



Project Name: 16463 Management Training: Days 5 & 16464 Management Training Day 6

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This Management Training covers the following:

- 7 Hidden Reasons Employees Leave
- 7 Habits of Highly Effective People
- Leading Productive Meetings
- Effective Delegation
- Time Management
- Wrap up

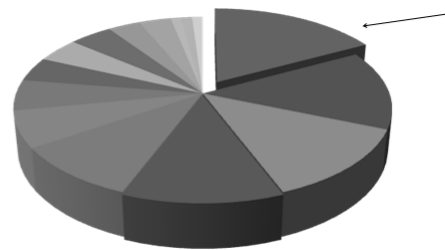
1 The Disengaged Process

Thirteen steps of the process

- Start with job enthusiasm
- Think about quitting
- Resolve to quit the job
- Passively seek new job
- Actively seek new position (absent often)
- Quit with new job
- Stay and become disengaged
- Questions about their decision
- Try to change things
- Consider all the costs of quitting
- Start preparing for active seeking of new employment
- Get new offer
- Quit without a job

2 Seven Reasons Employees Leave

- Unmet Expectations
- Mismatch between job and person
- Too little coaching or feedback
- Too few growth opportunities and advancement
- Feeling devalued and unrecognized
- Stress from overwork and life imbalanced
- Loss of trust and confidence in senior leaders



- limited promotion opportunities
- compensation
- lacking leadership
- unavoidable reasons
- favoritism
- poor work conditions
- discrimination
- harrasment
- supervisor
- no challenge
- work hours
- not recognized
- poor empl relations
- training
- lack of leadership

2.1 Mismatch with job and person

- Recruit
- Be real
- Communicate
- Motivate
- Interview
- Promote positive team environment
- Train
- Train again

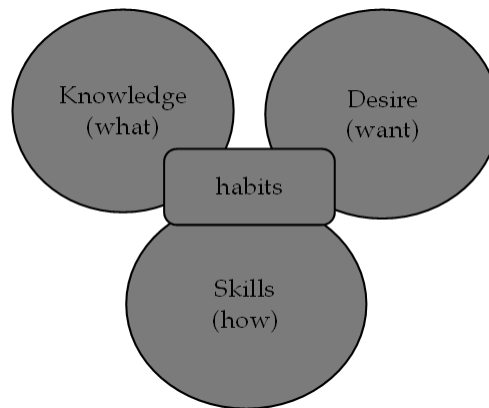
2.2 Too little coaching and feedback

“In the end, it is important to remember that we cannot become what we need to be by remaining what we are now.” - Max Depree

- A great coach builds a motivated team and develops exceptional people

- What is coaching - a belief in people that focuses on the future
 - Helps people learn to:
 - Think for themselves
 - Realize they have choices
 - Become aware of their talents
 - Develop a greater sense self-respect & motivation
- Synergize
- Coaching is
 - Effective Questioning
 - Active Listening
 - **Goals:** What do you want?
 - **Reality:** Where are you now?
 - **Options:** What are your options?
 - **Will:** How much do you want this?

- Habits defined
 - Knowledge (what)
 - Desire (want)
 - Skills (how)



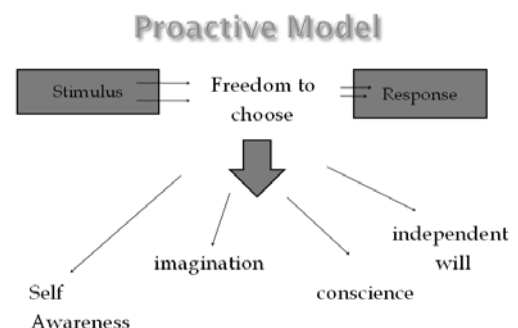
- Our intellect can change our instinct
 - Defining what we want
 - Repeating and reinforcing our new thoughts until we create a new habit of thought
 - Keep it up until we create a new instinct
- Proactive vs. Reactive - Be proactive

Reactive

- There's nothing I can do
- That's just the way I am
- He makes me mad
- They won't allow that
- I have to do that
- I can't
- I must
- If only

Proactive

- Let's see what we can do
- I can choose something else
- I control my own feelings
- I need to look into it.
- I will choose what I need to do
- I choose
- I can't
- I will



2.3 Few growth opportunities

- How can we create growth opportunities for growth?
- Group discussion

2.4 Feeling devalued and unrecognized

Four fundamentals of human needs

- Need to feel trust
- Need to feel a sense of worth
- Need to have hope
- Need to feel competent

Employee Recognition – see Employee Recognition Survey form.

Stress from overwork and life imbalanced.

- Balance Assessment – see Balance Assessment form
- Stress from overwork and life imbalanced
 - I feel alert and ready to go on the job
 - I feel a sense of burn out
 - I believe that my staff appreciates my leadership
 - I find myself easily distracted
 - I feel motivated to do a great job daily
 - I rarely have time to enjoy my hobbies or fun activities

2.5 Loss of trust and confidence in leaders

Gut questions to ask yourself:

- Is it legal?
- Is it balanced?
- Does it promote win-win relationships?
- How will it make me feel about myself?
- Will it be violating either civil law or company policy?
- Is it fair to all concerned in the short term as well as long term?
- Will it make me proud?
- Would I feel good if it were published in the paper?
- Would I feel good if my family knew about it?

