



THE OHIO STATE UNIVERSITY

The Bill and Susan Lhota
Office of Alumni Career Management

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Career Development

- Programs/Resources
 - Web resources, career management system, webinars, programs, career fairs, individual career advising (in-person and remotely).
 - www.go.osu.edu/AlumniCareerManagement
- Career Changes:
 - Launching
 - Transition
 - Underemployment
 - Unemployment
 - Encore Career
- A Lifelong Process:
 - Assessment
 - Exploration/Research
 - Personal Branding
 - Networking/Job Search
 - Professional Development



Getting the Best from Your Team



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Getting the Best from Your Team

- How do I help my employees do their best work?
- What can I do to coach employees who are faced with a new challenge/task?
- What should I do if my employee's performance is below expectations?
- How do I handle chronic performance problems?

Role of Manager

- Process Management
 - Follow policy/procedures
 - Improve processes
 - Manage resources
- People Management
 - Select for talent
 - Set expectations
 - Motivate employees
 - Develop the employee



Employee Development

- Partnership between manager and employee to help the employee perform present job better and prepare for job growth and increased responsibilities
 - Benefits employee, team & organization
- Strengths-based Employee Development model
 - Identify employee's strengths
 - Align strengths to responsibilities
 - Identify strategies to improve areas of opportunity

*Your success is based on how your team performs,
not your individual performance*

Feedback & Coaching

- **Feedback**

- Giving and receiving information regarding performance

- **Coaching**

- Continuous process of equipping people with tools, knowledge, skills and opportunities they need to develop and become more effective at:
 - Solving problems
 - Making decisions
 - Taking on new changes
 - Enhancing/Improving performance



Feedback

Giving and receiving information about observed behavior

- Achieve common agreement about what “good performance” looks like
- Focus on behavior rather than personality or character traits
- **Appreciative Feedback**
 - Provide specific information about what they are doing well
- **Constructive Feedback**
 - Provide specific information on how to improve behavior



Strategies for Feedback: STAR



- **Appreciative feedback/praise**

- S/T – Situation or Task
- A – Action that was effective
- R – Result of action

“Thank you for helping me meet that deadline today. You knew exactly what information I needed and got it to me quickly. The customer was so impressed that she sent a note of appreciation.”

Constructive feedback

- S/T – Situation or Task
- A – Action that was ineffective or lacking
- R – Result that was negative or ineffective

“You are scheduled to work at the customer window at 8am. Today, you were 15 minutes late to work and customers were waiting in line at the window. One of your co-workers had to cover the window until you arrived.”

Opportunities to Coach

- *EVERY interaction between a manager and an employee is a coaching opportunity*
- **Coach for Success**
 - New or challenging situations
- **Coach for Improvement**
 - Performance is below acceptable levels
 - Work behavior negatively affects others



Coaching for Success

- Proactive guidance
- Provided before they take on situation or task
 - Assuming new role or responsibility
 - Learning a new skill, task or job function
 - Handling a new or difficult situation
 - Working with new partners, work groups, vendors
- Ongoing follow-up to ensure they develop skills, knowledge and confidence to handle it on their own

Coaching for Improvement

- Gap between expectation and actual performance
 - Specific behaviors that don't meet expectations
 - Performance falls below accepted standard
- Work habits are having negative impact on performance, morale, or job satisfaction of other employees

Steps for Coaching

- Set the Stage
- Define the Problem/Opportunity
- Analyze Options
- Develop a Plan



Manage Performance Problems

- **Desired outcome:**
Correct unacceptable employee behavior
- **Investigate the Problem**
 - Initiate discussion with employee
 - Focus on gap between expectations and performance
 - Provide opportunity to explain actions



Managing Performance Problems

- **Diagnosing Performance Problems**
 - Compare actual performance to expectation
 - Does employee...
 - Understand expectation and the problem?
 - Have ability to do job?
 - Have resources to do their job?
 - Have an external obstacle impacting performance?
 - Have motivation to improve?
 - Want/Intend to meet expectations?
- **Can't vs. Won't**
- **Discipline: The Exception, Not The Rule**



Getting the Best from Your Team:

- Capitalize on strengths of employees
- Set clear expectations
- Provide ongoing feedback and coaching
- Motivate, manage performance and engage employees

Results:

- Productivity, Retention, Engagement

