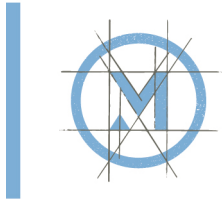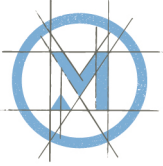# Maximizing Workforce Performance

How behavior, not just product or process is the predictor of business success

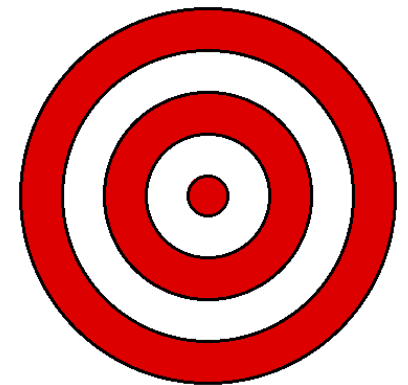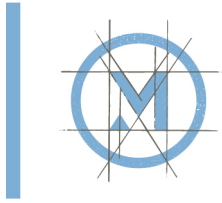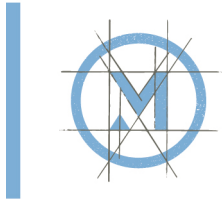Scott Gauvin
CEO, Macresco

MACRESCO.COM

Why Are You Here?

Objectives

- What makes up an organization's structures, activities, behaviors and attitudes.
- How culture and performance are related.
- How employee engagement drives a Continuous Improvement culture.
- Getting to the real root of your performance pain.
- Why change can sometimes drive conflict.
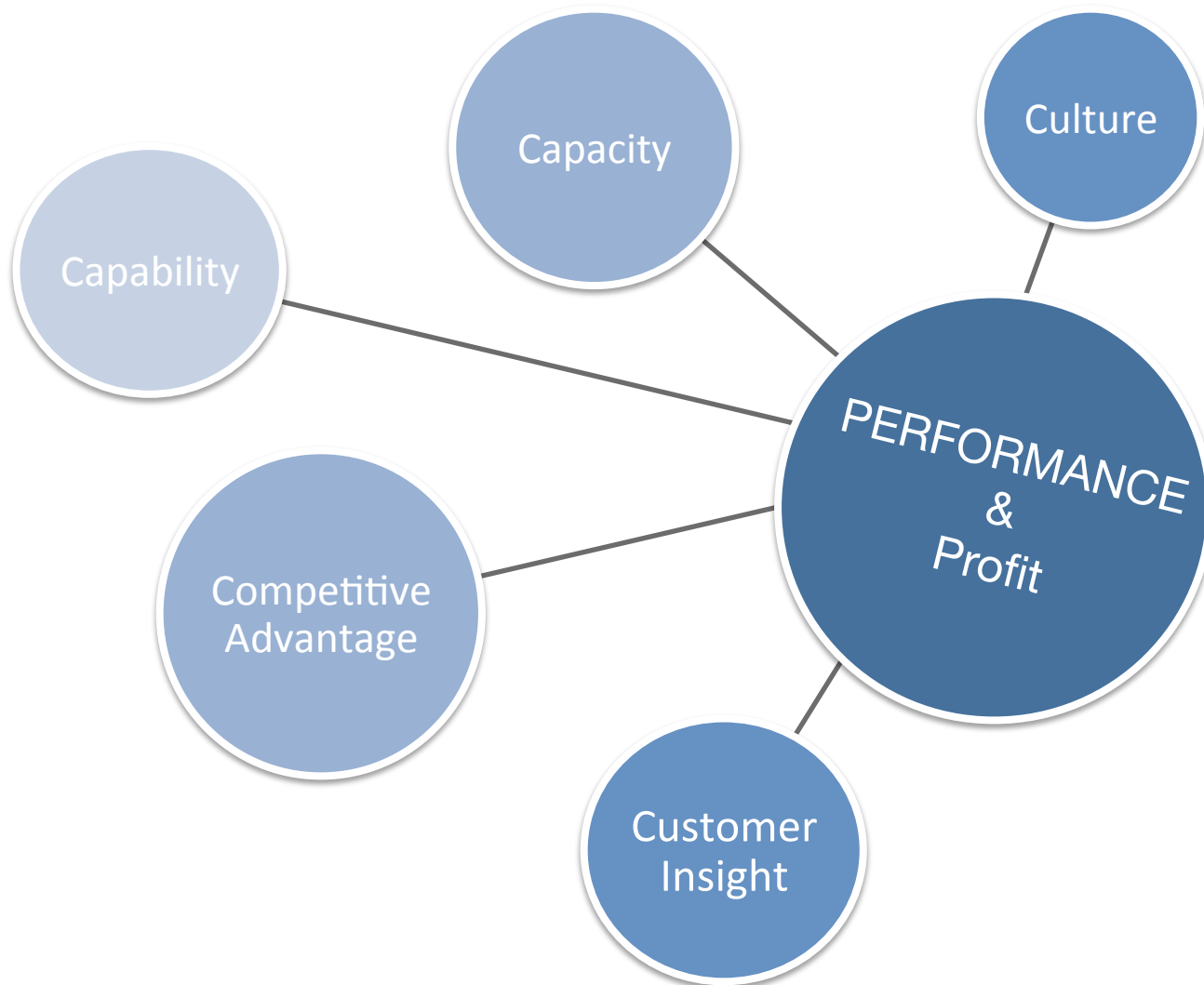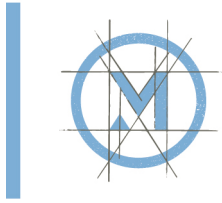- Understanding your role in conflict.
- How to get CI to stick.

Your Experience Driving Change

The Ultimate Goal

Capability

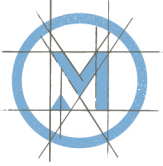Capacity

Culture

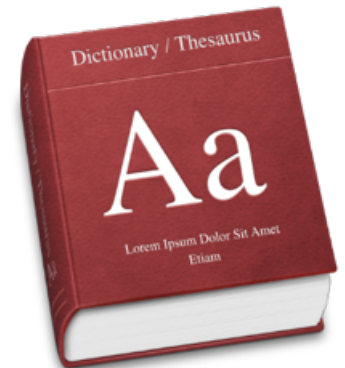Competitive Advantage

PERFORMANCE & Profit

Customer Insight

Your success rate?

Definition

- Waste is anything other than the minimum amount of parts, tools, time, information, people or resources needed to get the job done.

