



NACUFS ENGAGE

One-day regional events for campus dining professionals



THE MANAGER'S MINDSET

1

N | NASH CONSULTING

MANAGING WITH MIND & HEART

- THE MANAGER'S MINDSET
- PROACTIVE MANAGEMENT
- UNDERSTANDING PEOPLE
- PERFORMANCE MANAGEMENT
- EMPLOYEE ENGAGEMENT
- SUSTAINING CHANGE

What do you get
in an organization
when you have
low morale?



“
You can pay people
for their backs, and you
can pay people for their
hands, but they volunteer
their hearts, and they
volunteer their brains
”

~Stephen Covey



What do you get
in an organization
when you have
low morale?



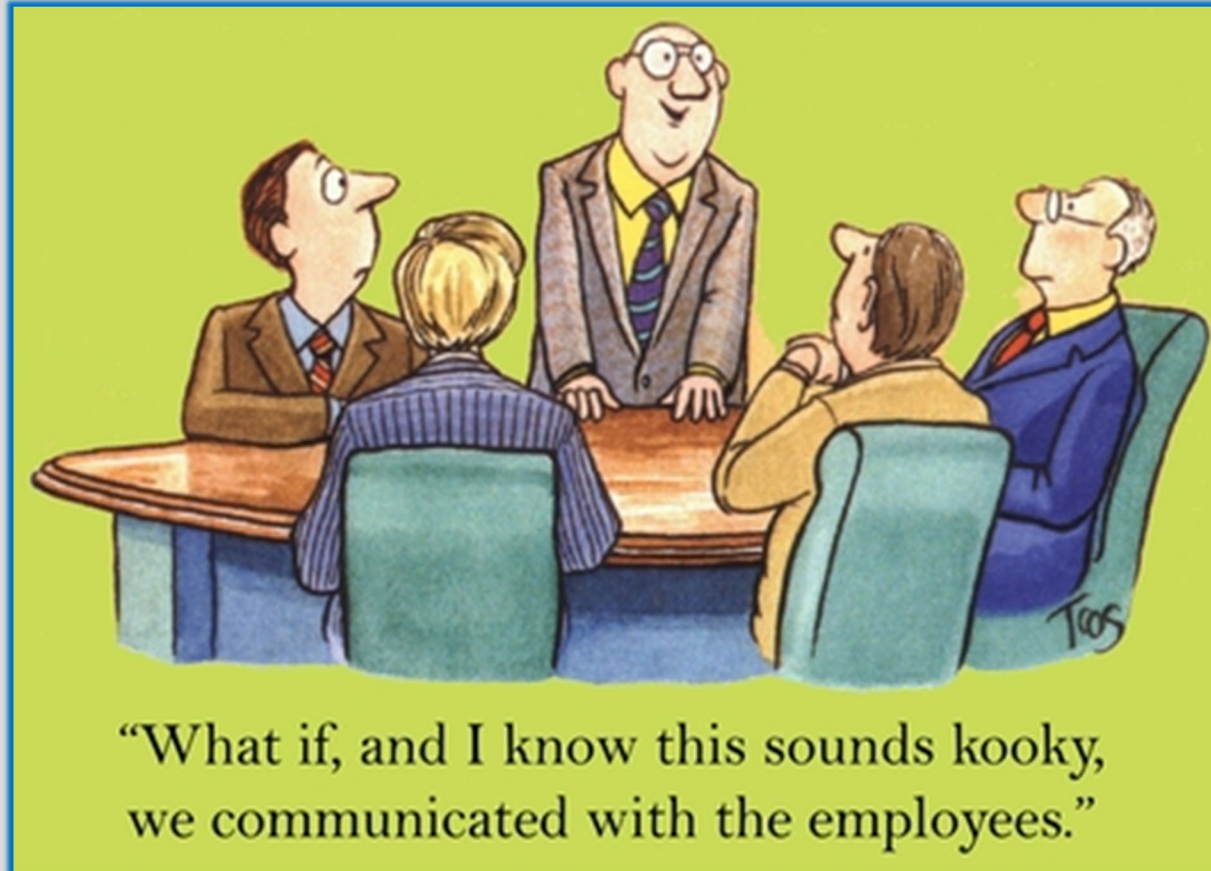


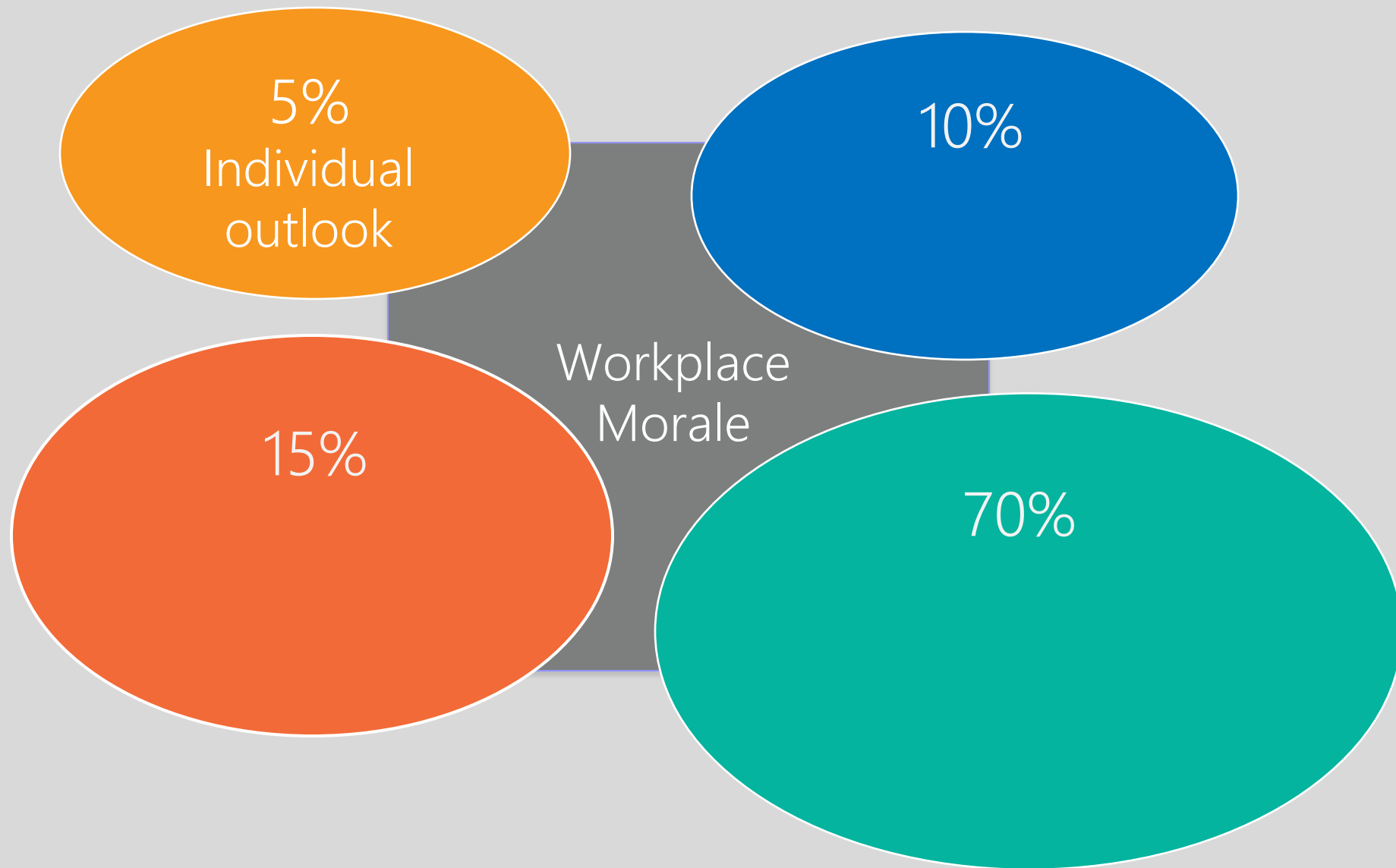
What might you
get when you have
high morale in the
workplace?



