



Quality Leadership

Thinking Like a Leader

What Impacts Organizational Performance?



- Accountability
- Leadership
- Process
- Policies
- Communication
- Strategic Plan
- Performance Feedback
- Work Environment
- Employee Engagement
- Clear Goals
- Clear Job Definition
- Job Design
- Organizational Culture
- Employee Recognition
- Measurement
- Co-Workers

Organizational Effectiveness is...

*the integration of
the elements that
drive successful
execution*





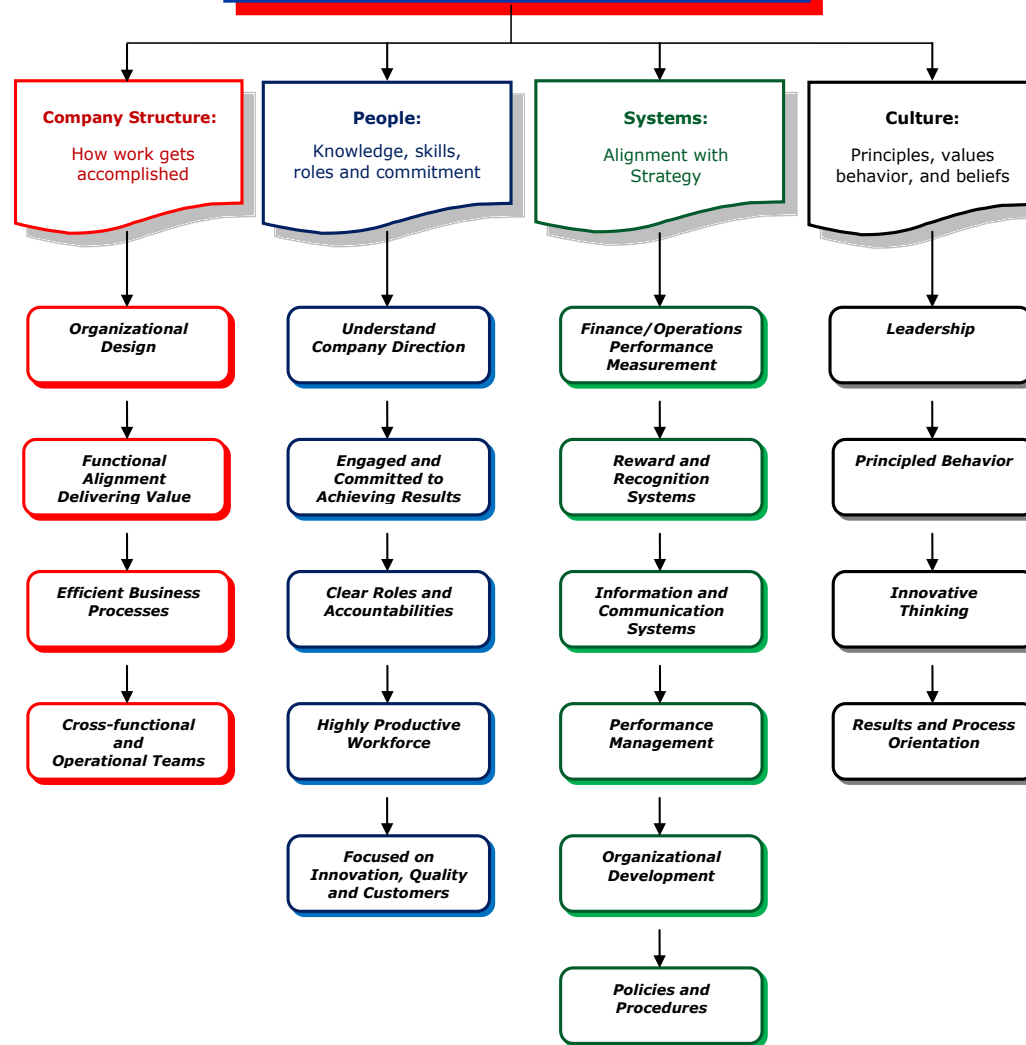
What are the elements of successful execution?



