

Communication, Coaching, and Goal Setting

Critical Skills for Our Managers

NGFA Convention

Dec. 8, 2014



The Theme

- Now that the end of harvest is approaching, it is time for:
 - Reflection – What worked well?
 - Renewal – What needs to be fixed?
 - Revision – What needs to be improved?

Better equipment?

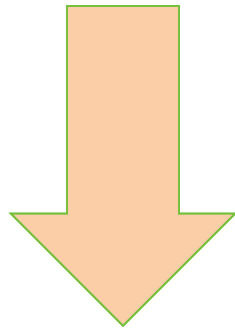
Better people?

My Mission

- To challenge some of your thinking on training and leadership
- To share my experiences and successes
- To provide some different approaches to possibly get more effective results

My History

6.9



1.2

The Issues

- Much better at making money
- Inconsistent at managing people

Managing Money

- Very precise systems and programs
- Ability to measure 1/10 of a cent
- Local performance tracked daily
- Constant attention of all levels of the organization
- Leading indicators are monitored and decisions are made
- Follow up is immediate
- Leadership displayed at all levels

Managing Performance

- Systems exist but measures are very subjective
- Primary attention is on compliance
- Local performance tracked infrequently
- Constant attention mainly on the lower levels of the organization
- Lagging indicators get more attention
- Leadership mainly at the lower level

What I Have Observed

- The un-involved manager
- The arrogant manager
- The position power manager
- One-way communication
- Lack of employee engagement
- Lack of trust
- Sr Mgmt far removed from hourly employees

Bad Bosses

- Inflated opinions of themselves.
- Famous for exaggerating.
- Always interrupt.
- Can't be counted on to make solid decisions.
- Rarely open to new ideas.
- Take no accountability for things that go wrong.

A Key Question

“Why should anyone
be led by you?”

A Question.....

- By a show of hands, how many of you have, at least, one employee who is not engaged at your workplace?

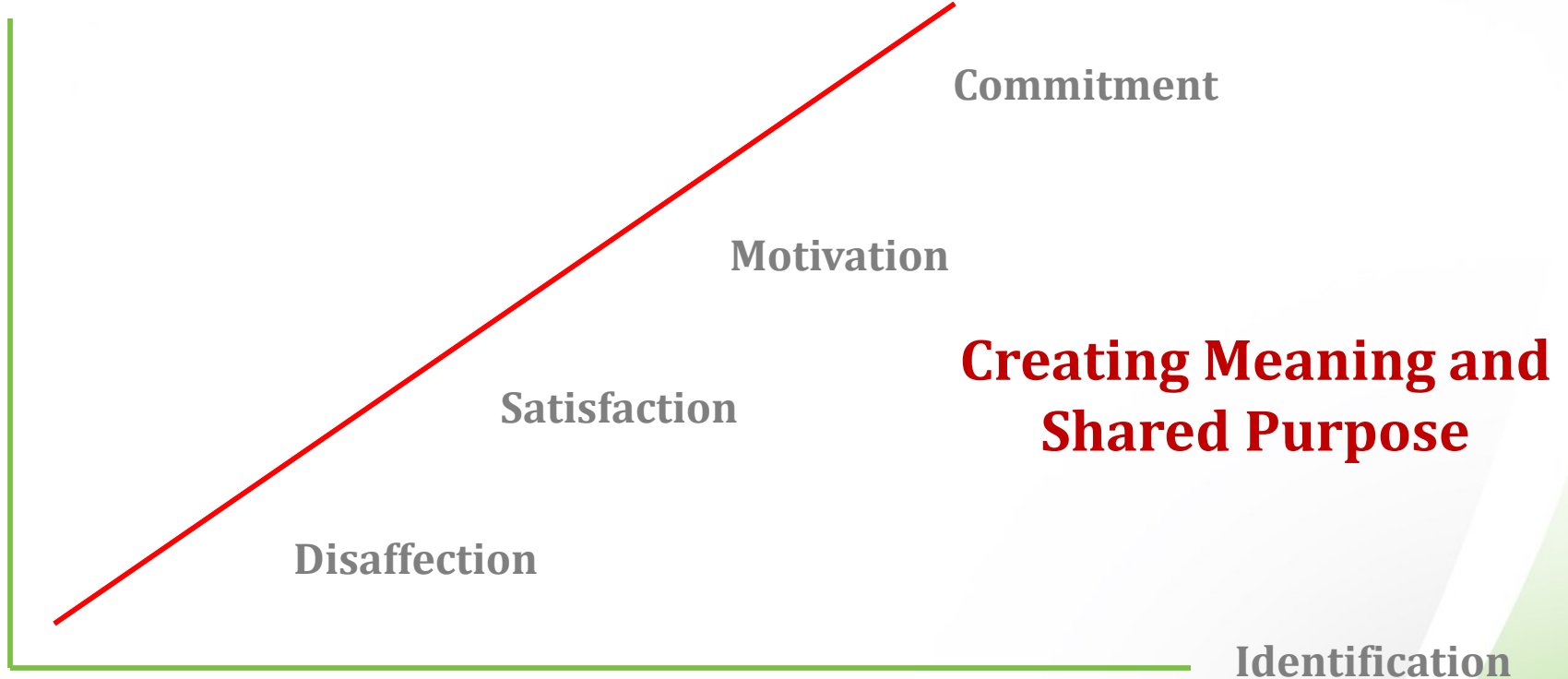
Gallup Survey

- 70% of U.S. workers are “not engaged” or “actively disengaged” at work.
- Meaning they are emotionally disconnected from their workplace and are less likely to be productive.
- Reason: poor management, especially at the low to mid-levels, create active disengagement.

Leaders Should Understand...

Four Levels of Connection...To Develop Potential

Performance

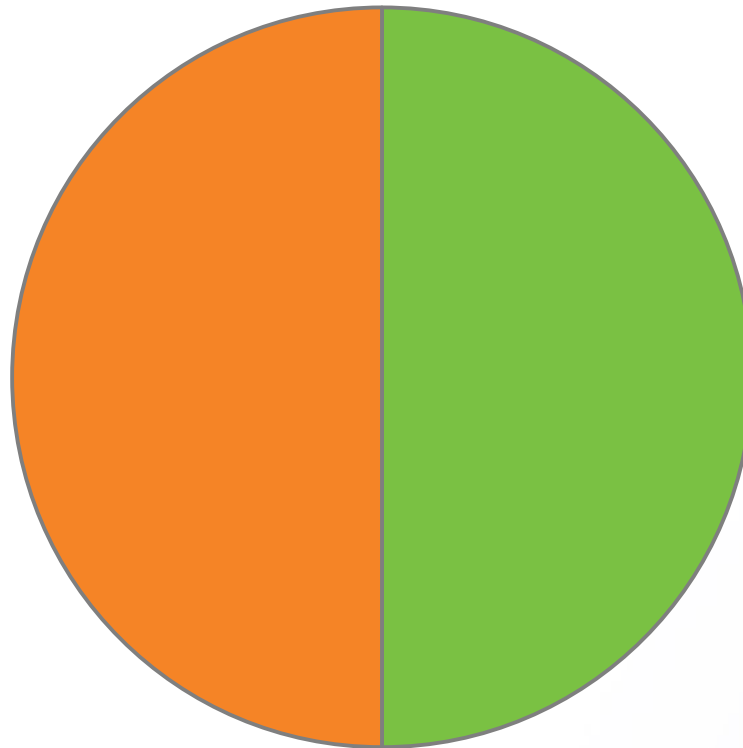


People Skills

- If you haven't learned how to get along with people, you will always be fighting a battle to succeed.
- On the other hand, making people skills a strength will take you farther than any other skill you develop.

