



# Doing the Right Work vs Doing Work Right

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# Today....

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WHAT IS THE RIGHT WORK?



WHY IS IT IMPORTANT TO DO THE  
RIGHT WORK?



WHAT ARE SOME STRATEGIES FOR  
GETTING THE RIGHT WORK DONE?

# What is the right work?

Principled work connected to something greater than ourselves that relates to human and community/societal development.

The right work has a moral purpose, it accomplishes good for others.

More good, less bad.





# What practices are evident in leaders with moral purpose?

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Start with personal clarity of purpose

See employees and colleagues as people

Foster freedom

Demonstrate humility

Act with courage

Be willing to see the truth

Uphold ethical standards

Fullen, Michael, (2020), *Leading in a Culture of Change*.

# Why is Moral Purpose Important?

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**40% of employees** in 2022 were thinking about leaving their jobs within the next three to six months.  
<https://www.cnbc.com/2022/07/20/>



About 50.5 million people quit their jobs in 2022, beating out the 47.8 million in 2021, according to Job Openings and Labor Turnover Survey. Feb 1, 2023



According to LinkedIn's Workforce Confidence report, around 80% of Gen Z (1997) workers globally are looking to find a job that aligns better with their values.



75% of all people quit their jobs because of their direct line manager. - Chamorrow-Premuzic (2019)



Quiet quitting: when employees continue to put in the minimum amount of effort to keep their jobs, but don't fully engage. This might mean not speaking up in meetings, not volunteering for tasks, and refusing to contribute to problem-solving.



Only 14% of leaders consistently demonstrate most of the moral leadership behaviors listed on previous slide.



75% of people  
quit their jobs  
because of their  
direct line  
manager

- Chamorrow-Premuzic (2019)



**What qualities are most important in a competent leader?**



Humility



Courage



Relentless drive to solve important problems



# Quite simply

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“In an ideal world, leaders would follow science-based practices and prioritize engaging with and inspiring their employees, and providing them with a sense of meaning and purpose. Instead, we continue to see that the average performance of leaders and managers is pretty disappointing.”

**[Tomas Chamorro-Premuzic](#)** is the Chief Innovation Officer at ManpowerGroup, a professor of business psychology at University College London and at Columbia University, co-founder of [deepersignals.com](#), and an associate at Harvard’s Entrepreneurial Finance Lab.

# Does it make a difference?

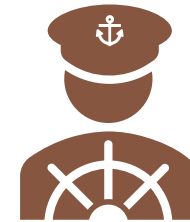
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90% of people who work for moral leaders say they feel seen, heard and respected

