

FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING

BLOCK 2 PEOPLE LEADERSHIP



Block 2

1

HUMAN RESOURCES ROLE OF DSLNG SUPERVISORS



HR and Organization Performance

- ✓ **High-performance work system:** organization with technology, organizational structure, human resources and processes which enable team work to achieve competitive advantage

- ✓ **Human resources quality :**
 - Valuable
 - Rare
 - Hard to copy
 - Unique



HR Management



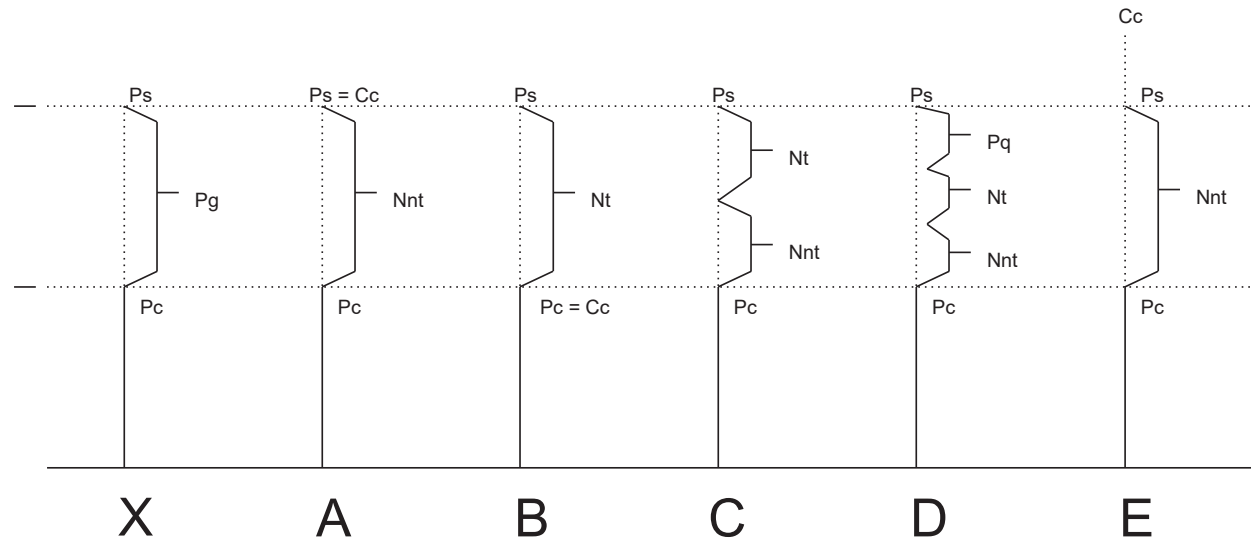
Human resources management is policy, practice, and system which influence the behaviors, attitude and performance of the employees

Leaders' Role in Managing HR

Leaders' role in managing HR is to support in:

1. Job analysis and design
2. HR planning
3. Interviewing prospective new employees
4. Developing subordinates' skills
5. Develop good relationship with subordinates
6. Conducting performance review

Performance Gap Analysis: Training & Non Training



Keterangan :

