





Using Your Best Tools to Drive Performance - Your Employees
CML 2017

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June 22, 2017

Introduction


- Do you want to
 - Increase productivity?
 - Improve customer service and service delivery?
 - Have more success with projects?

Introduction


- Increased NPS (Net Promoter Scores) (City Clerk's Office)
- Decreased employee turnover (Finance)
- Decreasing processing times for arraignments (Municipal Court)
- Permit processing time (Community Development)
- American Public Works Association Accreditation (CH2M)
- Awarded \$1.5m Bloomberg Philanthropies Innovation Delivery Grant
- Increased client satisfaction scores (Building Division)
- Increased sales tax filings
- Increased event attendance

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Introduction


- Or how about this?
 - Employees who love coming to work
 - Managers who are excited to manage people
 - A workplace where the best candidates are knocking at your door to get a job
 - Employees who have insights into each other's talents and have outstanding working relationships



Two Programs that Make a Difference


- Clifton Strengths Finder®
- Gallup Engagement Model

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Clifton Strengths Finder®

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What is StrengthsFinder®?

Gallup's Clifton StrengthsFinder is an online measure of personal talent that identifies areas where an individual's greatest potential for building strengths exists

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What is StrengthsFinder®?

- 16+ million people have taken the CSF
- The CSF is available in 25 languages
- Applicable across all types of organizations
- Over 50 years of research

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Benefits of Managing to Strengths

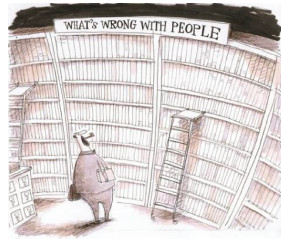
- Applies to all individuals
- Helps people discover and understand their greatest talents
- Promotes growth and top performance



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Our Social Norms

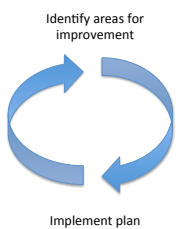


Negative versus positive topics in psychology journals 1887-2001

9,760	on anger	1,021	on joy
65,531	on anxiety	4,129	on life satisfaction
79,154	on depression	3,522	on happiness
20,868	on fear	781	on courage
207,110	on treatment	31,019	on prevention
382,423		40,472	




The Developmental Cycle



Assumptions:

- Most behaviors can be learned
- People reach a successful result the same way
- Weaknesses can be fixed






You can be anything you want to be if you just try hard enough...

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The Switch to Positive Psychology

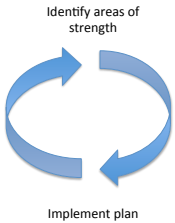


Donald O. Clifton, Ph.D. psychologist and business executive (1924-2003)

“What will happen when we think about what is **right** with people rather than **fixating** on what is **wrong** with them?”

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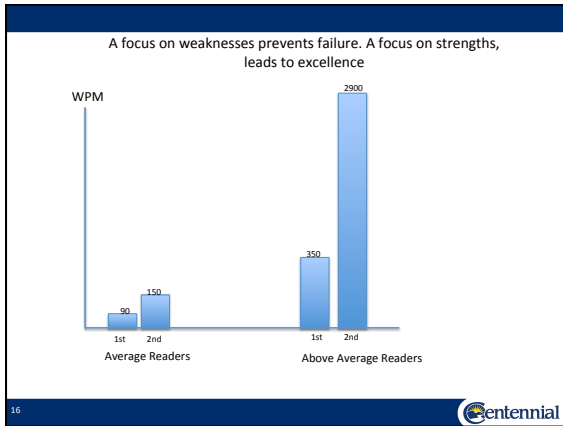
The Strengths Cycle



Assumptions:

- Talents are innate and can be cultivated into strengths
- People get to a successful result in different ways
- Address weaknesses to avoid “derailers”

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Handwriting Exercise

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I have the opportunity to do what I do best every day

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Knowledge and Skills

- Knowledge
 - Facts and lessons learned
 - Factual knowledge – knowing product features or protocols, etc.
 - Experiential knowledge – learned through experience
- Skills
 - The steps of an activity
 - Skills bring structure to experiential knowledge.



