



NUTS AND BOLTS: MANAGING ESSENTIALS

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THINGS HAVE CHANGED . . .



GETTING BACK TO THE BASICS

- Communication
- Motivation
- Discipline
- Job Evaluation



WHAT'S YOUR GENERATION?



Generation Z
5-25 Age



Millennials
26-40 Age



Generation X
41-55 Age






















Baby Boomers
56-75 Age



**The Silent
Generation**
76+ Age

Chart 1: An overview of the working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Gorbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Glastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

*Percentages are approximate at the time of publication.



LEADER

MANAGER



LEADING BY EXAMPLE



SIMON SINEK: Leader versus manager

WHAT IS A LEADER?

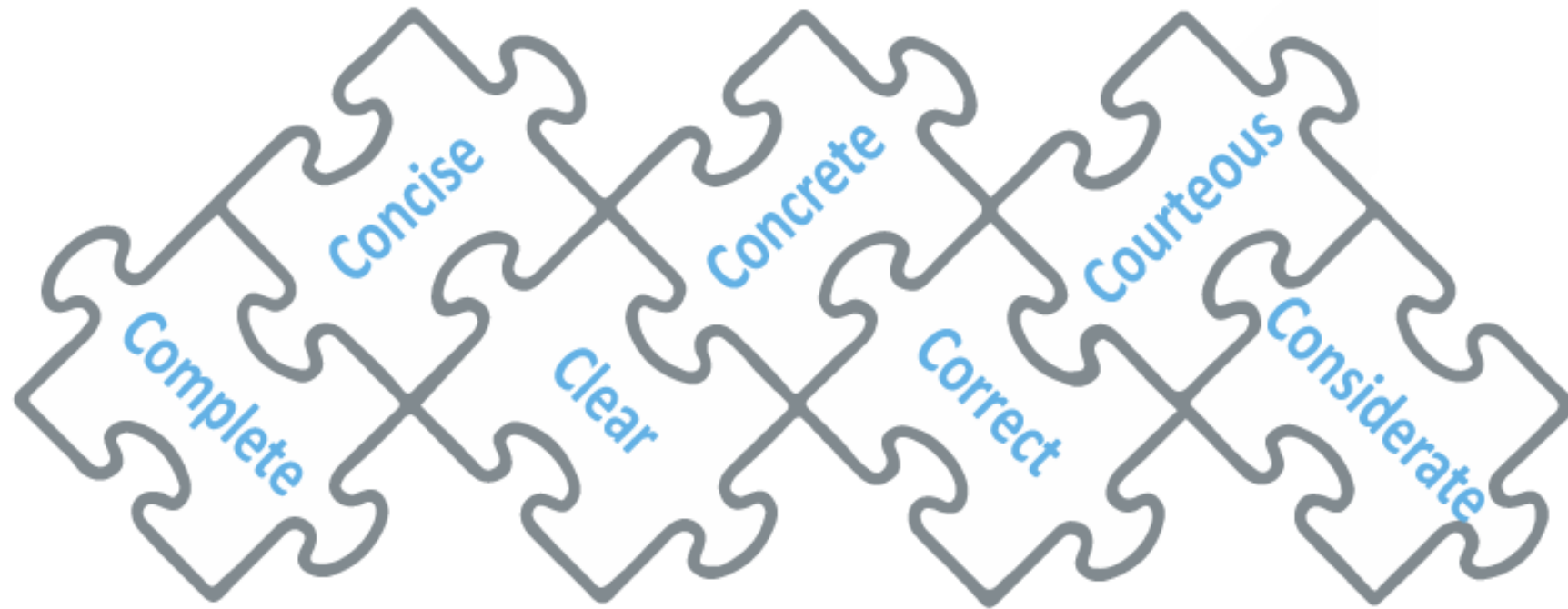
Your thoughts ...	Ideas to consider?
1.	1.
2.	2.
3.	3.
4.	4.



HOW DO WE ACCOMPLISH THIS?

