MODERN MANAGEMENT FOR BEGINNERS

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1. Introduction

Learning to be a good manager takes time and is a constant learning process. Becoming a manager is difficult, albeit rewarding; it is a continuous learning and self-development journey. Some people fail, which is not surprising given the difficulty of the transition, others become disorientated and some confused. The training provided here is aimed at avoiding these pitfalls and making you successful.

Most people facing their first management position feel terrified. While moving into a management position is a huge accomplishment, it's also the beginning of a huge challenge. One of the first things you will learn is that the position is more stressful than you anticipated. The skills and methods you used as a worker, and a team member are completely different meaning that you will discover there is a large gap between your current capabilities and the requirements of the new position.

If your promotion means you are now managing previous work mates and friends, then you are in for a rude surprise. Your new team members will soon react to you differently, subtlety reminding you that you are no longer a friend. Your team members may also be more reluctant to express opinions or new ideas or won't be willing to share information with you. It's important to remember that you need to separate what you say as a manager from what you said as a friend.

In your previous jobs, success depended primarily on your job knowledge, skills, and actions. As a manager, you are responsible for managing a whole team of people and for creating a team plan, something for which your career as a worker almost certainly hasn't prepared you for.

As you work your way through this training, a new mindset and a new identity will emerge. You will take on board new ways of thinking and working and discover new ways of measuring success and how to derive increased enjoyment from your work. One of your immediate concerns is to ensure that things are running smoothly which is a challenging task, requiring you to keep many different balls in the air. Indeed, the complexity of maintaining the status quo will initially take most of your energy, for this reason the training starts from your first day a new manager and continues from there.

Instructions

1. The Management training steps are designed to bring about changes in your behaviour. To change your mindset, the way you think and speak, this requires a difference in your behaviours first.

2. The training assumes you have no or only limited management experience.

3. There are nine training steps, take your time working your way through them, try not to rush. For maximum impact allow at least two weeks between each step. This gives you time to take on board and put into practice what you learned.

1. First Management Position

Becoming a manager for the first time is a significant life and professional event. It is also a daunting experience taking on your first management position and having a degree of natural anxiety is expected. However, somehow you have earned the position of manager, a senior manager has appointed you to the position, and they have faith that you can do it.

Despite any misgivings you may have, they can see that you possess the attributes the position demands, like your personal qualities, strengths, and the requisite skills. It is worth reflecting on what these things are as they will boost your self-confidence. As a new manager, you may feel that you need to have answers to everything, don't fall into this trap; ask your team members for help; it is the right thing to do and shows your humility.

If they haven't already, you should expect your manager to explain their expectations of your position. These are vital to know as it is these that your performance will be judged on. Whatever the reasons are that got you the job, you are expected to deliver, so make sure you are very clear about what that is.

You may have gained your management position at a new company meaning that it is a more difficult way to start as you may not know how the business works, and you won't know the culture (the way people behave and speak). Take your time; there is no rush.

Things to do in your first month

1. **Honeymoon period.**
   You are not expected to perform miracles or deliver much in your first month; sometimes known as the honeymoon period, which, for senior managers, can last as long as three months or the first 100 days. For junior managers, you can relax a bit for the first month. This is because it is accepted that it takes time for you to understand your new position, its requirements, and people's expectations of you.

2. **Have a plan.**
   The most successful managers have a clear plan of what that first month, two months, and three months will look like. You cannot manage anything successfully if you don't have a plan covering your work and that of your team. Talking with your team and your business stakeholders is a way of finding out what's currently working, what isn't, what the current priorities are and identifying potential issues and solutions.

3. **Get to know your team.**
   Stepping into a management position for the first time isn't just a change of task; it's a fundamental shift in thinking and approach to work. To be successful, you must transition from getting the job done to get the work done through other people. This requires a new level of self-awareness, a different range of skills, and a new perspective that redefines success. Meet your staff, explain a little about your background, but only a little, a couple of sentences, people aren't interested in what you have done. Talk mainly about them, ask what their job is, what they do, ask what their top 3 issues are.

Always avoid any discussion about personalities, that is, people as causes of problems. Always bring any conversations about people back to focus on work processes and functions as potential issues, but never the people. You can make your judgements about people later. For now, observe how people behave, how they talk, whether they are positive or negative in their views, what seems to bother them, and what they like and dislike about the team and the company.

For the first few weeks, spend 50% of your time listening and 50% doing. Listen to the needs of others, ask about things like: Do they have the tools they need to do their jobs, have they been trained? Do they understand their roles and responsibilities? Do they have performance goals, do they enjoy teamwork? Don't change anything; listen and observe. Record your notes about issues, things you might change, improvements that can be made and especially things that might boost staff morale.

4. Start doing check-Ins.
    When you first start, set up one-on-one meetings with each team member to discuss their role, goals, and any work challenges, they may currently be facing. Also, try to join team lunches and Friday after-work drinks to get to know everyone in a more relaxed environment. The better you know your team, the better you're able to determine how they work.

5. Meet your peers.
    That is, managers who are on the same organisational level as you. Introduce yourself, have a two-sentence description of your work experience ready to tell them, ask them what their job is, what they expect from you and if they have any issues with your team. Finally, give them a copy of the organisation chart and ask them if it is correct or add their teams.

6. Learn as much as possible.
    First off, make it your mission to learn everything you can. Investigate if your organisation offers formal supervisor, project management or management training, and take advantage of it if they do. Review team member personnel files and past performance reviews.

    Do not make many, if indeed any, changes after you arrive; resist this temptation, and instead, take plenty of time to understand your organisation and team fully. Make lots of notes for review later, don't rely on your memory. Use a pad and pen, not a laptop or tablet. (You remember more by writing than typing). Understand the business structure, get a copy of the company's organisational chart, or, if need be, create your own, including your position and team.

7. Change your focus.
    A critical mindset to adopt is that you are now a manager and not a team member or work mate; you must think about controlling, planning, and organising against just doing. This shift can be difficult at first, but it's crucial as it is tied to your team's performance. This means, if your team fails, you fail. And if they succeed? You can take credit, but you must share it with the rest of the team, or they won't be willing to do a great job for you again.

8. Be on model behaviour.
    You are now a role model for your team members and others to copy. You must set a good example with everything you do and say. Team members will only do their best at work if they see you are doing the same. This means meeting commitments, meeting deadlines, doing what you say and keeping your personal thoughts to yourself.

9. Manage upwards.
    Being the boss doesn't mean you can ignore your manager. It's more important than ever to keep them in the loop since you'll be reporting the progress of an entire team of people. It's also essential to ensure that the goals you outline for your team are tied to your manager's priorities. Ask to set up regular meetings to discuss your goals, progress, issues, and how they relate to the organisation. You can only impress your boss with your team's progress if you're moving in the right direction. Ask your boss about being a mentor for you or if they can recommend someone who can.

Things to do in your first six months

1. Focus on relationships.
    It is very important to build trust, influence, and agree on mutual expectations with everyone you work with. The best way to do this is by establishing productive personal relationships. Simply focusing only on one-on-one relationships with team members is not enough to guarantee success.

2. Focus on team building.
    During their first six months, new managers tend to fail to recognise and address their team-building responsibilities. You may be tempted to exclusively focus on your team member relationships only as against a view of the team. Individual team member performance is one thing; team performance is quite another. Working with your team to solve problems, make decisions, set direction, and review progress are just some of the things you need to do.