- Expending of something carelessly, extravagantly, or with no purpose
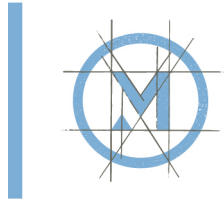
So why doesn't it
STICK?

Behavior
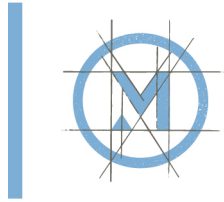
Surface Waste

Defects

Overproduction

Waiting

Non utilized talent

Transportation

Inventory

Motion

Extra - Processing

What Lies Beneath

MOTIVATING FACTORS FOR WASTE
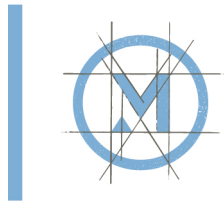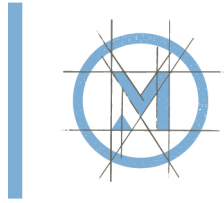
Behavior Driven Waste
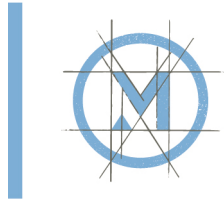
Behavior Driven Waste
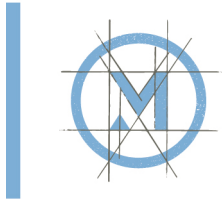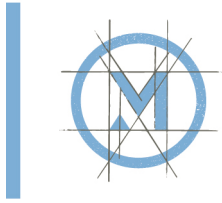
Conflict
Is The Root of All
WASTE
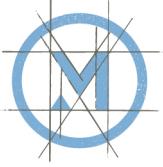
Where Conflict Resides

- Territorial managers

- Chronic pain between departments

- Low morale

- Failure to use or learn new systems

- Failure to progress with performance goals, missing deadlines

- Failure to address and resolve known issues

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Exploring conflict

Getting Past Conflict

Conflict in Context

People Want to do Good

PROCESS

CULTURE

Autonomy
Mastery
Purpose

S → A — ENGAGEMENT → B → A

Structures   Activities   Behaviors   Attitudes

- ☑ Strategy
- ☑ Planning
- ☑ Operations

Core Purpose

Authentic Shared Values

Envisioned Future

THINKING

FEELING

Vision
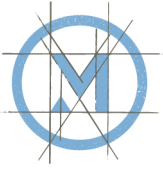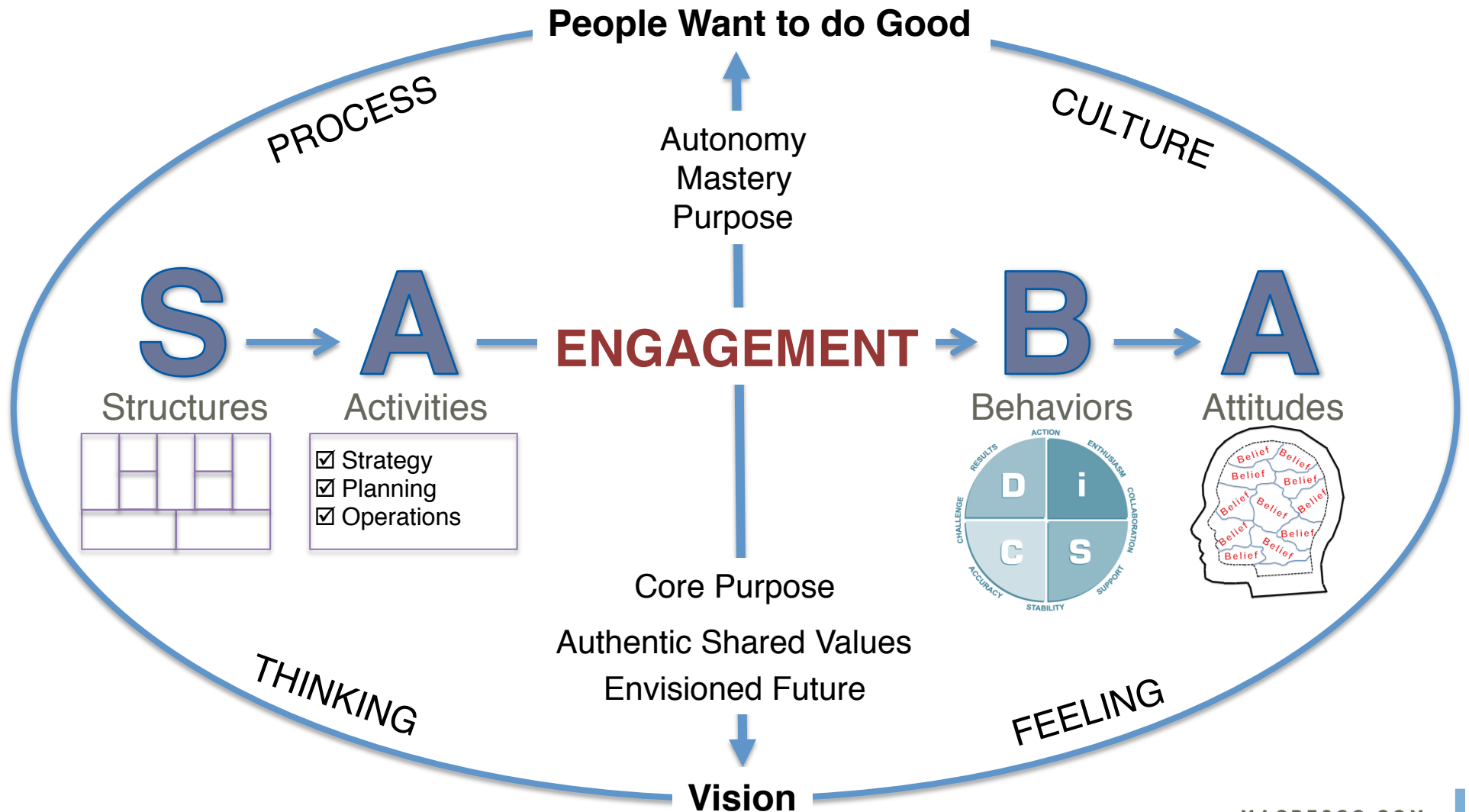
Why Should We Care?
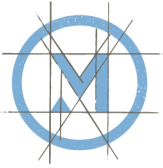
Engagement Lowers Cost & Increases Value

