

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

Direct Report Name	Behavior Style	Feedback Approach				



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 member. The comment was “Don’t pay attention to the input you get from Jennifer; she’s not really a heavy weight around here anyway.” Although the speaker is a good performer, other team members experienced him/her as bossy or arrogant and don’t like working with him/her. You are concerned that comments like this only contribute to a feeling of alienation and divisiveness among the staff.

Your objective: Use course correction techniques to confront this person about his/her comment and solicit a commitment from him/her to support other team members.

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Role-Play: Behind The Back

DIRECT REPORT ROLE

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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.

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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 outcomes.

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 arrogance or degrading behavior to one or two others who may not be quite as talented or intellectually accomplished. As a result, many individuals on your team, including those who are very bright and very accomplished themselves, are beginning to dismiss or minimize his contributions to the executive team.

Your objective: Your purpose is to correct the course for this person, holding them accountable, and getting commitment that they will work to create a more inclusive work environment, ultimately raising the contribution levels of all Executive Team members.

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.

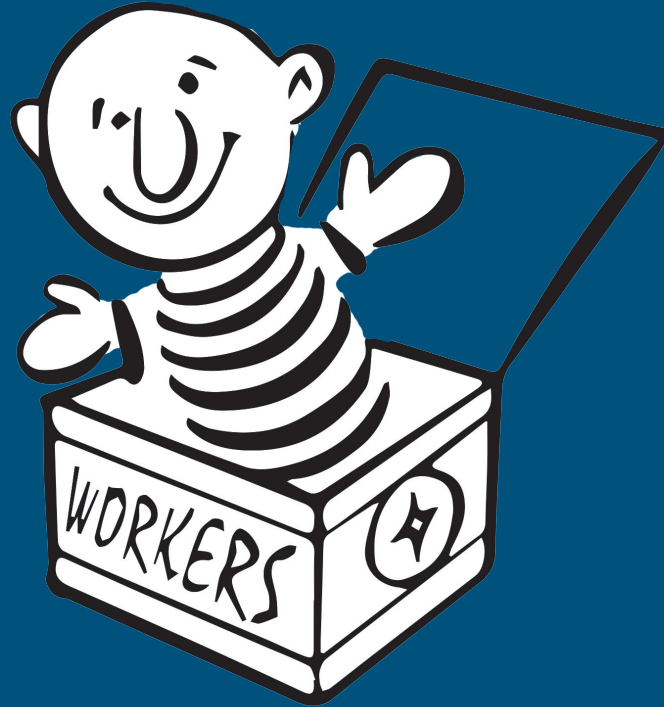
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Key Leaders Worksheet

Leader's Name	Reason Cannot Lose	EQ Training	Leadership Basics Training	Advanced Leadership Training	Needs Job Scorecard/ Accountability	Next Step

I Hired Workers But Human Beings Showed Up, Now What

VISTAGE





Bring out your cell phone

Use your browser to go to

pollev.com/metiss

How Are You Feeling?



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Charlotte



Detroit

Accelerate

**2,500 leaders
developed**

**10,000 direct
reports impacted**



Select

**12,000 candidates
evaluated**

**2,000 successful
hires**

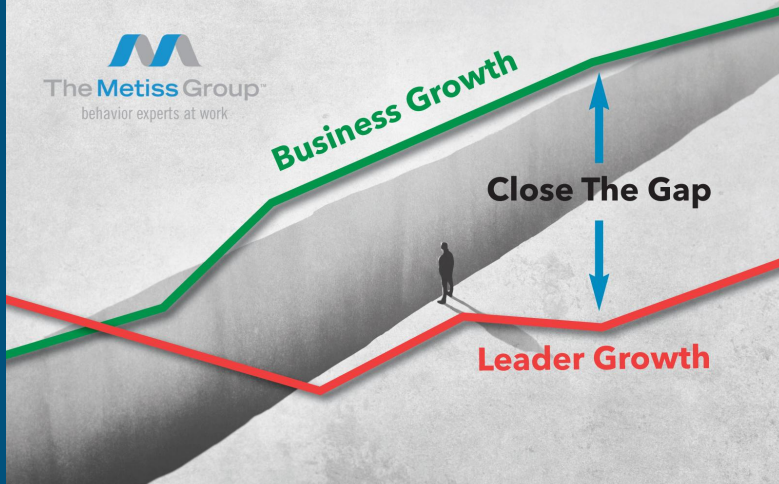
**1,300 scorecards
built**

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?”



