Member Event

dcm THE LEARNING EXPERTS

Leading a Post Pandemic Workforce

About Me

Sue Landsberg

Your Programme Trainer

Leading a Post Pandemic Workforce Programme Overview

1

The Great Management Shift

- ✓ You were born to be resilient
- ✓ Normalising Change
- ✓ Identifying and overcoming challenges
- ✓ A growth Mindset

📅 10th May 2023
🕐 10am - 12pm
🖥 Zoom

2

Get Reconnected

- ✓ Nurture a positive and supportive culture
- ✓ Develop and adapt exceptional communication skills
- ✓ Increase psychological safety
- ✓ Dealing with aggressive behaviour

📅 17th May 2023
🕐 10am - 12pm
🖥 Zoom

3

Making Long Distance Work

- ✓ Effective virtual meetings
- ✓ Delegation skills
- ✓ Giving effective feedback
- ✓ Creating and maintaining professional etiquette, standards and boundaries

📅 24th May 2023
🕐 10am - 12pm
🖥 Zoom

4

Keeping Up With Change

- ✓ Reassess and realign
- ✓ Cultivate your agility and adaptability
- ✓ Adopt a curious and courageous attitude
- ✓ Supporting yourself with sustainable methods

📅 31st May 2023
🕐 10am - 12pm
🖥 Zoom

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Of variance in team engagement is due to management.

Your efforts substantially impact the bottom line of the entire organisation.
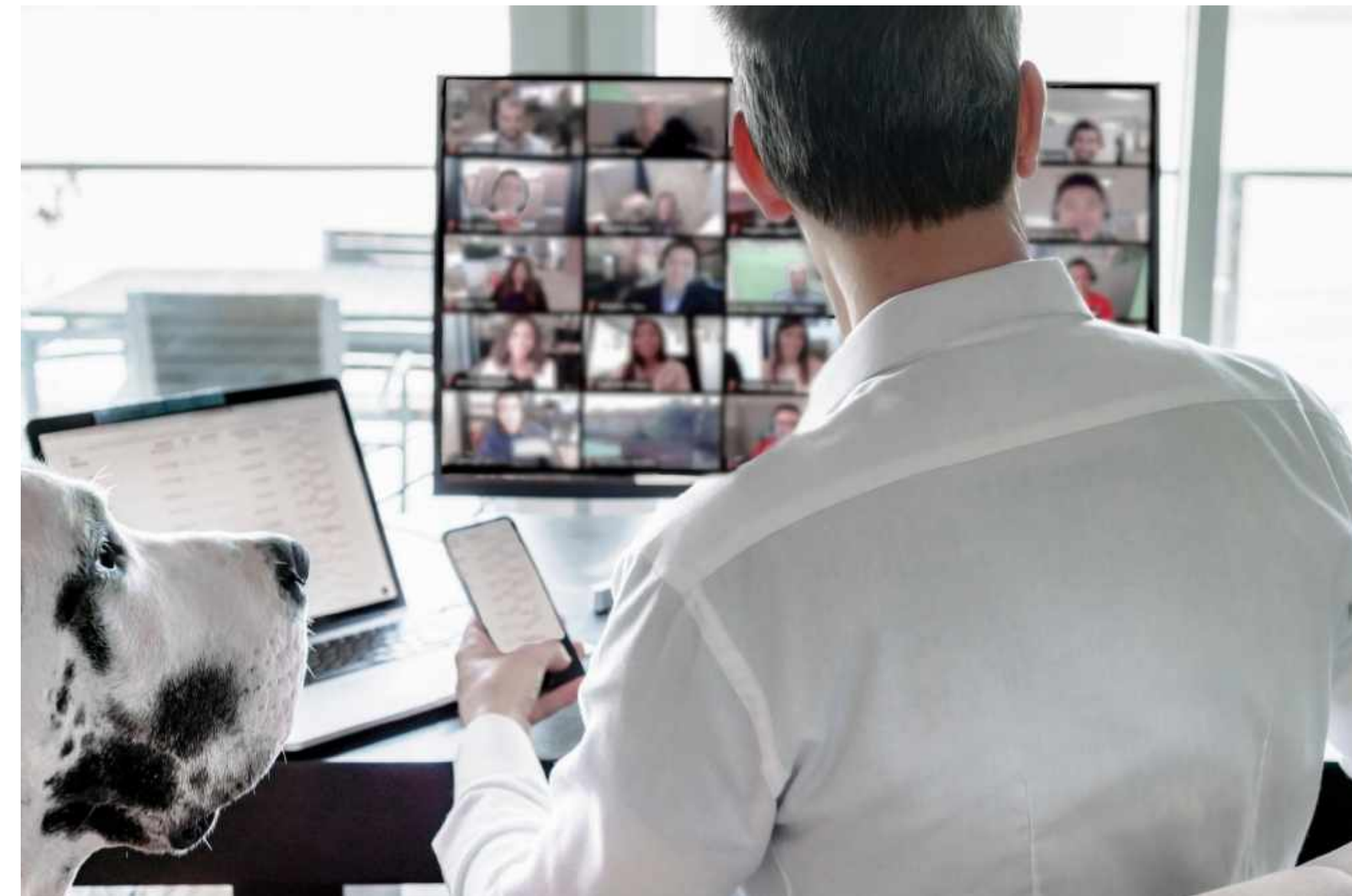
70%

Making Long Distance Work

Effective Delegation

Positive & Impactful Feedback

Effective Virtual Meetings

Professional Boundaries & Standards

Effective Delegation

What Is Effective Delegation?

