



Breaking Barriers, Building Teams

- Slides and resources: staffingworld.net/materials2018
- Hold an ASA credential? Scan your name badge before each workshop to earn CE
- Rate this session on the mobile app! Create your profile first—enter to win Staffing World 2019 registration!

American Staffing Association



Presented by
Rob Mosley,
Managing Partner

ASA American Staffing Association

Objectives



1. Lay the foundation of individual leadership / management / team best practices
2. Introduce new skills and techniques for increasing individual performance and accountability
3. Establish standards of sales performance for continuity and effectiveness across the organization
4. Integrate approaches for increasing visibility to leading indicators of results, revenue, and relationships

© 2017 Next Level Exchange - All Rights Reserved

3

Agenda NEXT LEVEL
Mastery

1. Setting Expectations
2. Building Trust
3. Mastering Conflict
4. Achieving Commitment
5. Embracing Accountability
6. Focusing on Results

© 2017 Next Level Exchange - All Rights Reserved **4**

Multiple Roles NEXT LEVEL
Mastery

Setting Expectations


© 2017 Next Level Exchange - All Rights Reserved **5**

Management/Leadership NEXT LEVEL
Mastery

Setting Expectations

Leadership
 “Great leaders discover what is universal and capitalize on it. Their job is to rally people toward a better future. Leaders can succeed only when they can cut through organizational differences and tap into the essential needs we all share.”

Management
 “The job of a manager is to turn one person’s particular talent into performance. Managers can succeed only when they can identify and deploy the differences among people, challenging each employee to excel in his or her own way.”



© 2017 Next Level Exchange - All Rights Reserved **6**

Management/Leadership



Setting Expectations

"These are complementary and often overlapping activities. Managing requires leadership skills and leading requires management skills.

Management skills will always be essential, but in responding and adapting to the changing realities of today's markets, managers and even team leaders are increasingly called upon to be leaders as well."

© 2017 Next Level Exchange - All Rights Reserved

7

ADAPTABLE TO CHANGE



Setting Expectations

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

-Charles Darwin



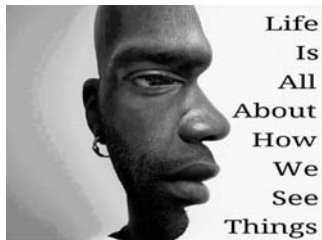
© 2017 Next Level Exchange - All Rights Reserved

8

Your Paradigm



Setting Expectations



© 2017 Next Level Exchange - All Rights Reserved

9

Video NEXT LEVEL
Mastery

Fingerprints. Snowflakes. People.

© 2017 Next Level Exchange - All Rights Reserved

Two Sides To Every Coin NEXT LEVEL
Mastery

Setting Expectations

Gets things done	Pushy, bossy
Enthusiastic	Insincere, annoying
See all points of view	Non-committal
Detail oriented	Picky, fussy

© 2017 Next Level Exchange - All Rights Reserved 11

Perception NEXT LEVEL
Mastery

Setting Expectations

- Be aware of how we are perceived by others:
 - Manager
 - Colleagues
 - Customers
- How others perceive us may not be:
 - Our reality, yet it is their reality
 - Our truth, yet it is their truth


Life
Is
All
About
How
We
See
Things

© 2017 Next Level Exchange - All Rights Reserved 12

Principle

Setting Expectations

“Knowing others is clever.
Knowing oneself is true wisdom.”
- Tao Te Ching



© 2017 Next Level Exchange - All Rights Reserved 13

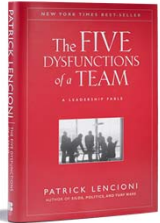
Agenda

1. Setting Expectations
2. **Building Trust**
3. Mastering Conflict
4. Achieving Commitment
5. Embracing Accountability
6. Focusing on Results

© 2017 Next Level Exchange - All Rights Reserved 14

The Five Dysfunctions of a Team

Building Trust



© 2017 Next Level Exchange - All Rights Reserved 15

The Five Dysfunctions of a Team

© 2017 Next Level Exchange - All Rights Reserved

Building Trust

16

The Economics of Trust

© 2017 Next Level Exchange - All Rights Reserved

Trust Is An Economic Metric

TRUST = BUREAUCRACY EXPENSE

Building Trust

17

The Waves of Trust

© 2017 Next Level Exchange - All Rights Reserved

Reputation { Market

Alignment { Organizational

Behavior { Relationship

Integrity { Self Trust

Building Trust

18

Building Trust NEXT LEVEL
Mastery

Building Trust

“Based on my experience working with teams during the past twenty years or so, I’ve come to the inescapable conclusion: no quality or characteristic is more important than trust.