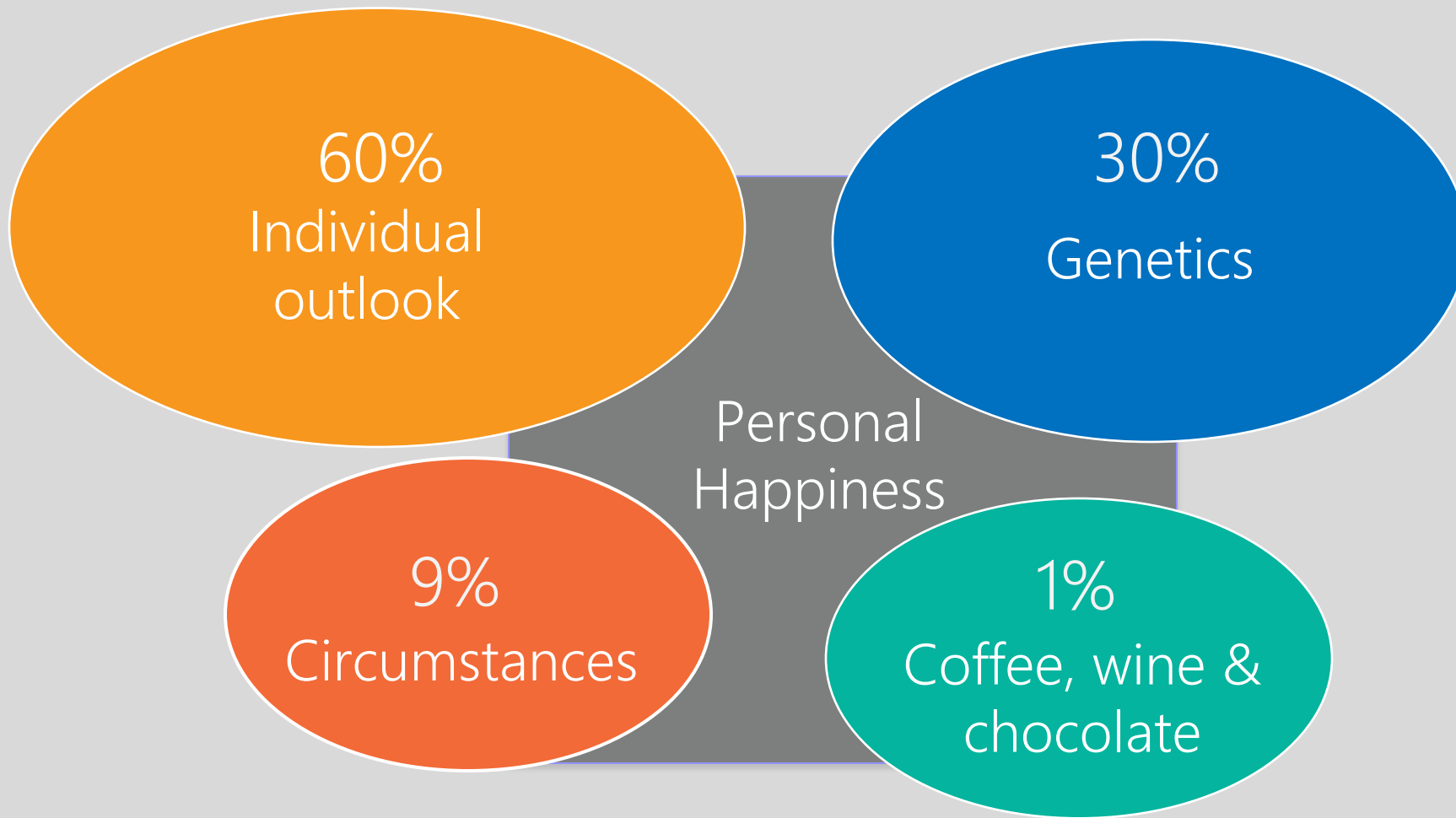
Discussion:

What factors contribute to high morale in the workplace?

