Managing & Coaching in our "New Normal"

1. Most managers today are managing both in-person as well as remote/virtual associates.

2. Engaging Your Mixed Team

    Definition: Engagement is the emotional and intellectual commitment of an employee to deliver at a high performance level.

    - If your associates feel ***Valued & Confident*** it leads to them being ***Inspired, Enthusiastic and Empowered*** which drives being ***Engaged…*** which enables a sense of ***Ownership, Commitment and drives an organizational ROI.***

5 Success Factors for "Mixed" Managers

1. Connection
2. Confidence
3. Communications
4. Collaboration
5. Commitment

Is it really any *different than managing in a homogenous environment?*

Establishing a Common Purpose

- Management directives
- Customer Concerns
- Organizational Challenges
- Time/Budget Constraints
- Market Conditions
- Individual Aspirations

What today's "mixed" team leaders need:

- Positive attitude (toward telework)
- Excellent Communication Skills (starts with Listening!)
- Ability to build Trust, Credibility & Respect
- Drive for Results (using all tools available)
- Ability to delegate (and be delegated to)
- Awareness & Communication abilities that cross cultures, etc.
- Open to new ideas and change

Leader/Manager Confidence is based on establishing:
- Trust
- Credibility
- Respect

… and a need for strong communications to clarify expectations
- Prevent conflict & confusion
- Align with goals (departmental and/or organizational)
- Determine how much flexibility is allowed
- Identify methods of communication
- Use/share collaboration & project tracking tools

Practical steps

- Establish Rapport and Build Strong Relationships

- Gain the Willing Cooperation of our associates

- Change Attitudes and Behaviors that are problematic

Note: Dale Carnegie literally wrote the book on the above steps…

How to Win Friends and Influence People and identified 30 Human Relations Principles that are foundational to leading, managing, selling, servicing, presenting as well as to guide our personal lives *(**Golden Book**).*

Dale Carnegie Relationship Principles: *Establish Rapport*

1. Don't Criticize, condemn or complain

2. Give honest, sincere appreciation.

3. Arouse in the other person an eager want.

4. Become genuinely interested in other people.

5. Smile.

6. Remember that a person's name is to that person the sweetest and most important sound in any language.

7. Be a good listener. Encourage others to talk about themselves.

8. Talk in terms of the other person's interests.

9. Make the other person feel important – and do it sincerely.

Dale Carnegie Cooperation Principles: *Gain Willing Cooperation*

10. The only way to get the best of an argument is to avoid it.

11. Show respect for the other person's opinion. Never say, "you're wrong."

12. If you are wrong, admit it quickly and emphatically.

13. Begin in a friendly way.

14. Get the other person saying "yes, yes" immediately.

15. Let the other person do a great deal of the talking.

16. Let the other person feel the idea is his or hers.

17. Try honestly to see things from the other person's point of view.

18. Be sympathetic with the other person's ideas and desires.

19. Appeal to the nobler motives.

20. Dramatize your ideas.

21. Throw down a challenge.

Dale Carnegie Coaching and Leadership Principles: *Changing Attitudes and Behaviors*

22. Begin with praise and honest appreciation.

23. Call attention to people's mistake indirectly.

24. Talk about your won mistakes before criticizing the other person.

25. Ask questions instead of giving direct orders.

26. Let the other person save face.

27. Praise the slightest improvement and praise every improvement.

28. Give the other person a fine reputation to live up to.

29. Use encouragement. Make the fault seem easy to correct.

30. Make the other person happy about doing the thing you suggest.

Prevailing *Myths* about Leading Virtual Teams

- Less Productive
- Tech gets in the way
- Hard to manage remote/virtual workers
- Impairs career enhancement
- Can't communicate effectively
- Leading a virtual team is the same as leading a team in-person

