

# Solutions

Online Performance Strategies for Managers and Supervisors from the Division of Personnel

"The problems we face cannot be solved at the same level of thinking we were at when we created them."

Albert Einstein

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## Quick Tip:

From the editors of *Solutions*

Leaders are the ambassadors of change. Communication about the change or changes is essential and often neglected. If you lead, you will cause changes. Be prepared for them by communicating consistently and through numerous channels, including speaking, writing, video, training, focus groups, bulletin boards, Intranets, and more. Remember, you cannot over communicate during change.

**"The best leaders are not interested in having their own way, but in finding the best way."**

-Wilfred Peterson

[Click here](#) for previous issues of *Solutions*?

Attend the  
**TIGER TRAITs**  
seminar offered by the  
Division of Personnel  
on September 25

## FEATURE ARTICLE

### Self-Direction

# TIGER TRAITs

## 9 Ways You Can Bring the Magic of Tiger Woods to Your Organization By Dr. Nate Booth

Sometimes, genius shows up early. When Tiger Woods was ten months old, he was watching his dad, Earl, hit golf balls from a mat into a net Earl had set-up in the garage. Tiger climbed down from his high chair, grabbed a small club his dad made for him, placed a ball on the mat, looked at the target, and then executed an exact mirror image of Earl's swing, smacking the ball perfectly into the net. "I was flabbergasted!" Earl said later. "I almost fell off my chair. It was the most frightening thing I had ever seen!" From the auspicious beginning in his dad's garage at the age of ten months, Tiger Woods was on his way to becoming the greatest golfer of all time and an outstanding business person and humanitarian.

There are nine valuable lessons all leaders and managers can learn from Tiger Woods.

### TIGER TRAIT #1: Identify and Develop Natural Talents.

I believe we're all born with a unique set of talents and weaknesses. Our talents are the activities where we naturally shine, and our weaknesses are the activities where we have challenges. It's easy to see that Tiger Woods' talent is playing golf. That talent was identified at a very early age by his parents and developed with years of training and practice. If the talent hadn't been identified or developed, you may have never known Tiger Woods.

Traditional thinking says that, if you want to excel, don't waste your time on improving your talents. Instead, put your time into improving your weak areas. In this case, traditional thinking is wrong.

When it comes to talents, the bottom line is this: In your organization, discover what your people do best and enjoy the most. Then allow them to do more of it.

### TIGER TRAIT #2: Create a Clear and Compelling Dream.

Tiger Woods has a very simple and compelling dream – he wants to be the greatest golfer of all time and to positively affect millions of lives. What vision do you have for your team? To be an effective leader, you must influence others to buy into your dream. But you must begin with *you* – *you've* got to be influenced first. That's why having a crystal-clear and compelling dream is so important. The emotion generated every time you think of your dream will flow into your words and body language so that your people will think, "This person really believes in what she's talking about! She's going to make it happen. I want to be on the bandwagon."

### TIGER TRAIT #3: Select Teachers, Heroes and Teammates Who Guide, Inspire and Support.

How effective are you as a team-builder? Do your people have a team around them that guides, inspires and supports? Tiger's earliest and best teachers were his parents, Earl and Tida. Because of Earl's modest income, Tida and Earl didn't take a vacation while Tiger was growing up. Instead, they entered Tiger in national tournaments and traveled with him. While Earl and Tida weren't financially rich, they were rich in more important areas: the ideals, beliefs and standards they held dear. They instilled these building blocks of success in Tiger so that he could become the person he is today.

*Continued on the next page.*

#### **TIGER TRAIT #4: Be Confident.**

From the very beginning, Tiger had a simple goal for each tournament he entered—to win!

In the book, *Confidence: How Winning Streaks and Losing Streaks Begin and End*, Rosabeth Moss Kanter says, “Confidence lies at the heart of civilization. Everything about an economy, a society, and organization or a team depends on it. Every step we take, every investment we make, is based on whether we feel we can count on ourselves and others to accomplish what has been promised. Confidence determines whether our steps—individually and collectively—are tiny and tentative or big and bold.”

