

Let's Fix the Workplace for Good

Fueled by a new definition of leadership based on Voluntary Influence

Voluntary Influence paves a path to fix your organizations workplace for good by improving the fundamental relationship between management and employees

We've been trying to fix the workplace for good for a long time. There have been a large number of excellent ideas and programs to improve leadership, culture, collaboration, retention, psychological safety and more.

These programs can improve the workplace but none of them can fix it for good. Otherwise, it would have already been fixed, wouldn't it?



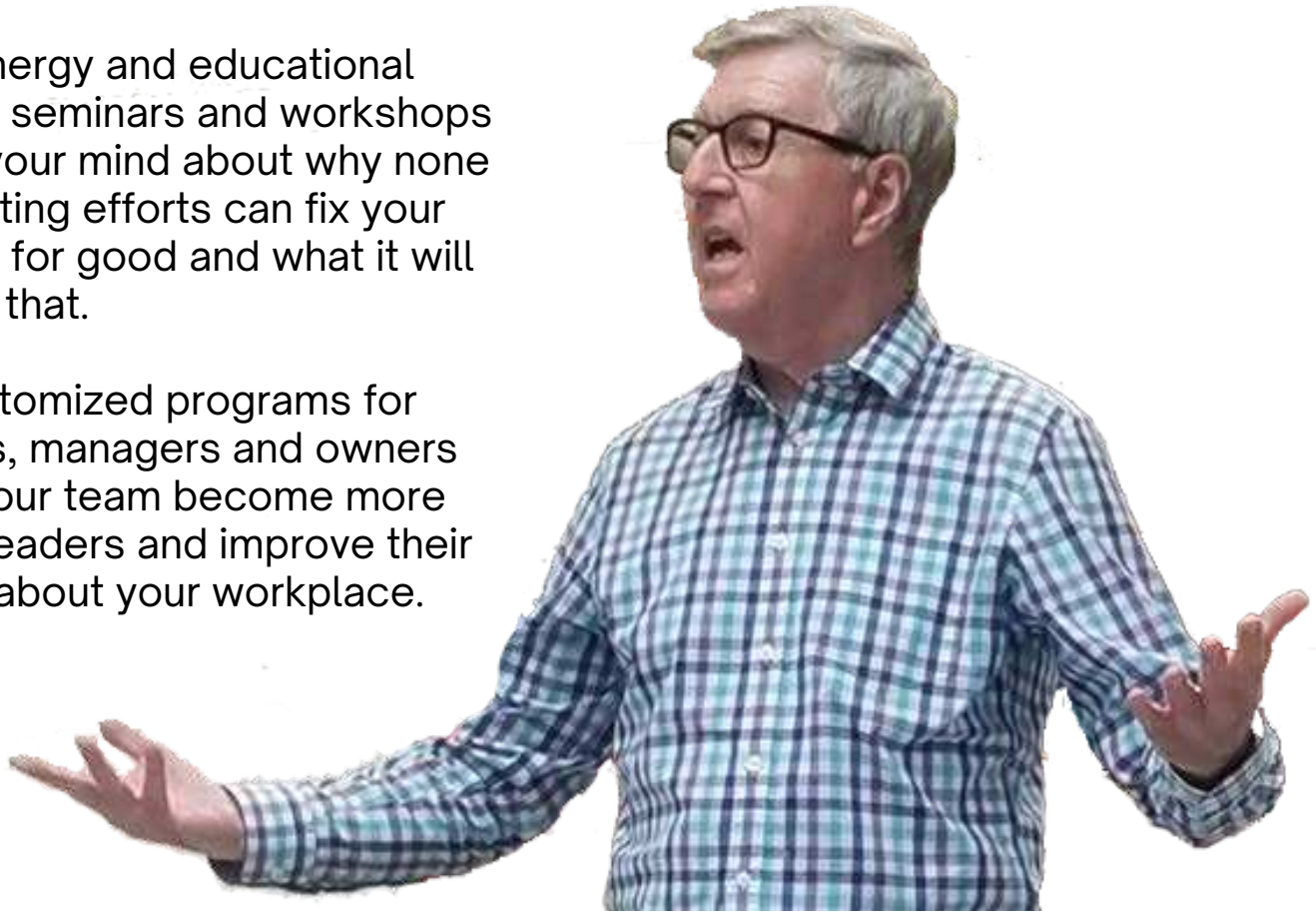
For fifty years, Don Shapiro has been on a journey to learn more about leadership and what it takes to create workplaces with high employee retention, employee engagement and psychological safety. He worked for just such a company after college and they have now been in business over 100 years.

