



BUILDING A HIGH PERFORMANCE CULTURE

Greg Thompson

*Independent consultant and
Senior Advisor for Century
Equity Partners*

John Colis

*President and CEO of Euclid
Insurance Services, Inc.*

WHAT DRIVES RESULTS?

- One asset above all drives performance
- Importance of your #1 asset!
- So how do you find, select and cultivate the best people?
- Our favorite saying in my CEO Group

ELEMENTS OF A SUCCESSFUL SELECTION PROCESS

- **Testing - Aptitude and Personality Testing**
- **Benchmarking aptitude according to position**
- **Profiling Personality according to position**
- **EXAMPLE: Testing High “D” in Briggs Myers personality test when applying for support position**
- **Testing: Just one tool among others**

ELEMENTS OF A
SUCCESSFUL
SELECTION
PROCESS
CONTINUED

- What questions to ask in an interview?
- A favorite question
- Importance of letting the candidate do most of the talking
- Multiple interviewers with different roles
- **EXAMPLE:**
 - CEO: Mission and Strategy
 - Supervisor: Role and Expectations
 - Peer in a similar position: What the job looks like
- **REMEMBER:** Interviewee is always going to put best foot forward



ELEMENTS OF A
SUCCESSFUL
SELECTION
PROCESS
CONTINUED

- When to use an industrial psychologist
- Selecting an industrial psychologist
- One example of how an industrial psychologist can be beneficial

ELEMENTS OF A
SUCCESSFUL
SELECTION
PROCESS
CONTINUED

- Other Due diligence on candidates
- Green flags
- Red flags
- Importance of personal life
- Important: You are hiring a person, not a resume.
- Story of a successful hire
- Story of a disastrous hire

A large red speech bubble graphic with a white outline, containing the text 'RECRUITING TALENT'. The bubble has a tail pointing downwards and to the right. The background of the slide features several curved, concentric lines in shades of gray, some solid and some dashed, creating a sense of motion or a circular path.

RECRUITING TALENT

- Always, always be in recruiting mode
- Importance of networking
- Take the long view: Be persistent
- When and how to use recruiters
- Engage staff as recruiters

BECOMING AN EMPLOYER OF CHOICE

- **Good Benefits often attract the right people**
- **Treating people like people**
- **Encouraging employee charitable and social activities**
- **Special events that build internal relationships**
- **The power of private and public recognition**

**BECOMING AN
EMPLOYER OF
CHOICE**
CONTINUED

- Importance of Quality of Life issues
- Market Compensation
- Profit Sharing
- Special Equity participation for key staff

SETTING GOALS: JOB REQUIREMENTS

- Describe job responsibilities
- Describe outcomes, i.e. maintain an audit score of “x”
- Describe timing, i.e. quote renewals within “x” days of expiration
- Caveat: Scope of job subject to change

SETTING GOALS: ONE-ON ONE MEETINGS

- **Meet regularly with direct reports: monthly is typical**
- **Compare performance versus expectations**
- **Expectations: Formal job responsibilities and ongoing requirements**
- **Point out where expectations were exceeded as well as those not met**
- **Addressing unfulfilled expectations: What needs to change?**

SETTING GOALS: ONE-ON-ONE MEETINGS

CONTINUED

- Review new projects and/or goals
- Prioritize the most important outstanding tasks
- Listen carefully to feedback
- Offer support and resources where reasonable
- Agree upon specific goals to be accomplished and put in writing
- Balancing long-term versus short term goals/deadlines

ANNUAL REVIEWS

- Many formats but will focus on a few principles
- Element of self review to be submitted to Manager
- Manager: Accomplishments and opportunities for improvement versus goal(s)
- Face-to-Face meeting with direct report
- Agreement upon goals for next year
- Written documentation acknowledged by direct report

MANAGING EXPECTATIONS

- Begins in the interview process: possibilities versus probabilities
- Promotable versus non-promotable staff
- Communicating requirements to be “promotion eligible”
- Establishing a track record of internal promotion
- Growth creates opportunity
- Education and Training: Improves personal fulfillment
- Managing the Job Opening Process

OBTAINING HONEST, ACTIONABLE FEEDBACK

- Importance of active and non-judgmental listening
- Reward constructive feedback with recognition
- Feedback from staff group meetings
- Use Engagement Surveys to gauge staff commitment
- Importance of Anonymity in the survey process
- Advertise Initiatives stemming from personal or group staff feedback

REGULAR AND CONSISTENT COMMUNICATION

- Be as transparent as you can in good times and bad: The Breakroom Story
- Sharing Company Performance vs. Goal Reports on Monthly basis
- Quarterly or Bi-Annual "State of the Union" Staff Meetings
- Special Meetings to address emergency issues
- REMEMBER: People tend assume the worst

LEADERSHIP PITFALLS

- Endless tolerance of your non-performers kills morale
- Why is it hard to eliminate the “destroyer employee”
- If a fired employee is surprised, then you have failed
- Don’t make decisions when you are upset; sleep on it
- Avoid instant admiration of that new and shiny object: your newest hire!
- Micro management and dumping tasks on people can both be very dangerous



A FEW
PRINCIPLES TO
TAKE HOME

- Hire and keep the best.
- Give a lot and expect a lot.
- You need their feedback and they certainly need yours.
- You can't communicate too much.



Q&A