MRG[®]

INSIGHT. EVIDENCE. INSPIRATION.

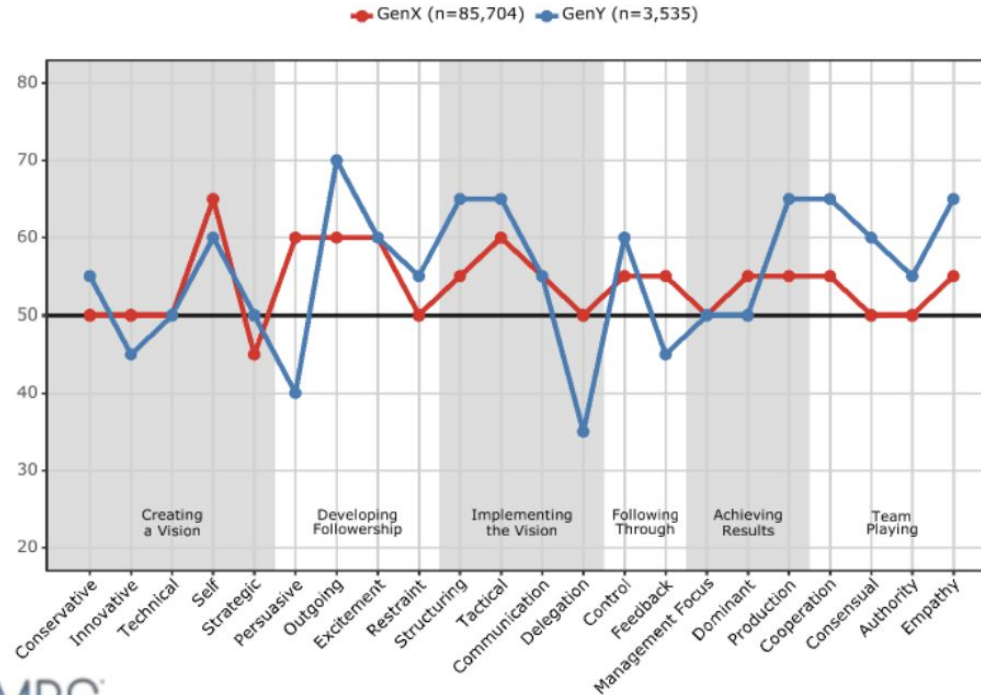
1983

**30,000
Leaders**

Current Leadership Style From MRG

Non-matched groups