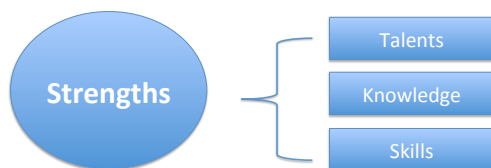
Talents

- Talents
 - Naturally recurring patterns of thought, feeling or behavior that can be applied repeatedly in a consistent, near perfect performance
 - Talents can't be taught
 - Knowledge & skills can be transferred and taught



Strengths

Strengths are a combination of your talents, knowledge and skills, reinforced by practice



Do you always...

- Make the bed, tidy up before you leave the house
- Know that you are right in an argument
- Look for things that could go wrong
- Get accused of being "too nice"
- Make a beeline for someone you know at a party
- Find someone to "race" on the highway
- Talk to people in the grocery line
- Push the elevator call button several times



The 34 Themes[®]

Achiever	Connectedness	Harmony	Relator
Activator	Consistency	Ideation	Responsibility
Adaptability	Context	Includer	Restorative
Analytical	Deliberative	Individualization	Self-Assurance
Arranger	Developer	Input	Significance
Belief	Discipline	Intellection	Strategic
Command	Empathy	Learner	Woo
Communication	Focus	Maximizer	
Competition	Futuristic	Positivity	

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Stars Have Points!



The most effective managers resist the drift
toward human well-roundedness

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Filters


People, Ideas, Experiences







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People Working in the Strengths Zone...

- look forward to going to work
- have more positive than negative interactions with coworkers
- treat customers better
- tell their friends they work for a great organization
- achieve more on a daily basis
- have more positive, creative, and innovative moments


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PEOPLE WHO FOCUS ON USING THEIR STRENGTHS ...



are **three TIMES** as likely to report having an excellent quality of life

PEOPLE WHO FOCUS ON USING THEIR STRENGTHS ...



are **six TIMES** as likely to be engaged in their jobs

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Employee Engagement

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What About Engagement?

Maximize potential of our employees and increase performance by creating a work environment where employees are fully engaged

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Definition

Engaged employees are those who are **involved** in, **enthusiastic** about, and **committed** to their work and who **contribute** to their organization in a positive manner.



Engagement versus Satisfaction

Satisfied

- May or may not be productive
- Put their time but not necessarily their energy into their work
- Take a wait-and-see attitude towards their job



Engaged

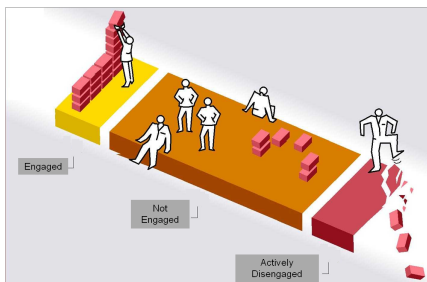
- Work with passion
- Perform at consistently high levels
- Drive innovation and move their organization forward



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Three Types of Employees



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Validation

Gallup's Q12 employee engagement metrics are:

- Backed by rigorous science
- Linked to real performance outcomes
 - Absenteeism
 - Employee turnover
 - Employee safety
 - Productivity
 - Theft
 - Sales
 - Profitability
 - Customer satisfaction
 - Patient safety
 - Quality (defects)



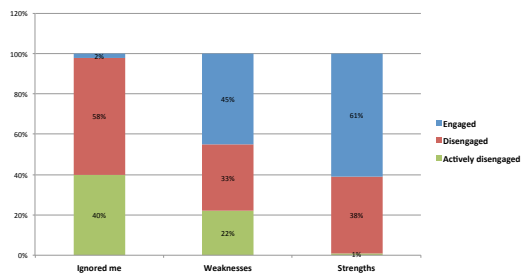
Findings

- Business/work units scoring in the top half of employee engagement essentially double their odds of success in comparison to those in the bottom half



The Business Case for Strengths

"In my most recent performance review my manager talked with me about..."



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Managers are the Critical Link

- Lead using a strengths-based approach
- Focus on the engagement of their employees and teams
- Demand increased levels of performance and results



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Focus on Engagement

Managers have the greatest influence on an organization's success!

