Name: _____

Phone: _____

Are Your Midlevel and Branch Managers Maximizing Company Growth or Holding You Back? Increase Their Success With Focus and Coaching

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Thursday, Oct. 29
11 a.m.–12:30 p.m.

Title: Local Branch Manager	Salaried ☑ Hourly ☐	Full time ☑ Part time ☐
Benefits: Yes ☑ No ☐	Salary Grade: _____	Incentive Program: _____
Reports to:_____	Supervises others: Yes☑ No ☐	Number Supervised: ___##_____
Normal Work Days:_____	Normal Work Hours:_____	

ROLE STATEMENT

The Branch Manager, as the primary company representative in a specific geographic market, is responsible for and accountable regarding management and leadership of the branch's team and the team's performance in achievement of the company's goals and objectives in a manner which enhances the company's short-term and long-term success.

The Branch Manager implements and follows the company's Strategies (brand, sales, recruiting, as well as its overall corporate strategies) and Vision. Insures branch staff members comply with the company's policies, procedures, and training guides applicable to their positons.

Furthermore the Branch Manager is expected to promptly forward observations, recommendations, as well as concerns to higher management in order to protect the company and/or enhance the branch/company's success.

RESPONSIBILITIES AND DUTIES

Identify, screen, select, and hire staff to fill organizational openings as scheduled by the company's business plan or according to management direction
Once hired, on-board and train new staff regarding the company, its policies and procedures, and the duties and responsibilities of the position
Once trained, coach and/or manage staff to (1) improve their performance, (2) positively accept and accommodate changes within and outside of the company, and (3) maintain adherence to the company's policies, procedures, as well as strategies
Develop and promote staff members to higher staff levels as their behavior, results, and interests allow and opportunities exist
Counsel and, if necessary, discipline individual staff for performance or behavior issues in accordance with company's policies (including timely termination of employment)
Represent senior management in a professional, positive manner with the staff, clients, and temporary staff
Personally meet and develop relationships with major clients, long term temporary staff, and community leaders/influencers
In concert with staff, address any and all issues, concerns, suggestions, and/or complaints from clients, prospects, temporary staff, candidates, internal staff, and the public in accordance with guidelines provided by the company
Responsibly advocate for the interests and needs of the staff with senior management
Build positive, collaborative relationships with other portions of the company
Meet individual sales or recruiting performance objectives
Fulfill reporting requirements established for both branch and the branch manager's role in a timely, accurate, and thorough manner
Perform other duties and responsibilities as assigned by this position's manager

RESULTS – MANAGEMENT KPI's (in addition to individual KPI's)

Actual staff organization meets the company's business plan or in accordance with management direction
Acceptable number of staff meet or exceed minimum expectations established for their role based on their level of experience [months] (example: for recruiters and sales => a certain level of Gross Profit $'s per week)
Acceptable number of staff have a positive trend in Increased Results KPI's (increased individual… therefore increased team success!)
Acceptable level of quality concerns/issues (both internal and external to the branch) which are also satisfactorily addressed in a timely manner

ESSENTIAL FUNCTIONS

Has proven management ability and interest
Can effectively communicate (hear, speak, and write) to individuals as well as a group of people in person, on video, in writing (letters, social media entries, and email), and on the telephone
Makes a positive impression on others that will enhance the company's brand and reputation
Skilled listener
Has a driver's license and will travel by car, train, and airplane as required in the performance of his/her duties
Can perform work requirements outside of normal work hours (such as but not limited to seminars, networking events, company meetings, client events, job fairs, etc.), including overnight travel (in-state and out-of-state)
Must be physically capable of meeting documentation and data entry expectations

MINIMUM REQUIREMENTS

Must be able to perform satisfactorily the Essential Functions associated with the position
2+ years of acceptable experience in the temporary staffing industry
Previous management experience would be a PLUS
Previous experience and proficiency in the software platforms used by the company (or acceptable alternative software platforms) including but not limited to _____ _____ _____ _____

Date Prepared: _____	Prepared by: _____	Approved by: _____

MANAGER COPY

(Start) What would you like to talk about today?
(Finish) Let's revisit some of your goals.

Coaching Questions Quick Reference

1. **Accountability:** Being Responsible, Self-Management
   - What are you committed to?
   - I hear your intentions behind reaching your goal, but can you share with me the evidence or activity that demonstrates your commitment to it?
   - How have you demonstrated ownership of this?

2. **Acknowledgment:** Evidence of Change Results, Growth
   - What are the three biggest wins you've experienced this week?
   - What are you most proud of accomplishing?

3. **Action:** Getting Them Moving, Making Requests, Fieldwork, Assignments
   - What's the action for you to take in this situation?
   - What changes must you make that would help you reach this goal?

4. **Choice, Being at Choice:**
   - What's getting in your way of making a better choice?
   - Sounds to me like you have to make a choice, and you have several. What option do you have?

