



HR Answers

# Building Your HR Dream Team

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Keys to Effective HR  
Leadership



Departmental & Job  
Design Strategy &  
Tips



Keys to Fulfillment:  
Getting to Know Your  
People



Planting Seeds for  
Growth

# What we'll cover ...



# How we'll do it ...

- Preface
- Chapter 1: Profile of a Leader
- Chapter 2: Successful by Design
- Chapter 3: : Really Getting to know your team
- Chapter 4 Planting Seeds for Growth
- Epilogue: What's Next for Your Team



# {Forward – Before the Story Begins}

Before we can ask for the best in our team members, we must give our best.

# Chapter 1: Profile of a Leader

Characteristics of a Good Boss?

Characteristics of a Bad Boss?

How do you FEEL when working for a Good Boss?

How do you FEEL when working for a Bad Boss?

Now ... It's Monday morning. You're feeling tired, anxious, frustrated. You're not feeling any better by Friday. What does this cause you to DO or NOT DO?



# Simple Truths

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1. A leader's behavior and style can influence the feelings and behaviors of others.

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2. Our feelings can influence our behavior and our performance.

# {Chapter 2: Successful By Design}

## Consider this:

- ❑ Nothing happens by accident.
- ❑ Everything that happens at and around us is a result of something we do/did, or we something we did not do.