Are the Barriers to Virtual Communications any different than In-Person Communications?
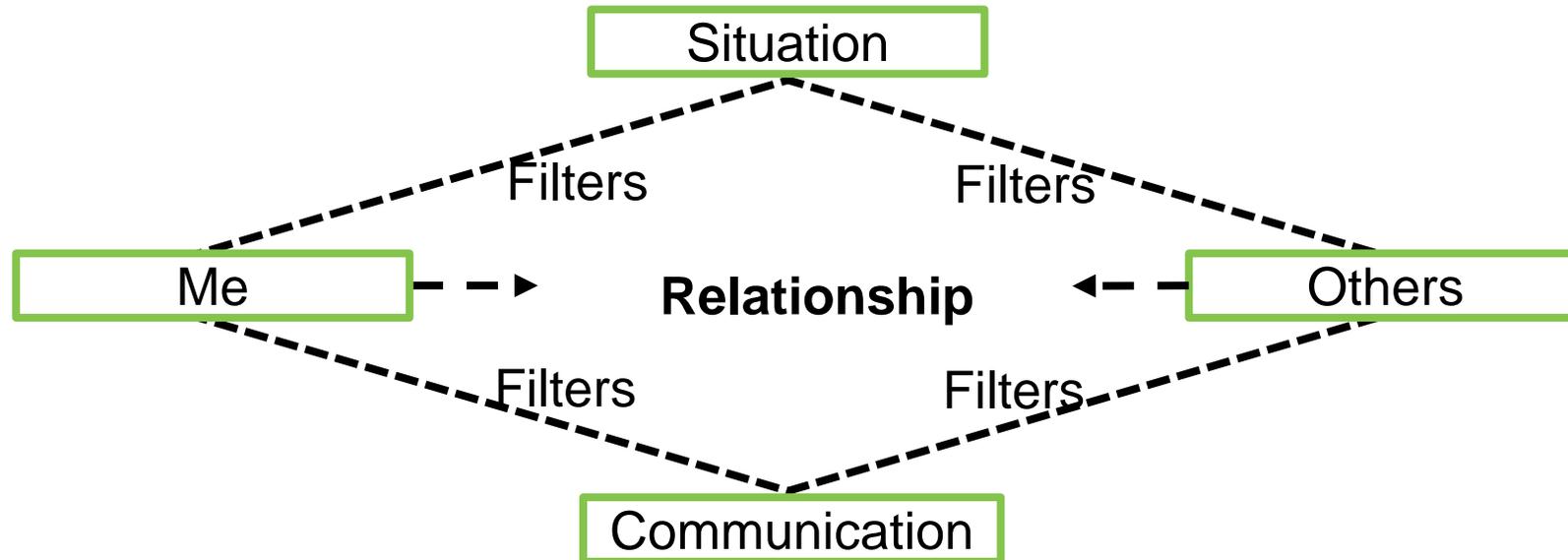
- Internal Filters? Attitudes about virtual teamwork; past experiences with Comm/Tech

- External Filters? Communications (internet) and Technology (tools) reliability

1. Types of Virtual Communications - use the technology that best fits the situation and the person

   - Phones
   - Video calls
   - Email
   - Texts/IM

2. Collaboration Tools

   - Web conferencing (Zoom, WebEx, Microsoft Teams, Google Meet, etc.)
   - File Sharing
   - Document Collaboration

Conducting Virtual Meetings - Design team meetings to maximize participation and engagement

1. **Before**
   - Clarify purpose to make sure it's really necessary and who needs to attend
   - Send materials 24 hrs before
   - Login 15 min early verify tech working and for social interactions

2. **During**
   - Encourage & recognize participation
   - Take turns leading segments
   - Use various tools/visuals
   - Call by name before engaging
   - Use humor
   - Make frequent summaries
   - Meetings time <90 minutes
   - Start/end ON time

3. **After**
   - Email action items and due dates
   - Follow-up 1:1 with people in with key roles
   - Solicit what could be improved/new ideas