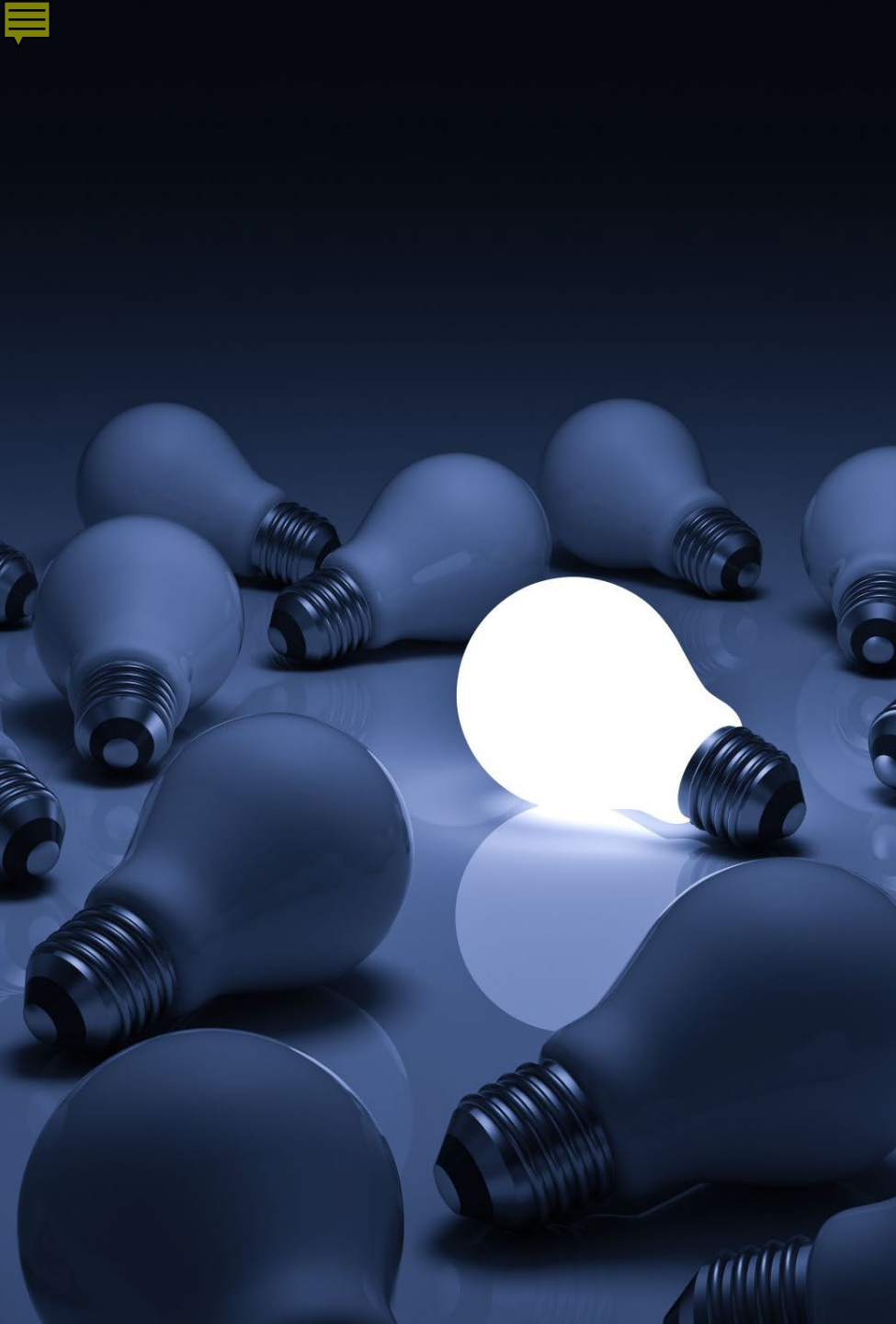


89% say they feel like they matter



95% say they are inspired to contribute their best efforts when they work for these leaders

