



This is the fifth step of the Building a High Performance Team Process. In this newsletter series, we define a High Performance Team as one that has the right PEOPLE doing the right THINGS the right WAYS for the right CLIENTS at the right TIMES for the right REASONS. In our last newsletter, we defined three team types – vertical, horizontal, and alliance. Each type has advantages and disadvantages. Whichever team you decide to build, you must be sure your team fulfills three core responsibilities of the business – FINDING, GRINDING, and MINDING. In this newsletter we will provide details on evaluating your team for this purpose. During this step of the Building a High Performance Team Process, you will identify the right person for each job of your business.

How do I know WHO should do WHAT?

One of the most common requests we get from our clients is “I need someone to tell me who should be doing what, I can’t do it all anymore”. In this industry we often see teams where EVERYONE has to “wear all the hats”. Structuring your business (or should we say not structuring your business) where everyone has to wear multiple hats leads to inefficiency, unnecessary stress for the team members, and limits the growth of the business and its ability to reach its potential. Clearly defining each person’s roles and responsibilities is critical to the success of your business.

The answer to this common question varies greatly from one practice to another and is related to your business structure. This is why you were asked to complete all the work on understanding what business you are in by defining your business vision and identifying the core functions of your business PRIOR to determining who should do what. Now that you know what work needs to be done, you can now identify the needs of each job on your team. As a team, you should have an open and honest discussion about who should be doing what. This is an ideal time to revisit roles and responsibilities for the all members of your team. If you have hired several people over the years, you may find that some of your people are not doing what they were originally hired to do. Somewhere along the line, someone you hired to be your marketing assistant was forced into the role of administrative assistant because the person who was doing that left your practice. Filling sudden voids with any “warm body” happens all the time and is a common cause of performance problems.

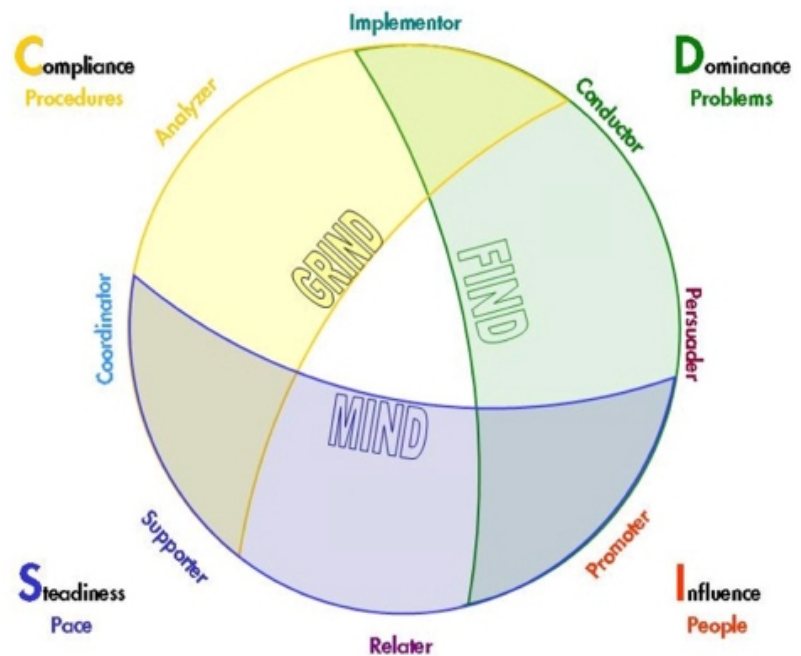
The Managing For Success® Assessments

Besides having an open and honest discussion with your team, you should consider using tools to identify what each person’s core attributes are. One of the keys to building a high-performance team is to make sure everyone on your team is doing what they *should* be doing by taking advantage of what their natural strengths are. You can always try to guess what they are (which is what most people do through interviews or trial and error) but there is a more objective and

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accurate way. Utilizing well-researched and validated tools as we do with the Managing For Success® Assessments increases your probability of successfully placing people into the right position. These assessments identify the core behavioral strengths of a person which in turn can tell you what type of work each person is inclined to do. For a team to be effective, each person needs to have DIFFERENT natural strengths.

As we have mentioned in our previous newsletters in this series, you can look at your business at a high level and identify the need for a FINDER, a GRINDER, and a MINDER. FINDERS bring in the business by identifying prospects and selling to them. GRINDERS do the business by preparing the proposals, asset allocations, and financial plans. MINDERS maintain the business by providing exceptional service which solidifies the client relationships. The graphic to the right demonstrates how the Managing For Success® Assessments help us help you identify these three primary types of team members.



