

LEADERSHIP IQ


BRINGING OUT THE
BEST IN YOUR
MIDDLE
PERFORMERS

A portrait of Mark Murphy, Chairman & CEO, sitting and smiling. He is wearing a dark suit, a light blue shirt, and a dark tie. He has a goatee and is looking directly at the camera.

Mark Murphy,
Chairman & CEO

Downloadable Resources

Slides:



JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:

Speak the Truth Without Making People Angry
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

- Click here to join:
<https://www1.gotomeeting.com/join/681027312/106529318>
This link **should not be shared** with others; it is unique to you.
- You will be connected to audio using your computer's microphone and speakers (VoIP). A headset is recommended.

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Toll-free: 1 877 739 5903
– OR –
Toll: +1 (909) 259-0034

Access Code: 487-802-838
Audio PIN: Shown after joining the Webinar

Webinar ID: 681-027-312

YOU'LL WANT TO READ THIS:


You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

- Please direct any questions to Sarah at sarah@leadershipiq.com or call 1-800-814-7859

System Requirements
PC-based attendees
Required: Windows® 7, Vista, XP or 2003 Server

Macintosh®-based attendees
Required: Mac OS® X 10.5 or newer

Talking Points:



Why we care: Keeping tough conversations free from emotional distraction allows people to listen, take accountability and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

Avoid:

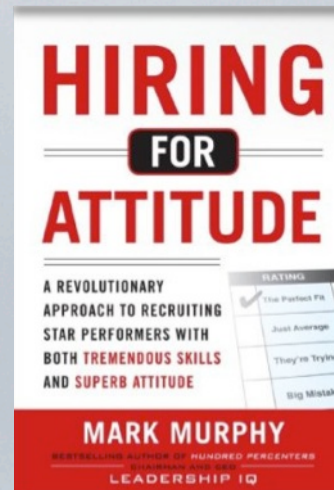
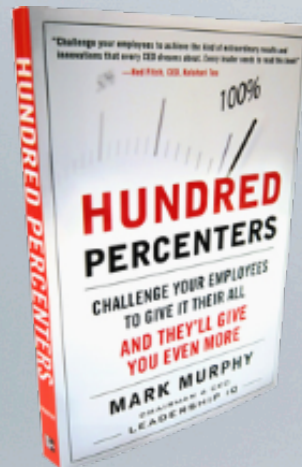
- Conversations that are attacking, pleading, disintegrating, shirking, soft pedaling, or that include “compliment sandwiches” (a criticism sandwiched between two compliments).
- “Trigger words” that instantly make people defensive (“you” language that attacks, adverbs and absolutes that exaggerate the facts, and negations and negative emotions).
- Interpretations (“Sally ignores everything I say”), emotional Reactions (“I’m really irritated at Sally”), and desired Ends (“Everything Sally writes has to be edited”). The F.I.R.E. model eliminates the IRE and keeps conversations focused on the Facts.

Instead: stick to fact-based communications that are candid, objective, specific, timely and unemotional (“Yesterday there were two typos in Sally’s memo”) by using one of three scripts:

I.D.E.A.L.S.: the foundation script used in most tough conversations with employees who have moderate self awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

Step 1: Invite them to partner: “Would you be willing to have a conversation with me about (insert the facts)?”
Step 2: Disarm yourself: “I’d like to review the situation to make sure I’m on the same page as you.”
Step 3: Eliminate blame: “And if we have different perspectives, we can discuss those and develop a plan for moving forward.”
Step 4: Affirm their choices: “Does that sound OK? I can talk now, or if necessary, I have time later today.”
Step 5: List corrective feedback: list the facts and then listen to determine whether or not they’ve made a corrective leap.
Step 6: Synchronize your understanding: “Tell me how you think we can work together to build on this and make things even more effective next time.”

