

Becoming A Manager

MODULE FIVE: PART 1

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THE MINDFUL ENTREPRENEUR®

Dave Ulrich

'Good performance accountability is about having a positive conversation between manager and employee. A manager is a coach and communicator, not command and controller.'

Welcome back



Why we are here:

Difficult situations



What we will do
today:

Performance
management of
individuals & teams



What outcome you
should expect:

Combining what you
have learned to
handle difficult
situations



What happens
afterwards:

Homework & Journals
due by 7th July

Before We Start

mndful.co.uk/tts-bam-m5/

This is where you will find the handouts you need during this workshop

How we work together

- Attention
- Focus
- Questions

How we work together

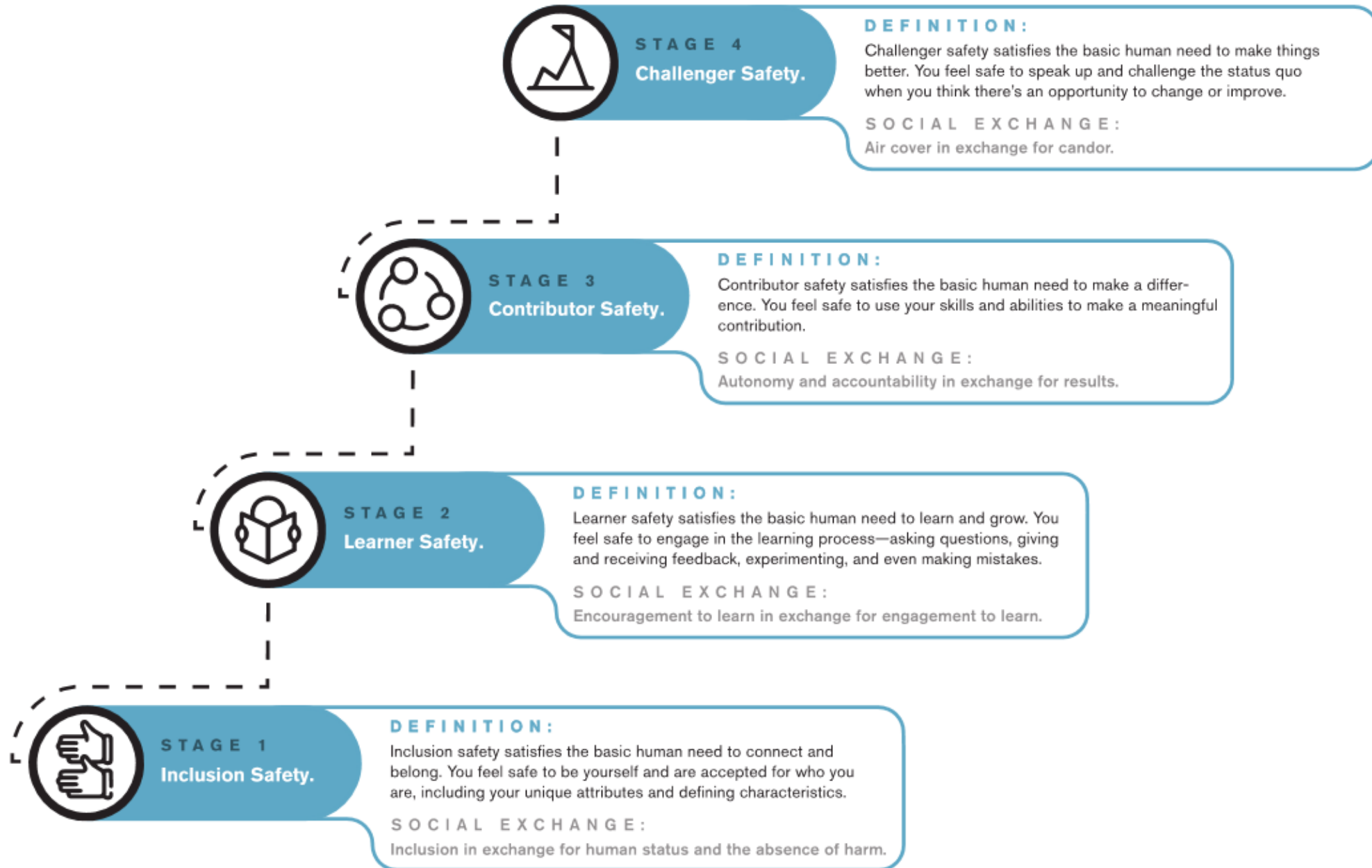
- Missed Sessions
- Study Groups & Reflective Journal
- Start & End of session

