

Build an Exceptional Team that Gets Results

Session 4

Leading & Managing Exceptional Performance

LUANN UNIVERSITY

Today's Goal

Lead employees that *thrive, contribute and stay*
and build your business to extraordinary levels of success



Keys to engage and retain exceptional employees
Best practices for leading 1-1

90,000

The number of hours we work in a lifetime.

Q:
**Why do you think
talented people leave
(or stay at) companies?**

*Sources: Gallup: 78% leave due
to relationship with manager*

*McKinsey: 86% of job
satisfaction is directly correlated
to relationship with manager.*



A:
Their relationship with
their manager

What is going through the minds of your people:

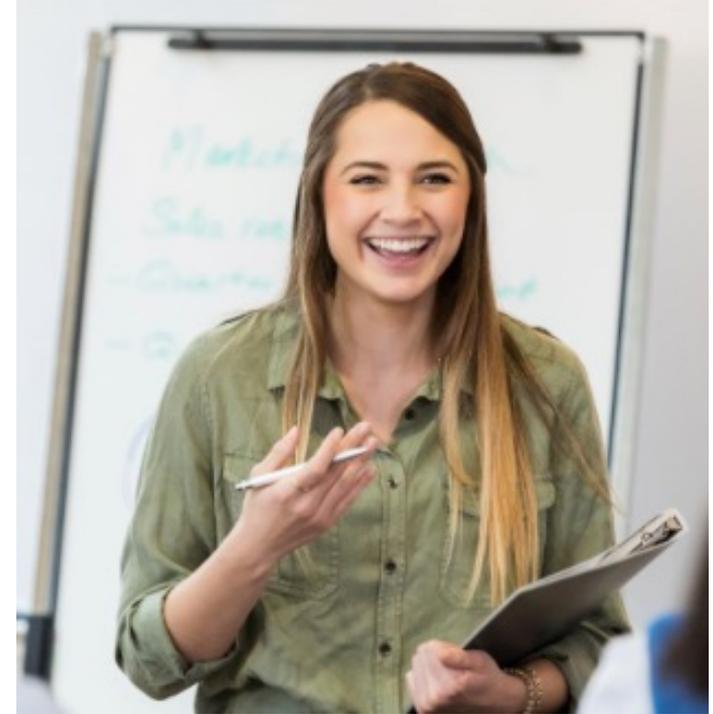
Rational: What they are thinking:

1. What am I responsible for (scope / job description)?
2. What do you expect of me? If I am successful, what does that look like?
3. How does what I do connect to the whole, big picture? Why is what I do important? (vision/mission, values)
4. How am I doing?
5. What do I get for my contributions, time and effort?

Emotional:
What they are feeling:

6. Can I trust you?
7. Do you care about me and have my back?
8. Will you help set me up to succeed?
9. Does my time and effort make a difference and is it worth it?
10. Will I be (am I) happy here? Will I (do I) feel a sense of meaning in a way that is important to me?





LEAD WITH LOVE AND CARE



- ✓ Harvard Business Review research shows that employees who feel cared about provide higher productivity, better customer service and are cooperative and helpful team members.
- ✓ Research also indicates that leaders who project warmth and kindness are more effective than those who lead with toughness. Employees feel greater trust and more loyal and apply discretionary effort to go out of their way to be helpful and friendly to employees and contribute to their work.

SET EXPECTATIONS

- Clear Role
- Clear Goals
- Performance Standards – KPIs
- Norms



ROLE CLARITY

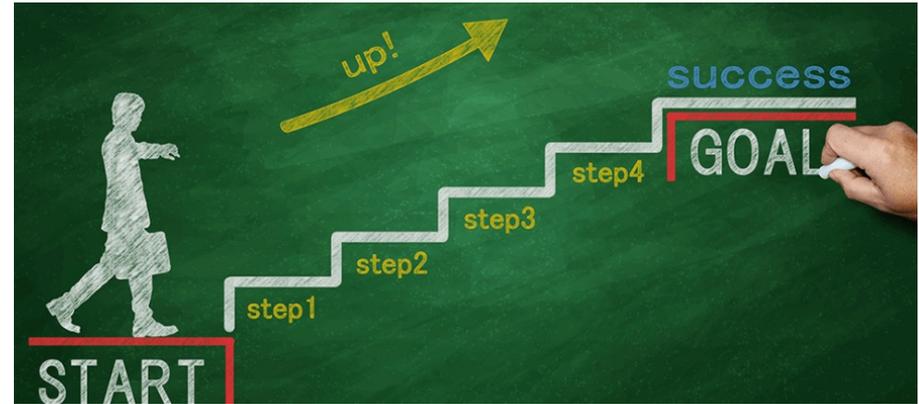
Research shows that when employees understand their responsibilities, goals, and priorities, they are more engaged and productive. Role conflict and ambiguity, on the other hand, can create stress and confusion.

