

THE SCIENCE OF HIGH PERFORMANCE

Manager's guide

Managing and motivating a superior staff with the
Thomas Human Resources Management System



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There are many ancient formulas for leadership success handed down through history. They can be summarised as follows:

CLEAR INTENTION: You must know what your purpose is and persist in its pursuit.

SKILL: You must have good methods and be skilled in their use.

AFFIRMATION: Your task must have integrity. It must not clash with fundamental values and it needs support from the group and from your own heart.

As managers and leaders we need a new set of leadership competencies to help us build successful organisations. It is not that we need to discard what we already know to be successful but that we rediscover and deepen our understanding of these "new" insights for success.

Peter Scholtes, in his book *The Leaders Handbook*, has identified six new leadership competencies:

- 1) The ability to think in terms of systems and knowing how to lead systems.
- 2) The ability to understand the variability of work in planning and problem solving.
- 3) Understand how we learn, develop and improve, and leading true learning and improvement.
- 4) Understanding people and why they behave as they do.
- 5) Understanding the interdependence and interaction between systems, variation, learning and human behaviour. Knowing how each affects the others.
- 6) Giving vision, meaning, direction and focus to the organisation.

'Life is either a daring adventure or nothing'

Helen Keller

The Thomas systems, if used wisely and responsibly, will provide the manager with new and deeper insights into understanding people and how to hone their own skills to master communication. The following pages are a guide to help managers understand people and why they behave as they do. The *Personal Profile Analysis* will provide a detailed behavioural assessment on each employee and when used with the simple insights in this guide, can become a powerful tool to help create extraordinary results.

The First Step: "Know thyself"

Before you embark on an exercise of contemplating how to manage your staff with some of the insights and methods described in this guide, complete your own *Personal Profile Analysis*. Spend as much time as you can analysing its relevance to your role as a leader and use the insights it provides to stimulate your thinking as to how YOU can make a difference to each of your employees.

TIP: When using this guide, have on hand a completed *Personal Profile Analysis* of your employee or each member of your team. Make sure that you have read the profile of each person and that you understand the contents. Remember that the profile does not measure the total person. There are no wrong or right profiles, no passes or fails. Each member of your staff has a value to your organisation and it is your responsibility to lead, teach and guide.

We hope you will find this guide useful. Should you have any questions, please feel free to call one of our support team members at Thomas International **01628 475366** or browse our web site at www.thomasinternational.net

'There is no wisdom like frankness'

Benjamin Disraeli

Values To The Organisation

Identify those characteristics D, I, S and C that are High (above the centre line) on the Graph III profile and use the chart below to learn more about behavioural values to the organisation.

High D	High I	High S	High C
<p>Drive to accomplish results in spite of opposition or antagonistic circumstances</p> <ul style="list-style-type: none"> • Getting results • Expediting action • Challenging self and others • Making decisions • Questioning the status quo 	<p>Influencing of people to act positively and favourably</p> <ul style="list-style-type: none"> • Motivating people to act • Generating enthusiasm • Cultivating relationships • Making favourable impressions • Radiating optimism 	<p>Steadiness in performing work to consistently produce in a predictable manner</p> <ul style="list-style-type: none"> • Developing specialist skills • Concentrating on the job at hand • Completing work thoroughly • Maintaining consistency • Persistence 	<p>Compliance with policy and standards to avoid error, conflict and danger</p> <ul style="list-style-type: none"> • Concentrating on detail • Enforcing quality and directives • Monitoring and controlling • Improving quality and standards • Fact finding and assessing risk

Modifying To Manage

The guidelines on behaviour modification on the following pages demonstrate that in order to gain commitment and maximise performance, managers must adapt and vary their behavioural style towards that of the people whom they manage. Successful leaders constantly modify their own behaviour in order to get the best from others. However, most managers find it difficult initially to act in different ways with different people.

High D managers tend to make quick decisions without consultation or concern for their impact on others. This attitude may bring FAILURE. **The self-aware D** modifies behaviour in order to enjoy better results and maximise success.

