

Managing Others

An effective team leader has a variety of traits and characteristics that encourage team members to follow her/him. Team leaders naturally possess certain qualities, such as compassion and integrity, or learn leadership skills through formal training and experience, the qualities of an effective team leader inspire the trust and respect of the team and stimulate production within the workplace.

What is Performance Management?

A primary (most would say critical) focus for any leader is to achieve the results needed by the organization and the people it serves.

It is the day-to-day interaction with those you supervise that produces the performance of the team. That is real leadership.

1. Managing Individual Performance

- Ongoing observation and documentation of performance and results.
- Periodic review sessions to compare progress with objectives, goals, or standards.
- Formal, annual appraisal “for the record” and as input for administrative decisions.

2. Effective Performance Feedback

- Focuses on the behavior rather than the person.
- Focuses on observations rather than inference.
- Focuses on descriptions rather than judgment.
- Focuses on behavior related to a specific situation rather than to general behavior.

3. Performance Problem-Solving Worksheet

- What is the specific job performance problem?
- What specific results and/or behaviors are you observing?

- What are the potential causes?
- What specific information do you have to support your conclusions?
- When the problem is corrected, what will be the positive outcome?

Delegation:

Delegation is the “art” of achieving specific predefined results through the empowerment of others. Regardless of your level within management, a major measure of your success will be:

Your Ability and Willingness to Delegate.

1. What to Delegate?
 - Recurring, repetitive tasks
 - Minor decisions
 - Time-consuming details
 - Information gathering
 - What others are qualified to do
2. What not to Delegate
 - Feedback (positive or negative)
 - Dissemination of critical information
 - Discipline
 - Top 10% of critical activities
 - Politically sensitive matters
3. Additional Guidelines
 - Delegate into employees' strength
 - Nothing new without training
 - Seek volunteers
 - Recognize delegated success

Managing others is a balancing act: be supportive, listen and coach your team.

- **Walk the Talk:** Leaders who practice what they preach are more trusted and their teams are more engaged. Just ensure that the leaders are setting a good example as it will filter down to the rest of the team and organization.
- **Stay in Touch:** Leaders that listen to employees, show understanding towards staff concerns and encourage members to share ideas to build a trusted and engaged work climate.
- **Coach:** Coaching can be done as a quick chat or as part of a more formal performance review. Coaching needs to be done regularly and to include all members, including those exceeding expectations, to ensure everyone in the team feels valued, trusted, and energized to perform well.
- **Accountability:** As a leader, it's up to you to know when to lean in and lend support or when to step back and give team members responsibility for their own actions. Leading by example and build a climate of trust, where employees feel accountable for their work yet know they have the support when needed. Then you should have a committed and motivated workforce that is prepared to work for the good of the team.

Manage Change:

One of the attributes all employees need to have is being able to adapt to change. Changes come with growth and handling new situation that you haven't before. In order to handle change in the workplace, here are ten tips for you.

1. Maintain a positive attitude
2. Recognize that change is constant
3. Stay connected to previous co-worker
4. Communicate with others to learn your new role
5. Be optimistic even though you might not be currently happy
6. Self-reflect

7. Learn new skills
8. Over-communicate
9. Ask as many questions as possible
10. Look for ways to help others cope with change

Helping employees manage change:

1. Be open, honest, positive, clear and accessible
2. Recognize the good work that was done under the old system
3. Be specific about why and how the change will be implemented
4. Listen carefully
5. Help the employee manage fear
6. Reinforce what the employee does well
7. Adjust and set new performance goals

Solving Problems and Making Decisions:

Problem-solving and decision making are important skills. Problem-solving often involves decision-making, and decision making is especially important for management and leadership. There are processes and techniques to improve decision-making and the quality of decisions.

Decision-Making Process:

1. Identify and clarify the problem
 - Your first task is recognizing that a problem exists. Some problems are big and unmistakable, such as regularly running out of toner for an office copy machine. The first step in reaching a solution is pinpointing the problem area.
2. Gather Information
 - Learn more about the problem situation. Look for possible causes and solutions. This step may mean checking files, calling suppliers, or brainstorming with fellow workers. Gather all the facts and understand their causes.

3. Evaluate the evidence
 - Where did the information come from? Does it represent various points of view? What biases could be expected from each source? How accurate is the information gathered? Is it a fact or an opinion?
4. Consider alternatives and implications
 - Draw conclusions from the gathered evidence and pose solutions. Then, weigh the advantages and disadvantages of each alternative. What are the cost, benefits, and consequences? What are the obstacles, and how can they be handled? Most importantly, what solution best serves your goals and those of your organization? Here's where your creativity is especially important.
5. Choose and implement the best alternative
 - Select an alternative and put it into action. Then, follow through on your decision by monitoring the results of implementing your plan. On the job you would want to continue observing and adjusting the solution to ensure its effectiveness over time.