These workplaces deliver the best end results such as higher sales, higher growth, lower cost and higher profit.

Don is now on a mission to fix the workplace for good based on his discoveries and innovations.

His high energy and educational speeches, seminars and workshops will open your mind about why none of the existing efforts can fix your workplace for good and what it will take to do that.

These customized programs for executives, managers and owners will help your team become more effective leaders and improve their decisions about your workplace.



“As your workplace goes, so goes your results”

Here’s what you and your team will learn from Don

- How leadership, culture, collaboration, retention, and engagement can be dramatically improved
- How these can be improved enough to fix your workplace for good
- Why a better workplace will increase your end results more than any other strategy or initiative

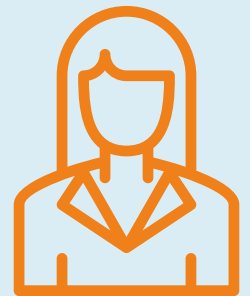
Don Shapiro’s discoveries open our minds to a new way of thinking that can take us past the current state of the workplace into a better future

After all the time, effort and money invested, we still haven't fixed the workplace



- Gallup reports only 34% of employees are fully engaged.
- Review of studies on nurse burnout show it was 43% in 2001, 34% in 2011, and 38% this year. This is a chronic problem, not a pandemic issue.
- 45% of restaurant employees left their current employer due to a bad manager and 34% due to difficult co-workers.
- DDI survey of 559 CEO's in 2023 shows 59% were most concerned about attracting and retaining talent, 50% developing leaders, and 45% maintaining an engaged workforce. These were their top three strategic concerns.
- Heidrick & Struggles 2023 survey of 500 CEO's found 33% ranked culture as the most important influence on financial performance, culture was one of the top three influences on retention, and 59% viewed culture as a strategic business imperative.

Organizations who've made good improvements compare themselves favorably to these results when even these better performers are not close to their potential. Improved workplaces are not fixed workplaces.



The Three 80's

The Three 80's are the threshold you need to fix your workplace for good. At least 80% employee retention, 80% employee engagement and 80% psychological safety. If you don't have goals to improve these three workplace measures, you need them and they need to be this high to fix your workplace for good.

It's time to discard the old beliefs that hold us back from embracing a new way of leadership, culture and collaboration that can fix the workplace for good.



How we help you fix your workplace for good

Educate Executives about The Workplace

In depth Strategic Workshops and Seminars customized for your organization

- Explore how your employees cause the results you want your organization to achieve and what affects their impact.
- Open your mind to new perceptions about leadership, culture, retention, engagement, collaboration, motivation and control.
- Learn new ways of thinking about employees and the workplace for a more productive workforce who can boost your performance.

Five Major Insights your executives will learn.....Page 6

A Culture that fixes the workplace.....Page 7

Educate Managers about Leadership

High energy, interactive, inspiring speeches and seminars for managers

Clarify and simplify what it means to be a leader with a new definition of leadership based on Voluntary Influence which replaces all existing definitions. Your people will learn more than ever about how to become an effective leader and apply this on the job.

Learn about Leadership Is Voluntary Influence.....Pages 8 - 12

Support Executives through Strategic Consulting

Advice, planning, review and implementation assistance

First Concepts strategic management consultants....Pages 14 -15

About Don Shapiro and his leadership journey.....Pages 16 -17

When you fix your workplace for good you'll experience..

- Better service and quality
- Higher customer satisfaction and retention
- Higher productivity and better cost control
- Higher sales, growth, and profits



“My goal is always to expand how we think so we can see through a new lens, gain fresh awareness, uncover what lies within us, and discover new ways to approach our challenges.”

Don Shapiro



Five Major Insights

To Transform Your Executive Team and Workplace

Our Strategic Workshops and Educational Seminars transform how your executive team thinks about employees, the workplace and their decisions.



