Professional Development Program  
2018 WIC Coordinator Summit

DEVELOPING YOUR WIC EMPLOYEES FOR PERFORMANCE AND RETENTION

PROGRAM WORKBOOK

Custom Designed for WIC Michigan

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# First Break All The Rules

Buckingham & Coffman’s

**12 Questions to Measure the Strength of the Workplace**

<table>
<thead>
<tr>
<th>Strength Characteristic</th>
<th>Almost Always</th>
<th>Usually</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do I know what is expected of me at work?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Do I have the materials and equipment I need to do my work right?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. At work, do I have the opportunity to do what I do best everyday?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4. In the last seven days, have I received recognition or praise for doing good work?</td>
<td>4 = Yes</td>
<td>1 = No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Does my supervisor or someone at work, seem to care about me as a person?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6. Is there someone at work who encourages my development?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7. At work, do my opinions seem to count?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8. Does the mission/purpose of my company make me feel that my job is important?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9. Are my co-workers committed to doing quality work?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10. Do I have a best friend at work?</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>11. In the last 6 months, has someone at work talked with me about my progress?</td>
<td>4 = Yes</td>
<td>1 = No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. This last year, have I had opportunities at work to learn and grow?</td>
<td>4 = Yes</td>
<td>1 = No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL SCORE**

- 43-48 Very Strong and Supportive Work Environment for You
- 36-42 Good Work Environment for You: Be more proactive to create what you need
- 26-35 Culture Needs Significant Work: Discuss Issues with Your Supervisor
- 0-25 You are in the Wrong Work Culture
MIND MAP

Effective Management Behaviors
SITUATIONAL MANAGEMENT
Appropriate Management Styles to Developmental Levels
COMPETENCE AND COMMITMENT

Competence

Knowledge
Demonstrated understanding of subject matter

Skill
Demonstrated proficiency in application of subject matter

Commitment

Confidence
Demonstrated belief in your capabilities

Motivation
Demonstrated internal condition that activates goal oriented behavior
1. Choose a “Situation” for analysis

Situation: any opportunity to perform a task, use a talent or demonstrate skills to reach an outcome.

My situation is:
# 2. Diagnosing Confidence

## Confidence Diagnostic Worksheet

<table>
<thead>
<tr>
<th>Confidence Evaluation</th>
<th>Rating (Circle one number per line)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(No)</td>
<td>(Maybe)</td>
</tr>
<tr>
<td>1. I have been in this situation many times and have succeeded</td>
<td>1</td>
</tr>
<tr>
<td>2. I understand the skills needed for this situation</td>
<td>1</td>
</tr>
<tr>
<td>3. I am comfortable doing the skills needed in this situation</td>
<td>1</td>
</tr>
<tr>
<td>4. Others believe that I can be successful in this situation</td>
<td>1</td>
</tr>
<tr>
<td>5. The immediate consequences of failure are very low</td>
<td>1</td>
</tr>
<tr>
<td>6. This situation plays into my personal strengths</td>
<td>1</td>
</tr>
<tr>
<td>7. I have the resources needed to handle this situation well</td>
<td>1</td>
</tr>
<tr>
<td>8. I have the management support needed to succeed</td>
<td>1</td>
</tr>
</tbody>
</table>

| Column Totals (Add the circled numbers in each column and write here)                |                                     |
| CONFIDENCE SCORE (Add the 3 column totals together and divide by 8)                  |                                     |
| Low = 1.0-1.5                                                                       | Moderate = 1.6-2.2                   | High = 2.3-3.0                      |

**Overall Confidence Rating (Circle one):** low medium high
### MOTIVATION DIAGNOSTIC WORKSHEET

<table>
<thead>
<tr>
<th>MOTIVATION EVALUATION</th>
<th>RATING (circle one number per line)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(No)</td>
</tr>
<tr>
<td>1. I see my success in this situation as generally valuable to me</td>
<td>1</td>
</tr>
<tr>
<td>2. Success in this situation will bring immediate benefits to me</td>
<td>1</td>
</tr>
<tr>
<td>3. I will gain important skills and knowledge in this situation</td>
<td>1</td>
</tr>
<tr>
<td>4. This situation may create new opportunities for me</td>
<td>1</td>
</tr>
<tr>
<td>5. Engaging in this situation will be a positive challenge for me</td>
<td>1</td>
</tr>
<tr>
<td>6. This situation plays into my personal strengths</td>
<td>1</td>
</tr>
<tr>
<td>7. There is low risk to me in this situation</td>
<td>1</td>
</tr>
<tr>
<td>8. I have the management support needed to succeed</td>
<td>1</td>
</tr>
</tbody>
</table>

**COLUMN TOTALS**

(add the circled numbers in each column and write here)

**MOTIVATION SCORE**

(add the 3 column totals together and divide by 8: ______ /8 = ______)

