People Manager Lab





Agenda – Day 1

- Introductions
- What is Great Leadership?
- Transitioning to Manager Mindset
- Range of Engagement
- Discovering Your Why
- Break
- What, Why, How of Coaching
- Learning the Skills
- Coaching Trio Practice
- Coaching Action Plan





welcome

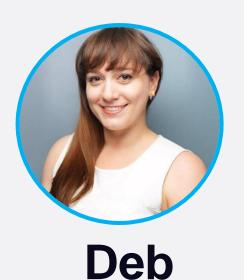




Amy Lewis, Director, Learning & Development



Jason

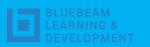






Our Mission: To empower Bluebeamers with learning and development opportunities so that they can flourish in their roles and their careers.

Introductions



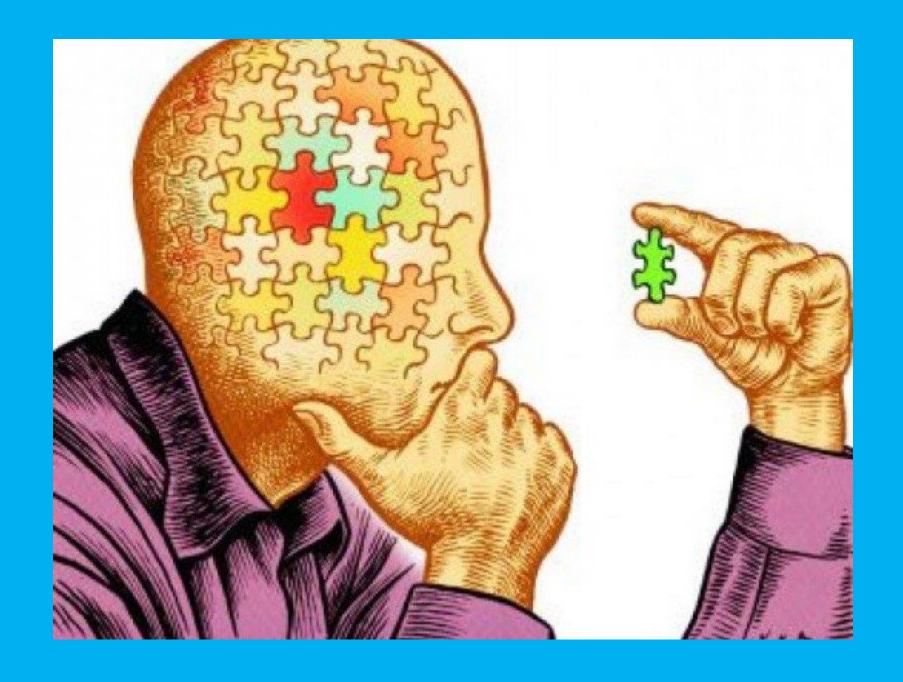
Name & Role
How long you've been at Bluebeam
How long you've been a manager
Describe your worst boss