Successful Execution

Strategy: Strategic Direction
Competitive Position
Growth Plan

Goals: Financial Health
Strong Customer Base
Sustainable Market-share
Integrated Internal Operations
Qualified People and Systems

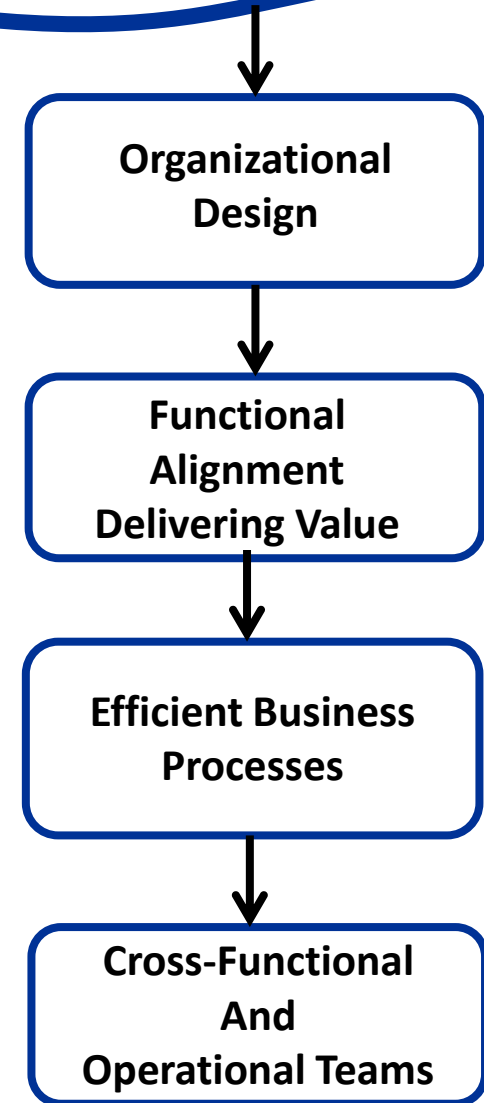


A strategic view



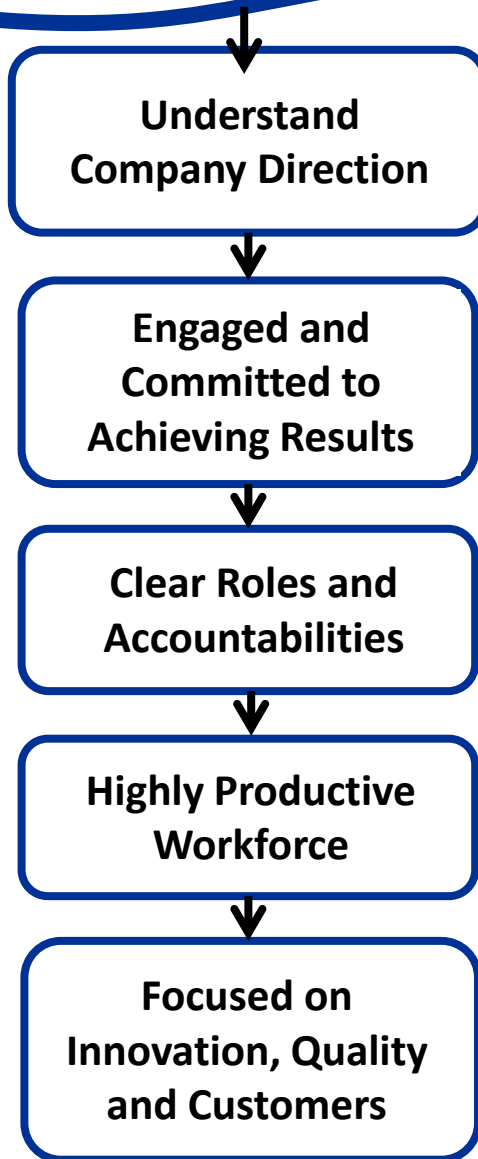
Company Structure

How work gets accomplished



People:

Knowledge, skills, roles
and commitment





Systems:

Alignment with Strategy

Finance/Operations
Performance
Measurement

Reward and
Recognition Systems

Information and
Communication
Systems

Performance
Management

Organizational
Development

Policies and
Procedures

Culture:

Principles, values,
behavior and beliefs



Leadership



Principled Behavior



Innovative Thinking



Results and Process
Orientation



What key elements are missing?



