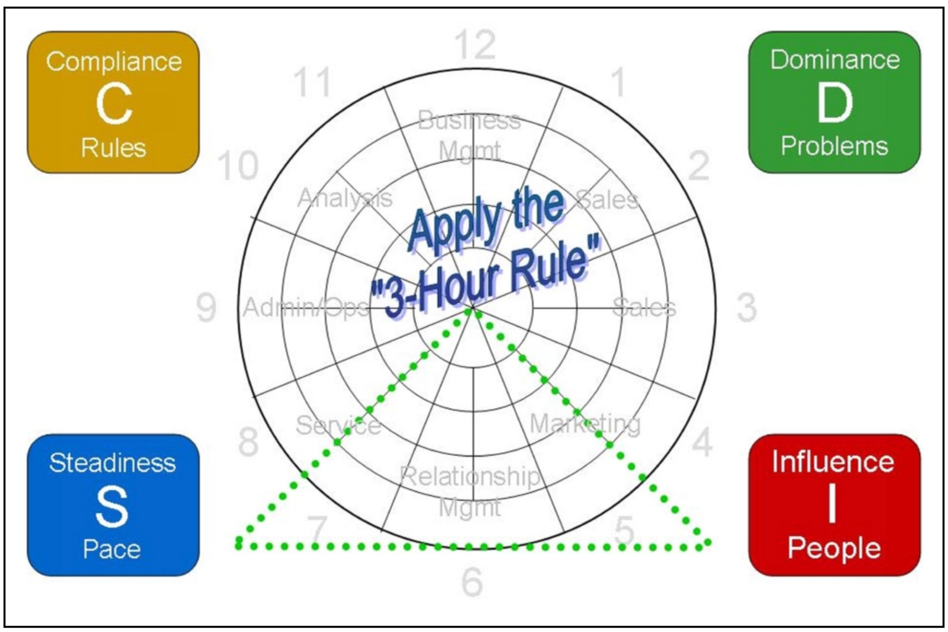
Unconventional Wisdom
Step 6: Reassign/Add People As Needed

Building a High Performance Team

This is the final step of the Building a High Performance Team Process. In this newsletter series, we define a High Performance Team as one that has the right PEOPLE doing the right THINGS the right WAYS for the right CLIENTS at the right TIMES for the right REASONS. In our last newsletter, we helped you identify the right person for each function of your business. One of the keys to building a high-performance team is to make sure everyone on your team is doing what they *should* be doing by taking advantage of what their natural strengths are. To do this right, you must first understand what the behavioral needs of the job are. In this newsletter we will take this further by helping you DEFINE/REFINE each team member's role by developing POSITION PROFILES, IDENTIFY any gaps of coverage, and PLAN for future team growth.

Roles and Responsibilities



As we discussed in the last newsletter, The Managing For Success Assessments® are a great tool in evaluating a person's natural strengths. With this information you can identify the right person for each function of the business, which in turn, clearly defines each team member's roles and responsibilities. There is flexibility when applying this model to your business - we call this the "3-Hour Rule". Referring to the above diagram, take the Relationship Management function in your business for example. Ideally a Relationship Manager is situated at the 6 o'clock position on the Success Insights Wheel®. When determining who should do this function on your team, anyone between 4:30 and 7:30 would fit the behavioral needs of the position. This flexibility also takes into account that most teams need their people to be flexible in their positions, taking on additional responsibilities outside of their primary responsibility. Ideally team members will have primary and secondary responsibilities that fall into this 3-Hour Rule. For example, for the Relationship Management position, this person can also take on Service and/or Marketing duties if time permits.

If you are having difficulty determining what behavior is needed to do a function in your business, the Work Environment™ Report can help. This report identifies the behavior requirements of the job by asking a series of questions about "what this job calls for". That is, it tells you where on the Success Insights Wheel® the position falls so that you can match it to a person's natural strengths.

How do You Develop a Position Profile?

After you have determined each person's function on the team, you should clearly define a POSITION PROFILE for each team member. The main reasons to develop position profiles for each person on your team are to encourage COMMITMENT to a position and define ACCOUNTABILITY in your business. Without a clear understanding of the needs of a position, you cannot expect a person to excel in their job, or understand how their performance will be measured. Position profiles define the exact expectations of knowledge, skills, and responsibilities needed to perform the job.

