


## **TASK: POWERFUL LEADERSHIP STRATEGIES**

What might these quotations suggest about some of the key elements to effective Leadership and Managing Employee Performance?

LEADERSHIP		
1) "It is not the cry but the flight of the wild bird that leads the flock to follow."		2) "Nearly all men can stand adversity, but if you want to test a man's character, give him power." (Abraham Lincoln)
6) "The key to management is influence not authority."		3) "The key to leadership is to accept responsibility."
5) "The greatest fault of all is to be conscious of none."		4) "Never fear to negotiate, but never negotiate out of fear."

MANAGING EMPLOYEE PERFORMANCE		
1) "Disenchanted employees can create havoc in a company - or leave and create new competition ... keeping your best and brightest may be the wisest business decision you make." (Gail Dutton The Re-enchantment of Work.)	2) "Criticism, like rain, should be gentle enough to nourish a person's growth."	4) The overwhelming majority of people view themselves as excellent performers. In fact, 80% see themselves in the top quarter of all performers.
	3) "The greater danger for most of us is not that our aim is too high and we miss it, but that it is too low and we hit it." (Michelangelo)	5) Second only to firing an employee, managers cite performance appraisal as the task they dislike the most.
9) A study which asked, "What pay systems have the most impact on performance?" concluded that "changing the way workers are treated may boost productivity more than changing the way they are paid." (Paying for Productivity: A Look at the Evidence, Alan Blinder, Washington, DC, 1990)		6) Where it is clear that a Performance Management System works well, you will invariably find a manager with superior interpersonal and leadership skills. (Robert Bacal 1998)
		7) Many executives use the "fire and forget" notion. Kick things in gear, make an appearance to speak to the troops, then forget the entire thing (ceo@work911.com)
8) Quality experts have made a strong case that systems and process problems are the main causes of performance problems. Individual people, they said, accounted for a small amount of both performance successes and failures. (J. Edwards Deming)		

### ASSUMPTIONS SUPERVISORS MAKE ABOUT THEIR STAFF

ASSUMPTION	IS IT TRUE?	SUPERVISOR STRATEGY
1) We share the same Vision in terms of NBK and departmental goals.	No ... unless communicated well and often	1. Communicate departmental Vision and Goals at least monthly in meeting and via well-positioned wall posters.
2) They are aware of my criteria for success.	No ... unless communicated well and often	1. Clearly state SMART Goals in Perf. Rev. Forms 2. Monitor employee performance regularly and remove any barriers to meeting SMART Goals. 3. Re-assign tasks if needed.
3) They naturally keep track of developments and approaching deadlines.	No ... unless supervisor monitoring	1. Monitor performance constantly one-on-one.

### ASSUMPTIONS SUPERVISORS MAKE ABOUT THEIR STAFF

ASSUMPTION	IS IT TRUE?	SUPERVISOR STRATEGY
4) They have an emotional/physical investment in effective task accomplishment.	Not Necessarily	1. Clearly state SMART Goals in Perf. Rev. Forms 2. Monitor employee performance regularly. 3. Stress importance of achieving results & consequences of failure.
5) They have the personal and technical competencies required to perform the task.	No ... unless Supervisor knows his/her team well & so delegates effectively.	1. Know each employee's strengths & weaknesses. 2. Understand the Situational Leadership Model with its four different leadership styles to delegate effectively.  <b>DO NOT FIRE AS THE 1<sup>st</sup> RESPONSE!</b>

## UNDERSTANDING SMART GOALS

SMART is an acronym used in the writing of effective Goals. The 5 letters can be used to describe many different criteria in writing Goals. However, for the purposes of the PMP at NBK, the SMART words in the left column are used when writing effective Goals for your team.

