

# Executive War College 2011

## Target Your Lab's Top Five Leadership Challenges: Simple, Fast Ways to Raise Managers' Performance

Jeff Smith, Principal  
www.TitanHR.com  
Jeff@TitanHR.com  
540-400-6875

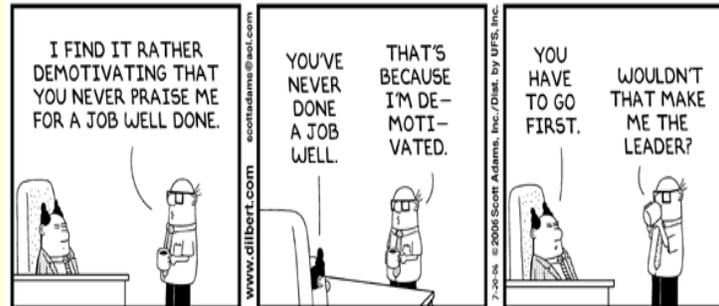


## Five Leadership Challenges

- Developing Motivated and Engaged Employees
- Learning Coaching Skills
- Juggling Multiple Priorities in a Chaotic World
- Enhancing Delegation Skills
- Identifying a Successor



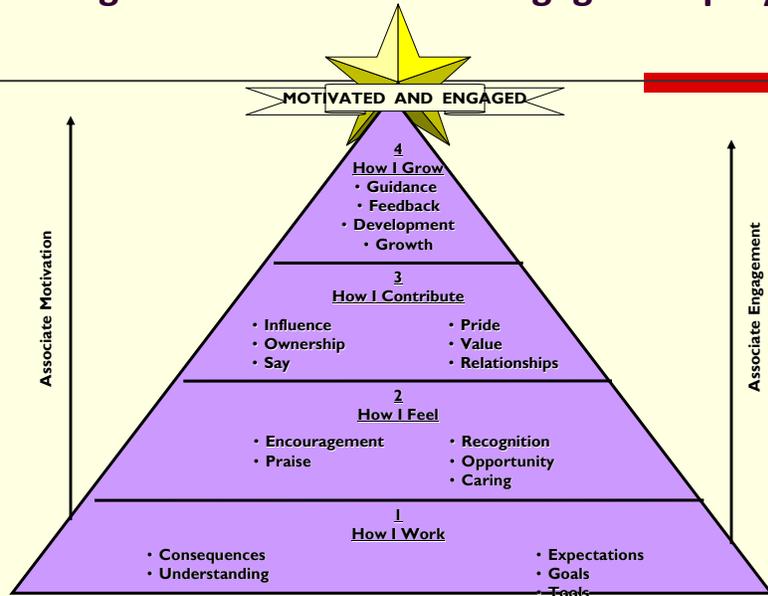
# Does this employee work for you?



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## The goal is motivated and engaged employees



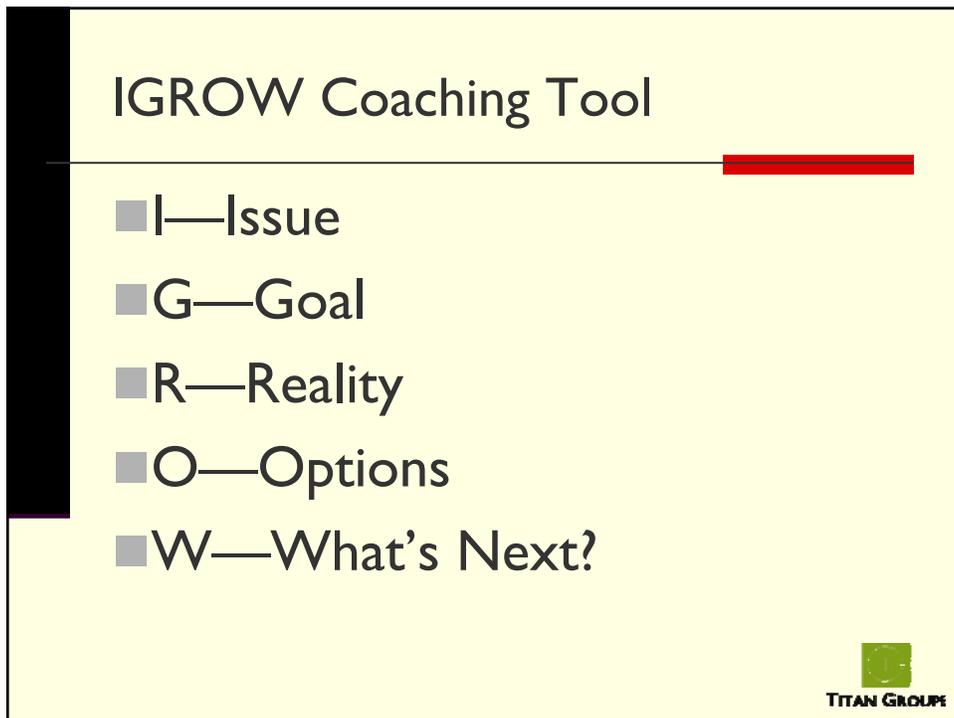
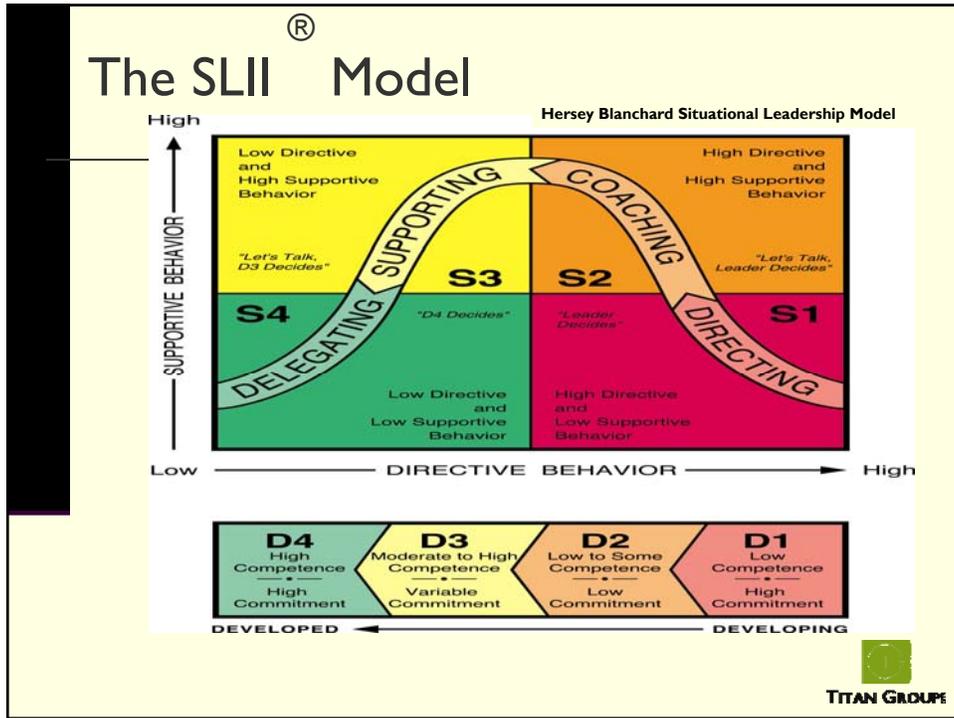
## Tips for Motivated and Engaged Employees

