

TAKE YOUR PEOPLE
MANAGEMENT SKILLS
TO THE NEXT LEVEL

MARY SCHAEFER



OUR ROADMAP FOR TODAY

QUESTIONS – Influence their performance by asking more (and better) questions.

OUR ROADMAP FOR TODAY

- QUESTIONS.
- ASSUMPTIONS – **Reduce stress and minimize conflict** by challenging your own assumptions

OUR ROADMAP FOR TODAY

- QUESTIONS.
- ASSUMPTIONS.
- MINDSET – **Get more done through others**
with a shift in outlook.

THE SKILLS MOST RELATED TO MANAGER SUCCESS

–Communication (83 percent)

- Engagement (76 percent)
- Listening and assessing (71 percent)
- Accountability (70 percent)
- Collaboration (69 percent)

YOUR IMPACT ON YOUR EMPLOYEES' ENGAGEMENT INFLUENCES:

- Productivity.
- Innovation.
- Ability to adapt to changing conditions.
- Work performance.
- Morale.
- Retention.



THE SKILL MOST RELATED TO MANAGER SUCCESS

–Communication (83 percent)

<https://www.td.org/insights/accel-model-of-a-winning-manager>
Association For Talent Development

DO YOU EVER FIND YOURSELF THINKING...?

- “What I need to get them to understand is _____.”
- “You’d think they _____.”
- “What I don’t want to happen is _____.”

ASK MORE QUESTIONS



ASK MORE QUESTIONS

Shift

"What they need to understand is..."

to

"Tell me about..."

THE 18-MINUTE MANAGER



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blah, blahblahblahblah
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WHAT THE EXPERTS SAY

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Don't waste your words. The human brain can only hold four “chunks” of information in working memory for ten to twenty seconds and then it “dumps” that information and reloads another few chunks.

If you speak longer (the average amount of time people talk before listening for a response is two! minutes) the other person will remember **only a tiny fraction** of what you said.

Mark Waldman and Andrew Newberg, MD,
authors of *Words Can Change Your Brain*

ASK MORE QUESTIONS

Shift

"What they need to understand is..."

to

"Tell me about..."



DON'T BE THE 18-MINUTE MANAGER

2 sentences and a question, then...



STOP TALKING

ASK MORE QUESTIONS

Shift

"What they need to understand is..."

to

"Tell me about..."

