

Spending Too Much
Time Fire Fighting?



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by K Curtin Consulting, Inc.

Today's Roadmap ...

35 - 40 minutes - I'll leave 10 minutes at the end for Q & A

Background

What happens when we walk around with a fire extinguisher ...

Ways to ignite our leadership skills ...

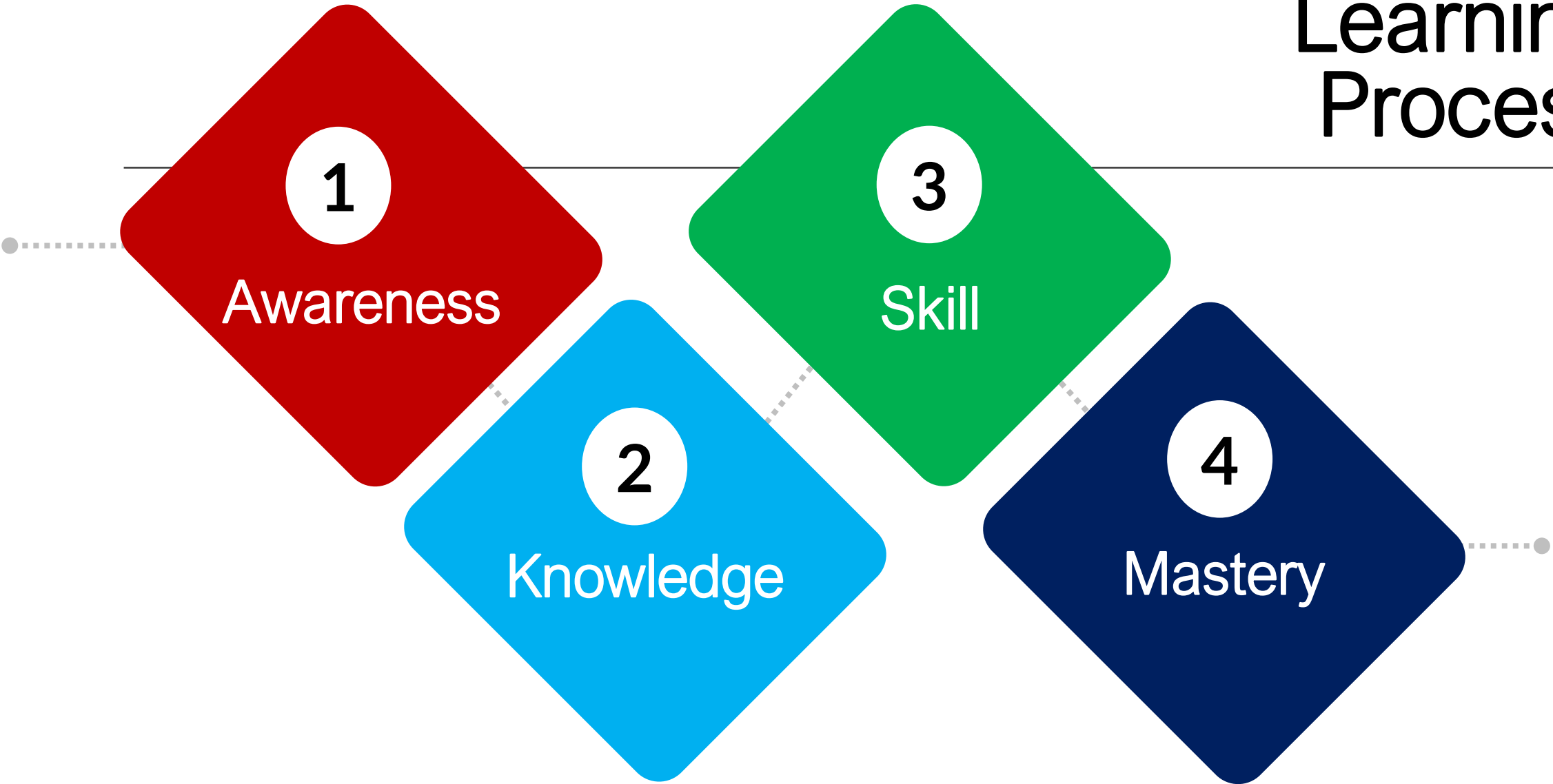
Through coaching and avoiding Smoke Screen Questions!

