



Doing Things Right: Being an effective Manager

Vinay Ghat

July 17, 2010

Agenda

- ▶ Manager
- ▶ Delegation
- ▶ Feedback
- ▶ Performance Appraisal

What does a successful manager do

Manages People

- Hires good people
- Helps promotable people move up
- Fires people who cannot or will not do their job

Manages Self

- Understands and manages self
- Time management
- Personal productivity

Effective Delegation

Spend less time "doing"

Spend more time "getting work done"

- Planning work assignments
- Organizing resources for delegates
- Coaching people who need help

Benefits of delegation

For Managers

- Reduces your workload
- Increases time to focus on your unique skills
- Improves the level of trust

For Employees

- Tests a person's capabilities
- Opportunity to learn responsibility
- Gives employees managerial experience

For Your Organization

- People are developed to grow to the next level



Why Delegation Is Not Easy

- ▶ Too busy (over-worked) to delegate tasks
- ▶ Worry that one is abdicating their responsibilities
- ▶ Fear of losing control of staff and projects
- ▶ Thinking that it's more efficient to do the job themselves



Reasons Managers give

- ▶ "My staff will resent the additional work"
- ▶ "People expect me to be the problem solver and decision maker"
- ▶ "I like to have things done my way"
- ▶ "I don't have confidence in my staff"

Some tasks cannot be delegated, though:

- ▶ Planning, directing and motivating
- ▶ Tasks requiring your specific technical skills
- ▶ Employee performance evaluation
- ▶ Hiring, firing and career development

Guidelines for Effective Delegating

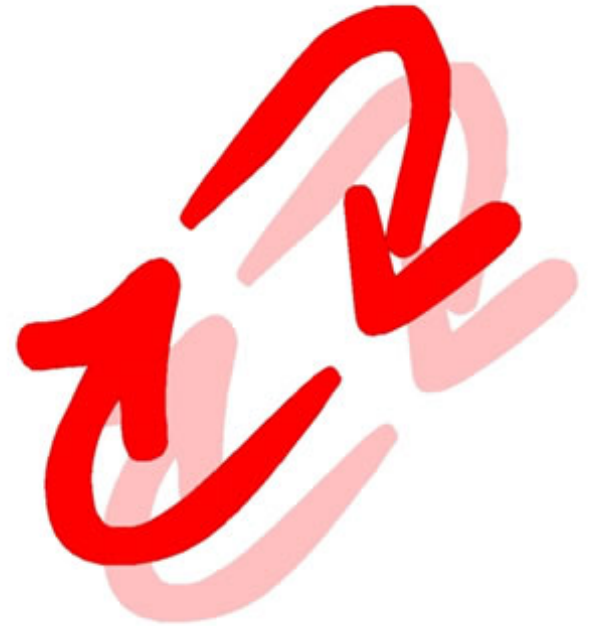
- ▶ Be very clear on what, by when and the how the work needs to be done
- ▶ Build a sense of shared responsibility for the department's overall goals
- ▶ Avoid dumping only tedious jobs - delegate enjoyable tasks
- ▶ Delegate functions that have high visibility in the company
- ▶ Delegate large jobs; not just a piece – this increases commitment
- ▶ Follow up, monitor, provide feedback
- ▶ Open lines of communication -"let me know if you ..."



Feedback

Feedback

- ▶ Feedback is a tool to communicate your observation to the individual
- ▶ How
 - Describe your observation and explain consequences of behavior
 - Request for change and re-affirm their worth and ability to change...



Criticism Vs Feedback

Criticism	Feedback
Focuses on the person	Focuses on issues
Harks back to the past	Looks to the future
Allocates blame	Looks for joint solutions
Makes generalizations	Deals with situations
Says 'always' or 'never'	Makes specific comment
Starts from a position of hostility or aggression	Always uses positive approach

Kinds of feedback

- ▶ **Silence** leads to confusion
- ▶ **Negative criticism** leads to demotivation
- ▶ **Advice** leads to improved performance
- ▶ **Reinforcement** leads to a willingness to take on new responsibilities



Steps To Reinforcement

- ▶ Tell the Person what the goal is
- ▶ Show what good performance looks like
- ▶ Try a little at a time
- ▶ Observe performance: Catch them doing something right
- ▶ Praise progress



For Employees: Receiving Feedback

- ▶ View feedback as a unique learning opportunity
- ▶ Listen with full attention
- ▶ Ask for specific examples
- ▶ Don't defend your actions
- ▶ Don't resist the feedback
- ▶ Don't talk about others' experiences
- ▶ Never ask For Feedback unless you know you can handle it



Performance Appraisal

Performance Appraisal (PA)

- ▶ Management by objectives: Peter Drucker in 1954 in 'The Practice of Management'. SMART goals - specific, measurable, attainable, realistic and time-specific.
- ▶ 360 degree appraisals: appraisal of an employee by his superiors, peers and subordinates - helps in devising a complete individual development program.



