



Becoming A Manager

MODULE FIVE: PART 2

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THE MINDFUL ENTREPRENEUR®

Peter Drucker

'A business exists to create and retain a customer.'

Welcome back



Why we are here:

Difficult situations



What we will do
today:

Difficult situations &
managing up



What outcome you
should expect:

Combining what you
have learned to
handle difficult
situations



What happens
afterwards:

Homework & Journals
due by 15th 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

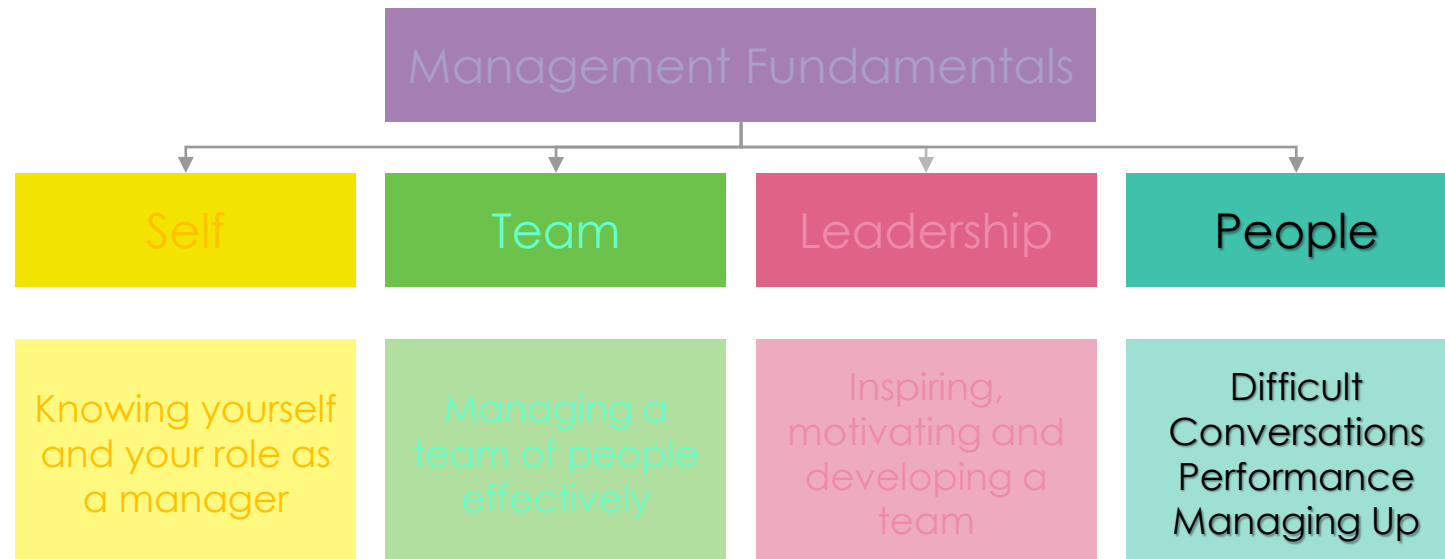
Check-in

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

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

Team Purpose

Stakeholders

Group -> Team (Tuckman)

Module 5

Feedback

Difficult Conversations

Performance

Feedback

What we will cover today

Difficult
Conversations

BREAK

Managing Up

Difficult Conversations

Types (you gave me 15 – I've grouped)

- ▶ Feedback
 - Behavioural
 - Where the employee may struggle to change
 - “You need to change this” – behaviour (subjective? Maybe who they are?)
- ▶ Personal Issues
 - Conflict between company needs and employee needs
 - Personal life affecting performance

Types

▶ You

- Negotiations
- Post-mortem – objectively discussing
- Lay-offs of great performers (not their fault, impact)
- “I want this” conversations – see negotiations
- Terminating employment – my mistake? Imposter syndrome

▶ Psychological safety

- Outnumbered or outranked – unable to exert influence, feel demotivated

Reasons (I've filled in some blanks)

