

Managing Effort

An partnership approach to
management

Tele-Seminar Notes

- On Nov. 18 we presented this slide show and commentary as part of our ongoing tele-seminar series. Because I forgot to record the call, I am providing you with this PowerPoint covering the main points. If you would like to discuss any of these points, please give me a call.

Carol Kerr, 410-349-1998
carolkerr@futurefocuscoaching.com

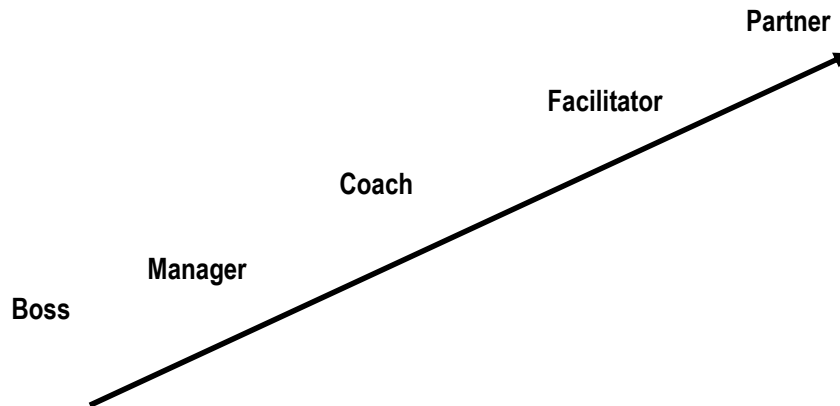
What is Managing Effort?

Managing by effort is an approach to coaching, leading and developing employees that focuses on the individual's attitude, aptitude, and effort rather than on the bottom line results

FIVE PRINCIPLES OF MANAGING EFFORT

1. Be a partner in your employees' success and growth
2. Involve employees in defining goals, processes, and effort required (action plan)
3. Help employees set and commit to their own performance level & accept nothing less
4. Clear the way—positive work environment/job fit
5. Reinforce and reward right effort—not just the results

1. Be A Partner In Employees' Success And Growth

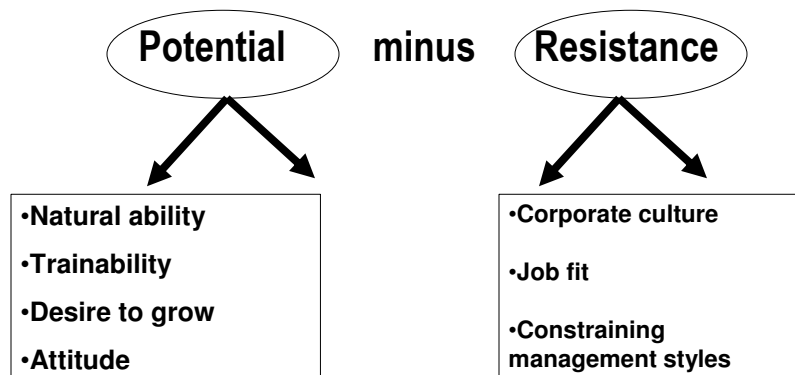


Be A Partner In Employees' Success And Growth

- Get to know the person who is your employee
- Align employees' personal and career goals with business goals
- Encourage individual growth and independence more and more each year
- Focus on strengths as you coach to success

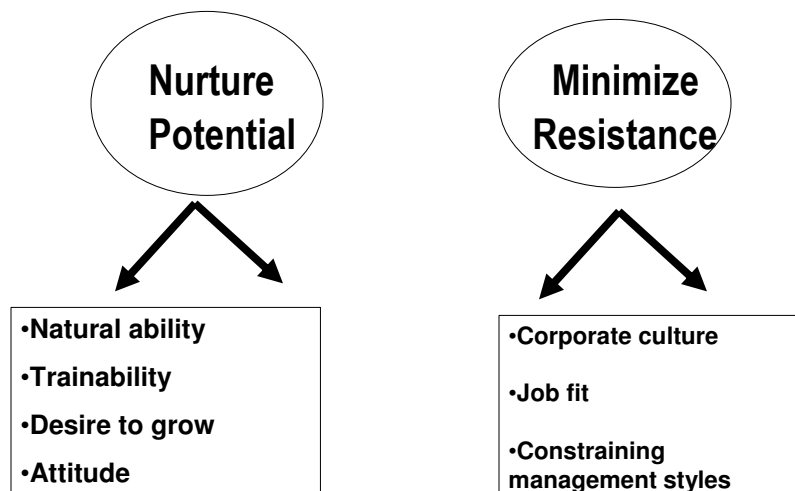
Be A Partner In Employees' Success And Growth

Performance=



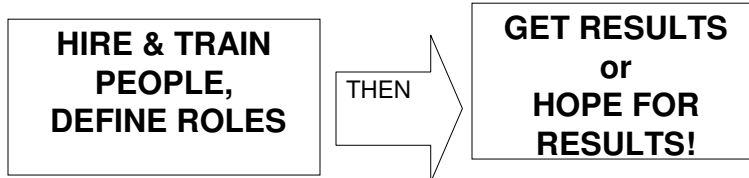
Who owns Potential? Who owns Resistance?