Leadership Effectiveness Analysis

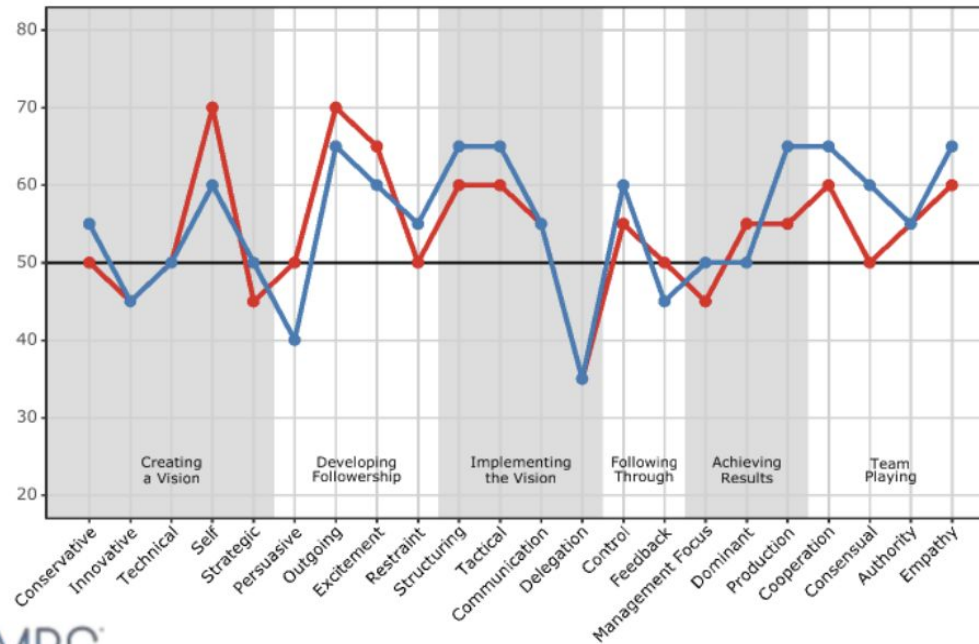


Matched Leadership Styles

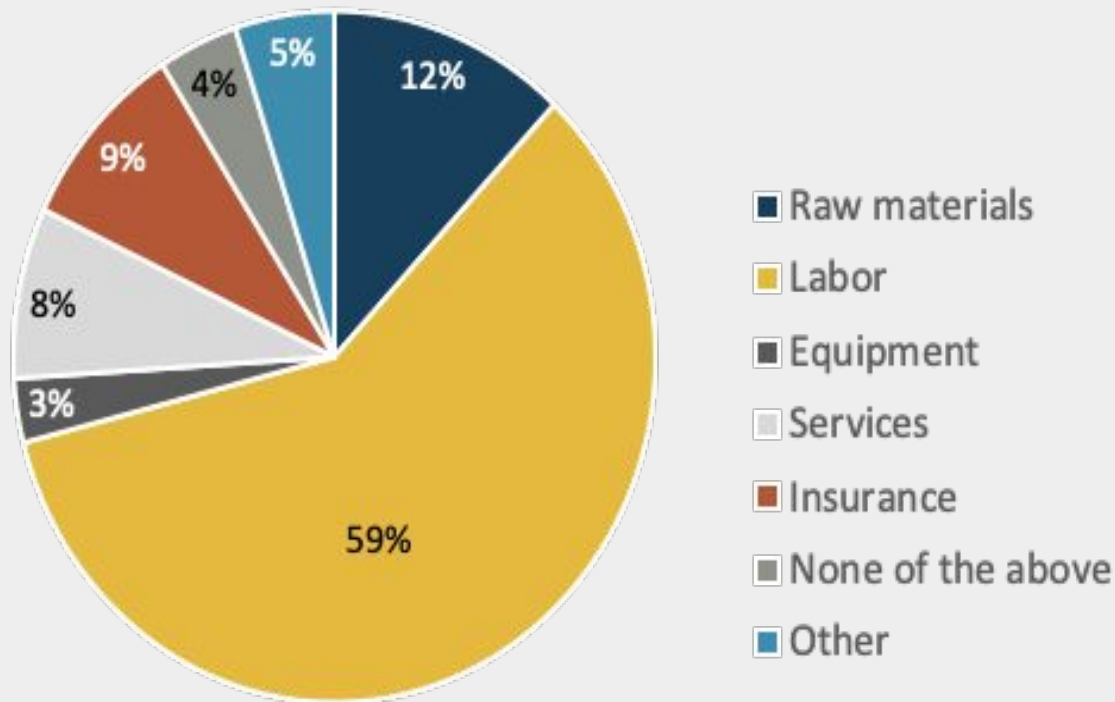
Matched groups all between 25-35 yrs old