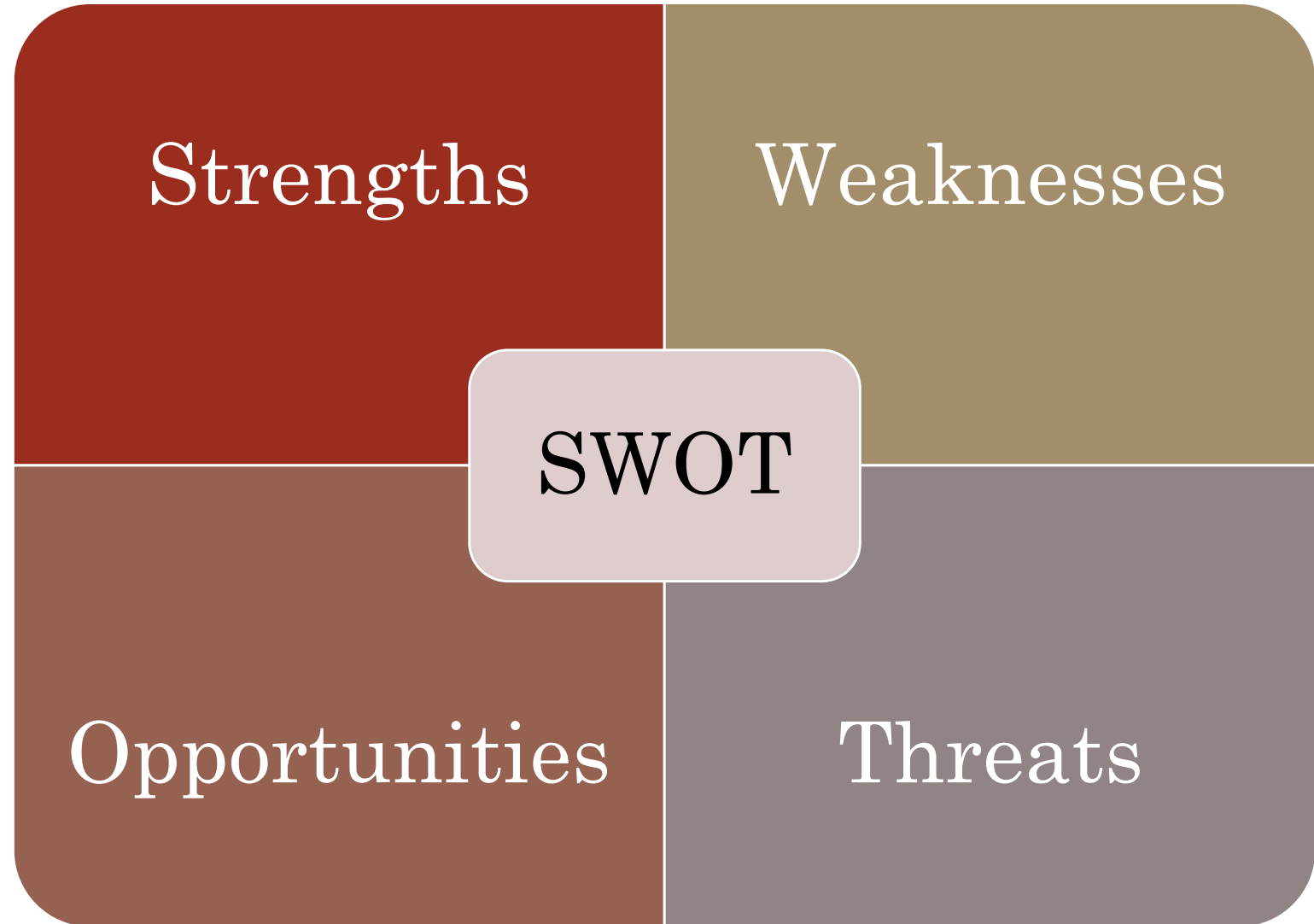


**Before designing and doing, we should reflect and observe.**



# Activity Time

Thinking  
about your  
team /  
department:





## {Chapter 2: Successful By Design – Your Mission}

Your  
department /  
team should be  
driven by your  
**MISSION.**



## A solid mission contains:

1. Name of the office, department, or unit
2. The primary purpose of the unit (why do you do what you do?)
3. The unit's primary functions or activities
4. The unit's stakeholders or customers
5. Reference to the broader mission of the organization, department, and division

# Preparing to Communicate Your MISSION

# Communicating Your MISSION

Using a long-standing template as an example:

*“In support of the organization’s mission to (broader organization mission), the mission of (your office name) is to (your primary purpose) by providing (your primary functions or activities) to (your stakeholders).”*



# HR Department MISSION – Example 2:

*In support of [Organization's Name]'s mission, [the HR department serves as] strategic partners in building [Company Name]'s businesses by maximizing the value of human capital and aligning it with company initiatives, values, strategies and the needs of all stakeholders.*



# HR Department MISSION – Example 2:

*In support of [Organization's Name]'s mission to [state mission here], the mission of the human resources department is to support the goals and challenges of [Company Name] by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the organization.*



