BOUNDLESS Results
Making great leaps at work and life!

2016 WACO
Management Academy

Developed and Delivered by:
Jan Dwyer Bang, MBA, CSP

Washington Association of COUNTY OFFICIALS

Purpose Statement

BOUNDLESS Results
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This one-day leadership academy will help you:

❑Build trust with your staff members

❑Get things done through the collective efforts of your work group

❑Develop an effective and cohesive team

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Course Objectives

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In this one-day training, you will be able to:

- Learn more about the areas of building relationships, orienting new employees, mentoring, training, and coaching, delegation, ethical and servant leadership and creating an inclusive workplace
- Identify practical ways to increase your communication effectiveness
- Implement the essential elements of effective teams and to increase team performance

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Course Objectives

In this one-day training, you will be able to:

- Create a performance-based culture and apply effective performance management in the workplace
- Ask your burning questions to seasoned leaders and county representatives
- Develop a learning action plan that will increase your effectiveness in leading and managing team performance

2016 Management and Supervision Training Academy

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1. Role and Fundamentals of a Supervisor
2. Communication
3. Performance Management and Team Performance
4. Real-Life and Unique Situations

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LATER ☐
NOW ☑

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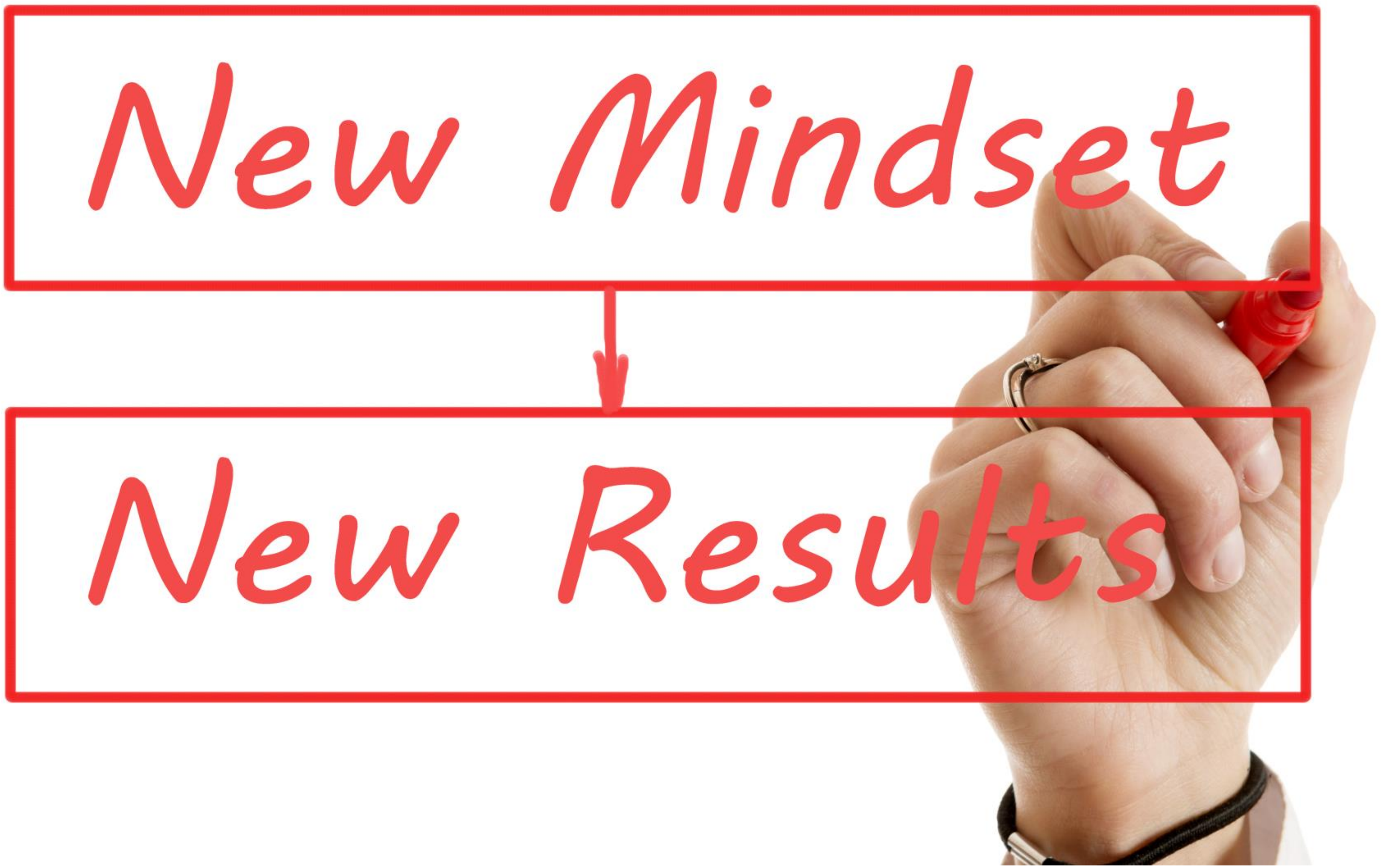
YOUR
OPINION
COUNTS

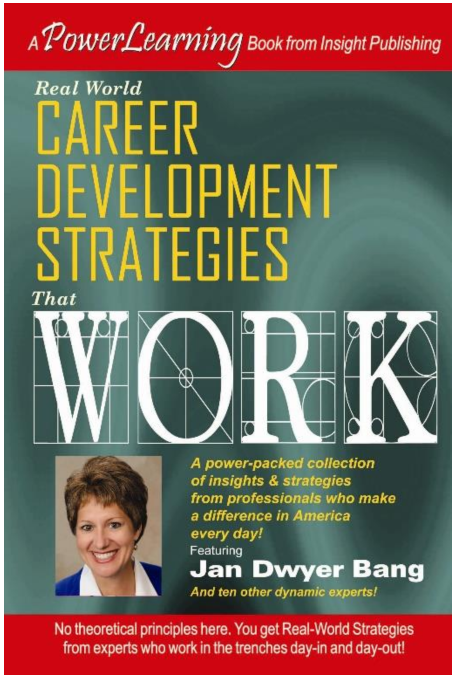
Challenges

- Last year’s Academy
- This year’s Survey Monkey

I Can't


New Mindset
New Results

EXCELLENT
GOOD
AVERAGE
POOR



A *PowerLearning* Book from Insight Publishing

Real World

CAREER DEVELOPMENT STRATEGIES

That

WORK

A power-packed collection of insights & strategies from professionals who make a difference in America every day!

Featuring

Jan Dwyer Bang

And ten other dynamic experts!

No theoretical principles here. You get Real-World Strategies from experts who work in the trenches day-in and day-out!

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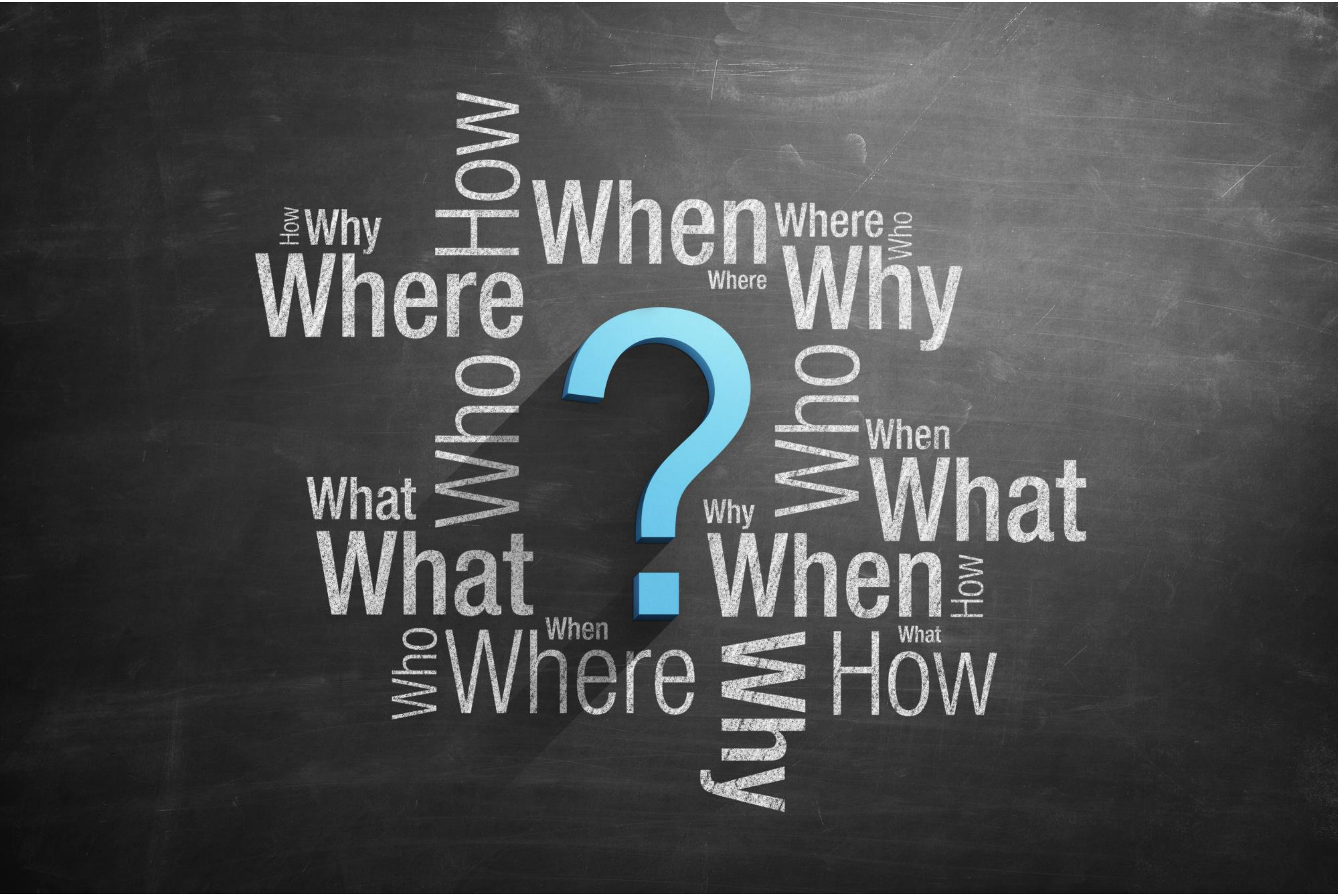
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KNOW THE RULES