Ps = Performance - standard

Pc = Performance - current

Pg = Performance gap

Pq = Performance question

Nnt = Need, non training

Nt = Need, training

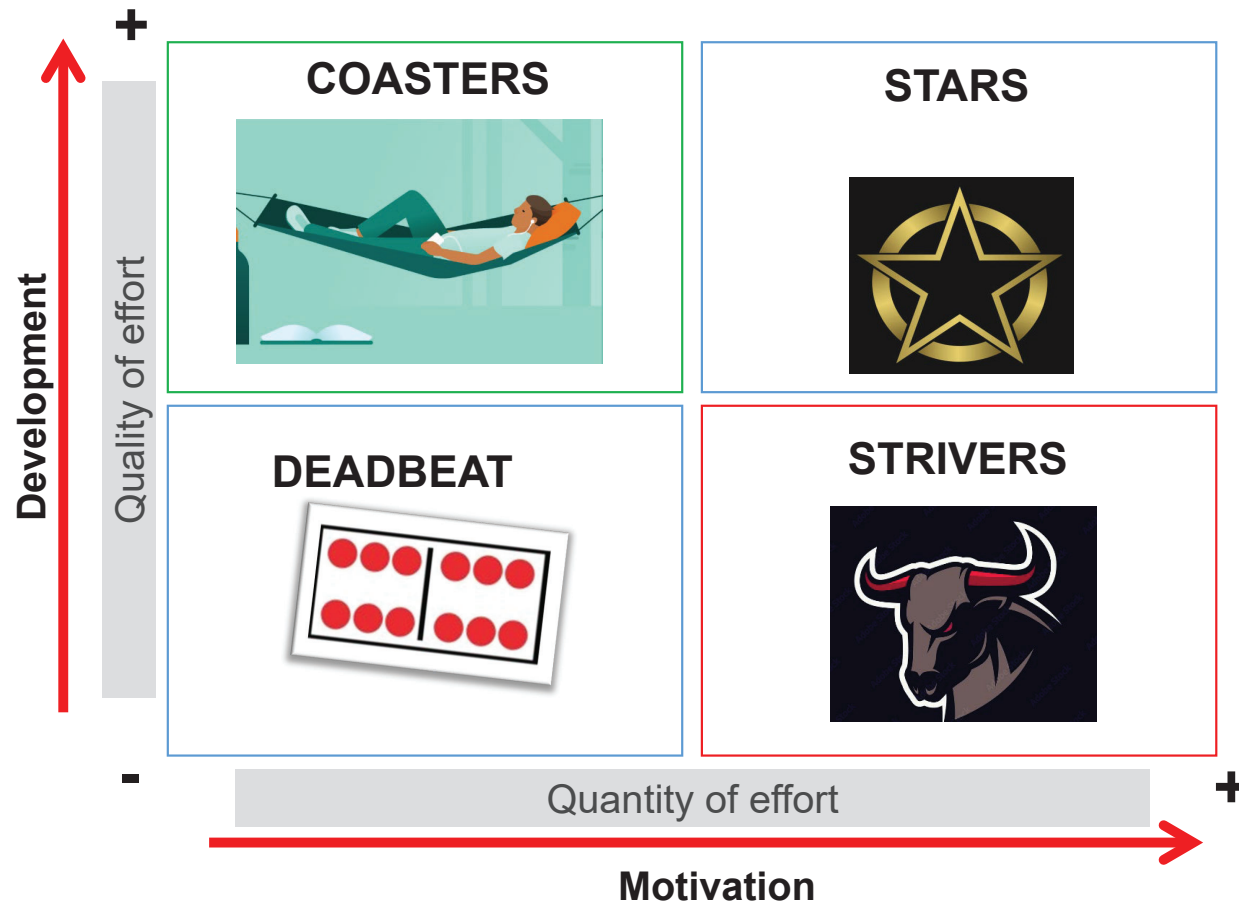
Cc = Competence - current

Performance Review



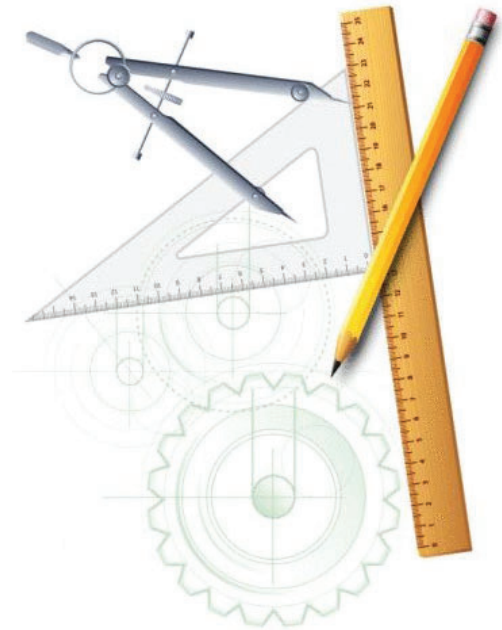
KPI gives **organizational performance information** so the *stakeholders and leaders* can understand whether the efforts being and has been done **is in accordance to the goals or not**

Subordinate Performance Review



Key Performance Indicator (KPI)

translates **strategic objectives**
to a form that is **easier to**
understand



KPI vs KPD

Key Result Area (KPI)

- Is the strategic objectives of your level

Key performance Driver (KPD)

- Is a measurement to drive performance. In other words
“How you can achieve your KPI?”

KPD & KPI

Objective: Achieve my ideal body weight

KPD

- Exercise
 - Join x sessions in the gym per week
 - Do jogging x times per week
- Diet
 - Consume x calories per day
 - X portions of salad per week
- Eat salad

KPI

Reduce my weight

KPD & KPI

Division :

Funtion :

KPI	KPD
#	
#.	
#.	

The Importance of KPI Monitoring dan Continuous Coaching

The best of KPI cannot function effectively without good support system and **monitoring**. When performances are being monitored, training can be adjusted as needed periodically and progressively.



