

To Be or Not To Be

Role of an Effective Manager

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PNWS – AWWA
2007 Annual Conference
Kennewick, Washington*

Manager – Employee Relationship

- 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

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

Responsible to Employees

- 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

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

Right Person Right Job

Performance = Ability vs. Willingness

Determine
State of
Readiness

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

Determining State of Readiness

- 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

- 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

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

Communication

- 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

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

Motivation

- 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

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

Developmental Action Plan

- 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

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

Encourage the 'Right' Behavior

- 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

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

Performance Appraisals

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

Andragogy vs. Pedagogy

■ 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

- 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

- 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

- 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

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

Characteristics of Effective Managers

- 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

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

Overview

- 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

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