



Successfully Managing People

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- **Session One** **March 5, 2021**
Leadership 101
- **Session Two** **March 12, 2021**
Emotional Intelligence
- **Session Three** **March 19, 2021**
Performance Management Process
- **Session Four** **March 26, 2021**
Managing Differences Constructively
- **Session Five** **April 2, 2021**
The Dynamics of Change

Leading 101

If you lead through fear you will have little to respect, but if you lead through respect you will have little to fear.

Anonymous



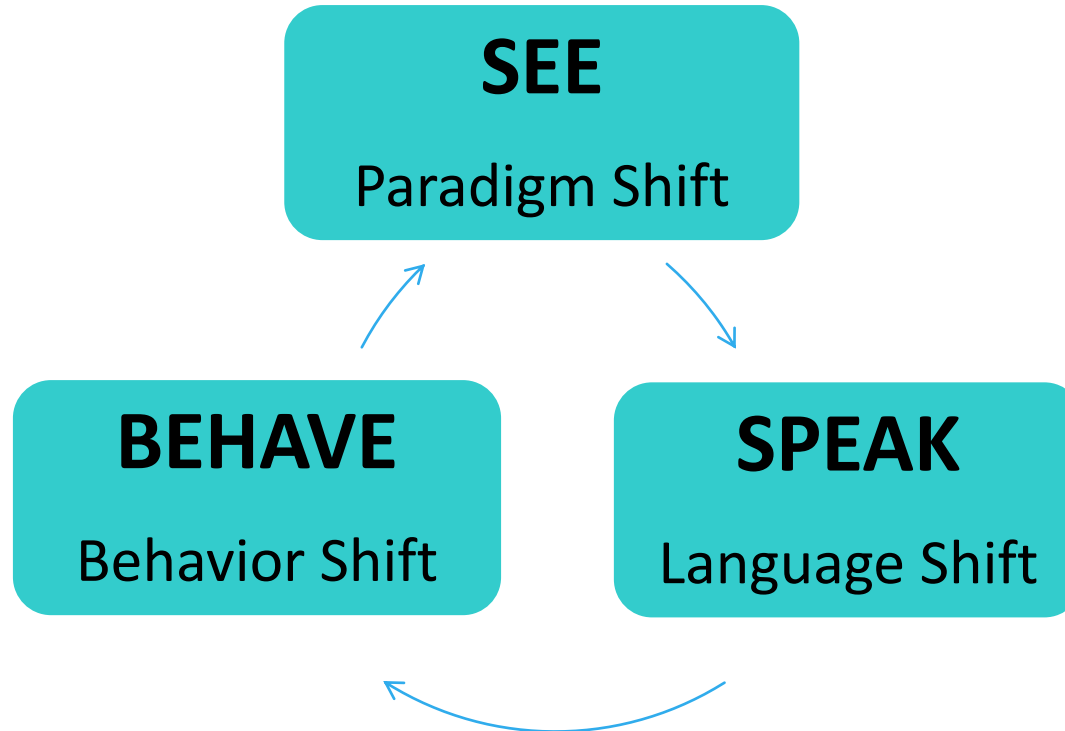
- ✓ **What are traits of a bad boss?**
- ✓ **What are qualities of a good manager?**
- ✓ **What is difference between management and leadership?**

Emotional Intelligence



Leaders set the tone!

