

01:21:29 Elise Keith: About This Session

🕒 90 minutes

Recoding? Yes.

Related Course

<https://school.lucidmeetings.com/p/mind-reading-managers-5focusedconversations>

Today's Slides and Resources

<https://cdn.fs.teachablecdn.com/QIK5V4B4TYe10eGE3eOj>

Purpose:

To learn what works today for attracting and retaining top talent

Today's Leaders

Your Guide: Kim Seeling Smith

Host/Tech Help: Elise Keith

And You!

01:22:04 Lisa Duerre - Igniting leaders in tech: Excited to be here - hello from West Linn, Oregon

01:28:11 Elise Keith: In the chat:

What are some practices in your organization that you suspect are out of date?

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01:28:26 Nicole Wainwright: Annual Reviews

01:28:41 Nicholas Dolan: interviews

01:28:41 Lynda Moe, Auckland, New Zealand: performance reviews tied to remuneration

01:28:43 Nan Gesche: Peer reviews, meetings

01:28:45 Eric Kapono: I'm external...but avoidance seems to be a practice often

01:28:45 Betsy Clayton: ditto annual reviews

01:28:47 Nellie Scott: Butts in Seats - you must be in your seat "to be productive"

01:28:49 Lynda Moe, Auckland, New Zealand: recruitment

01:28:50 Lee Button: Performance management

01:28:57 Noah: Having communications spread across 5+ systems

01:29:02 Megan Moore: paper forms for various personnel/time matters

01:29:02 Nicole Wainwright: Holding people to 9-5 work schedule

01:29:04 Mandy Walke (Health and Human Services): spreadsheets!

01:29:05 Kim Ueyama: First in, last out

01:29:13 Lynda Baker: Triangulated conversations

01:29:13 Lynda Moe, Auckland, New Zealand: time based as opposed to outcome based performance

01:29:14 Nellie Scott: Focus on areas of NEED TO IMPROVE

01:29:20 Bobbi Gohr: Yes! Multiple communication systems.

01:29:23 Noah: Hey now, spreadsheets will never go out of style :)

01:29:28 Jo Flye: Taking advantage of people's willingness to go above and beyond

01:29:34 Bobbi Gohr: I love spreadsheets!

01:29:47 Nicole Wainwright: Messaging people outside of work hours and expecting responses

01:29:49 Lynda Baker: Powerpoint :-)

01:33:34 Betsy Clayton: totally believe that Gartner stat.

01:35:06 Noah: Curious to hear how innovation is measured %wise

01:35:50 Elise Keith: In the chat:

Why do you think most managers don't talk to their staff about the right things or in the right ways?

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01:35:59 Nicholas Dolan: too busy

01:36:00 Karen Soltau: They don't know hat to say

01:36:02 Tom Flynn: too many meetings

01:36:04 Nan Gesche: Fear

01:36:05 Nellie Scott: Competing priorities

01:36:06 Lalanía M: Don't want to hear about negative situations
 01:36:06 Lisa Duerre - Igniting leaders in tech: "no time"
 01:36:09 Lisa Duerre - Igniting leaders in tech: avoidance
 01:36:13 Eric Kaponó: inexperienced
 01:36:14 Lee Button: Haven't done it in forever
 01:36:14 Gold Coast Kirschners: too much paperwork
 01:36:16 Bobbi Gohr: Ignorance can be bliss
 01:36:16 Clara: Fear
 01:36:17 Betsy Clayton: managers aren't always people people, if that makes sense
 01:36:18 Sandra: don't view it as a priority
 01:36:20 Noah: Avoiding micromanaging/not repeating the pattern the learned earlier
 01:36:21 Sara Saleh: Relying on middle management
 01:36:21 Megan Moore: don't know the questions to ask
 01:36:27 fsheppard (she/her/hers): complications of a unionized environment (Fear)
 01:36:29 Lisa Duerre - Igniting leaders in tech: tech skills don't make you a people leader
 01:36:29 Elise Keith: Not included in their job description
 01:36:34 Karen Soltau: too much in the weeds
 01:36:43 Lisa Duerre - Igniting leaders in tech: worry about not being able to fix things
 01:36:45 Megan Moore: they feel like the staff should come to them
 01:37:08 Nellie Scott: Mgrs don't think their team members need attention - especially those that are productive achievers
 01:42:46 Venessa: Have an overlapping meeting, gotta run, will watch for the recording.
 01:46:51 Elise Keith: FYI: You can access the slide and follow along here:
<https://cdn.fs.teachablecdn.com/QIK5V4B4TYe10eGE3eOj>
 01:49:39 Megan Moore: when it's creative or content-building work how do you define/create measurable results?
 01:51:26 Elise Keith: Instructions
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<https://cdn.fs.teachablecdn.com/QIK5V4B4TYe10eGE3eOj>

1 min: Look at the examples and consider:

- Do your job descriptions look like this?
- If not, what problems that you're currently experiencing would you avoid?

7 min: Take turns sharing your answers.

🕒 8 minutes.