SMART WORD	EXPLANATION & GOAL-DESIGN STRATEGIES	EXAMPLES OF POORLY-WRITTEN GOALS	EXAMPLES OF WELL-WRITTEN GOALS
<b>Specific</b>	Goals should be straightforward and clearly state what you want to happen. Specific Goals have a much greater chance of being accomplished than general goals. When writing Specific Goals, <b>use action words</b> like 'sell', 'produce', 'complete' etc.	Increase accuracy at work. <i>(too general)</i>	Increase accuracy of reports by reducing the number of errors from 10% to 5% by the end of December 2016. <i>(specific)</i>
		Improve telephone skills. <i>(too general)</i>	Answer the telephone within 3 rings according to international best practice standard. <i>(specific)</i>
		Sell many more cars. <i>(too general)</i>	Sell 10 passenger cars per month for each of the 12 months in the review period. <i>(specific)</i>
<b>Measurable</b>	Measures are critical in determining Goal accomplishment (results) and are often expressed in terms of <b>quantity, quality, cost and timeliness</b> . At NBK, these metrics (Key Performance Indicators) are rated as: 'Significantly Exceeds Expectations' (5), 'Exceeds Expectations' (4), 'Meets Expectations' (3), 'Partially Meets Expectations' (2) and 'Does Not Meet Expectations' (1). This helps in the measurement of progress towards goal accomplishment, enables the employee to stay on track and retains motivation.	(For an employee working in a photo-printing shop) Produce high quality photographs. <i>(not measurable)</i>	(For an employee working in a photo-printing shop) Produce 500 photographs with no smears or tears per hour for 6 hours each day. <i>(measurable through quantity (500), quality (no smears or tears) and time (per hour for 6 hours each day), all of which are built into the goal.</i>
<b>Agreed on</b>	Employees MUST agree to the Goals set by the manager supervising their performance. They cannot be accountable without their agreement that the SMART Goals are realistic and so achievable. The manager is also accountable for providing the resources the employee needs.		
<b>Realistic</b>	The employee MUST have the ability and willingness to achieve the Goals which are set out for them (see Situational Leadership Model later in this training manual). In order to make the goal achievable, the resources required for accomplishment must be available (e.g. personnel, equipment, budget, training, time etc.), and any process and system barriers must be removed. If the Goals set are not achievable because they are too far out of the employee's reach, staff will quickly become de-motivated and their performance will suffer.	(For an HR Officer managing the NBK Performance Review Form submission process). (NB. 42% submitted, Nov 2010). Get 100% submission of Performance Review Forms from reviewers. <i>(unrealistic)</i>	(For an HR Officer managing the NBK Performance Review Form submission process. NB. 42% submitted, Nov 2010). Get 80% submission of Performance Review Forms from reviewers. <i>(realistic)</i>
		(For an HR Officer in Benefits and Compensation at NBK where there were 129 different job titles amongst 1400 employees in 2010 and where job families exist.) Conduct a Job Analysis for each position in the company by year-end. <i>(unrealistic)</i>	(For an HR Officer in Benefits and Compensation at NBK where there were 129 different job titles amongst 1400 employees in 2010 and where job families exist.) Conduct a job analysis for 75% of the positions in the company by year end. <i>(realistic)</i>
<b>Time bound</b>	Each Goal must be grounded within a timeframe so that there is a sense of urgency in accomplishing it and a structure to the pursuit of that Goal.	(Implementation of NBK HR Dept's training program delivery to NBK / Q-Auto staff.) Roll out training programs to cater to the training needs of NBK / Q-Auto staff. <i>(not time bound)</i>	(Implementation of NBK HR Dept's training program delivery to NBK / Q-Auto staff.) Roll out training programs to cater to the training needs of NBK / Q-Auto staff by December 31 <sup>st</sup> 2016. <i>(time bound)</i>

## WRITING SMART GOALS

The following process focuses upon the effective writing of SMART Goals for an Events Organiser position for the new *Complete Event Management* company in Doha which opened its doors for business on February 1<sup>st</sup> 2016. The Performance Review period is 1/2/16-31/7/16.

## EVENTS ORGANIZER POSITION: KEY PERFORMANCE AREAS

- Sell the company's services to potential clients.
- Attend meetings to promote and sell the company services to potential clients.
- Design an e-mail template for the company.
- Design a new company profile for the business.
- Ensure a clean and professional working environment for self and Events Manager.



## TASK: WRITING SMART GOALS FOR A DESIGNATION WITHIN AN NBK FUNCTIONAL AREA

After you have looked at the 5 SMART Goals on the two pages overleaf for the position of Events Organiser at this new **Complete Event Management** company in Doha, write 3 SMART Goals for a designation in one of the following Functional Areas at NBK (Sales, Production/Operations, Administrative Support or Technical/Professional), prioritise the importance of the duty and consider the resources which the employee will require to enable effective performance.

