



Growing & Developing Your Employees

ULCT Fall Conference 2018

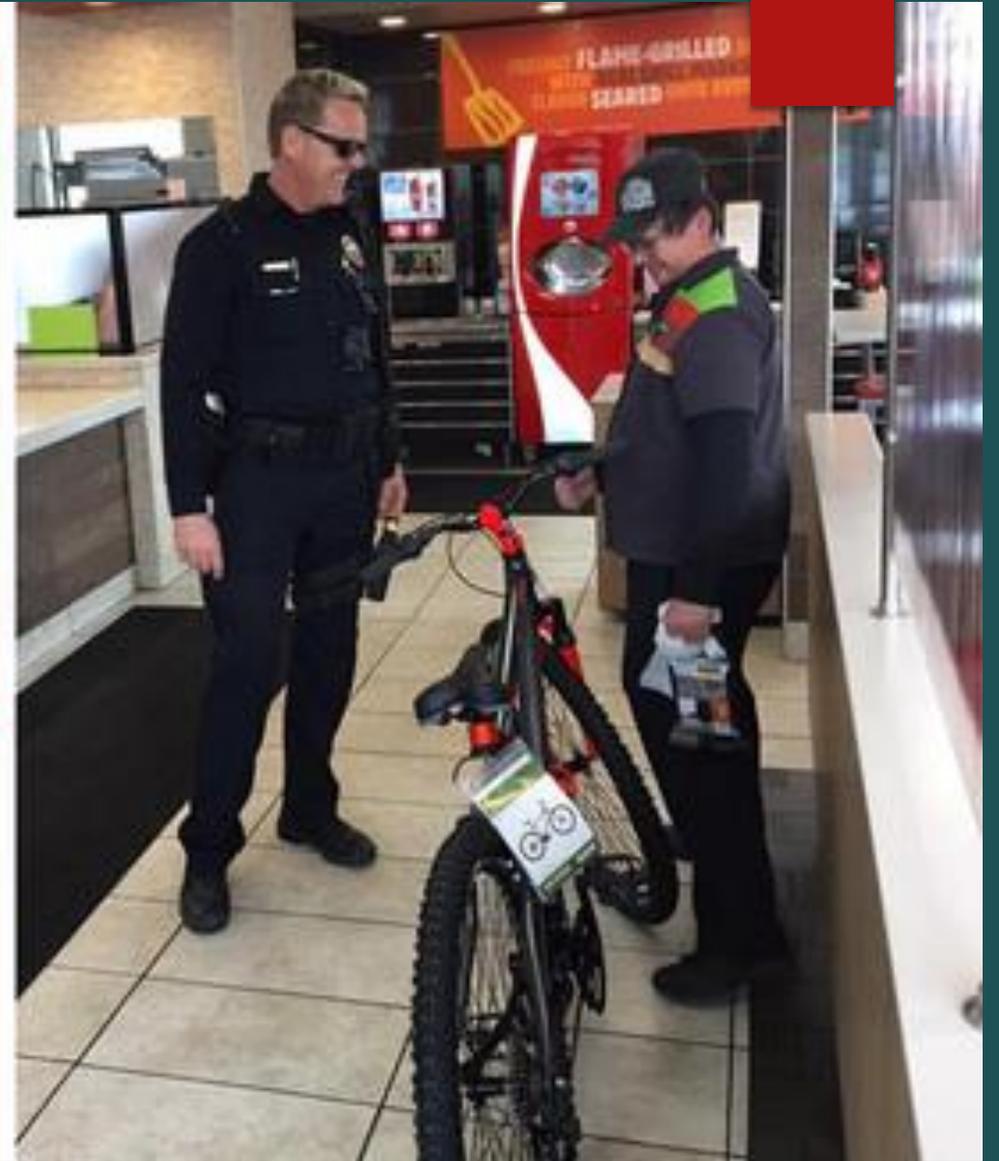
Describe The Qualities of a Perfect Employee





*Honestly, Officer, I wouldn't
have pulled over had I known
you were just going to
criticize me.*

@bridger_w (Bridger Winegar)



Who would you hire as an Economic Development Director?

- A. Excellent technical knowledge with a somewhat awkward personality
- B. A friendly and outgoing personality with only the minimum technical skills and minimum experience

Why?

