



Resilience Building Resource Hub

A Shilp Initiative

TOOLKITS | PROGRAM RESOURCES | ARTICLES | ONLINE LEARNING |
GUIDES | VIDEOS | FRAMEWORKS



MANAGING PEOPLE – THE ART AND SCIENCE BEHIND IT!

Welcome to the Managing People self-paced module. Managing people is a unique craft, a craft that you will continue to develop and refine for your entire working life. Managing people is for people who are passionate about helping others to succeed, who can bring out the most in their teams. This module will help you get started on that journey. If you are already managing people, you could take it to the next level learning through our advanced level material.

This section will help you understand:

- the importance of managing people
- ways to manage people better
- self-assessment tools to help assess yourself
- additional resources to help you get to an expert level
- self-reflection and action planning
- some DIY tips to get you started on this journey

So, let's get started!

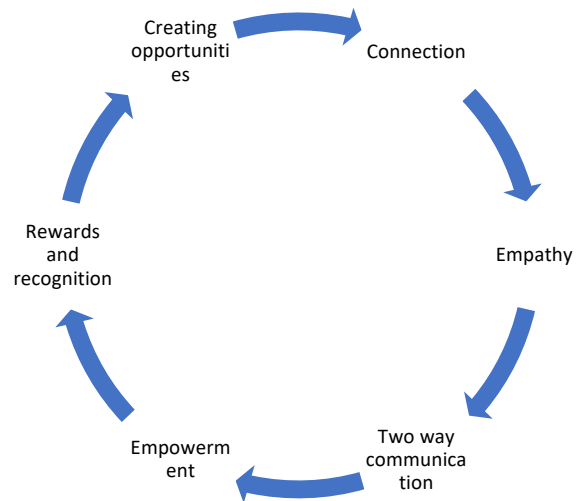
Managing People:

Managing people is no longer simply a responsibility - there is now an increasing recognition of the importance of the skill of people management. How well or badly a team is managed can affect employee retention, productivity, creativity and even your employees' health.

An employee's relationship with their manager and executive team sets the tone for their success within the organization. Research from Gallup shows that a mind-boggling 70% of an employee's motivation is influenced by their manager.

What does it take to manage people:

- 1. Connection:** As a manager or leader, your presence at work should be felt. Build a strong connection with your staff and it is guaranteed to impact employee retention.
- 2. Empathy:** Show empathy towards employees who are facing tough professional or personal issues. Try to see things from their situation. Showing that you care and will work to improve their situation goes a long way toward building stronger relationships.
- 3. Two-way communication:** It is important to build an environment where everyone's opinion is heard. Create opportunities to communicate with the team to share updates about the program, growth of the organization as well as future aspirations/ way forward for the organization (especially in testing times). One on One conversations are really important to talk to your team members about their performance, roadblocks they maybe facing or to simply check in.
- 4. Empowerment:** Empowerment means giving your employees the tools they need to succeed and then stepping out of their way. Great managers give their employees the room they need to accomplish goals on their own merit. The right amount of direction is key here. There should be enough to provide guidance but not so much as to create roadblocks in the process.
- 5. Reward & recognition:** It should go without saying that employees like to be rewarded and recognized for their success. Always reward members of your staff for their hard work. This applies to more than only the top performers; make it a point to recognize those who are improving and doing their best. You can do simple gestures of recognition in team meetings and conversations with leaders to make your team members feel appreciated.
- 6. Creating Opportunities:** A willingness to provide opportunities for professional development and growth is attractive to top performers. This is tied to knowing your staff members, their strengths and weaknesses, and recommending ways for them to continually improve.



A poor relationship between management and employees hurts everyone. Take time to reevaluate the relationship you have with your employees and center your people management skills around relationship building. A strong relationship with your team members is shown to not only increase productivity but to also be a powerful motivator.

Tips for becoming a good people manager:

1. **Understand the Value of Your Employees** - You can't accomplish your team's objectives by yourself, so work hard to help your employees do their jobs. Remove obstacles, work through glitches, and fight for the resources your employees need to achieve success.
2. **Keep Fairness in Mind** - Avoid playing favourites or putting your own ambitions above those of your team, because people are quick to sniff out words and actions that are unfair or self-serving. You'll still need to make unpopular decisions from time-to-time, but you'll retain your team's respect.
3. **Treat Your Employees Like Adults** - Few things undermine respect and enthusiasm as quickly as being criticised, disciplined, or embarrassed in public. Allow employees the courtesy of carrying out sensitive discussions in private, give them the benefit of the doubt when mistakes occur, and never lose sight of their individual career goals.
4. **Look for Each Member's Strengths and Leverage Them** - By utilising an employee's natural strengths to their full potential, you'll not only allow the employee to feel a tremendous sense of value and accomplishment, you'll also be giving your team the benefit of those skills.
5. **Encourage Success** - When an employee accomplishes a tough goal or really pulls out a win, seize on it. Let the rest of the team know about the accomplishment, look for other ways to repeat the success on future projects, and keep an eye out for opportunities that would allow the employee to help mentor others to achieve similar results.
6. **Give Prompt, Direct, and Useful Feedback** - Without it, your employees will become frustrated that their efforts aren't paying off, and you'll be equally exasperated because your team isn't reaching its potential.
7. **Focus on Long-term Success** - Don't expect employees to learn new skills, modify behaviours, or improve their performance overnight. Instead, work on small changes here and there, and you'll find solid long-term results.
8. **Use Mistakes as a Learning Tool** - Once you've worked with the team to correct an error, shift your focus to helping them understand how the mistake occurred, what signposts they missed originally, and how they can avoid repeating the same mistake later.
9. **Realise That You Aren't an Expert in Everything** - If you have a team member with more expertise in a particular area, don't try to hide or mitigate it-celebrate it! Successful teams combine each member's specific talents into a high-performing whole, and any ego or insecurities you bring to the table will only undermine that.
10. **Delegate, and Then Get Out of the Way** - By stepping back and allowing your employees to do their jobs, you'll instil in them greater confidence and a higher degree of accountability. You'll also be supporting their efforts to increase their skills sets and improve their decision-making capabilities.

Self-Assessment and Practical tools:

1. "How good are your management skills?"
This quiz helps you to quickly identify your areas of strength and weakness, so that you can capitalize on the former and manage the latter. There are a bunch of resources that are available post the self assessment to get better at management.
Duration: 20 mins
https://www.mindtools.com/pages/article/newTMM_28.htm

2. Managers' Self-Assessment Questionnaire

In assessing a manager's ability to manage people, we believe it is important for a manager or supervisor to step back and look introspectively at their ability to direct the efforts of others as well as think about the environment they operate within. The following brief questionnaire is for your use in carrying out this type of self-assessment.

Duration: 15 mins

<https://www.reviewsnap.com/blog/managers-self-assessment-questionnaire/>

Additional Resources:

A Guide To Effective Team Management For Nonprofits

This blog is a simple and easy to understand guide to manage teams in non-profit organizations. A bunch of tools (technology enabled) is shared to keep the team on track with regard to deliverables.

Duration: 15 mins

Article

<https://www.wildapricot.com/blog/team-management>

7 SKILLS YOU NEED TO EFFECTIVELY MANAGE TEAMS

To effectively manage a team, you need several key characteristics and skills. Without them, it can be difficult to rally your employees to work toward common goals and perform at their best—which can be disastrous for both your organization and career. Whether you're an aspiring manager, newly appointed leader without a lot of experience, or seasoned executive who's had difficulty overseeing your team, developing these critical skills will prove crucial to your success.

Duration: 15 mins

Article

<https://online.hbs.edu/blog/post/team-management-skills>

What Great Managers Do

"The best boss I ever had." That's a phrase most of us have said or heard at some point, but what does it mean? What sets the great boss apart from the average boss? The literature is rife with provocative writing about the qualities of managers and leaders and whether the two differ, but little has been said about what happens in the thousands of daily interactions and decisions that allows managers to get the best out of their people and win their devotion. What do great managers actually do? Read this article to find out more...

Duration: 18 mins

Article

<https://hbr.org/2005/03/what-great-managers-do>

7 Benefits of Managing People in the Company

The key to good people management is to pay attention to the five pillars: motivation, communication, teamwork, knowledge, training, and development. Read this article to learn more.

Duration: 8 mins

Article

<https://www.epicflow.com/blog/7-benefits-of-managing-people-in-the-company/>

The puzzle of motivation

Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don't: Traditional rewards aren't always as effective as we think. Listen for illuminating stories -- and maybe, a way forward.

Duration: 19 mins

Ted Talk

https://www.youtube.com/watch?v=rrkrvAUbU9Y&feature=emb_logo

One-on-One Meetings (A manager's guide)

One-on-ones are a fantastic way for managers, directors, and executives to build stronger teams. This simple process can help you build rapport, help uncover issues before they become a big deal, and build productive working relationships with your direct reports.

This is the most comprehensive guide to one-on-ones you will find – we'll teach you everything you need to know to get started. You can also watch the recorded version.

Duration: 13 mins

Article/ Video

<https://www.friday.app/one-on-ones>

6 People Management Tips That Will Make You a Better Manager

Whether you're the CEO, intern, or new manager, knowing how to work with others is a key part of being successful at every job. But for new and experienced managers alike, knowing how to manage people and all their quirks and ambitions is a key part of you being successful at your job — and a key part of the company's success as well.