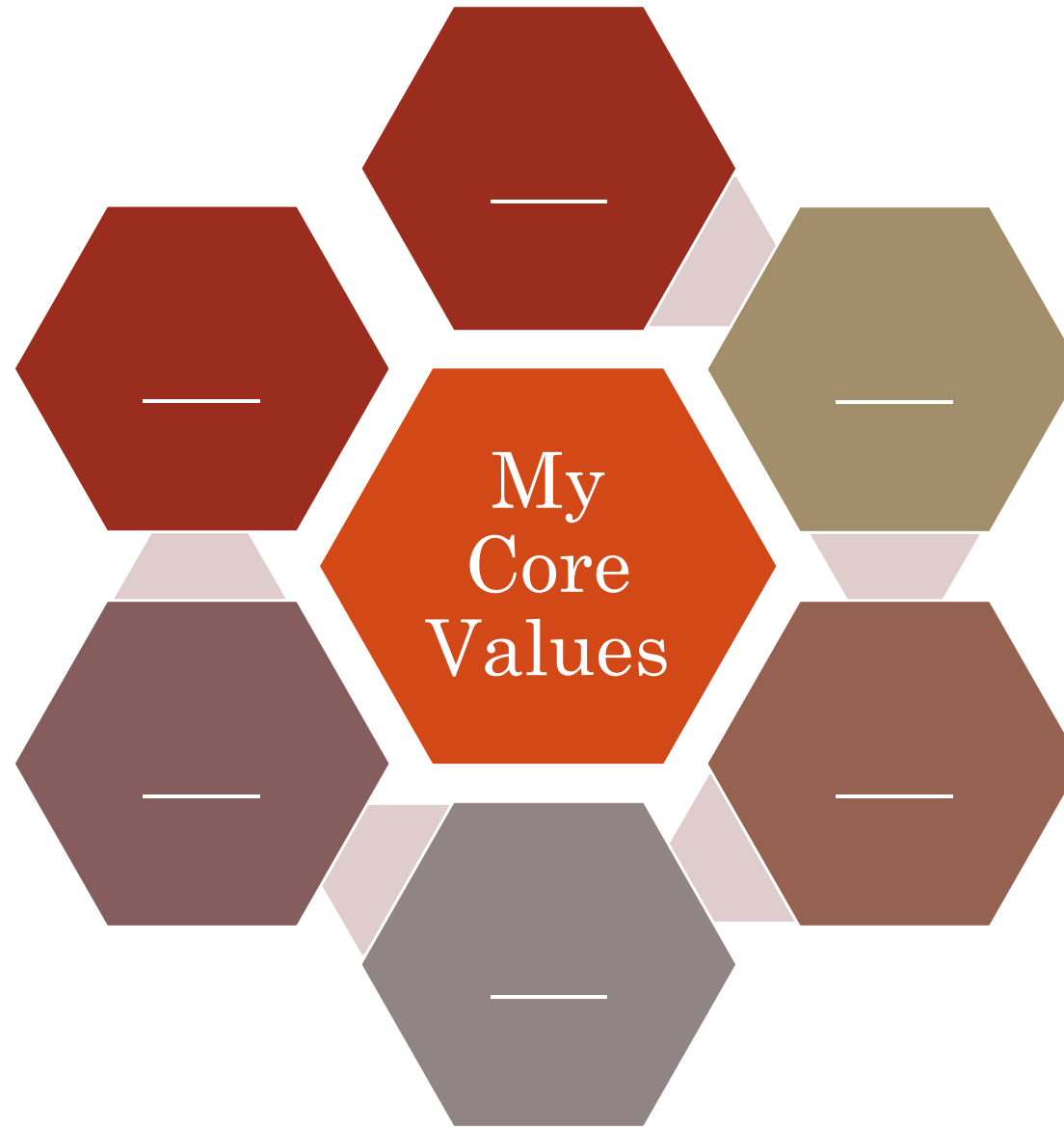


## {Chapter 2: Successful By Design – Your Values}

Achievement  
of your  
mission is  
powered by  
your  
VALUES.