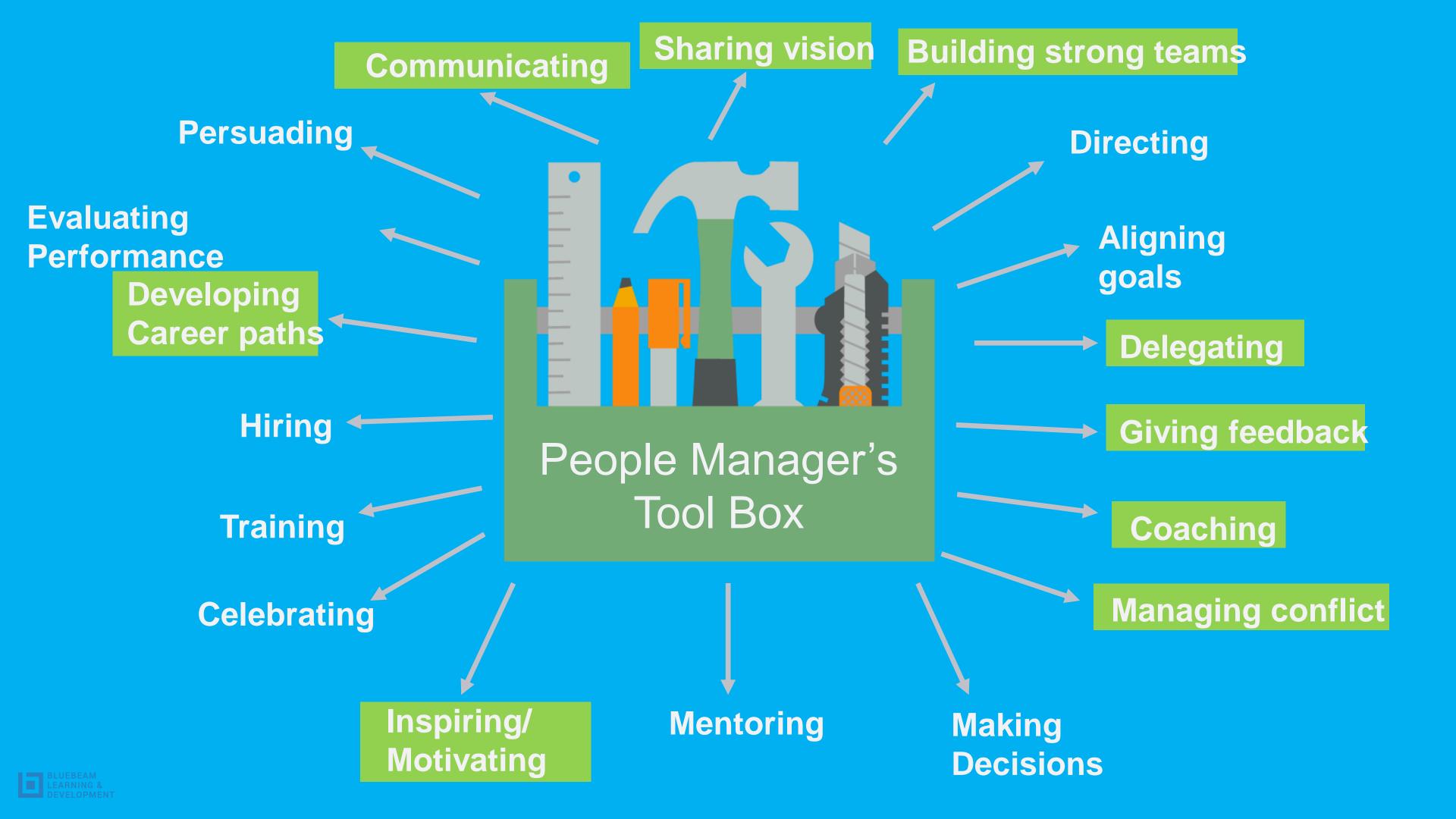






Awareness Bingo







Manager Mindset

Objectives

- Understand why management is important
- Understand what great management looks like
- Shift from Individual Contributor Mindset to Manager/Leader Mindset
- Discover where you are on the range of engagement
- Discover your Why as a manager

Why Manage?

What would happen if we got rid of all managers?







Old Model Management Style





New Model Management Styles





Manager Talents

Thinking about Bluebeam, what are the top 5 talents or qualities of a great manager/leader?

Sets clear Vision, Goals, Objectives and Expectations

Acts with honesty and transparency

Communicates abundantly, shares context and listens well.

Leads by Example

Embraces a growth mindset

Top 5 Talents According to Executive Team



GALLUP FINDS THAT

GREAT MANAGERS

have the following talents:



They **motivate** every single employee to take action and engage employees with a compelling mission and vision.



They have the **assertiveness** to drive outcomes and the ability to overcome adversity and resistance.



They make

decisions

based on

productivity,

not politics.



They create a culture of clear **accountability**.



They build **relationships** that create trust, open dialogue and full transparency.



What are the top five challenges you currently face as a manager?



Manager Mindset

A mindset is a mental attitude that determines how you will interpret and respond to situations.





Moving into Manager Mindset

What got you here won't get you there



Individual Contributor

Success measured by your contributions alone



People Manager

Success measured by your ability to work through others to achieve your objectives



What are the benefits of spending more time people managing?



Did you have a choice in being here today?



The Range of Engagement

HAVE TO

Forced. No Power. No Choice NEED TO

Limited to No Choice

WANT TO

Low Power.