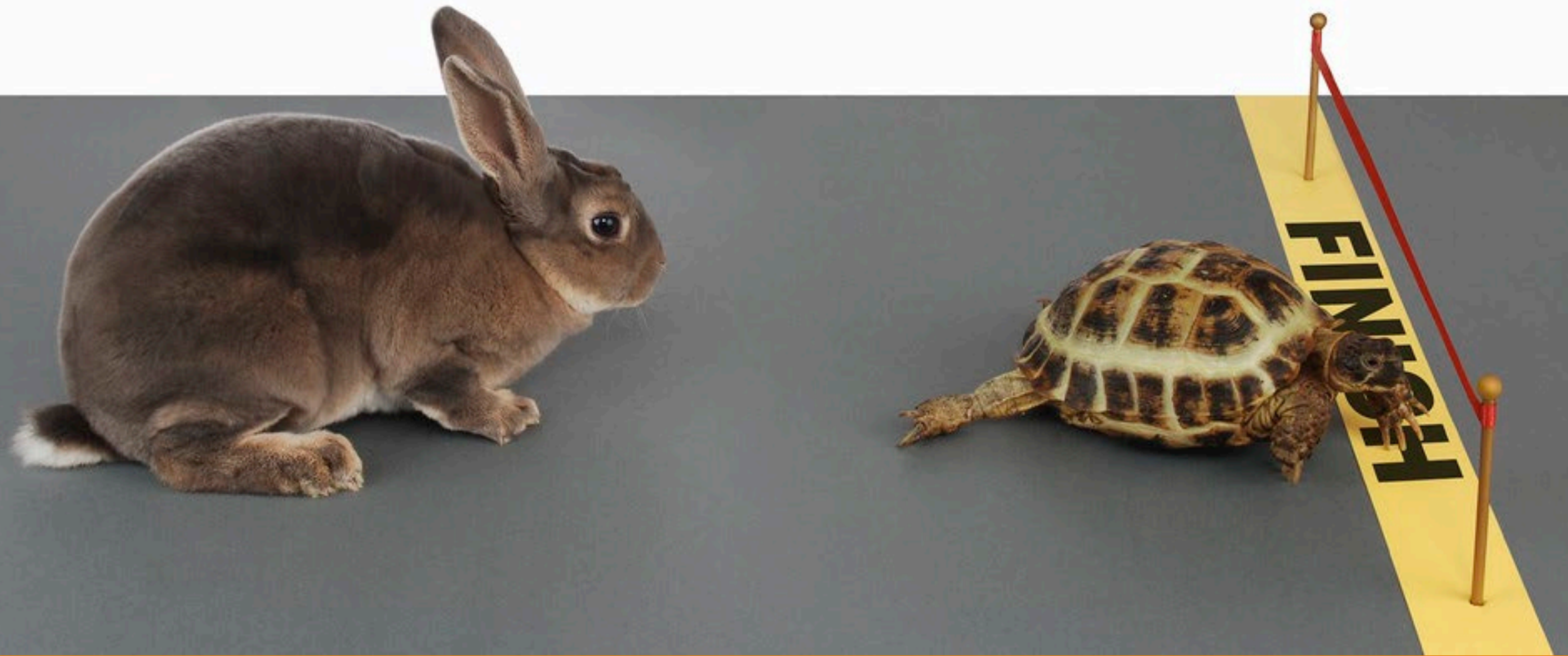




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“Great companies don’t hire skilled people and motivate them; they hire already motivated people and inspire them. People are either motivated or they are not. Unless you give motivated people something to believe in, something bigger than their job to work toward, they will motivate themselves to find a new job and you’ll be stuck with whoever’s left.”

— Simon Sinek, [Start with Why: How Great Leaders Inspire Everyone to Take Action](#)



## Strategies to Promote Doing the Right Work

1. Slow knowing
2. Learning in context
3. Growing leaders at all levels of the organization

# Slow knowing

1. We don't solve the right problem; we solve the easy problem.
2. What you see is all there is (WYSIATI). We make judgments on the basis of the knowledge we have, and we are overconfident about the predictive value of that observation.
3. Listen to others so you can build relationships and share knowledge.
4. True understanding takes time. Get an outside view of the situation or problem.
5. Initiate a gradual process of tweaking something, examining the results, and either giving it up or tweaking a little more.

THINKING,  
FAST AND SLOW



DANIEL  
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

# Strategies to Promote Doing the Right Work



SLOW KNOWING



LEARNING IN CONTEXT



GROWING LEADERS AT  
ALL LEVELS





# Learning in context happens on teams

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Ability to work in a team structure is the most valued quality for employability

(National Association of Colleges and Employers, 2011,2014)

Assign people to meaningful teams

Start with a “Coalition of the Willing.”

You can't mandate what matters.



# Google: Project Aristotle

## The quest to build the perfect team (2012)

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Not the quality of the individual that mattered, but rather, the nature of the team.

1. Psychological safety
2. Dependability
3. Structure and clarity
4. Meaning
5. Impact

### Google's Advice for Leaders

1. Frame the work as a learning problem, not an execution problem.
2. Acknowledge your own fallibility.
3. Model curiosity- ask a lot of questions (slow knowing)

# Technical Work

Doing work right

# Adaptive Work

Doing the right work

Apply current know-how to problems

Learn new ways to improve old problems

Clearly defined roles and authority

Done by the people with the problem

Solution is clear

Requires learning, solution unclear

Fixes the problem for today

More good, less bad (progress)

