

The Key to Harder Working, More Motivated Employees

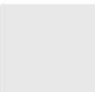
June 7, 2016

The webinar will start at 1:00 p.m. CT



Darcee Datterri, Ph.D.

Senior Organizational Development Consultant





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About the Speaker



Darcee Datteri, Ph.D.

Senior Organizational Development Consultant

Provides strategic planning,
executive coaching, team building,
board development and family
business consulting

Extensive background in
psychology and organizational and
talent development



Learning Objectives

Recognize the difference between a performance management system vs. culture.

Explore common performance management myths.

Identify the critical role of managers in performance management.

Learn how to develop the skills to manage and coach each employee, every day.



Performance Management Defined

*“Performance management is both a **strategic** and an **integrated** approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals.”*



Polling Question #1



Just checking the box?

37%

of business leaders describe their performance management process as a “**check the box**” **exercise**, rather than a powerful management tool to help them implement their business strategy.



Performance Management:

SYSTEM OR CULTURE?





Performance Management is not JUST a:

System

Once-a-year
event



Performance System vs Performance Culture

86%

of companies
have a process.

Only 34%

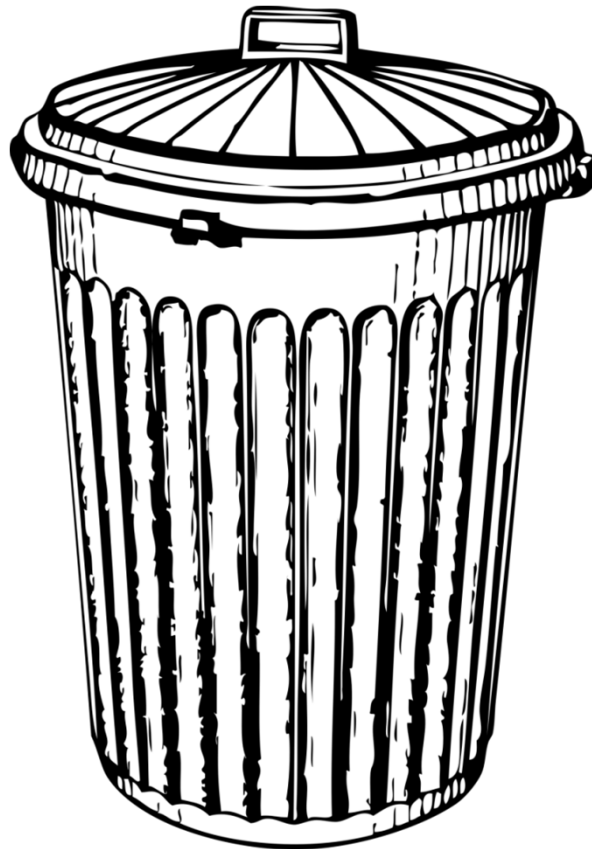
report high
effectiveness.

Only 29%

find the
system fair.



Garbage In – Garbage Out





Performance Management IS...