With your family, your organization and yourself, do you create confidence that leads to successful action? Do you support and encourage excellent behavior? I hope so. Their and your confidence levels depend on it.

#### **TIGER TRAIT #5: Manufacture Magnificent Mental Models.**

I use the term *mental models* to describe the brain processes that help us make sense of our world. Mental models are constructed in our 3-pound brains using our 100 billion neurons (nerve cells) and several hundred trillion synapses (connections between neurons). Our mental models act like the director of a movie: They decide which scenes are included in the movie; where the camera is pointed in each scene – close-up, wide-angle, and so on. In the end, our mental models construct “virtual reality” simulations (mind movies) of our world which we then act upon.

Before each shot, Tiger consistently creates empowering mind movies that allow him to tap his talents to the fullest. Do you help the people in your organization to do the same?

#### **TIGER TRAIT #6: Let Actions Do the Talking.**

Because of Tiger’s race (his father is African-American, American Indian, and Chinese, and his mother is Thai, Chinese, and white), he experienced racism many times. When it happened, his mother would say, “When you’ve been wronged, when you’ve been angered, you need not say anything. *Let your clubs speak for you.*”

Tida knew that two wrongs don’t make a right. She knew that if Tiger responded negatively to the injustices directed toward him, his actions would be controlled by the attacker. By letting his clubs speak for him, Tiger could demonstrate that *he* was in control of his actions—that *he* was choosing the road less traveled. As a leader or manager, do you let your actions speak for you? If so, what are they saying?

#### **TIGER TRAIT #7: Constantly Improve in Good Times and Bad.**

With his victory at the 1997 Masters Tournament, Tiger beat the world’s best golfers by twelve strokes. Tiger was at the top of his game. But he also had a golf swing that wasn’t consistent. So, after the biggest win of his career, he decided to completely retool his swing—no small task as any golfer will tell you. Tiger went two years and played in ten major tournaments before he would win his second one – but as we all know, that was just the lull before the storm.

Tiger Woods says, “Tomorrow I will be a better player than I was today.” Can you say with *Woodsonian* conviction that you will be a better leader or manager tomorrow than you are today? Can you say that your organization will be better tomorrow than it is today? You can, when you make continuous improvement part of your life.

#### **TIGER TRAIT #8: Be Likeable.**

Tiger Woods is admired by millions of people around the world. He is also well on his way to becoming sports’ first billionaire. *ESPN Magazine* estimates that Tiger will earn \$6 billion in his lifetime, 75 percent of which will come from product endorsements.

There are many reasons for Tiger’s spectacular endorsement success – and being extremely likeable is one of them. Think about it: There are hundreds of personal success books written each year. Most of them focus on the choices people must make in their daily lives to be successful. These books ignore one simple truth:

**YOUR SUCCESS IN LIFE IS PRIMARILY DETERMINED BY OTHER PEOPLE’S CHOICES CONCERNING YOU.**

As a leader or manager, do your people buy into your vision and want to do their best work with you and for you?

#### **TIGER TRAIT #9: Be Grateful. Give Back.**

As Tiger teed off for his final round of the 1997 Masters Tournament, Lee Elder was among the thousands lining the fairway. After the round was completed, Tiger spotted Elder in the crowd and shouted, “Wait!” and motioned to the older man, saying, “Lee, come here.” As the two men embraced—one, the first African-American to play at the Masters, and the other, the first man of color to win the Masters—Tiger whispered in his ear, “Thanks for making this possible.”

The act of expressing gratitude is valuable by itself, but it leads to another, even more valuable act—giving back. For what and to whom are you grateful? In what ways do you express your gratitude and give back to your team everyday?

