

***CREATING HIGH PERFORMANCE
MOTIVATED TEAMS***

***LEADERSHIP TECHNIQUES THAT ENGAGE
TECHNICAL STAFF
TO PROVIDE RECOGNIZED BUSINESS IMPACT***

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- **Technical Labs need to be outwardly customer focused, while inwardly motivating for staff**
 - **Sports team approach is effective way to build working teams whose collective personality embody the key principles of behaviors critical to successful Labs**
 - **Lab Manager as Coach, directs, develops, and molds team personality to achieve team's goals**
 - **Managers have technical skills, but we need to develop leadership skills to develop individuals to fit team needs**
 - **Leader-Coach must model desired behavior to develop in team in dealing with customers, clients, and colleagues.**
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- **Manager as Leader**
 - **Leader as a coach**
 - **Leading by Example**
 - **Coaching Style**
 - **Key Leadership Principles**
 - **Team Chemistry and Dynamics**
 - **Molding the team**
 - **Evaluation of Staff type**
 - **People Development and Goals**
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- **A Leader Leads People**
 - **A Manager manages Assets**
 - ***Technical Proficiency is not a Guarantee of Leadership Qualities***
 - **Visible, Engaged with Passionate Commitment**

 - **There are many managers, Very Few Leaders**
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- **Assess the overall team dynamics and needs**
 - **Individual skills – strength / weaknesses**
 - **Honest evaluations of the position prerequisites**
 - **Not the person**
 - **What is expected at that level**
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- **Develop the needed positions and skill sets to complement team needs**
 - **Mini-team Buddy system**
 - **Look for effective partnerships between 2 to 3 people working in similar technical areas**
 - **Get to know each person as an individual**
 - **Spend time listening to them**
 - **Shut off the phone!!**
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Coaching Leader - Start Inside Out

- **Key Leadership Behaviors**
 - **Trust, Integrity, Courage, Value People**
 - **Management Style**
 - **Visible and Dynamic or unemotional Hermit**
 - **Model the desired behavior every day**
 - **Good Morning, Good Night**
 - **Develop connections – friendships throughout organization**
 - **Direct contact with people who work on the front lines (with our customers)**
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- **Adapt styles admired to our own natural style**
 - **Do not force what we are not**
 - **Try different approaches with each person**
 - **Stay with the one that clicks**
 - **Be sensitive to what gets the best response**
 - **Good coaches know each player as an individual**
 - **Know what motivates, what alienates**
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- **Review the team as a Coach evaluates a roster**
 - Position, need, talent
 - Put people where they can best help the team
 - **Effectively assess performance**
 - Goals, achievements – The What
 - Behaviors – The How
 - **Low Maintenance or NO Maintenance**
 - Pareto Principle 80 / 20 - Time and Effort
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- **Give out Needs Improvements and Unsatisfactory to High Maintenance people**
 - **Build the case throughout the year**
 - **Personal improvement plans**
 - **Short term goals with due dates**
 - **Clear deliverables expected for that level / position / compensation**
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- **We usually inherit our team**
 - **REFUSE to accept mediocre performers**
 - **Transfers**
 - **Consolidations**
 - **Better to have no one than to add a negative person**
 - **Swing the pendulum to the highly effective team-based mentality**
 - **To the positive**
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- **Be an effective, visible presence**
 - Put the lab coat on and get in there
 - **Neutralize Negative people**
 - **Give the poor performers (High maintenance)**
“an offer they can’t refuse”
 - Help them to decide that their career may be better at another company
 - **DO NOT Transfer them to another department**
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- **Assess the Training needs of people with good potential**
 - **Invest in Training – Time AND Money**
 - **Develop gradual, stepwise, internal training, punctuated with external**
 - **DO some of the Lab Training**
 - **Instrumentation**
 - **Specific techniques**
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- **We need to do personal coaching**
 - **Assign the work to their strengths, aligned with team needs**
 - **Match skills and career plans with depth of skills needed**
 - **Coach the weaknesses and the strengths**
 - **Make each person responsible for their own development and behavior**
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- **Specialists – Generalists – Experts**
 - **Lab Continuum – Days ---- Weeks ---- Months**
 - **Technical Service / Support**
 - **Method Development**
 - **Platform Research**
 - **Non-management Technical careers**
 - **Laboratory and product area experience**
 - **Instrumentation operation and talents**
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- **Align Goals with Organization and Division**
 - **Interpret the broader Corporate Goals to Our Team's Mission and Purpose**
 - **Start with the BIG Picture**
 - **Work down to individual team members piece of the pie**
 - **Customize Goals – Performance appraisals**
 - **Dynamic, flexible, adaptable**
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- **Focus on behaviors – that's what Matters**
 - **We must be aware of the interactions**
 - **Effective and Efficient**
 - **Unproductive**
 - **Evaluate the mini-teams based on delivery of results**
 - **Key to understanding working relationships**
 - **Give it enough time to develop**
 - **Reassign if they are working as individuals**
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- **We have to Continue to Sharpen an expertise**
 - **Delegate, Coordinate, Coach**
 - **Let Go**
 - **Work with people and mini-teams on difficult projects**
 - **Do support work**
 - **Fix a broken instrument**
 - **Perform Non-routine instrument maintenance**
 - **Use these as informal training opportunities**
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- **Reward and Recognition**
 - **That which gets rewarded gets repeated**
 - **Provide opportunities outside of group**
 - **External presentations / meetings**
 - **Direct interactions with clients (internal customers) and customers**
 - **High level meeting**
 - **High Profile projects**
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- **Insulate them from The Beauracracy**
 - **Especially from Next level management**
 - **Translate Management initiatives**
 - **Push back or bury petty things**
 - **Deal with issues within our coaching style**
 - **Expand the walls of the beauracratic system**
 - **Courage to Stand UP and be Counted**
 - **Make Decisions**
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- **People don't need to be SuperStars**
 - **Need to give a Star Effort within a Common Purpose**
 - **Better to have highly motivated person with less skills**
 - **Thank highest skills with no motivation and bad attitude**
 - **No spark – then trade them – no position on the team**
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Key Principles of Manager as Coach

- **Listen Carefully, Actively**
 - Words and non-words
 - Focus on the person 100%
 - Get comfortable with silence between the thoughts
 - **DON'T ANSWER THE PHONE**
 - **Say *Good Morning* to everyone on your team**
 - **Say *Good Night* to everyone (that are still there)**
 - **Say *Thank You* periodically**
 - **Acknowledge a *Good Job***
 - **Find the Spark and help ignite it**
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Coaching / Leadership Resources

- ***The Winner Within, Pat Riley***
 - ***They Call Me Coach, John Wooden***
 - ***Business Coaching.., Blanchard and Don Shula***

 - ***4 Roles of Leadership, Franklin Covey***

 - ***Remember the Titans - movie***
 - ***Hoosiers – movie***

 - ***Volunteer to Coach youth sports***
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