Duration: 10 mins

Article

<https://lattice.com/library/6-people-management-tips-that-will-make-you-a-bette>

Managing People to Become Their Best Self

You might say that a manager's central job is to help their team members become their best selves. When we help our colleagues live up to their potential and optimize their strengths, we can achieve the magic combination of high performance and satisfaction. Listen to David Hassell talks about the ideas behind the best self methodology.

Duration: 34 mins

Podcast

<https://www.themodernmanager.com/episodes/episode/20ee9a12/133-managing-people-to-become-their-best-self>

Energize and Empower Your Team with John Eades

As managers, we'd do well to remember that we succeed when our people succeed. It's not always easy to know how we need to adjust our behavior - by stepping in or getting out of the way - but when you get it right, your people can truly flourish and accomplish great things.

Duration: 29 mins

Podcast

<https://themodernmanager.com/podcast-126/>

Performance Assessment: Setting the Stage for an Effective Process

In this paper, Bridgespan talking about performance management as part of the culture of an organization. As leaders and managers, our role is very important to build a performance driven culture

Duration: 18 mins

Paper

<https://www.bridgespan.org/bridgespan/images/articles/performance-assessment-setting-the-stage/PerformanceAssessment.pdf>

Achieving Nonprofit Missions Through Effective Performance Management

Achieving Nonprofit Missions through Effective Performance Management shares the importance of a Manager's role in managing performance of team members in the organization. This paper gives you simple tips and tricks to share feedback and deal with non performers.

Duration: 19 mins

Paper

https://www.nonprofithr.com/wp-content/uploads/2013/07/Whitepaper-Performance-Management_final.pdf

Five Tips for Building High-Performing Nonprofit Leadership Teams

Building an effective non-profit leadership team doesn't take place during a meeting or a retreat. The actions taken outside of the group setting are really what set the stage for high performance. Nick Roth talks about what it takes to build a high performing team.

Duration: 10 mins

Article

<https://www.bridgespan.org/bridgespan/images/articles/five-tips-for-building-high-performing/Five-Tips-for-Building-High-Performing-Nonprofit-Leadership-Teams.pdf>

How to turn a group of strangers into a team

Amy Edmondson studies "teaming," where people come together quickly (and often temporarily) to solve new, urgent or unusual problems. She shares the elements needed to turn a group of strangers into a quick-thinking team that can nimbly respond to challenges.

Duration: 10 mins

Ted Talk

https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team?language=en

'Great Managers Can Fix Broken Performance Management Systems' and 'Managers Could Do a Lot Better at Performance Management'

This article is a two part series which highlights the role of great managers in improving performance management systems

Duration: 20 mins

Article

<https://www.gallup.com/workplace/236582/great-managers-fix-broken-performance-management-systems.aspx>

<https://www.gallup.com/workplace/236576/managers-lot-better-performance-management.aspx>

PEOPLE PERFORMANCE MANAGEMENT TOOLKIT

Skills for Care and NHS Employees have created an excellent toolkit for manager and leaders to help them with people and performance management. This interactive toolkit will help you understand the entire gamut of people management.

Duration: 5 hours

Toolkit

<https://www.skillsforcare.org.uk/Documents/Leadership-and-management/People-Performance-Management-Toolkit/People-Performance-Management-Toolkit.pdf>

Managing the Managers: Nine Tips to Help Social Enterprises Build Outstanding Management Teams

As an entrepreneur, you would have heard investors claim that the founding team is THE most important factor when considering where to invest. Start-ups can fail for lots of reasons, but research shows that not having the right team is one of the leading contributors to their failure. Mark Horoszowki highlights 9 key lessons for social entrepreneurs to build the right teams to build successful organizations.

Duration: 15 mins

Article

<https://nextbillion.net/tips-for-social-enterprise-management/>

Self-reflection and action planning:

1. What is your current level of proficiency in asking managing people? Identify 2-3 areas that are challenging you and preventing you from becoming better at managing people.
2. What proficiency level do you want to reach in the next six months?
3. Identify 2-3 specific things that you will do over the next six months to practice becoming better at delegating.

DIY Tools:

1. Plan to spend dedicated time at least once a fortnight/month reviewing your own and your team's goals.
2. Review most frequently occurring issues / bottle necks at the team performance level and discuss with group; come up with a plan to reduce the issues.
3. Do frequent, regular (e.g. weekly / fortnightly) review of team goals with the entire team – applaud achievements, discuss slippages and define a course of action to rectify.
4. Ensure that new members understand their role and responsibilities clearly.
5. Encourage your team to keep notes on their own performance – effective as well as less effective. Work with them to identify whom they can get feedback from for their own development – peers, supervisors, donors, community members and resources persons. Encourage them to get the feedback and then discuss it with the person to help him/her understand it better and come up with an action plan.

6. Schedule a 101 meeting with each team member at least once in a quarter to discuss:
 - a. What actions they have taken to enhance their competencies and skills in the past quarter and
 - b. What are the actions that they will take going forward?