Leadership Effectiveness Analysis

GenX (n=2,336) GenY (n=2,359)



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



Source: Q2 2024 Vistage CEO Confidence Index n=1708 ©2024 Vistage Worldwide, Inc. All rights reserved

Leadership ROI

Two Focuses: Grow the leader or
grow direct reports



**Grow
Leader
10%**



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



**Grow Direct
Reports 10%**



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



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“Sticky” Leadership Development Approach



The Leadership Challenge: Outdated Practices Holding Us Back

Out

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



In

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



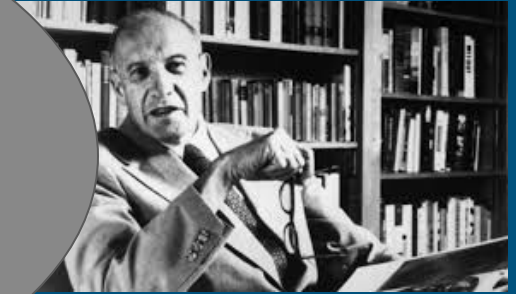
Leadership is Constantly Evolving - Early Leaders

John D. Rockefeller



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

Peter Drucker



"What's **measured** improves."

Unemployment Rate

10%

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

Leadership is Constantly Evolving - Transformative Leaders

Jack Welch



"Control your
or someone else."

Stephen Covey

Unemployment Rate

7%

Lee Iacocca



"You 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."

Mary Barra

Unemployment Rate

<4%

employees, we're going
to have better business
success."

Patrick Lencioni



Trust is knowing that
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

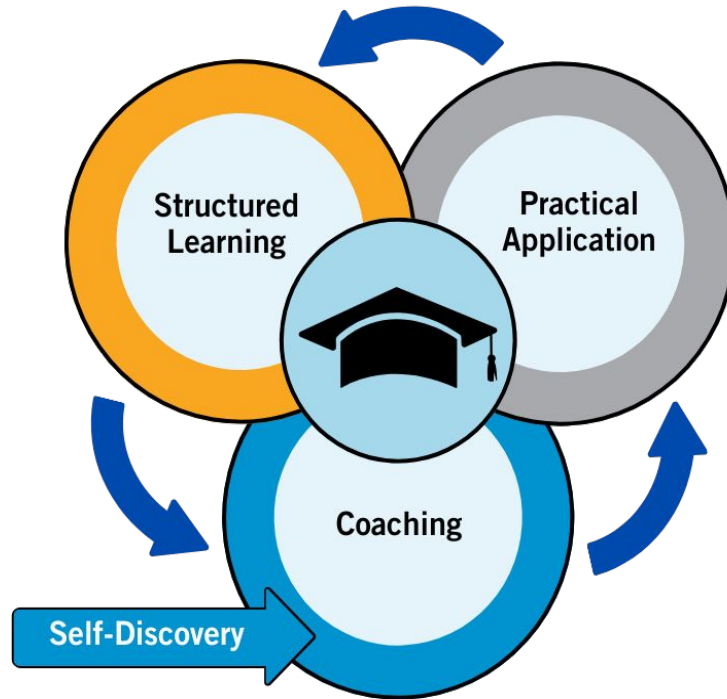


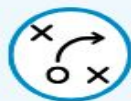
- Self Discovery
- Feedback
- One-on-ones

