BUILDING AND RETAINING A DYNAMIC TEAM

Tom Sigmund
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Decide what you want your organization to be.
Commit to getting the right people engaged to help achieve this vision.
Lead a culture that supports your goals.
Retain the people that will foster and grow the organization.
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ORGANIZATIONAL CULTURE

- Shared beliefs, practices, and attitudes that exist in an organization.
- The atmosphere created by those beliefs, practices and attitudes that shape our behavior.
GBMSD Basic Principles

- Focus on the situation, issue, or behavior, not the person.
- Maintain the self-confidence and self-esteem of others.
- Maintain constructive relationships.
- Take initiative to make things better.
- Lead by example.
- Think beyond the moment.

The Principles and Qualities of Genuine Leadership, Achieve Global, Inc.
GBMSD Culture

- Shared vision and values.
- Technical competence.
- Honesty.
- Change, grow, innovate, improve.
- Challenge the status quo.
- Learn from past experiences.
- Enjoy work and co-workers.
- Utilize sustainable practices.
- Celebrate individual and team accomplishments.
Disciplined Action

Build a culture of self-disciplined people, who take disciplined action, fanatically consistent with advancing what you can be the best at in your marketplace.

CULTURE

Take your business seriously, don’t take yourself too seriously.
Make providing exemplary service to your customers as the primary driver for all actions taken in the organization.
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DISCIPLINED PEOPLE

- Provide leadership that builds enduring greatness through a blend of personal humility and professional will.
- Get the Right People on the Bus.
- Rigorous, not ruthless in people decisions.
- Debate vigorously in search of the best answers, yet unify behind decisions.

The biggest decision in business success is who you hire.

Carefully develop position requirements.

Screen the candidates to expose strengths and weaknesses.

Use a selection team that compliments each other.

Don’t settle. If in doubt go back out to the marketplace.
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LEADERSHIP VS. MANAGEMENT

“Management is about understanding numbers, controls, and processes.

Leadership is about understanding insight, inspiration, and alignment.

There is a clear distinction.”

Ralph Peterson, CH2M HILL CEO, ENR
Effective Leadership

The process of moving yourself and others in directions that are ultimately in the long-term best interests of all stakeholders.

Effective Leaders Challenge the Process

- Search out challenging opportunities to change, grow, innovate, and improve.
- Experiment, take risks, and learn from the accompanying mistakes.

Envision an uplifting and enabling future.

Enlist others in a common vision by appealing to their values, interests, hopes, and dreams.

Effective Leaders Enable Others to Act

- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.

Buck Joseph, Leading with Positive Influence, Leadership: Beyond Management, Wisconsin School of Business, 2009, based on Kouzes & Posner’s The Leadership Challenge
Set the example by behaving in ways that are consistent with shared values.

Achieve small wins that promote consistent progress and build commitment.

EFFECTIVE LEADERS ENCOURAGE THE HEART

- Recognize individual contributions to the success of every project.
- Express confidence in people’s abilities.
- Celebrate team accomplishments regularly.

Create a climate where the truth can be heard.

Retain absolute faith that you will prevail in the end.

Confront the brutal facts.

Act on the implications.

Avoid de-motivating people.

Focus on what you can be the best at in your marketplace.

WORKING WITH OTHERS

- Way of Being – See others as people (responsive) or see people as objects (resistant).

- Self-Betrayal, n, An act contrary to what I feel I should do for another.

- Self-Betrayal occurs when you have a sense that you should be responding in a certain way and you don’t honor that sense.

The Arbinger Institute, *Leadership and Self-Deception*
Issue – Sense – Choice (Honor or Betray).

Honor your sense and this issue is over.

Betray your sense and you seek justification of your choice.

Example: Crying child

The Arbinger Institute, *Leadership and Self-Deception*
IMPLEMENTING CHANGE

- Direct the Rider.
- Motivate the Elephant.
- Shape the Path.

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010
What looks like resistance is often a lack of clarity - provide crystal-clear direction.

Find the bright spots (examples of success).

Script the critical moves (clarity dissolves resistance).

Point to the destination (captivate the group).

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010
CHANGE - MOTIVATE THE ELEPHANT

- Emotion motivates the elephant.
- Find the feeling (see-feel-change).
- Shrink the change (small wins).
- Grow your people (inspire them to feel more determined, more ready, more motivated).

