

# THE THIRD ART OF BUSINESS...

...LEADING AND MANAGING A  
KEEN*team*

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*Boost engagement and get the  
satisfaction of leading well through  
being taught, mentored and  
actually helped implement  
Strengths based management  
practices..*

**Process Overview**

From  
**Human Excellence And Flourishing**

*"Advocates, Facilitators and Celebrators of Human  
Excellence And Flourishing"*

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**HEAF**



# So you want to be great for your team?!

Enculturating Strengths based practices takes time and effort, as does growing in leadership and management ability. Tenacity is needed, and support, and resources.

>> For those who want to use Strengths to help the team get to know one another and have a simple, fun experience we recommend the *Introductory Group Workshop*.

>> For teams who know their Strengths well (Top5 at least) and desire to work better together we recommend *dedicated team sessions*.

>> For those who want to really grow and develop their team, boost performance and lift engagement we recommend the HEAF “KEENteam” process.

## **The Introductory Group Workshop**

A great introduction to the tool. Able to include a whole organization.

- 3hours
- \$850 +CSF codes

Outcomes:

- People know their Top5
- People know how they are different

## **The Team Session**

A great way to improve teamwork (a team are those who closely work together).

- 3hours
- \$850
- Must’ve had a Top 5 session

Outcomes:

- People learn what they bring to a team and need from others and also what their team mates bring and need

**OR**

## **The KEENteam process**

A serious undertaking... 6 months at least! Think of this product like a management of your management. It uses the “Gung Ho!” framework from Ken Blanchard’s book of the same name (see below).

\$\$ dependent on team size and state of play!  
See below

Outcomes:

- Takes the Group Workshop and Team Session outcomes much further
- Resource and upskills your managers to mini CliftonStrengths coaches!
- Full HR documentation review
- Lift engagement (2 Q12 assessments)
- Boost profitability (see ROI assessment)

**Important! You cannot have the engagement of a KEENteam with the input of an Introductory Group Workshop or Team Session**

see “Introducing HEAF” for more information on the Group Workshop and Team Sessions

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# The problems we aim to solve

## **Typical “team building” processes fade into the background within 3 months.**

People’s Top5 gets forgotten, revealed points to improve on don’t get actioned. The bigger problem then becomes cynicism against the owner and culture building work.

**So we don’t allow ourselves to do that kind of work.**

We will not go to work on culture outside of the KEEN*team* process. If you want to improve teamwork on a specific point or give your team an introduction to CliftonStrengths see our other products.

## **The more comprehensive programmes are too expensive for SME’s.**

Moreover, o “mini CliftonStrengths coaches” – if you like learning and want to be smarter, we are for you.

**So we use skilled sole traders.**

These guys do not have the same overheads the bigger companies do.

## **Offsite courses don’t have enough support to nuance learning.**

This is the major weakness of external courses: Great content with lots of promise but then the manager goes back to the workplace and has to work it out by themselves.

**So we offer a hands-on approach.**

An ongoing facilitative approach majoring on enthusiasm, energy for action and support to nuance learning because sometimes a seemingly good idea just didn’t work out and so needs reworking

## **The average leader/manager was not taught or show how to lead or manage.**

This is huge within SME’s – you got the job because you had the skill, then you didn’t leave so you got promoted to management. It’s all very clear what the manager should be doing until you are the manager.

**So we provide a “best-of-available-management-theory” process.**

We’ve done the training and we’ve collating the best of available content. For some external certification is important but we think that for a manager to get a good score via the Q12 is certification enough 😊.

## **SME’s live more in the realm of urgent and so culture work is vulnerable**

This is most noticeable in workflow and cashflow and so most SME’s do not get to do great work in their culture. One of the reasons the rich workplaces can get richer is that they can afford to do the important work.

**Which is another reason why we are so hands on.**

You really do get an extra pair of hands during our engagement together. Steve is also a SME business advisor. In other words, he gets the ebbs and flows of cash and work in a SME and can help with these if need be. Essentially you get the value of a \$80,000 manager for a lot less (see below).

