

Rule 1: Rules Are Meant to Be Broken

Employee Rules:

Customer Rules:

Encourages Engagement	Discourages Engagement	No Impact

Which rules need adjusting?

How can we skillfully position policies so they do not undermine engagement?



Rule 2: Under New Management

<p>Skills I want to work on: (in priority order)</p>	<p>Team members I'll ask for support:</p>
--	---

How will I tell my team to give me feedback on a skill if I am not making progress?

How can I assure my team that I genuinely desire their input?



Rule 3: Begin at the Very Beginning

Instructions: Define the skills/abilities/talents/traits & values critical to success for this position.

Traits & Behaviors	Skill/Ability	Talent	Core Values

Instructions: Assign specific areas to each team member to observe during the interview and team time. This breaks up the responsibility and gives everyone a specific observation role. Use this form to capture examples of each attribute

Role Name	Skill/Ability/Trait	Talent	Core Values
Ex: gathers client data Benson Project	attention to detail, tenacity: Researched and qualified 100,000 leads	curiosity, perfection: Data was the cleanest in the department	diligence This project took 10 months but the results were motivational



Rule 4: Listen Listen Listen

Strategies I will employ to increase my own and my team's listening abilities.

Listening Pop Quizzes	Yes	No
Rubber Wrist Bands	Yes	No
Job Aid Cards	Yes	No
Use of "Signal" for Unsuccessful Listening (such as hand raising)	Yes	No

Who do I have the most difficult time listening to on my Team?

Why?

Respect Conflict Behavioral Style Differences Other _____

Who do I listen to most on my Team?

Why?

Respect Value Skills Behavioral Style Comfort Other _____

What impact might my listening have on team and customer relationships?



Rule 5: Be a Hands On Manager

Impact on Customer: Impact on Engagement:

Organizational Silver Bullets		
My Team's Silver Bullets		
My Silver Bullets		



Rule 6: Be a Low tech Communicator

Step 1: Choose 3 team members to do an analysis of your communication approach for the next 5 days. Record the “face time” you invest each day

	Day 1	Day 2	Day 3	Day 4	Day 5
1. _____					
2. _____					
3. _____					

Step 2: Get and Discuss the Team’s input on how often they feel “able” to share feelings. Don’t defend- listen. Ask the team for ideas on improvement.

Team’s input:

Commitment to Action:



Rule 8: Keep Learning

Below are 25 Weeks of Learning you can share with your team.

Personal Productivity- wks 1-14

Go to www.teamapproach.com/mm/subscribe.asp

Sign up for the “Time Management Mentor” and work as a team on the tips over the next 14 weeks.

Team Work- wks 15-24

Go to www.teamapproach.com/checkup.asp

Have each team member respond. Sign up for the free facilitator’s guide and work through the process. Then give one week to each of the nine categories discussing how the team can improve.

Implement Primetime- wk 25

Implement the Primetime Success Ritual to get control over your day.

Go to www.teamapproach.com/articles.asp?articleid=12621



Rule 9: Allow Your Team to Grow

What tasks/responsibilities could I easily delegate to members of my team?

- 1.
- 2.
- 3.

What tasks/responsibilities “should” I let go of that I’d have a difficult time giving to anyone on my team?

- 1.
- 2.
- 3.

How would I benefit from releasing these responsibilities?

How would the organization benefit?

How would the team benefit?

Under what specific circumstances would I “take back” these delegated tasks?



42 Rules of Employee

Who can I approach to offer _____ responsibility and how will I explain the objective and “pull back” criteria? What schedule of check-ins would I need to be established?

Pending Success, what would be the second targeted task I could release?

Rule 10: Support Team Members When Needed

Meet with your team to discuss how each member prefers to send a signal that they are having a tough time. Discuss what each member wants/needs from the team on difficult days.

Team Member	Signal	Response Desired



Rule 11: Relationships Determine Results

Step One

Discuss the three approaches to people problems with your team:

1. Change the situation
2. Change the person
3. Change yourself

Step Two

Discuss times team members (and you) employed each solution and the results.

Step Three

Take turns describing what your behavior would have looked like if you would have chosen solution #3 instead of the solution you actually acted on. How might this choice have altered the outcome?



Rule 12: Sharing Builds Community

What information do you as the leader regularly share with your team?

How would being more open affect team relationships positively or negatively?

What information are you holding back?

Is there a correlation between your ability to share and your team's? How much does the team really tell you?