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Block 2

2

GIVING MOTIVATION & FEEDBACK TO MY TEAM

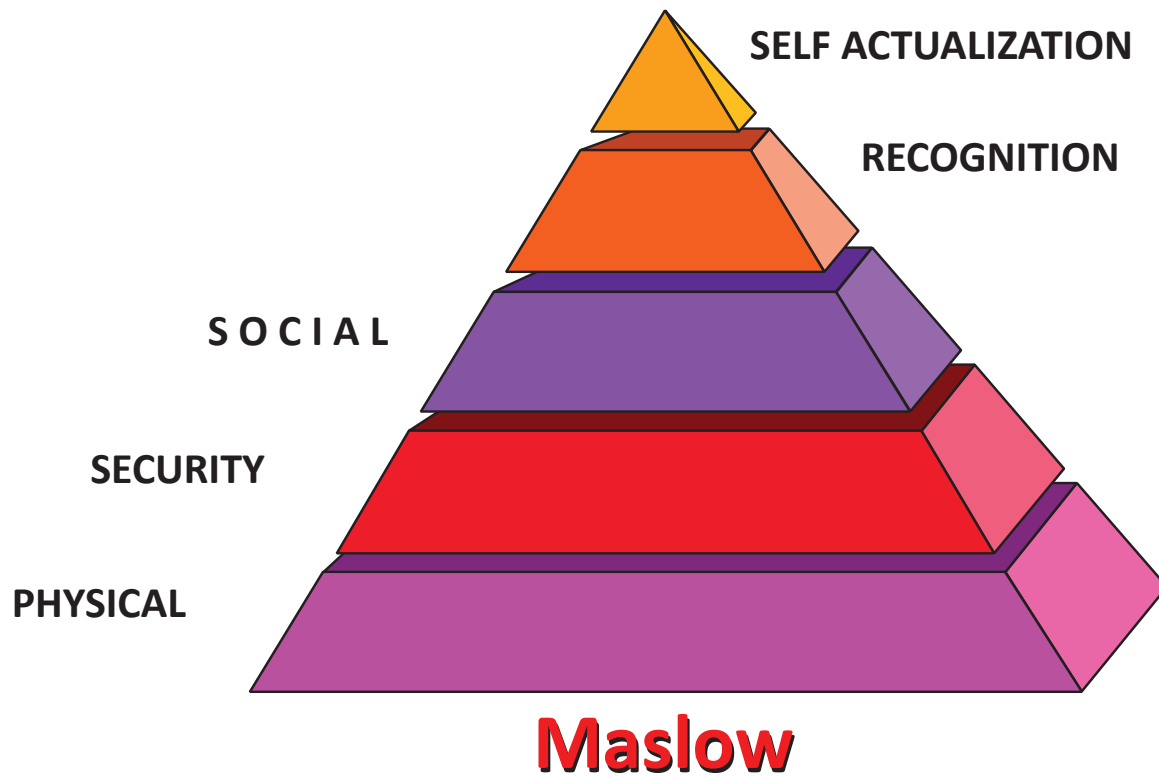
Motivating Subordiantes

To enable subordinates in:

- doing **new jobs**
- improving **performances**
- developing **particular skills**
- solving **problems**
- increasing **self confidence**



Motivating Subordinates



Leaders need to:

- Understand subordinates' needs
- Identify ways to fulfill the needs in the workplace
- Keep up to date and be sensitive to any changes in subordinates' needs

Motivational Recognition



S	Specific	Give praise with DETAILS
S	Sincere	Give praise WITH HEART
I	Immediate	SOON , do not delay
P	Personal	Do it in PERSON

Motivational Recognition

The Do's

- ✓ Award based on subordinates' characteristics
- ✓ Clear standard results/achievements
- ✓ Motivational target
- ✓ Clear relations between award and achievement
- ✓ Aware of demotivating aspects in giving award
- ✓ Achievement based award



