Leader/Manager HMT ^{SM} Mastery Kit

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& ASSOCIATES
a new business vision for the new business world

Humnipotent Management Techniques^{SM} 2013

Humnipotent Management Techniques^{SM} 2013 is a tool kit for leader's interested in building a work place in which all team members are contributing bottom line value to the organization and achieving personal growth and development. This Leader/Manager HMT^{SM} Mastery Kit presents Humnipotent Management Techniques^{SM} in an easily understandable, step by step format, so that readers can immediately implement learned techniques and see results.

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HUMNIPOTENT MANAGEMENT TECHNIQUESᔆᴹ 2013

Congratulations, you have downloaded the Leader/Manager's Kit for Humnipotent Management Techniquesᔆᴹ (HMTᔆᴹ), which means that you are a forward thinking leader in your work place who is interested in crafting an environment that is invigorating and engaging. You have taken the first step to reframe your attitude and approach toward your role as a manager. As you begin your journey, be prepared to cast aside the control paradigm from classical management models. Instead as a manager, practicing HMTᔆᴹ, you will replace control with support.

Can you say that you believe that the people who work for and with you all want to add value at work? Do they come to work every day to do a good job? In order to master HMTᔆᴹ you must honestly answer "yes" to both of these questions.

STEP 1 – IT STARTS WITH YOU

PRE-PLANNING

- Table A includes several references to free or low cost tools designed to help you identify your management style. It is important for you to understand how your style influences your work environment so you can optimize your strengths and mitigate any weaknesses.

- Table B is a questionnaire that will help you assess your organizational culture. Before beginning the questionnaire, take a few minutes and write a description of your company culture as you see it. You are encouraged to validate your understanding of company culture with your colleagues.

- Summarize your working environment and the role you currently play in that environment.

Table A:

SELF ASSESSMENT:

It is important for you to determine as much as you can about your personal management style. There are many ways to gain insights into your management style and how optimize your interactions based on this knowledge:

Discover Your Strengths by Marcus Buckingham and Donald Clifton

DiSC testing instruments - www.onlinediscprofile.com

Please Understand Me by David Keirsey and Marilyn Bates

Enneagram Institute World Headquarters - http://www.enneagraminstitute.com

The Personality Desk - www.personalitydesk.com

Personalysis - a proprietary tool of Personalysis Corporations - www.personalysis.com

These tools are available at a range of prices. They will all provide you feedback about your personal style and how your personal style interacts with other styles as well as give you insights into the dynamics of other styles. Knowing yourself and the array of styles is an important step to moving forward with HMT^{SM} because, as with any leadership development exercise, self-awareness and purposeful awareness of the impact you have on others is critical to your success in leveraging the strengths of your style.

Important notes about "Style":

- There is no right or wrong style, only right or wrong understanding of how your style impacts others!
- There are no better or worse styles, only better or worse application that can help or hinder your success as a manager!
- Every style has many strengths and can be effective!

Keys to making your style effective:

- Examine, closely, your typical behaviors in stressful situations
    - Keep in mind that over-used strengths can become weaknesses. In other words, if you only have a hammer, be mindful that not everything is a nail.
- Examine, closely, how others perceive your behavior
    - If you have a relaxed style and are always whimsical in your approach; some leaders may perceive this to be an indication that you are not serious enough about business, or lack the maturity to handle tough situations.
    - If you rely heavily on structure in the way you communicate and interact, you may be perceived as unfriendly, stern or rigid.
- Being a self-aware leader, empowers you to change the dynamic of a situation by changing your approach, if the feedback you are getting is not what you expected.

The journey of introspection can be difficult at times and as you go forward, you may find yourself taking steps backward so that you can re-examine and re-think your choices. You may at some point feel the need or want to reach out for additional assistance. You may find it helpful to work with a career or life coach, therapist or other professional resource to support your understanding of all the elements of your past that have brought you to your present self and present frame of reference.   The option and methodology is yours but the reason is what's the most important to your overall success. Unless you can learn to first understand and manage yourself, you have no hope of being able to effectively manage others. It all starts with you.