    "When new managers focus solely on one-on-one relationships, they neglect a fundamental aspect of effective leadership: harnessing the collective power of the group to improve individual performance and commitment. By shaping team culture, the teams' norms and values, a manager can unleash the problem-solving abilities of the diverse talents that make up the team." Source: Linda A. Hill, Becoming A Manager, 1992.

3. Pay attention to detail.
    "Micro-managing and paying attention to detail are not the same thing. Paying attention to detail is what good managers must do to ensure that work is done correctly. It involves assigning work, allowing staff to do it their way, and ensuring it gets done according to agreed standards.

    - Checking-in during team members work progress to see if assistance is needed and to ensure that work will be completed on time is not micromanaging; it is paying attention to detail.
    - Hold staff accountable for quality work and deadlines but give them the freedom to determine how to do their job. Tell them what you want, but not how to do it.

- Encourage team members to try new ideas.
- Allocate enough time and create reasonable deadlines that allow for innovation and creativity to take place. Check on progress using your Weekly Check-Ins and as an opportunity to offer help and resources; this should also be a learning opportunity for you." Source: Eric J. Romero.

4. Delegate.
   Doing all the work by yourself is no longer the goal. Productive managers drive team results by delegating tasks to their team members (team members or subordinates are known as direct reports). It's not possible to do all the work yourself anymore. If you try to, your team members will stagnate, and productivity will slow. Plus, delegating shows trust in your team.

5. Shift your skillset.
   Many new managers struggle because they rely too much on technical skills that aren't as necessary in a manager position. So, shift your mindset and your skillset and work on managing others.

   - Continue with your team member Weekly Check-Ins.
   - Develop team member skills by assigning challenging tasks.
   - Provide constant and consistent feedback.

Traps most new managers fall into

1. Relying on the same skills that got you promoted.
   It's easy to assume that the skills that made you a good mobile phone salesperson will make you a good mobile phone sales manager; however, this is not the case. Thinking that you can rely on your existing job knowledge and technical skills only to succeed as a manager is a mistake. You must take the time to develop good management and people skills; these are more important than your technical skills. While having knowledge (being a subject matter expert) is important, management requires an entirely different skill set. This is the most common mistake first-time managers make, not focussing on managing their team members or peers. Most people are promoted to the position of manager based on their previous excellent performance - but aren't given adequate management training.

2. Not managing upwards, downwards, and sideways.
   As the name suggests, this means managing in three directions. Before you were a manager, you only had to concern yourself with satisfying your manager's needs - managing upwards. Now that you have staff, you also need to concern yourself with their needs - managing downwards. And because you have other managers as peers, you need to manage sideways. Managing upwards means satisfying your manager's needs, responding to your manager's directions, and prioritising completing your manager's work requests ahead of your own. Be careful of the following:

   - Failing to speak regularly with your manager.

- Approaching your manager with a problem when you have not considered how the problem may be solved.
- Giving your manager a nasty surprise. (The no-surprises rule.)
- Doing anything that requires your manager to defend you.

Managing downwards means giving direction to your team members, allocating tasks to them, prioritising their jobs, and responding to their needs ahead of your own. Managing sideways means being attentive to the needs of your peers.

3. Not asking for help.
Not asking for help from your manager, team members, or indeed others is a mistake. Some new managers falsely believe that as a new manager, they should have all the answers and that if they don't, they are weak. Experienced managers know that no one has all the answers all the time. Knowledge, skills, and experience are only gained over time; it is easier to learn on the job if you can draw on the support and assistance of others.

Another reason new managers don't ask for help is that they believe it may damage or dilute their relationships with others. Sharing the fact that you don't know something, admitting to a mistake is in some new managers minds a risk that the information shared will be used against them. Take your manager as an example; as a new manager, you can develop a good, strong relationship with them simply by admitting your mistakes and by asking for help and advice.

4. Micromanaging.
Many people confuse micro-management with attention to detail. Micro-managing has a negative connotation, and for a good reason. When a manager assigns work, tells capable team members exactly how to do it, monitors the work excessively, and takes over when the work is not done exactly as they wanted – that is micromanaging. The result is that team members never learn how to do their job or utilise their skills and creativity. Micromanaging discourages team members who will quickly lose interest, feeling that they have no sense of ownership in their work.

Micromanaging tells your team members that you do not trust them to do the job. When you constantly step in or second-guess their decisions, you're telling them that you know better than they do. Make sure to give your team members some latitude and let go of your desire to control every outcome.

5. Being an autocrat.
A new manager can feel pressured by their team members to be a strong manager and get results. It is a mistake to push your team too hard by being unreasonable or demanding instead of supporting them. If you focus on being there for your team and giving them the guidance and support, they need, they will perform better.

6. Not establishing crystal clear objectives.
Which is a better objective?

Example 1: Increase sales.
Example 2: Increase sales by 20% and generate 10% more revenue.

Example 1: Reduce the number of default loans.
Example 2: Reduce the number of default loans by 10%.

Other considerations

1. **Managers do and do not wield significant authority.**
   New managers often believe that their new position gives them more authority and, with that, the freedom and autonomy to do what they like. They find that they are now a part of a network of similar people, who are making relentless and often conflicting demands on them and instead of feeling free, they feel constrained.

   The people who present the most difficulties don't fall under your control – peer managers, outside suppliers or managers in another business unit. A common mistake is ignoring these relationships, focussing too much on team members only. When you finally accept your network role, you can feel overwhelmed by its demands.

2. **Authority flows from the manager's position.**
   New managers do have some authority despite the interdependencies that constrain them; the secret is how to best use it. The biggest mistake is becoming an autocrat, believing that doing this will get better and faster results which you will not. The best way forward is by realising that your new team members are the secret to your success. Just telling a team member to do something does not make it happen - in fact, the more talented the team member, the less likely they are to follow your orders. Fairly quickly, the realisation comes that the source of your power is not your formal authority. Authority emerges only as you establish credibility with team members, peers, and your manager.

   New managers need to demonstrate their management competence over and above everything else. This can be a problem because many new managers believe their technical knowledge and competence is the most important thing they have to offer, and they rely on it far too much.

3. **Managers must control their team members.**
   Because of insecurity in their new role, most new managers can become too controlling to get compliance from their team members. They fear that their team members will walk all over them if they don't establish control early on. To gain this control, they often rely too much on their formal authority.

   Even if they achieve some measure of compliance, whether through formal authority or authority earned over time, compliance does not equal commitment, and if team members are not committed, they won't be happy or produce good work. Sharing your power with their team members is the right approach. In this way, you command more influence that allows your people to take the initiative.

Summary

1. Honeymoon period. - You are not expected to perform miracles or deliver much in your first month.

2. Have a plan. - The most successful managers have a clear plan of what that first month, two months, and three months will look like.

3. Get to know your team. - To be successful, you must transition from getting the job done to get the work done through other people. This requires a new level of self-awareness, a different range of skills, and a new perspective that redefines success. Meet your staff, explain a little about your background, but only a little, a couple of sentences, people aren't interested in what you have done. Talk mainly about them, ask what their job is, what they do, ask what their top 3 issues are.

4. Start doing check-Ins. - When you first start, set up one-on-one meetings with each team member to discuss their role, goals, and any challenges, they may currently be facing.

5. Learn as much as possible. - First off, make it your mission to learn everything you can. Review team member personnel files and past performance reviews.