Using your authority to assign responsibility of tasks

you're accountable for to other team members

or external collaborators.

The process of distribution of tasks in a way that that can

improve your ability to lead more effectively

and best advances the company's goals

and capitalises on each team member's strengths.

OPPORTUNITY

Key to business growth and expansion

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Skills Required

Effective communication

Time management

Coaching

Mentoring

Mindset -

What does success look like today?

What can I delegate?

Self Awareness/Self Reflection

Emotional Intelligence

Positive growth mindset

NEW SKILL

20% 40% 60% 80%

LOADING...
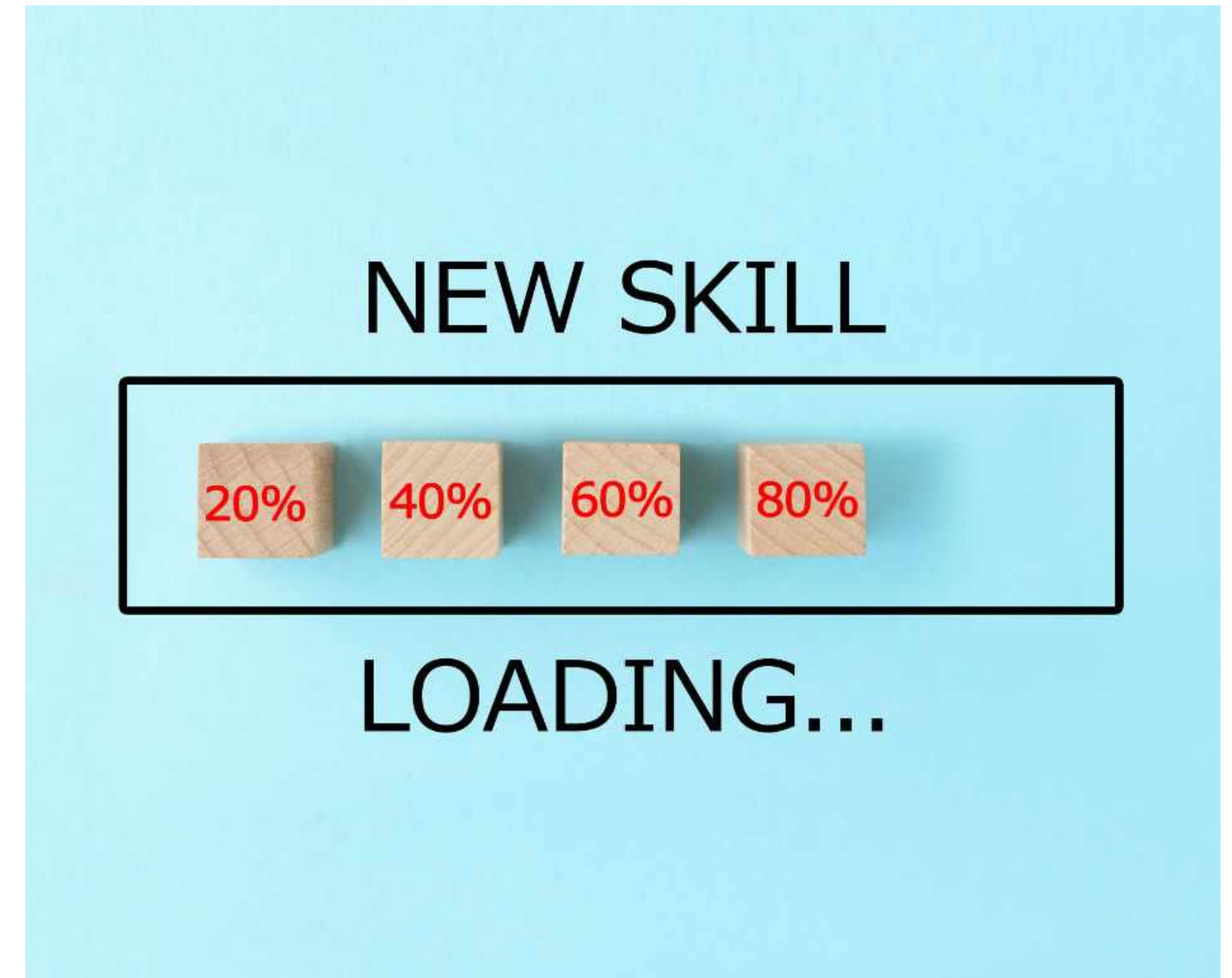
Obstacles To Effective Delegation

As Manager

Feels like loss of control

Micromanaging

Perfectionism

Lack trust

Time to mentor/train required

Inexperienced

Beliefs - Nobody has time. I'm terrible at this,

Nobody can do it as well as me.