Table B:

IDENTIFYING COMPANY CULTURE

Your answers to the following will help you identify your company culture. Culture is the way that things get done in your organization. Contrary to or perhaps complimentary to whatever you say are the values of your organization, the "culture" is the reality on the ground. This is the environment you rely on, once you are employed, in order to get your job done.

MACRO VIEW:

1. Do you have stated values?
2. How are they articulated to employees?
3. How do the executives and leadership of the company respond to bad news?
4. Does the organization support innovation?
5. What are the strengths of your organization?
6. What are the weaknesses?

MICRO-VIEW:

1. Does that business strategy seems to be forward thinking and building toward sustainability?
2. Is there any reinforcement of the values in the way that people are hired, promoted, fired and rewarded?
3. How many sign offs are required to get financial resources to buy a required piece of equipment essential to doing your job?
4. How long does it take to get the attention of senior management if you identify a problem or concern?
5. Is the articulated business strategy evident in the way decisions are made in the company?
6. How do company leaders interact and communicate with each other? What do they say about their fellow leaders/managers when talking to their team members?
7. How do people interact to get things done?
8. How does the organization deal with poor performance on the part of leaders?
9. How does the organization deal with poor performance on the part of the employees?
10. Do employees feel valued by the company or do they feel expendable?

11. Do employees trust their leaders/managers?
12. How do you learn about business decisions and information necessary to do your job?
13. How do others learn of business decisions and important information that impact their jobs?
14. If you had to identify 5 words to describe the organization what would they be?

The answers to these questions will provide you an overview of the organizational culture. Take note of any dissonance between your original description and the answers you have provided to these questions. Also note, if your organization does not have an articulated culture, the fact that there is nothing in writing is part of the culture. Regardless of written or unwritten cultural values, the reality of the way things get done at every level in an organization is what the employees see as the culture.

STEP 2 – ASSESSMENT

Plan & Organize

- Identify your departmental business goals.
- Gather up the job descriptions for you and your team members.
  - o Job descriptions must accurately describe what the job holder does and reflect the tasks that actually need to be done to achieve the departmental business goals. ***They must not be written for a person, but rather a position!***
  - o If there is a significant difference between the Job Description and what the job holder is actually expected to do you are encouraged to send your notes to your HR Department or use your notes as the job description. However be sure to check with your internal legal advisors so that you do not use language that may be considered illegal or inappropriate in your job descriptions.
  - o If there is not a written job description, use your notes to capture the skills required to achieve the expected results of the position.

Staff

- As a first step, assess (as objectively as you can) the ability of each employee to deliver the job requirements successfully. For this step, put all issues except skill and ability aside and focus on that alone.
- Next, determine if this employee fits into the company culture as you have outlined and described using table B as a guide.
- If they are able do the job and they fit the culture, your next steps are much easier!
  - o If the employee is unable to successfully do the job, or does not fit the culture, then:
    - ▪ First ask yourself, is this a new issue with this employee or has it been there all along?
    - ▪ Is the problem getting worse?
    - ▪ Did you hire the problem? Or did you inherit the problem from someone else who hired the problem? OR did the problem result from something that happened after the hire?
    - ▪ If you hired the problem, you have a responsibility to solve the problem because you made the mistake.
    - ▪ If you inherited the problem, you still have a responsibility to solve the problem because the organization is at risk if the problem is not resolved appropriately.

- If the issues developed after hire, you may want to assess available alternatives to help solve the problem, such as getting support from HR, referral to Employee Assistance, personal intervention, referring the employee to a good coach or mentor. Choose an approach that is appropriate for the situation, including seeking legal guidance from your internal counsel.

The purpose of this exercise is not to lay blame, but rather to empower you to recognize that you can take affirmative steps to resolve problems and issues.

Staff & Lead

Investigate potential causes of the problem:

- Does the employee have the skills?
- Are they able to learn the skills?
- Is there something about the culture of the team, department, company that just doesn't work for this individual or vice versa?
- Can you support the learning by mentoring or coaching this individual?

If you cannot up skill, retrain or otherwise help the individual to be able to deliver, what alternatives do you have? Can they move to a position more suited to their skills? Can the job be re-crafted to leverage their strengths and still deliver the desired end result?