Everything Based On Research



FORTUNE

BusinessWeek

Forbes

THE WALL STREET JOURNAL

abc NEWS

CBS NEWS

REUTERS

MODERN HEALTHCARE

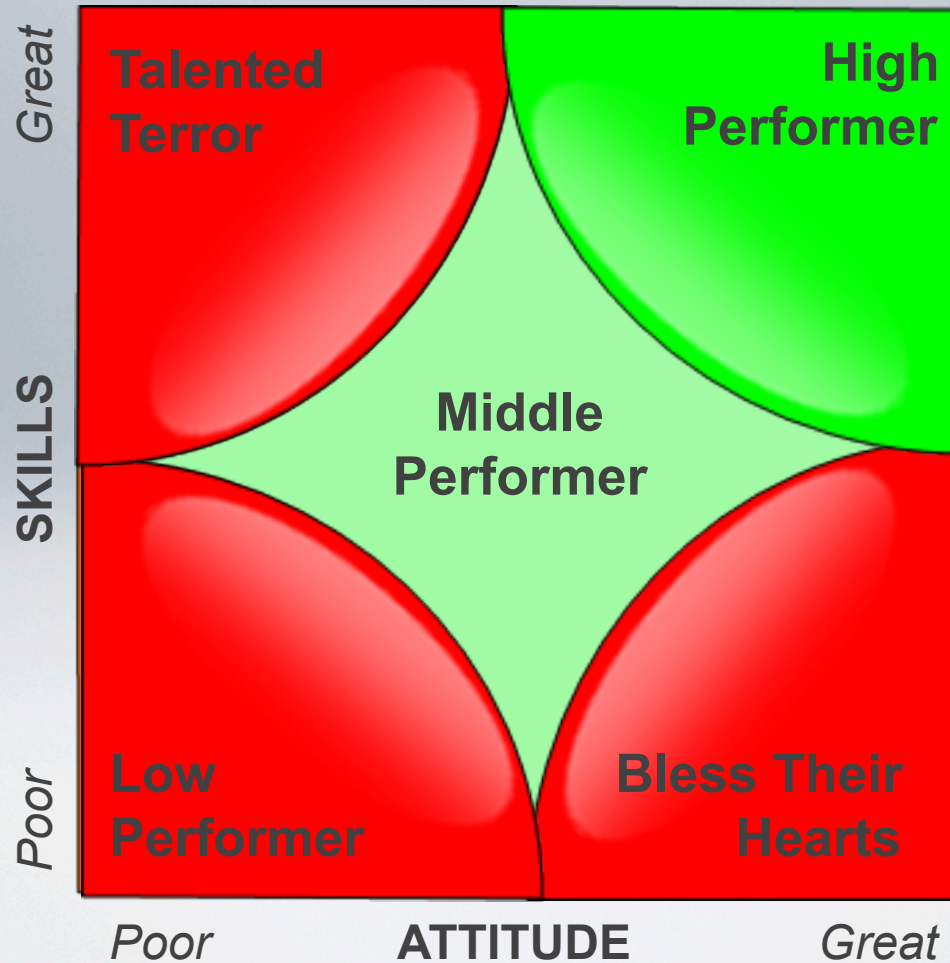
The Washington Post

Los Angeles Times

