MANAGING STAFF RELATIONS

What complicates/interferes with staff relationships?

No time
Water mains over whining
You didn't pick 'em!
You aren't alone........
They are all different!

MANAGING STAFF RELATIONS

System specific issues

Union vs non-union
Central HR relationship/impact on your operation
Steps to hire/fire
Steps for compensation/promotion/grievances
Central systems for education/action on diversity and sexual harassment issues
MANAGING STAFF RELATIONS

Topics to consider – Ideas to Ponder

Perspectives
Recruitment
Communication
Motivation
Learning Culture
Feedback and Reinforcement
Performance Communication
“Followership”

Lessons from Nemo

Everyone has something to offer

MANAGING STAFF RELATIONS

<table>
<thead>
<tr>
<th></th>
<th>Ag Society up to 1850</th>
<th>Industrial Society 1850-1950</th>
<th>Information Society 1960 - ?</th>
</tr>
</thead>
<tbody>
<tr>
<td>View of time</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td>Strategic resource</td>
<td>Land</td>
<td>Capital</td>
<td>Information</td>
</tr>
<tr>
<td>Transforming resource</td>
<td>Physical Energy</td>
<td>Processed Energy</td>
<td>Intelligence</td>
</tr>
</tbody>
</table>
MANAGING STAFF RELATIONS

Generations in the workplace

| (1900-1945) | Traditionalists |
| (1946-1964) | Baby Boomers |
| (1965-1980) | Generation X |
| (1981-1999) | Millennial Generation or Generation Y |

On......

Career Goals: They Say:

Traditionalists (1900-1945) "Build a legacy"

Baby Boomers (1946-1964) "Build a stellar career"

Generation X (1965-1980) "Build a portable career"

Millennials (Y) (1981-1999) "Build parallel careers"
### MANAGING STAFF RELATIONS

<table>
<thead>
<tr>
<th>On........</th>
<th>Rewards:</th>
<th>They Say:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (1900-1945)</td>
<td></td>
<td>“The satisfaction of a job well done”</td>
</tr>
<tr>
<td>Baby Boomers (1946-1964)</td>
<td></td>
<td>“Money, title, recognition, the corner office”</td>
</tr>
<tr>
<td>Generation X (1965-1980)</td>
<td></td>
<td>“Freedom is the ultimate reward”</td>
</tr>
<tr>
<td>Millennials (Y) (1981-1999)</td>
<td></td>
<td>“Work that has meaning for me”</td>
</tr>
</tbody>
</table>

### MANAGING STAFF RELATIONS

<table>
<thead>
<tr>
<th>On........</th>
<th>Training:</th>
<th>They Say:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (1900-1945)</td>
<td></td>
<td>“I learned it the hard way; you can too!”</td>
</tr>
<tr>
<td>Baby Boomers (1946-1964)</td>
<td></td>
<td>“Train ’em too much and they’ll leave”</td>
</tr>
<tr>
<td>Generation X (1965-1980)</td>
<td></td>
<td>“The more they learn, the more they stay”</td>
</tr>
<tr>
<td>Millennials (Y) (1981-1999)</td>
<td></td>
<td>“Continuous learning is a way of life”</td>
</tr>
<tr>
<td>Generation Z</td>
<td></td>
<td>???</td>
</tr>
</tbody>
</table>
Lessons from Nemo

Build a Good Team

MANAGING STAFF RELATIONS

RECRUITMENT
Be a place people want to work
Prepare for the interview
Define the job
A gift for you! 414 Interview Questions
There are questions you CAN’T ask, but be sure you ask the ones you CAN!

MANAGING STAFF RELATIONS

In order to do a job you must have.....

Technical Skills
Interpersonal Skills
Knowledge about the products or services produced
Knowledge about customers being served

Be sure that you seek information on all four areas.
MANAGING STAFF RELATIONSHIPS
How to spot a professional.....

