



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

Performance Management Process

***If you do not know where you are going,
every road will get you nowhere.***

Henry Kissinger

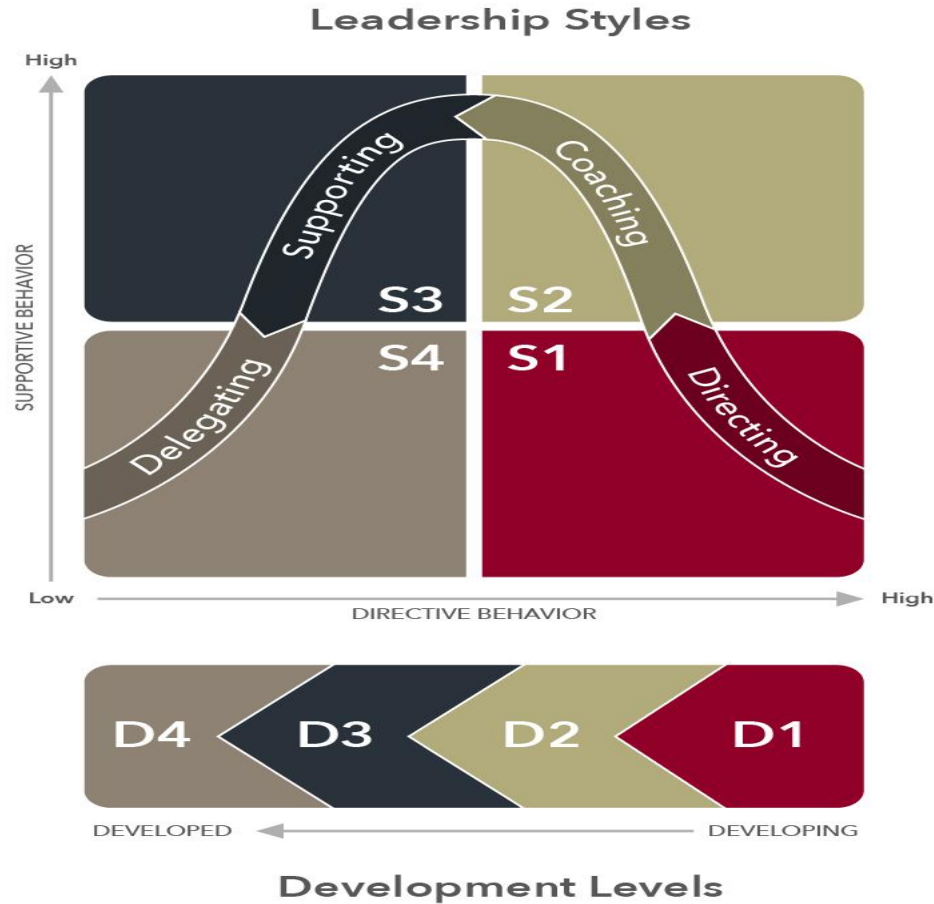


***Most people want to do the right
work and do it well.***

Performance Management

- ***Goal Setting*** sets expectations. Makes vision real. (SMART)
- ***Coaching*** helps individuals succeed. (supervisor & employee)
- ***Mentoring*** helps develop skills of those less experienced. (more experienced partner)
- ***Counseling*** is corrective process. (performance improvement)

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.

Performance Management



Communication Cycle

Case Study

You need to speak with an individual whose technical work meets expectations; however, his interpersonal skills need attention. He does not get along well with others both internal and external to the organization.

How do you discuss his need for improvement in this area?

Counseling Corrective Action

- ✓ **The difference between (individual's name) performance and expectations is...**
- ✓ **The impact of this issue on our team and/or customers is...**

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

We all need people who will give us feedback. That's how we improve.

Bill Gates

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.

Performance Reviews

- ✓ **Preparation**
- ✓ **Discussion**
- ✓ **Action Plan**
- ✓ **Follow Up**



**Focus on the *conversation*
not on the form.**

Preparation Documentation



- ✓ Create a file of employee accomplishments covering the entire evaluation period, not just recent events.
- ✓ Organize your thoughts. Complete the form in draft. Let it "sit" for 24 hours.
- ✓ Review again for accurate content, logical organization, and professional style. Have factual examples to illustrate points.
- ✓ Ensure your narrative and ratings agree.
- ✓ Type and proofread carefully.

Goal – Consistency between written and verbal messages.

Ratings and Statements

**Outstanding (1) Excellent (2) Fully Successful (3)
Needs Improvement (4) Unacceptable (5)**

Harry works independently. Harry is an excellent team player. He is **always** willing to help out when needed. **Rating** _____

Michele has a good level of reliability. Needs to improve quality of work. Should concentrate on spending more time at her assigned tasks.
Rating _____

Bill deals well with the customers. He needs to be more amenable to people with “stupid” questions. He has the ability to make a person feel a bit small at times. **Rating** _____

Dick devotes appropriate attention to all responsibilities, takes positive action to meet growing responsibilities, and views new assignments as an opportunity for growth. **Rating** _____

Discussion

- ✓ Give people sufficient notice to prepare. Find time and place to talk without interruption.
- ✓ Establish a positive climate. Be aware of body language. Listen actively.
- ✓ Keep employee involved in discussion. Ask open questions. Deal constructively with differences of opinion.
- ✓ Recognize strengths, as well as areas for improvement. Mutually discuss solutions to eliminate problem areas.

Goal – Conversation *not* Confrontation.




Action Plan

- ✓ Clarify strategic goals for professional growth or steps needed to improve performance. Use **SMART Method** (*Specific, Measurable, Attainable, Relevant, Timeframe*).
- ✓ Obtain agreement from employee to meeting goals and resolving issues.
- ✓ Identify resources needed to meet performance and/or professional goals. Set date to review progress against goals. Summarize on a positive note.

Goal – Growth or Improvement.

Discussion & Action Plan Performance Coaching Model™





As I saw it, my job was to create the climate that enabled people to unleash their potential. Given the right environment, there are few limits to what people can achieve.

Captain D. Michael Abrashoff
Former Commander, *USS Benfold*
Author, *It's My Ship*

References

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