Spurwink Services

LEADING BY GOING THE DISTANCE

SESSION 2

Team Building

Instructions:

➢ Take turns explaining to one another the background of (story behind) your name, i.e., what it means, where it came from, and, perhaps, the reason your parents gave it to you.

Effective Management

TASKS	DESIRED OUTCOMES

TASKS

➢ Delegate work and roles/responsibilities

➢ Hold employees accountable for the results you have agreed on

➢ Create motivating environments

➢ Build cohesive, effective teams

➢ Coach employees up (and sometimes out)

➢ Stay alive!

DESIRED OUTCOMES

➢ Maximize what each employee has to offer

➢ While earning their loyalty

➢ And building their ownership and excitement for the work and results of the organization

Today's Topics

➢ Delegating effectively

➢ Staying connected to your employees and the work they own

➢ Managing between the cracks

Take 5

When it comes to successfully delegating work and/or responsibilities to employees, what's one thing that you have learned from experience about

➢ **what DOES work, and**
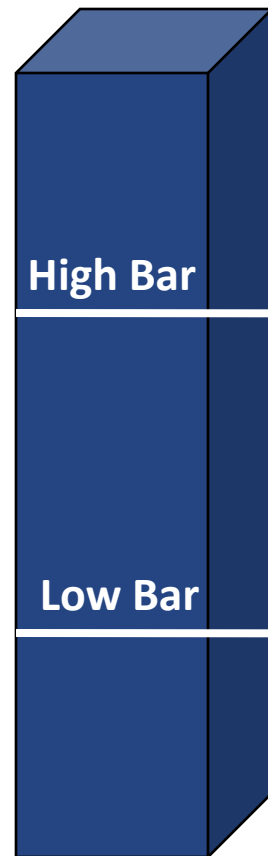
➢ **what DOESN'T work?**

Delegating Work Effectively

High Expectations

High Bar = the expectations you collectively agree are critical to being smart <u>and</u> healthy

This gap = your culture differentiator and the source of most managerial challenges

Low bar = the minimum threshold for acceptable behavior (below which employment termination is an easy decision)

Delegating Conversations

➢ What does success look like?

➢ Who should be involved?

➢ When is it due?

➢ Where can the employee go for resources?

➢ Why does the work matter?

➢ How should the employee approach the work?

➢ Are you really on the same page?

Success

➢ Sometimes identifying what success will look like is easy.

➢ When it's not, don't hesitate to ask your employee what he/she thinks a successful outcome will look like.

➢ Use samples and templates to clarify.

➢ Don't define success too narrowly.

➢ Remember to be explicit about what a successful approach to task completion looks like too.

Who

MOCHA

Manager	Assigns responsibility and holds the owner accountable. Makes suggestions, asks hard questions, reviews progress, serves as a resource, and intervenes if the work is off track.
Owner	Has overall responsibility for the success or failure of the project. Ensures that all the work gets done (directly or with helpers) and that others are involved appropriately. There should be only one owner.
Consulted	Should be asked for input or needs to be brought into the project.
Helper	Available to help do part of the work.
Approver	Signs off on decisions before they're final. May be the manager/supervisor, though might also be the Executive Director or Board of Directors.

By When

➢ Make sure you establish a due date.

➢ Make sure your employee knows where the project falls relative to his/her other priorities.

➢ For large, multi-stage projects, you may want to agree on interim deadlines to assure work is moving forward as it should.

Resources

➤ What is the budget?

➤ Use MOCHA to clarify the human resources that are available.

➤ Make clear how you will be available to…

- Clarify expectations

- Review progress

- Help brainstorm solutions

- Intervene when needed on issues beyond the employee's control

KEY POINT

Keep the monkey of ownership on the employee's back!

Why

➢ Many of us are guilty of skipping this step!

➢ Explain why the project matters and why you've chosen to give it to the employee.

➢ It's amazing how often doing so builds excitement and buy-in.

➢ This step is key to helping employees shift from a compliance mentality to an ownership mentality.
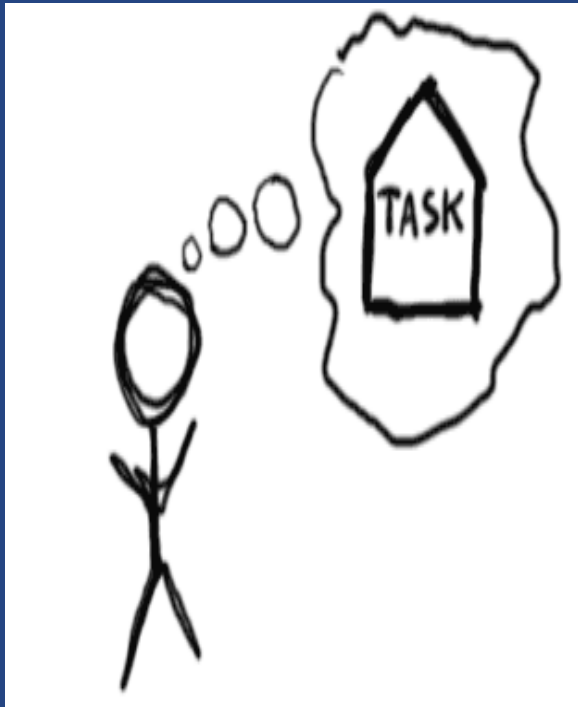
How

- ➢ Don't leave employees to figure out what you already know from experience.

