

# Performance Advantage™ - Empowerment Model

**Expectations/  
Success Factors**

## **Resources**

- People
- Information
- Training
- Processes
- Skills

**Leaders empower  
success by  
defining borders  
and boundaries**

## **Restrictions**

- Non-negotiables
- Budgets
- Level of Authority
  - Act when/as directed
  - Research & consult
  - Keep apprised
  - Just do it

## **Timeframes**

- Time/hours dedicated
- Milestones
- Completion Date

Project \_\_\_\_\_  
Individual \_\_\_\_\_

Leader \_\_\_\_\_  
Date \_\_\_\_\_

**Expectation/Success Factors**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Resources**

Existing: \_\_\_\_\_  
\_\_\_\_\_

To Be Acquired: \_\_\_\_\_  
\_\_\_\_\_

**Restrictions**

Budget: \_\_\_\_\_  
Authority Level: \_\_\_\_\_  
Non-Negotiables: \_\_\_\_\_  
Other: \_\_\_\_\_

**Timeframes**

Total Hours Dedicated: \_\_\_\_\_  
Completion Date: \_\_\_\_\_  
First Milestone: \_\_\_\_\_  
Other Milestones: \_\_\_\_\_

**PerformanceAdvantage™ – How Well Do You Know Your Direct Reports?**

Direct Report Name	Behavior Style	Feedback Approach				

# ABC Company – Admin Assistant Accountabilities

Accountability	Priority	Percent Time	Success Factors
<b>Phone Calls &amp; Customer Service</b> <ul style="list-style-type: none"> <li>• Answer phones</li> <li>• Customer service – billing problems, copy invoices</li> <li>• Initial collection calls</li> <li>• Screen management calls</li> </ul>	1	40%	<ul style="list-style-type: none"> <li>• No unanswered calls</li> <li>• Demonstrated professional phone interactions</li> <li>• Collection calls made and documented as scheduled</li> <li>• Minimal management complaints (appropriate screenings)</li> </ul>
<b>Bookkeeping</b> <ul style="list-style-type: none"> <li>• Input A/R and A/P entries</li> <li>• Reconcile A/R and A/P transactions</li> <li>• Process customer statements – print, stuff, mail</li> <li>• Reconcile credit card statements</li> <li>• Resolve purchase order issues (ACL)</li> <li>• Process invoices</li> </ul>	2	30%	<ul style="list-style-type: none"> <li>• Date entered accurately within 2 days</li> <li>• Customer statements sent 1<sup>st</sup> day of month</li> <li>• Credit card statements reconciled within 2 days of receipt</li> </ul>
<b>Process paperwork and support office</b> <ul style="list-style-type: none"> <li>• Process inbound and outbound mail</li> <li>• Filing</li> <li>• Inventory and order office supplies</li> <li>• Purchasing – place orders</li> </ul>	3	10%	<ul style="list-style-type: none"> <li>• Mail processed by end of day</li> <li>• Filing complete within 1 day</li> <li>• Office supplies in stock</li> <li>• Purchases gathered and made on Mondays</li> </ul>
<b>Projects</b> <ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Create forms</li> <li>• Assist Shipping &amp; Receiving</li> <li>• Backup Office Manager – checks, Fridays</li> <li>• Special research</li> <li>• Travel arrangements</li> <li>• Distribute sales materials</li> <li>• Maintain office equipment</li> <li>• Time study entries</li> <li>• Management requests</li> <li>• Trade show coordination</li> </ul>	4	20%	<ul style="list-style-type: none"> <li>• Positive team and management feedback</li> </ul>



# ABC Company - Administrative Assistant Accountabilities

# Accomplishments

## Very Important Personal Skills

**Results Orientation** - The ability to identify actions necessary to achieve task completion and to obtain results: the ability to meet schedules, deadlines, quotas, and performance goals.

**Goal Achievement** - The ability to: set, pursue and attain achievable goals, regardless of obstacles or circumstances; identify actions necessary to achieve task completion; set achievable goals; maintain direction in spite of obstacles; stay on course in times of difficulty.

**Personal Accountability** - The ability to be responsible for the consequences of one's own actions and decisions: taking responsibility for these decisions and not shifting focus or blame or poor performance somewhere else or on others.