1. Lack of experience (*comes with time*)
2. Unrehearsed (*rehearse*)
3. Not wanting to make them feel bad (*sometimes unavoidable, be empathic*)
4. Does the employee know? (*ask them*)
5. They close down or are hard to read (*tell them they are closing down, this is their opportunity to explain, they might not get another one*)
6. Balance – serious vs unachievable (*be realistic, honest, if you don't believe change will/can happen...*)
6. Emotional reactions affect me (*yes, they affect all of us*)
7. Not knowing why (*it is your job as a manager to find out*)
8. What if they won't change (*they will lose their job*)
9. Fear of doing a bad job or saying the wrong thing (*guidelines, practice, support, experience*)
10. Not knowing what to say (*see above*)

Reasons

- ▶ Fear & anxiety
- ▶ Personality Footprint – your image of who you think you are – wanting to be liked
- ▶ Self-doubt

What have we covered so far that you can use?

- Self-awareness – what needs to change
- Psychological Safety – creating it in your team
- Emotional Intelligence – seeing their point of view (empathy not sympathy)
- Mindset – are you prepared to learn & grow and make mistakes?)
- Personal Plan – how are you going to change & grow?)

Dealing with feedback/performance

Before you start:

1. Why is this important for the Company?
2. Why is this important for the employee?
3. Why is this important for you?

Dealing with feedback/performance

1. How well did the employee meet the agreed expectations?
 - a. What is their assessment?
 - b. Is your assessment different?
2. What, if anything needs to change?
3. By when?
4. Who is responsible & accountable for these changes?
5. What happens if the changes are not fully made?

Dealing with feedback/performance

Where performance OR behaviours do NOT meet expectations:

1. What was done well?
2. In what ways did they NOT meet expectations?
3. How serious is this?
4. What needs to happen and by when?
5. What happens if it doesn't?
6. What happens if it does?

Dealing with feedback/performance

Where performance AND behaviours DO meet expectations:

1. What was done well?
2. In what ways can they improve, grow or develop new skills?
3. What needs to happen and by when?
4. What happens if it does?
5. What happens if it doesn't?

Dealing with personal issues

1. What are the facts of the situation?
2. What is Company policy? (does it need one?)
3. What is the legal position?
4. Are you competent & confident to deal with it?
 - a. If yes – do you have a plan?
 - b. If no – who can support you?
5. Plan – taking the above into account, what needs to happen, what needs to change, when do you need to act?
 - a. What happens if you do nothing?

Dealing with yourself

1. Is your behaviour appropriate to your role?
2. Is it professional?
3. Does/has it lead to a conflict of interest or an ethical dilemma?
4. If yes, what needs to change?
5. Friendship between manager & employee leads to conflict of interest and ethical dilemmas. Being a manager changes your relationships.
6. Conflict requires two parties to play – why are you playing?
7. Is their behaviour acceptable?
8. If not, how and when do you address this as a performance/behaviour issue

Challenging (after Prof. David Clutterbuck)

- ▶ When challenging logic: **Help me to understand...** This makes the other person work through their logic, often leading them to see gaps they had not noticed.
- ▶ When challenging behaviour: **Can you please explain to me what you were intending to achieve there?** This takes away the sense of being judgemental.
- ▶ When challenging assumptions: **What factors were you taking into account here? What assumptions were you making?** This prevents the other person feeling that we are questioning their intellect.
- ▶ When challenging perceptions: **Can you explain to me the context, in which you were looking at this?** – so we don't appear to be questioning their judgement.
- ▶ When questioning values: **What are the personal/organisational values you are trying to apply here? What's important to you in this situation?**

Breakout: 15 Minutes

Discuss one type of difficult conversation in your group, what makes it difficult, and what your options are.

Your
thoughts

What makes difficult situations
difficult and what are your options?

Break



Managing Up

BREAKOUT
20 MINUTES IN
GROUPS

What does “managing up” mean?

Can you give an example?

What do you find difficult?