A strategic workshop delivers more specific insights about your organization than seminars because they include an in-depth consulting assessment which produces a more profound level of transformation.

Insights on your employees and the workplace

- How and why your employees cause the results you want to produce
- A 360 degree look at what affects your employees
- How measurements of workplace units can explain differences in performance
- How can the connection between the workplace and results affect your decisions

Insights on leadership and the workplace

- Why are leadership and management different and distinct from each other
- What does it mean to be an effective leader and how is that measured
- How each area's workplace measurements can tell you if the manager is a leader
- Why every manager needs to be an effective leader to fix the workplace
- Why you need effective leaders among your hourly employees for the best performance

Insights on employee retention, engagement, psychological safety and trust

- Why do you need to be measuring all of these to accurately evaluate your workplace
- How do you use these measurements separately and in combination
- Why are the Three 80's the threshold to fixing your workplace for good

Insights on conscious and unconscious beliefs and values about employees

- Identify all your team's values and beliefs that affect employees and the workplace
- Explore how and why they affect employees sometimes in unexpected ways
- How management's "need to control" can backfire
- Construct a value and belief system that can support a "fixed" workplace

Insights into culture, the human system and people strategy

- Viewing the people who work for you as a human system instead of just employees
- What is a culture and what type of culture can support a "Three 80's" workplace
- How do you create the best relationship between management and employees
- Developing a people strategy that can fix your workplace for good

Your culture is the story your employees tell each other about working at your organization

● Culture is the shared understanding among your people about what is done, how it's done and why it's done that way. It is a common set of beliefs, values and attitudes that guides what everyone does, how they interact and collaborate, and how this makes everyone feel.

When you build a Culture of Voluntary Influence, you can fix the workplace for good because you've changed the relationship between management and employees so everything works much better.

In a Culture of Voluntary Influence...

- ... employees feel they can share their best ideas and give their all.
- ... employees know their boss and the entire chain has their back.
- ... employees feel they can realize their full potential.
- ... employees know they can grow personally and continually.
- ... employees take risk to push for better results.
- ... employees raise questions about everything going on.
- ... employees know their results will be recognized and rewarded.
- ... employees feel respected, cared for and treated with dignity.
- ... employees feel they have control over their job.
- ... employees are developed and encouraged to lead.



As your culture goes, so goes your organization



Voluntary Influence

One Definition of Leadership to Replace Them All

Don Shapiro shares a new definition of leadership that clarifies and simplifies what it means to be a leader. This paves a path to fix the workplace for good by changing the relationship between management and employees.

When Don Shapiro speaks, everyone learns, laughs and leaves inspired

Leaders Voluntarily Influence people to join with them

This new definition of a leader means people join with a leader because they want to, not because they have to

As a leader, we are influencing people to voluntarily choose to join with us.

When employees make voluntary choices, they feel they are in control instead of being controlled. It is the perception of control that lies at the heart of what hurts the workplace.



Leadership is a behavior, not a job

Leadership is a behavior, not a job, title, or position. It has nothing to do with your role in life. It's only about your ability to behave in a way that positively influences people to join with you.

It's about how we make people feel. If you want to make people feel good and influence them to take action, you have to behave in a way that produces those feelings. Leadership is about the way you behave.



Leadership is a mindset

As a leader, we have an effect on other people which causes them to act. That effect all grows out of what's within us. This is our leadership attitude, mindset or character.



Our thoughts shape our behavior. To behave as a leader, we need a mindset that drives us to behave in a way where we Voluntarily Influence people.

The Leadership Habit

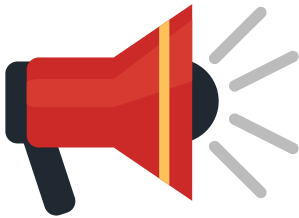
When we embed that mindset in our subconscious mind, our leadership behavior becomes a habit. We do it automatically. We don't have to think about it. That's what makes someone an effective leader.



Every Employee Can Be A Leader

Teach all your hourly employees about Voluntary Influence and encourage them to lead.

- This expands the number of leaders in each unit.
- Since leadership is a behavior and not a job or title, hourly employees can be leaders too.
- The best performing organizations have some hourly employees leading. That's the secret to consistent and exceptional service, quality and cost control.
- Make this an intentional strategy so there are hourly employees leading everywhere.