ABSENTEEISM -37%

HIGH TURNOVER ORGS -25%

LOW TURNOVER ORGS. -65%

SHRINKAGE -28%

SAFETY INCIDENTS -49%

PATIENT INCIDENTS -41%

QUALITY (DEFECTS) -41%

CUSTOMER RATINGS 10%

PRODUCTIVITY 21%

PROFITABILITY 22%
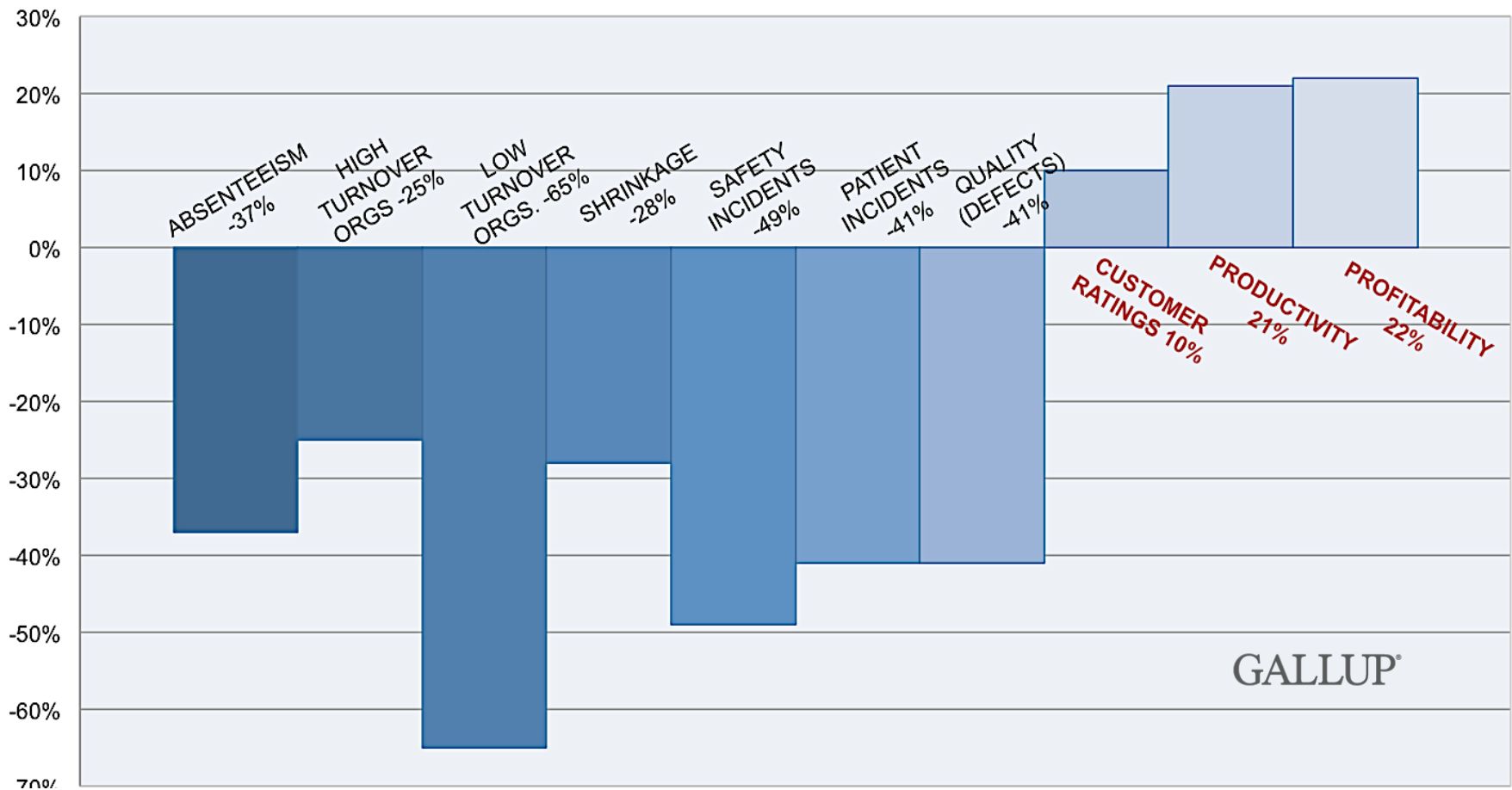
GALLUP®

State of the American Workplace Study – Gallup 2013

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Engagement = Profitability

Employee Engagement is the one of business' most underestimated performance drivers.

WHY THIS MATTERS: "Organizations with top scores in employee motivation are about 60% more likely to be in the top quartile for overall business health."

– McKinsey State of Human Capital 2012

Engagement = Profitability

Employee Engagement is the one of business' most underestimated performance drivers.

WHY THIS MATTERS:

"Organizations with highly engaged workforces show a three-year earnings growth that is three times higher than their peers' average."

– McLean and Company

Engagement = Profitability
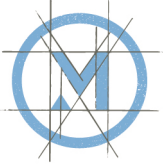
Employee Engagement is the one of business' most underestimated performance drivers.

WHY THIS MATTERS:

"Companies with engaged workforces seem to have an advantage in regaining and growing earnings per share (EPS) at a faster rate than their industry equivalent."

- GALLUP State of the American Workplace 2013

Three Key Assumptions

- You **cannot** motivate another person, you can only create an environment in which people will motivate themselves

- All people are motivated, but **they do things for their reasons, not yours**

- A **strength overextended** may become a **weakness**

EXPLORING
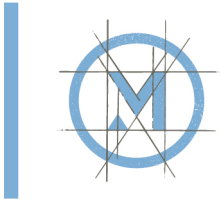
S A B A

Structures
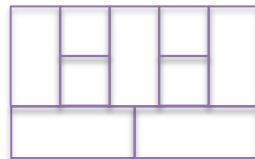
Activities
- ☑ Strategy
- ☑ Planning
- ☑ Operations

