

# How To Care For a Three-Legged Dog:

Lessons on Imperfect Employees, Imperfect Organizations,  
and the Quest For a Coaching Culture



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214/363-6780*

# 1 Objective

Learn the Elements For Changing Your Culture  
or,  
How to create team strengths out of limitations

# Outline

- o Barking Up The Wrong Tree
- o The Real Tasks of Management
- o What Is The Function/Role To Be Filled?
  - o Understanding the Roles
  - o What We Can Learn From The Iditarod
- o Creating the ~~Perfect~~ Effective Team
- o What's The Problem With Performance Appraisals?
- o Coaching Culture

# We Have 4 Problems

1. We are looking for perfect managers/supervisors
  - a) Thus, we are not balanced
  - b) 80-85% of municipal staff are C-S personality styles
2. We focus on individual performance more than team performance
3. We continue to use a method that does not work  
...many of you will agree when I tell you
4. Although we are trying hard, we are not achieving the work culture we would really like to create

# Universal Truths!

- o The Perfect Manager Does Not Exist
- o Imperfection Does Not Mean Handicapped
- o Individuals Do Not An Organization Make
- o A Bunch of Us Is a Lot Smarter Than Any One of Us

# Humans & Perhaps Some Dogs Want?

5 Things / Motivation 101

- Autonomy: We want control over our work (Including A Voice)
- Mastery: We want to get better at what we do
- Purpose: We want to be part of something that is bigger than we are
- Good Relationship W/Immediate Supervisor
- Regular, Constructive Coaching

# Old Notion of the Ideal Manager

Barking Up the Wrong Tree

- o Knowledgeable
- o Achievement-oriented
- o Detail-oriented
- o Systematic
- o Efficiency-oriented
- o Organized
- o Logical & linear thinker
- o Charismatic
- o Visionary
- o Risk-taker
- o Change-oriented
- o Sensitive to people and their needs
- o She/He will lead us in the charge up the hill!

# The Real Tasks of Management

**P**roducing (What)

**A**dministrating (How)

**E**ntrepreneuring (When)

**I**ntegrating (Who)



## C Style

Logical,  
careful  
Formal, disciplined  
Precise, follows rules

Withdrawn, shy  
Does not express opinions  
Gets stuck in details  
Does not take risks

Decisive, tough  
Strong-willed  
Competitive, demanding  
Independent, self-confident

## D Style

Aggressive, blunt  
Self-centered, overbearing  
Exceeds authority

## S Style

Calm,  
steady  
Careful, patient  
Good listener, modest  
Trustworthy

Resists new ideas  
Does not express  
Does not seek change  
Stubborn

Talkative, open, sociable  
Enthusiastic, energetic  
Persuasive

## I Style

Flamboyant, frantic  
Careless, indiscreet  
Excitable, hasty  
Loses sense of time

C Style

Logical,  
careful

Formal, disciplined  
Precise, follows rules

Withdrawn, shy  
Does not express opinions  
Gets stuck in details  
Does not take risks

Fulfills the Administrator Role/Function

Decisive, tough  
Strong-willed  
Competitive, demanding  
Independent, self-confident

D Style

Aggressive, blunt  
Self-centered, overbearing  
Exceeds authority

Fulfills the Producer Role/Function

S Style

Calm,  
steady

Careful, patient  
Good listener, modest  
Trustworthy

Resists new ideas  
Does not express  
Does not seek change  
Stubborn

Fulfills the Integrating Role/Function

Talkative, open, sociable  
Enthusiastic, energetic  
Persuasive

I Style

Flamboyant, frantic  
Careless, indiscreet  
Excitable, hasty  
Loses sense of time

Fulfills the Entrepreneuring  
Role/Function

C Style

Logical,  
careful

Formal, disciplined  
Precise, follows rules

Withdrawn, shy  
Does not express opinions  
Gets stuck in details  
Does not take risks