Section Discussion Topics…

1. Any outstanding questions or issues surrounding managing in our new "mixed" environment?

2. Let's discuss conducting purely "Social" interactions in our new Virtual environments… what's worked for you?

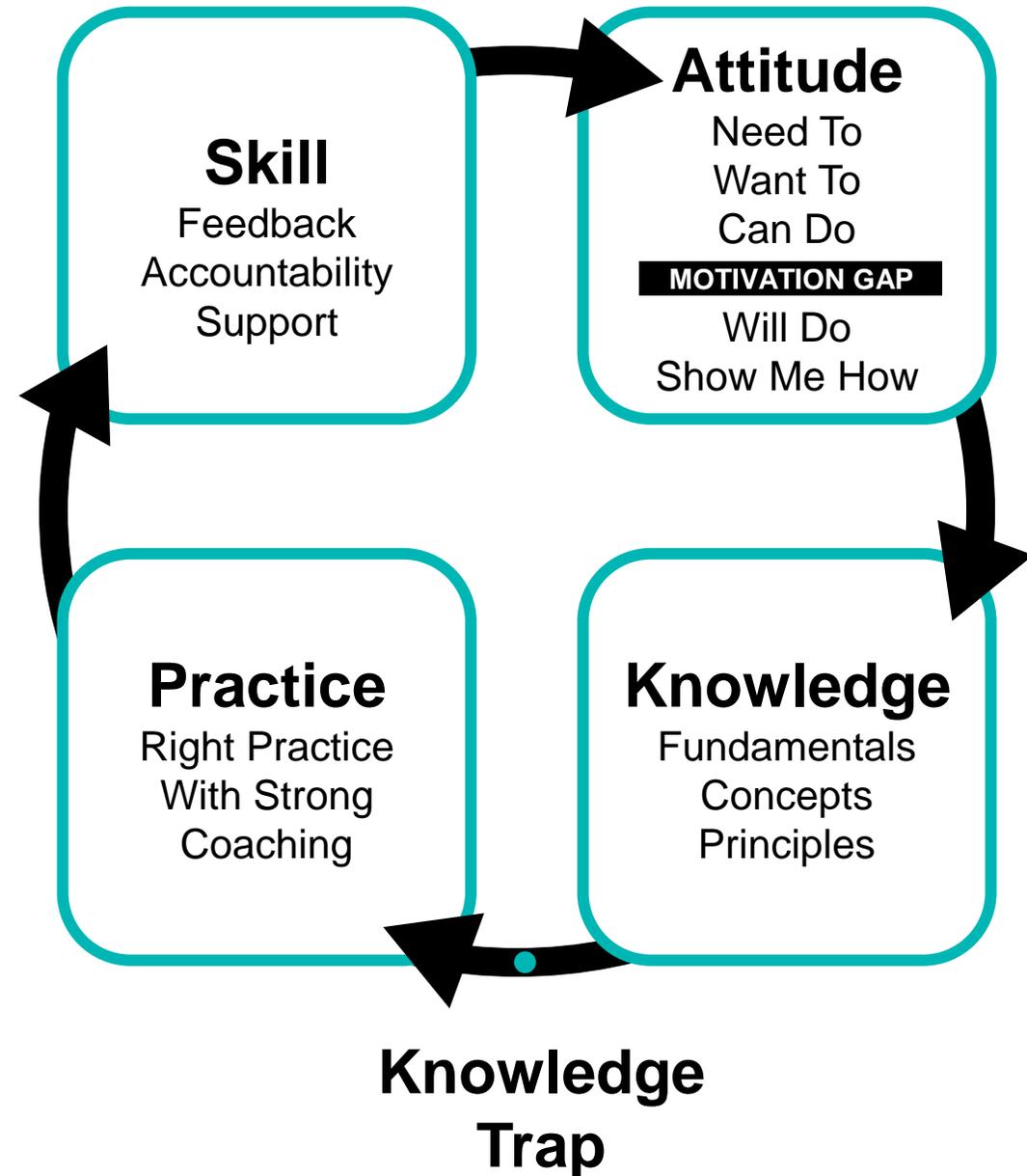# Coaching for Performance Improvement

Coaching

Holding others accountable starts with setting clearly defined performance goals and objectives where the leader measures individual contributions against that end working to close the gaps.

Holding others accountable to their goals provides coaching opportunities for individual growth, learning and ongoing motivation.

Cycle of Performance Improvement

Skill
Feedback
Accountability
Support

Attitude
Need To
Want To
Can Do
MOTIVATION GAP
Will Do
Show Me How

Practice
Right Practice
With Strong
Coaching

Knowledge
Fundamentals
Concepts
Principles

**Knowledge
Trap**

Dale Carnegie Coaching Principles: *Changing Attitudes and Behavior*

22. Begin with praise and honest appreciation.

23. Call attention to people's mistake indirectly.

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The Coaching Process

1	**Identify Opportunities**
2	**Picture the Desired Outcome**
3	**Establish the Right Attitude**
4	**Provide Resources**
5	**Practice & Skill Development**
6	**Reinforce Progress**
7	**Reward**

1. Identify Opportunities

There are five ways to identify opportunities:
1. You identify an opportunity for another person
2. The person identifies an opportunity for him/herself
3. A customer, vendor, or outsider identifies an opportunity
4. You identify new skills needed within your team
5. A situation creates an opportunity

2. Picture the Desired Outcome

One of the most important concepts in coaching is having a vision or end goal in mind. Without that, people often lose sight of the importance of making the needed changes. How we create this picture of what is possible is the central component of this step. People with a clear vision tend to move in the desired direction more quickly than those without it. It is critical the goal be owned by both the coach and the trainee. Without a sense of ownership, motivation may be lost. We focus on motivation and buy-in even more in the next step of the process, but this is where direction and motivation really begin.

3. Establish the Right Attitudes

We often hear that people resist change. It isn't true. People resist when they:

• don't see the need,

• don't want to do it, or

• believe that the change is not possible for them.

Whenever people are asked to change without their buy-in, we create resistance. Here we focus on the skills required to minimize resistance and move through the coaching process with less friction. These skills are: leadership, communication, building trust, and gaining commitment versus compliance.

