

HR: BUILDING, APPRAISING & LEADING YOUR ALL-STAR STAFF

February 6, 2016

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Premise One: Compass Check – Extreme Magnetic Deviation Possible

- Exploring a Process – *Not A Program*
 - Whereby leaders may integrate 3 primary techniques to consistently “Build” and drive their teams’ performance to new levels of excellence

Premise Two: Tell Me, I Will Forget; Show Me, I May Remember; Involve Me, I Will Understand

- HR is not just “Human Resources” but also, “Humane Resources”

Premise Two: Tell Me, I Will Forget; Show Me, I May Remember; Involve Me, I Will Understand

- My sense that you folks are all leaders
 - Leaders may be “Life-long Learners”
 - A phrase I learned from Coach John Wooden, UCLA’s iconic basketball coach
 - The professional advancement staircase
 - Supervisors watch closely
 - Managers follow policies and procedures
 - Leaders do the right things at the right times for the right reasons – The time is ALWAYS right to do the RIGHT things!

Premise Two: Tell Me, I Will Forget; Show Me, I May Remember; Involve Me, I Will Understand

- My sense that you folks are all leaders
 - Wooden’s Wisdom: “A Teacher is a Leader is a Coach”
 - My sense that you treat folks with dignity and respect
 - Initial goal is to share successful strategies I have relied on to build teams over the last 40 years

Premise Three: “All of Us are Smarter than One of Us”

- You encourage trust & respect – Combined intelligence and experience
 - You create learning organizations
 - You are fearless and will do the “hard things” to build the best team every time you are challenged
- You rely on four situational leadership styles: Direct, Delegate, Support, and Coach

Premise Three: “All of Us are Smarter than One of Us”

- Reality Check: 30/60/10 Formula
 - 30% of a staff will always exceed expectations
 - Committed
 - 60% of staff may or may not meet expectations
 - Involved
 - 10% of staff will consistently fail to meet expectations
 - Enrolled

Premise Three: “All of Us are Smarter than One of Us”

- Leaders constantly drive the model incrementally from: 30/60/10 to 80/15/5
 - Analogy of the ham and egg breakfast: The chicken was involved, but the pig was committed...
 - When challenges arise: Rely on the process and not a program
 - Consider the submarine analogy
- Organizational value of “Creative Tension”

Opportunity 1: Reality Check

- Critical leadership abilities appraisal
 - Categories & relevance --- Parallel to grading
 - Self appraisal exercise

Opportunity 2: Appraising Checkpoints

- Three step formula critical for appraising/rating accomplishments:
 - Did you SE=SU=SC?
 - Shared Expectations
 - Shared Understandings
 - Shared Consequences

Opportunity 2: Appraising Checkpoints

- SE: Job Descriptions
 - Involve staff --- your scouts?
 - Do you force rank employees in each classification?
 - Staff's self appraisals: Right people in the right places to maximize their interests and efforts?
 - Promotion Opportunities

Opportunity 2: Appraising Checkpoints

- SU: Honest & Objective Performance Reviews
 - Professional and not personal
 - Rate, review, & rank based on data and feedback: A/B/C
 - Improvement plans/learning opportunities
 - Quarterly? Semi-annually? Annually?

Opportunity 2: Appraising Checkpoints

- SC: Expectations realized
 - Mutual benefits
 - Win - win

Opportunity 3: Building the Bench

- SWOTS/Partnering/Coaching/Mentoring
 - EEEEP Factors/learning libraries
 - MBWA / LBWA / CBWA
 - MHAGS / BHAGS
 - Goal setting – “IGOA SMART” model

Opportunity 3: Building the Bench

- Strategies re staff improvement
 - Daily huddles: review what we accomplished the prior day? Analyze what we are doing today? Plan anticipated time to complete assignments – stressing safety
 - Weekly focused one hour RAP sessions for A & B employees
 - Inspect what you expect: Investigate, interview, instruct, invest, and inspire & empower
 - Rewards: Recognition, new opportunities, bonus & promotion

Take Away Challenge

- “We are what we repeatedly do...excellence then is not an act, but a habit” – Aristotle or Will Durant
- Will you commit to create and then share with ownership 3 professional or 2 personal goals in a smart format?
 - Completion target: March 30, 2016
 - Questions: Jim@fortunealsweet.com