Sandler is the
largest
training,
coaching,
consulting
company in
the world.

SANDLERSM

With over 250 locations in 27
countries providing over 500,000
hours of training annually.

Understanding the Learning Process





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Why do we
throw tennis
balls at
Managers?




TIRED



**JUST TIRED OF PEOPLE AND
EVERYTHING**

memegenerator.net



*Who is it
going to
be?*



4 ROLES OF A LEADER

Training

Coaching

Mentoring

Supervising

Were they this way
when we hired
them?

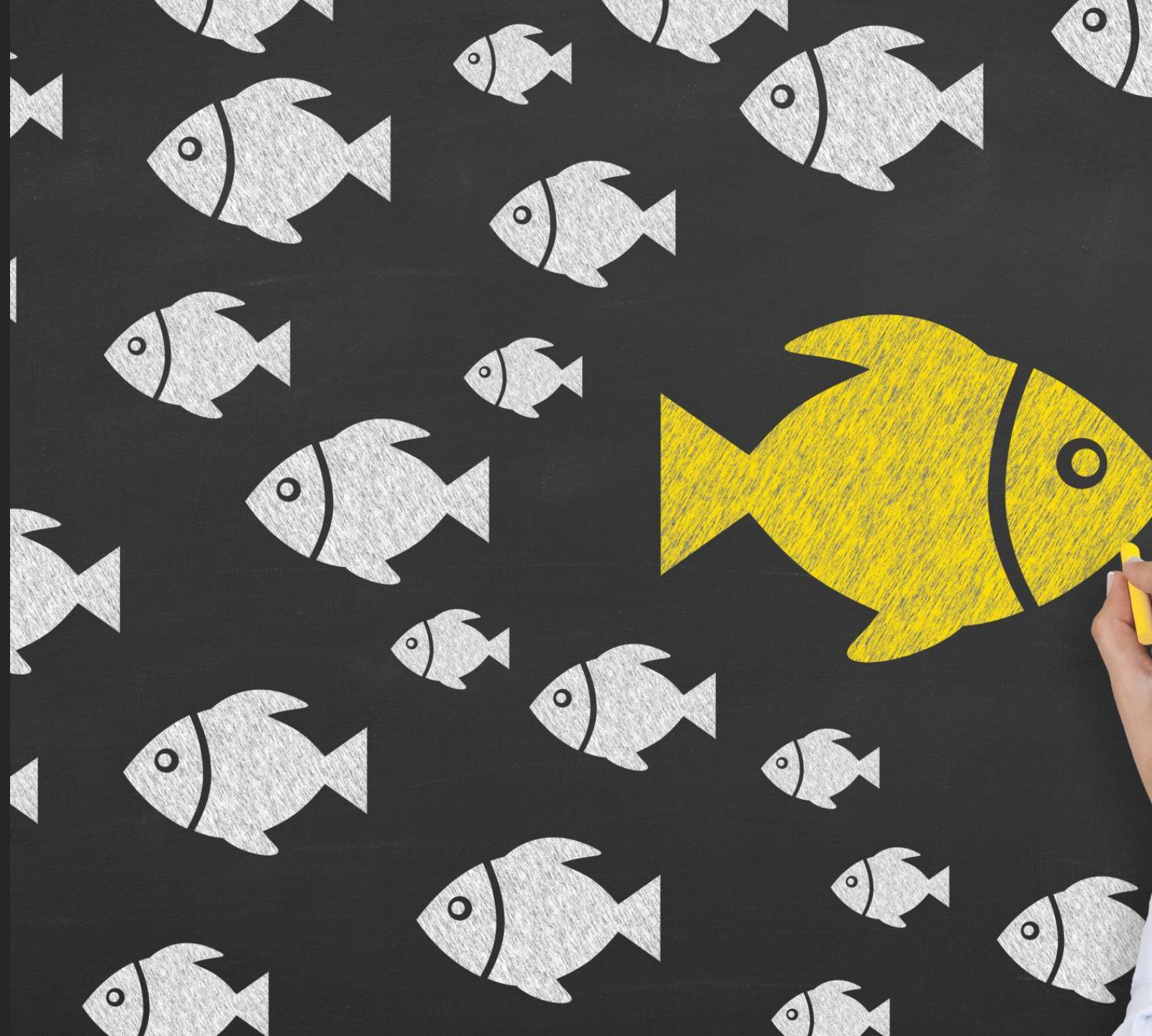
Or did we make
them that way?



