

Deliver Better Results through Higher Employee Retention and Engagement

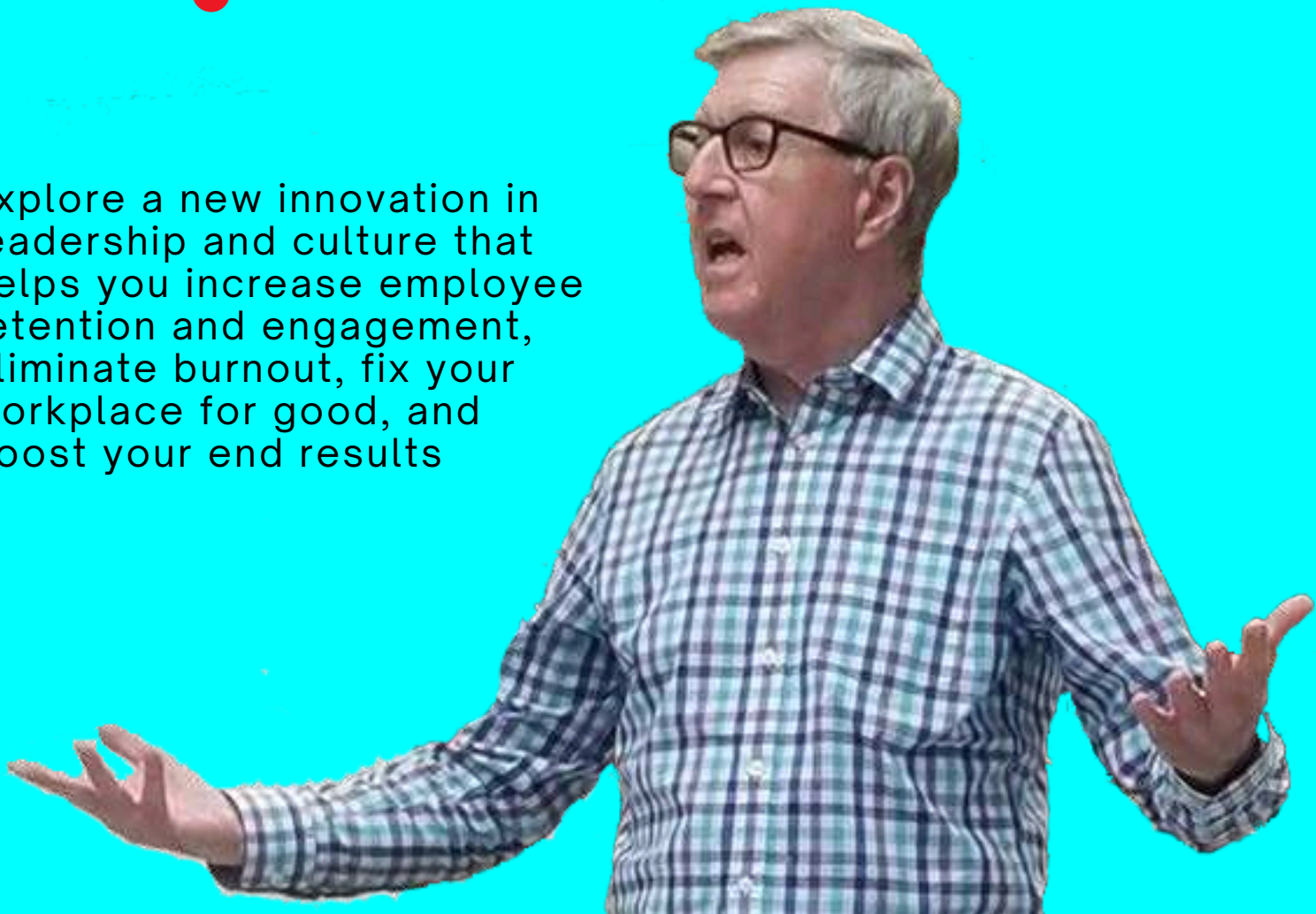
Don Shapiro's decades of experience and research produce an innovation that clarifies and simplifies the meaning of leadership, increases employee retention, and paves a path to fix the workplace for good



"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

Explore a new innovation in leadership and culture that helps you increase employee retention and engagement, eliminate burnout, fix your workplace for good, and boost your end results



Lead through Voluntary Influence

The leadership behavior standard that fixes the workplace

Leadership is a behavior, not a job



When we define leadership as a behavior and not a job, we can expect everyone in management to meet a leadership behavior standard and train every employee to be a leader since leadership is no longer reserved only for those with titles and authority. That leadership behavior is Voluntary Influence

When everyone in management meets a leadership behavior standard, we end employee burnout, turnover, disengagement and distrust

"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

Don Shapiro, President of First Concepts Consultants, Inc., has been on a journey to learn more about leadership, why so many in management are not leaders, and what it takes to create workplaces with high employee retention, engagement and psychological safety. He worked for just such a company after college and they have now been in business for 102 years.



