- Check In
- Managing vs. Leading
- Communication
- Connect, Delegate, Encourage
- Performance Management Process
- Setting Goals
- Providing Effective Feedback
- Creating an Effective Performance Plan

What makes a great leader?

Management and Leadership Essentials

# MANAGING VS. LEADING

- Focus on efficiency
- Leads with authority
- Develops processes
- Improves weaknesses
- Goals are a necessity
- Emotions aren't prioritized

- Focus on empowerment
- Leads with influence
- Develops people
- Coaches
- Goals are flexible
- Empathy is prioritized

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# Connect

## Ability

- Institutional and team knowledge
- Content area skills
- Professional treatment: respect, balance autonomy & guidance

## Benevolence

- Interpersonal skills: empathy & curiosity
- Show appreciation
- Be vulnerable with past/present challenges as appropriate

## Integrity

- Be accountable and admit mistakes
- Be transparent and share information broadly as able
- Exude and instill confidence

# Delegate

Why don't people delegate?
- Don't want to "dump" work on others
- Feel threatened off-loading work
- Don't want to lose control
- Think, "it'll be quicker and better if I do it"

✓ WHEN

✓ WHO

✓ HOW

# Encourage

CREATE A SENSE OF COMMUNITY

SAY "THANK YOU" TO THE TEAM AND INDIVIDUALS

CELEBRATE ACCOMPLISHMENTS PUBLICLY

BE PERSONALLY INVOLVED IN RECOGNITION

...Exemplary leaders know how important it is to connect with the people around them, not taking anyone for granted, and appreciating folks for both who they are and what they do. All exemplary leaders make the commitment to recognize contributions. They do it because people need encouragement to function at their best and continue to persist over time when the hours are long, the work is hard, and the task is daunting. Getting to the finish line of any demanding journey demands energy and commitment. People need emotional fuel to replenish their spirits.

# Reflection

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How am I managing people? Leading people?

Is my communication authentic? Aligned? Transparent? Curious? Consistent?

How am I connecting? Am I showing ability? Benevolence? Integrity?

When and what am I delegating to others?

How have I encouraged my team this year?

Break

Performance Management

# PM Purpose

"Formal reviews are an opportunity to celebrate earned success, reflect on experience, recalibrate goals and start fresh, but they should never be a substitute for everyday feedback and coaching.