We All Need A Trainer



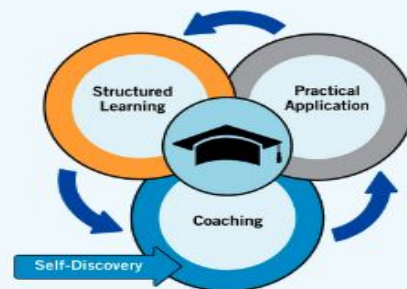
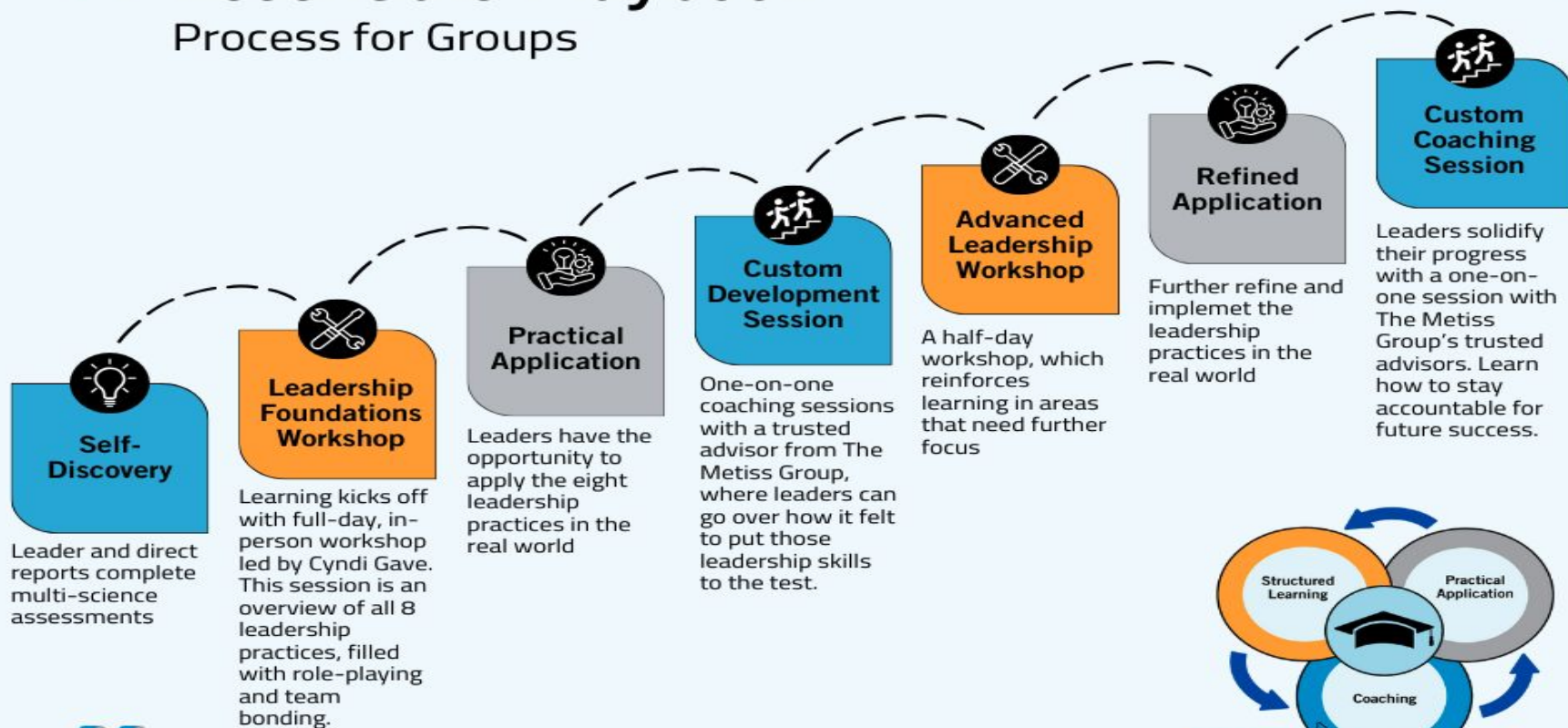
The Leadership Academy





The Leadership Essentials Playbook™

Process for Groups





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-on-ones.