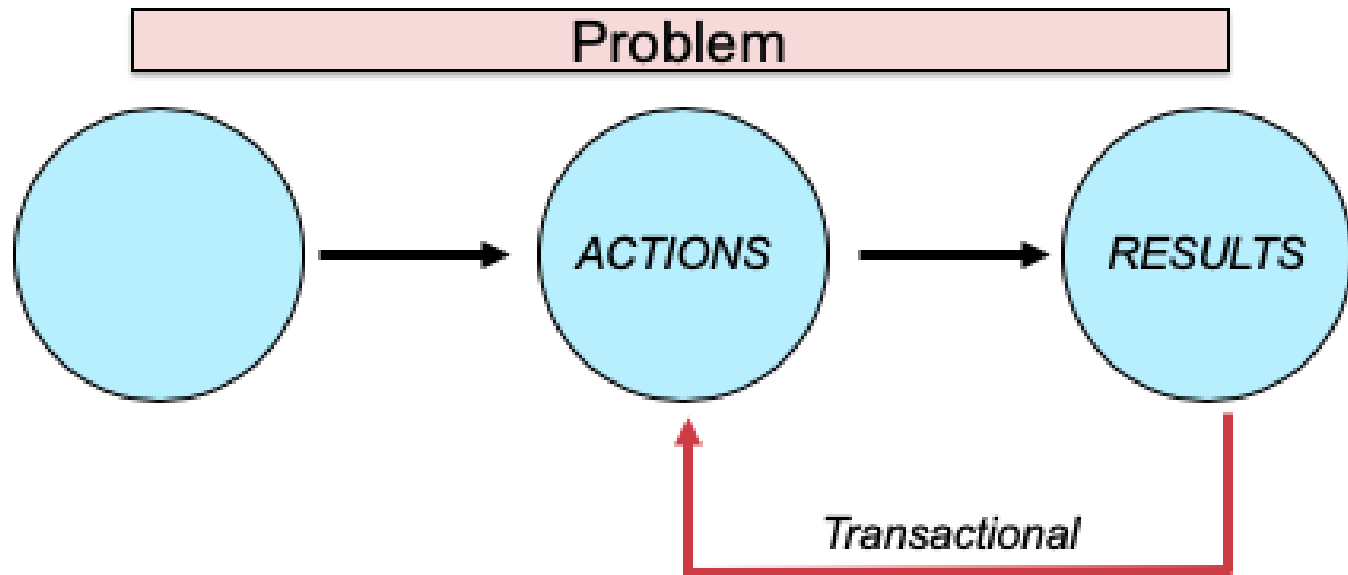
CHALLENGE YOUR ASSUMPTIONS

Shift

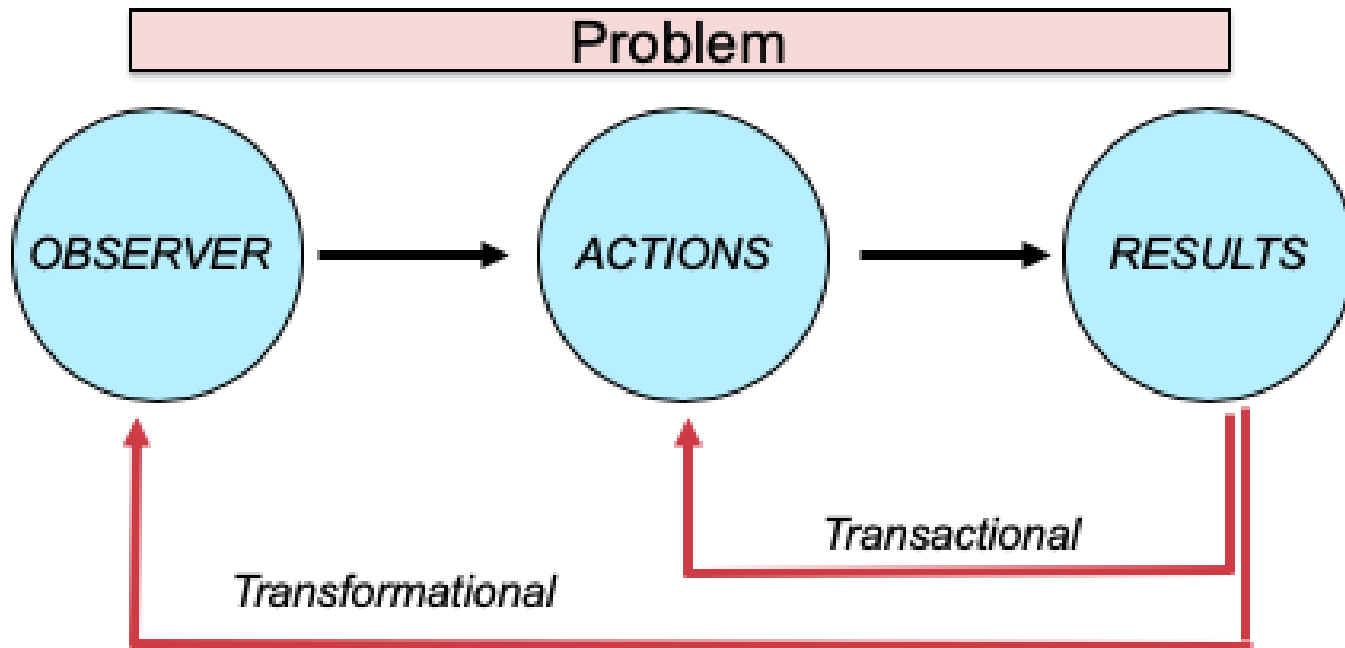
"You'd think..." to

"I wonder..."

VALUE IN CHALLENGING YOUR ASSUMPTIONS



VALUE IN CHALLENGING YOUR ASSUMPTIONS



Based on double-loop learning model, Chris Argyris

EXPAND YOUR MINDSET

Shift "What I don't want to happen is..."

to

"I can handle whatever happens."

CHALLENGING COMMUNICATION SITUATIONS

1. You've put it off and let things build up.
2. You've already tried so many times.
3. The subject is touchy.
4. They'll get defensive or you'll get defensive.
5. You know they'll be surprised.

CHALLENGING SITUATIONS



TIPS FOR CHALLENGING SITUATIONS

- Say the most important thing first.
- Cultivate curiosity.
 - Assume the best.
 - Make them right.
- Practice. Practice. Practice.

ONE-ON-ONE MEETINGS WITH EMPLOYEES

"Checking in is really about collaboration; checking up is about suffocation."

- Teresa Amabile, co-author of
"The Progress Principle"

ONE-ON-ONE MEETINGS. WHY?

Use these opportunities to cover topics you are not covering under other circumstances.

- Grows trust.
- Low stakes.
- Telegraphs message.

ONE-ON-ONE MEETINGS

Supporting you in the mindset shift to

“I can handle whatever happens.”

EXAMPLE TOPICS

Working with them:

- What they enjoy about their work.
- What they would want to change about their work.
- What they consider a positive challenge.
- What they consider a growth or development opportunity.
- What encourages them.

OTHER EXAMPLES

About their role:

- Why it's important.

What to expect from you about:

- Planning development and skill building.

Working with you:

- What to expect around typical daily interaction between the two of you.

EXPAND YOUR MINDSET

Shift "What I don't want to happen is..."

to

"I can handle whatever happens."

REVISITING OUR ROADMAP

- **QUESTIONS**
- **ASSUMPTIONS**
- **MINDSET**

WHAT ARE YOU TAKING AWAY THAT YOU INTEND TO APPLY?

WHAT ARE YOU TAKING AWAY THAT YOU INTEND TO APPLY?

- Ask more questions
- 2 sentences and a question.
- Stop talking.
- Check assumptions.
- Double-loop learning model.
- Say the most important thing first.
- Cultivate curiosity.
- Make them right.
- Practice.
- One-on-ones.

Q & A

THANK YOU!

Mary Schaefer

