

**Welcome**

Pride

Strength-Based Organization

Performance Prosperity

Charlie Harbaugh - Max E<sup>2</sup>

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**BEST Practices In Building A Strength - Based Organization**

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**BEST Practices**

- Building upon
- Employee's
- Strengths
- Together

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**If You Want Good Employees...**

- Be A Good Manager
- Be A Friend
- Be A Teacher
- Be Fair & Consistent
- Be...

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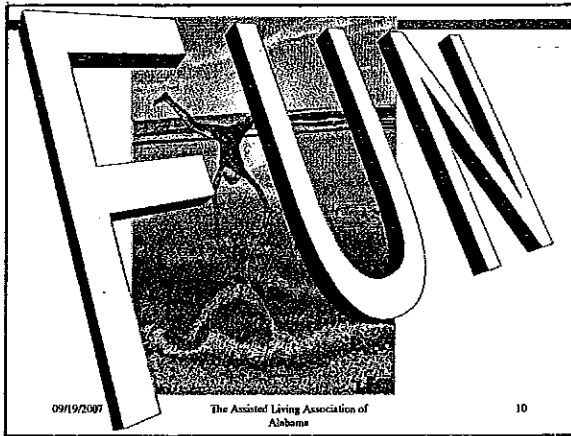
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**GALLOP POLLS**

- The Gallop organization is known for it's surveys
- From their surveys of business and industry over the years, Gallop detected some common elements that formed a basis for further study on what drives employee satisfaction.

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**In General**

- We must do things that avoid the "Check your mind at the door" syndrome,
- We must avoid over managing the work processes,
- No more "follow these steps, and you'll meet expectations" – manage for results,
- We must allow the employees to fully participate in the business.

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**Twelve Dimensions**

- Gallop identified 12 dimensions which have direct correlation to four critical outcomes:
  - Employee retention,
  - Customer satisfaction,
  - Productivity, and
  - Profitability.

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**1. "I know what is expected of me at work."**

- Turning people into robots does very little for building self-worth and self-confidence and dramatically impairs quality output.
- BEST managers want each employee to feel a certain amount of tension to achieve.
- People need purpose to feel satisfied.

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**2. "I have the materials and equipment I need to do my work right."**

- The challenge we face is properly matching the individuals range of knowledge, skills and abilities (KSAs) with the correct tools to maximize their potential.
- BEST managers shift the decision to the employees.

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**3. "At work, I have the opportunity to do what I do best every day."**

- Great performance comes from matching a job with an individual's natural talents and skills.
- Matching the right person with the right job is likely the most difficult challenge we face.
- BEST Managers realize that, while talents are the differentiating factor in great performance they, unlike skill sets and knowledge, cannot be created or altered.

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**4. "In the last 7 days, I have received recognition or praise for doing good."**

- Supervisors impact can be either very valuable or very costly to the organization.
- Supervisors are the filters allowing employees to make sense of broad organizational changes and initiatives, and thereby gaining employee true acceptance and understanding.
- Supervisors are the front line sales people.

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**5. My supervisor or someone at work, seems to care about me as a person."**

- Employees don't leave companies, they leave managers and supervisors.
- BEST managers care about the people they work with.
- BEST managers help people grow within a role instead of growing out of it.
- Management's credibility is largely driven by employee relationships with supervisors.

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**6. "There is someone at work who encourages my development."**

- BEST managers help employees equip themselves with self-understanding and perspective to excel in their roles.
- Development is no longer just about "promotions" it's about personal growth.
- BEST managers strive to provide responsibilities that "fit" with employee's natural talents.

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**7. " At work, my opinions seem to count."**

- Employee's opinions count.
- Customers quickly pickup on how much the employee feels their opinions count.
- BEST managers consult with employees to make sure those close to the action have input into critical decisions.
- BEST managers never ask employees for their opinions then do the opposite with no explanation.

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**8. "The mission/purpose of my company makes me feel my job is important."**

- Clarity of company mission/purpose leads to employee commitment.
- BEST managers strive to help employees understand how the organization's purpose/mission relates directly to the work that employees do.
- It's more exciting to "share a mission" than to simply "complete a task".

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**9. "My coworkers are committed to doing quality work."**

- There is a big difference in being named to a team and actually identifying with that team.
- Employees want co-workers to share their commitment to quality, and want to be part of an organization that challenges and enables them to excel.
- Developing trusting relationships provides significant emotional "compensation."

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**10. "I have a best friend at work."**

- Company loyalty can be built from employee work relationships.
- When strong loyalty is felt in an employee workgroup, employees believe that co-workers will help them during times of stress and challenge.
- BEST managers recognize that employee loyalty to each other will affect the decision to leave or stay.
- Exit interviews often reveal that "leaving my friends is the hardest part".

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**11. "In the last 6 months, someone at work has talked with me about my progress."**

- Frequent discussions on employee progress and growth, is an opportunity to help them tie their actions back to their contributions to the success of the organization.
- BEST managers know that employees need objective feedback on focusing their talents to become more productive.

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BEST Managers can answer these basic questions about every one of their employees.

1. What does this employee enjoy most about their current and previous work experiences?
2. What attracted them to come to work for us and what keeps them here?
3. What are this employee's strengths, talents, skills and knowledge?
4. What are their goals for their current role?
5. How often would they like to discuss their progress?
6. Can I count on this employee to tell me how they are feeling or will I have to ask them?
7. What are their personal goals or commitments?
8. What is the best praise or recognition they have received?
9. What have been the most productive relationships they have had with a mentor, coach or manager and what made those relationships so special?

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**12. "This last year, I have had opportunities to learn and grow."**

- Finding more efficient ways to do our jobs is one way we learn and grow.
- Where there is learning there is innovation.
- When people stop learning and growing, they become unable or unwilling to see alternative solutions and, it infects others.
- Why? Learning and growing involves risk – the risk of challenging the status quo.

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**Summary**

1. Provide Clear Expectations For Employees
2. Provide The Correct Tools For The Job
3. Exploit Talents
  1. Pulling Out Hidden Talents
4. Frequent Recognition/Praise
5. Personal Connections With Managers/Supervisors
6. Encourage Development

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**Summary**

7. Employee Opinions Count
8. Clarity of Company Mission/Purpose
9. Co-Workers Committed to Quality Work
10. Best Friend at Work
11. Frequent Reviews/Development Meetings
12. Provide Opportunities to Learn and Grow.

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**Thank You!**

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