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01:51:39 Elise Keith: 10 mintes!
 01:51:51 Megan Moore: I wish I could stay but I have to hop off and take a call! Can't wait to watch the recording. Thank you!
 01:52:21 Nicole Wainwright: We can hear her
 01:52:27 Noah: Kim - we can hear her :)
 02:03:29 Mandy Walke (Health and Human Services): The link worked for us! :)
 02:03:41 Nicole Wainwright: Yes
 02:04:21 Mandy Walke (Health and Human Services): FYI - The chat with the links is still available in a breakout room.
 02:04:43 Elise Keith: Here's an alternate link for those having trouble with the previous link:
<https://www.dropbox.com/s/8jl9tzadp6th1vk/Unified%20Theory%20of%20Everything%20People%20Slides.pdf?dl=0>
 02:09:58 Nicholas Dolan: Have to drop - interesting discussion
 02:11:48 Lynda Moe, Auckland, New Zealand: Is there someone who can write the book title and author here... missed it.
 02:12:06 Elise Keith: Essentialism - Greg McKeown
 02:12:14 Lynda Moe, Auckland, New Zealand: thanks!
 02:12:44 Elise Keith: In the chat:
 Once you have TROs, how might you make sure you're hiring the right people?

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02:13:01 Clara: Ability to learn
02:13:03 Nellie Scott: mental agility
02:13:08 Kathleen Doyle-White: Focus on what they've actually accomplished in their previous jobs
02:13:23 Cyndy Kelchner: see the big picture not just the details
02:13:32 Gold Coast Kirschners: actual results for previous similar project
02:13:41 Aureliusz Leżenski: values!!
02:21:06 Kathleen Doyle-White: Sorry everyone, but need to jump on an already scheduled client meeting at 1:00. Thanks Kim.
02:22:29 Noah: "Values" though that's equally squishy
02:22:29 Nellie Scott: VALUES
02:23:14 Mandy Walke (Health and Human Services): Note of caution not to use "culture fit" to perpetuate inequity. i.e. we keep hiring people that look/think, etc. like us.
02:23:32 Betsy Clayton: Good point, Mandy!
02:23:33 Nicole Wainwright: What Mandy said!
02:23:42 Dakota Nelson: Bye all! off to another meeting :(
02:28:12 Elise Keith: PAGE 32
<https://cdn.fs.teachablecdn.com/QIK5V4B4TYe10eGE3eOj>
OR
<https://www.dropbox.com/s/8jl9tzadp6th1vk/Unified%20Theory%20of%20Everything%20People%20Slides.pdf?dl=0>
02:28:48 Aureliusz Leżenski: Thank you for very nice webinar Bye:)
02:36:02 Paul: What is the salary demand is unreasonable? You can't just pay everyone what they'd like to have.
02:37:39 Mandy Walke (Health and Human Services): Agree. And perhaps not just pay someone to get the conversation off the table, but pay them equitably as the starting point - some folks don't even know their worth and how much to ask for or would be willing to be underpaid. :)
02:37:48 Elise Keith: True - which is why it can be so important to make salary data as transparent as possible - both market rate for each position and how each person's comp compares to market rate
02:38:16 Mandy Walke (Health and Human Services): Agree, Elise!
02:40:01 Betsy Clayton: What Elise said. As a manager, I'd place candidates in a scale & pay them more than their stated \$ request if that's what the market would bear/their experience & aptitude justified it.
02:40:58 Elise Keith: For later :) https://www.youtube.com/watch?v=_BmHdTC36N4
02:47:33 Nellie Scott: I have an employee that due to their starting salary - she is currently below the median - we work on pay parity through merit increases. But that is a SLOW process.
02:47:41 Nellie Scott: How do we keep them engaged
02:48:18 Elise Keith: What to Expect
We Feedback!
<https://lucidmeetings.typeform.com/to/irsadm>

Email with:

- The edited recoding
- Chat and audio transcripts
- Links to resources, including...

Meeting School:

Mind Reading for Managers

<https://school.lucidmeetings.com/p/mind-reading-managers-5focusedconversations>

Save the Date!

April 22

Escape Worn-Out Webinar Formats in 3 Simple Moves

<https://info.lucidmeetings.com/2021-04-event-wornout-webinars>

May 6

Another %@*#ING Meeting!?

<https://info.lucidmeetings.com/2021-05-event-anothermeeting>

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02:48:44 Karen Soltau: Thank you! Wonderful Presentation!
02:48:54 Paul: Thank you from Wisconsin! I have a 3:30 to go to.
02:49:35 Mandy Walke (Health and Human Services): Thank you! This has been helpful for new skills/perspectives!
02:50:11 Noah: Thanks Kim & Elise!
02:50:14 Betsy Clayton: How do you as a manager address staff burnout that's not due to the job and/or role? Or do you?
02:51:57 Eric Kapon: Thank you Kim and Elise! Very helpful.
02:52:05 Nicole Wainwright: Thank you. Gotta go.
02:53:22 Nan Gesche: Thank you for the session. Great summaries in human development and management.
02:55:02 Betsy Clayton: Great session - thank you Kim & Elise!