Build Your Leadership Credibility
Your host

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Today, learn strategies to ensure your team is engaged and productive

Self-Awareness
- What is the role of the supervisor?

Delegation
- Why is it important
- How to delegate

Connecting with employees
- Face to face meetings
- Team meetings
Poll

Which of the following best describes you?

– I’m thinking of moving into supervision and want to know what it’s all about
– I’m a brand-new supervisor
– 1 – 5 years experience
– 6 – 10 years experience
– 10 - 15 years experience
– Over 15 years experience
Strategies to engage and maintain productivity

- What is your role?

Self-awareness
Your role as a supervisor:

Getting work done through the active participation of others.
Our role is to create an environment where:

- Employees are actively engaged.
- They know what they’re supposed to do.
- They know the standards or the quality expected.
- They have the freedom to perform their jobs.
- They feel recognized for the unique contributions they bring.
YOU ARE HIGHLY VISIBLE.

You set the tone for how we do things around here...
“Know yourself. Don't accept your dog's admiration as conclusive evidence that you are wonderful.”
Ann Landers
Most Common Misperceptions that lead to disconnects

Believing you are:  
Shrewd  
Confident  
Have strong opinions  
Passionate  
Strong  
Detail oriented  
Quiet  
Sensitive

When others perceive you as:  
Sly  
Arrogant  
Opinionated  
Impulsive  
Rigid  
Nitpicking  
Indecisive  
Needy

Mark Goulston, Just Listen
Strategies to engage and maintain productivity

Delegation

- Why is it so important?
- How to delegate
Delegation is your #1 strategy for building employee engagement
Poll

Which of the following applies to you? Are you presently:

• Coming in early to get caught up on your work?
• Staying late – after everyone is gone – to get caught up?
• Coming in on a day off to get caught up?
• Working at night
DELEGATION IS:

Assigning the right level of task to the right person.
How to delegate

Always delegate to the lowest possible level of the organization, consistent with the task’s welfare.
DELEGATION BUILDS COMPETENCE AND AUTONOMY.
How to delegate

Ask yourself:
• Does someone know how to do it?
• Can someone learn from it?
How to delegate

We never set people up to fail – by delegating too much too fast too soon.
THE LEARNING ZONE

COMFORT ZONE – home base

FEAR & LOATHING ZONE – NOT HELPFUL
Make sure:

• People are clear on WHAT they’re supposed to do (expectations)
• And HOW they’re supposed to do it (the quality & standards)
Delegate only when:

- People have the time they need
- People have the tools/resources/access to information they need to be successful
- People have the authority they need to complete the task
- You’ve assessed your risk
If it’s a stretch task for them

Make sure you’re available to coach them through trouble-spots
You should **always** have more time to meet with your employees than they have to meet with you.

From “The One Minute Manager Meets the Monkey” by K. Blanchard, W. Oncken Jr., & H. Burrows.
Instead of:

• Make sure you ______.
• Here’s what I want you to do...
• Thanks for letting me know.
• I’ll take it from here.
• I’ll take care of it.
• I better look into it.
• Hmmm, let me see what I can do.
Don’t bail people out by “feeding” them the answer or the next step
Ask different questions to encourage learning & independence:

- What are your thoughts?
- What have you done so far?
- How do you want to handle this?
- What are your recommendations?
- What will you do differently next time?
- Look into it and get back to me with your plan...
- What’s your opinion?
Our role is to help people discover their own knowledge. This creates independence and fosters trust.
Impact on productivity if you don’t delegate:
Open question to the group

What’s the impact on employees if you don’t delegate?
The more you delegate, the more time you have for your people.

From “The One Minute Manager Meets the Monkey” by K. Blanchard, W. Onchen, Jr., & H. Burrows.
Strategies to engage and maintain productivity

- Face to face meetings
- Asking the right questions
- Team meetings
Poll question

How often do you meet with your direct reports?
• Once a year
• Every quarter
• At least monthly
• Every two weeks
• Only when there’s an issue
• I can’t find the time to meet with everyone
MEETING REGULARLY IS YOUR 2ND STRATEGY FOR CREATING ENGAGEMENT
Employees who meet regularly with their boss are 3x as likely to be engaged at work

Schwantes, Marcel, “The Management Monster”
Regular check-in meetings:

- Allow you to solve problems early!
- Which then saves you time in the long run
- Help to create trust between you and your team members
Customize 1-1 meetings to fit your situation

- How often should you meet?
- Where do you meet?
- How long do you meet?
What message does it send if you cancel or reschedule?

Protect these meetings!
What do we discuss?

Technical “check-ins”
- Progress reports
- Problem-solving
- Re-direct
- Congratulate

Personal “check-ins”
- Personal/Prof. goals
- Issues
- Congratulate
- Recognize brilliance
“I RECEIVED TOO MUCH RECOGNITION AT WORK LAST YEAR.”

Said no one ever.
Which of the following best describes your team meetings?

• Feels like I do all of the talking!
• We just re-hash the same thing over and over again
• They serve our purpose
• They’re not bad, but they could be better...
Team Meetings

• From dreadful to...
  – Useful
  – Productive
  – Effective
  – Engaging
The problem with team meetings

• We always meet Tuesday morning...
• We have no purpose or reason to meet
• We review the same stuff over and over again
• We don’t have an agenda
• The same 2 people do all the talking
• We don’t end on time
• We go on tangents
Instead, get strategic — and smart

- Have a purpose
- Have a desired outcome
- Use an agenda
- Don’t have “groundhog day meetings”
- Be clear on “who’s doing what and by when” before the meeting adjourns
Strategies for transforming your team meetings

Be strategic about attendees
– Does everyone need to be there?
– Does everyone need to be there for the entire meeting?
– Does it always have to be 1 hour?
Strategies for transforming your team meetings

Is it always just your meeting?
- You create the agenda?
- You run the meeting?
- You do all of the talking?
Strategies for transforming your team meetings

Rotate facilitators

- Frees you up to participate
- Develops skill in team members
- Diffuses responsibility throughout the team

Each facilitator:

- Creates the agenda
- Reviews with you. You get your items on agenda
- Runs the meeting
Strategies for transforming your team meetings

Use different mechanisms for input

- Index cards
- Sticky notes
- Talking stick
- Pre-solicit ideas through email or 1-1 conversations
Where are you spending your time?
– Your Star performers?
– Or your problem ones?
summary

• Teach yourself to delegate
• Coach your employees
  – Ask different questions
  – Help them solve their own problems
  – Develop their skills and problem-solving abilities
• Hold regular meetings with direct reports
  – Guard against rescheduling. Protect them.
• Be strategic and a little creative with team meetings. Make them work for you!
Questions? Comments?
Best of luck with your leadership journey!

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