Mostly
at choice,
under the right
circumstances

CHOOSE TO

High Power.
Total Choice

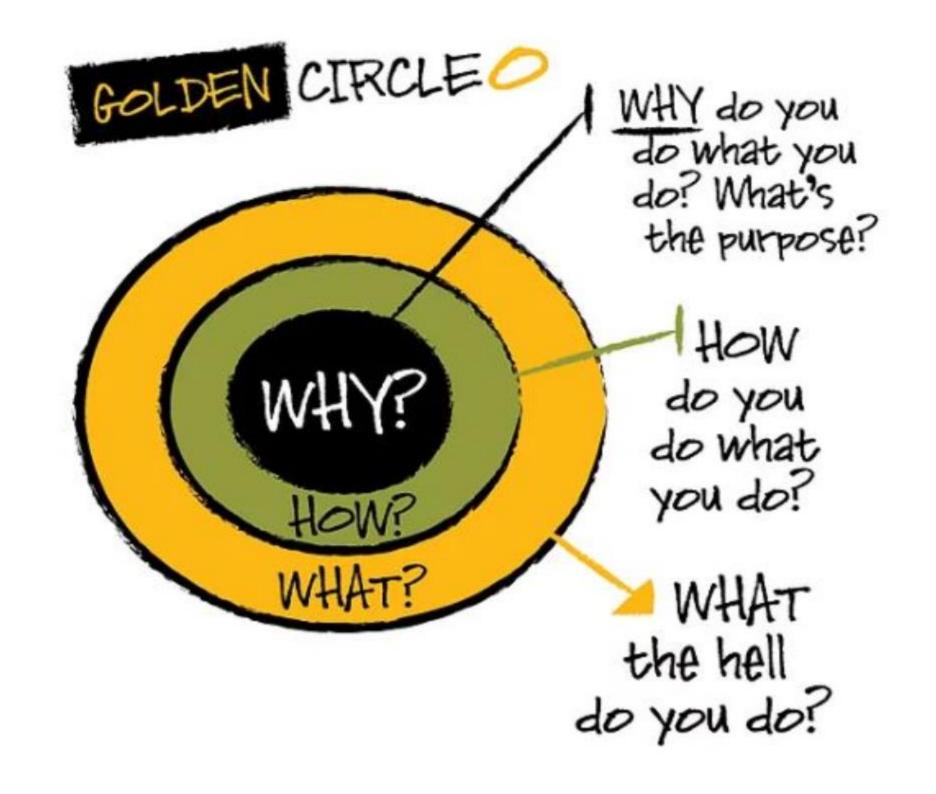


Your Leadership Purpose

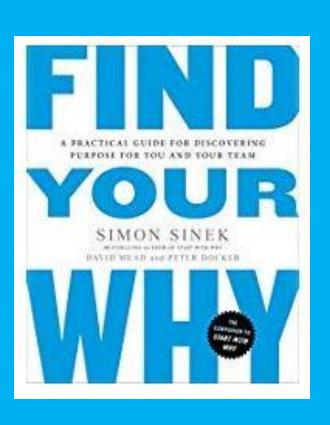




What is your leadership WHY?







Want to go deeper?

Why Discovery Process for Individuals



What will you take away from this section?



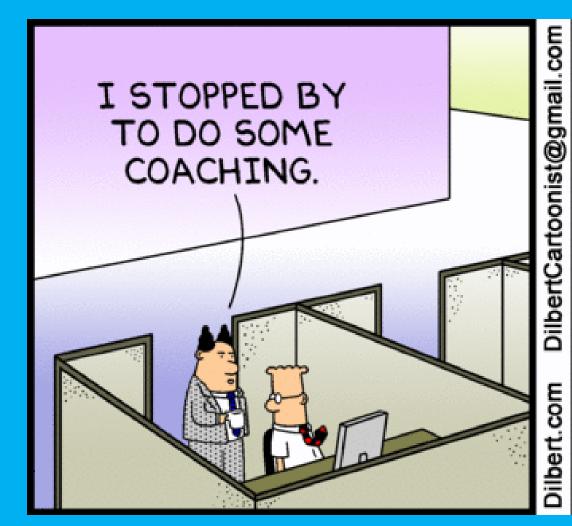




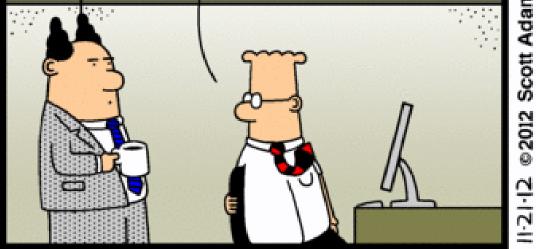
Building a Coaching Habit

Objectives

- Experience coaching in real time
- Learn and practice 6 coaching skills
- Understand how to apply the GROW method



HOW'S THAT WORK
WHEN THE EMPLOYEE
IS MORE CAPABLE THAN
THE COACH IN EVERY
CONCEIVABLE WAY?





Coaching is ...

- About Potential

 It unlocks a person's potential to maximize their performance.
- A Form of Communication
 Coaching is an approach to communication. It
 happens through an empowering, solutionsfocused conversation.
- Increasing Self-Awareness

 Coaches help employees learn for themselves via asking questions rather than telling them the answers.
- Creating Accountability

 Coaching is holding someone accountable for their own goals.





For managers, coaching should be a daily, informal act, not an occasional, formal "It's Coaching Time!" event.