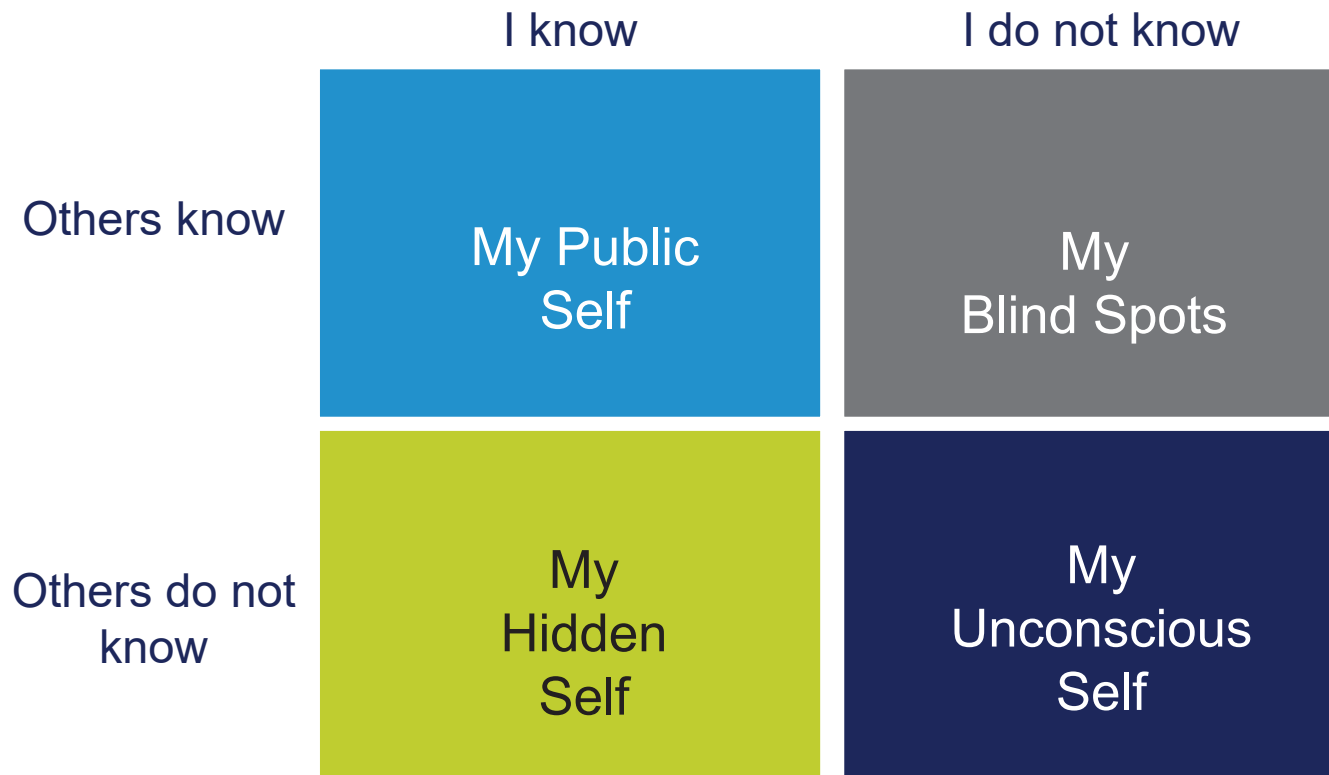
Motivational Recognition

The Dont's



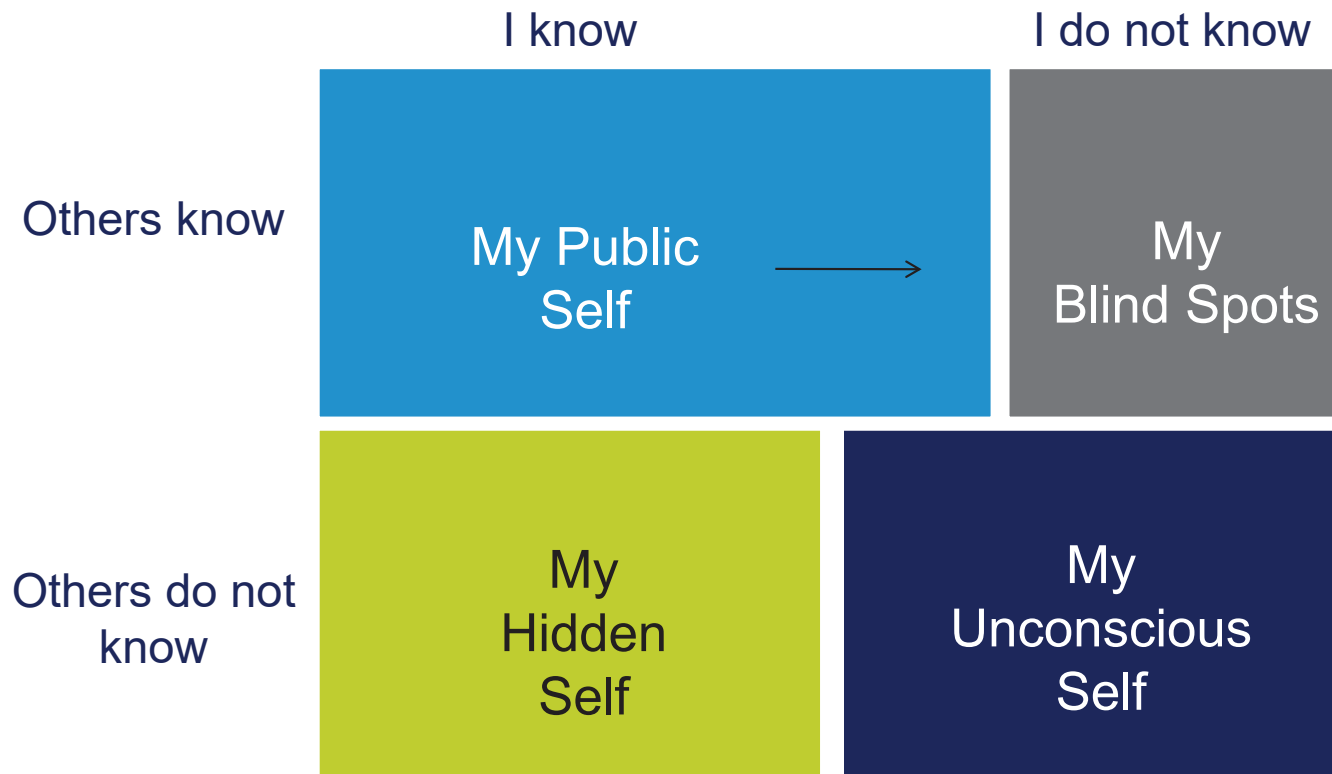
- × Merely because it is a must to do
- × Give additional tasks as motivator
- × Money is the best motivator?
- × Ignoring the need of ego