customary
organizational
leadership
values
CONVENTION
custom
social
government
criteria
standards
practice
law
norms
agreement
legislation

Pre-Work

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quality
results
analysis
business
consistency
BEST
solutions
customers
PRACTICE
success
standard
technique
management
quality
organizat
skills
improvem
development
satisfactio
optimal
good

Pre-Work Assignment

What is the top action from the Supervisor Checklist that would make the biggest impact?

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Relax and get ready to learn!

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Employee Life Cycle

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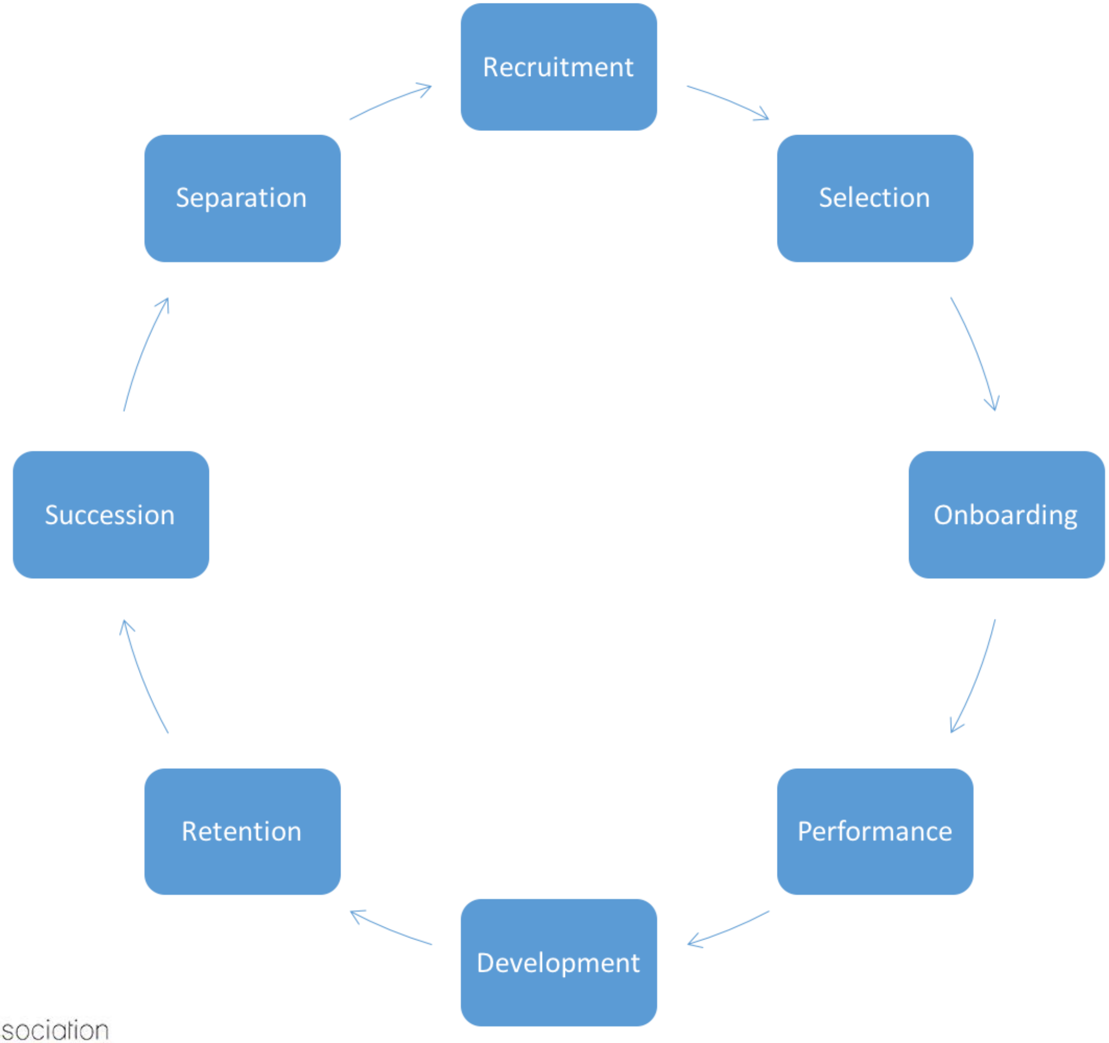

Recruitment

Selection

Onboarding

Performance

Development

Retention

Succession

Separation

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Exit Interviews

Resources:

✓ *Keeping the Right People* -http://hrcouncil.ca/hr-toolkit/keeping-people-exit-interviews.cfm

✓ *Making Exit Interviews count*, by Everett Spain and Boris Groysberg, (HBR) - https://hbr.org/2016/04/making-exit-interviews-count

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MODULE 1:

Role and Fundamentals of a Supervisor

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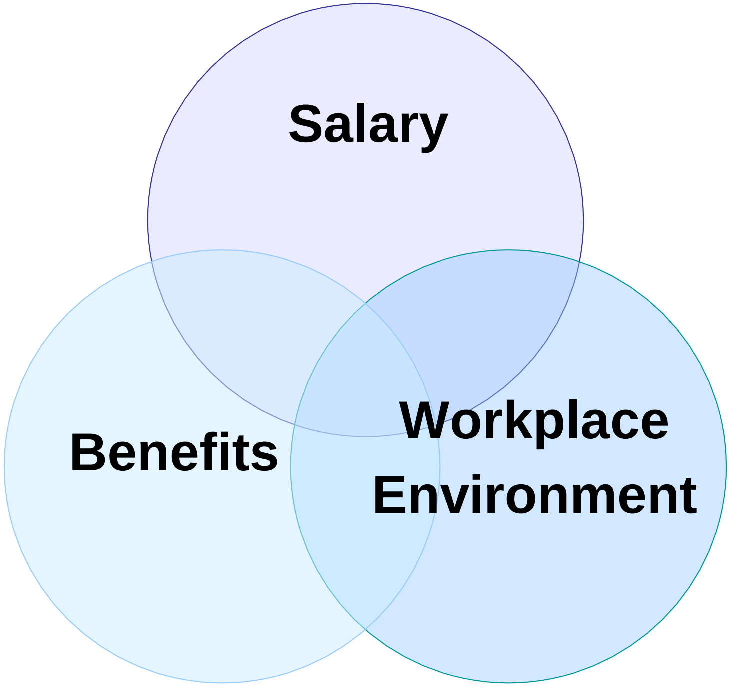
CHALLENGE

WELCOME

ONBOARDiNG

Total Compensation


Salary

Benefits

Workplace Environment

Onboarding Demonstration

Onboarding Practice

Letting Go

Success means *letting go* of operating duties and taking on new challenges

Managers are judged by the results they deliver--and more than anything else, those results hinge on the ability to delegate and supervise.

-Brian Tracy, *Delegation and Supervision*

Delegation is giving a task or responsibility of yours and delegating the responsibility, authority and accountability to an employee you supervise.

Formal coaching relationships: Established goals, contract, measurable outcomes

Informal coaching relationships: Coaching as a natural part of informal conversations

VOLUME

personal
development
leadership
COACHING
goals
help
strategy
career
p
cliente
sociology.
guide
mentorship
skills

Integrity: The distance between your lips and your life.