Measurement

Communication



Measurement *and* Communication

*Are the foundation of
organizational effectiveness.*

What roles do we play?



Leadership

Human Resources

Continuous Improvement Teams

Employees



As leaders in our organization what should we be doing?

Make it easy for our employees to
perform well both individually and as a
team....across the entire organization.

Quality leaders....

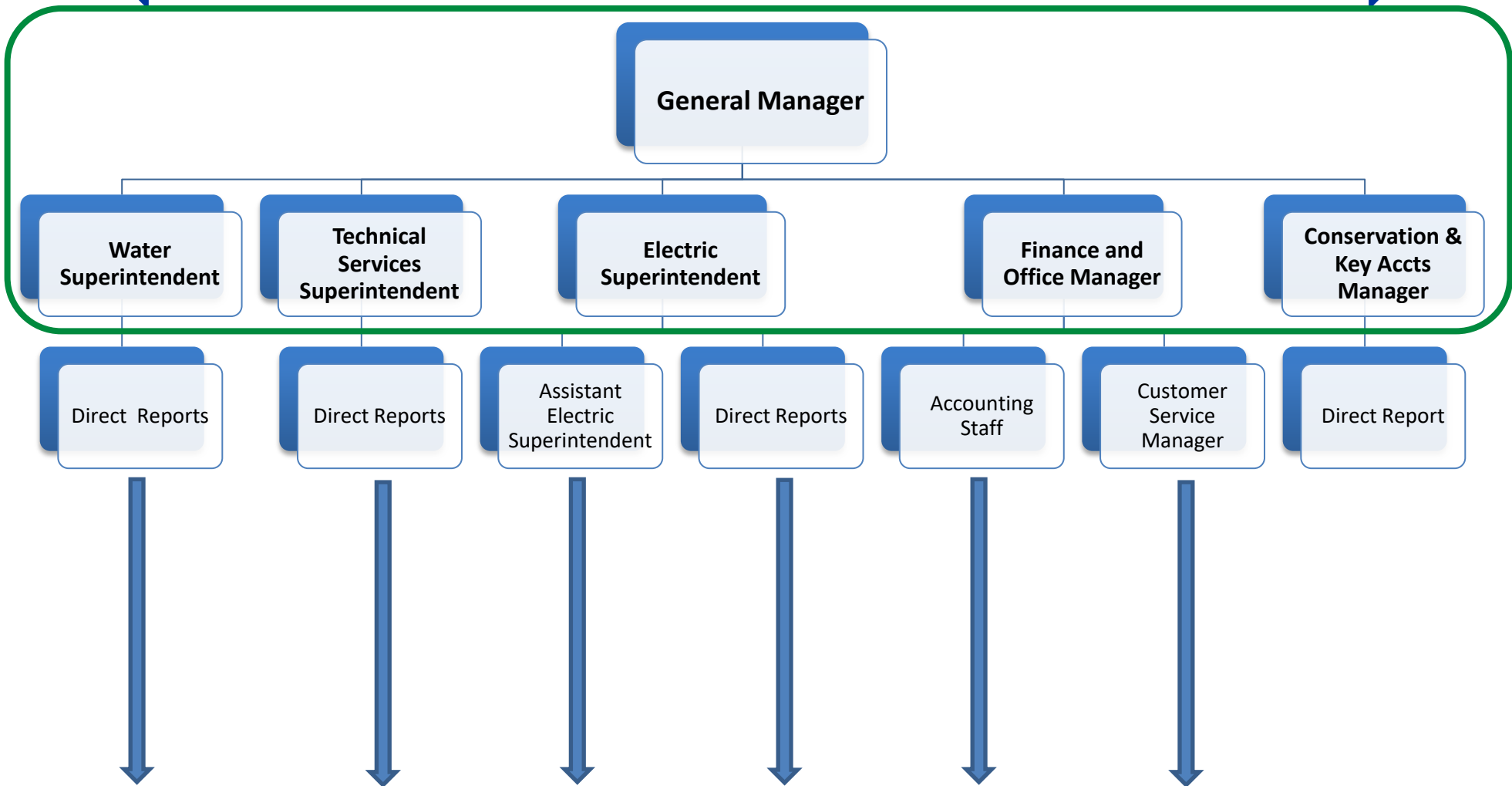


- Communicate expectations and outcomes clearly
- Effectively train employees to handle their responsibilities
- Communicate performance feedback and confront underperformers effectively
- Introduce change and gain cooperation
- Develop people by creating the feeling of ownership and accountability
- Coach employees to learn from their mistakes
- Create an environment and culture that supports employee engagement
- Ensure employees feel appreciated
- **Work as a team**

20% Strategic

Leadership Team

Tactical 80%



It is your job to....

- Define roles and responsibilities
- Define results expected
- Set standards
- Define good vs. excellent
- Guide Behavior
- Develop your employees
- Hold employees accountable
- Take the time to communicate effectively
- **Help your employees be successful**





What tools do we need?

- Thorough and concise Job Descriptions
- Clear and concise Policies and Processes
- Effective Training and Employee Development Programs
- Solid Performance Feedback process and tool
- Consistent Progressive Discipline process and tool for documentation
- Environment that promotes Employee Engagement, Teamwork and Cross-functional Coordination



Policies and Processes

- Do you have written policies and processes?
- Are they clear and concise?
- Do all employees know of their existence?
- How and when are they communicated to employees?
- Do the processes accurately reflect the work?
- Are the policies enforced consistently?
- Do you hold everyone accountable for following the processes?
- Review regularly, **at least annually**....has anything changed?

Training & Employee Development

- How do you train your employees?
 - On the job
 - Formal program
 - Supervisor to employee or employee to employee
- Do you have an outline that you follow?
- Do you have cheat sheets and checklists to ensure you remember everything?
- Do you have a manual documenting how to perform each job?
- Is the documentation accurate? **Questions?**





Employee Engagement

Definition:

An "engaged employee" is one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers their organization's interests.

