MASA Fall Conference 2020

More Effective Remote Supervision of Employees & Team Management

Introductions

- MASA Members
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Goals for this Session

Goals

1) Briefly review best practices re: *Engagement*

2) Review *accountability* strategies

3) Use a model to *differentiate leadership*

4) Review *accountability* tools

5) Review techniques for *feedback & coaching*

Employee Engagement

Engagement: Model

- Two-way feedback

- Trust in leadership

- Career development

- Employees understand their role in success

- Shared decision-making

Employee Engagement:
Three Strategies

1) Define the engagement goal in *real-world terms*.

2) *Talk* with team members one-on-one about engagement.

3) Empower *team members to lead* team engagement sessions.

Engagement:
Non-Monetary Rewards

- Flexibility

- Recognition

- Training

- Belongingness

- Chance to Contribute

Engagement:
5 Ways that Leaders Can Rock

- In the moment

- In context

- Appropriate in volume/scale

- Authentic, not automatic

- Tied to the employee's perception of value

Question:

How do you measure it?

Engagement Surveys

1) What 2 or 3 things are going well?

2) What 2 or 3 things need more attention?

3) Would you encourage a friend or family member to apply here? Why, or why not?

Engagement Success Story

Problem: Need to know what employees

think across different locations

SOLUTION:

Step 1: Survey all employees
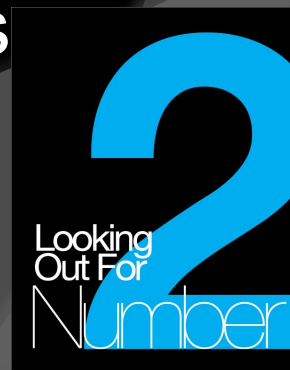
Step 2: Survey for specific follow-up

Step 3: Plan to improve w/ managers

Step 4: Implement/measure improvements

HOGLUND BUS AND TRUCK

The Transportation Specialists

Looking
Out For
Number **2**

Another Success Story

Problem: New Sup did not know level of employee engagement prior to planning

SOLUTION: Survey to all employees

Workplace Atmosphere

• Leadership divides time equally between all buildings, really listens to staff, and uses professional judgments in all situations.

• Good communication between school board, administration, teachers, and staff.

• The K-12 staff works well together.

Looking Out For **2** Number

Where do you need to improve *Employee Engagement?*

Increased Accountability

Take a minute…
Who do you know that _Holds Employees Accountable_?

Accountability

The responsibility of employees to…

• Complete the tasks they are assigned

• Perform the duties required by their job

• Be present for their proper shifts in order to fulfill or further

the goals of the organization.

Accountability

Employees who work together towards the same overall goal help their workplace to become more accountable, in turn *make the organization more productive and efficient*.

Accountability

- Completing tasks assigned

- Responsible for the specific duties of their job

- Consistent in doing the right thing in *all aspects* pertaining to their job

- Working together towards a common goal

Increasing Accountability

SMART Goals
- Have employee set goals for themselves
- Specific, Measurable, Achievable, Results-oriented, and Time-bound

Team Incentive Programs

Prioritization

Monitor Progress

Accountability: Positive Results

Unfortunately, the word "accountability" often connotes punishment or negative consequences.

When organizations use accountability only as a big stick for punishing employees, fear and anxiety permeate the work environment.

On the other hand, if approached correctly, accountability can produce positive, valuable results.

Accountability: Positive Results

Positive results of accountability include…

1) Increased feelings of competency

2) Increased commitment

3) More creativity and innovation

4) Higher morale and satisfaction

5) Improved performance

6) Employee participation & involvement

Accountability: Positive Results

Positive results occur when…

1) Employees view accountability programs as helpful and progressive methods of assigning and completing work

2) Employees don't associate accountability only with negative consequences

Accountability: Leader's Work

- Involve employees in setting goals and objectives

- Give them the authority to accomplish those goals

- Coach and support

- Monitor progress towards goals

- provide feed-back

- Provide training and resources

- Recognize employees

Accountability: Leader's Work

1) Clarify roles, goals and expectations

2) No denial, blaming, excuses or scapegoating

3) ID barriers to success

4) Milestones and metrics

5) Balance: Process and results

Success Story: *Accountability*

School Board Members needed to understand their roles after developing goals.

Worksheet: My Job, Your Job	Party: Role:	Party: Role:	Party: Role:	Party: Role:	Party: Role:	Party: Role:
Priority 1: Goal 1						
Priority 2: Goal 2						
Priority 3: Goal 3						
Priority 4: Goal 4						
Priority 5: Goal 5						
Priority 6:						

Where do you need to improve *Accountability?*

Differentiated Leadership

Leader's Window

Leadership Success Story

Paula – HR Director

Problem: Could not get home on time to see her kids' games & church

SOLUTION: Ability + Motivation = Window

Another Success Story

Dr. Ray (School District will remain anonymous)

Problem: Some HS Football players wearing white hooded sweatshirts in response to a recently-enrolled black student.