Johari Window

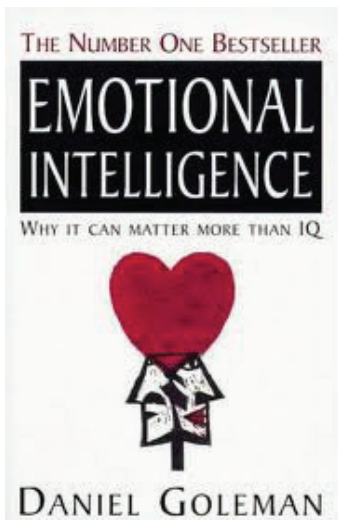


Joseph Luft and Harry Ingham

Johari Window



Joseph Luft and Harry Ingham



**“*Feedback is*
a tool to develop
change and growth,
not emotional dump !”**

Daniel Goleman
(author – Emotional Intelligence)

Value of Feedback

- Feedback can motivate and inspire when based on reality
- Research has shown that people receiving constructive feedback regularly will tend to show good performance
- Everyone needs feedback – without feedback we will feel isolated and depressed
- Good in giving feedback will improve your relationship and performance as you are viewed to be more dependable and trustworthy



When to give Feedback ?

When someone :

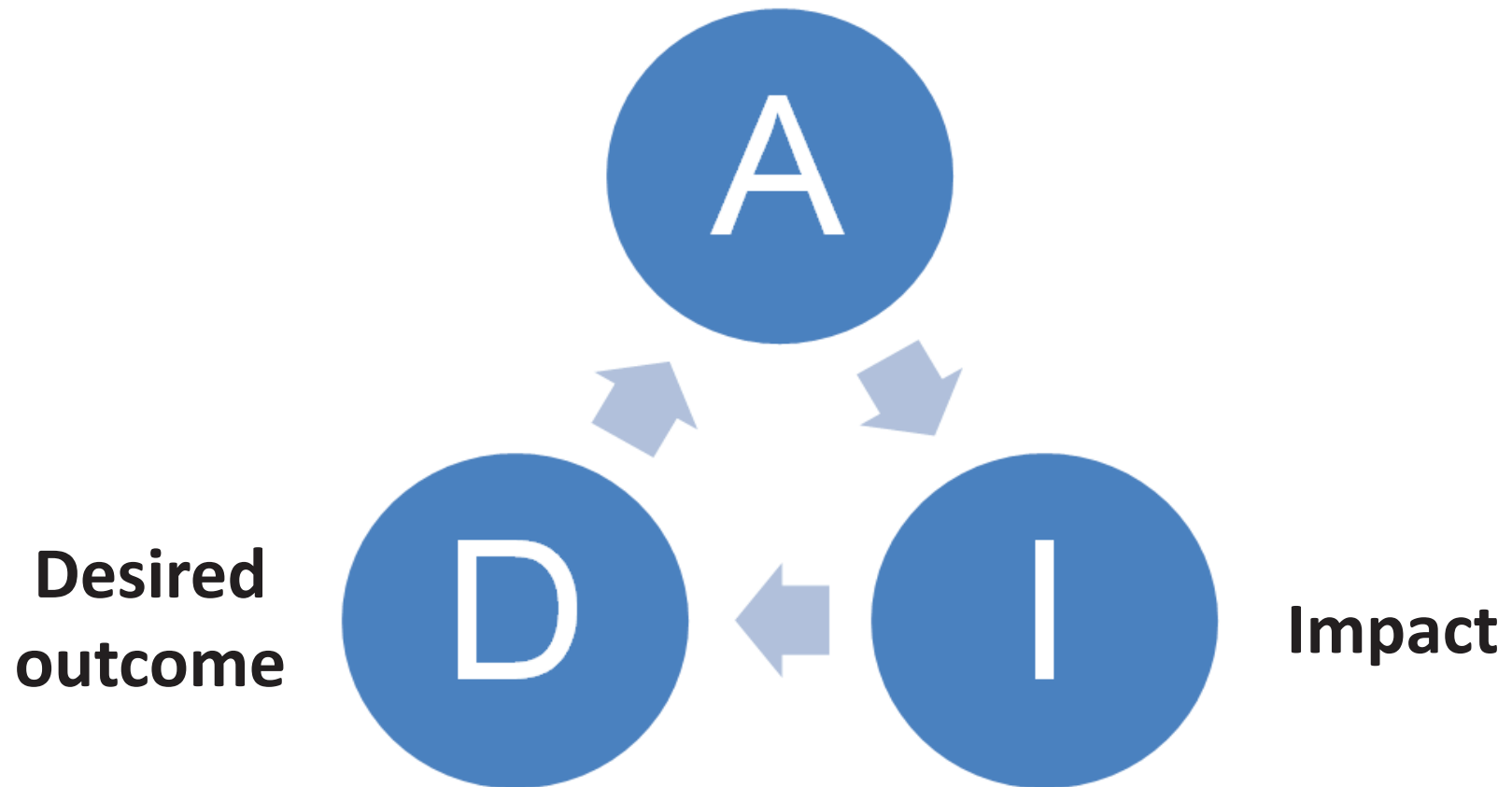
- Achieved satisfactory results
- Worked hard to achieve a result
- Initiative to do more than his/her job to help
- Low motivation and you want to improve it
- Need of positive perception

When to give Feedback ?