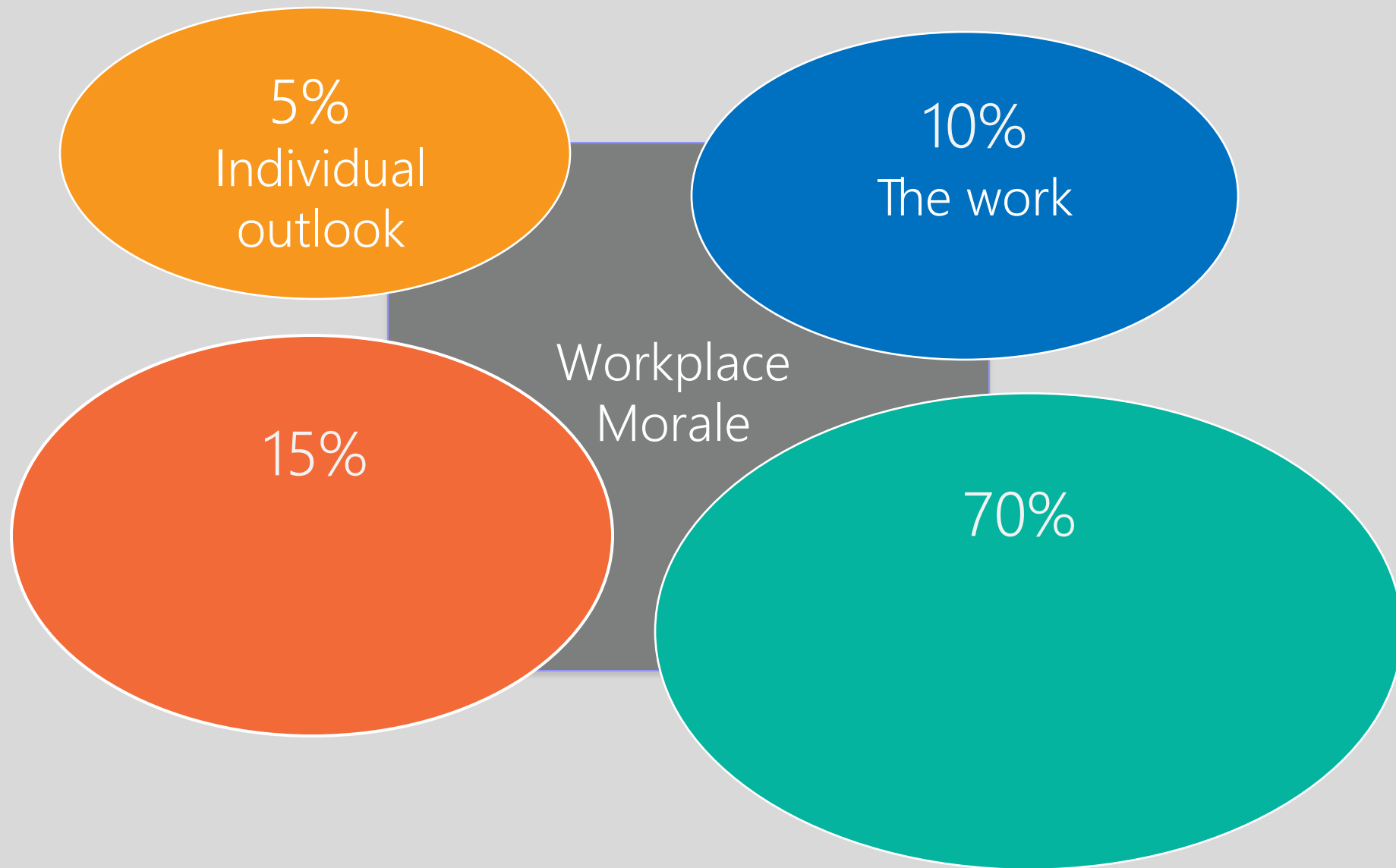




What are the four main sources of workplace morale?



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THE MORALE EQUATION:

Skilled Managers =

High Morale =

All the cool stuff you
can't pay for or punish for

THE PETER PRINCIPLE

“Employees tend to get promoted to their level of incompetence”

(Observed by Dr. Laurence J. Peter in 1968)

“You’re a really great accountant!
Let’s reward you by...

...making you the manager!”

My boss's incompetence
is an inspiration that
one day someone as
incompetent as me
could be the boss.



som_{ee}cards

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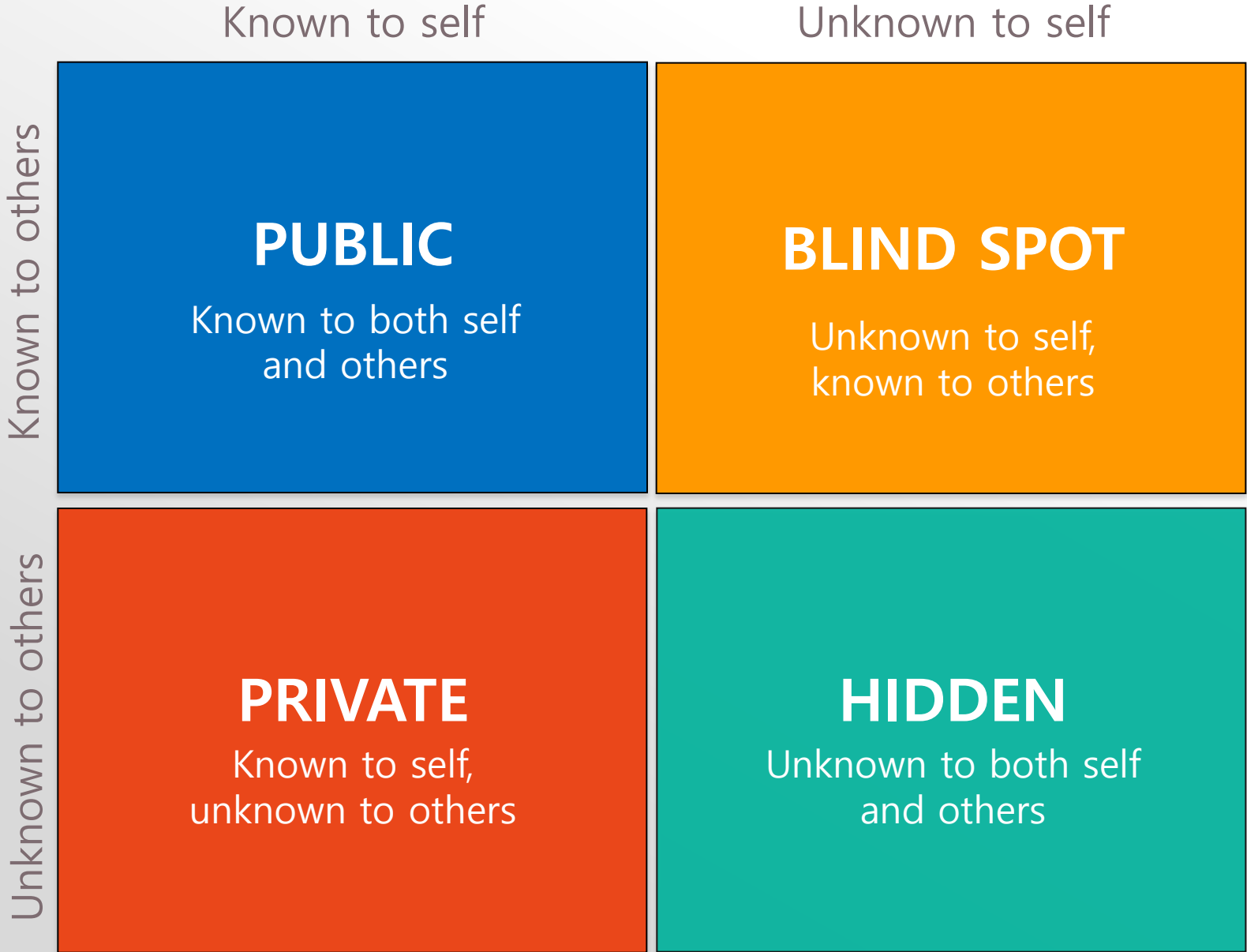


Welcome to
management...

Good luck
with that

So...what skills are
required for
leadership excellence?

JOHARI'S WINDOW



JOHARI'S WINDOW

Known to self

Unknown to self

Known to others

PUBLIC

Known to both self and others

**GROWTH
BLIND SPOT
OPPORTUNITIES**

Unknown to self, known to others

Unknown to others

PRIVATE

Known to self, unknown to others

**GROWTH
HIDDEN
OPPORTUNITIES**

Unknown to both self and others



What's the connection between being committed to personal growth and being an effective people-leader?

Why is it unlikely you'll have one without the other?

THE TOP 15 MANAGEMENT SKILLS



1. Show people caring and respect

Effective managers consistently demonstrate they have their employees' best interests at heart

Why is this important?



1. Show people caring and respect

Effective managers consistently demonstrate they have their employees' best interests at heart

Why is this important?