Employee Engagement

Three elements drive *engagement* which drives *motivation* which drives *performance*...

- Purpose
- Mastery
- Autonomy

- #4: Positive Reinforcement!





What factors drive employee engagement?

Research says...

- Quality of leadership
- Work environment...*including strong systems and strategies*
- Communication...*open, honest, credible, timely,*
- Quality Feedback
- Right employee in the Right job



What reduces engagement?

- Lack of or poor leadership
- Inconsistent direction
- Inconsistent treatment
- Lack of accountability
- Unclear role and responsibilities
- Lack of appropriate measurement
- Systemic roadblocks, silos and politics
- Lack of recognition and positive reinforcement





Results of an engaged workforce

- Higher productivity and profitability
- Increased employee retention
- More satisfied customers and higher levels of customer satisfaction
- Higher and faster revenue growth
- Increased Innovation
- Higher quality and safety levels
- Higher individual and team performance



Engagement: Action Items

- Measure Employee Engagement and ACT
- Evaluate the quality of your leaders
- Review your hiring process
- Hire the Right person for the Right job
- Design jobs to align with strategy
- Measure performance appropriately
- Recognize quality performance
- Communicate....Communicate....Communicate



**How can we effectively
promote strong
performance?**



Focus on Behavior and Set Expectations



What does that mean?

- Coach for success more than improvement...Proactively
- Set clear goals and hold people accountable
- Know your employees...Proactively motivate, engage and retain
- Distribute work appropriately, make it meaningful and follow-up
- Create an environment that is collaborative not adversarial
- Use influence rather than position power to build commitment and move good ideas through the organization
- Select people who can **do** the job and **want to do** the job well



How can you provide quality performance feedback?

Start with the end in mind....

- What results do you want?
- Clearly define “good” and “better”
- What is the overall message?
 - Break it down from there....
- What are your expectations?
- What behaviors do you want to see or keep?
 - What behaviors are missing
 - What behaviors should stop



Goal Setting



- Set multi-faceted goals....*there is more than one way to succeed.*
 - Tied to corporate goals
 - Measureable
 - Reasonable
 - Attainable with a stretch
- Identify factors/behaviors key to success on the job
- What does employee need to achieve goals?

