Managing Performance

MICHIGAN LAND TITLE ASSOCIATION

Team Performance
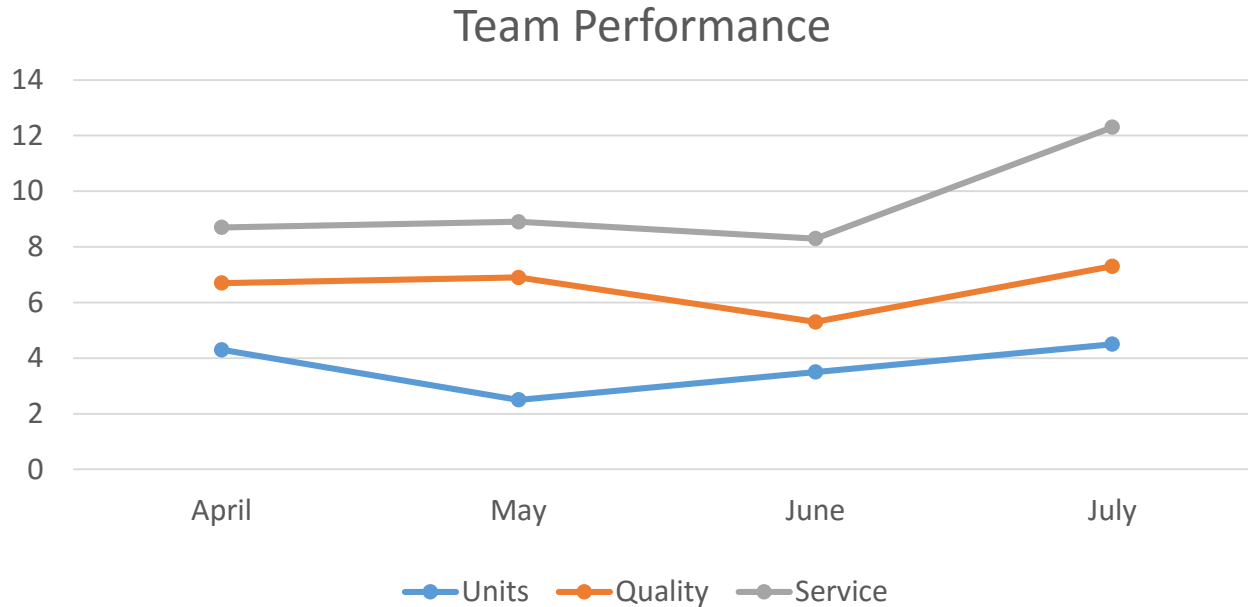
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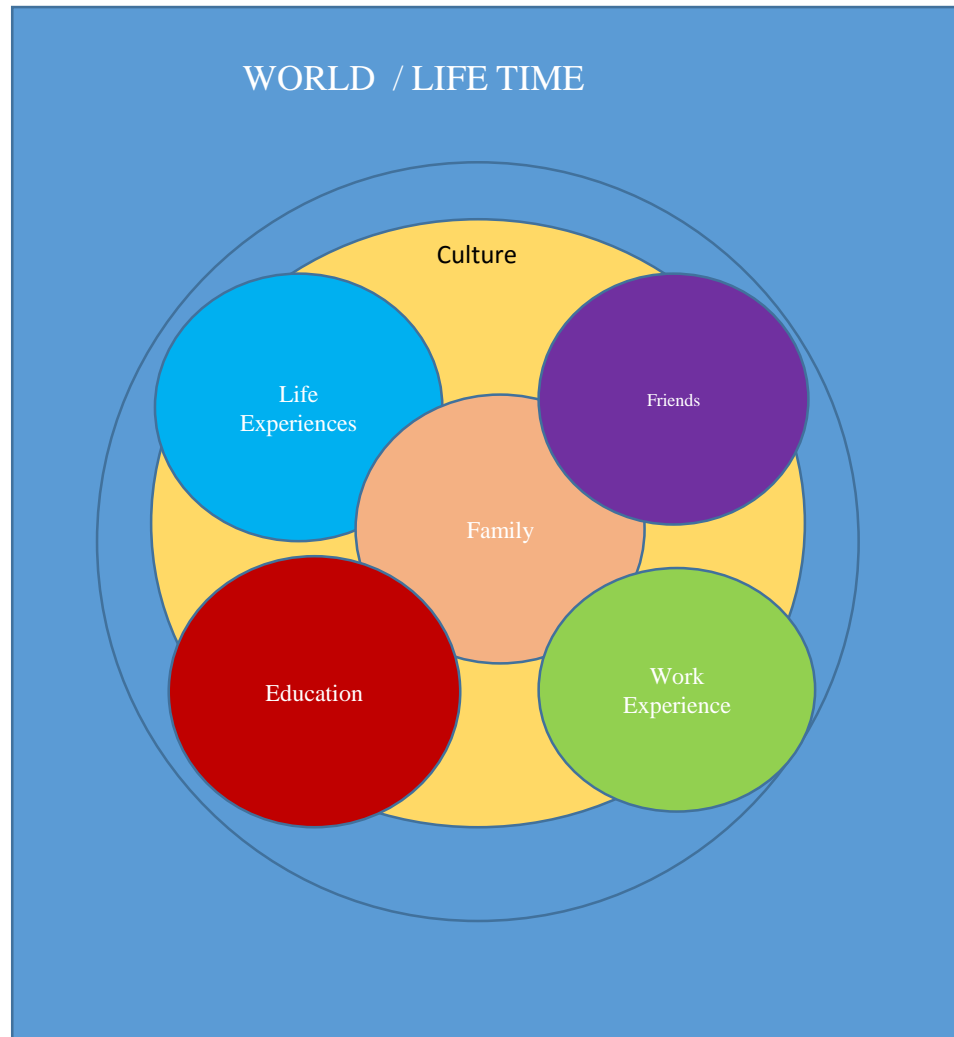
Your Behavioral Style

