



7 THINGS EVERY MANAGER SHOULD KNOW

(But Were Never Told)

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INTRODUCTIONS

Your Name

Your Practice

What You Hope to
Learn



INTRODUCTIONS

Think about a current management challenge you face...





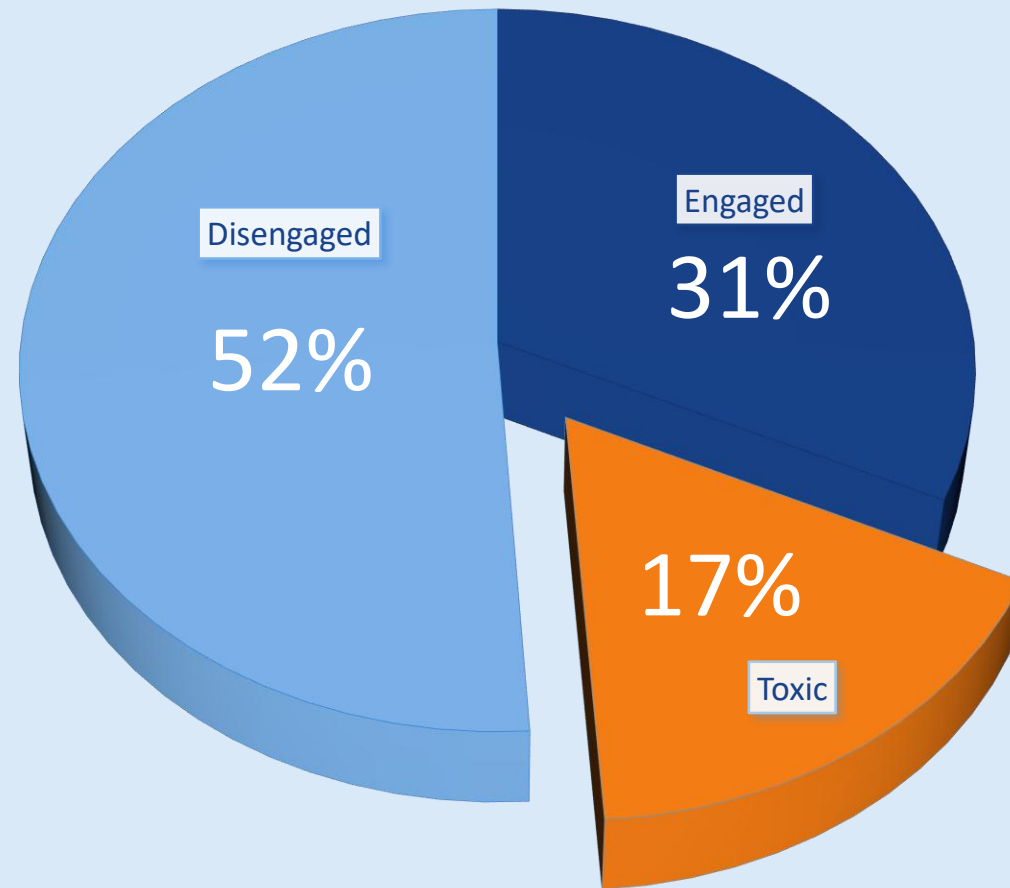
WHY ARE WE HERE

Management Seminar

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EMPLOYEE ENGAGEMENT IN THE U.S.



EMPLOYEE ENGAGEMENT IN THE U.S.

Despite efforts to increase engagement by large firms like Gallup and McKinsey, national engagement levels are **trending downward**.

What is the leading cause of disengagement?

70% of disengagement is caused by
management.

EMPLOYEE ENGAGEMENT IN THE US

A vast majority of organizations give employees training when they start their jobs



EMPLOYEE ENGAGEMENT IN THE US

But when that employee thrives and gets promoted into a management job, they receive **little to no** training.



EMPLOYEE ENGAGEMENT IN THE US

Most managers are well meaning, but they don't know what they don't know.

This creates disengagement.



EMPLOYEE ENGAGEMENT IN THE US

This means that most US companies are **perfectly designed** to create disengagement or toxicity.



EMPLOYEE ENGAGEMENT IN THE US

But is engagement
important?



SCIENCE

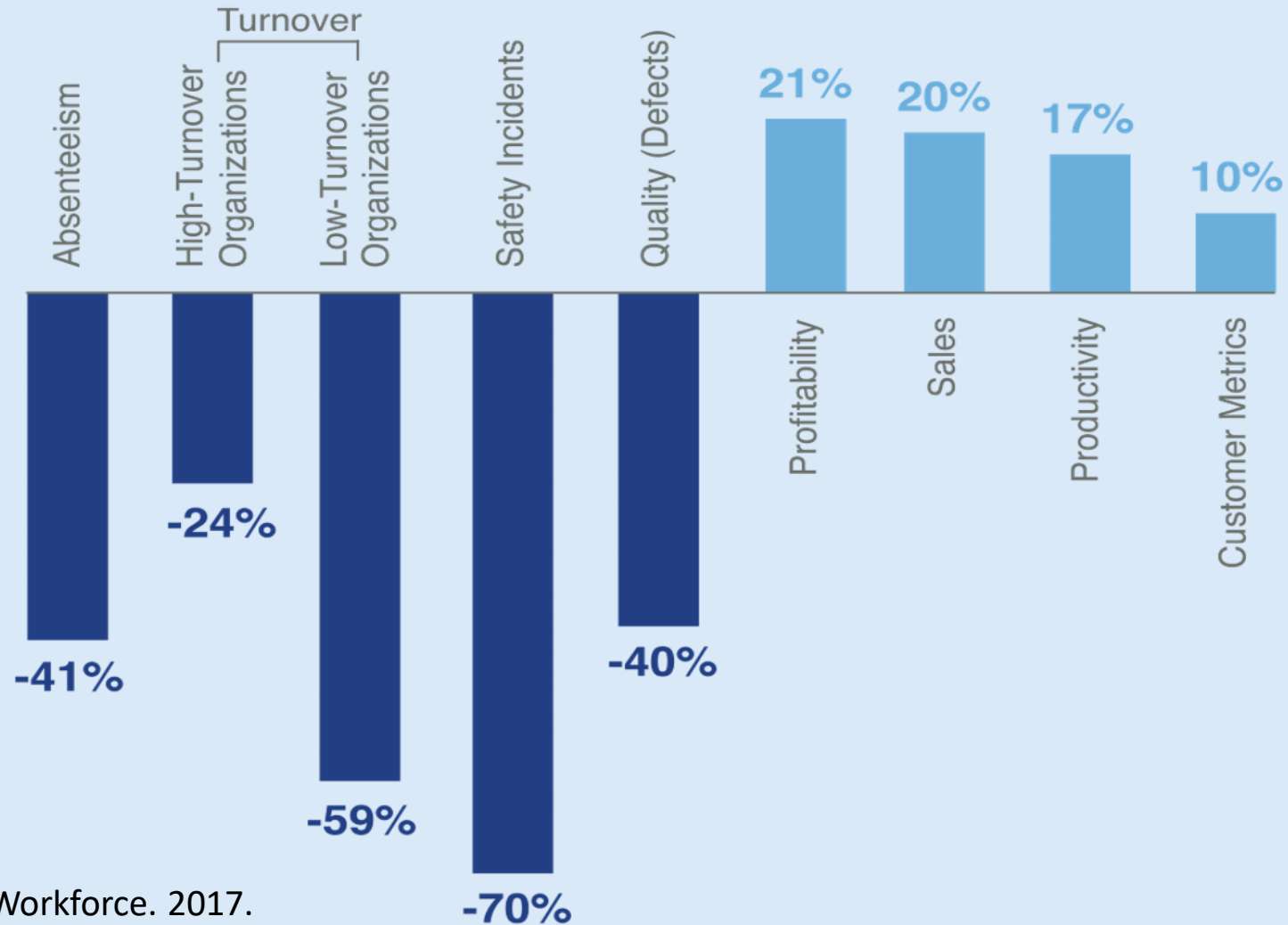
- Highly engaged employees are **38%** more likely to have above average production and outperform peers by **202%**
- Employees who work with toxic employees are **54%** more likely to quit their jobs
- Toxic employees cost organizations up to **3x** more in turnover than engaged employees

ENGINEERING

Good leaders get stuff done.

Great leaders **make more good leaders.**

IMPACT ON THE BOTTOM LINE






AVERAGE US
COMPANY

31% Engagement

COMPANIES WHO
WORK WITH PEOPLE
CENTRIC FOR 1 YEAR

52% Engagement

We are here to become effective managers that are equipped with the skills necessary to create **alignment** and **empower** our teams.

A group of diverse people in a meeting, with text overlaid.

YOU SHOULD HAVE A RELATIONSHIP WITH YOUR EMPLOYEES

Tip #1

RELATIONSHIP

Gallup Study

If you only did one thing to increase engagement on your team, this would have the biggest impact...



RELATIONSHIP

Gallup Study

Have a personal conversation with everyone on your team once a week.



RELATIONSHIP

One of the biggest predictors of engagement is “does someone at work care about me as a person”.



