

# Thinking Leadership



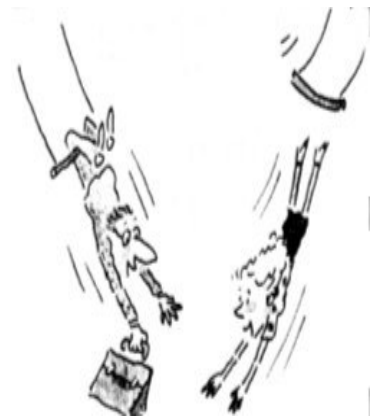
Leader's Edge—we bring out the best in leaders, wherever they are in your organisation

## You trained them and nothing changed:

A line manager identifies a team member they perceive is inefficient and needs help with their workload planning. They're not achieving targets. They've had the following training: time management; sales; decision-making; problem-solving and negotiation. And now the line manager is requesting a

coach for his team member.

You've trained them and nothing's changed. Read on to find out about a tool that helps target the root cause of performance problems. ☆



## Get to the root cause of performance:

In my experience, the above scenario is a reasonably common request. However, a coach may not be the answer, just as training hasn't been the answer. To identify what's stopping this team member applying her training knowledge, a good performance consultant will look at the **six factors that impact human performance**.

### Six Performance Factors

Performance factors are in two areas - those in the control of the organisation (environmental factors), and those in control of the individual.

Environmental factors:

1. **Directional information** - do they know what's expected of them, and where their job fits in the big picture? Are they getting adequate feedback?

2. **Resources** - do they have the physical and human resources

needed to do the job, including access to leaders?

3. **Rewards and reinforcements** - are there enough positive consequences to performing, and few, if any, disincentives? Are there any consequences at all?

Individual factors:

4. **Skills and knowledge** - is there a skills deficit? Could they do it in the past? Could they do it if their life depended on it?

5. **Capacity** - do they have the physical, mental, emotional and spiritual capacity to do the job?

6. **Motive** - what is the match between their values and motives, and those required in the role? Are they reasonably aligned with the organisation's culture?

Let's assume the training was high quality.

Plenty of practice, feedback and skills checks ensured our person performed in the training room. You can eliminate the personal factor of skills and knowledge. Which leaves the other personal factors of capacity and motive, plus the environmental factors.

Let's make another assumption here about capacity and motive - let's assume that recruiters made a reasonable match between the job demands and the personality of our person. But even if they didn't, the likelihood of a coach having a short-term impact on such hard-wired factors is minimal.

So what does that leave? That's right - the environmental or organisational factors.

In this situation a **good performance consultant** gathers information about 'the environment' in the following ways:

1. Define the actual problem - what is the gap between what's expected

(Continued on page 2)

*“... a coach may not be the answer, just as training hasn't been the answer.”*

Want more information about our work? Check out our website:

[www.leadersedge.co.nz](http://www.leadersedge.co.nz)

(Continued from page 1)

- and what's being delivered.
2. Ask if it's worth pursuing - will it cost more to fix than to live with the problem?
  3. Explore the fast fixes of directional information, including feedback to the performer.
  4. Check the consequences of desired and undesired performance. Perhaps the undesired performance is being rewarded in the world of the performer. There may be consequences from someone other than the leader - like other team members.
  5. Check whether the performer can describe what they should be doing, and find out if they've done it in the past.
  6. Check for any remaining obstacles - for instance, conflicting tasks. If there are none apparent - progress

to factors five and six.

The performance consultant identifies a range of solutions, **dependent upon the causes of the performance problem**. A good performance consultant will identify quite quickly whether it's a quick fix or a long haul.

In the opening scenario firstly I'd talk to the individual performer, and then to their manager, using these six factors as my guide. It's an unusual line manager who has the skills to accurately identify the cause of performance problems.

#### Where to from here?

This is intentionally brief, and is a very simplified version of the actual analysis tool I use. To read more on how to analyse performance problems, click through to the article on **Performance Drivers** on the Resources page on our website. If you'd like to talk this, or any other performance problem, through with me, then **call on +64 9 427 9598**. Our initial consultation is always complimentary for new clients. ☆

## Moral Intelligence

Authors Doug Lennick and Fred Kiel, in the book *Moral Intelligence*, have pulled together lots of research on morals, and identify four universal principals at the centre of moral intelligence. They are: integrity; responsibility; compassion; forgiveness.

The book has three main parts: Moral intelligence; Developing moral skills; and Moral leadership.

**Moral intelligence** describes the 'moral software' and brain wiring that creates the moral compass.

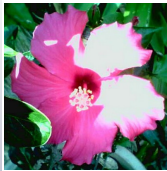
**Moral leaders** are those who not only know the right thing to do, but actually model the behaviour and actively require the same of others.

**Appendices** include a bonus of *Strengthening Your Moral Skills* and a *Moral Competency Index*.

The theme of the book is timely, useful and valid. Plus, there's a good list of competencies and behaviour statements with each principal.

ISBN: 0131490508; Published: Wharton School Publishing, 2005; More information on their website: [www.moralcompass.com](http://www.moralcompass.com)

### A personal message from Gail Reichert:



The weather is cooling off and finally there's some rain for my garden - now I know why it's called the Hibiscus Coast . I'm not so pleased with the change in the weather for another reason though - the SHE Women's Triathlon is here at Orewa on 2 April. I entered on a warm summer's day a few months ago, and now I'm not quite as confident or excited about it as I was back then. So here's hoping we get sunny skies Sunday morning. I'll need all the help I can get to keep up with two very fit friends! ☆

Gail Reichert

## Do numbers give you nightmares?

If the thought of **calculating an ROI** (return on investment) for a project scares the pants off you, maybe I can help.

I'm that unusual mix of accountant and human resource practitioner, with a little bit of NLP thrown in for good measure.

That means I'm very comfortable around numbers, systems and accountants. Plus I understand human behaviour, learning and development.

So, if you need strategic thinking support to influence the number crunchers, get buy-in for your projects or plan a report that includes calculations for ROI, then give me a call. I can probably make your life easier on the numbers side, so you can get on with what you really like doing.

Call me on +64 9 427 9598 or email [gail.reichert@leadersedge.co.nz](mailto:gail.reichert@leadersedge.co.nz) ☆

Facilitators of personal change in business

Consultants on strategic thinking and performance improvement in business