Check-in

Tell us how you are feeling right now, how “present” you are

What you are bringing with you that is on your mind – +ve or -ve

Bring your authentic self into the room



REMINDER – AS PART OF
YOUR GROUP WORK

Complete the Psychological Safety Assessment on pages 8-11 of the handout (you should complete the rest & discuss in study group)

Discuss as a group your thoughts about the Psychological Safety of your team and how this impacts performance.

Homework Feedback

Each Study Group to succinctly present their findings – max 5 mins

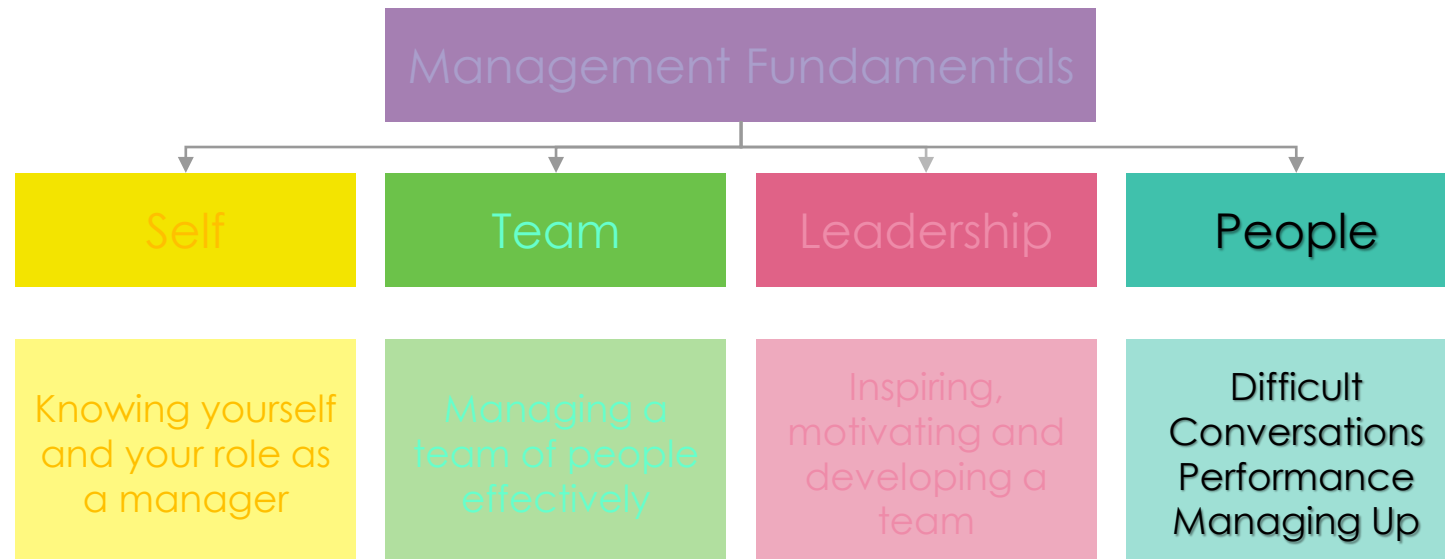
1. Study Group – Discuss how the 6 leadership styles described by Goleman are used in your Company; how you use them now; and how you would like to use them in the future.
 2. Study Group – Use the 7 competencies as a starting point to define the 10 competencies you think are most relevant to your company
 3. Discuss Psychological Safety and ways you can improve it
- + any other thoughts, stories, examples or learnings...

