

Don't be Dr. Phil

Managing People

A series of horizontal lines in teal and white, extending from the right side of the slide towards the center, positioned below the subtitle.

Agenda

- Communicating
- Giving feedback
- Discipline
- Reward and recognition
- Personal Problems

Like it or not

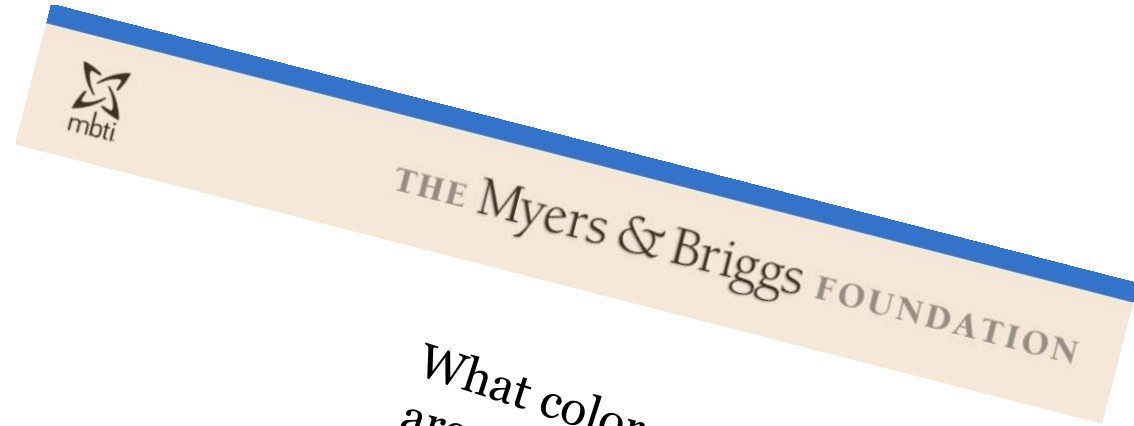
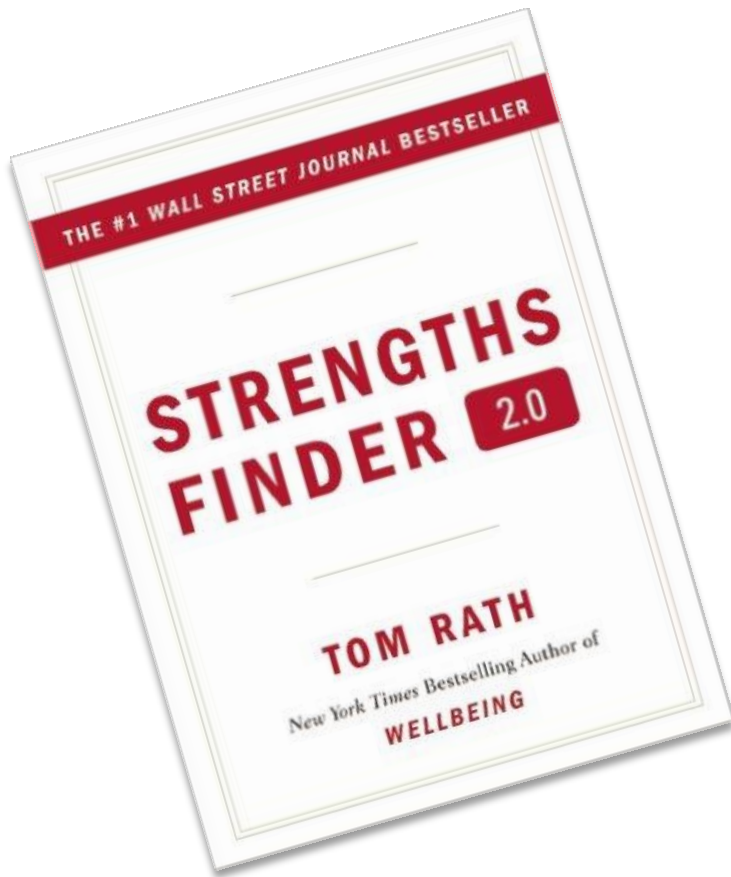
You can't get to the work until you deal with the personalities