Role on Team	Key Responsibilities	Goals	KPIs

GOALS & KPIs

A goal is the outcome to achieve by a certain timeframe.

A KPI is a performance indicator (qualitative or quantitative) to let you know how well one is doing working towards that goal, to measure progress and performance towards goals



SAMPLE TEAM NORMS

Customer Service

Be timely, accurate and responsive to fulfill requests from each other and our customers.

Model Company Values

Set a positive example for other employees; encourage others to do the same.

Teamwork

Show each other that we are important; encourage and support each other as one team.

Communication

Keep each other informed on matters that impact us.

Honesty and Respect

Raise issues directly with the person; do not gossip.

Learn from Each Other

Admit our mistakes and back each other up.

Reliability

Meet deadlines, be on time to all meetings.

Initiative

Take initiative, be proactive in supporting each other, performing our work and providing service to others.

Strive to Make Changes Together

If changes affect the team, work together whenever possible.

Fun

Take time to know each other, celebrate, play and enjoy time together.

SACRED ONE ON ONE

1. Build Rapport, Trust and Openness:

Ask employee questions to establish rapport and check-in on a personal level. Examples:

- *How are you?*
- *What went well over this past week?*
- *What challenges came up for you this past week?*
- *Was there anything that surprised you?*

2. Review Goals, Progress:

Ask employee to share with you about their progress and status.

Take the time to update goals or make adjustments to the plan, if needed.

Celebrate accomplishments and milestones.

- *What goals and objectives are on track for you? Where are you feeling most confident?*
- *What might not be on track and why?*
- *Where can I provide more direction?*
- *Where can I provide more support?*
- *What do you need to help you succeed?*

3. Inquire about Employee Experience

- *How is your overall experience working with (company) ?*
- *Do you have any feedback or insights about what it's like working here?*

4. Close and Next Steps

- *Review what you covered in the meeting and align on action items.*
- *Thank employee for their time and end on a positive note.*



Adjust Leadership Style to the Person

People are complex. You should motivate and direct others based on their behavioral preferences. The following tips outline how your employee likes to be managed. **How are you doing?**

Ben is a Strategist.

A Strategist is results-oriented, innovative and analytical with a drive for change.

Strategies based on how Ben interacts in the workplace:

- Encourage both independent and collaborative opportunities for goal achievement
- Give them challenges and solicit input
- Give them opportunities to identify solutions, collaboratively or independently, as they so choose
- Allow independence and control over their own activities

Strategies based on how Ben takes action:

- Give them frequent challenges and varied tasks
- Provide them with challenging assignments that require a quick turnaround
- Allow them to voice their opinions and act on their own ideas and initiatives
- Keep them free from routines and repetition

Strategies based on how Ben deals with the risk and decision making:

- Provide them with an expert or more information when they are making a decision outside their area of expertise
- Help them identify what they need in order to move forward and take action
- Help them make decisions in new areas when they seem conflicted
- Engage them when a discussion is needed

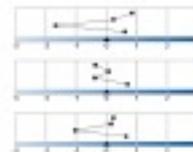
Full Pattern

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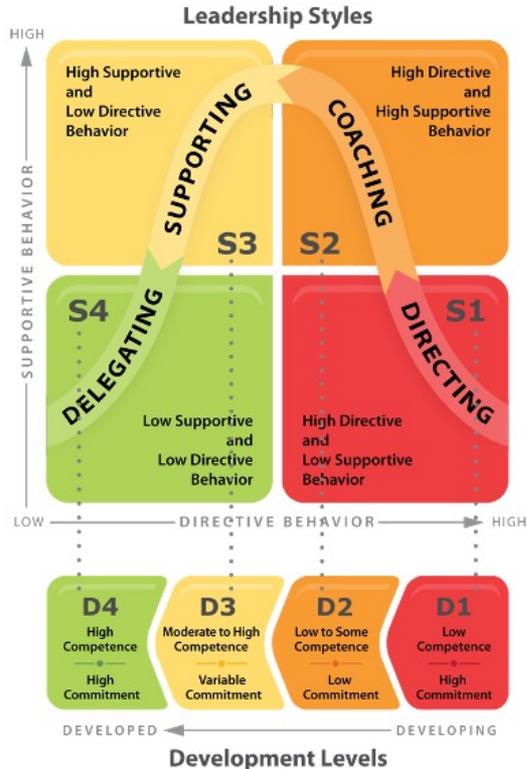
Self