The Role of Management

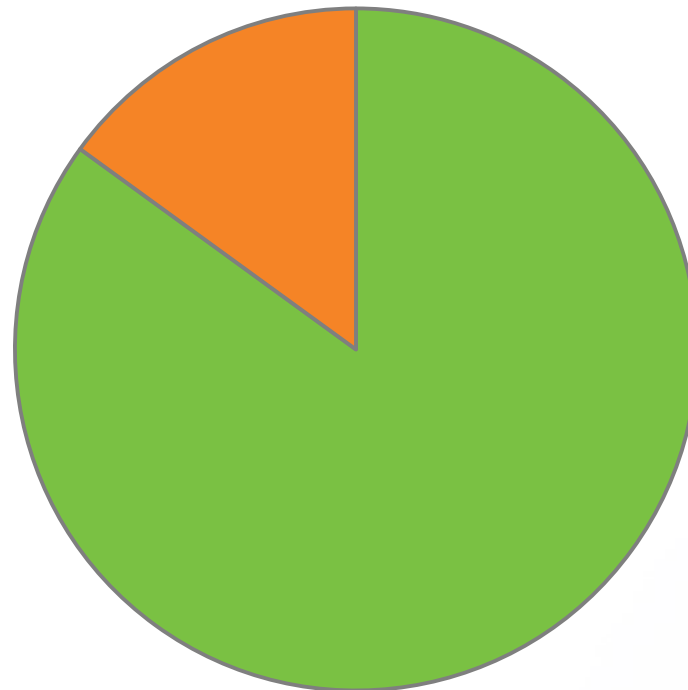
Management Skills



■ Technical Skills ■ People Skills

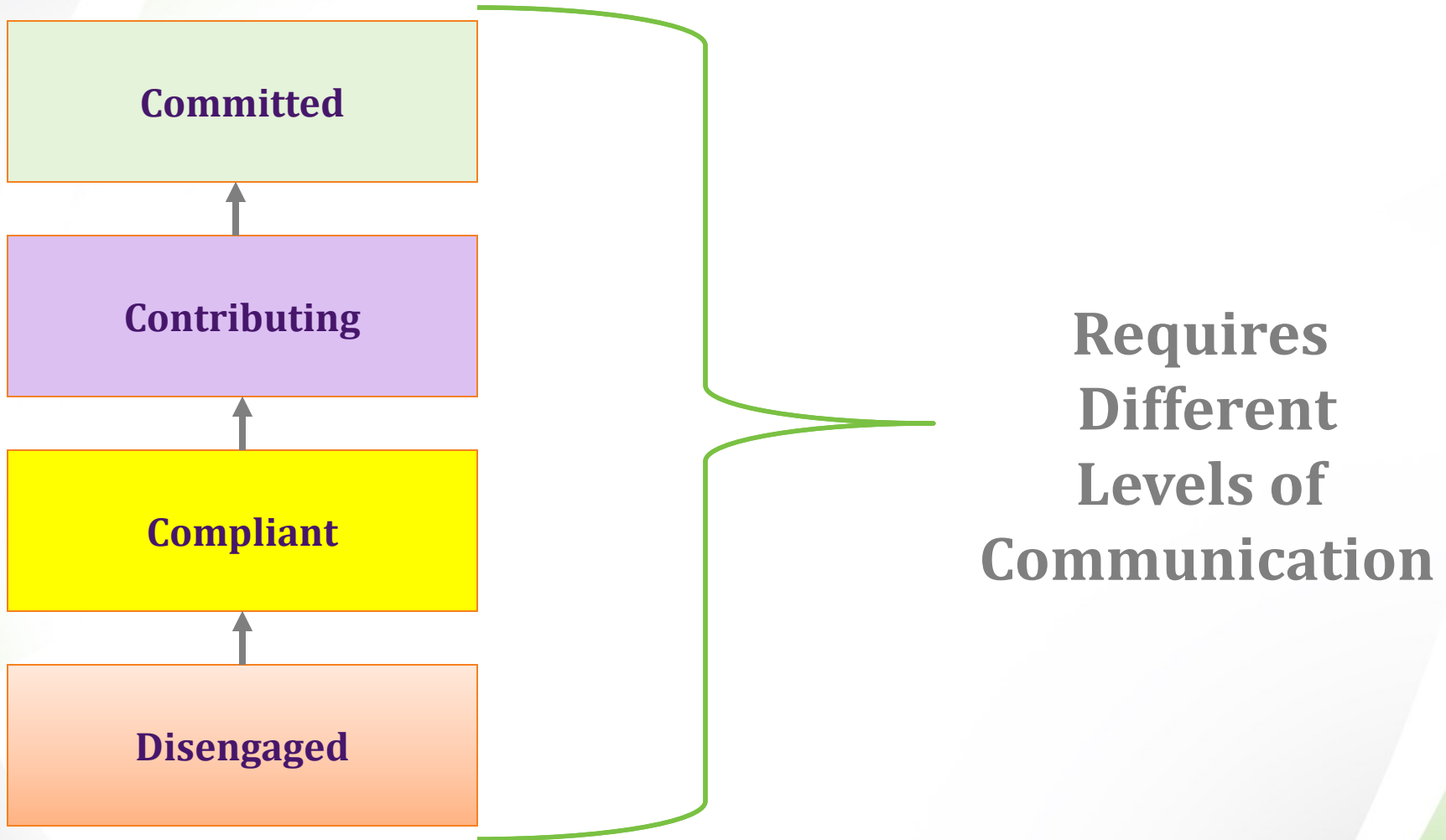
But We Train...

Management Skills



■ Technical Skills ■ People Skills

Moving People Through the Levels



Communication

- The most important skill to leadership success!

Everything Communicates

- We are in the midst of a communication revolution.
- The guidelines for communication are changing dramatically.
- Employees now have unimaginable access to data and information, connecting them with each other and the world.