Leadership style impacting culture

Afraid/guilt to overload team

Fear of being viewed incapable

Risk when still accountable

Feel threatened

Inadequate planning

Obstacles To Effective Delegation

As Employee

Fear failure

Lack self motivation

Low confidence

Lack commitment

Lack skill set

Mindset – I'm not good enough

"When your people grow your business grows"

What Can You Delegate?

Is there someone else who has (or can be given) the necessary information or expertise to complete the task?

Is this a task that someone else can do, or is it critical that you do it yourself?

Does the task provide an opportunity to grow and develop another person's skills?

Is this a task that will recur, in a similar form, in the future?

Do you have enough time to delegate the job effectively?

Time must be available for adequate training, for questions and answers, for opportunities to check in

What not to delegate

Performance reviews

Release of staff members

Personal matters

Highly confidential matters

Role sensitive/specific tasks -

Hiring and release of staff/ financials/legal

Investor relations

Tasks not related to individual's role

Counselling

Discipline of others

Tasks for which no employee is qualified

A complex situation

Work that requires experience and expertise of management

Effective Delegation

A
Win For Managers
Win For Team Members
Win For The Organisation

For You as Manager	For Individual Team members	For the organisation
Free up time and talents	Learning opportunities – grows skills strengths and experience	Boosts team morale
Healthier work/life balance	Confidence	Greater engagement and productivity
Develops trust – positive relationships less stress	Motivation and incentives fulfillment/accomplishment	Positive culture
Best person does the job More energy Turn attention to other items Achieve more in less time Important skill set See new perspectives and ideas Ensures continued success – successor	Increase resilience Encourages responsibility/ownership/autonomy feel valued and trusted Encourages promotion	Meet stakeholder customer expectations Realise vision Increased innovation Attract and retain top talent Growth and success Develops strong organisation

13

To Whom Should You Delegate?

We want to delegate the

Right Task

to the

Right Person

at the

Right Time

and in the

Right Way

SWOT Analysis

Strengths

Weaknesses

Opportunities

Threats

Know Your Team

Your job as a manager is to develop people.

Delegation is the means by which you bring out

the very best in the people that you have.

Each employee has their own unique skill set,

personality, strengths, motivators and goals.

To know, develop and utilise these increases motivation,

effectiveness and fulfillment

When To Delegate

Assess workload

Ensure team member has time to reach deadline effectively

What leadership styles would be most effective in delegation of tasks?

Why?

Six Leadership Styles by Daniel Goleman

USE AS MANY OF THESE STYLES AS POSSIBLE DEPENDING ON THE CIRCUMSTANCES!
Be extra careful with Commanding and Pacesetting leadership!

COMMANDING LEADERSHIP

Also known as Directive or Coercive, this style is about telling people what to do and when to do it.

COACHING LEADERSHIP

Coaching team members to develop themselves to become better individuals and professionals.

AFFILIATIVE LEADERSHIP

Growing personal bonds and striving towards team well-being. Focus on harmony rather than results.

VISIONARY LEADERSHIP

Built on inspiring and motivating people to pursue a long-term vision.

DEMOCRATIC LEADERSHIP

Also known as Participative leadership, this style is about working together through dialogue and seeking consensus.

PACESETTING LEADERSHIP

Focused on performance and results. Leader act as a role model for others to follow. Excellent output is required.