Behaviors
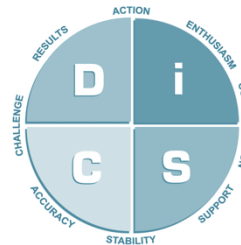
Attitudes
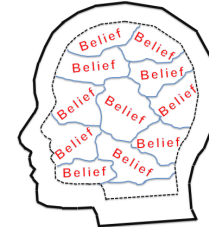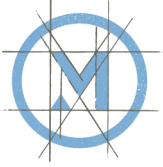
Understanding Company Value
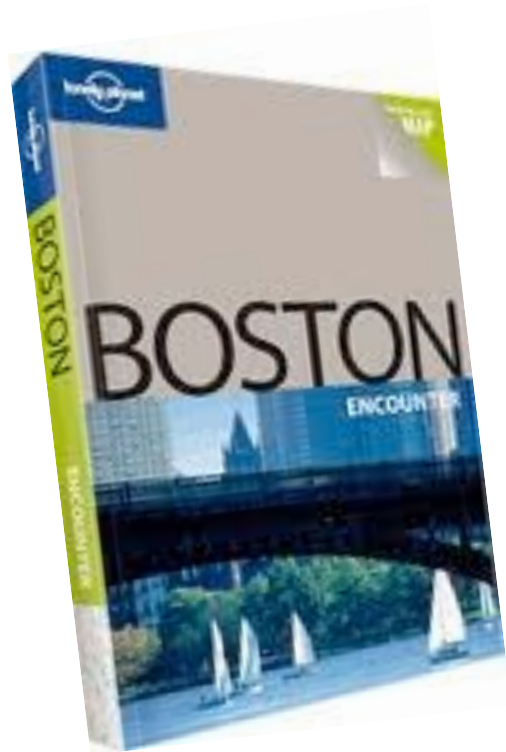
BUSINESS MODEL

You must understand your environment to drive value – based change.

Changes to the way you do business affect an eco system of employees and partners that in turn affect your operation, its infrastructure and profitability.
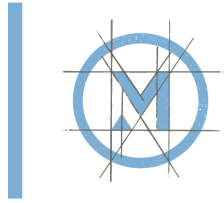
What is a Business Model?

Your
Business
Model

Business Model

The **WAY** you do business is as important a **Competitive differentiator** as what you do.

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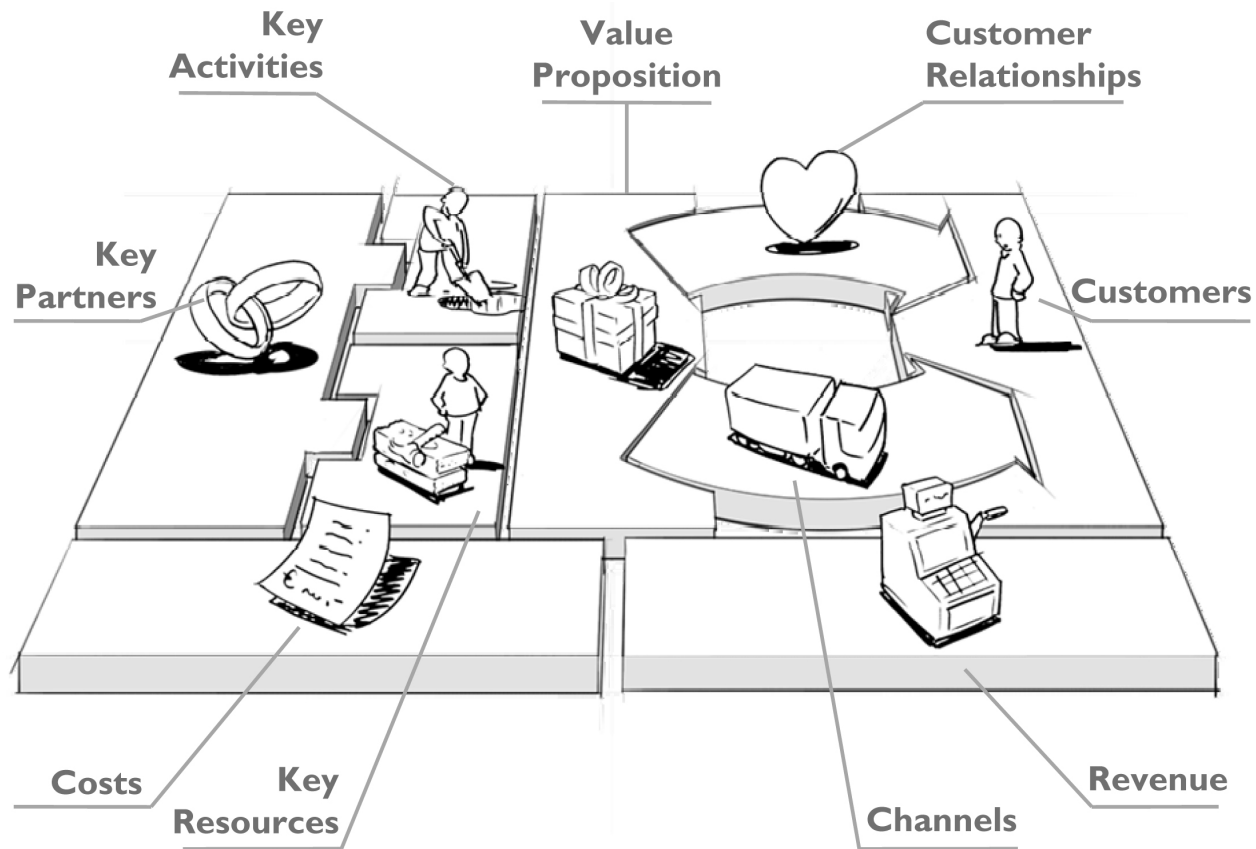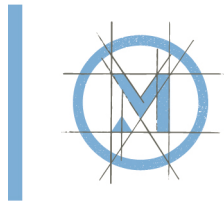
Business Model Conflict
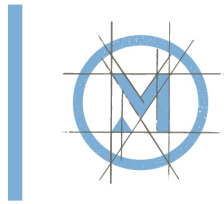
Conflict in Activities
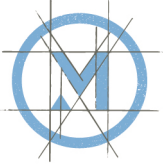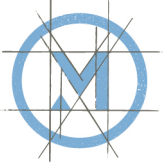
Organizational Culture

Organizational culture is a way of **thinking** and **behaving** in an agreed upon standard that exists within an organization.
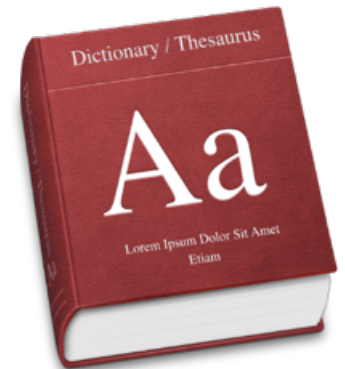
Conflict in Behaviors & Attitudes

How You See Yourself

Active, Fast Paced, Assertive, Dynamic, Bold

Thoughtful, Moderate Paced, Calm, Methodical
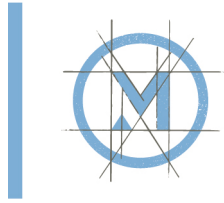
How You See Yourself