PA - Manager preparations

- ▶ Appraisals should not be an afterthought
- ▶ Set goals and set dates for evaluating and stick to it
- ▶ Focus On Specific Goals And Outcomes



PA - Manager preparations

- ▶ Conduct the Meeting
 - Identify Performance Gaps
 - Check performance against goals that were agreed to
- ▶ Find Root Causes of Performance Gaps
 - Don't attack the employee - address "the problem"
- ▶ Plan to Close Performance Gaps
 - Give the employee the first opportunity to plan to close any gaps "What would you suggest as a solution?"
- ▶ Re-examine Performance Goals
 - Involve employee in goal changing
- ▶ Get It On Record
 - Document your meeting, its key points, and its outcomes
- ▶ Follow Up
 - Monitor and follow up all next steps / development plan

Top mistakes managers do

- ▶ Waiting For The Performance Appraisal To Give Feedback
- ▶ Overemphasizing Recent Performances
- ▶ Being Too Positive Or Negative
- ▶ Being Critical Without Being Constructive
- ▶ Talking, Not Listening
- ▶ Appraisal without performance PLANNING

Top mistakes managers do

- ▶ Comparing employees with each other
- ▶ Forgetting appraisal is about improvement, not blame.
- ▶ Thinking a rating form is an objective, impartial tool.
- ▶ Believing that you can accurately assess staff
- ▶ Canceling or postponing appraisal meetings.
- ▶ Measuring or appraising the trivial

PA - Employee preparations

- ▶ List down the activities and quantify your successes
- ▶ Go through your email archive folders systematically to help jog your memory
- ▶ For each business objective, list down your key achievements in that area
- ▶ Include both quantitative and qualitative results, and highlight any major challenges that you had overcome



PA Interview - Tips for employees

- ▶ Focus on customer satisfaction
- ▶ Teamwork and collaboration
- ▶ Open communications
- ▶ Interpersonal skills
- ▶ Adaptability to change

PA Interview - Tips for employees

- ▶ Listen to any feedback that your manager gives, especially criticisms.
- ▶ Seek clarifications if you don't agree, instead of arguing
- ▶ Avoid justifying, giving excuses or putting blame on others
- ▶ Prepare also to discuss some areas of improvement
- ▶ Take the opportunity to request for additional coaching or training

PA for Technical Communicators

How to evaluate Technical Communicators (TCs)

- ▶ Asking users
- ▶ Assessing ability to learn new tools, methodologies
- ▶ Client acceptance
- ▶ Bagging new projects due to the quality of documentation delivered in one project
- ▶ Team work: Efficiently working with developers
- ▶ Eye for detail: Able to point out bugs
- ▶ Self starter:
 - For e.g., Giving ideas to the team on user interface
 - Coming up with the additional documents (other than what is assigned to you)

What TCs need to know

- ▶ Anticipate end-user requirements
- ▶ Gain more domain and product knowledge
- ▶ Understand the big picture
- ▶ Come up with innovative ways to present information/facts
- ▶ Prepare new writers for the job
- ▶ Reduce number of technical errors
- ▶ Reduce number of grammatical errors
- ▶ Reduce number of technical support requests
- ▶ Adhere to deadlines

Summary

As a Manager

- Delegate interesting and substantial work
- Provide feedback not criticism
- Appraise the work, not the person
- Prepare

As an Employee

- Use feedback for positive change
- Make PA a platform for self-growth
- Satisfy your customers
- Make an impact

Questions

Vinay Ghat

vinaybabu@gmail.com



Conflict Resolution

Conflict Resolution

- ▶ Competing/Controlling
 - assertive and uncooperative
 - Power-oriented mode
- ▶ Accommodating
 - unassertive and cooperative
 - Neglects his or her own concerns
- ▶ Avoiding
 - unassertive and uncooperative
 - Does not address the conflict
- ▶ Collaborating
 - assertive and cooperative
 - solution which fully satisfies the concerns of both persons.
- ▶ Compromising
 - intermediate in both assertiveness and cooperativeness.
 - ‘The object is to find some expedient, mutually acceptable solution which partially satisfies both parties.