Rule 13: Your Beliefs Drive Results

Team Member	My Beliefs	Potential Impact
<i>Sally Sample</i>	<i>I believe that Sally is not ready for more responsibility</i>	<i>Sally may be bored with her work impacting engagement on the team</i>

Affirmations- Repeat to yourself often

Sample: I enjoy helping my team try new ideas and supporting them as they learn from their experiences. Write down your own affirmation:



Rule 14: You're Still the Boss

Reflect on at least three decisions you and your team worked through and analyze the amount of decision making authority you retained in each situation.

Decision One	My Authority
Decision Two	My Authority
Decision Three	My Authority

Is there any trend as you look at these three examples? Do you tend to keep a large or small amount of the authority on a regular basis?



42 Rules of Employee

What might this mean about your leadership style?

Can you think of an important decision facing your team that you can attempt to exercise the 51% balance of authority?

Rule 15: Everyone's Not Like You

Listen to Arnie Warren's interview as he discussed his book "The Great Connection".

<http://www.bookendsbookclub.net>

Which of the characters do you most relate to in this book?

What can we learn from Bob Hathaway?

When have you "flexed" your style to be more effective with someone recently?

Think of two or three incidents with your team where you missed an opportunity to flex your style- how might the outcome have been different if you had?

How can you use the powerful relationship tip that Arnie discusses which is referenced in the interview on page 75 of his book?



42 Rules of Employee

Listen to Julie Straw's interview on Bookends.

<http://www.bookendsbookclub.net>

How can you adapt your style a bit to each member of your team to be more effective?

Team Member	How I'll Adapt



Rule 16: Be Direct with People Who Value Results

Who from your team or organization might utilize the “D” style of behavior in their approach?

Team Member	Observed Behavior	My Relationship Strategy for Increasing Effectiveness

Tips for interacting with this style:

Be brief

Speak in “bullets”

Always give them the “what” first:

What is it about? What is the goal? What’s the bottom line?



42 Rules of Employee

Avoid diving into details without framing the goal

Ask how much detail they want/need

Provide the detail in writing, verbalizing only key points

When approaching them as they are absorbed in a task, wait silently until they can disconnect from the item/task they are focused on

Follow up with key agreements in bulleted memo/email

Limit social chatter - follow their lead

Clue into foot tapping, watch glancing

Allow them to state time parameters

Always give choices and options

Give them control as much as possible

Rule 17: Be Enthusiastic with People Who Value Enthusiasm

Who from your team or organization might utilize the “I” style of behavior in their approach?

Team Member	Observed Behavior	My Relationship Strategy for Increasing Effectiveness

Tips for interacting with this style:

- Set up an informal meeting environment

- Utilize their networking skills

- Position the positives, downplay the negatives



42 Rules of Employee

Be enthusiastic- modulate your voice, use inflection

Be open

Listen, listen and listen some more. They need to think out loud to clarify their thoughts and ideas

Showcase their verbal skills whenever possible. Allow them to facilitate meetings and events

Use their people skills to generate spirit on your team. Have them be the spirit and fun team champion

Avoid providing information in the form of long boring, monologues

Help them manage details

Give them deadlines

Rule 18: Be Accepting with People Who Value Sincerity

Who from your team or organization might utilize the “S” style of behavior in their approach?

Team Member	Observed Behavior	My Relationship Strategy for Increasing Effectiveness

Tips for interacting with this style:

Be sincere

Take time to warm up before jumping into the “agenda”

Ask for their input- draw them in as they may not “jump in”



42 Rules of Employee

When asking for their input, allow them the time to respond

Because they speak at a more “thoughtful” pace, don’t run over them
stay with them

Be aware of their tendency to take on too much

Help them say no if appropriate

They’ll want to understand how decisions impact “the people” - be
prepared for this

They want to help and cooperate- let them

Tell them “how”- they desire a plan, a path they can follow

Rule 19: Be Reliable with People Who Value Quality

Who from your team or organization might utilize the “C” style of behavior in their approach?

Team Member	Observed Behavior	My Relationship Strategy for Increasing Effectiveness

Tips for interacting with this style:

Do your homework. They will want the data/facts and to know you've done the research

Be very diplomatic should they ever make an error chances are they've already beat themselves up for the mistake

Slow down



42 Rules of Employee

Give them time to think before responding

Don't put a major decision out on the table and expect a split second response. Give lead time so they can research it and think

Manage your emotions- they prefer a business like approach

Be reliable, on time, prepared and organized in your approach and thoughts

Be logical- explain your reasons with facts and data

Be prepared to hear the details. They have a need to share them

Give them deadlines and be sure to discuss strategy when deadlines are short, clarifying level of research and detail needed/not needed

Rule 20: Build Self-Esteem When Discussing Performance

Use the suggested model below in a role play to practice before having the “real” discussion with your employee. Have another leader role play your employee. Get feed back and suggestions on your approach.

