Growing & Developing Your Employees
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

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
LEADERSHIP AND SELF-DECEPTION

getting out of the box

The Arbinger Institute
Authors of The Anatomy of Peace
1. He/She Does

2. I see

3. I do

4. He/She sees

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
No Vulnerability

Pride
Contempt
Anger
Frustration
Self-Importance
Resentment
Blame
Vulnerability

Empathy

Understanding

Love

Trust

Help

Kindness

Compassion

Appreciation
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 “hearty 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

### Tentative Calendar

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Topic</th>
<th>Book Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb. 27, 2014</td>
<td>Justice Ctr Community Rm.</td>
<td>Government 101, Administration</td>
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<tr>
<td>Mar. 27, 2014</td>
<td>Public Works</td>
<td>Public Works (part 1)</td>
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<tr>
<td>Apr. 24, 2014</td>
<td>City Hall Community Rm.</td>
<td>Development, Public Works (part 2)</td>
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<td>Apr. 24, 2014</td>
<td>Justice Ctr. Community Rm.</td>
<td>Police, Legal, Risk Mgt., Courts</td>
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<tr>
<td>Jun. 26, 2014</td>
<td>Station 53 (Jordan Landing)</td>
<td>Fire, City Clerk, Course #1 Evaluation</td>
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**Course #1: Civic Mechanics**

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Topic</th>
<th>Book Assignment</th>
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</thead>
<tbody>
<tr>
<td>Jul. (no meeting)</td>
<td></td>
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**Course #2: Management Skills**

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<th>Date</th>
<th>Location</th>
<th>Topic</th>
<th>Book Assignment</th>
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<tbody>
<tr>
<td>Oct. 23, 2014</td>
<td>TBD</td>
<td>Human Resources</td>
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<tr>
<td>Nov. 27, 2014</td>
<td>TBD</td>
<td>Legal Issues</td>
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<tr>
<td>Dec (TBD)</td>
<td>TBD</td>
<td>Risk Management</td>
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<tr>
<td>Jan. 22, 2015</td>
<td>TBD</td>
<td>Communications</td>
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**Course #3: Leadership**

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Topic</th>
<th>Book Assignment</th>
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<tbody>
<tr>
<td>Feb. 19, 2015</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Mar. 26, 2015</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
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</table>
Employee Conflict
Correct

Teach & Communicate

Listen & Learn

Build the relationship

Build relationships with others who have influence

Get out of the box/Obtain a heart of peace

Dealing with things that are going wrong

Helping things go right

Anatomy of Peace pg. 244
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.

<table>
<thead>
<tr>
<th>Respect</th>
<th>Privacy when meeting</th>
<th>Friendly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dignity</td>
<td>Previous experiences</td>
<td>Comfortable space</td>
</tr>
<tr>
<td>Sympathy</td>
<td>Latest equipment</td>
<td>Safety minded</td>
</tr>
<tr>
<td>Concern</td>
<td>Dependability</td>
<td>Clear communication</td>
</tr>
<tr>
<td>Knowledgeable staff</td>
<td>Trustworthiness</td>
<td>Dedicated</td>
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<tr>
<td>Organization’s reputation</td>
<td>Frugality</td>
<td>Outgoing</td>
</tr>
<tr>
<td>Safe Environment</td>
<td>Law abiding</td>
<td>Non-confrontational</td>
</tr>
<tr>
<td>Visiting hours</td>
<td>Honest</td>
<td>State-of-the-art</td>
</tr>
<tr>
<td>Privacy for information</td>
<td>Courteous</td>
<td>Polite</td>
</tr>
<tr>
<td>Information accessibility</td>
<td>Educated</td>
<td>Appreciative</td>
</tr>
<tr>
<td>Technology</td>
<td>Timely</td>
<td>Enhanced Value</td>
</tr>
<tr>
<td>Reliability</td>
<td>Protective</td>
<td>Convenience</td>
</tr>
<tr>
<td>Productivity</td>
<td>Sensitivity</td>
<td>Updated Surroundings</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Funny</td>
<td>Expertise in profession</td>
</tr>
<tr>
<td>Caring staff</td>
<td>Fair</td>
<td>Well organized</td>
</tr>
<tr>
<td>Attitude of staff</td>
<td>Serious</td>
<td>Detail oriented</td>
</tr>
<tr>
<td>Skills of Staff</td>
<td>Open to suggestions</td>
<td>Quick response</td>
</tr>
<tr>
<td>Community environment</td>
<td>Understands laws</td>
<td>Going the extra mile</td>
</tr>
<tr>
<td>Empathy</td>
<td>Innovative</td>
<td>Passionate</td>
</tr>
<tr>
<td>Hours of Operation</td>
<td>Approachable</td>
<td>Decisive</td>
</tr>
<tr>
<td>Uses thoughtful humor</td>
<td>Good Listening</td>
<td>Dressed Professionally</td>
</tr>
<tr>
<td>Clean Environment</td>
<td>Understanding</td>
<td>Accurate</td>
</tr>
</tbody>
</table>
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
Interim City Manager
Cottonwood Heights
bhaderlie@ch.utah.gov
O- 801-944-7020
M- 801-597-5160