Questioning, Logic-Focused, Objective, Skeptical, Challenging

Accepting, People-Focused, Empathizing, Receptive, Agreeable
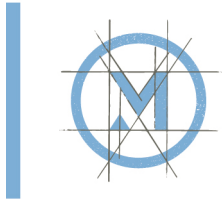
How You See Yourself

Active

Questioning

Accepting

Thoughtful
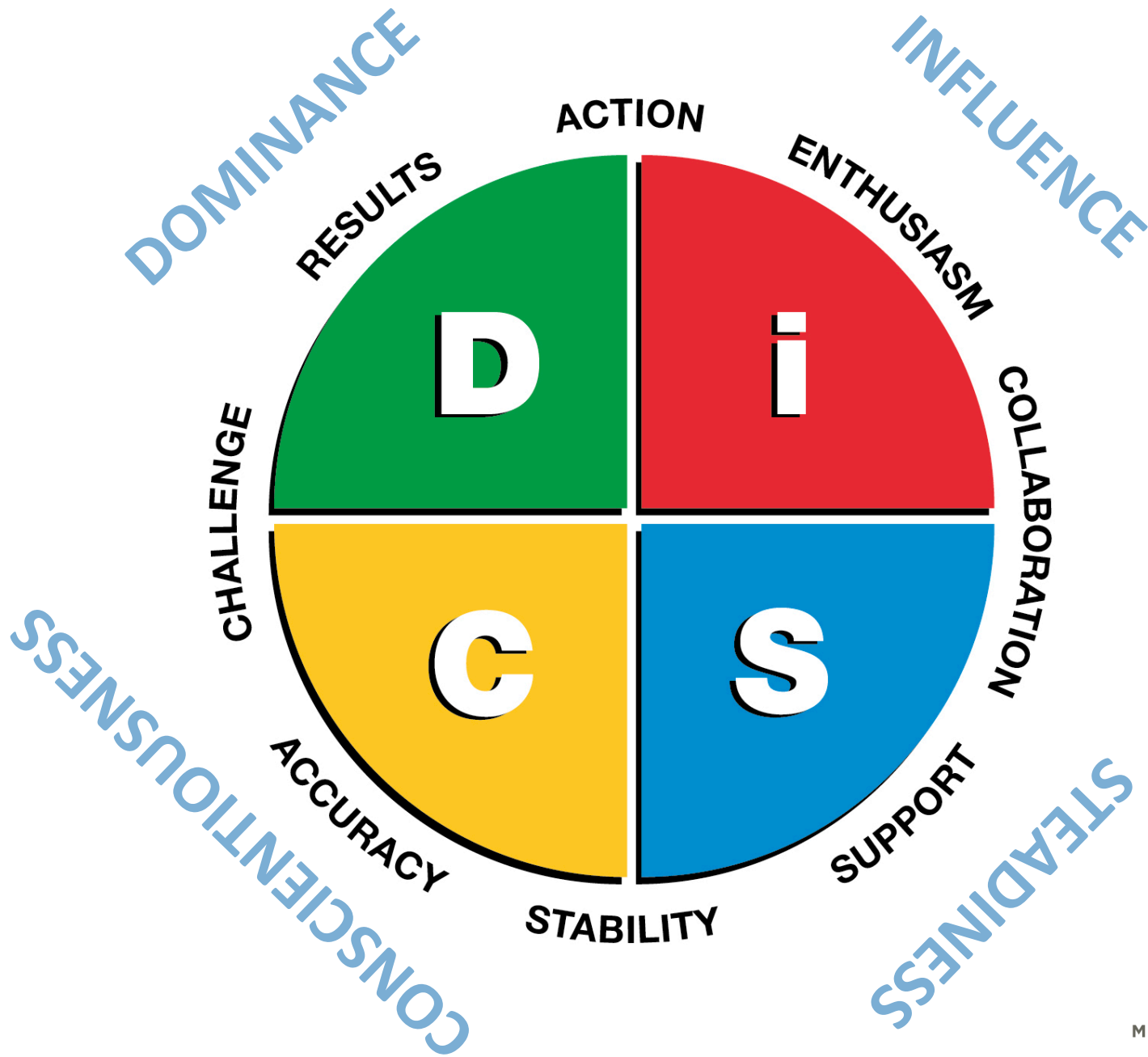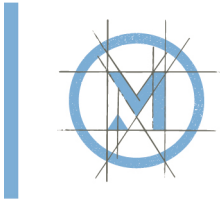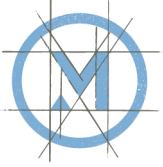
Group Discussion

Why did you answer the way you did?

- Give examples

- Record responses on your flipchart

Introduction to DiSC®

What if people had their **needs** **written** all over them?
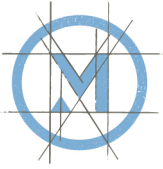
The Development of DISC
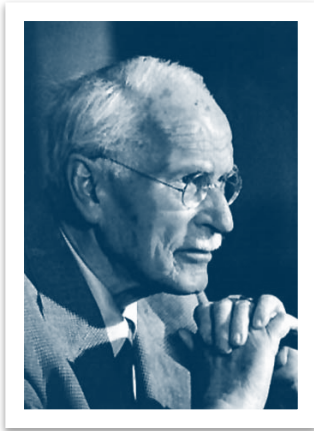
1875 – 1961

Carl Jung
Psychologist

1928

William
Marston

"Emotions of
Normal People"

1970

John
Geier

"Personal
Profile"
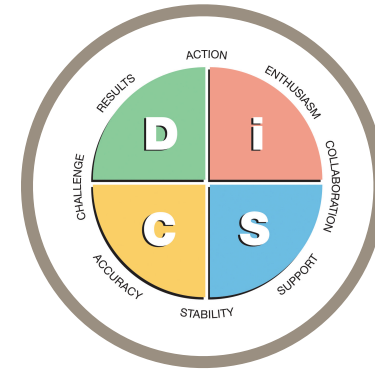
Present

Adaptive Testing
Computer Algorithm
DISC Profile

Behavior...Not Personality

Behavior can be seen, felt or heard; it is what others can observe about me

Personality comprises my values, beliefs, likes, motives, feelings and attitudes; it is the whole of me