In fact, my work with teams revolves around trust more than any other topic.”

- Patrick Lencioni
The Five Dysfunctions of a Team

© 2017 Next Level Exchange - All Rights Reserved 19

Building Trust NEXT LEVEL
Mastery

Building Trust

“When it comes to teams, trust is about vulnerability. Vulnerability - based trust is based on the simple and practical premise;

Team members who trust one another learn to be comfortable being open, and even exposed to one another around their failures, weaknesses, and even fears.”

- Patrick Lencioni
The Five Dysfunctions of a Team

© 2017 Next Level Exchange - All Rights Reserved 20

Trust Continuum NEXT LEVEL
Mastery

Building Trust

NEGATIVE (ERODES TRUST) **NEUTRAL** **POSITIVE (BUILDS TRUST)**

© 2017 Next Level Exchange - All Rights Reserved 21

Trust Continuum NEXT LEVEL
Mastery

Building Trust

You get an email saying she/he has set up a meeting for 10:00am Wednesday morning. There will be an agenda emailed by the end of today.

End of today there is no agenda for Wednesday's meeting in your inbox.

Wednesday morning still no agenda. You go to the meeting at 10:00am and the person is not there. The person arrives at 10:05am and apologizes for being late. They haven't had time to create an agenda so "we'll just talk about things." The meeting goes BETTER THAN YOU EXPECTED.

The person promises meeting notes will be emailed by day's end. End of day there are still no meeting notes in your inbox.

© 2017 Next Level Exchange - All Rights Reserved

22

Behaviors that Drive Trust NEXT LEVEL
Mastery

Building Trust

1. Keep commitments
2. Clarify expectations
3. Attend to the little things
4. Be loyal to the absent
5. Apologize sincerely
6. Seek First to understand

© 2017 Next Level Exchange - All Rights Reserved

23

Trust Exercise NEXT LEVEL
Mastery

Building Trust

1. Pick a work relationship.
2. Determine where you think you are in terms of trust.
3. Identify one positive action you can take to build trust.
4. Identify one negative action you can eliminate to build trust.

© 2017 Next Level Exchange - All Rights Reserved

24

Building Trust

NEXT LEVEL Mastery

Building Trust

Takeaways For Action

- Trust is the foundation of all teamwork.
- On a team, trust is all about vulnerability, which is difficult for most people.
- Building trust takes time, but the process can be greatly accelerated.
- Like a good marriage, trust on a team is never completed; it must be maintained over time.

© 2017 Next Level Exchange - All Rights Reserved 25

Agenda

NEXT LEVEL Mastery

1. Setting Expectations
2. Building Trust
3. **Mastering Conflict**
4. Achieving Commitment
5. Embracing Accountability
6. Focusing on Results
7. "Cocktail Hour"...with a purpose

© 2017 Next Level Exchange - All Rights Reserved 26

Mastering Conflict

NEXT LEVEL Mastery

Mastering Conflict

"If team members are never pushing one another outside of their emotional comfort zone during discussions, then it is extremely likely that they are not making the best decisions for the organization."

- Patrick Lencioni
The Five Dysfunctions of a Team

© 2017 Next Level Exchange - All Rights Reserved 27

Communication Preference

© 2017 Next Level Exchange - All Rights Reserved

Mastering Conflict

- If your boss/direct report/associate had a problem with you, how would you want him/her to handle it?
- What do you find is your greatest challenge when you have to have a difficult conversation?

28


Respectful Conversations

© 2017 Next Level Exchange - All Rights Reserved

Mastering Conflict

A “**respectful conversation**” is a healthy balance between the courage the **confront** and the courage to be **confronted**.

It should be productive, passionate, unfiltered conversation around what is important to the individual/team. This only happens when **vulnerability-based** trust exists.




