

"If you want more top performers on your team, read this book!"

-Jill Konrath, author of *SNAP Selling* and *Selling to Big Companies*

Conversations for Creating STAR Performers

*Go Beyond the
Performance Review
to Inspire Excellence
Every Day*

SHAWN KENT HAYASHI
AUTHOR OF *CONVERSATIONS FOR CHANGE*

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“Energizing the soul at work and inspiring engagement is really about conversations. The quality of the conversations that leaders engage in with their employees is what makes the difference and leads to a highly productive team.”

Steve Hart
Philadelphia Federal Reserve Bank



Angela, Senior Director of Service Operations

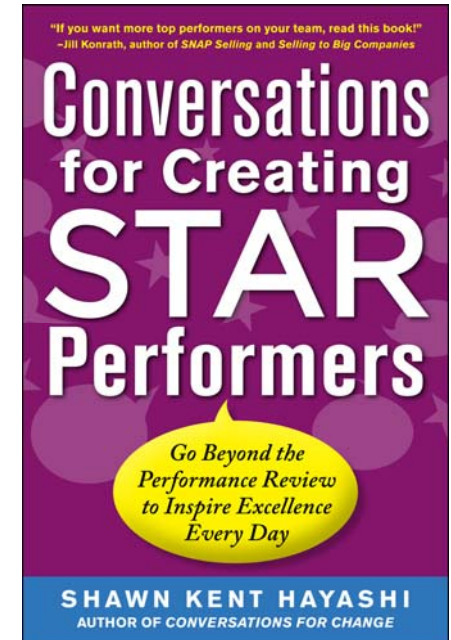
“Help me identify what skills someone needs to be successful in my role and then identify the right people so we can develop them? Show me how can I identify and develop three candidates to provide bench strength for the succession plan?”

When You Are Looking For Direction on Which Way to Go





The Promise

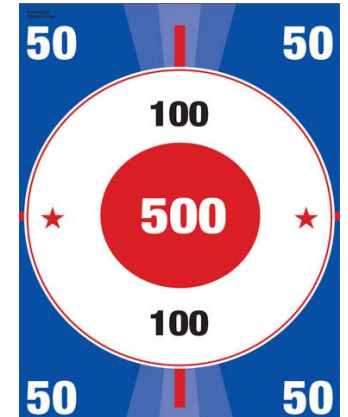


If you apply what you learn here,
you will be highly effective in
creating the conversations that need
to take place next to develop high
performers and teams.



Coaches are Focused On

- Engaging people in their own growth and learning
- Building new skills
- Developing high-potential performers
- Helping performers who want to achieve higher levels of success
- Building effective teams



Coaches ask questions so that reflective learning occurs. They also explain and demonstrate how to accomplish desired goals. Being a great coach and manager requires knowing how to focus your team members on the right things to produce the desired results.

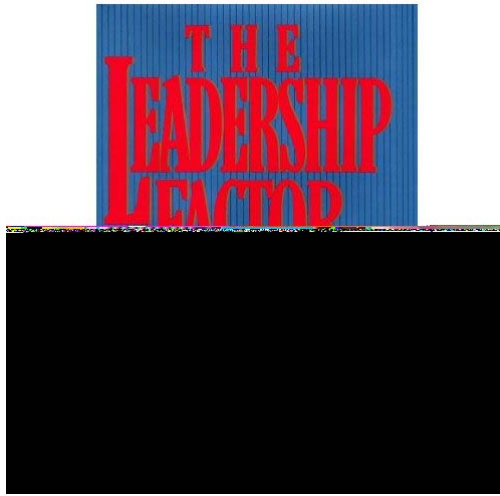


Are you Inspiring?

Do you help people connect their long-term goals to the work they are doing today?

Our **emotional wake** spills over.