- This is a right brain activity
- Ask—What motivates you?
- Ask—How do you want to be recognized?
- Ask—What do you want in your career?
- Provide opportunities for growth
- Recruit your superstars
- Manage up or out your low performers
- Provide on-going feedback



## Is this your idea of a coaching?





## 4 C's of Coaching Model

1. **Concurrence-** agreement on what's working well and what "gaps" exist
2. **Content-** describe what the person needs to keep doing and what needs improving (competence or commitment?)
3. **Commitment-** agreement to improve performance
4. **Congratulations and Continuation-** emphasis what's working well; celebrate improvements made; or re-emphasize more work to be done



## My managers are always busy, yet don't make progress on our important goals

### Solutions include:

- Balanced scorecard
- Set % on what matters
- Ask weekly about the important stuff
- Check on the # of meetings
- Do they schedule thinking time/planning time?
- Do a time diary—eliminate the low producing activities
- Get them closer to the client or where the money is
- Review mission and recognize the right behaviors



## Enhancing Delegation Skills

- Take assessment-review you skills
- Review priorities with team
- Ask for volunteers
- Review Covey's 4 Box
  - Urgent vs. Important
- Block off time on your calendar
- Recognize the right behaviors



## Why is Succession Planning Important?

- Continuity of your business
- Retention of key talent
- Ability to grow your business
- Takes time to develop talent for future roles
- Some of your talent will not work out
- Identify potential challenges for your organization
- Prepare for loss of institutional knowledge



## Does your hipo demonstrate:

- Leadership promise?
- Personal development orientation?
- Learning agility?
- Balance of values and passion for results?
- Master of complexity?



## Okay, you have identified the talent. Now what do you do?

- Deliver the right messages
- Create development action plans (DAPS)
- Align high potentials (hipos) with a mentor or coach
- Identify and place individuals in stretch assignments
- Provide additional 1:1's for hipos
- Revisit the talent discussion at least 2 times per year if not quarterly.



## Best Cultures

- Motivated and Engaged Employees
  - Good at recognition
  - Belief in the vision and the mission
- Attract and Retain Top Talent
  - People want to join your team
  - Employees refer talent
- Build Leaders
  - Mentoring, coaching
  - Great programs and daily teaching



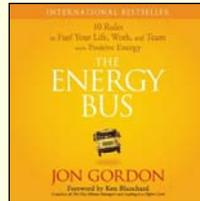
## CEO Top 10 List

1. Create a business plan for upcoming fiscal year
2. Hit operation goals in business plan
3. Create and explain monthly reports
4. Customer Intimacy Initiative for each department
5. Performance Improvement-two processes per year
6. Develop and review retention plan quarterly
7. Developmental I:I per quarter per employee
8. Each employee has a development action plan (DAP)
9. Monthly team meeting
10. Learn something new each month



## What can you do tomorrow?

- Define what a great leader looks like at your organization
- Recognize your top performers; recruit them
- Identify the top 3 people and dedicate time to their development
- Have a coaching conversation using IGROW
- Review your time and learn the Covey 4 box model
- Read **The Energy Bus** with your team



## Coaching Resources



- Leader as Coach—Peterson and Hicks
- Co-Active Coaching—Whitworth, Kimsey-House and Sandahl
- Coaching: Evoking Excellence in Others—Flaherty
- The Heart of Coaching--Crane
- Now, Discover Your Strengths---Buckingham and Clifton
- The Next Level—Eblin
- The Carrot Principle—Gostick and Elton