WHEN DO YOU PERFORM AT YOUR BEST?

WHAT DO YOU NEED TO WIN THE RACE?

1.

2.

3.

4.

5.

TOP PERFORMER

1. I know what is expected.
2. I have the tools I need.
3. I have the training (skills) I need.
4. I have sufficient work.
5. I have no distractions / no reason to not perform.
6. I have adequate incentives to do my best.
7. I have a manager who is supportive.
8. I have an environment that promotes productivity / quality.
9. I enjoy the company and my work.
10. I have friends at work.

REASONS WHY PEOPLE BEHAVE

1. They know how – they have a past history.

2. They get something positive when they behave.

3. They avoid or escape something negative when they behave.

4. Behaving changes something in them (level of stimulation, e.g., thought, etc.).

PROBLEMS AT WORK

1. Micromanagement
2. Lack of training
3. Job Insecurity
4. Lack of progress
5. Behavioral Styles – in conflict
6. Overcrowded
7. Overworked
8. Poor communication
9. Other …

COMMON PROBLEMS AT WORK

1. Absence / late.
2. Inadequate / inconsistent performance (below standard).
3. Poor quality.
4. Poor service.
5. Getting along with others – no teamwork – not fitting in.
6. Abusive of others – critical or berates other employees.
7. Dress, Hygiene, Offensive behavior / habit.
8. Problems outside of work spill over into work.
9. Poor attitude (?)
10. Drugs / Alcohol.
11. Gambling
12. Other …

COMMON PROBLEMS IN TITLE INDUSTRY

1. Productivity; exams per day\week

2. File errors: missed\incomplete\wrong information; spelling; typos.

3. Slow turn-time.

4. Poor communication between title and escrow departments.

5. Closer is too critical of processing assistant.

6. Poor communication skills.

7. Mgt. - No formal meetings.

8. Employee not proactive to help team member on file.

9. Customer Service issues.

EMPLOYEES WHO TEST MANAGEMENT

- Slackers
- Space cadets
- Power grabbers
- Drama Kings / Queens
- Loners
- Challengers
- Clingers

- http://www.yourofficecoach.com/topics/lessons_in_leadership/effective_leadership/seven_employees_that_drive_managers_crazy.aspx
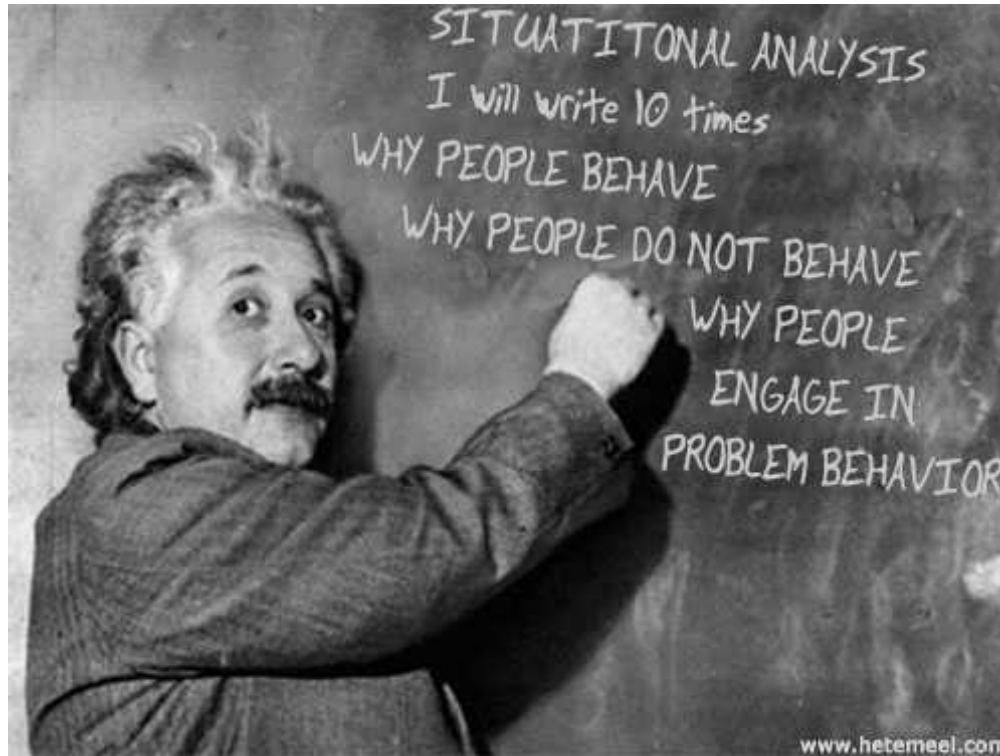
REASONS PEOPLE DON'T BEHAVE