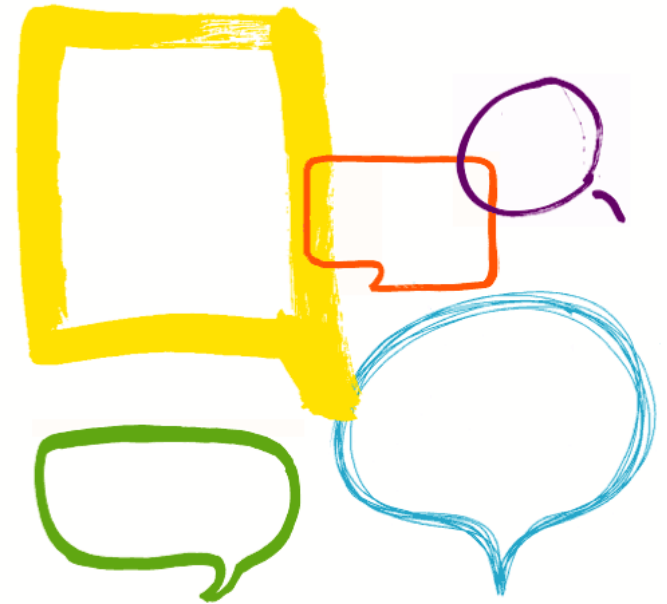
John Kotter, in *The Leadership Factor* said:

“53% of leaders do not have the skills to do their job adequately.”

Most need to be coached to master how to build relationships that engage, develop, and inspire their employees.

Create Conversations for...

1. Building Awareness
2. Identifying Motivators
3. Identifying What Your Team Members Do Well
4. Creating Development Plans
5. Developing New Skills
6. Getting Back on Track
7. Accountability
8. Performance Reviews
9. Recognition
10. Succession Planning



Building Awareness



- What is star performance?
- What does it mean to be effective in your current role?
- Who decides what being effective is in your position?
- What makes one person more effective than another? Why?

Can We Agree?

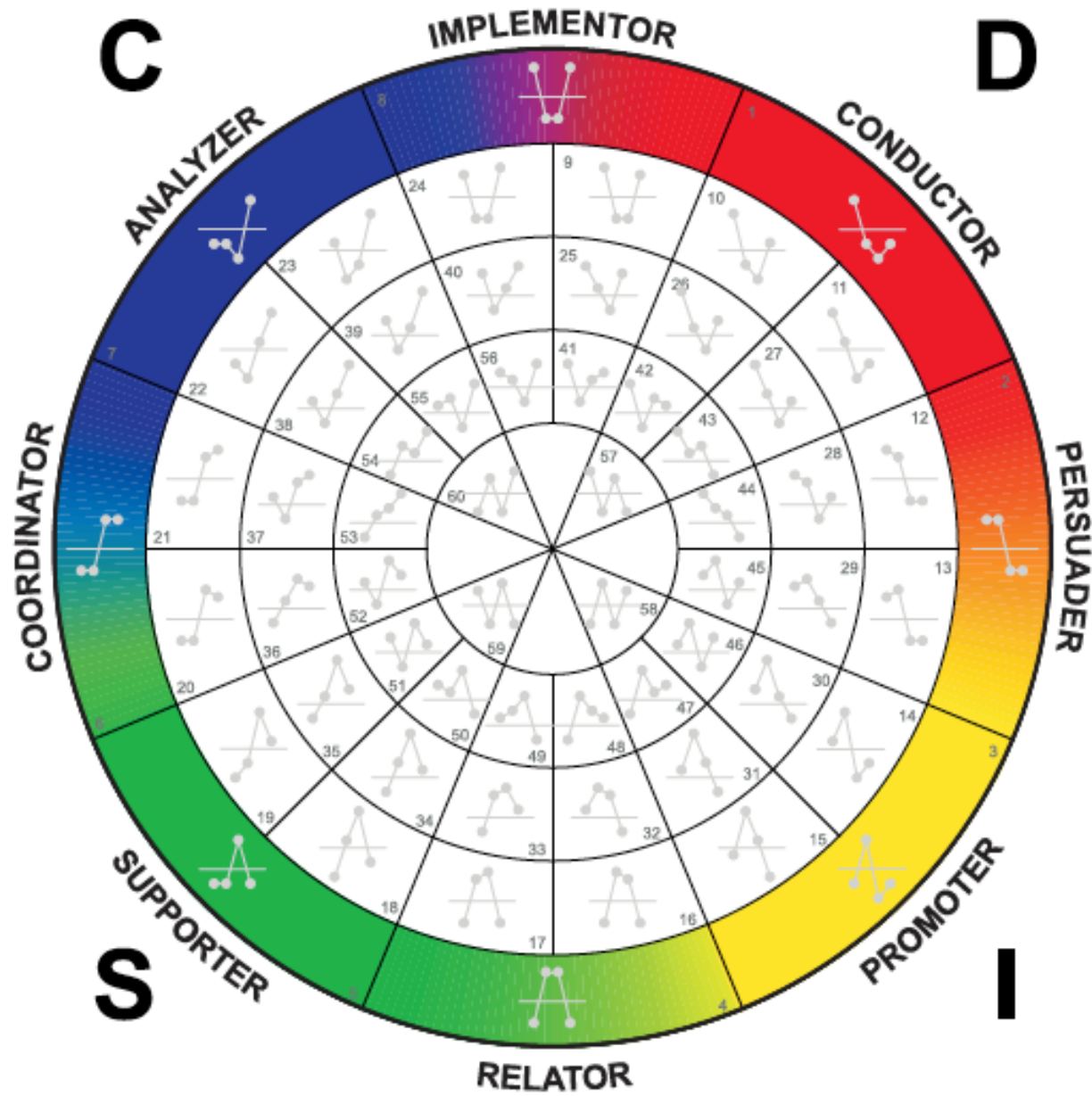
- Being effective is meeting the goals or key accountabilities for a role. When a position has clear accountabilities and goals, measuring effectiveness is possible.
- When this does not happen effectiveness is subjectively based on how the manager feels about the employee rather than what the position needs to drive growth for the organization.

