Brainstorm Question: What are the most challenging situations you've encountered as a manager (or observed with other managers)?

- ideas or plans out of the mainstream
- employees who wait for tasks to come to them....especially when they know what needs to be done.....
- coaching employees who are struggling to reach performance standards
- but we've always done it this way before
- dealing with unsupportive superiors
- following a toxic or counterproductive boss
- when the strategy isn't working...
- remote work....
- helping employee get out of their own way to develop
- giving a smart employee critical feedback
- employees not motivated don't want to grow
- mediating between multiple parties (bullying/he said she said)
- give tough or challenging feedback
- been there done that

Tough feedback.... constructive...

- Why is this a challenge?
  - What have you done?
- Forming a quality feedback environment!!!
  - Why is feedback important?
    - Agree with your team on the purpose of feedback.....
  - What are the expectations for feedback?
  - Up, down, and sideways.....
- The purpose of feedback is to strengthen and share behaviors that contribute to high performance and change or help eliminate behaviors that detract from high performance
- B.I.T.O.
  - Observed behavior that's impacting performance.....
    - Describe the impact
      - Is this the right time to give feedback?.....
        - Q: ask a question to shift tithe dialog to the future.....
- Positive to constructive

Unmotivated employees!

- Your strategies for unmotivated employees?
- Sell your ideas first
  - Strive to understand where they are.....
  - Explore other projects
  - Expectations.....
- You can't motivate people. ....
  - We control the weather on our teams...
  - We set the environment as managers.....
  - 10 core programs of the MOS....2
    - Context.....
      - Do they understand the importance...and how the work impacts the bigger picture?
    - Connection.....
      - Are they using their superpowers...skills/competencies...to do work that is important...that ties to the bigger picture...
  - 20% of the time...leveraging our superpowers.....

Unsupportive superiors...

- A supervisor gives you a task where you are set up to fail
- The Missing Conversations.....
  - Impact.....
    - Aspirations?
    - Frustrations?
      - The political environment
      - What do they lose sleep over about work?
    - Goals?
- Another sponsor?
  - Make them a hero!
    - If you fix the problem...will they be the hero?
      - Give them feedback.....
      - Make it their idea!
        - Recognition.....
        - Find a mentor!!!!

When the strategy isn't working

- Beware of sunk costs/escalation of commitment bias....
  - That strategy in this era must be agile....goal is to learn/adapt/implement
  - Have a back up plan
    - Fast to fail.....
    - Rummelet's Good Strategy/Bad STrategy
    - Kernel of strategy
      - Diagnosis: what's going on .....
        - 60%
        - 30%
        - 10%
        - Guiding approach.....
        - Coherent actions.....
      - Moore's Hierarchy of Powers: Escape Velocity
- (When the team proves itself)
  - Set up a learning mechanism.
    - Adapting.....

Employees getting out of their own way to develop

- Difference between fixed and growth mindset...?
  - Not everyone wants to develop; we have to get over it.....
  - Give support for their personal goal.....
  - Force them? (Shove them out of their comfort zone)
    - Challenge through expanding options
  - No role stays the same; appeal to their desire for safety and security.....

Observe them more...

- What excites them? What work do they thrive with? What are their superpowers?
- Frog in the boiling water...give them a bit more...keep monitoring; ample positive feedback.....

Mediating between two individuals...

- Both sides of the story.....
  - Have them make the case for the other party's position.....
  - Get them together.....
- Don'tl!
  - Shouldn't happen...but it does
  - Have you defined with the team...the rules of the road for working together...
  - Clear group values...with respect singled out....as well as how people are expected to resolve problems together
  - Objective outsider.....
  - Ask them to look at the assumptions/challenge them
  - Find common ground.....
    - People are arguing over positions.... UNCOVER INTERESTS.....
      - See if the two can design a way forward.....
      - Design a solution to deal that meets the interests...