Transitioning from Managing Self to ManagingOthers
January 16, 2012 ~ 1:15-2:30 p.m.
Kathy Marchetta
Dorette Kerr
“Employees join companies, but leave managers.”

Human Resource Executive, January 2008
What Motivates Employees?
Mercer What’s Working Survey 2011

• Base pay
• Type of work you do
• Benefits
• Work/life balance
• Quality of people you work with
• Being treated with respect
• Quality of leadership of the organization
• Working in environment where you provide good service to others
What Motivates Employees?

Mercer’s survey conducted 2010-2011

1. Being treated with respect

2. Work/life balance
   - Quality of leadership in the organization
   - Working in an environment where you can provide good service to others

3. The quality of the people you work with
   - The type of work you do

4. Benefits

5. Base pay
Monster.com and Unum
Survey results

1. A company that truly cares about their well-being (87%)
2. Challenging and fulfilling work (84%)
3. Job security (82%)
4. Attractive benefits package (74%)
5. Compensation (66%)
Leadership Myth:

I’ll continue to enjoy the same success in the future if I continue to do things the way I’ve always done them in the past and I continue to work hard.
Leadership Passage
From Individual Contributor to Managing Others

<table>
<thead>
<tr>
<th>INDIVIDUAL CONTRIBUTOR</th>
<th>MANAGER</th>
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<tbody>
<tr>
<td>The organization influences the individual</td>
<td>The individual influences the organization</td>
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<tr>
<td>Further developing skills in area of specialization</td>
<td>Empowering others and letting go of hands-on delivery</td>
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Leadership Passage

From Individual Contributor to Managing Others

• When skilled individual contributors produce good results and support company values, they are very often promoted to Supervisor or Manager.

• Seems an easy transition but it’s not.

• Why? The highest performers (you) can be reluctant to change.

• They become Managers without accepting certain requirements.
  – Value transition
  – Learning new skills
The Value Transition

- New managers should learn to value “managerial work” rather than tolerate it.
- New managers should believe that the new skills described herein are necessary tasks and are their responsibility.
- New managers should view directing the work of others as mission critical to their success.
- The Value change occurs once managers find they are successful at their new jobs after the value shift.
New Skills Required

A shift from “doing work” to getting work done through others

- Planning, assigning & measuring work
- Reallocating your work time
- Recommending & initiating changes towards team performance
- Motivating/Coaching/Managing Conflict
  - Develop Emotional Intelligence
- Developing an “Enterprise” mind set – how the team & work fits into a bigger picture
Reallocate Your Time
Getting work done through others

- Many new managers prefer to spend time on their “old work” because this is the work that made them successful.
- As a new manager there is pressure to spend less time on individual work and more time on managing.
- Reallocating time from individual work to managing people helps ensure success as a manager moves through the leadership passage.
Develop Emotional Intelligence

• Self Awareness - know your tendencies, strengths and areas for development - seek 360 feedback
• Self Regulation - Having the ability to control your impulses and channel them for good purposes
• Motivation - Being motivated by an internal drive to achieve, not by external rewards
• Empathy - Taking others' feelings into account when making decisions
• Social Skills - Building rapport with others
Challenges

• Adjustment period

• New to the company
  • Culture
  • “That’s not how we do things here”
  • Outsider
  • People and Personalities
  • Credibility and Respect
    • Personal character and integrity are the core to leadership effectiveness
Challenges

• Selected over a fellow co-worker

• One-on-one discussion

• DON’T APOLOGIZE FOR GETTING THE JOB

• Resolve outstanding issues
Challenges

• Friendships
  • Conversations
  • Lunch
  • Futures
  • Clean slate
  • Procedures
  • Fairness
  • Support
Challenges

• Being able to let go

• Changes in your workday – time management

• Disciplinary action
Challenges

• There are decisions that only you can make

• Contract/Temp employees

• Managing conflict between team members
Managing Conflict
Know your employees’ response to conflict

• Who is reluctant to raise issues and provide feedback?
• Who has difficulty resolving conflict?
• Who has a tendency to stir the pot?
• Who gets caught in win-lose battles

• Tip: Create a plan ahead of time on how you will address each style above.
Managing Conflict

- Know your response to conflict (Aggressive, Collaborative, Avoidance, Agreeable)
- Seek to understand prior to being understood (Get facts first)
- Focus on the behavior & facts, not the individual’s character
- Ask a lot of questions (come from a position of “wonderment”)
- Encourage resolution among parties first
- Involve all parties in the solutions when possible (ownership)
- Let Company policies do the “heavy lifting” when appropriate.

