

Employee Development:

You Can Lead A Dramatic
Jump In Productivity
- In Just 90 Days!

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For Business

Course Agenda

- Examine the central role HR professionals can play in raising productivity
- Explore the tools you have at your disposal
- Examine new ways to use your tools
- Review a case study that models how best to apply employee engagement tools.

Why should you listen to us?

- Bovo-Tighe founded in 1987
- Helped over 1,000 managers improve their engagement techniques
- Our work has led to productivity improvements that generated an average 400% return-on-investment

Bovo-Tighe Beliefs

- Companies hire the best people
- The company's own corporate culture “sub-optimizes” this talent
- Human resources professionals can play a huge role in fixing this problem
- ...with tools already in your hands

The Productivity Problem

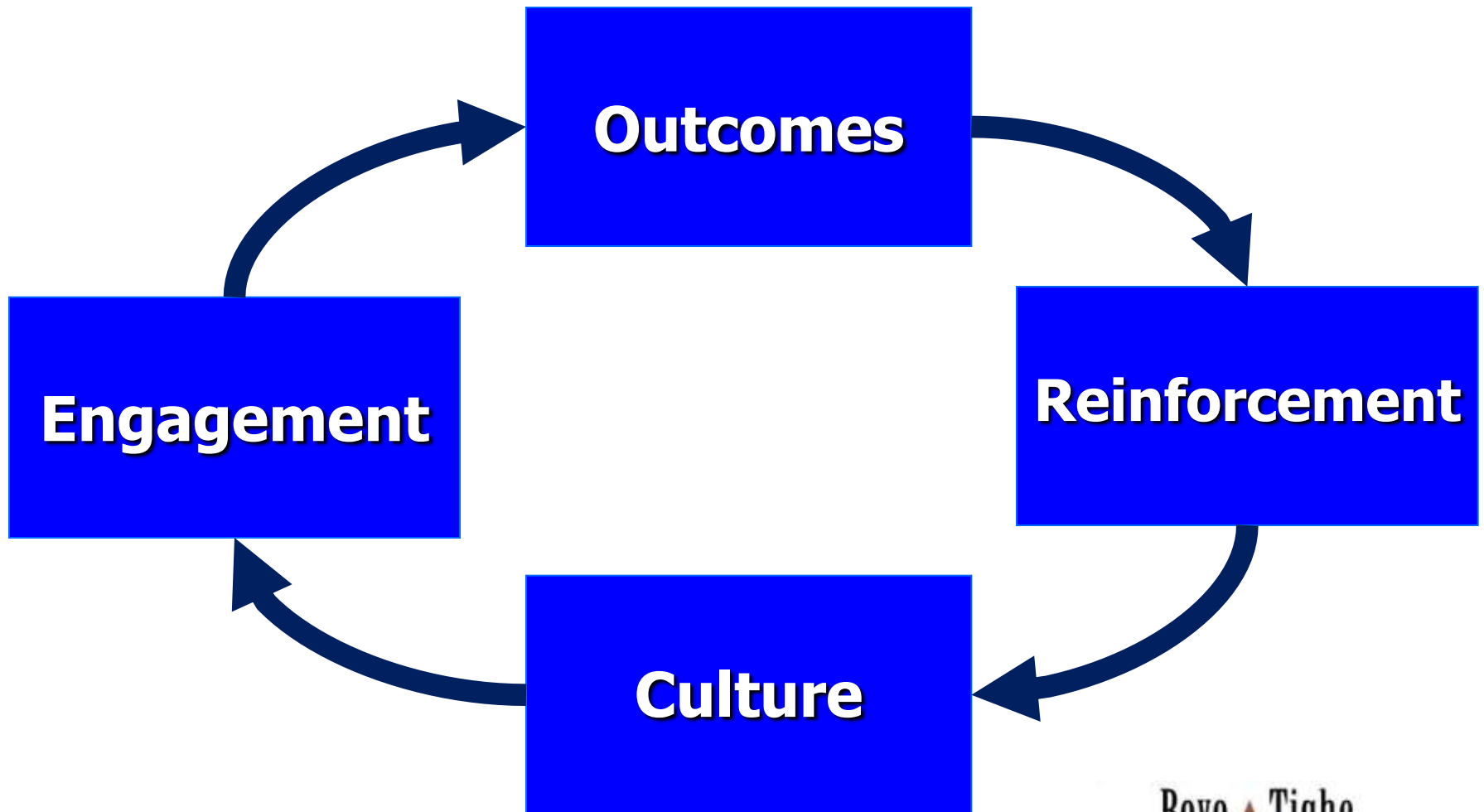
- "What percentage of your peoples' total potential performance do you think your organization receives each week?"
 - **Note:** 100% means no wasted meetings, no unutilized capacity, no socializing or complaining, each person putting their best effort into the most important project they can contribute to every minute.

The Productivity Problem

The typical answer:

- **60-80%**, with the majority of managers polled admitting that “**most of the time 60%**” is closer to the truth.
- Capturing some or all of the value between 60% and 90% offers a FREE method to improve company performance
 - You are already paying for this time and energy
 - Each day the time and energy not used is lost

The Power of Habits



The Power of Habits

- The level of engagement correlates strongly with the habits of the organization
- A high-performance environment is always based and sustained with good habitual approaches.