When you expand the number of leaders with hourly employees who have chosen to lead without being appointed, you shift more control to employees. This peer to peer leadership without authority alters the relationship between management and employees which is the first step toward fixing your workplace for good.

Leaders create joiners, not followers

Leaders Voluntarily Influence people to **JOIN** with them. That's the new definition of a leader.

Following is a passive activity that makes the one in charge appear more important than others. It's outdated and paternalistic.

Effective leaders create these feelings in their people:

- An increased sense of power
- Active, involved, and engaged
- Made a voluntary choice
- Doing this because they want to

Joiners

When we join with a Leader, we are joining with an equal all going on a journey together. We feel respected and autonomous.

Join and joiner now replace follow and follower when we talk about those who a leader leads. NO MORE FOLLOWERS!

**When every employee can lead,
an organization realizes its true potential**

Busting The 5 Myths of Leadership

- 1 You don't need a title, position, power, authority or even a job to be a leader and having a management position doesn't make you a leader.
- 2 Leadership is not about visions, strategies, plans, or innovations. It's only about influencing people. The rest is management and thinking.
- 3 Leadership isn't about control. Leaders influence, managers control.
- 4 Leaders support communities of workers so they can self-organize to adapt, create, innovate and produce. Managers supervise employees.
- 5 Leadership is about your character and attitude much more than skills and techniques.

Keys to the New Leadership Definition

- **Leaders Voluntary Influence people.** If people are being influenced involuntarily through threats, bullying, politics, games, intimidation, guilt, shame, or power, that is not leadership and the ones who manage that way are not leaders.
- **Only call someone a leader if they lead through Voluntary Influence.** Don't call anyone a leader or part of a leadership team simply because they have a management title. When we do that, we are calling some people leaders who can't or won't lead. Always remember, leadership is a behavior, not a job.
- **We join with leaders, not follow leaders.** Following implies the leader is above others. It's paternalistic and passive. Leaders seek joiners who actively and enthusiastically join with them. Leaders create joiners, not followers
- **Do you see joiners or followers?** If you see a lot of joiners, there's a leader present. If you see mostly followers, there is no leader around. You can tell who is and isn't a leader by looking at the people they are trying to lead.
- **To be a leader, you're intentions must be good.** Individuals who ask people to do bad things are not leaders. No, Hitler was not a leader. Leaders and joiners make good things happen.

Voluntary Influence improves your results and engages your employees

A study by the Mayo Clinic found that as supervisor scores on 12 leadership dimensions rose, burnout declined and job satisfaction increased.

Benefits to Your Organization

- More leaders at all levels top to bottom
- Higher employee engagement and retention
- Every manager leads through Voluntary Influence
- Larger pool of future managers and high potentials
- Culture drives better performance and results
- Employees adapt to change better



“Thank you for presenting to FHP’s Senior Management. The audience appreciated your knowledge and took away valuable ideas.”

Laurie Greene
FHP Healthcare

"You spent a lot of time talking with our employees which helped you fully understand our business. This helped you to come across as 'one of us' and really impressed our people."

Gary Olson
Vice President, Forest Lawn

Benefits to Your Employees

- Employees learn how to lead without authority
- Better teamwork and collaboration
- Better working relationships between everyone
- More employees get their ideas heard
- More employees feel they belong
- Managers lead in a more effective way
- Higher psychological safety
- More employees realize their potential
- Greater trust in others and the organization



“Voluntary Influence changes our perception of leadership and gives us a new new framework about how to create better workplaces”



Customized Speeches, Seminars and Workshops

Don Shapiro has delivered inspiring and educational programs for organizations in 36 industries customized for their group’s industry, level, and challenges.

Strategic Executive Workshops are the most customized because they include a consulting assessment.

The foundation for Don’s programs grow out of his experience working from dishwasher to the C-Suite in the restaurant industry.

“Thank you for the outstanding presentation you made to our executive and unit manager group. Very professional.”

Maris Lapienieks
SVP, Lyon's Restaurants

“Thank you for a great seminar. It’s nice to see a fresh style and topic. I’ve used several of your ideas when working with our people.”

Gail Gibson
Director, Volt Workforce Solutions

“You were the talk of the convention. Superb Job.”

