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Q: My leader does not document Vision, Mission, Goals and Measures for our team. Is it appropriate for me to write a draft and give it to her as a proposal?

Yes, obviously you need to judge what the reaction would be to that before you act. Or how do you feel about doing it just for yourself and the people you lead? It is appropriate to go that way. But you can always start doing it from your position down, implementing it with and for the people who work under you. If you can get your leadership on board, get everyone together; get thoughts, try to work it through together. The more people working on it and in agreement, the better it is. A book I recommend for this process is Jim Horan's One Page Business Plan. This book can guide you through the process together.

Q: Any tips for screening candidates for the right "culture" mix?

Yes, what I would do is after you've set out your Vision, Mission, Goals and Measures is to determine the behavior you determine to be successful in your organization. Once these are understood, you could do behavioral interviewing; get trained in it before you do it. You could ask the interviewee a question; give me a time when you were on a team with issues how did you handle this? The answers are scored by the people doing the interview. Get some key behaviors down on paper that are a value and evaluate the person's response. If they cannot answer a situation you cannot say that their answer has basis. Behavioral interviewing as it relates to cultural drivers can be a very powerful tool. I suggest studying it by reading a book and speaking to someone who has done it before.

Q: Organizations often create a vision/mission statement - is it better for us to have different vision and mission statements? Can you give an example?

Yes, it is. The reason is if you go back to the example I gave inside the presentation, it's a dream, it's an aspiration. The reason you should have a different mission is that they are department specific; what is that department going to do? The key is to gain as much clarity on what you're doing on your day to day basis to fulfill that mission statement. It's just crucial that it comes from you and it comes alive for you as far as what you're doing on a day to day basis so that it is meaningful for your team. The vision and mission statements on paper can provide some kind of guidance of where you are going as an organization or a team. It can open up meaningful discussion and set process and strategy in motion. What you then need to do is align behavior towards your vision and mission. If your behavior doesn't align it doesn't matter what you say in writing.

Q: So much is in the media now about lack of trust in our leaders and executives, what would be your number 1 objective to reverse this?

It all ends up boiling down to: why you're there. Determine that why for you, and become passionate about it. If you take ownership over it you're going to end up taking some risks but there will also be some rewards. Be conscious that people may not be where you are that people will resist it somewhat. It could cause some conflict but once you determine your why and you are in jobs that link up with what you're 'why' is your company will ultimately become better. Take a little risk, small increments of change. One person can change an organization by being very accountable and focused on where they're going. I suggest you read the book *Question Behind the Question (The QBQ)* by John Miller. Our behavior is important to ask what we can do and how we do it not why are others not doing it. So we need to be personally accountable first and then we can ask others to do the same.

Q: How do you deal with someone that does not link [at all] but it is risky to go around them to get alignment?

You have to ask, in your heart, with all your integrity: Have you communicated clearly what you need from them to be a more successful person or leader on their team? This is where the rubber meets the road, this is where there's risk. If you've done everything in your power, you may need to make other choices if things cannot be resolved. Leadership.

Q: How do leaders best manage focus with so many interesting and innovating technologies competing for attention...?

This is where it takes tremendous discipline, boundaries and some creative thinking. You have priorities and these need to relate to your Vision, Mission, Goals and Measures. Ask yourself the tough questions. Too often we try to do things that are not our magic dust; we get caught up in something that sucks up our energy. Don't sink your time into something that you could easily partner with someone else to do. Again does this tie to your why of being there and if it doesn't let it go.

Q: What kind of rewards do you suggest if we are in a company which has no money for performance bonus ?

A reward might be time off. Or, we talk a walk at a certain time. It could be we all chip in and have a lunch together. You need to be creative with these instances. A pat on the back is a reward, just saying or printing out a certificate, an acknowledgement of a good job could be enough. Too often we think rewards need to be elaborate or a lot of money. I've seen movie tickets, and just a thank you go a long way,

Q: How can I use many of these skills if I am not in a true leadership role now (or yet!)?

What I would do, is not pay any attention to in terms of your level. For example, set up your VMG for your roll. Whether you're a person who works on the phone, helps implement solutions, you need to sit down and craft out your Vision, Mission, Goals and Measures. Instead of doing hiring, why don't you look at your roll and determine if it's what you're passionate about. Many times we may be doing something for other reason, but if it doesn't come from your passion or your heart you may want to jump tracks to something you're truly passionate about. Build your dream.

There is a company I work with that every person in all departments have created their own personal vision, mission and goals. This is so empowering and creates such a good feeling. I encourage you to live your dream and determine how your current role is fulfilling that dream.