The Power of Habits

- Habits stick around when times are tough
- They are easy to teach and role model
- They get reinforced by everybody in the organization
- They provide a comfort zone that assists people in feeling at ease
- They provide a backbone, brand image and identity for the workforce.

The Corporate MindChange™

How do you establish good habits?

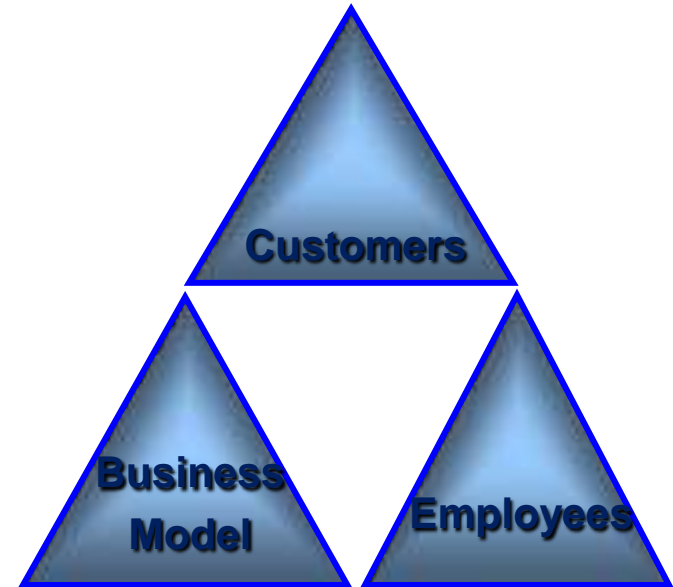
- Habit are developed through mindsets
- New habits require new mindsets
- Habit changes can happen quickly
if a mindset changes completely

The Foundations of Excellence

- Changing corporate mindsets creates a better foundation on which you can build employee contribution rates
 - This foundation is based on the true commitment to change on the part of your company's managers.
 - Without this foundation, your efforts will not succeed.

The fundamentals of a basic business

- Clear purpose and business model
- Employee awareness and **ENGAGEMENT** with the business model
- Customer belief in and engagement with the success of the business model and the company's employees



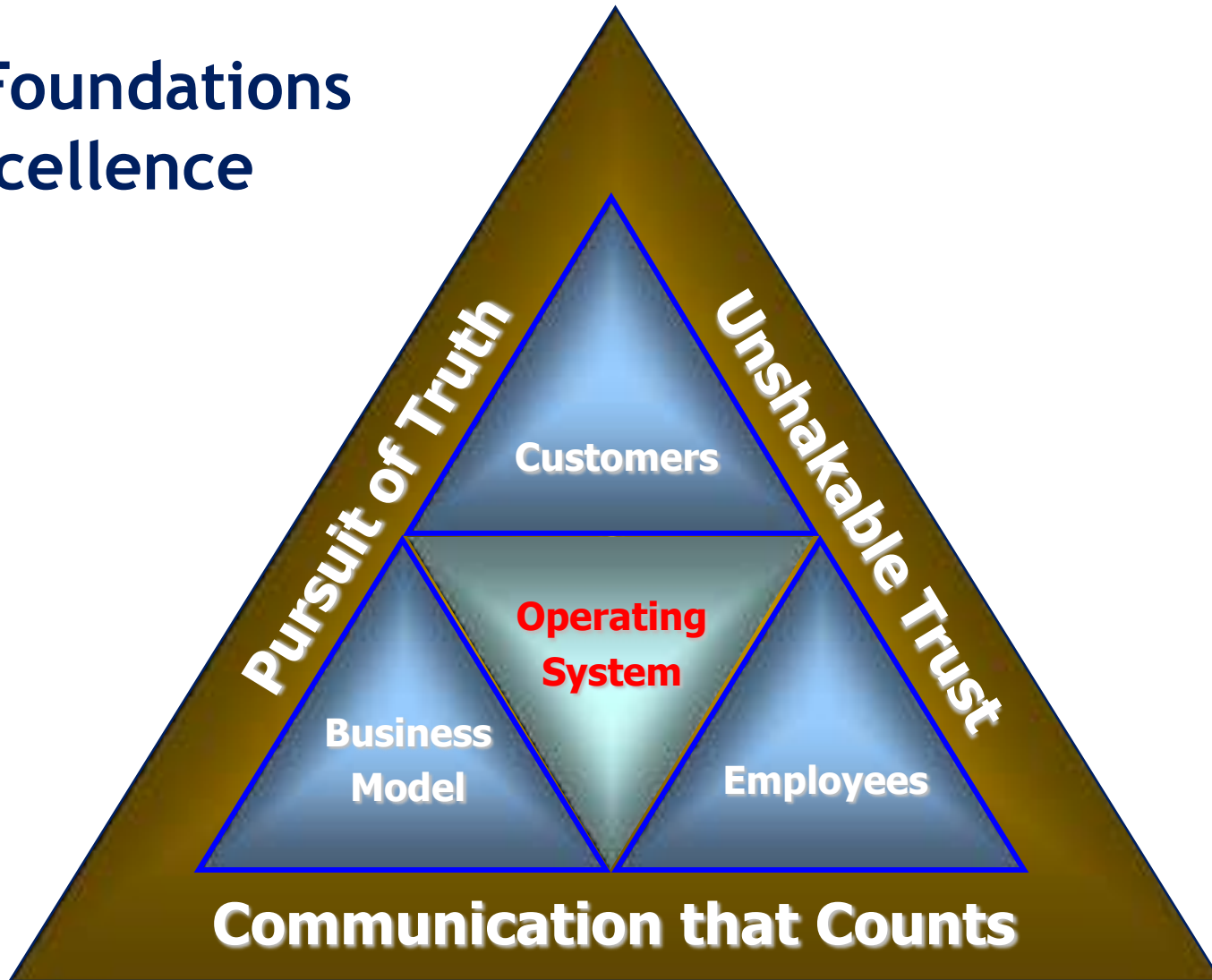
The glue that holds the business together

