LEADERSHIP IQ

BRINGING OUT THE BEST IN YOUR MIDDLE PERFORMERS

Mark Murphy,
Chairman & CEO

LEADERSHIP IQ

Downloadable Resources

Slides:

Talking Points:

LEADERSHIP IQ

Everything Based On Research
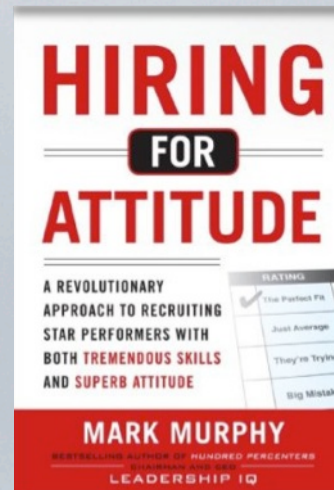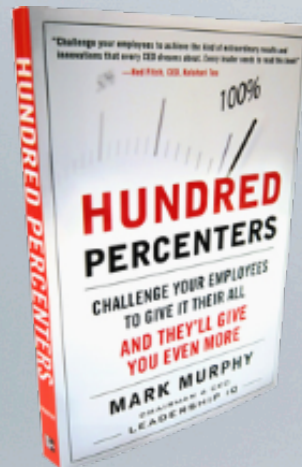
Defining Middle Performers