#### **About the Author**

Over the past twenty years, **Dr. Nate Booth** has presented over 1600 programs to audiences around the world. His high-energy and entertaining programs are packed with information that will make you a more effective leader or manager and change your life. Dr. Booth is the author of three books, “*Tiger Traits: 9 Success Secrets You Can Discover from Tiger Woods to Be A Business Champion*,” “*Thriving on Change: The Art of Using Change to Your Advantage*” and “*The Diamond Touch: How to Get What You Want by Giving Others What They Uniquely Desire.*”

**NATE BOOTH IS CONSISTENTLY RATED THE #1 SPEAKER BY HIS AUDIENCES!**

Learn more about each Tiger Trait by attending Nate Booth’s presentation on **September 25.**

**TIGER TRAITS:**  
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## Workforce Management **PERforM...today and tomorrow**

Wow! The use of PERforM during the annual rating period for 2007 was remarkable! This was evident by the reported number of completed employee appraisals.

During PERforM's first rating period for annual appraisals, 30,226 appraisals were completed by Uniform Classification and Pay agencies. The 2007 statewide distribution was:

Needs Improvement – 311  
Successful – 24,467  
Outstanding – 5,039  
Exceptional – 409

Another indication of use was the contact between agency users and the Division of Personnel and the feedback agencies provided on ways to make the system even better. The Division of Personnel recorded each comment and found common threads in many of the suggestions.

The PERforM Development Team studied the ideas for practicality. The group also considered the time, staff, and other resources required for implementation. Through this process, a preliminary enhancement plan was developed.

Unlike other changes previously implemented, the enhancements will not be applied to the system one at a time. Instead a release of all the new features will occur at once, and is tentatively planned for the fall of 2008.

Some of the new functionality will be noticeable and lend itself to easier navigation and processing in the system. Other items will be more subtle, but nonetheless improve the use of the system for many users.

Look for more information about PERforM enhancements as it becomes available on the PERforM web site at [www.perform.mo.gov](http://www.perform.mo.gov).

By: Marian Luebbert  
Division of Personnel

## Team Work

### **Are workplace friendships a boon to productivity?**

Do employees need to have close, personal friendships with others in their workplace in order to be truly engaged in their work and in their organization?

A recent *Gallup Management Journal's Employee Engagement Index* reports that workplace friendships may be key to employees feeling engaged at work. In fact, 82% of employees defined as engaged agreed that their organization encourages close friendships, while only 53% of those defined as not engaged agreed.

The *Index* also reports that only 29% of employees are "truly engaged" – meaning that they have passion for their work and feel a significant connection to the organization. Another 54% fit into the "not engaged" category; which Gallup describes as being "checked out" and sleepwalking through their workday, going through the motions but not putting energy or passion into work. The final 17% of employees fit the "actively disengaged" category. These employees act out their unhappiness and often undermine what other employees accomplish.

Tom Rath, Gallup's global practice leader for strengths-based development says, "Our favorite moments, jobs, groups, and team revolve around friendships with other people, but we spend little time identifying and developing friendships at work." In fact, he suggests that perhaps this lack of focus on developing relationships has hurt employee productivity in America.

If employees do not feel a sense of connection to and respect for others with whom they work and to whom they report, how will they develop a sense of ownership in the work that they do and in the organization in which they are employed?

In fact, the *Employee Engagement Index* shows that friendships are important in

subordinate-supervisor relationships too. Eighty percent of the actively disengaged employees *strongly disagreed* with the following description of their relationship with their supervisor: "A strong personal relationship with this person is crucial to my success at work," while only 15% of engaged employees disagreed with the statement.

As James K. Harter, Ph.D., a senior research director for Gallup notes, "Most of us crave meaning as well as money through work... When emotional needs are met, worker attention and performance should increase." In other words, employee engagement should occur.

One problem with the *Index* results is that it is difficult to accurately predict the cause and effect of the relationships and employee engagement. How do we determine whether employees with close personal relationships in the workplace are more likely to be actively engaged or whether employees who are actively engaged are more likely to develop good relationships?

Either way, in response to the data presented by the *Gallup Employee Engagement Index*, employers might be wise to assess whether their own working environments are conducive to the building of personal working relations. If you find that your environment is lacking, you can take steps to make improvements.

