Session 309
Seeing the Diamond in the Rough – Hiring and Coaching for Success

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What we will cover in this session:

• How do I find the right people?
• Keys to seeing the potential in your staff
• Everyone needs a coach
• Performance Management

'A diamond in the rough'?

What's the origin of the phrase 'A diamond in the rough'?
The phrase is a metaphor clearly referring to the original unpolished state of diamond gemstones, especially those that have the potential to become high quality jewels.
How do you find a Diamond in the Rough?

• Have you defined what you are looking for?
• Do you have a desire to help change someone’s life?
• What skills does the person have that you could refine or use?
• Have you involved your team in the hiring process?

The first secret of effectiveness is to understand the people you work with so that you can make use of their strengths

• Peter Drucker, HBR, Managing Oneself
Assessing your Team..

Not all people are created the same
- Not all people perform the same
- Not everyone has the same skills
- Not all people cannot be managed in the same way
- Motivations are different for everyone

Building a coaching relationship with your staff

- Setting Goals
- What do you want to achieve?
- How will you deliver feedback and open the dialog for feedback
- What are you next steps?
- How will you measure success?
Trust can make or break any relationship

“Caring” to Communicate

• Take an interest in your employees
  • How is your Mom?
  • How was the game?
  • What happened on ……

• Laugh at yourself….be willing to be the brunt of jokes....it brings the team together
• Let them know you!
Keys to Communicating the Need for Improvement

• **Coach for success**
  • Have difficult conversations when needed
  • The compliment sandwich

• Address the “elephant in the room”

Managing Individual Performance

• Most people want to do a good job
• Setting clear expectations is essentials
• Take the time to give feedback

• Never, ever, ever, ever, ever make a performance evaluation the first time someone hears good/bad feedback
Managing Conflict within a Team

• Set expectations for behavior
  • Value system

• Address when someone is off track

• The Mole

Everyone Needs a Coach!
Coaching Cornerstones

• Directive Manager

• Employee States a problem
  • Just keep working on it?

• Manager as Coach

• What kind of support do you need?

What is your style?

Tapping in to an individuals motivators..
Challenging Your Employees Growth

Sometimes your employee is not sure what the next steps might be….

- Coach them
- Ask questions to help them discover what might be a good fit for them
- Ask them to do things that push them out of their comfort zones

Aligning Professional Goals with Company Objectives

- Evaluate peoples skillsets
- Understand what direction you are going in as an organization
- Try to plan ahead and inquire if employees are interested
Case Study 1: The I’m too good for this

Conversation of about giving new responsibility

The most important quality in a manager is:

Someone who takes a personal and vested interest in the success of their people.
Case Study 2: “I can’t do that”

“You think I am better than I am”

Avoids any chance to be put in a position of responsibility

Developing a relationship with your staff is key
Case Study 3: Commitment Issues

Never really commit
Always afraid they are missing out

Tools for Self Discovery

Myers Briggs Personality Type

- **NF** (Valuing Relations with people)
- **NT** (Valuing Ideas and concepts)
- **SF** (Valuing Inclusion and building relationships)
- **ST** (Valuing Action and implementing ideas)

Diagram showing the different personality types.
Types of Coaching

• Skill coaching
  • How to speak
  • How to create reports
  • How to do something

• Clarity Coaching
  • Asking questions to help your employee to discover the answers

Let the employee lead

Give a man a fish, feed him for a day. Teach a man to fish, feed him for a lifetime.

- Lao Tzu
Encouraging Your Employees ~
Your Responsibilities as their leader

- Be their cheerleader
- Be their defender
- Build them up, lift them up

A leader takes people where they want to go. A great leader takes people where they don't want to go but ought to be.
Thank you for attending this session.

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