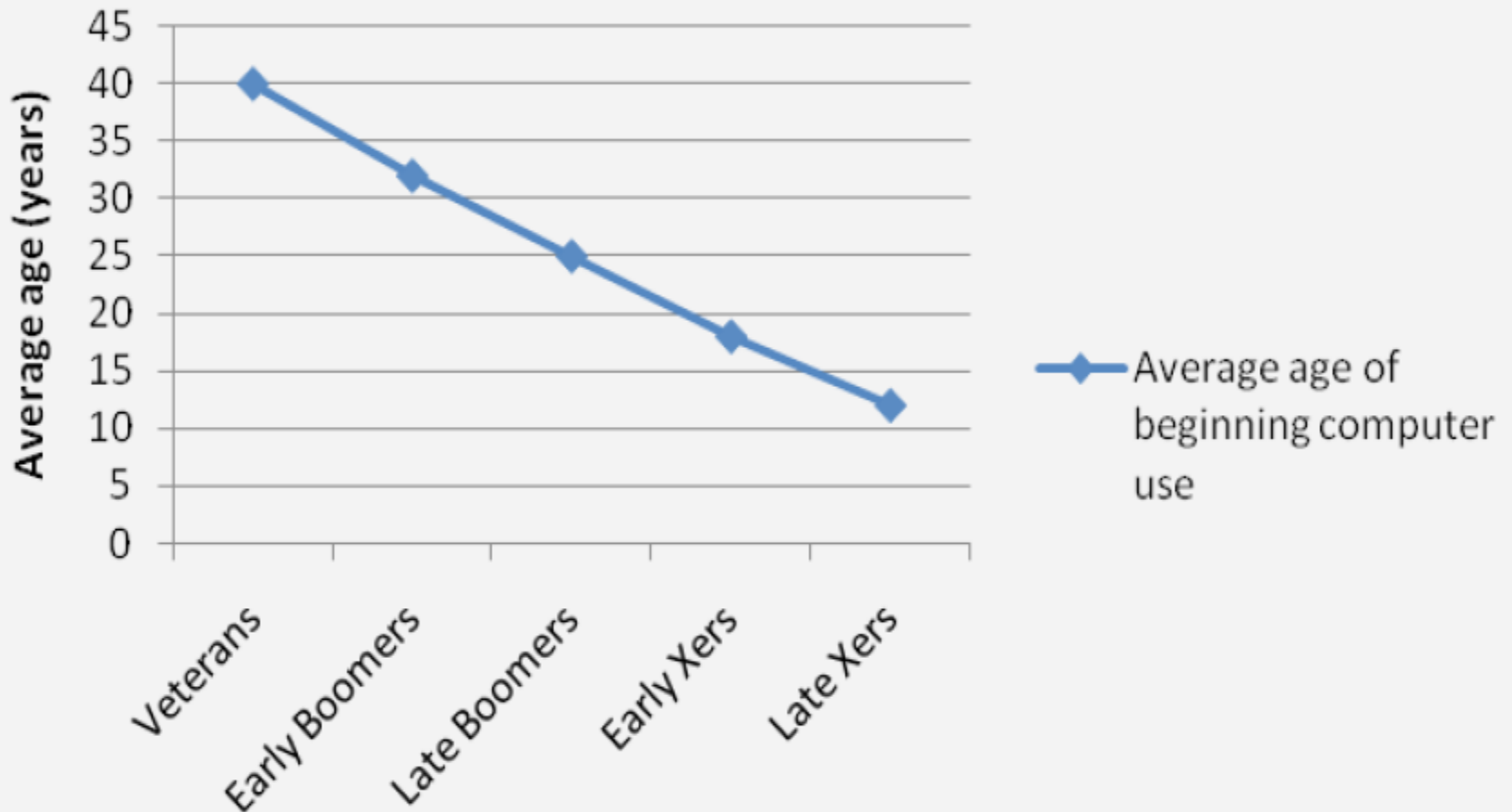
How We Communicate

- 80% of people now have cellphones.
- We are now part of an 'always on' world.
- Some facts:
 - 39% use it in the bathroom
 - 33% use it while watching TV
 - 20% use it while driving
 - 193,000 text messages are sent every second
- New Language: LOL, OMG, WTF.....

New Injuries

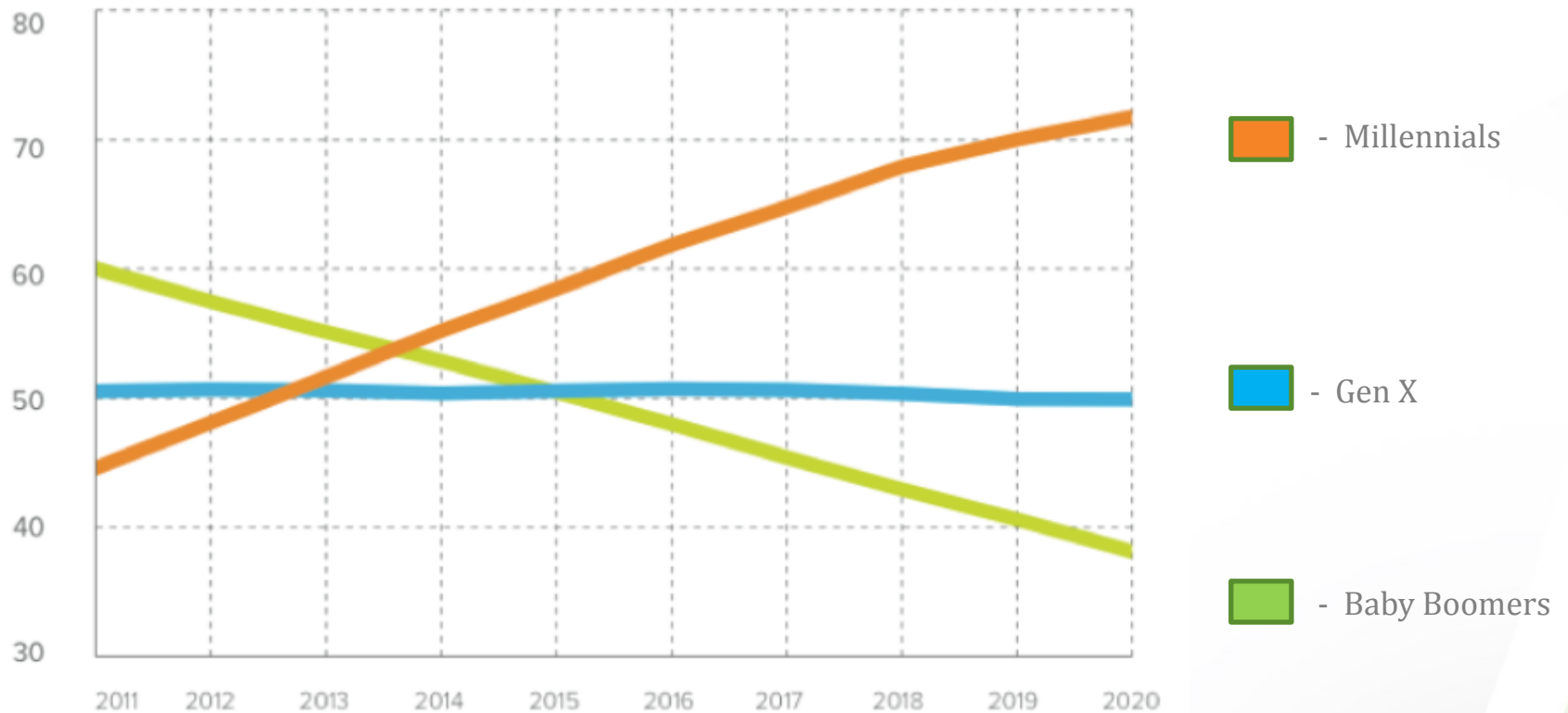
- Arthritic thumbs!!
- You don't see eyes anymore.
- How do we get better at using new technology?