**People Awareness** - The ability to: be open to people and willingness to hear what other people are saying; "read between the lines" in understanding body language and emotions; not allow unfair implications of prejudged information to enter into and effect an interpersonal relationship.

**Self Starting** - The ability to initiate and sustain momentum without external stimulation.

**Self Management** - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

**Consensus** - The ability to surrender control of a given situation; the ability to coordinate personal insights and knowledge to others into effective actions; how motivated a person is by feeling like part of a group; the ability to be sensitive and aware of the feeling of others.

Date:

Phone Calls & Customer Service

Bookkeeping

Process paperwork and support office

Projects

## Preferred DISC Approach

<b>D</b> Low Dominance	<b>Value To The Team:</b> <ul style="list-style-type: none"> <li>• Team oriented</li> <li>• Promotes Consensus</li> <li>• Identifies Resources</li> <li>• Identifies Obstacles</li> </ul>	<b>Tendency Under Stress:</b> <ul style="list-style-type: none"> <li>• Hesitant</li> <li>• Timid</li> <li>• Anxious</li> <li>• Hibernation</li> </ul>	<b>I</b> Low Influence	<b>Value To The Team:</b> <ul style="list-style-type: none"> <li>• Good listener</li> <li>• Not reliant on others to perform</li> <li>• Assimilates various input</li> <li>• Sifts through static; identifies nuggets</li> <li>• Not easily deceived</li> </ul>	<b>Tendency Under Stress:</b> <ul style="list-style-type: none"> <li>• Dismissive</li> <li>• Explosive</li> <li>• Malcontent</li> <li>• Withdrawn</li> </ul>
<b>DESCRIPTORS:</b> <ul style="list-style-type: none"> <li>• Cooperative</li> <li>• Conservative</li> <li>• Agreeable</li> <li>• Supportive</li> <li>• Consensual</li> <li>• Modest</li> <li>• Risk-Averse</li> <li>• Reserved</li> <li>• Cautious</li> <li>• Considerate</li> </ul>	<b>Ideal Environment:</b> <ul style="list-style-type: none"> <li>• Opportunity to work with a team</li> <li>• A deliberate, cautious approach to business</li> <li>• Low risk work</li> <li>• Opportunity to share responsibility and recognition</li> <li>• Work with pleasant non-reactionary people</li> </ul>	<b>Possible Limitations</b> <ul style="list-style-type: none"> <li>• Slow to react to urgencies</li> <li>• Indirect communication</li> <li>• Too diplomatic</li> <li>• Resistant to change</li> </ul>	<b>DESCRIPTORS:</b> <ul style="list-style-type: none"> <li>• Observant</li> <li>• Skeptical</li> <li>• Hesitant</li> <li>• Independent</li> <li>• Focused</li> <li>• Reluctant</li> <li>• Undemonstrative</li> <li>• Dispassionate</li> <li>• Reflective</li> <li>• Calculating</li> </ul>	<b>Ideal Environment:</b> <ul style="list-style-type: none"> <li>• Freedom from many people contacts</li> <li>• Focus on control and detail</li> <li>• Freedom to work independently</li> <li>• Sufficient time to process ideas and plans before engaging</li> <li>• Freedom to work with minimal supervision</li> </ul>	<b>Possible Limitations</b> <ul style="list-style-type: none"> <li>• Discomfort with brainstorming</li> <li>• Impatient with effusive teammates</li> <li>• Initially distrusting</li> <li>• Skeptical of oral communication</li> </ul>
<b>Emotion Of The Low D: Ambivalence</b>			<b>Emotion Of The Low I: Realism</b>		

