

Developing Sustainable Professional Staff Teams

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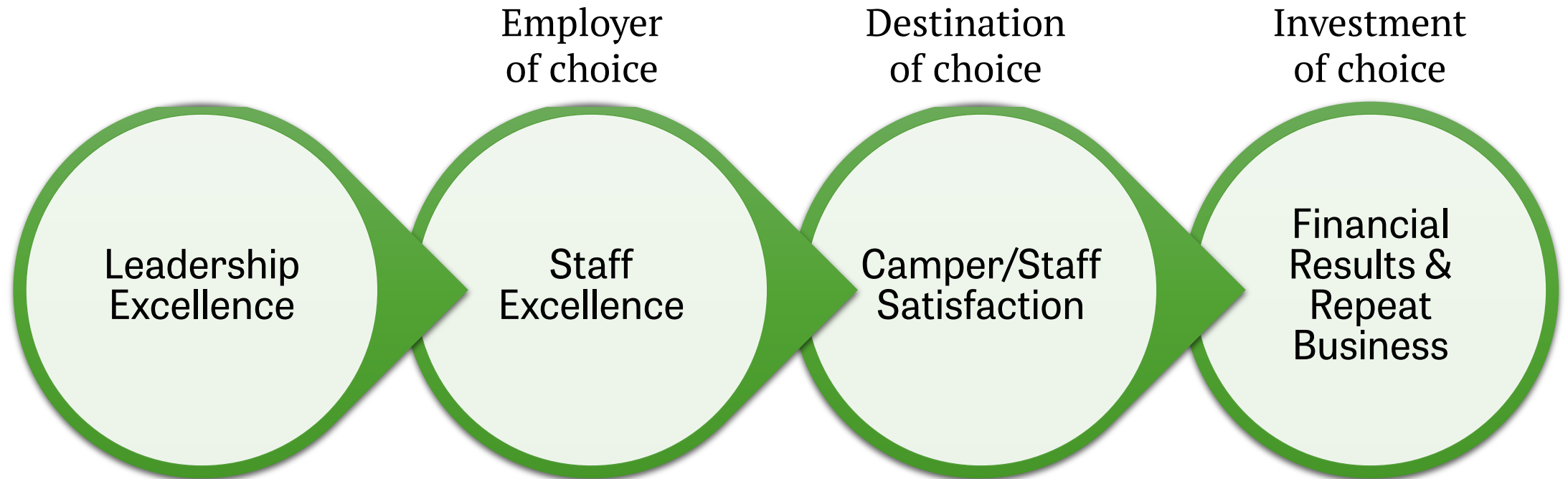
BEBER
CAMP EST. 1976

PERLMAN
CAMP



High Performing Team

Our Value Chain





(1) Organizational Structure

Organizational Structures

Functional

- Divisions based on specialty
- Dedicated to single function; communication challenges

Divisional

- Divisions based on products/projects
- Operate independently; compete for resources

Matrix

- Multiple bosses, reporting lines
- Flexible; conflict prone

Flatararchy

- Power spread over multiple positions
- Efficient decision making, if everyone agrees

Example



Let's talk about you

.....

- What works with your organizational setup?
- What are the *recurring* challenges?
- Is there a significant gap between year-round and seasonal setup?
- Is your model sustainable? / Is it built for future growth?

(2)

Managing and Evaluating Performance


Is this model engaging and sustainable?





