

CREATING HIGH PERFORMERS

QUESTIONS
TO ASK YOUR DIRECT REPORTS

BY William Dann

FOREWORD BY KEN BLANCHARD
AUTHOR OF THE ONE MINUTE MANAGER

<u>Creating High Performers 7 Questions To Ask Direct</u> <u>Reports</u>

Boston (Mass.). City Council

Creating High Performers 7 Questions To Ask Direct Reports:

Creating High Performers William Dann, 2014-11-17 In Creating High Performers William Dann answers the guestion that consistently surfaced throughout his forty years of working with leaders Have I done all I can to improve performance Bill created 7 Questions as the foundation for a critical conversation to help end this dilemma for leaders and to provide certainty regarding what is needed to further advance the performance and morale of those they supervise Each of the 7 Questions is examined through real life stories involving former employees who were either coached by or direct reports of the author Included is how each question made a positive impact on both the employee s job performance and the author s leadership skills Learn how to put them to work for you Creating High Performers - 2nd Edition William Dann, 2021-09-22 Creating High Performers offers managers the means to answer Have I done all I can to improve employee performance Uncertainty leads to managers not addressing underperformance not maximizing the potential of good performers and not finding satisfaction in people management The author's 7 Questions are the foundation for a conversation leading to targeted effective coaching Real life stories experienced by the author as a manager or coach illustrate the value of each question Effective performance management stems from understanding the why for failure to perform or reach potential Knowing why a manager can take responsibility for shortcomings or confront employee lack of motivation or confidence The 7 Questions unearth the true why and reveal needed elements of a performance improvement plan Not knowing and acting on the why has resulted in a grim reality within organizations Namely bad bosses cause 78% of unwanted turnover and a consistent low employee engagement rate And lack of tools and training for bosses leaves them disheartened This newly revised and updated second edition expands on why traditional models methods of supervision are failing and most employees remain disengaged It includes an expanded outline on a new role for people managers and how to use the original 7 Questions to meet seven challenges virtually all organizations face This edition addresses the challenges identified most often by managers putting the 7 Questions to work An added chapter deals with determining the cause and finding a solution for employees who appear motivated and engaged but aren t performing For those new to managing others this book brings needed clarity and method For experienced managers it offers a new approach to overcome the ill effects of old practices It details how to shift to a new role and establish the trust this new method requires For both it offers a way to gain greater satisfaction from managing others and to add more value to your organization Organizations that have adopted the 7 Questions to supplement or replace traditional annual employee evaluations have experienced a significant positive shift in organizational culture through improved relationships greater trust higher engagement and better bosses Building High-Performance People and Organizations Martha I. Finney, 2008-06-30 Business success depends on employee innovation drive skill endurance and dedication Engaged employees studies show provide tangible advantages to the organization like greater customer satisfaction and improved profitability In contrast the Gallup Organization has discovered that disengaged

workers cost U S business between 250 billion and 350 billion each year How do you engage employees and in turn create the high performance organization That's what this set is all about From the latest theories on motivation to innovations in HR to methods to increase employee retention it provides the essential insights and tools managers leaders and HR people need to find new ways to succeed while keeping employees happy productive and loyal Employees know that cradle to grave or even week to week employment security is a thing of the past and that they are at the helm of their own career ship Discerning consumers in the employment marketplace they therefore seek employment opportunities that speak not only to their wallets and life circumstances but also to their desire to find work that provides purpose and passion How can employers meet these needs and create a team of engaged employees That's a large question and one that spans a spectrum of issues that includes career development human resource management and the alignment between individual and organizational goals In these three volumes leaders and managers will find answers They feature articles interviews and reports from academics psychologists managers in the practical corporate world and experts in career management Despite what Donald Trump might say work is personal and the ways in which individuals navigate the organizational environment and businesses organize to seek attract and retain the best employees is of primary concern That goes double in these turbulent times when job security is at stake cynicism rampant and loyalty at risk Building High Performance People and Organizations connects the dots so employers can maintain a loyal satisfied and productive workforce Volume 1 The New Employer Employee Relationship looks at trends in demographics and the general business environment leading to and driving the concept of employee engagement Volume 2 The Engaged Workplace Organizational Strategies focuses on real world organizational strategies to find develop and retain the best employees with an emphasis on innovative practices in both the U S and internationally Volume 3 Case Studies and Conversations features interviews with thought leaders in the entire landscape of performance management and employee engagement Their insights will provide readers with the absolute latest thinking in their fields of expertise Volume 3 also contains short case studies of companies that are pioneering high performance cultures **Leading at a Higher Level** Ken Blanchard, 2018-11-08 40 Years of Breakthrough Leadership Insights in One Extraordinary Book From The One Minute Manager to Raving Fans Ken Blanchard's books have helped millions of people unleash their power and the potential of everyone around them For 40 years The Ken Blanchard Companies has helped thousands of organizations become more people oriented customer centered performance driven and socially responsible Now in this fully updated third edition of Leading at a Higher Level Blanchard and his colleagues bring together all they ve learned about world class leadership including brand new chapters on building a high trust workplace collaborating for high performance driving success through mentoring and leading at the organizational level You ll discover how to create targets and visions based on the quadruple bottom line and make sure people know who you are where you re going and the values that will guide your journey Leading at a Higher Level presents the definitive discussion about using