Evaluate the opportunities that you provide to encourage employees to socialize with others in their work teams, departments, and throughout the organization. Make sure that employees have the opportunity to socialize during break times and meal times. Consider holding organization-wide meetings and other employee events so that employees get to know one another.

***This article concludes on page 4.***

## **Solutions**

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## Mentoring

### Strategies that add heft to 'No'

You can't agree to every request that you receive throughout the workday. When you need to decline, take these steps to add meaning to your "No":

**Listen.** The more thoroughly you understand the request, the more meaningful your response will be. Ask questions and listen carefully to convey your respect to the speaker.

**Pause.** Control your impulse to offer an immediate response. Take some time – about 5 to 10 seconds – to consider the request and frame your reply.

**Reply straightforwardly.** Once you've determined that you should decline, calmly state "I'm going to have to say 'No.'" Don't chicken out and say "Let me think about it," "Maybe," or "I'll get back to you." Remember, the person making the request may have a backup plan in mind. By offering a clean refusal, you will enable the person to approach someone else.

**Have a reason.** You're under no obligation to share your reason for turning down a request. But doing so may help the other person understand your priorities and goals. That could help you avoid having to turn down similar requests in the future.

**Offer alternatives.** Can you suggest another person who might be better able to provide the service you've been asked for? Perhaps you can offer limited assistance that will aid the other person without creating too big a strain on your time.

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## Perceptiveness

### Real leadership isn't passive

One of a leader's greatest challenges is confronting passive-aggressive people who nod while you talk but disagree behind your back. Leaders who must spend all their time making sure followers actually carry out their directives will not have much time for anything else.

That's the challenge John Thompson faced when he joined software vendor Symantec Corp. as CEO in 1999. After going around and around with passive-aggressive resistance from entrenched fiefdoms at the company, he decided to take a stand.

A company product called PC Anywhere came in an "enormous box with a little disk and a big cable," recalls Thompson. But while customers typically bought multiple copies of the product, they only needed one cable. Turns out including that cable each time was costing Symantec \$5 per box.

To cut costs, Thompson suggested removing the cable, shipping with a smaller box and offering the cable free to any customer who requested it. Managers readily agreed. So far, so good.

A few weeks later, Thompson learned that the product was still shipping the old way. When he asked why, a business unit executive replied "Well, we decided to do something different." Thompson shot back:

"We don't make a decision but once. And we made a decision two weeks ago on this issue...we're not shipping cables anymore. And if you can't communicate that, I will."

He recalls the organization's reaction: "That was the shot heard around the world. There was this epiphany 'Wow, this guy's serious.'"

Leadership lesson: Encourage discussion when working on decisions. But once a decision is reached, confront anyone who's not on board.

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### Are workplace friendships a boon to productivity? More than relationship building

*Continued from page 3.*

Improving employee engagement includes many factors in addition to simply helping employees build better relationships with co-workers. As you work to enhance employee engagement in your organization, here are some other areas to consider:

Assess the behavior and attitudes of your organization's leadership. Leaders should set the example in treating employees the way they would like to be treated – listening, sharing information, and acknowledging the importance of everyone's contribution in the organization's success.

Make certain that employees know exactly what is expected of them, and provide the necessary resources such as training and equipment that they need to perform the tasks successfully.

Encourage employees to share their ideas and use their creative problem-solving capabilities by structuring multiple ways and methods for them to do so and providing a quick response to their submissions.

Employee engagement in any organization may be the missing link that allows the organization to achieve its highest level of success. The dedication and commitment of employees can rarely be bought with salaries and benefits. It's the non-tangible factors that more often make the difference.

**Source:** This information was obtained via the *Gallup Management Journal's Employee Engagement Index*. For more information and ideas, visit <http://gmj.gallup.com>.

Type "employee engagement" into the "Search GMJ" field at the top of the browser window to find more articles on this topic.

## Some people dream of worthy accomplishments while others stay awake and do them

In the 1920's, he began selling paper cups and playing the piano to support his family. He worked hard, and he did well. In fact, he became one of the top sales people for the Lily Tulip Cup Company after 17 years of hard work.