1. Creates the plan.	Needs to know the process, budget, management expectations, timelines, tools needed to meet the plan goals.
2. Motivates employees.	Knows the team. Provides tools and information to keep the team looped in and motivated.
3. Manages the plan's completion.	Communicates timelines for completion of task, not necessarily how those tasks need to be completed. Is clear about plan expectations.
4. Coaches through the process.	Assigns task based on employee strengths. Provides feedback through the process, no "surprises." Gives opportunity for growth and additional training.





EFFECTIVE COMMUNICATION

10 THINGS TO CONSIDER

- **1. Don't beat around the bush:** Be clear. First and foremost, make sure your point is clear and that your message is easily understood. Use specific language, avoid spewing out too many acronyms. When in doubt, imagine you're speaking to someone who doesn't know your company.
- **2. Listen actively:** The better you listen, the better you are at communication. Before you respond, make sure you've heard and digested what someone is saying. Don't just wait for their mouth to stop moving to make your point.
- **3. Repeat back:** This is the second stage of active listening. Let the speaker know first, that you've understood them, and second, that you care about what they've said. Do this by repeating what they've said and including their words in your response. Paraphrase back to them to prove that you've heard them loud and clear.
- **4. Use your body:** When in doubt, or if you have something particularly complicated to discuss, try doing it in person. Face to face, you have the extra benefit of body language and non-verbal cues like gestures and facial expressions, all of which make it easier to avoid confusion.
- **5. Show respect:** Don't multi-task while communicating. Don't be on your phone, or doodling, in the meeting. Make sure what you've said is professional and respectful. Make eye contact and use people's names.



10 THINGS TO CONSIDER

- **6. Match the message to the medium:** If you're better via email, don't try to have that important progress update in your boss's office before you've had your coffee. Figure out what it is you have to get across, then choose the medium that suits that message best.
- **7. Know your audience:** Don't talk to your client as you would your boss. Or your HR rep as you would your best work pal. Match your tone and timing to the person you're communicating with.
- **8. Text smart:** More and more workplace information gets communicated via text and email. This is another instance where it's best to know your audience and choose the most appropriate medium. Bottom line: never text anything too complicated. That will help you avoid misunderstandings and misinformation. But don't send a big long email to arrange a short meeting either.
- **9. Make meetings matter more:** So many meetings leave us feeling we could have better spent that time. Demand better! Set an agenda, keep to the scheduled time, don't invite unnecessary people. Make sure every meeting is productive enough to justify every attendee taking the time and resources from their workload.
- **10. Keep it positive:** No matter how stressed you are, or how tense the conversation, try to stay positive. Put your team first. And never make it personal—keep your focus on the professional. Earn a reputation and respect.



WHAT CAUSES COMMUNICATION BREAKDOWNS?

- Anger
- Distrust
- Distance
- Attitude
- Put Downs
- Red Tape
- Language
- Time
- Yelling

How do we keep communication open?

- Be honest
- Cool off
- Apologize
- Have “tough” conversations privately





MOTIVATION

CONSIDER THIS ...

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"



Ways to motivate that won't break the bank...

- Say thank you
- Paycheck stuffers
- End of the season BBQ
- Opportunities for growth, like a training
- Lead on a project
- Acknowledge achievements
- Parking spot