Poll

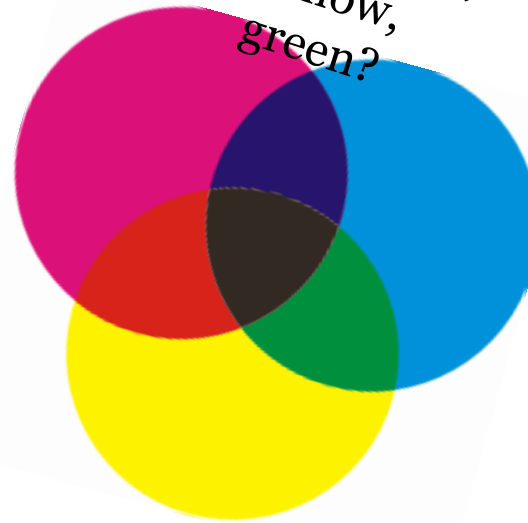
Excluding hiring, how much time do you spend on employees rather than the work

- Never. I don't even know the names of my employees
- 20%
- 40%
- 60%
- Work? What work?

Personalities



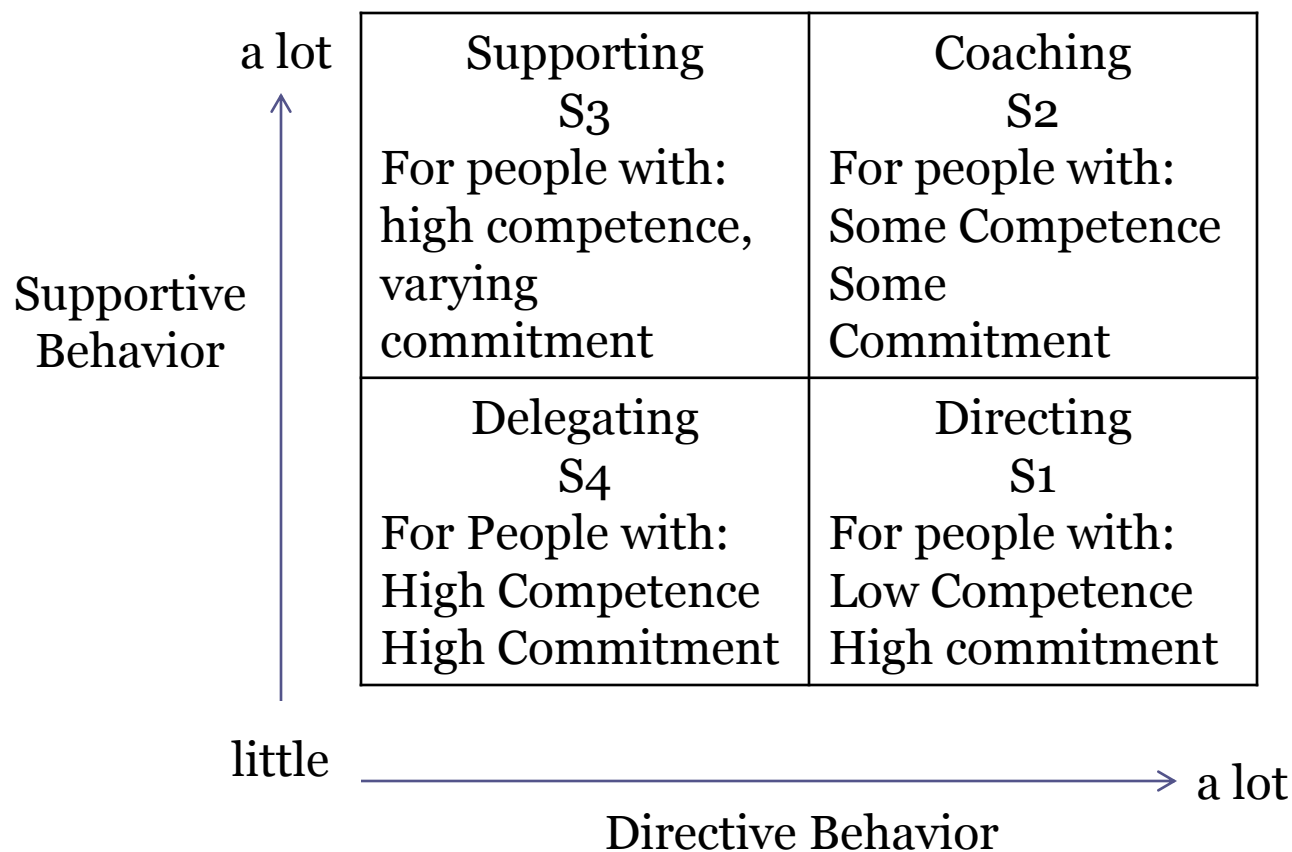
What color
are you?
Red, blue,
yellow,
green?