Self-Concept

Synthesis



Adjust Leadership Style to Development Level



- SLII is a model for developing individuals to their highest level of performance on a specific goal or task.
- SLII is based on the relationship between an individual's development level (competence and commitment) on a specific goal or task and the leadership style (direction and support) the leader provides.
- Effective leadership lies in matching the appropriate leadership style to the individual's development level.
- When leaders are situational leaders, they partner with their people, working side by side to align on goals, development levels, and leadership styles.
- This "match," using the common language of SLII, contributes to higher trust, positive intentions, and significant results.

FEEDBACK

- Never let good work go unnoticed. When you see it, say it.
- Never let poor work go unnoticed. Make it private and positive.
- Never let an employee go down a dead-end road. Use the 2-minute challenge.



Never Let Good Work Go Unnoticed

When You See It, Say It

- **Notice** the positive behaviors
- Don't wait! Recognize it as soon as possible
- Give employee feedback
 - State the behavior – be specific
 - Share the impact
 - Thank employee - be genuine
- Increase chance that positive behaviors will be repeated

3 Possible Reasons for Poor Performance

Lack of communication: they don't know what is expected of them

- Lack of clear individualized communication, goals and direction
- Lack of feedback
- Mixed messages

Lack of conditions: they need more help to succeed

- They need more training (direction or support)
- They need more time
- They need tools

Lack of consequences: they see that nothing happens one way or the other

- They see no encouragement on previous good work
- They see no reward for good work
- They see no repercussions for poor work

Never Let Poor Work Go Unnoticed

Make it Private and Positive

- Notice the poor behavior or performance
- Get employee alone or away from others
- Check your own state of mind – wait until it is positive
- Show you care – must be genuine
- Give employee feedback
 - State the behavior or gap in performance – be specific
 - Share the impact
- Ask questions, let employee choose own path
- If employee doesn't have own answers, offer suggestions
- Be patient, let employee try. They learn from mistakes.

Never Let Employee Go Down Dead End Road

Use the 2 Minute Challenge

- State what you've observed
- Wait for a response
- Remind them of the goal
- Ask for a specific solution
- Agree together

❖ *Don't skip a step, even if it is obvious*

❖ *Watch out for sidetracks and stay on track*

Review Performance

REVIEW

Employee: _____ Supervisor: _____

Job Title: _____ Date of Review: _____

1. **What does exceptional work look like in this position?** Provide specific examples.

2. **Performance On Track** – Key responsibilities and/or tasks the employee is performing particularly well or is progressing in the right direction.

3. **Opportunities** – Key responsibilities or tasks the employee can further develop and improve. Bring up to a higher level of proficiencies.

4. **Culture and Values** – How is the employee living the values and aligned with the company culture? Provide an example. Is there any misalignment with the company culture and values? Provide suggestion as appropriate.

