

Workbook Vol. 1

The Key to Growing and Retaining Top Teams



Hi, i'm Adam

One of the greatest gifts of leading a team is the ability to invest in your people and engage your workforce, enabling them to develop their skill sets and continue to grow. I'm passionate about what you'll find in the pages ahead. A simple guide to deepen your investment in your most important asset—your people.

ADAM WEBER

SVP OF COMMUNITY, 15FIVE



The Mindset of a Manager

Manager A

"My employees are lucky to be part of my team and have a job at a successful company."

Things I often hear struggling managers and business owners saying about their employees:

1. They lack work ethic.
2. They want to be in the loop on everything.
3. They care more about the "life" in work/life balance.

Typically the effort to invest in proper management ends there—with frustration, not understanding. This is a losing mindset. Make the decision to win, to be the best at managing and understanding your modern workforce.

Manager B

"My employees have made the decision to work for me, and it's my responsibility to ensure their work is challenging and meaningful."

Things thriving managers do to understand and invest in their workforce:

1. Set goals with all employees (both personal and professional).
2. Focus on the outcome, not the number of hours worked.
3. Be radically candid about decision-making, regardless of employee seniority.
4. Hold quarterly, high-level meetings about each employee's professional development and long-term career goals.

Adam's 7 Tips for Building a Great Team

1. DETERMINE YOUR HIRING

ATTRIBUTES.

Hiring well begins with a well-defined culture that's being lived by more than just you (see page 4). Create a clear set of criteria to score your candidates on that will help streamline the hiring process, and help everyone on the team determine whether a potential hire is a good fit or not.

2. INTEGRATE CURRENT EMPLOYEES INTO THE HIRING PROCESS.

Which employees on your team best embody your culture? Give a potential hire 1:1 time with one of your culture champions, and give them the authority to make a call on whether this person is a good fit for the team.

3. SET GOALS FOR YOUR TEAM.

Find out what motivates the people on your team, what are they striving for both personally and professionally?

4. CONNECT YOUR TEAM TO A LARGER PURPOSE/SPECIFIED GOAL.

Beyond personal goals, setting a unified team or company goal reminds your people of what they are building together.

5. CONTINUOUSLY IMPROVE.

This starts with culture and the mindset that everyone should be striving to become better at what they do. Help them get there with consistent and helpful feedback, and by having a plan for their professional development.

6. USE DATA

Start using data and science to pinpoint what's causing your people to be disengaged, and focus on one or two problem areas each quarter.

7. ASK YOUR TEAMS TO SELF-SOLUTION.

There's no one more qualified to solve team problems than your actual team. Managers often try to fix issues they're too disconnected from, instead of asking their team what they can do to make things better.

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44%

All businesses suffer organizational drag, but the most drag is caused by lackluster leadership. Engaged staff are 44 percent more productive than satisfied staff.”¹

Engagement Canvas

Company		Employee(s)	
Why You Exist What is the purpose, mission, or belief that inspires your company to exist?	Key Strategies What do you focus on in order to accomplish the mission? What is it about the approach of the business that is special and necessary for success? (i.e. innovation, customer happiness, quality)	Culture Aspirations This is a description of what your culture would look like if your vision for an engaged workplace was realized.	Unique Organizational Characteristics This is a description of what your culture would look like if your vision for an engaged workplace was realized.
Key Metrics How do you measure your key strategies? (i.e. NPS®, productivity, quality score, online product ratings, revenue growth, service response time)		Culture Statement This is a simple, clear statement describing your culture that everyone can understand and easily articulate.	Engagement Exemplified Give examples of employees who are highly engaged. Think of the employees that you would fight hard to keep and list their common engagement characteristics.
Resources Applied What resources have you already invested to improve employee engagement? (i.e. people, programs, tools)		Communication Channels How do you reach and interact with employees?	Constituencies Identify segments of employees within your organization who have distinct needs.
		Emplify Score 	3 Key Employee Needs Identify three employee needs that you think will improve engagement.

Goal Setting Worksheet

Try using this template with your team to map out areas for improvement before goal-setting to see whether a potential hire is a good fit or not.

Professional Goals

What professional goals do I want to achieve this year?

Personal Goals

What personal goals do I want to achieve this year?

Habits:

What new habits should I integrate into my life to achieve my goals?

Blockers:

What blockers are preventing me from reaching my goals?

Stressors:

What stressors do I need to eliminate?

Conflicts:

What conflicts do I need to address?

Elements of a great 1:1

Establish a regular schedule for meeting that works for both parties, and stick to it.

Go offsite. Grab lunch or coffee outside the office on a regular basis, and spend time getting to know your team outside of the office.

Ongoing feedback. Avoid saving all your feedback for these meetings. Feedback is most effective when it's given consistently, whether it's praise or constructive criticism.

Give them a chance to talk. Start your 1:1s with a simple, open-ended question like “how are you?” to get the conversation flowing.

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Ask yourself if you'd want to spend three hours in the car with this person. If you don't want to spend time with them, you can't help them succeed.”

Q: What's the ONE thing you can start doing today that would positively impact your organization?

A: Listen to your employees—they usually have the answers you're looking for.