-Mark Sanborn, author of *The Fred Factor*

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1. Implement internal controls & Code of Ethics
2. Institute checks & balances
3. Rotate responsibilities and duties
4. Place professional and ethical responsibility over personal friendships
5. Empower your employees to do “right”
6. Act upon – do not ignore – ethical violations
7. Collaborate with all appropriate people
8. Communicate – internally and externally
9. Be transparent.
10. Learn from the incident

From *Managing Ethical Dilemmas: A Response Guide for Administrators*, George Mason University

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Leading a diverse workforce includes:

- Understanding laws and policies
- Assuming responsibility for promoting inclusiveness
- Tapping into the strengths of each person
- Overcoming biases to build effective and motivated teams

Leading a diverse workforce includes:

- Creating a culture of respect and inclusion where employees want to stay
- Helping your county become “the employer of choice”
- Serving as a role model for diversity and inclusiveness in communication and action

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The servant-leader is servant first…the servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?

- Robert K. Greenleaf, *Servant as Leader*

MODULE 2:

Communication

5-Step Model

1. Look inward.
2. Share the purpose of your message.
3. Send your message.
4. Make sure your message was heard.
5. Follow up.

Effective and Ineffective Communication

Assertive - Behavior in which individuals clearly state their opinions without disrespecting others. It is a direct, honest, and appropriate expression of one’s feelings, opinions, and beliefs. It is “give and take.” *The goal is to achieve win-win in communication.*

Passive – Behavior that avoids expressing opinions or feelings. The person ignores his/her rights that are important to him/her. *The passive style is designed to avoid conflict at all costs.*

Aggressive – Behavior which a person stands up for his/her rights in a way that violates the rights of another. *The goal is to win at all cost.*

What is your communication challenge?

Hidden and Unhidden costs of communication breakdowns

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Basic Principles for using words well

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- ☐ Be direct
- ☐ Be clear
- ☐ Be human
- ☐ Be flexible

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People are Different

People Have Different

- Goals
- Fears
- Motivations
- Ways of seeing the world

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Common Language

Non-threatening

Non-judgmental

Safe for everyone to use

Active

Thoughtful

Questioning

Accepting

Active

Questioning

Accepting

Thoughtful

Introduction to DiSC®

Discovering DiSC®

Active

Questioning

Accepting

Thoughtful

Cornerstone Principles

All styles are **equally valuable** – everyone is a blend of all four styles

Your work style is influenced by **other factors** beyond DiSC

Understanding yourself better is the first step to becoming more effective with others

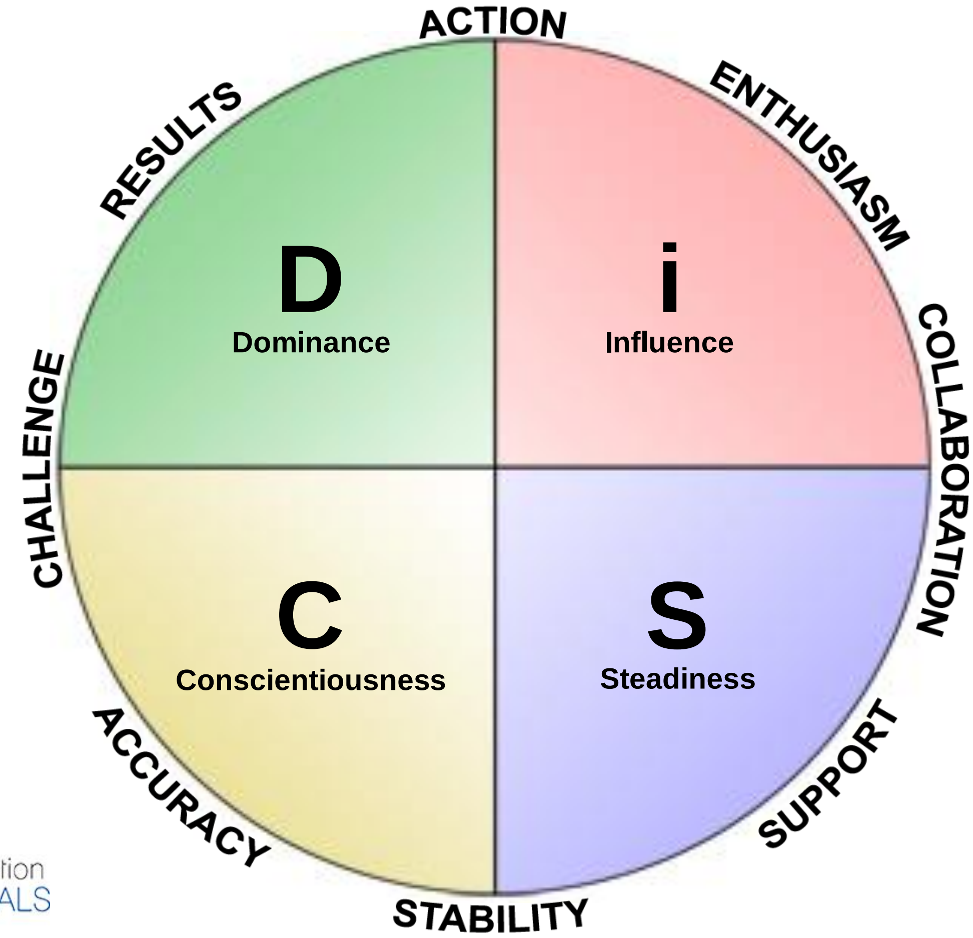
Learning about **other people's styles** can help you understand their priorities

You can improve the quality of your workplace by using DiSC to build more **effective relationships**

Priorities

Look at this Everything DiSC Map and the eight words around the map. These are called priorities, or the primary areas where people focus their energy.

What priorities around the map do you most identify with?


ACTION
ENTHUSIASM
COLLABORATION
SUPPORT
STABILITY
ACCURACY
CHALLENGE
RESULTS
D
Dominance
i
Influence
C
Conscientiousness
S
Steadiness

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Communication Styles

1	2	3	4
Generous	Courteous	Stable	Adventuresome
Sociable	Analytical	Good listener	Daring
Gregarious	Accurate	Sincere	Risk Taker
Persuasive	High Standards	Loyal	Forceful
Enthusiastic	Fact-Finder	Relaxed	Decisive
Influential	Diplomatic	Team player	Self-Assured
Confident	Systematic	Amiable	Competitive
Trusting	Thorough	Patient	Direct
Optimistic	Logical	Calm	Problem-solver

Key:
1 Column = i or Influence Style
2 Column = C or Conscientiousness Style
3 Column = S or Steadiness Style
4 Column = D or Dominance Style

Your DiSC® Style

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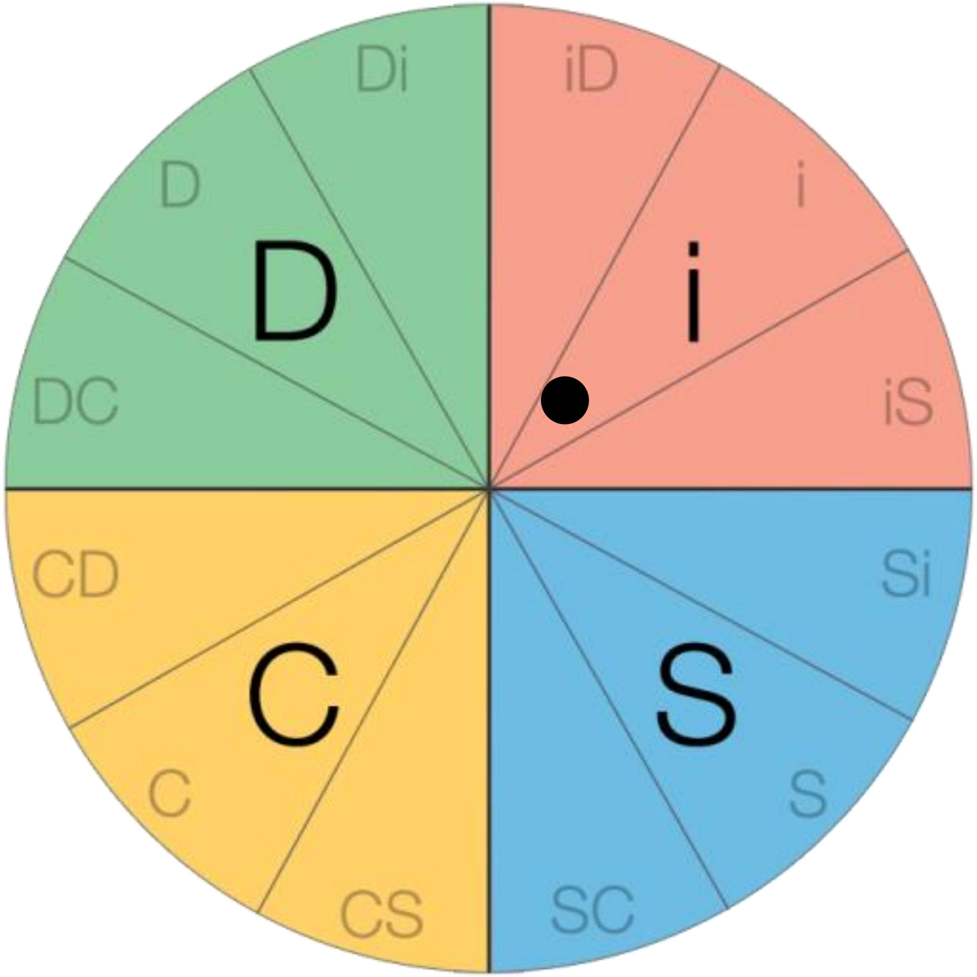

