

MANAGING AND DEVELOPING EMPLOYEES

A Guide for Managers at BYU-Idaho



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Duties of a Manager

Consider the various duties of a manager – some are task-oriented and some are people-oriented. While “getting things done” (task-orientation) is important, be sure to spend sufficient time managing and developing your employees (people-orientation). Remember, as a manager, one of your primary duties is to develop your people. Your employees are your most important resource.

Task-Oriented Duties

- Calendaring
- Planning and organizing
- Budgeting and financial management
- Reading and responding to memos, e-mail, etc.
- Record keeping
- Reporting
- Paperwork
- Task-oriented errands
- Vocation-specific tasks

People-Oriented Duties

- Staffing (i.e. interviewing, hiring, and orienting new employees)
- Teaching, training, and motivating
- Delegating (i.e. assigning, training, and following-up)
- Rewarding and recognizing employees
- Resolving employee disputes (i.e. mediation)
- Teambuilding
- Teaching employees about the mission, vision, and expectations for BYU-Idaho
- Goal-setting on an individual and departmental level
- Following-up on employees’ goals and assignments
- Giving employees feedback about their performance
- Talking-through issues with employees
- Problem-solving
- Responding to complaints
- Career development and skill development
- Succession planning and training
- Communicating with upper-level managers
- Facilitating meetings
- Discipline and discharge

“I want to give you my testimony. I know that God our Eternal Father lives, that He is the great *Governor* of the universe...” (President Gordon B. Hinckley, Ensign, February 2007, pg. 4, italics added)

Developing Your Employees

(These guidelines supplant the annual “performance review” process.)

Key Concepts:

- Each manager has the responsibility to develop his/her employees.
- Crucial to developing employees is *talking with them* (this includes goal-setting, giving assignments, giving and receiving feedback, following-up, etc.).
- You should facilitate a regular meeting with each employee you supervise (i.e. a “one-on-one” meeting). These meetings could be formal or informal, the purpose being to give an employee the opportunity to report on his/her responsibilities and assignments and give you, the manager, the opportunity to listen, teach, correct, inspire, and motivate.
- Employee development is most effective in an *environment of trust*. Thus, it is imperative that a manager becomes a confidant (not a “buddy”) to the people he/she supervises. This entails loving and serving your employees, keeping confidences, abstaining from gossip and back-biting, being patient, and being fair and generous to all employees.
- When necessary, administer corrective action (see the discipline and discharge policy for administrators and staff at http://www.byui.edu/policies/policy2_5c.htm).

Action Items:

1. Have meaningful “one-on-one” meetings (formal or informal) with direct reports on a regular basis. Items to consider:
 - Review the employee’s goals and assignments.
 - Provide feedback on goals and assignments.
 - Provide feedback on the employee’s performance.
 - Discuss the employee’s career development (i.e. seminars, classes, degrees, etc.).
 - Communicate work expectations.
 - Address concerns.
 - Solve problems.
 - Teach, train, inspire, and motivate.
 - Ask for feedback or suggestions.
 - Listen.
2. Hold meaningful staff meetings on a regular basis.
 - Use staff meetings to solve problems; to exchange meaningful information; and to teach, train, and inspire – not simply as a means of coordination.
 - Use staff meetings to teach employees concepts from key university addresses – addresses which outline the vision and expectations for BYU-Idaho. (See the KEY ADDRESSES section of “The Spirit of Ricks (Training Manual),” located on the internet at <http://www.byui.edu/hr/spiritofricks.htm>).
 - Use these key addresses to develop individual and departmental goals.
3. Hold regular retreats (for goal-setting, team building, socializing, etc.)
4. Spend time on a regular basis developing your own management skills.

Items to Consider When Evaluating an Employee's Performance

Performance Expectations

(Items that need to be regularly monitored.)

Discipleship

- Honor Code (includes Dress and Grooming)
- Mission Statement
- Guiding Principles
- Key university addresses
- Attitude

Human Relations

- Customer service (includes telephone etiquette)
- Courtesy and kindness with co-workers and the general public
- Teamwork (working together, cooperation, flexibility, participation, etc.)
- Communication skills (written and verbal)
- Willingness to accept feedback

Quality of Work

- Attendance and punctuality
- Task Management (stays on-task, manages time well, etc.)
- Dependability (follows through on agreements, finishes assignments, etc.)
- Efficiency (finishes assignments in a timely manner)
- Productivity and output (*quantity* of work)
- Accuracy
- Neatness and orderliness
- Initiative
- Appropriate use of resources
- Adherence to policies and procedures

Job Knowledge

- Staying current on job skills (through education, training, etc.)
- Learning new skills (through education, training, etc.)
- Preparing for future opportunities and situations

“Performance expectations are the basis for appraising employee performance. Written performance standards let you compare the employee’s performance with mutually understood expectations and minimize ambiguity in providing feedback.” (Stanford University, “Establishing Performance Expectations”)

Managing According to True Principles

Serve and Minister (versus control, force, intimidate, etc.)

