I Hired Workers But Human Beings Showed Up, Now What







Bring out your cell phone

Use your browser to go to

pollev.com/metiss

How Are You Feeling?







Charlotte

Accelerate

2,500 leaders developed

10,000 direct reports impacted

500 organizations grown







Detroit

Select

12,000 candidates evaluated

2,000 successful hires

1,300 scorecards built

How Are You Growing?





CEO - "We need to invest 10% of our earnings in developing our team."

CFO - "What if develop them and they leave?"



CEO - "What if don't develop them and they stay?"



INSIGHT. EVIDENCE. INSPIRATION.

1983

30,000 Leaders

Current Leadership Style From MRG



Leadership Effectiveness Analysis GenX (n=85,704) GenY (n=3,535) 60 30 Creating Developing Implementing Following Achieving Team a Vision Followership Through Results Playing 20 Cooperation Outgoing Structuring Conntunication genent focus Excitement Restraint Production Authority Control Feedbadt



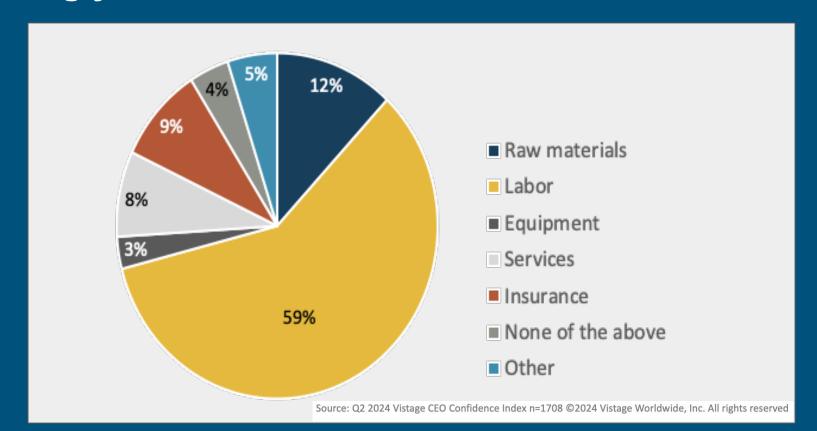
Matched Leadership Styles

Matched groups all between 25-35 yrs old

Leadership Effectiveness Analysis GenX (n=2,336) GenY (n=2,359) 70 60 30 Creating Developing Implementing Following Achieving Team Followership Through Playing a Vision Results 20 Structuring Tactical Authority Control

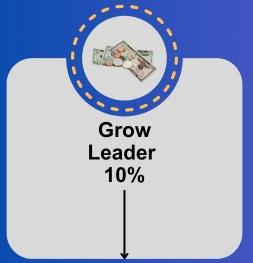


Which is the biggest source of inflation currently impacting your business?



Leadership ROI

Two Focuses: Grow the leader or grow direct reports



\$100,000 Leader Salary X 10% Productivity = \$10,000 ROI



5 Direct Reports X \$75,000 Salary X 10% Productivity Increase = \$37,500 ROI





"Sticky" Leadership Development Approach



The Leadership Challenge: Outdated Practices Holding Us Back

Out

In

- Hierarchical, Top-Down Management
- Micromanagement
- One-Way Communication
- Neglect of Employee Development



- Empowerment and Delegation
- Agile and Adaptive Management
- Cross-Functional Collaboration
- Continuous Learning and Development



Leadership is Constantly Evolving - Early Leaders

John D. Rockefeller



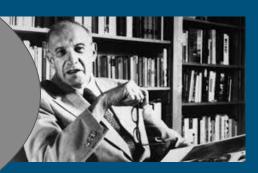
Unemployment Rate

10%

"The way to make money is to buy when blood is running in the streets."

business is not to think too much about making it."

Peter Drucker



"What's measured improves."

Leadership is Constantly Evolving - Transformative Leaders

Jack Welch

"Control your

or someone else

Stephen Covey

Unemployment Rate

7%

Lee lacocca



Ju can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere."

Leadership is Constantly Evolving - Current Leaders

Jim Collins



"Great vision with great people is irrelevant." Man Darra

Unemployment Rate

<4%

to have better business success."

Patrick Lencioni



when a team member does push you, they're doing it because they care about the team."