Low = 1.0-1.5     Moderate = 1.6-2.2     High = 2.3-3.0

**OVERALL MOTIVATION RATING (Circle one):** low     moderate     high
### COMMITMENT ANALYSIS

<table>
<thead>
<tr>
<th>Confidence Score (circle one):</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation Score (circle one):</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Based on these data, my <strong>COMMITMENT</strong> level for this situation is:</td>
<td>Low</td>
<td>Variable</td>
<td>High</td>
</tr>
<tr>
<td>Situation Chosen:</td>
<td>Estimated Knowledge rating (circle one):</td>
<td>Estimated Skill rating (circle one):</td>
<td>Based on choices above, COMPETENCE level for this situation:</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------------------------</td>
<td>-------------------------------------</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
<td>Medium</td>
<td>Some</td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
</tr>
</tbody>
</table>

**5. ESTIMATING LEVEL OF COMPETENCE**
6. DETERMINING YOUR DEVELOPMENTAL LEVEL

<table>
<thead>
<tr>
<th>DETERMINATION OF DEVELOPMENTAL LEVEL FOR SITUATION CHOSEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMITMENT Level Determined (circle one):</td>
</tr>
<tr>
<td>Low</td>
</tr>
<tr>
<td>COMPETENCE Level Estimated (circle one):</td>
</tr>
<tr>
<td>Low</td>
</tr>
</tbody>
</table>

![Diagram showing developmental levels]

- **Enthusiastic Beginner**
- **Disillusioned Learner**
- **Capable Performer**
- **Peak Performer**
- **Development Candidate**
Champion vs. Victim Attitude

The Human Mind is a Programmable Bio-Computer

Attitude is a manifestation of internal processing of thoughts. Attitude manifests through body language and habitual actions. Great managers intentionally manifest champion attitudes through positive body language and productive habits!

PROGRAMMING CODE: INTENTIONAL NOT RANDOM

THOUGHTS

CHAMPION LANGUAGE

VICTIM LANGUAGE

Turn ANTS into PETS

A N T
P E T
PERSONAL TRAITS INVENTORY

Circle the traits below that you want others to associate with you:

HUMOROUS

INTENSE

PUNCTUAL

EMPATHETIC

CONFIDENT

INSIGHTFUL

HONORABLE

DETAILED ORIENTED

QUICK WITTED

CONSISTENT

CALM UNDER STRESS

ORGANIZED

SENSITIVE

OBSERVANT

TOUGH BUT FAIR

DECISIVE

DRIVEN

HIGHLY INTELLIGENT
# Emotional Intelligence Habits Inventory

This tool is a way to assess your Emotional Intelligence Habits for several domains of EI. Remember: Be ruthlessly honest with yourself!

<table>
<thead>
<tr>
<th>Habit of Concern</th>
<th>Almost Always</th>
<th>Usually</th>
<th>Seldom</th>
<th>Rarely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I do my best to put myself in the other person’s shoes when I am listening to them.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. I am aware of my emotional attitude and able to compensate, if needed, with conscious throttling</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. I can get my self motivated everyday to be my best!</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4. I know my emotional triggers and I am aware of how to manage my responses productively.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. I treat all people with respect and do my best to preserve dignity and honor.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6. I am aware of my verbal and non-verbal habits, especially those with cultural or gender implications</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7. I am able to work with people who are very different than me in a professional and objective manner.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8. I am able to build strong relationships with people and preserve them over time.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9. I give credit where credit is due and recognize the achievements of my colleagues properly.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10. I am able to adapt to change or unexpected circumstances with a positive attitude and proactivity.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**TOTAL SCORE**

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>36-40</td>
<td>Outstanding EI Habits...Keep It Up and Keep Polishing!!!!</td>
</tr>
<tr>
<td>30-35</td>
<td>EI is OK, but you need to increase focus on the tactics from today.</td>
</tr>
<tr>
<td>26-29</td>
<td>EI needs work: focus on the competencies presented and choose one to start polishing</td>
</tr>
<tr>
<td>0-25</td>
<td>EI is low: You may want to consult a personal coach for some help.</td>
</tr>
</tbody>
</table>
Emotional intelligence is made up of four core skills.

**WHAT I SEE**

- **PERSONAL COMPETENCE**
  - **SELF-AWARENESS**
  - **SELF-MANAGEMENT**

- **SOCIAL COMPETENCE**
  - **SOCIAL AWARENESS**
  - **RELATIONSHIP MANAGEMENT**

**WHAT I DO**

- **Self**
  - **Self-Awareness**
    - **Self-Confidence**
    - **Emotional Self-Awareness**
    - **Accurate Self-Assessment**
  - **Self Management**
    - **Self-Control**
    - **Trustworthiness**
    - **Conscientiousness**
    - **Adaptability**
    - **Drive and Motivation**
    - **Initiative**

- **Social**
  - **Social Awareness**
    - **Empathy**
    - **Organizational Awareness**
    - **Understanding the environment**
  - **Social Skills**
    - **Influence**
    - **Inspirational Leadership**
    - **Developing others**
    - **Influence**
    - **Building Bonds**
    - **Team Work and Collaboration**

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**Emotional Intelligence**

"...familiarity with the ability to..."

**EQ vs Performance**

![EQ vs Performance Graph]

```
EQ vs Performance

Performance (Financial, Career, Wellbeing)

Emotional Intelligence Scores

N=118
```

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14
10 Practical Applied Emotional Intelligence Tactics for WIC Coordinators

1. Everything starts with our own internal programming code. Practice positive self-talk and positive visualization to induce and sustain "Champion" vs. "Victim" thinking.