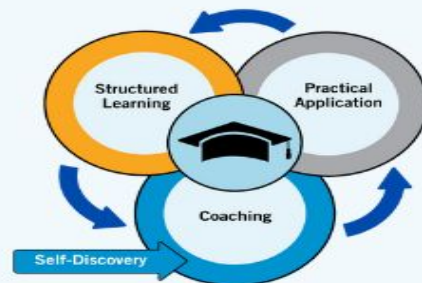
Month 5: Job Scorecard & Performance Evaluations

Create clear expectations for success and structure timely performance reviews



Month 6: Goal Alignment & Team 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
 - 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
7. 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



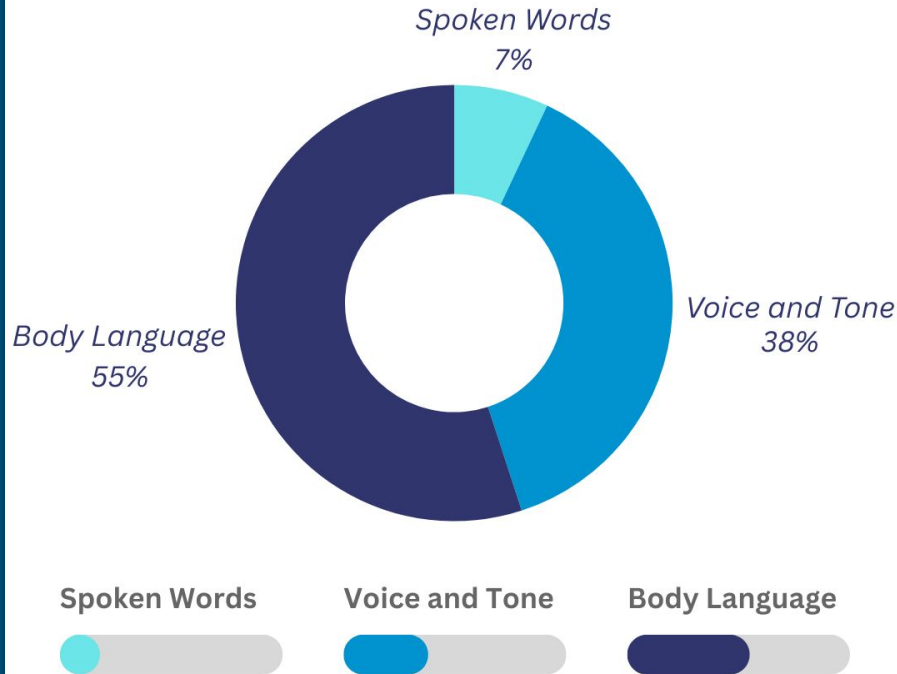


Feedback

What percentage of
communication comes from
our actual words?



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**

- M

3:1

- avoid

- labeling,


- 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?