< If Inflexible: **Bureaucrat**

S Style

Calm,  
steady

Careful, patient  
Good listener, modest  
Trustworthy

Resists new ideas, Stubborn  
Does not express  
Does not seek change

If Inflexible: **Super-Follower**



Decisive, tough  
Strong-willed  
Competitive, demanding  
Independent, self-confident

Aggressive, blunt  
Self-centered, overbearing  
Exceeds authority

If Inflexible: **Lonely Wolf** >

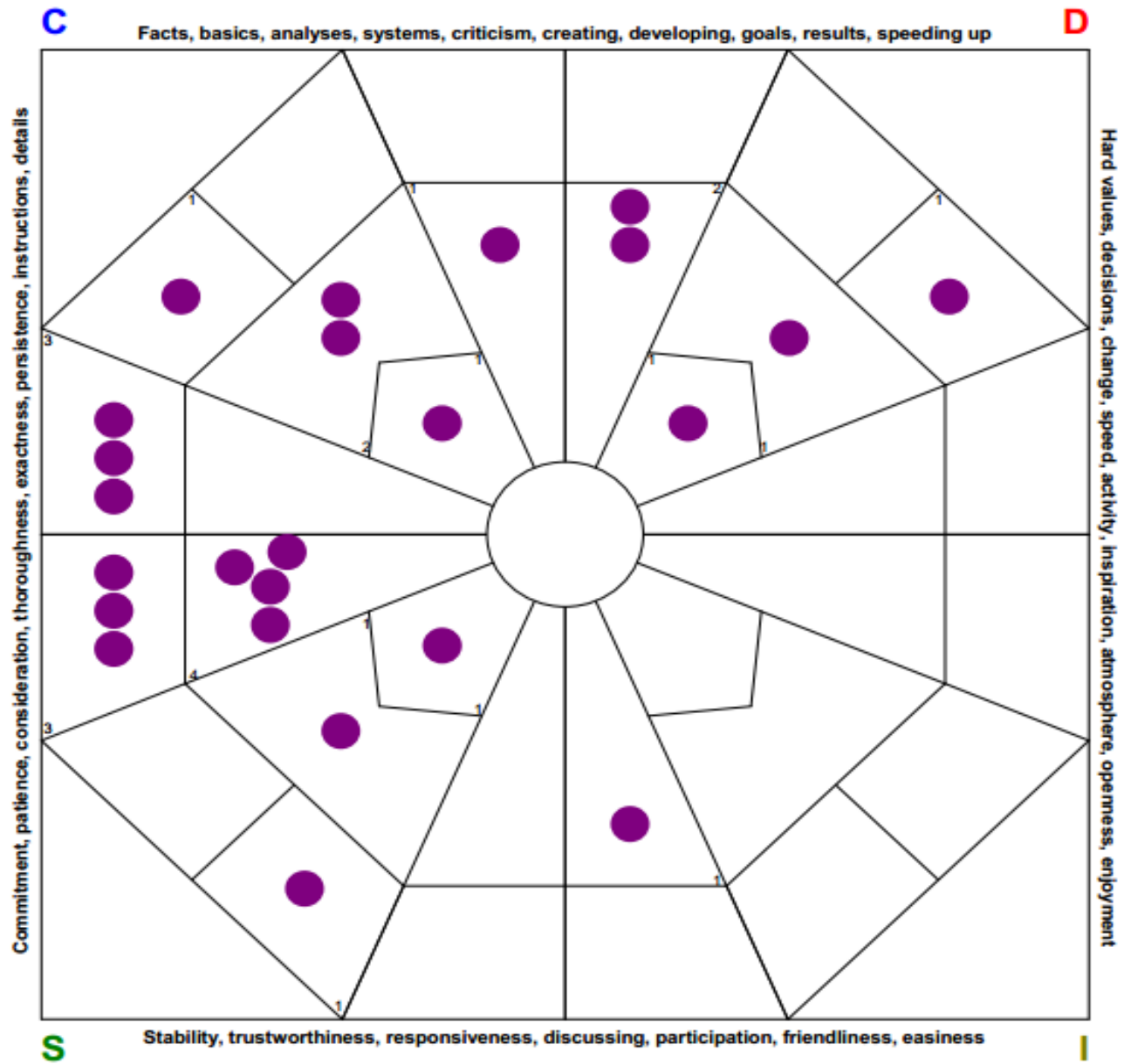
Talkative, open, sociable  
Enthusiastic, energetic  
Persuasive

