

# Managing People

Learner guide



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# 1. ABOUT THE COURSE

## COURSE DETAILS

This course is designed to provide participants with an overview of the motivators for staff and how to manage performance.

### LEVEL

Intermediate

### AUDIENCE

Managers with direct reports (mostly APS6 – EL2)

### DURATION

4 hours day 1

4 hours day 2

### PREREQUISITES

1. The Contemporary Manager
2. Herman Brain Dominance Instrument (HBDI) 1.5 hrs + survey completion

### PROGRAM

Management Development Program consists of:

1. The Contemporary Manager (half day)
2. Individual Hermann Brain Dominance Instrument (HBDI) profile
3. Managing People (2 x half days; today is Day 1)
4. Coaching @ work – e-self -directed
5. Managing for Outcomes (2 x half days)

### CONFIRM PARTICIPATION

There is no assessment for this course. You must complete the entire module for your records on ATO SAP Portal – My Professional Development to be updated.

## 2. INTRODUCTION

A moment of fun



### Learning Outcomes

L&amp;D

**Program Description** Would you like to motivate and manage your staff effectively? This managing people module will help you to have early performance conversations and get the most out of managing your people through practical application

#### What will we do?

- ❖ Your role as a manager
- ❖ Managing remotely
- ❖ Understand motivation and how it relates to your staff
- ❖ Learn the best way to be a great manager and to inspire your team to achieve top performance
- ❖ Identify reasons why staff in your team could be disengaged
- ❖ Use Whole Brain Thinking® to flex your communication and collaboration for greater influence

## 3. YOUR ROLE AS A MANAGER

L&D

Your role as a manager



 Video

**Brad Chapman – Deputy Commissioner for ATO People**  
Broad responsibility for all HR functions

## 4. MANAGING REMOTELY

L&D

Managing Remotely



### 1. Set Clear Expectations

Everyone has a different idea of what doing something "quickly" or "well" means. Whether showing examples of what you expect to be done, calendar sharing, etc., make sure you have clear expectations from those you work with online. The more prepared they are, the better they can serve.

## 2. Treat Remote As Local

Treat your remote people like they are local and treat your local people like they are remote. Give remote people as much access to you as possible. Remember, your local people see you in the halls, eat with you at lunch, stop by your office, etc. The remote people don't have that access and can feel distant. Respond to them as quickly as possible. Make your local people set appointments.

## 3. Engage Regularly

Engage your remote workers on a daily basis through some kind of communication. Use multiple channels to communicate. Then, plan a regularly scheduled face-to-face meeting. This can be weekly, monthly, or annually, and could be combined with a training or coaching program. This constant interaction and engagement will help remote workers feel included in an important aspect of the organization.

## 4. Schedule Video-Based Coaching

It's incumbent upon managers, especially with virtual employees, to schedule time and look at one another when you're speaking. We use [Zoom](#) to work with our clients and our employees. If we do not schedule time or talk with one another and hopefully face to face, silence becomes very loud and dangerous, as remote employees might end up wondering how they're doing.

## 5. Trust Your Team

Sometimes, companies are not willing to embrace a remote workforce because there's an uncertainty about whether or not the work will get completed at the same level as if they were in the office. To combat this belief, set up work-from-home guidelines, such as emails must be responded to within 24 hours, use text for urgent matters, and no calls between certain hours to make sure teammates are not working around the clock.

## 6. Make It Feel Inclusive

Too often, it's easy to just relegate remote staff to secondary consideration. This can be overcome with virtual meetings and staff partnerships. Consider assigning remote staff with a local point of contact where communication and connection are valued. Do expect there to be a ramp-up period filled with clear steps, expectations and check-ins to ensure the process is fully embraced.

## 7. Filter For Mission, Values, Outcomes And Role

Remote workers are often frozen out of regular-office human interaction, so on-target overcommunication is critical. Help them get aligned with mission, the values that truly matter to them, as well as the outcomes they love delivering to others and their natural role in any situation. This will keep them truly motivated and working with you longer and more productively.