Creating the Vision





**“We’re looking for someone with the wisdom of a 50-year old,
the experience of a 40-year old, the drive of a 30-year old
and the payscale of a 20-year old.”**

The Employee Rule

EMPLOYEE HANDBOOK

Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them, so our employee handbook is very simple. We have only one rule...

NORDSTROM

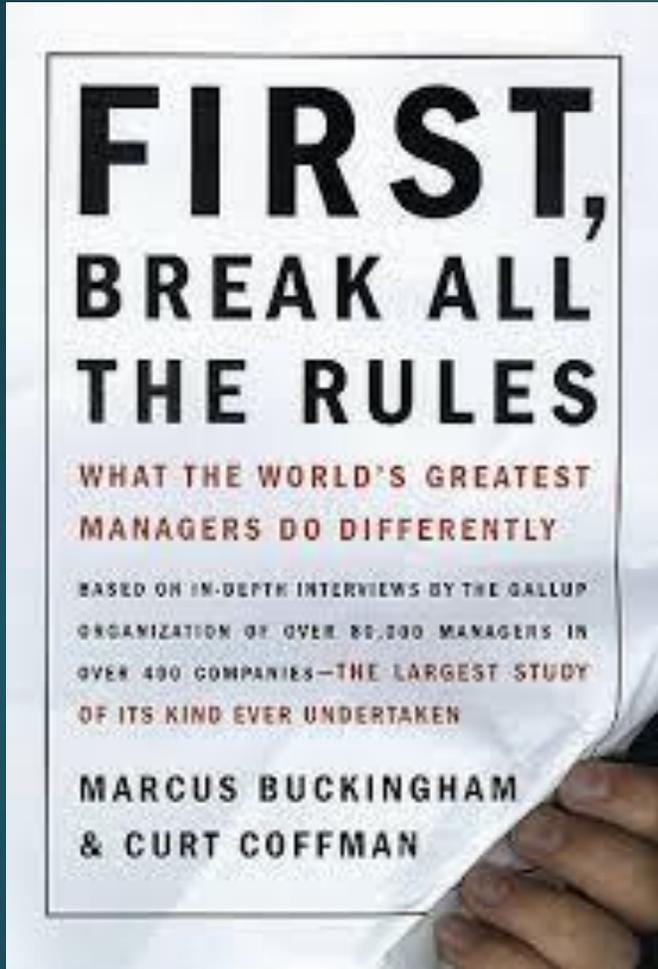
OUR ONE RULE
**Use good judgment
in all situations.**

Please feel free to ask your department manager, store manager or Human Resources any questions at any time.



How do help your new employees feel welcome during the onboarding process?





The Gallup Organization

- Over 25 years in the making
- Over 400 Countries
- Eight Thousand Managers
- Over 1 million employees interviewed
- A broad range of:
 - Companies
 - Industries
 - Countries
 - Company Sizes

12 Questions

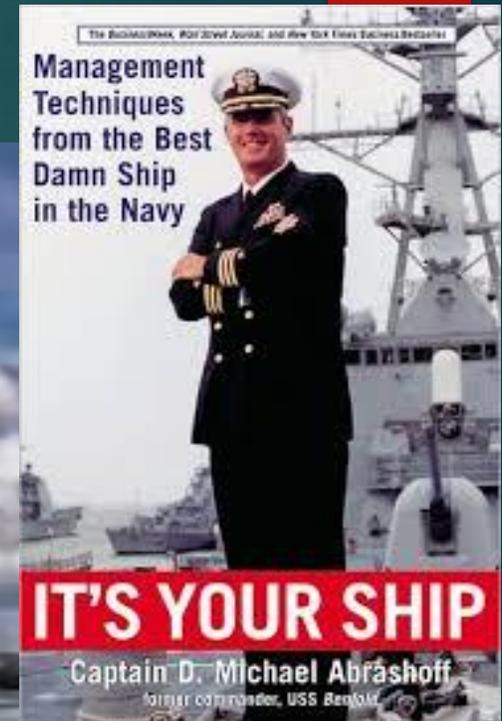
Most powerful Questions

1. Do I know what is expected of me at work?
2. Do I have the materials & equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last 7 days, have I received recognition or praise for good work?
5. Does my supervisor or someone at work seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the purpose of my company make me feel like my work is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn and grow?

**How has
someone's
attention to
these questions
influenced your
career?**

Do I have the materials and equipment I need to do my work right?





