Your Process Helped Me "Stretch" My People

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✓ Solved people issues

✓ Developed skills of top people

✓ Much higher customer satisfaction

The process of getting me to develop "tasks" for my people was extremely valuable, but it was grueling. It makes you go back to setting goals. You really have to go back to how you select the people and match them with the right level of tasks to achieve the goals you want to accomplish.

In trying to plan, I could have made my way through it myself, but this expedites the process. Sometimes it's easier for others to do it for you. It moves things along faster.

TOUGH GOALS STRETCH YOUR PEOPLE

As far as the "tasks" I chose for the participants, I realized that this is the process that supports the "evolution" of these individuals. So I chose strategic "stretch" tasks which would be tough for these individuals to achieve.

I could have chosen simpler tasks for them to accomplish but I wanted to force them to really stretch. In many cases I picked "tasks" I knew were far beyond their capability. This way I knew the process would force them to stretch, to try things out of their comfort zone. This way I knew I'd see significant "evolution" of these individuals, and in some cases I did.

In our organization, we can't afford to be one deep when it comes to management. But I don't think these types of management skills are learned in school. Perhaps even more importantly, when it comes to being able to manage, a person doesn't necessarily get it just because he or she has been a manager for many years.

THERE'S NO TIME FOR HAND-HOLDING

Personally, as a senior manager, I don't have enough hours in the day to do the hand holding and the divisional things and the management things. To really be effective, I like being able to clone myself so I can shorten the cycle time on things that wouldn't have made it up the priority, and this program helped.

> "...these types of management skills aren't learned in school ... [and] I don't have enough hours to do hand holding..."

For example, one of the participants is now better able to communicate out of his chain of command. He has much better interrelationships within the department. And this allows him to better get his tasks done.

Another key participant now offers up fewer excuses. He finally understands that he's not getting the fun stuff done because he's not getting the key (automation) tasks finished that we've been trying to get him to do.

> **"The people who went through the program learned there has to be a balance in the priorities…"**

Another key participant is now aware of the cost personally to him of not solving problems. Now he sees that he has to contribute to solving problems, that he has the ability to contribute to reducing the source of his frustrations.

As far as the tasks in general, my people are beginning to get them done in the correct order. There's a big difference between what you want them to do and the part that really needs to get done. I don't want my people just doing the steps without evaluating them against the initial objectives.

NEED TO RE-EVALUATE PLANS CONTINUALLY

Part of the problem is that, being IT/MIS, everybody screams at you… the "squeaky wheel."

The people who went through the program have learned that there has to be a balance in the priorities. They have to carve out a little time to deal with themselves and with their projects.

<u>Rather than just meeting the requirements, I want my people defining the requirements, then continually testing the steps they think they need to take, against the requirements.</u> That's where the process really adds value. It addresses problem solving and conflict resolution rather than just status collecting on their projects.

INCREASED TEAM COHESIVENESS

The program has also helped with the department's unity. Everybody has learned that if they fail singly they fail collectively. Having them all in a room together made it happen. We still have a ways to go, but they wouldn't even have started without this program.

> **"This process adds value… because it gets my people to address problem-solving and conflict resolution, rather than just status collecting on their projects…"**

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