29

Respectful Conversations

© 2017 Next Level Exchange - All Rights Reserved


Mastering Conflict



Language determines the Conversation

The Conversation determines the Relationship

The Relationship determines the Outcome



30

Responding To Resistance / Excuses NEXT LEVEL
Mastery
Mastering Conflict

- Responding to pushback/resistance vs. "overcoming objections"
- What type of resistance/pushback do you hear from your team?
- *List the top 5 areas of pushback, or excuses, misperceptions or real concerns from our team members*
- Be mindful that over-reacting / under-reacting magnifies the issue

© 2017 Next Level Exchange - All Rights Reserved **31**

L.A.C.E.S NEXT LEVEL
Mastery
Mastering Conflict

- **Listen** for what's being said and why it's being said - the words and the feeling. Listen for the need behind the statements or resistance.
- **Acknowledge** to satisfy the fundamental need for recognition. It is not agreeing. You are communicating that you either understand or desire to understand.
- **Clarify** to confirm your understanding of the situation or resistance coming from the person. Start with clarifying questions to ensure understanding before moving forward.
- **Expand** by suggesting alternatives, different approaches or recommendations that would assist in meeting the concerns or resistance.
- **Seek Agreement** to find common ground on all or a part of the issue to begin aligning your position with that of your client/candidate/colleague.

© 2017 Next Level Exchange - All Rights Reserved **32**

Observer Feedback NEXT LEVEL
Mastery

- **"I would keep"** - What did the Consultant do really well during the conversation? How well did they follow the L.A.C.E.S. model? Be as specific as possible. What behaviors did he/she exhibit?
- **"I would change"** - What would you have said or done differently in the conversation, or perhaps added or omitted?

© 2017 Next Level Exchange - All Rights Reserved **33**

The Art of Listening NEXT LEVEL
Mastery
Mastering Conflict

Active listening: The process of temporarily setting your world aside and concentrating on the other person's message and meaning. Evaluations, decisions, and reactions can come later.

*"Speak in such a way that others love to listen to you.
Listen in such a way that others love to speak to you."*

34

ALBERT MEHRABIAN NEXT LEVEL
Mastery
Mastering Conflict

Category	Percentage
Nonverbal body language	55%
How you say words—the sounds you make	38%
Words you use	7%

35

Role Models NEXT LEVEL
Mastery
Mastering Conflict

- Actions DO speak louder than words. Your behavior counts!
- Contradictions between words and actions can be most damaging to a manager's attempt to build trust with their people.
- How good are you at modeling the behavior that you want your consultants to display with their customers?

**Become the role model to the skills
you aspire to develop in your team**

36

Ideal Conflict Point

Next Level Mastery
Mastering Conflict

Next Level Exchange - All Rights Reserved

Mastering Conflict

Next Level Mastery
Mastering Conflict

Takeaways For Action

- Good conflict among team members requires trust, which is all about engaging in unfiltered, passionate debate around issues.
- Even among the best teams, conflict will at times be uncomfortable.
- Conflict norms, though they will vary from team to team, must be discussed and made clear among the team.
- The fear of occasional personal conflict should not deter a team from having regular, productive debate.


© 2017 Next Level Exchange - All Rights Reserved

Agenda

Next Level Mastery

1. Setting Expectations
2. Building Trust
3. Mastering Conflict
4. **Achieving Commitment**
5. Embracing Accountability
6. Focusing on Results

© 2017 Next Level Exchange - All Rights Reserved


Achieving Commitment  Achieving Commitment

"Individuals and teams that commit to decisions and standards do so because they know how to embrace two separate but related concepts: buy-in and clarity."

Buy-in is the achievement of honest emotional support. Clarity is the removal of assumptions and ambiguity from a situation."

- Patrick Lencioni
The Five Dysfunctions of a Team


© 2017 Next Level Exchange - All Rights Reserved 40

The Best Boss  Achieving Commitment

"THE BEST BOSS I EVER HAD"

List all the specific actions, characteristics, and behaviors that made your boss, mentor, team leader, coach great enough to influence you?