Commanding Coaching Visionary Pacesetting Democratic Affiliative

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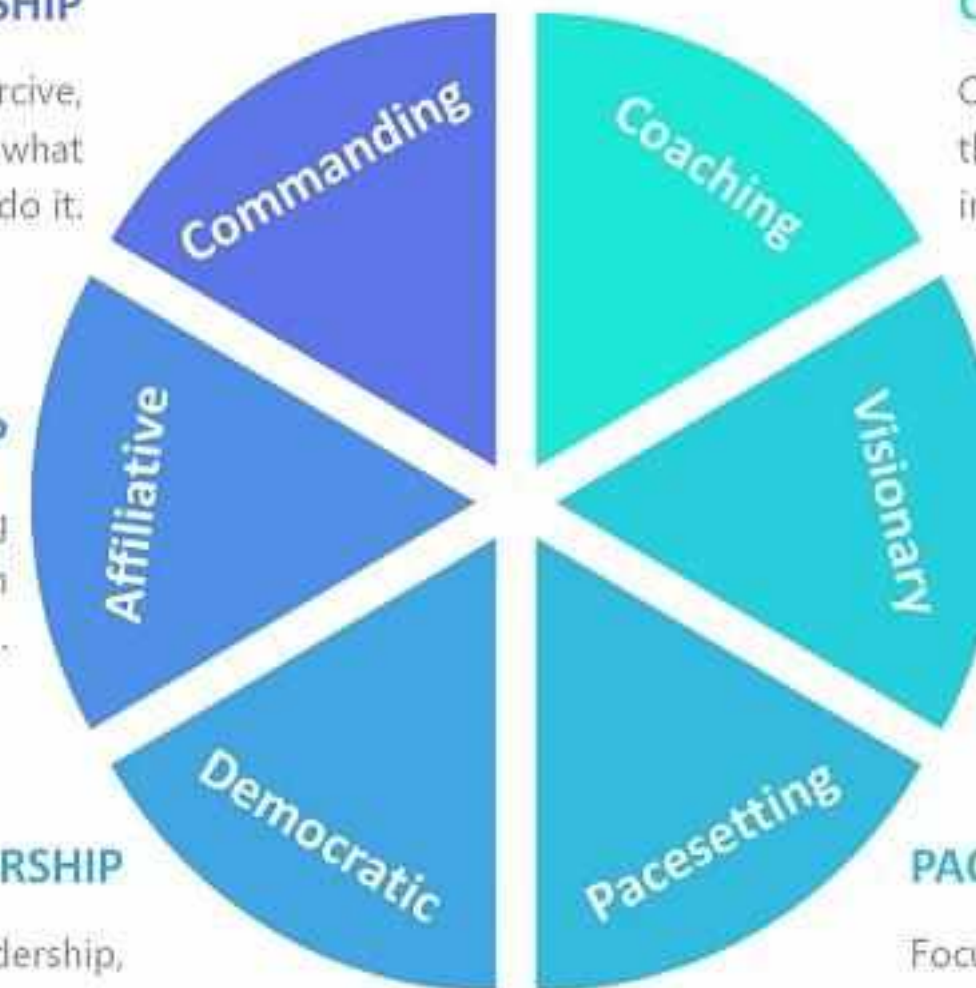
How To Delegate
IDEALS

I

Introduce task. Define role. Clarify objectives.
Smart e car goal setting. Write plan - document process to completion.
Explain why delegating

D

Demonstrate what to do. Coach/Mentor
Step by step instructions and expected results

E

Ensure understanding and importance
Link performance to desired outcome (reward/benefit)
Gratitude/Motivation

A

Allocate authority, responsibility and accountability
Information/Resources/Training
Policies and procedures
Clarify authority, responsibility and accountability.

L

Let go!

S

Support and monitor progress. Be available, approachable
Schedule updates/deadline

DELEGATE

Delegate to:
INCREASE YOUR PRODUCTIVITY

Fix
(Whom To)

Finish
(How to)

Find
(What to)

Delegation Cycle

Progress Check
(Highlight / Follow Through)

Analyze
Review to Reinforce or Adjust

Skills - Needs Analysis

Name	Role/Task	Skills required	Training/Resources needed	Actions/Timeline

Effective Feedback

Feedback

Harmful and
Ineffective
or
Helpful and Effective?

Feedback Loop

Let the other party know that you would like to provide feedback

Collaborative/coach approach

Always be specific. Do not generalize.

Be descriptive about the behavior, not about the person

Do not judge or label.

Honest, positive and constructive communication

Focus on performance

Be authentic and open

Don't mix up your own thoughts and feelings with other people's opinions

Focus on the solution, progress, goals

Timely, frequent and meaningful

Don't attempt to save your remarks to deliver all at once

Feedback Steps

Connect with person first

What is working well/Individual doing well

Refer to their smart e car goals

What appreciate about individual and their work.

Value they add.