Clearly Defined Accountabilities Answer:

1. Why does this position exist in our organization now?
2. What will this position be responsible for?
3. What will the people who perform in this role really be held accountable for?

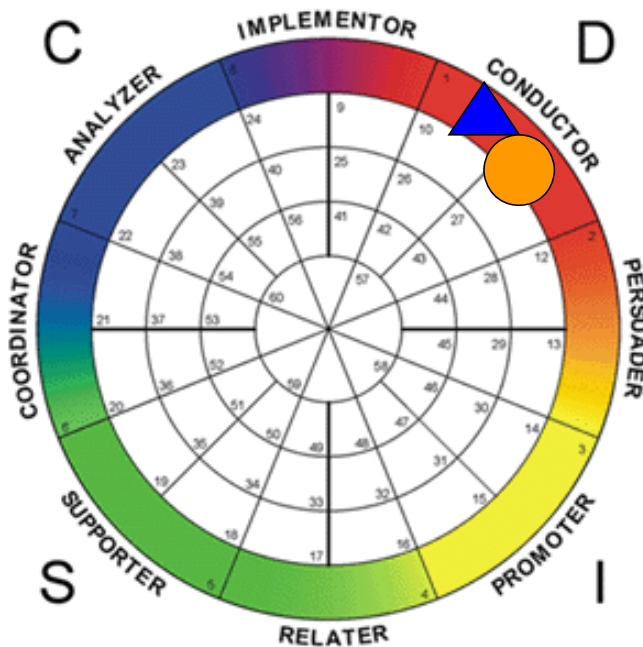
- By creating agreement about what effective performance looks like, sounds like, and rewards in each of the accountabilities, we raise awareness about the expectations for the person in the role.
- We create the possibility of developing star performers!





Work Environment ‘Sweet Spot’

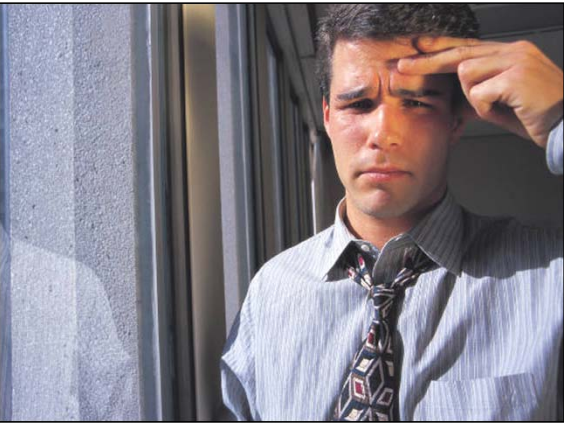
“Sweet Spot” = when your natural style is the same as your work environment



▲ = Natural Style

● = Work Environment

When both are the same, you are “doing” what best suits your behaviors and natural strengths



Have you ever been in the wrong role?