RELATIONSHIP

BEST PRACTICE

Check-Ins



CHECK-INS

Check-Ins are NOT evaluations. They are NOT time to give performance feedback. These are higher level discussions.



CHECK-INS

Possible Check In Conversations

- 1) Relationship Building
- 2) Values
- 3) Alignment
- 4) Growth



RELATIONSHIP BUILDING

- How are you?
- How can I better support you?
- Do you have any concerns about our discussion today?



VALUES

- One of our values I've really seen you exemplify is Truth. What does that value mean to you?



ALIGNMENT

- What is working? What is not working?
- What parts of your job do you enjoy most? Least?
- Are there areas where you feel underutilized?



GROWTH

- What are your most important goals?
- What do you want your next position in the company to be?
- What areas do you need the most guidance in?



CHECK-INS

Reminder: There should be no performance feedback surprises in the Check-In.



RELATIONSHIP

DISCUSSION

What are you going to do to build better relationships with your employees?

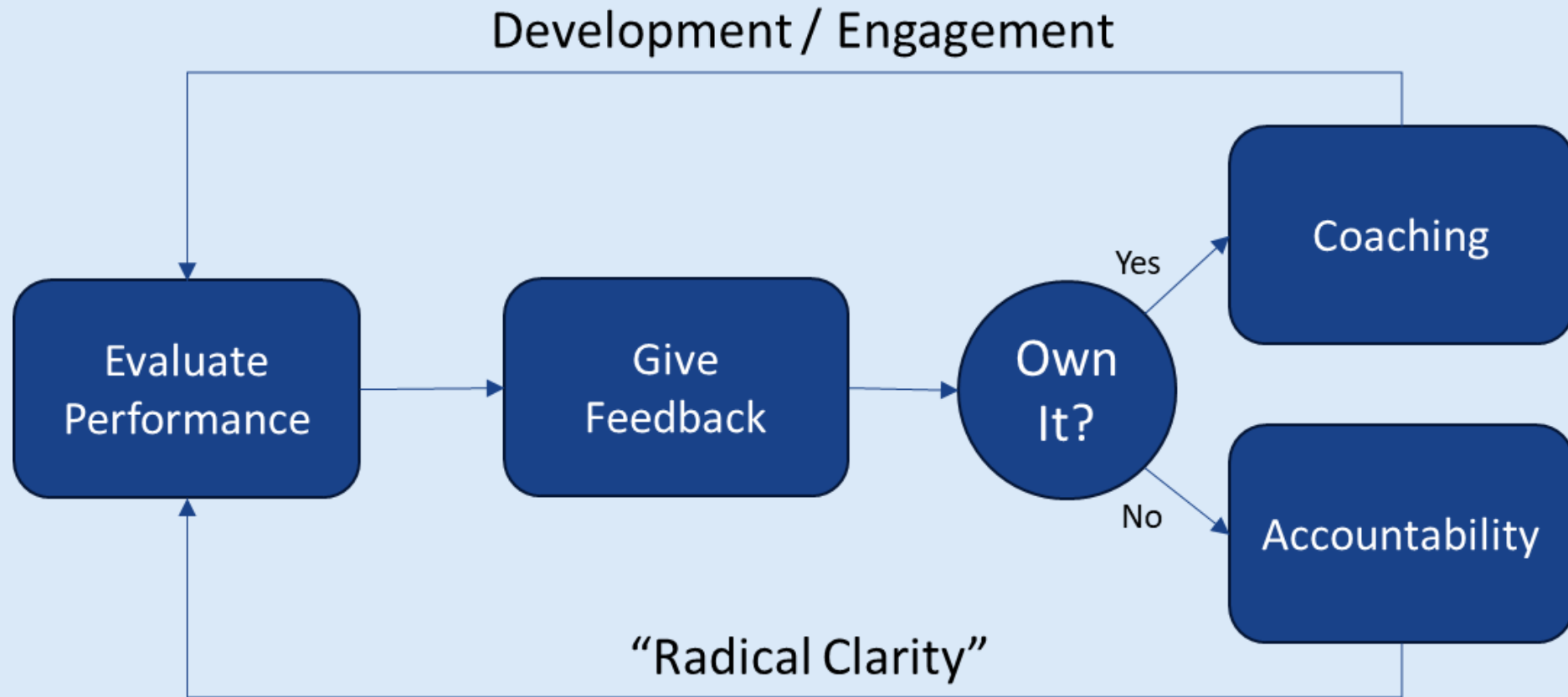


A group of diverse people, including men and women of various ethnicities, are gathered around a table. They are looking at a document or screen together, appearing to be in a collaborative meeting or study session. The image is slightly blurred and has a warm, golden light overlay.

DO THEY KNOW IT?

Tip #2

MANAGEMENT CYCLE



DO THEY KNOW IT?

When a manager calls us struggling with an issue with an employee, we also ask...
DO THEY KNOW IT?

Most of time, the manager has **NOT** had a clear conversation with the employee.



GIVING FEEDBACK

Quiz: When do great managers give feedback to their people?



GIVING FEEDBACK

Quiz: When do great managers give feedback to their people?

Answer: **Constantly**



GIVING FEEDBACK

You don't have to wait for a question from your employee or a performance appraisal to give feedback.



GIVING FEEDBACK

Feedback is an opportunity for you to “nudge” people in the right direction.



GIVING FEEDBACK

“Nudges”

- Performance outcomes
- Mission focused
- Inspiration / motivation



NUDGE

Performance
Outcomes

EXAMPLE

That design element
you created is really
going to help our
customer achieve
their goal.

NUDGE

Performance
Outcomes

EXAMPLE

That customer interaction didn't go very well. What do you think?

NUDGE

Mission / Values
Focused

EXAMPLE

I noticed that you took an extra minute to grab your hardhat. Thanks for putting safety first.

NUDGE

Mission / Values
Focused

EXAMPLE

You forgot your hardhat. I know we are in a hurry, but safety is still our priority.

NUDGE

Inspiration /
Motivation

EXAMPLE

You did a great job on that project team. I appreciate you supporting the other members of the team.

NUDGE

Inspiration /
Motivation

EXAMPLE

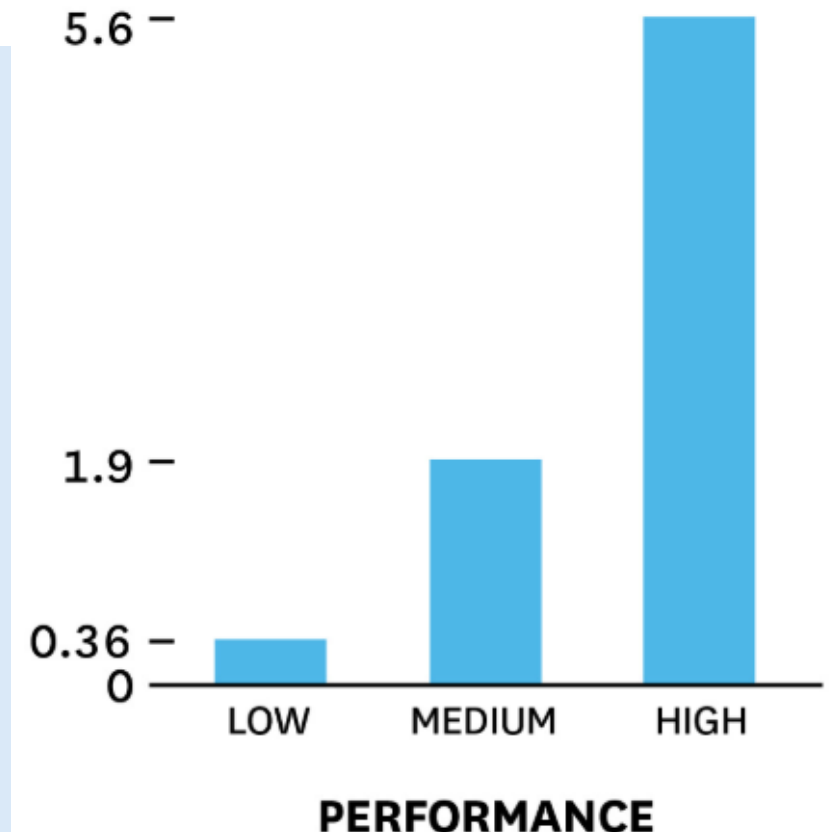
I know that you have a lot going on. Let me know if there is something I can do to help.

PRAISE VS. CRITICISM

The highest performing teams give **5.6 positive comments** to every 1 criticism

A LITTLE CRITICISM GOES A LONG WAY

Top performing teams give each other more than five positive comments for every criticism.