- ➢ Make sure you mention any constraints on the project or process.

Same Page

➢ <u>Always</u> ask for a repeat-back—either verbally or in writing.

➢ For large or complex assignments, have the employee write-up a plan that you then review together.

Exercise

Instructions:

➢ Think of a discrete task or project that you want to delegate successfully to an employee who reports to you.

➢ Using the handout (Side 1 only), reflect on the aspects associated with "Establishing Shared Expectations."

➢ Jot notes in the spaces provided.

➢ Partner with one other person to compare notes and talk about what you will emphasize or do differently to increase your effectiveness.

Wrap-up

➢ How does the information we just covered fit with what you already know?

➢ What does it reinforce for you?

➢ What might you do differently moving forward?

STOP
TAKE A BREAK

Take 5

➢ What are your strategies for keeping track of (staying connected with) everyone and everything?

➢ What do you do that seems to work really well?

Stay Engaged

➢ Check-in directly

➢ Review aspects of the work before it's done

➢ See the work being carried out firsthand

Check-In Directly

➢ By e-mail, phone, in-person, regular meetings, meetings on specific topics, quick stop-bys, etc.

➢ Your job is to look for trouble, not to assume everything is proceeding smoothly

➢ You need to do this in a way that does not diminish the employee's confidence or take the monkey of ownership from them

Review Aspects of the Work

➢ Drafts, samples, data points

➢ There may be useful measures (quantitative or qualitative for you to track together that will indicate progress toward the desired outcome

See the Work Being Done

➤ Observe work in action: meetings, phone calls, trainings, customer interactions, etc.

➤ Staying in touch in this way will likely help you serve as a resource for your employee

➤ You need to do this in a way that does not diminish the employee's confidence or take the monkey of ownership from them

Meetings

Structures that help you bring everything and everyone together and avoid dropping balls!

Oh, please not another meeting today

One-On-One Check-Ins

Why have them?

➢ Check in on individual work, projects, responsibilities and scan for gaps

➢ Assess and recalibrate priorities

➢ Coordinate work

➢ Provide feedback

➢ Connect personally

Periodic Step-Backs

➤ Bigger picture than check-in meetings

➤ Evaluate progress against annual goals

➤ Assess learning from recent work and how he will apply what he's learning to future work

➤ Identify and explore how to meet development needs

➤ Address retention factors (if appropriate)

Staff Meetings

➢ Do *not* use for individual management

➢ Best suited for communication and coordination issues affecting the whole group

> *"Let's talk about how the new procedures will affect intake and client flow…"*

➢ Good for relationship and trust building

➢ The length of most staff meetings could be shortened…

Managing Staff Remotely

➢ Establish a clear system for communicating with one another and stick to it

➢ Create ways for remote staff to stay connected

➢ Design opportunities for in-person interaction

➢ Find ways to observe remote staff in action

Managing Work
You Know Little About

➢ Establish shared goals and clear deadlines

➢ Scan for gaps by asking good questions

➢ Use your ignorance to your advantage

➢ Connect the employee to her clients and co-workers

➢ Trust your intuition and evaluate based on what you do know

Exercise

➢ Think about the people on your primary team.

➢ What is one strategy you can add to your managerial "tool kit" to enhance your ability to stay connected with everyone and everything?

➢ What is the first step you will take to implement this strategy?