**Evidence based programs
that improve the workplace**

**Evidence on employee
disengagement, turnover,
burnout and distrust that prove
the workplace is not fixed**

In spite of a large number of programs that can improve leadership, culture, engagement, psychological safety, and teamwork, none of them individually or collectively have been able to fix the workplace for good.

This “Grand Canyon” gap motivated Don Shapiro to discover the barriers that have prevented us from fixing the workplace for good and figure out how to remove them.



As your workplace goes, so goes your results

In a Fixed Workplace...

- Everyone in management delivers a leadership behavior standard that makes employees feel good about working for your organization.
- Hourly employees become leaders so there is peer to peer leadership without authority going on in every function, department and shift.
- You eliminate burnout, excessive turnover, and bad bosses when everyone leads based on a leadership behavior standard.
- Employee retention, engagement and psychological safety will consistently remain high. In hospitals, 90% or more is possible.
- This substantially boost end results such as quality, service, patient outcomes, utilization, and financial performance.

When every employee is treated as a human being with dignity and respect, we can fix our workplaces for good and deliver better end results.



Voluntary Influence puts the humanity back into the workplace. It's a win win for employers and employees

“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 better ways to lead and collaborate.”

Don Shapiro



“Don was fantastic. You felt like Don was a member of our team. Interactive, creative and engaging. It was great for the staff to learn from Don’s years of experience.”

Andy Cloutier
Greater Palm Springs
Convention and Visitors Bureau



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 by describing leadership as a behavior. That behavior is Voluntary Influence. This paves a path to fix the workplace for good by changing the relationship between management and employees.

Voluntary Influence is not a specific model of leadership but rather an umbrella concept which include all the models of leadership that focus on leadership as a behavior. This means influencing and collaborating with people in a positive way which makes people feel good about what they do and who is leading.



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 influence people to voluntarily 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 or title. It has nothing to do with your role in life. It's when you behave in a way that positively influences people to join with you. Leadership is 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

Our thoughts shape our behavior. That behavior grows out of what lies within us. This is our leadership attitude, mindset or character. To behave as a leader, we need a mindset that drives us to behave so 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.

Effective leaders make their people feel active, involved and engaged with an increased sense of power and autonomy

Leaders create joiners, not followers

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

The new definition of leadership based on Voluntary Influence replaces follow with Join. Joining is active and intentional. It's produced by a leader's behavior.

Leaders create these feelings in their people:

- An increased sense of power
- Active, involved, and engaged
- Seen, heard, and understood
- Respected as an equal
- Management has their back

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



Joiners

One of the major causes of employee turnover, disengagement and burnout are individuals with management titles who do not produce these feelings in their people. They don't create joiners and are not leaders.



When everyone in management has to meet a leadership behavior standard that produces these feelings in employees, you can fix your workplace for good

Leaders Voluntarily Influence people to JOIN with them!

Every Employee Can Be A Leader

Since leadership is a behavior and not a job or title, hourly employees can be leaders too

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



- This expands the number of leaders.
- Effective leadership no longer depends only on management and takes some of the burden off of management.
- The best performing organizations and teams have some hourly employees leading. That's the secret to consistent and exceptional performance.
- Make this an intentional strategy so there are hourly employees leading on every shift in every function.



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 helps fix your workplace for good.

When every employee can lead, an organization realizes it's true potential



“With Voluntary Influence, all employees can lead if they want to. Leadership is no longer reserved for those in management. This creates a feeling of safety, improves work relationships, and increases effective collaboration at all levels. Management and employees work so much better together. When we lead through Voluntary Influence, we become collaborative leaders.”

**Jade Thrush RN
Assistant Director of Nursing
El Dorado Springs Behavioral Health**



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, attitude, and emotional intelligence much more than skills and techniques.

Keys to the New Leadership Definition

- **Leaders Voluntarily 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.

