



Pain Free People Management

By

Jeremy Francis

www.constantior.com

Contents

Forward	2
Chapter One – People are a pain	5
Chapter Two – Secrets of success	10
Chapter Three – Getting to know you	15
Chapter Four – The best performances are willingly given	36
Chapter Five – If you can't measure it you can't manage it	57
Chapter Six – Feedback is a gift	66
Chapter Seven – Stop doing and start coaching	72
Chapter Eight – Power up people's potential	79
Chapter Nine – Building teams that smash targets	97
Chapter Ten – Managing upwards – another challenge!	111

Other Useful Links

135

Forward

About the book.

Managing people, is it a pain or pleasure? For some their management jobs would be great without having to manage people! For others they love people management and would deem it a pleasure. Between these two extreme views there is a truth and it is this – the best performances are willingly given. It is quite simply a manager's job to ensure a high degree of both performance and satisfaction in a person's job and for this s/he needs tools. Furthermore to build high performing teams a manager needs to create a blend of talented individuals who are mutually supportive of the team's pursuit of excellence. Again to achieve this the manager needs tools. So that is what this book is about – providing managers with the tools and techniques to bring out the best in their team members and their team as a whole. Use it to make people management a real pleasure rather than a pain!

About Jeremy Francis

Jeremy Francis has worked in human resource development for over 30 years.

From a background in Training and Development within leading British and American banks in 1982 he became a self-employed Human Resource Development Consultant working with blue chip corporates. He founded Rhema Group in 1985 with the aim of providing customised human resource development solutions globally through the use of consultancy, instructor led training, coaching, psychometric assessments and learning and development resources.



He is now CEO of Constantior (www.constantior.com). Constantior provides highly interactive online learning using virtual classrooms, online personal development resources, and consultancy to deliver cloud-based learning on demand anywhere and at any time.

About Jeremy Francis (Cont'd)

Jeremy is an author and keynote speaker frequently speaking at International Human Resource Development Conferences.

His most recent paper was published by The HR Director Magazine and was entitled “Globalisation of Business and the Challenge of Aligned Training and Development Issues.”

His most recent keynote speaker assignments were an address to the HR Directors of leading Russian Companies in Moscow on “Best Practices in Human Resource Development within Europe”, and a presentation at The Middle East HR Conference and Expo in Dubai on the topic of “Excellence Through Advanced Training and Development”.

Testimonials

“Jeremy brings an expert, calm, engaging and stimulating approach to the most challenging of scenarios. I first hired Jeremy to work with me on a global change management programme that required my staff to embrace and adopt a range of new behaviours and competencies in order for the business to continue delivering accelerated growth. Jeremy is an expert in leadership, management and staff behaviour issues. He is highly professional, has a fine eye for detail and is able to engage with the client at a very detailed level to ensure optimum results. His preparation and delivery are exemplary and once the job is complete he will ensure on-going contact to help measure overall effectiveness of the programme and that his work has helped deliver the desired results.”

Andy Soloman, Global Business Director, Platts

“Jeremy has played a significant role in the design, creation and delivery of many programmes for managers within the English Language Teaching Division of Cambridge University Press.

He has always been meticulous in the creation of the content, which he customises as appropriate, and his style of delivery is very engaging. The feedback we have received from his sessions on Leading Teams, Coaching and Mentoring, Performance Management and Managing Change have all received excellent feedback from the delegates.”

Barbara Charlton, Sales Operations Director, Cambridge University Press

“Having worked with Jeremy and his team for more than 20 years I can recommend his services to any organisation undertaking significant changes , setting up new sales processes and launching new products.

Jeremy is great to work with - extremely client centered and full of innovative ideas. I particularly appreciate the web based training capability and the international partner network.”

David Galloway, Global Business Manager, Linde Healthcare

COPYRIGHT PROTECTION NOTICE

All rights reserved

This e-book is published by Jeremy Francis, 2016

Text © Jeremy Francis, 2016

This material (including additional handouts and exercises) is protected under the Copyright, Designs and Patents Act 1988. No part of this material may be reproduced, circulated, or transmitted in any form or by any means, electronic or mechanical, including photocopying, audio or video recording, or any other information storage or retrieval system, without permission in writing from Jeremy Francis CEO Constantior.com, 15 Prospect Row, Gillingham, Kent ME7 5AL UK.

Any unauthorised use of this material constitutes a criminal offence, in addition to exposing the user to civil penalties.

Important note about the illustrations

The images in this e-book are the copyright of Jeremy Francis and cannot be reproduced without his permission.

Chapter One - People are a pain

Pain Free People Management

Chapter One

People are a pain

“I’ve got a new job”, I said, glowing with delight. “It’s a management role. I am going to have my own team of people for the very first time, and I can’t wait to get started” I waxed lyrical.