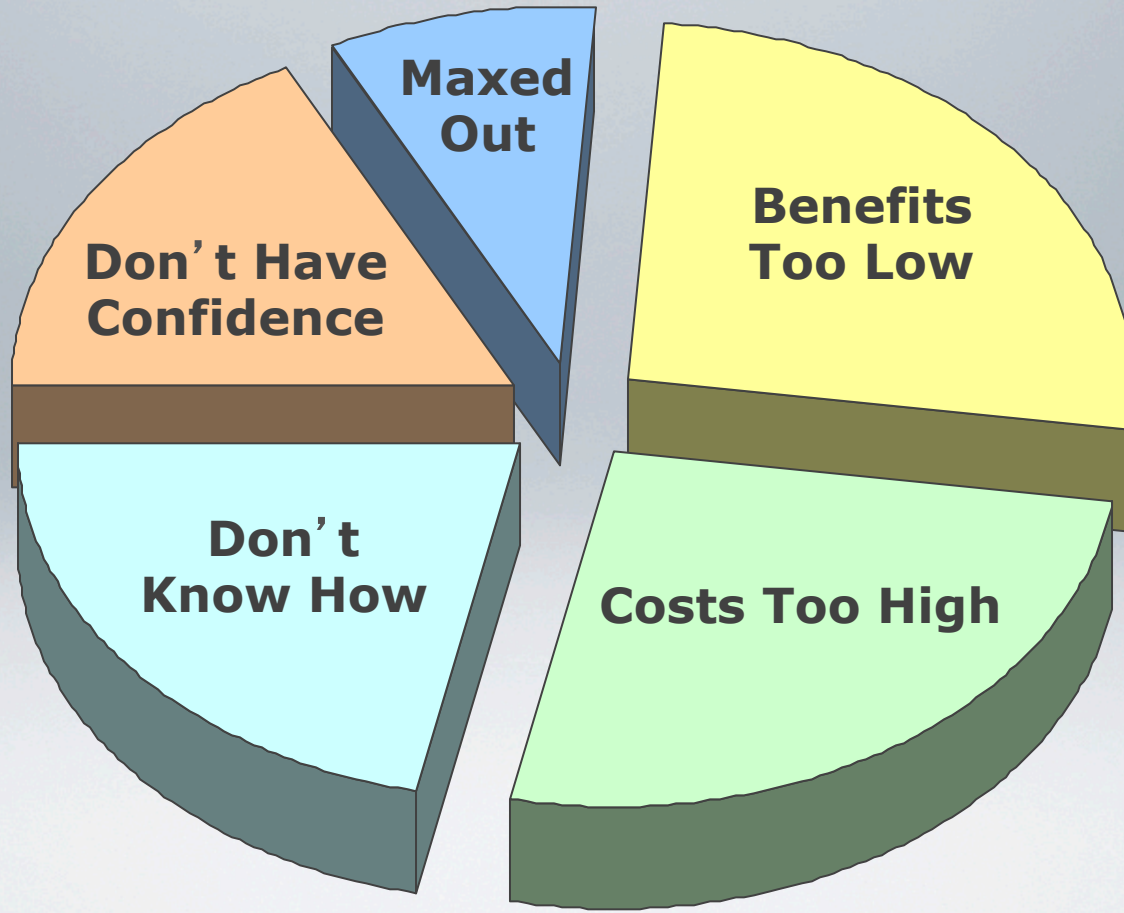
INVESTOR'S BUSINESS DAILY

harvard managementupdate

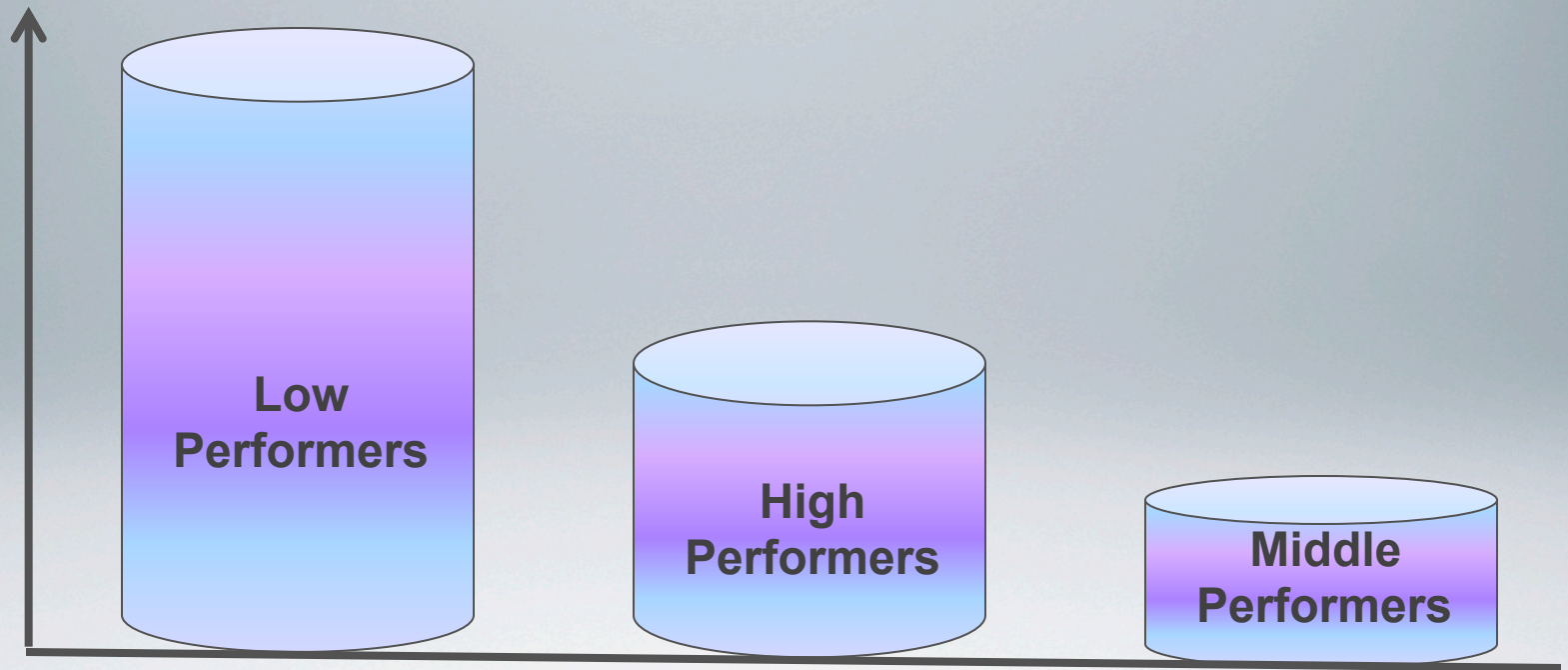
Defining Middle Performers



What stops middle performers?

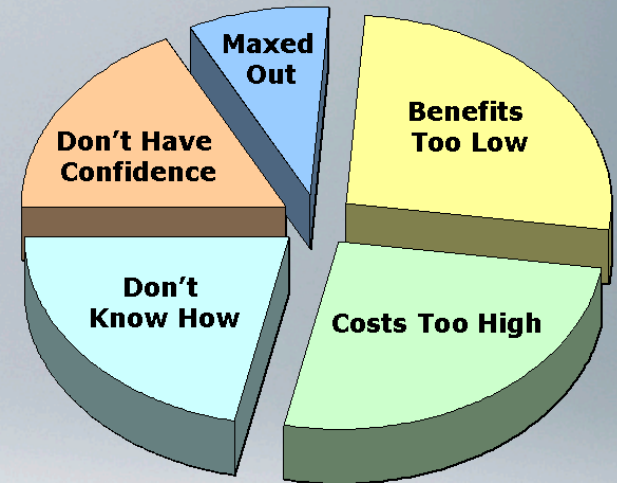


Where our time goes...



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



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?”)*

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?

