



THE MCGAW YMCA

Emerging Leader Program Managing Others

January 11, 2017

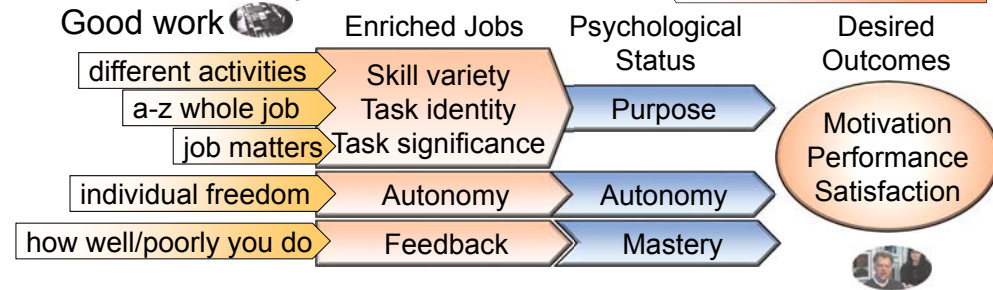


Setting the Stage

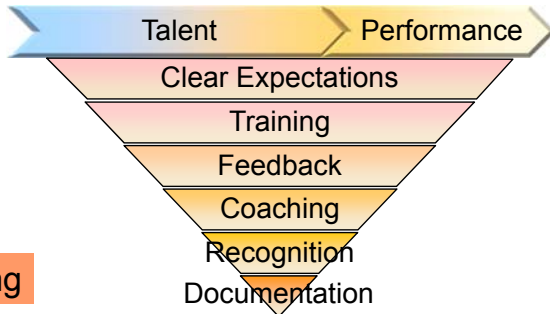
People and Organizations

Good fit = People & Job + People & Organization

- The three elements of fit
 - Responds to your need for useful work < Self-respect
 - Enables you to express yourself < Intrinsic motivation
 - Fulfills your financial, life needs < Extrinsic motivation



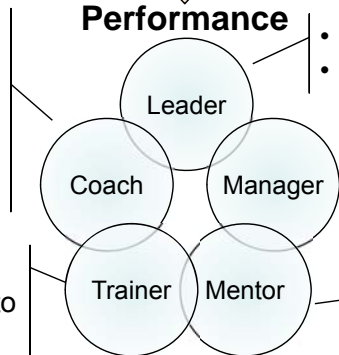
Hire Hard → Talent → Performance → Manage Easy



Role Playing

- Maximize attitude, effort, and production, see the whole person, give tools for self-discovery and skill development

- Teach new skills to increase ability to achieve goals



- Set vision
- Ensure results
- Track progress
- Benchmarks compliance
- Employee productivity
- Solving problems
- Share how similar results were achieved in the past

Take it to the ER

Empowerment

- Open-ended questions
 - What, how, when
 - Where, who, not why
- In the process
 - You're interrupting negative spirals.
 - You're helping each other think.

Recognition

- Acknowledgement: closed-end clarity questions
- Validation
 - Who wouldn't feel that way?
 - That's completely understandable.
- In the process
 - You're validating the other's experience.
 - You're helping each person hear the other.

Michael Bungay Stanier's Seven Great Questions

- Kickstart** • What's on your mind?
- AWE** • And what else?
- Focus** • What's the real challenge here for you?
- Foundation** • What do you (truly) want?
- Lazy** • How can I help?
- Strategic** • If you're saying yes to this, what are you saying no to?
- Learning** • What was most useful to you?



BREAK



Managing Others

Delivering Feedback

Defined

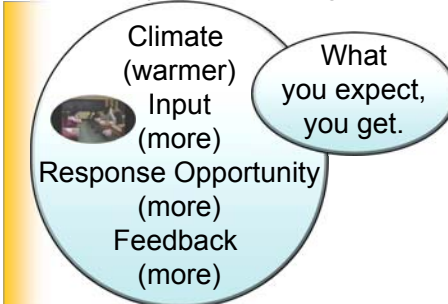
- Information people receive about their performance to answer the question: "How well did I perform?"

Positive

- Positive Feedback
- Positive Expectations
- Positive Mood

Verbal reward for behavior
 People like it
 People repeat the behavior
 Directs and motivates behavior

- Indicates what performance is most important
- Helps you set future goals



Big picture thinking
 Verbal creativity
 Idea flow
 More interconnected

Negative Feedback

- People often react badly
 - Neglect
 - Retaliation
 - Exits
- Positive-Negative Asymmetry
- Why bother?
 - Overconfidence is dangerous.
 - Quick learning matters.
 - Can be softened.
 - Can be done effectively.

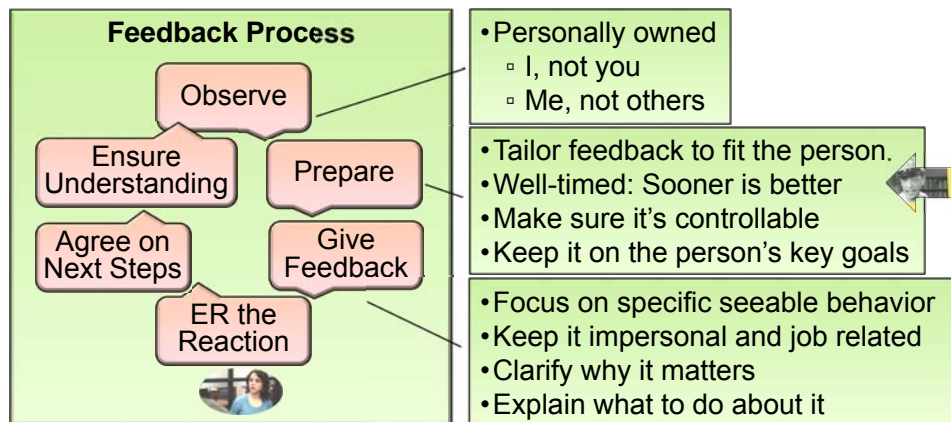
Used when you want to change an undesirable behavior.

- Often felt to be punishing or hurtful when received.

Used wisely, can be helpful:

- Directs and motivates behavior.
- Speeds up learning.

Gottman
 Positive sandwich

Slide 9, © 2017, www.FirstLightGroup.com**Coaching** (Whitmore, 2009)

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Managing Your Boss

At a minimum, you need to appreciate your boss's pressures. Without this, you're flying blind, and problems are inevitable.

(Gabarro & Kotter, 2005, p. 94)

Managing Your Boss Checklist

I understand my boss's context

- Goals and objectives
- Pressures
- Strengths, weaknesses, and blind spots
- Preferred work style

I know myself and my needs

- Strengths and weaknesses
- Personal style
- Predisposition toward dependence on authority figures

We have a good relationship

- Fits both your needs and styles
- Is characterized by mutual expectations
- Keeps your boss informed
- Is based on dependability and honesty
- Selectively uses your boss's time and resources

I take responsibility for myself

- I seek information I need from my boss instead of waiting for it.
- I assume primary responsibility for my own career and development.



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