Breakout: Feedback

Two aspects of managing up

- ▶ Understanding what your manager wants from you
- ▶ Providing a “user manual” for how you like to operate

- ▶ In other words:
 - ▶ Establishing what your manager wants (performance/behaviour)
 - ▶ Establishing what you want from your manager in order to meet his/her expectations

Key steps to managing up

- Develop a positive relationship with your manager
- Understand your manager's strengths and weaknesses
- Show your manager how to leverage your talents
- Set your own expectations
- Understand your manager's goals
- Anticipate your manager's needs
- Do your job

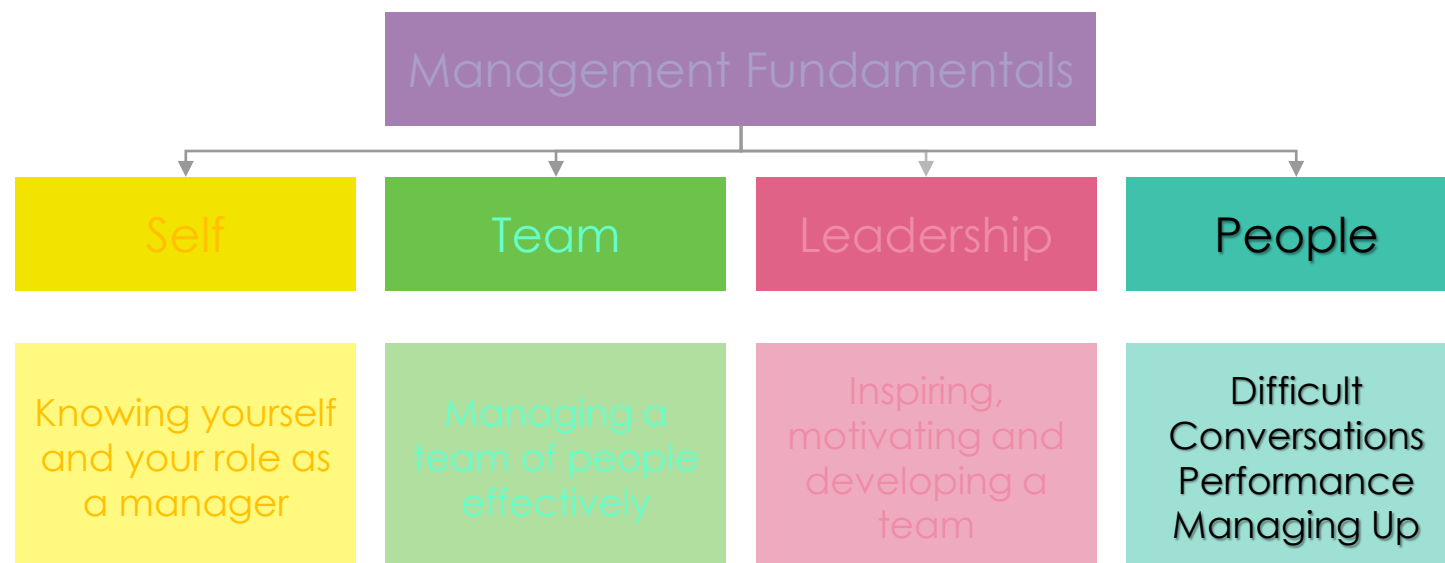
Six questions to ask your manager

1. What is my job?
2. How well am I doing?
3. How can I improve?
4. Where am I going?
5. How will I get there?
6. Do I get a fair deal?

7. Be prepared to be asked these questions yourself...

Summary

This Session



What happens next?

- ▶ M6S1 – 15th July 2021
 - ▶ A summary session with a round up of study groups and journals.
 - ▶ An extended check-in reflecting on your learning journey
 - ▶ You get a certificate of completion
- ▶ Tutorials – dates being arranged by Melissa
 - ▶ Small group sessions to review all the material and its application
 - ▶ What have you used – what happened?
 - ▶ What haven't you used and want to?
 - ▶ What haven't you used and don't want to?

Work to complete by M6 (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?

Henry Ford

'The man (sic) who thinks he can and the one who thinks he can't are both right.'



Which one are you?

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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