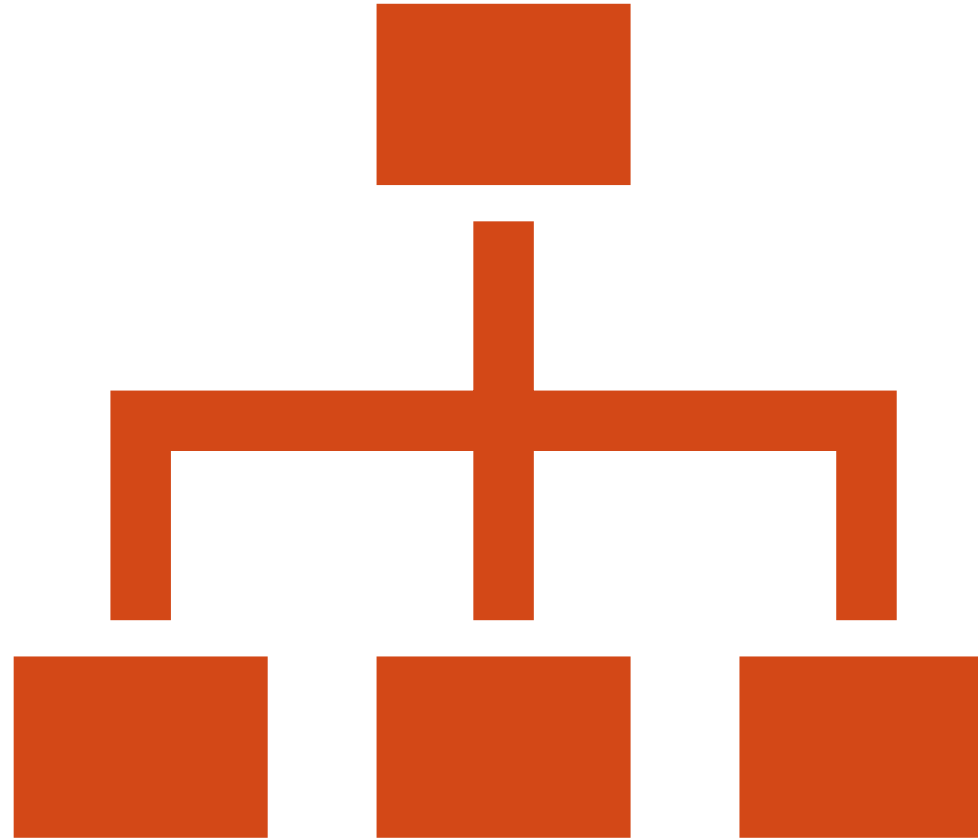
# Activity Time

1. What are your Core Values?
2. Where did you learn them?
3. How do they “show up” in your Department?



## {Chapter 2: Successful By Design – Your Team is Unique}

Designing  
your  
department  
takes time  
and  
flexibility.



# <https://www.kolbe.com/free-team-collaboration-survey>

## Kolbe Team Collaboration Survey

*There are three types of teams:*



**Independent Teams** — consist of individuals working independently to accomplish shared goals — like swim teams.



**Hybrid Teams** — consist of individuals working both collaboratively and independently, each at least 30% of the time — like baseball teams.



**Collaborative Teams** — consist of individuals working interactively with each other to accomplish shared goals — like basketball teams.



*Your Hybrid Team is similar to a baseball team. In some situations they are alone at bat, and in others they are working together on the field.*





## {Chapter 3: Successful by Design - Team Charters & Agreements, Job Design}

### A Leader's Responsibility –

- Create a path
- Outline promises and norms (what we do so that we align with policies and follow procedures)
- Build commitment
- Encourage accountability



# Team Charters Might Include:



Best Way to Contact Me – my preferred method



Team Member Skill Inventory – where does each person shine? What is their specialty? What can they teach other people (even if it isn't HR-related!)? What is each team member working on?



Departmental Goals Outline – Projects, regular tasks, contingency plans, quality standards



Ground Rules – how do we promise to work together to achieve our common goals and encourage fulfillment?



Conflict Management – how will we deal with issues when they arise?

# Team Charter Highlight:

## Ground Rules



**Ground Rules: Agreements about the way that we behave when working together.**



Because I / we value:



I promise to:



# {Chapter 2: Successful By Design – Each Position Counts}

Designing  
each  
individual  
position  
carefully  
is key:

- How is the position unique?
- What are the essential functions?
- Where does it overlap with other roles and why?
- What specialized knowledge is required?
- What special skills are required?
- What unique systems are required?
- What level(s) of authority are assigned?

## {Chapter 3: REALLY Getting to Know Your Team}

1. Budget time and resources to connect and learn about one another
2. Focus on trust-building first, always
3. Let's break it down – 3 Parts of Every Employee's Mind!





# Three Parts of the Mind



**1 - Personality  
/ Feeling**

**2 - Thinking /  
Cognitive**

**3 - Doing /  
Instinctual**

# Three Parts of the Mind:

## 1 - Personality



Personality  
/ Feeling

- Desires
- Motivation
- Attitudes
- Preferences
- Emotions
- Values



# Three Parts of the Mind: 1 - Personality



Personality  
/ Feeling

- Myers-Briggs
- DISC
- Colors

# Three Parts of the Mind: 2 Thinking



Thinking/  
Cognitive

- Skills
- Reason
- Knowledge
- Experience
- Education
- IQ

# Three Parts of the Mind:

## 2 Thinking



Thinking/  
Cognitive

Assessed by:

- Courses with grades
- Certifications
- Wonderlic
- IQ tests

# Three Parts of the Mind:

## 3 Doing



Doing/  
Instincts

- Necessity
- Innate force
- Talents
- Drive
- Mental energy





# Three Parts of the Mind:

## 3 Doing



Doing/  
Instincts

- Kolbe A<sup>TM</sup>



# Workplace Topics Explored & Addressed Through Kolbe A<sup>TM</sup>



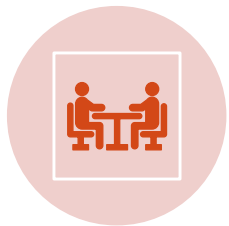
“M.O.” WHEN  
WORKING TO  
ACHIEVE A GOAL



PROCRASTINATION



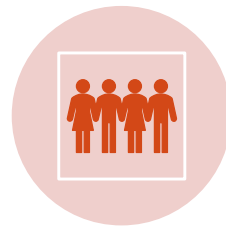
WORKPLACE  
STRESS



TEAMWORK



INTERPERSONAL  
COMMUNICATION















TEAM DYNAMICS  
AND DIVERSITY



## Spreadsheet of Strengths™

Total Members: 6

		Kolbe A™ Index	
<b>Andrea Rainey</b> OTHER		8 6 3 3	
<b>Diana Hardy</b> OTHER		5 4 7 4	
<b>Hilary Gaylord</b> OTHER		8 5 3 4	
<b>Jessica Milewski</b> OTHER		8 4 4 3	
<b>Marina Katsiris Arciniaga</b> OTHER		6 3 7 4	
<b>Niki Ramirez</b> OTHER		9 4 3 3	

Kolbe A™

# Kolbe A<sup>TM</sup> Zone of Operation

	<b>Fact Finder</b>	<b>Follow Thru</b>	<b>Quick Start</b>	<b>Implementor</b>
<b>Prevent</b>	Prevents analysis paralysis, getting bogged down in details	Avoids getting boxed in, rebels against structure	Controls chaos, avoids crisis mode operations	Functions without physical evidence and models
<b>Respond</b>	Adds specifics to generalities, edits detail, weighs pros and cons	Adjusts to existing plans, allows for unexpected, maintains controls or classifications	Offers alternatives, imposes deadlines and mediates between vision and given	Uses machinery/tools for both tangible and intangible purposes
<b>Initiate</b>	Needs detail, strategies, research	Needs systems, designs and a sense of order	Needs sense of urgency, open-ended solutions, challenges	Needs tangible solutions, quality implements or tools