The power differential (It's about psychological safety)

When you're in a relationship with someone who has authority over you, you do what you need to do to keep yourself safe

The Psychological Contract

The more I sense you are invested in me, the more willing and able I am to "volunteer my heart and brain"

The opportunity to improve others' lives

"Leadership involves communicating to people their worth so much so that they come to see it in themselves" ~Covey

THE TOP 15 MANAGEMENT SKILLS

According to a survey by Limeade Institute, when employees feel cared about:

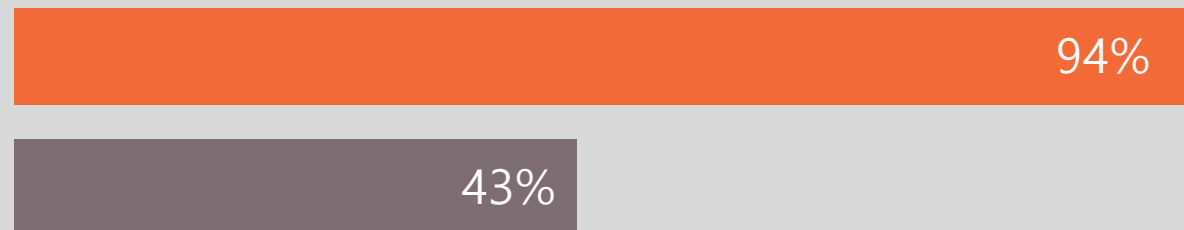
60% plan to stay at their company for at least three years
(Compared to 7% of those who don't feel cared about)



90% are likely to recommend their organization as a great place to work
(Compared to 9%)



94% say they feel personally engaged in their work
(Compared to 43%)

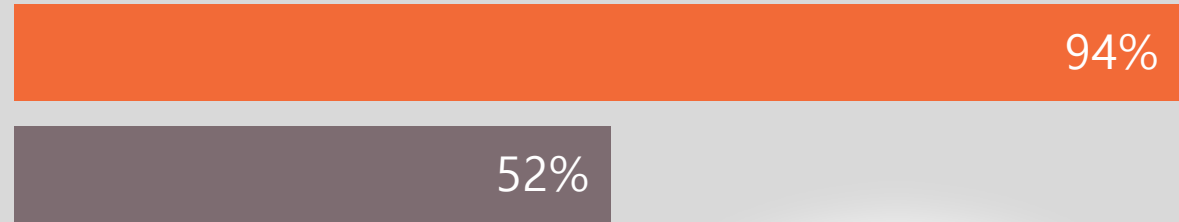


THE TOP 15 MANAGEMENT SKILLS

And even more importantly:

94% say they have well-being in their life

(Compared to 52%)



McKinsey found that “relationships with managers is the top factor in employees’ job satisfaction, which is the second most important determinant of employees’ overall well-being.”

You’re in a position to actually help people have **BETTER LIVES!**



THE TOP 15 MANAGEMENT SKILLS



What are at least seven behaviors managers can do to demonstrate they have their employees' best interests at heart?



I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel

~Maya Angelou



THE TOP 15 MANAGEMENT SKILLS



1. Show people caring and respect

Effective managers consistently demonstrate they have their employees' best interests at heart

THE TOP 15 MANAGEMENT SKILLS



Advocate for your employees and for the organization



THE TOP 15 MANAGEMENT SKILLS



3. Resource your team

Provide tools and training



THE TOP 15 MANAGEMENT SKILLS



4. Ask for (and be open to) feedback
You don't know what you don't know

THE TOP 15 MANAGEMENT SKILLS



5.

Be approachable

Effectively deal with the “power differential”



THE TOP 15 MANAGEMENT SKILLS



6.

Make your expectations clear

The clearer you are up front, the less you have to micromanage later

THE TOP 15 MANAGEMENT SKILLS



7. Be available and responsive

Show up, check in, return emails and calls - be there for your people

THE TOP 15 MANAGEMENT SKILLS



Follow through and follow up
Do what you say you're going to do

One of the
fastest ways to lose
trust at work is to
over-promise and
under-deliver

THE TOP 15 MANAGEMENT SKILLS



Deal with problems and concerns

The biggest source of negativity in the workplace is frustration about unresolved issues



THE TOP 15 MANAGEMENT SKILLS



10.

Hold people accountable
Unhelpful behaviors are addressed effectively

Remember:
What you allow,
you teach

THE TOP 15 MANAGEMENT SKILLS



11. Give recognition and show appreciation

People who feel appreciated experience more self-worth and increased desire to contribute to the company

THE TOP 15 MANAGEMENT SKILLS



12.

Communicate, communicate, communicate

Become an information curator: Information is distributed effectively and shared generously

THE TOP 15 MANAGEMENT SKILLS



13. Give people autonomy and trust
This is all about “ownership”

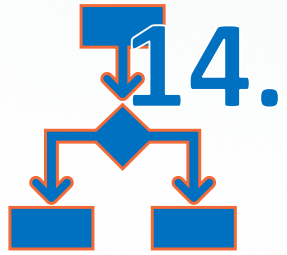
“Being trusted and empowered motivates greater effort and a sense of ownership”

Zak, 2017

“People are willing to accept a lower salary for jobs that provide autonomy and meaning”

Cordery et al., 2017

THE TOP 15 MANAGEMENT SKILLS



14. Seek input on decisions

You ask for people's opinions, ideas, suggestions-**and you listen**

When employees are asked to contribute to decisions, their investment in the organization's success increases dramatically

THE TOP 15 MANAGEMENT SKILLS



15.