Does my supervisor, or someone at work, seem to care about me as a person?



“Seek first to understand, then to be understood.”

— Stephen R. Covey



ARBINGER

OVER ONE MILLION COPIES SOLD

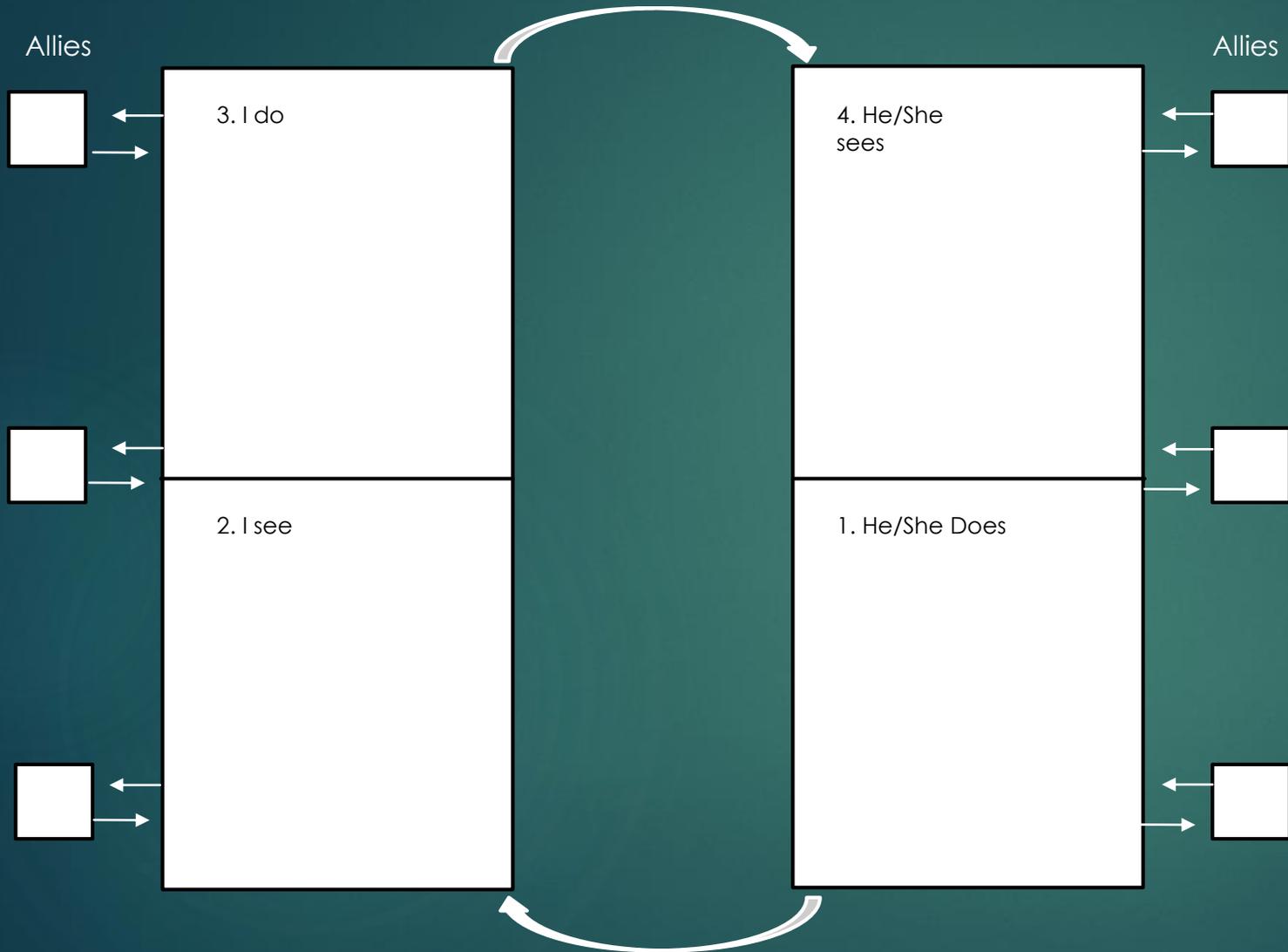
*Expanded second edition of
the book that is changing lives
and transforming organizations*