Coaching vs Mentoring vs Training



"We should take care not to make the intellect our god. It has, of course, powerful muscles, but no personality. It cannot lead; it can only serve."

- Albert Einstein





Coaching Helps You

- 1. Lessens overdependence of your team
- 2. Builds and strengthens trust with your team
- 3. Keeps you connected to the work that matters

Coaching Helps Your Direct Reports

- 1. Increases their self-awareness
- 2. Helps them to gain clarity and focus and perspective on their work
- 3. Helps them process and manage emotions
- 4. Helps them reduce their stress
- 5. Helps them achieve more of their professional goals

Coaching Helps Bluebeam

- 1. Improves employees performance
- 2. Increases health and wellness of employees
- 3. Reduces employee turnover



Why Coach?

When to Coach?

Coaching YES

- Can be done in 5 minutes.
- No need for a full session
- Weekly check in meetings
- Team Meetings
- Performance Reviews
- Everyday interactions
- High potential employees

Coaching MAYBE NOT

- Must act quickly
- Must change course quickly
- Crisis
- Less experienced employees who would benefit more from training



Active Listening

Acknowledging

Asking Openended Questions

Asking Permission

Creating Accountability

Planting the Seed

Championing

Coaching Skills



When was the last time that happened at work?

Active Listening



Be fully present
Listen for what's underneath
Check perceptions
Let silence do the heavy lifting



Active Listening



How to communicate that the message has been:

Heard and Understood

Example.

I hear you. It sounds like you are frustrated by their lack of response.

Acknowledging



- 1. Turn to person near you.
- 2. Refer back to page 5 of workbook where you wrote top challenges of management.
- 3. Pick one and talk about it for 4 minutes.
- 4. Partner practice Active Listening and Acknowledging.
- 5. Switch roles for another 4 minutes.
- 6. Debrief about the experience after both are done.

Active Listening and Acknowledging

PRACTICE



Open-Ended



- Design to draw out information
- Seeking clarity, understanding and solutions
- Who, What, How, When, Where
- Or Tell me more about ...

Empowering

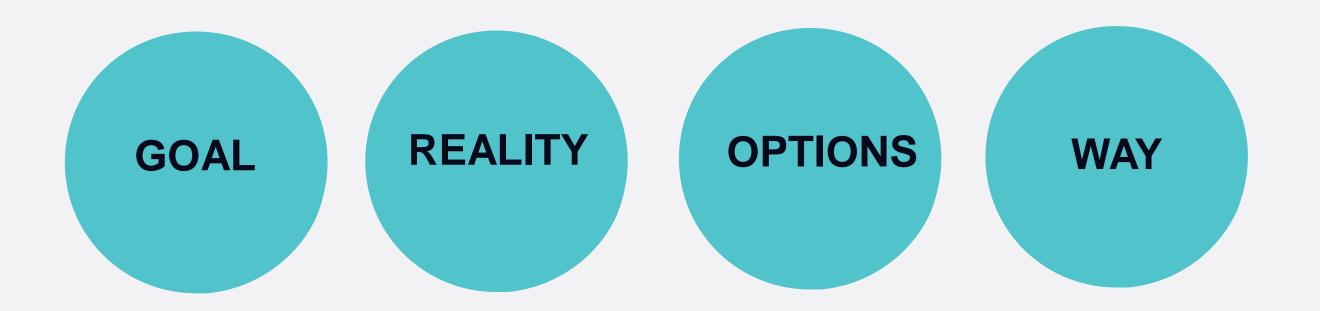


- Designed to enlighten not judge
- Designed to help someone see a situation in a new light
- Exploring thoughts and emotions

Asking OpenEnded, Empowering Questions—



Use GROW model to sequence questions



Asking
OpenEnded,
Empowering
Questions



- 1. Our volunteer will share a recent challenge they are going through.
- 2. We will split the room in half.
- 3. The left half of the room will ask empowering, open-ended questions.
- 4. The right half of the room will act as "bad" coaches. Ask disempowering questions, be judgmental, give advice.
- 5. Whoever catches ball starts and then throws ball to someone on opposite side of the room.

Asking Open-Ended, Empowering Questions

PRACTICE



Asking permission gives the power to the other person and creates a more comfortable exchange. It's good when you need to offer some observations that might challenge the other person. (Note that these questions are often in closed-ended format).

- Can I tell you what I see?
- Can I offer you some coaching?
- Would you mind if I challenged you on this?

Asking Permission



Accountability is all about getting a commitment from your direct report and moving them into action.

- 1. What is it that you will do?
- 2. By when?
- 3. How can I (as your manager) hold you to that?