SOURCE LOSADA & HEAPHY: THE ROLE OF POSITIVITY AND CONNECTIVITY IN THE PERFORMANCE OF BUSINESS TEAMS, 2004

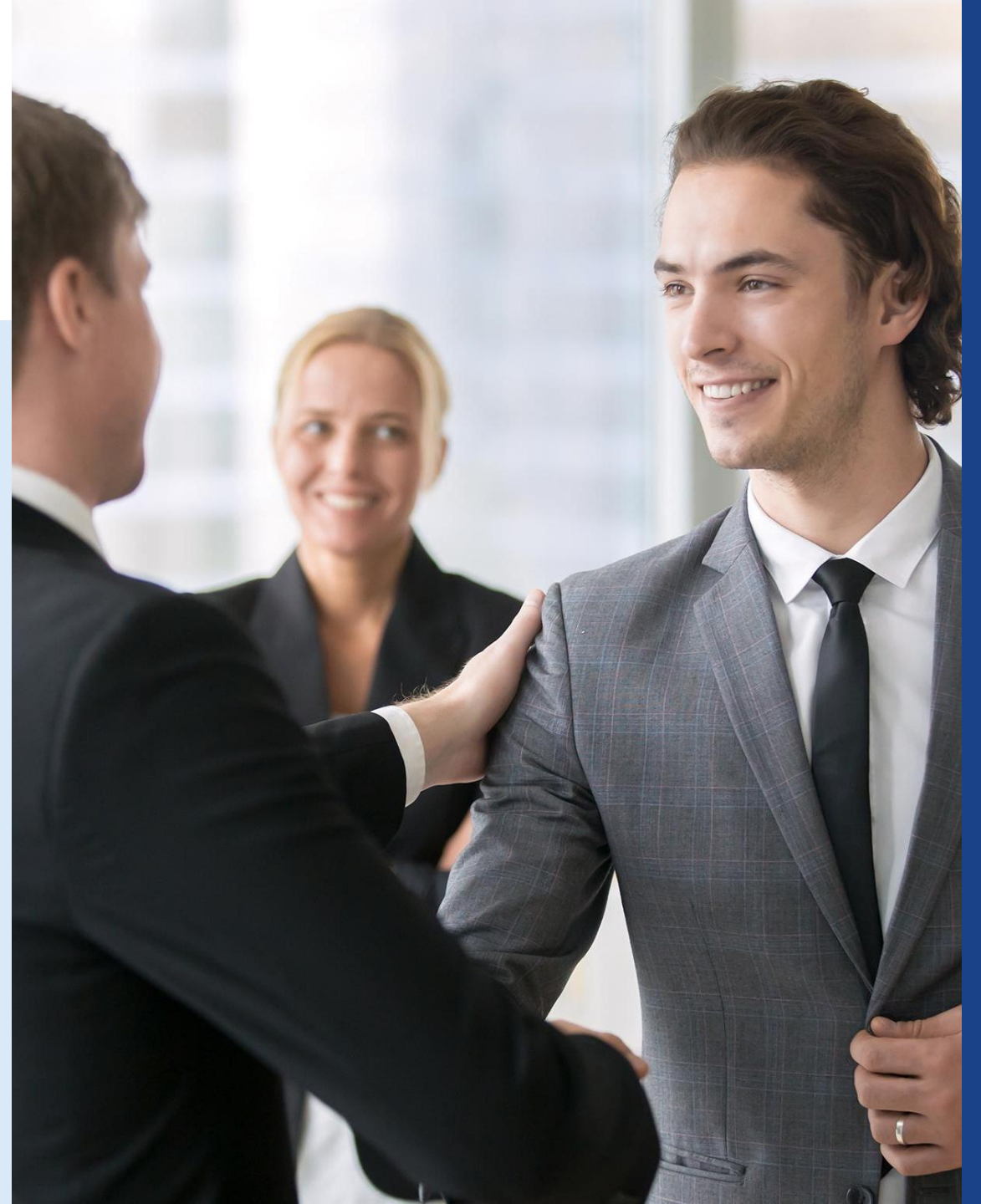
GIVING EFFECTIVE PRAISE

Praise quick



GIVING EFFECTIVE PRAISE

Be specific



GIVING EFFECTIVE PRAISE

Be genuine



GIVING EFFECTIVE PRAISE

Small is good too



GIVING EFFECTIVE PRAISE

Don't compare



You should dig your well before your need it.

GIVING FEEDBACK

Giving your team feedback helps to build a relationship making it easier for you to give harder feedback when necessary.



GIVING RECOGNITION

Everyone likes to be **recognized** for doing a good job. But different people like to be recognized in very different ways.

PRO TIP: Learn how your people like to be recognized. (Hint: ask them)



ACTIVE LISTENING

It is easy to forget to listen...

- Come out from behind the desk
- Put down your phone / shut your laptop
- Maintain eye contact
- Watch your non verbals



DO THEY KNOW IT

DISCUSSION

What discussion are you going to have with an employee when you get back?





DO THEY OWN IT?

Tip #3

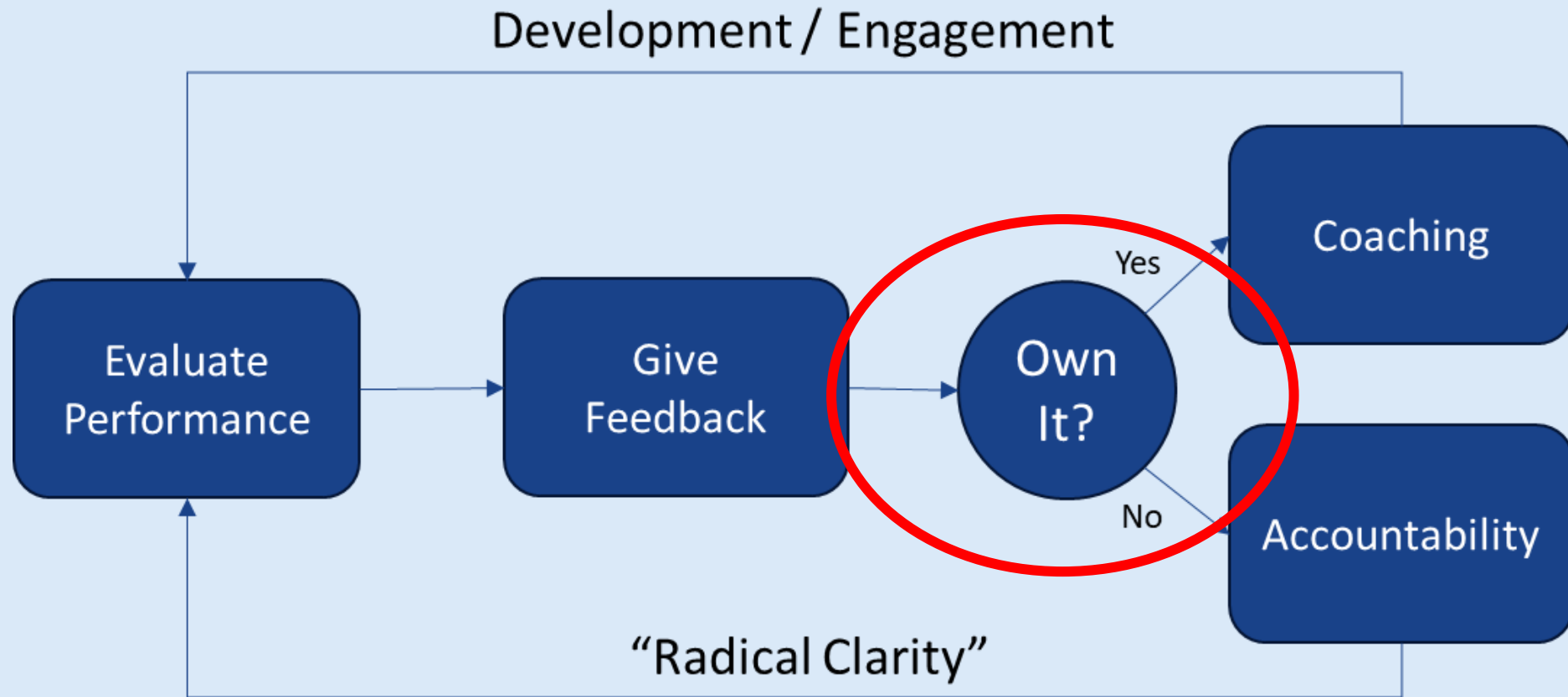
KNOW IT / OWN IT

OWN IT

- Are they taking ownership in the problem or are they blaming others or avoiding it or blaming you?



MANAGEMENT PROCESS





IF THEY OWN IT... COACH

WHAT IS COACHING?

First thing to know...
“Coaching” might not
mean what you think.



WHAT IS COACHING?

REAL STORY

Finding the carrots



WHAT IS COACHING?

The way we manage people can make them effectively “**smarter or dumber**” at work.

It can also create or take away **ownership and buy in**.



TRADITIONAL APPROACH

Tell your employees exactly what you need them to do and how to do it.

COACHING APPROACH

Tell your employees the problem you are trying to solve and give them **some** freedom on how to solve it.

TRADITIONAL APPROACH

When your employee asks you a question, you answer it and tell them to come back if they have another question.

COACHING APPROACH

When your employee asks you a question, you **ask them** what they think the right answer might be and ask smart questions to guide them towards an answer.

TRADITIONAL APPROACH

If your team encounters a problem, you jump in to solve it for them.

COACHING APPROACH

If your team encounters a problem, you **support them** in solving the problem.