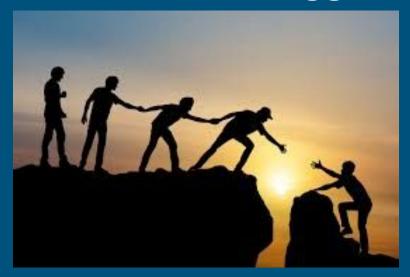
Top Leadership MasterClass "Coach K"



- 47 new teams to lead (1975-2022)
- Over 250 team members lead
- Over 100 assistant coaches developed
- 68 team captains developed

"You have to adapt, and you have to be agile. The kids are different every year, so you have to be different every year. Leadership is about meeting people where they are, not where you want them to be."

What's Your Biggest Leadership Challenge?





Leadership Tips For Today's Workforce

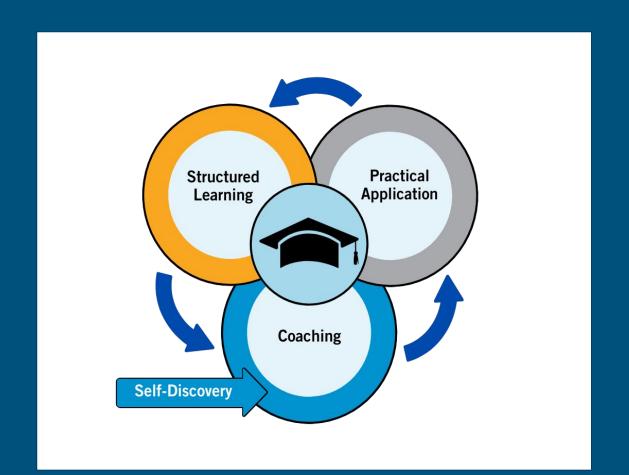


- Self Discovery
- Feedback
- One-on-ones

We All Need A Trainer



The Leadership Academy





The Leadership Essentials PlaybookTM

Process for Groups



Practical

Leaders have the opportunity to apply the eight leadership practices in the real world

Custom Development Session

One-on-one coaching sessions with a trusted advisor from The Metiss Group, where leaders can go over how it felt to put those leadership skills to the test.

Advanced Leadership Workshop

A half-day workshop, which reinforces learning in areas that need further focus

Refined Application

Further refine and implemet the leadership practices in the real world



Custom Coaching Session

Leaders solidify their progress with a one-onone session with The Metiss Group's trusted advisors. Learn how to stay accountable for future success.

Structured Practical Learning Application Coaching Self-Discovery

Self-Discovery

Leader and direct reports complete multi-science assessments

Leadership **Foundations** Workshop

with full-day, inoverview of all 8 practices, filled and team bonding.

Application

Learning kicks off person workshop led by Cyndi Gave. This session is an leadership with role-playing







The Leadership
Essentials Playbook™

Process for Individuals



Month 1: Self-Discovery

Leader and direct reports complete multi-science assessments

Month 2: **Empowerment**

Learn proven delegation techniques to empower direct reports

Month 3:

Feedback

Learn how to give feedback that is frequent, timely, and specific



Month 4: Development & One-on-Ones

Ensure your direct reports have measurable, time-based goals. Build relationships with them through one-onones.



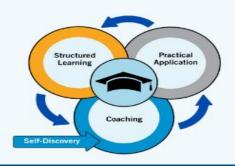
Month 5: Job Scorecard & Performance **Evaluations**

Create clear expectations for success and structure timely performance reviews



Succession

Create direct line of sight between personal goals and company goals. Find ways for employees to cover for one another in a crisis.





Self Discovery



- 360s
- Multi-Science Evaluations
- Emotional Intelligence
- Strategic Leadership

360 Feedback

- Intent
- Perception
 - o Boss
 - Direct reports
 - Peers
 - Others



Multi-Science Evaluation

- Cognitive
- Personal Skills
- Behaviors
- Motivators



The Emotional Intelligence Journey™

- Self-Perception
- Self-Expression
- Interpersonal
- Decision Making
- Stress Management



The Strategic Leadership Alignment™

- Creating a Vision
- Developing Followership
- Implementing the Vision
- Following Through
- Achieving Results
- Team Playing