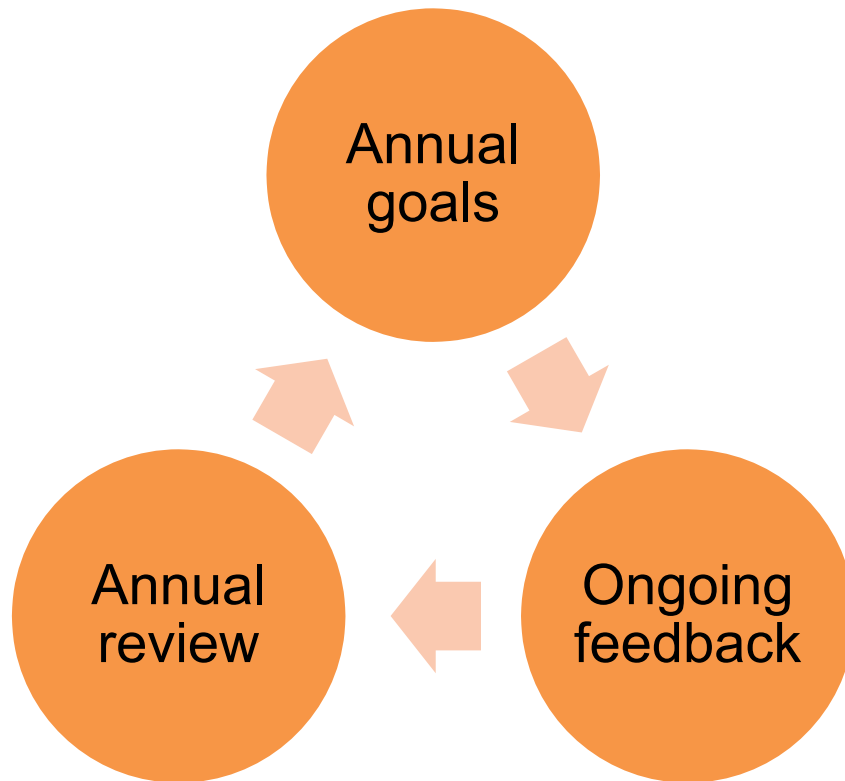
...the culture and ongoing dialogue between a manager and an employee



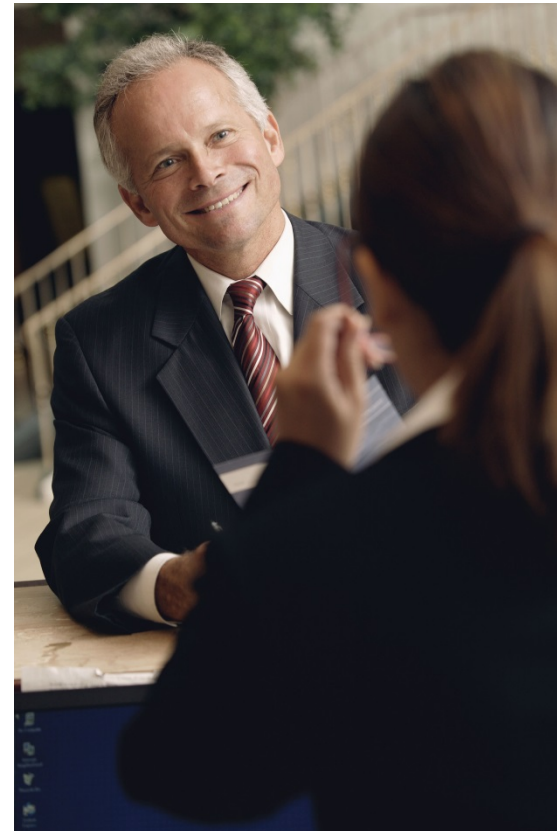


Performance Management as a...

SYSTEM



CULTURE





Why Performance Management Fails

Performance management is not tied to company strategy.

Performance management is not tied to the organization's culture and values.

Managers are not engaged in their jobs.

Employees are not engaged at work.