ASKING QUESTIONS

- **Open/Closed** – Open to encourage conversation. Closed to narrow the scope and confirm facts
- **Second Level** – Building upon the first question
- **Reflecting** – Reflecting words and/or emotions back to the employee
- **Summarize** – Keeps everyone on the same page & heard
- **Tie Back** – Tie Back content or question to previous material discussed



IF THEY DON'T OWN IT... HOLD
THEM ACCOUNTABLE

ACCOUNTABILITY

Sometimes you just should tell people what to do. What are some examples of those times?



ACCOUNTABILITY

- It's simple
- It's urgent
- It's a rule (ex: safety)
- It's ethics / values
- When they just don't own it



ACCOUNTABILITY

The problem is that if you tell someone to do something, how do you know if they did it?



ACCOUNTABILITY

Common Mistakes

- 1) No follow up
- 2) Look for blame instead of accountability
- 3) Assume intentions
- 4) Be Unclear
- 5) Let it go on for too long



RADICAL CLARITY

Sometimes it's not
enough to be clear.
You need to practice
radical clarity.



DO THEY OWN IT

DISCUSSION

What is an example of where you need to coach or hold someone accountable on your team right now?

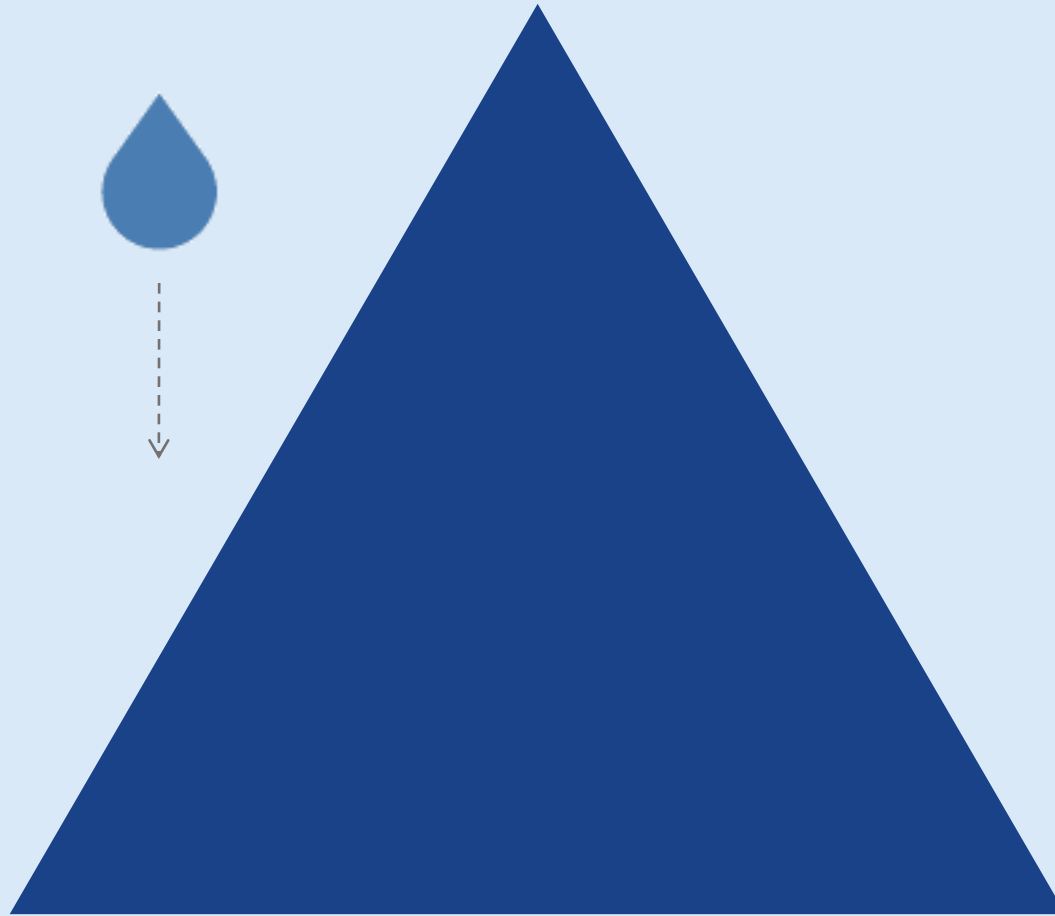




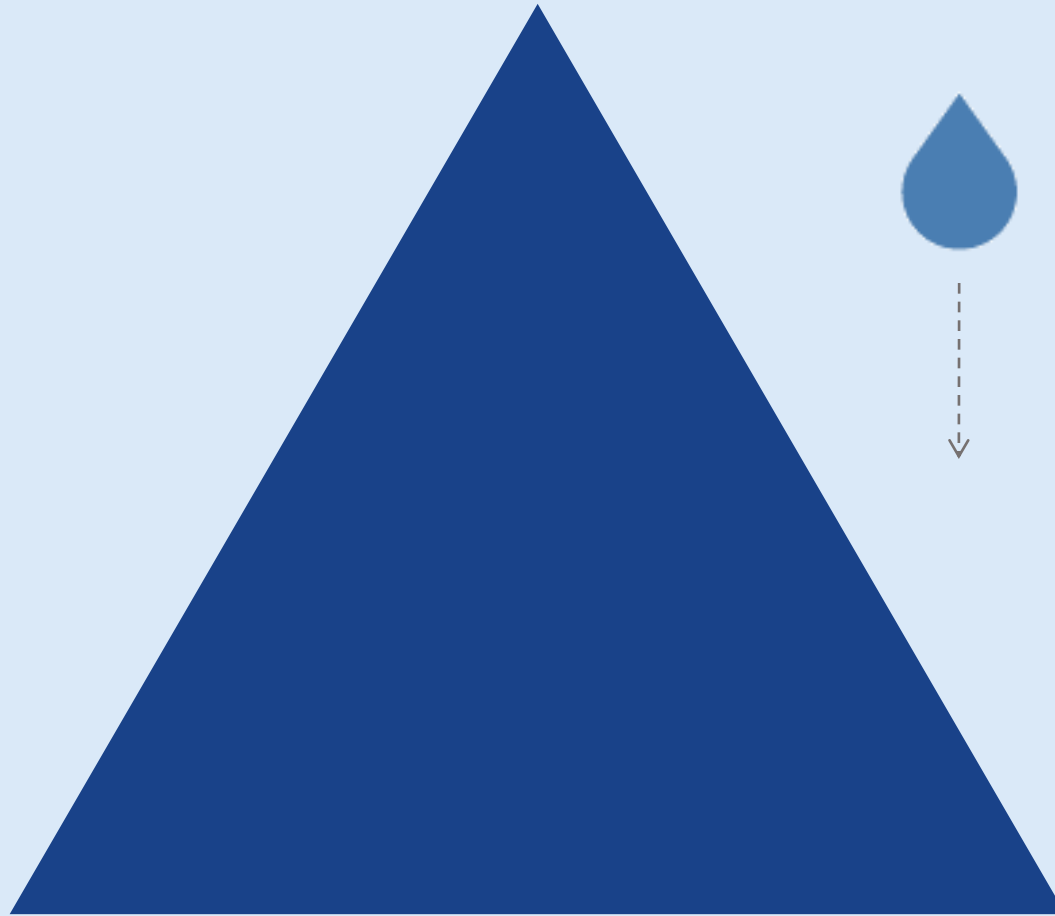
THE WATERSHED CONVERSATION

Tip #4

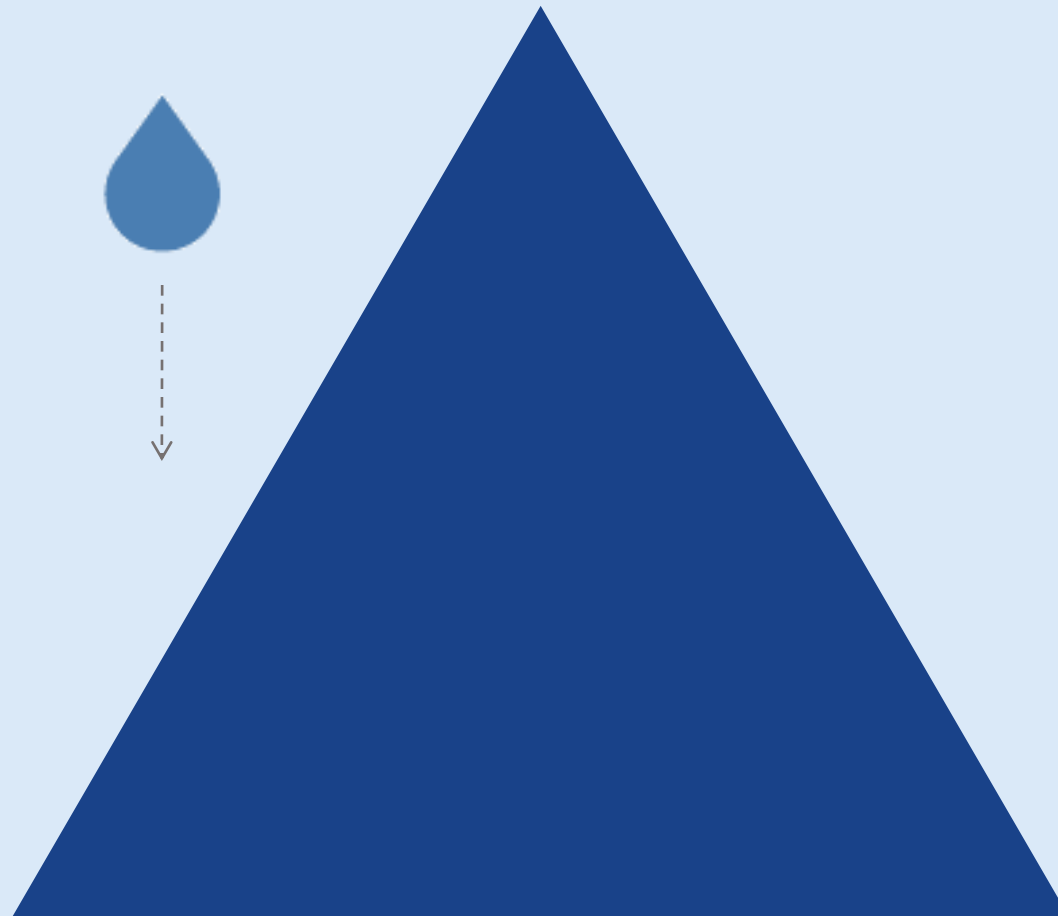
THE WATERSHED



THE WATERSHED

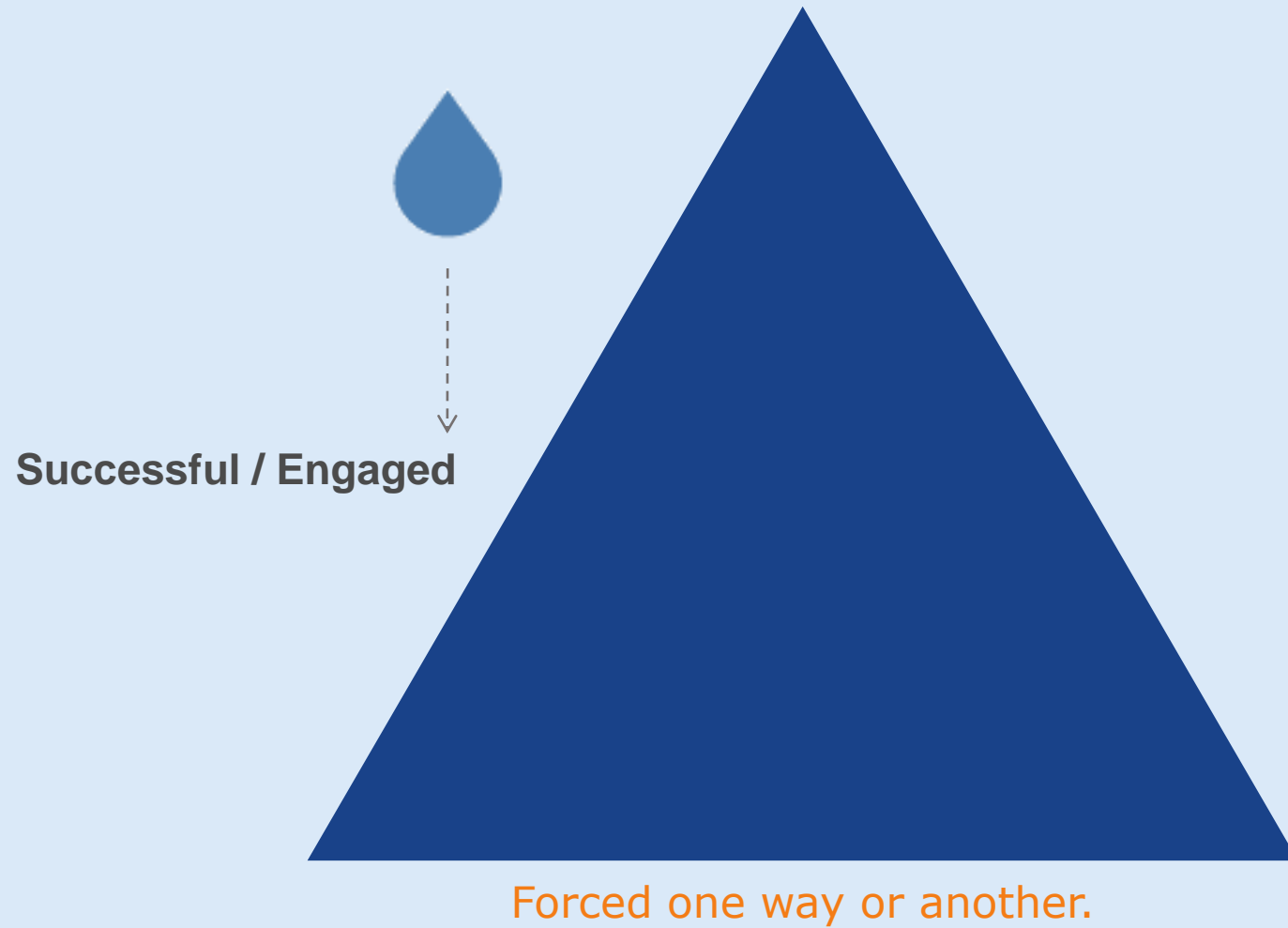


THE WATERSHED

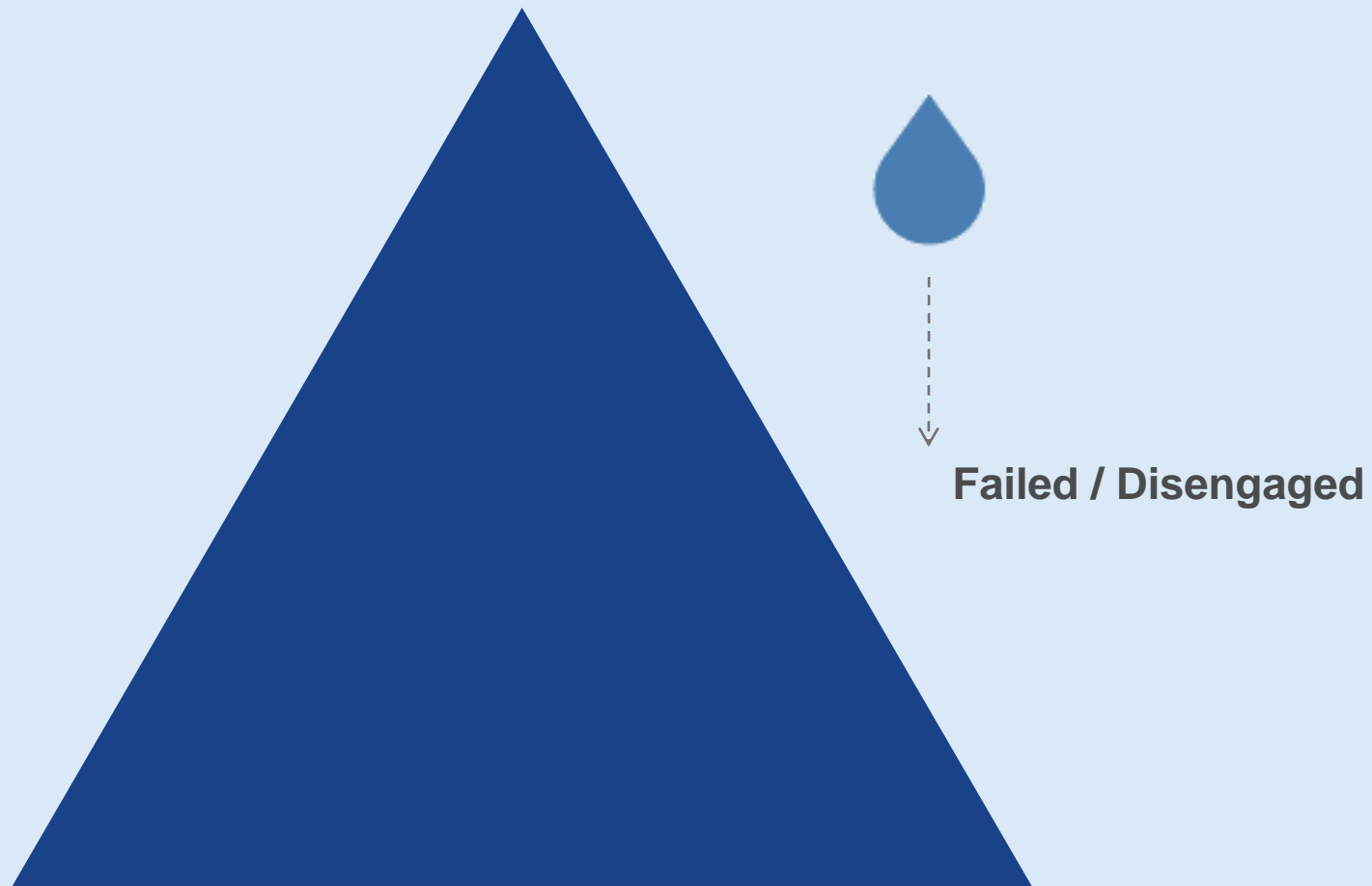


Forced one way or another.

THE WATERSHED



THE WATERSHED



TOXIC EMPLOYEES

If the employee doesn't choose to get realigned, it might be time to let them go.



