

Building Your Success Team

ICAHN Boot Camp - 2014



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Learning Objectives

- ▶ Managers vs. leaders
- ▶ Leadership qualities
- ▶ Building your success team
- ▶ Setting goals
- ▶ Measuring
- ▶ Training
- ▶ Celebrating successes

Managers vs. Leaders

- Managers control the reason an estimated 75% of employees quit their jobs.
 - Honesty
 - Challenging work
 - Recognition

**If you want people to do a good job,
give them a good job to do.**

Resources: "Put Success Insight: Show Employees the Link Between Their Jobs and Company Goals, and Then Reward Them for Helping Your Firm Hit the Mark," HR Magazine (May 2003), pp. 84-90. J. Schermerhorn, Management, 10th ed. (John Wiley & Sons, 2009), p. 348.

Managers vs. Leaders

Managers

Give orders

Implement plans

Manage individuals

Do things right

Organize work

Leaders

Empower people

Generate ideas

Coach teams

Do the right things

Develop people

Managers vs. Leaders

“Excellence in leadership requires the ability to attract capable people, motivate them to put forth their best efforts, and solve problems that arise.”

Resource: Manning, George, Curtis, Kent, "The Art of Leadership", 3rd edition, McGraw-Hill Irwin, 2009

Managers vs. Leaders

▶ “Half of the harm that is done in this world is caused by people who have power and want to feel important. They do not mean to do harm; they are simply absorbed in the useless struggle to think well of themselves.”

- T.S. Elliot

Managers vs. Leaders

- ▶ Leadership failures
 - Takes credit for others work
 - Selfish and rude
 - Blames mistakes on others
 - Tyrannical and cruel
 - Self preservation is priority
 - Threatened by competence
 - Dishonest or unfair

Leadership failure ranges from 40% to 60%, costing organizations millions each year.

Resource: D. Giber et al., Linkage Inc.'s Best Practices in Organization and Human Resource Development Handbook.

Managers vs. Leaders

- ▶ Characteristics of a leader



Resource: Manning, George, Curtis, Kent, "The Art of Leadership", 3rd edition, McGraw-Hill Irwin, 2009



Building Your Success Team

► What constitutes a good job?

- Variety and challenge
- Opportunity for decision making
- Feedback and learning
- Mutual support and respect
- Wholeness and meaning
- Room to grow

"The best way to predict the future is to create it."
- Peter Drucker



Building Your Success Team

Attitude is 89% of the reason for bad hires.

Resource: *Hiring for attitude*
www.leadershipIQ.com/hiring

Building Your Success Team

“The right people don’t need to be managed.

If you need to manage someone, you’ve made a hiring mistake.”

~Jim Collins, Management Expert & Author
(quoted in Fortune, February 2, 2009, p.52)

Human capital reflects the organization’s investment in attracting, retaining and motivating an effective workforce.

Building Your Success Team

- ▶ Where do you identify candidates?
 - Internet job sites
 - In-house referrals
 - Newspapers and magazines
 - Company website
 - Colleges and high schools

Building Your Success Team

- ▶ The interview process
 - Review job descriptions & specifications
 - Prepare structured set of questions
 - Review the application form & resume
 - Open the interview

Building Your Success Team

- ▶ The interview process
 - Ask questions - listen carefully
 - Take notes
 - Close interview
 - Write your evaluation with date

Building Your Success Team

- ▶ Interview questions
 - Alert areas!
 - Children
 - Arrest history
 - Religion
 - Disabilities

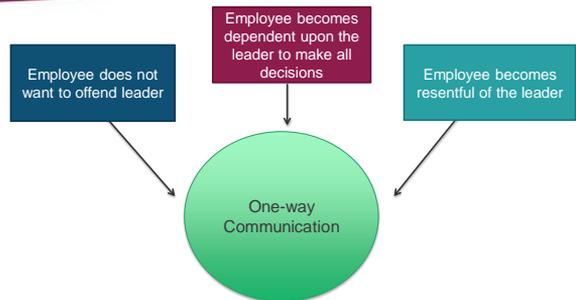
**Number of children?
vs.
What hours and days
can you work?**

**Do you have any disabilities?
vs.
Can you perform the duties of the
job you are applying for?**

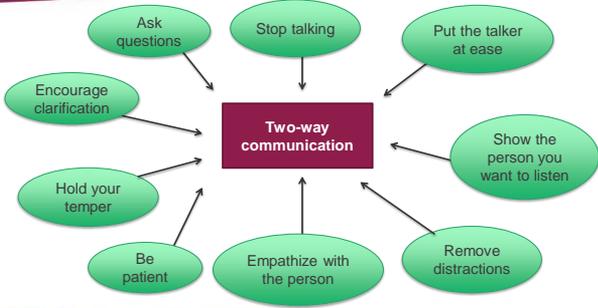
Building Your Success Team

- ▶ Do my employees know how I judge and measure their performance?
- ▶ Do I provide and encourage individual development with training and educational programs?
- ▶ Do I trust my employees and rely upon their knowledge?
- ▶ Do I let employees make decisions?
- ▶ Do I have timely, accurate, open, two-way communication with my employees?

