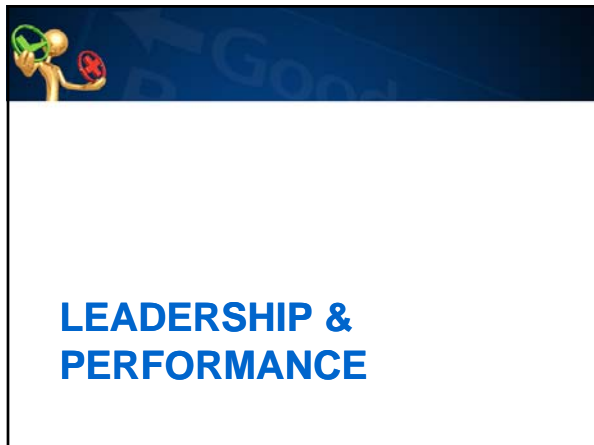
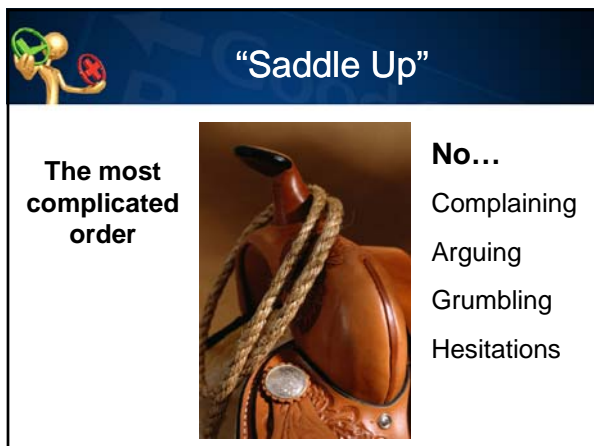


Agenda

- The Impact of Motivation & Leadership
- A Model for Dealing with Performance Issues




**LEADERSHIP &
PERFORMANCE**




“Saddle Up”

The most complicated order



No...


- Complaining
- Arguing
- Grumbling
- Hesitations




The "Duke's" Leadership

- Simple & Elegant
- Could mobilize people in a focused effort
 - To produce
 - To overcome
 - To change
 - To succeed


"We'll Camp Here"






Employee Retention

- What are some key factors in retaining employees?




Key Factors in Retaining Employees

- Performance Expectations must be clear
- Must have resources to do the job right
- Must be able to make a difference
- Must be able to contribute every day
- Recognition for efforts and contributions
- Need to be cared about as individuals
- Need others to encourage their growth and development
- Need managers who are adaptable to individual performance needs



Performance Management— Problem or Condition?

Problem	Condition
<ul style="list-style-type: none">• Broken bones• Something needs to be fixed	<ul style="list-style-type: none">• Asthma• Requires ongoing treatment• Treatment changes as condition changes• Requires some type of treatment all the time



Condition of Performance


Optimizing human performance is an ongoing condition of a manager's life and requires constant treatment to produce desired results



Lone Ranger Leadership


The individualistic and authoritarian leader has all the answers, creating dependency in the followers.






Long Ranger Series

- Problem down on the ranch
- Figured out problem
- Diagnosed who bad guys were
- Solved the problems by himself
- Put the bad guys in jail
- Problem solved
- Day saved
- No problem too difficult for this leader




Inappropriate Lessons from Lone Ranger

- There's always a problem down on the ranch
- People with problems are unable to solve them
- Leader is only one skilled at solving problems
- Problems solved in very short periods
- Leadership is an individual, authoritarian role



Leadership Realities

- Performance issues are usually conditions, not problems to be solved
- People have capacity to do well, contribute, and solve their own issues
- Leadership is about developing others, not individualism
- All roles are dignified and have meaning



Max DePree, former CEO of Herman Miller Co.....


- “The Signs of leadership are among the followers:
 - Are they reaching their potential?
 - Are they learning?
 - Are they achieving the desired results?
 - Are they serving?
 - Do they manage change gracefully?
 - Do they manage conflict?”




Pink Pill Approach

Manager's comfort zone approach to leading people, not adapting to performance needs of others.







EMPLOYEE MOTIVATION




What are the indicators for Employee Productivity & Retention?






The Survey Says...

Supervisors Say:	Employees Say:
<ul style="list-style-type: none">• Pay• Bonuses• Benefits• Time Off	<ul style="list-style-type: none">• Making a difference• Responsibility• Challenging work• Achievement• Recognition




Your Recognition Programs

- Can people win more than once?
- Does it recognize those who assist?
- Do people know the criteria for winning?
- Is it a thank-you or a bribe?
- Does it foster cooperation or competition?
- Is the winner's circle restricted to a population of more than one?



A Method That Influences

- Superior performance
- Employee initiative
- Individual responsibility
- Achievement
- Contribution
- Accomplishment
- Growth and Development



PERFORMANCE EXPECTATIONS




Five on Five

The process of manager/employee
performance expectation alignment




GOALS

OBJECTIVES



A moot cause

Without alignment of performance expectations, managerial practices such as measurement, feedback and recognition are moot.