Accountability



Setting an expectation in someone's subconscious mind that they can do something

I have a feeling by next week, you will have an answer.

Planting the Seed



This skill involves simply communicating your belief in your direct report's abilities to get the job done.

Examples:

- I know you can get this project completed on time.
- I have complete faith that you will knock your presentation out the park.

Championin g



- 1. Get into groups of 3.
- 2. For first round, choose Coach, Coachee, Observer.
- 3. Observer watches silently and takes notes.
- 4. Coachee will work on a challenge or performance goal for 12 minutes. Coach will use all the skills we've covered.
- 5. When time is up, debrief for 3 minutes.
- 6. Debrief roles:
 - Observer share observations and feedback
 - Coachee share what worked and areas for improvement

Switch roles for rounds 2 and 3.

Coaching Trios Session

PRACTICE



Active Listening

Acknowledging

Asking Openended Questions

Asking Permission

Creating Accountability

Championing

Planting the Seed





Building your Coaching Habit

- Figure out what's in this for you.
- Start with small goals and practice skills.
- Buddy up.
- Remember your growth mindset and get back on the horse when you fall.





What did you learn that was most useful? What will you do with it?



Agenda – Day 2

- Breakfast
- Team Productivity Challenge
- Debrief of the Challenge
- Lunch
- Your Brain under Threat
- Feedback Model
- Feedback Team Challenge
- Framework for Confrontation
- Confrontation Conversation Roleplay
- Break
- Pivot Method for Career Development
- Practice Pivot Method
- Workshop Closing







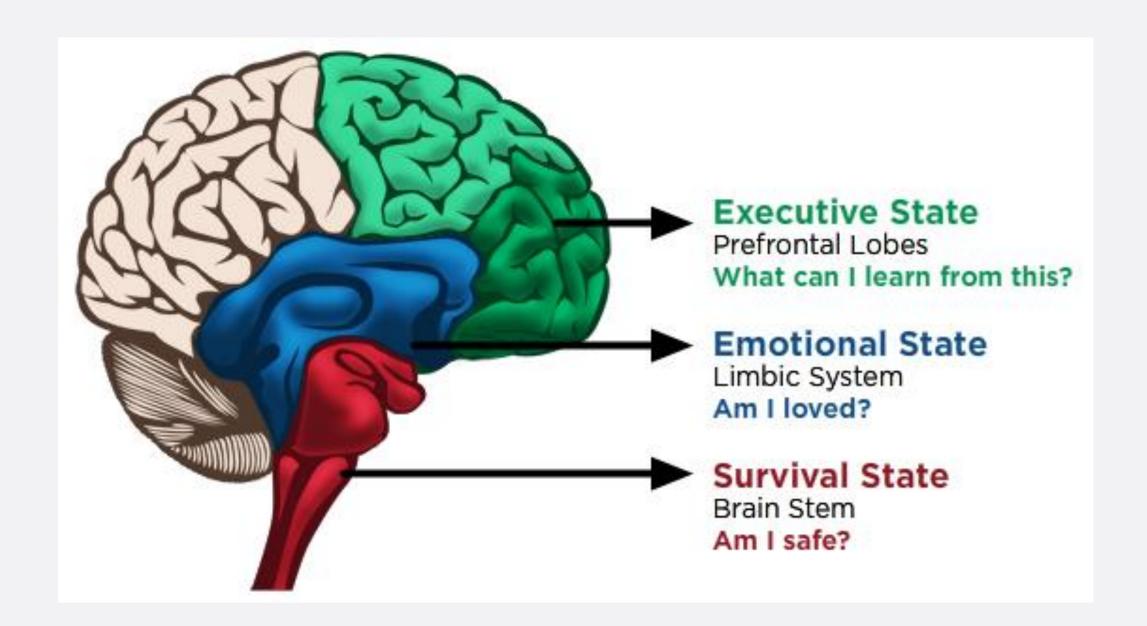
Feedback & Confrontation

Objectives

- Understand why we often seek to avoid conflict
- Experience effective and non-effective ways of giving feedback
- Practice a model for having "confrontation" conversations

The quality of your conversations = the quality of your relationships.





Our Brains under Threat





The purpose of feedback is to help people achieve more success.

The Purpose of Feedback

What was the most useful piece of feedback you've been given? How would you feel if your manager had NOT given you the feedback?



Care Personally and Challenge Directly

SITUATION

When and Where ... set the stage

BEHAVIOR

Describe their actions or behavior.

Be specific and clear

IMPACT

What was the impact of the behavior on your or others? Why was it significant?

