

# **Human Resource Management: Being a Boss or Building Relationships**

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## Learning Objectives:

1. Understand the attitudes, perspectives, and priorities needed to be a great leader and supervisor of people.
2. Introduce and learn some of the skills and processes required to be an outstanding leader and supervisor of people.

## Communication Begins with Listening

**When listening to friends, family, employees, and co-workers; what percentage of the time do you listen:**

Pay little or no attention.

Listen but you are also thinking about or doing other things.

Listen but you are also thinking about how you are going to respond to what is being said.

Listen with nothing else in your mind. Only after he/she has finished speaking do you begin thinking about how to respond.

\_\_\_\_\_   
 100%

**Establish a realistic goal** for the percentage of the time you will listen with nothing else in your mind. Only after he/she has finished speaking do you begin thinking about how to respond.

**Goal \_\_\_\_\_%**

### Skills to Become a Better Listener

1. Pause 2-3 seconds before replying
  - Show you are carefully listening
  - Avoid risk of interrupting
  - Hear the other person better
2. Ask questions for clarification
  - “What do you mean?”
  - “Tell me more?”

## Relationships -- The Foundation

Control Focused	Relationship Focused
Supervisor's role is to tell the employee what to do	Supervisor's role is to ensure that the employee succeeds
Compliance is expected of the employee	Supervisor is based on fairness and trust
Response to employee issues and problems is mostly reactive	Employee supervision is approached proactively
Supervision is focused on controlling employee behavior	Supervision is focused on developing the supervisor-employee interpersonal relationship so motivated and engaged employees will produce extraordinary results

The fundamental difference

- Control focused: The supervisor's role is control employee behavior
- Quality or relationship focused: The supervisor's role is to create the conditions where those they supervise can succeed and contribute in exceptional ways to the success of the business.

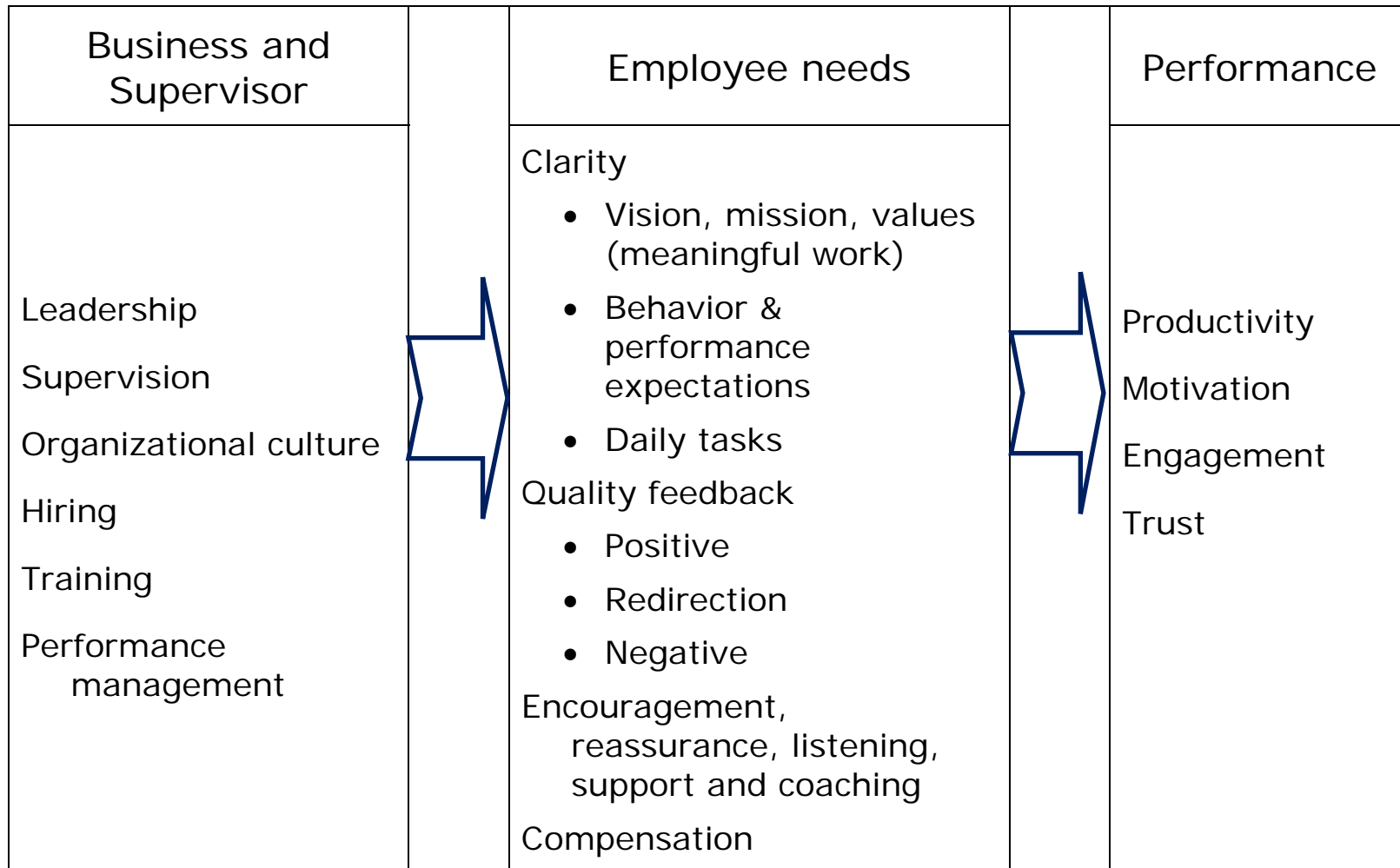
Unique Attributes of People

- People – employees -- can think and make decisions.
- People – employees – can speak so they can ask questions and provide input.
- People – employees – can feel and thus have emotional responses.