THE 22 LEADERSHIP PRACTICES

Creating a Vision 1. Conservative

2. Innovative

3. Technical

4. Self

5. Strategic

Developing Followership 6. Persuasive

6. Persuasive7. Outgoing

8. Excitement

9. Restraint

Implementing the Vision

10. Structuring

11. Tactical

12. Communication

13. Delegation

Following Through

14. Control

15. Feedback

Achieving Results 16. Management Focus

17. Dominant

18. Production

Team Playing 19. Cooperation

20. Consensual

21. Authority

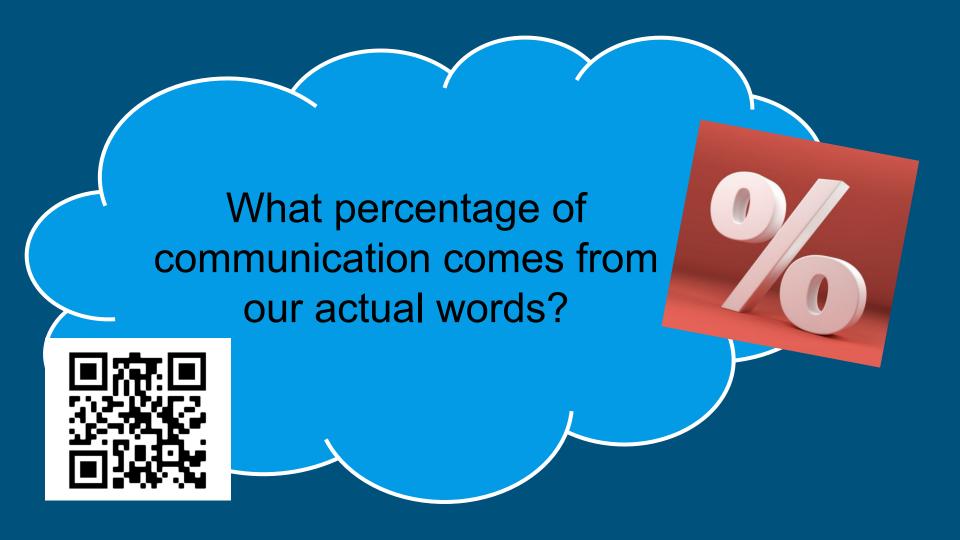
21. Empathy

Self Discovery Poll

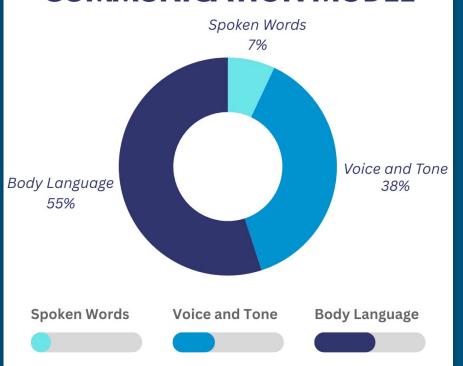




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MEHRABIAN'S COMMUNICATION MODEL



"Feedback is not about being nice or kind. It's about giving people the opportunity to improve."

- Simon Sinek

Types Of Feedback

Positive

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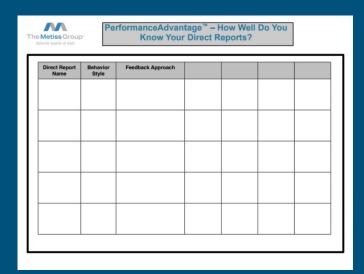
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- o labere avoid
- Deliver in a calm, unemotional language, tone and body language

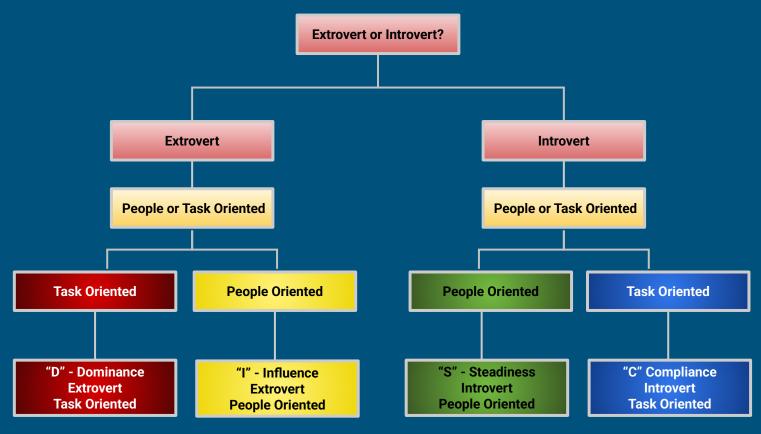
Identify Your Direct Report's Behavior Style

How well do you know your direct reports?