5. **Empower: Have Them Create the Solution or Answer:**
   - What 2 solutions can you pitch to me?
   - If you were me, how would you coach yourself around this?

6. **Finding Their Gifts, Natural Strengths, Passions:**
   - What would you like to be doing more of or differently?
   - What is the most exciting/fulfilling aspect of your work?

7. **Fear:**
   - What are your biggest cares and concerns right now?
   - What are you afraid of?

8. **Stuck, Blocks, Resistant, Reluctant, Can't Take Action, Problems:**
   - What's the biggest challenge you are facing right now?
   - What do you need to move forward?
   - What is keeping you from doing that right now?

EMPLOYEE COPY

Please do not fill out this form. Simply review the questions to prepare your mind for our open conversation.

- *"What do you most want to talk about?"*
- *"What outcome would make this conversation a great success?"*
- *"How could you restate that goal so it depends only on what you do and not on others?"*

- *"What is your progress to this goal right now?"*
- *"What have you actually accomplished on this to date? How about this week?"*
- *"What have you tried already? What difference did those actions make?"*

- *"Let's shoot for at least 2 potential solutions. What else could you do?"*
- *"What could you do to overcome this obstacle? What are your options?"*
- *"What have you seen others do that might work for you?"*

- *"Which option(s) do you want to pursue?"*
- *"What step could you take this week that would move you toward your goal?"*
- *"You mentioned that you could do _____. When will you commit to doing that?"*

- *"What are your top goals until we meet again? Why are you motivated to achieve those goals?"*
- *"On a scale of 1 to 10, how likely is it that this step will get done by our next 1-to-1 meeting?" "How could we turn it into a 10?"*
- *"Are there any other obstacles we need to address to make sure this step gets done?"*

American Staffing Association

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1.5 CE

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How Does the Staffing Industry Find New Branch Managers?

▶ The vast majority are found by promoting a current recruiter or sales representative
  ▶ FIRST STOP: Someone who has <u>said to you</u> they want to be a manager

  ▶ LAST STOP: You "lean on" someone you think could be okay
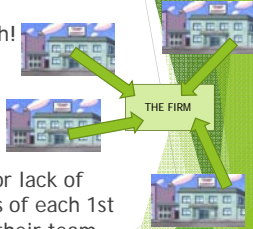
How Does a Staffing Firm Measure the Branch Manager's Success?

- ▶ By the success of the branch!
  - ▶ Financial Measures
  - ▶ Organizational Success

- ▶ The SUM of the successes (or lack of successes) and growth rates of each 1st level/branch manager and their team = THE FIRM'S SUCCESS

THE FIRM

How Do New 1st Level/Branch Managers Learn To Be a Good or Great Manager?

- ▶ REALITY:
  - ▶ By trial and error!
  - ▶ By having a good (or great) role model of a manager to emulate!
  - ▶ BUT -
    - ▶ Most firms offer very little formal introductory management training to new managers!
    - ▶ And not being at the same location as other peer managers and regional managers leaves the new 1st level/branch manager "on their own" most of the time

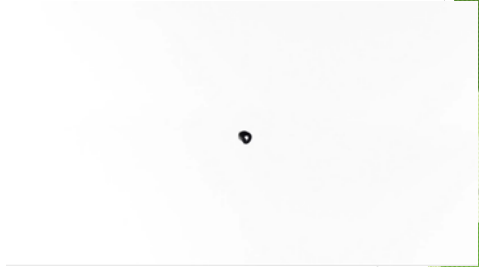### So What Do You Want Your 1st Level/Branch Managers To Do?

- ▶ Staffing industry 1st level/branch managers fall into several "basic pattern types"

  - ▶ Caretaker/babysitter

  - ▶ Micromanager

  - ▶ Empowered manager (maybe even leader)

But What Is the Cost of a BAD Manager Selection?

To Have Stronger Managers— Staffing Firm Senior Management Must Focus On:

▶ Does a 1st level manager understand his/her position?

#1 Define Manager's Role

▶ Does a 1st level manager focus on what is important? **#2 Establish and Measure Management KPI's**

▶ Does a 1st level manager improve over time in terms of personal performance and his/her team's performance?

#3 Establish Periodic Management Reviews

#1: Defining Manager's Role

The 3R's

The 3R's

1. **R**OLE DEFINITION

2. **R**ESPONSIBILITIES

3. **R**ESULTS
   - The missing "R" for most staffing firms!

1st R: Role Definition

- Generally a short paragraph that summarizes the role and its importance
  - Answers the following questions:
    - Why does this position exist?
    - What is the purpose of having this position in the organization?

2nd R: Responsibilities

- Key manager responsibilities
- Essential functions of the manager role
- Knowledge and skills required to perform this manager role
- Preferred education and training
- Travel and/or physical requirements
- Expected hours of work

This is where most job descriptions end! But they shouldn't!

