

ALTA

inSIGHTS

REAL TIME | ON-DEMAND



People-First Leadership Skills for
the Busy Title Agency Manager

Speaker

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STEVE RUDOLPH COACHING

"Are you hiring
dead people or
are you killing
them on the
job?"

-Susan Scott, Fierce Conversations



Our Learning Goals

- Appreciate that a participatory, **coaching style of leadership** is a strategy for attracting, engaging, and retaining great people.
- Understand that today's modern work force wants a manager who is invested in their **professional development**, and who actively listens and acts upon their ideas.
- Learn the core manager **communications skills** that drive employee engagement and loyalty:
 - Setting expectations
 - Praise
 - Feedback
 - Coaching

"Not" People First Leadership



Poll Question:

What are your top two “people” manager challenges (select two)?

- Attracting, growing and retaining great people
- Interpersonal conflict/workplace gossip/negative attitude
- Poor communication/low team collaboration
- Low engagement, people doing the minimum
- Lack of next-level leaders

“

Managers
have a 73%
variance on
employee
engagement.

-Gallup



Chat Question:

Of all the “people” challenges in the poll, what %, or #, do managers have influence over?

**“Building
people
before
building
cars.”**

-Toyota

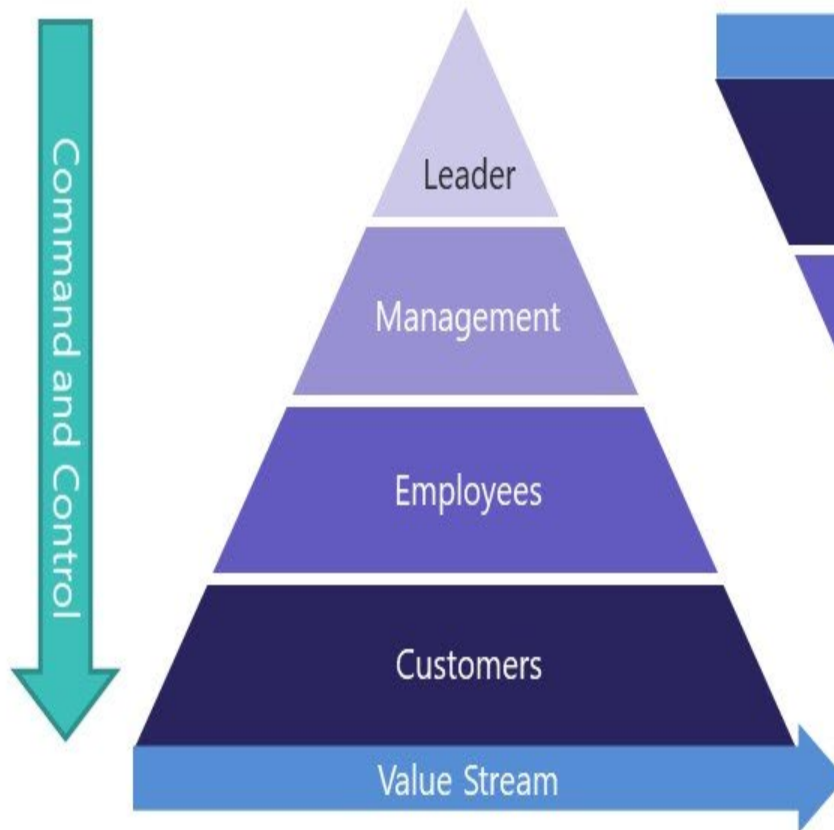


"Servant Leadership"