Carolyn Wynn
Togo’s Sandwiches

“Thank you for an outstanding presentation on developing an organization. I was enthused.”

Charles Halley
President, Fallons

“Don was fantastic. You felt like he was a member of our team. Interactive, creative and engaging..”

Andy Cloutier
Human Resource Director, Greater Palm Springs Convention and Visitors Bureau

“Thank you for three outstanding workshops you delivered to our staff and managers on leadership.”

Patrick Finley
Plasters & Cement Masons

“Thanks for the terrific program at our young Owner/Manager Conference. The group rated it a 9.28 on a 1-10 scale.”

Gale Frentz
FTD Florist

“Over the years, I have heard countless presentations on ‘Leadership.’ Your presentation was by far the most beneficial. Exceptional.”

Roberta Perry,
Past International Director
Toastmasters International

First Concepts Strategic Management Consultants

Advisers to top management on the alignment of strategy, structure and people

How do you create an organization and human system where everyone wins...stakeholders, shareholders, constituents, customers, patients, employees, vendors and the community? When Don Shapiro and his team help top management align its strategies with a high-performance culture.



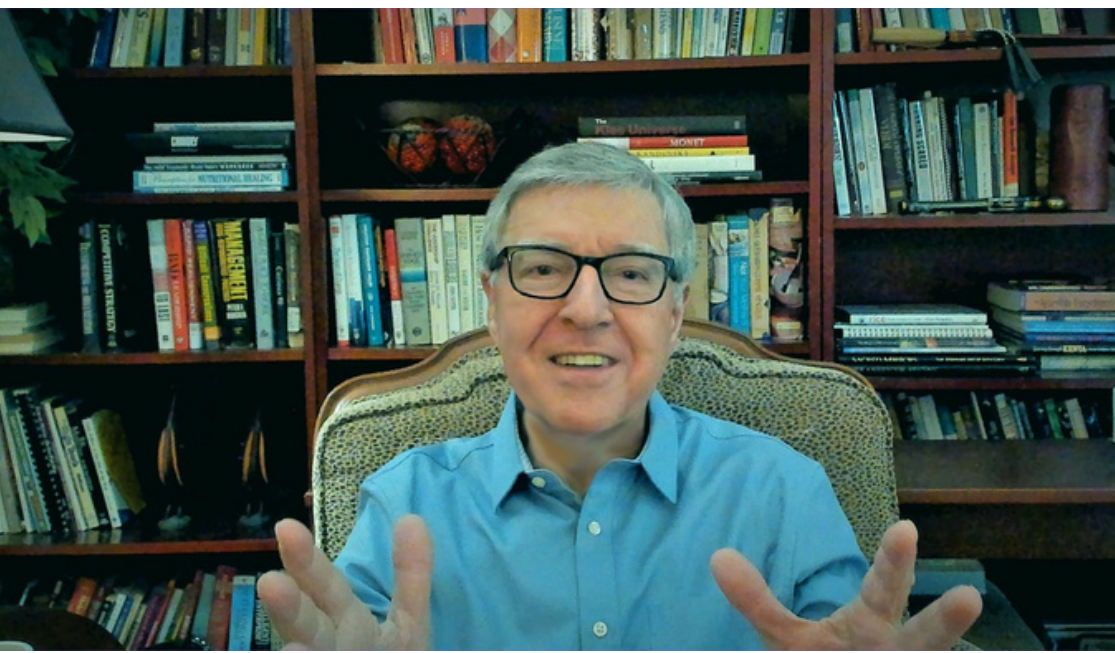
Strategic Alignment

**Strategy follows structure and culture.
Structure and culture support strategy.**

First Concepts specializes in strategic alignment. This is where the structure, culture, systems, and processes that make up an organization are aligned with where the organization wants to go and how it sees itself getting there.

“Only 20% of strategies achieve their desired results. In 80% of the cases, strategies either fall short of their goals or fail. The primary reason for poor implementation of strategy is a lack of strategic alignment.”

Don Shapiro



“Don’s biggest asset is his ability to understand senior leadership’s concerns and gain their total confidence.”

**Henry Wong
Financial Officer
Raw International**



“You ask the questions no one else ever asked.”