LEADERSHIP AND
SELF-DECEPTION

→ getting out
of the box

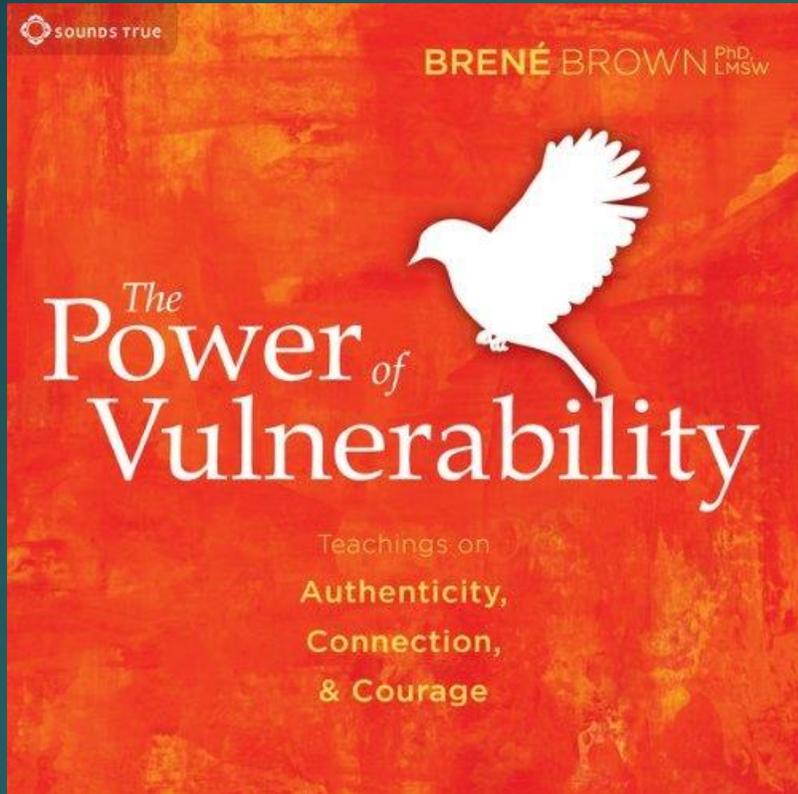
The Arbinger Institute
Authors of The Anatomy of Peace

The Collusion Diagram



Emotions to Watch For

- Impatient
- Disdainful
- Indifferent
- Entitled
- Mistreated
- Misunderstood
- Depressed
- Envious
- Needy
- Anxious
- Stressed
- Overwhelmed



Dr. Brene Brown



Vulnerability is the
birthplace of
Innovation,
Creativity, and
Change

Brene Brown



Pride

Contempt

Anger

No Vulnerability

Frustration

Resentment

Self-Importance

Blame

Empathy

Love

Understanding

Trust

Vulnerability

Help

Kindness

Compassion

Appreciation



We're Bringing
Public Works
Home



Henderson

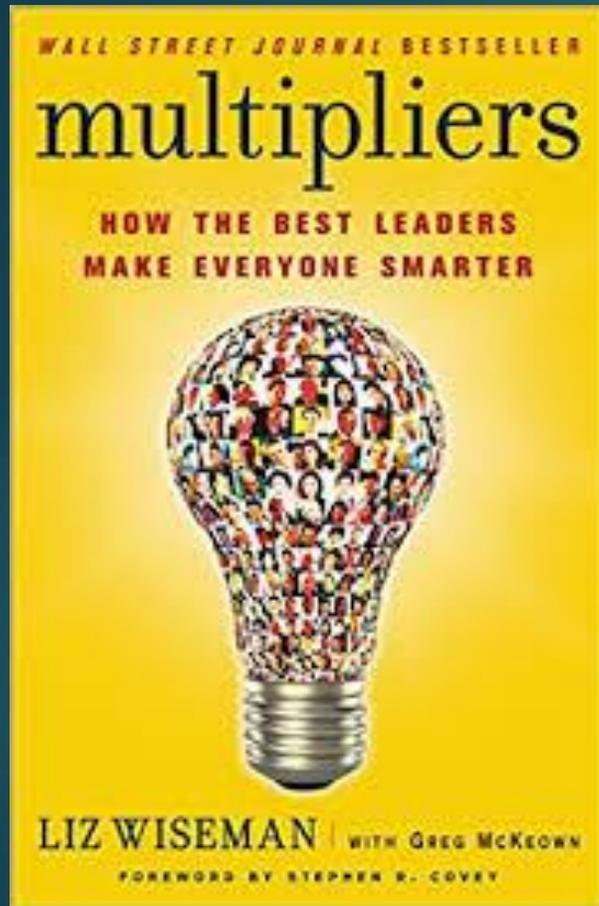
WEIGHT 20100 LBS



MAXX



What Are You?