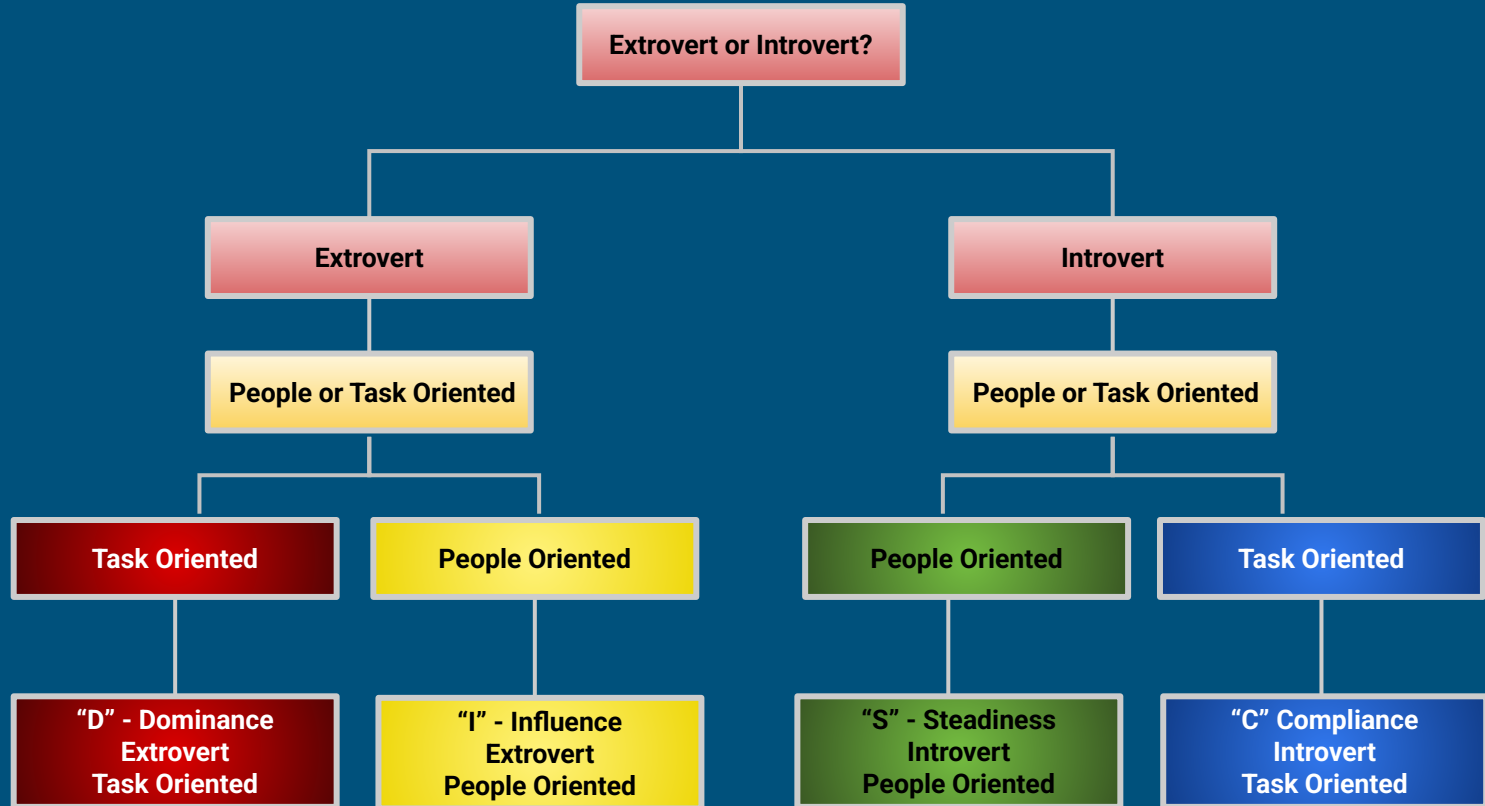
- Fill in names
- Determine behavior style

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

Direct Report Name	Behavior Style	Feedback Approach				

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
 - How handled?
 - What did you learn?



Role-Play: The Rude Direct LEADER ROLE

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Course Corrections- Role Play #2

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



Role-Play: Behind The Back

LEADER ROLE

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Role-Play: Behind The Back

DIRECT REPORT ROLE

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pay attention to the input of a heavy weight around here is a good performer, him/her as bossy or with him/her. You are only contribute to a among the staff.

correction techniques to comment and solicit a other team members.