Develop as many alternatives as you can, possibly with the help of your HR Team or your manager, or the individual.

REMEMBER: As an HMT^{SM} practitioner your assumption is that the individual wants to contribute and be productive. If they are not able to succeed in their role, they will be disengaged and lack motivation. They may have some good ideas about how to work around the situation.

 If necessary, you may have to help the individual transition to their next opportunity.

STEP 3 – IMPLEMENTATION

Lead & Support - Building the Shared Environment

The reason you were asked to spend significant time examining organizational culture and the first four elements of applied management theory, is because "shared environment" is an essential part of the process of HMT^{SM}. Shared environment defines the rules of engagement and interaction required to carry out the work of the unit. Everybody in their

shared environment has a defined role and a responsibility to the other members of the team. Each member needs to understand their role and the roles of their fellow workers. It is important that they understand how their work contributes to the success of the unit. The structure of the shared environment creates the guidelines for behavior and work interdependencies, and thus must be aligned with the culture.

Shared Environment

The concept of "shared environment" is borne from the realization that in order to be an effective and high performing unit there must be an infrastructure in place to support productive activity. Shared environment documentation defines the rules and terms of engagement internally and externally for the unit and its member.

This infrastructure consists of:

1. Vision Statement of the organization (aspiration)
2. Mission Statement (action to achieve aspiration)
3. Defined, well communicated and well understood organizational culture
4. Accurate descriptions of each member's role and responsibilities
5. Defined interdependencies and processes that support the operation of the unit

The unit manager is responsible for insuring that the documentation supporting the shared environment is in place, understandable, current and relevant to the tasks and circumstances at hand. Shared environment documentation guides the manager and team members and can help eliminate conflict before it happens.

In a shared environment, "shared" is the operative term. The manager has the responsibility to ensure that each team member recognizes their contribution and value to the unit. Having clearly defined and well communicated rules, roles and responsibilities is crucial. The form of these is not as important as the function. Operations manuals, employee handbooks, posters, bulletins and other written communication can achieve the task of providing information to team members. The manager is tasked with encouraging behavior in the unit members that both adhere to rules and demonstrates shared responsibility for maintaining a safe and productive work environment.

Shared Environment in Action

Sally is a member of a team of five people in a call center. The team members are all highly skilled professionals. The shared environment has been established, explained and is agreed to by all. Last night, Sally received a call from her mother, who is in Hawaii on vacation. Sally's mother called to say she had broken her leg and is in the hospital in Hawaii, alone, and needs help to get back to the mainland after surgery to repair her broken

leg. Sally is in a difficult position. Her mother needs her help, but her work team is also counting on her to be present and productive.

Because Sally's manager and team are HMT^{SM} practitioners, Sally communicated her dilemma with her team members and the team told her to go and help her mother. Sally's task at that point is to assess the situation in Hawaii and communicate back to the team how much time away from the office she needs to ensure her mother's safe return and recovery, once at home.

Sally's team members develop a plan to cover Sally's responsibilities during her absence, and communicate that plan to the manager, who pulls together any additional resources that may be needed to ensure that the team continues to be fully productive in Sally's absence.

HMT^{SM} Principles at Work:

→ Absence policies and procedures and legal regulations provide the framework allowing Sally the ability to take time off and be compensated according to those policies and regulations.

→ The vital element in this case is the **attitude** of the team and the manager.
   - o Sally recognizes her value and contribution and is compelled to reach out to her team to communicate her need and get support.
   - o Sally's team members recognize Sally's value and contribution, as well as their own and are compelled to support Sally in her time of need.
   - o Sally's manager has created a work environment in which the team members have the capacity, flexibility and respect for each other and the company to maintain open communication and ensure continued productivity, even in times of crisis.

Shared Environment – Defining Success

English author Lewis Carroll once said, "If you don't know where you are going, any road will get you there." In business, taking "any road" can cost time and money. In the example above, each team member was able to deal with the crisis because they each knew their role, responsibility and what was expected of them. Before putting real people into the individual roles of a unit, the manager must not only have a clear personal understanding of the expected output of the unit/team, but also be able to articulate what success looks like to individual members of the unit. The manager's articulation of success sets the tone for the members of the shared environment to be able to produce and deliver.