SOLUTION: Window 1 Leadership!

Where do you need to *Differentiate Your Leadership*?

Accountability & Engagement:
Tools & Strategies
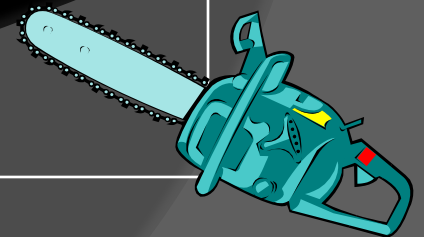
Accountability & Engagement

Chainsaw Planning: *<u>Funnel</u>*
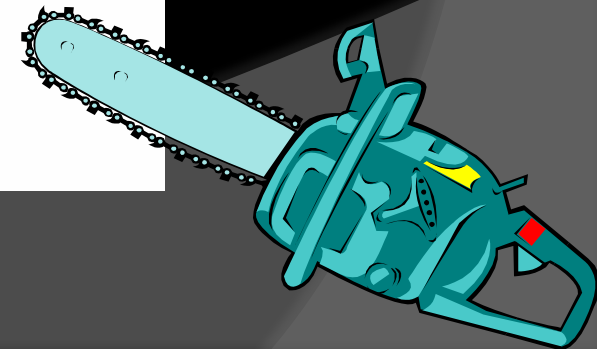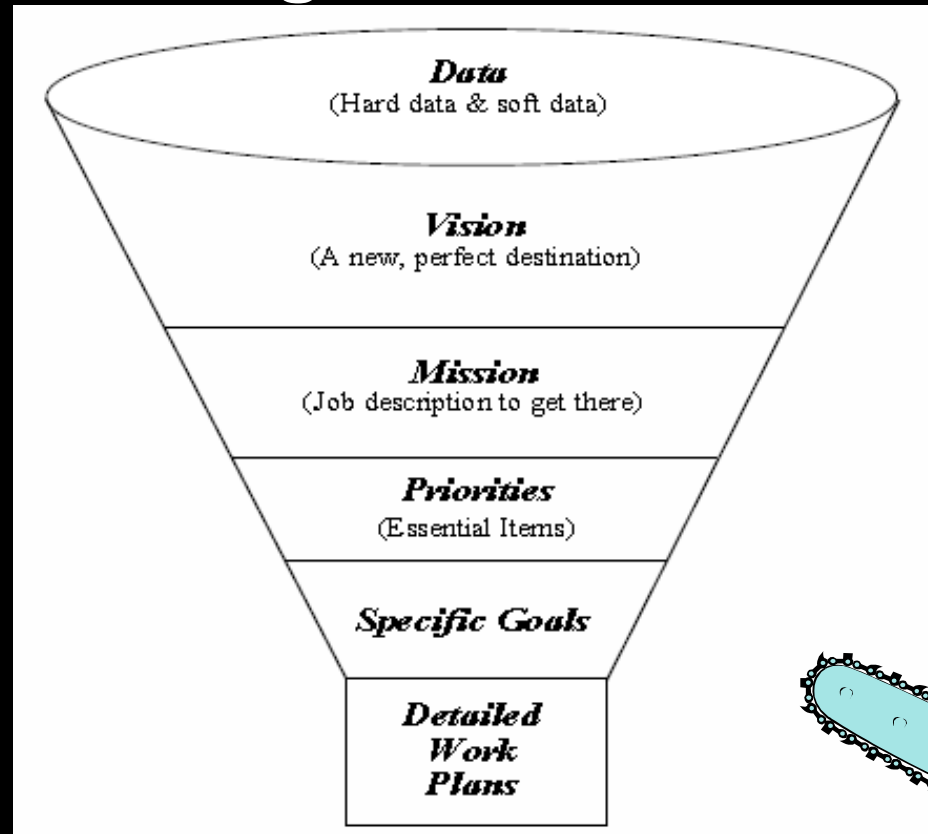
Accountability & Engagement

Chainsaw Planning: _ID Successes & Issues_

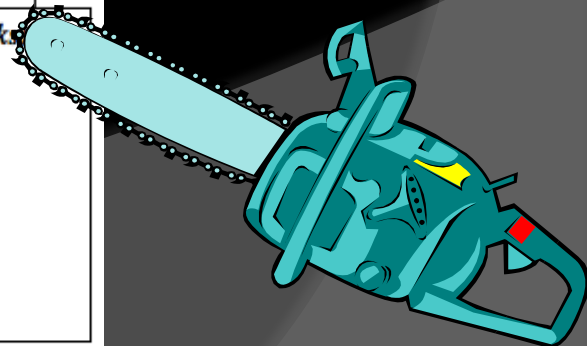|	Positive	Less Than Positive
Intended	1) 2) 3) 4) 5)	1) 2) 3) 4) 5)
Unintended	1) 2) 3) 4) 5)	1) 2) 3) 4) 5)

