Preparing for 2012:

IS YOUR TEAM WHERE YOU WANT THEM TO BE?



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DISCUSSION POINTS

- © Causes and dangers of complacency
- Needs Analysis process
- Maximizing results
- Your responsibilities as a leader

com·pla·cen·cy [kuhm-pley-suhn-see]
noun, plural -cies.

a feeling of quiet pleasure or security, often while unaware of some potential danger, defect, or the like; self-satisfaction or smug satisfaction with an existing situation, condition, etc.

COMPLACENCY

CAUSES

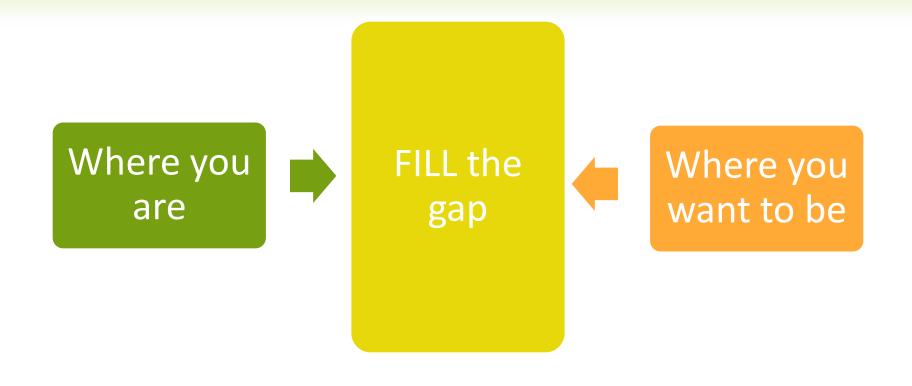
AND

- Recent success
- © Completion of project
- Lack of challenge
- Recent organizational changes
- Personal problems

DANGERS

- Lack of initiative and commitment
- Inability to prove value
- Not present physically or mentally
- Lack of passion
- © Competitor gains footing

THE NEEDS ANALYSIS PROCESS



BENEFITS OF NA PROCESS

- Forces you to take a "birds eye" view of your team and clearly identify where you are and where you want to be.
- Demonstrates your commitment to the team's success
- Expectations will be clearly defined and measured.
- Takes the guesswork out of accountability and performance reviews.
- Once mastered, you can use this process on new groups, projects and processes.

THE 4 ELEMENTS OF A NA



CLEARLY DEFINE EXPECTATIONS

Technical

- Months of the second of the
- Skills
- Abilities
- Tasks
- Outcomes
- Responsibilities

Professional

- Attitudes
- Behaviors
- Willingness
- Initiative

CREATE MEASUREMENT SCALE

Where you are vs. where you want to be

- 1-5
- 0 1-10
- A-Z
- © Consumer Reports
- What will your group respond to?

CLEARLY DEFINE IDEAL

What is a 10? Be sure to include details such as...

- Level of supervision
- Time frame
- Peers and other departments
- Specific tools and methods

PLAN TO FILL GAP

- Training options
- © Coaching plans
- © Continuing education
- Shadow peers
- Step it up

PUT IT IN WRITING

Where you are	⇔ Where you want to be	No knowledge									Expert
Knowledge, Skills, and Abilities (Re	esponsibilities, Tasks, Outcomes)	1	2	3	4	5	6	7	8	9	10
Working knowledge of LMS System								•			
10= Able to perform all functions of reporting system independently.											
Fill the gap: Attend "LMS - Advanced" class.											
Produce monthly and quarterly atte	•								•		
10= Able to collect and compile data needed for report in a timely manner.											
Fill the gap: Develop system to collect data from all team members 3 days prior to report due date. Use shared online files for report compilation.											
KSA/RTO											
10=											
Fill the gap:											
Behaviors and Willingness (Profes	sional Expectations)	1	2	3	4	5	6	7	8	9	10
Customer Service											• ∞
10= Happily greets clients and meet their needs as appropriate.											
Fill the gap: Keep up the good work.											
T											
Team player 10- William to be less than the second and a second and the second a											
10= Willing to help other team members on projects; willing to ask team for help; willing to take on new projects.											
Fill the gap: Continue to shadow John and Jane to learn more about their projects, offer to help.											
Initiative											
10= Continuously looks for ways to improve processes and product; makes decisions independently to move business forward.											
Fill the gap: Continue to learn current processes during 1st year. As you become more comfortable, try to make decisions with less guidance.											
Fin the gap. Continue to learn current processes during 1st year. As you become more connortable, try to make decisions with less guidance.											
BW/PE											
10=											
Fill the gap:											
O-F-											

BEST PRACTICES

YOU should complete the Needs Analysis for team and/or members independently. If desired, have team or individual complete their own for comparison purposes.

Make sure...

- The expectations are "age" appropriate
- The existing processes and procedures are solid
- The organization is committed to support changes
- You are committed to following through on process and accountability
- You are working in an environment of trust

MAXIMIZING RESULTS THROUGH DELIVERY

- Step 1: GENUINELY communicate the gap.
- Step 2: Dialog about how you are going to fill the gap.
- Step 3: Create and implement training/coaching plan.
- Step 4: Create and implement accountability plan.
- Step 5: Evaluate commitment and progress regularly.
- Step 6: Fix problems and reward successes.

THE GAP

Who is responsible for defining the gap?

THE LEADER

Who is responsible for filling the gap?

THE TEAM MEMBER

YOUR RESPONSIBILITIES AS A LEADER

Create an environment of trust.

Explain how they fit into BIG picture.

Set expectations for success.

Communicate like an adult regularly.

Provide them with training they need to be successful.

Provide them with the tools they need to be successful.

Hold all accountable equally.

Care about growth and development.

Celebrate your success.

Is it worth it?

"My time is money and I can't afford to give up that much time."

"Our turnover rate in that position is 50%, I don't want to do all this for someone who isn't committed to staying."

"They really irritate me and aren't worth saving."

"We're all doing just fine."



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THANK YOU!

The recording of today's presentation, along with the PowerPoint slides, will be available on our Career Programming Web page by next week:

http://www.mccombs.utexas.edu/Alumni/Career.aspx