Why Performance Management Fails

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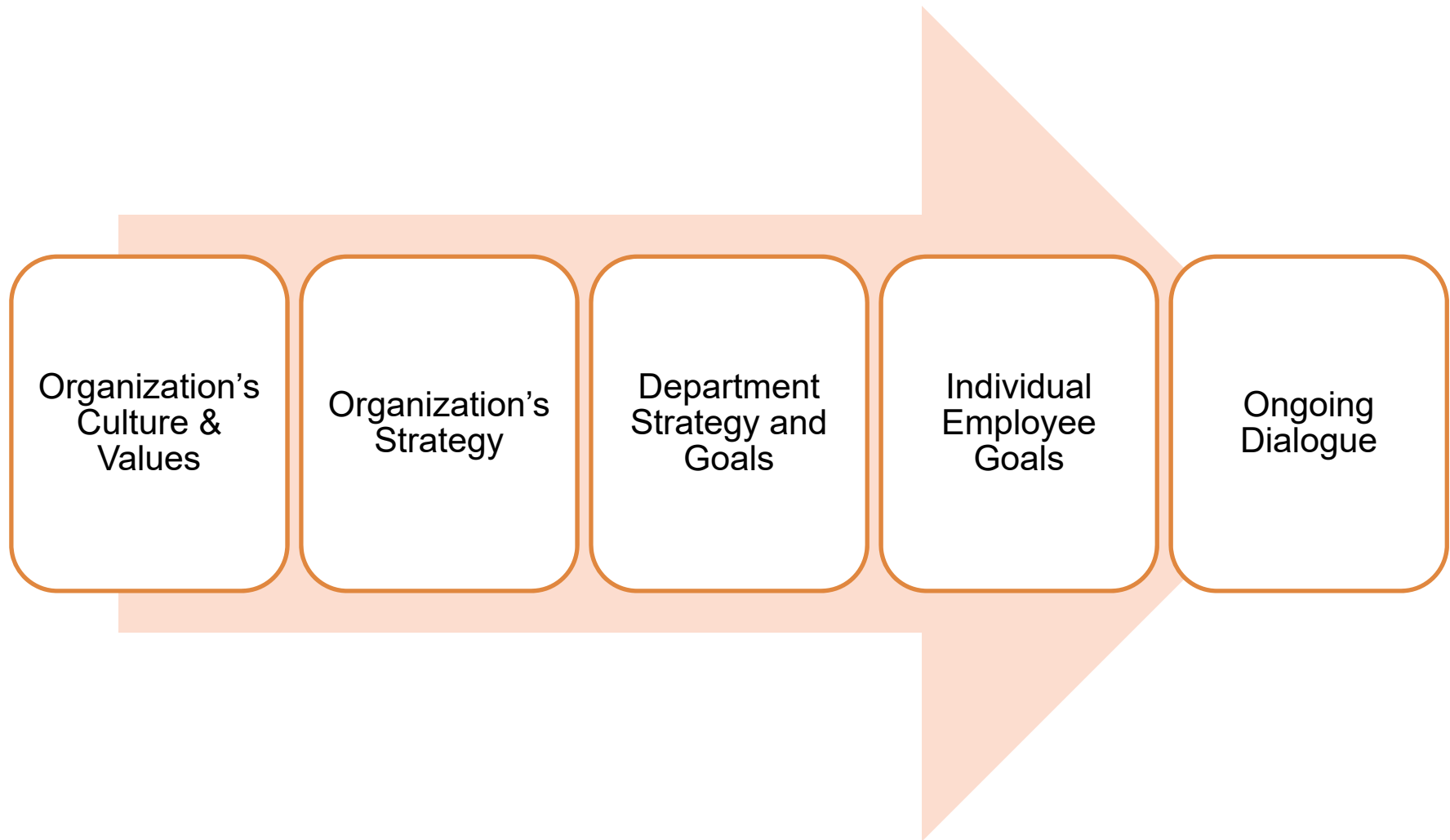
Employees are not engaged at work.



Polling Question #2



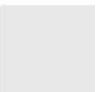
Performance Management





Performance Management:

THE ROLE OF THE MANAGER





Range of Management Styles





Fight the Under-Management Epidemic

Manage every
day

Talk like a
performance
coach

Take it one
person at a time

Make
accountability a
process, not a
slogan

Make
expectations
clear

Track
performance in
writing

Solve small
problems before
they turn into big
ones

Do more for
some people
and less for
others

Source: "It's Okay to Be the Boss" by Bruce Tulgan



The Manager's Role

What's the real job of a manager?





The Manager's Role

Like a coach or a parent, managers are in the **business of behavior management.**





The Manager's Role

The good news is we don't have to be mind-readers or shrinks to do our job well.