Speed of Trust

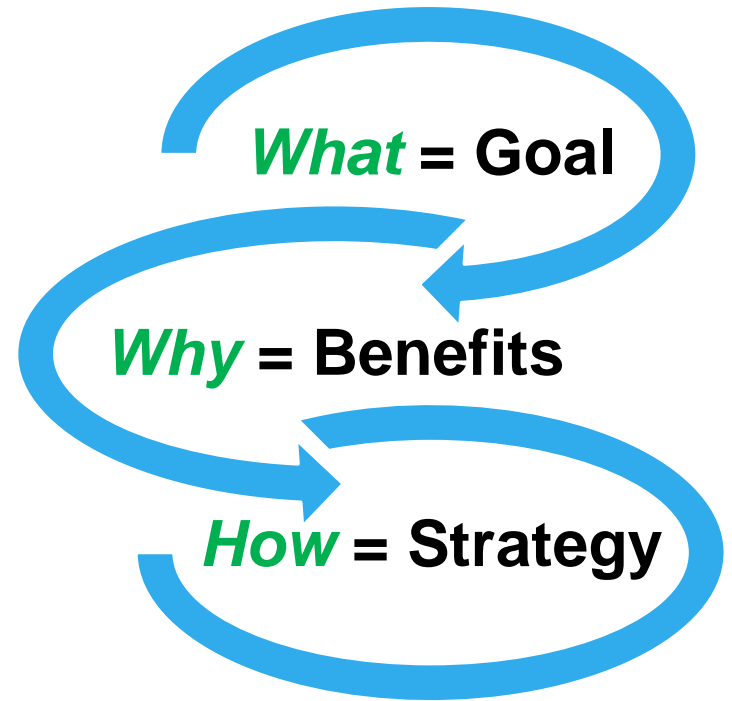
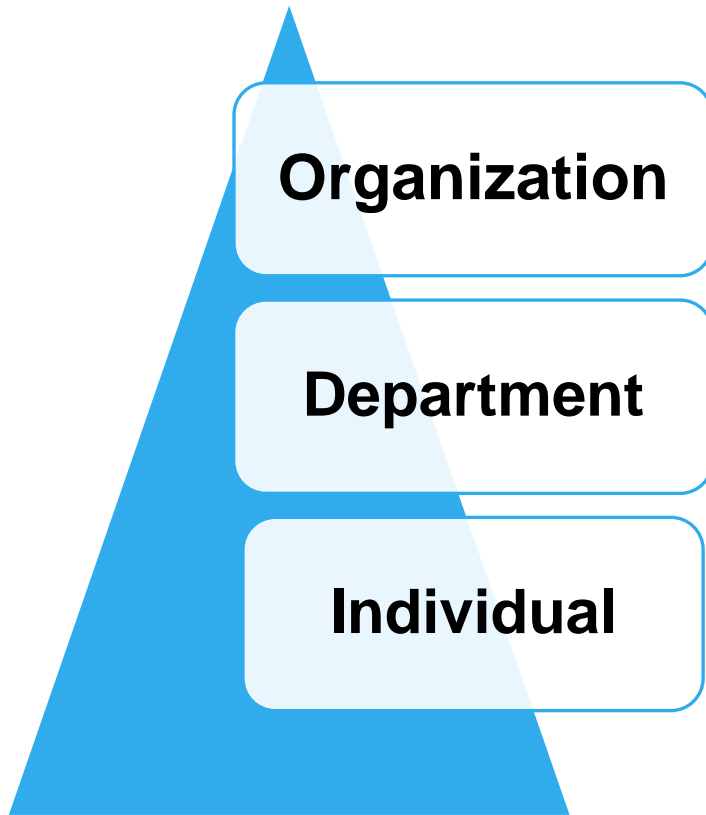


