



THE MCGAW YMCA

Emerging Leader Program Managing Others

January 11, 2017



Setting the Stage

Four Frames Review

STRUCTURAL

The **RATIONAL** side
Someone who thinks clearly, makes the right decisions, has good analytical skills, and can design structures and systems that **get the job done.**

HUMAN RESOURCE

The **PEOPLE** side
A facilitator and participative manager who supports and **empowers others.**

POLITICAL

The **ADVOCACY** side
An advocate and negotiator who understands politics and is **comfortable with conflict.**

SYMBOLIC

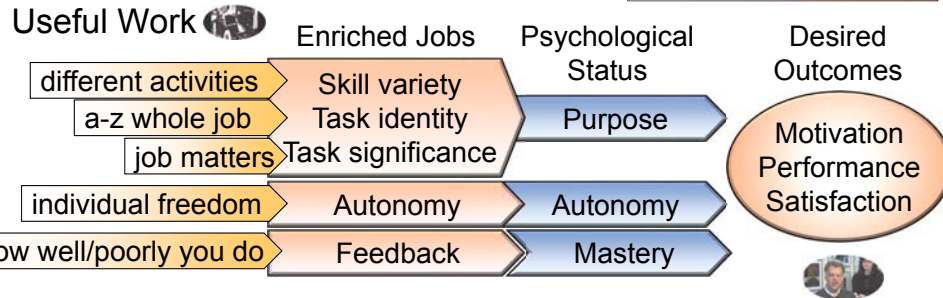
The **MEANING** side
A prophet and visionary, who uses symbols, tells stories and frames experience in ways that give people **hope and meaning.**

People and Organizations

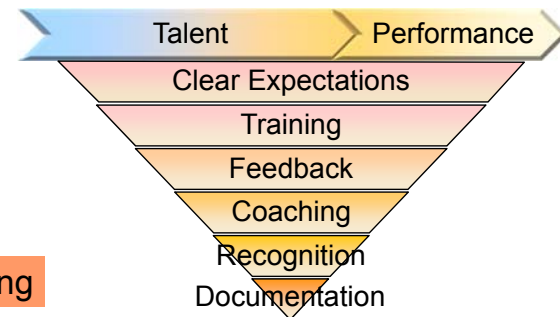
Organizations exist to serve human needs.

All about 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**



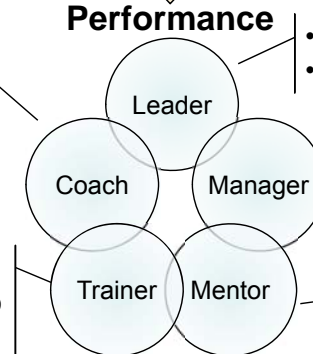
Hire Hard



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.



Managing Others

Delivering Feedback

Defined

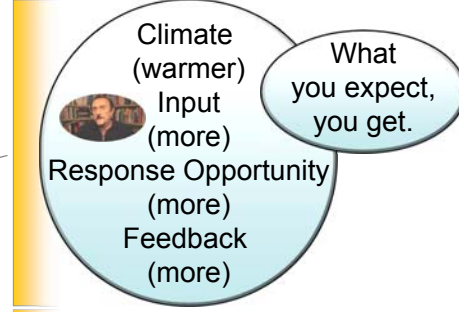
- Information people receive about their performance to answer the question: "How well did I perform?"

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.

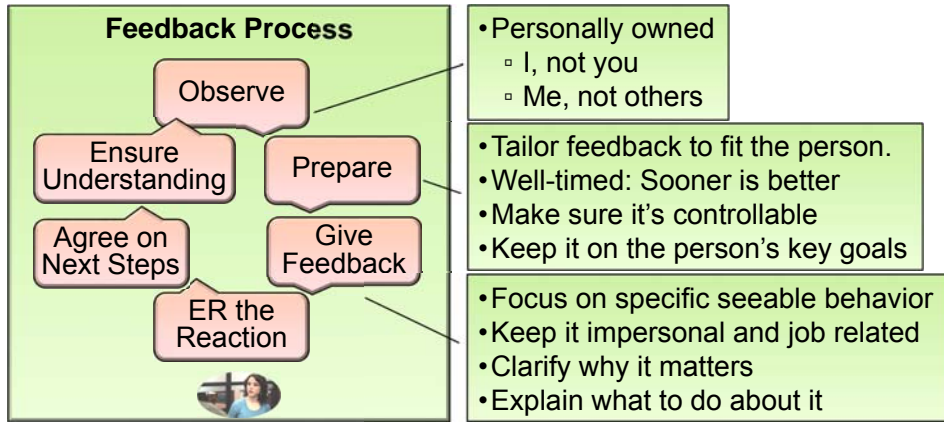
Used wisely, can be helpful:

- Directs and motivates behavior.
- Speeds up learning.

Gottman 5:1
 Positive sandwich

BREAK





Coaching (Whitmore, 2009)



Michael Bungay Stanier's Lucky 7

- 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?



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)

- "Most really effective managers assume primary responsibility for their own careers and development.
- They make a point of seeking the information they need to do a job *instead of waiting* for their bosses to provide it." (p. 99)

Listeners versus readers

Managing Your Boss Checklist

- Understand your boss's context
- Goals and objectives
 - Pressures
 - Strengths, weaknesses, and blind spots
 - Preferred work style
- Assess yourself & your needs:
- Strengths and weaknesses
 - Personal style
 - Predisposition toward dependence on authority figures
- Develop a relationship that:
- 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