Reflections on the journals

I have read your journals, thank you, here are some aggregated thoughts:

1. Reflect on your learning journey so far
2. Consider where you will focus your personal development effort in the coming months
3. Describe your emotional intelligence skills and areas for improvement
4. Share your thoughts on additional things you'd like to cover and why

This Session



Recap

Module 1

Fundamentals

Psychological
Safety

What is a
manager?

Why have
managers?

Drucker – 5 jobs

Learning process

Learning style

Module 2

Self

Self-Awareness

Emotional
Intelligence

Values

Mindset

Motivation

Stress & Anxiety

Personal Plan

Module 3

Team

What is a team?

Team values

Team mindset

Motivation

Module 4

Leadership

Competencies

Emotional
Intelligence

Limiting Mindsets

Group -> Team
(Tuckman)

Psychological
Safety

What we will cover today

Difficult
Conversations

BREAK

Performance

Difficult Conversations

Breakout: 15 Minutes

What are your top 3 types of difficult conversation?

What makes them difficult?

Your
thoughts

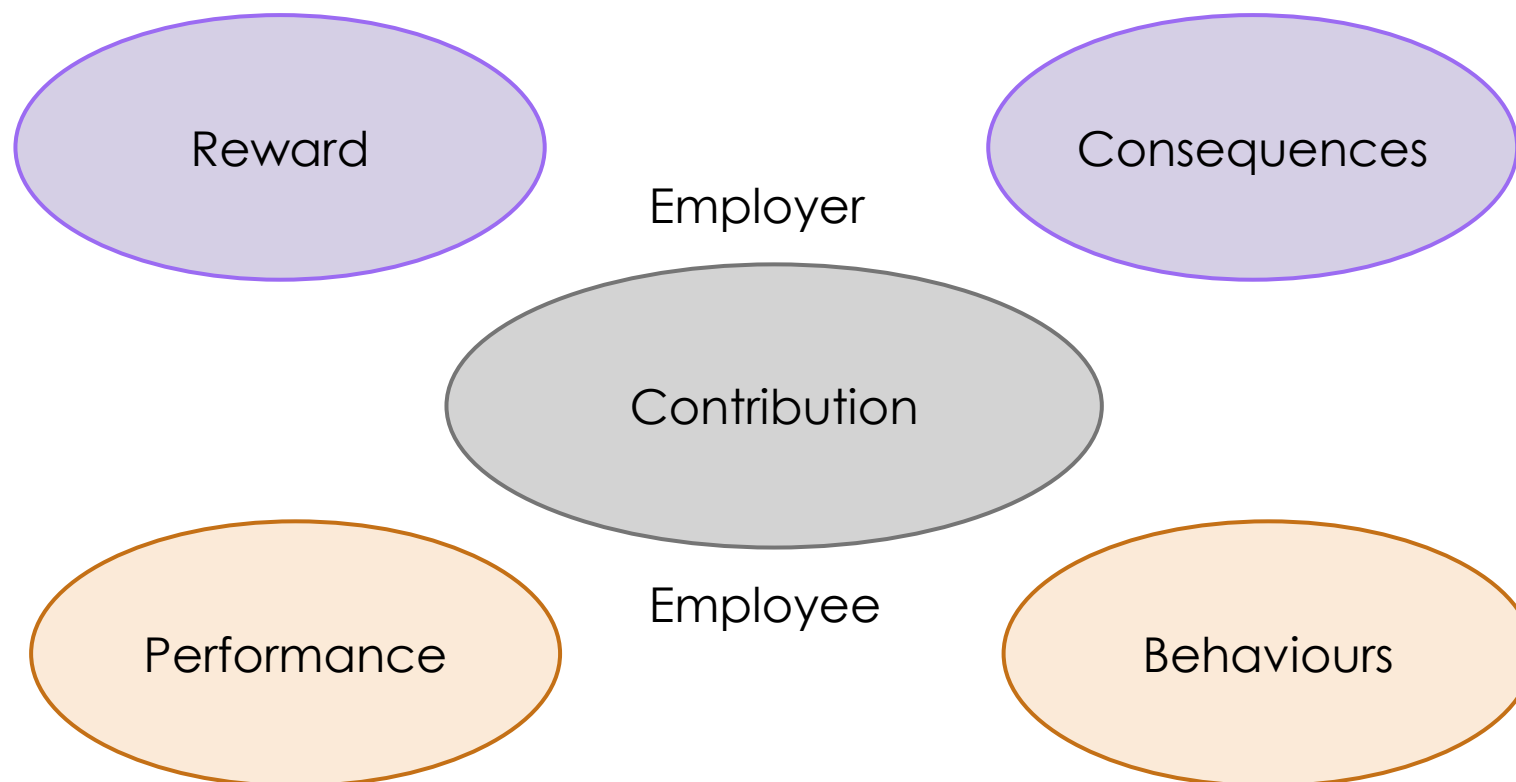
Top 3 Difficult Conversations
What makes them difficult