LEADERSHIP IQ
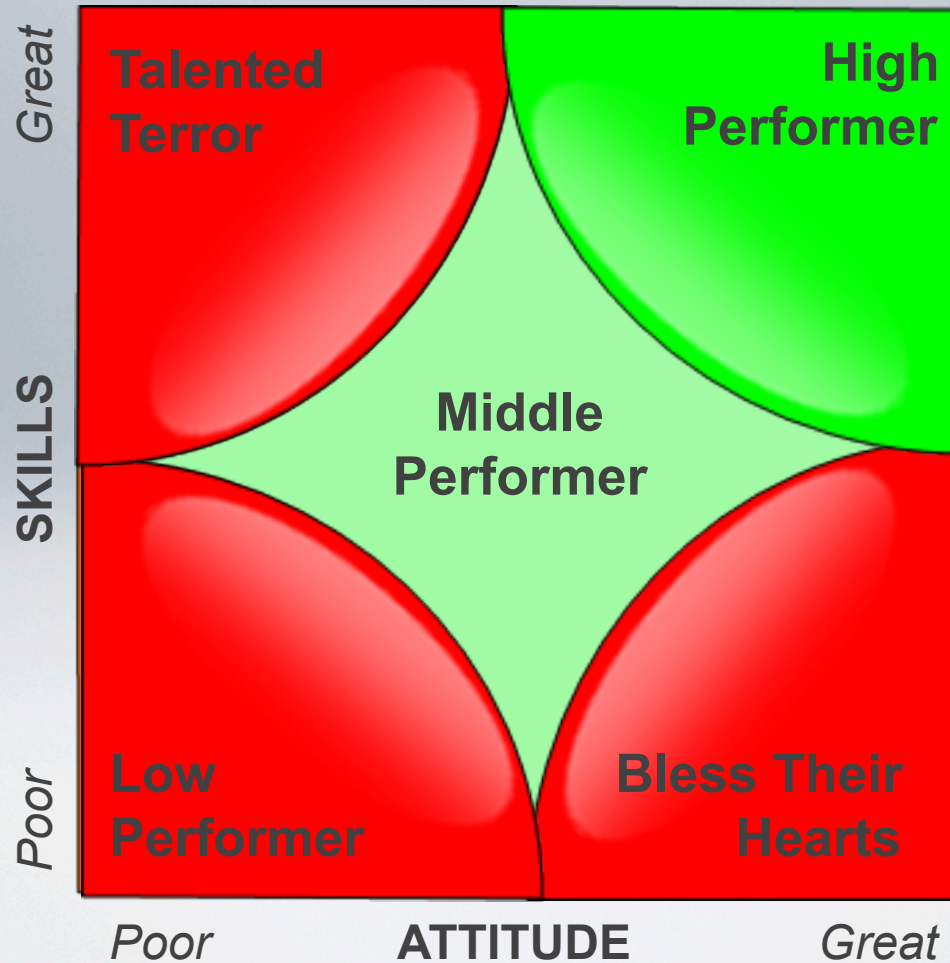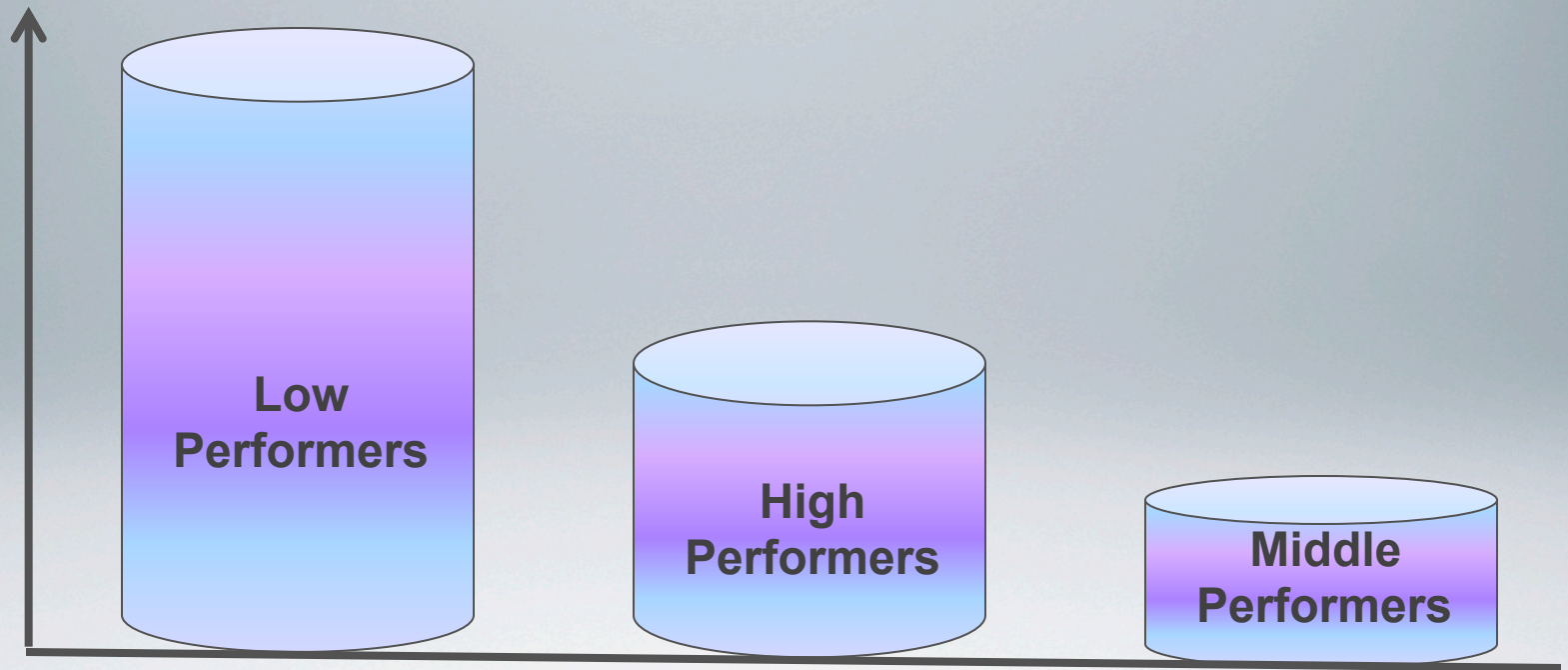
Middle Performer Diagnosis

1. Set the stage
2. Assess their confidence
3. Assess their clarity of expectations
4. Assess their perceived costs
5. Assess their perceived benefits