Average age of beginning computer use



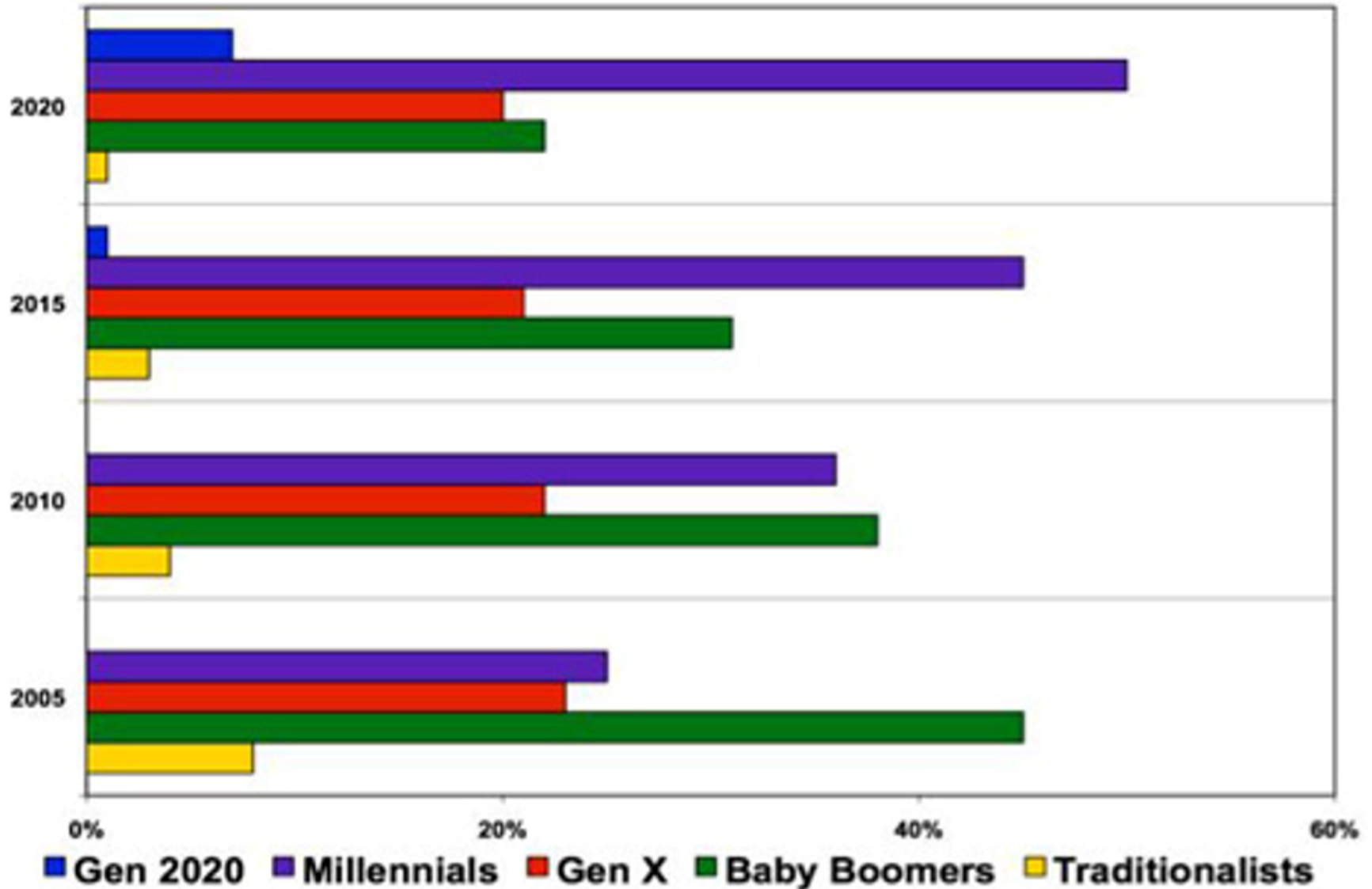
50% of Millennials are already in leadership positions and 41% of them have four or more direct reports.

U.S. Labor Force, 2011 - 2020



Source: Bureau of Labor Statistics and Virtuali analysis

Five Generations in the Workplace



Understanding Millennials –Gen Y (1980-1998)

- **Different perspective on leadership**
- They don't view leadership the way Baby Boomers do.
- *They have a changing concept of leadership. Much less interested in hierarchical leadership / Much more collaborative and cross-functional.*

What People Want From Work

- Control of their work inspires motivation.
- To belong to the in-crowd creates motivation.
- The opportunity for growth and development is motivational.
- Leadership is key in motivation.

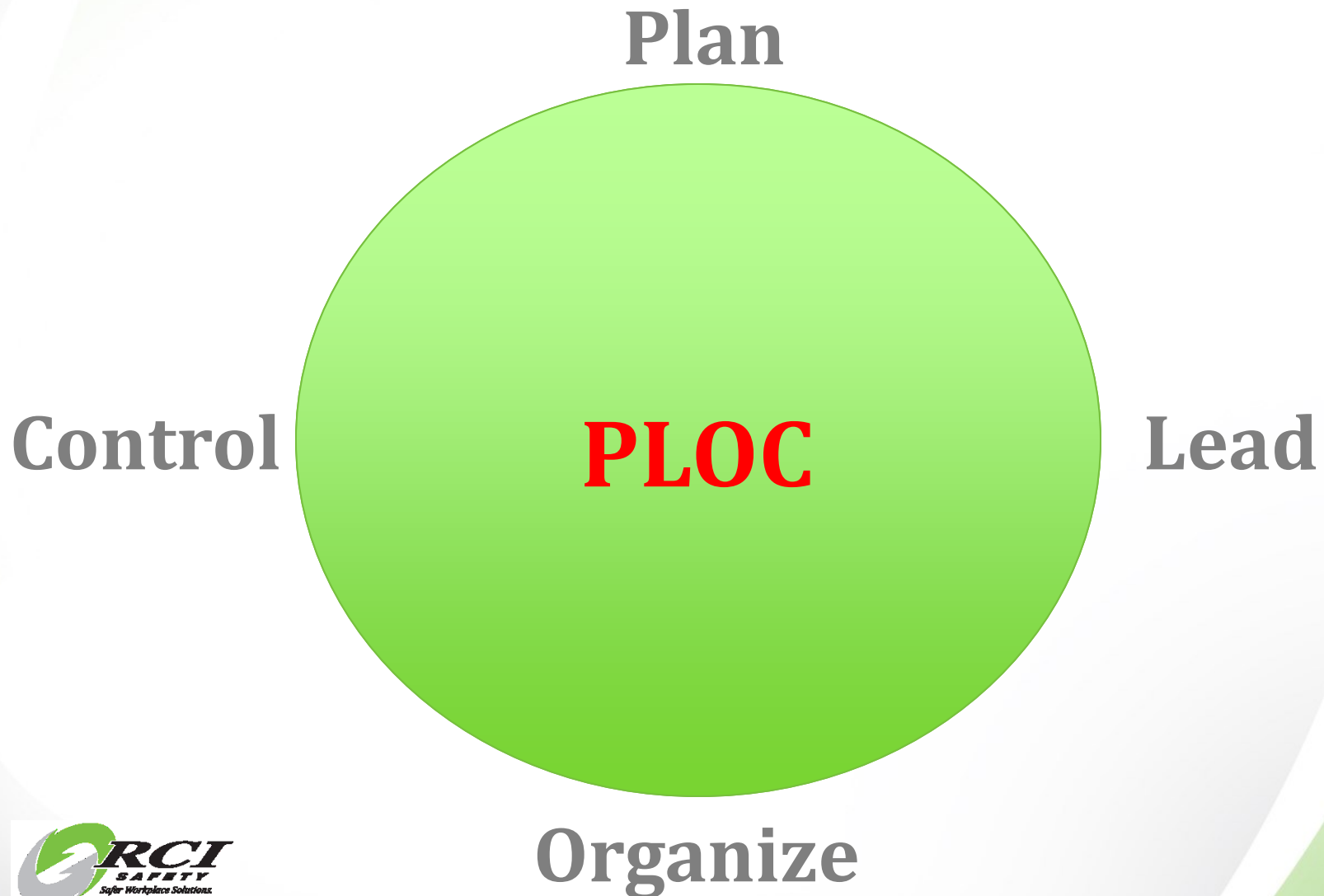
Why People Learn

1. Adults are self-directed learners
2. Adults build on prior experiences.
3. Adults respond to a need to perform more effectively.
4. Adults want real-world applications for learning.
5. Adults are motivated by internal factors.