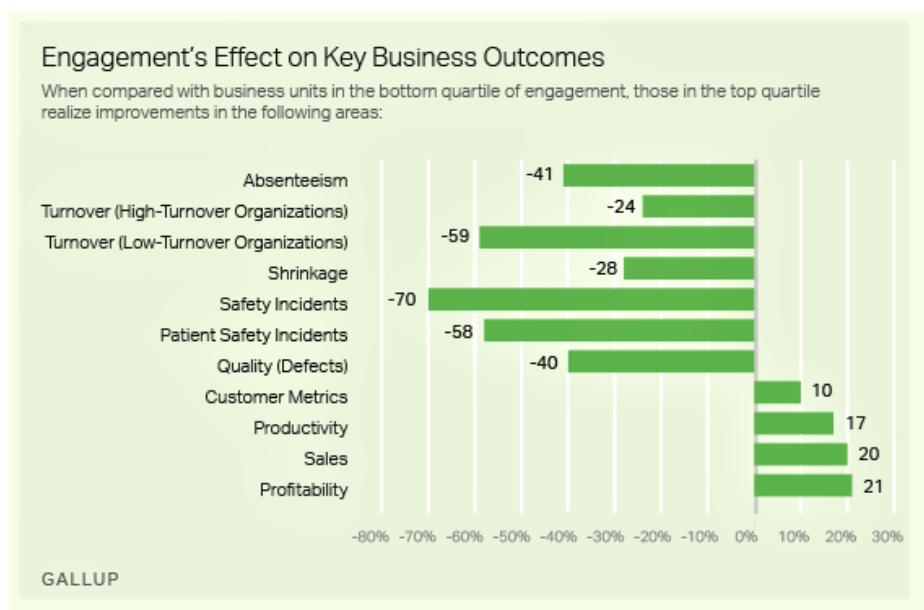
## Why do we recommend the KEENteam process?

Because...

### “Culture eats strategy for breakfast”

Peter Drucker

This is another way of saying that strong staff engagement is as important as a strong business strategy – to have either one without the other will seriously undermine the successfulness of your business. And FYI Gallup’s own process to reach full engagement takes 3 years (!). Our 6month process establishes the capability and direction you need while allowing for the fluctuating changes of the SME climate.



**Note:** Gallup verifies these statistics periodically since their discovery in the late 90’s. This stats come from the 2017 meta-analysis.

### *The Gung Ho! Way to boost engagement...*

The Spirit of the Squirrel  
Do worthwhile work!

The Way of the Beaver  
Each in control of achieving the goal

The Gift of the Goose  
Cheer each other on!

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# From Gallup: the three types of employees...

## Three types of employees



### *Engaged*

These employees are loyal and psychologically committed to the organisation. They are more productive and more likely to stay with their company.



### *Not Engaged*

These employees may be productive, but they are not psychologically connected to their company. They are more likely to miss workdays and leave the organisation.

### **In Australia/New Zealand**

14% of employees are Engaged

71% are Not Engaged

15% are Actively Disengaged

Source: Gallup's State of the Global Workforce report, 2017.

[www.gallup.com](http://www.gallup.com)



### *Actively Disengaged*

These employees are physically present but psychologically absent. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.

### **Moreover, Gallup have shown that...**

- Those who use their strengths every day are six times more likely to be engaged on the job.
- Teams that focus on their strengths are 12.5% more productive.

**Q. What would it mean to you that your workplace was seen as a desirable place to work?**

# KEENteam process overview

## First

- Preliminary Needs Analysis and Return on Investment assessment
- Customer to read Gung Ho! By Ken Blanchard

## Phase 1 (can be used as a stand-alone process)

- In depth document review, Q12 assessment and manager appraisal
- Report back to SLT with full battleplan (for either them to work or for phase 2)