© 2017 Next Level Exchange - All Rights Reserved 41

Our Purpose  Achieving Commitment

Enable **Performance** Inspire
Meaningful Management
Development

© 2017 Next Level Exchange - All Rights Reserved 42


The Coaching Connection

ACHIEVING COMMITMENT

ACCLIVUS RESEARCH REPORT

The Coaching Connection

How High-Performing Managers Influence Behavior and Increase Revenue



© Acclivus Corporation, Dallas, Texas. All rights reserved.
Acclivus™ is a service mark, a trademark, and the trade name of Acclivus Corporation.
R³, MindShare, and the Acclivus Influence Model are registered trademarks of Acclivus Corporation. Fortune 500 is a registered trademark of Time, Inc. All other trademarks and trade names are properties of their respective owners.


© 2017 Next Level Exchange - All Rights Reserved

43

Executive Summary

ACHIEVING COMMITMENT

More than 300 measurement projects from the last decade support this fundamental truth:
As manager *involvement increases*, so does the level of R³ performance.




© 2017 Next Level Exchange - All Rights Reserved

44

Four Unique Factors


ACHIEVING COMMITMENT

Four unique characteristics emerged that separate the *most successful* managers from their less-successful counterparts.





© 2017 Next Level Exchange - All Rights Reserved

45

Four Unique Factors (Buy-in / Clarity)  Achieving Commitment


1. An aggressive **plan** for the ongoing development and performance of each member of the team.
2. Frequent and productive **communication** with each member of the team.
3. Continuing **feedback** to each team member in terms of skills and knowledge being displayed, as well as results being achieved.
4. Regular **reinforcement** of the value and importance of the work being done and the people doing the work.


© 2017 Next Level Exchange - All Rights Reserved
Embracing Accountability  **46**

Achieving Commitment  Achieving Commitment

Takeaways For Action

- Both individual and team commitment requires clarity and buy-in.
- Clarity requires that teams avoid assumptions and ambiguity, and that they end discussions with a clear understanding about what they've decided upon.
- Buy-in does not require consensus. Members of great teams learn to disagree with one another and still commit to a decision.


© 2017 Next Level Exchange  © 2017 Next Level Exchange - All Rights Reserved **47**


Achieving Commitment  Embracing Accountability


“Help people realize that when they fail to provide peers with constructive feedback they are letting them down personally.

By holding back, we are hurting not only the team, but also our teammates themselves.”

- Patrick Lencioni
The Five Dysfunctions of a Team

© 2017 Next Level Exchange  © 2017 Next Level Exchange - All Rights Reserved **48**


Embracing Accountability 


Embracing Accountability 


Takeaways For Action

- Accountability on a strong team occurs directly among peers.
- For a culture of accountability to thrive, a leader must demonstrate a willingness to confront difficult issues.
- The best opportunity for holding one another accountable occurs during meetings, and the regular review of a team scoreboard provides a clear context for doing so.


© 2017 Next Level Exchange - All Rights Reserved 46


FOCUS: Concern Vs. Influence 

Focusing on Results 



© 2017 Next Level Exchange - All Rights Reserved 50


Concern Vs. Influence 

Focusing on Results 

Client Budget Cuts _____	Delayed Flight _____
My Choices _____	My Happiness _____
My Upbringing _____	Weakness of Other People _____
Job Security _____	My Commute Time _____
Candidate Fall Off _____	How Others Treat Me _____

© 2017 Next Level Exchange - All Rights Reserved 51

Runaround Dilemma NEXT LEVEL
Mastery
Focusing on Results



Because we don't know what's important to us, everything seems important.

Because everything seems important, we have to do everything.

Other people see us doing everything so they expect us to do everything.

Doing everything keeps us so busy we don't have to think about what's really important to us.