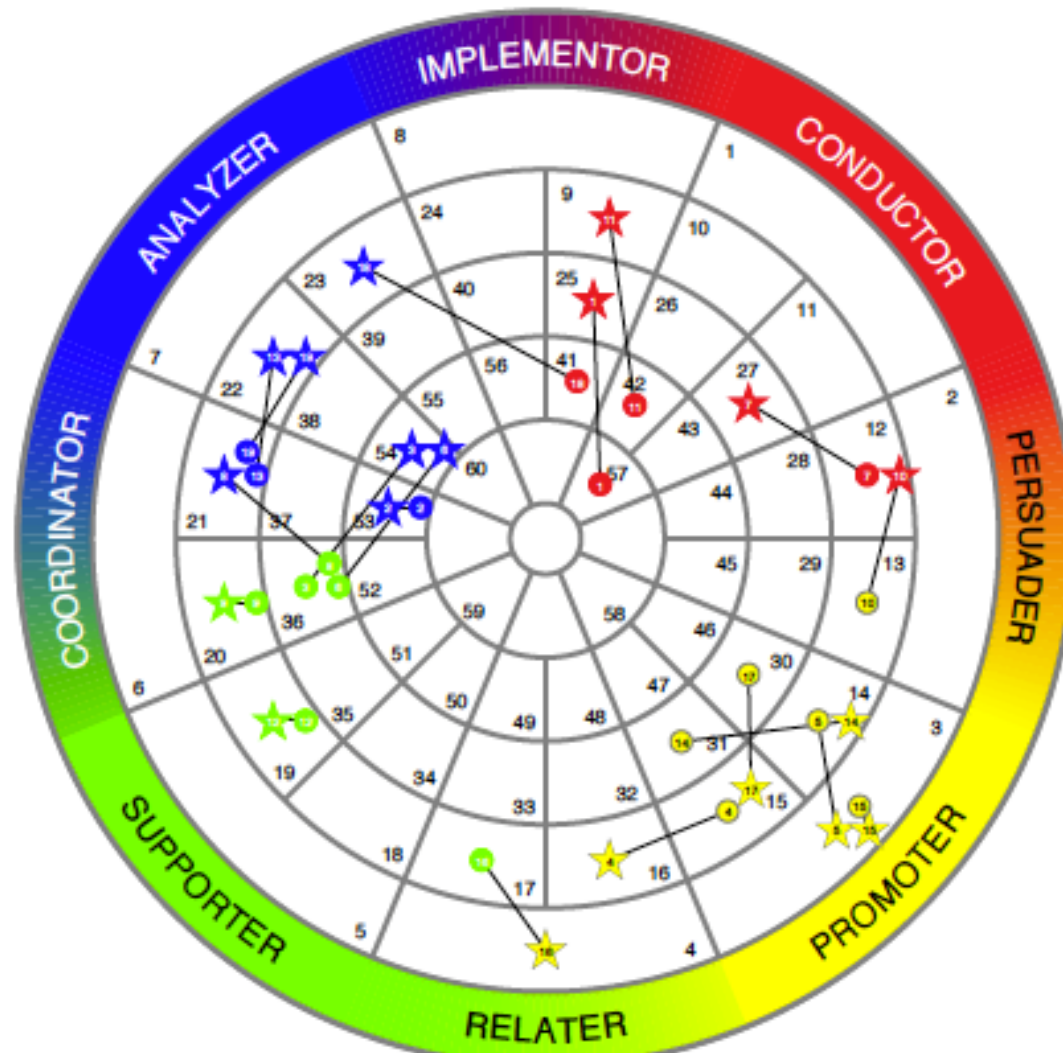
If so,

- What effect did it have on your personal productivity and the quality of your work?
- What effect did it have on your personal energy level (i.e. frustration, family life, etc.)?
- If continued over an extended period of time, what did you do about it?