Flamboyant, frantic  
Careless, indiscreet  
Excitable, hasty  
Loses sense of time

If Inflexible: **Arsonist**

D Style

I Style



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# What We Can Learn From the Iditarod

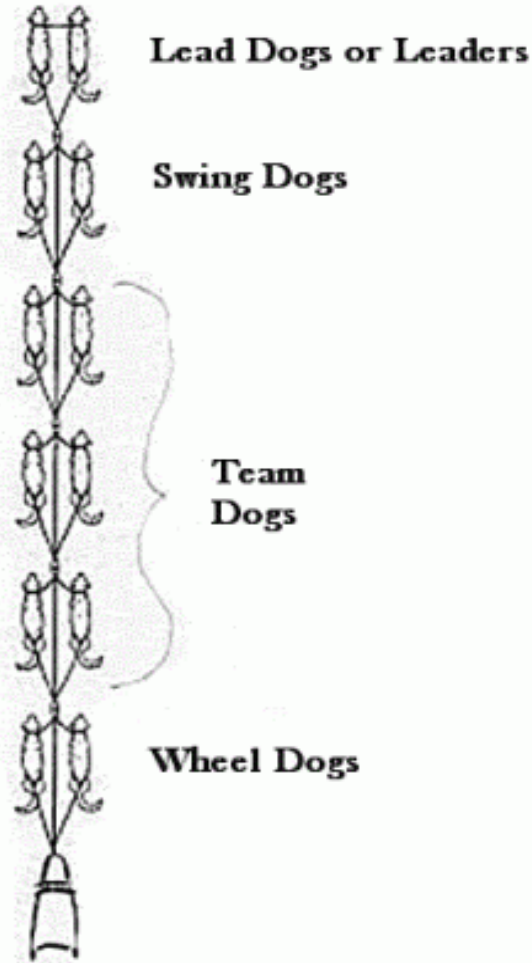


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# Dogs Have Sled Positions & Role Functions



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# Building the ~~Perfect~~ Effective Team

Training Objectives:

1. Complementarity
2. Flexibility
3. Constructive Conflict

# The Intent of Performance Appraisals



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# But The Problem With Performance Appraisals

- o A forced process, not voluntary
- o A judgment of limitations more than strengths
- o A single method for conveying feedback, managing performance, measuring competencies, developing employees
- o Ratings tend to cover time period, not a project
- o Judges individual performance, not team or organization
- o Ratings are not motivating
- o Is not objective (google "confirmation bias")