6. Change your focus. - A critical mindset to adopt is that you are now a manager and not a team member; you must think about controlling, planning, and organising against just doing.

7. Be on model behaviour. - You are now a role model for your team members and others to copy. You must set a good example with everything you do.

8. Manage upwards. - Being the boss doesn't mean you can ignore your manager. It's more important than ever to keep them in the loop since you'll be reporting the progress of an entire team of people.

9. Focus on relationships. - It is very important to build trust, influence, and agree on mutual expectations with everyone you work with.

10. Focus on team building. - During your first six months, you may tend to fail to recognise and address your team-building responsibilities. You may be tempted to exclusively focus on your team member relationships only as against a view of the team. Individual team member performance is one thing; team performance is quite another. Working with your team to solve problems, make decisions, set direction, and review progress are just some of the things you need to do.

11. Pay attention to detail. - Micromanaging and paying attention to detail is not the same. Paying attention to detail is what good managers must do to ensure that work is done correctly. It involves assigning work, allowing staff to do it their way, and ensuring it gets done according to agreed standards.

12. Delegate. - Doing all the work by yourself is no longer the goal. Productive managers drive team results by delegating tasks to their team members.

13. Relying on the same skills that got you promoted. - It's easy to assume that the skills that made you a good mobile phone salesperson will make you a good mobile phone sales manager; however, this is not the case. Thinking that you can rely on your existing job knowledge and technical skills only to succeed as a manager is a mistake. You must take the time to develop good management and people skills; these are

more important than your technical skills. While having knowledge (being a subject matter expert) is important, management requires an entirely different skill set.

14. Being an autocrat. - A new manager can feel pressured by their team members to be a strong manager and get results. It is a mistake to push your team too hard by being unreasonable or demanding instead of supporting them. If you focus on being there for your team and giving them the guidance and support, they need, they will perform better.

2. Planning and Time Management

Planning and time management is the process of organizing and planning how to divide your time between specific tasks. It enables you to work smarter, not harder - so that you get more done in less time, especially when your time is tight, and pressures or stresses are high. Good planning and time management enables you to complete more in a shorter period, makes you more productive and efficient, lowers your stress and anxiety, and helps you procrastinate less and produce a higher quality of work, getting more of your important work done in a day.

Make a task list

This stops you from feeling overwhelmed by the amount of work you must do. It stops you from missing deadlines or forgetting something important. A task list is a prioritized list of all the tasks you need to carry out, it lists everything you have to do, with the most critical tasks at the top and the least important at the bottom. This means all your tasks are written down in one place, so you don't forget anything.

A task list is essential if you're going to control your workload; using a task list effectively, you'll be much better organized and more reliable, and you will experience less stress. Prioritizing means spending your time on high-value or the most critical tasks first; helping you to meet your deadlines making you more productive and a better manager.

- Write down all the tasks that you need to complete. Break down larger tasks into smaller steps or sub-tasks. (Ideally, these should take no longer than 1-2 hours to complete each.)
- Run through all the tasks and allocate a priority. (Use High, Medium, and Low or Mandatory, Highly Desirable, Nice to have) based on when the task is due.
- If too many tasks have a high priority, run through the list again and demote the less important ones. Once you have done this, rewrite the list in priority order again.

Always spend 30 minutes at the end of the day organizing tasks on your list for the next day. It is fastest to use a simple pad and pen to make your list; otherwise, use a word processor, spreadsheet, scheduling, or teamwork software.

Use for small projects

Task lists can help you get and stay on top of important projects and piles of tasks or decisions. When working on a project, there are many tasks to do and many people to do them - staying on top of this can seem daunting.

For a project, structure your list by team member, writing out tasks and deadlines for every person on the project. As you write out your tasks, check your team task list to see what's due that day. Task lists are for when you have a small number of tasks (say 10- 20) that you

need to complete. When you have more extensive tasks lists, you need to move to a task scheduling App like MS Project, designed to manage larger and more complex task lists and projects.

Create a daily schedule—and stick with it

Don't start your day without a task list. Putting everything on paper will prevent you from lying awake at night tossing and turning over the tasks running through your head. Instead, your subconscious goes to work on your plans while you are asleep, which means you can wake up in the morning with new insights for the workday. If you can't do it the day before, make sure you write out your task list first thing in the morning. You'll find that the time you spend creating a task list (a clear plan) is nothing compared to the time you'll lose jumping between tasks when you lack such a plan.

Prioritize wisely

As you organize your task list, prioritization is critical for successful time management at work. Start by eliminating tasks that you shouldn't be performing in the first place. Then identify the three or four most important tasks and do those first—that way, you make sure you finish the essentials. Evaluate your task list and make sure you have organized it based on the importance of a task rather than its urgency. Important responsibilities support the achievement of your goals, whereas urgent responsibilities require immediate attention and are associated with the achievement of someone else's goals. We tend to let the urgent dominate when we should focus on activities that support our business goals.

Group similar tasks together

Save yourself time and mental energy by completing all of one type of task before moving on to the next. For example, create separate chunks of time for answering emails, making phone calls, filing, and so on. Don't answer emails and messages as they come in, as doing so is a distraction - which is an inefficient use of time. Turn off your phone and email notifications to eliminate the temptation to check at unappointed times.

Multi-task a maximum of three tasks

When working alone, aim to focus on the task at hand and no more than two other tasks or projects simultaneously. You will need to keep some time available for when team members come to see you. It can be tempting to multi-task more than three tasks at a time, but you're just shooting yourself in the foot when you attempt to do so. You lose time and decrease productivity when switching tasks.

Learn to say no

You cannot manage your work if you can't say No. Only you know how much work you must do and how much time you have available. Declining a request to focus on more important

tasks is exactly what you should be doing. And if you take on a task that is going nowhere, consider letting it go. Rather than doing a lot of tasks that yield little or no value, complete fewer tasks that create more value. Use the 80/20 rule—80% of your output comes from 20% of your inputs and focus on those tasks that produce the most value. Finally, if you can't say no, delegate it.

Actions

1. Start your day with a clear intention of what you want to do.
2. Set specific goals (What needs to be done.)
3. Focus on high-value tasks.
4. Make a task list.
5. Prioritize and regularly review your task list.
6. Plan for tomorrow and use deadlines.
7. Keep a weekly and monthly calendar.
8. Try to minimize interruptions, but at the same time allow for distractions.
9. Aim not to multi-task.
10. Review your day at the end of your day.

Summary

1. Make a task list. - This stops you from feeling overwhelmed by the amount of work you must do. It stops you from missing deadlines or forgetting something important. Always spend 30 minutes at the end of the day organizing tasks on your list for the next day.
2. Use for small projects. - Task lists can help you get and stay on top of important projects and piles of tasks or decisions. When working on a project, there are many tasks to do and many people to do them - staying on top of this can seem daunting.
3. Create a daily schedule—and stick with it. - You'll find that the time you spend creating a clear plan is nothing compared to the time you'll lose jumping between tasks when you lack such a plan.
4. Prioritize wisely. - As you organize your task list, prioritization is critical for successful time management at work. Start by eliminating tasks that you shouldn't be performing in the first place. Then identify the three or four most important tasks and do those first.
5. Group similar tasks together. - Save yourself time and mental energy by completing all of one type of task before moving on to the next.
6. Multi-task a maximum of three tasks. - When working alone, aim to focus on the task at hand and no more than two other tasks or projects simultaneously.
7. Learn to say no. - You cannot manage your work if you can't say No. Only you know how much work you must do and how much time you have available. Declining a request to focus on more important tasks is exactly what you should be doing.

