Spending Too Much Time Fire Fighting?

By K Curtin Consulting Inc. Sandler

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.

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

# Understanding the Learning Process

1. Awareness
2. Knowledge
3. Skill
4. Mastery

Why do we throw tennis balls at Managers?

Tired – Just tired of people and everything

# Who is it going to be?

# 4 ROLES OF A LEADER

1. Training
2. Coaching
3. Mentoring
4. Supervising

**Were they this way when we hired them?

Or did we make them that way?**

**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

* **Unclear objectives for the coaching session**
* **Poor follow up on the session**
* **Lack of trust**
* **Spend too much time fixing**
* **Spend too much time telling**
* **Get impatient as results are taking too long**
* **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)

“Hey Joe, I need this report done and on my desk by Friday.”

Employee (Joe)

“Sure, Sue no problem.” *There is no way I can get this done by Friday.*

Manager (Sue)

I asked him to get this done, why is it taking so long. “Looks like you have a lot on your plate?”

Employee (Joe)

“Yes, I’ve been swamped.”

Manager (Sue)

Just seeing him frustrates me.

Employee (Joe)

Is she angry with me? I feel a little tension, but I don’t know for sure.

Manager (Sue)

“Well since It’s still not done – I’ll just do it myself.”

Employee (Joe)

“I’m sorry Sue, I’ll start working on it now.”

Manager (Sue)

“Joe, this isn’t working out.”

Employee (Joe)

“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 the agreement is made

**Manager (Sue)**

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

Employee (Joe)

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

# Leading vs. Demanding

# Inspiring vs. Requiring

**Sandler Management Accelerated Program**

***12 Week Program***

**Next Cohort Begins March 1**

**Schedule a 30min.
Zoom Meeting (QR code below)**

**
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