Building Your Success Team



Building Your Success Team



Building Your Success Team

► The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	Self-confidence Realistic self-assessment Self-deprecating sense of humor
Self-Regulation	The ability to control or redirect disruptive impulses and moods The propensity to suspend judgment – to think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
Motivation	A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence	Strong drive to achieve Optimism, even in the face of failure Organizational commitment
Empathy	The ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients and customers
Social Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building leading teams

Building Your Success Team

► Winners

- Is always part of the answer
- Always has a plan
- Says, "Let me learn to do it for myself."
- Sees opportunity with every challenge
- Says, "Most everything is possible if I persist."

► Losers

- Is always part of the problem
- Always has an excuse
- Says, "I can't do it, you do it for me."
- Sees too much risk with every opportunity
- Says, "It's too difficult, so I will resist."

Building Your Success Team

3-3-3 Exercise

- Three characteristics of your best employees.
- Three characteristics of your worst employees.
- Over the past three years.

Setting Goals

1. Goals must align with the organization's mission and strategy.
2. They must be clear and easy to understand.
3. They must be accepted and recognized as important by the employee.

Resource: Ringmaster: 8 strategies for becoming a star performer in the midst of change, pp71

Setting Goals

4. Progress must be measurable.
5. Goals must be framed in time – clear beginning and end points.
6. They should be supported with rewards.
7. They should be challenging – but achievable.

Resource: Ringmaster: 8 strategies for becoming a star performer in the midst of change, pp71

Setting Goals



"I recommend our 'wild' expectations be downgraded to 'great.'"

Setting Goals

► One Minute Goal Setting is Simply:

1. Agree on your goals.
2. What does good behavior look like?
3. Write out each of your goals on a single sheet of paper using less than 250 words.
4. Read and re-read each goal, which requires only a minute or so each time you do it.
5. Take a minute every once in a while out of your day to look at your performance; confirm that your behavior matches your goal.

Resource: One Minute Manager
<http://www.karimkhalil.com/ftp/files/1minutemanager900.pdf>

Setting Goals

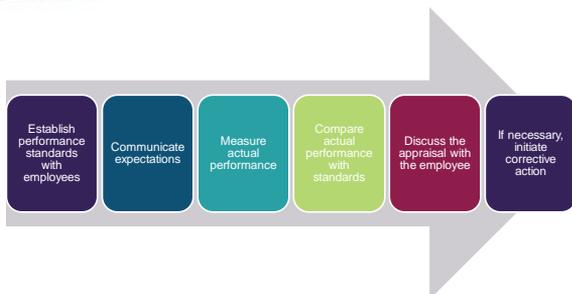
“One hour spent planning is worth
four hours of execution.”
- Crawford Greenwalt, DuPont

Resource: One Minute Manager
<http://www.karimkaj.com/figh/files/manager900.pdf>

Measuring

- ▶ Three employee need-to-knows
 - They need to know the grand plan.
 - purpose, values, and strategies for success for the organization.
 - They need to know what is expected of them personally and why.
 - They need feedback on individual performance, with recognition for their efforts.

Measuring



Measuring

Help People
Reach Their Full
Potential

Catch Them
Doing Something
Right

Resource: One Minute Manager
<http://www.karimkaj.com/figh/files/manager900.pdf>

Measuring

► The One Minute Reprimand

1. Tell people beforehand that you are going to let them know how they are doing and in no uncertain terms.

The First half of the reprimand

2. Reprimand people immediately.
3. Tell people what they did wrong – be specific.
4. Tell people how you feel about what they did wrong – and in no uncertain terms.
5. Stop for a few seconds of uncomfortable silence to let them feel how you feel.

Resource: One Minute Manager
<http://www.karstki.com/figh/files/manager900.pdf>

Measuring

► The One Minute Reprimand (continued)

The second half of the reprimand

6. Shake hands, or touch them in a way that lets them know you are honestly on their side.
7. Remind them how much you value them.
8. Reaffirm that you think well of them but not of their performance in this situation.
9. Realize that when the reprimand is over, it's over.

Resource: One Minute Manager
<http://www.karstki.com/figh/files/manager900.pdf>

Training

► The training process

- Assess training needs
- Set training objectives
- Plan training evaluation
- Develop training program
- Conduct training
- Evaluate training
- Modify training program based on evaluations

Resource: Griffin, Ricky; South Wester Cengage Learning, "Management". 10th ed., 2011

Training

► Empowerment

- Trust in people
- Invest in people
- Recognize accomplishments
- Decentralize decision making
- View work as a cooperative effort

Celebrating Successes

- ▶ Reward performance
 - Individual
 - Team



Celebrating Successes

- ▶ Team meetings
 - Weekly
 - Agenda
 - Meeting notes
 - Follow through



Celebrating Successes

- ▶ Practical leadership tips
 - Be predictable
 - Be understandable
 - Be enthusiastic
 - Set the example
 - Show support

Celebrating Successes

- ▶ Practical leadership tips
 - Get out of the office
 - Keep promises
 - Praise generously
 - Hold your fire
 - Always be fair

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