3. Communication

Excellent communication ability is essential for success in any role, but there are skills and techniques that, as a manager, you need to use more so than when you were a worker. These are communicating with team members and communicating with people outside your team. Active listening is essential if you are to be an excellent communicator. But unfortunately, when you are a manager, it can be easy to think that you know all the answers and that listening is less critical because you've thought of a solution already – that, of course, would be a huge mistake.

The best form of communication is when it is transparent and open, creating a framework of honesty, directness, and frankness, characterized by sharing of experiences, trust and a willingness to embrace conflict and collaborative problem-solving. It engages team members to discover newer or improved ways of reaching goals and prevents groupthink whilst spurning innovation.

Communication is the basis of all healthy relationships, including the one between a team member and a manager. For example, team members whose managers hold regular meetings with them are almost three times as likely to be engaged as team members whose managers do not hold regular meetings with them. Engagement is highest among team members who have some form (face to face, phone or digital) of daily communication with their managers. And when team members attempt to contact their manager, engaged team members report their manager returns their calls or messages within 24 hours.

Team members need to be encouraged to accept critical feedback and provide constructive input to others. Feedback should answer questions, provide solutions, or help strengthen the task or project at hand. You cannot have a high-performance team without strong relationships and genuine communication. The two traits are closely linked.

These traits are essential for high performance teams because without honest communication and the strength of the relationships that follow, it becomes near impossible to fix problems with performance. Strong and open relationships allow team members to talk honestly about successes and failures, areas for improvements and without fear of animosity. Open communication requires a free flow of information, a shared agreement that no subject is off-limits, and frequent and respectful interactions among team members and other individuals in the organization.

Genuine conversations

Genuine conversations are conversations about performance, with the intent of helping team members to improve. It takes time and much effort to develop an environment of mutual trust and respect that creates a safe environment for genuine conversations. This can be a daunting process for some, but once you are comfortable with genuine conversations, you will never regret it helped by shifting your perception to a view that the conversation is about caring for your team member and helping them to improve, the process becomes second nature. The ability to have genuine conversations is what builds strong relationships, and the

stronger your relationships the more open communication becomes. This is important as high-performance teams seek more outside connections which enhances their creativity and innovation satisfying their need for fresh perspectives and information.

How to become a good communicator

Being a good manager means being an excellent communicator, ensuring that the right message reaches the right person in the right way at the right time. Communication is not a one-way interaction; it is two-way, like listening. Just doing the talking does not help; you need to concentrate on listening as well, which takes mental effort.

Actions

1. First, actively listen to what the other person is saying. (Focus hard on the words they are saying, do not interrupt or frame an answer in your mind until they have finished speaking.)
2. Rehearsing in your head the message you want to tell.
3. Putting yourself in the other person's shoes, how will they interpret the message?
4. Is the message clear, concise, and unlikely to be misinterpreted?
5. If it is misinterpreted, how will you back out?
6. Often if someone has a difficult thing to say to you, they will disguise it, it will not be obvious, or they will not be concise; you need to be on the lookout for this.
7. If the message (such as an employee's termination) is sensitive or unpleasant, prepare a bulleted script for yourself to follow and stick to it.
8. Be frank, direct, open, and honest; the other person will pick this up and be reassured by it. It's a matter of not what you have to say but rather how you say it.
9. Check that your messages have been received by asking the team member to playback to you their understanding of what you have said.
10. Look directly at the other person that is, into their eyes. To do this and maintain a stare, look just above the bridge of their nose, between their eyes. This allows you to maintain a direct look for as long as you want. To the other person, it appears as if you are looking directly into their eyes. This is an especially effective tactic for negotiations, and when delivering bad news, it gives you the upper hand.

Summary

1. Active listening. - Is essential if you are to be an excellent communicator. But unfortunately, when you are a manager, it can be easy to think that you know all the answers and that listening is less critical because you've thought of a solution already – that, of course, would be a huge mistake.
2. Become a good communicator. - Being a good manager means being an excellent communicator, ensuring that the right message reaches the right person in the right way at the right time.

3. Be frank, direct, open, and honest. - The other person will pick this up and be reassured by it. It's a matter of not what you have to say but rather how you say it.

4. Team Meetings

No one likes meetings; one of your challenges is to get team members to 'want to come' along to your meetings because they have real value. If you do not already hold one, a weekly team meeting is essential for managing and developing your team. The meeting needs to be an important event in your diary, ideally not to be missed or rescheduled. The best time of day is just before lunch as this allows for an open-ended finish time, which encourages team members to focus more to finish quickly. Aside from being an essential general management practice, this meeting must focus team members on matters such as staff, performance, productivity, customer satisfaction, service, and quality.

Meeting standing agenda

A 'standing agenda' is an agenda that contains the same topics each week. A sample is shown below to which you can add your own topics. The standing agenda also acts as a template that team members should use for their own weekly staff meetings (if the team members have their own teams.) This facilitates consistency of approach and dissemination of the same information to all staff. (This makes for transparency of information except for where a matter is commercial in confidence).

Standing Agenda

Date.
Attendees.

Previous Minutes.
>	Review actions from previous minutes.

Staffing.
>	Poor performing staff, recruitment activities, current and planned training initiatives.

Customer Satisfaction.
>	Discuss any favourable or unfavourable customer comments.

Projects/Strategic initiatives.
>	Update on projects performance (schedule, cost, delivery). Limit to projects that are running behind schedule.

Other Business.
>	Around the table, open discussion on any subject.

Managers Notepad.
>	Managers new work items.

Minutes.
>	Minutes are a formal record of the 'Actions' to be undertaken; discussions are not recorded. Minute's format is usually Action/Owner/Due date.

Decision Register

Decision registers record decisions that otherwise tend to get lost and forgotten in the minutes. Each decision should have a home somewhere else, such as in team rules or policies. The minute-taker ensures that decisions are passed on to an appropriate Decision Owner for recording elsewhere.

Tips for a good meeting

Make up a handout of the 'Tips for a good meeting' shown below. Discuss the handout and make a point of noticing each team members reaction. Try to identify early adopters (they look pleased with the news and accept change) and those who may need more individual persuasion (they look surprised or concerned, are resistive to change).

- Try to meet in the same room each week.
- Try standing up instead of sitting; it makes for faster meetings.
- Have presentation/video/communication facilities checked to ensure they are working before each meeting?
- Have a rotating chairperson to allow each team member the opportunity to gain experience with this skill.
- Have the last person who arrives take the minutes as arriving late is unprofessional. Minutes should only contain action items and should be issued no later than the following day after the meeting.
- Absent or remote team members to attend by video or phone.
- No war stories, no discussions about similar experiences that don't add value.
- Hold the meeting early in the day, just before lunch. This allows for an open-ended finish time. As the team becomes more focused, the meetings will get shorter.

Actions

1. If you do not already have a weekly team meeting, you need to establish one.
2. Do a meeting invite and issue the agenda.
3. Make up a Handout of the 'Tips for a good meeting' and discuss with the team.

Summary

1. Weekly team meeting. - Is essential for managing your team. This meeting is also crucial for the team-building process. The meeting needs to be an important event in your diary, ideally not to be missed or rescheduled. Aside from being an essential general management practice, this meeting must focus team members on matters such as staff, performance, productivity, customer satisfaction, service, and quality.
2. Meeting standing agenda. - Add your management items to this agenda as required. The agenda is a standing agenda – meaning that it contains the same topics each week.