## 8. Have Reliable Tools First

If remote employees can't download files, struggle hearing on a conference call, and consistently receive meeting invitations for times when they are still asleep, you have failed to address the basics. First, invest in reliable tools to make collaboration possible. Then develop clear processes to use such tools.

## 9. Stay Focused On Goals, Not Activity

It is important to manage expectations and stay focused on goals when embracing a remote workforce. Don't worry as much about what is being done. Instead, concentrate on what is

being accomplished. If we are meeting our goals, then great. If not, we need to look into the situation further. It is all about accomplishment, not activity.

### **10. Be Intentional**

Create a remote workforce atmosphere of engagement and genuine connection. Be intentional in preparing and orientating employees for the remote workforce culture. Establish clear expectations. Make each team meeting count with intentional purpose and opportunities to engage and contribute in a variety of ways. Intentionality is an essential practice, particularly when we cannot readily "see" our people.

### **11. Create A Communication Strategy**

Managing a productive team remotely begins with a strategy for communication. First, arrange for the appropriate number of weekly formal "report-ins." Second, set guidelines about daily needs. Some people work better with a shopping list of questions and thoughts while others like a trickle. An understanding of what is urgent will further mitigate inefficiency, allowing ultimate productivity.

### **12. Avoid Multi-Tasking**

Figure out how to avoid multi-tasking. Video conferences instead of phone conferences work well. Encourage people to stay in working mode and off email back-and-forth as much as is reasonable. Email trails with extensive "reply all" can be stifling on productivity. This tends to peak on Fridays as people are trying to move work off their plate. Send a note to whoever needs it, but send it early in the day!

### **13. Connect Their Goals With Yours**

The world is shifting quickly to a workforce interested in learning and skills advancement rather than stability. Working for 30 years for the same company has gone the way of the dodo. I take a personal interest in my team's learning and life goals, and in our meetings, will often take a moment to connect their interests to the goals of my company. Engagement and performance stay much higher.

### **14. Use Technology To Build Community**

Building community is important to developing an engaged remote workforce. Use technology to create dedicated spaces for celebrating special days (e.g. birthdays), company milestones (e.g., months or years of service), as well as community recognition. Being intentional about creating community helps develop a corporate culture that inspires connection, which can result in increased productivity.

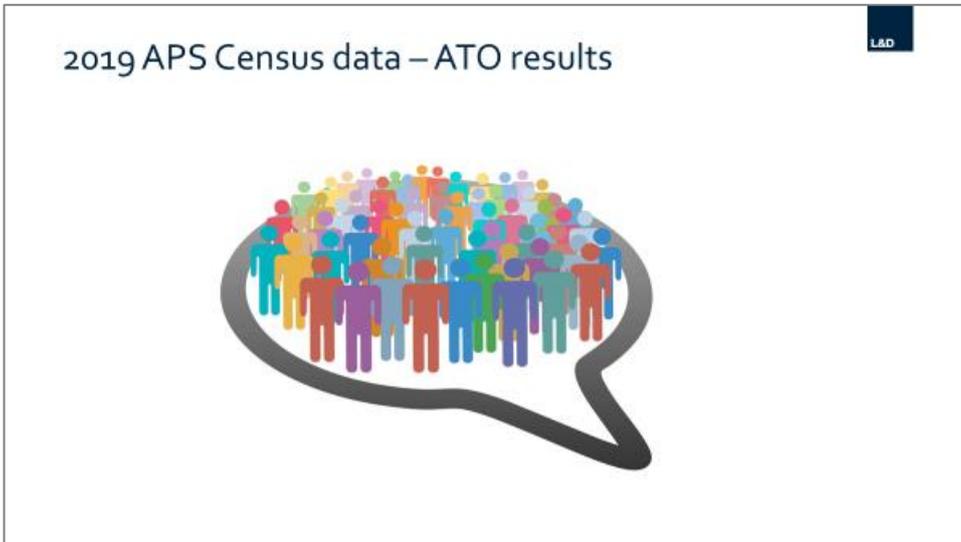
### **15. Establish Close Bonds, Help And Support Frequently**

Empathize and appreciate their life by discussing family, commonalities and shared beliefs. On the management end, check in frequently (daily) using collaboration tools, shared docs and spreadsheets, phone calls, chat, and video to invest in the relationship. Show you are supportive of their success by using inquiry to help them achieve their goals rather than check on their progress and numbers.