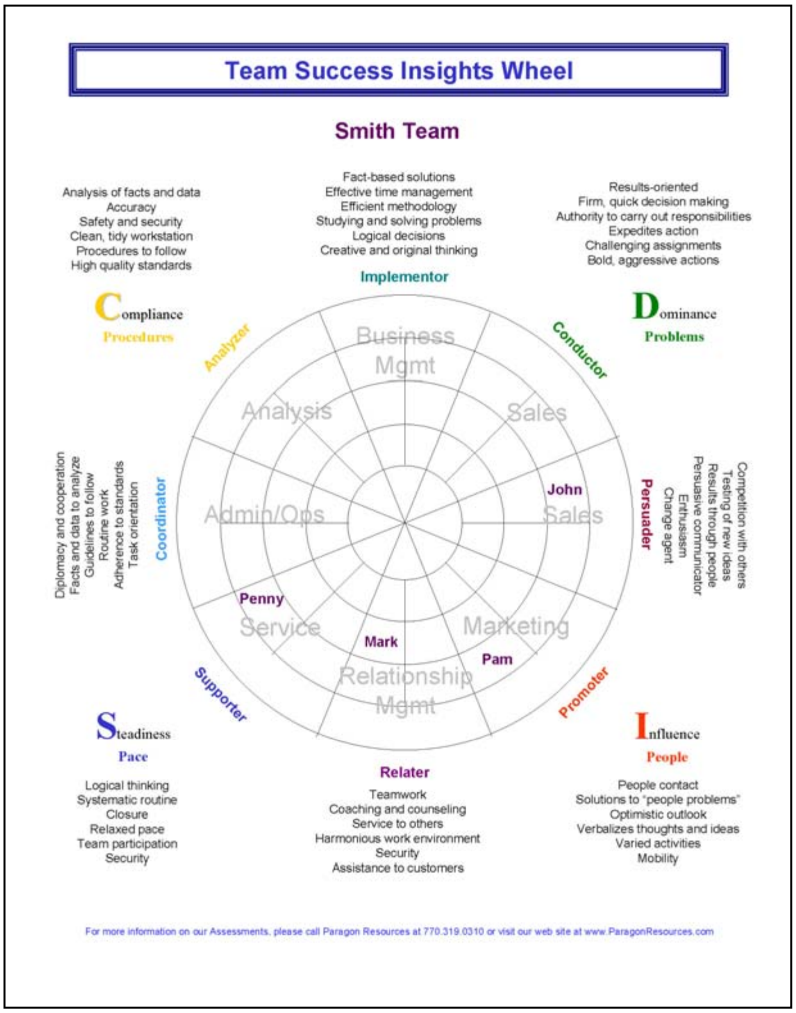
When developing position profiles for your business, consider these items:

- Start with a high level overview of the job. This should be a small paragraph that names the position and defines its purpose in the business.
- Refer to all of your previous work in the process, especially the work on DEFINING and QUANTIFYING all the workload in the core functions of the business. Group similar activities to develop a "task list" that will require like behavioral strengths to perform. With this task list, include the frequency and the amount of time it takes to do the tasks.
- Determine ESSENTIAL RESPONSIBILITIES of the job. Essential responsibilities are those main responsibilities that if not successfully performed, fundamentally affect the job and the other positions in the business. A position profile should define how this job affects all aspects of the business.
- Not only is it important to list the responsibilities, but there should also be references to resources in your business on HOW to properly do the tasks. This is usually defined in an Operations Manual of Standard Operating Procedures. The position profile should include the results of the tasks not the step-by-step instructions on how to do the tasks.
- Include consequences if certain responsibilities are not performed.
- Include the ESSENTIAL ATTRIBUTES of the job. Essential attributes are those characteristics that a person should possess to do their job well. These often include a foundational level of skills, knowledge, or competencies.
- List any educational REQUIREMENTS and PREFERENCES for the job including any degrees, certifications, or licenses needed. It is important to define the minimum requirements for the job versus what you prefer the person have. The one thing you can do is train or educate a person to fit your needs. If you have a person who is suited for the job (behaviorally), you can always train them on what you need them to do. You cannot force them to adapt their behavior to do the job. Defining this section helps you understand in which areas the person will need development.