TIPS FOR FIRING

- Be **clear**: employees should see it coming
- Be **calm**: do not get mad
- Be **quick**: do not lecture or try to change the person
- Be **diligent**: consider liability / legal issues, but do not act litigious

WATERSHED

DISCUSSION

Do you have
someone ready for a
Watershed
Conversation? How
will you approach it?



A group of diverse people, including men and women of various ethnicities, are gathered around a table in a meeting. They are looking at a document together, with some pointing at it. The scene is brightly lit, suggesting a window in the background. The overall atmosphere is collaborative and professional.

WHAT IS LEADERSHIP REALLY?

Tip #5

PEOPLE CENTRIC LEADERSHIP

Let me show you...



PEOPLE CENTRIC LEADERSHIP

Leadership is
Influence



PEOPLE CENTRIC LEADERSHIP

Leadership is not the
same as Management



PEOPLE CENTRIC LEADERSHIP

Leadership = Influence

Management = Authority



PEOPLE CENTRIC LEADERSHIP

YOU ARE A LEADER



PEOPLE CENTRIC LEADERSHIP

Leaders can be more effective or less effective.



PEOPLE CENTRIC LEADERSHIP

Leaders can be
positive or negative.



LEADERSHIP IS INFLUENCE

DISCUSSION

Where can you be a better influencer on your team?

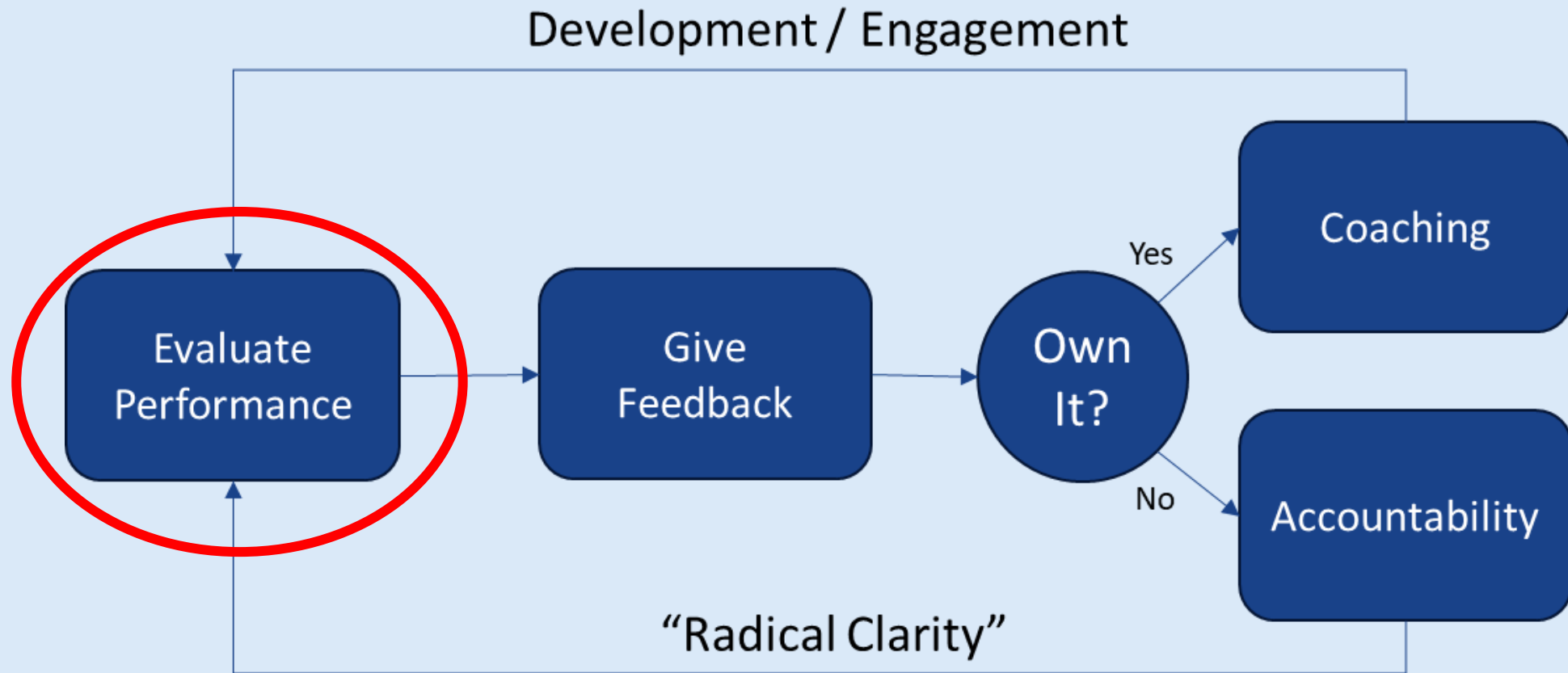


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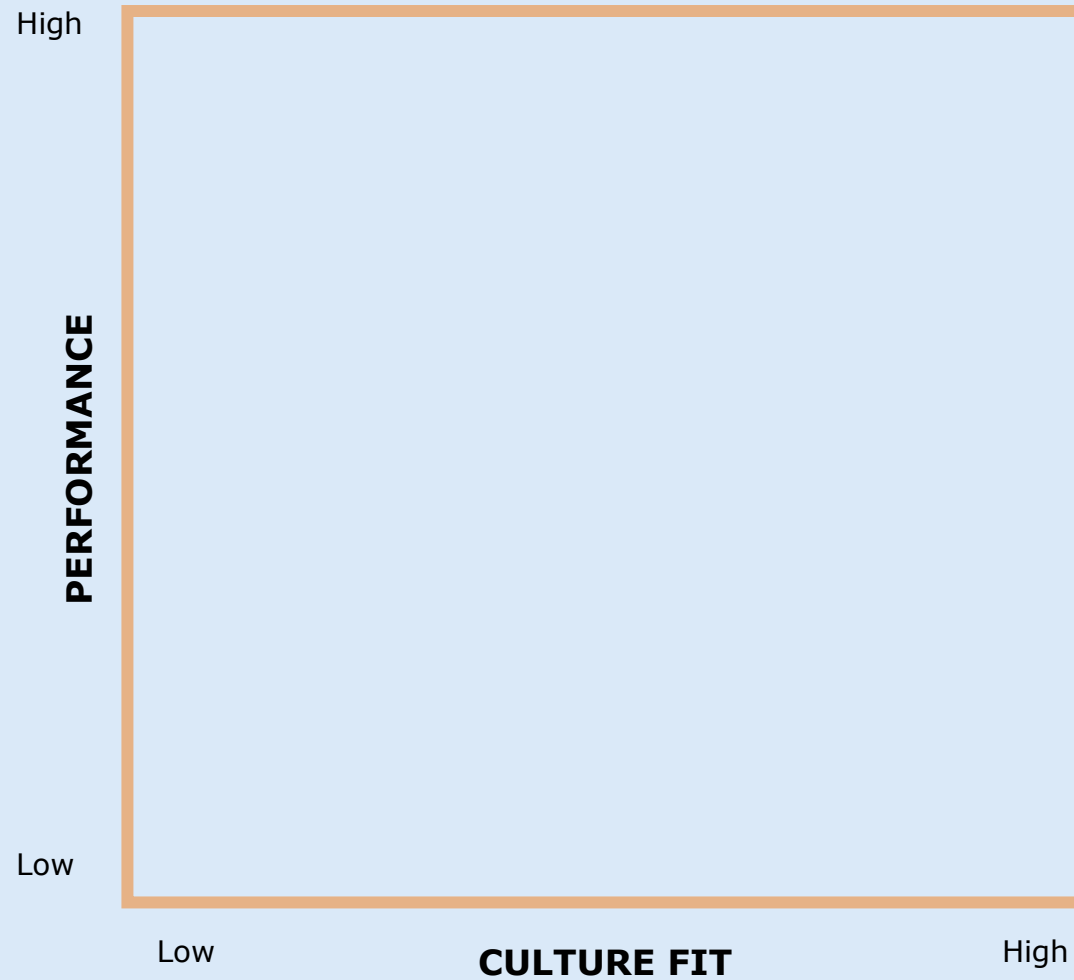
THE CULTURE GRID