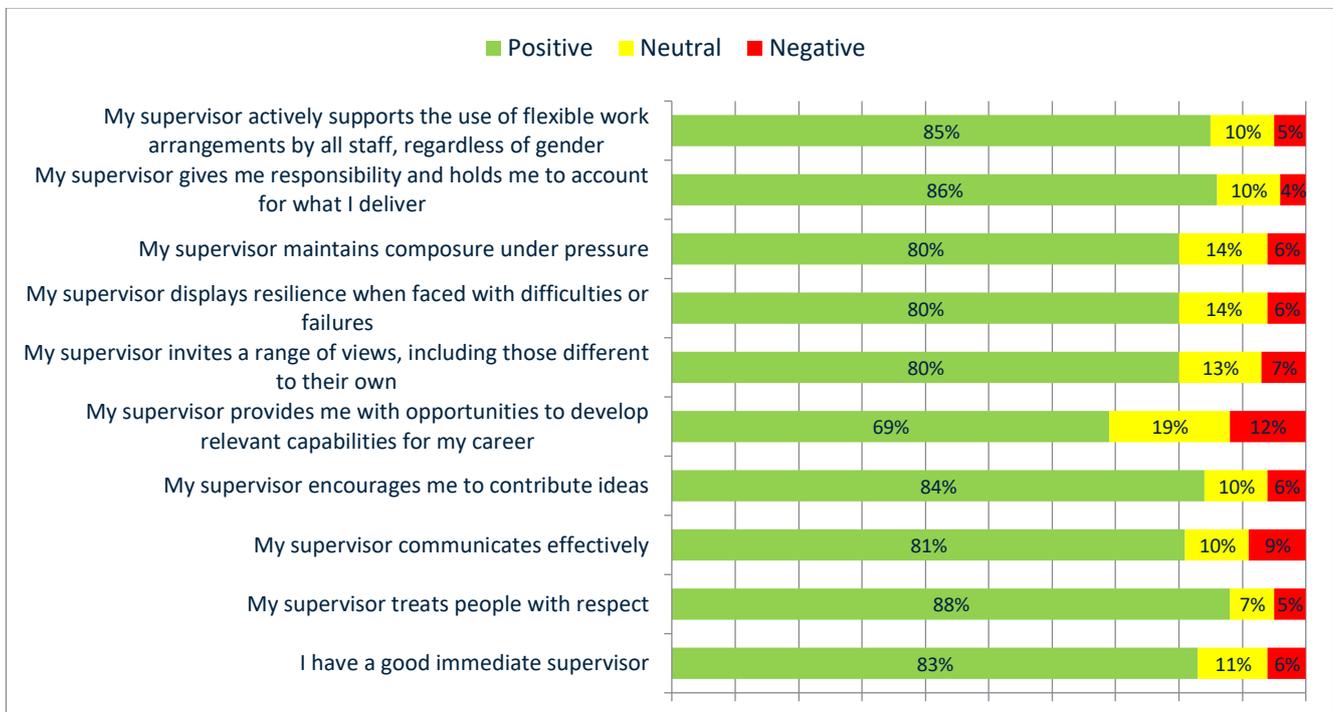
# 5. CENSUS SATISFACTION LEVELS

How good are we at managing and developing our people?