## Phase 2

- Deliver the plan
- Regular check-in's along the way

## Sample plan; 1 management unit (8 ppl)

| Phase | Fortnight | Deliverable   | Notes   |
|-------|-----------|---|---|
| NA    |           | Group workshop  | Delivered previously?                                   |
| 1     | 1         | Intro talk, Q12, Document review, Manager appraisal   | Document review by outside provider                     |
|       | 2         | Results review and battle plan with SLT               |   |
| 2     | 3         | Start with Why/clarity of company values              | If needed, may be with team                             |
|       | 4         | Cascading why's into jobs 'n goals                    | With team   |
|       | 5         | Manager 121 Top5, intro to team reports               |   |
|       | 6         | Manager 121 Conf Dom, intro to resources              |   |
|       | 7         | Staff Top5  | Full days @ 4/day. Book more days this month if needed. |
|       | 8         | Staff Top5  |   |
|       | 9         | SLT review (team reports, feedback, rewards planning) |   |
|       | 10        | CSF team session                                      | Per team  |
|       | 11        | Manager 121 sessions                                  |   |
|       | 12        | Team talk, Retake Q12                                 |   |
|       | 13        | Q12 results and progress review with SLT              |   |
|       |           | End of initial engagement celebration                 | Kayaking with Lake District Adventures?                 |

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# What is included...

|                                    |  |
|------------------------------------|--|
| <b>Phase 1:</b>                    | (\$1800 as stand-alone process)                                  |
| <b>Independent document review</b> | \$500 (through Employsure)                                       |
| <b>Manager appraisal</b>           | \$300  |
| <b>Q12 set up and analysis*</b>    | \$700/team (organization needs to purchase the codes)            |
| <b>Battleplan</b>                  | \$300/team   |
| <b>Phase 2:</b>                    | (\$determined from phase one, see below for approximate pricing) |
| <b>CSF 121's</b>                   | \$200/person (Top 5, Full34, manager, etc)                       |
| <b>Team session</b>                | \$850/team   |
| <b>Q12 set up and analysis*</b>    | \$700/team (organization needs to purchase the codes)            |

## Books

|   |       |
|---|-------|
| Custom built Strengths Based Management resources | \$100 |
| Gung Ho!  | \$20  |
| First Break All The Rules                         | \$55  |
| It's the Manager                                  | \$55  |

## Other options

1. Blanchard Management Essentials training **(\$995)**
2. Character education talks for staff unit (from 7 Great Habits program) **FREE**
3. CliftonStrengths support for hiring **FREE**
4. Full34 coaching for Manager **(\$450)**

## Approximate prices

For a team of 8 to have phase 2 would cost approximately \$8,500 (\$1415/month for 6 months)

**the value of an \$80,000 manager for \$8,500?!**

To add an additional team of 8 would add \$5000 (\$2250/month for 6 months)

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# Outcomes...

**Resource and upskill your managers** to “mini CliftonStrengths coaches” – if you like learning and want to be smarter, we are for you.

**Full HR documentation review** by an independent provider (EmploySure). They will also give you a full list of recommendations for items that are critical or best practice. Your policies are “the written word” of your workplace and so serve as your foundation for good culture.

**Lift engagement** The Gung Ho! way is easy to understand and fun to implement

**Boost profitability** (see RoI assessment)

## Plus

- Everyone will have had a Top5 session
- Everyone will have had a CliftonStrengths team session
- Everyone having taken part in setting some of the company’s goals
- Your managers will have held Strengths based 121’s with staff
- You will have a clear path forward for continuing to grow the business in a way that continues to lift engagement

# Important! You will need...

**To prioritize the important.** Give your managers time to do great managerial work

**To action some changes.** Important changes will be brought up, to not action these will undermine you as business owner.

**To be prepared to let some staff go.** Some staff are not for you

**To be patient.** And Longclaw told Peggy that it would take 3 years to become fully Gung Ho! They managed to do it in less, but you need to be prepared to stick at this for the rest of your business lifetime



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## Appendix

# The Gallup Q12

**A survey created to measure staff engagement.**

### **The foundation**

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?

### **Confirming my value**

3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?

### **Confirming my fit with this organisation**

7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?

### **Confirming that this workplace is good for my growth**

11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

**Each question has undergone rigorous testing and improvement modeling. They are designed to separate good workplaces from great, and clearly influence 4 key business outcomes: productivity, profitability, retentions and customer satisfaction. Ignore at your own peril.**