But then he set a goal, and he did REALLY well! He set the goal of going into the milkshake machine business, selling machines that could mix 48 shakes at once, selling machines that would revolutionize the world and his life.

He convinced two brothers who owned a small restaurant to buy his machines. In fact, he went into business with them, until some time later, Ray Kroc bought out the brothers. Ray decided to keep the brothers' name on the restaurant, however. "McDonald's" had a nice ring to it.

Indeed, it did. During the next 20 years, Ray turned McDonald's into a multi-billion dollar empire. He achieved in 20 years what it took IBM 46 years to do and Xerox 63 years.

Ray Kroc was successful, but he did not become wildly successful until he set a specific goal. The same is true for you. There's tremendous power in setting specific goals.

Unfortunately, three problems get in the way.

### The first one is lack of awareness.

Most people don't think much about "setting" goals. They just think about going to work and doing their jobs. That's okay – to a point. If you know how to do something, you may always have a job. But if you set a goal, if you know where you want to go, you have a much better chance of becoming wildly successful.

### The second problem is lack of understanding.

Most people confuse goal setting and discipline. They're not the same. Discipline is setting your alarm for 5:00 AM and making yourself get up when it goes off. Goal setting is knowing "why" you set your alarm for 5:00 AM in the first place.

### The third problem is lack of wisdom.

Most people spend too much time on activities that are tension relieving instead of goal achieving. In other words, most people spend their time doing what comes naturally, doing what feels good or keeps them out of trouble. Very few people step back, apply wisdom, and examine their actions. Hopefully you're one of them. As fitness coach Kate Larsen says, "Every choice takes you closer to or further from your goal. Where did your choices take you today?"

I don't know if any of these problems are getting in your way. I don't know if they're stopping you from being a goal setter or a goal achiever.

So start by asking yourself a question:

**"What goals would you set for yourself if you could not fail?"**

Don't ask if it's possible or impossible. Don't worry about failing. Just focus on what you want, and let that be your guideline for setting goals. That's what winners do. Winners would rather attempt something great and fail than attempt nothing and succeed.

Then, **visualize your goal**. Practice it in your mind as though it were already accomplished. The clearer your picture and the more often you view it, the easier it will be to accomplish your goal.

It's like the legend of the prince with the crooked back. He asked a sculptor to "make me a statue of how I would have looked with a straight back. I'd like to see myself as I might have been." When the statue was finished, the prince put it in a secret place. Month after month, he would slip away to look lovingly and earnestly at the statue. And people began to notice the prince's back was not as crooked as it used to be. Still the prince continued to look at the perfect statue. Each time he did, the sight of it set his blood tingling and his heart throbbing, until one day he realized his back was straight.

Just like the prince, we all have faults, and some of us have goals. But you start the process of achieving your goals when you visualize your goals.

Of course, it isn't enough to merely set a goal and visualize that goal. It isn't enough to merely want something. You've got to **TAKE SOME ACTION!**

Are you willing to do whatever it takes? Winners are willing. They don't expect something for nothing. And they don't expect anyone else to do it for them. Winners accept complete responsibility for their lives, and they don't make excuses. They're very tenacious. They keep at it. As Winston Churchill said, "It's no use saying you are doing your best. You have got to do what is necessary."

### Action for Goal Setting:

This week, ask yourself what goals you would set if you could not fail. Pick one that really appeals to you and start visualizing that goal all achieved and accomplished. Practice your visualization at least three times a day for at least 21 days. You'll be delighted with the changes you'll see and the progress you'll make toward goal achievement.

Reprinted with permission from Dr. Alan Zimmerman's 'Tuesday Tip.'

As a best-selling author and Hall of Fame professional speaker, Dr. Zimmerman has worked with more than a million people, helping them become more effective communicators on and off the job. To receive a FREE subscription to his 'Tuesday Tip' articles, go to <http://www.DrZimmerman.com>. Or contact him at 20550 Lake Ridge Drive, Prior Lake, MN 55372

## Workforce Management

# One ‘come-on’ can equal sexual harassment

**Issue:** Misconduct doesn't have to be “pervasive” to create a hostile environment.

**Risk:** Monetary damages are on the rise, and companies are increasingly vulnerable to sexual harassment claims.

**Action:** Urge managers to follow up on every harassment complaint.

Don't hesitate to discipline first-time sexual-harassment violators. Even one outrageous comment or act – if severe enough – can make your organization liable for fostering a “hostile environment.”