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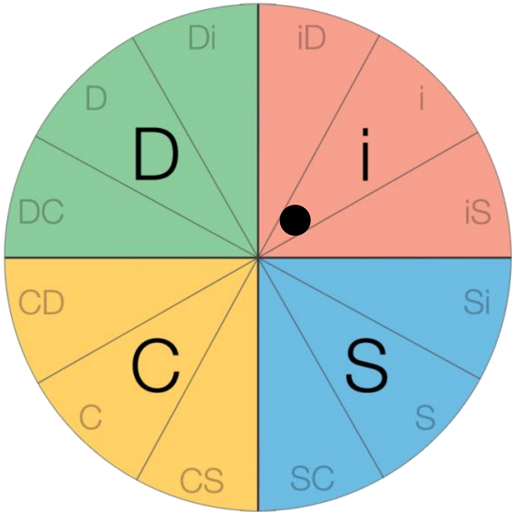
Your Inclination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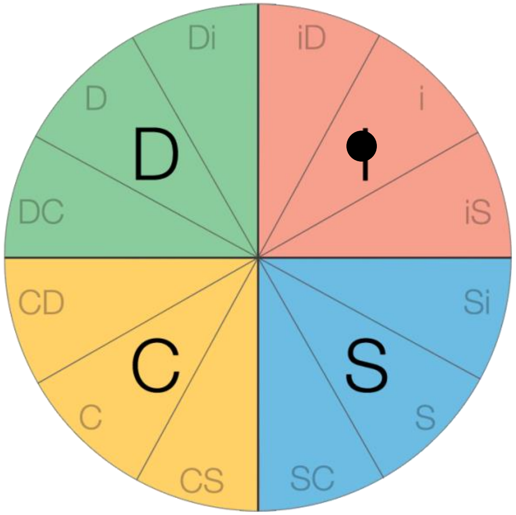
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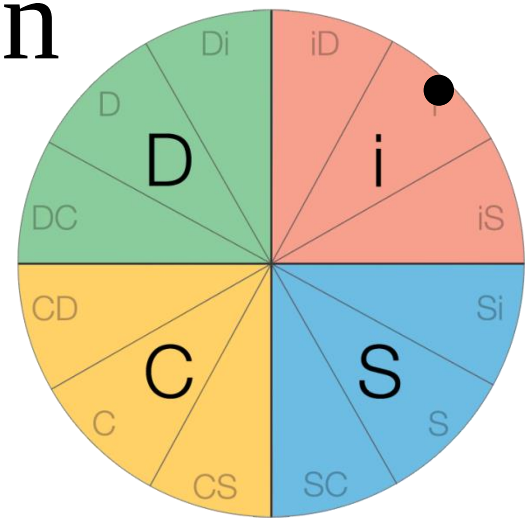
Moderate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Strong

Group Discussion

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Groups of three discuss:

- Your style
- The priorities that resonate for you
- Share examples of how those priorities impact your leadership style

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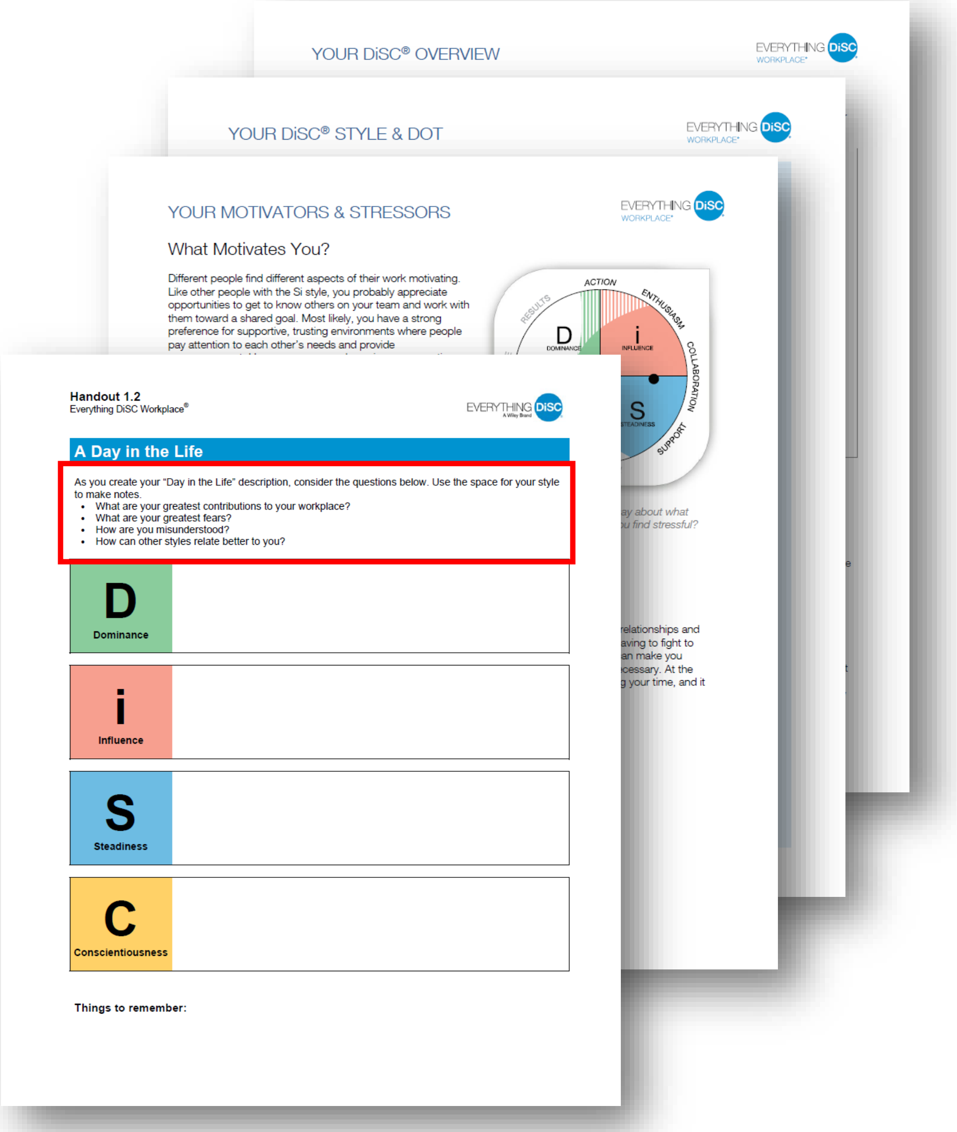
A Day in the Life

Describe what it is like to be your style

- Use your profile and experience
- Consider the questions on the handout
- Use words, statements, pictures, etc.



YOUR DiSC® OVERVIEW

EVERYTHING DiSC WORKPLACE®

YOUR DiSC® STYLE & DOT

EVERYTHING DiSC WORKPLACE®

YOUR MOTIVATORS & STRESSORS

EVERYTHING DiSC WORKPLACE®

What Motivates You?

Different people find different aspects of their work motivating. Like other people with the Si style, you probably appreciate opportunities to get to know others on your team and work with them toward a shared goal. Most likely, you have a strong preference for supportive, trusting environments where people pay attention to each other's needs and provide

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Handout 1.2
Everything DiSC Workplace®

EVERYTHING DiSC A Wiley Brand

A Day in the Life

As you create your "Day in the Life" description, consider the questions below. Use the space for your style to make notes.

- What are your greatest contributions to your workplace?
- What are your greatest fears?
- How are you misunderstood?
- How can other styles relate better to you?