They do what they do better than almost everyone else
They know more about what they are doing than everyone else
They are always trying to improve
They can replicate performance
They don’t let their feelings interfere with their performance
They have a plan

Be sure that you look for these qualities when recruiting.

Lessons from Nemo

The foundation is communication

MANAGING STAFF RELATIONS

OLD RULE: Tell employees what they need to know
NEW RULE: When in doubt - tell them too much

Contradictions inherent in employee communication:
Immediate, constant, consistent information using technology
BUT....
with a high degree of human interaction
We need the correct answers instantaneously
BUT...
the question is always changing
MANAGING STAFF RELATIONS

Vision Skills Incentives Resources Action Plan

CHANGE

CONFUSION

ANXIETY

RESISTANCE

FRUSTRATION

TREADMILL

Lessons from Nemo

Just Keep Swimming
MANAGING STAFF RELATIONS

How to ENERGIZE and MOTIVATE Employees

- Quality one-on-one relationships
- Match skills/abilities to assignments
  - Trust ~ Honesty
  - Respect ~ Consideration
  - Congruity ~ Integrity
  - Responsibility ~ Regret ~ Remedy

MANAGING STAFF RELATIONS

Top Causes of Poor Employee Morale
- Undesirable work environment
- Improper materials/equipment
- Lack of feedback
- Inadequate benefits
- Insufficient pay
- Poor management, lack of training
- No orientation or training
- Inconvenient parking
- No organized approach or vision

Lessons from Nemo

The Best Way to Help and Teach Others
MANAGING STAFF RELATIONS

Investing in Ourselves

“The idea that what we learned in our youth would be useful throughout our lives now has to give way to the idea that we need to continuously learn”

“...old skills to solve new problems are of little use...”

—Michael H. Annison

Successful organizations spend 5% of their income (or budget) on training and development of people

MANAGING STAFF RELATIONS

Feedback.....

• Is tied to goals
• Is related to both “how much” and “how well”
• Must be immediate
• Must go to the person performing the job
• Feedback to all levels of the organization
• Must be documented

MANAGING STAFF RELATIONS

<table>
<thead>
<tr>
<th>Consequence</th>
<th>Usually happens when...</th>
<th>Should happen when...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforcement</td>
<td>Someone does something right</td>
<td></td>
</tr>
<tr>
<td>Punishment</td>
<td>Someone does something wrong</td>
<td>Someone does something really wrong</td>
</tr>
<tr>
<td>Extinction</td>
<td>Someone does something right</td>
<td>Someone does something a little wrong</td>
</tr>
</tbody>
</table>
MANAGING STAFF RELATIONS

Reinforcement
Zero behavior is really negative
Overreaction to small mistakes is a double negative
Punishment stops but doesn't start

Take the "Ten Dimes" test

<table>
<thead>
<tr>
<th>Resource type</th>
<th>Formula</th>
<th>Value to Individual</th>
<th>ValueThis Deliverer's Critical</th>
<th>Unavailability Available</th>
<th>Removable</th>
<th>Cost to the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic $$</td>
<td>Salary increase, bonus</td>
<td>High</td>
<td>Perhaps</td>
<td>Usually Not</td>
<td>Yes</td>
<td>High</td>
</tr>
<tr>
<td>Economic $$</td>
<td>Trips, dinner certificates</td>
<td>High</td>
<td>Perhaps</td>
<td>Sometimes</td>
<td>Yes</td>
<td>Usually High</td>
</tr>
<tr>
<td>Tangible but non-economic</td>
<td>Plaque, award, parking spot</td>
<td>High</td>
<td>Usually</td>
<td>Sometimes</td>
<td>Yes</td>
<td>Medium</td>
</tr>
<tr>
<td>Intangible and non-economic</td>
<td>Praise with a smile, thank you note, news item</td>
<td>High</td>
<td>Yes</td>
<td>Yes</td>
<td>Almost Always</td>
<td>Very Low</td>
</tr>
</tbody>
</table>