A focus on engagement

- Helps drive and sustain high levels of performance
- Gains the commitment and aspirations of employees
- Makes the manager's job easier and more fulfilling



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The Q 12[®]

- Q01 I know what is expected of me at work.
 Q02 I have the materials and equipment I need to do my work right.
 Q03 At work, I have the opportunity to do what I do best every day.
 Q04 In the last seven days, I have received recognition or praise for good work.
 Q05 My supervisor, or someone at work, seems to care about me as a person.
 Q06 There is someone at work who encourages my development.
- Q07 At work, my opinions seem to count.
 Q08 The mission or purpose of my company makes me feel my job is important.
 Q09 My fellow employees are committed to doing quality work.
 Q10 I have a best friend at work.
 Q11 In the last six months, someone at work has talked with me about my progress.
 Q12 This last year, I have had opportunities at work to learn and grow.


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The Survey Process

- Conduct survey
- Train managers
- Distribute results
- Conduct team debrief and action planning meetings



Focus on Engagement

2014 City of Centennial Employee Engagement Survey | Overall


Range: 4.00 to 4.00 | 4.00 | 4.00 | 4.00

CITY OF CENTENNIAL, COLORADO

4.00

Question	Score	Count
Q00 Overall Satisfaction	3.72	20
Q01 How much do you value your work?	4.00	21
Q02 How much do you value your work?	4.00	56
Q03 How much do you value your work?	3.77	24
Q04 How much do you value your work?	4.09	94
Q05 How much do you value your work?	4.39	57
Q06 How much do you value your work?	4.05	60
Q07 How much do you value your work?	3.64	40
Q08 How much do you value your work?	3.77	19
Q09 How much do you value your work?	4.30	66
Q10 How much do you value your work?	3.88	36
Q11 How much do you value your work?	4.27	87
Q12 How much do you value your work?	4.16	76

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Focus on Engagement

2016 City of Centennial Employee Engagement Survey | Overall

Range: 4.00 to 4.00 | 4.00 | 4.00 | 4.00

CITY OF CENTENNIAL, COLORADO


4.00

ENGAGEMENT INDEX

Past: 4.50 | Current: 4.65

Question	Past Score	Current Score	Count
Q00 Overall Satisfaction	4.35	4.58	98
Q01 How much do you value your work?	4.61	4.60	92
Q02 How much do you value your work?	4.33	4.66	99
Q03 How much do you value your work?	4.44	4.59	99
Q04 How much do you value your work?	4.35	4.61	99
Q05 How much do you value your work?	4.80	4.79	99
Q06 How much do you value your work?	4.65	4.77	99
Q07 How much do you value your work?	4.37	4.55	99
Q08 How much do you value your work?	4.43	4.55	96
Q09 How much do you value your work?	4.67	4.82	99
Q10 How much do you value your work?	3.86	4.26	95
Q11 How much do you value your work?	4.79	4.74	99
Q12 How much do you value your work?	4.73	4.79	99

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The Business Case for Engagement

- #13 Best Place to Live in America by Money Magazine (2016)
- One of the Best Places to Move/Open a Business from the Best of Colorado Business Choice Awards (2017)
- One of the safest cities in Colorado by CQ Press (2006-Current)
- 5th Most Customer-Friendly City in America by Yelp (2016)
- Named 4th "most successful" city in the nation by Zippia Inc. (2016)
- 8th Best City for First-Time Homebuyers by NerdWallet (2017)
- 2nd Healthiest Housing Market in Colorado by SmartAsset (2017)
- One of Best Cities to Start a Family by LendEDU (2017)
- Centennial Center Park - Best Place for Outdoor Fun by Macaroni Kid Daisy Awards (2016)
- #3 Best for Place for Veterans to Live (medium cities) by Military Times (2016)

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**GALLUP® GREAT
WORKPLACE
AWARD**

2 0 1 7 W I N N E R



Great Managers

"Great managers are an organization's glue.
They create and hold together scores of folks
who power high performing companies."

- Tom Peters





Next Steps

- How do I implement this?
 - Find a champion, find a coach
 - Phase in
 - Pick the right group to start
 - Stick with it – it takes time
- Call me!

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