

OPPORTUNITIES FOR INFLUENCE

Great Performance! Effective Employee Relations! Retention of Valued Employees!

They don't just happen by accident. Successful Managers develop strategies to systematically and positively influence employees and the organization.

They don't just hire great employees and hope for the best! They think ahead, plan for success, then put a lot of discipline and hard work into making sure the right things happen, consistently.

They take advantage of the *Opportunities for Influence we all have*, such as:

Planning for Success

- Think ahead. (You do have time for this step. How long do you plan to be in business?)
- Identify positive, successful behaviours you want in your organization (e.g. key values).
- Establish action plans to hire for, promote and reinforce those behaviours (e.g. teamwork/collaboration, conscientiousness). Don't just hope they happen.

Recruitment

- Promote your values when recruiting and on your website (e.g. teamwork, initiative, etc.).
- Stress these priorities with candidates and select for them as well as knowledge & skills.

Orientation

- **NOTE-a golden opportunity that many organizations miss big time!**
Remember the poor orientations you have had, and don't make the same mistakes!
- Get 'em early! Confirm and reinforce mutual expectations and key values immediately.
- Use a planned, step by step approach to welcome, then gradually grow, new employees
- Don't ignore or overwhelm newcomers. Teach them gradually, don't just process them.

Training

- Ensure employees are fully trained to do what you want done.
- Assess upgrades or ongoing training over time. (e.g. an annual development plan).
- Reinforce key values and positive skills in your training. (E.g. collaboration)

Performance Development

- Ensure **Clarity** as to both Task and Behaviour expectations (e.g. how to treat others)
- Provide planned **Contact** to consult on performance during the year, not just at the end
- Reinforce key values and other positive behaviours such as, internal customer service, problem solving, accountability, continuous learning, etc.

Employee Relations

- Communicate key values and organizational expectations. (e.g. mutual expectations)
- Reinforce those values to confirm expectations.
- Ensure your internal two-way communication systems are effective, to build trust.
- Intervene promptly and effectively on issues to reinforce organizational expectations.
- Take a fair, balanced approach, you build trust and credibility.

Recognize and exploit your Opportunities for Influence for simpler, more effective management!