D **Dominance**	
i **Influence**	
S **Steadiness**	
C **Conscientiousness**	

Things to remember:

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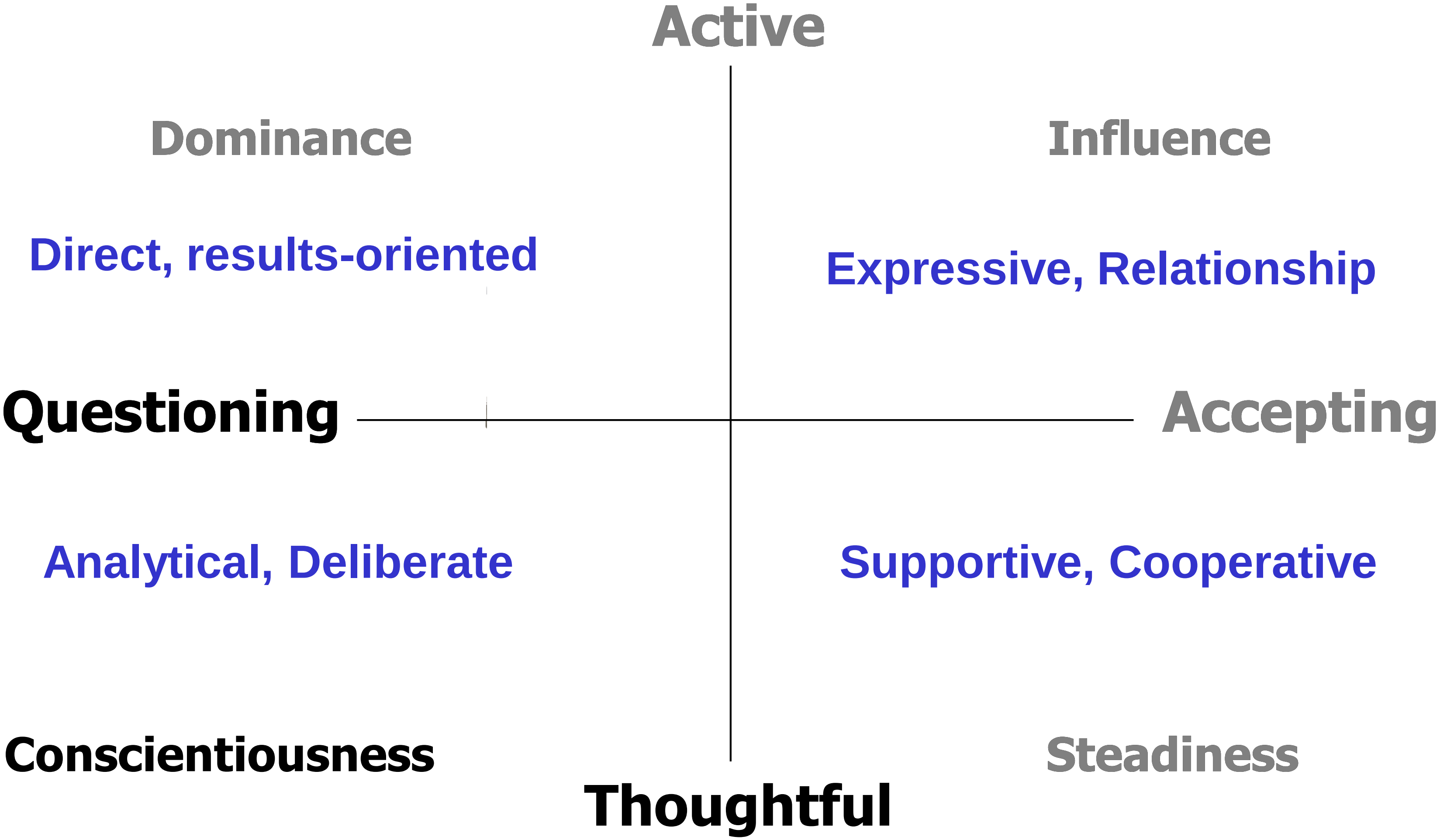
A Day in the Life

- Present your **“Day in the Life”**

Discovering Your DiSC® Style



Active

Dominance

Influence

Direct, results-oriented

Expressive, Relationship

Questioning

Accepting

Analytical, Deliberate

Supportive, Cooperative

Conscientiousness

Steadiness

Thoughtful

Introduction to People Reading

Remember That…

There are no good or bad styles.

There is no *best* style.

All styles have strengths and limitations.

All styles can be more or less effective.

People are a *mixture* of styles.

Observable Behavior

- Body Language
  - Posture
  - Use of hands
  - Facial expressions
- Tone
  - Pace
  - Inflection
  - Volume
- Words

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Review

People reading is not designed to label people

People reading can help us interact more effectively with others

No one has a "pure style"

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Styles Discussion in a Team

- What is your communication style?
- What happens when you are stressed?
- Identify what you need from the team to be effective.
- As a team, talk about how you can work together.

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Is there a predominant style that describes your team?

- D culture – quick decisions, direct answers and a competitive atmosphere. Interpersonal communication may suffer in this environment and those less assertive may feel overwhelmed
- i culture – energetic atmosphere, a focus on innovation, and lots of time spent in meetings or social gatherings. Those less people-oriented may be frustrated by the focus on group activities and poor planning and lack of details may prevent an I culture from implementing any ideas

Is there a predominant style that describes your team?

- S culture – stability, predictability, and friendliness. Values strong teamwork and a management work-life balance. Stagnation may be a risk in this culture and efforts to move the organization forward may met with hesitation
- C culture – quality, accuracy, and order. Cynical toward new ideas and trust usually has to be earned. The group may miss opportunities because it spends so much time analyzing and may resist growth for fear of lowering its standards

Implications of Group Culture

What does your group value the most? What types of behaviors does it reward? What does it encourage?

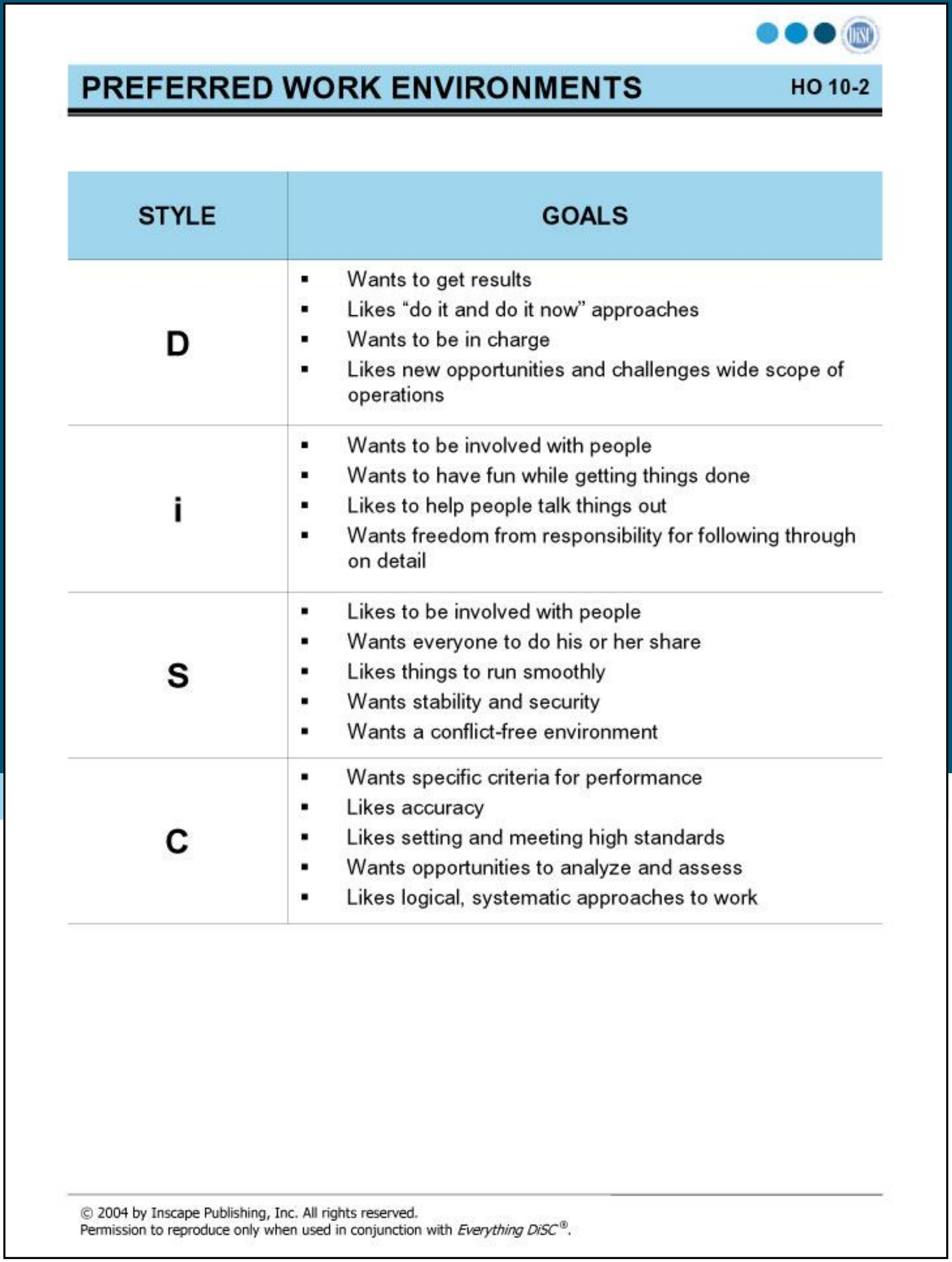
☐**D culture** - Results, independence, achievement, decisiveness, and success