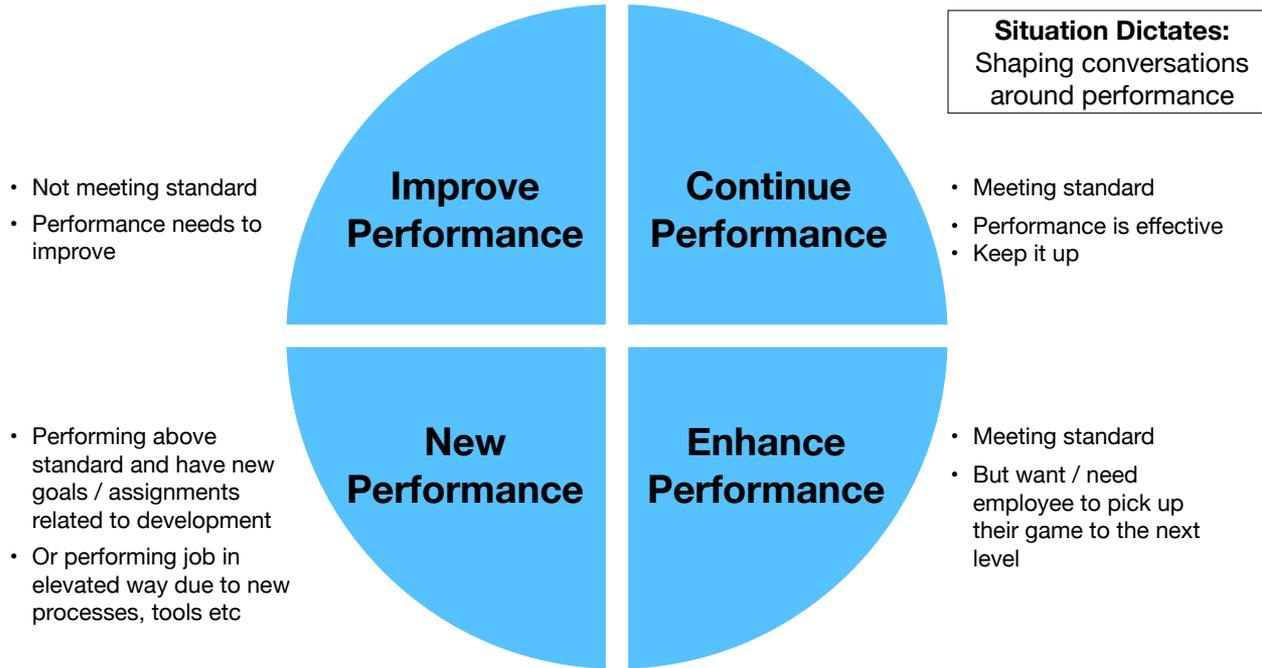


5. **Training and Development** – What additional communication, support or training will be provided.

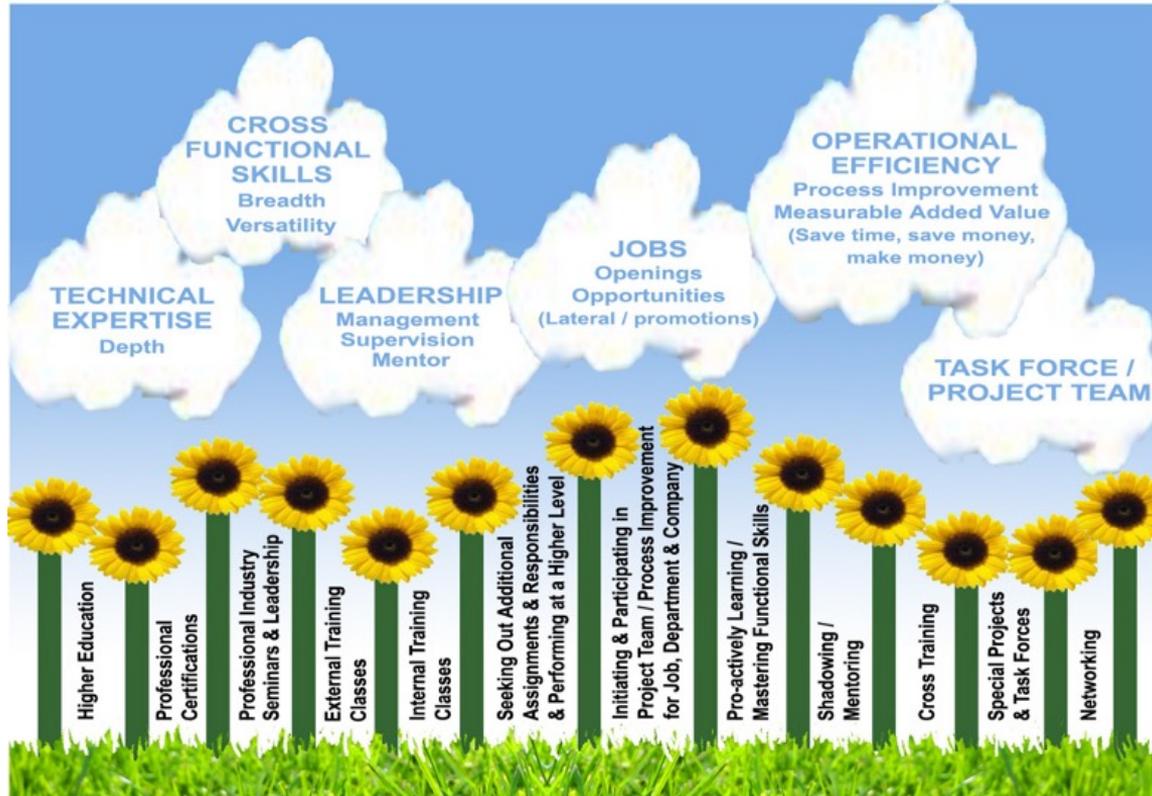
6. **Goals and Expectations for the next 90 days** – Specific goals (with dates) for the next 90 days to one year.

