

# To Be or Not To Be

## *Role of an Effective Manager*

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*Sally U. Mills  
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# Manager – Employee Relationship

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- Symbiotic in nature
- Art of getting things done through others
- Dependant on productivity of employees
- Biased
  - Need employees more than they need you

# Responsibility to Organization

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- Develop quality workforce
- Investing in human capital
  - Skill development
  - Time & space
  - Feedback
  - Promote the deserving

# Responsible to Employees

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- Develop employees for success
- Determining Right Person Right Job
- Open and Honest Communication
  - Mission & goals
  - Employee organization link
- Motivation
  - Finding meaning & value in work
- Explain structure of work
- On-going feedback/coaching
- Grow core competency of employees

# Being Aware of Barriers

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- Lack of ability
- Lack of motivation
- Low expectations
- Lack of training
- Poor attitude
- Lack of monetary reward

# Right Person Right Job

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Performance = Ability vs. Willingness

Determine  
State of  
Readiness

Unable & Unwilling	Unable & Willing
Unwilling & Able	Able & Willing

# Determining State of Readiness

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- Influences of Unwillingness & Inability
  - Lack of direction
  - Lack of feedback
  - Lack of tools and resources
  - Obstacles that are out of their control

# State of Readiness

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- Able & Willing
  - Wanted state of readiness
- Unable & Willing
  - Addressable with proper training & education
- Able & Unwilling
  - Addressable through motivation tactics
- Unable & Unwilling
  - Most challenging

*Only manage those variables you control*

# Communication

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- Frame communication
- Listening and hearing
- Two – Way communication
  - Double feedback
  - Double loop of communication
  - 360 degree communication

# Communication

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- Always Confirm Employee Understands
  - Never Assume
    - “I think what you are saying...”
  - Evoke the message
    - Let the words come out of their mouths
    - Ask open-ended questions
    - Get a response
    - Don't be intimidated by silence

# Communication

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- Always check to ensure
  - Message sent is understood
  - Intended behavior is being enforcing
- Remember
  - Knowledge does not equal competency

# Motivation

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- People-oriented
- Dedication to development of employees
  - Consistent
  - On-going
- Actively engage employees
  - Training
  - Staff meetings
  - Reporting responsibilities
  - Encourage to achieve for better

# Tools for Developing Employees

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- Create a development plan with employee
  - Communication of expectations
  - Shows investment
  - Provides a timeline
- Coaching sessions
- Performance appraisals
- Lead by example

# Developmental Action Plan

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- Providing a clear line of sight
  - Employee performance to mission & goals
- Plan requires
  - Employee to recognize the need
  - What can and needs to be done
  - Mutually agreed upon goals
  - A plan for achieving these goals
  - Feedback & benchmarks

# Setting Goals

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- **Goals must be SMART:**
  - **Specific**
  - **Measurable**
  - **Achievable yet challenging**
  - **Realistic**
  - **Time-bound**

# Encourage the 'Right' Behavior

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- Clearly explain
  - Expectations and Standards
- Provide constant feedback
  - Achievement & Recognition
  - Reinforcers
    - Positive and negative consequences
  - Say it and really mean it
  - Provide feedback immediately
  - Be specific

# Coaching Sessions

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- On-going
  - As often as needed
  - At least once per quarter
- Less formal
- Use to address specific behavior or act
- Developmental purpose

# Performance Appraisals

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- Formal-process
- Based on coaching sessions
- Accumulation of past year's activities
- Judgmental

# Andragogy vs. Pedagogy

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## ■ Andragogy

- Adult based
  - Self direction
  - Relevance in learning
  - Apply new knowledge to practice
  - Active learning
- “I recommend...” fosters professional relationship

## ■ Pedagogy

- Child based
  - Teaching of children
  - Typical technique used when training adults
- “You need to...” resemble parent-child relationship

# Leading by Example

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- Realistic Expectations
  - Person - job fit
  - Person - organization fit
  - Renting individual behavior
  - Appreciation for steady-eddie
    - Stability, high attrition and experience
  - Treat high-achievers with care
    - Easy to abuse
    - High turn over

# Leading By Example

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- Being A Leader Employees Want
  - Respectful
  - Equitable and fair
  - Consistent
  - Ethical and credible
  - Provides clear direction on mission & goals
  - A Champion
  - Accountable

# Leading by Example

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- Walk the talk
- Exhibit to employees the behavior you are
  - Expecting
  - Wanting
  - Hoping for
- Show employees what success looks like
- Communicate employee influence

# WATER Managers

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- **W**illingness (determine)
- **A**ccountability (demand)
- **T**raining (provide)
- **E**xperience (grow)
- **R**esponsibility (assign)

# Characteristics of Effective Managers

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- Derive respect & power alike from subordinates
- Derives influence from subordinates
- Team oriented
- Collaborative
- Process oriented
- Encourages personal power
- Trusted by employees
- Less politically prowess
- Spend time with employees

# Employees of Effective Managers

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- Give work that goes above and beyond
- Inspires loyalty
- Empowers subordinates
- Has a heightened level of trust
- Laudatory of team

# Overview

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- Understand the capabilities of employee
- Establish the SMART goals
- Provide a continuous learning environment
- Help employee discover the intrinsic value
- Never sacrifice quality for efficiency
- Be their Champion!

# Always Remember

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- Your employee is a reflection of you
  - Shows value
  - Creates loyalty
  - Fosters productivity
  - Return on investment
  - Building organization reputation