LEADERSHIP IQ
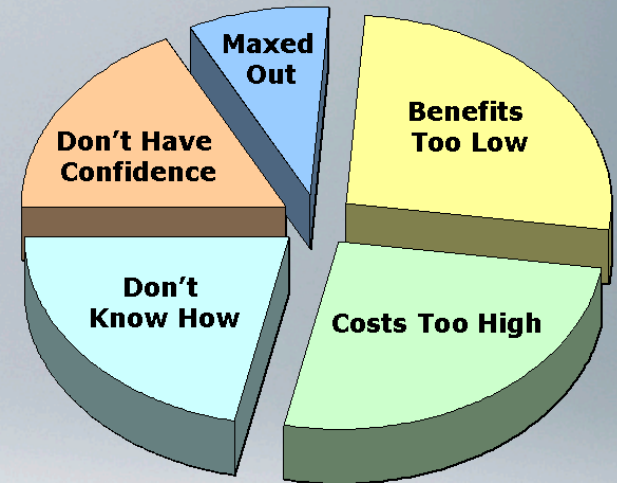
Set the Stage

- Sarah/Frank, I want to tell you that your performance has been very solid, successfully meeting all expectations. But I also want to tell you that I believe you have untapped potential. I've gotten a sense of how talented you are, and I'd like to talk about finding ways to tap that potential. Is this a conversation you feel OK having?
  - *YES (continue)*
  - *NO ("Do you mind if I ask why?")*

Assess their Confidence

- Do you see the same potential in yourself that I see in you?
  - *YES (continue)*
  - *NO ("Do you mind if I ask why?")*

LEADERSHIP IQ

Assess their Clarity of Expectations

- Can you tell me about what you consider to be the criteria for being a high performer at this organization?

Assess their Perceived Costs

- Sometimes when someone has untapped potential, there's something going on that's holding them back or demotivating them. Is there anything like that here?

- *Can you tell me about a time in the past 3/6/12 months,* when you felt particularly demotivated / frustrated / emotionally burnt out?

Assess their Perceived Benefits

- Sometimes when someone has untapped potential, it feels like it's not really going to improve your job satisfaction to tap that potential. So let me ask you a question. I know this is a tough one to remember back and it probably sounds like it's out of left field, but give it a shot.

- When you started in this job, what was your greatest hope? *(what did you want to achieve or get out of this job?)*

- *In the past 3/6/12 months, what's been your favorite part of the job? Can you tell me more about that?*