Giving feedback

- Timely
- In Private
- Use “I” statements
- Address one or two issues at a time
- Balance more positive with negative
- Focus on behavior not personalities
- Express appreciation
- Not personal

Varying Leadership Style



Situational Leadership (Hersey, Blanchard)

Discipline

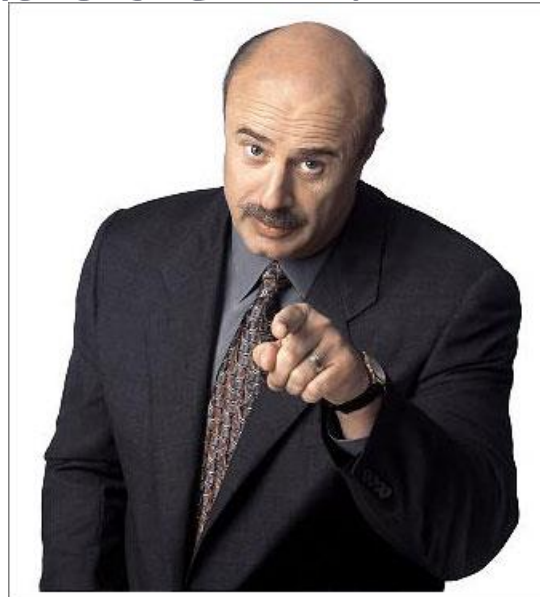
The purpose is to get the person on track, not to get rid of them

- Document, document, document
- You should not be angry
- Be specific and set expectations
- Explain what is going to happen if the behavior continues
- Make sure the employee understands they have the power to make this work, or not
- Be consistent
- Work with HR

Reward and Recognition

- Sets the bar for all of the employees
- Motivates employees when you can't give them money
- Rewards good behavior
- Makes work fun
- Let's employees know what behavior is important to you

OK, what about Dr. Phil?



Dealing with personal problems

Look for the signs

- Change in behavior
- Negative
- Withdrawn
- Sudden change in dependability
- Bickering
- Complaining
- Suddenly doesn't like job

Face it

- Discuss the behavior
- Ask employee if there's something you should know
- Don't ask for personal details
- Acknowledge your understanding
- Care