4. Provide the Resources

For a coaching process to be successful, it is important that the appropriate resources are available. This includes time and, most importantly, a personal commitment by everyone involved to succeed. Other resources may include money, equipment, training, information, and upper level buy-in and support. Ensure that the appropriate resources are in place and available. Nothing is as frustrating as being promised something and then not getting it. It can make everyone feel like they have been set up to fail.

5. Practice and Skill Development

Practice also allows the coach to identify strengths and opportunities for improvement. Points to consider here are:

- How to encourage others to success
- How closely to monitor and when to let go
- How to hold others accountable for progress

6. Reinforce Progress

Some of the skills we must look for in reinforcement of coaching are:

- Empowering people to get results after they have learned new skills
- Giving the right kind of feedback
- Following up
- Handling nonperformance issues
- Handling mistakes and redirecting people who get off track

7. Reward

One of the best ways to cement growth and progress is to reward it. What we reward gets repeated. What gets repeated becomes habit. There are many ideas on the best ways to do this, and we discuss throughout this program some of the most effective ones. Some of the skills we put into coaching in this step of the process are:

• Praise and recognition
• Positive feedback techniques
• Recognizing people's strengths as well as accomplishments
• Having the right credibility and impact in the delivery

Other Techniques you can use to develop people

1. Job Experiences
   - *With Coaching, Perf Appraisals, Goal Setting*
   - *Broadened with job rotations, laterals, special work assignments, temporary assignments, etc.*

2. Training
   - *Formal In-Person & Online Courses*

3. Self-Development
   - *Professional & Civic (Conferences, Community, etc.)*
   - *Educational (Courses, Degrees, Books, etc.)*

SMART Performance Standards SMART

- **S**pecific in terms of processes and resources

- **M**easurable (percentages, amounts)

- **A**ttainable (can actually be achieved)

- **R**esults-Oriented (versus task oriented)

- **T**ime-Phased (deadlines, timetables)

SMART "Acid Test"
- Is it SMART?
- Is it within your control, domain or job function?
- Are you measuring results or just quantifying activities?
- Where are you expecting perfection?
- Am I just quantifying activities or tasks by putting a
  number on it or is it really a result or outcome?

# How to Give Constructive Feedback

Preparation
• Who is the person and what are his/her strengths?
• What is the problem?
• Why is it a problem?
• What are alternative solutions?
• What is the best solution?

Delivery
• Set the context in a fearless way.
• Invite the person to a conversation.
• Bring up the problem, focus on the problem not the person, and ask for confirmation.
• Take responsibility for yourself.
• Ask for commitment

Celebrate Success Formula

Praise, Recognition, Appreciation → Engaged, Motivated Employees → Retention
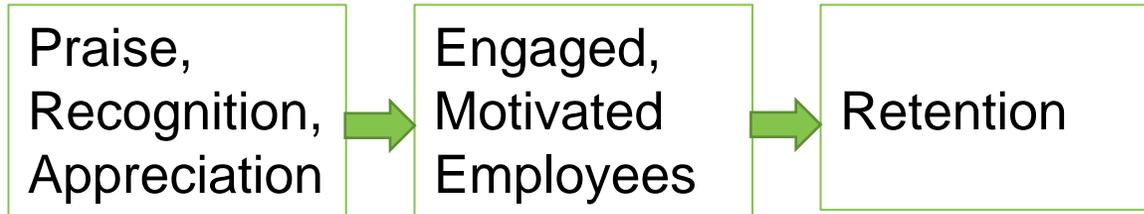
Recognition Reminders
• Put it on your to-do list
• Keep a watchful eye for the positive in people
• Use voice mail or email
• Keep note cards on your desk
• Make a goal to praise five people a day

Discussion Topics…

1. Any outstanding questions or issues surrounding Leading, managing, or coaching in our new "mixed" environment?

2. Purely "Social" interactions in our Virtual environments… what's worked for you?

Workshop resources

- Slides – available upon request from Emily
- Dale Carnegie Resources
  - How to Win Friends and Influence People (Amazon+ hardcopy, audio, electronic versions - $)
  - Golden Book 30 Human Relations Principles (PDF - free)
  - Application (IOS and Android - free)
  - Other Dale Carnegie Resources (Whitepapers, eBooks, blogs, Webinar recordings – free)

Dale Carnegie of Central California

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Next Steps?
- Need this or something similar conducted at your company? In-Person or Live Online
- Our focus is Professional Development & Skills Training for:
    - Leadership & Management
    - Sales & Service
    - People & Communications
    - Presentation Effectiveness
    - Organizational Development

Your Questions about today's topics?

Thank You for attending today's BEST Seminar