The Company Operating System holds together:

- The planning process
- Employee development and engagement
- Customer engagement and appreciation, and value receipt processes.



The Foundations of Excellence



Unshakable Trust

Key behaviors to build:

- Full and open truth in meetings.
- Expecting the best of everyone
- “Tuesday is Tuesday”
- True accountability

The Pursuit of Truth

Key behaviors to build:

- Genuine interest in the truth at all levels
- Most conversation centered on being the best we can be, not just meeting our targets and beating our competition
- Looking way beyond the metrics and never settling
- Authentic, transparent and complete two-way communication from bottom to top

Communication that Counts

Key behaviors to build:

- Communication is “next action” focused
- Communication ends with mutual commitment to action
- Commitments are checked up on, delegations are fulfilled, and meetings are run with a focus on actually completing the commitments
- A commitment by everyone that every communication improves the relationship

Case Study:



Targacept, Inc. is a world-class biopharmaceutical company engaged in the design, discovery and development of Neuronal Nicotinic Receptor Therapeutics™, a new class of drugs for the treatment of multiple diseases and disorders of the central nervous system.

- Executive team has worked together for many years.
- Employees are some of the most dynamic scientific minds in the industry.

The Challenge



- Improve collaboration between highly skilled knowledge workers
- Strengthen quality of work with outside partners
- Embed high-performance approaches into the culture

The Goals



- Ensure the success of key collaborations
- Develop leadership team to sustain success long-term
- Significantly reduce the investment needed to bring a new drug to market

The Process



- Apply these Bovo-Tighe concepts to build powerful collaborative partnerships
- Diagnose and modify habits within the leadership team (including coaching)
- Establish new communication culture and habits
- Use these concepts to periodically check organizational health and to resolve specific issues

Results



- Complete leadership acceptance of the model
- Use of the approach in every partnership to lay a foundation of trust
- Use as a tool for resolution of specific issues
- Review of the Foundations of Excellence at the beginning of each executive leadership meeting.
- New corporate mindset: Even with great products, the best marketing, and the greatest scientific minds, the skilled and open interaction among people is what brings great success

Results



- Use of the Bovo-Tighe approach as “thought-provoker”
- Stronger decision-making, bringing new compounds to market faster
- Targacept and their collaboration partners view Foundations of Excellence as the “binding agent” for key success in all projects

Results: Industry Recognition

“From Targacept’s inception, we have committed ourselves to building the kind of organization and culture that captivates motivated individuals to come together and pursue their passion. In 2009, we were once again recognized by The Scientist magazine as one of the best places to work in biotech. We could not have achieved the success in 2009 without the unwavering commitment of our exceptional employees, and we are very grateful for their contributions.”

J. Donald deBethizy, Ph.D.

President and Chief Executive Officer, Targacept, Inc.

April 16, 2010 Annual Report

How about your organization?



What can you do immediately?

- Meet with operational leaders
- Focus initially on 3 elements:
 - Eliminating all forms of blame
 - Opening communication throughout your organization
 - Communicating with a "next action focus."

Eliminate the ‘Blame Game’

- Start with yourself
 - If you lead a meeting, identify and intercede in conversations that involve blame or adopt “victim status”
 - Ask “what can we do now?”
 - If you attend a meeting, volunteer to keep the “next actions” focus
 - Publicly accept personal responsibility

Open up communications

- Work with leaders to stop directing, start listening, supporting
 - Conversations between boss and subordinate will steadily improve, within 90 days
- Build individual and organizational capabilities
 - Continuous improvement requires continuous attention

Communicate with a “next action focus”

- In meetings, define desired outcomes for each discussion
- Turn discussions from *cause of problems* to *what to do next*
- Finish each meeting with a summary of mutually agreed actions
 - Follow up based on these agreements

You can change mindsets if you start with your own!

- Lots of small steps bring people along faster than fewer, bigger steps
- Engage with ‘early adopters’
- Focus on the Foundations of Excellence Model
 - **Build Unshakable Trust**
 - **Pursue Truth in all interactions**
 - **Make every Communication Count**

Thank you!

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