© 2017 Next Level Exchange - All Rights Reserved 52

The Time Matrix NEXT LEVEL
Mastery
Focusing on Results




Urgent **Important**

- Crises
- Missing problems
- Emergencies
- Deadlines
- Relationship building
- BUSINESS

Not Important **Not Urgent**

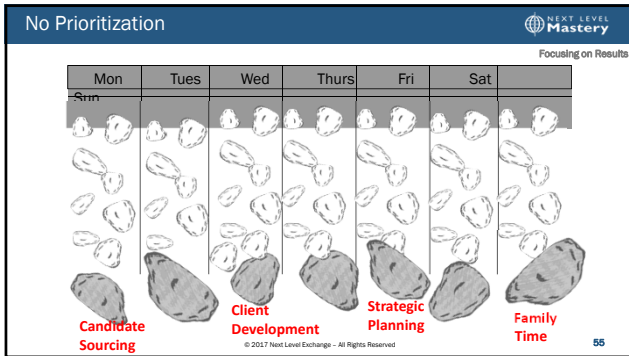
© 2017 Next Level Exchange - All Rights Reserved 53

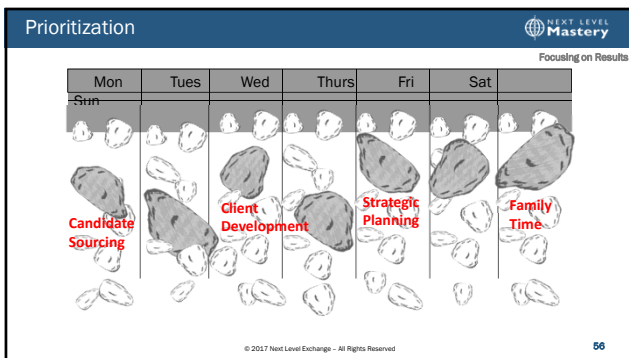
VIDEO NEXT LEVEL
Mastery
Focusing on Results

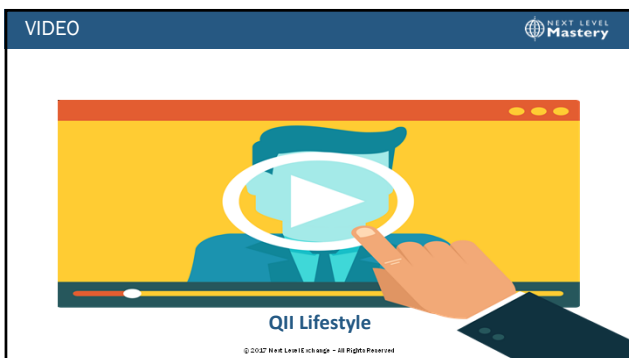


How to Look Busy

© 2017 Next Level Exchange - All Rights Reserved








Focusing on Results NEXT LEVEL
Mastery

Focusing on Results

Takeaways For Action

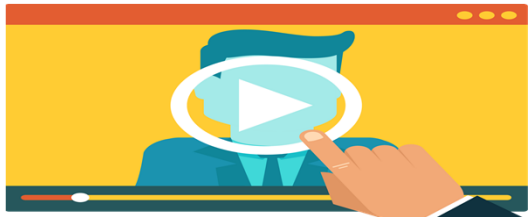
- The true measure of a great team is that it accomplishes the results its sets out to achieve
- To avoid distractions, team members must prioritize the results of the team over their individual or departmental needs.
- To stay focused, teams must publicly clarify their desired results and keep them visible.



© 2017 Next Level Exchange © 2017 Next Level Exchange - All Rights Reserved 58

Video NEXT LEVEL
Mastery

Cocktail Hour



The Happy Secret

© 2017 Next Level Exchange © 2017 Next Level Exchange - All Rights Reserved

The Happy Secret NEXT LEVEL
Mastery

Takeaways For Action

- We are told a falsehood; work harder, be more successful then you will be happy.
 - Get happier now NOT when you hit your revenue target, make partner, or retire to your dream place.
 - When you are happy your sales results will increase by 37%.
- **Happy Now Activities:**
 - 3 Gratitudes
 - Journal / Read
 - Exercise / Meditate
 - 1 Act of Kindness

© 2017 Next Level Exchange © 2017 Next Level Exchange - All Rights Reserved 60

CONTACT NEXT LEVEL
Mastery

Rob Mosley
 Partner, Training & Development
 rob@nextlevelexchange.com
 214.556.8015
 www.nextlevelexchange.com




© 2017 Next Level Exchange - All Rights Reserved 61

Use the App to Rate This Workshop!

1. Log into your Profile.
2. Click Agenda on the app home screen.
3. Choose the workshop to rate.
4. Click "Rate This Now."

Create your profile first and enter to win **Staffing World 2019** registration with each rating!



American Staffing Association