Poll

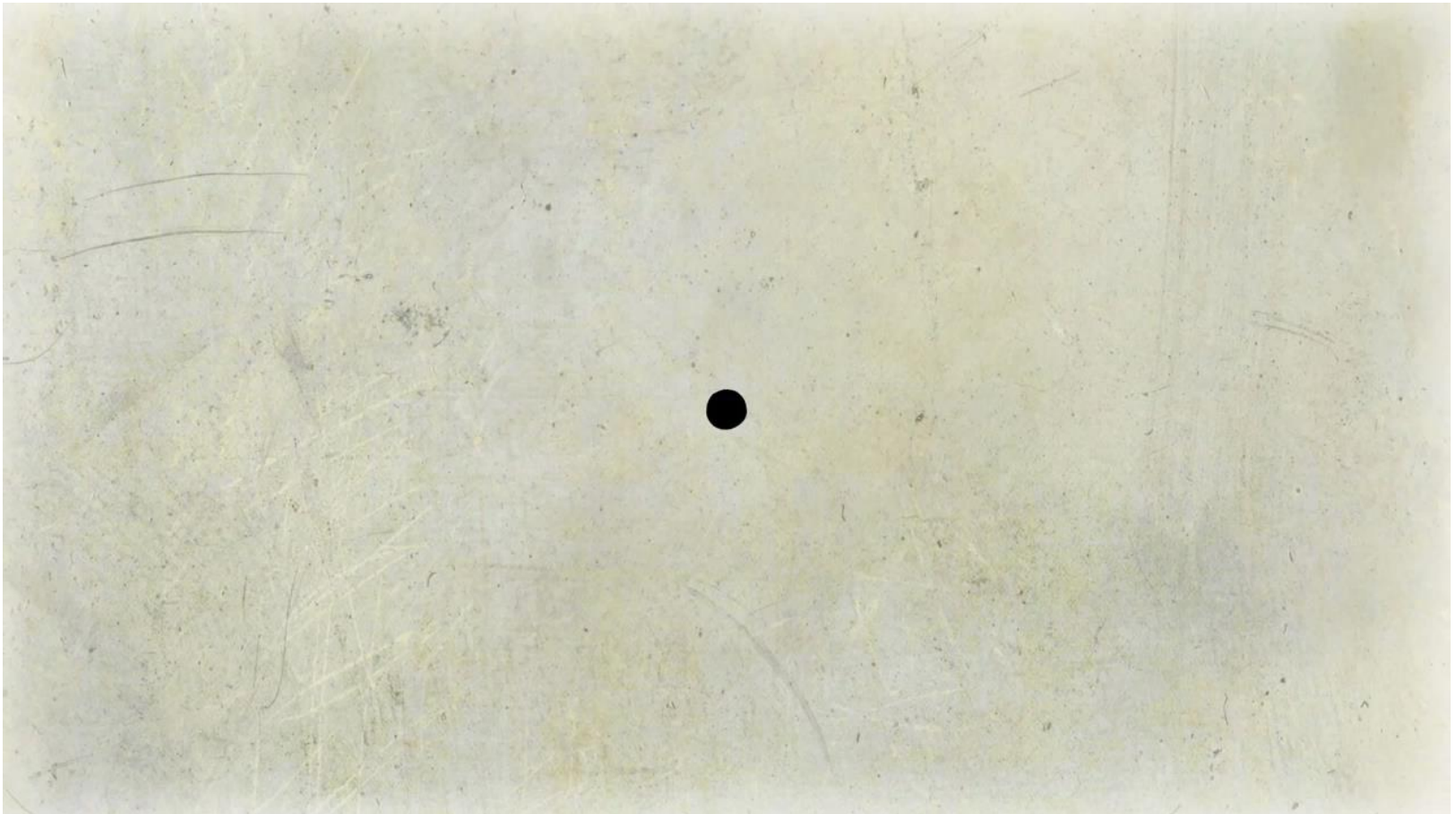
Do you have an employee assistance program?

- Yes
- No
- Not sure

Use your resources

- Contact HR for advice
- Refer to health coverage
- Refer employee to the employee assistance program
- Do not probe for details
- Do not give advice

Giving empathy Brenné Brown



Handling the behaviors

- Change work expectations temporarily and set a deadline
- Don't let one team member be the perpetual victim
- Don't let the rest of the team pick on the person
- Engage HR
- Don't let poor behavior continue

In conclusion

- Management takes work
- Learn to give regular feedback
- Reward and recognize
- Use discipline to help turn an employee around
- Deal with personal problems
- Don't become Dr. Phil

Questions?

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