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010
The situation and surrounding environment is the path. When you shape the path, you make change more likely.

- Tweak the environment (make the right behaviors a little easier).
- Build habits (use action triggers).
- Rally the herd (create new norms).

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010
COMMUNICATING WITH OTHERS ABOUT CHANGE

- Use “Yes, if …” instead of
  - “No, because …”
Circle of Influence vs. Circle of Concern

- You can do something about things in your circle of influence.
- You have no control over things in your circle of concern.
- Where will you spend your time?

Seven Habits of Highly Effective People by Steven Covey
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EMPOWER OTHERS

- Provide opportunities for all employees to make an impact on our operation.
- Practice inclusion.
- Support a culture of growth and development.
- Recognize valued behaviors.
- Provide clear direction – bright lines, but as much latitude as possible.
DEVELOP AND MAINTAIN TRUST

- Speak of someone as though the person is in the room.
  - Demonstrates your integrity.
  - Builds trust that you will do the same for those actually in the room.

*Seven Habits of Highly Effective People* by Steven Covey
EMOTIONAL COMPETENCE

- Tracking in any given moment how the conversation is going.
- Caring in that moment how the conversation is going.
- Give and receive difficult feedback without guilt or defensiveness.
- Get over things and let them go.

LEADING WITH EMOTIONAL INTELLIGENCE

- Matter (success) follows vision and ethics.
- Worthy end doesn’t justify unworthy means.

OPEN COMMUNICATION

- We can always talk about any issue without fear of recrimination.
- I will listen, but may not always agree.
- Some decisions are mine to make, most are not. I won’t take on the decisions that are yours to make.
An on-going program of regular, one-on-one interviews between a manager and each of his or her direct reports in a supportive and non-punitive environment.

Developed by Kim Cameron
TWO MAIN STEPS IN PERSONAL MANAGEMENT INTERVIEWS

- An initial role negotiation meeting.
- A regular, one-on-one, on-going interview meeting.

Developed by Kim Cameron
PRIMARY CHARACTERISTICS OF PERSONAL MANAGEMENT INTERVIEWS

- Regular and private.
- Major goals:
  - Continuous improvement.
  - Teambuilding and personal development.
  - Feedback.
- First agenda item:
  - Follow-up on action items from the previous session.
- The meeting lasts from 45-60 minutes.

*Developed by Kim Cameron*
MAJOR AGENDA ITEMS IN PERSONAL MANAGEMENT INTERVIEWS

- Organizational and job issues.
- Information sharing.
- Training and development.
- Resource needs.
- Interpersonal issues.
- Obstacles to improvement.
- Targets and goals.
- Appraisal and feedback.

Developed by Kim Cameron
IMPLEMENTATION GUIDELINES FOR PERSONAL MANAGEMENT INTERVIEWS

- Regularly scheduled (monthly).
- Private.
- Free of interruptions.
- Advanced preparation required of both parties.
- Action items and improvement plans.
- Provide feedback, praise, and development.

Developed by Kim Cameron
Beneficial Guidelines of Personal Management Interviews

- Actually saves time.
- Institutionalizes continuous improvement.
- Improves and sustains unit effectiveness.
- Improves the quality of communication.
- Maintains accountability for commitments.
- Provides opportunities for manager-subordinate meetings face-to-face.
- Provides opportunities for training and development.

Developed by Kim Cameron
Focus on serving others above serving your own ego.
LIFE-LONG LEARNING

- Rapidly changing business environment requires continuous sharpening and re-tooling of skills.

- Invest in yourself and employees to keep your organization at peak performance.

- Support education, training, professional society, and community development in the context of providing value to the organization.
Formal mentoring is often too difficult to implement.

Coaching is an opportunity to build trust, inspire commitment, grow skills and promote persistence.

Provide training on coaching and help find appropriate matches.
SUGGESTED READING

- *Good to Great* by Jim Collins.
- *Leadership and Self-Deception* by The Arbinger Institute.
- *Switch* (How to change things when change is hard) by Chip Heath and Dan Heath.
- *Seven Habits of Highly Effective People* by Steven Covey.
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