1. They don't know how.

2. Don't have ability.

3. There are no consequences (positive or negative).

4. No directions or expectations given.

5. Poor communications.

6. No accountability

PERFORM A SITUATIONAL ANALYSIS

ANALYZING INDIVIDUAL PROBLEMS

1. Does the person know what is expected?

2. Does the person have the tools he/she needs?

3. Does the person have the training (skills) he/she needs?

4. Does the environment promote work?

5. Does the person have sufficient work?

6. Does the person have a reason to not perform or do something else?

7. Does the person have adequate incentives to do my best?

8. Does the person have a manager who is supportive?

I HATE THIS PLACE!

- Reasons why people complain at work

  - They know how – they have a past history of complaining

  - They get something positive when they complain

  - They avoid or escape something negative when they complain

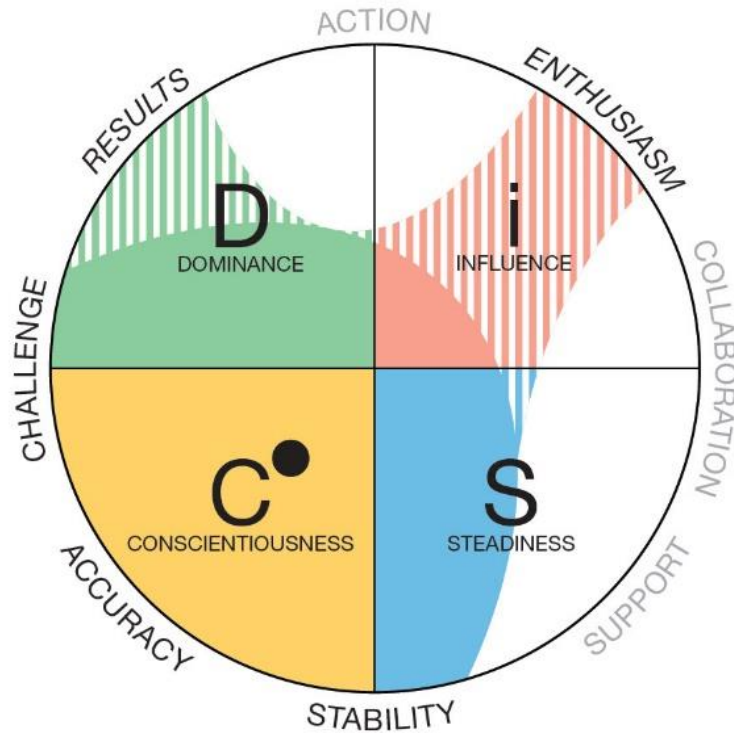 - Complaining changes something inside them (level of stimulation.)