Feedback Poll



One-on-Ones



Direct Report Family Exercise



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

Spouse/SLP

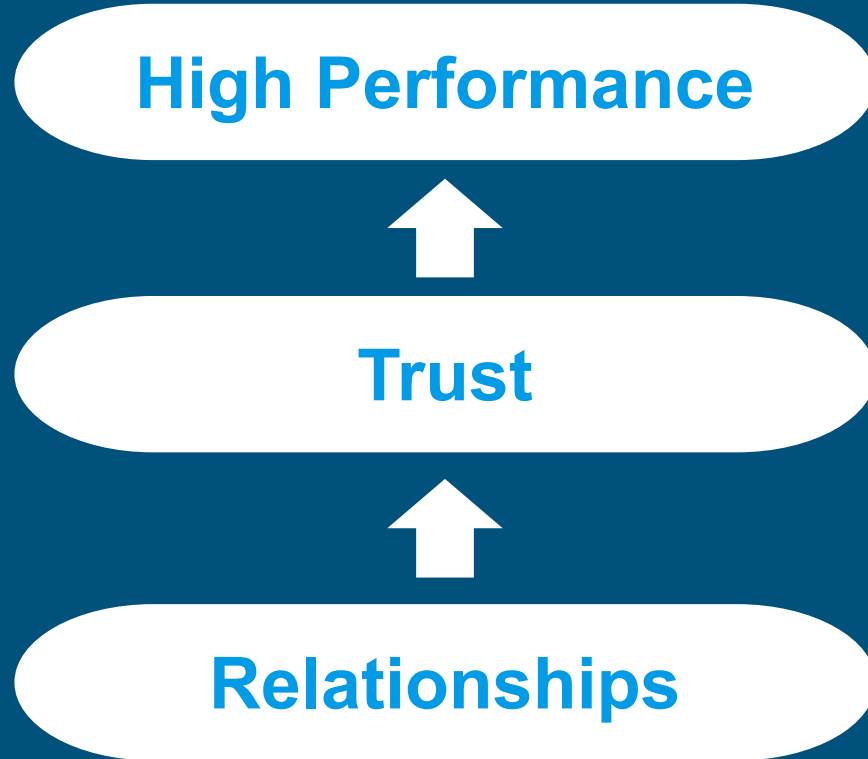
Children

Hobbies

Pets

Direct Report Name	Behavior Style	Feedback Approach				

Value of Relationships



One-On-Ones

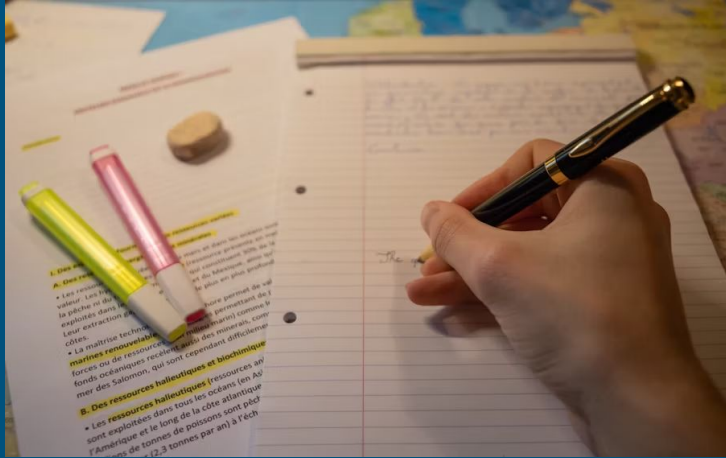


- Common Excuses For Avoiding One-On-Ones
- Preparation Questions
- Common Questions For Each Session

One-on-One Poll

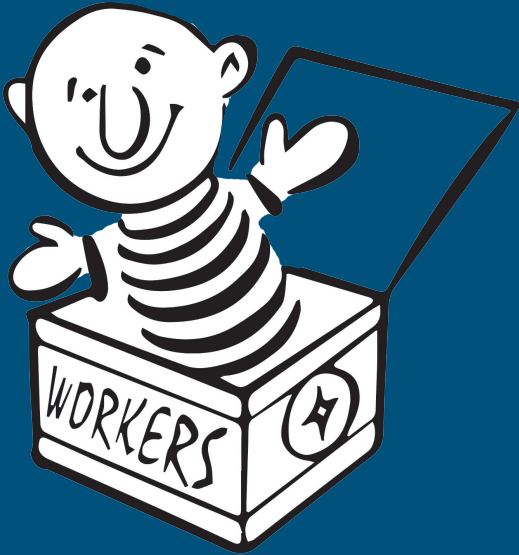


Homework



- Identify three team members who you cannot lose
- Identify areas of development
 - 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