Efficient and urgent

Experimental and takes time

# The Foundation of a Collaborative Culture





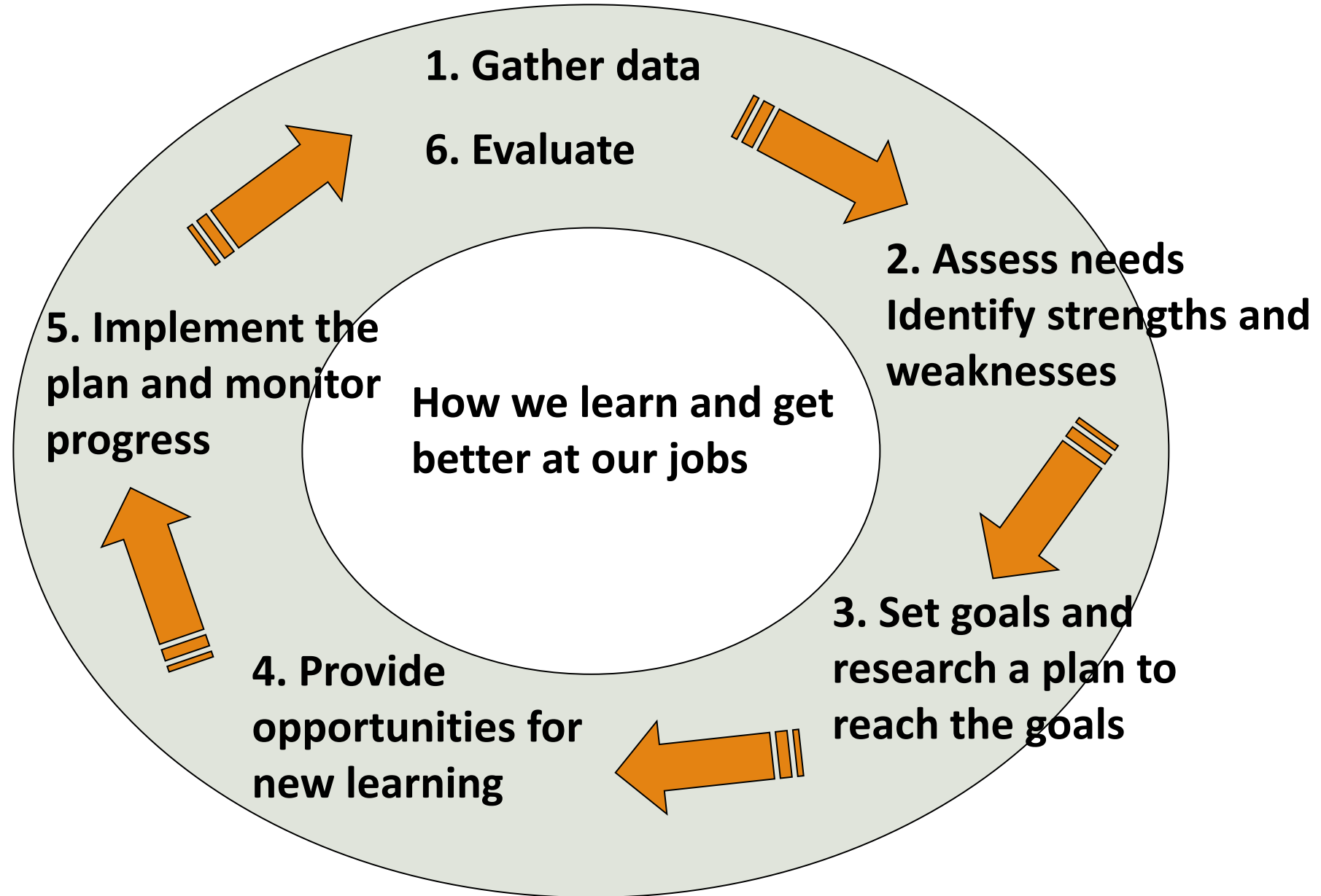
# Learning in context= Continuous improvement

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**Teams:**

- Departments
- Project teams
- Shifts
- Whole staff
- Leadership teams
- Advisory boards





## Need help identifying the right work or a place to start? Ask your team.....

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- When you think about the future of our organization, department, team or community, what concerns you the most?
- What makes progress difficult on this concern?
- What type of leadership (attitudes and behaviors) will it take from all of us to overcome those challenges?
- What will it take to build more of that type of leadership within our group?

The main mark of effective leaders is how many effective leaders they leave behind.

-Michael Fullan

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# Grow leaders at every level

51% Riding



33% Pulling

16% Knocking  
the wheels off

Gallup Employee Engagement Survey  
(2017)

“The single biggest factor in your organization’s long-term success is the quality of managers and team leaders.” –Gallup (2019) 30-year study



# Grow leaders at all levels of the organization

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Commitment cannot be activated from the top

Leaders who are too strong or heroic do not build competence and responsibility in followers

## **Create an environment where:**

1. Meaning and purpose is clear
2. Teams learn and solve problems together through cycles of continuous improvement
3. Structures exist to build relationships and share knowledge





Thank you

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