Lead & Support – Hiring Right

In a recent study, Career Builders indicated that the cost of a bad hire is somewhere between 1 and 1.5 times the annual salary of the bad hire. This makes hiring decisions very important to a company's bottom line. What the Career Builders study did not measure is the impact of a bad hire on the attitude of individual team members and the morale of the unit. Negative attitudes and low morale reduce productivity and cost money, too. For this reason it is incumbent upon Hiring Mangers to view their hiring decisions as a contribution the organization's financial success. With this in mind, managers should be looking at all options available to fill a position, so they can find the best fit to deliver the required work product. This may not be a new hire. It may be a contract worker, a temporary worker, or a shared human resource from another department in the organization.

If a new hire is the best choice, the interview process can help find the right fit. It begins with interviewing the department's key members to confirm the assessment of the unit's culture and define the need. Successful HMT^{SM} practitioners pay attention to sharing information about the job, the shared environment, the unit culture and organization's values so that they hire the attitudes and skills needed to get the job done.

Hiring Right – Attitude Trumps Aptitude

Many times, the hiring choice comes down to a few candidates who have most of the skills needed to perform a job. In fact, it may be impossible to find, in one person, the *exact* skill set needed. With all things equal and each candidate able to up-skill as needed to accomplish the desired results, what is the deciding factor? A "right hire" identifies the right fit for the culture of the unit. That does not mean that the person thinks exactly the same way as the manager. Rather, it means that the person shares the same work ethic and appreciates the organization's values. Making the right hire may require a manager to look at several methodologies for aligning resources to get to the desired end result. Starting with the basic skill-set requirements will help a manager begin the hiring process with purposeful intent. This can also prevent a bad hire based on a manager, first, looking at

what talent is available, and then, trying to force-fit a person into a role that may not be a good fit for them.

The depth of ability for each of the competencies and skills needed in a candidate can be explored in the interview, if a manager employs an effective questioning technique. Consider the following as the basis for the interview.

- How can you identify the existence of needed skills?
- How can you identify the candidate's attitudes toward the organization's values?
- How can you identify if the candidate shares the unit's work ethic?

Effective questioning technique turns each desired skill set or characteristic of the job, and what it takes to achieve success in the position, into a series of open-ended questions. The goal of the interview is to facilitate the candidate's sharing their experience and expertise through their responses. It is important, when seeking a specific skill set to ask all candidates the same bank of questions so that each candidate can be rated objectively against each other and against the minimum benchmarks required to successfully fill the position.

Hiring Right – Getting What You Want From the Interview Process

Chip Bell, author and keynote speaker, said, "Effective questioning brings insight, which fuels curiosity, which cultivates wisdom."

Based on the skills and culture, a manager can identify key words and phrases that they want to hear during the interview that demonstrate a candidate not only has skills and experience needed, but also appreciates the organization's values, and shares the unit's work ethic.

Questions should lead candidates to describe, in detail, their technical expertise, discuss core competencies, problem solving behavior, crisis management, and learning and communication style. Sometimes answers lead to more questions. So long as the interview stays on track to provide the information a manager needs to make the hiring decision, robust discussion can enhance the interview process and further reveal attitudes and additional skills. In other words, the interview should not be sidetracked. Any discussion outside the answer to a specific question should be germane to the focus of the concept or competency that is being explored by the original question.

Good hiring starts with U – U - U

- Understand the culture of the unit for which you are hiring.
- Understand the skills required to successfully accomplish the tasks of the position you are filling.
- Understand the potential future needs of the unit and the position.

Developing effective interviewing technique is an acquired skill. Taking a methodical and deliberate approach the first time will set up a manager for future success. All the time spent preparing for the hire is positive energy and time. Likewise, all the time dealing with a mistake in hiring is negative energy and time. As an HMT^{SM} practitioner, a significant portion of the hiring process is spent on building out an effective interview process. This up-front time investment can prevent a loss of time and productivity resulting from a bad hire.