<b>S</b> High Steadiness	<b>Value To The Team:</b> <ul style="list-style-type: none"> <li>• Dependable team player</li> <li>• Work for a leader and a cause</li> <li>• Patient and empathetic</li> <li>• Logical step-wise thinker</li> <li>• Service-oriented</li> </ul>	<b>Tendency Under Stress:</b> <ul style="list-style-type: none"> <li>• Non-demonstrative</li> <li>• Unconcerned</li> <li>• Hesitant</li> <li>• Inflexible</li> </ul>	<b>C</b> High Compliance	<b>Value To The Team:</b> <ul style="list-style-type: none"> <li>• Maintains high standards</li> <li>• Conscientious and steady</li> <li>• Defines, clarifies, gets information and tests</li> <li>• Objective – "the anchor of reality"</li> <li>• Comprehensive problem solver</li> </ul>	<b>Tendency Under Stress:</b> <ul style="list-style-type: none"> <li>• Pessimistic</li> <li>• Picky</li> <li>• Fussy</li> <li>• Overly critical</li> </ul>
<b>DESCRIPTORS:</b> <ul style="list-style-type: none"> <li>• Amiable</li> <li>• Friendly</li> <li>• Good Listener</li> <li>• Patient</li> <li>• Relaxed</li> <li>• Sincere</li> <li>• Stable</li> <li>• Steady</li> <li>• Team Player</li> <li>• Understanding</li> </ul>	<b>Ideal Environment:</b> <ul style="list-style-type: none"> <li>• Stable and predictable environment</li> <li>• Environment that allows time to change</li> <li>• Long-term work relationships</li> <li>• Little conflict between people</li> <li>• Freedom from restrictive rules</li> </ul>	<b>Possible Limitations</b> <ul style="list-style-type: none"> <li>• Yield to avoid controversy</li> <li>• Difficulty in establishing priorities</li> <li>• Dislike of unwarranted change</li> <li>• Difficulty dealing with diverse situations</li> </ul>	<b>DESCRIPTORS:</b> <ul style="list-style-type: none"> <li>• Accurate</li> <li>• Analytical</li> <li>• Conscientious</li> <li>• Courteous</li> <li>• Diplomatic</li> <li>• Fact-finder</li> <li>• High Standards</li> <li>• Mature</li> <li>• Patient</li> <li>• Precise</li> </ul>	<b>Ideal Environment:</b> <ul style="list-style-type: none"> <li>• Where critical thinking is needed</li> <li>• Technical work or specialized areas</li> <li>• Close relationship with small group</li> <li>• Familiar work environment</li> <li>• Private office or work area</li> </ul>	<b>Possible Limitations</b> <ul style="list-style-type: none"> <li>• Be defensive when criticized</li> <li>• Get bogged down in details</li> <li>• Be overly intense for the situation</li> <li>• Appear somewhat aloof and cool</li> </ul>
<b>Emotion Of The High S: Non-emotion</b>			<b>Emotion Of The High C: Fear</b>		

## Preferred Workplace Motivators

<b>Utilitarian Motivator</b>	<b>Goal:</b> To discover utility and what is useful or practical.
<b>Focus On:</b> <ul style="list-style-type: none"> <li>• Return on an investment of time, energy or money</li> </ul>	<b>Value To Team:</b> <ul style="list-style-type: none"> <li>• Practicality in all areas of life</li> <li>• Utilizing resources to accomplish results</li> <li>• Gaining a measurable return on all investments</li> <li>• Creative application of resources</li> <li>• Producing goods, materials, services and marketing them for economic gain</li> <li>• Capitalism</li> </ul>
<b>Basic Attitude:</b> <p>Investments made will have a greater return in time and resources.</p>	<b>Tendency Under Stress:</b> <ul style="list-style-type: none"> <li>• Workaholic</li> <li>• Self-preservation; little or no concern for others</li> <li>• Wasted resources, time materials and/or services</li> <li>• Investments with inadequate or no return</li> </ul>

<b>Social Motivator</b>	<b>Goal:</b> To eliminate hate & conflict; make society a better place
<b>Focus On:</b> <ul style="list-style-type: none"> <li>• How ideas will benefit others</li> </ul>	<b>Value To Team:</b> <ul style="list-style-type: none"> <li>• Investing self in others</li> <li>• Selflessness</li> <li>• Generosity of time, talents and resources</li> <li>• Seeing and developing potential in others</li> <li>• Champion of worthy causes</li> </ul>
<b>Basic Attitude:</b> <p>Invest self, time and resources in helping others to achieve their potential.</p>	<b>Tendency Under Stress:</b> <ul style="list-style-type: none"> <li>• Primary focus is on others in injurious to self</li> <li>• Over-zealousness for a cause may lead to harmful behavior to self and others</li> <li>• Individualism</li> <li>• Decisions or actions which are insensitive to people</li> </ul>