When management and hourly employees lead through Voluntary Influence, you create a Culture of Voluntary Influence

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 organization has their back.
- ... employees know they can grow personally and continuously.
- ... 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 comfortable collaborating
- ... employees are developed and encouraged to lead.
- ... employees are seen, heard and understood as imperfect humans



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

Patrick Finley
Plasters & Cement Masons

As your culture goes, so goes your organization

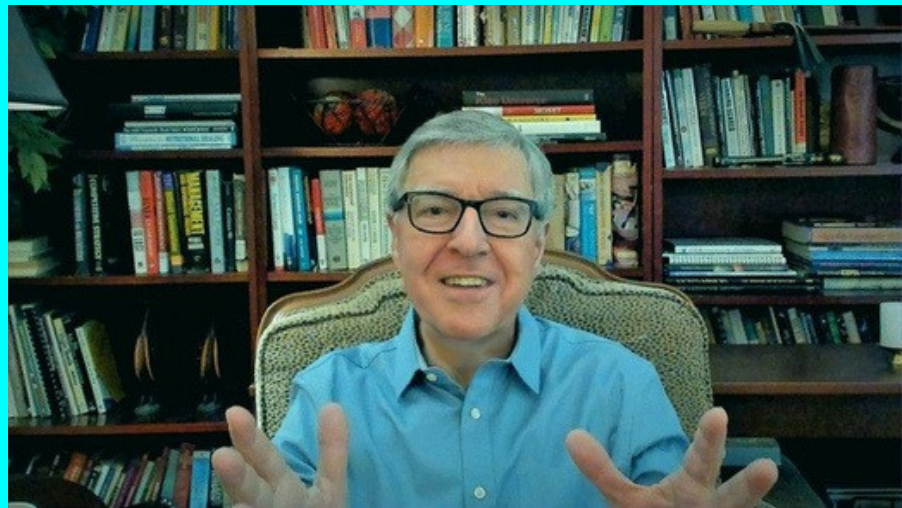
Enlightening Educational Programs for Executives, Managers, and Employees

Transform Your Executive Team and Workplace



Our *Strategic Workshop* expands your team's understanding about leadership, culture, retention, engagement, collaboration, motivation, and control in a new way that can fix your workplace for good and boost your results. This will improve your executive team's decision making and thinking abilities so they can create a long term strategy to raise employee retention.

“Open your mind about why none of the existing efforts and programs can fix your workplace for good and what can.”



Dramatically Increase the Number of Effective leaders

Our speech, seminar, and workshop on Voluntary Influence is for all levels of management as well as hourly employees. Not only does it clarify and simplify your people's understanding about what leadership is and what a leader does, it helps them develop a new mindset so they can behave as a leader.

“If everyone with a management title could lead effectively, we'd be on our way to fixing the workplace for good with high employee retention, engagement and psychological safety.”



Employee Retention Research Study

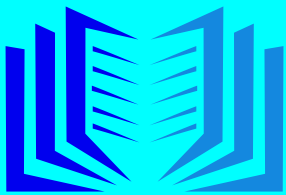
Discover how employee retention and turnover affect revenue, utilization, cost and profits in your units, departments, facilities, functions and organization

Find Evidence to support new strategies to boost results



Don Shapiro has studied how high employee retention drives higher end results for decades. Empirical studies of restaurant chains confirm that high employee retention produces far better quality and service which results in higher sales and profits. These studies demonstrate a high probability the same relationships exists in other industries especially if they are labor intensive such as hospitals and retail.

Accurate and In-Depth Statistical Study



We conduct accurate and in-depth studies that look for the relationship between your employee retention and turnover rates, KPI's and end results. These validated statistical studies are able to eliminate other factors that could affect your results to pinpoint the impact your employee retention and turnover have on your organization's performance.

Employee retention and turnover objectively measure your workplace and leadership effectiveness



How long or short employees stay measure a choice about how it feels to work for you and whether management can lead effectively. It is a far more accurate measurement than surveys or other types of assessment. While it doesn't pinpoint the more specific issues going on in the workplace, it can accurately determine if workplace issues are hurting your results and if you have the potential for higher results.

A long term strategy to raise employee retention can increase revenue and profits on top of current strategies

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
- Larger pool of future managers and high potentials
- Culture drives better performance and results
- Employees adapt to change better



"Don customized his program to our Team's specific improvement areas. He was very personable and entertaining to keep everyone's attention. My Team has delivered significant growth numbers ever since."