THE SUCCESS INSIGHTS® WHEEL

Communication Styles
Service Industry Summit 10/25/12



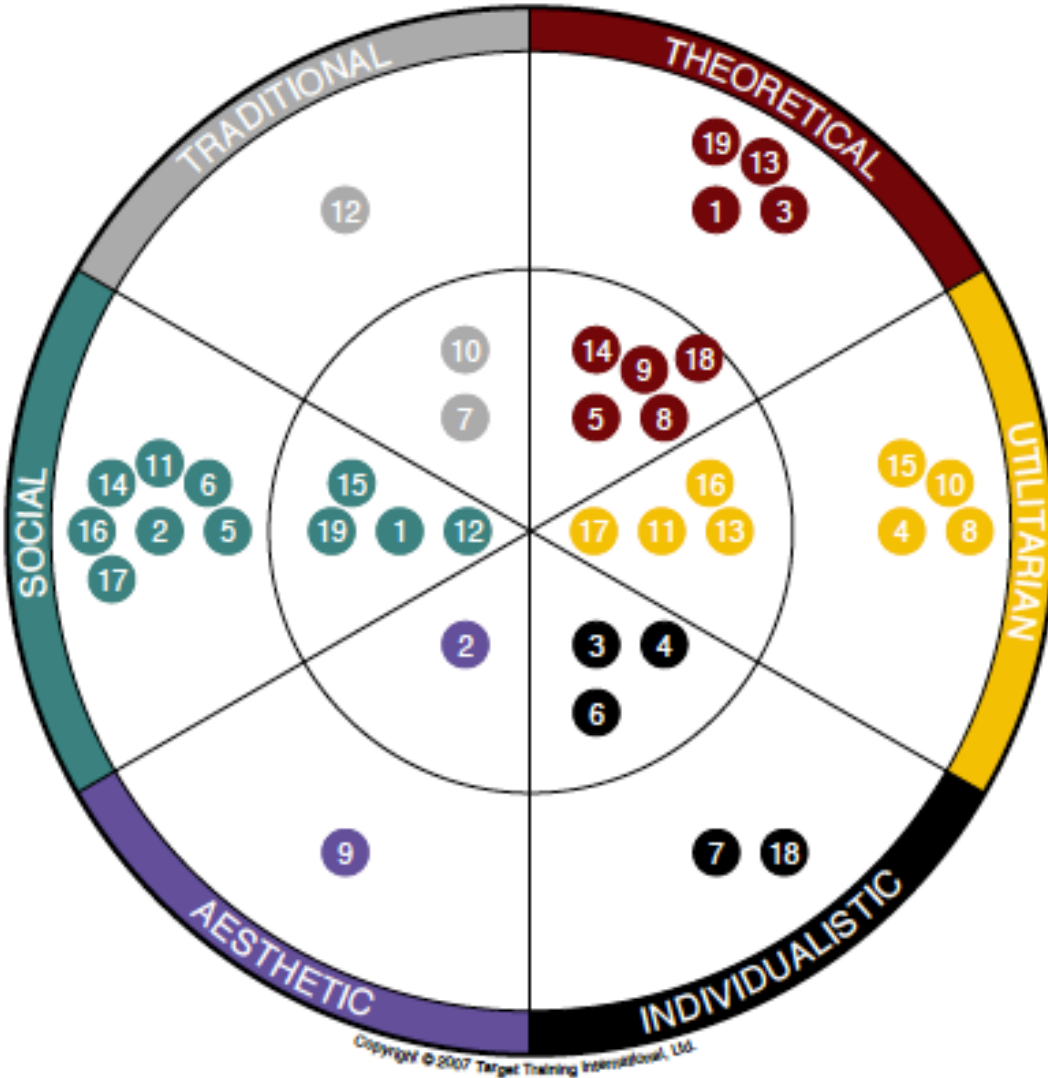
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★ Adapted