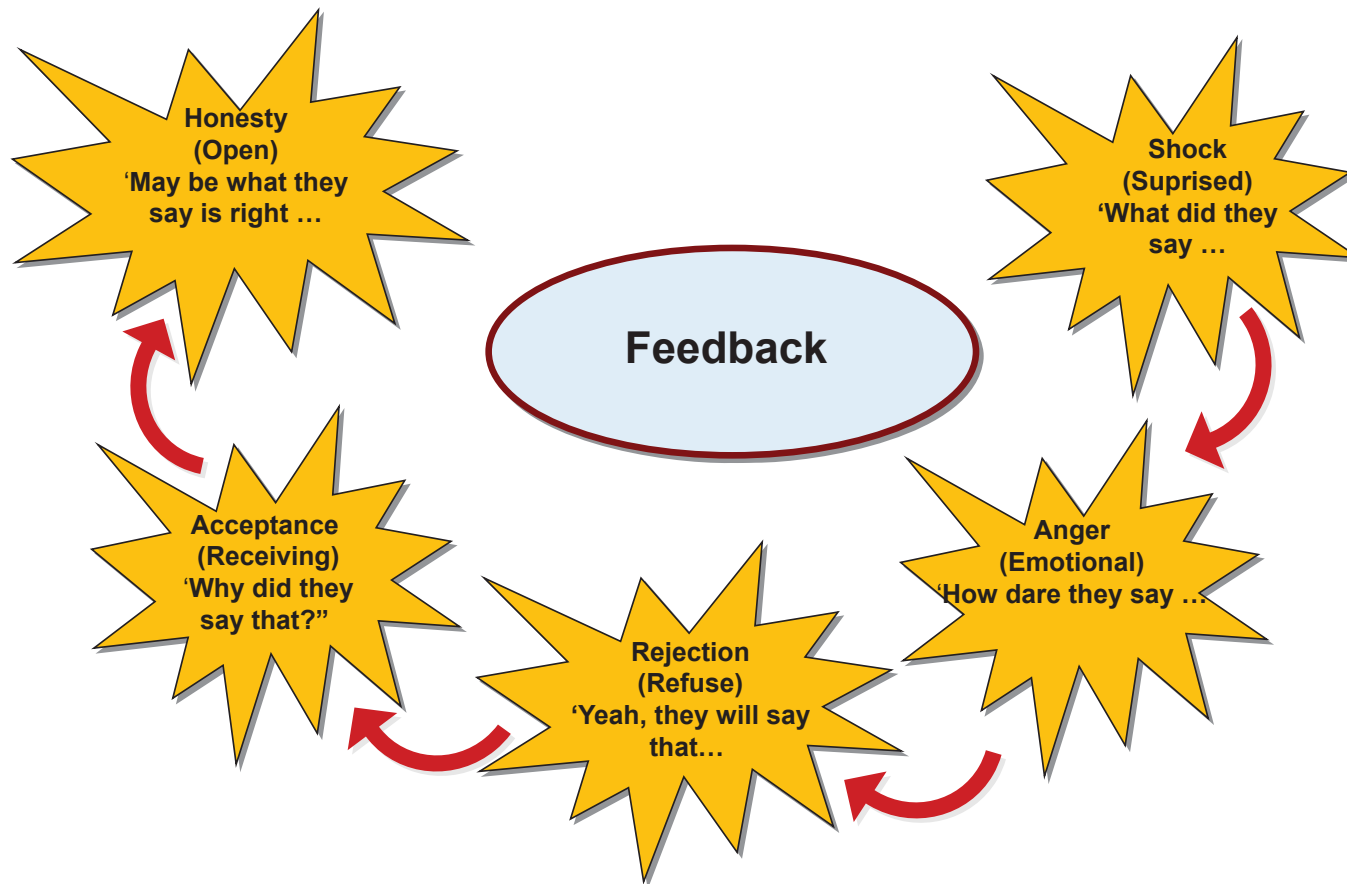
... or when someone :

- Did not do something which creates problems
- Involved in conflict and has become consistent in his/her relationship with others
- Need constant support/improvement when doing his/her job
- Cannot be depended in doing his/her job

Action/Behaviour



S.A.R.A.H. Response Model of Feedback



BOOST In Giving Feedback

- **B**alanced
- **O**bjective
- **O**bserved
- **S**pecific
- **T**imely



Giving Effective Feedback– the Don'ts

- Focus only on weaknesses or improvement areas
- Use feedback as your emotional reaction
- Blame other people
- Acting aggressively
- Lack of empathy



Giving Effective Feedback– the Do's

- Prepare facts
- Private – one on one
- Focus on the issue, not the person
- Use positive language
- Build “acceptance”
- Give motivation
- Empathy
- Agree on follow up



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Block 2

3

Coaching Conversation that Get Results

What is COACHING?