# Creating a Coaching Culture

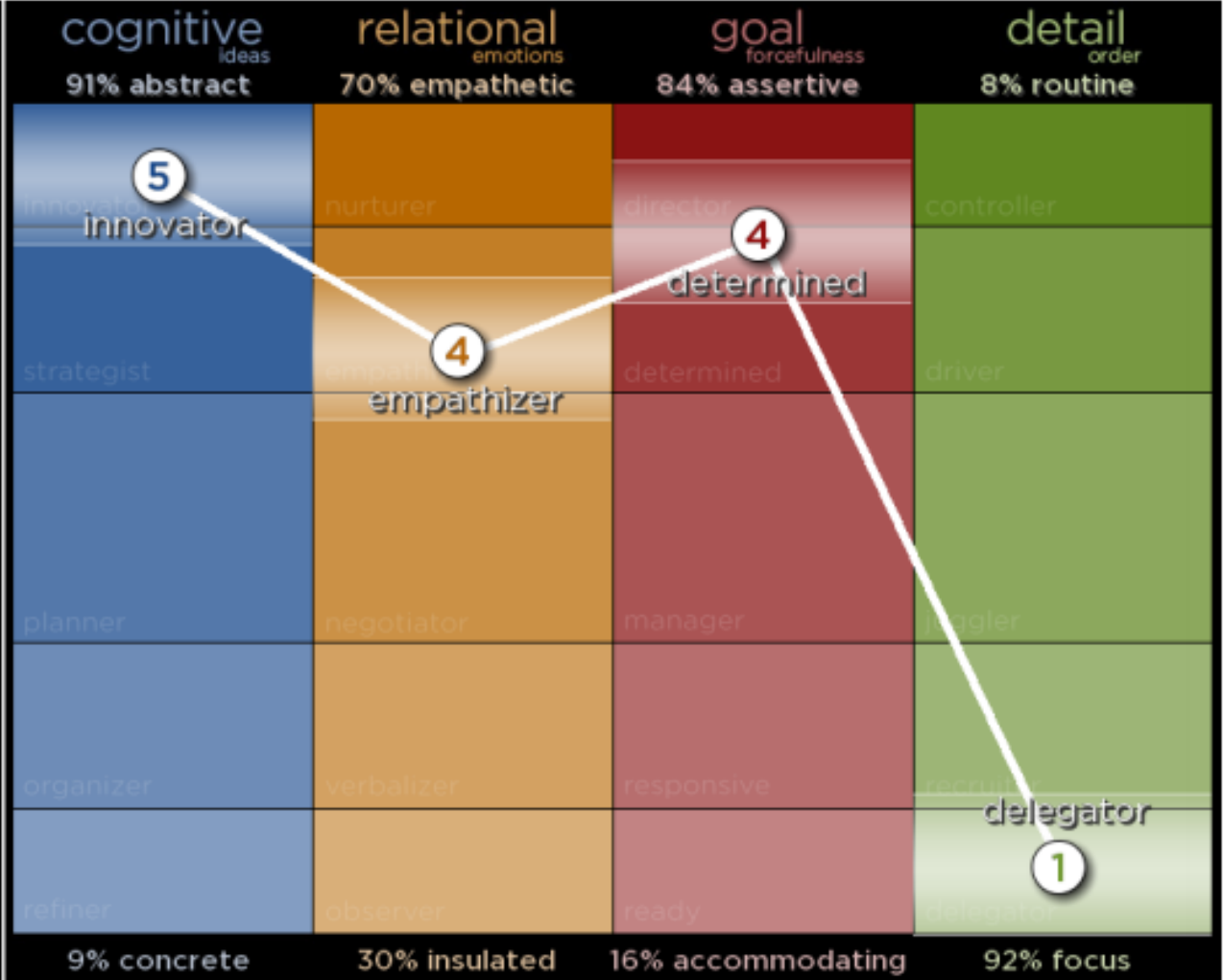
Elements Toward The Real Goal

- Assessments
  - Finding Strengths
  - Job fit Assignments
- Feed-Forward (Voluntary)
- Action Learning Processes
  - Team's Responsibility to Solve
- Constructive Conflict Training
- Ongoing Development in Mentoring Skills