• **Tip:** Define & communicate guiding principles for conflict discussions ahead of time
Tip: Managing Conflict

Key Phrases ("you" = employee)

• “Do you want to resolve this?”
• “What do you want the outcome to be?”
• “Are you willing to do whatever it takes to resolve this?”
• What do you view as next steps?
Communication / Engagement

• LISTEN
• Have MEANINGFUL verbal conversations
• Make sure they understand what is expected of you in your new role
• Staff meetings
Communication / Engagement

Encourage Innovation
Recognition

- Do you have a recognition program in place?
- Understand your company recognition policies
- Understand how your employees prefer to be recognized
- Make it MEANINGFUL
- Request that others alert you when someone goes above and beyond
What Motivates Your Employees?

Stay Interview

• What is it?
• What are the benefits?
• When should I conduct a Stay Interview?
• Helpful tool for current and new employees
  – Current Position
  – Career Development
  – Management
  – Personal Satisfaction
  – Work Environment
  – Company Overall
Stay Interview

Tips

- Send questions in advance
- Encourage honesty and frankness
- Schedule time on calendars
- Private meeting location
- Take notes
- Keep separate from performance discussions
- Hear what really matters
- Realistic expectations
Stay Interview

Current Position

• What aspects of your position do you really enjoy?
• What part of your position do you feel you are best at?
• If there was one thing you could change about your work, what would it be?

Career Development

• What can we do to best support your career goals?
• What do you need to learn to do your best work?
Stay Interview

Management
• As your manager, what could I do a little more of or a little less of?
• What can I do differently to best assist you?
• As your manager, how can I do a better job of valuing and cultivating diverse perspectives?

Personal Satisfaction
• How do you prefer to be recognized?
• What can we do to make your position more satisfying?
• What types of projects would you find the most satisfying to work on?
• What makes for a great day?
Stay Interview

Work Environment

• How well do you feel our team cooperates and collaborates to get the work done?
• How can we function best as a team?
• What can we do to help you manage your work and personal life?
• If you were in my shoes, what would you do to improve our department/organization?

Company Overall

• What is your favorite thing about working at XXXXXX?
• What would make you want to stay with XXXXXX for the long term?
Stay Interview

- Ask questions for clarification
- Review notes
- Follow-up on outstanding items
Employee Development

- Delegate

- Develop a training program
  - Include it in your department FOM/SMS/IS-BAO certification

- Succession planning
Work-Life Balance Options

- Balance workloads
- Flex-time
- Compressed work weeks
- Telework
- After-hours/weekend/holiday rotation
- After-hours flight following
Performance Reviews

• Be involved in goal writing

• Provide appropriate and **timely** feedback to employees

• 360 reviews / general feedback / upward feedback
Tip: Performance Documentation

• Drafting the performance review document or other performance documentation
  – Write the information so that a person reading the document, who is not familiar with the performance or situation, comes to the same conclusion you do.
  – In order to do this you must come to objective conclusions with lots of facts to back up statements. (State dates, what you observed and business impact of each issue)
  – Do not refer to anything having to do with “attitude” (too broad with too many definitions). State the behavior and say “as evidenced by…” (insert examples)
  – Include dates of related discussions (same behavior)
Tip: Performance Discussion

• Disagreement between you and the employee
  – As Manager, do not get dragged into defending your position thru continued argument once you have stated the facts and conclusions. Repeat yourself and ask the employee for his/her next point in discussion.

• Seek agreements on the facts and circumstances and document. Restate agreements to the employee.

• Seek agreements on next steps and document. Restate agreements to the employee.

• Send follow up email outlining the discussion and the agreements made.
Tip: Performance Discussion
Addressing Non Technical skills (soft skills)

• Work Hours & Attendance (If no clear policy on hours)
• Interpersonal Skills
• Inappropriate workplace Behavior
• Team Skills

• Suggestion - Address as performance issues pointing to business impact. A business impact to tasks, deadlines, team performance, availability, visibility
Closing Thoughts

• Never forget where you came from

• Get a coach or mentor

• Take classes

• Ask for help if you need it

IT’S NEVER EASY!!!
QUESTIONS?
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