TACTICS FOR INDIVIDUAL PROBLEMS

- Meet with the employee to:
  - Communicate what is expected
  - Clarify the problem
  - Determine that the employee accepts responsibility
  - Set a Goal
  - Define a review period
  - Establish conditions for termination
- Change the reason – refocus consequences
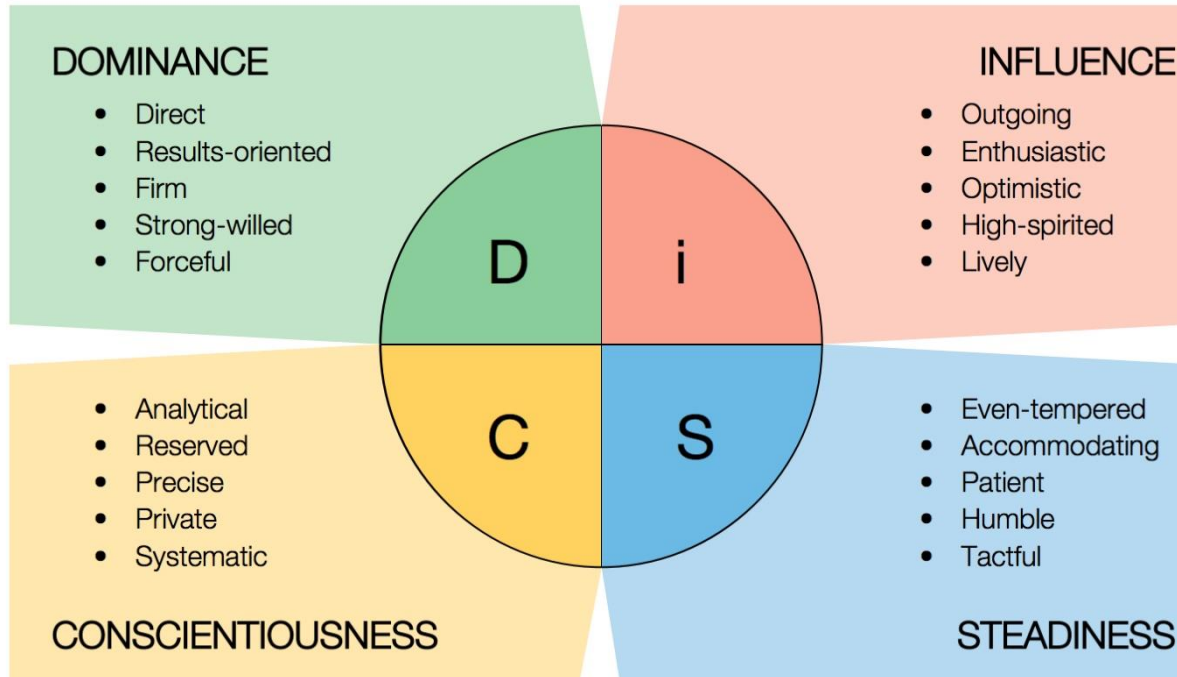- Change the environment – eliminate excuses

BEHAVIORAL STYLE
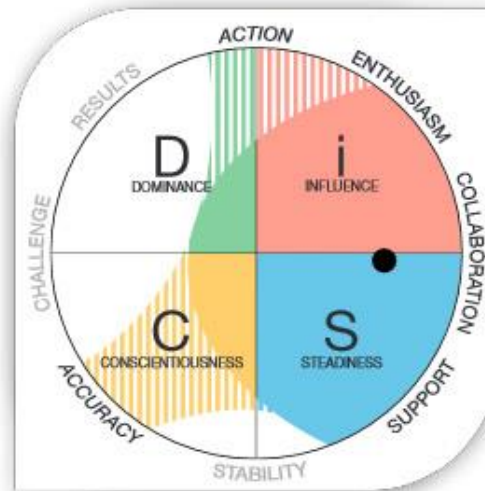

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BEHAVIORAL STYLE

DOMINANCE
- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

INFLUENCE
- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

CONSCIENTIOUSNESS
- Analytical
- Reserved
- Precise
- Private
- Systematic

STEADINESS
- Even-tempered
- Accommodating
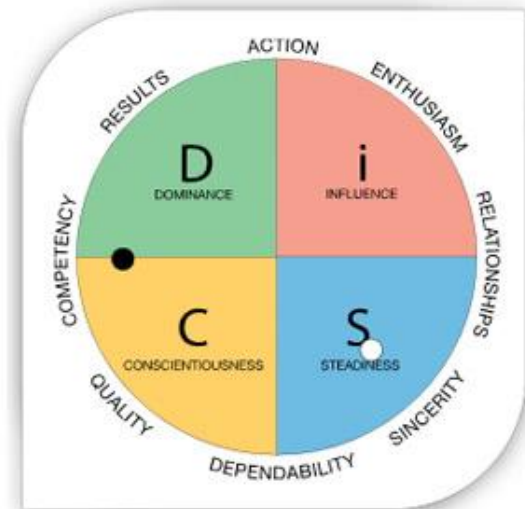- Patient
- Humble
- Tactful

D   i
C   S

FOUR TYPES OF DiSC
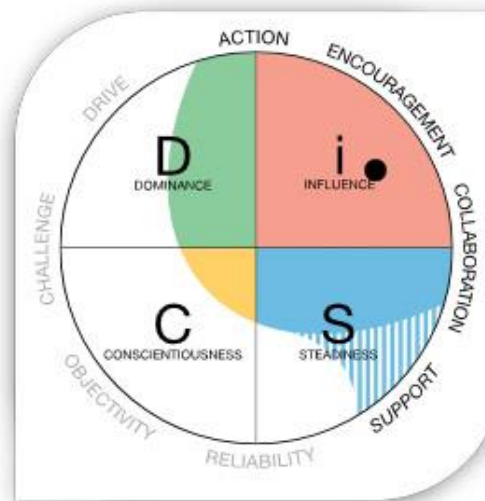
- Workplace
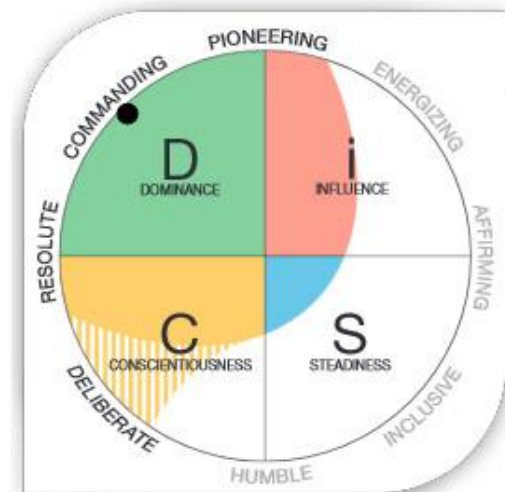- Sales
- Management
- Leader