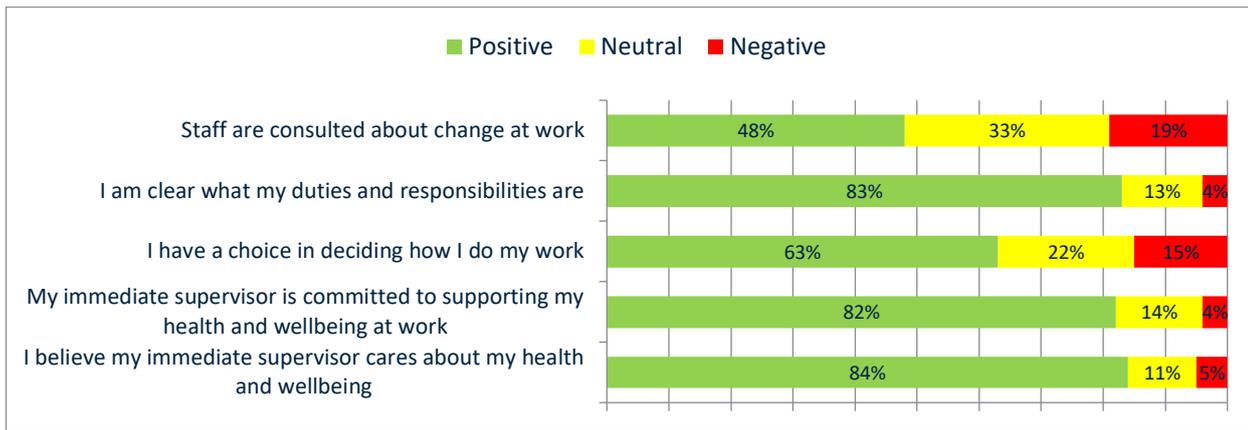
2019 Census data



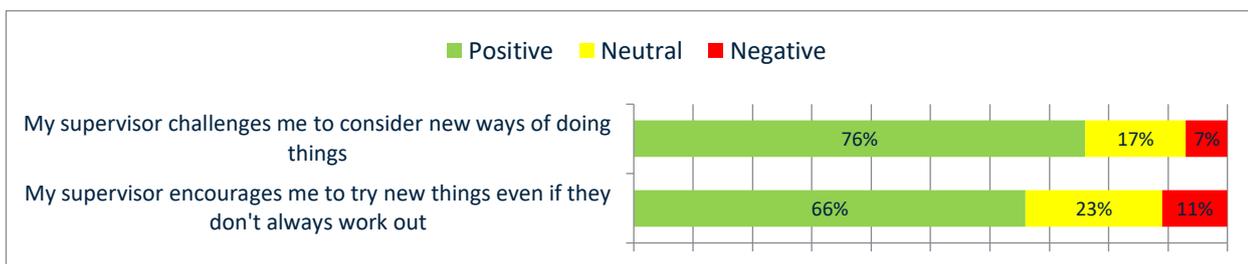
## General impressions immediate supervisor