NAVIGATING DISCIPLINE

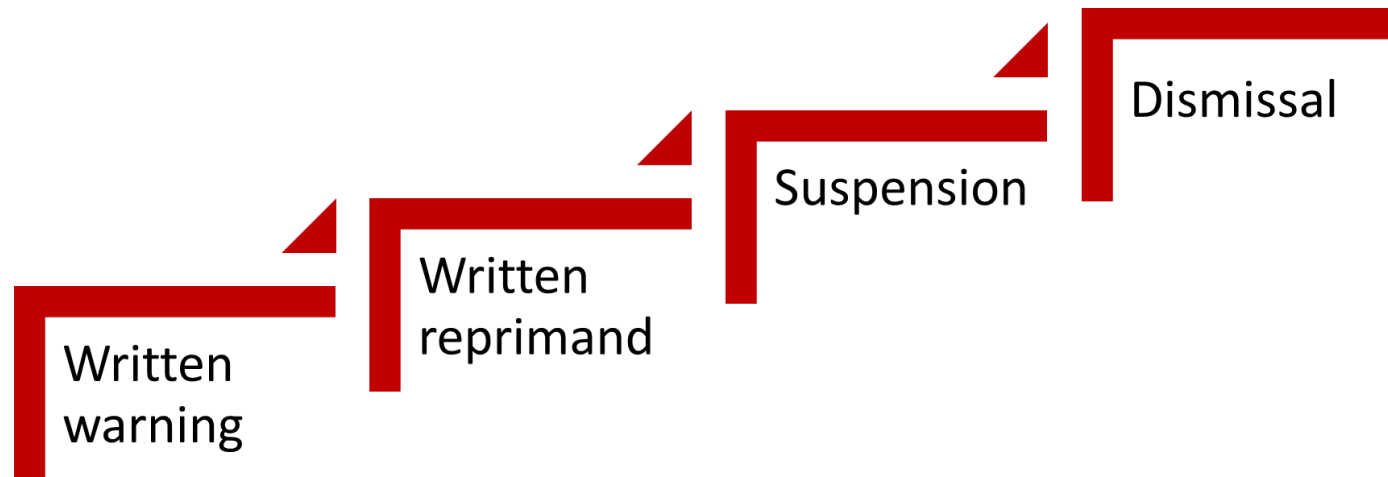
WHY IS DISCIPLINE IMPORTANT?

- Discipline is important in the workplace because it helps supervisory personnel ensure that employees adhere to established company rules and policies.
- It allows them to correct unacceptable behavior and maintain good conduct in the company.
- Examples of misconduct include insubordination, theft, dishonesty, failure to follow rules and policies, rude or abusive language at work, failure to notify an absence and excessive tardiness.



PROGRESSIVE DISCIPLINE

- Document everything.
- Monitor the behavior.
- For sever violations of company policy, immediate termination is always an option.



JOB EVALUATION



JOB EVALUATION

WHY? TO SET CLEAR EXPECTATIONS

- Your employees will know what you expect of them. They will receive feedback, praise, and criticism of their work, and they will be on notice of any shortfalls in their performance or conduct.
- You can recognize and reward good employees and identify and coach workers who are having trouble.
- The communication required to make the evaluation process effective ensures that you will stay in tune with the needs and concerns of your workforce.



GIVING THE EVALUATION

- **Be specific** when you set goals and standards for your workers. Give deadlines. If you want to see improvement, give the worker a timeline to turn things around. If you expect something to be done by a certain date, say so.
- **Be realistic.** If you set unrealistic or impossible goals and standards, employees will have little incentive to do their best if they know they will still fall short. Don't make your standards too easy to achieve, but do take into account the realities of your workplace.
- **Be honest.** A common error in conducting a performance review is overemphasizing the positive in order to avoid conflict or keep employees happy. But this can lead to major problems for your company. If everyone gets the same positive performance review no matter what they do, employees will have little incentive to do their best. Also, if you end up firing an employee for poor performance, but the employee later claims he or she was fired for illegal reasons, you won't have any documentation to back you up.



GIVING THE EVALUATION

- **Be complete.** Write your evaluation so that an outsider reading it would be able to understand exactly what happened and why. Remember, that evaluation just might become evidence in a lawsuit. If it does, you will want the judge and jury to see why you rated the employee as you did.
- **Evaluate performance, not personality.** Focus on how well (or poorly) the worker does the job—not on the worker's personal characteristics or traits.
- **Listen to your employees.** The evaluation process will seem fairer to your workers if they have an opportunity to express their concerns, too. Ask employees what they enjoy about their jobs and about working at the company. Also ask about any concerns or problems they might have. You'll gain valuable information, and your employees will feel like real participants in the process. In some cases, you might even learn something that could change your evaluation





THANK YOU!

CHALLENGE — TRY SOMETHING NEW THIS YEAR!