● Natural

MOTIVATORS WHEEL™

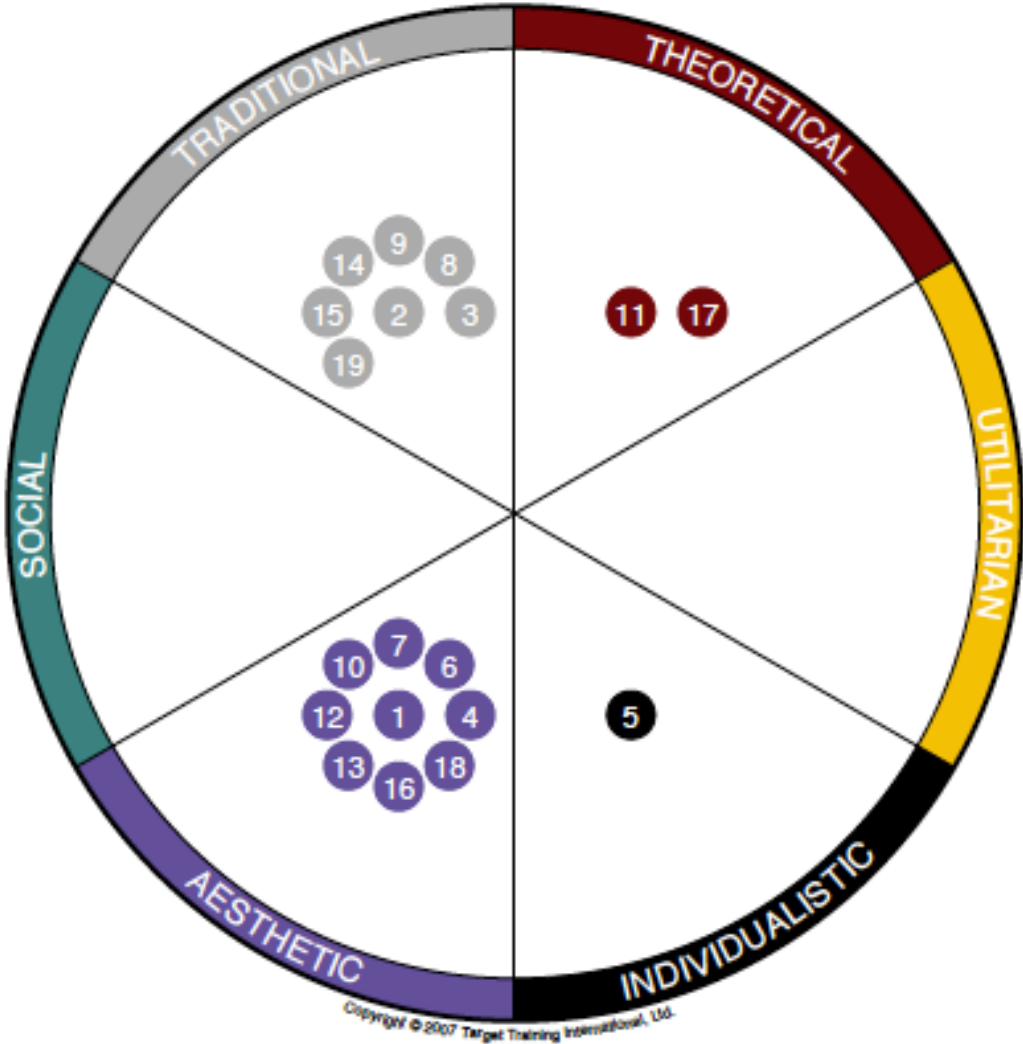
Top 2 Workplace Motivators
 Service Industry Summit 10/25/12



Outside ring = #1 attitude Inside ring = #2 attitude

MOTIVATORS WHEEL™

Lowest Workplace Motivator
 Service Industry Summit 10/25/12



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Outside ring = #6 attitude



Job Benchmark

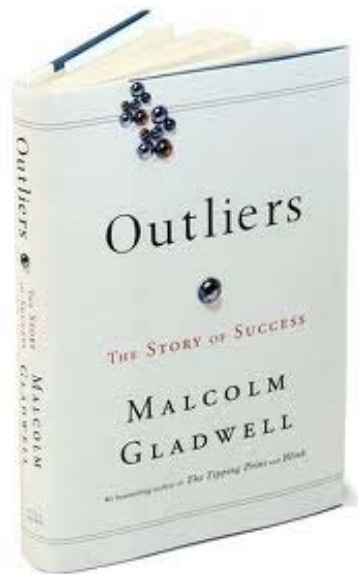
- What communication style best suits the work being done by this role?
- What motivators are naturally rewarded by the work being done?
- What natural talents are necessary for success?



The foundation of a strong
talent pool
-- of high performing teams --
is clearly defined and
benchmarked roles

What causes work to be meaningful?

Autonomy, complexity, & a connection between effort & reward.