2. Display productive body language. Do not induce conflict with your own signals and learn to read basic body signals. Do not ignore these signals, start a conversation to get clarity on what you are observing. Do not allow yourself to be high-jacked by your emotions.

3. Communicate clearly, honestly and regularly with your employees. People with high emotional intelligence are always influencing for performance. Use the tools at your disposal, be creative and get others involved.

4. Use meetings and individual conversations as times to not only engage business issues, but to reinforce core mission, operating principles, expectations and to give formative feedback.

5. Provide formative feedback to your employees regularly to help them make micro-adjustments in their knowledge, skills, motivation and confidence. Doing a once a year evaluation is not even remotely optimal and is often counter-productive.

6. Lean into discomfort as a habit. Seek out people to have important conversations and engage issues immediately. Procrastination is a low EI behavior and almost always results in deterioration of the situation.

7. Help people understand the characteristics of your business culture by bringing the culture to life. Use visuals, reinforcing emails, social media, recognition, language and standards to create your culture every day. Your emotional intelligence includes social awareness and social influence.

8. Be consistent and reliable. Model the behaviors you expect from others. People with high emotional intelligence in business, walk the walk and talk the talk. Intentionally talk about and model best practices in professionalism.

9. Be intentional about providing realistic and appropriate recognition, appreciation and compensation to the people who work for you and with you. Always give credit where credit is due, never use recognition and compensation to pacify low performers.

10. Leaders with high emotional intelligence look for ways to help develop their team members and team. Provide opportunities for development as often as you can. This sends a signal that you care about the well-being and long term success of your employees.
Professional Action Plans

First Steps

Name: ________________________________

All new actions require first steps and ultimately optimization by ongoing adjustment. Use this worksheet to evaluate your best first steps and then start implementing right away. Use your team members for feedback and discussion.

1. Situational Management Skills

☐ I will define the job competencies (situations) that matter most to my success at work

☐ I will practice diagnosing my developmental level in these situations by understanding my competence and commitment levels for each situation

☐ I will work to help myself advance to "peak performer" in every work competency that matters

☐ I will practice applying the diagnostic process to my direct reports and then applying the appropriate Management Style with them in any given situation to help them move toward "peak performer" in the situation involved.

2. Emotional Intelligence Skills

☐ I will focus first on self-awareness by working on building and maintaining a champion mindset (optimistic, positive, forward looking, resilient, cheerful, etc...)

☐ I will work at using champion language everyday with everyone including my own self-talk

☐ I will identify what things are really motivating to me and work to drive my own motivation and sustain it daily.

☐ I will work very hard to be more communicative in all relationships. I will set expectations better, I will set boundaries better, I will hold people accountable better and I will do my best to be friendly, cheerful, observant and helpful.

☐ I will learn more about body language by reading the resources provided and then start applying the skills to myself and my social setting

☐ I will lean into discomfort and take the risk to have critical conversations when they need to happen and will not procrastinate

☐ I will give credit when credit is due and acknowledge the achievements of my colleagues, the successes of my team and be happy to support the success of others.

☐ I will listen more sincerely and with greater empathy. I will be more patient and tolerant

☐ I will take better care of myself so I am more energized and optimal

3. Conflict Prevention and Resolution Skills
☐ I will do everything in my power not to be a source of un-needed induced conflict
   (due to lack of preparation, gossip, misguided assumptions, propagating unverified
   information, lying, exhibiting a victim attitude, being grouchy, etc....)

☐ I will be vigilant about spotting conflict as it arises to help productively resolve such conflict

☐ I will learn the 5 TK modes and how to manifest each seamlessly by practicing

☐ I will be aware of my own preferred modes and work not to be trapped in such

☐ I will work to apply high emotional intelligence when I work through interpersonal conflict

4. Integration of Skills

☐ I realize that all management styles in situational management work better when applied with
   high emotional intelligence and excellent communication skills

☐ I realize that I can help prevent most unproductive conflict in my workplace and my life by
   adopting a champion attitude, high emotional intelligence, and consistent champion habits

☐ I understand that the management style of "coaching" requires that I apply professional
   listening skills, honest feedback skills, set accountability parameters, manage conflict
   productively, read body language properly to flush out hidden issues, that I use productive
   body language at all times to keep conversations moving forward and that I follow-up in a
   reasonable timeframe to keep the ball rolling forward.

☐ I realize optimal management of myself as a professional is the first rule of success and then
   helping my colleagues become champions and peak performers in all metrics is how I lead.

☐ I realize that optimizing my energy and attitude is my 100% my responsibility. Nobody can
   make me feel anything I do not choose to feel. Therefore, keep your focus on being your best,
   listen to useful feedback, ignore undeserved criticism and toxic banter by letting it go and
   being grateful for the honest and direct feedback from those who really care.

☐ I realize that I am a leader in my organization at all times, and especially in front of
   clients/customers. I will be a great role model for all and be a person of honor at all times.

Notes:
Take Notes on this page: