THE MCGAW YMCA

Emerging Leader Program

Managing Others

January 11, 2017

FIRST LIGHT Group LLC
Putting Your Future Within Reach®

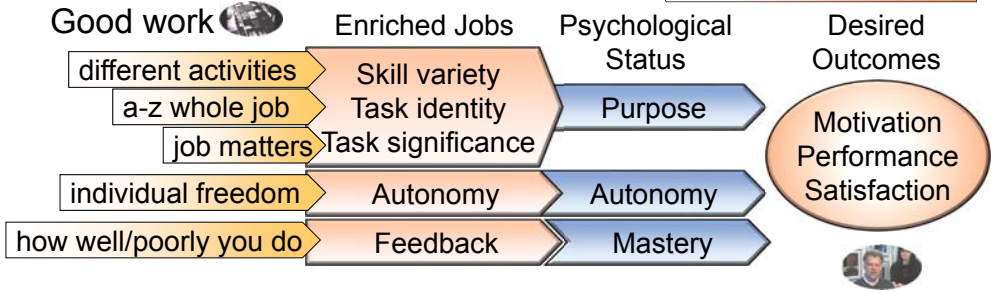
Setting the Stage

People and Organizations

Good fit = People & Job + People & Organization

- The three elements of fit
  - Responds to your need for useful work — Self-respect
  - Enables you to express yourself — Intrinsic motivation
  - Fulfills your financial, life needs — Extrinsic motivation

Good work



Hire Hard — Manage Easy

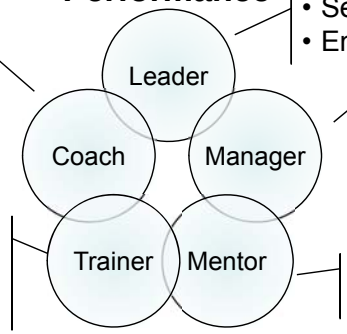
Talent → Performance

Clear Expectations
Training
Feedback
Coaching
Recognition
Documentation

Performance

Role Playing

- Maximize attitude, effort, and production, see the whole person, give tools for self-discovery and skill development
- Teach new skills to increase ability to achieve goals



- Set vision
- Ensure results
- Track progress
- Benchmarks compliance
- Employee productivity
- Solving problems
- Share how similar results were achieved in the past

Take it to the ER

Empowerment

- Open-ended questions
  - What, how, when
  - Where, who, not why
- In the process
  - You're interrupting negative spirals.
  - You're helping each other think.

Recognition

- Acknowledgement: closed-end clarity questions
- Validation
  - Who wouldn't feel that way?
  - That's completely understandable.
- In the process
  - You're validating the other's experience.
  - You're helping each person hear the other.

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Michael Bungay Stanier's Seven Great Questions

Kickstart	• What's on your mind?
AWE	• And what else?
Focus	• What's the real challenge here for you?
Foundation	• What do you (truly) want?
Lazy	• How can I help?
Strategic	• If you're saying yes to this, what are you saying no to?
Learning	• What was most useful to you?

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BREAK

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Managing Others

Delivering Feedback

Defined
- Information people receive about their performance to answer the question: "How well did I perform?"

Positive
- Positive Feedback
- Positive Expectations
- Positive Mood

Verbal reward for behavior
People like it
People repeat the behavior
Directs and motivates behavior
- Indicates what performance is most important
- Helps you set future goals

Big picture thinking
Verbal creativity
Idea flow
More interconnected

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Negative Feedback
- People often react badly
  - Neglect
  - Retaliation
  - Exits
- Positive-Negative Asymmetry
- Why bother?
  - Overconfidence is dangerous.
  - Quick learning matters.
  - Can be softened.
  - Can be done effectively.

Used when you want to change an undesirable behavior.
- Often felt to be punishing or hurtful when received.

Used wisely, can be helpful:
- Directs and motivates behavior.
- Speeds up learning.

Gottman
Positive sandwich

Feedback Process

Observe

Ensure Understanding

Prepare

Agree on Next Steps

Give Feedback

ER the Reaction

- Personally owned
  - I, not you
  - Me, not others

- Tailor feedback to fit the person.
- Well-timed: Sooner is better
- Make sure it's controllable
- Keep it on the person's key goals

- Focus on specific seeable behavior
- Keep it impersonal and job related
- Clarify why it matters
- Explain what to do about it

Coaching (Whitmore, 2009)

GROW Model

Goals
What do you want?
- When do you need it?
- Who would be involved?
- Where would this take place?
- What would this look like?
- How much do you need to decide?

Reality
What are the barriers to doing it?
- What's within your power?
- Who must be involved in the result?
- When is your closest deadline?
- What resources are there to help?
- How can you get what you need?

Options
What are your options?
- What works?
- Who could share their expertise?
- How could you begin to do this?
- How will you know when it's done?

Will
What are you willing to do and by when?
- Who needs to sign off?
- What will you do first? Second?
- How will you deal with the barriers?
- What will success look like for you?

Managing Your Boss

At a minimum, you need to appreciate your boss's pressures. Without this, you're flying blind, and problems are inevitable.
(Gabarro & Kotter, 2005, p. 94)

Managing Your Boss Checklist

I understand my boss's context
- ☐ Goals and objectives
- ☐ Pressures
- ☐ Strengths, weaknesses, and blind spots
- ☐ Preferred work style

I know myself and my needs
- ☐ Strengths and weaknesses
- ☐ Personal style
- ☐ Predisposition toward dependence on authority figures

We have a good relationship
- ☐ Fits both your needs and styles
- ☐ Is characterized by mutual expectations
- ☐ Keeps your boss informed
- ☐ Is based on dependability and honesty
- ☐ Selectively uses your boss's time and resources

I take responsibility for myself
- ☐ I seek information I need from my boss instead of waiting for it.
- ☐ I assume primary responsibility for my own career and development.