Managing Team Success

What to do with Great Employees

Who am I?
- 17 Years of business management / management & marketing consulting
  - 5 years as manager of multi-specialty practice
  - 4 years as manager of retail businesses
  - 6 years as founder and managing partner of management & marketing consulting firm
  - 3 years as managing partner of refractive surgery lead tracking sales and marketing software

“Treat a man as he is and he will remain as he is. Treat a man as he can and should be and he will become as he can and should be.”

Stephen R. Covey

Characteristics of Great Teams

Great Teams
- Achieve greatness without seeking individual praise or honor at the expense of victory
  - Usually driven by a manager to whom these characteristics can be attributed!
In addition to raw talent, the top performers in any organization need the following:

- **The Right Expectations**
  - Provide every new hire a clear document outlining their Roles & Responsibilities

- **The Right Environment**
  - This starts with the culture and ends with their physical working conditions
    - Where they work and who they work with tells them how important they are to the team

- **The Right Training**
  - Provide every new hire with a two-week training program

- **The Right Metrics and Accountability**

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**Get Flat**

- Flatten out organizational structure and attitude
  - Create fewer layers between management and the customer servants
  - Delineate responsibility to more employees with potential for future leadership capability
  - Maximize results from the talent pool
Objectives: Flatten the organizational structure, increase nimbleness of organization

What’s Different? Division of Responsibilities

- Vision
- Purpose
- Sense of Autonomy
- Confidence in a Future

Retaining & Developing Performers
Vision

- Paint a picture that extends beyond the horizon of the rote and mundane
  - Openly and frequently remind of purpose, duty, opportunity and responsibility
  - Meet no less than monthly to reinstill mission and vision
    - Combine reminders with expectations

- “The most pathetic person in the world is some one who has sight but no vision.” — Helen Keller

Purpose

- Transition attitude from job to career
- Be more transparent about the strengths and weaknesses of the business
  - Engage them as participants in the solution

Sense of Autonomy

- “Don't tell people how to do things, tell them what to do and let them surprise you with their results.” — George S. Patton Jr.

Confidence in a Future

- Provide achievement milestones with accompanying rewards
- Create compensation and benefits structure that deepens roots
- Make them responsible for their own future
Accentuate These Attributes of Top Performers

- Confident Humility
- Commitment
- Achievement Oriented
- Goal Driven
- Reward

Creating Peak Performance

Peak Performance

- Core Team Development
- Owning the Vision
- Driving Results
- Seeking & Embracing Accountability
- Self-started Improvement

Testing

- Apprehension – Fear of Confrontation
- Doubt & Distrust
- Limited Engagement
- Facades & Falsities

Change

Settling In

- Roles & Responsibilities Clarification
- Skill Acquisition
- Leadership Emergence
- Open Discourse & Conflict
- Reduction of Silos

Struggling

- Getting personal
- Creating alliances
- Deflection & Tension
- Turf Wars & Control

Peak Performance: Step One

- Diagnose
  - Evaluate leadership capability
  - Determine opportunity

Peak Performance: Step Two

- Get real, raw, and honest
  - Clarity of goals and initiatives
  - Effectiveness of individuals and team
  - Culture and atmosphere
  - Welcome facts
Peak Performance: Step Three

- Get team engagement
  - Eliminate silos
  - Break down barriers
  - Make teams cross-functional
  - Make people part of solutions
  - Define specific deliverables

Peak Performance: Step Four

- Reward Performance
  - Not always monetary
  - People rank appreciation and being part of a solution above pay as reasons for job satisfaction

Peak Performance

- The moment when strategy melds with operations combined with people

“The achievements of an organization are the results of the combined effort of each individual. Success is like anything worthwhile. It has a price. You have to pay the price to win and you have to pay the price to get to the point where success is possible. Most important, you must pay the price to stay there.”

- Vince Lombardi

Wrap Up

- Top performers crave change and opportunity
  - Cut the ones who don’t
- Ensure your leadership is up to standard
  - Be open and engage a mentor
- Clarify organizational objectives and initiatives
- Over communicate in meaningful coaching sessions
- Allow the culture to change and develop
  - Allow personalities to align with strategy and operations
- Make improvement continuous
Q&A

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