Prep time and energy	Time conducting the interview	Time making your decision	Time to results on the job
HMT ^{SM} - depending on the position and level of the position and how much information you already have available it can be 2 to 5 days	Since you are using a very purposeful approach to making this hire, you should allow at least one hour for each interview and up to 30 minutes for notes and recording your thoughts	Using your documentation log it should be relatively a quick process to make the decision, possibly an hour to identify the candidate and maybe a day to work with HR to understand the salary and compensation package required for the selected candidate.	After maybe a couple of days settling into the new shared environment, this candidate should be delivering solid results
Relying on past processes (your "gut" reaction) – you can start interviewing tomorrow or later today!	30 to 45 minutes	It can take as little time as an hour, if you got good vibes from one candidate to several days to contemplate which candidate may be the best or fit the best in your department	Three to six months in helping to bring the candidate along the learning curve and helping them "fit" into the team. It can be longer if you have to get into a disciplinary process.

A manager could get lucky, but why leave it to chance?

HMT^{SM} Hiring - in Action

Nancy has recently been promoted to the position of operational project manager of a consulting firm that works in a virtual environment. One of Nancy's new responsibilities is hiring account executives to provide client support. The company has experienced significant turn over in this position over the past three years. Nancy is convinced that the organization is not hiring correctly. In the past, the Managing Partner would post the position, highlighting specific experience in the consulting group's area of expertise. Several candidates with matching experience had come and gone after short and turbulent tenure.

Using HMT^{SM}, Nancy explored an alternate approach to hiring. She used the previous experience/skill-based search, but added the element of work ethic and attitude to the overall examination of candidates that presented with the proper skills.

Nancy developed a bank of questions designed to evaluate attitudes toward working in the virtual environment and toward working as a consultant and independent contractor. Having a bank of questions that was asked of all candidates helped compare each to the other and to the minimum requirements of the position. Adding the elements of culture and work ethic to the interview process revealed several candidates who did not fit the organization's culture but may have otherwise been hired based on their experience alone.

The end result of Nancy's effort was that two competent account managers were hired, who remain with the organization today. The team is productive and the company is experiencing growth.

Lead & Support – Implementing Humnipotent Management Techniques^{SM}

The HMT^{SM} concept is attitude and process. It takes the best of management theory and shifts the paradigm from control to support, so that the manager-employee relationship becomes collaborative rather than controlling. This material exposed you to the core elements of HMT^{SM}.

The core attitudes and processes of HMT^{SM} are:

→ Managers believe that employees come to work every day wanting to do a good job and add value.
→ The Manager's role is to plan the work, organize the tasks and functions to deliver the desired result, lead the team by sharing the vision and mission and provide a shared environment and the tools the team members need to be successful.
→ Managers hire talent with the right skills and cultural fit to carry out the work.

→ Mangers support employees' work execution efforts.

As a manager, you can positively influence your environment by using HMT^{SM} to establish a shared environment to enable and empower your current employees. At the same time you can implement HMT^{SM} for future hires to help prevent bad hiring decisions.

Through the lens of a new perspective, focused on support, a manager can begin the process of putting HMT^{SM} into practice.

GET STARTED!

1. Assess your management and leadership style.
2. Assess your organization's and/or unit's culture.
3. Assess your team.
    a. Assess each individual's ability and determine if they have the skills to be successful in their position.
    b. Assess attitudes.
    c. Identify gaps and resources to fill them.
4. Examine your "shared environment".
    a. Are the terms and conditions of employment and rules of engagement clearly defined and well communicated?
    b. Does each member of the team share the responsibility for maintaining a safe and productive work environment?
    c. Does each member of the team understand the value of their personal contribution to the overall success of the unit?
    d. Does each member of the team understand the interdependencies of their position, other team members and the broader organization?

Based on your findings, build an implementation plan that works for your organization or unit. Remember it is your attitude toward the work and workers that has changed. As an HMT^{SM} Practitioner your role is now to plan, organize, staff, lead and **support** the members of your team.

Good luck to you in pursuit of excellence in leadership and with your use of Humnipotent Management Techniques℠. If you have downloaded this document you are eligible for a 30 minute coaching session. If you are interested in scheduling your session, please email nina@ninaewoodard.com for additional information.

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a new business vision for the new business world

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