To be good at what they do, Finders, Grinders, and Minders need to use different strengths. These strengths can be identified and demonstrated in the DISC model using the Team Success Insights Wheel. The Team Success Insights Wheel gives an overview of a person's natural strengths in relationship to the four distinct aspects of DISC:

Dominance (D): How one responds to problems and challenges

Influencing (I): How one responds to people and influences them to their point of view

Steadiness (S): How one responds to the pace of their environment and how they handle change

Compliance (C): How one responds to rules and procedures set by others

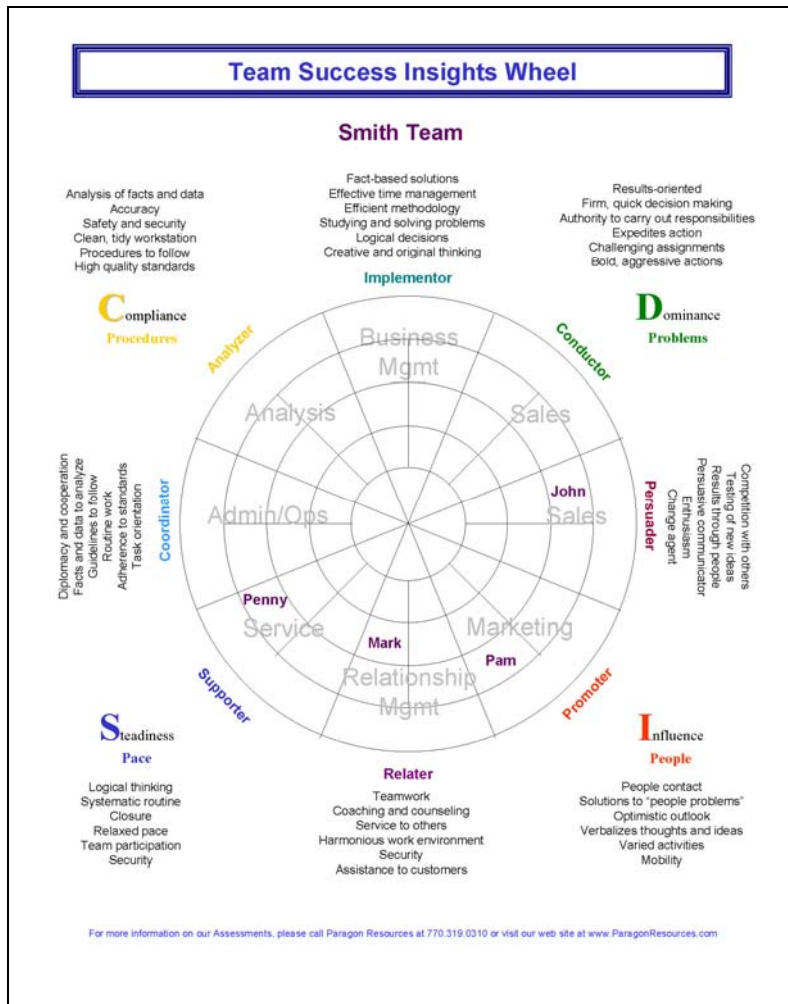
FINDERS usually have HIGH D and/or HIGH I strengths. HIGH D people are energized by challenges, can overcome objections, and are very results-oriented, aggressive self-starters. HIGH I people are energized by verbal/social interaction, can motivate and inspire, and are very persuasive, enthusiastic, and optimistic.

GRINDERS usually have HIGH C and HIGH D or HIGH S strengths. HIGH C people strive for accuracy and perfection, have high quality standards, and are very detail-oriented, analytical, and well-disciplined. HIGH D people, in addition to the previously mentioned characteristics, have a

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strong sense of urgency, are decisive, and excel at problem-solving. HIGH S people have strong listening skills, will follow-up and follow-through on responsibilities, and are methodical, logical, and steady.

MINDERS usually have HIGH S and/or HIGH I strengths. HIGH S people have a drive for systems/processes, can build long-term relationships, and are very patient, reliable, loyal, and proactive. HIGH I people, in addition to the previously mentioned characteristics, have a desire to be seen as trustworthy and are natural mediators and negotiators.



We have generated over 30,000 of these assessments in the industry and have discovered that there are common characteristics that relate more specifically to the core functions in the business. The **Team Success Insights Wheel** to the left illustrates our research. In this sample, we have plotted each team member's behavior style on the wheel allowing you to instantly see an entire team's make-up. Also on this page you will see the main functions of your business: Sales, Marketing, Relationship Management, Service, Administration/Operations, Analysis, and Business Management. With this information, you can determine what type of work each person has a natural tendency to do and where you have any gaps of coverage. This insight is only one value you get from the Managing For Success® Assessments. The Style Analysis™ Report is approximately 25 pages in length and goes into great

detail on how to capitalize on the strengths of your team, decrease stress, improve communication, and effectively manage the talent in your team.

Why don't they just get along?

Identifying each person's natural strengths and determining who is best suited to do what work is only one part of the ingredients of a high-performance team. A common challenge for investment professionals is getting their team members to work well together. Compatibility among team members is often an overlooked necessity of successful teams. The Workplace Motivators™ Report

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of the Managing For Success® Assessments identifies what motivates each of your team members. If you are motivated by the same things that motivate your team members you are going to get along, even if you have style differences. It is also important to make sure each team member's job gives a sense of fulfillment. This is accomplished by putting them in a position that uses their motivators.