- *What's the part of your job that you really look forward to?*

LEADERSHIP IQ
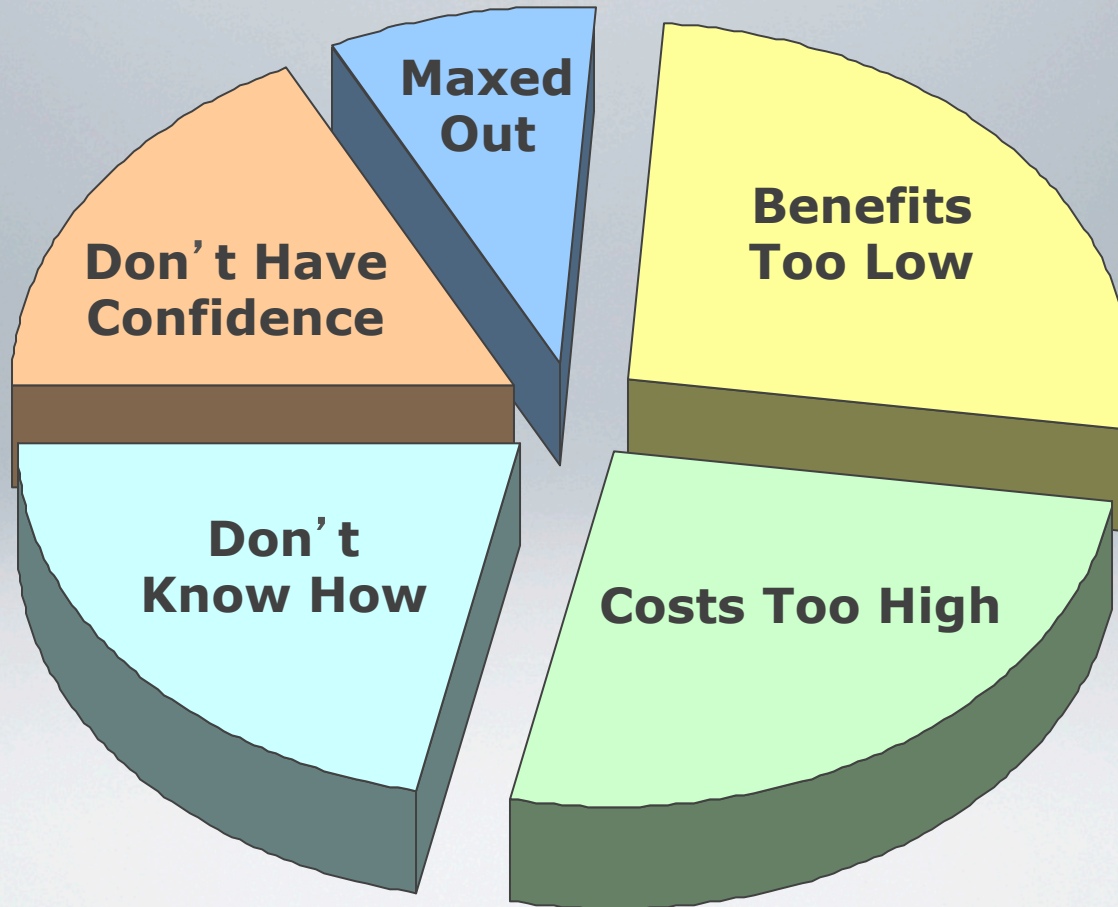
Don't Have Confidence

- Employees are 500% more likely to be optimistic about goals from their manager if they believe the manager is optimistic about those goals.

- 71% of managers say they believe the majority of their employees can achieve excellence

- Only 18% of employees say their manager actually communicates positive expectations
  - Most managers are better at communicating negative feelings than positive ones
  - Most managers have low self-awareness

