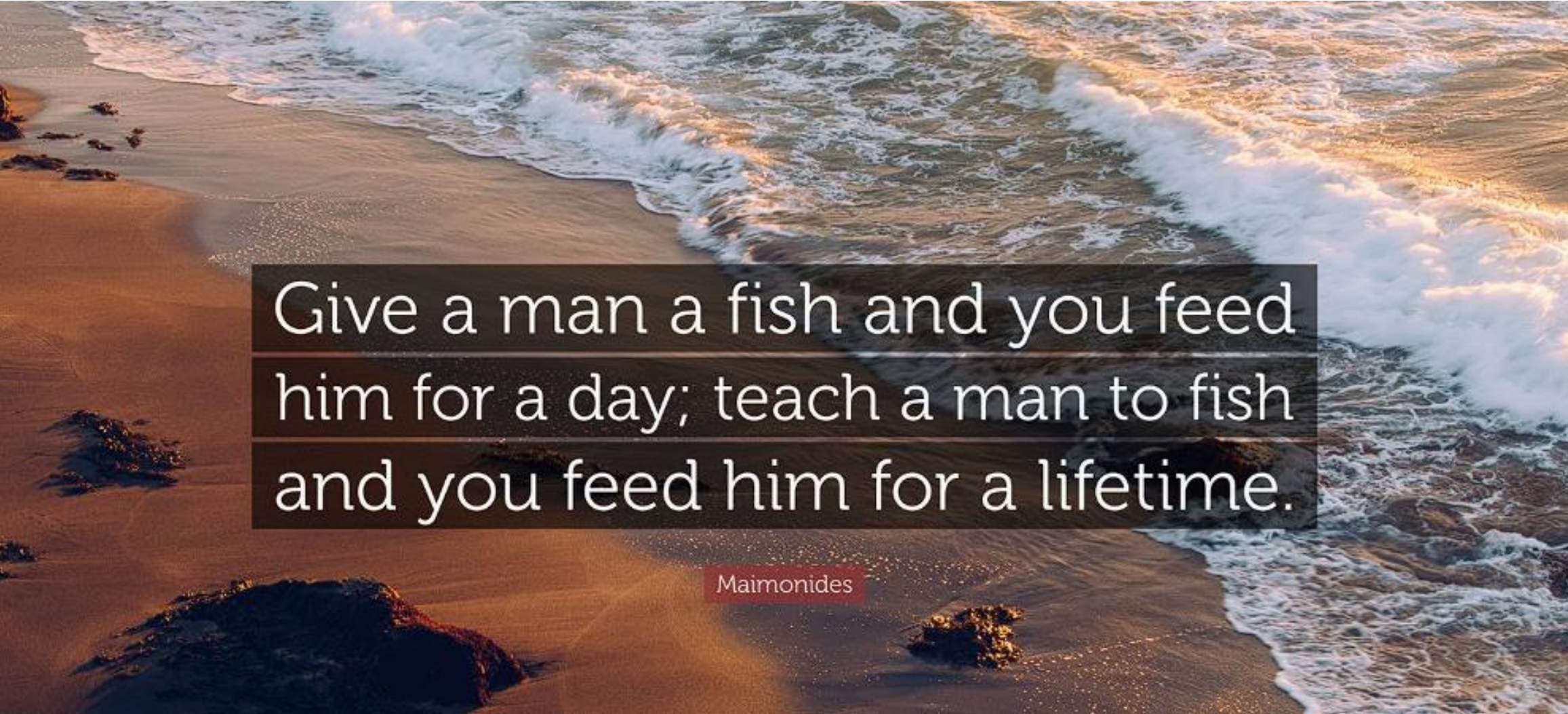
- Acknowledge the contributions of those on your team.
- Invite them to participate; to lead with a solution.
- Clearly point out good ideas. Ask for their opinions.
- Recommend someone for an opportunity or new task (delegate!)



Great Job!

*I'm grateful you
moved to my
team.*

*Thanks for
covering for
me.*



Give a man a fish and you feed
him for a day; teach a man to fish
and you feed him for a lifetime.

Maimonides

#10 Build a Success Network



Top Reasons to Cultivate Your Network

- Exciting project opportunities
- Support in managing responsibilities
- Boost in personal development
- GROWTH: “winging it” alone isn’t an option



- Hold a Brown Bag lunch. Invite them to “pick your brain”.
- Recommend business groups where professionals in the industry ‘hang out’.
- Teach! or Ask them to teach the team!

