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
There is nothing permanent except change.
Heraclitus (540 B.C.)
Your Thoughts…

✓ Positive aspects of change?

✓ Difficulties associated with change?
Situational Leadership

Change Management
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.
Case Study

Your department has a computer system that has been effective for several years. It is now time to upgrade the system and implement new procedures. You are responsible for a highly experienced group of employees who you need to lead through this change.

Where are they on the Situational Leadership development scale?

What do they need from you to be successful with the change?
Emotional Intelligence

Picture of Whole Person

Personal Competencies
- Self-Awareness
- Self-Management

Social Competencies
- Social Awareness
- Relationship Management
Seven words of dying organization…
That’s the way we’ve always done it.
Change Process

Planning → Transition → Implementation

Recognition → Assessment
Eight-Stage Process

➢ Establish sense of urgency.
➢ Form powerful coalition.
➢ Create vision for change.
➢ Communicate vision.
➢ Remove obstacles.
➢ Identify short-term wins.
➢ Continue to build and assess.
➢ Make part of your culture.
Four Cores of Credibility

Speed of Trust

Character
- Integrity
- Intent

Competence
- Capabilities
- Results
Case Study

You have to explain some policy changes to the individuals in your department. You know they will be unpopular.

How are you going to approach them?
What is the best way to implement the changes?
Power of Communication

➢ Explain reasons.
➢ Ask for reactions. Listen.
➢ Clear up misunderstandings.
➢ Get involvement. Request ideas.
➢ Ask for support.
➢ Follow through.

Define new expectations.
### 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>

Communicate...
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.
Change Curve/Reactions

- Denial
- Commitment
- Resistance
- Exploration
Change Reactions

➢ **Denial.** Communicate clearly, completely, and frequently.

➢ **Resistance.** Listen, observe, and respond. Remain calm and focused.

➢ **Exploration.** Provide time and tools to learn. Be realistic about performance expectations.

➢ **Commitment.** Identify constructive outcomes. Recognize positive contributions.
Ownership of Change

➢ Practice emotional intelligence.
➢ Take ownership.
➢ Be tolerant of mistakes.
➢ Keep your sense of humor.
➢ Refocus rapidly.
➢ Manage your stress.
➢ Invent the future.

The secret of change is to focus all your energy not on fighting the old, but on building the new.

Socrates
References


➢ Our Iceberg is Melting, John Kotter and Holger Rathgeber, St. Martin’s Press, 2005.

➢ The Speed of Trust, Stephen M. R. Covey, Free Press, 2006.


➢ Remember the Titans, Denzel Washington (movie), 2006.
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