Diminisher: *“Believe that really intelligent people are a rare breed and that they are of that rare breed. . . (and) that they are so special, other people will never figure things out without them.”*

Multiplier: Believe that *“there are smart people everywhere who will figure this out and get even smarter in the process.”* (pg. 17-19)

The Five Disciplines of the Multiplier

Diminishers

The Assumption “People won’t figure it out without me.”

The Disciplines

1. The Empire Builder
2. The Tyrant
3. The Know-It-All
4. The Decision Maker
5. The Micromanager

The Result <50%

Multipliers

The Assumption “People are smart and will figure it out.”

The Disciplines

1. The Talent Magnet
2. The Liberator
3. The Challenger
4. The Debate Maker
5. The Investor

The Result 2X

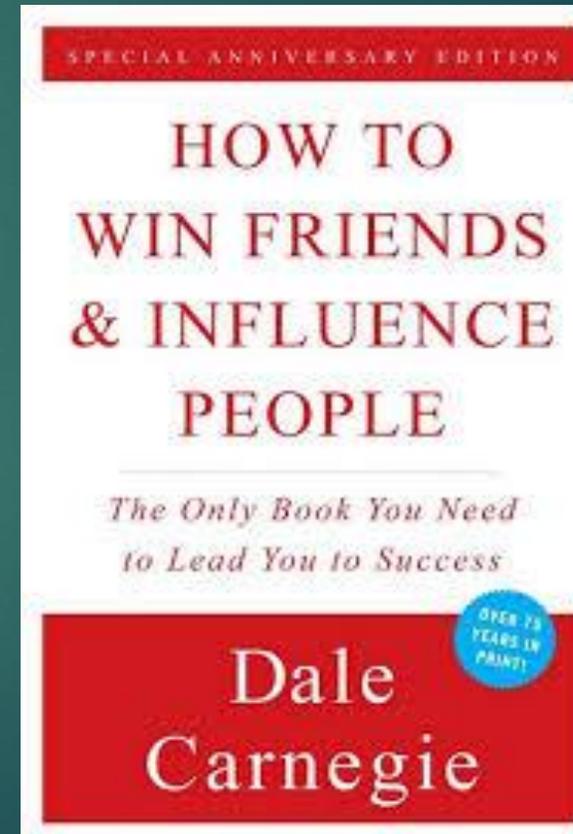




What are
Multipliers doing
in your
organization?



