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# Leadership and People Management

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# People Management - What it is - ideally.

**Definition:** People management is a process of ongoing communication, support and feedback between the CAO, staff and Council, towards the achievement of organizational goals and objectives.

The objective is to ensure that all stakeholders are supported to perform their jobs to the best of their ability.



# People Management - What it really is...

- A one-way relationship (most often)
- A once a year formal meeting to evaluate staff
- Most people who do the evaluations:
  - are not trained in it
  - are not prepared for it
  - do not look forward to it
  - do not follow-up

Should this approach not evolve, staff will continue to view our current approaches as subjective and meaningless.

Consequently, it will continue to be ineffective.

# People Management - Current Environment - Statistics

- ▶ Attraction and retention is our biggest issues
- ▶ Turnover is continuing rise
- ▶ On average, turnover is 60 – 70% voluntary
- ▶ 40% of employees quit due to their employer's response to C-19
- ▶ Approximately 18% quit within the first month of employment
- ▶ Why is this happening?
  - Not feeling valued (connected, acknowledged, engaged)
  - Workplace environment/culture
  - Employers resistance to change
  - Inconsistent and unfair application of HR policies and practices

# People Management - The Current Environment

## Internal Factors

- ▶ Turnover Rates
  - Being Values
  - “*Work Creep*”, “*Quiet Quitting*”
  - Workplace Culture/Environment
- ▶ Recruitment & Onboarding
- ▶ People Management

## External Factors

- ▶ “*The grass is greener...*”
- ▶ Job Seekers Market

Underlying this growing issue is job dissatisfaction over unmet needs 6



# People Management - The Current Environment - What to do about it

Robust people management policies & practices that build upon relationships and capacity building to achieve organizational goals by:

- ✓ Applying HR policies fairly and consistently
- ✓ Learning & applying best practices
- ✓ Managing people fairly & consistently
- ✓ Mitigating risk by building trust through support, autonomy & accountability

**To facilitate the attraction & retention of qualified, committed employees.**



# People Management - Issues to Address



- ✓ Recruitment
- ✓ Onboarding
- ✓ People Management
  - ✓ Support
  - ✓ Autonomy
  - ✓ Communication
  - ✓ Evaluation & Acknowledgement
  - ✓ Accountability
  - ✓ Documenting & following up

# People Management - The workplan is Done - Now What? The Hard Part Begins!

**Manage People effectively by:**

- ✓ Setting the table
- ✓ Providing direction
- ✓ Monitoring
- ✓ Supporting
- ✓ Evaluating
- ✓ Acknowledging
  - Next steps & documenting
  - Following up

**Are you ready for the challenge?**





# People Management - Leadership

The art of motivating a person or group to act towards achieving a common goal.

▶ Leadership is:

- ✓ Motivational
- ✓ Supportive\*
- ✓ Accessible
- ✓ Forward-looking
- ✓ Accountability



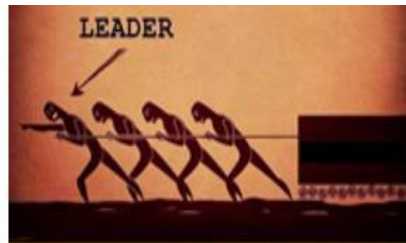
▶ Leadership & Emotional Intelligence (EQ)

- How you manage your emotions & influence others
- 5 core attributes: self-awareness, self-regulation, empathy, motivation & self-expression
- The main driver of leadership

# People Management - Leadership Competencies



Demands  
Relies on Authority  
Issues Ultimatums  
Uses People  
Takes Credit  
Places the Blame  
Says "Go"  
My way is the only way



Coaches  
Role Models Behavior  
Generates Enthusiasm  
Develops People  
Gives Credit  
Accepts Blame  
Says "Let's Go"  
I've got your back

There are many but we will focus on:

- ✓ Integrity
- ✓ Emotional Intelligence (EQ)
- ✓ Effective Communication
- ✓ Decision-making
- ✓ Motivating & Developing People
- ✓ Leading Change & Innovation
- ✓ Problem-Solving
- ✓ Managing Conflict
- ✓ Accountability

# People Management - Cultivating Accountability

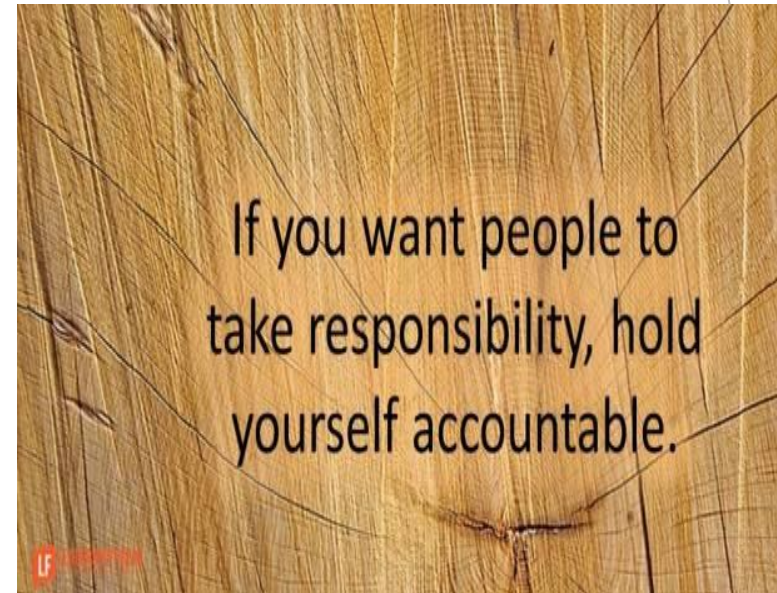
## Creating an environment of accountability

