APPA

MANAGING STAFF RELATIONS

1

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!

2

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

3

MANAGING STAFF RELATIONS

Topics to consider – Ideas to Ponder

Perspectives

Recruitment

Communication

Motivation

Learning Culture

Feedback and Reinforcement

Performance Communication

"Followership"

4

Lessons from Nemo

Everyone has something to Offer

14

5

MANAGING STAFF RELATIONS

	Ag Society up to 1850	Industrial Society 1850-1950	Information Society 1960 - ?
View of time	Past	Present	Future
Strategic resource	Land	Capital	Information
Transforming resource	Physical Energy	Processed Energy	Intelligence

6

MANAGING STAFF RELATIONS

Generations in the work place

(1900-1945)	Traditionalists
(1946-1964)	Baby Boomers
(1965-1980)	13th Generation or Generation X
(1981-1999/1995)	Millennial Generation or Generation Y
(1999/1995 -2005)	Homeland Generation or Generation Z
2005 and beyond	Generation Alpha or iGeneration

7

MANAGING STAFF RELATIONS

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"

8

MANAGING STAFF RELATIONS

On……….

Rewards:	They Say:
Traditionalists (1900-1945)	"The satisfaction of a job well done"
Baby Boomers (1946-1964)	"Money, title, recognition, the corner office"
Generation X (1965-1980)	"Freedom is the ultimate reward"
Millennials (Y) (1981-1999)	"Work that has meaning for me"

9

MANAGING STAFF RELATIONS

On………..

Training:	They Say:
Traditionalists (1900-1945)	"I learned it the hard way; you can too!"
Baby Boomers (1946-1964)	"Train 'em too much and they'll leave"
Generation X (1965-1980)	"The more they learn, the more they stay"
Millennials (Y) (1981-1999)	"Continuous learning is a way of life"

10

Lessons from Nemo

Build a Good Team

11

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!

12

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.

13

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.

14

Lessons from Nemo

The foundation is communication

15

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
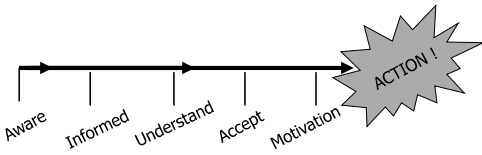
BUT ...

the question is always changing

16

MANAGING STAFF RELATIONS

Aware → Informed → Understand → Accept → Motivation → ACTION !

17

										=	
Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	CHANGE
Vision (X)	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	CONFUSION
Vision	+	Skills (X)	+	Incentives	+	Resources	+	Action Plan	=	ANXIETY
Vision	+	Skills	+	Incentives (X)	+	Resources	+	Action Plan	=	RESISTENCE
Vision	+	Skills	+	Incentives	+	Resources (X)	+	Action Plan	=	FRUSTRATION
Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan (X)	=	TREADMILL

Source: Knoster Model

18

Lessons from Nemo

Just Keep Swimming

19

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

20

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

21

Lessons from Nemo

The Best Way to Help
and
Teach Others

22

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

23

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

24

MANAGING STAFF RELATIONS

Consequence	Usually happens when...	Should happen when...
Reinforcement (positive, good attention)		Someone does something right
Punishment (negative, bad attention)	Someone does something wrong	Someone does something really wrong
Extinction (nothing, no attention)	Someone does something right	Someone does something a little wrong

25

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

26

MANAGING STAFF RELATIONS

	Example	Value to Individual	Under the Deliverer's Control	Immediately Available	Reusable	Cost to the Organization
Economic $$ $$	Salary increase, bonus	High	Perhaps	Usually Not	Yes	High
Economic but non-$$	Trips, dinner certificates	High	Perhaps	Sometimes	Yes	Usually High
Tangible but non-economic	Plaque, award, parking spot	High	Usually	Sometimes	Yes	Medium
Intangible and non-economic Thanks!	Praise with a smile, thank you note, news item	High	Yes	Yes	Almost Always	Very Low

27

Lessons from Nemo

How to have those difficult conversations

28

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

29

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

30

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!

31

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!

32

Lessons from Nemo

How many leaders are there in a school of fish?

33

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

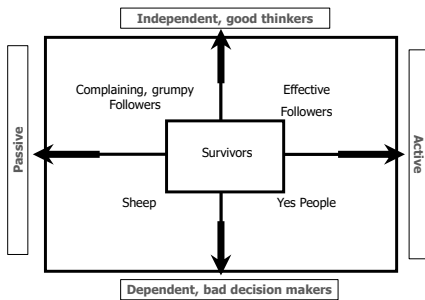**Independent, good thinkers**

Complaining, grumpy Followers

Effective Followers

Passive — Survivors — Active

Sheep

Yes People

Dependent, bad decision makers

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.

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 ??

37

Lessons from Nemo

Never Give Up

38

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

39

Bibliography

"Managing the Whirlwind" Michael Annison

"Communicating with Employees" Frank Corrado

"When Generations Collide" Lynne Lancaster and David Stillman

"Perfect Phrases for Performance Reviews" Douglas Max and Robert Bacal

"Sustaining Knock your Socks off Service" Thomas K. Connellan and Ron Zemke

"Positively Outrageous Service" T. Scott Gross

"Why Customers don't do what you want them to do – and what to do about it" Ferrinand F. Fournies

"1001 Ways to Energize Employees" Bob Nelson

"Lead or get off the Pot" Pat Croce

"Workplace Diversity" Katharine Esty, Richard Griffin, and Marcie Schorr Hirsch

"Love 'Em or Lose 'Em" Beverly Kaye and Sharon Jordan-Evans

"Leaders Companion" J Thomas Wren

40

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.

This course is registered with AIA CES for continuing professional education. As such, it does not include content that may be deemed or construed to be an approval or endorsement by the AIA of any material of construction or any method or manner of handling, using, distributing, or dealing in any material or product.

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

AIA
Continuing
Education
Provider

41

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.

AIA
Continuing
Education
Provider

42

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.

AIA
Continuing
Education
Provider

43

THIS CONCLUDES THE AMERICAN INSTITUTE OF ARCHITECTS CONTINUING EDUCATION SYSTEMS COURSE

AIA
Continuing
Education
Provider

44