3. Decision Register. - Decision registers record decisions that otherwise tend to get lost and forgotten in the minutes. Each decision should have a home somewhere else, such as in team rules or policies. The minute-taker ensures that decisions are passed on to an appropriate Decision Owner for recording elsewhere.

4. Tips for a good meeting. - Make up a handout of the 'Tips for a good meeting'. Discuss the handout and make a point of noticing each team members reaction.

5. Performance Goals

Team members cannot be inspired if they don't know what they're working toward and don't have explicit goals. Performance goals are individual work goals based on the team members position and their position accountabilities. Team members must care about achieving their goals, whether because they stand to gain extrinsic rewards, like recognition, pay, and promotions, or intrinsic rewards, such as satisfaction and a sense of meaning.
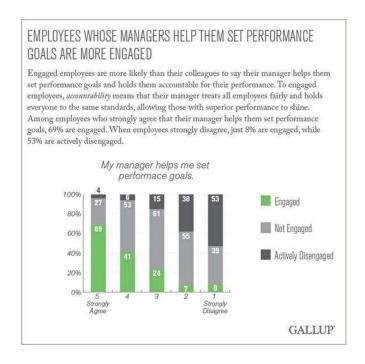
As team members are motivated to pursue individual initiatives with your support, there should be an expectation that they will deliver excellence and be more passionate. Goals should be stretch goals creating an internal drive to accomplish the difficult.

Performance goals need to

- Work towards achieving your strategic goals by being clear with reasoning to allow team members to easily understand how and why their goals are necessary and how they fit in.
- Relate to the position responsibilities.
- Support achievement of improved team performance.
- Act as individual Key Performance Indicators (KPIs).
- Be measurable so that a goals achievement is easily identifiable.
- Have beginning and endpoints, so team members can work to reach the finish line.

Examples

- Improve communication skills over the next quarter.
- Implement new quality assurance methods within three months.
- Increase team productivity by 30% over the next 12 months.
- Support, manage and achieve change targets within the allocated time when it occurs.
- Increase your team's staff retention rate to 80% over the next 12 months.
- Clear all high-priority work requests within two months.
- Meet monthly budget revenue targets.

EMPLOYEES WHOSE MANAGERS HELP THEM SET PERFORMANCE GOALS ARE MORE ENGAGED

Engaged employees are more likely than their colleagues to say their manager helps them set performance goals and holds them accountable for their performance. To engaged employees, *accountability* means that their manager treats all employees fairly and holds everyone to the same standards, allowing those with superior performance to shine. Among employees who strongly agree that their manager helps them set performance goals, 69% are engaged. When employees strongly disagree, just 8% are engaged, while 53% are actively disengaged.

Actions

1. Have copies of the organization vision, your own strategic needs, and each team members position responsibilities.
2. Using these documents, identify the team member goals, aiming for goals that support your business and management goals. Try to make them challenging by making them outside of the team members ordinary knowledge and comfort zone.
3. Ensure that each goal is measurable.
4. Complete your performance goals documentation and schedule a meeting with each team member to discuss.
5. Do not assume that the team member always knows how to accomplish their goals. Be prepared to discuss approaches with them but only if a team member raises the question of 'how'.

Summary

1. Performance goals. - Team members cannot be inspired if they don't know what they're working toward and don't have explicit goals. Performance goals are individual work goals based on the team members position and their position accountabilities. Team members must care about achieving their goals, whether because they stand to gain extrinsic rewards, like recognition, pay, and promotions, or intrinsic rewards, such as satisfaction and a sense of meaning.
2. Performance goals need to. - Work towards achieving your strategic goals by being clear with reasoning to allow team members to easily understand how and why their goals are necessary and how they fit in. Relate to the position responsibilities. Support achievement of improved team performance. Be measurable so that a goals achievement is easily identifiable.

6. Delegation

Delegation is defined as shifting authority and responsibility for specific functions, tasks, or decisions from one person (usually a manager) to another person – a team member. It provides autonomy and training to team members and allows you to load share your work as there's only so much that you can achieve working on your own. You can achieve much more using your team; that's why it's so important to delegate and do it well.

Delegating the right tasks to the right team members can be tough. Delegating, or giving authority, responsibility, and decision-making control to a team member or a team, is a behaviour of good managers with - follow through to ensure completion and recognition.

To start with, you need to identify what tasks you will delegate and to who. This means that you need to understand what your team is all about; you need individual performance goals. Only then will you think about your team's skills, experience, and competencies and start matching people to tasks that help you and your team members goals.

When delegating, you must explain your reasonings' for delegating a task to a team member; just telling someone that you trust them without giving them all the details of what a task requires sends mixed signals. Show team members that you trust them to do what's right by sharing all relevant information with them. You must also provide feedback to the team member in the form of a constructive observation (not a criticism) or praise. This will make the process of delegating in the future easier.

Some managers resent the idea that a team member may get the credit for completing a task or a project. In contrast, a good manager does their utmost to make certain that team members always receive credit and publicly appraises them accordingly. They also load up their team members with a heavy workload as this makes the team member perform at their best (busy people achieve more).

When you're deciding how to delegate work, ask yourself the following questions.

- Do I need to monitor this task?
- Will this work help the team member develop their skills, and will it employ their strengths?
- Do I have time to teach the team member how to do the task?
- Do I expect tasks of this nature to reoccur?

Benefits of delegation

- It frees up your time so you can achieve more. By delegating, you will free yourself to focus on more critical projects and tasks; you will also help grow and develop your team members.
- If you keep saying, "I'll just do it myself", your work will pile up and make you less efficient. Successful managers know delegating increases everyone's productivity.

- When done correctly, team members are motivated, feel involved, and grow professionally.
- When team members challenge their skill sets, their productivity increases.
- When a manager uses delegation to develop their team members, they are better placed to know who has the skills and strengths to take on other tasks.
- When team members collaborate on a project, this allows for ideas being shared, for people to have a voice and for team ideas to grow.

What prevents good delegation?

Managers who are stressed and are in constant firefighting mode, that is, they go from crisis to crisis, will almost certainly fail to delegate as firefighting is reactive and not proactive. Managers won't delegate due to the following.

- Ego: If I do it, it will be better.
- Time: It will take too long to explain what's required.
- Accountability: Am I accountable if it goes wrong?
- Skills Gaps: My team members don't possess the necessary skills.
- Authority Threat: Delegation reduces my authority.
- Fear: The assigned task will not be carried out accurately, or the team member will fail.
- Trust: I don't trust my team enough.

Actions

1. What is the goal? What is the final objective and what results are needed to achieve it? What parts can be delegated?
2. Who is the right person for the task? Who has the right skills to do the work? How might this task help them develop? Will the task use their strengths?
3. Delegate. Have a conversation with the team member.

   - Give an overview of the task. Include the importance of the task, the resources available, and why you have chosen the team member.
   - Describe the details of the new responsibility. Define the scope of the role and set performance standards and intended results. Set clear expectations but do not say how the task should be completed.
   - Have a conversation. Solicit questions, reactions, and ask for suggestions.
   - Listen to the team members comments. Make sure they understand what is expected of them.
   - Share how this impacts the team. Help establish priorities and relieve some of the pressure by getting someone else to share some of the team members routine tasks for the duration of the work. Make sure to notify others who are affected by the team member's new task.
   - Be encouraging. Express confidence in the team members ability.
   - Establish checkpoints, results, deadlines, and ways to monitor progress. The entire discussion should be a collaborative process.