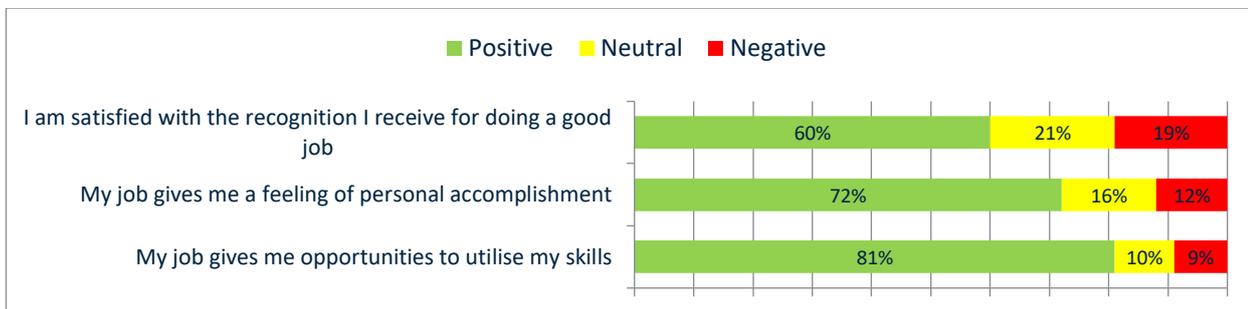
## Wellbeing



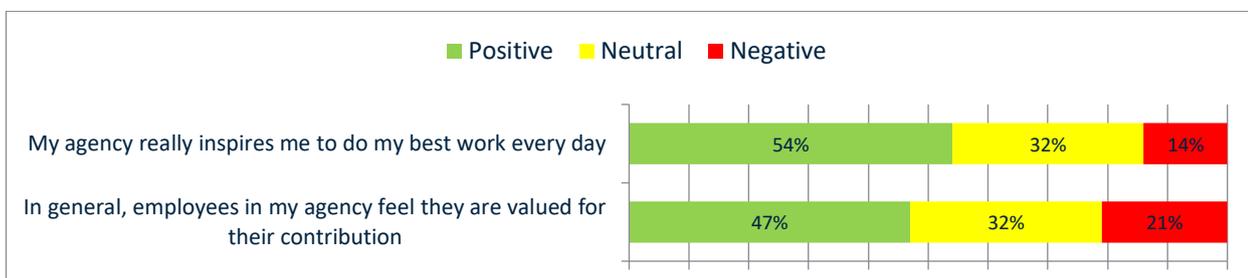
## Innovation



## Staff member's current job



## General impressions agency



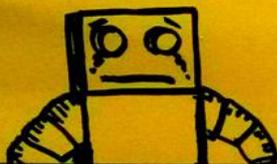
## 6. UNDERSTANDING MOTIVATION AND HOW IT RELATES TO BOTH YOU AND YOUR STAFF

Understanding motivation and how it relates to both you and your staff



Understanding motivation

AUTONOMY



MASTERY



PURPOSE



# Understanding motivation by reflection

L&D

Questions for your consideration:

- I am most motivated at work when.....
- I feel most committed at work when.....
- I feel most valued at work when.....
- Think of a time when you were performing well at work, what did your manager do to support facilitate this?  
.....



Understanding motivation - Reflective Questions for your consideration:

I am most motivated at work when

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I feel most committed at work when

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I feel most valued at work when

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Think of time when you were performing well at work, what did your manager do to support/facilitate this?

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How do great managers motivate their employees to achieve top performance?

How do great managers motivate their employees to achieve top performance? L&D



**MOTIVATION**  
That's a paddlin'.

**How do great managers motivate their employees to achieve top performance?**

1. They know what is expected of them at work
2. They have the right material and equipment they need to do their work right
3. At work, they have the opportunity to do what they do best every day
4. In the last seven days, they have received recognition or praise for doing good work
5. Their supervisor or someone at work seems to care about them as a person
6. There is someone at work who encourages their development
7. At their work, their opinion seems to count
8. The mission or purpose of the organisation makes them feel their job is important
9. Their associates or fellow employees are committed to doing quality work
10. They have a best friend at work
11. In the last 6mths, someone at work has talked to them about their progress
12. In this last year, they have had opportunities at work to learn and grow

## 7. DISENGAGEMENT IN THE WORKPLACE

### Disengagement in the workplace

L&amp;D



### Why your people could be disengaged at work continued

L&amp;D

In a study 2400 employees were asked: 'What makes you angry, upset, or frustrated at work?' And they didn't just share – they shouted!

1. Lazy and underperforming co-workers
2. Unappreciated and unrecognised
3. Communication issues
4. Accountability and responsibility
5. Negativity
6. Customers
7. Annoying and inconsiderate co-workers
8. Team? What team?
9. Gossip and backstabbing
10. Deadlines and times



NOTE: about 40 per cent of the respondents were in Australia, another 40 per cent in the United States and the rest were spread across the world.

### Why your people could be disengaged at work

People underestimate the influence that managers have on their employees. What you say and do changes moods, alters lives, shapes personalities, forges careers, inspires performance and lights the way. Whether you are a team leader or a CEO, you are privileged to serve in such a special capacity.



Activity – Think about these issues in relation to your own team and identify strategies to improve or eliminate– then complete the strategy section to identify how they will deal with that issue.

The top ten factors that employees dislike at work:

**1 Lazy and underperforming co-workers:** *‘Never keep up with the Joneses. Drag them down to your level –it’s cheaper’* Quentin Crisp said that back in 1999. And it is a philosophy that underperforming employees are following at work. Perhaps talented employees are so bothered by this because they see their incompetent colleagues getting paid close to or as much as they are – even though they are performing twice as well. In many organisations, people get paid just for turning up rather than solely on how they perform. The biggest mistake managers make is to spend too much time with underperforming employees, all the while thinking that their talented employees are ok.