**Some things to consider in determining and then prioritizing SMART Goals:**

- What are the primary responsibilities of the position?
- What Goals are critical to job success?
- What Goals are sufficiently important to overall success such that performance below standard would result in unacceptable overall performance?
- What percentage of time is spent on accomplishment of the Goal?

Supervisory Skills for 1<sup>st</sup> and 2<sup>nd</sup> Level Supervisors (Lance Rooney, Group Training Manager)

	KEY PERFORMANCE AREAS (KPA's)	SMART GOALS	PRIORITY	RESOURCES REQUIRED TO ACHIEVE GOALS
A)	Sell the company's services to potential clients.	<p><b>Significantly Exceeded Expectations:</b> Generated QR700,000.00 of turnover p.m. Feb-July 2016.</p> <p><b>Smart Goal (Meet Expectations):</b> <i>Generate QR500,000.00 turnover p.m. Feb-July 2015.</i></p> <p><b>Did Not Meet Expectations:</b> Generated less than QR500,000.00 of turnover p.m. July-Dec 2015.</p>	1	<ul style="list-style-type: none"> <li>Database of good potential clients to call/e-mail.</li> <li>List of current suppliers to provide accurate quotations to clients.</li> <li>Impressive company e-mail template and company profile to create a professional image.</li> </ul>
B)	Attend meetings to promote and sell the company's services to potential clients.	<p><b>Significantly Exceeded Expectations:</b> Attended all client meetings with or without Events Manager as and when required, <i>contributed effectively</i>, dressed appropriately, came equipped with all stationery necessary to record proceedings and did so <i>100% accurately</i>.</p> <p><b>Smart Goal (Meet Expectations):</b> <i>Attend all client meetings throughout the review period with Events Manager as and when required, dress appropriately and come equipped with all stationery necessary to record proceedings.</i></p> <p><b>Did Not Meet Expectations:</b> Attended meetings with Events Manager <i>sporadically</i>, dressed <i>inappropriately</i>, <i>did not come equipped with all stationery necessary</i> to record proceedings and <i>took notes inaccurately</i>.</p>	2	<ul style="list-style-type: none"> <li>Pre-Meeting brief from Events Manager to enable familiarisation with meeting content.</li> <li>Stationery for note-taking.</li> </ul>
C)	Design an e-mail template for the company.	<p><b>Significantly Exceeded Expectations:</b> Created a <i>highly professional</i> e-mail template with company logo, corporate colours, stationery and Events Manager contact details, and <i>secured the services of an HTML expert after 3 quotations</i> to upload the required design at the <i>cheapest price well before the 31/3/16 deadline</i></p> <p><b>Smart Goal (Meet Expectations):</b> <i>Create a professional e-mail template with company logo, corporate colours, stationery and Events Manager contact details, and secure the services of an HTML expert to upload the required design by 31/3/16.</i></p> <p><b>Did Not Meet Expectations:</b> Created a <i>poor</i> e-mail template, <i>did not source other suppliers</i> and <i>did not meet the 31/3/16 deadline</i>.</p>	2	<ul style="list-style-type: none"> <li>Financial resources to secure the services of the HTML expert.</li> <li>Computer with MS Outlook installed to provide the draft for the HTML expert.</li> </ul>

Supervisory Skills for 1<sup>st</sup> and 2<sup>nd</sup> Level Supervisors (Lance Rooney, Group Training Manager)

