



January 2016

Volume 22, Number 1

Happy 2016! Per our tradition, Joe and I are spending the week updating our strategic plans. We review the past year's metrics while noting our accomplishments and things we would have done differently. We also reflect on the upcoming years – the opportunities and our threats/limitations to our businesses. You can take a look at the process we use each year [here](#) and [here](#) as well as how to turn it [into a Daily Useful Living One-Page Plan](#).

As we go through this period of reflection, we just wanted to let you know how much we appreciate your readership and all the support you have given us in the last year. AND we are wishing you a wildly successful 2016!

Kristin

IN THIS MONTH'S **ISSUE**

- ◆ [Team Building Activity: Test for Consensus: A Straw Poll](#)
- ◆ [6 Negative Management Styles of New Managers](#)
- ◆ [How to Prepare to be a Brilliant Panelist](#)
- ◆ [From the Bookshelf: 501 Ways to Roll Out the Red Carpet for Your Customers](#)
- ◆ [Upcoming Webinar: Building an Emotionally Intelligent Team](#)
- ◆ [Contact](#) Kristin

TEAM BUILDING ACTIVITY: TEST FOR CONSENSUS: A STRAW POLL

This is a great team activity which allows the team to see what it thinks of a decision, without actually agreeing on the final outcome. It works with any size group and requires about 10 minutes. You will need a prepared easel chart with a "5L" scale and one removable colored dot for each team member.

Assemble the team members in a space large enough for each person to see the others and the easel. When aiming for consensus, take a "straw poll" of the team's energy and commitment to a specific outcome using this fun and simple tool.

First, ensure a complete understanding of the straw poll issue. Clarify any lingering questions the team may have.

Then have each person take one colored dot. (Note: you may "stratify" the team by giving different colored dots to distinct groups.)

Draw the "5L" scale on the easel chart. Walk through the definitions of each "L" and ask team members to silently vote on what they think of the solution:

- "You **loathe** it or hate it.

- You will **lament** it and moan about it in the parking lot.
- You can **live** with it.
- You **like** it.
- You really **love** it.”

Ask the team members to place their colored dot on the item, so that they are building a bar chart. After all have placed their dots on the easel chart, step back and evaluate.

Debrief and Summarize

Based on the results of the straw poll, see if the team agrees there is consensus. Consensus is that all votes are at least a “live with” or better.

In the event there are votes that are “loathe,” “lament,” or just a few “live with,” ask the team why someone voted that way. Be careful not to pick on a specific person, but get the team’s feedback on why there isn’t consensus.

Integrate the new feedback and build a better solution.

6 NEGATIVE MANAGEMENT STYLES OF NEW MANAGERS

- by Joe Sherren

In my interviews with leaders, I often hear that managing people is one of their hardest jobs. They report working more overtime without pay, while employees with fewer responsibilities are making more money. They resent the extra paperwork and having to “babysit” disengaged employees.

This usually happens when great employees are promoted into management positions with no leadership skills training. Their resentment causes them to question their decision to even become a manager and consider requesting a reassignment back to a staff position.

Without proper coaching, mentoring or supervisory training, new managers will take on one of the six negative management types:

- 1) **I Call the Shots:** This style is characteristic of technical professionals who become supervisors of other technical experts, yet are reluctant to give up their own expertise. For example, a salesperson who is promoted to sales manager and yet still loves to sell themselves, or an engineer who meddles in technical engineering projects. These leaders often project that “no one can do things as well as I can,” which becomes a self-fulfilling prophecy. They will often say “let me show you how” or “it is quicker just to do it myself,” which boosts short-term productivity, but long-term proficiency and employee development will suffer.
- 2) **Good Guy/Bad Guy:** When interviewing managers with this profile, they are more relationship-oriented. They talk about employees as either ‘good guys’ or ‘bad guys’. They are either ‘with me’ or ‘against me.’ They project an ‘I like you’ or ‘I don’t like you’ attitude. Bad employees are seen as unreliable, irresponsible, and the only way to get anything out of them is to closely supervise them, resulting in a micro-management style.
This style is often seen with managers who have been promoted into a role where they do not have the technical skills nor experience so they rely more on building relationships as a strategy to productivity.
- 3) **Play it Safe:** Many management books preach that you should ‘be an inspiring leader’ or try to ‘catch your employee doing something right.’ Managers who adopt this style are effective with moderately competent individuals or staff in very ‘people-oriented’ organizations such as social services, or health care. It’s

'safe' because this style of manager never really makes the hard calls, gives tough feedback or holds people accountable.

