Successfully Managing People

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Successfully Managing People

➢ 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**

<table>
<thead>
<tr>
<th>Public Knowledge</th>
<th>Blind Spots</th>
<th>Known to me and you</th>
<th>Known to you and not me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hidden Area</td>
<td>Unknown Area</td>
<td>Known to me and not you</td>
<td>Known to neither you nor me</td>
</tr>
</tbody>
</table>

*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.
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™

1. Focus on Performance
2. Ask Open Questions
3. Explore Ways to Change Behavior
4. Manage Accountability
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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