

Tips in Managing the PEOPLE on your Team!



1. Be authentic, be real

The #1 trait people want to see, to willingly follow their leader is honesty. How can you expect them to look up to you if they don't trust you? Leadership is all about honesty and integrity. Show them who you are, what you value, where you came from, what your interests are and what aspirations you have. This allows them to identify with you as another human being, with feelings, emotions, dreams, desires and goals. Always be POSITIVE. When you're having a bad day, figure out a way to deal with the stress and frustration in a professional manner so it doesn't become contagious. You may need to put aside your 'state of mind' to continue to be the 'coach', 'mentor', 'captain' – role model for your team.

2. Solicit Feedback from everyone

Including people in the loop assures their commitment and buy-in, particularly when changes are happening quickly. No one likes to be talked at or about. Instead, talk WITH them. Ask them how they think things are going, how you can help them progress and vice versa. Gather feedback regarding your staff team from everyone, not just the ones you see more frequently. Everyone has a voice and should be considered a valuable asset to your staff's success.

3. Share information

Information is power, so share information with your team. You will empower them to do their jobs and you will develop a two-way trust that can help when the going gets rough. If you can't share certain confidential information, tell them that rather than sidestep the issue. Otherwise, share as much information as is reasonable and relevant. Hoarding information will eventually hogtie the project.

Be an effective communicator. Communicate the good, the bad, and the ugly in a timely manner to those directly involved. Staff want a leader who is "straightforward." Good interpersonal skills are crucial in managing people. Keep them informed. You are more likely to get their cooperation more readily if they know what's going on and how they fit into the big picture.

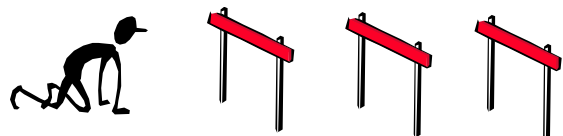
4. Find ways to motivate



It's often argued that you can't really motivate anyone; they have to motivate themselves. That said, there are things you can do that will inspire others to do a good job for your project. Find ways to let people on the team know that their contribution is meaningful and appreciated. Let them know you understand their situation (if they're going above and beyond to get the job done, etc.). Thank people for small and large contributions to the project. Find ways to align project work with people's work personalities.

Create an incentive program for the staff. Adding an incentive will help keep people motivated and inspired. It can also help develop group pride and cohesiveness, camaraderie.

5. Remove obstacles



One of the ways a manager can inspire commitment and hard work is to be committed to removing as many obstacles as possible for the team. If team members are having difficulty gaining access to a room needed to set up a program, take that task on yourself. Make it happen and let the team continue to work on their other tasks. If you see your job as the person responsible for removing the roadblocks to success, you'll do your project and your team a great service. However, don't take on everyone's battles — certainly team members will have to deal with their own issues, but do work to remove obstacles that impact your team's success when appropriate. If a staff conflict arises, address it immediately. Be impartial and be certain to hear everyone's side of the story and make every effort to get those involved to resolve the matter first before you do.

6. Don't take it personally

Whether someone does a good or bad job, whether they're early, on time, or late, don't take it personally. Most of the time, work performance issues are unrelated to the leader (and unrelated to the work itself sometimes). As a manager, you have to develop a bit thicker skin. Continue to focus on the outcome. Continually ask yourself, "What outcome do I want and will this action help me get the outcome?" If the answer is no, stop. If the answer is yes, continue. Focusing on behavior, results, and outcomes — not personalities — will help you manage the work and your team.

7. Foster cooperation, not competition

We live in a competitive world and many jobs encourage competition — either implicitly or explicitly. On a staff team, however, competition is usually a negative force causing people to withhold information, hoard resources, and generally work as individuals rather than as a team. You pull together a staff team because you need the work to be greater than the sum of its parts. If that wasn't the case, you wouldn't need a staff team at all. Most tasks require problem solving, innovation and other skills that are greatly enhanced by team membership. Look for ways to encourage team members to cooperate and only reward cooperative (not competitive) behavior. Some competition may be fine if done in the spirit of making the project better, but don't let it rule the team.

8. Delegate responsibility and authority

In order for individuals on the staff team to do a good job, they must have five things:



1. A clear understanding of the purpose, goals and objectives for the task (or project).
2. A plan for how to achieve the goals and objectives.
3. The skills, resources, and time to do the job.
4. Feedback on performance.
5. A clear understanding of his or her authority to make decisions and autonomy within their roles

9. MBWA: Management by Walking Around

Be accessible to them. Get in the trenches with your team. Nothing will gain respect for you more than that. Staff want to SEE their leaders. They want to interact with them. If a program is going on, be a resource for them, attend the event, and offer your assistance in it's execution.

Keep an open door policy so that you are easily to approach and readily available. Eat a meal with them, go to the Rec center with them. Get to know them on a personal level and allow them to see who you are. These interactions will increase their trust and comfort level with you as their supervisor/manager.

10. Build in accountability to your staff's responsibility

Setting expectations for staff ensures that they will follow through with what directives they are given. From the very beginning, let each person know exactly what is expected of them, the timeline, and how their effectiveness will be evaluated.

11. Know Your People, Know Your Goals



Staff should be working towards the same common goals in the position. Identify your team's strengths and areas that you'll need to support them more in. Highlight what each person has to offer and create opportunities for them to contribute to the staff (creativity, technical expertise, motivator, social butterfly, etc..) Understand and accept the diversity that exists on your staff. Grow to learn from the people you work with and they will learn from you. Be open-minded and in tune with them. A good manager knows when something is not right with their supervisee and addresses it accordingly.