Objectives & Skill Points

Essential Skills of Leadership

Objectives
• Deal with your team members on a day-to-day basis in such a way as to maintain and enhance their self-esteem.
• Base your discussions about performance and work habits on your team members’ behavior rather than their personalities or attitudes.
• Involve your team members in goal setting, solving problems, and making decisions.

Skill Points
• Maintain or enhance team member self-esteem.
• Focus on behavior.
• Encourage team member participation.

Essential Skills of Communicating

Objectives
• See that communication is a two-way process.
• Construct clear, concise messages in the interest of the receiver.
• Manage nonverbal behaviors to reinforce the intent of your message.
• Listen actively to improve communication.
• Create a climate of open communication which increases your team members’ motivation and commitment.

Skill Points
• Create a climate of open communication.
• Design clear, concise messages.
• Manage nonverbal behaviors effectively.
• Listen to communicate.

Coaching Job Skills

Objectives
• Understand the special nature of coaching; a one-on-one activity that involves showing a team member how to perform a task.
• Distinguish between performance problems that require coaching and those that can best be handled by clearer instructions or by other means.
• Understand the importance of observation and analysis before coaching a team member, since coaching, like all effective training activities, must be well thought-out and carefully planned.
• Involve the team member in the coaching process by asking questions and encouraging feedback.
• Increase team member accountability by setting up a review. Most often, more than one coaching session is needed to improve performance.

Skill Points
• Observe and analyze performance.
• Identify area of performance that needs improvement.
• Demonstrate how task should be performed and ask team member for questions.
• Have team member demonstrate and give team member feedback on performance.
• Set up time for review.
Communicating Up

Objectives

• Understand the importance of framing all communication with your manager in terms of his/her self-interest.
• Enter meetings with your manager armed with well thought-out and clearly stated objectives.
• Clearly link your objectives with facts that support your plans and goals.
• Work with your manager to uncover any questions or reservations he/she may have concerning your message.
• Move conversations toward agreement with questions that focus on benefits to be gained when your objective is reached.
• Clearly and concisely restate the decision that results from communicating with your manager and insure that those decisions are mutually understood.

Skill Points

• State objective concisely in terms of the needs and interests of your manager.
• Detail objective and support it with facts.
• Ask for and/or respond to questions.
• Probe for agreement.
• Summarize and confirm conclusion.

Managing Complaints

Objectives

• Understand why all team member complaints must be dealt with rather than ignored or dismissed.
• Be more sensitive to all problems—major or trivial, real or imagined—that can lie behind complaints.
• Understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties.
• Use various techniques to solve such problems while maintaining a positive relationship with the team member.

Skill Points

• Ask team member to detail complaint.
• Get agreement on substance of complaint.
• Ask team member for solution.
• Schedule time for investigation and agree on action plan.
• Set a date for follow-up meeting.

Delegating Effectively

Objectives

• Understand the importance of effective delegation as well as the problems associated with the lack of delegating or delegating poorly.
• Communicate both the need for and the “why” of every delegated assignment and task.
• Use delegation as a powerful motivational tool.
• Use delegation to improve your team members’ skills.
• Encourage team member participation and involvement through proper delegating methods.
• Establish a team member’s responsibility and authority for a delegated task.
• Regularly monitor progress through feedback and review.

Skill Points

• Explain need for delegation.
• Use delegation of task to motivate.
• Explain task and ask team member’s view.
• Specify responsibility and authority.
• Confirm team member’s understanding and set up time for review.
Developing Performance Goals & Standards

Objectives
- Define goals, objectives and performance standards.
- Identify and set performance standards that are specific, measurable, attainable, results-oriented, and time-framed, using concrete active language.
- Establish time limits for all performance standards.
- Involve team members in creating their own individual performance standards.
- Negotiate to develop performance standards for team members that address both desired results and team members’ capabilities.
- Monitor your team members’ progress toward their goals by holding individual review meetings.

Skill Points
- State broad goal of the plan.
- Ask team member’s view of what his or her performance standards should be within the plan.
- Negotiate by modifying unrealistically high or low performance standards.
- Agree on a set of performance standards that are clear, specific, and measurable.
- Confirm team member’s commitment and set up review.

Effective Discipline

Objectives
- Use techniques of effective discipline to eliminate problem behavior.
- Communicate in terms of behavior rather than perception or opinions.
- Recognize the importance of team member participation in defining the problems and their solutions.
- Manage the discussion to diminish defensiveness and focus on solutions.
- Issue appropriate warnings consistent with your organization’s policies.
- Review performance to make sure the problem is solved.

Skill Points
- State performance problem.
- Ask team member’s view.
- Ask team member for solution.
- Agree on plan.
- Give team member verbal or written warning and set up time for review.

Improving Work Habits

Objectives
- Distinguish between job performance and work habits.
- Understand the importance of dealing with unsatisfactory work habits early, before they require disciplinary action.
- Explain clearly and specifically to a team member the nature of his/her unsatisfactory work habits, focusing on behavior rather than personality or attitude.
- Involve the team member in the process of correcting the unsatisfactory behavior through an interactive process which maintains the team member’s self-esteem.
- Increase team member accountability by getting team member commitment to a clear plan of action and by reviewing progress regularly.

Skill Points
- State problem clearly and specifically.
- Ask team member’s view.
- Ask team member for solution.
- Agree on plan.
- Set up time for review.
Providing Performance Feedback

Objectives
• Base assessments on facts and behavior.
• Assess performance.
• Use positive feedback to motivate team members.
• Gain team member participation in assessment.
• Gain team member agreement with assessment.
• Gain team member commitment to the change needed to improve performance.

Skill Points
• Ask for team member’s evaluation and give your evaluation of performance.
• Identify what would help maintain or improve performance.
• Ask team member to identify how improvement can be achieved.
• Agree on plan.
• Get commitment and set up review.

Resolving Conflicts

Objectives
• Distinguish between the two major sources of team member conflicts: personality clashes and work structure problems.
• Be aware of the positive and negative impacts of conflicts.
• Accept conflict as an inevitable part of all work situations, one that must be dealt with, not ignored.
• Establish a cooperative atmosphere to resolve conflicts when they arise.
• Help individuals involved in conflicts to understand each other’s point of view.
• Lead them to agree on the facts and a solution.

Skill Points
• Ask each team member to state problem.
• Ask each team member to state other’s view of problem.
• Ask each team member to confirm accuracy of other’s restatement.
• Focus on objective facts, areas of mutual need or mutual goals.
• Ask each to suggest solutions.
• Bring both to agreement on specific steps to resolve conflict and set up time for review.

Supporting Change

Objectives
• Understand and interpret change and the impact on your team members.
• View change and the anxiety it can cause team members as natural and inevitable.
• Assist your team members as they adjust to change.
• Involve team members in the process of change.
• Help your team members make the change.
• Follow up on the initial meeting to make sure adjustment to the change is going as planned.

Skill Points
• Detail coming change and explain reason for it.
• Let team member ask questions, express opinions and concerns.
• Respond to team member’s questions and concerns.
• Get commitment and set up time for review.