Lessons from Nemo

How to have those difficult conversations
**MANAGING STAFF RELATIONS**

Performance Evaluations – Tips for the Meeting
- Tell employees the purpose of the meeting
- Minimize reluctance – Gain the employee’s commitment
- Discuss actual performance data/significant behaviors
- Compare data with responsibilities and goals
  - Stay positive – Provide recognition
  - Focus on problem solving, not finding fault
- Solicit and use input from the employee
- Evaluate objectively – Discuss specific actions – Express confidence

**MANAGING STAFF RELATIONS**

Performance Evaluations – Common Mistakes
- Contrast Error - Central Tendency
- Negative - Positive Leniency
- First-Impression Error - Recency Effect
- Halo Effect - Devil Effect
- Similar-to-Me Effect

**MANAGING STAFF RELATIONS**

Corrective Actions
- Why we don’t reprimand or take disciplinary actions
  - We don’t know there is a need for it
  - Supervisor road block
  - Connections
  - Fear
- Employee is too valuable
  - They might quit
  - No one will back me up
  - It’s just too much work!
**MANAGING STAFF RELATIONS**

**Corrective Actions**

Risks assumed by not taking action: not "calling it as you see it"

- Unwanted behavior multiplies
- Legal ramifications
- Safety liability
- Lack of respect
- Work suffers
- Morale suffers

Ultimately, it could become your problem – personally!

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**Lessons from Nemo**

**How many leaders are there in a school of fish?**

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**MANAGING STAFF RELATIONS**

**Followership**

We aren’t always leaders all the time

It’s not who we are… it’s what we do

Leadership and Followership are equal but different activities

Without good followers, good leaders are useless

There is a preoccupation with "leadership" but really we are most often in a "following" role
**MANAGING STAFF RELATIONS**

**Essential Qualities of “Followers”**

- They manage themselves well.
- They are committed to the organization and to a purpose, principle or something outside themselves.
- They build their competence and focus their efforts for maximum impact.
- They are courageous, honest and credible.

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**MANAGING STAFF RELATIONS**

**Followership Hypothesis**

**IF.....**

leadership is defined as:

- influencing people to achieve a common goal

**AND.....**

effective followers influence people

**THEN.....**

ARE EFFECTIVE FOLLOWERS REALLY LEADERS ??
Lessons from Nemo

Never Give Up

MANAGING STAFF RELATIONS

“You can only get so much more productivity out of reorganization and automation. Where you really get productivity leaps is in the hearts and minds of people.”

James Baughman, General Electric

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“1001 Ways to Energize Employees” Bob Nelson

“Lead or Get Off the Pot” Pat Croce

“Workplace Diversity” Katherine Eitty, Richard Griffin, and Marie-Schon Hinch

“Jump, She or Loa Sly” Beverly Kaye and Sharon Jordan-Evans

“Leaders Companion” J Thomas Wren
Credit(s) earned on completion of this course will be reported to American Institute of Architects (AIA) Continuing Education Session (CES) for AIA members. Certificates of Completion for both AIA members and non-AIA members are available upon request.

Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.

Course Description

Participate in discussions of methods of developing positive employee relations, in union and non-union environments. Explore effective management processes addressing cultural diversity and sexual harassment issues. Develop a good understanding of the basics principles of human resources management. Topics include recruiting and selecting employees, promotion and advancement, employee evaluation, and grievance procedures.

Learning Objectives

• Participants will learn about the importance of successful employee relations.
• Participants will learn about the fundamental drivers to create positive employee relations.
• Participants will be provided with tips and suggestions for recruiting, motivating, providing feedback and communicating with employees.
• Participants will learn about the importance of effective learning culture in organizations.
THIS CONCLUDES THE AMERICAN INSTITUTE OF ARCHITECTS CONTINUING EDUCATION SYSTEMS COURSE