Be fair and equitable
Everyone is treated with dignity and respect

Favoritism,
both real and
perceived, is
avoided at
all costs

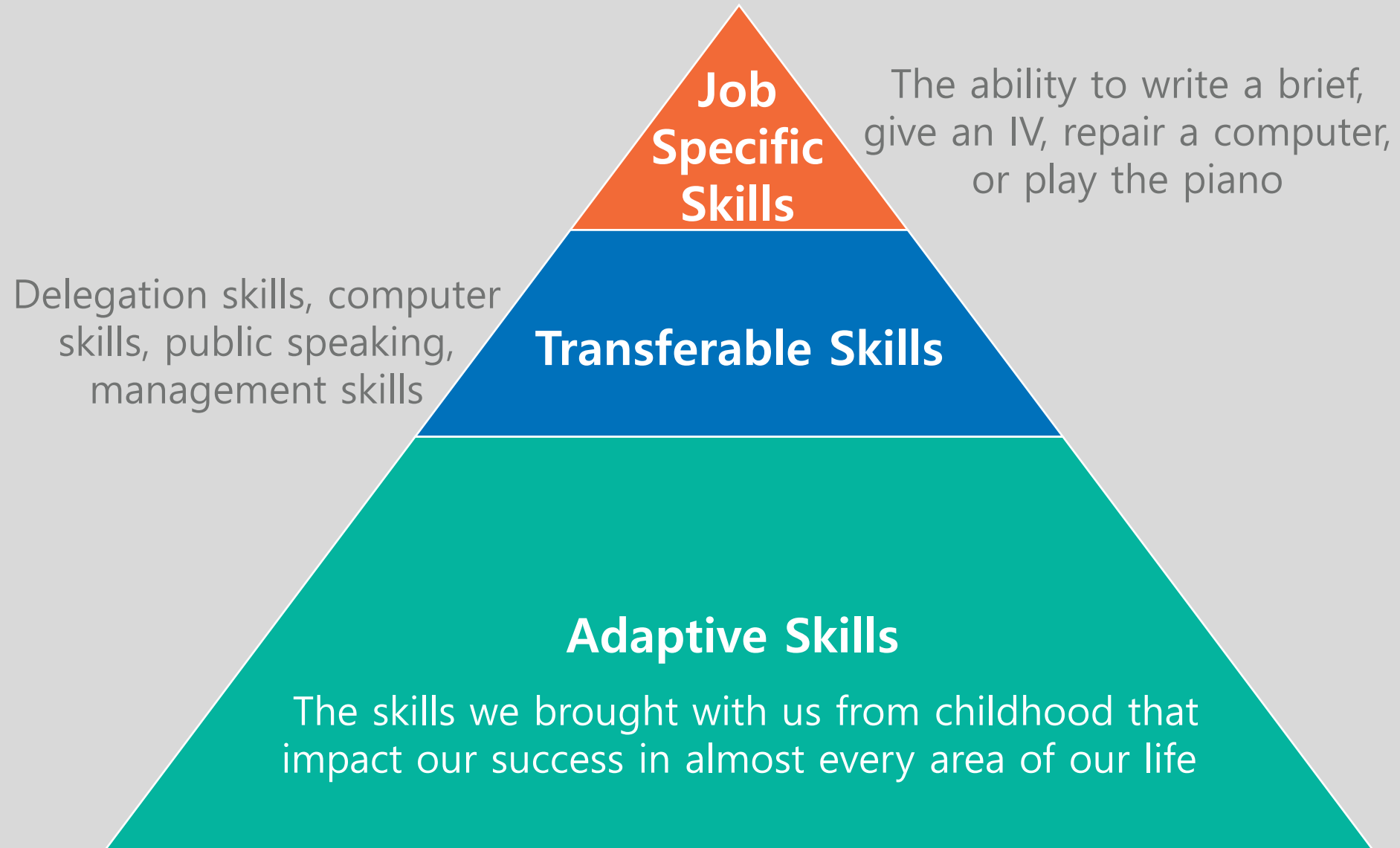
THE TOP 15 MANAGEMENT SKILLS

1. show caring & respect
2. advocate for your team & org
3. resource your team
4. ask for & be open to feedback
5. be approachable
6. make expectations clear
7. be available & responsive
8. follow through & follow up
9. deal with problems & concerns
10. hold people accountable
11. recognize & appreciate
12. communicate
13. give autonomy & trust
14. seek input on decisions
15. be fair & equitable

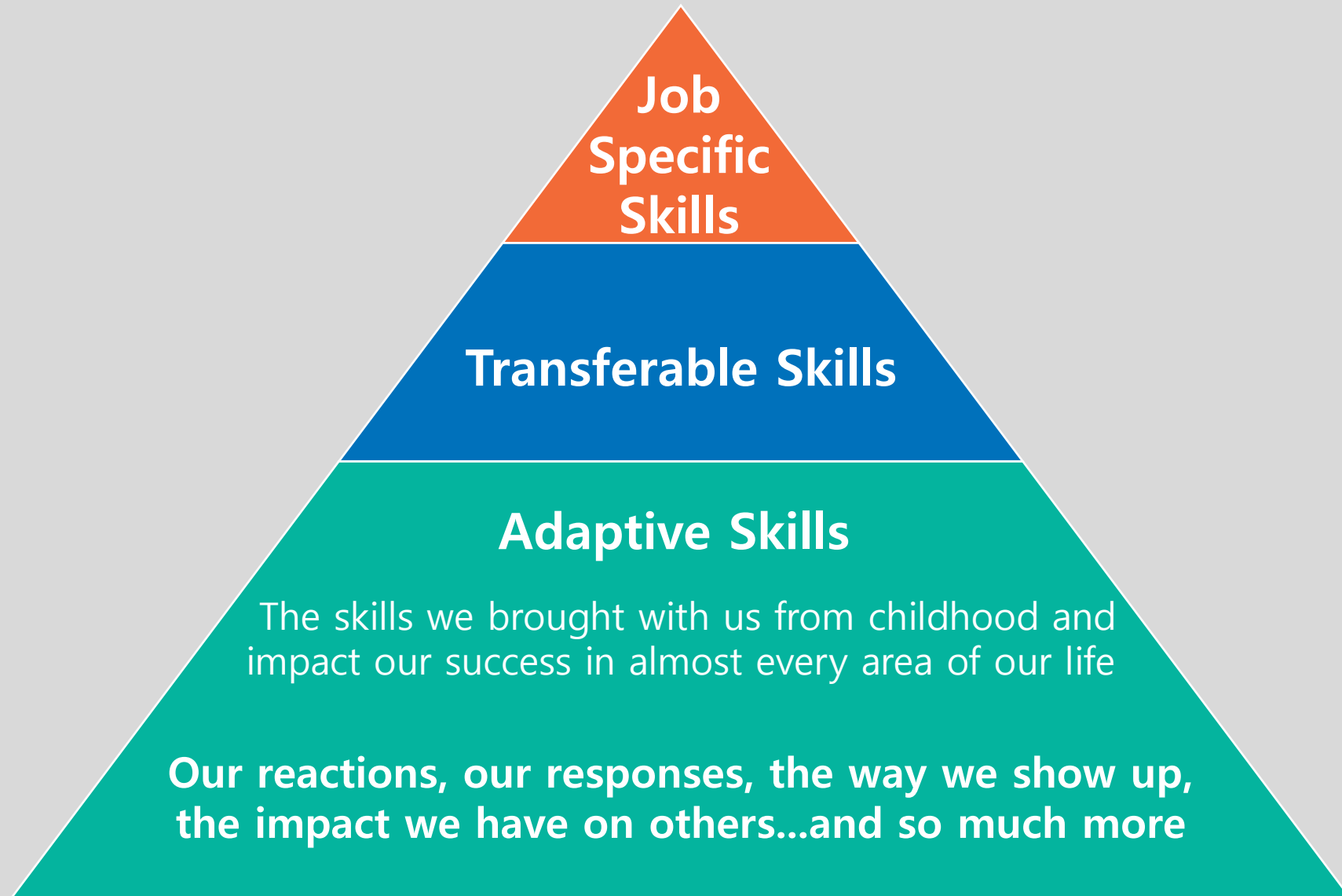


Effective
managers consistently
demonstrate that they
have their employees'
best interests at
heart