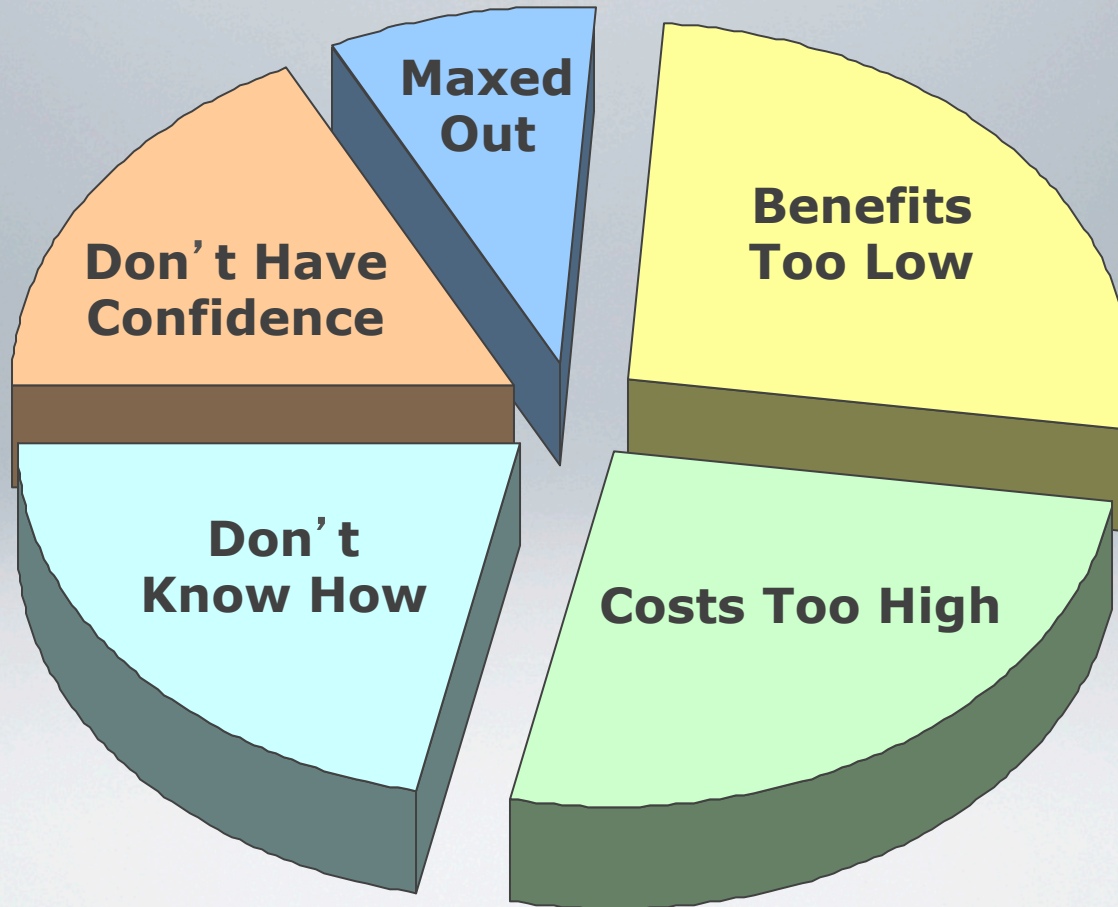
Assess their Perceived Costs

- 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?*

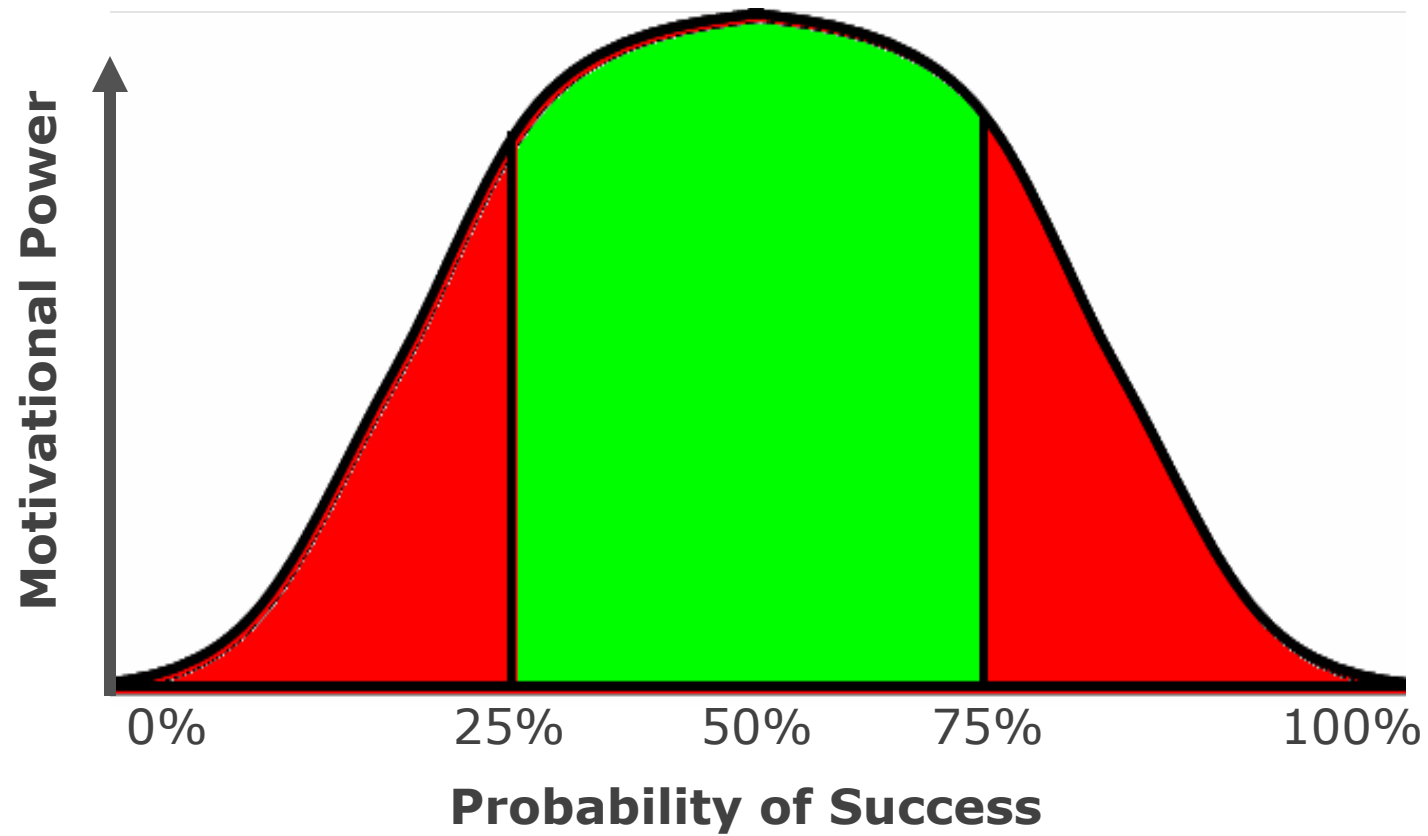
Diagnosing Middle Performers