***Leadership is getting results
in a way that inspires trust.***

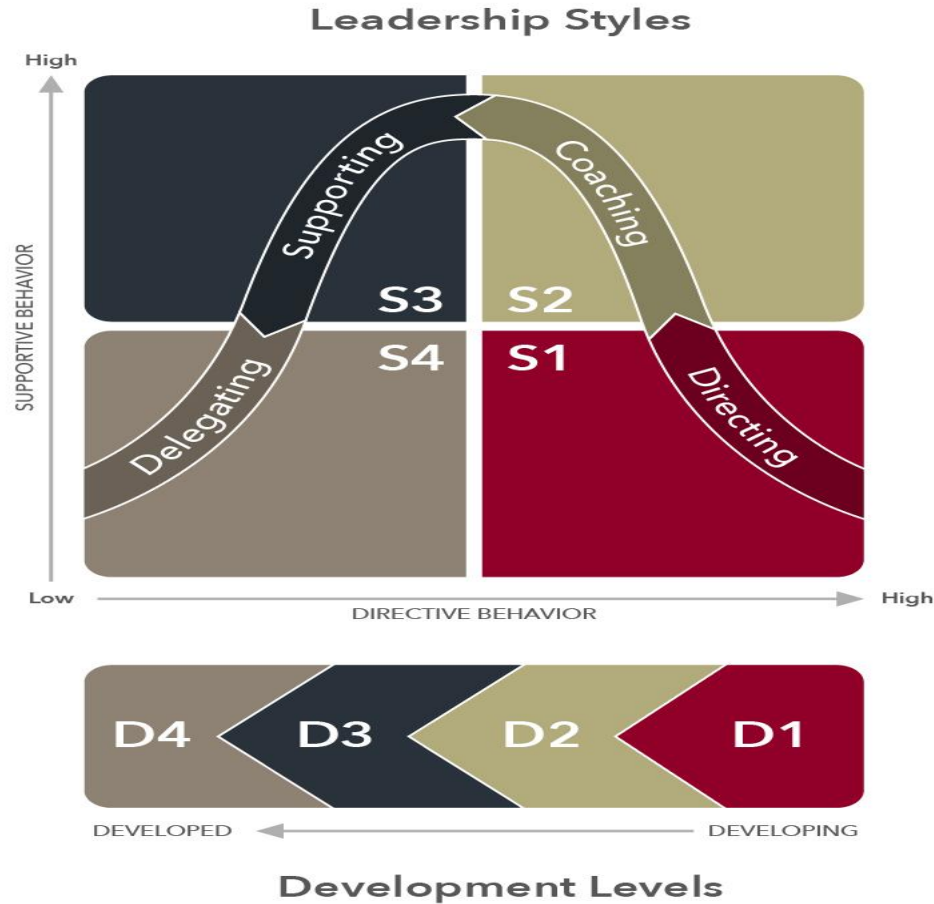
Stephen M. R. Covey

Goal Setting Process

Begin with the end in mind. Stephen Covey



Situational Leadership



Know your people!

Situational Leadership

- ***Directing*** style provides specific instructions for individuals. Monitors work closely.
- ***Coaching*** style explains decisions and solicits suggestions. Provides frequent feedback.
- ***Supporting*** style makes decisions together with others. Encourages individuals to take the lead.
- ***Delegating*** style turns over decisions and responsibility for implementation to others. Fosters continuing growth.

Situational Leadership

You have noticed that one of your new staff members is not entering data correctly on the daily report. He has been in your department for about a week and has a positive attitude about his job. YOU WOULD...

- a. Ask him why he is making mistakes entering the data. Then ask him how he would solve this problem.
- b. Spell out his duties and performance standards but be willing to incorporate any suggestions he might have.
- c. Review the specific instances when he did not enter data accurately. Then explain what you expect of him and supervise his work closely.
- d. Emphasize the need for accuracy and give him more time to improve his performance.

Situational Leadership

An individual, recently transferred to your department, has proven that she knows basic computer software applications. You have worked with her closely and believe that she may be capable of handling more advanced software. She has demonstrated a willingness to learn and work hard, but you know that using more advanced software will require more technical skills on her part. YOU WOULD...

- a. Since she has proven her ability to understand basic software applications, assign her to use the more advanced software with little direction or support.
- b. Assign her to work with the more advanced software, explain how it operates, and continue to supervise her work closely.
- c. Assign her to use the more advanced software and meet with her frequently to discuss any problems she might be having. Continue to monitor her performance.
- d. Assign her to work with the more advanced software and praise her willingness to learn.

Most people want to do the right work and do it well.



Unless they understand what is required of them, this may be difficult to achieve.

Delegation Skills

The best way to develop responsibility in people is to give them responsibility.

The One Minute Manager Meets the Monkey

- ✓ **Explain importance of assignment.**
- ✓ **Set specific standards (SMART).**
- ✓ **Clarify understanding.**
- ✓ **Provide resources.**
- ✓ **Obtain feedback regularly.**
- ✓ **Demonstrate support.**
- ✓ **Give credit when due.**



Delegate wisely... Keep the monkey off your back!

"Boss, I've a problem. Can you help?"



- ✓ **Focus**
- ✓ **Feedback**
- ✓ **Filter**

Johari Window

Public Knowledge	Blind Spots
Hidden Area	Unknown Area

Known to me and you	Known to you and not me
Known to me and not you	Known to neither you nor me

Share constructive feedback!

Johari Window

- **Public knowledge** pertains to thoughts and feelings that have already been openly expressed in a group or relationship.
- **Blind spots** are thoughts and feelings of others that have not been told to you.
- **Hidden area** refers to thoughts and feelings that you have kept to yourself.
- **Unknown area** represents thoughts and feelings of which neither you nor others are consciously aware.

Carrot Principle

If you were company president, what two things would you do to make this a better workplace?

- ✓ **Better teamwork and communication**
- ✓ **More recognition and appreciation**
- ✓ **Improve the workplace/facility**
- ✓ **Better, more visible management**



References

- **The Speed of Trust**, Stephen M. R. Covey, Free Press, 2006.
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- **Leadership and the One Minute Manager**, Ken Blanchard, Patricia Zigarmi, and Drea Zigarmi, Wm. Morrow, 2013.
- **Make Your Bed**, Admiral William H. McRaven, Hachette Book Group, 2017.



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