Explore their Perspective

Create a follow-up plan together (if needed)

How to Give Feedback - SBI Model

- 1. Ask Permission.
- 2. Make feedback a regular ritual.
- 3. Be clear on what you want. Map out review process.
- 4. Do it within 24 hours, in private.
- 5. Consider Developmental Stage.
- 6. Focus on desired outcome not the problem.

Tips for Delivering Constructive Feedback

- 1. Get into your team.
- 2. You will be given a feedback scenario.
- 3. Brainstorm with your team for 6 minutes:
 - 1. Ineffective feedback
 - 2. Effective feedback

4. Each team will have 4 minutes to act out the scenario in front of the room. Pick a manager and a direct report. You will be assigned either to act out an Ineffective conversation or an Effective one.

Feedback Team Challenge

PRACTICE



1

Sheila is a new employee working on the marketing team where participating in creative brainstorming sessions and collaboration are important expectations of the role. You are Sheila's manager, and it's the second time you've heard her stubbornly defend her ideas in these meetings. In the meeting this morning, when another team members shared an idea, Sheila reacted negatively and again defended her ideas.

2

Over the last month, Reggie has become disengaged at work. This has become clear during meetings. Throughout the conversation, he'll pick up his phone from the table and begin to text. After a few minutes of texting, he puts down the phone and asks the presenter to repeat themselves.

Your team was presented with a last-minute project with an aggressive timeline. Jerry volunteered to take on the project. He stayed late and worked weekends for two weeks. He did not ask for any help, and he passed on his colleagues offer for assistance. When you asked him how it was going in your tag up, he said everything was going well. On the day the project is due, he emails you that he will need another week to finish.

4

Danica is a star member of your team. She works hard and can always be counted on to produce quality, impactful work. She's recently taken up a serious exercise regimen and spends every lunch break at the gym. Yesterday, Jane, a colleague who sits next to her, came to you and complained of bad body odor coming from Danica in the afternoons after she works out. Jane asked that she not be identified as the person who complained.

You are working on a high-profile project in partnership with another team. On this project, you and Stacy, a manager from the other team, are leads. There is one person on the team, Ralph, who works under Stacy, who is clearly not doing his fair share of the work. His contributions are minimal while other team members are stressed and having to pick up the slack. Your direct reports on the team are complaining about the unfairness. Stacy does not seem to notice at all.



All confrontation is a search for truth.

Who owns the truth? Each of us owns a part of it, and nobody owns all of it.

Feedback

It happened 1 time.

The behavior is concerning but not that serious.

They made a mistake and it would be helpful to share insights for next time.

You see behaviors that could become an issue later.

Confrontation

It's a pattern.

The behavior is serious enough that once is too much.

They keep making mistakes and there might be an underlying issue.

They have an attitude issue that is seriously affecting other employees.

Feedback vs Confrontation

- 1. "So, how do you think you're doing?
- 2. Sandwich Method
- 3. Too many pillows
- 4. Machine gun Kelly

Mistakes We Make

The 60-Second Opening

- 1. Name the Issue.
- 2. Select a specific example that illustrates the behavior or situation you want to change.
- 3. Describe your emotions about the issue.
- 4. Clarify what is at stake.
- 5. Identify your contributions to the issue.
- 6. Indicate your wish to resolve the issue.
- 7. Invite your direct report to respond.

Interaction

Inquire into how your direct report sees it.

Resolution

What was learned and where are we now?

Where do we go from here?

7-Step Model for Confrontation

Confrontation Conversation



Deny





Deflect

Ways They Might Respond

- 1. Find a new partner.
- 2. Each of you will select 1 scenario from p. 29 or use a real situation.
- 3. Both of you will take 5 minutes to create your opening statement.
- 4. Do the practice roleplay starting with Opening Statement, Interaction and Resolution (8 minutes).
- 5. Debrief what did and didn't work (3 min).
- 6. Switch and do 2nd roleplay and debrief.

Confrontation Conversation Roleplay

PRACTICE



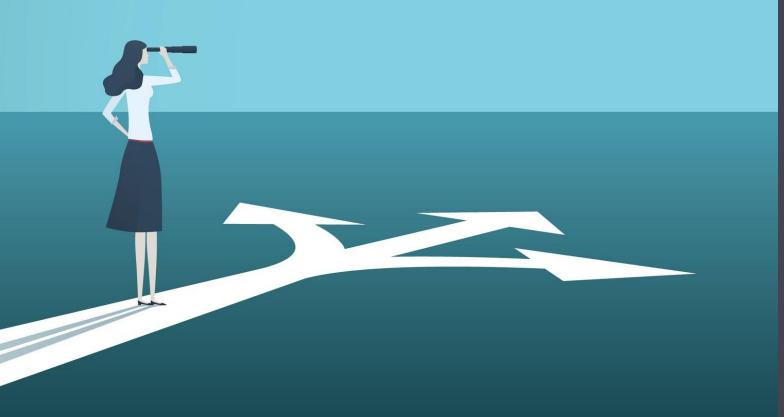
The Conversation You've Been Avoiding



Career Development

Objectives

- Understand the value of regular career development conversations
- Learn the 3-step PIVOT method for career development conversations