What are current challenges?
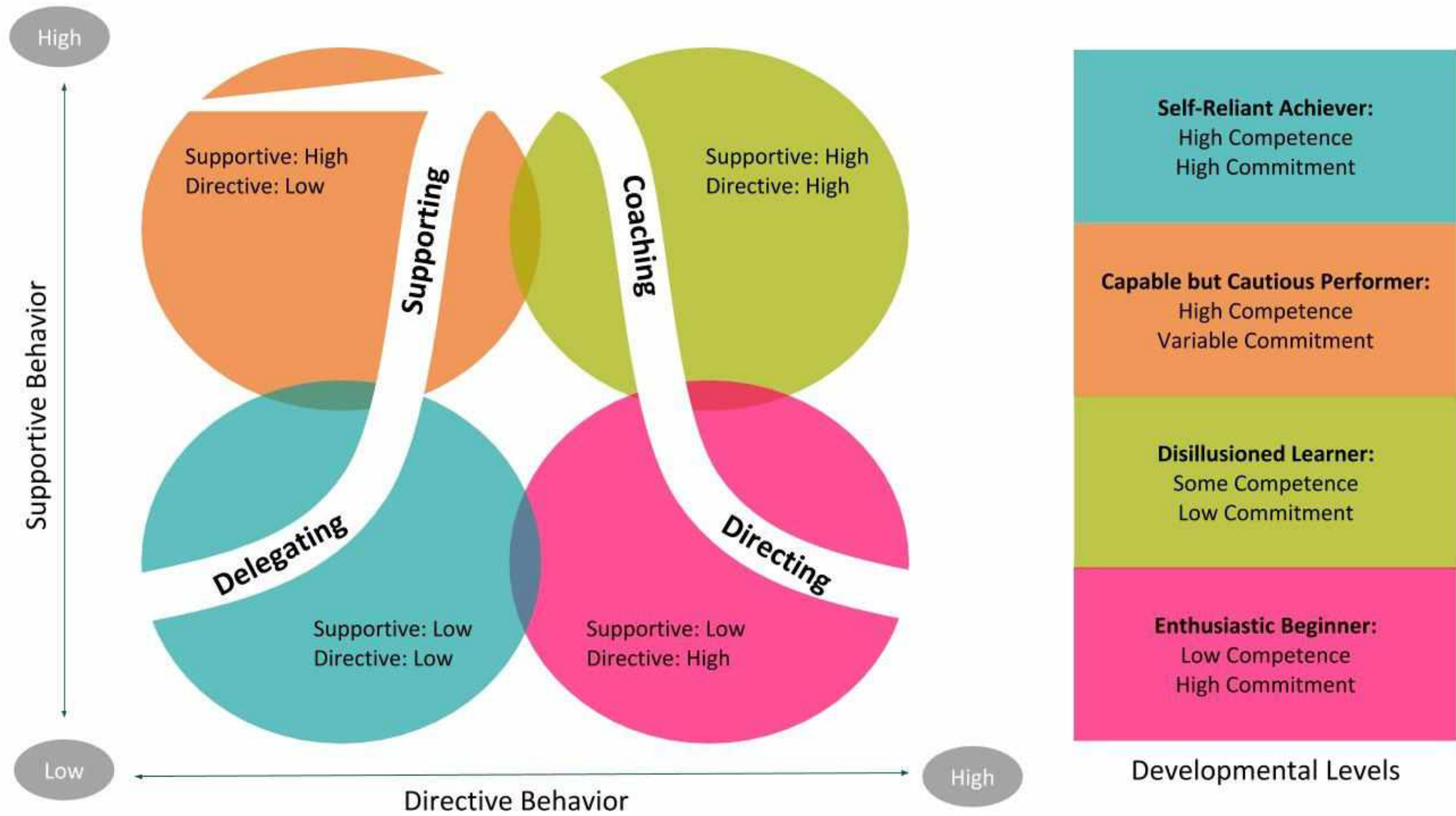
What can be improved upon/Done better . Ask.

How can we do that?