Meeting Outline

- Open meeting in warm, meaningful way
- Explain purpose of meeting to discuss a concern around _____ providing details about the observed performance
- Ask for the employee’s view and listen
- If emotion moves the discussion off task, bring the conversation back to the issue asking for suggestions to the performance problem
- Negotiate a workable solution and prompt the employee to generate their solution
- Agree on a plan to correct the performance issue
- Agree on a date to review progress
- Hold the employee accountable to the performance improvement

Feedback from peer on practice role play:



Rule 21: Involve to Engage

Rank in order the top ten problems/concerns you are facing right now with 1 being the easiest to hand off to your team and 10 representing the least likely problem you would give to the team.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Sketch out a plan to give this problem to the team. Be sure to give the authority needed and specify how far the authority goes. How will you hand this problem over? How will you gather the team's input? How will the team vote on the variety of solutions they generate? How and when will a final decision/plan be announced?

My Plan:



Rule 22: Use Your Head

Team Member	Goal	Developmental Idea	Check-in date

Reframing events of disappointments:

Ask the team-

How can this be good?

What good can come from this?

What can we learn from this?

Discuss how the team can catch itself talking/thing negatively?

How can the team respond, reframe & move on?

Is there a fun way to do corrective action?



Rule 23: You Don't have to be the Smartest Person in the Room

Use this chart to rate your responses to each instance your team approaches you with a question/problem. Do you rush to provide “the solution” or do you reflect the question back to the person/team and use it as a learning tool?

Questions brought to me	I offered solution	I get the team/person's solution



Rule 24: Compete with Competitors

Place a collection box in a common area and ask team members to generate 3 strengths and the top 3 concerns related to the team from each members perspective. Aggregate the team's data by formulating the two top ten lists. Meet regularly to generate ways the team can leverage it's strengths to offset its limitations. If a face-to-face regular meeting is not possible, use conference calls, email or centrally located flip-chart to capture ideas.

My team's top 10 concerns:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

My team's top 10 strengths:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Strategies:



Rule 25: Get Out of the Shower

My Fears	A. What this fear keeps me from achieving	B. Worst outcome possible if I face this fear	Which is worse A or B?



Rule 26: Turf is for Stadiums, Not for Teams

Over arching organizational goal:

How our department contributes:

Department _____ 's contribution:

Department _____ 's contribution:

Department _____ 's contribution:



Rule 27: Right Actions Bring Engagement

Have each team member bring an estimate of how they spend their time to a team forum. The results of their time study should be displayed by percentage and add up to 100%. Have each team member post these results on a chart & place these around the room. The team circles the room to see where overlapping and under-served tasks are occurring on the team. It may take a few meetings to formulate a plan of action.

Overlapping task areas:

Under served task areas:

Tasks we spend too much time on for too little gain toward our team objectives:

Tasks that would seem to contribute to our team's objectives that are not covered by our team:



Rule 28: Leave Your Good Parenting Skills at Home

Requests by my team:	Supported:	Denied:

Am I a good parent manager?

How can I support my team's need to grow and take on new responsibilities?



Rule 29: Leave Your Bad Parenting Skills at Home

Gather a list from your team and associates of the scariest possible behaviors a manager could exhibit on the job and list here.

Team member feedback; check if a concern.

Bad Parent Behaviors	A	B	C	D	E	F

Ask your team members individually:
What is one key thing I can improve to be more effective?

Team Member A:



42 Rules of Employee Engagement™:

Team Member B:

Team Member C:

Team Member D:

Team Member E:

Team Member F:



Rule 30: Expect Exceeded Expectations

List each team member and reflect on the current roles they perform well now- list these in the middle column next to their name. In the third column list a role or task you'd give them if they had 10x the capacity you were currently tapping in to.

Name:	Current Capacity (things they do well now)	10x more capacity (new responsibility)

Reflection:

What new roles/tasks might you offer individual members of your team? How would you benefit? How would you like the team to benefit? How would the organization benefit? What are the risks to consider?



Rule 31: It Only Takes a Minute

Take the next 21 days and observe the team as you interact each day. Note the positive performance and indicate verbal recognition of such. Note performance that facilitated coaching moments. Schedule a check back date for follow up and track results.