Goal Setting



- What are the process or system barriers impacting employee performance?
- What does employee need from co-workers (inside & outside department) to achieve goal?
- Identify counterproductive behavior that impacts performance
- Listen to your employee's ideas and strive to understand their perspective



Development Questions

- What has been the most satisfying about your job this past year?
- What goals or accomplishments would you like to achieve in the next year?
- Is there anything that your supervisor could do to assist you in your current position or to improve the work environment to increase your job satisfaction?



Accountability and Performance Management

The Building Blocks of Performance Management



Now What?



- Document, Document, Document!
- When do you begin to document?
 - At the first sign of a problem
 - Keep good notes taken at the time and dated
- When is it time to take action?
 - When the first incident occurs?
 - When a trend appears?
- How do you document properly?

Where do you start....



- Document the underperformance (based on notes)
- Determine the severity of the issue/incident
- Discuss with the employee
- Conduct an investigation if necessary
- Determine the consequence
- Meet with the employee to discuss the consequence and performance plan moving forward...Reset performance expectations
- Document the discussion and give to HR



Documented...plan in place

- Provide the appropriate coaching or training to the employee
- Repeat the expectations you have set and measure accordingly
- Meet regularly with the employee to discuss their progress
- Recognize when the employee improves and provide reinforcement
- Document when behavior does not meet expectations and date your observations.



Not meeting expectations....

- If you have provided the appropriate coaching, guidance and training.....
- Another incident occurs that does not meet expectations (may be different or same behavior/result)....
- Document the movement to the next level of discipline and consequences (*progressive*)
- Meet with the employee to discuss the additional action taken and consequences
- Document the discussion and send to HR



Not sufficient change....

- If you have had a formal discussion, given a written warning and you have coached the employee along a performance improvement plan without positive change....then the next step is termination.
- In some instances the incident is sufficient to warrant immediate termination.

If termination is needed....

- Ensure that the lack of performance, not meeting behavior expectations, incidents are all fully documented and dated.
- Ensure any meetings with the employee have been documented and if warnings have been given the employee signs to acknowledge.



What can you do?



- Behavior not job performance?
- Long term employee?
- Other employees or leadership are not aware?
- Bad behavior promotes others to have bad behavior? Can you single anyone out?
- When do you contact an attorney?

Measurement



“What gets measured, gets done!”

Measurement



It is important to:

- Measure the right thing, the right way, at the right time
- Be consistent
- Track the actions and progress against Milestones
- Share the results publicly, transparently, frequently
- Link the outcomes to individual behaviors and actions across the organization
- Celebrate meaningful progress and success!

Organization and TEAM first....

Measurement: Common Complaints

- What are the priorities?
- How did we arrive at these priorities?
- Too many conflicting priorities
- Why aren't "they" working on "the right things"
- Individual or Department goals put ahead of the Organizational priorities
- Manager's promoting conflicting sets of priorities



How can we avoid these pitfalls?



Communication

Communication: Key Essentials

- Market your Vision, Mission and Values
- Communicate and champion the strategic direction and themes with regular updates
- Communicate and track the Strategic Initiatives publicly with Milestones for celebration
- Define and share the Action/Project Plans across the organization and track the progress openly
- Connect the dots between individual behavior and goals to the success of the organization
- What, When, Who and Why.....How

Communication: Logistics

- What is the message?
- Who is the audience?
- What is the best environment?
- What is the right communication platform?
- When is the best time to communicate?
- How often to repeat the message?
- One Voice.....consistent and frequent





Leadership!



Quality Leadership

- Set priorities: Projects and Resources
- Set expectations & standards for Teams & Individuals
- Ensure staff & Project Leaders are trained & qualified
- Set meaningful & effective measurement
- Follow and maintain accountability
- Review and share continuous improvements

Communicate, Communicate, Communicate!



What tools can you use to measure, track and communicate effectively?



Questions?

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