Keynote Presentation – John Spence: "Building a Winning Culture"

- Famous for making the complex awesomely simple.

The number one factor in increasing the level of highly satisfied and engaged CUSTOMERS in your business is…the level of highly satisfied and engaged EMPLOYEES in your business.

(T + C + ECF) x DE = Success
Talent + **C**ulture + **E**xtreme **C**ustomer **F**ocus + x **D**isciplined **E**xecution = Success

Talent
What traits do you look for when looking for talent for a prospective or existing employee?

- Strategic
- Diplomatic
- Great execution
- Good communicator
- Internally motivated
- Commitment to high quality output
- Adaptable

I want you to think about the person in your team who is the worst performer. That person sets the standard or the bar for success in your team.

C = Culture

- Innovation
- Accountability
- Urgency
- Execution
- Customer Focus
- Ownership Mentality

5 Dysfunctions of a Team

- Lack of trust
- Lack of candor or lack of vulnerability (I made a mistake, I'm confused etc)
- Lack of commitment (not telling the truth or how you really feel when asked)
- Lack of accountability
- Lack of results

Customization creates ownership (I had a say in the final product so I have buy-in)

What it takes to have a high performance team

- Clear measurable goals
- Solid work ethic
- A strong commitment to how the work gets done
- High level of team trust

High	Affection	Trust
Concern		
	Distrust	Respect
Low		
	Low	**Competence** **High**
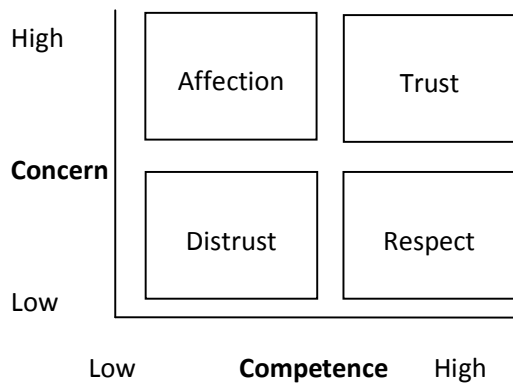
Good leaders look out the window to take credit and in the mirror to take accountability.

Good Teams Have:

- Direction – vivid, clear, and inspiring – shared
- Measurements – specific, observable, focused
- Competence – very good at what they do
- Communication – open, honest, courageous
- Mutual accountability – all team members
- Discipline – do this every day

11 Key Team Competencies

Ask your employees to rate your team on a scale of 1 to 10 on the following:

1. Set clear, specific, and measurable goals
2. Making assignments extremely clear and ensuring required competence
3. Using effective decision making processes within the team
4. Establishing accountability for high performance across the entire team
5. Running effective team meetings
6. Building strong levels of trust
7. Establishing open, honest, and frank communications
8. Managing conflict effectively
9. Creating mutual respect and collaboration
10. Encouraging risk-taking and innovation
11. Engaging in ongoing team building activities

Talent Workshop

- Create a pipeline of talent into your company
- Hire for attitude – train for skills
- Train people how to interview
- Use team interviewing
- Use a focused competency model
- Use numerous types of testing
- Do a thorough reference check
- Make sure they really want to work for you
- Hire slow, fire fast

Competence + Reliability + Intimacy
      Self Orientation

Four Pieces of Paper

Ask the employee to write the following on each piece of paper:

#1 – What you are going to do over the next 120 days clearly and specifically

#2 - What is everything you need from me in order to make that happen?

#3 - What reward would you like knowing the constraints of our organization?

#4 – If you do not do everything on #1, what should the ramifications be for not performing it?

Then ask the employee to sign it, it isn't a contract it is a promise. I need to make you available to industry is a nice way of letting people know they need to leave the company.

Facts

- 23,000,000 American Workers – 74% said I am slightly interested, slightly disinterred in working for my employer.
- 88% of employees leave the company for their immediate supervisor.

Top High Potential Employees – What They Say They Want About a Manager

1. Credible
2. Respectful
3. Approachable
4. Highly Professional
5. Team Player

5 Key Requirements of Effective Leadership

Vision

Strategic Thinker

Legacy

Talent Developer

Personal Development Competitivenes

Results Driven

Execution

Team Builder

Engagement

The key elements of a winning culture: Employees

- I want to work at a place that is fun
- Family atmosphere and I have friends at work
- Treated fairly by the organization
- I am given the freedom, the help, the support to do my job
- Have pride of their organization
- Get praise once every 7 to 10 days from anyone from the team
- Feel they have meaning in their day to day duties
- I want to feel like I am accomplishing something

When you micromanage you either don't trust your my competency or my judgment.

Develop a culture of people trying to catch people doing things right, not wrong.

You Must Create a Culture That:

- Rewards fast action-taking
- Punishes barriers
- Embraces change
- Encourages risk taking

4-Level Decision Making

1. You own it
2. Ask for input…you own it
3. Team decision…I own it
4. My call…I own it

What do engaged employees look like?

1. They give more discretionary effort
2. They consistently exceed expectations
3. They take more responsibility and initiative
4. They received better customer service ratings
5. They offer more ideas for improvement
6. They promote and model teamwork
7. They volunteer more for extra assignments
8. They anticipate and adapt better to change
9. They persist at difficult work over time
10. They speak well of the organization

The Six Universal Drivers of Engagement

1. Caring, competent, and engaging senior leaders.
2. Effective managers who keep employees aligned and engaged
3. Effective teamwork at ALL levels
4. Job enrichment and professional growth
5. Valuing employee contributions
6. Concern for employee well being

1.3 million interviews: Basic 4 + 1
How to get engaged employees:

1. Goal setting
2. Trust
3. Communication
4. Accountability
5. Recognition and celebration

Moments of Truth

- What are things you do that must be delivered flawlessly in your job?

What Inhibits Execution?

- Inability to work together
- Company culture
- Economic climate
- Holding onto the past

9 Steps for Ensuring Effective Execution

Contact Information
john@johnspence.com
Slideshare.net/johnspence