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Strong business leaders follow their organization's culture and guide with a system of beliefs called Cultureship Business managers who practice Cultureship know that developing and leading high performing cultures can be learned and taught Backed with irrefutable evidence Cultureship introduces this system of beliefs and illustrates how changing culture can quickly lead to better business results how every employee wants to grow serve and perform how associates ultimately own the culture and how successful leaders don't tell they lead Once you understand each of the ten beliefs and how they fit together as a unified whole you will be on your way to becoming a great leader Applying Cultureship to your own business whether you re a novice or a more experienced manager will differentiate your organization increase productivity lead to higher profits and elevate you to a more advanced level of personal leadership success *Performance Management* Herman Aguinis, 2018-07-15 Formerly published by Chicago Business Press now published by Sage Performance Management Fourth Edition covers the design and implementation of effective and successful performance management systems the key tools that can be used to transform employee talent and motivation into a strategic business advantage Author Herman Aguinis focuses on research based findings and up to date applications that consider the changing nature of Making Coaching Work David Clutterbuck, David Megginson, 2005 Coaching can work work and organizations brilliantly It can help you improve your employee retention levels succession planning and organisational creativity In a supportive culture managers coaches and coachees all trust each other and work together Sadly even the best managed coaching programme with the best coaches will fail in the real world where the coaching takes place doesn t match the fine words from HR Spending money on coaching without first ensuring that the groundwork has been done is a fast track to failure Make sure your training and development budget delivers what you need by first creating a culture that supports Health and Safety Leadership Strategy Rosa Carrillo, 2023-05-31 The purpose of this book is to awaken leaders coaching to the unique opportunities now present in the areas typically delegated to Health and Safety It is a strategy to utilize existing resources to fully develop and engage human potential to catapult business achievement The confluence of Covid 19 the resulting burnout the attention on diversity equity and inclusion generated by the Black Lives Matter movement and the great resignation continues to create openings to fundamentally change how we address personal development sustainable growth and social responsibility The argument within is that the better we manage the social aspects of the organization the better our business results Elucidating to the reader the societal shifts of workplace culture in recent years this text expertly analyzes the importance of mental health in the workplace whilst also explaining how management and HR departments can improve It examines who is responsible for generating psychological safety and provides relationship strategies that will improve performance The critiques in this text establish why it is imperative for business leaders to concentrate on how their company culture affects their employees and whether their employees feel safe seen and supported The concepts and practices in this book are the ones that leaders have used across the ages to create commitment accountability and

excellence Managers will benefit from a deeper understanding of how these issues impact every aspect of organizational performance This book is essential reading for executives leaders and those interested in leadership They could be in the C suite operations health and safety and HR It is also directly relevant to organization development and change management specialists interested in including safety within their practice Leadership Excellence, 2008 FYI Michael M. Lombardo, Robert W. Eichinger, 2009 For learners managers mentors and feedback givers **Resources in Education** Im W/Tchnq 1st Mgmt Crse-Mgmt Williams, 2004 Sell Like a Team: The Blueprint for Building Teams that Win Big at High-Stakes Meetings Michael S. Dalis, 2017-06-02 Build a championship sales team that prepares practices and plays in sync and closes every deal Gone are the days of meeting a client for lunch chatting about your product and closing the sale over dessert Buyers today look very differently from those of the past They make networked purchasing decisions by committee with diverse roles interests and backgrounds With access to more information and a greater ability to share it they demand value access and alignment from their counterparties Sales is now a team sport and to win you have to build and manage selling squads that work in complete alignment not just during client meetings but before and after as well In Sell Like a Team Michael Dalis a senior consultant at the legendary sales training firm The Richardson Company guides you through the process of creating and managing selling squads that execute and win in every sales meeting or pitch Winning selling squads are fueled by trust There is an effective leader and every member knows his or her role They plan practice and make adjustments together During customer meetings they execute as a unit And afterward they debrief together so they can advance the sale replicate the high points and eliminate the low ones in future meetings In today s competitive market the difference between the winner and all the others is a lean at the tape There's a world of difference between teams that are qualified and those that win This groundbreaking guide provides everything you need to create and organize selling squads that win more and win big What to Do about Personnel Problems in New York State, 1985

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