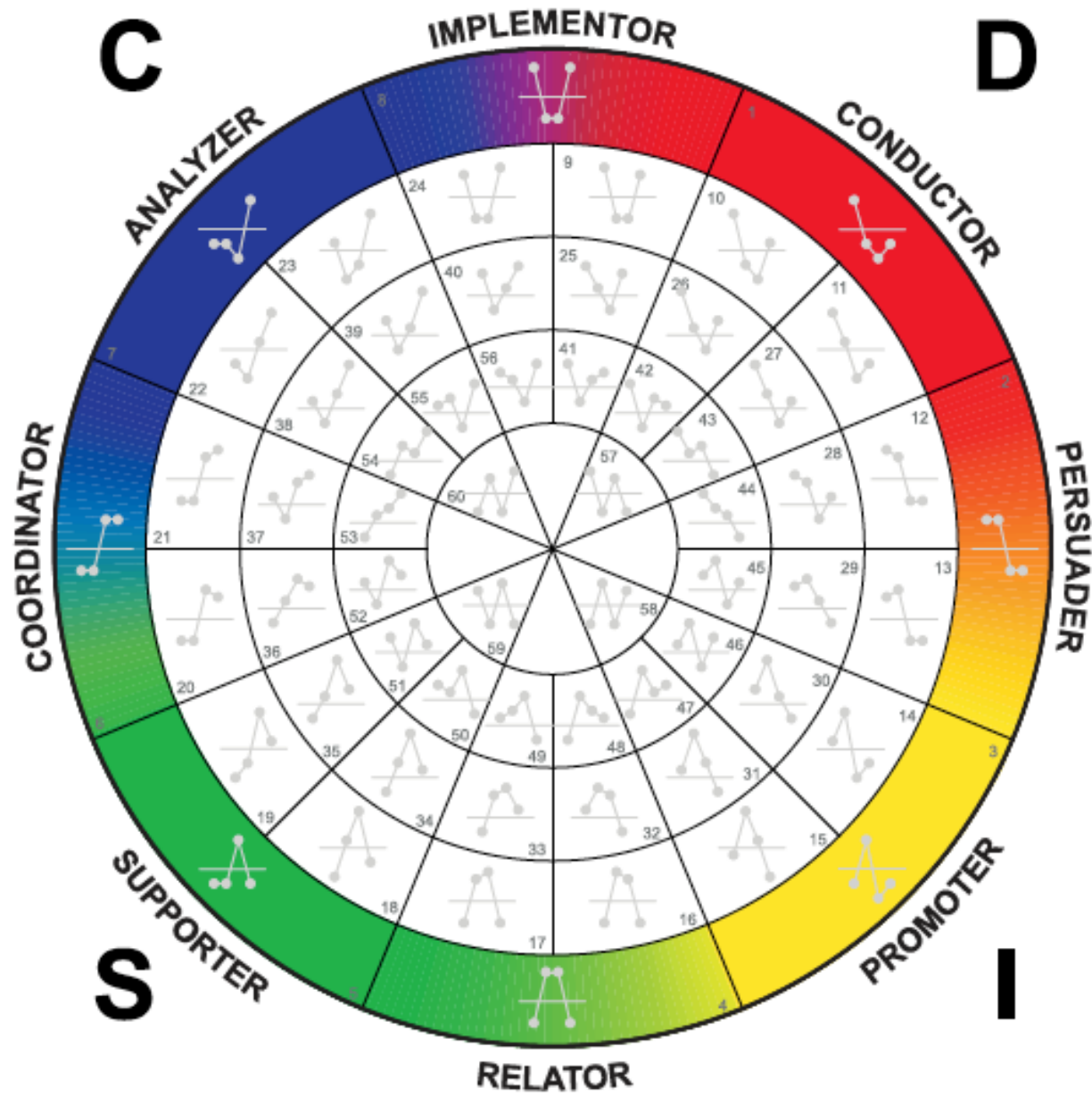


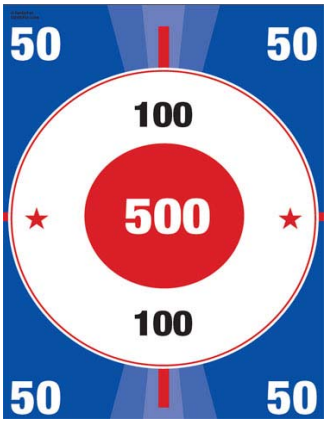
To Create a Job Benchmark

- Have the key stakeholders agree on the key accountabilities
- Put the accountabilities in priority order
- Complete the on-line benchmarking assessment (40 minutes)
- See page 20 for on-line instructions

Why the “personality conflict” between Tom & Bob really wasn't







What are your Accountabilities & Goals?

- Having clear accountabilities and goals is an indicator that someone is committed to creating momentum in life.
- People who are most effective at work think and talk about their goals everyday.
- Are you a star performer in your role?

TOP

5

Price of Admission Competencies

- Personal Accountability
- Goals Orientation
- Continuous Learning
- Interpersonal Skills
- Resiliency

Angela developed a team
of Stars
& she was promoted



I ♥
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Q & A

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