The International Coach Federation (ICF), a global coaching organization founded in 1995, defines coaching as:

"A partnership relationship between a coach and an individual, established through a creative process to maximize their personal and professional potential."

Coaching prioritizes two-way exploratory conversations that can unearth ideas and strengthen the recipient's beliefs to take maximum action.



Coaching VS. Training



Coaching

- The agenda can be flexible
- Long-term engagement
- Involves collaboration and partnership

Training

- Agenda is fixed
- Short-term engagement
- At times, it will be one-way

Coaching VS. Consulting



Coaching

- The coach doesn't have to be an expert in the field they are coaching
- Solutions come from the coachee
- Coaching primarily focuses on aspects of behavior change

Consulting

- Consultant is an expert in their field
- Consultants provide solutions
- Consultants typically focus on business aspects

Coaching VS. Counseling



Coaching

- Coaching can be done anytime, even when there are no issues
- Focus on strengths
- From the present to the future

Counseling

- Counseling is usually done when there are personal issues
- It's therapeutic
- From the past to the present

Coaching VS. Mentoring



Coaching

- The coach doesn't have to be an expert in the field they are coaching
- It can be cross-disciplinary
- Coaching primarily focuses on aspects of behavior change

Mentoring

- Mentor is an expert in their field
- Usually from senior to junior
- Focuses on mastering a specific field

Coaching Process

<i>Pre-Coaching</i>	<i>Coaching</i>	<i>Post-Coaching</i>
<ol style="list-style-type: none"> 1. Identifying needs 2. Identifying opportunities 	<p>Goals Reality Options What's next</p>	<ol style="list-style-type: none"> 1. Review progress and provide assistance 2. Confirm new learning and plan next steps

GOAL



An effective coach knows that the coaching process should be based on the **gap** between **expectation** and reality.

At the outset, the coach and coachee should **agree** on the gap they want to address and make it the **objective** of the coaching.

REALITY



After identifying the gap and setting clear targets, the next step is to **understand the reality**

OPTION



Hold meetings with the coachee to explore **alternatives for solutions** or development options

What's next?



The coach should help the coachee make development options more detailed and specific, such as:

- Specific steps in the development process
- Who will be involved
- When it will be achieved

Open-ended Questions

"What have you already done?"

Open-ended questions provide an opportunity to explore further into someone's story



Close-ended Questions

"Is your work finished or not?"

Closed-ended questions tend to elicit yes/no, already/not yet responses, or seek justification.



Examples of GROW Model Questions

<p style="text-align: center;">GOAL</p> <ul style="list-style-type: none"> • What do you want to achieve? • Is it challenging enough? • What does success look like? • How do you know when it's achieved? • How do you measure your goals? 	<p style="text-align: center;">REALITY</p> <ul style="list-style-type: none"> • What's happening right now? • What are the impacts of this situation? • Are there any other relevant factors? • Who else is involved? • What are their perceptions of this situation? • What have you done so far?
<p style="text-align: center;">WHAT'S NEXT</p> <ul style="list-style-type: none"> • What will you do? • What are your next steps? • When will you start? • Does this action align with your goals? • What support do you need? • How committed are you in carrying this out? 	<p style="text-align: center;">OPTIONS</p> <ul style="list-style-type: none"> • What can you do? • Are there any other alternatives? • What approach will you use? • Who can help you? • What are the strengths and weaknesses of each alternative?

GROW COACHING



I still have to hold several meetings with other departments, Sir.

I would like to postpone the project launch date by about 6 months.

How is the project I assigned you going?

G

What do you want to achieve?

R

What is happening?

GROW COACHING

I was too optimistic that the new technology was ready!


Honestly, we need more technicians on this project! I think we should find a short-term solution by hiring outsourced workers.

O
Quite challenging! I think it would be very good if you postpone it. What are your options?

W
Ok, how will you go about it?



GROW COACHING



My strategy is to meet with Joko from HR and persuade him to get involved with corrective actions. Then, during the meeting, I'll be honest and explain my situation.

Good strategy. As long as you've thought about possible reactions. I think you'll be fine.