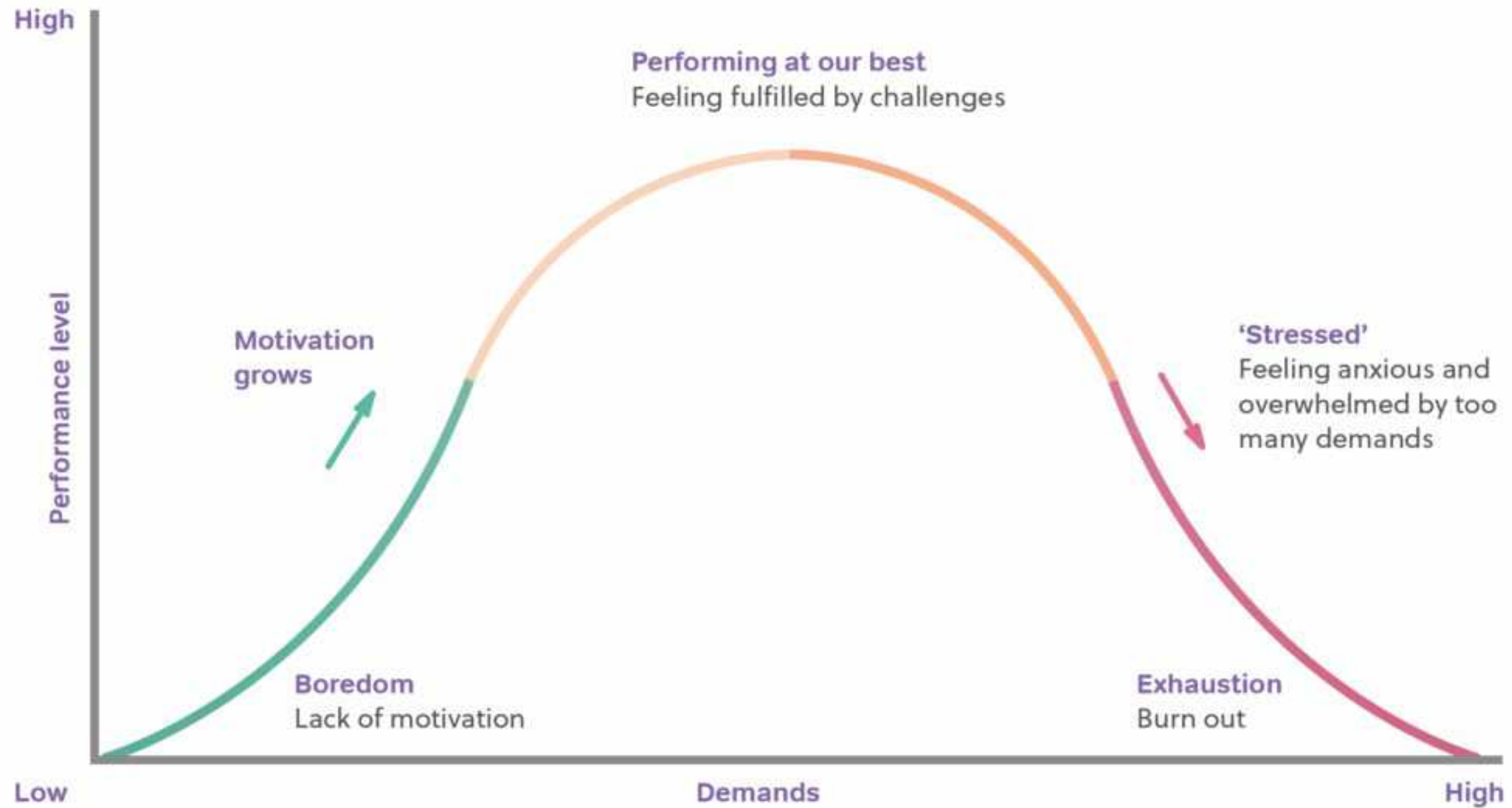What do you need from me?

Share joint agreed action plan
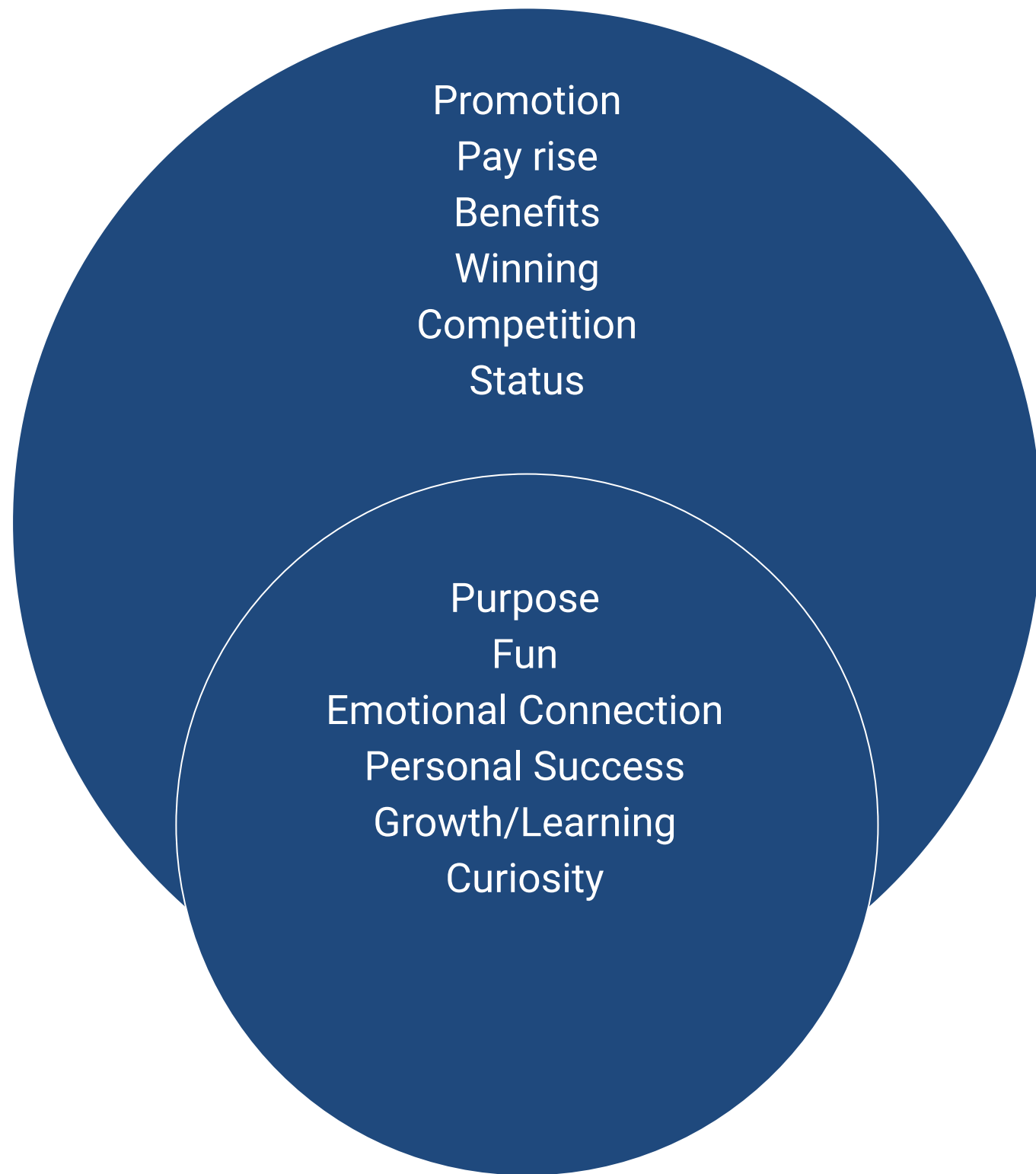
Schedule next check in