- ✓ Drive for Results: clear expectations & an appropriate level of control\*
- ✓ Honesty & Integrity: communicating directly & constructively
- ✓ Trust: establish relationships - support, autonomy
- ✓ Clear Vision & Direction: limit uncertainty to stop “chasing the rabbit”
- ✓ KSAs: Ensure your reports have these to do their jobs effectively
- ✓ Communication: Communicate for understanding: inform, ask, probe & listen
- ✓ Flexibility: Facilitate adaptability - change management\*
- ✓ Collaboration vs Conflict: Encourage & facilitate teamwork

# People Management - Accountability & You

Leadership accountability: the capacity for taking ownership over your decisions, actions & outcomes by:

- ▶ Following the decision-making process yourself
- ▶ Providing clear direction & expectations
- ▶ Facilitating effective communication
- ▶ Supporting - coaching, guidance, accessibility
- ▶ Providing constructive, meaningful & timely feedback
- ▶ Practicing self-awareness (EQ)



# People Management - The Principles



The *Seven Teachings* are principles of character that guide our behaviour. These principles are shared by Indigenous peoples across Turtle Island:

- **Humility** - living our lives selflessly - not selfishly
- **Courage** - facing our fears and challenges by discovering our inner strength and doing what is right for our communities/organizations
- **Honesty** - showing integrity and not deceiving ourselves or others
- **Wisdom** - cherishing knowledge, using it wisely, and living by it
- **Truth** - with ourselves and all others we interact with
- **Respect** - honourable behaviour towards all those we interact with
- **Love** - Loving ourselves to learn to carry all teachings

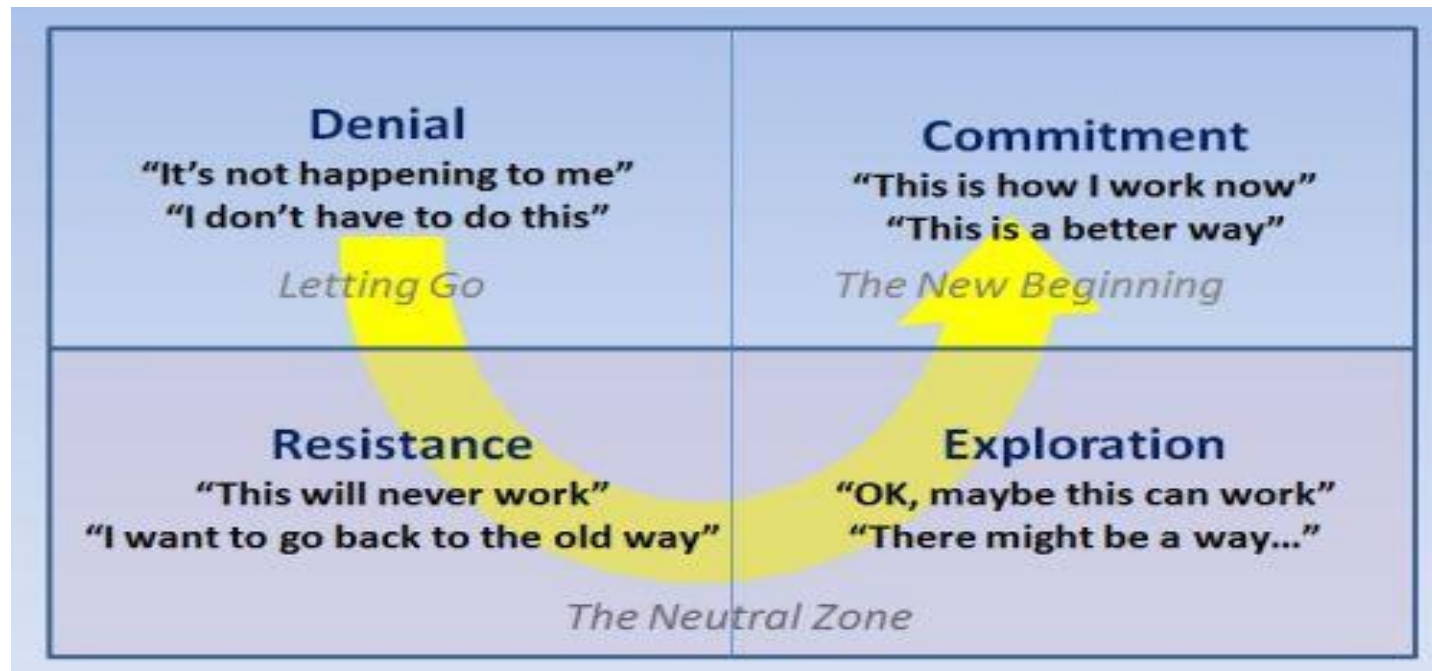
# Outcomes of Effective People Management



- ✓ Clear job responsibilities & expectations
- ✓ Improved communication between you & your reports
- ✓ Enhanced individual & team productivity
- ✓ Increased employee capacity through training, effective feedback & coaching
- ✓ A driver of behavior that aligns with your organization's values and standards
- ✓ Increased job satisfaction & commitment
- ✓ Increased attraction & retention rates

# People Management - Where all this hard work will lead you & your team...

## Organizational Transformation



# Gunalcheesh, Mahsi Cho Thank You

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