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## Persuader

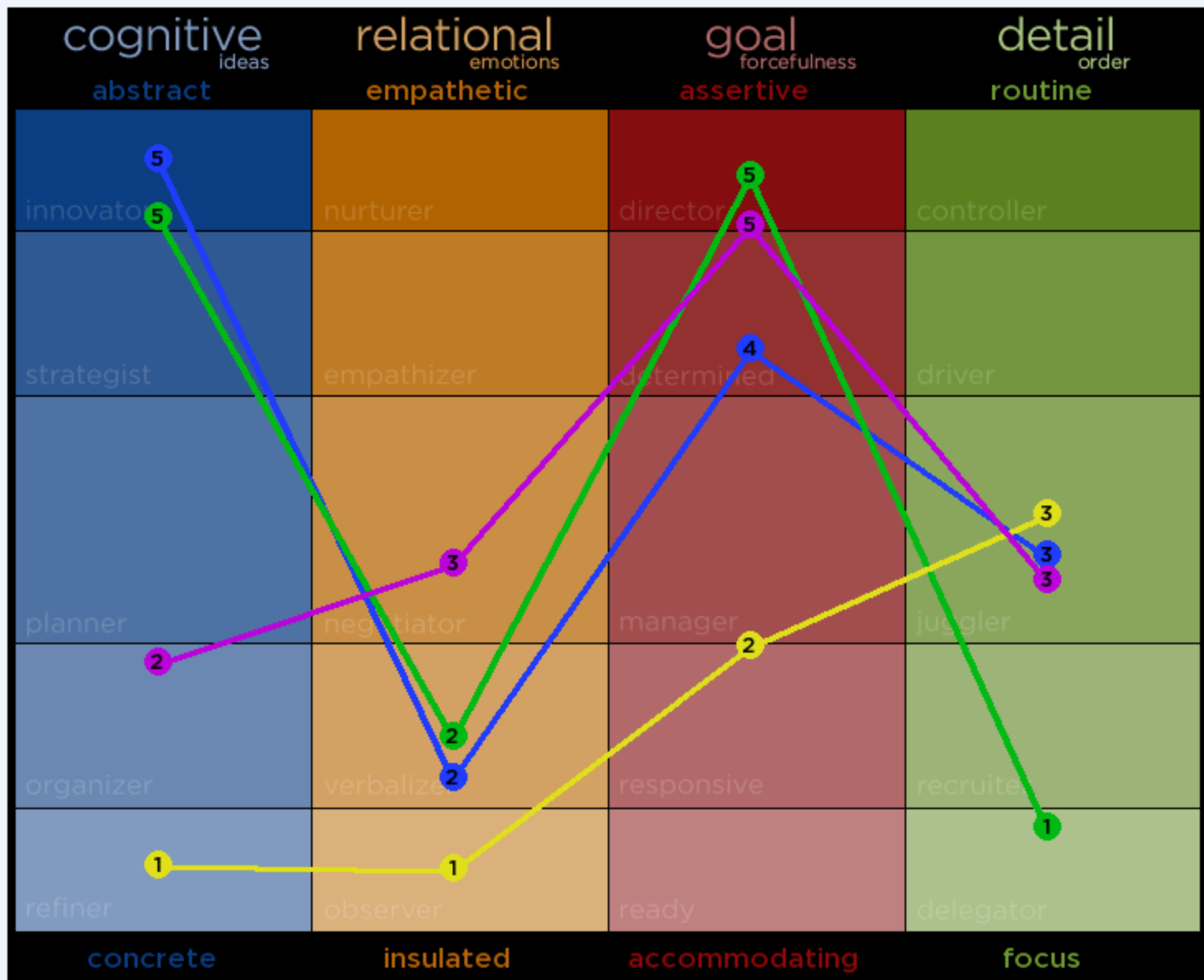
Persuaders are friendly and lots of fun. They influence others through outgoing personalities that relate well to the needs of other people. They are good at developing loyalty in other people and then selling their ideas to meet the needs of the other person. They are enthusiastic and value their ability to verbalize ideas. They evaluate others by how effectively they can verbalize. Persuaders are ones who sell ideas as a lifestyle. They are charming, and at times impetuous. They like a good deal of variety and will not tolerate tight reporting structures, which are viewed as too controlling and oppressive. They do well at creating enthusiasm in the group for ideas that need to be implemented. They can overestimate their ability to influence others and can be too optimistic about the accomplishment of a task. They can also jump to conclusions before obtaining all the facts. Often, they will try to commit to too many activities and, as a result, be spread too thin. They then may react to the pressure by trying to do it all in a mediocre way rather than dropping some of the activities. They have a hard time saying "no". Persuaders are a great asset to any group because of their enthusiasm. They will function best in an environment where they have the freedom to select their own projects and then deadlines are given to them for the accomplishment of these projects. They respond well to deadlines and need them in order to be most effective.



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