Tip #6

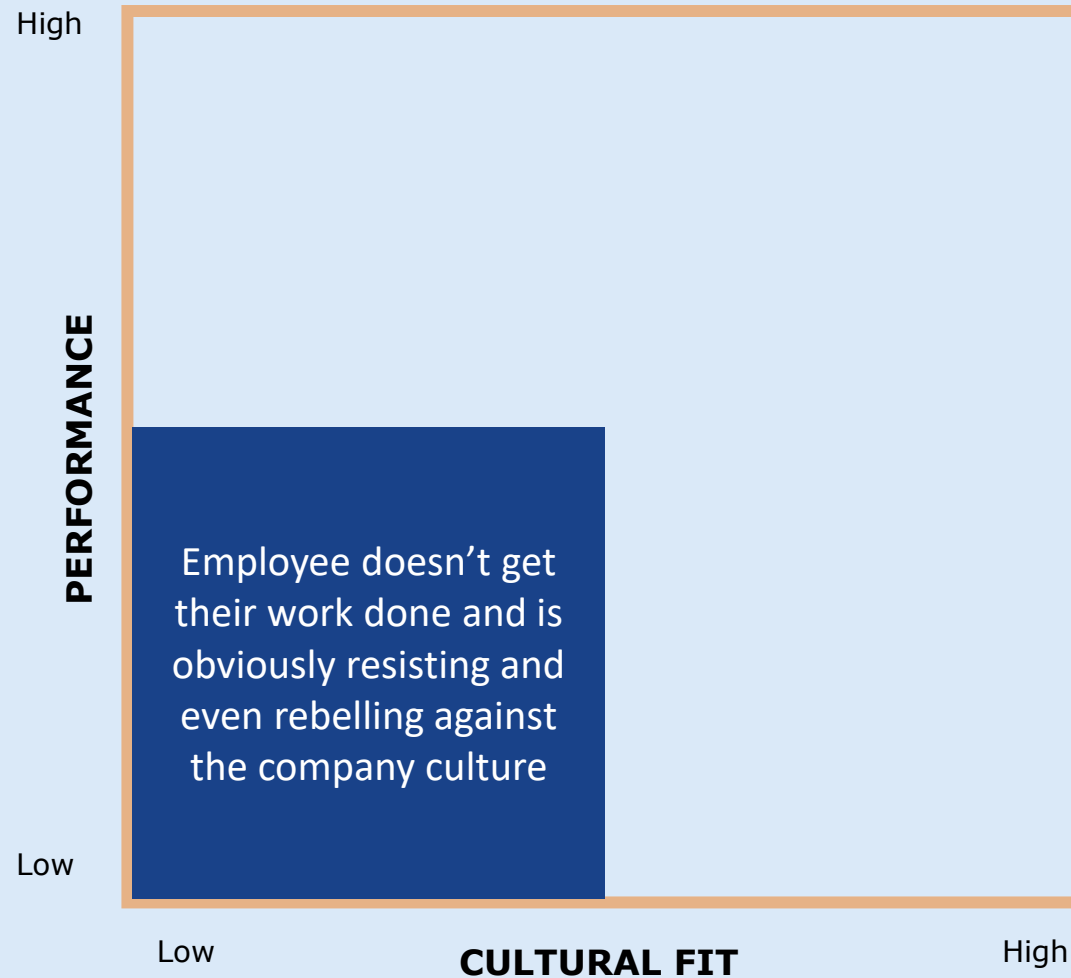
MANAGEMENT CYCLE



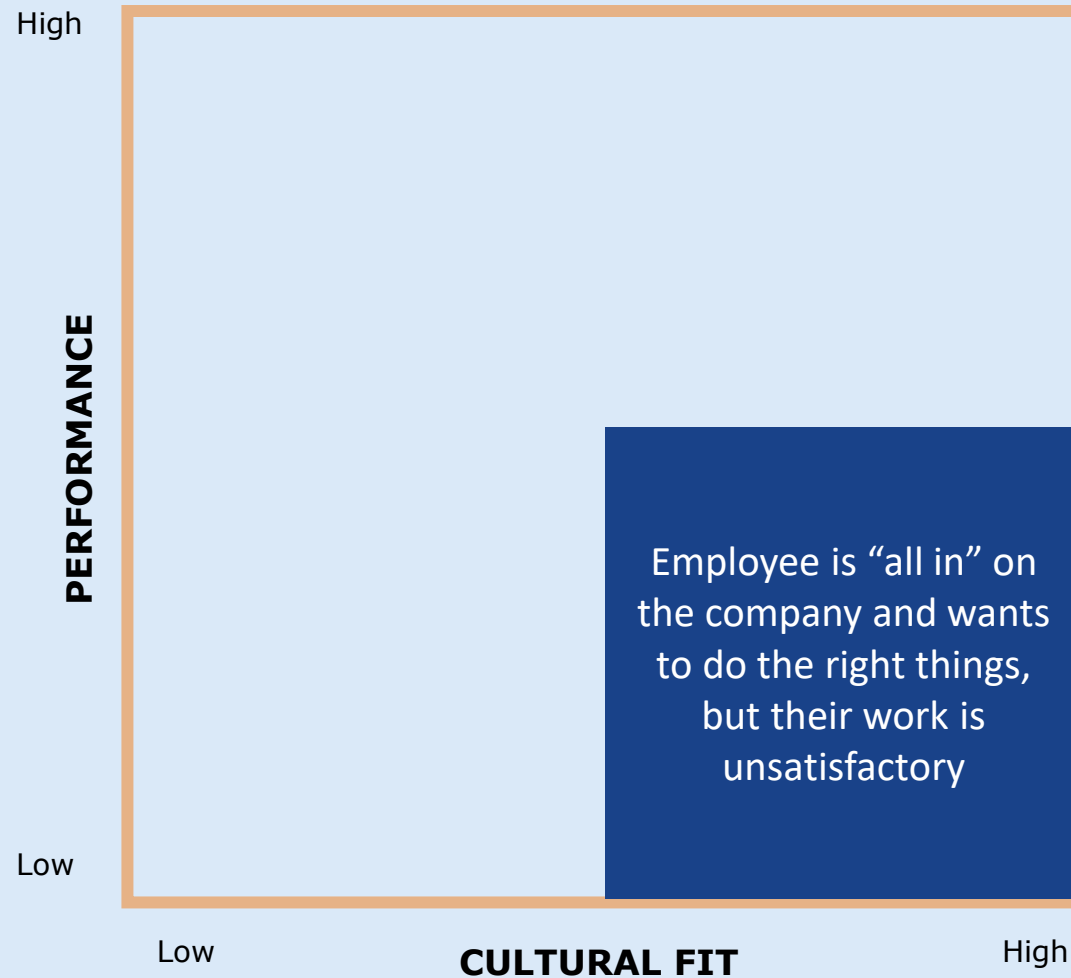
CULTURE GRID



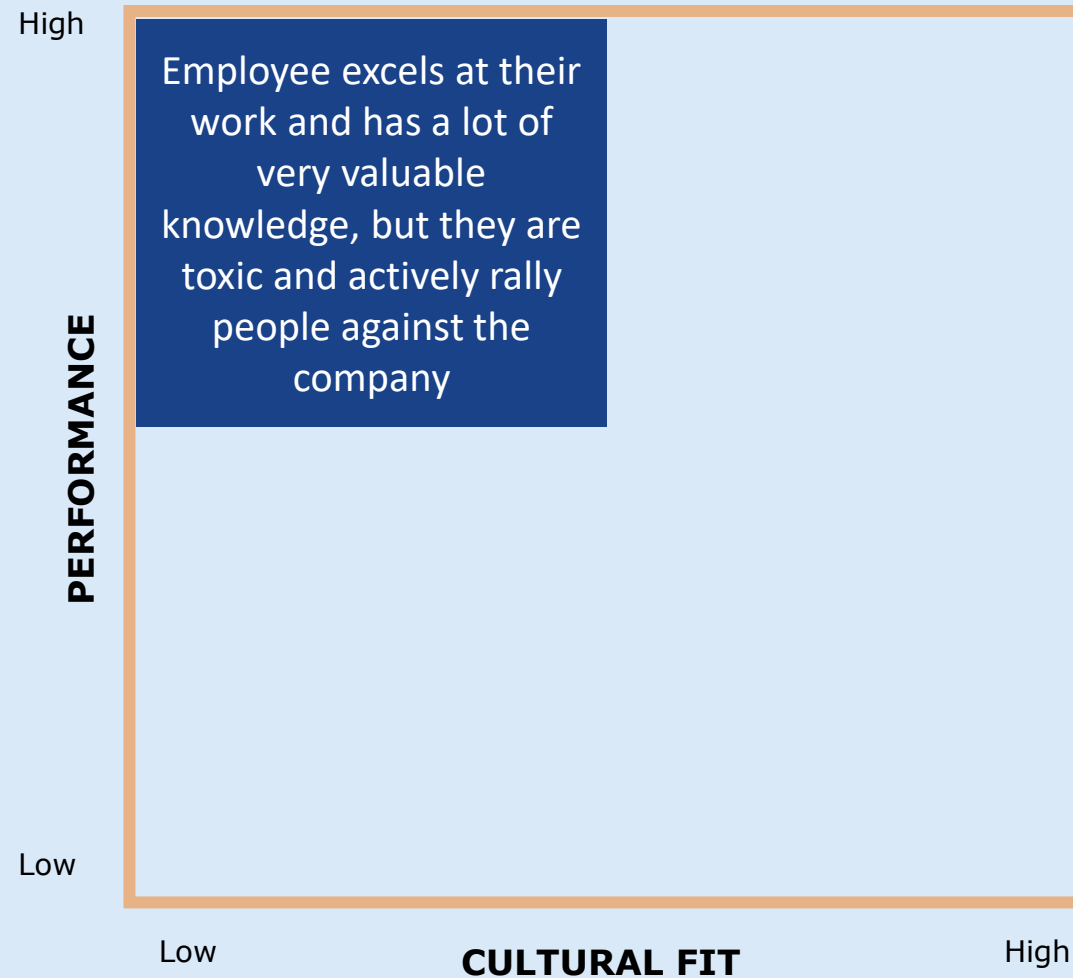
CULTURE GRID



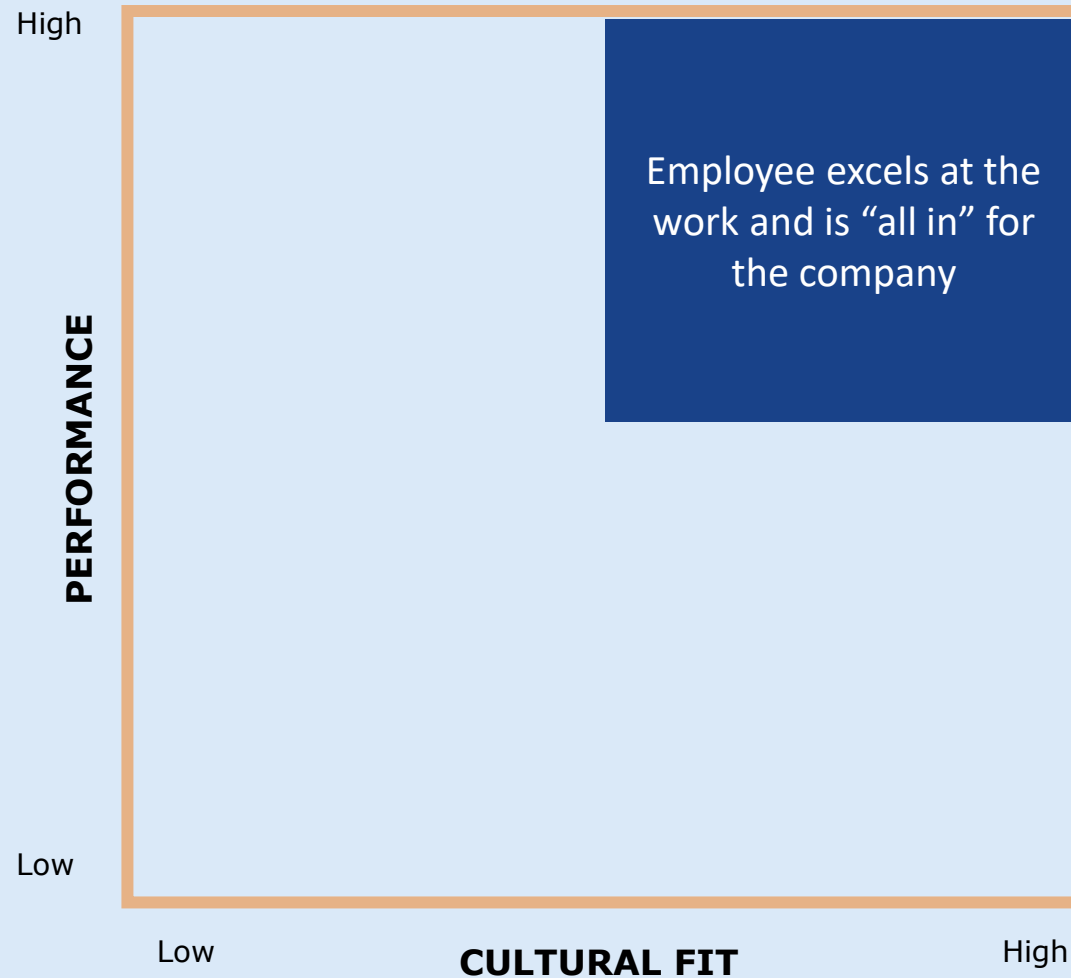
CULTURE GRID



CULTURE GRID



CULTURE GRID



CULTURE GRID

DISCUSSION

Think about your most challenging employee. Where are they on the culture grid and how will you manage them moving forward?



A group of diverse people, including men and women of various ethnicities, are gathered around a table in a meeting room. They are looking at a laptop screen, which is the focus of their attention. The scene is brightly lit, suggesting a window in the background. The overall atmosphere is collaborative and professional.

YOUR LEADERSHIP STYLE

Tip #7

DIFFERENT STYLES

- Authoritarian
 - Controls all (or most) levels of the process / procedure and goal-setting with virtually no input from the employee or team
- Democratic
 - View members of the group / team as participant(s) in the decision making process
- Laissez Faire
 - A hands off approach to leadership that lets the person or team members act as independent units