My audience was a good friend. We were sitting in a wine bar in London and he could see my enthusiasm. I was twenty eight and had just landed a job as Head of Training for a global corporate. He took a sip of the rather special Rioja I had ordered. “That’s great he said, I wish you all the best. I have managed a team of people for the last five years and I have to say that I think people are a pain”.

This was not what I wanted to hear. People, a pain? Surely not. I had worked alongside very hard working, dedicated individuals who shared my passion for achieving only the very best results for years. I was about to manage what I imagined to be just such a group.

“What do you mean?”, I said somewhat taken aback.

“You’ll see”, he said. “I started out with just the same optimism as you have but it didn’t take long for the truth to dawn on me. Believe me, people are a pain to manage”.

Chapter One - People are a pain

“OK”, I said, “give me some specifics. What do you mean people are a pain to manage”?

“Well to start with”, he went on “what training or preparation have you had for managing people? Most managers are appointed managers from a background of being an individual high performer. Without any management training, or preparation the expectation is that something supernatural will happen to them before taking over a team, that will give them all the insights and skills to manage people effectively. I can tell you, managing yourself is one thing, managing others is quite another”.

“So what’s so different about managing others”, I interjected, “surely if you sit down with the team, explain the team’s objectives, draw up a plan, implement the plan and assess results, all with an open and honest communication style, people will respond and deliver. Isn’t it just a matter of common sense?”

“I wish it were”, he said. “Let’s consider a typical situation. Imagine you are taking over a team of say five people”.

“That’s just what I am doing”, I said, encouraged by the illustration he was about to share”.

“The chances are” he went on “that at least one team member sees themselves as a high flyer who wanted your job, is aggrieved that s/he didn’t get it and actually wants you to fail! Make no bones about it s/he will either be openly or covertly destructive”. He went on, “Perhaps another team member, realizing there is little promotion possibility, has emotionally ‘resigned on the

Chapter One - People are a pain

job' and decided to do only what is necessary, and no more, to get by. In effect they have withdrawn their discretionary effort. Another", he said, warming to his task of abject disillusionment, "is an apparently effective! S/he looks the part, talks the part but never produces results. S/he is having a good time at your expense. And then there is the cynic, totally disillusioned by the organization and its future plans, who in a sense has become a misfit to their job but stays on only to spread his/her malcontent around the team. How many is that?"

"Three", I said, somewhat glumly. "And", he said, "then there is the well connected individual who is politically very astute, knows the ropes, and who is very secure in themselves. They work the hours they wish to, have little respect for you, are highly professional, don't want to be a team player, and quite frankly are unmanageable".

I was about to cry out "Enough", but he went on, "and then of course there is the uncommitted. I call them the "wiggler", he smiled as if to recall one of these people in absolute detail. "Utterly charming, possessing incredible communication skills, popular but utterly poisonous and deceitful. You see, although you may not have realised it you are in a battle with their will. Only their agenda matters and they'll give you every excuse under the sun as to why they haven't achieved. The real reason is that they have no intention of doing so. Their values are completely at odds with yours, they are self-serving, self-seeking individuals with their own agenda and given the chance they will leave you for a better opportunity without any compunction. How is that for starters?" My friend concluded, slapping his knees with both hands as if to say beat that, my friend".

I was aghast. Surely this couldn't be true. I knew that people were different, but could they be that different? Was there nowhere a team of highly

Chapter One - People are a pain

dedicated, loyal, mutually supportive people who worked brilliantly together getting phenomenal results and being highly motivated in the process?

“Maybe you were just unlucky”, I ventured, “not every team can be that dysfunctional, surely”.

“Oh there’s more I can assure you”, he went on, “there are those who are plain not up to the job, should have gone years ago. There are those who are blighted by so many private life problems you’ll be lucky if you see anything of them. Then there are those who don’t get on with another team member and refuse to co-operate with them. Those that are unhappy with their pay, those that are never wrong, those that are resistant to change, those that have attitude problems, those that don’t like targets and those that even have what you might call ‘personality disorders’. Shall I go on?” he said. “No, no, please stop. I’ve heard enough. Is there not one hard working, loyal, reliable, popular, well respected, undemanding, positive, self-motivated and balanced individual out there? The complete antithesis of all you have described. Someone who loves their work and will bring their discretionary best to their job, day in day out, without complaining?” “Nope.” He said, “not in my experience.”

“Then managing people is really a poisoned chalice”, I said, “a cruel joke inflicted on people who see people management as a necessary evil to progress their careers”.

“That’s it exactly”, he said “I couldn’t have said it better myself!”

“Two weeks to go before I start the new job”. I thought to myself “what have I got myself into?”

Chapter One - People are a pain

I finished my glass of Rioja. Somehow it didn't taste quite as good as it did about forty five minutes ago!