Be a Leader: How
to Change People
Without Giving
Offense or
Arousing
Resentment



Be A Leader

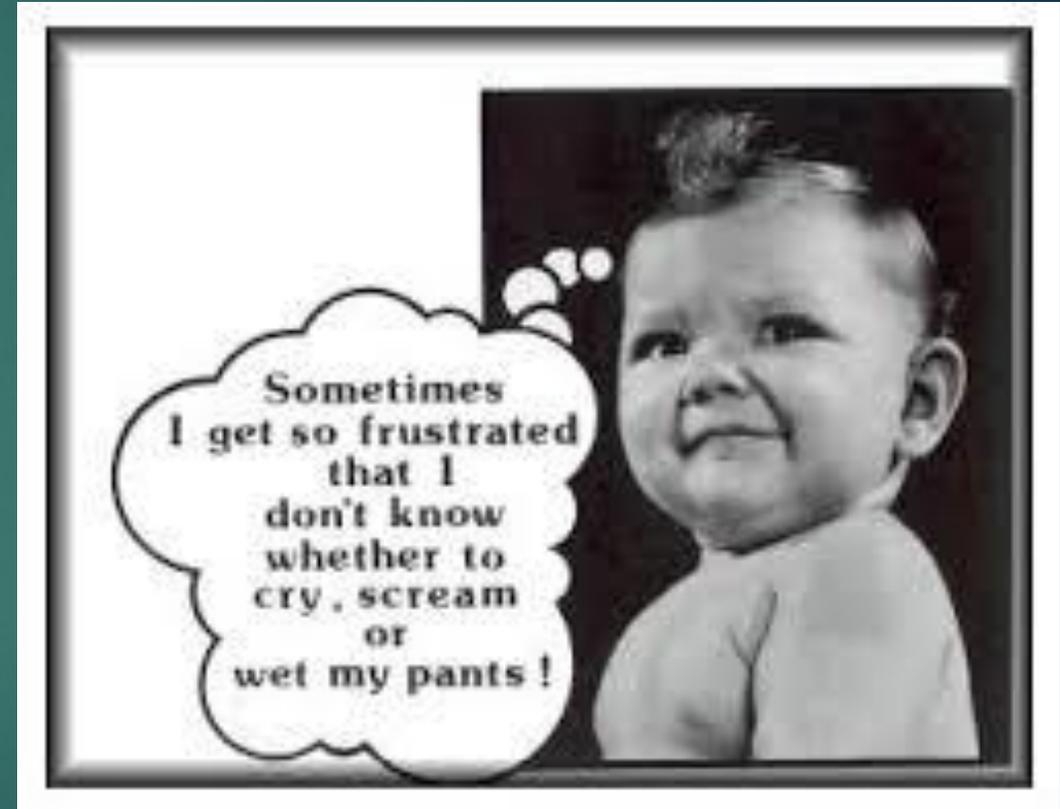
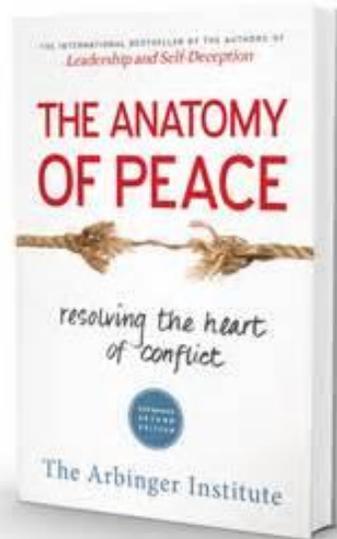
1. Begin with praise and honest appreciation.
2. Call attention to people's mistakes indirectly.
3. Talk about your own mistakes before criticizing the other person.
4. Ask questions instead of giving direct orders.
5. Let the other person save face.
6. Praise the slightest improvement and praise every improvement. Be "heartily in your approbation and lavish in your praise."
7. Give the other person a fine reputation to live up to.
8. Use encouragement. Make the fault seem easy to correct.
9. Make the other person happy about doing the thing you suggest.