Break



Performance Management

Assessing Contribution



General

Five questions to ask yourself:

1. Do you assign tasks to be completed or problems to be solved?
2. Do you discuss this as a team and share out roles and responsibilities or work with individuals?
3. Do you have clarity on the expectations of you as team leader?
4. Do you have clarity on the place of your team objectives as part of the corporate objectives?
5. Do you understand company's policies, procedures and legal obligations?

Performance

Five questions to ask:

1. Do you have very clear expectations of what an employee will do, how well they will do it and by when?
2. How do these expectations fit with your team and company expectations?
3. Do you have a clear understanding of their competency to fulfil your expectation?
4. Does the employee contribute to these expectations and share your clarity on these things?
5. Are there contextual or mitigating circumstances?

Behaviours

Five questions to ask:

1. Do you have very clear expectations of the behaviours that are expected (normally expressed as norms, values or attitudes)?
2. Do you have a way of determining whether these behaviours are consistently manifested?
3. Do you model these behaviours yourself?
4. Do you understand your own biases and distortions with respect to behaviours?
5. Can you establish objective measure so behaviours?

Rewards

Five questions to ask:

1. Do you understand the motivators for the employee?
2. Are the rewards you offer fair, equitable, appropriate and incentivising?
3. Do you understand the value of praise, recognition, and other non-monetary rewards?
4. Is the employee clear on all types of reward for meeting performance and behaviour expectations?
5. Are the rewards binary or scaled?

Consequences

Five questions to ask:

1. Do you understand that consequences are normally events/actions based on performance and behaviours?
2. Consequences can be positive (such as advancement, promotion, financial or benefits) and negative (ranging from a plan for improvement to termination) – do you have clear and equitable approach to both?
3. Is the employee clear on all types of consequence for meeting or missing performance and/or behaviour expectations?
4. Are consequences binary (e.g. milestones) or scaled (e.g. performance monitoring)?
5. Do you have the authority to manage the consequences?

USE THE CONTRIBUTION HANDOUT
AS A GUIDE

HOW RELEVANT ARE THESE
QUESTIONS TO TTS MANAGERS?

WHAT WOULD YOU ADD OR TAKE
AWAY?

WHO WILL TAKE RESPONSIBILITY
FOR DOCUMENTING THIS?