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**2 Unappreciated and unrecognised:** Giving praise and recognition is not a fluffy thing to do. This is a fundamental human need, no matter what culture, gender or age. Providing praise and recognition is actually easy to do.

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**3 Communication issues:** I once ran a communications audit for a large multinational, and I recall a lady remarking during a focus group *‘My manager sits 30 metres away from me and he sends me documents through internal mail’* They clearly had serious issues.

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**4 Accountability and responsibility:** It is so common to see words being used interchangeably when they are really quite different. Two words which fall victim to false interchanges and oxymorons are accountability and responsibility. Firstly, they have different meanings. And secondly you can’t be partly responsible or jointly accountable. You are either responsible or

you are not. And you are either accountable or you are not. There is no in between. And so it is that lack of responsibility and a shortfall of accountability are two of the biggest drivers of employee angst in the workplace.

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**5 Negativity:** The biggest killer of people today is negativity. Like a contagious disease, negative employees infect everyone with their poison. They complain and whinge and moan and whine. Of course, this isn't just limited to your employees. You could be guilty of being a negative breeder yourself.

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**6 Customers:** Let's get real for a second. The customer is not always right. In many cases they are annoying and demanding! The more you passionately shout from the rooftops that the 'customer is always right' and that the customer is 'your number one asset' and other such fallacies, the more your employees will think less of you. Relate to your employees – if you receive a customer complaint, listen to what the employees say before coming to a conclusion. Also figure out what the problem is – it may not necessarily be faults with your customers or faults with your employees, but faults with your systems.

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**7 Annoying and inconsiderate co-workers:** Filthy coffee mugs left in the kitchen sink. Bathroom hygiene resembling a dirty bomb. Colleagues with offensive body odour. People who just want to chitchat casually while others are swamped with work. Loud and obnoxious people in the office. All of these – and then some – are the most common annoying characteristics that employees tolerate. You can run as many team building days as you like – but your annoying employees will still be despised by their colleagues.

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**8 Team? What team?** It is not surprising that lack of teamwork has appeared at number eight in this study. People who barely know each other – at times barely even like each other – are placed into teams and expected to perform. Here is the big secret: you can't create teamwork. You just can't. It's not a noun. It's not a thing. You can't make it, develop it, create it or formulate it. All you can do is set up the right kind of environment so that teamwork just happens.

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**9 Gossip and backstabbing:** Gossip, rumour, bitchiness, backstabbing – it is all impossible to eliminate. But it is destructive. Productivity suffers. Morale takes a hit. Cliques begin to form. We have to minimise it as much as possible.

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**10 Deadlines and time:** Employees react to deadlines but may need assistance to manage deadlines and time.

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## Your influence on engagement

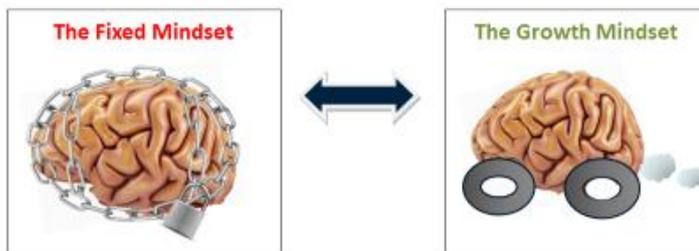
People underestimate the influence that managers have on their employees



## 8. GROWTH MINDSET

### Growth mindset - Impact on management

Growth mindset and the power of our mindset



What does this mean to me and how can I encourage my staff to develop a 'Growth Mindset'?

Studies have shown that when managers are encouraged to develop a growth mindset they take on more challenges, they are more persistent in overcoming obstacles and they accomplish more. With the right mindset, managers can motivate others and help them improve, as well as reach their own goals – personal and professional.