**I'M IN HERE.
YOU'RE OUT
THERE.**

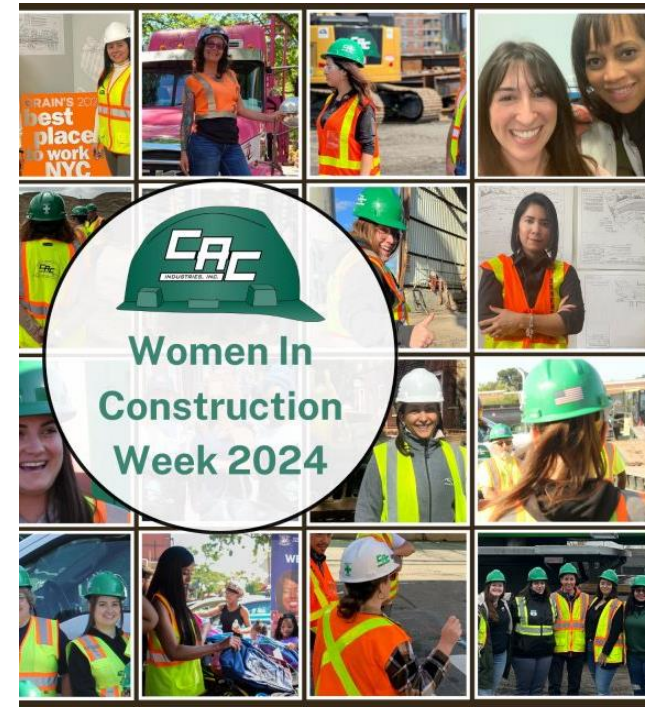
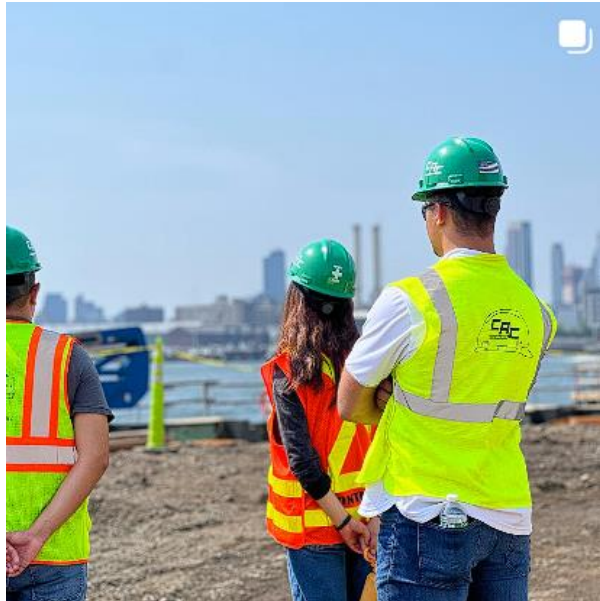
**LET'S KEEP IT
THAT WAY FOR
A LITTLE WHILE
LONGER.**

**Encourage your
Staff to knock.**

**Approach the
Unapproachable.**

Micro Manager vs. Laissez Faire





Contributing to the safety and strength of our infrastructure and communities.





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How to get from  where you are, to  where you want to be

#1 Take 100% Responsibility for your Results

- Event + Response = *New* Outcome. E+R = O
- What are you pretending not to know?
- Give up the blame game and become solution oriented.
- Your point of power is always in your response.

#3 Decide what you want. What's your vision?

- How much? By when? A goal is a dream with a deadline and must be measurable.
- Write your goal on your business card as your commitment.
- Do your team members know their success factors?
- What is a goal that would uplevel everything you do?

#5 Unleash a Breakthrough Goal

- Leverage the power of focus.
- It's 12-weeks from today, what would be true for you?
- Systematize your success with Results and Process goals.
- Implement the Rule of 3.

#7 Release your Fears and Take Action

- Take Obvious and Intuitive Action.
- Scale Down the Action into Chunks.
- Everything you want in life is just outside your comfort zone.
- Share how you overcame fear in your career with your staff.

#9 Practice Uncommon Appreciation & Acknowledgement

- Tune out WII FM radio. It's about how you make people feel.
- Acknowledge your employee's contributions.
- Point out good ideas. Ask for their opinions. Words matter.
- A random "Great job" e-mail builds so much trust.

#2 Be Clear on your Why. Clarify your purpose.

- Your purpose is your WHY and what gains buy-in.
- Goals are the WHAT you will accomplish.
- Without purpose as the compass, goals and HOW-TO action plans are meaningless.
- Effective leaders are go-givers who communicate the Why first and learn what makes their team tick.

#4 Believe it's possible. Shift your limiting beliefs.

- Observe your inner dialogue. Harness the power of thoughts.
- Share your vision with others.
- Protect your environment. Tune out the negative.
- How can you cultivate a positive culture for team success?

#6 Visualize what you want

- Visualize your goal as if it is already achieved.
- The mind cannot distinguish between what's real and imagined.
- Program your brain on a daily basis with imagery. It will figure out how to reach the outcome you desire.

#8 Ask for and Welcome Feedback

- Give timely feedback and hold mini-performance conversations.
- Ask: "On a scale of 1 to 10 how would you rate the quality of our work?" and "How can we do better?"
- Without feedback, you and your team can't course correct.

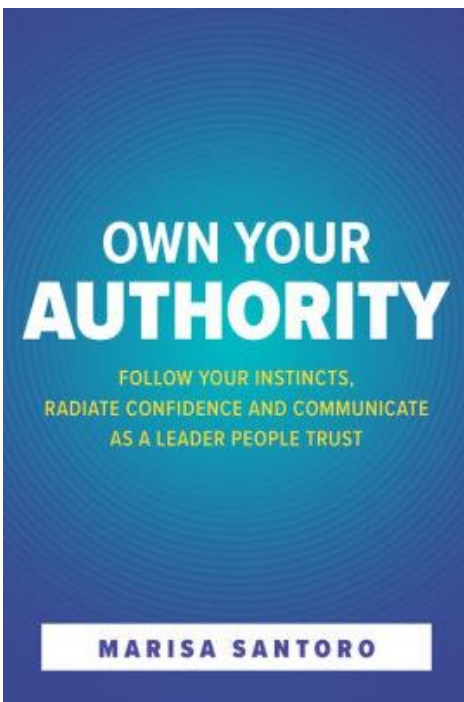
#10 Build a Success Network

- Be intentional about sharing career advice and navigating challenges.
- Encourage looking up the ladder to learn from others.
- Recommend staff for stretch assignments and visibility opportunities.

Thank you!

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- Career Guidance, Business Strategies
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