# {Chapter 4: Planting Seeds for Growth}

Summarize

Respond

Support & Inspire

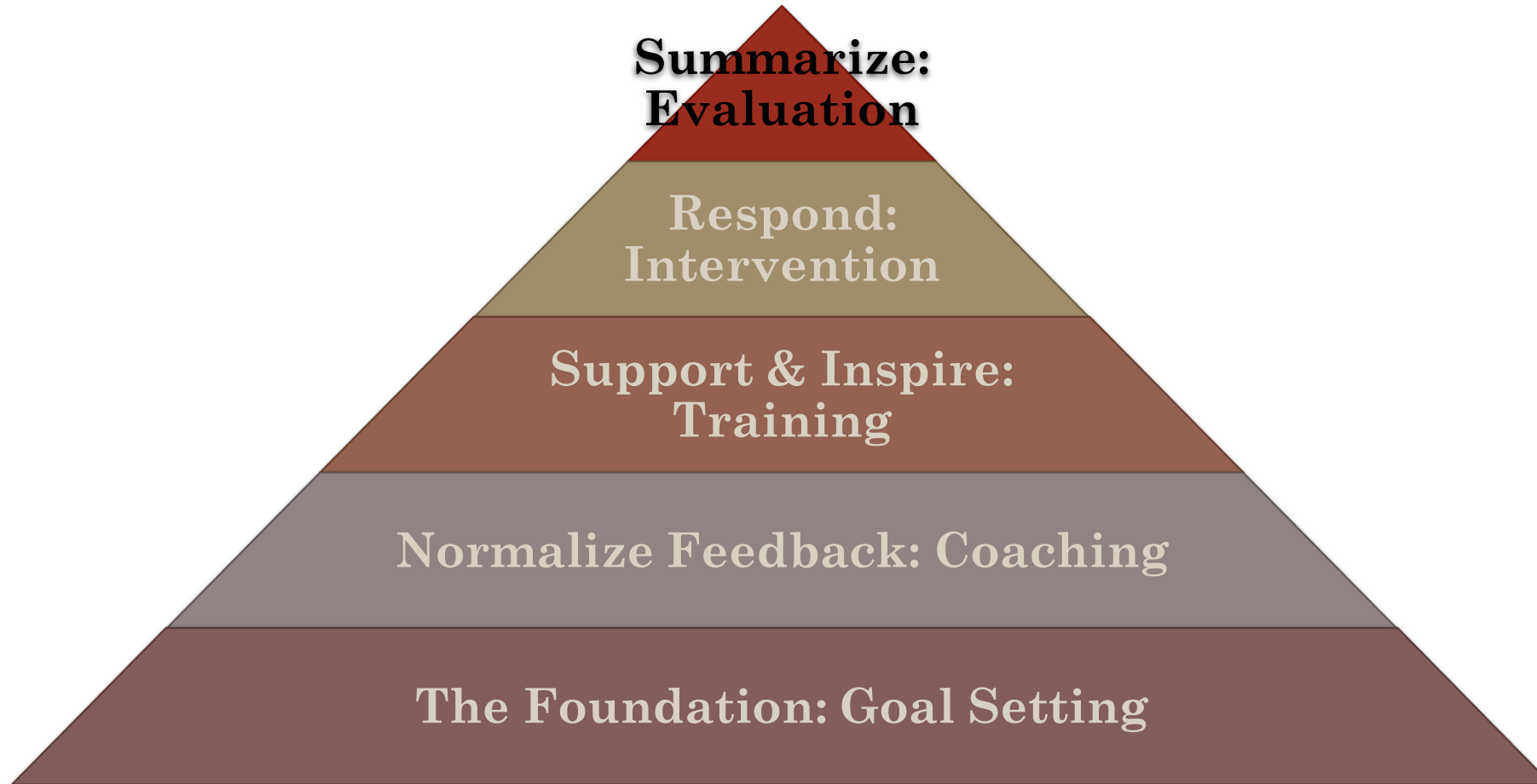
Normalize Feedback

The Foundation





# {Chapter 4: Planting Seeds for Growth – How To's}





# Goal Setting



# {Chapter 4: Planting Seeds for Growth - Creating Your Annual Department Plan}



# Creating & Striving to Achieve Your Plan: Be CLEAR



Communicate 2 Ways



Leverage Talents and Instincts



Equity-Centric Approach



Accountability at the Core



Realistic and Flexible



# The End

## Epilogue

- The future is yours!
- HR team leaders face unique challenges
- Proper planning helps us address issues
- Your team is waiting and ready



HR Answers

Questions?  
Let's Keep the  
Conversation Going!

Your facilitator:

Niki Ramirez,  
MBA/PHR/SHRM-CP/THRP

[nramirez@hranswers.org](mailto:nramirez@hranswers.org)

[www.hranswers.org](http://www.hranswers.org)

602-715-1300

Connect with me!



HRAnswers.org

Our Mission: Your people.



## Your Facilitator: Niki Ramirez, MBA/PHR/SHRM- CP/THRP

- I'm a certified human resources consultant and the founder of HRAnswers.org. We focus on providing practical, impactful HR consultation to business leaders and HR professionals so that they can relax and focus on their goals.
- We believe that professional human resources support isn't only for big companies with huge budgets. HR support is something that every size business deserves! We've taken everything that we've learned in big-Company HR and design a process to help small businesses create HR programs that align with their business goals *and* organizational culture, to yield maximum results.
- Our goal is to help our clients reduce business risk and dramatically improve the employee experience. Clients trust my expert team and I to work on a variety of complex HR projects like employee handbooks, job descriptions, performance plans, and sticky hiring and termination situations.