Our primary responsibility as an owner, manager, supervisor is to create an environment where people willingly contribute to the success of the organization!

- Create an organizational culture that encourages every employee to be a leader
- Develop a results-based leadership philosophy
- Build a feeling of ownership in the organization
 - People take more responsibility when they feel a part of anything
- Implement a system that monitors and measures every tangible and intangible goal from start to finish

Stable long-term organizational success can only be achieved through the willing cooperation of our employees.

2.6 Goals

Align all goals from the top to the bottom – think of your organization as an orchestra.

- Develop a company goals program in which every employee participates
- Set SMART goals
 - Specific
 - Measurable
 - Attainable
 - Realistically high
 - Time-specific

3 Productive Meetings

- Planning a meeting
 - Who needs to be there... really be there!
 - Where
 - Limit the subjects
 - E-mail reminders, text etc.
 - Start with good news
- Types of meetings
 - Scheduled
 - Problem solving
 - Implementation
 - Marketing
- Productive meetings
 - Have 5 minute huddles
 - Create an agenda or you'll create chaos
 - Mandatory
 - No more than 50 minutes
- Say it in 6
 - Attendee list, meeting minutes
 - Ideas
 - Follow up
- What time
- What are we talking about
- Little stuff last if at all
- Get to the point
- Crisis
- Decision making
- Evaluation
- Combination
- Have rules
- Send agenda prior
- Start on time
- Follow up email voice mail
- Intro
- Action Plan

4 Time Management

Have a paper and e-mail prioritizing system

- Do it
- Dump it
- Delegate it

Accept that you don't know all the answers - you need to know when, where, and who to ask for help, then ask!

What type of leader are you?

- Directing
- Coaching
- Delegating

Begin with the end in mind

5 Delegation

Delegation:

- Never put off until tomorrow what you can get somebody else to do today
- The heart of delegation is developing and growing people
- Delegation is a process that allows people to be who they thought they could be and better
- At the end of the day, do you feel like you were busy, but not effective
- Cause people to be an extension of your capabilities and talents
- If they work for me, I work for them

Why should we delegate?

- To extend your capabilities through other people - get more done
- Someone else knows more about it
- Can be done at an administrative level and create time for mid- and long-range planning
- Teaching elements of my job so I can take on new responsibilities

What delegation is not:

- Dumping
- Puppeteering
- Passing the buck
- Punishment
- When
- How
- When Boss mettle in their business, they are giving the responsibility without the authority

What NOT to delegate

- Performance appraisals, promotions, discipline, dismissal
- Staff development
- Motivation
- Policy making
- Praise
- Team building
- Assignments that were delegated to you

Identifying unnecessary tasks

- Is this a task we've "always done" that nobody really uses anymore?
- If anyone does use it, how does it help them?
- Is there another way to provide this same information?
- Does someone else provide the same information in a different format?
- What are the costs?
- What would happen if we eliminated it?

How to delegate

- Make a list
- Check ones you can delegate
- Technology – memos, e-mails, text, IMs
- Praise and reward
- Prioritize the tasks
- Analyze your people
- Deadline
- Follow-up assessment

Assessment

- What is your opinion about the project?
- What did you like/dislike?
- Would you be willing to coach them?
- Could we make improvements?
- Who do you think could do the task next time?

When you delegate, be sure employees:

- Know your expectations
- Know how to achieve those expectations
- Have authority to achieve the expectations
- Give deadline

Accountability

- Praise the behavior you want repeated
- If high performance is not being praised and recognized, then what is being praised and recognized
- When something goes wrong - Train or re-assign

Responsibility

- Assigning to others full ownership of the results to be achieved

Our Success is directly dependent on the success of those for whom we are directly responsible.

Our Success is determined by, measured by and magnified by the success of each and every one of the people we supervise.

Delegator's dozen

- Set a clear objective
- Train the Delegatee
- Assign the project or task - and a deadline
- Make a delegation contract
- Maintain Controls
- Select the Delegatee
- Get input from the Delegatee
- Provide necessary guidance
- Establish controls
- Provide Feedback

- Identify Lessons Learned

- Evaluate Performance

Time management

- Managing yourself to get the most out of your time
- Put First Things First



What employees want from you

- Know what they want even if they don't say anything
- Be available
- Treat them fairly
- Understand they have lives outside of work
- Train, teach, mentor, motivate
- Reward and appreciate them

Think win-win

Seek first to understand, then to be understood

- Take away judgments
- Right understanding
- Purposeful communications
- Take = responsibility

Sharpen your SAW

- Take classes
- Maintain certifications
- Practice skills
- Always open mind to learning
- Read books
- Continue college education
- Improve skills

6 Final thoughts...

- Life is a long time learning process
- Change is the only thing constant
- Be blessed, be happy, be productive