- Fill in names
- Determine behavior style



Direct Report DISC Reading Flowchart



People Are Different - DISC Approach

- Tailor feedback based on behavior style
- Four basic behavior styles

Dominating



Influencing



Steady



Conscientious/ Compliant



The Feedback Model™

Intro



Behavior



Impact



Accountability



Course Corrections- Role Play #1

- Rude Direct Report
 - Leader
 - Direct Report
- Debrief
 - O How handled?
 - O What did you learn?



Role-Play: The Rude Direct LEADER ROLE

Situation: Your direct report is great at thinking strategically and has the ability to understand which buttons to push and pull to get desired out comes.

His direct reports function well as a team, and may in fact be considered high performing as they execute against the strategies cascaded through the organization.

Your challenge is that when he operates within the team of your direct reports, he demonstrates what might be considered

----- behavior experts at work ----

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- egrading behavior to one or two others who may talented or intellectually accomplished. As a dividuals on your team, including those who are I very accomplished themselves, are beginning to imize his contributions to the executive team.
- e: Your purpose is to correct the course for this githem accountable, and getting commitment that o create a more inclusive work environment, not the contribution levels of all Executive Team



Role-Play: The Rude Direct DIRECT REPORT ROLE

Situation: You know you are a great leader and that your direct reports love you and will do anything to see you and the team succeed. The team you've built is among the best in the organization

You also know your boss sees you as a significant contributor, seeking your input during meetings and on a one-on-one basis.

It's frustrating when a few other members of the executive team who just aren't very bright, take up time in the executive team meetings with lame ideas or questions. You are hoping when you and your more accomplished peers establish the higher level of contributions expected, the less than bright members will learn to keep their thoughts to themselves, catch up, or leave.

You are confident your boss, and the peers you respect feel the same way.

Your objective: Your boss is talking to you about your frustration demonstrated toward some of these less than bright members during the most recent executive team meeting. It's true you were frustrated and used some body language and words carefully selected to encourage some in the group to keep their thoughts to themselves. You believe your boss is the one at fault for not having addressed these poor performers by not removing them from the team, if not the company. You're ultimately insulted that YOU are the one your boss is actually addressing.

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Course Corrections- Role Play #2



Role-Play: Behind The Back

LEADER ROLE

Situation: You overheard a member of your staff complaining to a customer about the work of another staff



Role-Play: Behind The Back

DIRECT REPORT ROLE

orrection techniques to comment and solicit a other team members.

among the staff.

y a heavy weight around er is a good performer.

him/her as bossy or rith him/her. You are s only contribute to a

Situation: Your manager has just approached you to talk about a negative comment you made to a customer about Jennifer, another team member. It is true that you made the comment. However, you view Jennifer as a poor performer and wish, deep in your heart, that she were not a member of the team.

Your objective: Act offended that your manager would talk to you about this matter. Defend your own actions and shift attention to Jennifer's performance.

- Behind The Back
 - Leader
 - Direct Report
- Debrief
 - O How handled?
 - O What did you learn?

Feedback Poll

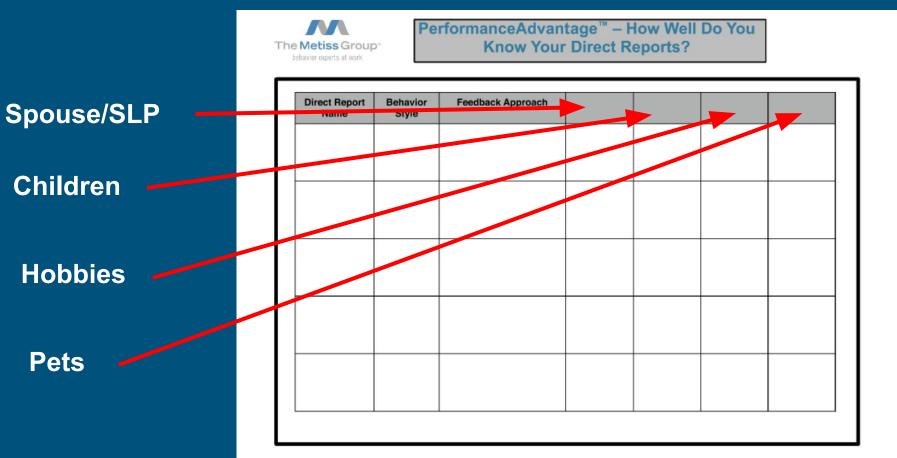




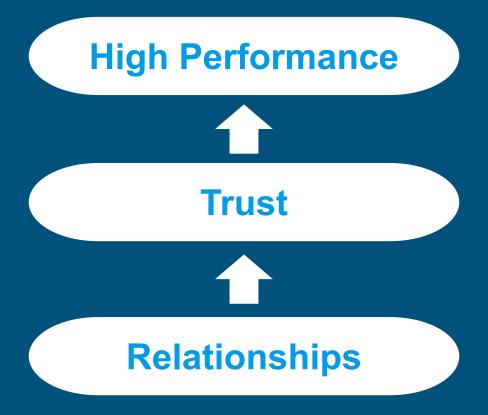
One-on-Ones



Direct Report Family Exercise



Value of Relationships



One-On-Ones



- Common Excuses For Avoiding One-On-Ones
- Preparation Questions
- Common Questions
 For Each Session