A row of ten matches is shown against a dark red background. The first match on the left is lit, with a large, bright yellow and orange flame rising from its tip. The other nine matches are unlit, with their red heads and wooden stems visible. The text "Stop putting out fires and ignite LEADERSHIP!" is overlaid on the right side of the image in white, sans-serif font.

Stop putting out
fires and ignite
LEADERSHIP!

Teach Em' to Fish



72%

Of people said their performance would improve if their managers would provide corrective feedback.



7 Traps Successful Coaches Avoid

- 1. Unclear objectives for the coaching session**
- 2. Poor follow up on the session**
- 3. Lack of trust**
- 4. Spend too much time fixing**
- 5. Spend too much time telling**
- 6. Get impatient as results are taking too long**
- 7. Coach all people the same way**

Question:

What percentage of employees leave their companies because of their direct boss/supervisor?





CRITICIZING
BEHAVIOR VS.
THE PERSON

13 Soft Skills “Must Haves” for Leaders

Transparency

Excellent Communication

Listening Skills

Appreciating and Encouraging Teamwork

Consistency and Reliability

Trustworthiness

The Drive to Set Goals

Making Decisions (and Accepting Responsibility)

Empathy and Sensitivity

Rewarding and Recognizing Employees

A Willingness to Change

Conflict Resolution (Rather than Conflict Avoidance)

Empowering and Motivating Your Team

What percentage of managers are uncomfortable communicating with employees?





Transparency in Leadership



GAMES PEOPLE PLAY
&
SMOKE SCREEN QUESTIONS

MANAGER (Sue)

1. “Hey Joe, I need this report done and on my desk by Friday.”
2. I asked him to get this done, why is it taking so long. “Looks like you have a lot on your plate?”
3. Just seeing him frustrates me.
4. “Well since it’s still not done – I’ll just do it myself.”
5. “Joe, this isn’t working out.”

EMPLOYEE (Joe)

1. “Sure, Sue no problem.” *There is no way I can get this done by Friday.*
2. “Yes, I’ve been swamped.”
3. Is she angry with me? I feel a little tension, but I don’t know for sure.
4. “I’m sorry Sue, I’ll start working on it now.”
5. “May I ask where is this coming from?”

How Do We Avoid The Trap?

**NO MUTUAL
MYSTIFICATION!**

Benefits of a Mutual Agreement



Establishes a purpose
for the interaction



Include agreement for
time



States both parties'
agenda



Defines when and how
agreement is made

MANAGER (Sue)

1. "Hey Joe, I need this this report done. How soon do you think you can get it to me?"
2. "I know you have quite a bit on your plate. Is end of day Wednesday a reasonable time frame?"
3. "How much wiggle room are you thinking?"
4. "That would work great. Just to confirm, Joe, is there anything that would prevent you from getting it to me before Friday?"
5. "Thank you, Joe. I appreciate it."

EMPLOYEE (Joe)

1. "How soon do you need it?"
2. "Is there any wiggle room on that? I may be able to make that work but it'll be cutting it close."
3. "If I had until end of day Thursday, I know for a fact I could make that deadline. Would that work for you?"
4. "Nope – I have one other project to finish. I'll be done with that by Tuesday and then I'll start on your report."
5. "No problem, Sue. I appreciate you being flexible."



LEADING VS. DEMANDING

Leadership



INSPIRING VS. REQUIRING

Sandler Management Accelerated Program

12 Week Program

Next Cohort Begins March 1

Schedule a 30min.
Zoom Meeting



@KaysiCurtin
Kaysi.Curtin@Sandler.com