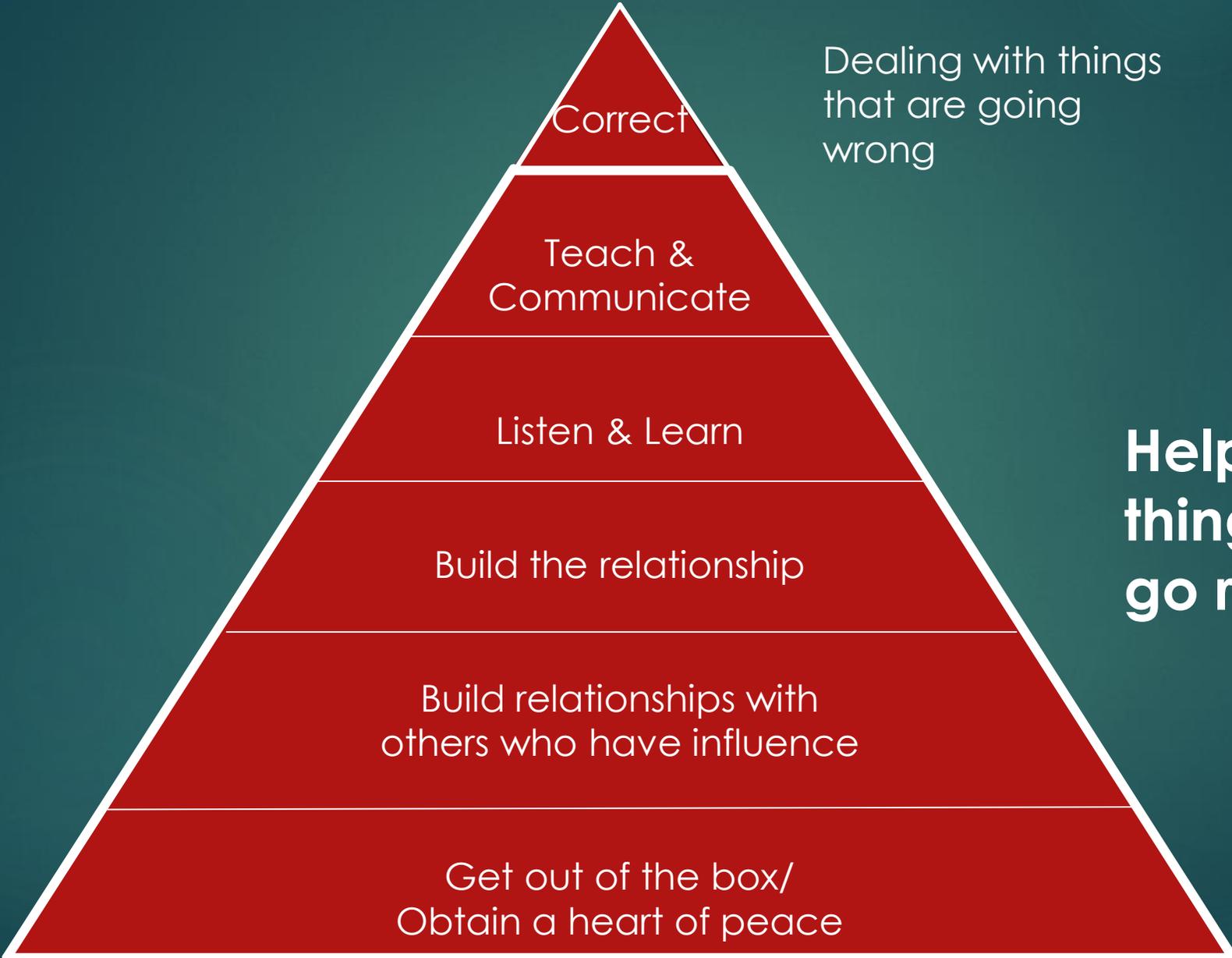
Leadership Academy



Leadership Academy			
Tentative Calendar			
Date	Location	Topic	Book Assignment (finish reading by this time)
Course #1: Civic Mechanics			
Feb. 27, 2014	Justice Ctr Community Rm.	Government 101, Administration	
Mar. 27, 2014	Public Works	Public Works (part 1)	
Apr. 24, 2014	City Hall Community Rm	Development, Public Works (part 2)	
May 22, 2014	Justice Ctr. Community Rm.	Police, Legal, Risk Mgt., Courts	
Jun. 26, 2014	Station 53 (Jordan Landing)	Fire, City Clerk, Course #1 Evaluation	
July (no meeting)			
Course #2: Management Skills			
Aug. 28, 2014	TBD	Arbinger Institute "Foundations" Training	1. Leadership & Self-Deception 2. Anatomy of Peace
Sep. 25, 2014	TBD	General Management	
Oct. 23, 2014	TBD	Human Resources	
Nov. 27, 2014	TBD	Legal Issues	
Dec (TBD)	TBD	Risk Management	
Jan. 22, 2015	TBD	Communications	
Course #3: Leadership			
Feb. 19, 2015	TBD	TBD	
Mar. 26, 2015	TBD	TBD	