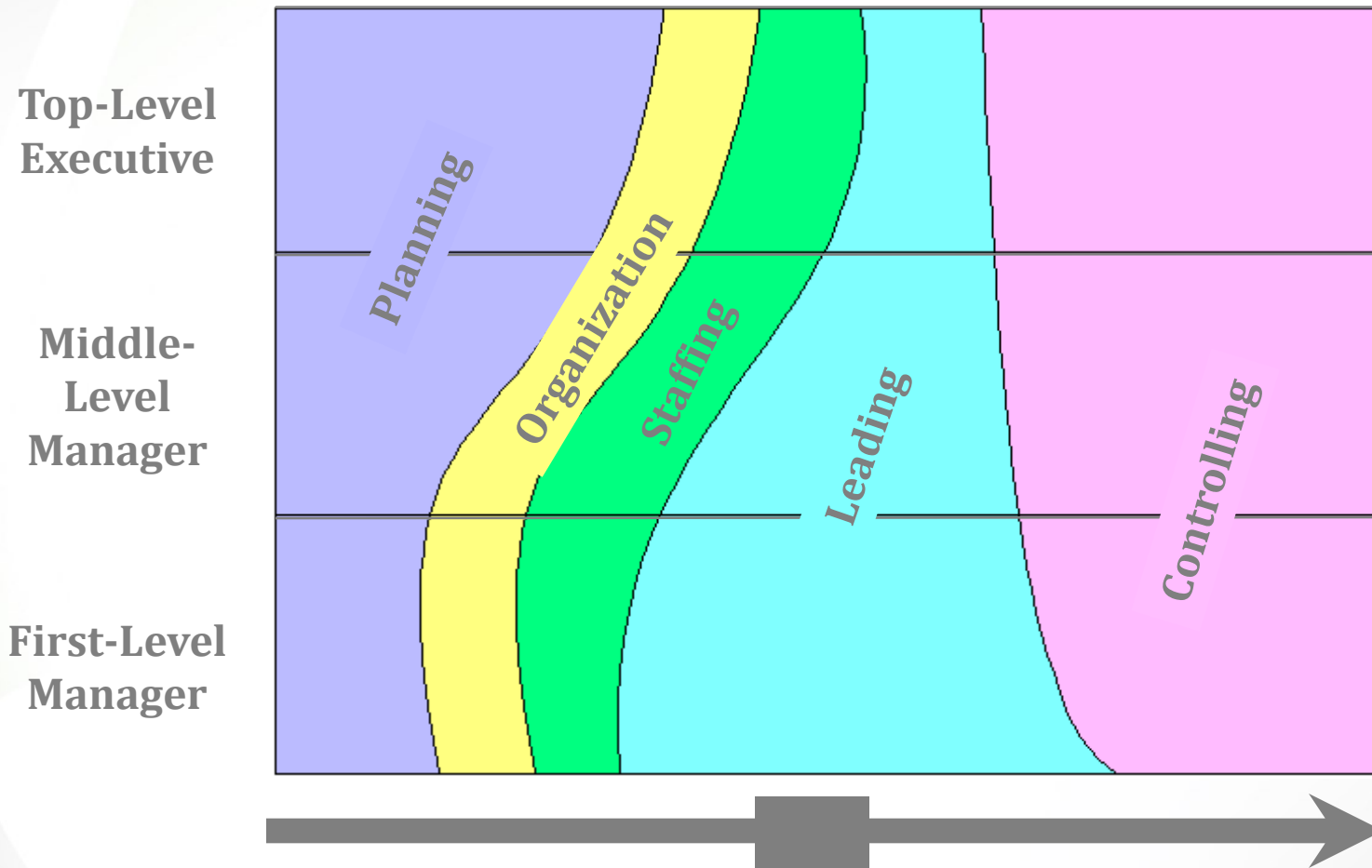
Teaching Managers

- Circles, squares and lines.
- Teach the full job.

Basic Management Skills



TIME SPENT ON EACH FUNCTION VARIES WITH POSITION



Where is Your Line?

Acceptable

Unacceptable

What You Accept Is What You Teach

- To exist without limits is to act without values.
- No boundaries = chaos, shoddiness, and despair.

Clear Expectations

- First step in accountability
- Should be written down and discussed as often necessary.
- Shortcomings should be dealt with in a timely manner.

The Importance of Relationships

- Relationships are the foundation upon which winning teams and organizations are built.
- Managers have to make their relationship with their employees their number one priority.

The Art of Connecting

- If I want to improve the connection between us, there are *two and only two* things I need to do.
- One is to make sure *I* understand *you*, and the other is to make sure *you* understand *me*.
- The first is how I *listen*, the second is how I *speak*.

Power of Listening

Listening is:

- A relationship building tool
- A learning tool
- A problem-solving tool
- An intentional part of your leadership style
- A habit

Behavior Based Safety Basics

- Behavior is the cause of accidents.
- Consequences motivate behavior.
- What gets measured gets done.
- Feedback is essential to improvement.
- Quality is built-in early in the process.
- Conversations change organizations.

Know When, Who and How to Approach

- Part of your job as a boss is to provide constructive criticism to your direct reports in order to develop your team.
- Sometimes by asking whether you can share your observations, a colleague will be more likely to approach your feedback with an open mind.

Fixing and Improving Employees

- Know this: I've heard it all before!
- I've been graded, rated, ranked, coached, screened and scored.
- I've been picked first, picked last, and not picked at all.
- And that was just kindergarten.

Expectations Between Employees

- Recruit employees via training.
- More than just identifying risks.
- It's building fluency in the principles behind exposure identification and resolution.
- Engage them to run the process.
- Follow up to help remove the barriers.

Difficult Conversations

- When asked, people list giving feedback as some of their most difficult conversations.
- They describe how tough it is to give honest feedback, *even when it is sorely needed!*

The Truth

- When giving feedback, it rarely goes well.
- The coworker is upset and defensive, and ends up less motivated, not more.
- Who needs this?

Getting Feedback..

- Is often no easier.
- The feedback is unfair or off base.
- It is poorly timed or even more poorly delivered.
- They really don't understand!

Interesting....

- When we give feedback, we notice that the receiver isn't good at receiving it.
- When we receive feedback, we notice that the giver isn't good at giving it.
- Why is feedback so difficult?

In Today's Workplace...

- Feedback plays a crucial role:
 - Developing talent
 - Improving morale
 - Aligning teams
 - Solving problems and
 - Boosting the bottom line.



Fear of Feedback

- Yet 55% of a recent survey said their performance review was unfair or inaccurate.
- And one in four employees dread their performance review more than anything else in their working lives.

Something is Not Working...

- Companies spend billions each year to train supervisors, managers, and leaders on how to give feedback more effectively.
- When feedback meets resistance, feedback givers are encouraged to push harder.
- I think this is backwards.

The Receivers Have the Control

- If the receiver isn't willing or able to absorb the feedback, not much will change.
- The receiver are in control of:
 - What they do and don't let in.
 - How they make sense of what they're hearing and
 - Whether they choose to change.
- Pushing harder rarely opens the door to genuine learning.