- 4) **I'm OK, You're OK:** This management style of assuming that everything is OK is effective with highly competent employees and those who need very little direction. However, this hands-off style will not work with inexperienced employees who require more direction or with previously competent employees whose performance has regressed.
- 5) **I Trust You or I Don't:** Some managers do not feel in control unless they are providing direction or developing personal relationships. This manager rarely finds a person they trust, and when they finally let go, the employee often feels abandoned and will experience performance issues because they are familiar with receiving guidance.
- 6) **Sink or Swim:** This manager views their staff as 'competent' or 'not competent'. If they think you are competent, you will be left alone. But, if you are incompetent, they will ride you and closely supervise everything you do. While this style is effective at getting new employees up and productive quickly, and solving an urgent crisis, it doesn't enable healthy employee growth and development.

My question for managers this week: "Are you able to adjust from your conditioned style of coaching to be more effective with all levels of employees"?

HOW TO PREPARE TO BE A BRILLIANT PANELIST

You just agreed to be a panelist at your organization's annual meeting and you are wondering, "What was I thinking?" Perhaps you said yes because this will be good visibility for you and your company. Or you're a well-respected leader and/or supporter of the organization. Or you are a sponsor and a seat on a panel is part of the sponsorship package.

Whatever the reason, it is your responsibility to do your homework and deliver some amazing value and insights for the audience. You can't just show up and expect miracles to happen. You have to put a little bit of thought and rumination into it before you show up. (I crassly call this "show up and throw up!" You don't want to do that either).

Have a chat with the meeting chair, planner and/or panel moderator to discuss the items [on this checklist](#) so that you can be brilliant on the panel.

As you get closer to the actual date, the panel moderator will probably reach out to you either by phone or email to confirm some of the above details. This is a good time to check in with the moderator on the style and flow, check out a few of the questions he or she might ask and to fine-tune as needed.

As a panelist, when you prepare well, you'll be brilliant during the panel discussion!

FROM THE BOOKSHELF: 501 Ways to Roll Out the Red Carpet for Your Customers

By Donna Cutting

Everywhere I turn, I keep hearing about how important the customer experience is in differentiating your product or service from the pack. Well, how do you do that? In my latest book on my bookshelf, [501 Ways to Roll Out the Red Carpet For Your Customers](#), author Donna Cutting shares LOTS of practical ideas based on real life examples. As I was reading this book, chock-full of client stories, I kept highlighting and dog-earring ideas that I thought might work in MY business! After a bit of brainstorming with my team, we've identified two significant actions that will really surprise and delight our clients - and a handful of other

possibilities to implement in the future.

I suggest you have your team read this book and then come prepared to share *their* ideas on how to improve the customer journey!

UPCOMING WEBINAR/VIRTUAL PANEL

Building an Emotionally Intelligent Team

Thursday, March 24, 2016

Team emotional intelligence is more complicated than individual emotional intelligence because teams interact at more levels. You may have a team with emotionally intelligent members – but that does not necessarily make for an emotionally intelligent group.

In this virtual panel webinar, professional panel moderator and team expert, Kristin Arnold, along with [Scott Halford](#), an expert in emotional intelligence, and communications skills expert [Pamela Jett](#), will discuss what it takes to build an emotionally intelligent team.

If you have a good team and want to take them to greatness, then this webinar is for you!

Register here today at www.ExtraordinaryTeam.com/webinar-series/

©2015 Quality Process Consultants, Inc. | The Extraordinary Team | All Rights Reserved

USA: 11890 East Juan Tabo Road | Scottsdale, AZ 85255 | 480.502.2100

Canada: 268 Campbell's Way | Cape Traverse, PE COB 1X0 | 905.868.8492

U.S. & Canada Toll Free: 1.800.589.4733

www.ExtraordinaryTeam.com