Everything DiSC Workplace

Everything DiSC Sales

Everything DiSC Management

Everything DiSC Work of Leaders

LEADERSHIP STYLE

Overview of the DiSC® Styles
Everything DiSC® Work of Leaders™

Your DiSC® Leadership Style

The graphic below provides a snapshot of the four basic DiSC® styles. Keep in mind that while **everyone is a blend of all four styles**, most people tend most strongly toward one or two styles.

D: Dominance

Priorities: being commanding, being pioneering, being resolute

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Questioning
Logic-Focused
Objective
Skeptical
Challenging

i: Influence

Priorities: being energizing, being pioneering, being affirming

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

Accepting
People-focused
Empathizing
Receptive
Agreeable

Active
Fast-paced
Assertive
Dynamic
Bold

Your Style: Di
Primary Style: D
Secondary Style: i

PIONEERING
COMMANDING
ENERGIZING

D Dominance
i Influence

RESOLUTE
AFFIRMING

C Conscientiousness
S Steadiness

DELIBERATE
INCLUSIVE
HUMBLE

C: Conscientiousness

Priorities: being deliberate, being humble, being resolute

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Thoughtful
Moderate-Paced
Calm
Methodical
Careful

S: Steadiness

Priorities: being inclusive, being humble, being affirming

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

BEHAVIORAL STYLE

DISC Style
Quick Assessment

FAST-PACED & OUTSPOKEN

OR

CAUTIOUS & REFLECTIVE

1. _____

QUESTIONING & SKEPTICAL

OR

ACCEPTING & WARM

2. _____

cba
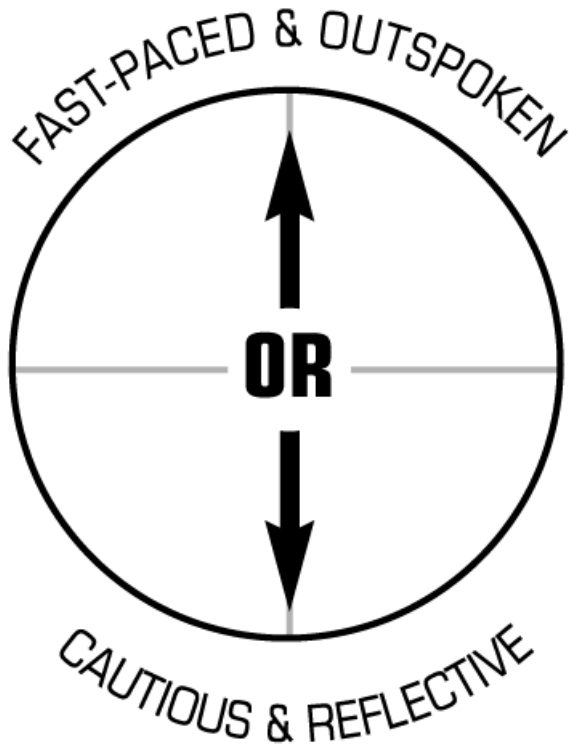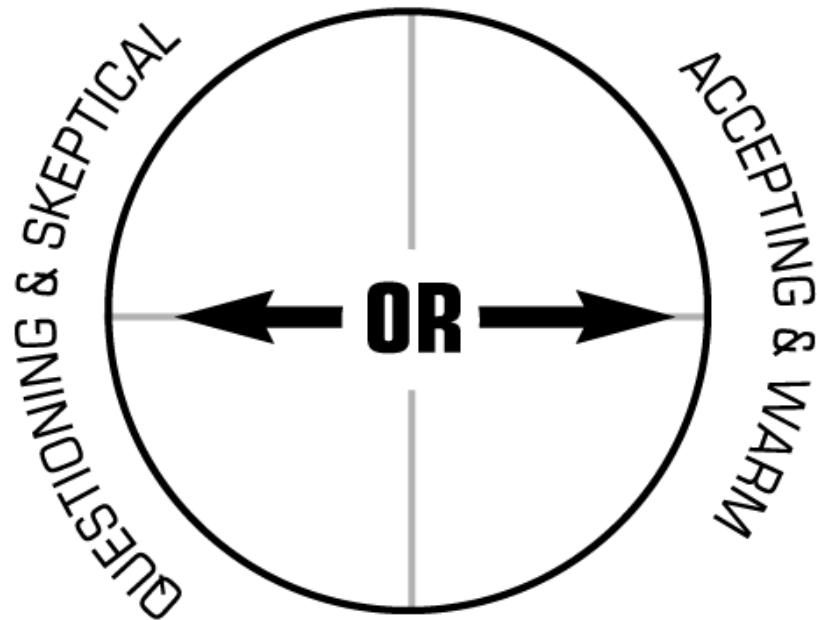
USING THE DiSC TO IDENTIFY BEHAVIORAL STYLE
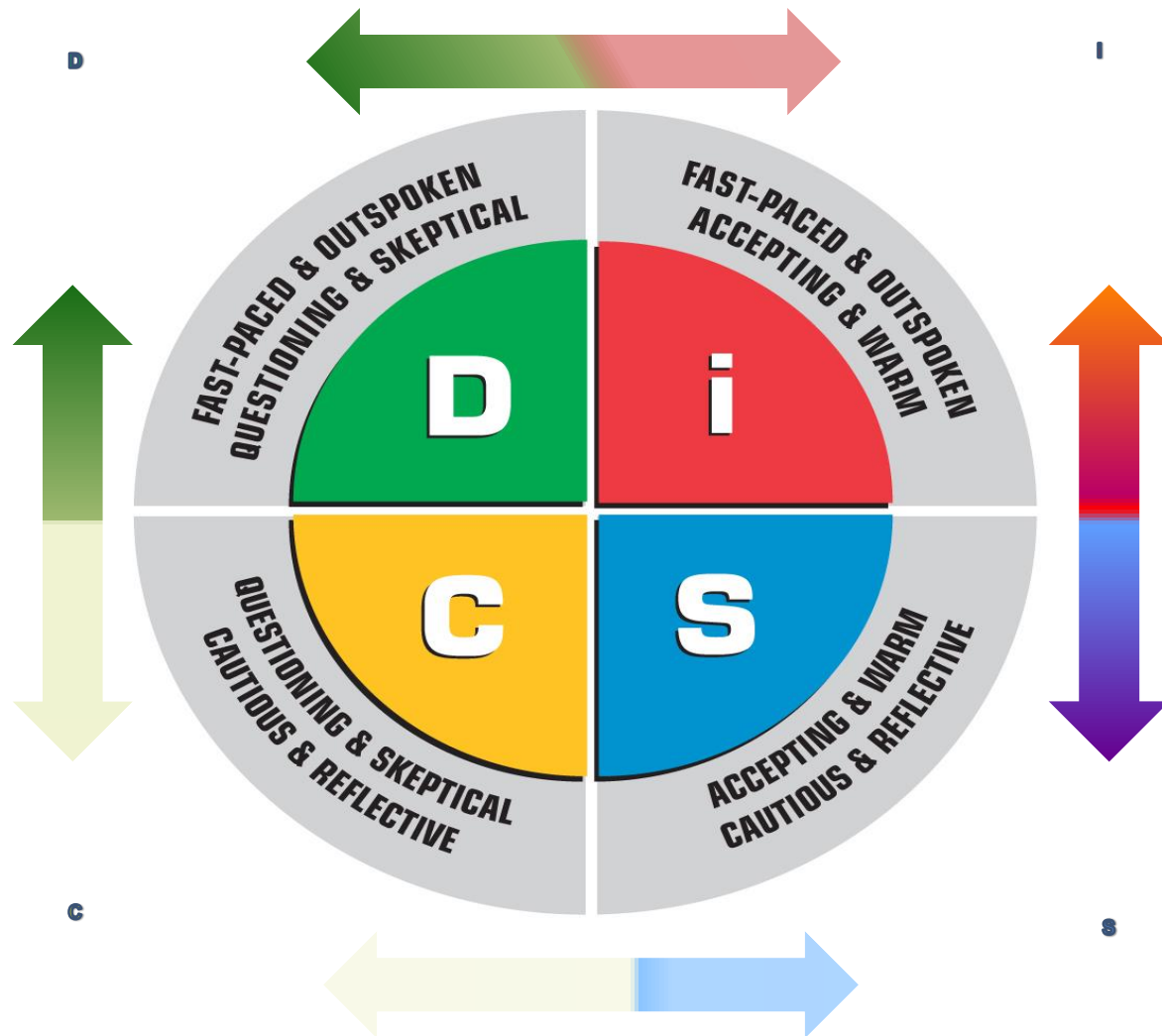
1. Does this person tend to be more:

    a. **Fast-paced and Outspoken,** or
    b. **Cautious and Reflective** (choose one)