Setting Targets
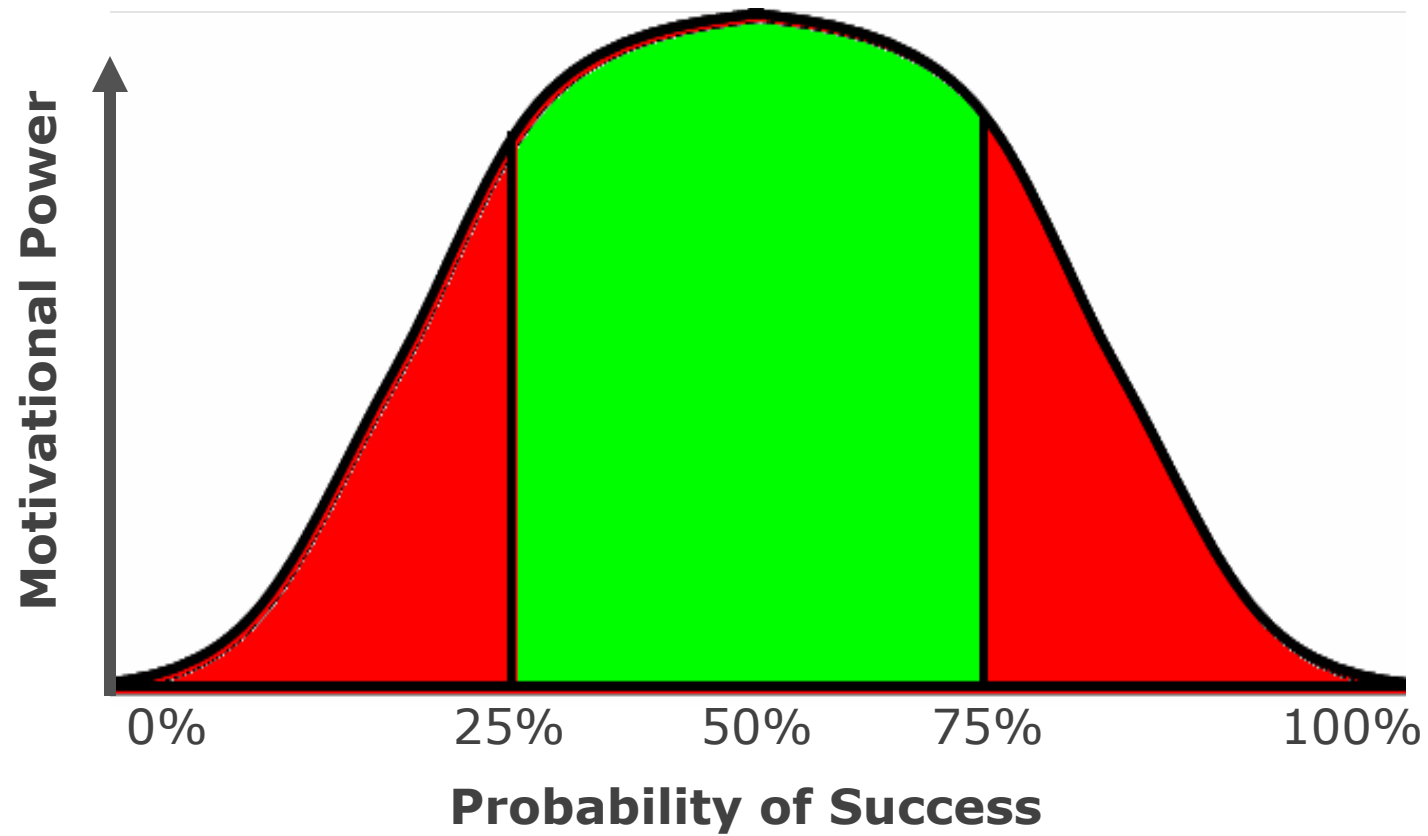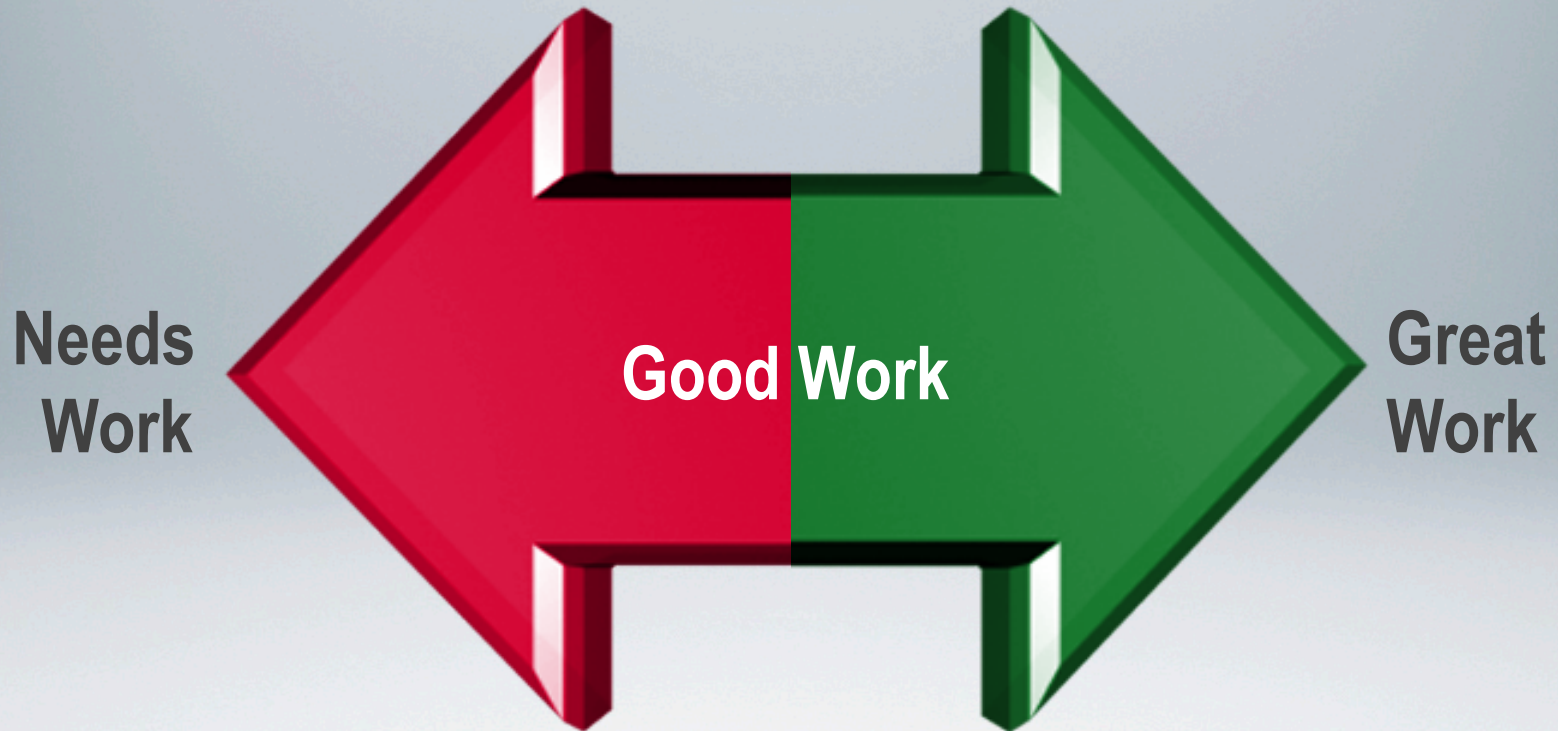
Word Pictures®