7. **Supervisor Commitment** – The next steps the manager will do to follow up and support the employee's development.

Performance Feedback Clarity



Focus on Growth and Nurturing Potential



Stay Interview

Stay interviews are conducted to help leaders understand why employees stay and what might cause them to leave. In an effective stay interview, leaders ask standard, structured questions in a casual and conversational manner. Most stay interviews take less than half an hour.

To open the stay interview, a manager may use the following (or similar) statements:

I would like to talk with you about the reasons you stay with [Company Name] so I understand what I might be able to do to make this a great place to work for you.

I'd like to have an informal talk with you to find out how the job is going so I can do my best to support you as your manager, particularly with issues within my control.

Questions

The following are questions you may ask during a stay interview. You should have several open-ended questions on hand. It's important to listen and gather ideas from the employee about how you and your organization can retain him or her.

1. What do you look forward to when you come to work each day?
2. What do you like most or least about working here?
3. What keeps you working here?
4. If you could change something about your job, what would that be?
5. What would make your job more satisfying?
6. How do you like to be recognized?

7. What talents are not being used in your current role?
8. What would you like to learn here?
9. What motivates (or demotivates) you?
10. What can I do to best support you?
11. What can I do more of or less of as your manager?
12. What might tempt you to leave?

To close the stay interview, summarize the key reasons the employee gave for staying or potentially leaving the organization, and work with the employee to develop a stay plan. Be sure to end on a positive note.

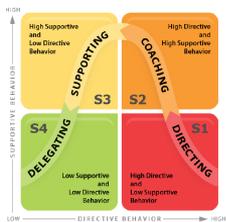
Examples of closing statements include:

- Let me summarize what I heard you say about the reasons you stay at [Company Name] as well as reasons you might leave. Then, let's develop a plan to make this a great place for you to work.
- I appreciate you sharing your thoughts with me today. I am committed to doing what I can to make this a great place for you to work.

APPLICATION

What will you do immediately to help your employees contribute, thrive and stay?

RESOURCES AVAILABLE TO YOU



Complimentary Resources:

- Stay Interview Template
- Situational Leadership Article
- Email Jennifer at Jennifer@eileenbahn.com to request your copy

Expert Performance Consulting with Jennifer Tokatyan

- Contact Jennifer at Jennifer@eileenbahn.com



DID YOU HIT THE JACKPOT WITH A STAR EMPLOYEE & WANT TO HELP THEM GET TO THE NEXT LEVEL?

Do you have a high performer who excels in their position and is a rising star with potential to grow? Are there responsibilities you need help to transition but you are not sure how to get them to take them on successfully? Are you wondering or even worried about how to make such a significant "what other opportunities, high "come knowledge" investing in development is critical to optimize your talent. Scale your business and retain your best performers. It also makes financial sense - turnover is more far more costly. The reality is employees are more likely to stay when you invest in their growth and development.

DON'T WAIT, LET'S MAKE IT HAPPEN.

Jennifer Tokatyan has over 20 years of experience working with leaders and employees to develop and engineer career paths and development plans to optimize potential and achieve growth goals that align with business needs. She will provide expertise to:

- Identify natural strengths, work styles and potential areas to "stretch" (transfer to "future" (placing person into role that is not a fit)
- Identify potential career path opportunities aligned with the business
- Assess goals in relation to future needed knowledge, skills and abilities
- Create development plan with actions, timelines and resources
- Support implementation with check-ins, follow up and accountability

Contact Jennifer Tokatyan at jennifer@eileenbahn.com



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EMPLOYEE PERFORMANCE ISSUE SLOWING YOU DOWN?

Do you have an employee who is not performing and worry that it will (or already is) negatively impacting your business? While working hard to run a successful interior design firm, I can feel stressed and overwhelmed to investigate an employee performance issue - where to start, what to do and how to make time to do it well.

EXPERT GUIDANCE IS HERE FOR YOU.

Address performance issues with expert guidance and care to support you, your business and the employee. Jennifer Tokatyan, Consulting Partner with Eileen Hahn, has over 20 years of experience guiding leaders like you on how to coach and counsel employees to higher performance levels or alternative paths for resolution. She will partner with you to:

- Review current performance versus expected performance standards
- Utilize behavior profiles for valuable insights into work style, motivating needs and management strategies
- Clarify and define performance standards
- Develop goals and performance plan to address improvement
- Support implementation with a plan for check-ins and follow up for accountability



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