The 7 Secrets to Exceptional Team Performance!

Presented by Amy Morgan, Spear Education
Speaker Disclosure

Amy Morgan has been paid an honorarium by Henry Schein One to teach a continuing dental education session at this conference.

Strategic Leadership + Operational Management = Organizational Vitality
The 7 Secrets to Exceptional Team Performance!, Amy Morgan

**LEADERSHIP**
- Designing change
- Inspiring people
- Innovate & create
- Strategy & vision
- Meaningful action
- Why, what, what if?
- Challenge status quo
- Do the right things

**MANAGEMENT**
- Promoting change
- Organizing people
- Consolidate & build
- Plan & budget
- Effective action
- How, who, when?
- Reflect status quo
- Do things right

You manage functions and lead people.
Leading Your Team to Excellence

Find your WHY
Create your culture
Communicate in a way that influences and inspires
Eat your elephant one bite at a time
Use your resources wisely
Inspect what you expect
Jump into the icy waters with your team
Celebrate the small, medium and large wins along the way

The Adoptive Curve

Peak of Hype & Expectations
Enlightenment & Triumph
Adoption and Productivity
The Trough of Disappointment
Discovery
The Stages of FOLLOWERSHIP Development

PERFORMING:
- Satisfaction with process and progress
- Energy invested in task rather than interpersonal concerns
- Affectionate, playful
- Self-development and awareness

From Leader:
Low direction, low support

FORMING:
- Orientation is to the task
- Define roles and ground rules
- Dependence on leader
- Everyone is nice and polite

From Leader: High direction, low support

STORMING:
- Resistance to change or leadership
- Questioning and judgment of others
- Discouragement about reaching success
- Tense posture, fast loud speech or withdrawal

From Leader: High direction, high support

NORMING:
- Increased communication of ideas, information and opinions
- Acceptance of others differences
- Taking turns, collaborate

From Leader: Low direction, high support

“Tell”
“Sell”
“Gell”

“If you want to know why your people are not performing well . . . step up to the mirror and take a peek.”

– Ken Blanchard
Effecting Change on an Individual Level:
The Leader as Coach and Counselor

What does a coach do?

What does a counselor do?

The Seven Secrets of Performance Shortfalls

1. Lack of task clarity
2. Lack of task priority
3. Lack of competence
4. Real or perceived obstacles
5. Perceived reward for failure
6. Lack of performance feedback
7. ROLE/PERSON MISMATCH
Four **FATAL** Assumptions

1. Your team **understands** what was communicated.
2. Your team **agrees** with what was communicated.
3. Your team **cares** about what was communicated.
4. Your team will take **appropriate** action.

“The difference between a hallucination and a vision is how many people see it.”
Consider bacon and eggs.

As I gazed at my bacon and eggs this morning, I realized...

...the chicken contributed, but the pig was committed.

I am so clever.

If I promise to work like a dead pig, can I go home early?
Situational Leadership vs. “Chronic Commitment”

SITUATIONAL LEADERSHIP

The art and science of diagnosing a team member’s developmental level per their competence and commitment to a specific goal, task or skill.

CHRONIC COMMITMENT LEVELS

Whether nature or nurture, IT IS, WHAT IT IS!

COMMITTED (Dr. & Spouse)

Fully owns the vision and feels entirely responsible for its success. Highly motivated and invested. Will do anything to introduce improvements. Refers to practice as “we” or “ours.”
“The biggest problem with leadership communication is the illusion that it has occurred.”

– The Leaders Voice, Clarke & Crossland

The Purpose of FEEDBACK is either to:

- Change Performance
- Reinforce Performance
Your Observations and Beliefs about FEEDBACK

1. The best way to give change-oriented feedback is to praise first and then give the critical feedback so that the person’s feelings are spared.
2. Saying “thank you” is a form of feedback.
3. Wait 24 hours before you give feedback if you are under the influence of a “hot button” emotion.
4. Feedback means telling someone what he or she did right or wrong; it isn’t a dialogue or a conversation.
5. Because you have staff you can’t directly observe all day, it is okay to sometimes give feedback about something you heard about.
6. By choosing not to give change-oriented feedback, you are saying that you are comfortable with the behavior.
7. Praise is an effective form of reinforcing feedback.
8. If asked, my staff would say they get enough feedback from me.
9. I’ve asked my staff about how well I give feedback.

What does it take to INSPIRE self-direction?

Catch your team in the act of doing it right, almost right or not completely wrong.
Think of a team member who is formally compliant or above and who recently did something very right.

- What did you see?
- How did it support your vision?
- How did it make you feel?

“Cynicism results from weak implementation.”
A leader takes people where they want to go. A **GREAT** leader takes people where they don’t necessarily want to go, but ought to be.”

– Rosalynn Carter

Are you ready to lead .... GREATLY?