Employee Conflict





Dealing with things that are going wrong

Helping things go right

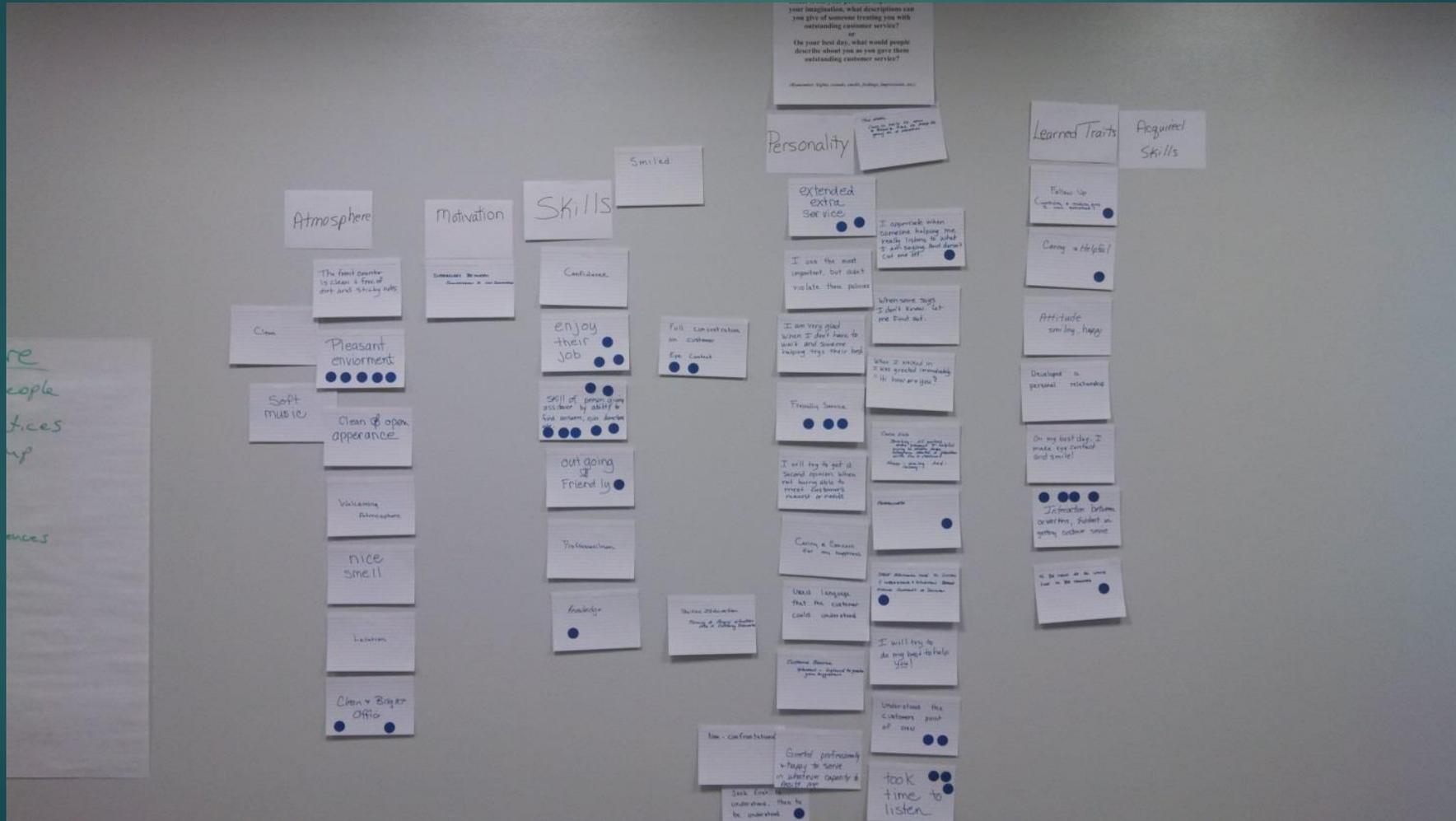
Employee Engagement and Problem Solving the Disney Way



List one word or phrase on each card that you or your customers would use to describe the ideal level of service you deliver.

Respect	Privacy when meeting	Friendly
Dignity	Previous experiences	Comfortable space
Sympathy	Latest equipment	Safety minded
Concern	Dependability	Clear communication
Knowledgeable staff	Trustworthiness	Dedicated
Organization's reputation	Frugality	Outgoing
Safe Environment	Law abiding	Non-confrontational
Visiting hours	Honest	State-of-the-art
Privacy for information	Courteous	Polite
Information accessibility	Educated	Appreciative
Technology	Timely	Enhanced Value
Reliability	Protective	Convenience
Productivity	Sensitivity	Updated Surroundings
Efficiency	Funny	Expertise in profession
Caring staff	Fair	Well organized
Attitude of staff	Serious	Detail oriented
Skills of Staff	Open to suggestions	Quick response
Community environment	Understands laws	Going the extra mile
Empathy	Innovative	Passionate
Hours of Operation	Approachable	Decisive
Uses thoughtful humor	Good Listening	Dressed Professionally
Clean Environment	Understanding	Accurate

How Did We Determine Our Values?



West Jordan City Values

Safety

Customer Service

Professionalism

Efficiency

Personal/Engaging

The Thank You Card



Dear _____,

Thank you for _____.

You are great at _____,

and I really appreciate your efforts.

Very sincerely,

Marcy C. Kelly, PHD, CSP

Commander, US Navy [RET]





*“Leaders don’t create
followers, they create
more leaders.”*

— Tom Peters



Bryce Haderlie

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