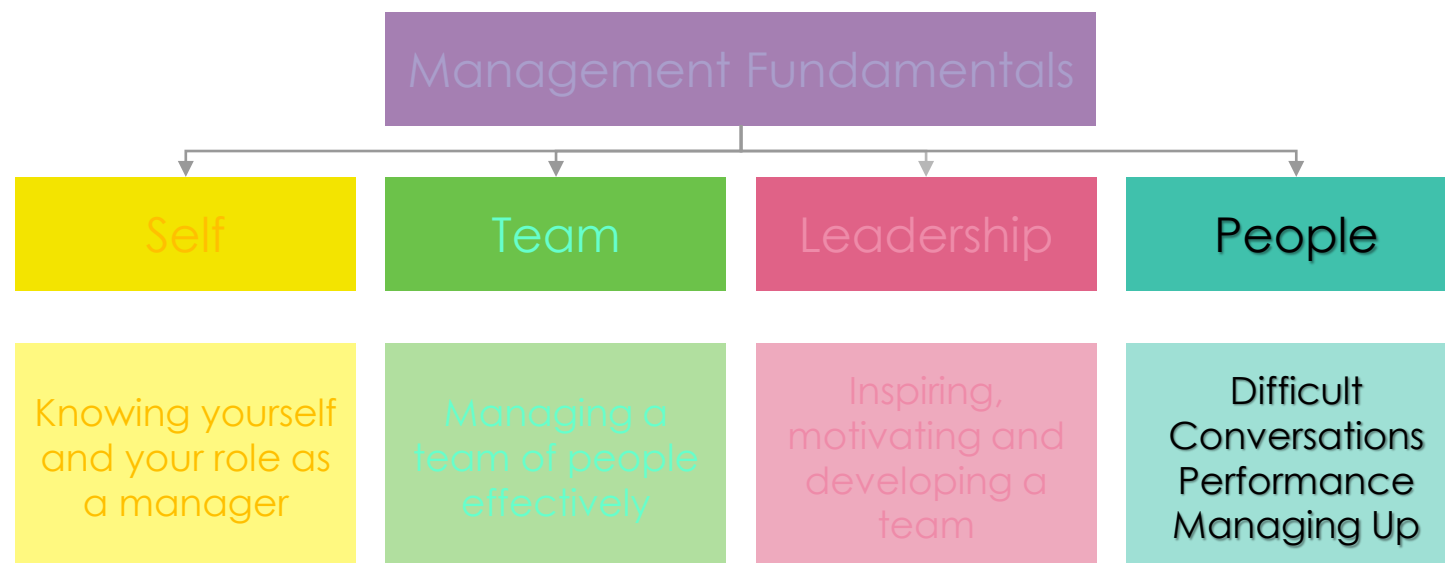
BE PREPARED TO DISCUSS YOUR
THOUGHTS WITH THE WHOLE
GROUP

Breakout: 20 Minutes

Breakout: Feedback

Summary

This Session



Work to complete by M6 (Graduation - July 15th 2021)

1. Study Group – Discuss your own areas of difficulty (situation or conversation) and share thoughts on how to overcome these difficulties
2. Study Group – Discuss performance management and monitoring, how you have approached it so far and anything you will do differently in the future
3. You – Complete your Reflective Journal and any other reading you wish to do

Reflective Journal 5

In your journal record your thoughts & feelings for submission before July 15th:

1. Reflect on your learning journey so far
2. How have you changed since we started together?
3. What areas would you like to focus on for your own development?

Things to explore further

- DIFFICULT SITUATIONS
- EMOTIONAL INTELLIGENCE
- PSYCHOLOGICAL SAFETY

Amy C
Edmondson

'High standards in a context where there is uncertainty or interdependence (or both) combined with a lack of psychological safety comprise a recipe for suboptimal performance.'

The image features a dark, textured background with a blue-to-purple gradient. In the upper right corner, there is a cluster of 3D-rendered question marks in a dark grey color, appearing to be scattered on a surface. The bottom portion of the image is a solid dark purple band containing the text "Any Questions?".

Any Questions?

Check-out

How you are
feeling right now?

What you are
taking away?

What do you have
to do next?

The Mindful Entrepreneur[®]

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