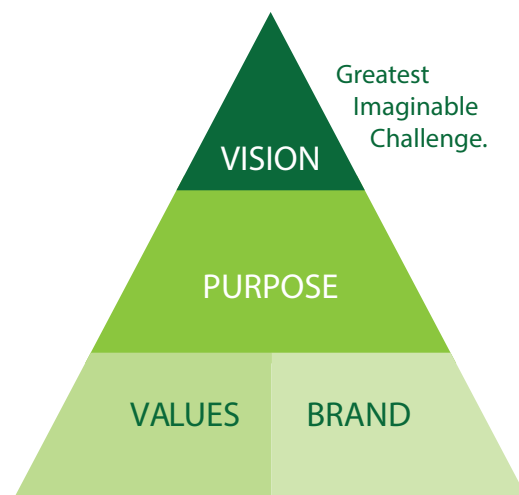# Managing and Inspiring Performance

4 Needs of Followers (from Strengths-Based Leadership, Tom Rath) –

Hope – Vision, brightness of future	Trust – Do we trust each other? How do we build trust?
Stability – Certainty, predictability	Compassion – understanding, 'love' in the work-place

4 Pillars of Leadership (adapted from Good to Great, Jim Collins) –

Leadership Matrix

	Hope	Trust	Stability	Compassion
Purpose	North Star	Shared Why	Bedrock	Serve Others
Values	Future Standards	Integrity	Authenticity	Care for Others
Vision	Future Legacy	Shared Dreams	Build a Plan	Shared Journey / Experiences
Brand	Growth	Reputation	Dependability	Stewardship

4 Leadership Domains – from Gallup Strengthsfinder

Executing – Lead by Example
Influencing – Lead from the stage / front
Relationship Building – Lead from the Heart
Strategic Thinking – Lead from the Head (Thought Leadership)

Based on the previous descriptions, which is your dominant leadership style?

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Inspiring Performance Matrix

	Purpose	Values	Skills/Talent	Team Fit	'Twinkle in the Eye'
My Score					
Top performer					
Lowest performer					

Purpose/Values – Coachable but only in terms of self-awareness;
Only in the event of a meaningful life crisis are Purpose/Values likely to change

Skills/Talent/Strengths – Highly coachable / trainable, especially in the presence of a Growth (vs Fixed) Mindset

Team Fit – Coachable in the context of Emotional Intelligence
(self-awareness, self-management, social awareness, relationship management)

Twinkle in the Eye – Not coachable or trainable at all; intrinsic passion, energy and magic of every individual

Principles of Great Management

Top 20%

- Spend 50% of your time here
- Coach by Outcomes, not process
- Engage in team / project leadership, building the capability and reputation of the organisation
- Expectations of the role are set together, including KPI's and consequences of under-performance
- Likely to be highly useful as role models, mentors, trainers of other members of the team
- Usually highly self-aware, and very good at playing to their personal strengths

Middle 60%

- Spend 30% of time here
- Coach Outcomes AND Process – set expectations for the result, and where appropriate, agree the way the outcome will be reached
- Engage in special projects as a participant (follower of the Top 20% or the Manager/Leader), where their skills/talent can contribute
- Role expectations set together, and where appropriate KPI's agreed; consequences of under-performance are made explicit
- Coach towards self-awareness based on their strengths/natural talent and shape the job/role toward these

Bottom 20%

- Spend less than 20% of your time here
- Use the Inspiring Performance Matrix to help the individual understand where they are letting the company and colleagues down
- Coach by Process with clear expectations of every element of the job/role
- Expectations of the role set together, including KPI thresholds, with consequences for not living up to expectations
- May have very low self-awareness, and will need specific examples / evidence both of their ability to meet and inability to meet standards/expectations

Other Tips for Managing Under-Performance

- **Document and record/save EVERYTHING –**
  every phone call, every face to face, every e-mail conversation

- For every face to face or phone call, follow-up with a very factual and accurate recording of the conversations that took place, and send it to your employee for clarification and agreement

- **Courageous conversations –**
  remain neutral, deal in facts, not emotions; be very clear about expectations, standards, acceptable and unacceptable behaviour AND outline the likely consequences of future transgressions

- **Values vs Under-Performance –**
  you can train missing skills, procedures or capabilities; you CANNOT coach someone away from their Core Values, or Purpose; as a Leader / Manager, you and your Top 20% need to role model the Company's Values AND hold the rest of the team accountable to these values. They are not just words on the wall, they need to live every single day in the company. When there is a clear Values mis-fit, employees will exit themselves when they know they can't cope with the culture.

- **First 90 Days –**
  be vigilant and this is where you should spend way more than 20% of your time with a new employee. Keep good records and, if your instinct / intuition suggests that you have made a bad hire, take action within the first 90 days – better for both the individual and for the company.