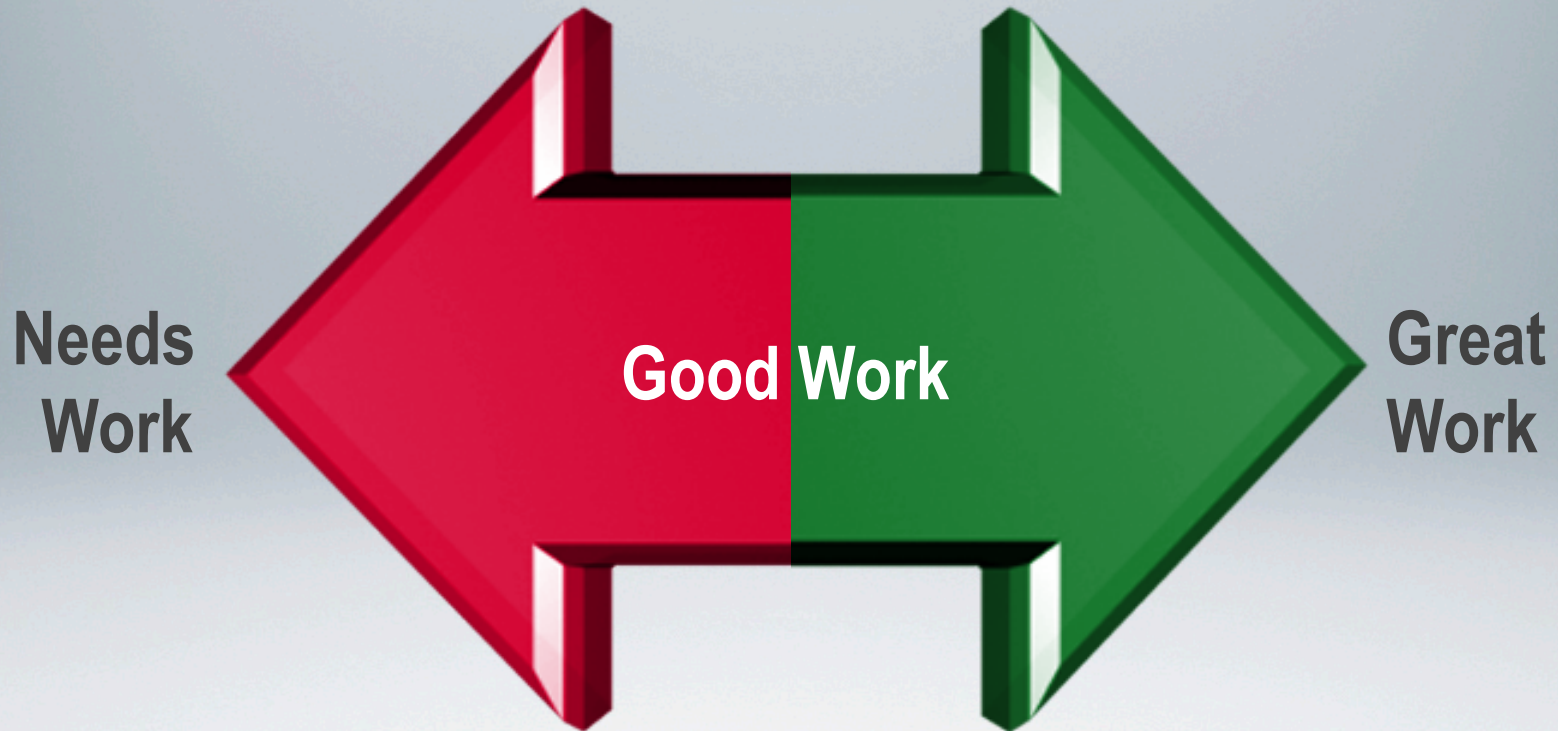
Don't Have Confidence

- 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



Don't Know How



Observable, Gradeable, Verifiable, Explicit

