

AGSES Colleague Conversation Notes

Management Skill Building	
06.16.2010	2:00 pm Eastern Time Teleconference
Facilitator	Kate Genaitis
Intro	<p>This was a chance to present your own story/management experience and get some helpful hints, as well as identify topics people were interested in.</p> <p>We need to consider cloning our leadership skills. Focusing on leadership when it comes to girls is what we do well. Our job is building leadership skills in girls, but often we don't use the same approach with our own staff. We need to think of ourselves and utilize some of the same skills we use with girls with our staff.</p>
Question/Topic	<p>Ask yourself...Will I be a better manager if I just continue doing what I have been doing? Am I satisfied?</p> <p>You tell yourself...</p> <ul style="list-style-type: none"> • I work hard • I have an open door policy... <p>What is the biggest issue(s) you are currently facing?</p>
Comments	<p>A big issue being faced by many is the move from a small council to a large council. Going from a "family" to 6 distant regional offices, where people you used to work closely with are now spread out over many regional offices - previous continuity and connection are now lost with everyone spread out hours from each other. Have tried to meet more often via phone, but haven't yet found that element that makes meaningful management possible.</p> <p>We have moved from conversations taking place in person to email. As issues emerged we were always able to discuss and even solve them around 'the water cooler' or as we walk by someone in the hallway. We now use the internet - this is fine, but we are not getting the creative conversations. We could then move to the conference call to achieve some of that quality conversation, but without planning these call may not achieve the goal.</p> <p>May need to work on 3 month scenario building - a more organized approach. Some managers are more successful when they are in the same office and communication is less formal, whereas we now need to develop better/different management skills and a more formal approach to communicating the information.</p> <ul style="list-style-type: none"> • You need an agenda - time is valuable. • You may need to keep a notebook with sections for each of your peer teams and discussions with employees for reference and follow-up • Consider 50 minute on-on-one meetings with direct reports at regular intervals - every one to two weeks <p>For people managing a lot of people they must be more deliberate about engaging and empowering their direct reports. They must have frequent meetings (with a defined meeting schedule) to find out what is needed to empower and engage the team. Need to develop the skill building to solve problems and then do something about long distance arrangements of staff and volunteers.</p> <p>Even with long distance arrangement of staff and volunteers, it is even more important to remain accessible to your direct reports - some managers find success in doing their work in the early morning and later in the afternoon hours after everyone has gone home, making them more accessible and supportive to staff during the day.</p>

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Question/Topic	What do people say they need from me?
Comments	<p>The best ways to be a manager is sometimes to manage individuals differently. Sometimes we try to manage everyone the same way (sometimes successfully) but, people are different, have different needs and we may not understand them as individuals. One struggle with managing individuals differently is the appearance of favoritism and the impact on the interrelationships when in actuality you may be mentoring. It's like being a parent – each child is different.</p> <p>Some managers are fortunate to have a team that is easier to manage with team members who feel empowered and engaged and step up without asking. For those who are not this fortunate, we can just ask the question of the team... would you like to step up? Encourage this to take place by asking appreciative questions of your staff and then letting them identify the need to step up. This could even help negate the persona of favoritism that may have been felt when managing individuals differently.</p> <p>Sometimes we find ourselves so busy helping the team we forget that each team member has their own responsibilities - that lines are becoming blurred. This may be a good time to pull out the job descriptions and going over them as team to re-discover each job and the role of each member.</p>
Question/Topic	Other than energy and ambition, what else so I need? Skills? Behaviors?
Comments	<ul style="list-style-type: none"> • We need our skills honed as well as the necessary experience to make career moves up, or sometimes even laterally. • We need to understand our behavior(s) may be keeping us from being recognized for promotion or special assignment. • What are you doing to increase/improve your learning?
Question/Topic	What would make an AGSES conference a top notch learning experience for you to add a skill or strengthen leadership abilities?
Comments	<ul style="list-style-type: none"> • Speak face to face to someone who is or has actually had the experience, and then be able to ask questions of that individual. • Know more about Scouting – how you get the different departments to work cohesively - forget realignment and focus on moving forward. • Time management – refresher/sharing of methods • How to run our “business” in the form of a business – understanding and assess what you need to focus on • Project management • How to facilitate cross-functional teams • Coaching vs. Mentoring • Competencies – understanding in general and “how-to” – how do you conduct a performance evaluation based on competencies (GSUSA has developed competencies – a lot of it is observed behavior on their part) • Motivating volunteers into the true reality of realignment (they're being asked to change a lot and there is still a lot of work to do here – need to have more exploratory conversations – how do we utilize volunteers)

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Question/Topic	How do you motivate a team to feel like a team?
Comments	<p>Use of accountability partners</p> <p>There's a new wave of self-managed teams – it can be difficult to keep the teams together and the teams can struggle – how do they learn to value being a member of the team even though spread out? Consider a team “message of the day” - assign each member one day a week to generate a discussion point previously discussed at a recent meeting – or a humorous quote for the day – post through Twitter for comment and keep the discussion going.</p> <p>Managing can become a series of completing reports and we can lose the benefit of the result.</p> <p>Develop levels of permission – who has permission to do certain decision-making</p>
Resource	<i>What Got You Here Won't Get You There – How Successful People Become Even More Successful!</i> by Marshall Goldsmith, 2008 AGSES Conference Keynote (Indianapolis)
Comments	<p>Marshall says it's not what we have to start doing but what we have to stop doing.</p> <p>He makes us think about how we are doing or what people are doing to us and dealing with them – getting feedback and motivating the team – cross functionality</p>
In conclusion	
Comments	<p>We've worked for a long time in silos – we've been departmentalized and in competition for resources.</p> <p>Now we are being challenged to work cross-functionally (pathways).</p> <p>We are asked to be a part of the marketing and branding of the organization.</p> <p>Some new challenges are:</p> <ul style="list-style-type: none"> • How do we build a successful model that celebrates that cross-functionality. • Recognition – what was the contributions of that person to the team – also goes to accountability <p>How do we deal with the stress to step up in a larger council, being a team member instead of working individually, and inter-department cooperation? When we look at this as career instead of a job we add another layer of stress to our lives.</p> <ul style="list-style-type: none"> • Get up every hour and walk around and find humor within the office – laughter is good. • Be the blogger for the day and serve as the humorist to keep things light
Kate's Email	kgenaitis@gmail.com
Comments	Kate invites you to email her with questions/concerns or feedback.