Steve Oberle, Vice President ZyXEL Technologies

"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 Memorial Parks

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
- Higher psychological safety
- More employees realize their potential
- Greater trust in others and the organization



**“What a dynamic presentation!
We have heard lots of positive
feedback because your program
was packed full of new ideas.”**

Peggy Derby
Colorado-Wyoming Restaurant Association

**"You held the attention of 90 young
people for two hours and that
speaks for itself."**

Phil Jensen
Founder, Burgermaster

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

Maris Lapenieks
SVP, Lyon's Restaurants

**“Don customized his program to
our team’s specific improvement
areas. He was very personable and
entertaining to keep everyone’s
attention, and my team has
delivered significant growth
numbers ever since.”**

Steve Oberle
Vice President, ZyXEL



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

Carolyn Wynn
Togo’s Sandwiches

**“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

**"Thank you for three outstanding
workshops you delivered to our
staff and managers on leadership.
I have implemented many of your
key points."**

Patrick Finley
Plasters and Cement Masons

**"Thank you for making the
recent Executives Group
meeting a great success."**

Philip Kralovec
National Restaurant Association

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

Doug Campbell, President,
Kilovac Corporation

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

Charles Halley
President, Fallons

When Don Shapiro talks about employee retention and leadership, everyone learns, laughs and leaves inspired



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. These experiences also acted as a gigantic research study about leadership and the workplace.

Currently, Don is finishing his book **Let's Fix The Workplace for Good**. 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.

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



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



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!

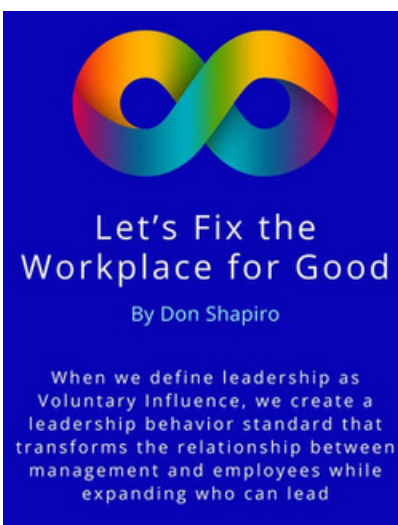


What Lawry's taught Don about leadership

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.



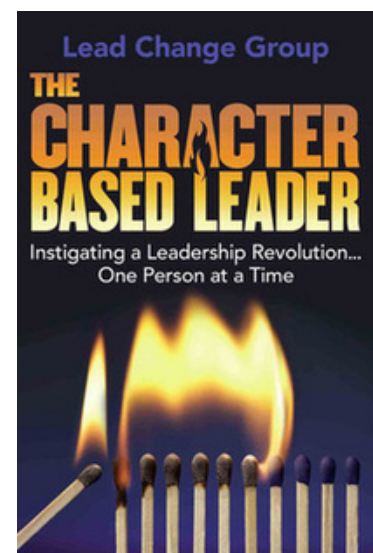
Don's writing another book



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 leadership behavior standard.

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.





Jade Thrush RN

Educator, Consultant, Thinker & Researcher

Jade specializes in a human centric approach that helps people realize their full potential, collaborate better, and co-create fixed workplaces. This human approach combined with her gift for analyzing complex systems, organizations, and processes allows Jade to discover innovative ways to ignite transformation.

As a registered nurse with degrees in Nursing and Psychology, she has worked as a medical and psychiatric hospital nurse as well as a tech and case worker. Through her passion to deeply understand human nature, emotions, and relationships, she discovered innovative ways to help people live more authentically and bring this to the workplace so they perform at their best and collaborate better with others.

Jade continues to work in hospitals while also developing new approaches to develop leaders, care for patients, and transform cultures. She is currently writing the book ***Lead through Voluntary Influence*** based on her experience leading other nurses and techs as a co-worker without authority.

Executive Vice President
First Concepts Consultants, Inc.

Speaker, Trainer, Educator


Assistant Director of Nursing
El Dorado Springs Behavioral Health

Educational Programs


How to Lead Anyone
through Voluntary Influence

Become a Collaborative Leader
and Change Your Workplace

The Art of Empathic
Patient Care



Jade's infectious enthusiasm,
passion, and care helps transform
organizations and the people who
work for them in innovative ways.



Don Shapiro's on a mission to dramatically increase the number of effective leaders

“A leadership behavior standard based on Voluntary Influence transforms the relationship between management and employees. This change allows for culture, collaboration, and engagement to dramatically improve because now the workplace is fixed.”



Email Us Now to schedule a call or Zoom meeting
and explore the possibilities

Connect with Don

donshapiro@firstconcepts.com

[LinkedIn Profile](#)

**First Concepts Consultants, Inc.
Greater Palm Springs, California**