Myths (or Excuses)

- Empowerment (leave people alone)

Source: “It’s Okay to Be the Boss” by Bruce Tulgan



Myths (or Excuses)

- Empowerment (leave people alone)
- Fairness (treat everyone the same)

Source: “It’s Okay to Be the Boss” by Bruce Tulgan



Myths (or Excuses)

- Empowerment (leave people alone)
- Fairness (treat everyone the same)
- **Be nice (avoid feeling like a jerk)**

Source: “It’s Okay to Be the Boss” by Bruce Tulgan



Myths (or Excuses)

- Empowerment (leave people alone)
- Fairness (treat everyone the same)
- Be nice (avoid feeling like a jerk)
- **Fear the difficult conversation (delay confrontation)**

Source: “It’s Okay to Be the Boss” by Bruce Tulgan



Myths (or Excuses)

- Empowerment (leave people alone)
- Fairness (treat everyone the same)
- Be nice (avoid feeling like a jerk)
- Fear the difficult conversation (delay confrontation)
- **Red tape (pass the buck)**

Source: "It's Okay to Be the Boss" by Bruce Tulgan



Myths (or Excuses)

- Empowerment (leave people alone)
- Fairness (treat everyone the same)
- Be nice (avoid feeling like a jerk)
- Fear the difficult conversation (delay confrontation)
- Red tape (pass the buck)
- **Not a natural leader (worried about skills)**

Source: "It's Okay to Be the Boss" by Bruce Tulgan



Myths (or Excuses)

- Empowerment (leave people alone)
- Fairness (treat everyone the same)
- Be nice (avoid feeling like a jerk)
- Fear the difficult conversation (delay confrontation)
- Red tape (pass the buck)
- Not a natural leader (worried about skills)
- **Don't have time (don't prioritize it or want to do it)**

Source: "It's Okay to Be the Boss" by Bruce Tulgan



Polling Question #3



Principles to Manage By

- ✓ Manage first ... everyday.
- ✓ Manage each person, one at a time, differently.
- ✓ Relentlessly focus on behavior.



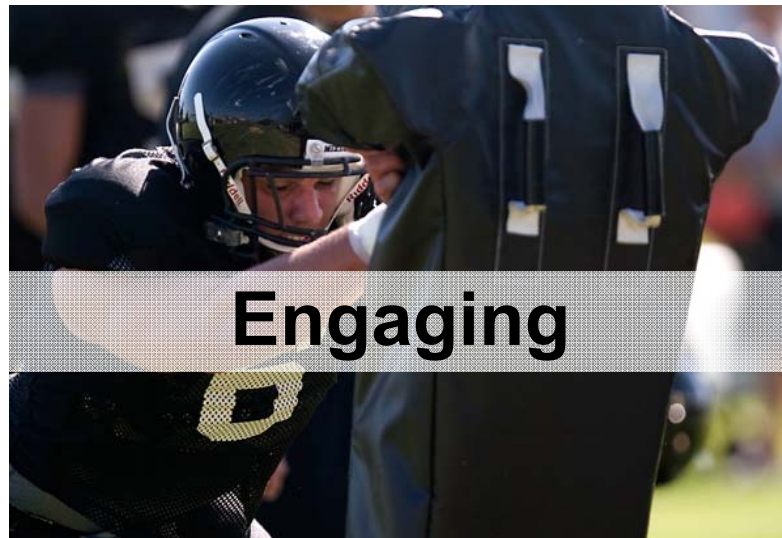
A Manager's Critical Roles



Communicating



Translating



Engaging



Coaching



Performance Management:

COMMUNICATING DIRECTION





Is Our Direction Compelling?

S.M.A.R.T. goals ...

Specific

Measurable

Achievable

Results-Oriented

Time-Bound



Is Our Direction Compelling?

S.M.A.R.T. goals ...

... may not be smart enough

“Our goal should be that within the next 30 years, the number of incidents of hate crimes will be reduced by 63% and that the percentage of minorities living below the poverty line will be no higher than the percentage for any other racial group.”



Is Our Direction Compelling?

S.M.A.R.T. goals ...

... may not be smart enough





Is Our Direction Compelling?

S.M.A.R.T. goals ...