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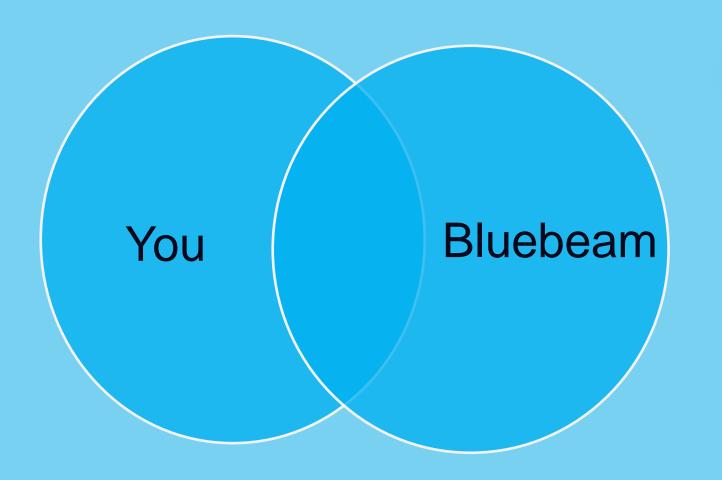
"We have entered a new age of fulfillment, in which the great dream is to trade up from money to meaning."

- Roman Krznaric

What does career development mean to your direct reports?



How can you help Bluebeam?



Your Life

Who am I? What do I want? What is my purpose?

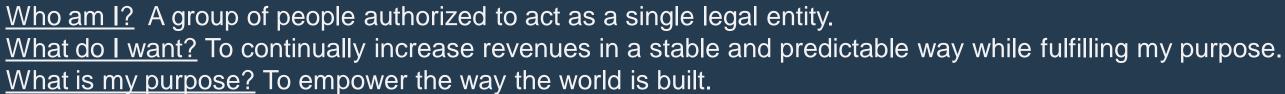
How can Bluebeam help you?





Bluebeam's Life

???





Pivot Method

Doubling down on what is working, to make a purposeful shift in a new, related direction. A career pivot does not have to mean you're changing jobs. You can also pivot within your own role by refocusing or restructuring it to better align with your strengths and the changing needs of the company.





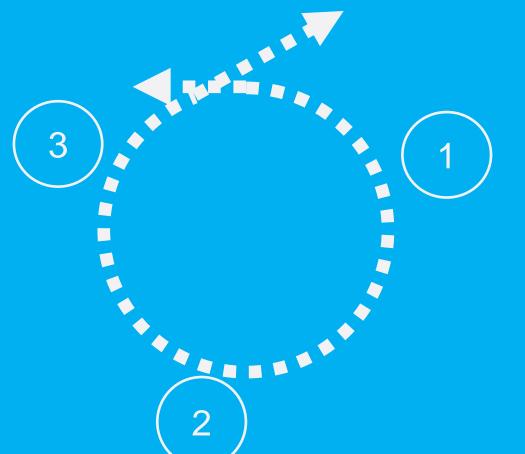
Signs your Direct Report is Ready for a Career Pivot



Pivot Method Overview

PILOT

Testing out ideas, doing stretch assignments, creating low risk pilots to get feedback and generate new perspectives.



PLANT

Setting a strong foundation based on your strengths, interests, vision & values.

SCAN

Scanning for opportunities, staying rooted in what is working while looking for opportunities to grow. Building skills, seeing where the company is growing.





Stage 1: PLANT

Primary goal of this stage is grounding in who you are, what you love and where your strengths lie.