Needs Work	Good Work	Great Work
I avoid extra work, and when working in a team I allow my coworkers to do most of the work.	I accept personal responsibility for quality and timeliness of work without making excuses or blaming others.	If I uncover an unexpected problem, I take immediate action to remedy the situation and to bring it to the attention of others in order to avoid the problem in the future.

Needs Work	Good Work	Great Work
Generates 0-2 cost savings ideas per year.	Generates 3-4 cost savings ideas per year.	Generates 5 or more cost savings ideas per year.

Costs Too High

- Sometimes when someone has untapped potential, there's something going on that's holding them back or demotivating them. Is there anything like that here?

LEADERSHIP IQ

Benefits Too Low

- *In the past 3/6/12 months, what's been your favorite part of the job? Can you tell me more about that?*

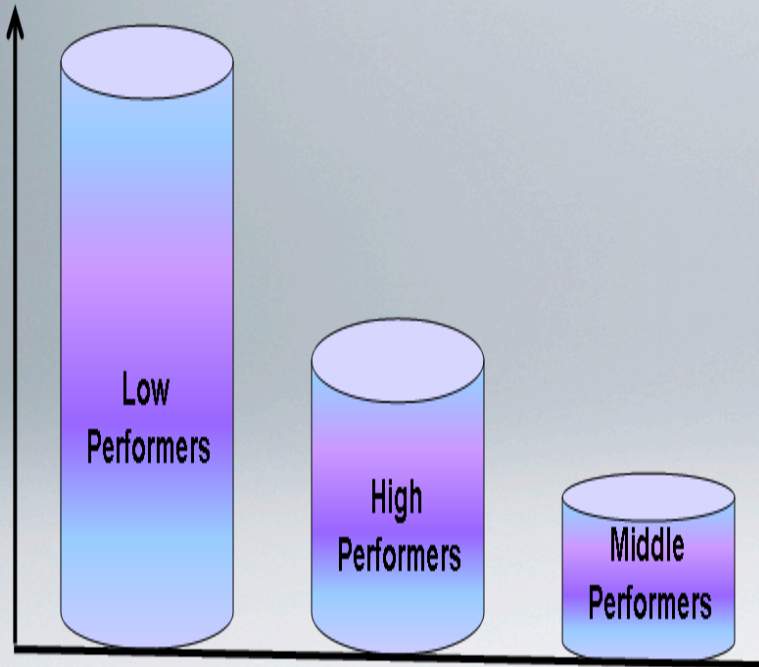- *What's the part of your job that you really look forward to?*