**Doug Campbell
President
Kilovac Corporation**

The First Concepts Consultants Way of Delivering Value to Clients

1. Tell the client what they need to hear, not what they want to hear.
2. Dig deep to get all the information to fully understand the situation.
3. Identify all the causes. Uncover the why behind the why behind the why.
4. Alignment happens when strategy, planning, identifying problems and finding solutions are a collaborative effort that involves everyone.
5. No two people or organizations are alike. Always learn what's unique about everyone and every organization.
6. Vigilantly avoid assumptions. Be open to all the possibilities.
7. Use systems thinking, complex systems, and a multi-discipline perspective to analyze, evaluate and create.
8. Embrace uncertainty, ride the quantum wave, and limit reductionist thinking.
9. Question everything. Nothing has to remain the way it is. Everything can change.
10. Produce measurable results that makes things better for everyone.
11. Help clients discover a new perspective and see their world in a new way.
12. Always encourage change. Staying the same leads to decay and decline.
13. Treat everyone from bottom to top with respect and listen carefully to what they say. Every individual has something to offer.
14. How an organization performs is the sum of how their people think and act.
15. It requires leadership through Voluntary Influence to fix problems for good and consistently deliver excellent results.





Don Shapiro

Speaker, Consultant, Thinker & Researcher

Don loves to discover the unknown and make a difference in our lives and the organizations we work for. The answers he found boosted results like faster growth, better leaders, successful change efforts, cultures that boost performance, more effective teams, and better alignment between people and strategy.

After working his way up from the bottom to the C-Suite, he founded First Concepts where he has helped management teams in 36 industries. Currently, Don is finishing his book *Voluntary Influence: One Definition of Leadership to Replace Them All*. In 2012, he co-wrote *The Character-Based Leader*.

Don has been giving high energy speeches, seminars and workshops for over 30 years. He gave his first speech before 800 people when he was 14 and they haven't been able to stop him since.



Passionate curiosity about the unknown has driven Don Shapiro to discover those things which resist being found. These discoveries lie just beyond the accepted new ways to improve our organizations.



President
First Concepts Consultants, Inc.

Founder
Heathy America Foundation

First Concepts Consultants, Inc.

Advisers to top management on strategy, structure, culture, leadership, alignment, change, governance, problem solving and complex systems thinking

Healthy America Foundation

Help Americans fix healthcare cost, coverage and quality for good. Educate America about the problem, help them set goals, and find a solution 80% of Americans will support

Don's discovery about Voluntary Influence grows out of 50 years learning about leadership

Don's leadership story begins

When Don was 16, the principal of Hollywood High sent him through three leadership development programs. He then delivered workshops for the newly elected student body presidents in Los Angeles. While he couldn't win an election after trying three times, he was teaching 50 student body presidents how to lead. Right before graduation, he did win an election. Don's graduating class voted him class optimist!

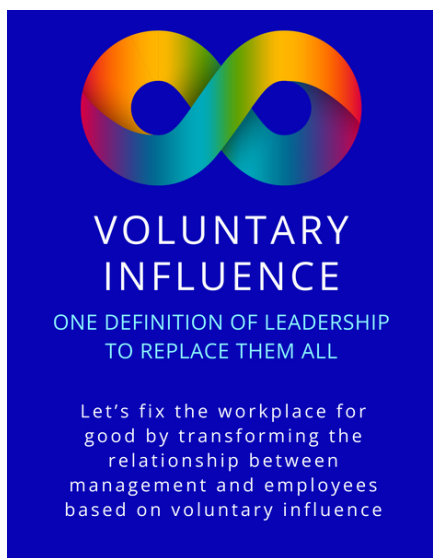


What Lawry's taught Don about leadership

Fresh out of college, Don joined a management training program with Lawry's Restaurants and Foods. Their 100 years of success at delivering extraordinary service and quality comes down to their emphasis on leadership and a culture that respects and engages their employees. Some truly great leaders at Lawry's mentored Don on his way to becoming a general manager.