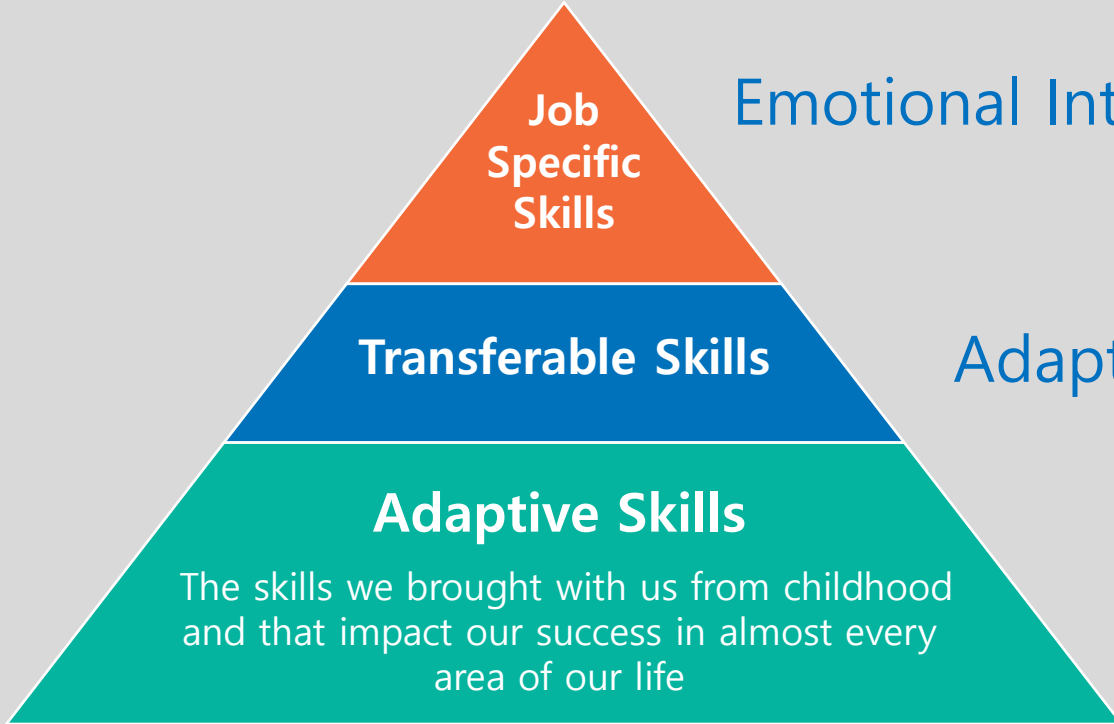
THREE TYPES OF SKILLS



THREE TYPES OF SKILLS



THREE TYPES OF SKILLS



Emotional Intelligence: The ability to identify one's own and others' emotions and then make good choices based on that information

Adaptive Skills: Those good choices

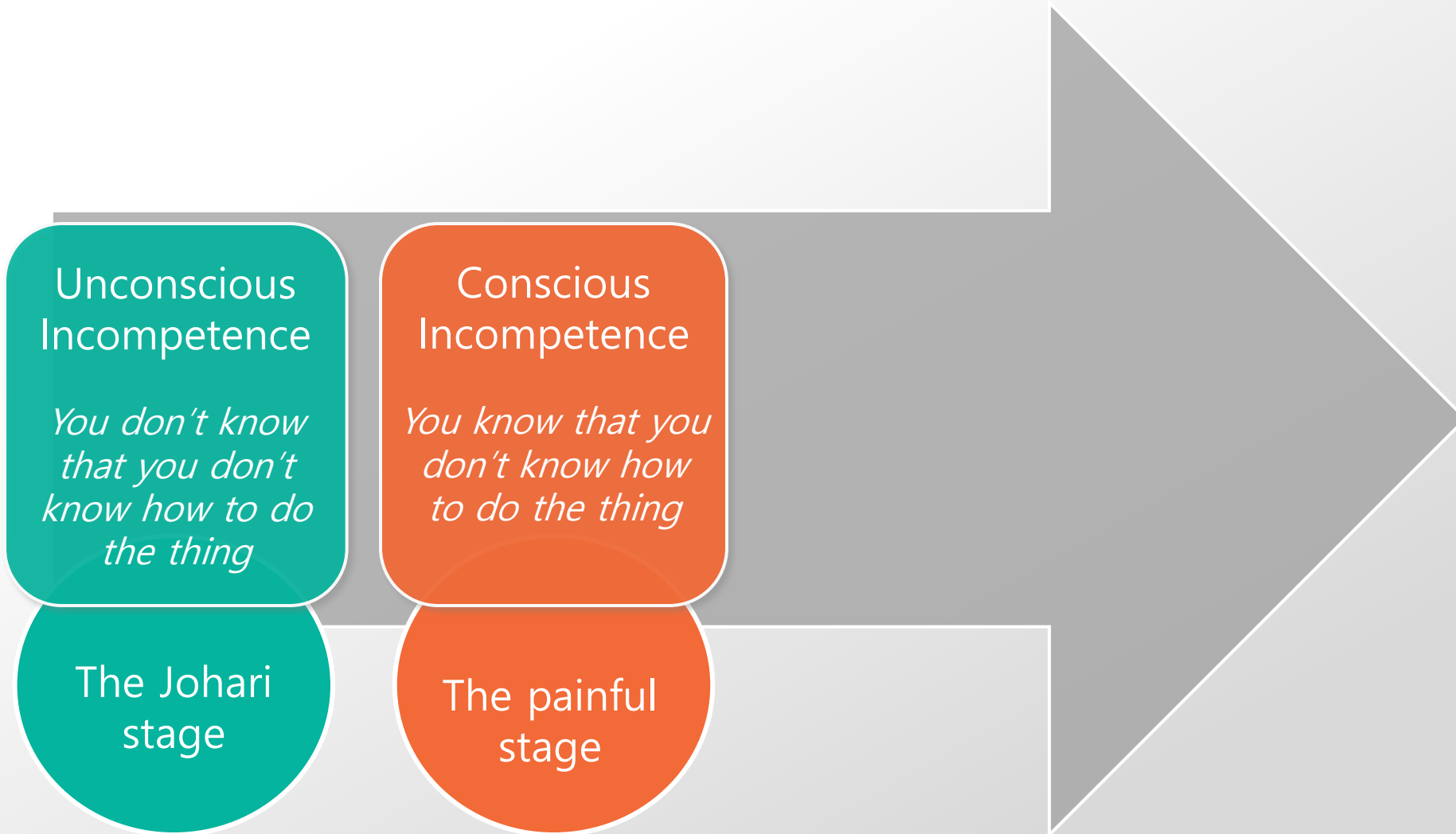
Which one is more important to our long-term success in life: Intelligence (IQ) or Emotional Intelligence (EQ)?

It's not even close: most experts put the ratio around 70/30 in favor of EQ

And that's good news, because guess which one you can do something about?



THE FOUR STAGES OF ADAPTIVE SKILLS DEVELOPMENT



(The Growth Mindset in Action)

Conscious
Incompetence

*You know that you
don't know how
to do the thing*

The painful stage

Unconscious
Incompetence

Conscious
Incompetence

You "almost discover" a gap
(Wait...maybe I'm not a good listener...)

This doesn't feel good
(Your brain interprets this as a threat)

If you're
generally
unkind to
yourself...

The "threat" feels unbearable
(This will prove that I'm a broken)

Move back to Unconscious
Incompetence

DENIAL

(The Growth Mindset in Action)

You “almost discover” a gap
(Wait...maybe I’m not a good listener...)

This doesn’t feel good
(Your brain interprets this as a threat)

If you’re
generally
kind to
yourself...

The “truth” is tempered by self-compassion
(I’m a good person who doesn’t listen
well...yet)

ACCEPTANCE

Move forward toward growth



**Conscious
Incompetence**

*You know that you
don’t know how
to do the thing*

The painful stage

Unconscious
Incompetence

Conscious
Incompetence

(The Growth Mindset in Action)

Conscious Incompetence

You know that you don't know how to do the thing

The painful stage

Conscious Incompetence

You "almost discover" a gap
(Wait...maybe I'm not a good listener...)

This doesn't feel good
(Your brain interprets this as a threat)

If you're generally unkind to yourself...

If you're generally kind to yourself...