	KEY PERFORMANCE AREAS (KPA's)	SMART GOALS	PRIORITY	RESOURCES REQUIRED TO ACHIEVE GOALS
D)	<b>Design a new company profile for the business.</b>	<p><b>Significantly Exceeded Expectations:</b> Created a <i>highly professional</i> company profile with attractive cover page, contents page, use of colour and relevant photos &amp; graphics which <i>impressively</i> presented the company and the services which it offers to its clients <i>well before the 31/7/16 deadline</i>.</p> <p><b>Smart Goal (Meet Expectations):</b> <b>Create a professional company profile with attractive cover page, contents page, use of colour and relevant photos &amp; graphics which presents the company and the services which it offers to its clients by 31/7/16.</b></p> <p><b>Did Not Meet Expectations:</b> Created a <i>poor</i> company profile which <i>failed</i> to present the company and the services which it offers to its clients and <i>did not meet the 31/7/16 deadline</i>.</p>	2	<ul style="list-style-type: none"> <li>Computer and relevant software (i.e. MS Word, MS PowerPoint, Corel Draw, other).</li> </ul>
E)	<b>Ensure a clean and professional working environment for self and Events Manager.</b>	<p><b>Significantly Exceeded Expectations:</b> Used <i>cleaning agents</i> to clean all surfaces so that they <i>sparkled</i>, a vacuum cleaner to Hoover carpets <i>thoroughly</i> and <i>arranged all papers/documents neatly each day</i>.</p> <p><b>Smart Goal (Meet Expectations):</b> <b>Clean all surfaces with a damp cloth and use a vacuum cleaner to Hoover carpets once a week throughout the 6-month review period.</b></p> <p><b>Did Not Meet Expectations:</b> Cleaned and vacuumed rarely so that the working environment was often <i>dirty</i> and an <i>embarrassment to clients</i>.</p>	3	<ul style="list-style-type: none"> <li>Cleaning agents &amp; materials and vacuum cleaner.</li> </ul>

- KPA's = General work tasks.
- SMART Goals = Standards of performance / Results required to indicate level of success in performing the KPA task.
- Task Priority:
  - High priority task = Priority 1: Total +/- 80% of time spent performing task(s) on an on-going basis or until task(s) completed
  - Medium priority task = Priority 2: Total +/- 15% of time spent performing task(s) on an on-going basis or until task(s) completed
  - Low priority task = Priority 3: Total - 5% of time spent performing task(s) on an on-going basis or until task(s) completed

The employee's performance will be evaluated on the last Thursday of each month. Any areas of under-performance will be analysed and, where necessary, additional resources will be made available by the Events Manager to enable the employee to achieve the Goals to the required standard.

Supervisory Skills for 1<sup>st</sup> and 2<sup>nd</sup> Level Supervisors (Lance Rooney, Group Training Manager)

	KEY PERFORMANCE AREAS (KPA's)	SMART GOALS	PRIORITY	RESOURCES REQUIRED TO ACHIEVE GOALS
A)		<div>Significantly Exceeded Expectations:</div> <div>Meets Expectations:</div> <div>Did Not Meet Expectations</div>		
B)		<div>Significantly Exceeded Expectations:</div> <div>Meets Expectations:</div> <div>Did Not Meet Expectations:</div>		
C)		<div>Significantly Exceeded Expectations:</div> <div>Meets Expectations:</div> <div>Did Not Meet Expectations:</div>		

## **THE SITUATIONAL LEADERSHIP MODEL**

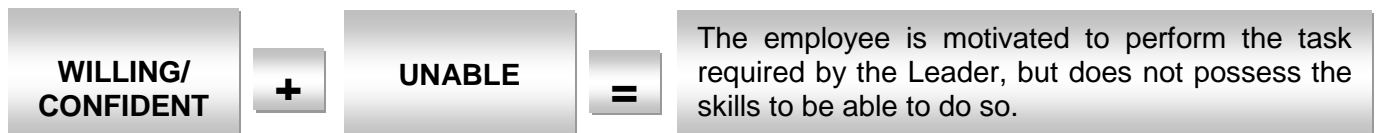
### **DIAGNOSIS OF THE NEEDS OF THE FOLLOWERS WITHIN THE BUSINESS UNIT**

#### **EMPLOYEE READINESS (ER)**

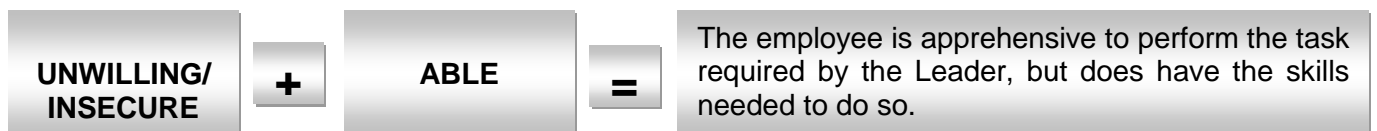
##### **ER 1**



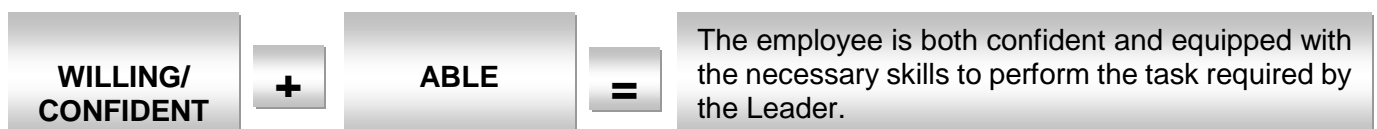
##### **ER 2**



##### **ER 3**



##### **ER 4**



(Developed by Dr. Paul Hersey and Ken Blanchard)