Where Should the Focus Be?

- Not on only teaching feedback *givers* to give.
- It should also be the feedback *receivers*, helping us all to become more skillful learners!



It's about:

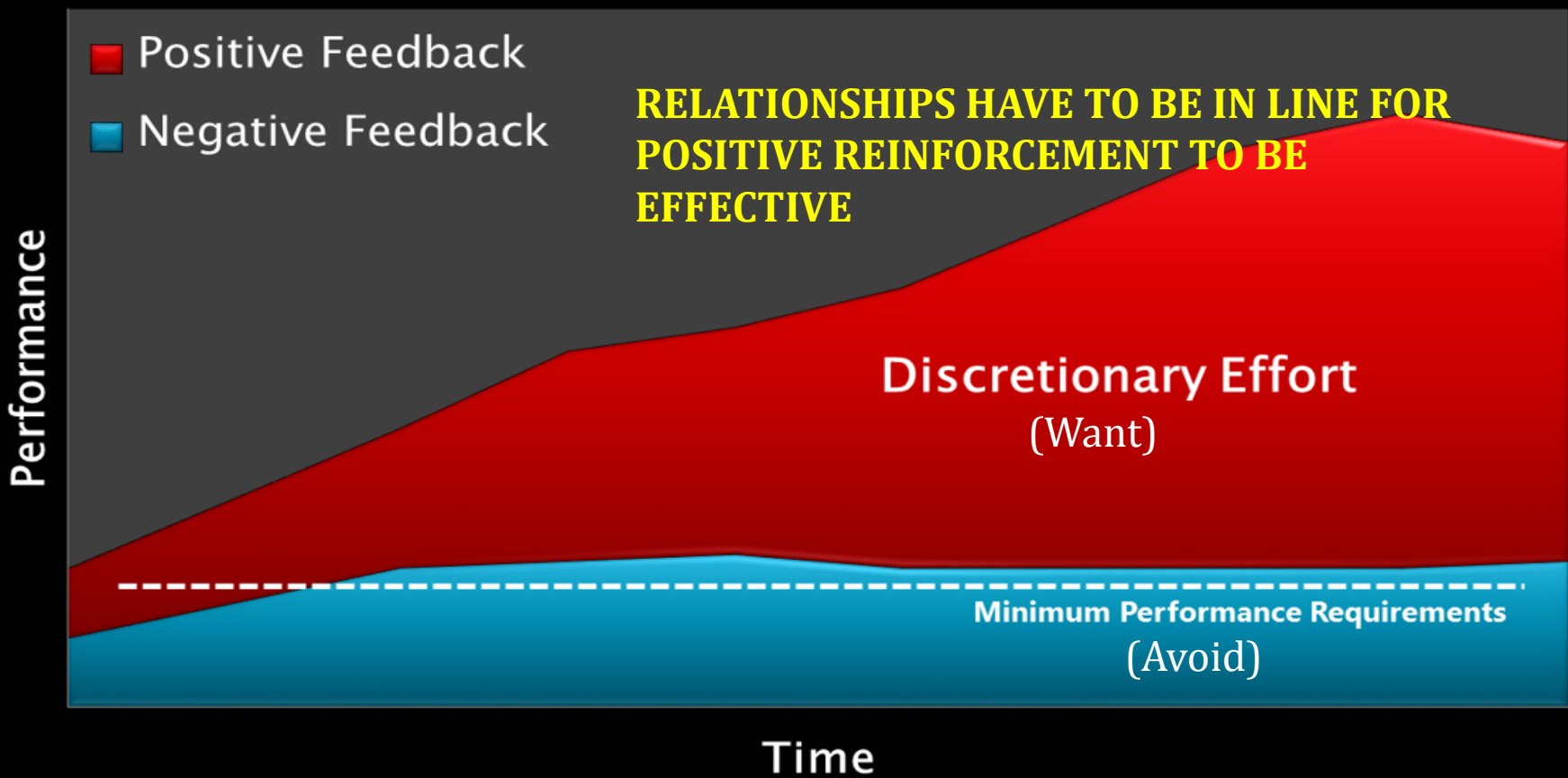
- Mastering the skills required to drive our own learning.
 - How to recognize and manage our resistance.
 - How we engage in feedback conversations with confidence and curiosity, even when the feedback seems WRONG!
 - How to find insight that might help us grow.
- It's about how to learn from feedback – even when it is off base, unfair, poorly delivered, and you're not in the mood!

We Fight Two Desires

- The first desire is to learn and improve.
- But we long for something else that is fundamental: to be liked, accepted, and respected for who we are.
- The very fact that feedback suggests that how we are is not quite okay, we bristle!

Remember...

- Feedback is a two way street.
- You need to know how to give it effectively and at the same time model how to receive it constructively.



Positive Management Approach >>

Goal Setting

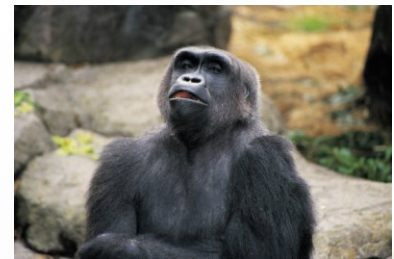
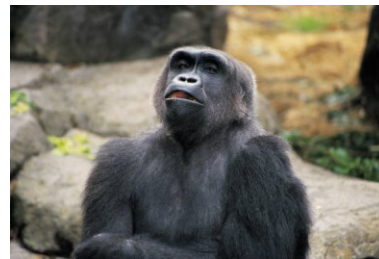
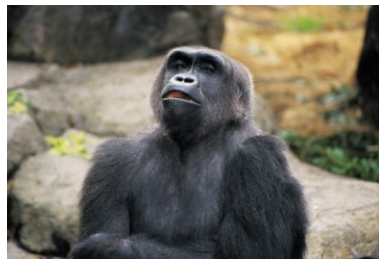
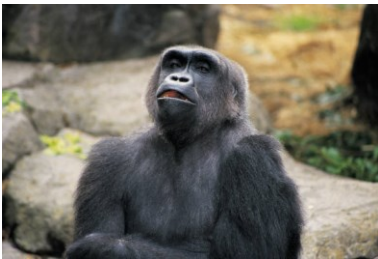
- In the absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia.

Why Set Goals?

- To define priorities
- To establish direction
- To identify expected results
- To enhance teamwork
- To improve individual performance
- To clarify expectations

Must be reviewed and discussed routinely!

The Taboo of Bananas



Looking at Leadership

- Basic Assumption: Leadership is something we do *to* other people.
- Better View: Leadership is something we do *with* other people.
- Leadership should always be viewed as a relationship between the leader and the led.

More on Leadership...

- ***Leadership is earned through action.***
Leadership occurs because of things you do, not because of a position you hold.
- ***Leadership isn't an individual activity – you can't do it alone.*** You have a team – engage them!

CEOs : Biggest Problem They Face?

- Our organization needs more leaders at every level.
- Yet our own processes stifle leadership development.
- Leadership is situational.