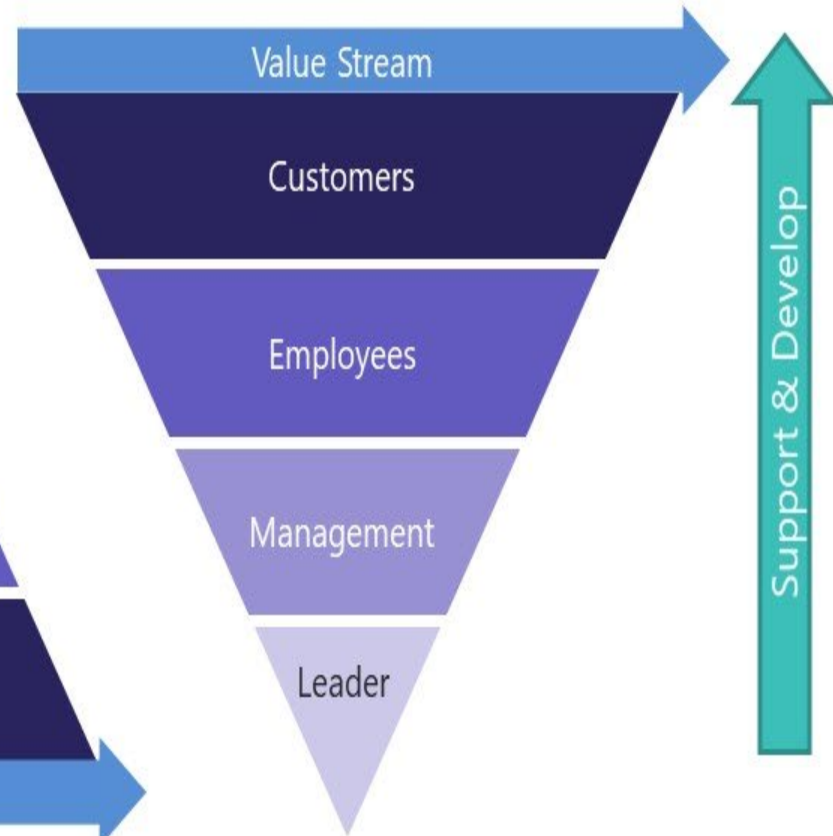
*Occurs when a leader seeks to
serve others first.*

*Versus individuals who seek
leadership because of **power,**
status or **wealth**
considerations.*

Traditional Leadership



Servant Leadership



Poll Question:

What % of employees say their manager helps them set performance goals?

- 5%
- 13%
- 33%
- 55%
- 72%

“Only 13% of employees strongly agree that their leaders help them set **performance goals.**”

-Gallup

“Only 17% of millennials report receiving meaningful feedback”

-Gallup



4 Army Groups Were Told...

- **Group 1** – exact distance **(20km)** of march and received regular feedback on progress
- **Group 2** – “you’ll march 15 km” but at 14 km mark were told “you have 6 km to go”
- **Group 3** – “this is the long march” and never received feedback on their progress
- **Group 4** – “you’ll march 25 km” but at 14 km mark were told “you only have 6 km to go”

BIG Feedback ++ (Set Up)

+Ask a Permission Question- *“Do you have a few minutes to talk about your team collaboration efforts?”*

+ Provide Balance – *“90% of your work is of a very high quality, it’s just this one area that you need to strengthen.”*

- ▶ **B**ehavior – *“**I’ve noticed** you doing basics of job but not helping out your peers (**give specific examples**).”*
- ▶ **I**mpact of behaviors – *“**The impact is...**it’s hurting team morale and collaboration; shift task coordination is suffering, which is hurting the customer experience.”*
- ▶ **G**oing Forward – *“**Can we talk about** what’s going on and come up with a **plan** for **moving forward**?”*

Chat Exercise:

Please think of a current, or past, employee situation and write out a **BIG** feedback script.

“
Smaller, Sooner
conversations are
better than
Larger, Later
conversations.



Army March Chat Question

Please drop in chat (on my command) which group # took 1st, 2nd, 3rd, and 4th place

Army March Results

- ▶ **Group 1 #1** – exact distance (20km) of march and received regular feedback on progress
- ▶ **Group 2 #2** – “you’ll march 15 km” but at 14 km mark were told “you have 6 km to go”
- ▶ **Group 3 #4** – “this is the long march” and never received feedback on their progress
- ▶ **Group 4 #3** – “you’ll march 25 km” but at 14 km mark were told “you only have 6 km to go”

“
87% of millennials
rate professional or
career growth and
development
opportunities as
important to them in
a job.”

-Gallup



One-on-ones and Coaching Guidelines

- Co-create clear goal (s) for conversation
- Coachee speaks 75-80%
- Coach asks great (mostly open) questions
- Coach is a great active listener
- Solution oriented, encouraging, supportive
- Accountability → Actions & Next Steps → WHO is doing WHAT by WHEN?



Creating a Cadence of Communications

- Daily check-ins
- Weekly team meetings
- Daily huddles
- Monthly one-on-ones
- Quarterly town halls
- Annual team retreat

“78% of U.S. employees say that being recognized motivates them at their job.”

-Global Force

QUESTIONS?

Thank You!

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