One-on-One Poll





Homework



- Identify three team members who you cannot lose
- Identify areas of development
 - o EQ
 - Leadership basics
 - Advanced leadership practices
 - Job Scorecard and accountability
- Determine next steps

I Hired Workers But Human Beings Showed Up, Now What?





Feedback Poll

Session Resources

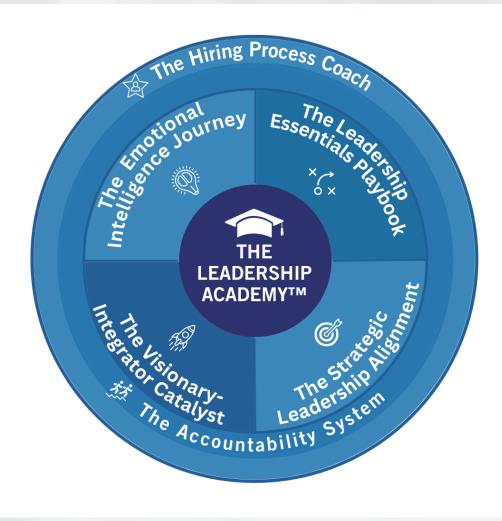




www.themetissgroup.com/vistage-i-hired-workers

I Hired Workers But Human Beings Showed Up

Session Resources







PerformanceAdvantage[™] – How Well Do You Know Your Direct Reports?

Direct Report Name	Behavior Style	Feedback Approach		



Key Leaders Worksheet

Reason Cannot Lose	EQ Training	Leadership Basics Training	Advanced Leadership Training	Needs Job Scorecard/ Accountability	Next Step
	Reason Cannot Lose	Reason Cannot Lose EQ Training	Reason Cannot Lose EQ Training Basics	Reason Cannot Lose EQ Training Basics Leadership	Reason Cannot Lose EQ Training Basics Leadership Scorecard/



The Leadership Essentials PlaybookTM

Process for Individuals



Month 5: Job Scorecard

& Performance

Create clear expectations for success in The Job Scorecard™ and structure timely performance reviews

Month 6: **Goal Alignment** & Team **Succession**

of sight between personal goals and company goals. Find ways for employees to cover for one another in a crisis.

Month 2: **Empowerment**

Practices. Learn techniques to empower direct reports

Learn how to give feedback that is frequent, timely, and specific. Tailor feedback to direct report's behavior style. Discuss Team

Report.

Month 3:

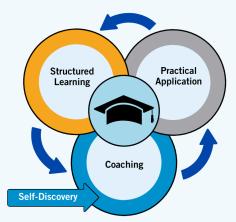
Feedback

Ensure direct reports have measurable. time-based goals to avoid <u>develop-</u> ment gap. Build <u>relationships</u> through one-onones.

Month 4:

Development

& One-on-Ones



Begin learning 8 proven <u>delegation</u>

Create direct line **Evaluations**



ment plan.

Month 1:

Self-Discovery

Leader and direct

reports complete

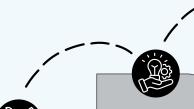
multi-science

assessments. Create develop-



The Leadership Essentials Playbook M

Process for Groups



Leadership **Foundations** Workshop

Learning kicks off

Practical Application

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Advanced Leadership Workshop

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Refined **Application**

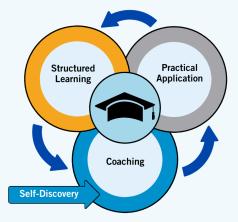
Further refine and implemet the leadership practices in the real world



Leaders solidify their progress with a one-onone session with The Metiss Group's trusted advisors. Learn how to stay accountable for future success.

with full-day, inperson workshop Leader and direct led by a TMG reports complete expert. This multi-science session is an assessments overview of all 8 <u>leadership</u> practices, filled with role-playing and team

bonding.





Self-

Discovery