3rd R: Results

- What RESULTS does senior management want from a 1st level/branch manager in the staffing industry over time?
  - Does your 1st level/branch manager even know what these measures are?
  - Do your mid-level managers use these results as a focus of their review of a 1st level/branch manager's performance?

Are the RESULTS you are tracking SUPERFICIAL or are they <u>CORE MEASURES</u> of the REAL RESULTS?

#2: So What Are the Management KPI's That Are CORE to a 1st Level/Branch Manager's Success?

- Need to identify CORE RESULTS that indicate whether the manager is succeeding in their PRIMARY RESPONSIBILITIES
  - Too often we manage by measuring SYMPTOMS or SECONDARY RESULTS
- Once identified, these need to be measured, reported on, and discussed by the 1st level/branch manager with their middle manager

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Your Thoughts Regarding CORE Management KPI's

- What do you believe are the **3** CORE RESULTS in a period (month, quarter, etc.) That your firm should measure to determine the success levels of your 1st level/branch managers?

#3: "Inspect What You Expect"

▶ Set an established pattern and methodology of reviewing a manager's performance and results in order to create long-term positive change

  ▶ Establish a scheduled frequency that keeps management results IMPORTANT
  ▶ Have a structured meeting report and format that is repeated over and over so it becomes embedded into the business culture

Creating Positive Change

▶ Ensure your manager is focusing on what is important!
▶ Guide your manager to use the most appropriate management style to create the best results

Management Styles—Based on the Specific Circumstance

▶ There are only FOUR productive management styles to choose from:
  ▶ Teaching
  ▶ Coaching
  ▶ Counseling
  ▶ Disciplining

- With 4 different management styles to choose from... we want to spend the rest of our session focusing on JUST ONE:

COACHING!

- Jim Carchidi of JFC Staffing has studied this subject extensively and will share his insights and suggestions in the last part of this session.

Coaching Conversations

James M Carchidi, CSP

Just the Facts...

- The number 1 driver of employee engagement is the belief that senior leadership is sincerely interested in employee well being.

- Towers-Perrin Global Workforce Study

Just the Facts...

▶ According to Gallup, 70% of American workers are not engaged.

  ▶ They estimate that these disengaged employees cost the U.S. between $450 billion and $550 billion each year in lost productivity.

Why Coach?

▶ It is the surest method of increasing employee engagement!
▶ Coaching taps into each one of your direct report's driving forces by seeking to understand the lens by which they view their job, their goals, and what motivates them.
▶ Asking questions helps them rethink their assumptions or beliefs and in turn they create the very thing they were looking for from you.
▶ They will move from compliance of being told what to do…to commitment toward a solution they created.

Questions—The Universal Framework of Coaching Conversations

▶ They empower your people to:
  ▶ Solve their own problems
  ▶ Self-generate their own solutions
  ▶ Build ownership and accountability
  ▶ Discover their biases and/or blind spots

Just the Facts…

- A 2012 Towers-Watson Global Workforce Study found that
  - 52% of employees either
    - Do not trust or
    - Are unsure about their level of trust in their leaders.

Resist Being the "Chief Problem Solver"

- Coaching conversations are not the time to provide solutions. Doing so will only create further dependence on you - the manager - and rob your people of the opportunity to move from a place of mere compliance to sheer commitment.
  - WARNING TO MANAGEMENT: Check your agenda at the door!
  - Coaching conversations should focus on what the employee wants. This fosters trust and creates a healthier relationship with your people.
- Coaching is not about FIXING it is about LISTENING. It's not about the nail!

Believing You Have No Time to Coach Costs You More Time

- ▶ Moving away from Chief Problem Solver will actually free up more of your time.
  - ▶ You have empowered your people to self generate solutions rather than constantly relying on you for the answer.
- ▶ No longer be consumed by the same problems resurfacing.

Fish for them
        (versus)
            teach them how to fish

Implement Coaching

1. Communicate "what" you are doing and "why" you are doing it
2. Create a coaching conversation template
3. Schedule one-to-one meetings
4. Listen, do not fix - remove the Chief Problem Solver hat
5. Block out time for observation between meetings

Five Great Reasons to Ask…

1. All the information is with the coachee
2. Asking creates buy-in
3. Asking empowers
4. Asking creates leadership capacity
5. Asking creates trust

Top 10 Asking Mistakes

1. Closed question
2. Solution oriented question
3. Seeking the "one true question"
4. Rambling question
5. Interpretive question
6. Rhetorical question
7. Leading question
8. Neglecting to interrupt
9. Interrupting
10. "Why" question

G.R.O.W. MODEL

▶ The most widely used conversational structure in coaching.

   ▶ G = Goal
   ▶ R = Reality Check
   ▶ O = Options
   ▶ W = Will

Wrap-up

▶ Questions?

Thanks for your time and interest!