



Management Assistance Program

MANGEMENT FOR SUCCESS:

Multiple Strategies for Proactive Performance and Productivity Improvement

GOALS:

To help organizations and managers, and employees:

- Increase group motivation and promote greater individual effectiveness through the communication of clear expectations and expected outcomes required to meet organizational missions and goals
- Provide employees with tools and techniques to facilitate their own understanding of the skills, perceptions, styles and practices needed to improve personal performance and expand their capabilities.
- Provide managers with tools and techniques to enhance their communication, interaction, relationships, and development of their staff to improve team performance and capabilities
- Provide organizations with consistent processes and procedures to strengthen their managers' ability to intervene appropriately provide the best possible resolution for troubled employees when performance remediation is needed.

OVERVIEW:

The goal of most organizations today is to produce the highest quality products and services cost effectively. Successful organizations recognize that in order to accomplish this they need dedicated, well-trained employees and managers who clearly understand their roles and strive to enhance the mission of the organization. In order to meet those objectives, staff need to be prepared each day to use their energy and talent to improve their department while developing their own skills.

While it may be difficult to significantly improve performance and even more difficult to measure, there are ways organizations can foster performance improvement strategies that enable their employees to maintain and even enhance daily productivity. These strategies can be provided by managers on a consistent basis through simple techniques to strengthen employee

motivation and improve their morale. For example, some employees might improve their performance through a greater understanding of the importance of their role in the organization. Others could improve performance with the development of basic tools and techniques to sharpen their skills and prevent decline. Still others may require remedial intervention and performance plans to move them out of stagnant or declining productivity. Knowing which strategies can have the greatest impact on specific employees is the key to improvement. These strategies center around these four indicators:

- How well are my employees currently performing in relation to their past performance?
- What would motivate my employees to improve their skills and increase productivity?
- How do I know which employees need additional skills and training to advance their positions in our organization and gain greater satisfaction in their jobs?
- What steps should I take with those employees who are stagnant and have low motivation and interest in their job performance?

OBJECTIVES:

1. Identify the key factors which engage and motivate employees to take an active role in their organization, its missions and goals

- Realization – That employees have different goals and motivations for being at work and encouraging them to achieve those aspects of work may initiate improvement
- Understanding – That at different points in an employee's work history they may see their current work status as either "just a job", "a life-time occupation" or "a future career" which will determine their overall commitment and desire
- Commitment – Of the management to each employee to assist them in their development to achieve the levels of advancement to which they aspire (based on their goals and ability to develop the skills, experience and understanding)
- Knowledge – Of the mission and goals of the organization and how that translates to the work of each division, department and employee

- Responsiveness – To the direction of the manager, the management team, the organizational leaders and the organization itself as they interface with employees
- Dedication - To achieving satisfaction or appreciation from the manager by consistently meeting and exceeding expectations
- Behaviors – To maintain professional quality and provide high level output while at work by creating individual performance and behavioral goals each day
- Relationships – To earn the respect of each co-worker through cooperation and effective interpersonal interactions
- Clarity – Communicating and problem solving for ultimate success

2. Provide managers with a personal evaluation approach for improving employee's performance

There are times when employees do not understand why their performance is not acceptable or why they have sporadic work patterns. They cannot comprehend why they have difficulty managing their time appropriately or dealing with work-related changes and stressful situations. In order to address this, the manager might need to implement assessment tools to help the employee to understand and correct their own perceptions of the problems through:

- An analysis of their strengths and weaknesses
- An assessment of their work-related values and beliefs
- A snapshot of their personality styles
- A self-analysis of their time management
- A perspective of their control issues
- An evaluation of their resilience levels
- A survey of their stress factors and trigger events

3. Provide managers with a skill enhancement approach for improving employee performance

Sometimes employees clearly understand the deficits in their performance but do not have the tools to resolve the issues affecting their performance issues. For example, if an employee could resolve some of their interpersonal issues (which tend to interfere with their actual job skills, such as their inability to communicate effectively) they could enhance their

performance levels. In situations such as this, the manager may need to provide the employee with basic interpersonal skills, such as listening skills or dialogue techniques, to enable him or her to overcome their job related personal issues and excel. These might include:

- Enhanced communication skills
- Conflict resolution skills
- Problem solving skills
- Time management skills
- Task and project management skills

4. Provide managers with a productivity remediation approach for improving employee's performance

Occasionally employees fall into a declining performance pattern where they are consistently missing deadlines, falling behind, losing concentration, becoming confused, wandering around the workplace, wasting time, developing poor attitudes, or exhibiting inappropriate behaviors. In these situations, the manager may be required to intervene with remedial guidelines and performance agreements which could include:

- Corrective Evaluation – Including observation of performance patterns or frequency and intensity performance decline monitoring
- Documentation and Intervention - Including formal corrective reports, agreements, and interviews
- Anger and Frustration Intervention - With self and management monitoring of improvement
- Problem Resolution and Mediation – For compromises and solutions
- Attitude Adjustment – With performance related measurements and outcomes

SUMMARY: Tips for Managing for Success

- Recognize the factors that motivate your staff. (Such as, why they in this field and what they hope to gain from their jobs?)
- Focus on behavioral changes resulting in improved personal performance.
- Set clear expectations regarding performance, goals, and desired outcomes.
- Use the evaluation approach of management when attempting to assess the personal factors or situational factors prohibiting or creating success.
- Look for your staff's strengths, values, styles, skills, awareness, and resilience.
- Employ the clarification approach of management when trying to provide skills and techniques for improving communication and setting goals.
- Stress the use of good communication, conflict resolution, problem solving, blended styles of approach, and techniques for clarity
- Activate the remediation approach of management when intervention is needed to remedy poor performance or specific performance related issues.
- Utilize the ODIR method of Coaching Intervention. (Observe, Document, Inform, and Resource) with the end goal of self correction.
- To manage for success, address behaviors first and attitudes should follow.