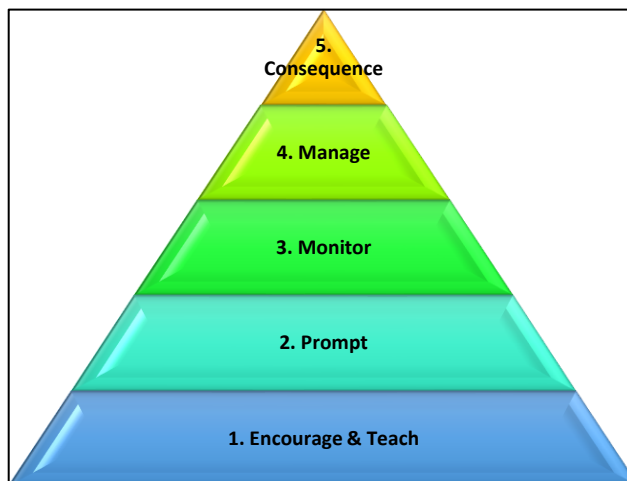


# Management Tips

## Management Pyramid

Just as parents tend to start with consequences with their children, managers do the same with their staff. There is a belief that consequences will more effectively remove unwanted behaviour, but this is not the case.

Consequences will help your staff learn the things that you don't want them to do, but it fails to show them what you want them to do. This can result in frustration for staff and management. Management is frustrated with staff for inadequate performance, and staff feel underappreciated and like they cannot do anything right.



Work from the bottom of the pyramid and move up if necessary:

1. Encourage and teach – discuss your expectations with your staff first and check in with them to ensure you are both on the same page. The time taken to clarify things now will make things easier in the future. It gives you both time to clear up any misunderstandings, it's non-confrontational, and it builds rapport.
2. Prompt – if you notice that your team has made a mistake, or a team member asks for help, try to prompt them towards the answer rather than directly solving the problem for them. This builds trust and confidence and strengthens team-efficacy.
3. Monitor – keep an eye out on your team. This can help you to identify problems before they arise and monitor the progress of team members that may need additional attention.
4. Manage – in situations where a team member is not self-managing, performance management may be necessary. Time to sit down with your team member and engage in the performance management process according to your organisation policies.
5. Consequence – where performance management is unsuccessful it may be time to consider consequential actions.

## Magic Ratio

Just as we tend to focus on consequences before teaching or prompting, we can also verbalise our criticisms more than our praises. Consider the Magic Ratio of 5:1 – Five pleasant interactions for every one unpleasant interaction. This will mean that positive interactions are the 'rule' and unpleasant interactions are the 'exception'. Notice the effort and praise the good work of your team 5-times as much as you correct or reprimand them. This will make them feel encouraged and supported and feel like they are being set up to succeed; they will also be more receptive to feedback and guidance when the time comes.

## Communication tips

Raise specific complaints: focusing on one specific issue at a time helps to simplify the interaction, and because it addresses the problem behaviour rather than attacking the person it can minimise the probability of defensiveness and keep them open to hearing your feedback.