2. Does this person tend to be more:

    a. **Questioning and Skeptical,** or
    b. **Accepting and Warm** (choose one)
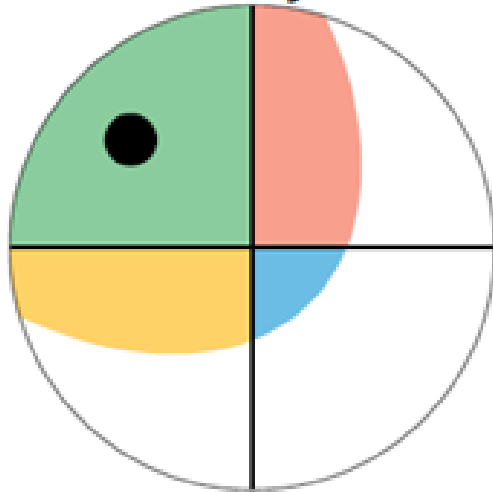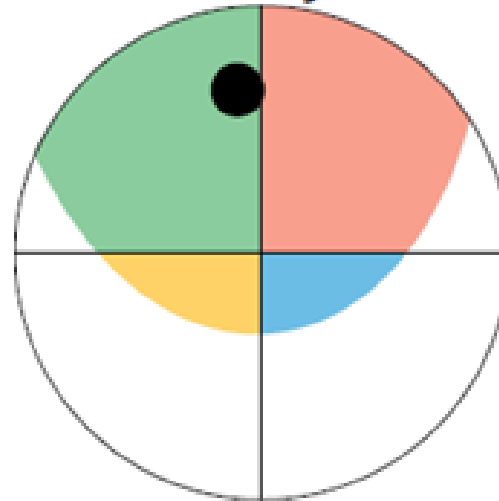
RCL

cba

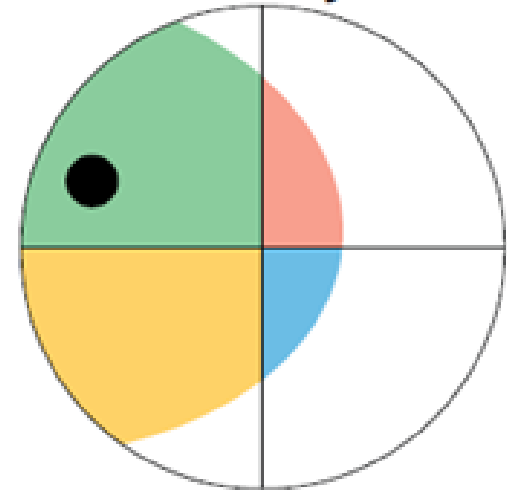# Your DiSC® Style

D Style

Results
Action
Challenge

Di Style

Action
Results
Enthusiasm

DC Style

Challenge
Results
Accuracy

DiSC

DRIVER

D (Dominance): Fast-paced, Outspoken, Questioning, Skeptical

C (Conscientiousness): Questioning, Skeptical, Cautious, Reflective

ANALYTIC

EXPRESSIVE

I (Influence): Fast-paced, Outspoken, Accepting, Warm

S (Steadiness): Accepting, Warm, Cautious, Reflective

AMIABLE

COACHING THE "D"

- Tell them what is expected – define "best"
- Define authority - limits
- Give them freedom of choice
- Let them self manage
- Allow them to direct others
- Track and evaluate often
- Praise and publicly reward achievement

DOMINANCE

DiSC

cba

COACHING THE "i"

- Make sure they understand what is expected
- Help with details
- Ask for their input
- Involve others
- Keep them on track and on time
- Provide public praise

DiSC

INFLUENCER

EXPRESSIVE

COACHING THE "S"

- Give them a step by step plan
- Define role and rationale
- Keep it casual – focus on relationships
- Make them the glue
- Provide accurate feedback
- Praise sincerely in private

STEADY

DiSC

AMIABLE

COACHING THE "C"

- Tell them exactly the outcome expected
- Explain the reason for the task
- Make sure they agree
- Keep it formal
- Give them time to think
- Let them create a plan
- Give accurate progress feedback
- Praise outcomes in private