Training Leaders

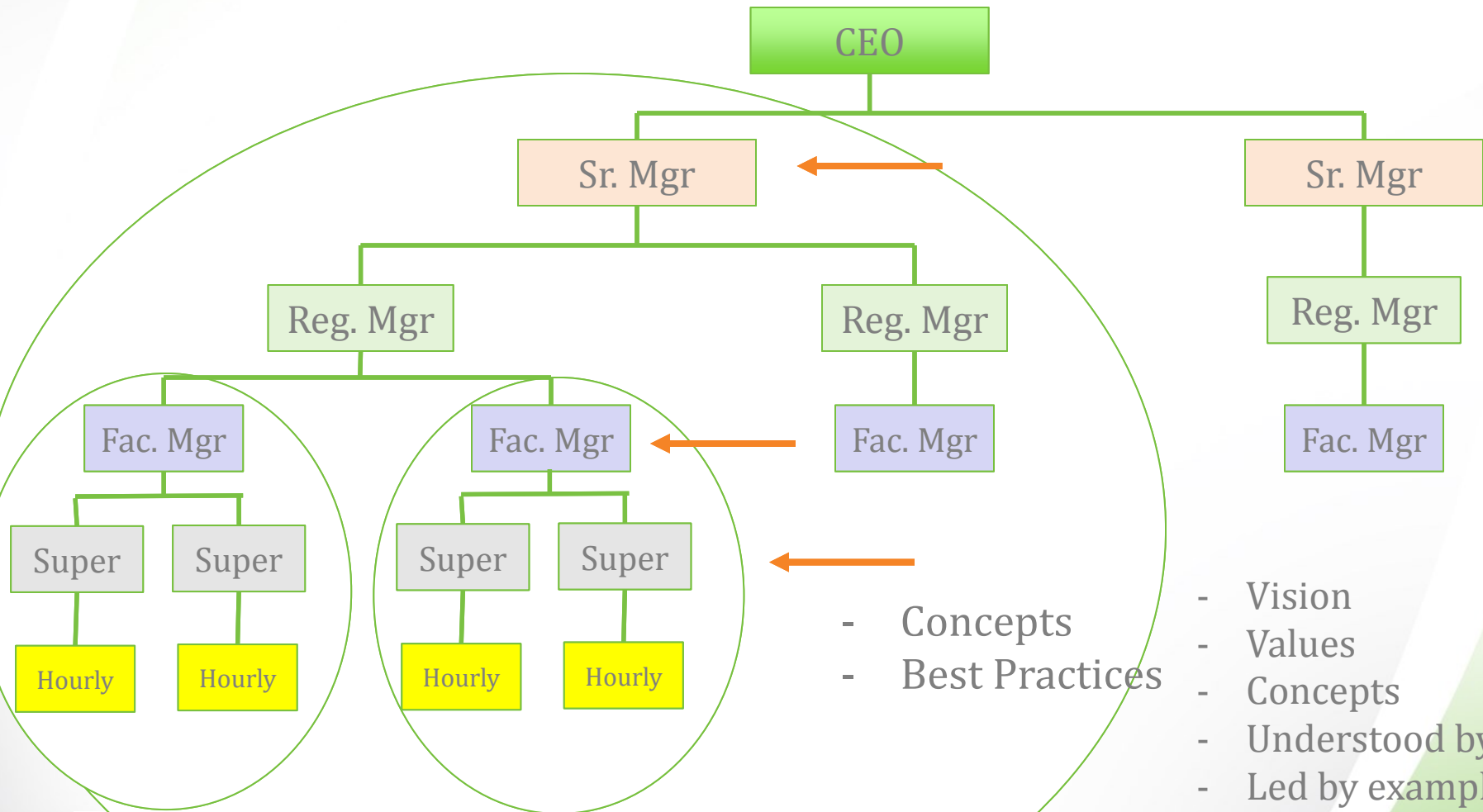


- Who does it the best?
 - Train on concepts
 - Create situations
 - Observe performance
 - Provide feedback
 - Recognize

Reasons Why Companies Don't Train Their Leaders

- Our leaders are doing fine.
- We are too busy.
- It costs too much.
- If you pick the right people, you don't need training.
- I learned it on my own, why can't they?
- Leadership training doesn't work.

Our Approach to Training



- Concepts
- Best Practices

- Vision
- Values
- Concepts
- Understood by all
- Led by example
- Reinforced



Football Analogy

- Bring in an outside coach
- Don't include your existing coaches
- Players get trained on new methods
- Team returns to regular coaches
- What are the chances that the new methods will be used?

How to Develop Leadership Training

Start with the End in Mind

- Step I – Start with Senior Leaders

Our leaders are not “trained” to manage a highly competitive and innovative organization. We need a new set of leaders.

Leadership Training Development

Start with the End in Mind

Step 1 Continues:

- Define leadership
 - Your Senior Leaders
 - Your Line Managers
 - Your Target Group

You Have to Answer This Question:

What type of Leaders are you trying to develop?

Leadership Qualities

- Passionate
- Perspective
- Creativity
- Organizational Skills
- Teamwork
- Persistence
- Open-Minded
- Integrity

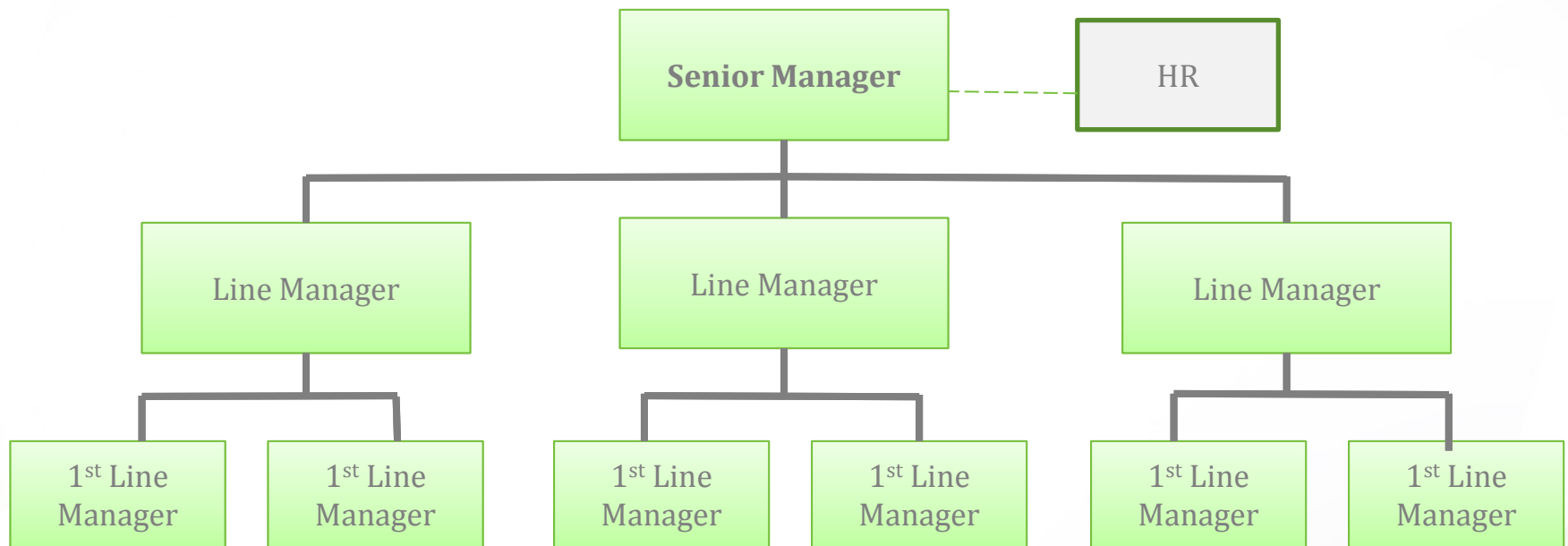
Creating the Right Program

- Step 1: Identify the Needs
 - Include skills, knowledge and attitudes needed

Step 2 – Design the Course

- Use different approaches:
 - Case studies
 - Discussion
 - Problem Solving
 - Simulations/Role Play
 - Multimedia/Video
 - Practical Tools
- The Line Organization has to supply the content.