Supportive Behavior

High / Low

Supporting
Supportive: High
Directive: Low

Coaching
Supportive: High
Directive: High

Delegating
Supportive: Low
Directive: Low

Directing
Supportive: Low
Directive: High

Directive Behavior — Low / High

Self-Reliant Achiever:
High Competence
High Commitment

Capable but Cautious Performer:
High Competence
Variable Commitment

Disillusioned Learner:
Some Competence
Low Commitment

Enthusiastic Beginner:
Low Competence
High Commitment

Developmental Levels

*This graphic combines elements of the Hersey-Blanchard Situational Leadership Theory & Blanchard's revised Situational Leadership Theory II

Balancing Challenge - Motivation - Stress

Promotion
Pay rise
Benefits
Winning
Competition
Status

Purpose
Fun
Emotional Connection
Personal Success
Growth/Learning
Curiosity

Intrinsic and Extrinsic Motivation

What motivates you?

What motivates your team members?

It's time

for a cuppa

Enjoy!

Virtual Teams

Virtual Teams

Regular video check ins

Have tools and resources required –

productivity/communication/file sharing

Ongoing support and training

Team building

Effective Meeting Management
P.A.T

Purpose

What is the purpose of the meeting?

We usually state this in one short sentence.

Example: "This meeting is to review the new invoice signing policy."

This helps people evaluate if they need to be there.

It will also help you build the agenda and determine if the meeting was successful.

Agenda

This is the backbone of the meeting.

It should be created well in advance of the meeting, sent to all participants

and observers,

and be used during the meeting to keep things on track.

Time frame

How long will the meeting be?

Typically, meetings should not exceed one hour.

(In fact, a fifty-minute meeting is recommended)

If the meeting needs to be longer, ensure you include breaks,

or divide it into two or more sessions.

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Professional Boundaries

Professional Boundaries

An essential life skill to keep us safe and well.

Define ground rules/limits for what is appropriate and

acceptable to you in varying situations.

Essential for healthy relationships.

They create a life of balance where we can feel and be at

our best by reclaiming your time and energy.

Types of Boundaries

Porous	Healthy	Rigid
Always says yes	Able to say no and accepts when others say no	Avoidant
Overly involved in others' work/business	Asks for support when needed	Unlikely to ask for help
Fears rejection/judgement if don't go along with others	Sticks to own values	My way or the highway attitude
Overshares information	Shares appropriately	Doesn't engage/share/connect easily
Accepts disrespect	Communicates needs and wants clearly	Isolates self/detaches/aloof