**SELECTION OF THE LEADERSHIP STYLE MOST SUITED TO EMPLOYEE NEEDS**

**TASK vs. RELATIONSHIP BEHAVIOURS**

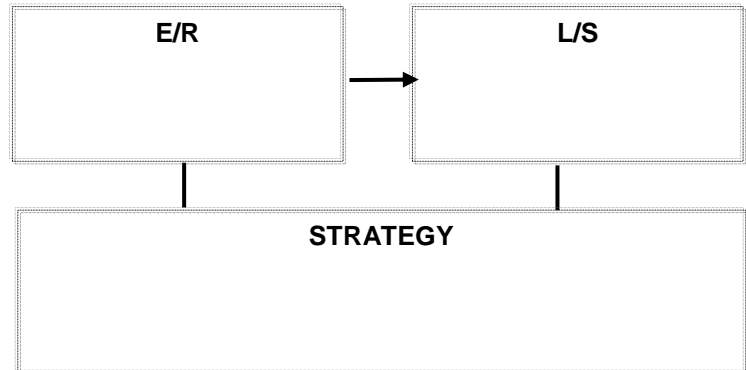


**TASK: APPLYING THE SITUATIONAL MODEL**

With reference to the Situational Leadership Model, which degree of Employee Readiness is each person exhibiting in each case? Which of the four Leadership Styles would you apply in dealing with each case and what specific strategies would you use?

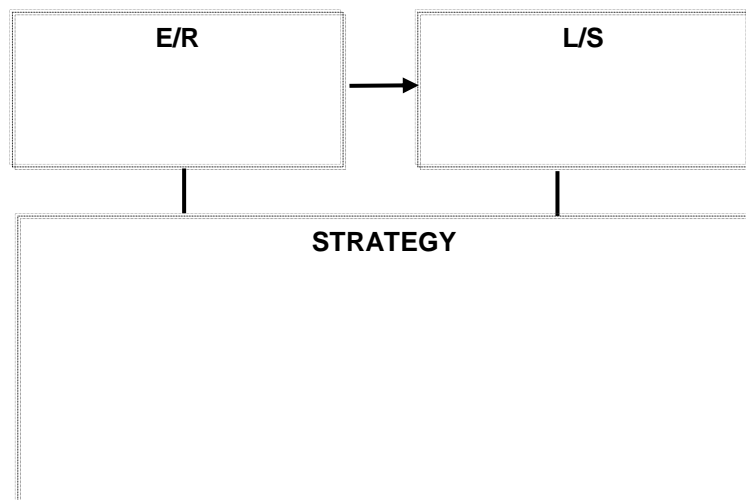
**CASE 1**

Ahmad has worked as a Communications Skills facilitator for your training company, *People Direct*, since the beginning of 2006. During his time with the firm, he has taken on many new courses outside of his area of specialization and has always excelled in training them. An important client has now requested that *People Direct* run a Leadership Program, which would be a first for Ahmad, and you are considering him.



**CASE 2**

Priscilla left school at 16 and started work as a salesgirl in the *Cosmetics Section* of her local department store, *Worldswear*, of which you are the manager. She has been with the company for 4 years and, although very shy, has worked her way up to Supervisor. She is passionate about beauty and make-up design, and has in-depth knowledge of the various product ranges. She has given presentations to previous clients and done reasonably well, but now you want to delegate her the task of giving a presentation to Chanel representatives on why they should use *Worldswear* as exclusive supplier.



**CASE 3**

Shilpa has been working as a GM's personal assistant for a shipping company in Doha since 2004. Her manager feels that she could use skills in MS PowerPoint to help make his presentations to the Board more effective. Shilpa is very reluctant to do this as she is only well-acquainted with MS Word and MS Excel.