The "threat" feels unbearable
(This will prove that I'm a broken)

The "truth" is tempered by self-compassion
(I'm a good person who doesn't listen well...yet)

Move back to Unconscious Incompetence



DENIAL

ACCEPTANCE

Move forward toward growth



THE FOUR STAGES OF ADAPTIVE SKILLS DEVELOPMENT

Unconscious
Incompetence

*You don't know
that you don't
know how to do
the thing*

Conscious
Incompetence

*You know that you
don't know how
to do the thing*

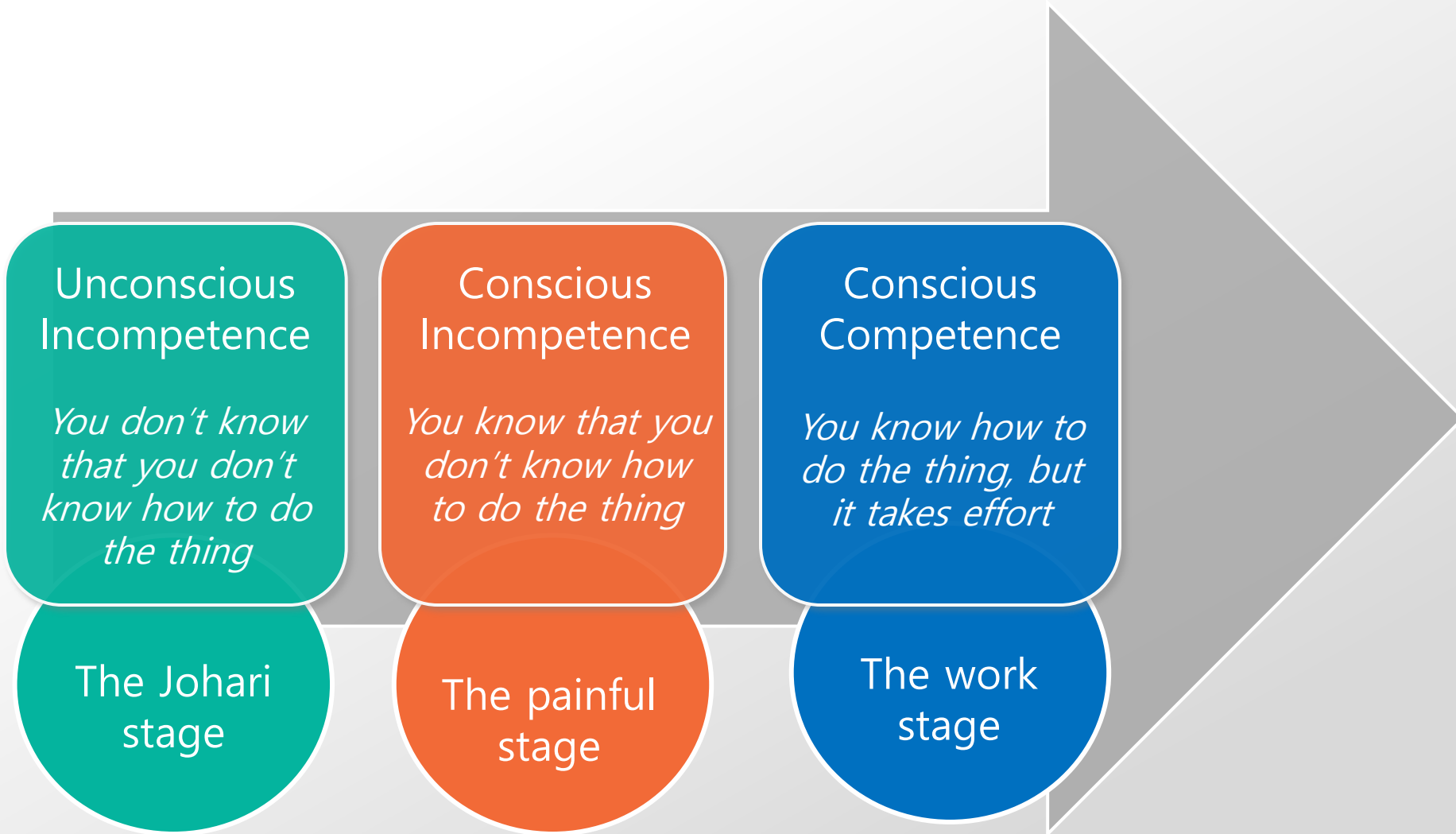
“
The curious paradox
is that when I accept
myself just as I am,
then I can change
”

~Carl Rogers



Self-compassion is the key that unlocks the door to personal growth

THE FOUR STAGES OF ADAPTIVE SKILLS DEVELOPMENT



Conscious Competence
You know how to do the thing, but it takes effort

Unconscious Incompetence

Conscious Incompetence

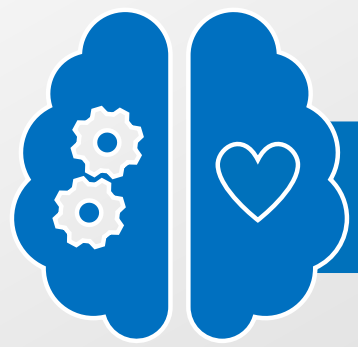
Conscious Competence



THE WORK STAGE

The Behaviors
[How does it look?]

Break the skill down into its behavioral components



The Growth Mindset
[How does it think?]

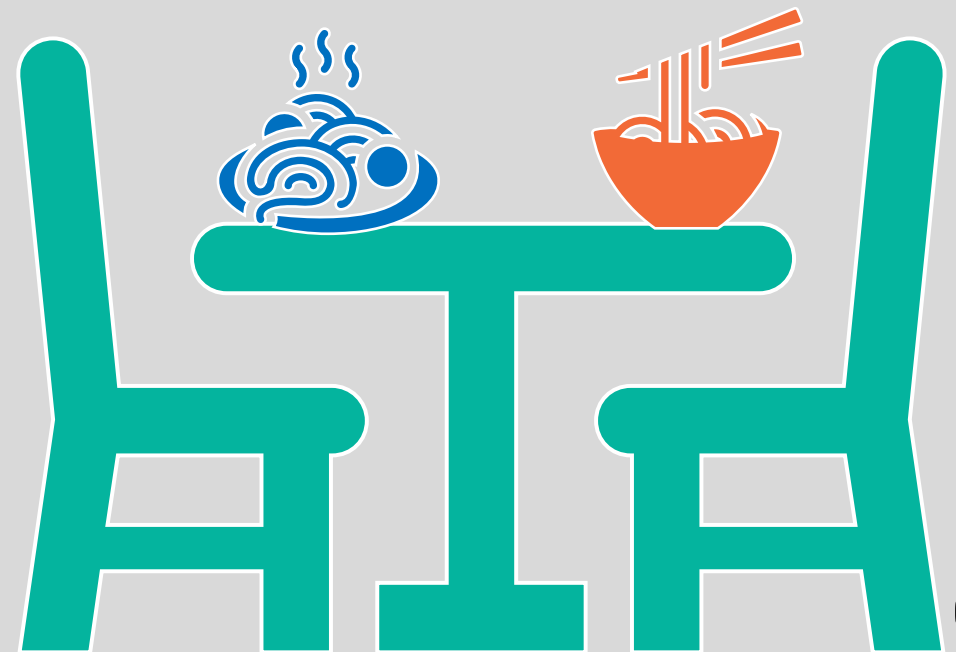
The thoughts, attitudes, and beliefs that will support those behaviors

Let's have lunch together!