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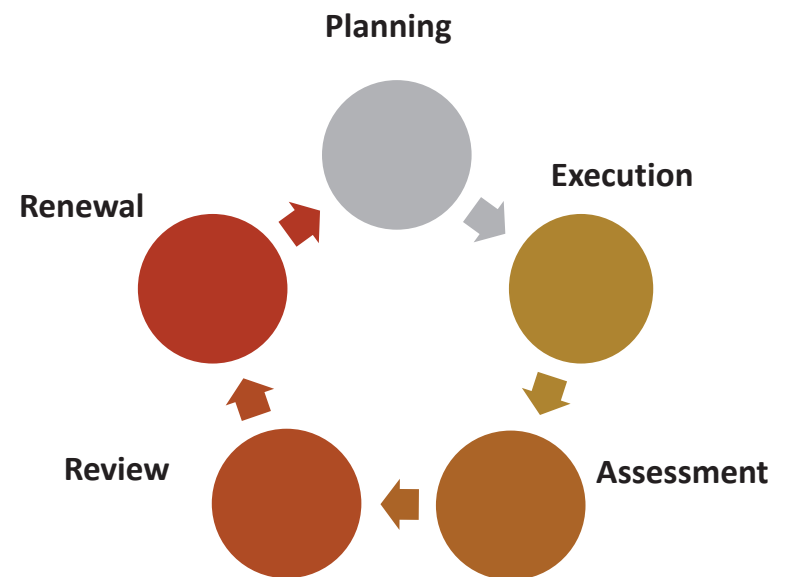
Block 2

4

MANAGING TEAM PERFORMANCE

Processes in Performance Management

1. Performance planning.
2. Performance execution.
3. Performance assessment.
4. Performance review.
5. Performance renewal and re-contracting.



PERFORMANCE PLANNING

- Employees need to have appropriate knowledge about performance management system
- A conversation between employees and their leader
- Define SMART goals and measurement standards:
 - Results
 - Behaviour
 - Individual development plan



PERFORMANCE EXECUTION

Share responsibility

- Employee responsibility:
 - Commitment to the agreed goals
 - Communicate and give updates to their leader
- Leader responsibility
 - Feedback, coaching & reinforcement
 - Support in resources
 - Observes & documents accurately



PERFORMANCE ASSESSMENT AND APPRAISAL

Challenges in performance appraisal :

- Dilemma in position as 'coach' versus 'judge'
- Role of appraiser: personal competency, motivation, & 'value system'
- Condition of appraisee: individual development & promotion plan
- Relationship between appraiser and appraisee
- Validity of the criteria used: related to the specific job?
- Quality of the data gathered
- Impact of the performance appraisal to real performance



PERFORMANCE REVIEW

Tips in conducting performance review:

- Explain the objectives of the review session
- Discuss 'self appraisal'
- Show appraisal results and explain the meaning
- Discuss development plans
- Explain the conclusion
- Give award on the discussion session (when appropriate)
- Set when is the next conversation as 'follow up'
- Signature from employee to show agreement



FACTORS INFLUENCING PERFORMANCE APPRAISAL:

1. Characteristics of the situation
2. Description, Specification dan Standard of Job Performance
3. Goals in the Performance Appraisal
4. Attitude of employees and manager towards the evaluation



Steps in Performance Appraisal Dialogue

1. Preparation

- Create a **relaxing atmosphere**
- Use **praises**
- Motivate employees to **talk** at least half of the session

2. Handling the issues

- Use **self appraisal** methods
- Discuss **work results**, not the **person**
- Think **positive**
- **Not** making **supprises**

3. Seeing the future

- Work with clear **structure**
- Focus on **facts**
- Agree on **measurable targets**



Preparing Performance Appraisal Dialogue

Questions to be considered :

1. Which parts of your job that you like the most ?
2. Which parts that you like the least ?
3. How do you feel in implementing you main jobs in which you are responsible for ?
4. What jobs you think you have been doing effectively and how have you been doing them ?
5. If any, what are the challenges that prevents you to be more effective ?

Preparing Performance Appraisal Dialogue

Questions to be considered:

6. What jobs you think you have done well and what are the reasons?
7. If any, what scope in you jon that you feel is unclear?
8. What extra support or guidance that you feel is needed to be more effective?
9. How do you see yourself in 3-5 years time?

Difficult behaviors you may face

- ✓ Very quiet
- ✓ Maneuvering
- ✓ Easily bored
- ✓ Super defensive
- ✓ Cry easily
- ✓ Arrogant



HANDLING QUIET BEHAVIOR

- Use open questions
- Do not dominate
- Give them time to talk



HANDLING MANEUVERING BEHAVIOR

- ▶ Direct conversation to performance
- ▶ Focus on the future
- ▶ Get them to agree on the target



HANDLING BORED BEHAVIOR

- Use form to opening, not as closing
- Talk on a personal level
- Discuss long term development, not short term goals



HANDLING DEFENSIVE BEHAVIOR

- ▶ Do not analyze the character
- ▶ Create informal atmosphere
- ▶ Stick to factual evidence



HANDLING CRYING BEHAVIOR

- Do not give surprises
- Start with the good aspects
- Sympathetic but stay focus



HANDLING ARROGANCE

- Control the agenda
- Stay calm and confident
- Focus on facts



PERFORMANCE RENEWAL & RECONTRACTING

- The last phase of performance management process
- Conduct adjustments based on previous sessions
- Plan for next performance management cycle