☐**i culture** - Enthusiasm, optimism, collaboration, passion, and fun

☐**S culture** - Thoughtfulness, teamwork, humility, stability, and harmony

☐**C culture** - Accuracy, dependability, precision, competency, and quality

Preferred Work Environments



PREFERRED WORK ENVIRONMENTS

HO 10-2

STYLE	GOALS
D	▪ Wants to get results ▪ Likes "do it and do it now" approaches ▪ Wants to be in charge ▪ Likes new opportunities and challenges wide scope of operations
i	▪ Wants to be involved with people ▪ Wants to have fun while getting things done ▪ Likes to help people talk things out ▪ Wants freedom from responsibility for following through on detail
S	▪ Likes to be involved with people ▪ Wants everyone to do his or her share ▪ Likes things to run smoothly ▪ Wants stability and security ▪ Wants a conflict-free environment
C	▪ Wants specific criteria for performance ▪ Likes accuracy ▪ Likes setting and meeting high standards ▪ Wants opportunities to analyze and assess ▪ Likes logical, systematic approaches to work

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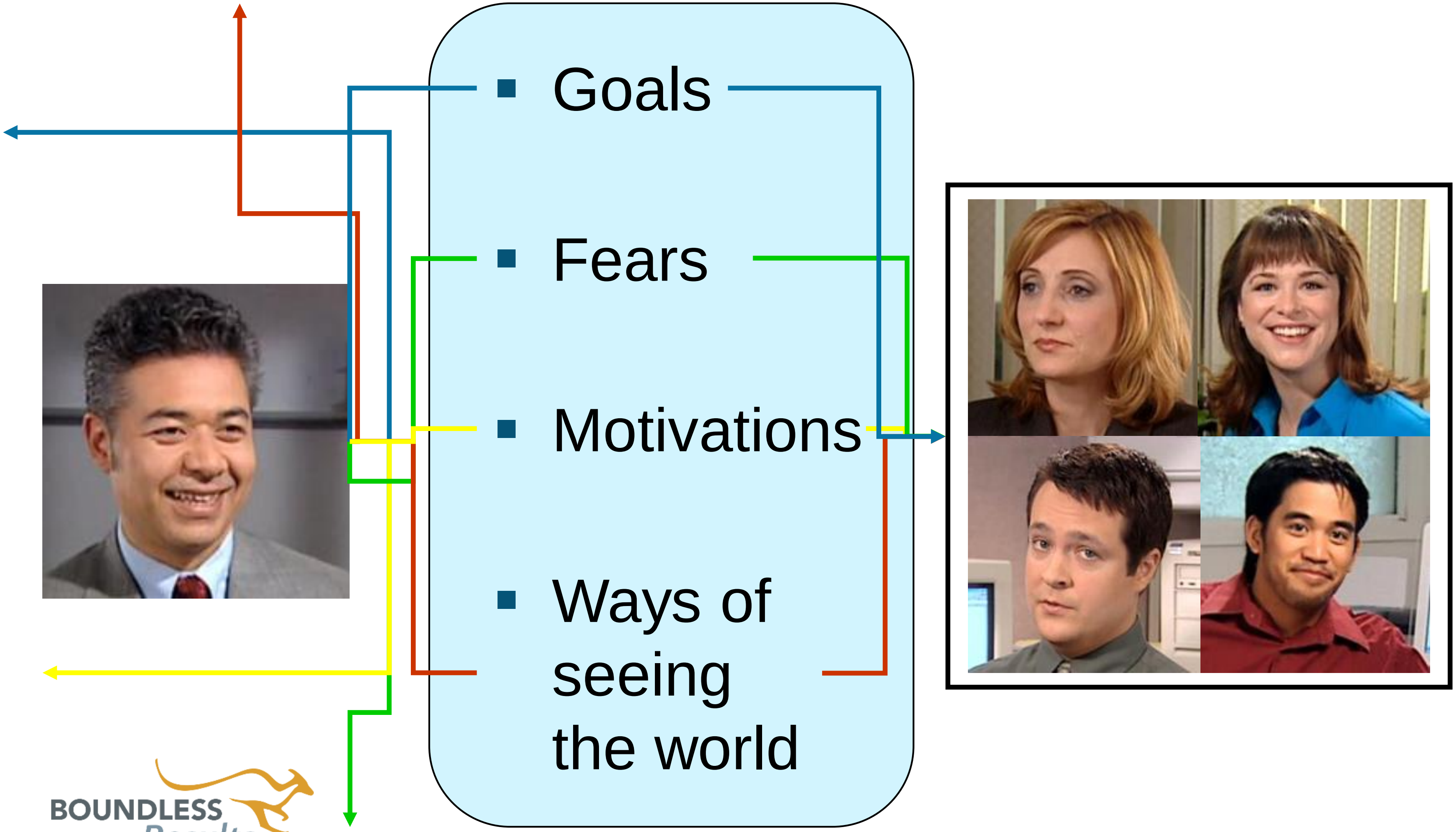
Considerations



- Goals
- Fears
- Motivations
- Ways of seeing the world

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Conflict and Stress

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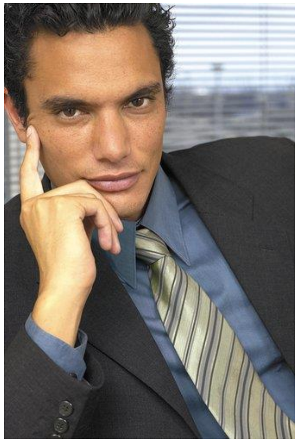
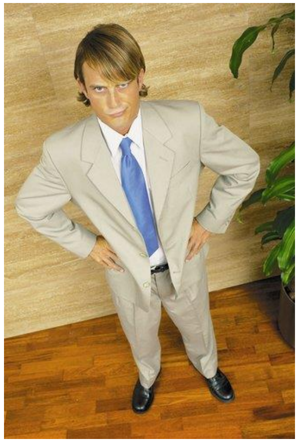
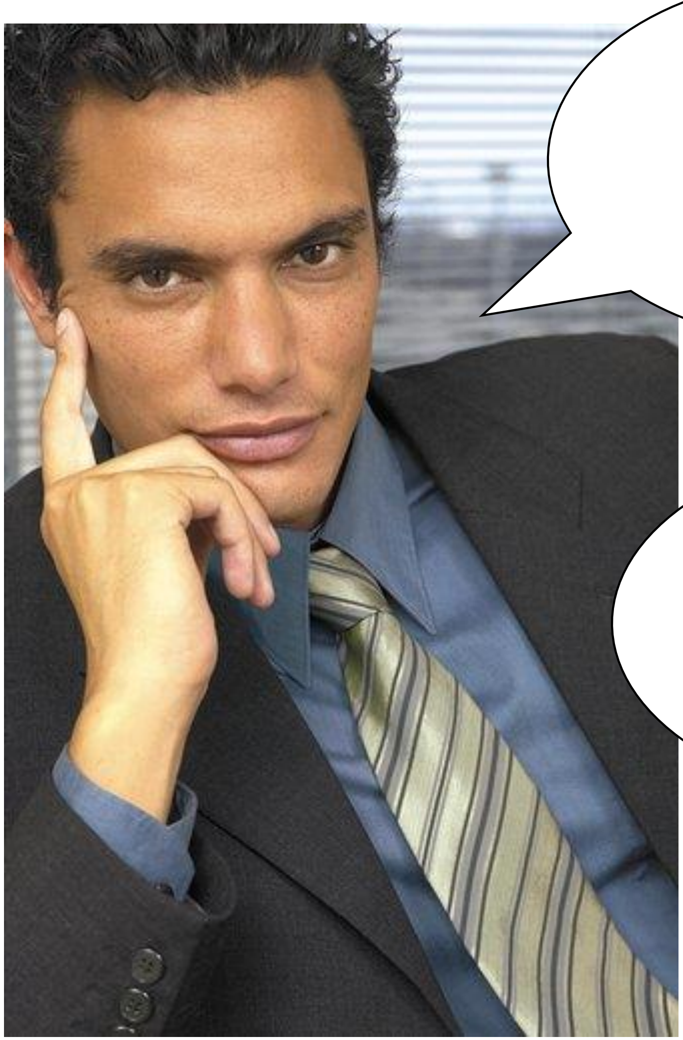




Different = Different

Different ≠ Wrong

I Win/You Win



Take-charge attitude.