Developing position profiles should be a team effort. Dictating what a person will do on the team usually does not work too well. If you collaborate and make decisions together, you will get more buy-in from the team members. Once position profiles are determined, they should be periodically evaluated for any changes in the position. As your business evolves, your position profiles may need to be updated to accommodate the growth.

Gaps of Coverage

By this stage of the process, you should have a pretty good sense of whether you need to reassign some roles and responsibilities and/or bring on some additional people (capacity). The question is do you have any GAPS OF COVERAGE you need to fill in order to become a High Performance Team? In our experience, the answer to this question for financial consulting teams is too often YES!



The example Team Success Insights Wheel to the left is the most common GAP we see in the industry. John, the great rainmaker, started out in the business doing everything. He started closing business, and when he hit the mark, was finally blessed with a Sales Assistant, Penny. John has taken on hundreds of clients and often does work that he shouldn't be doing and doesn't like doing. This includes admin, ops, service, and most importantly, all the technical work in the business (GRINDING). He looks to hire some more people because he is so overwhelmed with the business and his wife and kids hardly recognize him when he comes home because he's rarely there. He starts interviewing people and he likes two bubbly, outgoing people, so he hires Mark and Pam. Adding two people should surely free him up to go out and get more assets. WRONG. Everyone gets along great as they are so friendly and enjoy all the people oriented aspects of their job, but when it comes to tasks, they procrastinate. John is still working 70 hours a week. How can that be? John is the only one who can put the asset allocation proposals together (which he hates to do) and things are falling through the cracks. He finds that he has to fill out the account documents, take phone calls, and doesn't delegate to the team as he thinks it's just easier if he does it himself. This team has a GAP – no one has a task focus on the team to do the detailed, analytical work. He's got great people that make the clients feel good, but everyone has to wear all the hats in order to get the work done and they are all working too hard. The Team Success Insights Wheel clearly shows this gap. For John to take his business to the next level he must address this gap or he will continue in this vicious cycle.

If you have a serious GAP on your team, it is in your best interest to fill it, even if it means having to make an investment in your business. This is especially true if you or someone else on the team has to exert extra energy to do work that they aren't cut out to do. If you have a situation where an existing team member has to adapt his/her behavior style A LOT (more than three hours on the wheel) it is in *everyone's* best interest to have that person reassigned to another position within your team or within your branch. Failure to take action could result in poor job performance at best and illness (because of the stress that can be created) at worst. It may be hard for you to consider finding a new home for a team member, but it's usually in everyone's best interest to face reality and make the change. When this happens (contrary to what you might think) the person affected is usually relieved. They have probably known for some time that they have been miscast for their job. The move can actually be a very positive thing for everyone involved.

When filling your gaps, you may need to use some creative thinking. You may consider hiring a person with another financial consultant and sharing the resource. Interns are great additions to a team, especially if they are interested in a career in financial services. Outsourcing the work is becoming more viable these days. Making changes to your technology can make you more efficient at some tasks, and possibly eliminate the need to do some tasks. Using "virtual" people is also becoming very popular. Whatever you do, remember that you need to keep your business vision in clear sight and make decisions that will help you build the business of your dreams.

This concludes the Building a High Performance Team newsletter series. We hope this process has provided you with step-by-step, tangible action items that you can implement in your business.

This newsletter series can be found on our Web site in our Library at:
www.ParagonResources.com/newsworthy

If you are interested in building a High Performance Team and want to know if you have the right PEOPLE doing the right JOBS in your team, we have the solution for you. We have a complete process to identify the talents of each of your team members, determine any coverage gaps, and provide tips on how to effectively communicate with as well as manage and motivate your team. Two major brokerage firms agree that this is the best program to structure and manage a partnership or team.

Please phone us at 770.319.0310 or visit our website at www.ParagonResources.com for more information.