The Workplace Motivators™ Report identifies six distinct interests or values:

Theoretical: Desire for continuous learning, knowledge, and truth

Utilitarian: Desire for wealth and expected returns on all investments of time, effort, and money

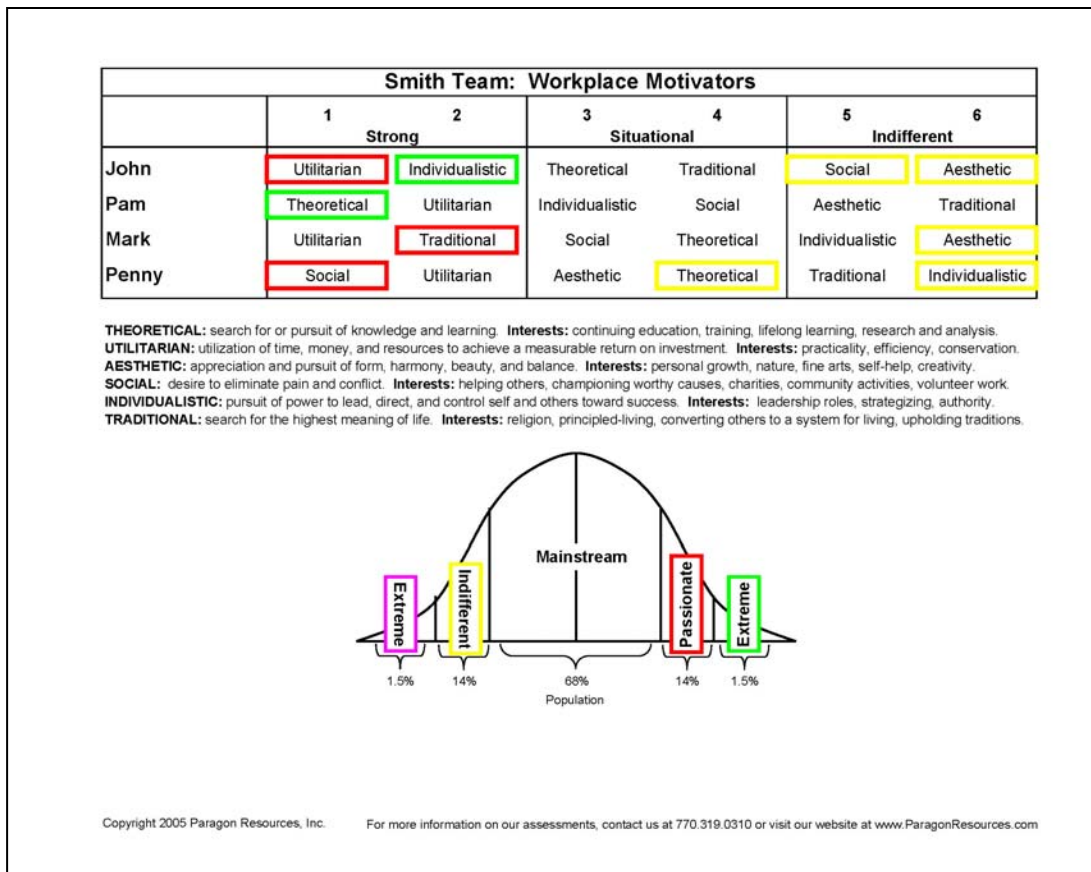
Aesthetic: Desire for form, harmony, and beauty within self and/or the environment

Social: Desire to help others and eliminate pain, sometimes at their own sacrifice

Individualistic: Desire for power, authority, and to lead others

Traditional: Desire to live life by a disciplined system, often of religious or political beliefs

The Workplace Motivators™ Report is a 23-page assessment that helps identify our interests or the things which we value and the intensity in each including any positive or negative bias. Our motivators act as the drivers of our behavior and determine WHY we do what we do. Understanding these motivators reduces conflict with others, improves efficiency and productivity, and energizes a team to work together to achieve common goals. With this information, we compile a Team Workplace Motivators™ Summary outlining each team member's unique driving forces.





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Build your leadership and management style around the needs of your team members and you will have a more effective and successful team. In our final newsletter of the series, we will complete the Building a High Performance Team Process – Reassign/Add People As Needed. In this step, we will help you clearly define each person's roles and responsibilities by developing job descriptions. You will also determine how to deal with any gaps of coverage by outsourcing or adding capacity.

This newsletter series can be found on our Web site in our Library at:
www.ParagonResources.com/newsworthy

If you are interested in building a High Performance Team and want to know if you have the right PEOPLE doing the right JOBS in your team, we have the solution for you. We have a complete process to identify the talents of each of your team members, determine any coverage gaps, and provide tips on how to effectively communicate with as well as manage and motivate your team. Two major brokerage firms agree that this is the best program to structure and manage a partnership or team.

Please phone us at 770.319.0310 or visit our website at www.ParagonResources.com for more information.

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