Day	Observation	Team Member	Coaching Moment	Check Back Date	Result
1					
2					
3					
4					
5					
6					
7					
8					
9					



42 Rules of Employee Engagement™:

10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					

Rule 32: Recognize Good Performance

Chart the ratio of positive to negative input/feedback over the next four weeks. Strive for a minimum ratio of 5 positives to 1 corrective coaching feedback.

Name	Positive	Corrective

At the end of each week notice the ratios. Who have you provided positive feedback to? How often? Who have you failed to give input to? Why? Where do you need to adjust the ratio? What are the results when you achieve a 5 to 1 ratio?



Rule 33: Problem Solving is a Team Sport

Step One: Define the Problem

Use brainstorming technique to identify every possible cause. Choose a problem definition that seems most likely after your research and analysis.

Step Two: Gather Facts and Data

Find others who have successfully solved such a problem. How was this accomplished.

Step Three: Brainstorm Solutions

List as many solutions you can- use the brainstorming rules.

Step Four: Pick the Best Solution

Step Five: Implement

Create a plan to implement the solution

Step Six: Evaluate

Define the criteria for success

After Action: Compare this results of such process to problem solving that just sort of happens, or when you just make the call. How does using a process pay off for the team? Compare the approaches for results.



Rule 34: Help your Team Accept Change

Vision:

Define your vision for the change. What will the new way look like?
How will you communicate the vision? How will you market the vision?

Skill:

What new skills or behaviors will be needed to fully implement the vision?

Incentives:

How will the team benefit from the new vision/approach/change? How will the customers benefit?

Resources:

What new tools or training will be needed to fully equip the team for success?

Action Plan:

Draft an implementation plan with the team.



Rule 35: He Who has the Gold Rules

List how you and each member of your team wants to be treated. Note if the need is generally met on the team. Discuss ways the team can meet more of these needs.

Name:	Needs	Met	Unmet



Rule 36: Build Acceptance, Reject Prejudice

Brainstorm the ways your team is “the same”. What goals does the team share? Personally? Professionally? What else does the team have in common? To find common connections between members of the team use the following game. Each team member is to find three things they have in common with every other team member. These must be beyond physical characteristics or gender differences. For each person, these similarities need to include 3 new things. An item cannot be repeated from one person to the next. When everyone has completed this activity, find a way for the team to celebrate these common bonds and share what has been learned.

Name:	One	Two	Three



Rule 37: Honesty is Always the Best Policy

Do an audit of your personal and team's integrity. Examine the following areas together and see if improvements or adjustments are needed.

Customer Promises:

Do we keep them? Can we keep them?

Guarantee/Return Policy:

Quality Promises:

Mission/Visions Promises:

Marketing/Selling Promise:

Promises to each other (real & implied):



Rule 38: Give it Your All

Make a list of you and your team’s talents. Estimate the percentage of each of these gifts/strengths you “give” to the job. What can you “give” more of and where else can you apply these talents? What talents would your team members like to offer that are underutilized? Help each other identify talents that members may have blind spots about or be timid in coming forth and discussing. Be sure to share examples of where these talents have been observed.

Name:	Key Talents	% use	Where using?



Rule 39: Know What you Want

Work with your team to answer each of these questions.

Our organization's mission/purpose is? (in your own words)

Our team's mission/purpose is? (in your own words)

My personal mission/purpose is?

My goals are?



Rule 41: Ask, Don't Tell

Make a list of last week's teachable moments and reflect on how many you actually responded to in some way versus how many you ignored. Then do an honest self assessment. Did you ask or did you tell- what was the coaching approach you integrated?

Teachable Moments	Responded: Yes- No	Ask/Tell



Rule 42: These are my Rules, What are Yours?

Discuss with your team. What do they want/need to be more fully engaged?



Rule 40: Engaged Teams Get the Facts

Use the 5 Why's approach to improve your team's innovation process. Albert Einstein is quoted as saying "the important thing is not to stop questioning".

Using the relay method for solving problems or coming up with innovative products and services is powerful (Creator → Advancer → Refiner → Executor) but can backfire if any step is missed or not given the attention it needs. So, before executing a plan, or launching a new product or service, add the 5 Why's to the process either before the ideation step or during the refining step to make sure your team has the facts.

State the initial problem or the idea being advanced:
Ask "why" the problem arose or "why" the idea is the best of those proposed. After each response ask "why" again, going deeper into the problem or idea.
1. Why?
2. Why? (in response to the first answer to why)
3. Why? (in response to the second answer to why)
4. Why? (in response to the third answer to why)
5. Why? (in response to the fourth answer to why)

