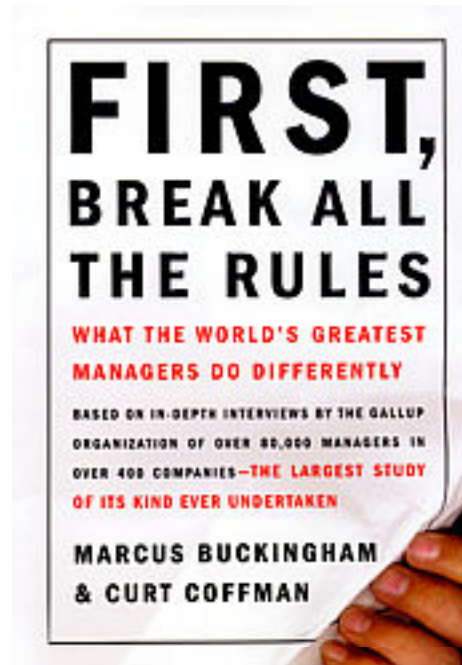


First, Break All the Rules



Dr. Donna Peterson
Superintendent of Schools
Kenai Peninsula Borough School District

Book is based on:

1. Analysis of managers who excelled at turning employee talent into performance
2. Gallup Study – 80,000 managers interviewed 1½ hours

An employee may join a company because of its prestige and reputation, but his relationship with his immediate manager determines:

1. how long he stays
2. how productive he is while there

Not pay, benefits, perks, charismatic leader,
training builds strong workplace...the manager
(direct supervisor) is the key

Managers serve as catalysts

1. Selecting people
2. Setting expectations
3. Motivating
4. Developing

Twelve questions measure the strength of the workplace

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?

Twelve questions measure the strength of the workplace (continued)

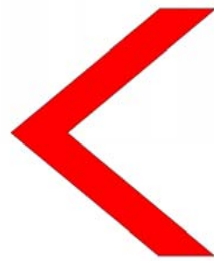
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow.

Being a good manager is critical. Leadership and management are both vital roles. Managers look inward, leaders look outward.



Know the difference between talent, skills and knowledge.

Can be
taught



Talents are behaviors
you do often

Skills – how tos of a role

Knowledge – what you are
aware of factual,
experiential

Remember

You can't MAKE anyone do something. Human beings are messy.

All you can do is influence, motivate, berate, or cajole in hopes that most of your people will do what you ask. This isn't control.

BUT, you are the one held accountable for the team's performance

Define the right outcomes and let each person find his/her route to the outcomes

Great managers create a tension to achieve – each employee feels that little thrill of pressure, that sense of being out there by oneself with a very definite target.

When setting performance expectations
know which parts you will enforce
conformity and which parts you'll
encourage flair and originality

In KPBSD

Outcome

How accomplish

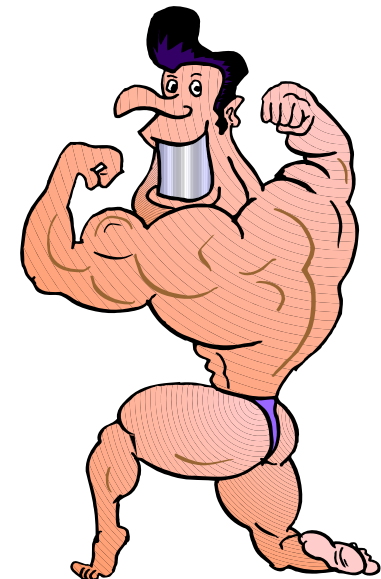
People will not do things the way you would. If you force them, two things will happen

1. They become resentful
2. They become dependent

When people let you down, view it as the exception.

Focus on Strengths

Be able to describe in detail the unique talents of your people – what drives each one, how each one thinks and how each builds relationships. Look for something to like.



Treat people NOT as you would like to be treated but as they would like to be treated.



Spend your time with your best people.
(You are sending signals that every employee hears)

- Tell them why they are good
- Tell them why their contribution is valued

Top performers have the most potential for growth

Excellent teams are built around individual excellence



Some Questions – Getting to Know Your People:

1. Are you the kind of person who will tell me how you are feeling or do I need to ask?
2. What is the best praise you've ever received? What made it so good?
3. Have you had any really productive partnerships or mentors? Why do you think these relationships worked so well for you?
4. What else should we talk about that might help us work well together?
5. How will you describe success in your current role? How will you measure it?

Encourage reflection for healthy career choices

Do you find joy in this role?

Did you learn this role quickly?

Are you good at this role?

Does this role bring you strength and satisfaction?

Select roles that represent an increasing good fit for your natural talents.

Provide performance feedback constantly in private

1. Brief review of past performance (shift from evaluation to having person think about themselves)
2. Focus on future and how to use his/her style to be productive

How do you terminate someone and still keep relationship intact?

Mindset of tough love – reconcile
uncompromising focus on excellence with
genuine need to care.

What level of performance is unacceptable?
Any level that hovers around average with no
trend upward.

The secret to helping an employee excel lies in the details:

1. His/her particular recognition needs
2. His/her relationship needs
3. His/her goals
4. His/her talents/non talents



Consider yourself a supervisory “work in progress” balancing

1. Warmth and drive
2. Support and authority that understands, accepts, and energizes those in your care

Pay attention to success. By spending time with your top performers, you begin to understand excellence. Run a tape recorder in your head so later you can replay it, dissect it, understand what happened and why it worked.



1. Create heroes in every role
2. Make every role, performed at excellence, a respected profession
3. If you measure and reward it, people will try to excel at it.