Boundaries Crossed
How Do I know?
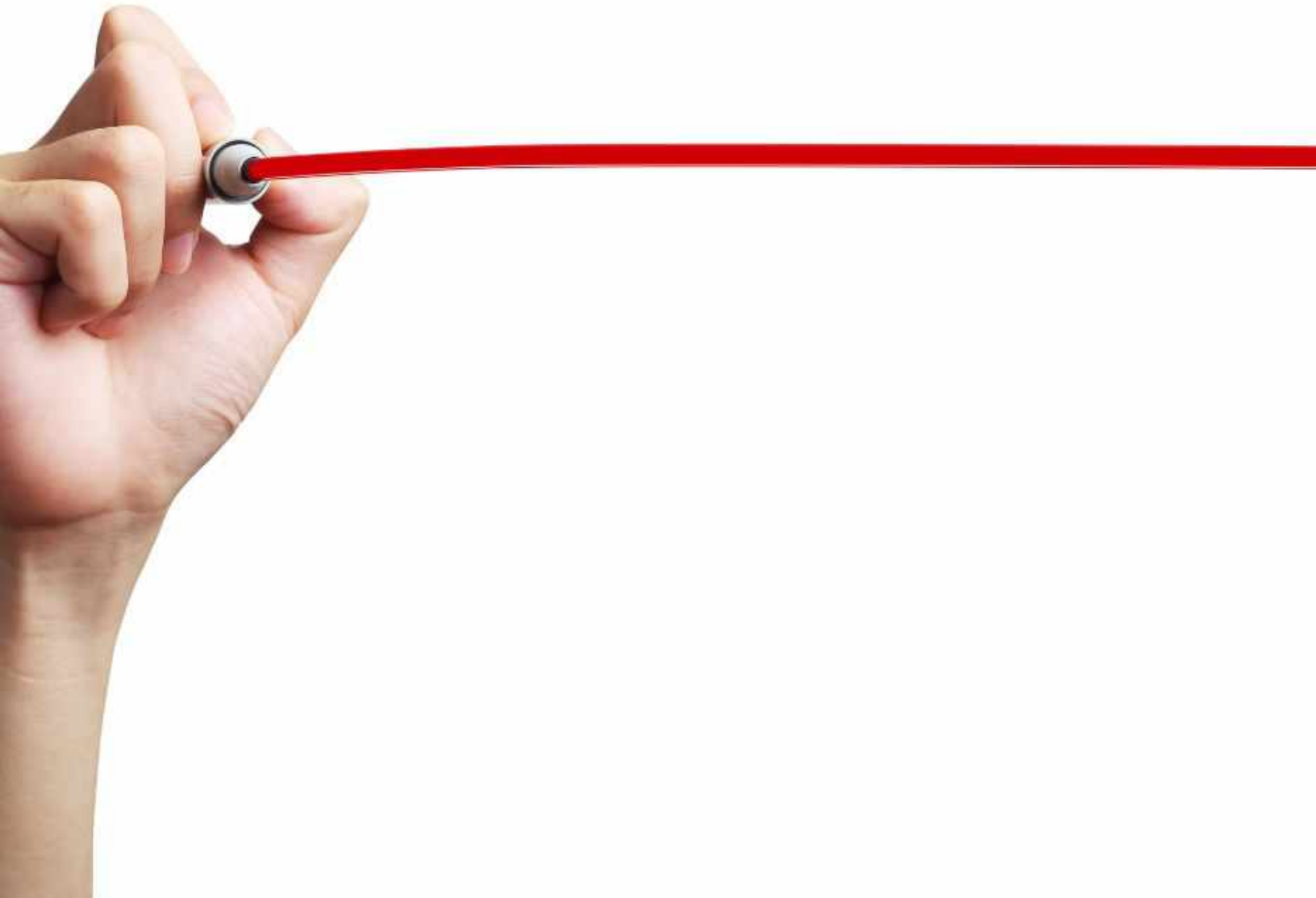
What wakes you up at night?

What makes you feel uncomfortable?

What annoys/frustrates you?

What drains your energy?

What stresses you out?

What do you dread daily?

What makes you feel unsafe/unsupported or undervalued?

These are situations that or people who push your boundaries and you may benefit from establishing a healthy boundary.

Your values may be challenged or needs not met

What's Stopping You?

Belief expressing and fulfilling your needs is selfish

Fear of being judged as demanding

Don't want to disappoint others

Comparison to others/Competing

Guilt of saying no

Want to fit in

Feel it's expected

Fomo

Unclear structure/systems in place

Flexible working hours/locations - blurred lines

Technology – non-stop

Perfectionism/ Difficulty switching off

Discomfort is normal when changing our behaviours

Short lived discomfort for long term comfort

How To Create Healthy Boundaries

Be clear on what you need and want

Assess current situations/relationships

Identify where you would benefit from implementing boundaries

Know your values and priorities

Be clear on what you are and are not comfortable with in specific situations.

Practice stating what you want and need

Be assertive and upfront in clearly, calmly and respectfully communicating your needs to those around you

State what you would like rather than what you don't want or like

No need to over explain

Professional Boundaries

Setting Clear Realistic Expectations & Upholding Professional Standards

All cameras switched on in virtual meetings

Dress as if in office

Work hours - overtime/emails/calls

Team Boundaries -

Everyone's voice is heard

Respecting fellow team members 'In a meeting' responder etc.

Where else could you create stronger positive boundaries?

Reflect & Review

TRIAL   Try it!

EVENT   Your goal

FEEDBACK   From all angles, gain different perspectives

CHECK   What worked, what didn't – reality check/facts

ADJUST   What can I do better/

Open to doing something differently   Gather

resources

SUCCESS   Convert challenge to opportunity to move forward

Reflection

My top take away from today is .....

The main areas I will level up my management skills are.....

I will do this by (action steps).....

This will benefit me and my team by.....

**Summary
&
Questions**