- Matthew 20:20-28 (“whosoever will be chief among you, let him be your servant”)
- D&C 121:34-46 (“they will immediately begin to exercise unrighteous dominion”)

Teach (versus dictate, order, etc.)

- Mark 6:34 (“he began to teach them many things”)
- 3 Nephi 26:6, 13-14 (“the Lord truly did teach the people”)

Delegate (includes giving an assignment, teaching, training, and following-up)

- Exodus 18:5-26 (“why sittest thou thyself alone”)
- D&C 107:59-100 (“there must needs be presiding [officers]”)

Counsel in Councils

- D&C 107:85-87 (“the duty of a president ... is to preside ... to sit in council ...”)
- D&C 107:30 (“The decisions of these quorums ... are to be made in all righteousness”)

Follow-up (i.e. require accountability from employees; encourage them to report on assignments)

- D&C 72:3 (“it is required ... of every steward ... to render an account of his stewardship”)
- 1 Nephi 10:1 (“I, Nephi, proceed to give an account ... of my proceedings”)

Give Corrective Feedback (in a Christ-like manner)

- D&C 121:34-46 (“Reproving ... then showing forth afterwards an increase of love”)
- 1 Nephi 8:37 (“he did exhort them ... with all the feeling of a tender parent”)

Administer Appropriate Consequences (i.e. laws and consequences)

- Alma 42:1, 14-22 (“there is a law given”) (see also 2 Nephi 2)
- Article of Faith 12 (“We believe in ... obeying, honoring, and sustaining the law”)

Order

- D&C 88:119 (“Organize yourselves ... establish ... a house of order”)
- D&C 132:8 (“mine house is a house of order ... not a house of confusion”)

Love and Compassion

- Luke 10:25-37 (“Go, and do likewise”)
- Matthew 14:1-36 (“And immediately Jesus stretched forth his hand, and caught him”)

Lead by Example (“the best teacher is a good example”)

- 1 Timothy 4:12 (“be thou an example”)
- 3 Nephi 18:16 (“I have set an example for you”)

Resources to Aid in Your Development as a Manager

Resource List

Campus

- Business Management classes offered at BYU-Idaho (audit or take for credit)
- Harvard Manage Mentor (<http://www.byui.edu/HarvardManageMentor/>)
- Spirit of Ricks Training Manual (see “Key Addresses” section) (<http://www.byui.edu/hr/spiritofricks.htm>)
- BYU-Idaho Learning Model (<http://www.byui.edu/hr/training.htm>)
- Training from Human Resources (<http://www.byui.edu/hr/training.htm>)

Books

- 21 Irrefutable Laws of Leadership, The (John Maxwell)
- 80/20 Principle, The (Richard Koch)
- At America's Service (Karl Albrecht)
- Balanced Scorecard, The (Robert Kaplan and David Norton)
- Counseling with Our Councils (M. Russell Ballard)
- Crucial Conversations (Kerry Patterson, et al)
- Difficult Conversations (Douglas Stone, et al)
- Discovering the Soul of Service (Leonard Berry)
- Execution: The Discipline of Getting Things Done (Larry Bossidy, et al)
- Flight of the Buffalo, The (James Belasco)
- Getting Things Done (David Allen)
- Good to Great (Jim Collins)
- How to Win Friends and Influence People (Dale Carnegie)
- Leader in You, The (Dale Carnegie)
- Power of Positive Confrontation, The (Barbara Pachter)
- Principles of Management (Charles Hill and Steven McShane) [*Textbook*]
- Righteous Influence (Lee Tom Perry)
- Seven Habits of Highly Effective People, The (Stephen Covey)
- Spiritual Roots of Human Relations, The (Stephen Covey)
- Stepping Up to Supervisor (Marion Haynes)
- Supervisory Management (Donald Mosely, et al) [*Textbook*]

Seminars

- National Seminars Training (regularly hosts training in Idaho Falls and Pocatello) (<http://www.nationalseminarstraining.com/>)
- SkillPath Seminars (regularly hosts training in Idaho Falls and Pocatello) (<http://www.skillpath.com/>)
- Fred Pryor Seminars (regularly hosts training in Idaho Falls and Pocatello) (http://www.pryor.com/index_body.asp)