

KNOWING YOUR EMPLOYEES AND MATCHING THEIR RESPONSIBILITIES WITH THEIR STRENGTHS AND INTERESTS

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Session Objectives

- Understand the importance of engaging your employees through dialogue
- Explore ways to match responsibilities with employee strengths and interests

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Knowing Your Employees

Discuss the following with someone from another company:

- I was raised to be a farmer and know how to run a business. Why should I spend more time getting to know my employees?
- I can handle the animals. I'd rather someone else handle the employees!
- The biggest challenge I have in working with employees is...

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Principles of Leadership

Peter Principle

- We rise to our level of incompetence.
- Many have no leadership training
- The bad news is that there are not enough good people leaders that are "born that way".
- The good news is that specific skills can be developed and practiced with intentionality.

Carrot Principle

Leaders who inspire engagement were rated higher by their employees on the following factors:

- Setting Goals
- Communication and Feedback
- Holding People Accountable
- Building Trust
- Providing Recognition

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Research: Cornell University Dairy Leaders

Research conducted by Rodney Jackson, PeopleFirst, LLC
Business Center - Cornell University Dairy Program



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Your Employee

1. Write down the name of an employee at your site.
2. **Define** 1-2 specific tasks he/she is responsible.
3. **Determine** the employee's current level of **ability** and **willingness** to do the task.
4. How will you **Dialogue** with this employee, based on your assessment?

Discuss your answers with someone near you.

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Three Key Strategies

1. **DEFINE** the goals, roles, and tasks
2. **DETERMINE** ability and motivation
3. **DIALOGUE** with the employee regularly

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1. DEFINE the goals, roles, and tasks

Parlor or Milking Supervisor

- Manage Performance of Each Employee; Set Goals and Give Daily Feedback
- Provide Training to Employees on Protocol for the Milking Process
- Communicate and Uphold Safety and Milk Quality Standards
- Manage Shift Schedule and Ensure All Roles Are Covered Daily
- Document Daily Amount of Milk, Temperature, and Time Milked

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2. DETERMINE ability and willingness

In determining their development level, you look at two things, based on the goal or task:

- Current Level of **Ability** – their skills, knowledge, and ability to execute on the task
- Current Level of **Willingness** – their motivation to do the goal or task, or confidence to do so.

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Your Highly Engaged Carlos

Carlos was hired four years ago as a milker and was always highly engaged. Three months ago, you promoted him to Parlor and Milking Supervisor. His work ethic is unparalleled and he has always solved problems on his own.

Two of your more experienced milkers resigned, and two others are complaining about Carlos being harsh and condescending to those who don't meet his standards. You also have one new milker who is failing and had no training. To add to that, you are finding that this is impacting milk quality and it is impacting you financially. You provided no training when Carlos became a supervisor. Carlos called in sick for the past two days and just came in to let you know he arrived.

What do you do?

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DETERMINE the Development Level

Document daily amount of milk and quality

- Current Level of **Ability**
- Current Level of **Willingness**

Manage Performance and Provide Training on Protocol

- Current Level of **Ability**
- Current Level of **Willingness**

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DETERMINE the Development Level

Document daily amount of milk and quality

- Current Level of **Ability**
- Current Level of **Willingness**

ANSWER:

Ability – High

Willingness - High

Manage Performance and Provide Training on Protocol

- Current Level of **Ability**
- Current Level of **Willingness**

ANSWER:

Ability – Low

Willingness – Low or High

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DETERMINE, then plan your DIALOGUE

Low Ability, High Willingness

- Appreciate their enthusiasm
- Lead with a short leash and much direction, stay engaged

High Ability, High Willingness

- Get out of their way
- Delegate responsibilities, check in

Low Ability, Low Willingness

- A terrible feeling, leads to disengagement
- Encourage and provide direction

High Ability, Low Willingness

- Listen more than talk to understand what is going on
- Discover, is it motivation or confidence; help them problem solve through inquiry

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3. DIALOGUE w/ employee regularly

- Recognize that the development level is based on the task, not the person.
- Based on the development level, you dialogue accordingly.
- Don't over-supervise the high ability, high willing level.
- Don't under-supervise the low ability, high willing level.
- Make sure you properly assess the low willing, and know their ability.

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So Then What Will You Do With Carlos?

Carlos was hired four years ago as a milker and was always highly engaged. Three months ago, you promoted him to Parlor and Milking Supervisor. His work ethic is unparalleled and he has always solved problems on his own.

Two of your more experienced milkers resigned, and two others are complaining about Carlos being harsh and condescending to those who don't meet his standards. You also have one new milker who is failing and had no training. To add to that, you are finding that this is impacting milk quality and it is impacting you financially. You provided no training when Carlos became a supervisor, and he did not train the new milker. Carlos called in sick for the second day in a row.

What do you do?

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But Wait

You have an employee who likely has the ability, but his knowledge does not match his interest?

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Your Employee

1. Write down the name of an employee at your site.
2. **Describe** 2-3 specific goals or tasks.
3. **Determine** the development levels of each goal or task.
4. **Discuss** the three steps above with one other person.
5. Describe how you will **Dialogue** with this employee, based on your assessment.

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Leaders who inspire engagement are typically rated high on...

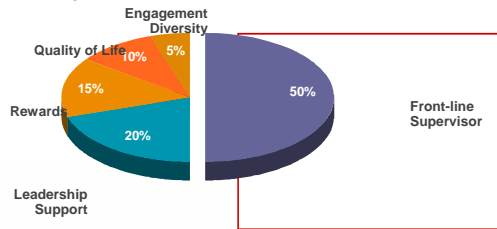


- Communicate and listen effectively
- Establish clear, aligned goals
- Maintain accountability
- Build trust
- Reward/Recognize contribution and achievements – The Accelerator

Adapted From *The Carrot Principle*
by Adrian Gostick & Chester Elton

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Leadership Impacts Engagement Case Study Confirmation



Source: 2008 Sysco Foods, Engagement Study

Take Away Messages

- Supervisor behaviors accounted for 50% of employee engagement
- Leadership accounts for 20%

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Your Role in Engagement

- What can you do to increase employee engagement?

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