- 1. Values
- 2. Vision
- 3. Unique Strengths

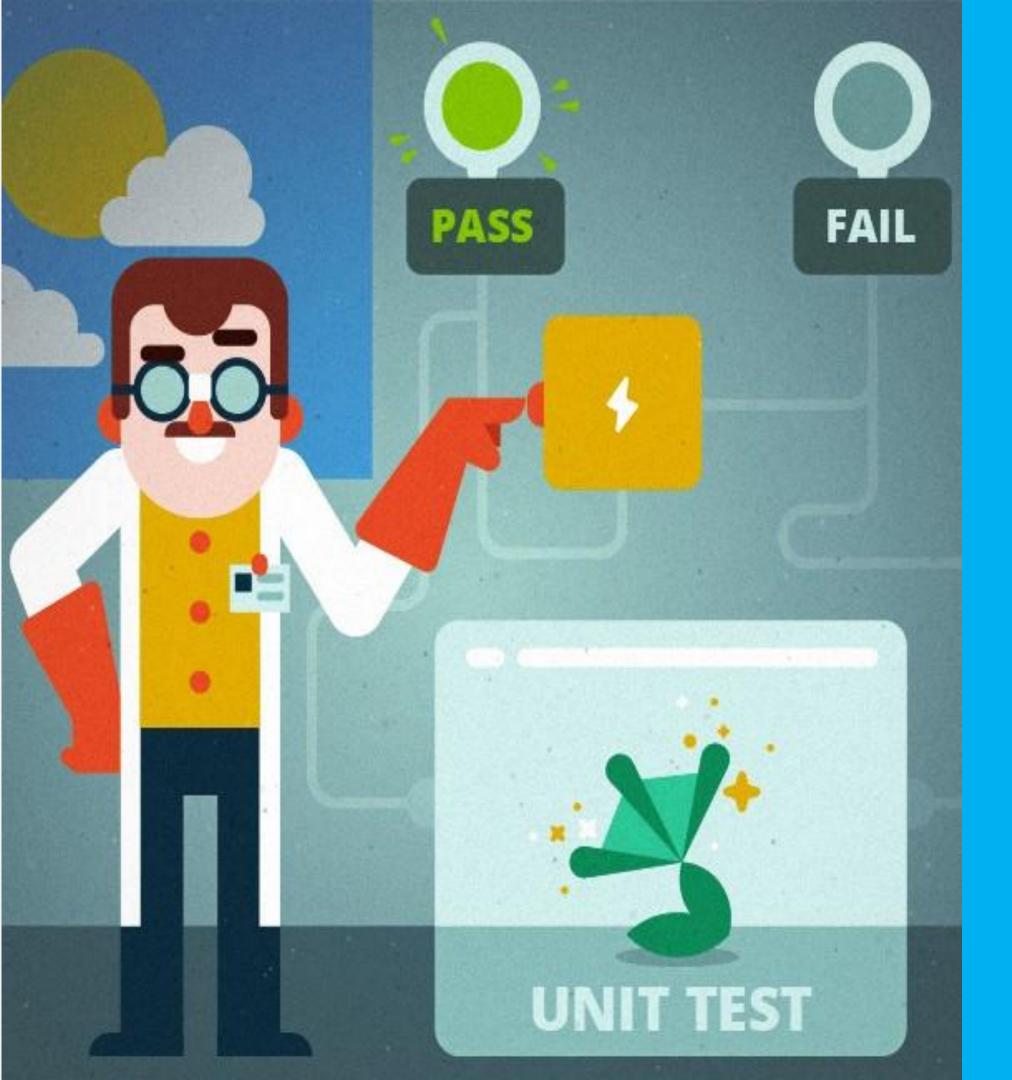
Creating Your 3-Year Vision



Stage 2: SCAN

Scanning for opportunities, staying rooted in what is working while looking for opportunities to grow. Building skills, seeing where the company is growing and changing.





Stage 3: PILOT

Testing out ideas, doing stretch assignments, low risk pilots to get feedback and generate new perspectives.

- 1. Find a partner (someone you have not worked with before).
- 2. For this roleplay, use your own career as the source of the conversation. One person will play the manager and will guide you through the 3 stages of Pivot using coaching questions from page 33 and the exercise on page 34.
- 3. Your goal in the plant stage is to have a vision for where you want to be in your career 1 year from now
- 4. Each person gets 15 minutes for their career conversation and then you will switch roles.
- 5. Debrief with each other 5 minutes.

Career Conversations

PRACTICE



Career Development Workshop Coming Early 2019



Career Development Coaching Program

- What is the purpose?
- Who is eligible?
- How will it work?
- How does someone sign up?
- Drop-in Coaching
- When will it start?

Laura Marks
Career Development Coach
Laura.marks@Bluebeam.com



Your Action Plan Moving Forward

- Continue with HBR Modules and Discussion November – Difficult Interactions December – Developing People January – Delegation February – Building Strong Teams
- 2. Identify your People Manager Strengths & Growth Areas
- 3. Create your Management Development Plan Goals
- 4. Begin incorporating more coaching into your week Coaching Habit Book giveaway
- 5. Manager Mastermind Cohorts starting in 2019



A final word on leadership

What did you learn from the lab that resonates the most with you?

thank you.