People with a growth mindset do the following:

## Growth mindset (continued)



People with a growth mindset do the following:

	<p>Believe that <i>intelligence can be developed</i> and the brain in like a muscle that can be trained. This mindset leads to a <i>desire to learn and improve</i>.</p>
	<p>How do you improve? First you <i>embrace challenges</i> and know that you will come out stronger on the other side. Don't let set-backs and obstacles discourage you. <i>Failure is an opportunity to learn and so whatever happens you win.</i></p>
	<p><i>See effort as the path to mastery.</i> Effort should not be seen as something useless to be avoided but necessary to grow and master useful skills.</p>
	<p><i>Learn from criticism</i> – they are sources of information.</p>
	<p><i>Find lessons and inspiration in the success of others.</i></p>

Dweck, C., (2006). *Mindset: The new psychology of success.* Random House

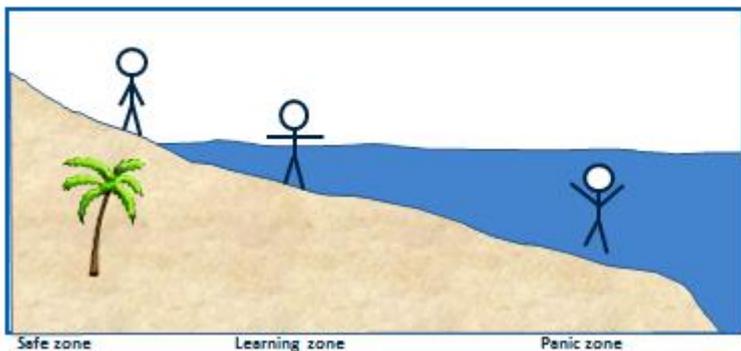
**What does this mean to me and how can I encourage my staff to develop a 'Growth Mindset'?**

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With the right mindset, managers can motivate others and help them improve, as well as reach their own goals – personal and professional.

What does this mean to me and how can I encourage my staff to develop a 'Growth Mindset'?

## Encouraging staff to have a growth mindset



## 9. WHOLE BRAIN THINKING

L&amp;D

### Whole Brain Thinking®



The Whole Brain® Model graphic is a registered trademark of Herrmann International

# 10. REFLECTION TIME



Reflection time



What you are going to:



Stop doing

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Continue doing

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Start doing

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What is the **one thing** you are going to do?

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# 11. THANKYOU



## 12. ATTACHMENT A: CONSIDERATIONS FOR ENHANCING PERFORMANCE

**What to consider if you have an employee who is performing well but not a high performer:**

- Does this employee have the potential to be a high performer?
- What might motivate them to improve their level of performance?
- What might be impacting them to achieve higher performance?
- What does the employee think their current performance is – are you both on the same page?
- What support would be required to maintain and improve these employees through ongoing organisational change?

**What to consider if you have an employee who is a high performer:**

- What motivates them to achieve this level of performance?
- What might impact on them to continue to achieve this level of performance in the future and what can you both do about that?
- How do they like to be recognised?
- What does the employee feel their current performance is – are you both on the same page?
- What would you do if they leave or moved on – e.g. do you have a succession plan?

**If you have an employee who has high potential, you should consider:**

- What actions or activities will support capability development?
- What actions or activities will support career progression?
- What can they do differently?
- What can they do more of?
- What other experience do they need?
- What does the employee feel about their potential – are you both on the same page?

**A high performer would normally demonstrate many of these characteristics (not an exhaustive list):**

- Productivity and quality outcomes are above expectations and/or benchmarks
- Committed to and provides exceptional client service (internal and/or external)
- Keen to improve their own performance and capabilities and learn from their mistakes
- Highly motivated and engaged
- Steps up to a challenge
- Applies experience and creativity to craft tailored solutions that get the job done
- Strives to understand all aspects of the organisation rather than just their own job
- Takes initiative rather than waits to be told and requires little or no supervision
- Contributes to continuous improvement of their business and the ATO. They generate new ideas and innovation
- Positive influence on colleagues and morale – they can make everyone around them work and feel better and/or mentor and train others in the workplace
- Can articulate their goals, both long and short-term
- Have excellent time management skills