Bossy and demanding.

Tends to:

ASSERT

Tends to:

SUPPRESS

Responses to Conflict

Focuses on:
LOGIC

Focuses on:
FEELINGS

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DEMAND

Goal: Victory

Tends to:

ASSERT

EXPRESS

Goal: Acknowledgement

Focuses on:

LOGIC

Focuses on:

FEELINGS

WITHDRAW

Goal: Justice

Tends to:

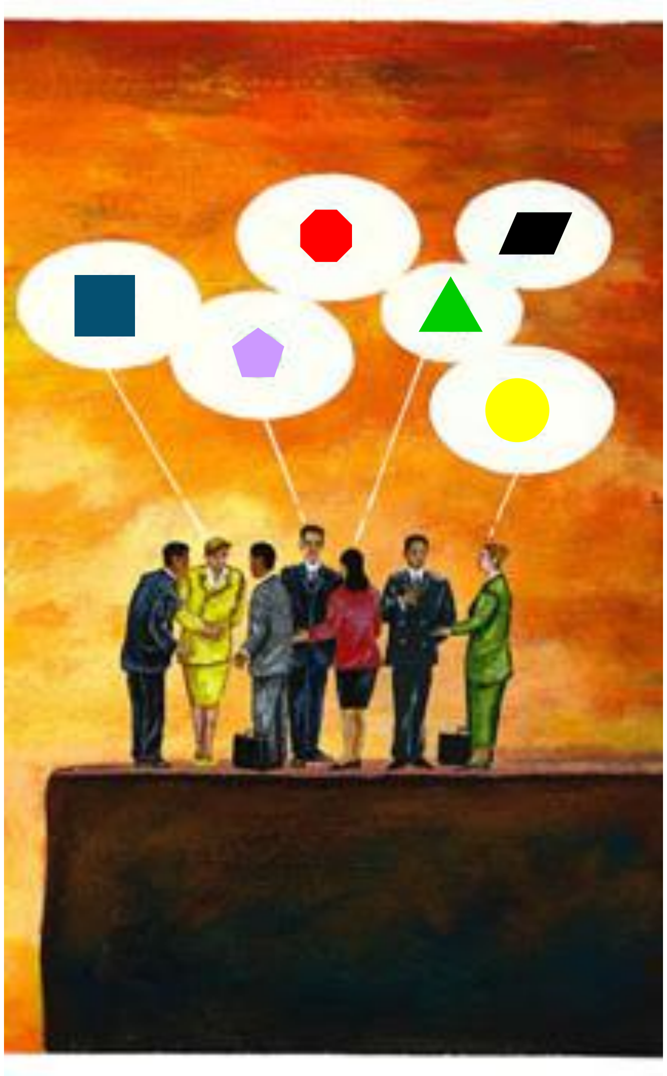
SUPPRESS

COMPLY

Goal: Harmony

Step 1: Recognize

People have different communication styles.



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Step 1: Recognize

Step 2: Understand

People have different

- Goals
- Fears
- Motivations
- Ways of seeing the world

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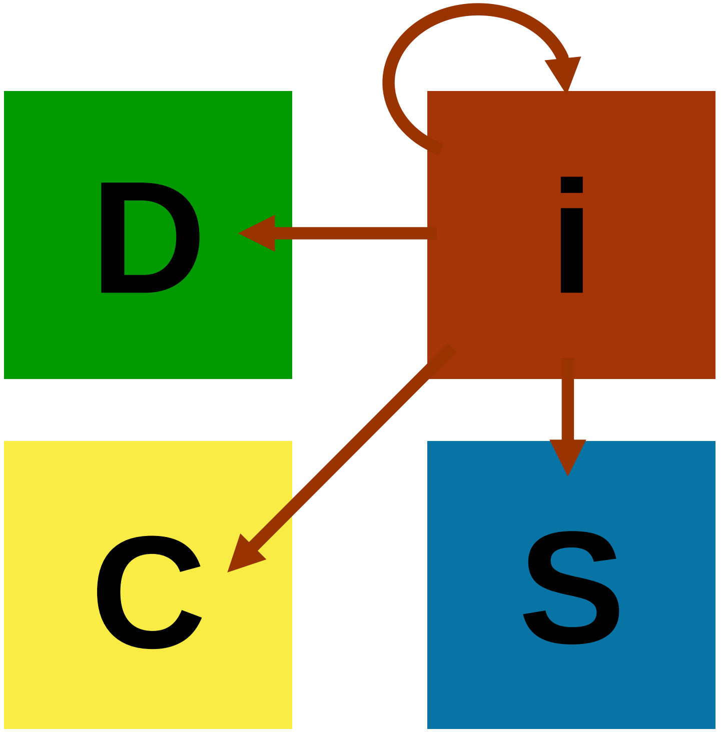
Step 1: Recognize

Step 2: Understand

Step 3: Adapt

Develop productive interactions by adapting as needed.



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It seems rather incongruous that in a society of super sophisticated communication, we often suffer from a shortage of listeners.

- Erma Bombeck

The Speaker-Listener Technique

- **Rules (for both)** - **Speaker has the floor, share the floor, no problem solving**
- **Rules for the Speaker – Speak for yourself, talk in small chunks, stop and let the listener paraphrase**
- **Rules for the Listener – Paraphrase what you hear, don't rebut, focus on the speaker's message**

Adapted from “A Lasting Promise” by Scott Stanley, Daniel Trathen, Savanna McCain, and Milt Bryan

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The Skill of Asking Questions

- Open-Ended
- Closed-Ended
- Test assumptions
- Manage conversation
- Clarifying questions
- Probing Questions

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MODULE 3:

Performance management and Team Performance

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Job Description
Position
Educat
Skill
Experien
Duties
Specification
Refernce

What is a job description?

A job description describes the primary responsibilities, tasks, functions, qualifications, and duties of the job.

Creating an Environment where Performance Matters

1. Accurate job descriptions and job classifications
2. Clear job expectations & performance standards
3. Professional development
4. Performance evaluations
5. Documentation
6. Recognition
7. Good hiring
8. Structured onboarding process
9. Team goals and outcomes
10. On-going feedback and coaching

Managing Performance

- Communicating expectations
- Providing feedback
- Supporting team and individuals

Performance Management Best Practices

- Make sure all employees know what is expected
- Provide positive recognition and frequent feedback
- Document and have specific examples ready to share
- Review your county’s corrective action or disciplinary procedure
- Consult with your HR representative when there are performance issues

Adapted from *Ten Steps on how to Handle the Poor Performer* by Frank Besednjak and *Four Steps to Improve Poor Performance* by Gregory Smith

Performance Management Best Practices

- Discuss performance expectations with the employee and change expectations when things change
- Follow up every meeting with email or written summary of what was discussed and agreed upon
- Determine the cause of the poor performance
- Mutually agree on the action plan and next steps

Adapted from *Ten Steps on how to Handle the Poor Performer* by Frank Besednjak and *Four Steps to Improve Poor Performance* by Gregory Smith

Performance Management Best Practices

- Offer support, mentoring, on-going feedback, coaching, and job aids for the employee
- Set up follow-up meetings to provide support and guidance
- Explain consequences if performance is not improved (with timelines)
- Follow your county's corrective action or disciplinary procedure

Adapted from *Ten Steps on how to Handle the Poor Performer* by Frank Besednjak and *Four Steps to Improve Poor Performance* by Gregory Smith

What is a team?

A team is **a small number** of people with **complementary skills** who are **committed** to a **common purpose**, **performance goals**, and **approach** for which they hold themselves **mutually accountable**.

-*The Wisdom of Teams* by Jon R. Katzenbach and Douglas K. Smith

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Six Factors of Successful Teams

1. A clear set of objectives
2. Metrics allowing team members to assess their performance and also showing a connection between the team's work and key business indicators
3. Ongoing training in communication, group leadership
4. Decision making authority
5. Team based rewards and evaluation, not individual incentives
6. An open culture with easy access to team-specific information and to senior management

Team Charter

A document that defines the purpose of the team, how it will work, and what the expected outcomes are. A team charter is a “road map” and includes the following:

- Purpose (mission)
- Key objectives and goals
- Processes
- Team responsibilities
- Resources

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Purpose (Mission): Provides a reason for being; why does this team exist?

The mission of the Washington Association of County Officials is to support each county official as he/she executes the constitutional and statutory duties and responsibilities of the office.