AUTHORITARIAN LEADERS

- High level of control over process, people, and products
- Emphasis on tasks rather than relationships
 - Often involves a clear process for completing a specific task in a particular timeframe
- Top Down communication
 - Decision making resides with the leader or manager
 - Input is often specifically sought out rather than openly welcomed

DEMOCRATIC LEADERSHIP

- Variable level of control
 - Greater focus on the process of decision making
- Balanced approach to relationship & task
 - Emphasis on hearing multiple (or all) perspectives under the guise of task completion
- Multi-directional communication
 - Leaders are as much facilitators as they are task managers

LAISSEZ FAIRE LEADERSHIP

- Little control over process or people
 - Work as you work
- Balanced or nonexistent approach to relationships and tasks
- Multi directional or little communication

LEADERSHIP STYLES

DISCUSSION

What is your dominant
style?



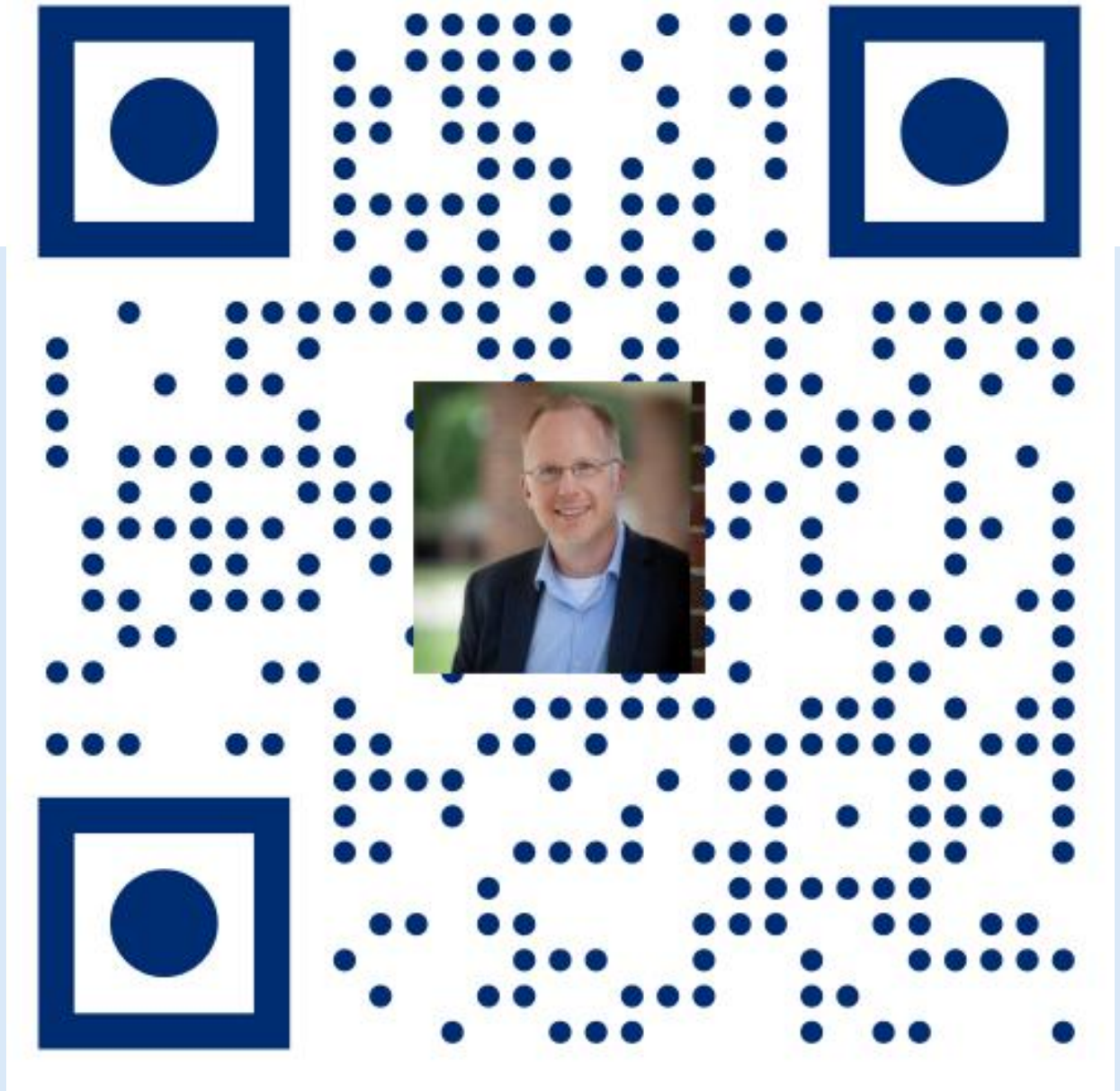
PUTTING IT ALL TOGETHER

What are your takeaways from today?



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