Accountability & Engagement

Chainsaw Planning: ***Benchmarks***

1) **What do we want to accomplish?** *(New Goal)*

2) **What should be done to begin?** *(Data Needed or Action Steps)*

3) **What should we see happening w/in 30-60 days?** *(Benchmarks)*
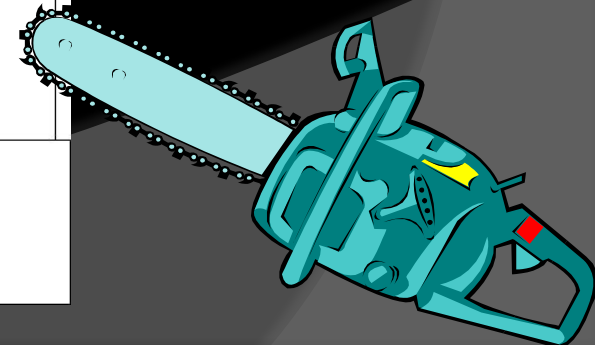
Accountability & Engagement

Chainsaw Planning: *Smart Goals*

Chainsaw Planning © Worksheet 4B: Goal Workplan

Admiration of the Problem (ID all sub-issues & hurdles; 5 minutes)

SMART Goal (specific, measurable, attainable, realistic and timely)

(in 20 words or less; 5 minutes)

Objectives / Action Steps (≤4; 10 minutes)

1)
2)
3)
4)

Timeline (desired per objective)	**Resources** (needed per objective)	**Responsibility** (name per objective)
1)	1)	1)
2)	2)	2)
3)	3)	3)

Evaluation Plan (Quantitative and/or Qualitative; 5 minutes)
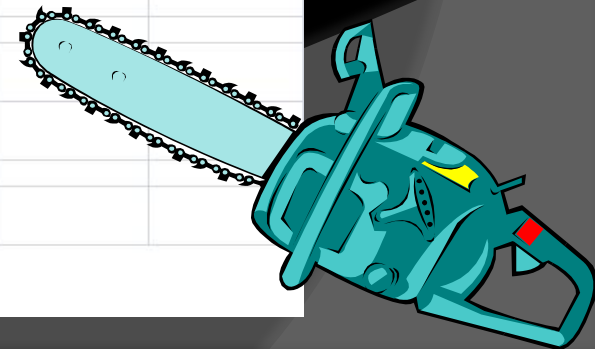
Quantitative:

Qualitative:

Accountability & Engagement

## Chainsaw Planning: *My Job, Your Job*

Worksheet: My Job, Your Job	Party: Role:	Party: Role:	Party: Role:	Party: Role:	Party: Role:	Party: Role:
Priority 1: **Goal 1**						
Priority 2: **Goal 2**						
Priority 3: **Goal 3**						
Priority 4: **Goal 4**						
Priority 5: **Goal 5**						
Priority 6:						

A Success Story: *Engagement*

Problem: Needed better employee "buy-in" from Docs, PAs & Techs

SOLUTION: 4-hour planning session to ID changes & increase buy-in
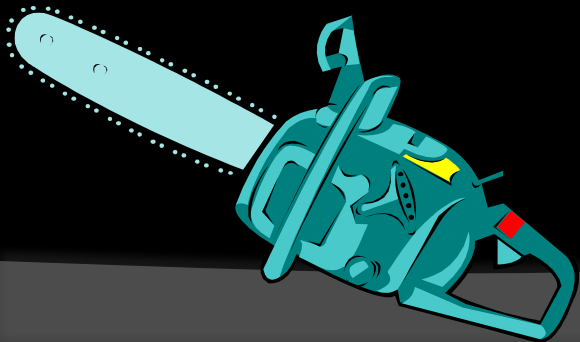
Feedback

Feedback

Employee Feedback Form

Employee: _____
Manager: _____
Date: _____

Company Goals

Priority #1
  Goal:
    Grade:

Priority #2
  Goal:
    Grade:

Priority #3
  Goal:
    Grade:

Priority #4
  Goal:
    Grade:

Priority #5
  Goal:
    Grade:

Personal Goals

① Goal:

  +   O   -

② Goal:

  +   O   -

③ Goal:

  +   O   -

Next Feedback Session

_____ _____ _____
(Day)   (Month)   (Year)

Other Performance

1

  +   O   -

2

  +   O   -

3

  +   O   -

4

  +   O   -

5

  +   O   -

Employee Feedback:
Coaching

Leadership Development Program

Chainsaw Coaching • Worksheet #1: Near-Term Work

_____ Quarter, 2020

1)What 1 or 2 personal items would you like to improve?

2) What 1 or 2 professional items would you like to improve?

3) What 2 or 3 deliverables will you will need to accomplish this quarter?

A Success Story: _Coaching_

R------ (IT Manager)

Problem: Does not play well with others

SOLUTION: 360-Degree Feedback & 5, 30-minute sessions of coaching

What employee (or team) would benefit from feedback, or coaching?

Your Next Steps

Thank you!

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