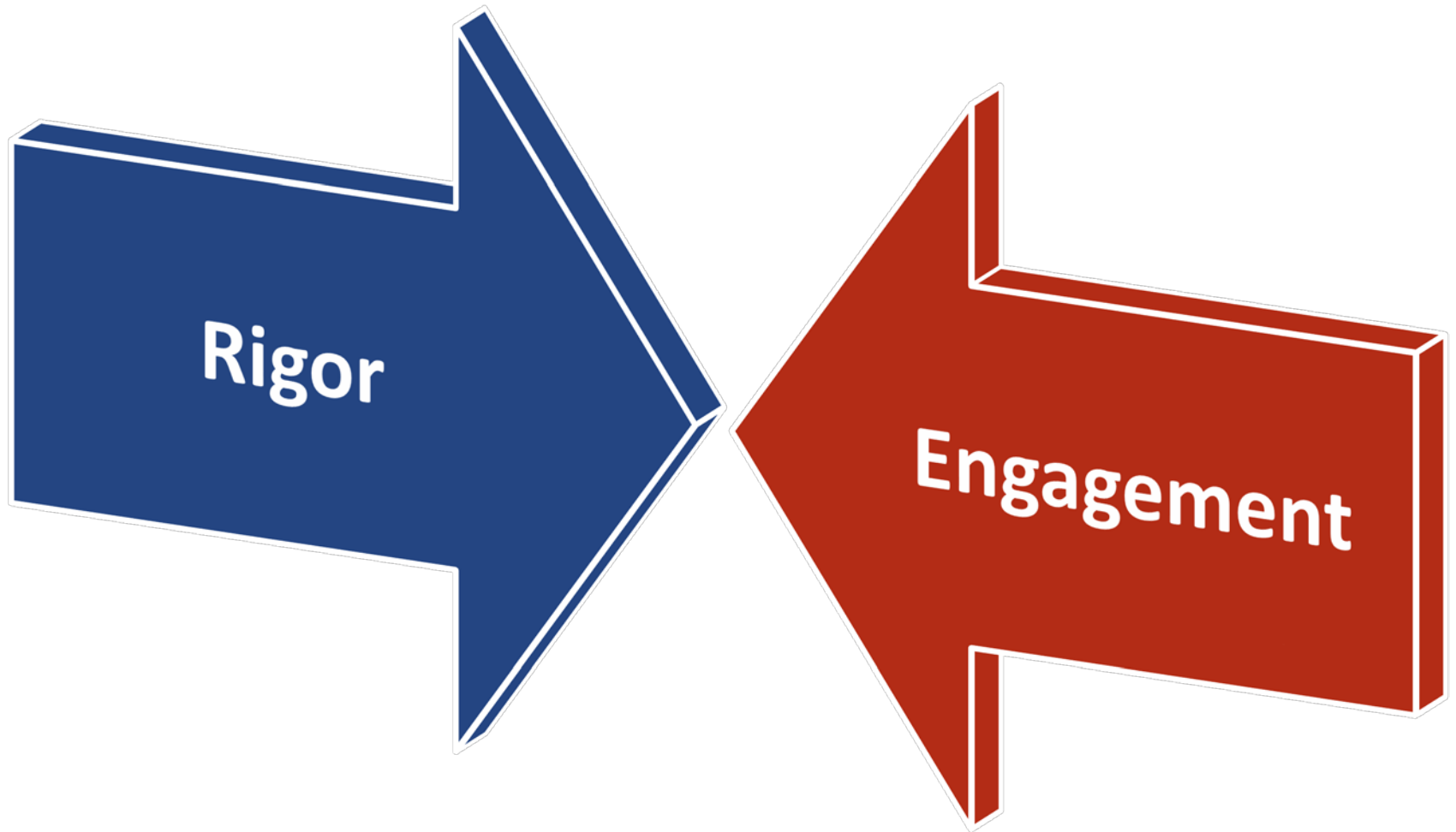➢ Find a new person in the room and compare notes.

Wrap-up

➢ Go back to the person you were thinking about earlier (when completing Side 1 of the Delegation Worksheet).

➢ How will you stay involved? Complete Step 2 on the back of the worksheet.

Managing Between the Cracks

High Performing Cultures

Rigorous Focus on Results

➢ Mission integrity

➢ Relentless and restless

➢ A high bar in terms of performance/behavioral expectations

➢ Scrutiny of ideas – no matter their source

➢ High levels of accountability

➢ Transparency

Positive Engagement

➢ Deep belief in mission

➢ Trust in leadership

➢ Shared ownership

➢ Positive energy

➢ Teamwork and low drama

What Leaders Can Do

➢ Model the desired culture

➢ Talk about it a lot

➢ Instill "how we do things around here" in the hiring and performance review processes

➢ Coach employees to high behavioral expectations

➢ Hold people accountable

➢ Create rituals

Wrap-up

➢ Jot down one new idea from this morning that really resonated with you and post it on the wall.

Adapt Your Approach

➤ Skill and will

➤ Importance and difficulty

➤ Behavioral style

How Hands-On?

Importance & Difficulty

Is the task hard to do and how well does it need to be done?

	Low	**High**
High	**Relatively Hands-Off**	**Hands-On**
Low	**Hands-On**	**Very Hands-On**

Skill & Will

Is the task something the employee has done before? Something he/she enjoys doing?

Exercise

➢ Reflect on someone you have experienced as challenging to delegate to.

➢ Use the people-reading technique to identify his/her DiSC style.

➢ Turn to the relevant page in your DiSC profile to read about how you might adapt your style to meet his/her needs better.

➢ Complete the worksheet, Adapting Your Style.

Wrap-up

➢ Cluster with the members of your Peer Learning Team.

➢ Share the specific actions you identified for improving your effectiveness.

➢ Check in – has everyone created a MyEverythingDiSC.com account? Agree on steps for completing this task.

Homework