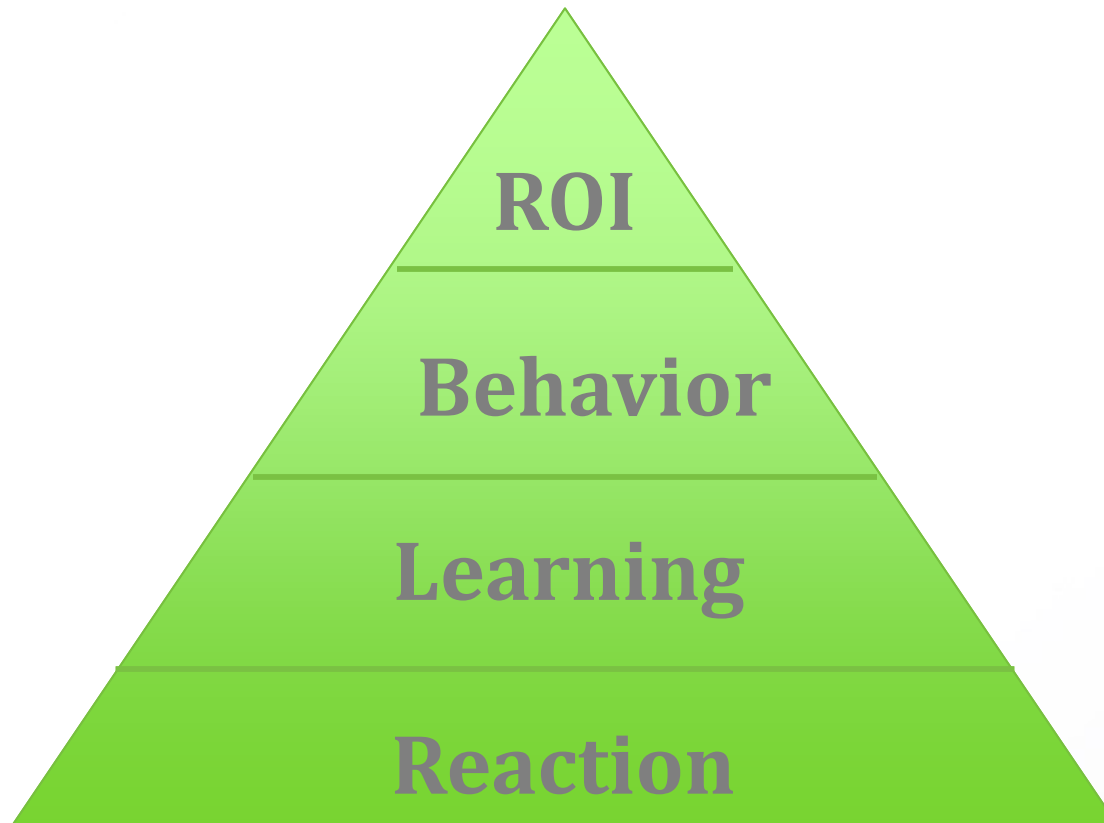
Step 3 – Select Trainers



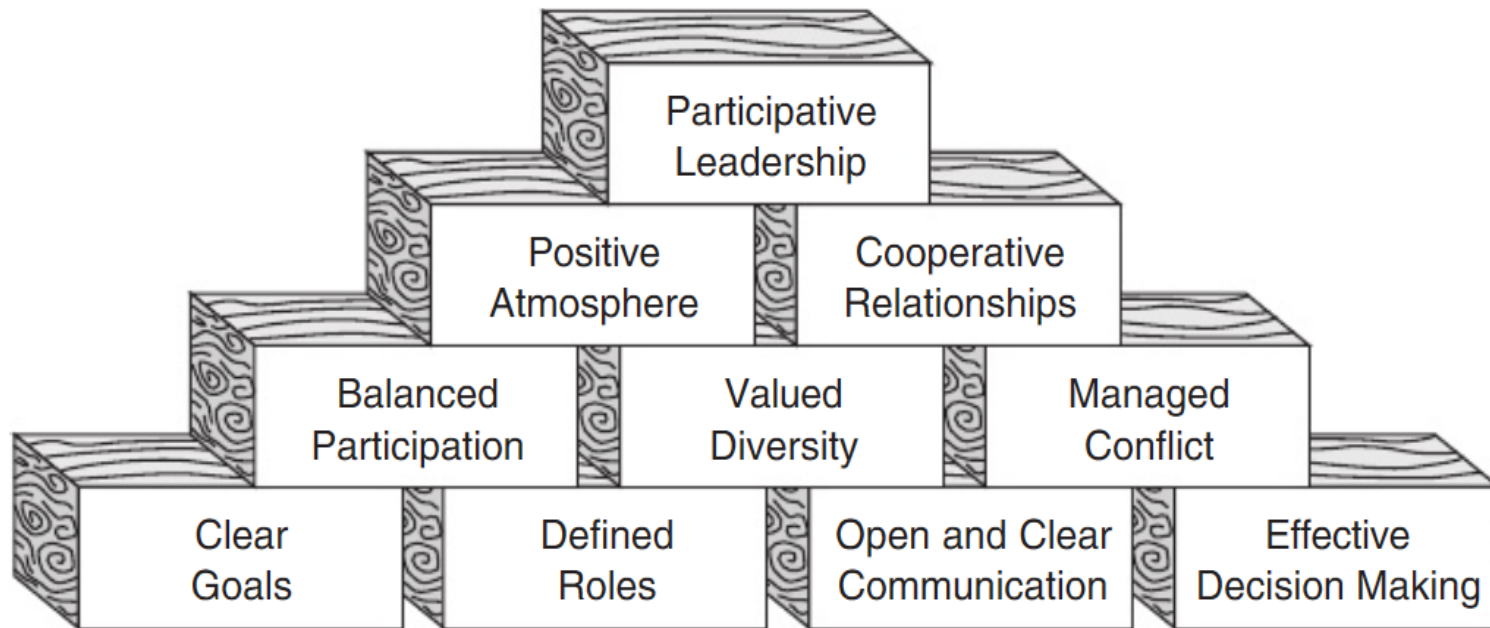
Creating the Right Program

- Step 1: Identify the Needs
- Step 2: Design the Course
- Step 3: Select the Trainers
 - Two birds, one stone
- Step 4: Deliver the Course
- Step 5: Follow-up/Reinforce

Levels of Training Evaluation



Ten Characteristics of a High Performance Team



Good Managers Have These Talents:

- Motivate every single employee to take action and engage them with a compelling mission and vision.
- Have the assertiveness to drive outcomes and the ability to overcome adversity and resistance.
- Create a culture of clear accountability.
- Build relationships that create trust, open dialogue, and full transparency.

Want Improvement?

Better Results = Better Skills

In Summary

- Look at how you train your managers (people skills/technical skills)
- Look for different ways to evaluate leaders
 - How they connect
 - Team perceptions
 - Develop employees
- Teach feedback receivers as well

Keep Asking.....

“Why should anyone
be led by you?”

Thank You!!