... may not be smart enough

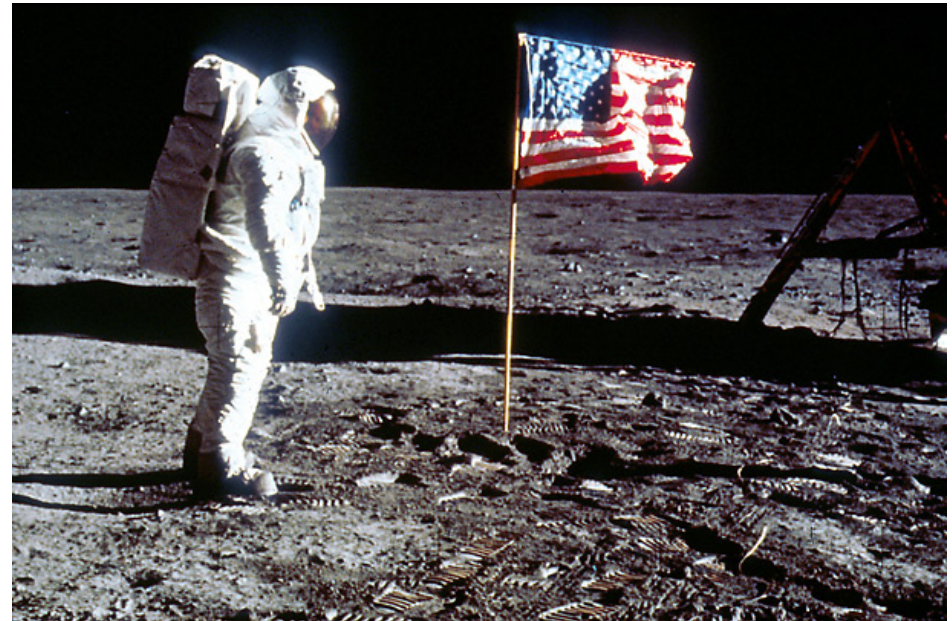
“Our mission is to become the international leader in the space industry through maximum team-centered innovation and strategically targeted aerospace initiatives.”



Is Our Direction Compelling?

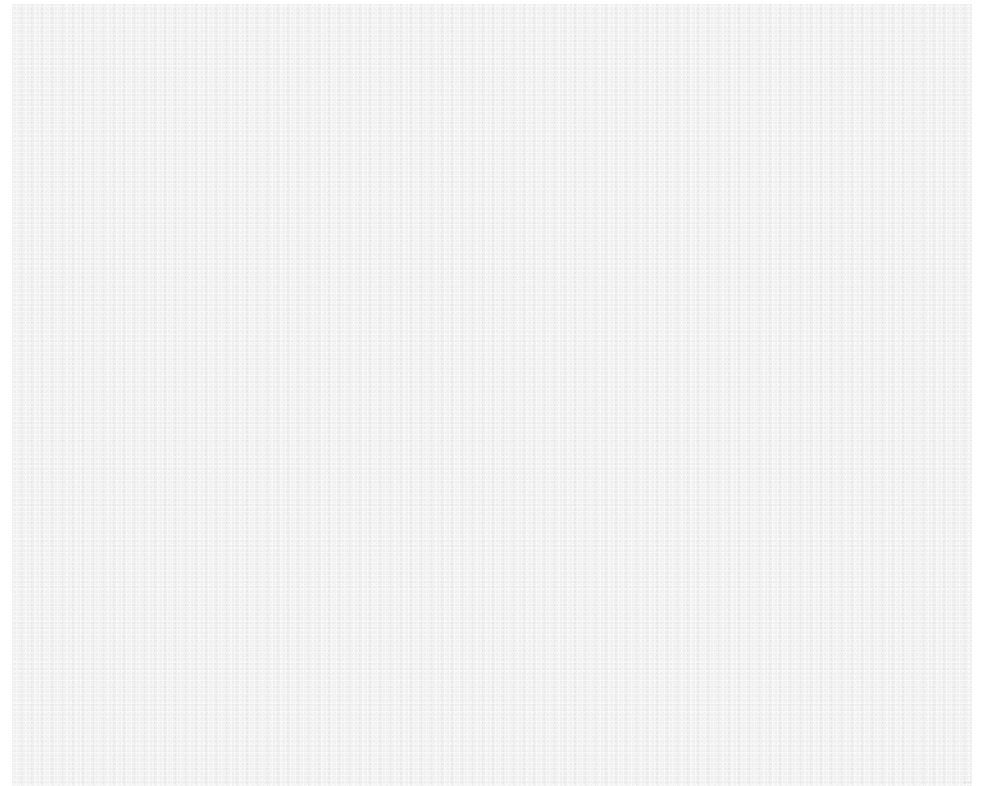
S.M.A.R.T. goals ...