Many HR professionals wrongly believe that an employee's offensive behavior must be both severe and pervasive to support a sexual harassment hostile-environment claim. Not so. The test is severe or pervasive—either one will do, both aren't required.

Recent case: When a company president met with one of his female supervisors, he propositioned her for sex three times. She refused. A week later, he transferred her to another position with the same salary and benefits but different duties. She resigned a month later, sued for sexual harassment and won.

The court said the president's position of authority and the fact that he made an outright sex solicitation was enough to qualify the harassment as “severe.”

(Quantock v. Shared Marketing Services Inc, No. 02-2258, 7 Cir.)

**Bottom line:** the more severe the incident, the less pervasiveness required to establish a hostile environment. Outright sex-act solicitations, as in this case, could rise to that severity level, while occasional vulgar banter likely would not.

Educate managers to discipline and report first-time offenders.

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## Planning

# Follow this template for employee success

Here's how to develop solid performance plans for your workforce:

**Identify your organization's needs.** Ask yourself (colleagues and high-level leaders) questions like:

*What services will we need to provide over the next year, or two years, or five years?*

*What skills and knowledge will be needed?*

Base your strategy and planning on work that allows your people to contribute to important goals.

**Analyze your employees' strengths.** Determine how each employee's skill set corresponds to your organization's objectives. Talk to employees about their career goals and interests.

**Prepare individual development plans.** Develop specific steps for improving each employee's performance. Include target dates, resources to help employees achieve their objectives and a strategy for measuring progress and results. Keep your plan as simple as you can.

**Review the plan with the employee.** Before finalizing any plan, show it to the employee and discuss its ramifications. Solicit the employee's feedback and tailor your plan to reflect it as much as possible. Agree on when and how you'll provide feedback so you both stay on top of the plan's progress.

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## Technical Knowledge

# Communication during restructuring initiatives

Governmental restructuring is used to address budget reductions and shortfalls, legislative mandates, efficiency, accountability, duplication of services, quality of service, workforce downsizing, and many other issues. Typically, major agency restructuring involves centralizing or decentralizing a function or program, or transferring a program from one department or division to another, and is usually in response to budget issues or legislative mandates.

Whatever the reason for the restructuring, communication throughout the planning, design and implementation phase is critical.

The majority of research indicates that when agency staff is supportive of a restructuring initiative or, at least, aware of why the change is occurring and how the change is to be implemented, the chances of success are greatly enhanced.

A proposed structure should support the vision and mission of the agency, and the short and long-term goals should be identified and communicated to agency staff and other stakeholders through effective methods of communication. The manner in which the communication is accomplished is as important as the information provided and can greatly influence the success of a restructuring initiative.

Communication should be ongoing and timely, and employees should feel valued and be allowed to provide feedback. Employees performing daily tasks and functions can be a vital source of information, and can provide productive feedback on proposals, assist with associated changes to policies, and identify tasks that could be automated or streamlined.

A human resources (HR) office can also provide valuable assistance during the development of the restructure. Typically, during restructuring, some employee's duties can shift and change the scope of their responsibility – and possibly jeopardize current position allocations. The HR office can provide a preliminary analysis about any realignments that could potentially impact a position's level of complexity to include supervisory and senior-level responsibilities.

Naturally, a definitive response on the proper allocations could not be provided until all the duties of a position have stabilized and the required documentation reflecting the new duties and level of responsibilities have been forwarded through the appropriate channels.

Restructuring initiatives require efficient planning and effective use of all available resources. With proper communication, agency staff can be a valuable resource in providing a smooth transition of functions during the restructuring process.

By: Brenda Bell  
Division of Personnel