Trust and respect is the foundation for great relationships

- Between partners and colleagues; between the leader-supervisor-coach and those he or she leads, supervises and coaches; with friends and family
- Fairness is the key
- "Nice" is not sufficient or always effective
- "Just being nice:" a common approach but not effective

## Employee Success



# Clarity – “Chalking the Field”

## Vision, mission, values (meaningful work)

- Employees want meaningful work
- Vision creates engagement, commitment, passion
- Boomers and millennials place an even greater importance to meaningful work
- Crucial to the “feel” part of think, speak, feel
- Failure to achieve a common vision results in
  - Irresolvable differences in decision making
  - Every decision becoming a disagreement over the vision
  - Great difficulty, at best, in continuing to work together

## Behavior & performance expectations

- Employees have two questions
  1. What Performance is Expected of Me?
  2. Am I Meeting Expectations (Winning)?
- Few employees are provided the answer to these questions
  1. Requires having pre-specified, quantified performance expectations to compare with actual performance.
  2. Only knowing actual performance does not provide the answer to either question.

## Daily tasks

- Every employee needs to know at every moment of the day
  - What I should be doing right now/next.
  - How to do it exceptionally well.
  - Why it needs to be completed as prescribed.
- The employee can be provided the above answers in two ways:
  - They are capable of answering the questions themselves if they have sufficient education, experience, and training
  - Be provided by the supervisor.

# Performance Feedback

Why positive feedback:

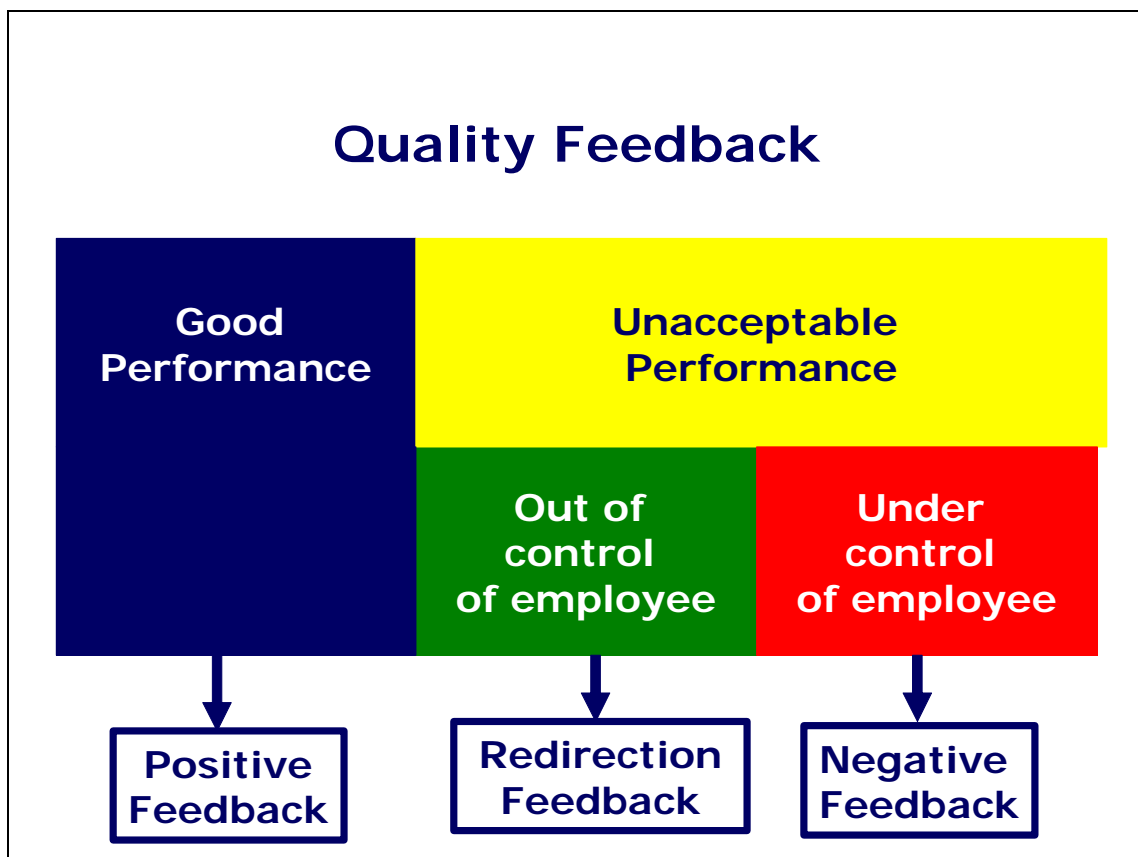
- Positive feedback is motivating. “Feelings of personal accomplishment” and “recognition for achievement” are two of Herzberg’s motivators.
- Positive feedback focuses the recipient on success.
- Positive feedback builds confidence.
- Excellent, specific positive feedback engages the employee in their performance.

Providing Excellent Positive Feedback

Step 1: Observe good behavior.

Step 2: Compliment the employee on the positive behavior or performance you desire.

Step 3: State the specific current behavior or performance you are complimenting.



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## Key Takeaways and Implementation Worksheet

Chief Executive Role	Key Insight	Implementation Step
<p><b>1. Communication Begins with Listening</b></p>		
<p><b>2. Relationships – The Foundation</b></p>		
<p><b>3. Clarity – “Chalking the Field”</b></p>		
<p><b>4. Excellent Feedback</b></p>		
<p><b>5. Human Resource Management: Being a Boss or Building Relationships</b></p>		