... may not be smart enough





Three Tests of Strategy





Three Tests of Strategy



- ✓ Can the leader express a strategy in five minutes that's clear and compelling?



Three Tests of Strategy



- ✓ Can the leader express a strategy in five minutes that's clear and compelling?
- ✓ Can key employees do the same that sounds similar?



Three Tests of Strategy

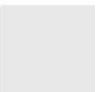


- ✓ Can the leader express a strategy in five minutes that's clear and compelling?
- ✓ Can key employees do the same that sounds similar?
- ✓ Is the strategy being discussed often, every day?



Performance Management:

TRANSLATING INTO BEHAVIOR





Critical Distinctions

CHARACTERISTICS vs. BEHAVIORS





Critical Distinctions

CHARACTERISTICS vs. BEHAVIORS





How a Coach Talks

Not This (Naming)

You're working too slowly.

But This (Description)



How a Coach Talks

Not This (Naming)

You're working too slowly.

But This (Description)

It was due Tuesday at 2:00 and you turned it in Thursday at 3:00.



How a Coach Talks

Not This (Naming)

You're working too slowly.

Your work is too sloppy.

But This (Description)

It was due Tuesday at 2:00 and you turned it in Thursday at 3:00.



How a Coach Talks

Not This (Naming)

You're working too slowly.

Your work is too sloppy.

But This (Description)

It was due Tuesday at 2:00 and you turned it in Thursday at 3:00.

You made serious mistakes in three of the last five orders you processed.



How a Coach Talks

Not This (Naming)

You're working too slowly.

Your work is too sloppy.

You've got a bad attitude.

But This (Description)

It was due Tuesday at 2:00 and you turned it in Thursday at 3:00.

You made serious mistakes in three of the last five orders you processed.



How a Coach Talks

Not This (Naming)

You're working too slowly.

Your work is too sloppy.

You've got a bad attitude.

But This (Description)

It was due Tuesday at 2:00 and you turned it in Thursday at 3:00.

You made serious mistakes in three of the last five orders you processed.

You're walking around this place with a grimace on your face and you keep growling at people.



How a Coach Talks

Not This (Naming)

You're working too slowly.

Your work is too sloppy.

You've got a bad attitude.

Your work is very professional.

But This (Description)

It was due Tuesday at 2:00 and you turned it in Thursday at 3:00.

You made serious mistakes in three of the last five orders you processed.

You're walking around this place with a grimace on your face and you keep growling at people.



How a Coach Talks

Not This (Naming)

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Your work is very professional.

But This (Description)

It was due Tuesday at 2:00 and you turned it in Thursday at 3:00.

You made serious mistakes in three of the last five orders you processed.

You're walking around this place with a grimace on your face and you keep growling at people.

Your last three reports were well written, polished, and turned in on time.



Types of Behavior

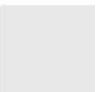
Dysfunctional

Compliance
Driven

Discretionary

Performance Management:

COACHING FOR PERFORMANCE





Can a Leopard Change His Spots?





Newton's First Law of Motion

An object at rest stays at rest ...





Newton's First Law of Motion

An object at rest stays at rest ...

An object in motion stays in motion ...





Newton's First Law of Motion

An object at rest stays at rest ...

An object in motion stays in motion ...

... **UNLESS** acted upon.





Newton's First Law of Management

Employees at rest will stay at rest...



Source: "Hundred Percenters" by Mark Murphy



Newton's First Law of Management

Employees at rest will stay at rest...