High I managers rarely consider their impact on others. They set out to establish a personal relationship with everyone through talk, charm, eye contact and touch. This approach may bring REJECTION. **The disciplined I** modifies behaviour in order to gain respect as a leader.

High S managers tend to value convention and consistency even when they may be inappropriate. This procedural approach may cause others to challenge the status quo and produce INSECURITY. **The confident S** modifies behaviour once he or she has the skills and competence to do so, in order to create a stable framework for professional performance.

High C managers tend to be somewhat rigid in their approach to others, expecting everyone to be as detailed and logical as they are. This approach may generate CONFLICT. **The enlightened C** modifies behaviour in order to ensure that individuals have the flexibility to achieve optimum performance in their own way.

The golden rule, "Do as you would be done by", has been superseded by the new platinum rule, "Do as THEY would be done by". Thomas believes that if we are to get the best from individuals who work for us, then we must understand how they behave and adapt our behaviour accordingly. Only in this way can we hope to optimise their performance by motivating them so as to avoid triggering their basic fears.

'One person with passion is better than forty people merely interested'

E.M. Forster

Observable Behaviour And Modification

Identify the behavioural preferences of another individual and then use the do's and don'ts to modify your behaviour to respect the person's style.

	High Dominance	High Influence	High Steadiness	High Compliance
Observable behaviour	<ul style="list-style-type: none"> • Tries to take over • Will interrupt • Restless • Impatient • Points 	<ul style="list-style-type: none"> • Very enthusiastic • Friendly • Lots of hand movements • Tells stories 	<ul style="list-style-type: none"> • Good listener • Relaxed and kind • Resists change • Non-aggressive 	<ul style="list-style-type: none"> • Will write notes • Precise • Cautious in expressing feelings • Asks for information/detail
Do	<ul style="list-style-type: none"> • Let them discover things themselves • Focus on business • Argue facts not feelings • Negotiate 	<ul style="list-style-type: none"> • Talk opinions and ideas • Ask how they're feeling • Summarise in writing what is agreed • Recognise their ideas • Build relationships 	<ul style="list-style-type: none"> • Use a steady pace • Ask questions and listen • Be interested in him/her as a person • Support their ideas • Offer guarantees 	<ul style="list-style-type: none"> • Be systematic and organised • List advantages and disadvantages • Give things in writing • Provide proof
Don't	<ul style="list-style-type: none"> • Tell them what to do • Give too much detail or use too many rules • Take too long to do things 	<ul style="list-style-type: none"> • Argue • Talk facts without feelings • Allow them to lose respect or self-worth 	<ul style="list-style-type: none"> • Introduce rapid change • Change routine or environment • Rush them 	<ul style="list-style-type: none"> • Rush decisions • Make sudden changes • Leave out the details • Be too general

'Education is the ability to listen to almost anything without losing your temper or your self-confidence'

Robert Frost

Coaching And Managing

High D

The High D becomes active in situations seen as antagonistic. The basic key to their encouragement is to:

CHALLENGE THEM - Give tough assignments that will extend them. Give them a heavy workload, and then give them some more. Let them compete. Put them under pressure.

They will expect and want:

- Freedom and authority
- Power
- Material rewards
- Opportunity to grow
- Diversification
- Innovation

The **High D** works best for a direct, straightforward manager with whom they can 'level' and negotiate commitments on a person-to-person basis. There is a need to be given difficult jobs that will challenge and hold their interest.

They will need to learn that:

- Empathy is not a weakness
- Relaxation is not a crime
- Some controls are needed
- Everyone (even them) has a boss

High S

The High S remains passive in situations seen as favourable. The basic key to their encouragement is to:

APPRECIATE THEM - Give this person a stable, familiar environment. Give specialised work that requires patience and that can be done at their own pace. Give them time to prepare for change.

They will expect and want:

- Appreciation
- Sincerity
- Structure
- Recognition for loyal service
- Secure environment
- Specialisation

The **High S** works best for a relaxed, amiable manager who takes the time to be interested in them as much for themselves as for their work. They need to be given assignments requiring patience and follow-through.