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?

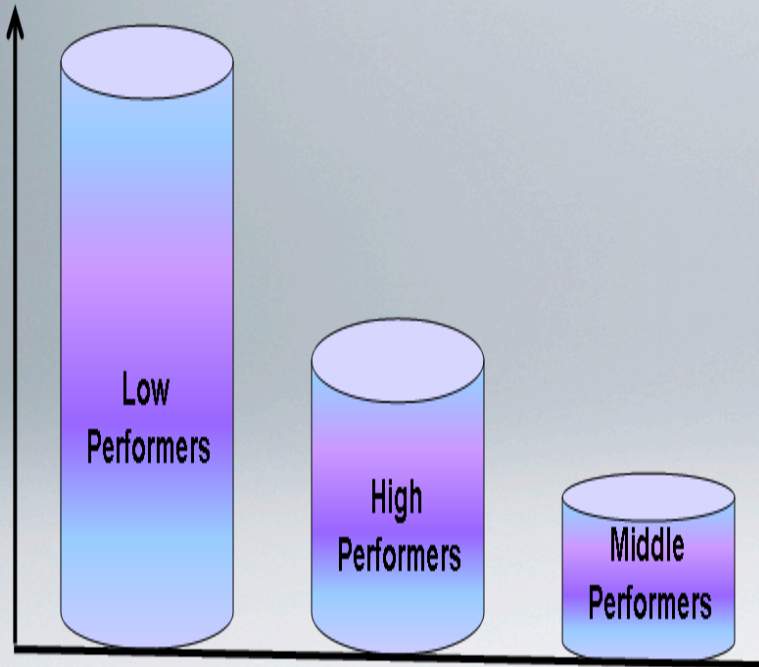
Benefits Too Low

- *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?