1. Be A Partner In Employees' Success And Growth

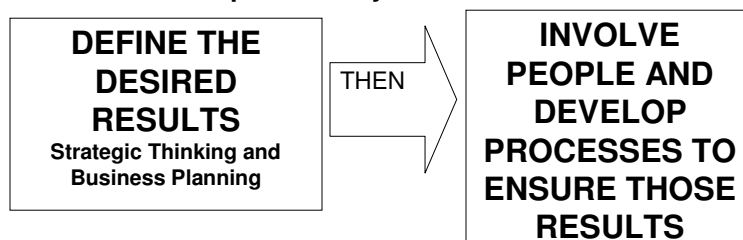


2. Involve Employees In Defining Goals, Processes, Action Plan

The Old Leadership Model Says:



The New Leadership Model Says:



2. Involve Employees

Traditional vs. Partnership Management

- | | |
|---|---|
| <ul style="list-style-type: none"> ● Company, dept. and team managers develop a vision ● Management creates Strategic Plan ● Manager sets goals for team and individuals ● Inform employees of their role in company vision/goals ● Communicate expectations ● Hope they get desired results ● Reward for results achieved | <ul style="list-style-type: none"> ● Employees are engaged in visioning ● Individuals and teams define "how" / create processes for their area of expertise ● Teams and individuals set stretch goals & deadlines ● Individuals commit to the process they defined ● Manager reinforces and supports effort ● Recognize and reward right effort |
|---|---|

3. Help Employees Set And Keep Commitments

Manager's Focus

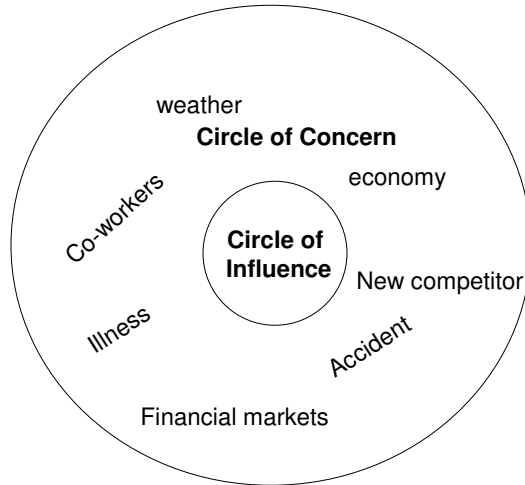
- Employees' pre-defined commitments
- Clarify right actions (right effort)
- Inquiring—always ask
 - What is working
 - What is not working
 - What could/should be improved
 - What is missing
 - Is your job the right fit for your goals

Why Focus on Effort Rather than Results?

- Guarantees better ROE (return on energy)*
- Reinforces right actions
- Encourages continued engagement and focus when non controllables limit results
- Avoids “consequencing” for uncontrollable factors

4. Reinforce And Reward Right Effort

Focus on Controllables



Focusing on our circle of influence increases:

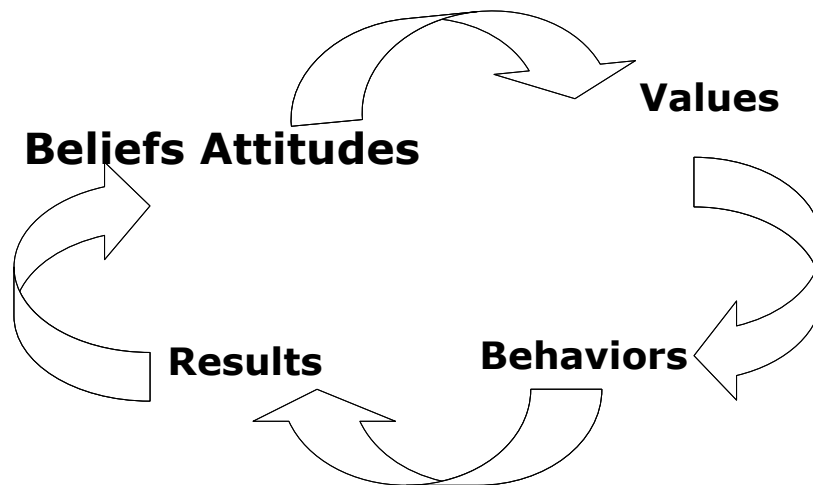
- *Productivity*
- *Your influence*
- *Your self confidence and sense of control*

From *7 Habits of Highly Effective People*-
Stephen Covey

4. Reinforce And Reward Right Effort

<u>Lasting Motivation</u> <u>(Nurture)</u>	<u>Temporary Motivation</u> <u>(Creates Resistance)</u>
Feels satisfying- <i>"I want more of that"</i>	Based on fear or need to avoid
Stays in memory as <i>"if I do that, it will feel good."</i>	disappears when negative stimulus is gone
Feels like <i>"Pull"</i> - Something to move toward	May feel like <i>"Push"</i> - something to run away from

Motivation to Change



Stephen Covey, *The Seven Habits of Highly Effective People*

4. Reinforce And Reward Right Effort

- Celebrate and recognize effort:
 - # of calls made/answered
 - Positive attitude
 - Attendance/promptness
 - Follow through
 - Neatness/accuracy
 - Self development
 - Following procedures

5. Clear The Way

- Create a trusting, positive environment
- Deal promptly with those who undermine it
- Create assignments that leverage employees' aspirations, talents, interests
- Respect diverse opinion and style
- Handle mistakes with firmness and grace
- Allow for relationship building (team-building)
- Execute Perf. Mgt as an ongoing partnership process not an annual event