Employees doing something will keep doing it the same way...



Source: "Hundred Percenters" by Mark Murphy



Newton's First Law of Management

Employees at rest will stay at rest...

Employees doing something will keep doing it the same way...

... **UNLESS**, you do something about it.

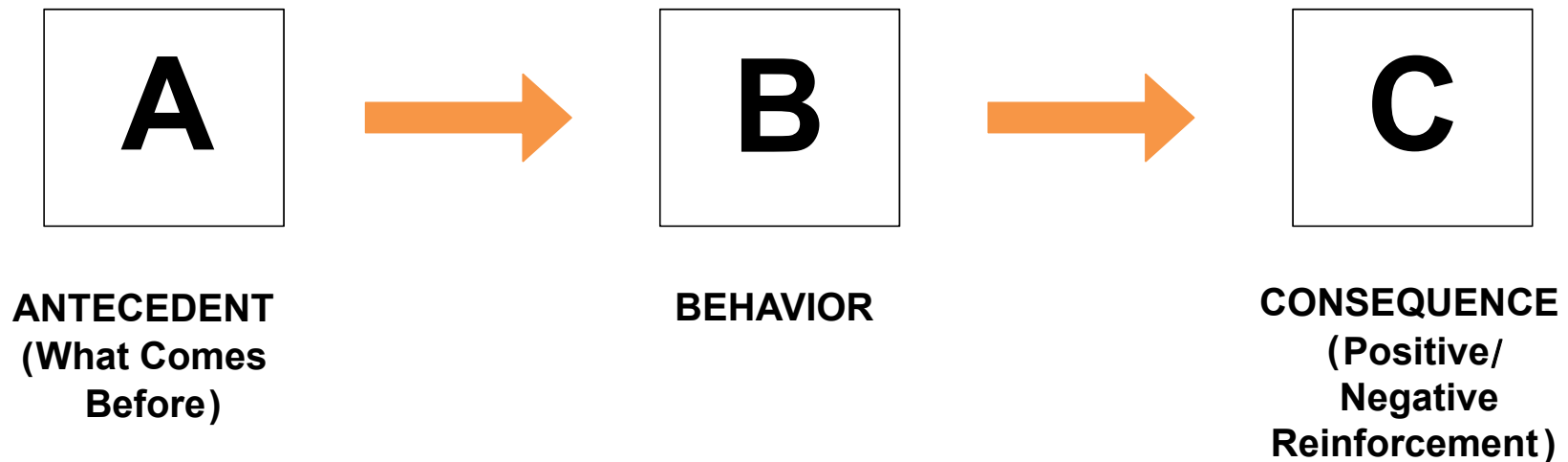


Source: "Hundred Percenters" by Mark Murphy



Changing the Leopard's Spots

Remember Your ABCs



Source: "Bringing Out the Best in People" by Aubrey Daniels



Need for Positive Reinforcement

Positive reinforcement = the only tool that generates more discretionary behaviors

Our response is hard-wired (physical).

You can't punish people into discretionary effort.





Types of Consequences

TO GET EMPLOYEES TO START OR DO MORE OF A DESIRED BEHAVIOR, USE:

Negative reinforcement ... useful to create compliance effort

Positive reinforcement ... only way to produce discretionary effort



Types of Consequences

**TO GET EMPLOYEES TO DO LESS
OF OR STOP A BEHAVIOR:**

Punishment ... use to stop
dysfunctional behavior

Extinction ... use to stop
dysfunctional behavior



Positive Feedback Made Easy

Remember: **SIPS**

Specific

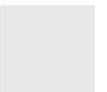
ImmEDIATE

Personal

Sincere

Performance Management:

ENGAGING FOR DISCRETIONARY EFFORT





What is Employee Engagement?

**It's the all-important
“give-a-darn” factor.**



Employee Engagement

What does employee engagement have to do with getting the job done?

27% better attendance

31-51% less turnover

12% better customer satisfaction

51% less “shrink” (theft!)