They will need to learn that:

- Reassurance comes from results
- In change there is opportunity
- Friendship isn't everything
- Even friends must be disciplined

High I

The High I becomes active in situations seen as favourable. The basic key to their encouragement is to:

RECOGNISE THEM - Give this person credit within the company - and outside of it, if possible, for their accomplishments. Give 'psychic' income, the opportunity to work through and with people. Give public recognition.

They will expect and want:

- Popularity
- Prestige and title
- Group activities
- Friendly relationships
- People and more people
- Favourable working conditions

The **High I** works best for a democratic manager who is as much a friend as a manager and with whom they can associate outside of business. They need to be given assignments that involve interacting with and motivating people.

They will need to learn that:

- Time control helps
- Deadlines really are urgent
- Personal money management 'pays'
- There is such a thing as too much optimism

High C

The High C remains passive in situations seen as antagonistic. The basic key to their encouragement is to:

PROTECT THEM BY GIVING RULES - Give them systems to work to. Clearly define objectives and requirements. Give work requiring the attainment of high standards utilising logic and analytical input.

They will expect and want:

- An ordered environment
- Personal attention
- No change 'for change's sake'
- Team participation
- Reassurance
- All the facts

The **High C** works best for a supportive manager who maintains an open door policy and who is always willing and available to discuss key moves. They need to be given assignments that require precision and planning.

They will need to learn that:

- Total support is not always possible
- Deadlines must be met in spite of double-checking
- Even exact job descriptions will vary to some extent
- Thorough explanation isn't everything

For a personalised coaching assessment on each of your staff, request a 'How to manage analysis' from the software.

	D	I	S	C
Motivators	Results/Power/Challenge	Recognition (public & peer)	Security/Status Quo	Rules/Policy/Information
Works best for a manager/coach who...	<ul style="list-style-type: none"> • is direct • is straightforward • negotiates commitment 	<ul style="list-style-type: none"> • is democratic • is also a friend • recognises their worth 	<ul style="list-style-type: none"> • is relaxed • is amiable • is interested in and appreciates them 	<ul style="list-style-type: none"> • is supportive • is willing and able to discuss key moves • gives specifications and information
Expects and wants	<ol style="list-style-type: none"> 1) freedom from control, supervision, detail 2) to know the desired result 3) new and varied activities 4) to drive results and measure performance 5) to negotiate 6) to 'tell' and direct others 7) to work independently and to initiate 	<ol style="list-style-type: none"> 1) freedom of speech 2) "psychic" income 3) to interact with people and build relationships 4) opportunity to work with and through people 5) recognition of accomplishments 6) to 'sell' and lead 7) credit within the organisation 	<ol style="list-style-type: none"> 1) freedom from pressure and tight deadlines 2) a stable work environment 3) structure and procedures 4) to work as part of a team 5) specialised work requiring patience and follow-through 6) appreciation and sincerity 7) to 'listen' and be of service 	<ol style="list-style-type: none"> 1) no 'loose' or open instructions 2) systems to work to 3) clearly defined objectives and requirements 4) no change for change sake 5) work requiring specialisation and attaining high standards and precision 6) an ordered environment 7) all the facts
Their challenge in modifying their behaviour is to try to be...	<ol style="list-style-type: none"> 1) empathetic 2) consultative 3) a team player 4) more understanding of others 5) patient 6) a good listener 7) good at follow-through 	<ol style="list-style-type: none"> 1) more controlled emotionally 2) more objective 3) serious and probing 4) able to meet deadlines 5) a good listener 6) good on follow-through 	<ol style="list-style-type: none"> 1) more adaptive to change 2) faster paced 3) a juggler of many tasks 4) an initiator 5) a contributor to conversation 	<ol style="list-style-type: none"> 1) a big picture thinker 2) more independent 3) less attentive to detail when not important 4) able to short cut unnecessary detail to be more productive 5) direct in dealing with conflict