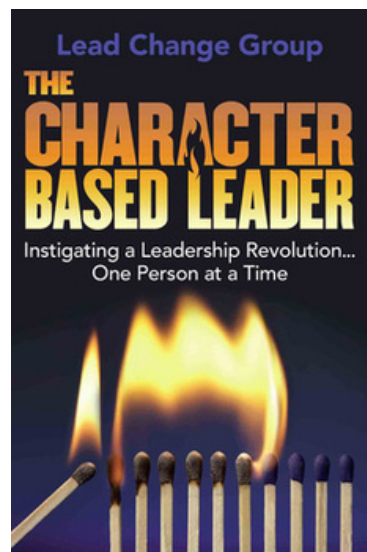
Don's writing another book



For the last 10 years, Don has reviewed all his experience and research while working on his new book. He's made several discoveries and innovations that can fix the workplace for good based on a new definition of leadership.

Don co-writes a leadership book

In 2012, Don co-wrote and edited *The Character Based Leader*. The book focuses on the simple concept that effective leadership is about a person's character, not their position, power, or authority.



Don Shapiro's on a mission to fix the workplace for good!

"Voluntary Influence isn't just another definition of leadership. It replaces management's foundational beliefs about employees and the workplace. This new foundation supports the best ideas on culture, leadership, retention, engagement, collaboration, change, and performance so these approaches can finally achieve their full potential."

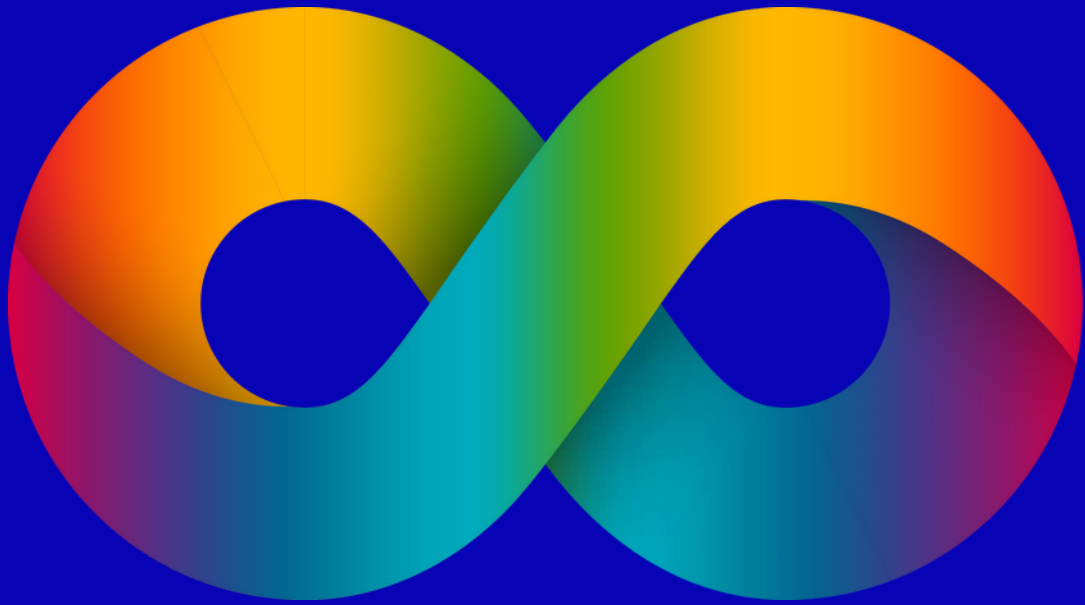
Don Shapiro



Explore more about these ideas with Don and discover how he can help your management team look at their goals, challenges and workplace in a new way.

**Email Don Now to Schedule a call
or Zoom meeting
don@donshapiro.com**

First Concepts Consultants, Inc., Indio, California
donshapiro.com [Don on LinkedIn](#)



VOLUNTARY INFLUENCE

ONE DEFINITION OF LEADERSHIP
TO REPLACE THEM ALL

Let's fix the workplace for
good by transforming the
relationship between
management and employees
based on voluntary influence

Let's Fix The Workplace For Good

Fueled by A Culture of Voluntary Influence



End results such as sales, profits, growth, quality, service and patient outcomes depend on how well your workplace is aligned with your strategy. The very best results are ONLY possible when your workplace is fixed for good. That can only occur when we transform the relationship between management and employees based on Voluntary Influence.

Don Shapiro
President and Founder
First Concepts Consultants, Inc.t