Accountability creates consistent clarity for performance expectations and is an important element of a motivating work environment




Line of Sight



Connecting what each individual employee does to its ultimate impact on another human being

Connecting the dots



Cause Worthy of Commitment

- Good performance, resulting from talents of employee:
 - Makes a difference to others
 - Serves a higher purpose than financial results
 - Builds the character and culture of an organization
 - Contributes to the organizational mission




Define the Playing Field




CODE OF ETHICS

CORE VALUES




Sample Core Values

- Act with integrity and honesty in all actions
- Treat every individual with dignity and respect
- Continuously attempt to improve everything we do
- Protect the long-term financial health of the organization
- If you can't do it safely, legally or ethically, don't do it




EMPLOYEE ABILITY




Eligibility (can do)

- Determines whether a person can do the performance requirements with a particular job. It consists of:
 - Specific Skill
 - Previous Work Experience
 - Training
 - Education



Suitability (will do)

- Behavioral preferences and willingness to “play well with others” and perform tasks well
 - Leadership/decision-making skills
 - Interpersonal skills
 - Motivation and initiative
 - Personal honesty, values, ethics
 - Personality balance
 - Culture and organizational compatibility
 - Work environment preferences




Ability

- If the employee's life depended upon performing at the desired standard, could he or she do it?
- No = Ability deficiency
- Yes = Attitude Issue




First Date






CONFIDENCE





A Matter of Choice

- Low Confidence
 - Insecure about their own behavior
- Low Commitment
 - Failure to see importance, relevance, or impact of own performance
- Low Motivation
 - Lacks the desire to perform at an acceptable standard




Broken? Fix'em!






PERFORMANCE & COMMITMENT



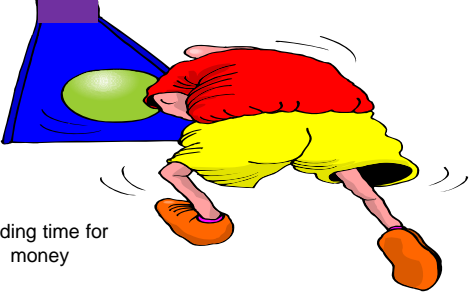
The Absence of Why

“Because I said so is the first sign of a dumb rule!”
George Carlin


People can't be expected to demonstrate commitment when they don't know “why” they must do things the way they are asked




Bowling with No Pins



Trading time for money




PERFORMANCE & DESIRE




Managerial Checklist for Best Way Issues

- Is the present way the best?
 - Do you have criteria to prove it?
- Is the recommended way better?
 - What are criteria to prove it?
- Will the recommended way fail to work?
 - What are the criteria to prove it?
 - What are the unintended consequences that prohibit trial?
- Is the recommended way equal in outcome to the present practice?
 - Is it really important the employee does it a certain way?




Criteria for Looking at New Ways of Doing Things


- Impact on others
- Productivity gains
- Efficiency gains
- Impact on other employees or departments
- Safety issues
- Costs



What's In It For The Employee?




- No positive consequence for doing it right
- No negative consequence for doing it wrong
- Positive consequence for not doing it right
- Negative consequence for doing it right




Less for Worse? More for Better?

- The worse you do, the less you are asked to do
- The better you do, the more you are asked to do
- The result?
 - Good performers are asked to carry the load for poor performers while both get paid the same! This is not a good deal!!!




INITIATIVE & PERSONAL RESPONSIBILITY



Misplaced Initiative


- “If you want it done right, do it yourself”
- “I’ve done it before, and I can do it better and faster”
- “I don’t have enough time to let someone else work this out”
- “I don’t want them to think I would have them do something I’m not willing to do”
- “My job is to save the day—if not, I wouldn’t be the manager”





The Desired State— Require Initiative

- Never do what they should do
- Provide questions, not answers
- Require progress/learning reports
- Hold accountable for initiative




Keeping Initiative in Place

- Direct employees to:
 - Come to you with performance problems
 - Take initiative to set up discussions
 - Collect relevant information and data
 - Give best effort at analysis before coming to you
 - Provide best effort recommendations
 - Identify consequences of present performance practices

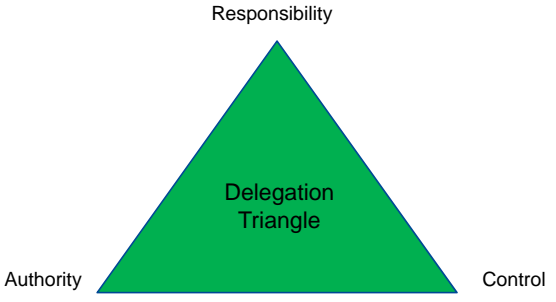


Desired State: Delegate

- Delegate assignments and tasks
- Provide authority and control
- Empowerment and responsibility
- Develop for future



The Authority/Control Trap



Responsibility

Authority Control


Delegation Triangle




Performance Boundaries



Wide enough to allow employee to handle all routine issues and predictable deviations that may come along while performing, and at same time, narrow enough to protect the fiscal and liability responsibilities of the organization



The real legacy we leave
as leaders
is not great organizations,
but great people.



Q & A



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www.uprightministries.com
patti@uprightministries.com