4. Stay in touch. Keep in contact with the team member and observe the checkpoints you agreed to at the outset. Remember, delegating means letting go.
5. Recognize and reward. Acknowledge the team member for successful completion of the task. Source: Google. Project Oxygen.

Summary

1. Delegation. - Is defined as shifting authority and responsibility for specific functions, tasks, or decisions from one person (usually a manager) to another person – a team member. It provides autonomy and training to team members and allows you to load share your work as there's only so much that you can achieve working on your own. You can achieve much more using your team; that's why it's so important to delegate and do it well.

2. Benefits of delegation. - It frees up your time so you can achieve more. By delegating, you will free yourself to focus on more critical projects and tasks; you will also help grow and develop your team members. If you keep saying, "I'll just do it myself", your work will pile up and make you less efficient. Successful managers know delegating increases everyone's productivity. When done correctly, team members are motivated, feel involved, and grow professionally. When team members challenge their skill sets, their productivity increases.

3. What prevents good delegation? Managers who are stressed and are in constant firefighting mode, that is, they go from crisis to crisis, will almost certainly fail to delegate as firefighting is reactive and not proactive.

4. Managers who won't delegate due to the following. Ego: If I do it, it will be better. Time: It will take too long to explain what's required. Accountability: Am I accountable if it goes wrong? Skills Gaps: My team members don't possess the necessary skills.

7. Motivation

Managers who actively support and motivate their team members feel closer to them. By showing a sincere interest in your team members, you build trust and inspire others to achieve higher performance. A good team is not just a healthy team, but it is a team where team members are supported, motivated, and recognised for their achievements. A good manager understands that every time they speak to a team member, they can appraise and provide feedback. Everyone needs to receive positive feedback to know that they are important, are a contributor, team player and believe they are receiving an honest assessment of their performance.

Team members fall into two motivation categories

- Self-motivated. These are self-motivated team members who have a set of internal personal and professional drivers that motivate them. These are usually your star performers, which you are always at risk of losing if you do not provide them with appropriate autonomy, feedback, and empowerment to do their job.
- Non-self-motivated. Some team members need external motivation. These team members do not possess these same drivers as their self-motivated colleagues and require you to actively motivate them.

The role of the manager

Good managers communicate high expectations to team members, inspiring them through motivation to become committed to and a part of the organisation's shared vision. They also encourage team members to be creative and innovative and to challenge their beliefs and those of the manager and the organisation. Exceptional managers are curious about the inner motivations of their team members because it's the key to higher performance. Does your team member enjoy meeting new people? Mastering new skills? Bonding with a team? Working in the background? How much do you know about your team members?

1. Set High standards.
   The standards that you set for yourself are one of your biggest motivation tools. Working to the best of your abilities shows team members what you expect from them. They will only work as hard as you do, that is, to the standard that you are setting. That's why a motivational manager will always push themselves to reach a higher standard. This simple act inspires others to do the same. Team members follow the lead, which creates highly motivated and productive teams.

2. Communicate often.
   Feedback is crucial to your team members motivation levels. Your team members need to know what they're doing well and what they could improve on. They need feedback and recognition of their efforts and successes. Unfortunately, 69% of managers don't feel comfortable talking to their team members, meaning they are disconnected from their team. This leads to them avoiding opportunities for communication, much like not listening; failing to communicate leads to team members disengaging. They feel like their manager does not care, which means they don't care either.

Motivational managers go in the opposite direction. They often communicate and with confidence. They articulate clearly, which helps their team members to understand the direction they need to go in. Providing direction is an essential team member motivation tool at your disposal. Use your feedback sessions to ensure your team members know what you need from them.

3. Listen to team members.
Every team member needs to know and feel that their manager listens to what they are saying and respects their ideas. They want to be confident that some action may be taken based upon what they have said. Despite this, many managers don't listen to their team members. They may ask questions, but they do not hear the answers, believing that their ideas are the only ones that matter.

This tells team members that their opinions and ideas have little value and is a great way to demotivate them. This results in missing out on many great ideas and suggestions.

4. How to quickly demotivate people.
   - Do not give feedback or recognition.
   - Micromanage.
   - Make decisions without consulting team members.
   - Allow team members to miss commitments without a negative consequence.
   - Not making allowance for personal factors and their effects on work.

How to deal with the fear of failure

There is a significant and insidious cause of failure, and that's our self-defeating thoughts brought on by fear of not meeting expectations. You can see it in a team members eye when you give them a task that they do not feel confident about. They have learned that failure, not meeting what's expected, can have negative consequences or, in extreme cases, be punished.

These consequences can be humiliation, no further work allocation of the type just tried, no promotion or not being given a second chance to take on something new. Only negative, resounding thoughts about their lack of ability and possibly their job being at risk resounds in their head.

Fear of failure is probably one of the main reasons we prefer to numb ourselves through inaction rather than move forward. Sometimes we are so afraid of letting ourselves down or letting others down or disappointing them that the opinions of others dominate us to the point of paralysis. Other times it is a deep-seated feeling of unworthiness that makes us question our abilities.

Succeeding or failing is not the issue; what is the issue is 'having a go'. When used with people you are getting to know or to whom you are giving a complex task that they have no experience or knowledge of, the following technique works well. It is the 'hand' technique.

Hand Technique.

It works like this; explain the task, what you think the outcome may look like and then deliberately place your hand about 10 centimetres above your desk and say, "what's important here is having a go. I don't care if you only achieve this much (then raise your hand a bit higher) or achieve this much; what I care about is you agree to have a go at this task please, I am not interested in what you achieve."

The hand technique is very good at removing anxiety about their ability to do the task and your expectation of the outcome.

Finish up by saying, "please come back at any time if you need help." Tell them it's your job to help. This technique is remarkably successful, especially as people get to know you and what you expect of them.

Just having a go, giving it a try is what it's all about and most people succeed the first time.

Motivation and troubled team members

For managing team members that are.

- Troubled.
- Underperforming have dropped the ball.
- Not engaging in change like their colleagues.

At some stage in our careers, this tends to happen to us all; most of the time, however, we pull out of it on our own. Team members under one of these three conditions usually have underlying personal or professional problems. Here is a technique for handling these situations.

Call the team member in and have a conversation as follows.

"Come in, please sit down; I have something to say to you, and I would appreciate you hearing me out before you make any comment. I have noticed that you are unhappy, and that is bothering me greatly. You are dissatisfied with work just now, and I can see that your morale is low. I don't know the cause, but my approach to situations like this is that I am the cause; the problem is me. I have failed to sufficiently support and motivate you in some way, perhaps the work I have asked you to do is not challenging enough, or I have been unable to adequately explain what it is I would like you to undertake.

You don't have to make any comment about this just now unless you want to. I would prefer you didn't, but instead, come back and see me tomorrow and let me know what you think. Tomorrow I want to talk about what I can do, let's talk about training, a new job, different work, let's talk about how you see things, what your needs are. If the issue is a personal one, let's talk about that. Whatever happens, please accept that the real problem as I see it is that I am failing to support you in some way."

Let's catch up at 10.00a tomorrow morning."

Digesting what you have said.