62% fewer accidents

18% more productivity

12% more profitability

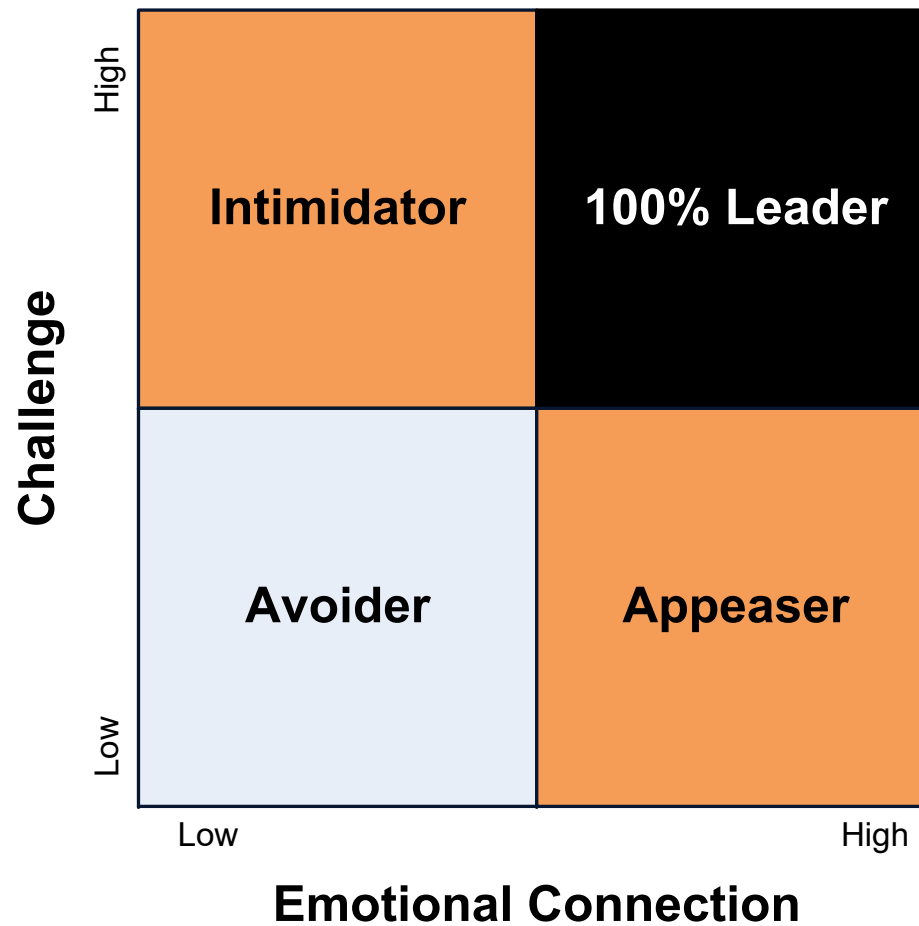
Source: “12: The Elements of Great Managing” Rodd Wagner & James K. Harter, Ph.D.



Polling Question #4



Managing for Engagement



Source: "Hundred Percenters" by Mark Murphy



Leadership is a Contact Sport

- Set expectations.
- Offer support and remove obstacles.
- Observe performance.
- Provide feedback.
- Reinforce discretionary behaviors and correct dysfunctional.



8 Steps to Being the Boss

The first person
you have to
manage every
day is yourself.

Learn to talk like
a performance
coach.

Take it one
person at a time,
one day at a
time.

Make
accountability a
real process.

Tell people what
to do and how to
do it.

Track
performance in
writing every
step of the way.

Solve small
problems before
they turn into big
problems.

Do more for
some people
and less for
others.

Source: *It's Okay to Be the Boss* by Bruce Tulgan



Putting it All Together





Resources

“Hundred Percenters” by Mark Murphy

“It’s Okay to Be the Boss” by Bruce Tugan

“12: The Elements of Great Managing” by Rodd Wagner & James K. Harter, Ph.D.

“Bring Out the Best in People” by Aubrey Daniels

Performance Management Checklist

One-on-One Meeting Template



Thank you!

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