



MANAGING STAFF RELATIONS

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MANAGING STAFF RELATIONS

What complicates/interferes with staff relationships?

No time

Water mains over whining

You didn't pick 'em!

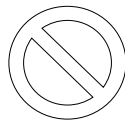
You aren't alone.....

They are all different!

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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

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MANAGING STAFF RELATIONS

Topics to consider – Ideas to Ponder

- Perspectives
- Recruitment
- Communication
- Motivation
- Learning Culture
- Feedback and Reinforcement
- Performance Communication
- "Followership"



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**Everyone
has something
to Offer**



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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 |

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MANAGING STAFF RELATIONS

| Generations in the work place | |
|-------------------------------|---|
| (1900-1945) | Traditionalists |
| (1946-1964) | Baby Boomers |
| (1965-1980) | 13 th 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 |

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| 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" |

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| 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" |

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| 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" |

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**Build a Good
Team**



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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!*

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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.

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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.

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The foundation is communication



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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

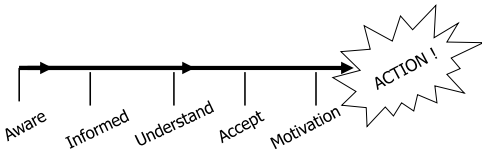
We need the correct answers instantaneously

BUT ...

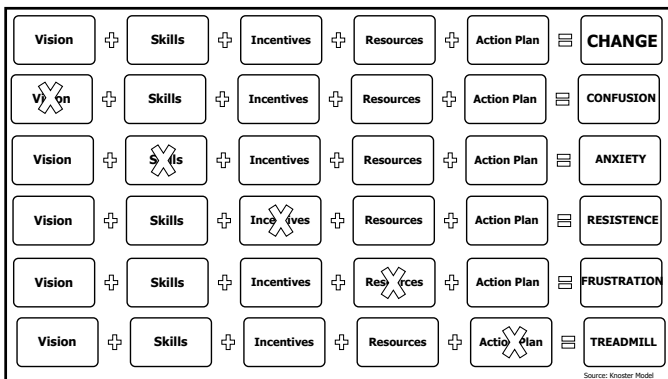
the question is always changing

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Just Keep Swimming



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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

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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

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The Best Way to Help and Teach Others



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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

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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

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| 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 |

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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

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| | Example | Value to Individual | Under the Deliverer's Control | Immediately Available | Reusable | Cost to the Organisation |
|--|--|---------------------|-------------------------------|-----------------------|---------------|--------------------------|
| 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 \$hambol! | Praise with a smile, thank you note, news item | High | Yes | Yes | Almost Always | Very Low |

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**How to have those
difficult
conversations**



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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

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Performance Evaluations – Common Mistakes

Contrast Error - Central Tendency
Negative - Positive Leniency
First-Impression Error - Recency Effect
Halo Effect - Devil Effect
Similar-to-Me Effect

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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!

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



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Followership

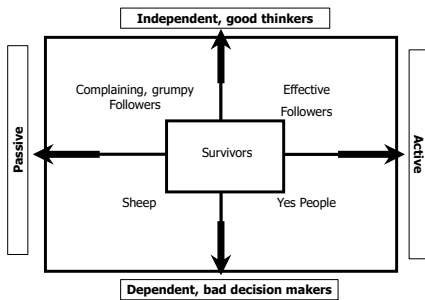
We aren't always leaders all the time
It's not who we are....it's what we do

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

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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 ??

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Never Give Up



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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" Katharine Esty, Richard Griffin, and Marcie Schorr Hirsch
- "Love 'Em or Lose 'Em" Beverly Kaye and Sharon Jordan-Evans
- "Leaders Companion" J Thomas Wren

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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.



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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.

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