An employee's review should be an accurate representation of an employee's growth with an eye toward greater future achievement. Reviews should hold employees accountable while considering their unique aspirations."
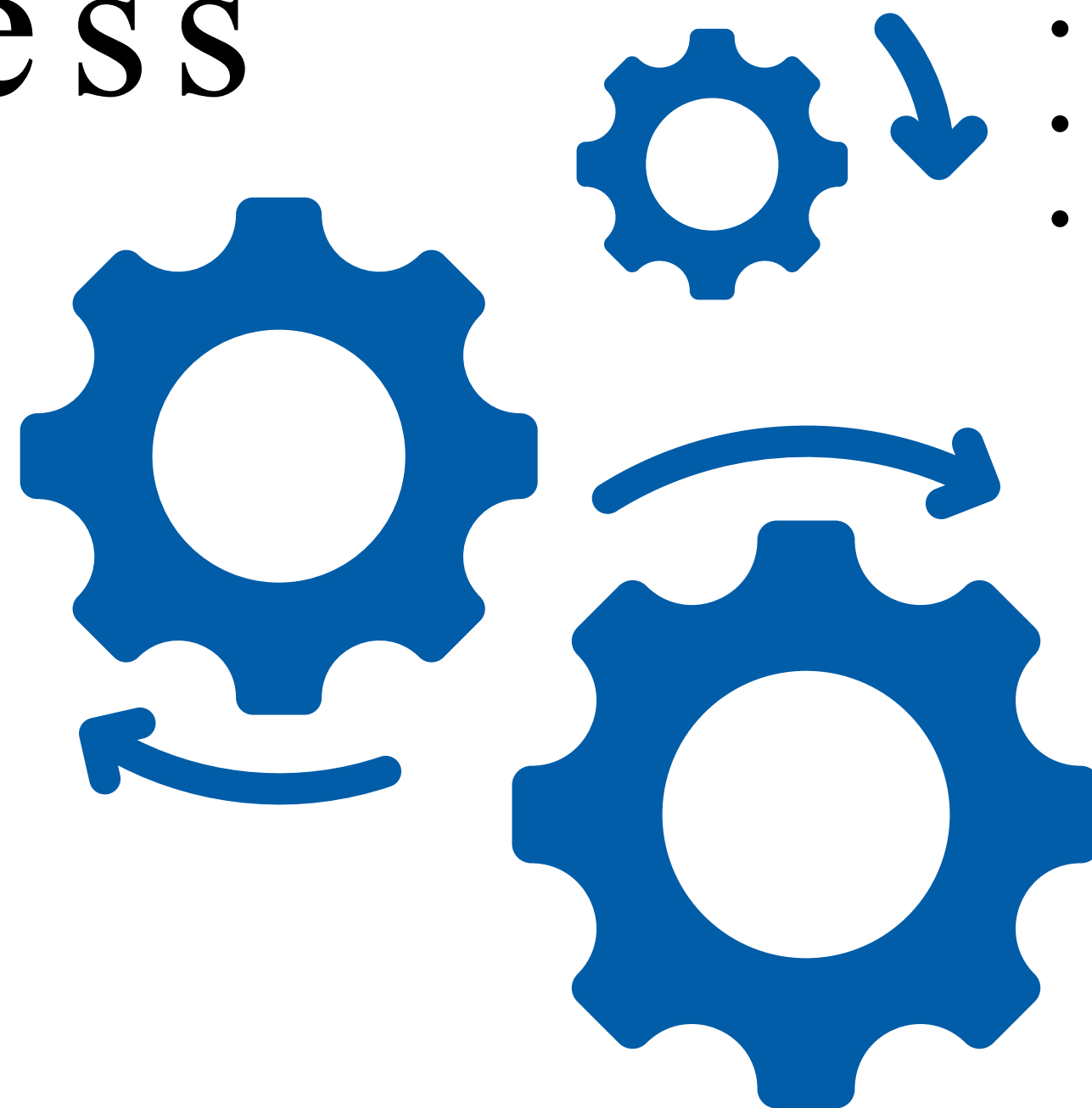


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# PM Process

## Planning
- Major Areas of responsibility
- Individual Priorities
- Knowledge, Skills &
- Behaviors
- Collaborative & Reaching Agreement

## Execution
- Ongoing Feedback
- Coaching
- Professional development
- Interim reviews

## Evaluation
- Annual review
- Check in
- Refining if appropriate

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# Goal-Setting

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- ✔ Align with unit, institution, USG
- ✔ Make goals collaboratively
- ✔ Short-term & long-term
- ✔ Passion areas, special projects
- ✔ Define achievement

# Strategies for Engagement

- Communicate Proactively
- Clarify Expectations
- Establish and honor boundaries
- Schedule regular check-ins
- Over communicate
- Leverage technology
- Foster social interactions

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# Providing Effective Feedback

- Be timely
- Identify specific observable behaviors
- Define the impact
- Eliminate landmines
- Consider questions over statements
- Provide time for the employee to react

# Mistakes to Avoid

- Focusing on weaknesses
- Talking too much, being distracted
- Providing feedback in front of others
- Providing vague or unrelated feedback
- Focusing on personality
- Failing to choose your words carefully or thoughtfully

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# Developing a Performance Improvement Plan

**POOR PERFORMANCE**
- Failure to Meet Position Standards
- Low Product Quality
- Low Volume of Productivity

**MISCONDUCT**
- Absenteeism
- Disruptive or Argumentative Behavior
- Customer Service Complaints

# Creating an Effective Development Plan

- Provide clear, factual and objective descriptions of the concerns
- Engage the employee for their input and perspective
- Develop a collaborative action plan
- Be clear about the expectations and potential consequences
- Obtain employee's committee to the plan
- Hold self and the employee accountable to the expectations
- Identify resources, key stakeholders and partners to support success
- Establish and conduct regular check-ins
- Document progress
- Close out the plan

# Reflection

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How do I prepare for the performance management conversation?

How do I engage during the meeting?

What can I do better when helping with goal-setting?

What are my strengths and challenges with providing feedback?

How can I improve in the improvement plan process when I next do this?

Questions or comments?

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