Team Values and Operating Guidelines

Team Values –Outlines what your team stands for (Some of WACO's values include: Collaborative, competent, consistent, inclusive, non-partisan, respected, responsive, transparent, trusted, member-driven)

Team Operating Guidelines – Describes how the team will govern itself *(For example: Communication, conflict; delegation; decision making; meetings)*

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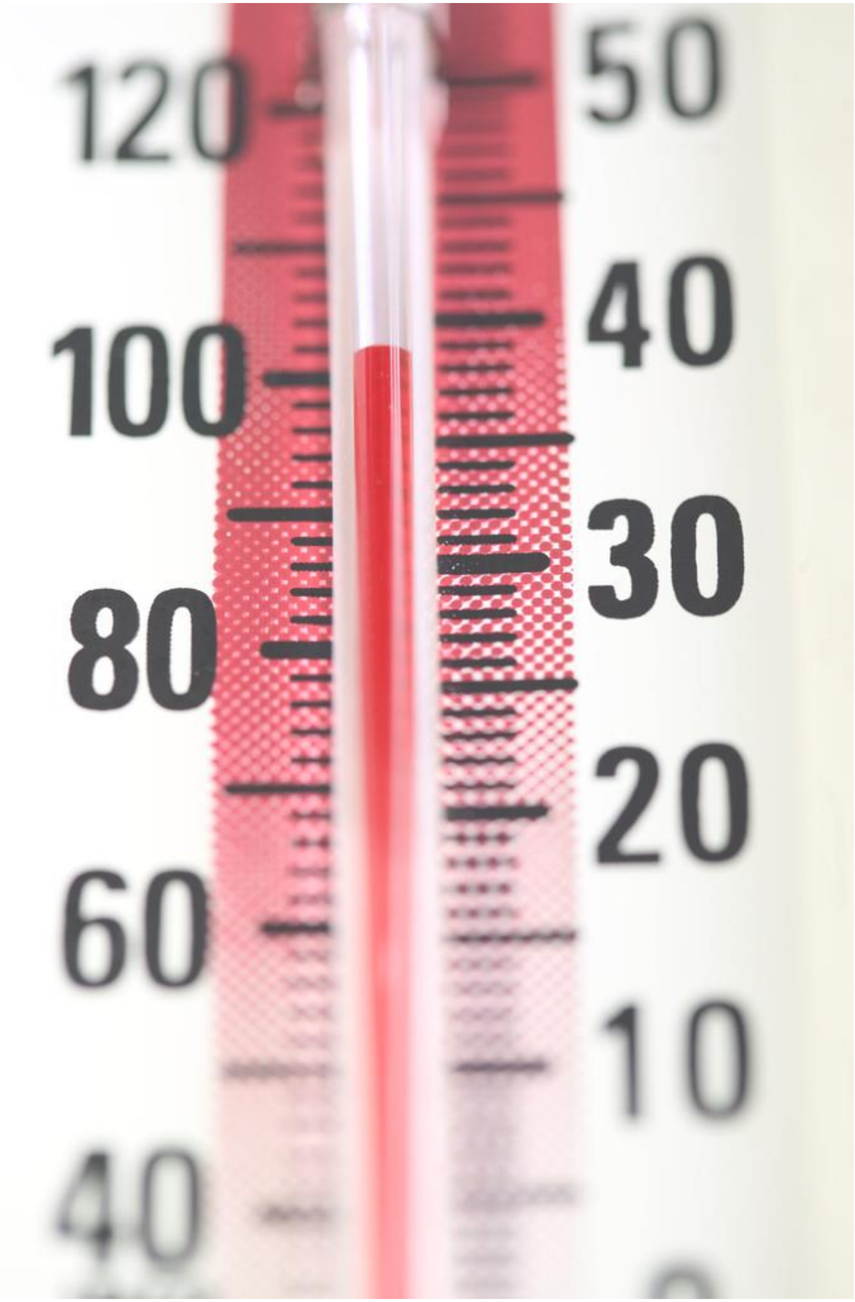
Team Norms

Team norms are a set of rules or guidelines that a team establishes to shape the interaction of team members with each other and with employees who are external to the team. Once developed, team norms are used to guide team member behavior.

Team Success Criteria

- Clear team goals, measurements, and expected results
- Team Norms
- Individual and Shared Team member roles/responsibilities
- Operating procedures/processes
- Clear and open communication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Cohesive teams…

- ✓ Make better, faster decisions
- ✓ Tap into skills and opinions of all members
- ✓ Avoid wasting time and energy on politics, confusion, and destructive conflict
- ✓ Create a competitive advantage
- ✓ Are more fun to be on!

Fundamental Elements of Effective Teams

1. Trust
2. Mastering Conflict
3. Commitment
4. Accountability
5. Results

-Based on the program, *Five Behaviors of a Cohesive Team* adapted from Patrick Lencioni

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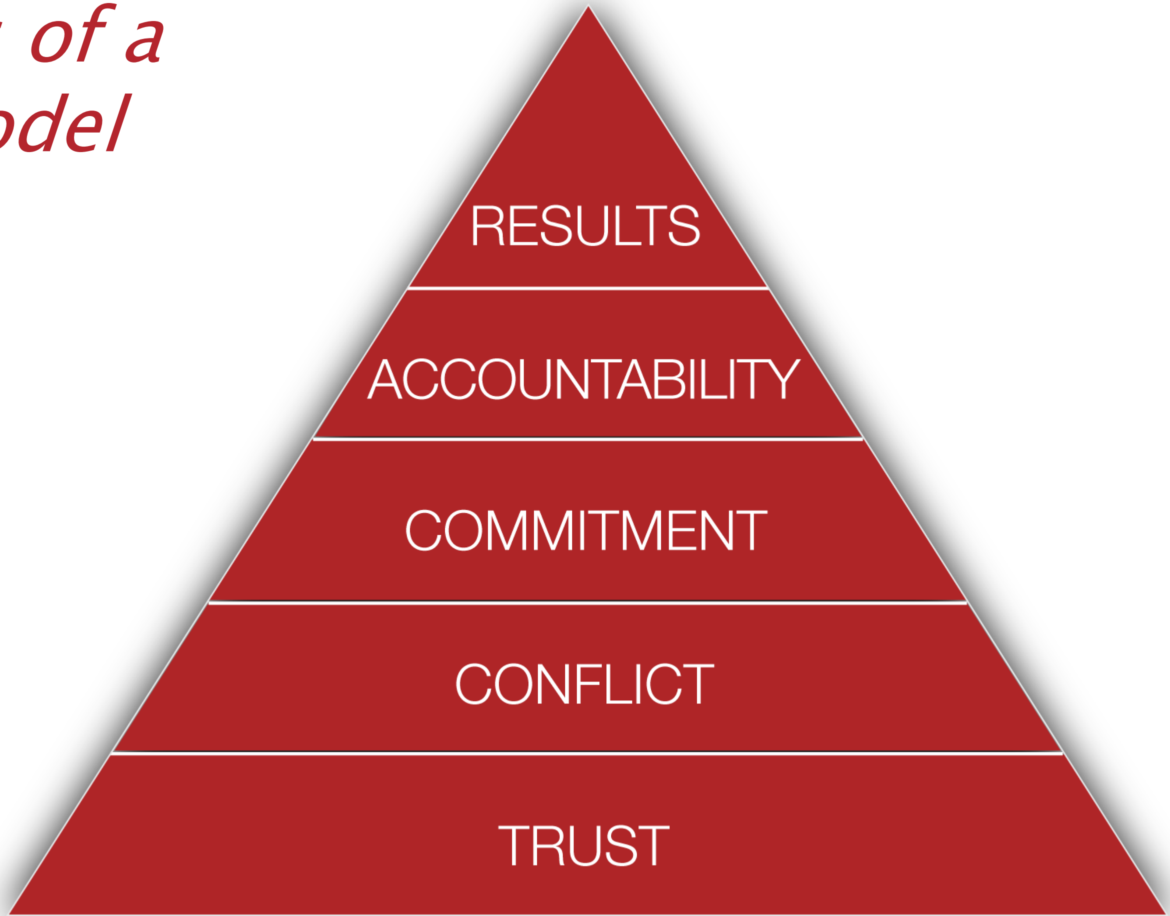
The Five Behaviors of a Cohesive Team Model



RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

Adapted from *Five Behaviors of a Cohesive Team*, based on the book by Patrick Lencioni, *The Five Dysfunctions of a Team*

Why Rewards and Recognition Matter

- Recognition provides the positive reinforcement for employees to do their best work

- The new generation of workers want to do work that matters

- Recognition provides that low-cost way of encouraging higher levels of performance

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Why give recognition? Recognition…

- Creates a culture of productivity
- Enhances morale
- Contributes to customer loyalty
- Sustains a positive work environment
- It tells staff members that “they matter”

What Motivates us?

1. Autonomy
2. Mastery
3. Making a contribution

Daniel Pink, “The Surprising Truth about what Motivates us” (TED video)

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Recognition

Tailor your recognition to the individual

BOUNDLESS Results
Making great leaps at work and life!

MODULE 4:

Real-Life and Unique Situations

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So What?

What Next?

What ways can I become a more effective supervisor or manager?

What is one action that I can take as a result of this session?

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2016 WACO Management Academy

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