



Building a High Performing Team

CULTURE, MISSION, AND VISION

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Hiring/onboarding

- ▶ Recruiting
- ▶ Meet and Greets (site tour)
- ▶ Job Posting
- ▶ Interview Process (team decision)
- ▶ Explain District belief statement and culture
- ▶ Onboarding and Training (assume they do not know a lot)

Recruiting

- ▶ Advertising
- ▶ Internally
- ▶ 24/7 searching
- ▶ Social Media
- ▶ Word of mouth
- ▶ Student options

Meet and Greet

- ▶ Reach out to potential candidates
- ▶ Find out what they are looking for and explain your open position
- ▶ Site tours
- ▶ Share your organization culture, mission, and vision
- ▶ Determine if they are a good fit for the next step
- ▶ Give them your business card

Job Posting

- ▶ Post on WECAN
- ▶ Provide as many details as possible
- ▶ Advertise if needed
- ▶ Reach out to potential internal candidates

Interview Process

- ▶ Determine interview team
- ▶ Determine question set specific to need
- ▶ Get HR approval
- ▶ Set up interview schedule with candidates
- ▶ Rank candidates
- ▶ Perform Plus/Delta
- ▶ Select preferred candidate
- ▶ Work with HR on the process on onboarding
 - ▶ Physical and drug test
 - ▶ Reference checks

District Belief Statement and Culture

- ▶ Explain your district's belief and mission statement
- ▶ Discuss your district's culture
- ▶ Servant leadership
- ▶ Customer service and job expectations
- ▶ Share district and department past results

Onboarding and Training

- ▶ Provide on the job training by high performing employees
 - ▶ Determine who the trainer is
- ▶ Perform a 30, 60, and 90 day check ins
- ▶ Regular performance audits for feedback
- ▶ Ensure they are comfortable with job duties and expectations
- ▶ Provide regular growth and training opportunities.

Eight Steps to Performance Management

1. Will-Skill
2. Explain the Why, What, and How
3. Define Clear Expectations
4. What Does Right Look Like
5. Reward and Recognize the Right Behavior
6. Use Suggested Correction Tactics
7. Use Support - Coach – Support (SCS)
8. Low Performing Conversations (DESK)

Will-Skill

- ▶ Rank current employees in four quadrants (high, solid high, solid middle, and low performer)
- ▶ Does the employee have both, one, or none?
- ▶ One of the hardest employees to address is?
- ▶ An employee with the skill and not the will is not considered a high performer.
- ▶ An employee with both the will and skill is a person you should invest in.

Explain the Why, What, and How

- ▶ Why needs to be first
- ▶ Even if you are making a change for the better, explain the why to everyone
- ▶ Change for the better can cause tension and anxiety

Define Expectations

- ▶ Train, coach, and develop your workers
- ▶ Give them clearly defined expectations and continuous feedback
- ▶ This will help them to succeed
- ▶ Utilize the check-in system on a regular basis (30, 60, 90)

What Does Right Look Like

- ▶ Give the employee examples of what right looks like
- ▶ Assume they know nothing
- ▶ Allow for regular feedback during this process

Reward and Recognize Right Behavior

- ▶ These are the high or solid performers doing good work
- ▶ You should engage the high performers by thanking them and giving them opportunities to grow
- ▶ Shout outs
- ▶ High performers leave because of their leaders or lack of opportunities.
- ▶ Odds of replacing a high performer are about 1 out of 6.

Use Correction Tactics: SCS

- ▶ Examples are:
- ▶ I know you want to be successful.....
- ▶ I need your help
- ▶ How can I help you
- ▶ I may not have explained this correctly or let me try again

Low Performing Conversations (DESK)

- ▶ D = Describe what has been observed
- ▶ E = Evaluate your thoughts
- ▶ S = Show what needs to be done
- ▶ K = Know consequences of low performance. It might be a performance plan or not a good fit.
- ▶ Do not focus on any positive feedback at this point.
- ▶ Keep emotion out, stick to the facts and data.

Conclusion for Performance Management

- ▶ It is all about performance and attitude
- ▶ You need 100% people on board for this to work
- ▶ Do not spend a lot of time on low performers. Move them up or out
- ▶ High Performers need to be engaged, supported, and have opportunities for growth – Adult Learning Framework
- ▶ Find out the real “What” drives your employees and what is important to them.
- ▶ Flexibility is important to your workers

Succession Planning

- ▶ Identify key positions that need a plan for replacement or coverage
- ▶ Identify potential candidates: both internal and external
- ▶ Determine what skills and knowledge is needed for position
- ▶ Map out a plan for internal candidates: adult learning framework
- ▶ Provide a year at a glance for all key positions
- ▶ Provide cross training and job shadowing

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Reference

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