WHAT I SAY

WHAT I DO

Beneath the surface
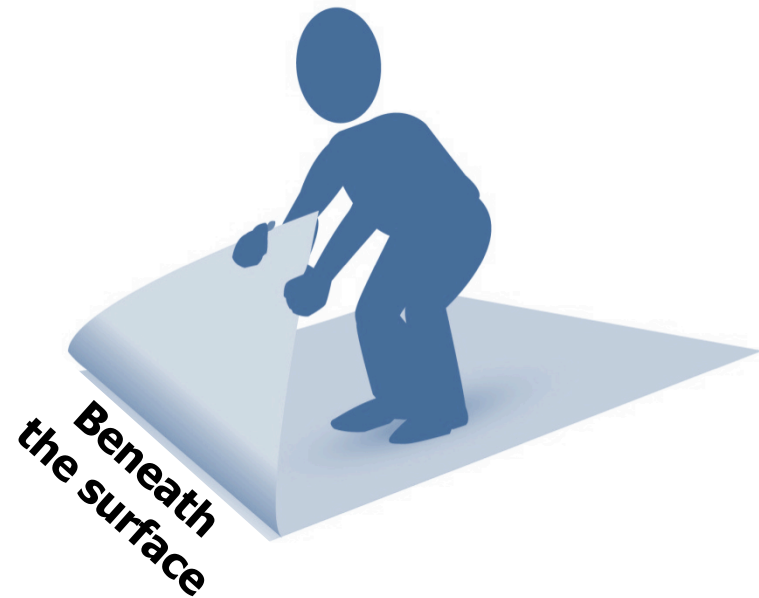
Developing a Behavioral Tendency
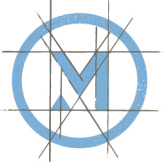
- Childhood
  - Nature
    - Genetic Inheritance
  - Nurture
    - Physical environments
    - Social Environments (Culture)
    - Role models
    - Experiences

- Adulthood
  - Significant emotional event
    - marriage, having children, job promotions, coming into wealth

Expressed Behavior

Behavior/Attitude

Behavioral Tendencies

Beliefs

Values/Needs

Encountered People & Situations
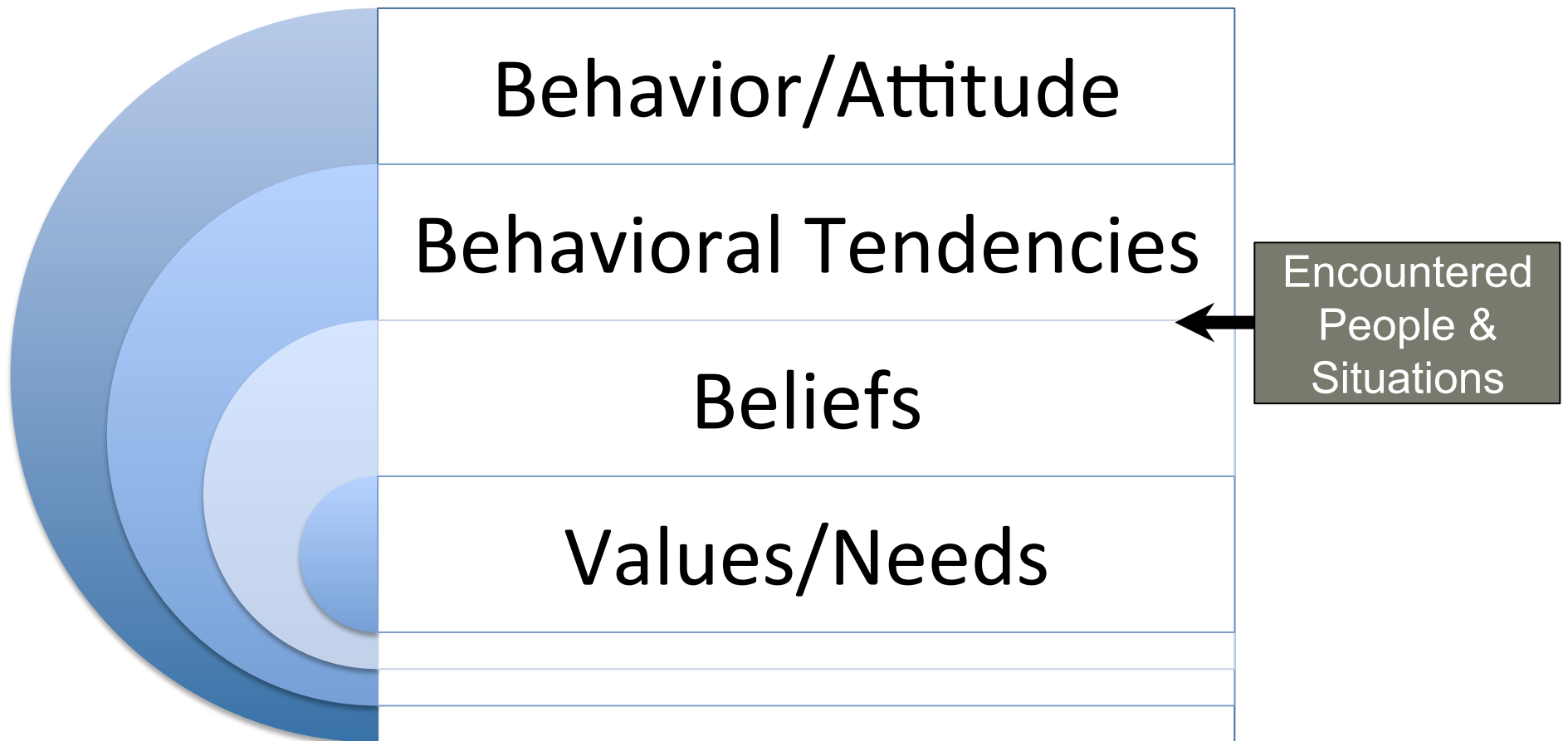
5 Principles

- All DiSC styles and priorities are **equally valuable**

- We are a **combination** of all styles

- **Understanding yourself** better is the first step in becoming effective

- Learning about **others styles** can help you understand their priorities

- Use this knowledge to build a **high performing**, **humanistic** workplace

Choose Your Coworker

Take notes on the coworkers' responses to the following interview questions:

- How would you describe yourself in the workplace?

- What are your pet peeves?

- What may be difficult about working with you?

- How do you handle conflict?