Start with Job Descriptions

Example



**Your culture is defined by
the worst behaviors of
your senior leadership.**

Performance Reviews

Common Types of Reviews

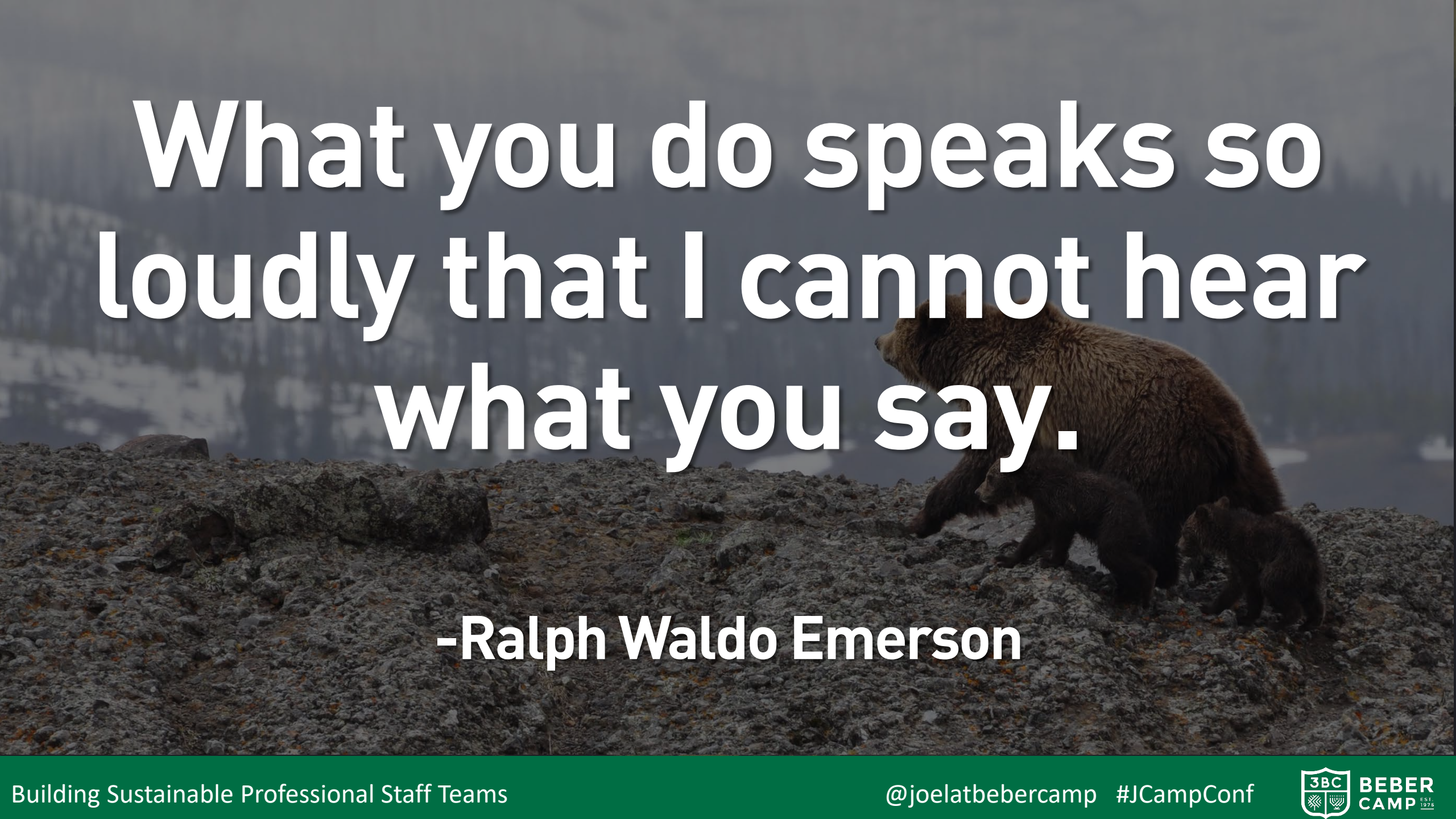
- Ranking
- 360 Feedback
- Competency-based
- Management by objectives

Common Pitfalls

- Lack of differentiation between goals
- Recency Effect
- Halo/Horns Effect
- Personal Bias
- Inaccurate Information/Prep

The Five Question Check

1. What is something you did or said which I may have missed that you are proud of?
2. What is typically the most challenging part of your day at camp?
3. Do you feel more or less successful in your role than last year?
How and why? // *New staff: How is this job different than what you expected? How is it the same?*
4. Did you feel prepared for the summer season? Why or Why not?
5. Is there anything from this most recent Q12 survey that we should discuss?



**What you do speaks so
loudly that I cannot hear
what you say.**

-Ralph Waldo Emerson



Mo' Evals Mo' Problems

1. Lack of support from leadership
2. Perception of process as “busywork”... or worse!
3. Failure to communicate clear goals and objectives
4. Lack of consistency

(3) Goals and Growth



Data on Gen Z

- 73% apply for a job based on the opportunities for personal or job skills development.
- 78% prefer flexibility over a bonus.
- 60% want multiple check-ins from their manager during the week.
- **Biggest fear: Being viewed as unprofessional**



THE CENTER FOR
GENERATIONAL KINETICS





56%

of college-aged Gen Z cited

EMPLOYEE TREATMENT

as their top job search
characteristic



Annual Performance Contract

Name Today's Date

Position Supervisor's Name

The purpose of this Performance Contract is for the employee and their supervisor to set commonly-agreed upon objectives for the coming year. By setting reasonable goals, supervisors will be in a position to help support their teams throughout the year. *This document is meant to be a living agreement, to be revisited and updated at least quarterly.*

Your progress toward these goals will directly influence your annual performance review and compensation.

SMART Goal Planning

“SMART” objectives are: Simple, Measurable, Attainable, Reasonable, and Time-bound

SMART Goal	Track Comments
	Target Completion Date:
	Target Completion Date:

Performance Contracts

What's in them?

- SMART Goal Setting
 - Specific, Measurable, Achievable, Realistic, Time-bound
- Leadership Metrics

When should this happen?

- At the start of your cycle (at least annually)
- Reviewed quarterly
- *Creates a culture of listening and self-motivated growth*

Leadership Metrics

Key Objective	Employee Discussion
Role Model – <i>Personally role model the mission, vision, and values of the organization.</i>	
Self-correction – <i>Acknowledge when you make a mistake, apologize, and work to prevent a recurrence.</i>	
Ongoing Improvement – <i>Demonstrate a relentless focus on continuous improvement, regardless of any awards or recognition received.</i>	
Customer Service – <i>Feel a sense of personal pride, and instill pride in your team, about the importance of providing excellent customer service.</i>	
Staff Retention – <i>Put energy into developing strong hiring, recruitment, and retention processes to minimize staff turnover.</i>	
Professional Development – <i>Prove their commitment to lifelong learning through continuing in their own development and investing in the development of their team.</i>	
Recognition – <i>Celebrate small wins and provide meaningful recognition.</i>	
Problem Solving – <i>Involve your team by training in problem-solving tools and the use of data for fact-based decisions and processes.</i>	
Proactivity – <i>Leverage your experience to make proactive improvements instead of only</i>	



Your passion and energy makes this work...

- Targeted Training
- Facilitated Coaching
- Build Relationships

- Ruinous empathy
- Support earnestly, but be honest when things aren't going well
- Always. Be. Professional.

Thank you!

Questions?

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