Discussion:

Imagine you and I are having lunch together, and you are telling me something important to you. After we part, you find yourself thinking, "Wow, I felt truly heard."

What did you see me doing that gave you that impression?



LISTENING SO OTHERS FEEL HEARD

Why is it important that managers learn this skill?

“

Being listened to feels
so much like being loved
that people can scarcely
tell the difference

~David Taylor-Klaus

”



LISTENING SO OTHERS FEEL HEARD



The Behaviors

1. Be aware of body language
 - Eye contact and other attentive postures, gestures and expressions
2. Don't interrupt
 - The third interruption feels like aggression
 - Interjections, on the other hand, can be very helpful
 - Bottom line: allow people to finish their thoughts!
3. Paraphrase
 - The art of restating to reflect understanding or check for meaning
4. Ask questions and use prompts
 - "What else?" "Tell me more." "How did that feel?"



LISTENING SO OTHERS FEEL HEARD



The Behaviors

5. Avoid distractions
6. Practice empathetic reflection
 - Show that you understand their experience, not just their words
7. Don't make it all (or mostly) about you
8. Don't be a chronic fixer
 - Constant "fixing" feels like disrespect
9. (Optional) Check back later
 - What two things will you have communicated?



LISTENING SO OTHERS FEEL HEARD

Questions:

While we were having lunch, if I was using all these skills at a B+ level or better, would you have felt heard?

- Be aware of body language
- Be quiet!
- Paraphrase
- Ask questions
- Avoid distractions
- Practice empathetic reflection
- Don't make it about you
- Don't be a fixer
- Check back later



Was I really listening?

Often just doing the behaviors makes you do the thing itself



LISTENING SO OTHERS FEEL HEARD

Questions:

While we were having lunch, if I was using all these skills at a B+ level or better, would you have felt heard?

Was I really listening?

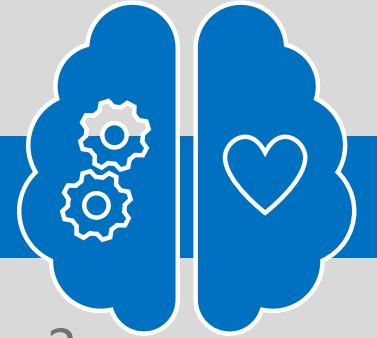
Is it possible to listen well to someone you don't really want to listen to?

And what if I don't want to listen right now?



LISTENING SO OTHERS FEEL HEARD

The Growth Mindset



What are you doing internally to help you be a great listener?



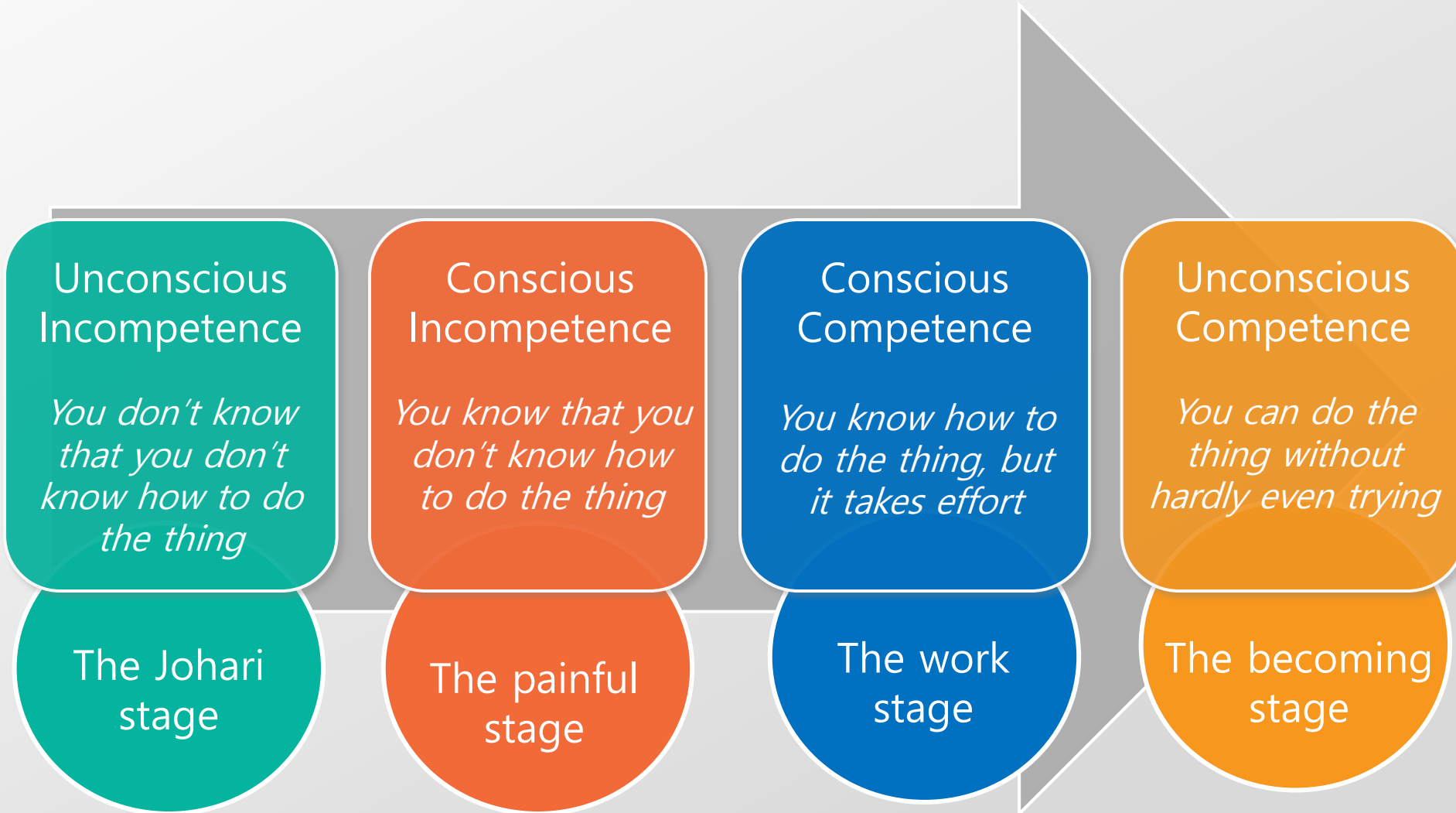
Listen with the intent
to understand, not
the intent to reply

~Stephen Covey



- ✓ Focusing
- ✓ Listening to understand, not to reply
- ✓ Being curious (instead of evaluative)

THE FOUR STAGES OF ADAPTIVE SKILLS DEVELOPMENT



THE BECOMING STAGE

How do we get here?

Practice, practice, practice

Unconscious
Competence

*You can do the
thing without
hardly even trying*

Unconscious
Incompetence

Conscious
Incompetence

Conscious
Competence

Unconscious
Competence



Fake it till you
become it.

~Amy Cuddy



And what happens when I practice these behaviors over and over again?

My brain changes!

Neuroplasticity is the brain's ability to rewire and adapt based on experiences, learning, and practice





Let's get some muscle memory started...
and kick-start that neuroplasticity thing!

Practice groups

Listening



EXTRA EXTRA!!

THE MANAGING WITH MIND & HEART NEWSLETTER

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