Next, the team member concerned digests that you see the problem as being you; this is a surprise to them. However, it nearly always allows them to come back and be very open and

honest about what is really troubling them, be it a personal or professional issue. This creates a context for an honest conversation about what is troubling them - the usual causes being.

- Their job role is a square peg in a round hole; their current job does not match their job aspirations or use their strengths.
- They are not handling change well - they see their peers doing well, which is creating anxiety for them as they don't think they can change.
- There is a personal problem.
- They are having difficulty understanding what it is you want from them.

Follow-up meeting.

At the beginning of the follow-up meeting, start by saying that you have been thinking about the next catch-up, and you believe the issue could be one of the four causes outlined. Then pass the conversation over to them. You need to correct whatever the issue is; you can't brush it aside. So, the approach is that you are the problem, not the team member. As a manager, you are responsible for the health and well-being of your team members; this includes their job satisfaction and morale.

Actions

1. Give effective recognition for a job well done by doing it in front of others. Be sparing in your praise; recognition must be deserved.
2. Look for opportunities to improve communication between team members by highlighting someone's strengths and by underpinning any shortcomings.
3. Every time you speak with one of your team members, it is an opportunity to provide feedback on their performance and offer support and motivation. Everyone needs to receive positive feedback so that they understand that they are important, are a contributor a team player and believe they receive an honest assessment of their performance.
4. Comment on a recent email or report you received.
5. Comment on customer feedback you received that concerns their area.
6. A comment that you think things are going well.
7. Equally, make 'observations', not criticisms about things you don't like. ("I noticed that last email you sent me was very long.")
8. Implement programs to recognise the performance and efforts of all team members. (E.g., Employee of the month).
9. When you give someone a difficult task or one outside of their skillset, remove the fear of failure by telling them that what you expect is that they 'have a go,' not what they achieve, and offer to help.
10. Accept mistakes, but not when the same one is made three times.

Summary

1. Managers who motivate. - Actively support their team members and feel closer to them. By showing a sincere interest in your team members, you build trust and

inspire others to achieve higher performance. A good team is not just a healthy team, but it is a team where team members are supported, motivated, and recognised for their achievements. A good manager understands that every time they speak to a team member, they can appraise and provide feedback. Everyone needs to receive positive feedback to know that they are important, are a contributor, team player and believe they are receiving an honest assessment of their performance.

2. Team members fall into two motivation categories. - Self-motivated. These are self-motivated team members who have a set of internal personal and professional drivers that motivate them. These are usually your star performers, which you are always at risk of losing if you do not provide them with appropriate autonomy, feedback, and empowerment to do their job. Non-self-motivated. Some team members need external motivation. These team members do not possess these same drivers as their self-motivated colleagues and require you to actively motivate them.

3. The role of the manager. - Good managers communicate high expectations to team members, inspiring them through motivation to become committed to and a part of the organisation's shared vision. They also encourage team members to be creative and innovative and to challenge their beliefs and those of the manager and the organisation. Good managers: - Set High standards. Communicate often. Listen to team members.

4. How to quickly demotivate people. - Do not give feedback or recognition. Micro-manage. Make decisions without consulting team members. Allow team members to miss commitments without a negative consequence.

5. How to deal with the fear of failure. -There is a significant and insidious cause of failure, and that's our self-defeating thoughts brought on by fear of not meeting expectations. For a team member, the consequences can be humiliation, no further work allocation of the type just tried, no promotion or not being given a second chance to take on something new. Only negative, resounding thoughts about their lack of ability and possibly their job being at risk resounds in their head.

6. Motivation and troubled team members. - For managing team members that are troubled, underperforming has dropped the ball or are not engaging in change like their colleagues.

8. Managing Discipline

As unpleasant as it is, eventually, one day, you will need to discipline a team member about their behaviour, language, appearance, or many other things. Discipline is different to giving feedback because it doesn't always relate to a team members work. For example, you can provide feedback on how someone answers the phone but handling problems with timekeeping or personal grooming needs a different approach.

Managing discipline means setting minimum acceptable standards of behaviour as laid out in policies and guidelines. It is all about following a fair and reasonable process to deal with poor performance or misconduct. A disciplinary process needs to be carefully carried out as a team member may lose their job. Disciplinary actions usually result due to underperformance.

What is underperformance?

Team member underperformance describes a team members unsatisfactory performance, behaviour, attitude, or misconduct that is inconsistent with or contrary to organisational expectations, policies, or procedures.
Underperformance can be exhibited in numerous ways (behaviour, language, appearance) and can range in severity. Accordingly, the approach taken when handling underperformance can vary and must be determined on a case-by-case basis. For example, if a salesperson were underperforming, you would need to prove that targets were set, that they were communicated, and that performance has fallen short of the mark. Common types of underperformances.

- Attitude problems (rudeness, arrogance) and non-compliance. Disregard for organisational policies, procedures, rules, and regulations.
- Unsatisfactory work performance. A failure to achieve performance standards required of a job.
- Unacceptable relations with other team members. Behaviour is hostile or inappropriate, use of offensive language, being dishonest, intimidating other team members, and harassment.

Establish clear rules for team members

- Having clear, documented employment policies is imperative; team members need to know what is expected of them, what is acceptable and unacceptable.
- Presentation and dress codes are a common problem, especially when your team members are younger. Be clear about what is acceptable.
- Behaviour rules include how everyone integrates, how customers are treated and appropriate use of language. Put in writing what is acceptable.
- Productivity and work ethic involves how much you expect a team member to do and specific duties and standards for a job, including laziness and tardiness.

- Mobile phone usage deserves noting on its own. Be specific about what is acceptable usage and what is unacceptable.
- Illegal behaviour, such as theft, illicit drug use, intoxication, or violence, is grounds for immediate termination, whether you use a progressive discipline process or not.

Don't assume people know that they should sweep the floors if there's no work to do. Don't assume they know they can't turn up to work late every day. Document it all and have them read it, have them sign the document so that you have proof that they have understood what is expected of them.

Progressive disciplinary process

Discipline methods are based on achieving a goal or standard, and that not meeting it puts disciplinary actions into effect. You can approach that in a punitive or rehabilitative way. It comes down to what you think will work best for your business and what you are comfortable doing.

Progressive discipline is when you increase the severity of your actions when someone fails to correct an issue. It's a common approach because it protects employers from legal action. This generally takes a punitive approach, but it can also be rehabilitative. Training and performance improvement actions are less about fixating on the problem and using the threat of termination as an outcome but are more about viewing the team member as valuable and worth investing in.

- Step 1 - Verbal warning. A meeting is held with the team member, the unacceptable behaviour is outlined, and a verbal warning is given.
- Step 2 - Written warning. If the behaviour continues, then a second meeting is held. The team member is provided with a written description of the unacceptable behaviour and what they are to stop doing. The written warning also describes what will happen next if the behaviour does not change. This warning is signed by the manager and the team member concerned. A copy is given to the team member, and a copy is placed onto their HR file. You may choose to issue more than one written warning before moving to the next step.
- Step 3 - Performance Management Plan. If the unacceptable behaviour continues you may move straight to the next step. This is a rehabilitative approach. A Performance Management Plan (PMP) is documented with things the team member must do. This time, however, the actions are about training, learning, and education against changes in behaviour. The plan also includes check-in points, measurable goals, and steps to help the team member achieve the goals.
- Step 4 - Final warning. Another meeting is held, and the team member is told all the instances that the unacceptable behaviour has occurred, including verbal and written warnings. The manager informs the team member that this is now a final warning, and if changes do not happen as outlined in the last document provided, the team

member's employment will be terminated. At this meeting, a third party, usually a Human Resource representative is present to witness the meeting; this is essential.