What if people had their **needs** **written** all over them?
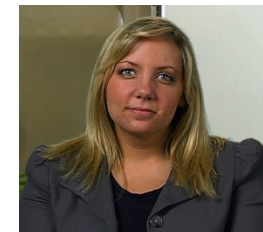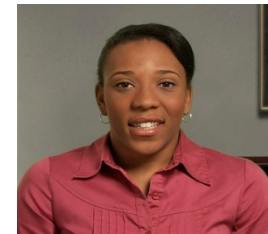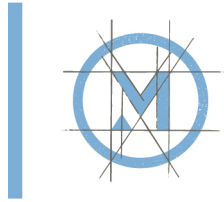
Choose Your Coworker

★ Most like to work with

? Least like to work with
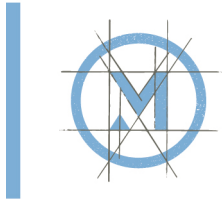
DiSC Priorities
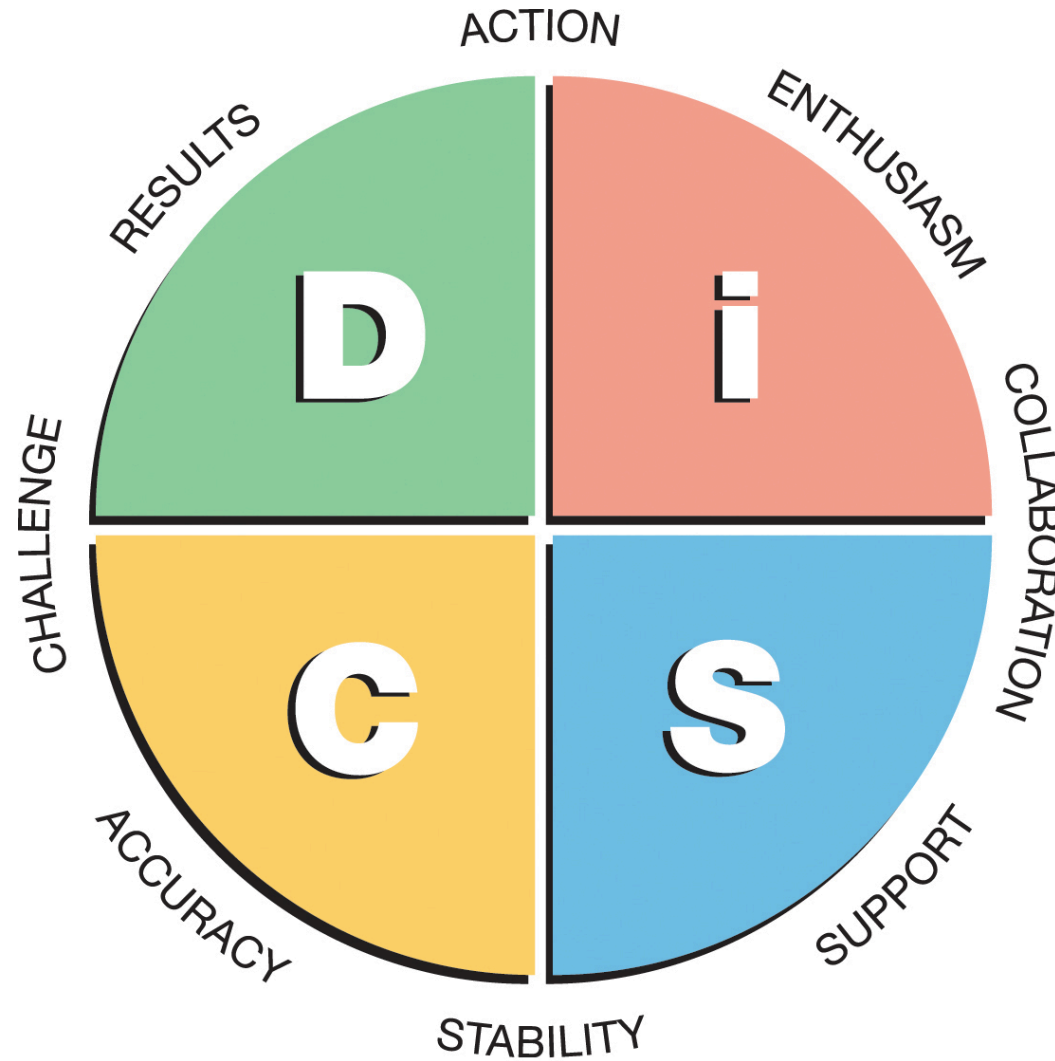
"D" Characteristics

High "D" (Dominance) Tendencies	
Psychological Need	To direct/dominate others
Team Strengths	Driving change and time management
Seeks	Personal challenges
Fears	Loss of control
Overextensions	Impatience
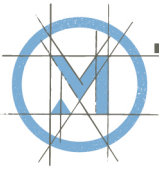
Team Roles/Communication: High "D"

Strengths
Bottom-line organizer; time manager
Seeks continuous improvement
Decision maker; drives results

Limitations
Oversteps authority; argumentative
Dislikes routine
Attempts too much at once

Effective Strategies
Be brief, direct, to the point
Focus on results
Highlight logical benefits
Discuss problems in light of how they affect outcome

Ineffective Strategies
Ramble; repeat yourself; be too social
Focus on problems
Generalize; make statements without support

"I" Characteristics

High "I" (Influence) Tendencies	
Psychological Need	To interact with others
Team Strengths	Optimistic and people-oriented relaters
Seeks	Social recognition and need to be liked
Fears	Social rejection
Overextensions	Disorganization
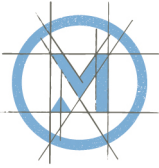
Team Roles/Communication: High "I"

Strengths
Innovative; creative problem solver; peacemaker
Great encourager
Positive sense of humor

Limitations
More concerned with popularity than tangible results
Inattentive to detail; tends to listen only when it's convenient
Overuses gestures and facial expressions

Effective Strategies
Establish a positive environment
Allow for social time
Provide details but don't dwell on them
Create incentives for follow through

Ineffective Strategies
Do all of the talking
Ignore their ideas
Tell them what to do
Interrupt

"S" Characteristics

High "S" (Steadiness) Tendencies	
Psychological Need	To serve
Team Strengths	Team player, patient and results-oriented
Seeks	Traditional practices and harmony
Fears	Loss of stability
Overextensions	Possessiveness
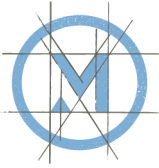
Team Roles/Communication: High "S"

Strengths
Dependable; produces results
Loyal and trustworthy
Good listener; patient and empathetic

Limitations
Takes a long time to adjust to change
Holds a grudge
Difficulty establishing priorities

Effective Strategies
Show genuine interest in them
Patiently draw out their goal
Define goals, roles and procedures
Assure personal follow-up
Minimize perceived risk