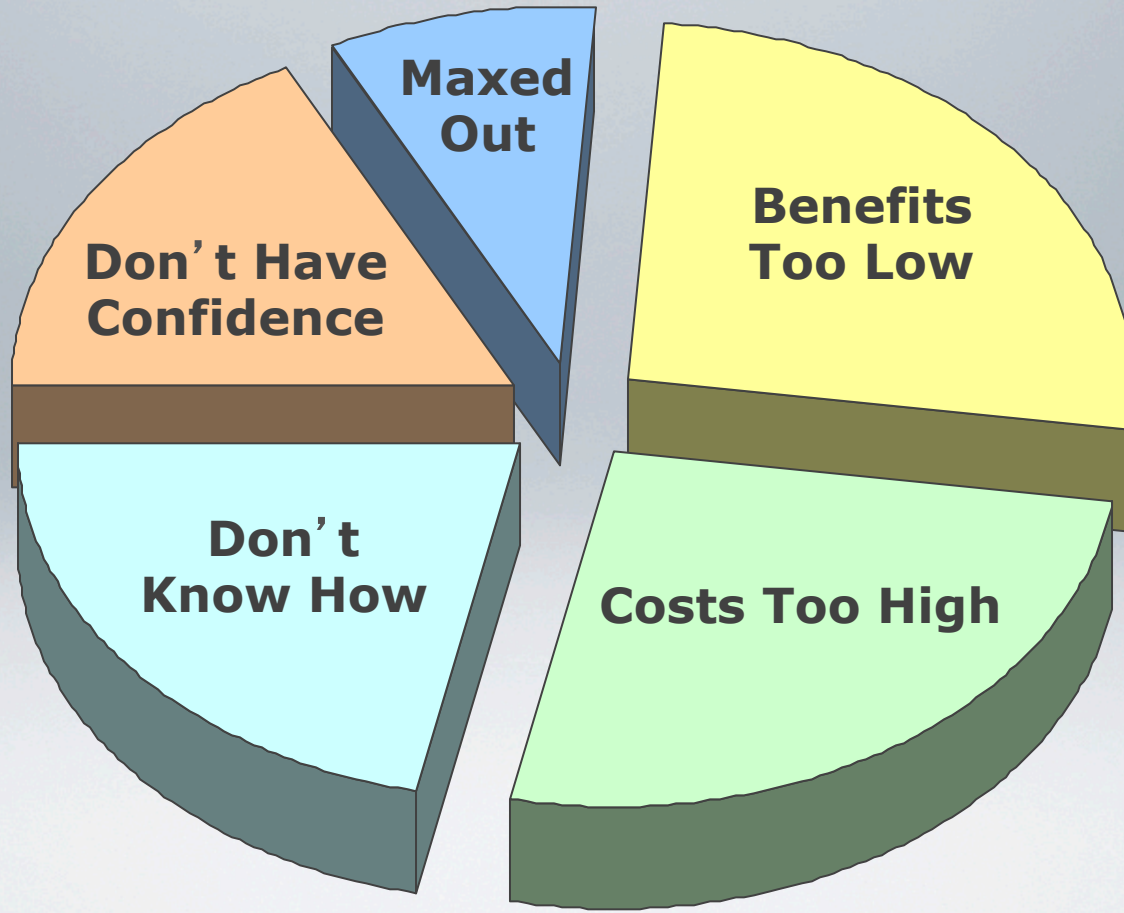
Maxed Out

Blend all techniques

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



Maximizing Middle Performers



Upcoming Webinars

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

7/25: The Secrets of Killer Presentations

www.leadershipiq.com/webinars

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Thanks for watching



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