- Step 5 - Termination. If the problem continues, the team member is invited to a meeting with the manager and the third-party witness. The team member is informed that as their behaviour has not sufficiently changed that their employment is being terminated.

Summary

1. Managing discipline. - Eventually, one day, you will need to discipline a team member about their behaviour, language, appearance, or many other things. Discipline is different to giving feedback because it doesn't always relate to a team members work. Managing discipline means setting minimum acceptable standards of behaviour as laid out in policies and guidelines.

2. What is underperformance? Team member underperformance describes a team members unsatisfactory performance, behaviour, attitude, or misconduct that is inconsistent with or contrary to organisational expectations, policies, or procedures.

3. Establish clear rules for team members. - Having clear, documented employment policies is imperative; team members need to know what is expected of them, acceptable and unacceptable.

4. Presentation and dress codes are a common problem, especially when your team members are younger. Be clear about what is acceptable. Behaviour rules include how everyone integrates, how customers are treated and appropriate use of language. Put in writing what is acceptable.

5. Progressive disciplinary process. -Discipline methods are based on achieving a goal or standard, and that not meeting it puts disciplinary actions into effect. You can approach that in a punitive or rehabilitative way. It comes down to what you think will work best for your business and are comfortable doing.

9. Terminating Employment

There will come a time when you need to remove a team member for unacceptable performance or behaviour; this is a difficult thing to do; it is an unpleasant thing to do, but it is something you need to be prepared for.

When you do need to remove a team member, it is sometimes easier than you may think because the person concerned often recognises that they are not keeping up with or performing like their colleagues. Sometimes they may be having trouble adapting to a changing environment. It is usually a relief for these people when they are removed from their current situation as it relieves anxiety and stress. But it is not always a relief; in fact, it can be a shock.

Approach - Do you want to become a professional?

Do you want to become a professional? It is a valuable technique for managing people out by telling a team member that you expect them to act professionally and then asking them if they want to become a professional and describing what that entails to make an informed decision. If they say Yes, you give them a second chance, document the discussion, and copy them and Human Resources. If it doesn't work out, you may need to provide them with one final opportunity; else, you have what you need to terminate their employment. Being a professional means subscribing to professional standards, for example.

- Having a professional attitude. Being upwardly supportive. Not participating in secret or negative conversations. Arriving at work on time and staying until the day's work is complete. Putting in extra time when required.
- Demonstrating professional maturity. Producing quality work. Acknowledging mistakes without shifting blame. Owning up to issues and presenting solutions. Being predictive about problems, acting before they occur to avoid them.
- Managing time and workspace. Maintaining a diary for appointments and deadlines, regularly checking to stay on schedule with meetings and tasks. Using smart email management techniques. Organising a workspace so that it's clean and files are organised.
- Practising leadership skills. Making presentations, being a business liaison contact, joining a professional society. Being up to date with industry changes by attending seminars and reading professional publications.
- Communicating professionally. Being aware of body language, eye contact and a handshake. Speaking clearly and practising active listening.

You can decide on your definition of professional standards and use that to manage your team and to manage someone out. This gives you specific criteria against which you can assess the team member and explain your reasoning for letting them go.

The people you don't want

These team members are not comfortable with the concept of being a professional. They are usually the cowboys who ignore instructions and things like process and do as they please. Then there are terrorists; they actively look for situations they can make worse for the pure warped pleasure of it. As a word of caution, you need to ask yourself, "Do some people behave in a certain way because of the current workplace culture?" If you suspect this might be the case, you need to assume that they can change. Only you can judge. Then there are team members who are just plain lazy and disinterested no matter what the culture. Don't waste your time with these people; manage them out as fast as you can.

1.   Unprofessional.

Some people are not interested in becoming a professional; they choose not to change their behaviours. There is no room for this attitude in your team. Team members need to decide upfront if they are interested in being developed into professionals. Personal biases and prejudices, for example, cannot be part of a professional persona, nor is there room for personal issues.

2.   Job perks.

These people are more interested in the job's perks than they are in the job. These people, believing they are highly valuable, come to you demanding or strongly suggesting at least that it's in everyone's best interest to expand their remuneration package. They want to receive more flexible working hours, paid overtime, a personal use Uber account, to bring their dog to work, want company paid life insurance, and the list goes on. What is good about these people is they declare their real agenda to you, which makes them easily identified as people you don't want. The best team members are in it for the job, work, and experience, not just perks.

> "If you have people in your team who, despite coaching and conversations, still cannot see the positives in their role (no matter how much potential they show or how long they've been in your organization), remove them. It's time to move on. Similarly, employees should avoid negative colleagues." Andrew May. Performance Coach.

3.   Hostage takers.

A staff member that holds you hostage: These are team members who, due to their many years of service, are the only team members left with specific business knowledge making them a highly valuable resource, and they know it. Steps need to be taken in these situations to document what they know (which is extremely difficult) and train others. Often team members of this type believe that they are indispensable and, therefore, can do as they please. They ignore management directions, carry out unauthorised work, are often lazy and even go as far as to turn up for work when it suits them.

Discuss with these team members what your expectations are and what specific behaviour of theirs is unprofessional and that there is no room for them in your team. Then document the discussion and copy them and Human Resources as part of a potential 'Performance Management plan' to manage them out. Be warned that often, these team members call your bluff, believing you won't do it.

Actions

No matter how sound the reasoning, terminating a team members employment is an unpleasant experience; try following these points.

1. Write out in bullet point form the professionalism points the team member is not meeting, that is, the reasons for letting them go.
2. Write a bullet point script that you will follow as your discussion points. This makes the conversation easier to execute, keeps you on point and not distracted from the duty you need to perform.
3. Sample script.
4. We are meeting today to discuss your ongoing unacceptable performance.
5. I am not happy with your performance as it is not meeting the professional standards, I have outlined to you.
6. Specifically, these are the professional standards you are not meeting.
7. This is a first (or final) warning that you need to meet these standards or terminate your employment.
8. This discussion today will be documented, and a copy will be sent to yourself and Human Resources.
9. We will meet again in two weeks to discuss the situation then or; I am terminating your employment as of now and require you to collect your personal belongings and leave the premises. A final salary payment will be paid to you within x days.
10. Do not answer any questions if you have terminated their employment.
11. Do discuss questions only if you are giving a warning.
12. Stick to your bullet point script, remembering that it is not a negotiation.
13. Do not accept interruptions or questions; if this happens, reply that you will discuss questions when you have finished.

Always have a Human Resource or another third-party present to witness the discussion; they do not participate in the discussion; they only listen.

Summary

1. Approach. - Do you want to become a professional? It is a valuable technique for managing people out by asking them if they want to become a professional and describing what that entails to make an informed decision. If they say Yes, you give them a second chance, document the discussion, and copy them and Human Resources. If it doesn't work out, you may need to provide them with one final opportunity; else, you have what you need to terminate their employment. Being a professional means subscribing to professional standards, for example.
2. The people you don't want. - These team members are not comfortable with the concept of being a professional. They are usually the cowboys who ignore instructions and process and do as they please. Don't waste your time with these people; manage

them out as fast as you can. Look for: -Unprofessional team members, team members just after the jobs perks and look for hostage takers.