Ineffective Strategies
Be pushy, aggressive or demanding
Be controversial
Not including them in decision making processes

"C" Characteristics

High "C" (Conscientious) Tendencies	
Psychological Need	To comply with their own high standards
Team Strengths	Accuracy and intuitiveness
Seeks	Perfection
Fears	Criticism of their work
Overextensions	Overly critical of themselves and others
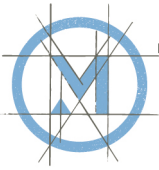
Team Roles/Communication: High "C"

Strengths
"The anchor of reality"; conscientious
Thorough in all activities; detail oriented
Gathers, criticizes and tests information

Limitations
Bound by procedures and methods
Analysis paralysis
Prefers not to verbalize feelings; will give in rather than argue

Effective Strategies
Prepare your case in advance
Delineate pros and cons
Use accurate data
Disagree with facts, not the person

Ineffective Strategies
Refuse to explain details
Answer questions vaguely
"Fly by the seat of your pants"

NOT an Excuse or Justification

- The DISC Profile is first and foremost about understanding ourselves better

- The primary leverage you have for improving a relationship is **your own behavior**

Communication

- Talking to and **communicating with** a person are not equal

- Good Communication in all interactions with others builds **trust, rapport and respect**

Four Coping Responses

- **Fight** = Retaliate against power

- **Flight** = Run from power

- **Fold** = Resign to power

- **Freeze** = Resist power

My Feelings and My Responses

In general, when we reflect on our past experiences, we associate **painful emotions** and **coping responses** with **unchecked power** and **coercive** behaviors.

The Problem With Power

- When we exercise our **power over** others or exert **our will** onto others, they experience **painful emotions** and will need to **cope** with our behavior
- Power isn't a bad thing, yet power does a lot of bad things
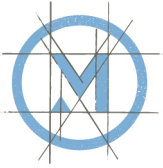
Who is Bugged?

Someone is bugged → **They are having a problem** → **I reflectively listen**

OR

I am bugged → **I am having a problem** → **I have three moves**

Only Three Moves

When I have a **conflict** with someone because I am **upset** or experiencing a **problem**, I have three moves:

1. Accept the Behavior = **I change** to see that which originally upset me as something I can now accept

2. Adjust the Circumstances = **I change** the situation by removing what originally upset me from the scene

3. Ask for Change = I can face someone with the **facts** and **feelings** of my problem and **ask for change**

(Prochaska, 1992)

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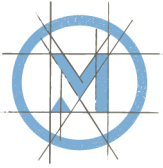
The Characteristics of Confronting

- The need for **change** motivates most civil confrontations

- When we are upset and cannot accept another's behavior or we cannot change our circumstances, we can ask the other to change; we can **confront**

- As we go to confront, it's easy to forget **why** we are confronting; we go to ask the other for **change** because we need their **help**
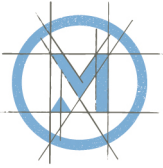
How People Process Change

- **Awareness**

  I don't know what I don't know
  They are awakened, it is revealed

- **Anxiety**

  "I don't know! I don't like this!"
  They are agitated, resistant, fearful

   HEAD
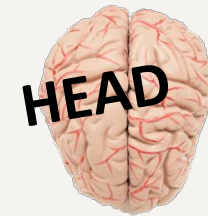
- **Acceptance**

  "...this is starting to make sense"
  They rationalize it above the shoulders

- **Attachment**

  "Let's do this! This sounds good!"
  They emotionally engage and buy in

   HEART

- **Anticipation**

  "I can see we need to..." "I need to..."
  They prepare, craft a game plan

   GIFTS

- **Action**

  I take cautious action, baby steps
  They begin to act on the change

(Prochaska, 1992)

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Why Learn to Confront?

A confrontation is a **catalyst** conversation. When done correctly it can produce **constructive change** in others. Leaders are to be agents of change, so they need to master how to confront others in a **positive** and **productive** way. It is a critical leadership responsibility.

Two Sides of Confrontation

I react	I reflect
I act to hurt	I ask for help
I power-up	I sound off
I assert my rights	I ask you to change
I demand you to…	I ask you to…
I take a harmful posture	I take a humble posture
I express your inadequacies	I express my unmet needs
I describe/judge your actions	I disclose/reveal my experience

Swing Your Bat

Bend Your Knee

Fueling The Fire

- Lack of vision

- Poor communication

- Inability to Listen

- No accountability

- Low employee engagement

What To Do About It

1. Understand and Map your SABA
2. Listen and watch for others needs
3. Conduct an Organizational Climate Assessment
4. Check programs against employee needs
5. Be aware of your own behavioral tendencies
6. Become skilled at starting the conversation

Key Take-aways

- Successful change initiatives target waste related to the conflict you can see.

- Explore how conflict is driven by misaligned SABA.
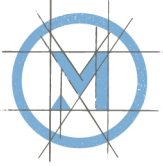
- Determine if your leadership style is fueling the fire.

- Where there's smoke… pervasive waste and unmet employee needs intersect where there are prevailing bad behaviors or unproductive attitudes.

- Apply Program Initiatives to these SABA misalignments first.

Continued Learning

- Macresco Blog MThink – www.macresco.com

- Just Listen – Mark Goulston

- 5 Dysfunctions of a team – Patrick Lencioni

- Conscious Capitalism – John Mackey

- Search Inside Yourself – Chade-Meng Tan

- Start With Why – Simon Sinek
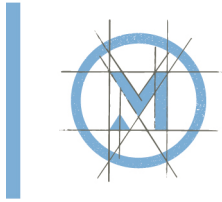
- Leadership Challenge – Kouzes & Posner

Thank you

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Conflict Strategy Map

Conflict: ....
....

Best Outcome: ....
....

Behaviors	Feelings	Waste / Impacts
....	....	....
....	....	....
....	....	....
....	....	....

Statement: ....
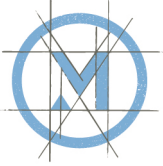..
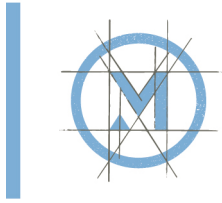..

Preparation

- Flip Charts
  - Experience – What issues were you trying to address?
  - Your Success Rate – What prevented you from being successful?
  - Exploring Conflict – First Word
  - D I S C charts – Why did you answer the way you did?

Reference

- McLeod, S. A. (2014). Attitudes and Behavior. Retrieved from http://www.simplypsychology.org/attitudes.html