Careful
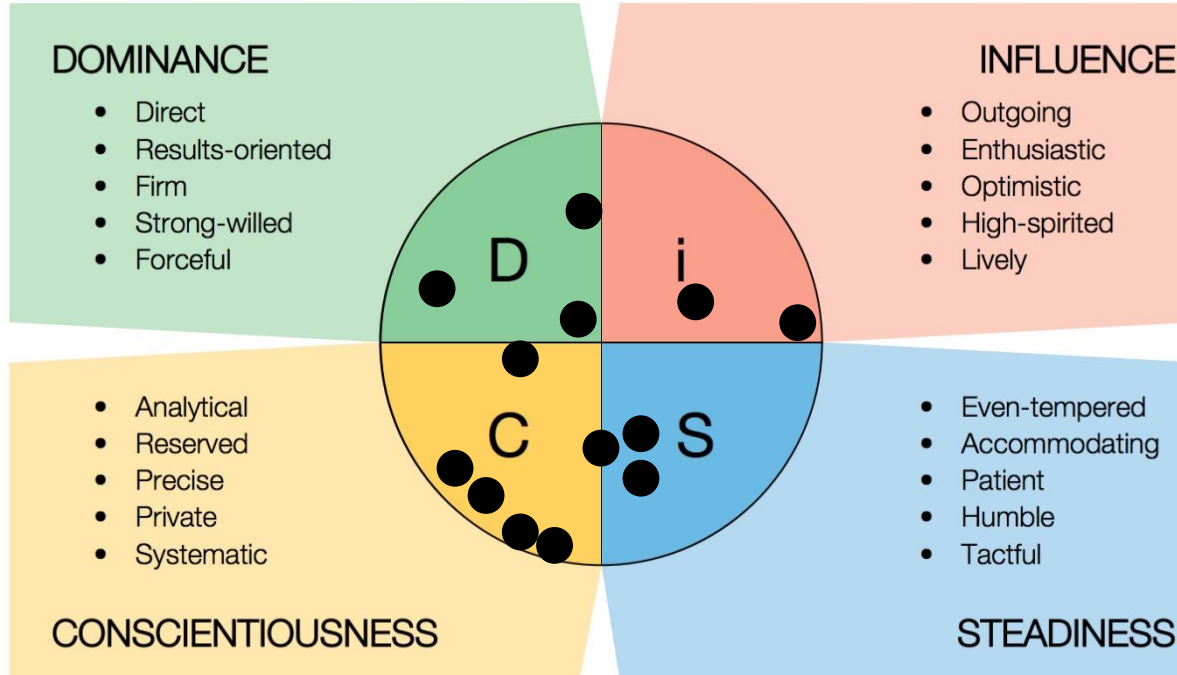ANALYTIC

DiSC

TEAM PROFILE

John - Sales DI
Paula - Searcher SC
Brian - Manager DC
Cassandra - Closer CS
Bob - Examiner C
Veronica - Typist SC
Ellen - Processor SC
Lily - Sales IS
Ryan - Customer S. IS
Selma - Examiner DC

Sample Report 2

TEAM STYLES

DOMINANCE
- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

INFLUENCE
- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

CONSCIENTIOUSNESS
- Analytical
- Reserved
- Precise
- Private
- Systematic

STEADINESS
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

PREPARING FOR YOUR FIRST COACHING SESSION

1. Write out your facts

2. Practice what you will say

3. Start positive

4. Employees will be more relaxed in a neutral space

5. Timeliness is key

6. Assume a share of the responsibility

7. Be specific, use examples

YOUR FIRST COACHING SESSION

1. Explain the purpose of the meeting

2. Review any prior goals or expectations

3. Discuss the person's recent performance history

4. Establish your expectations (e.g., goals)

5. Define the specific performance or behavior expected

6. Make sure the employee understands and agrees

7. Discuss a plan to achieve the goal: ask for employee ideas

8. Review the consequences for success and failure

9. Discuss support; commit to action plan with timelines/responsibilities.

10. Set date for next meeting

WRITING INDIVIDUAL GOALS

- WHO + WHAT + WHEN
- SMART goals:
  - **S** – Specific (or Significant).
  - **M** – Measurable (or Meaningful).
  - **A** – Attainable (or Action-Oriented).
  - **R** – Relevant (or Rewarding).
  - **T** – Time-bound (or Trackable).

WHEN THERE IS A TEAM PROBLEM

1. Not a team
2. One or more members excluded
3. Poor fit
4. Inconsistent performance – not pulling the load
5. Interpersonal problems
6. Lack of direction
7. Lack of motivation
8. Lack of communication
9. Lack of management / leadership

IS IT REALLY A TEAM PROBLEM?

- You may need to work with just one or two individuals versus addressing the whole team.

Tactical ideas\solutions

- Productivity: Have employee self-record daily; publish weekly totals; graph results.

- File Errors: Use Checklist, provide more immediate feedback.

- Slow turn-time: Look at time-management; perform work-flow analysis.

- Dept. Communication: Spend a day in another employees shoes.

- Closer is too critical: Facilitate three-way meeting; have each emp. identify needs.

- Poor communication: Provide communication templates (e.g., e-mails).

- No formal meetings: 'Meeting in a Bag'.

- Not helping others: Create team incentive for work accomplished in a day.
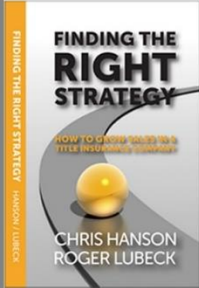
NEXT STEPS

1. Review the strengths and weaknesses of your team(s) and team members.

2. Develop goals for your immediate and longer-term priorities.

3. Develop coaching goals.

4. Establish measures and accountability.

5. Provide performance feedback.

6. Coach for improvement

7. Reward / recognize performance

QUESTIONS AND ANSWERS
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