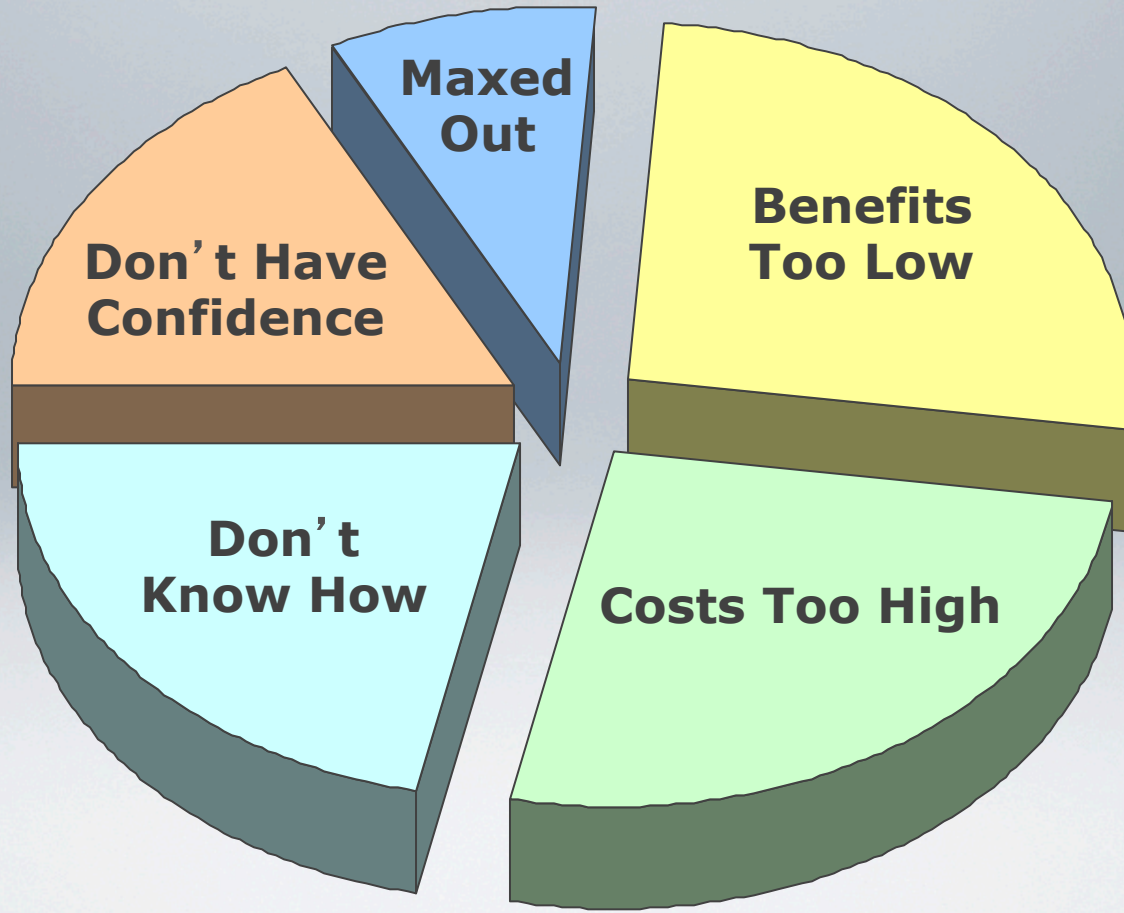- What new projects, etc. can you give them that would meet these needs?

LEADERSHIP IQ

Maxed Out

Blend all techniques

- Time
- Attention
- Motivators
- Demotivators
- Confidence
- Targets
- Word Pictures

LEADERSHIP IQ

Upcoming Webinars

7/23: **How to Build Excitement For a Change Effort**

7/25: **The Secrets of Killer Presentations**

www.leadershipiq.com/webinars **800-814-7859**

Thanks for watching

✉ info@leadershipiq.com

🖥 www.leadershipiq.com

📞 800-814-7859

Contact us for information about our employee engagement surveys, E-Learning, onsite training or keynote speaking