



Project Name: **16461 Management Training: Day 3**

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This Management Training covers the following:

- Communication
- Seven reasons employees leave
- Accountability
- Motivation
- Conflict Resolution
- Reward and Recognition

1 Communication

The goal of communication is to prompt some form of response or action.

How well we communicate is determined not by how well we say things but by how well we are understood.

- Are we trying to be right?
- Are we trying to teach a lesson?
- Are we trying to work together to create a great environment?
- Or are you trying to win?

Our ability to understand and apply the basic principals of effective communication will directly influence our ability to succeed at anything we do

How do we communicate?

- 7% Words
- 38% Tone inflection
- 55% Body language

Practice the golden rule of communication - seek first to understand, then seek to be understood.

2 Management Survival

- **S** = Size up the situation
- **U** = Undue haste → mistakes
- **R** = Remember where you are
- **V** = Vanquish fear/panic
- **I** = Improvise
- **V** = Value life (people are precious)
- **A** = Act like natives
- **L** = Learn basic skills (fill tool belt with skills)
- **F**alse
- **E**vidence
- **A**ppearing
- **R**ead

Why Managers Fail

- Lose integrity and trust
- No clearly defined vision/goal
- Refuse to leave comfort zone
- Don't clearly communicate
- Ignore problems
- Lack focus
- Hire the wrong people

Words and phrases that destroy creditability and authority

- I don't know how this happened
- They never do anything right
- You can't count on anyone these days
- I'll be honest with you
- They don't know what they are talking about
- I can't
- We blew it again
- If only I had done it differently
- Why do people always argue with me
- No one listen to me
- I'll try

3 Listening

- Be attentive - Make eye contact
- Listen for retention
- Listen with an open mind

- Listen with empathy

Basic listening strategy

1. Listen

- Meaningful looks
- Statements of empathy

2. Backtrack and clarify

- Backtracking
- Goal: Pace emotions
- Backtracking

3. Summarize

- Guessing

4. Confirm

- Goal: Move on to your agenda

5. Transition to solutions

- Goal: Problem solve

REQUIRED Attitudes for active listening

- You must WANT to hear what the other person is saying
- You must WANT to help
- You must be able to accept the other person's feelings
- You must TRUST in the other person's ability to resolve their own feelings

4 Motivation

Is your attitude worth catching?

MOTV8 U

- Mix up tasks that you delegate
- Increase expectations
- Train effectively
- Open door policy
- Value employees
- Evaluate and re-evaluate
- Team environment
- Action and follow through

Seven Motivators for your staff

1. Giving Responsibility
2. Giving commensurate authority
3. Requiring Accountability
4. Freedom to make mistakes (Does not mean allowing mistakes on things they should be doing routinely and well)
5. OK to make mistakes when trying something new (If people are not making mistakes, then nothing is getting done)
6. Positive and negative feedback (Positive - re-enforce the behavior you want to see again – achievement)
7. Can only be the result of challenge (Think about those who were easy on you - Do you remember them? Do you remember those who pushed you so hard, you achieved more than you thought you ever could)

Are you pushing your people hard enough for them to remember your name?

How Do You Make Dull Work Meaningful?

- Show how the work fits into the big picture
- Empower the employee to find ways to improve the system
- Praise accomplishments as you would for “more visible” employees
- Create a positive, pleasant working environment

Seven Reasons Employees Leave

1. Unmet Expectations

Listen with your eyes

DRAFT 1

2. Mismatch between job and person
3. Too little coaching or feedback
4. Too few growth opportunities and advancement
5. Feeling devalued and unrecognized
6. Stress from overwork and life imbalanced
7. Loss of trust and confidence in senior leaders

Managers hire for experience, and fire for attitude.

Motivation through Conflict

- Stay and do nothing
- Change perception, reaction, behaviors, attitudes
- Leave
- Step into their shoes

Root of conflict

1. Miscommunication
2. Opposing Objective
3. Personalities
4. Value systems
5. Variances in Methodology

Accountability - Behavior Permitted is...Behavior Repeated

5 Emotions

$E + R = O$ (Event + Response = Emotion)

Managing Emotions in Workplace

- Five Power Emotions
 - Hurt
 - Depression
 - Inferiority
 - Guilt
 - Anxiety
- Women
 - Love
 - Understanding
 - Caring
- Men
 - Respect
 - Appreciation
 - Pride
- Diversity by Age

Matures	Baby Boomers	Generation X	Millennium
Sacrifice	Health and wellness	Technology	Friends
Dedicated	Personal growth	Balance	Network
Committed	Involvement	Project-oriented	Diversity

6 Conflict Management

- The Complainer
- The Manipulator
- The Wallflower
- The Gossip
- The Goof-Off

Conflict Management Model

1. Identify the problem
2. Let them feel how they need to feel.
3. Problem resolution phase.
4. Find out what they really want.
5. Develop an action plan
6. Follow Up in 2-3 days

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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

Creative Rewards

- Create-your-own coupons
- Silly trophies
- Creative food days
- Happy passes
- Casual dress tickets
- Fun field trips

Rewards and Recognition

- When should I reward
- How should I reward
- What should I reward

7 Conclusion

The Most Important Relationship

- What one improvement can I make in my personal life?
- What one improvement can I make in my professional life?
- What is MY ACTION PLAN?

Food For Thought

- Yes, you can make a difference
- Yes, one person can influence the rest of the team!
- Yes, you are in control of your own attitude and motivation!