How to Avoid Firing People
People Management 102

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- Who here is a leader or manager?
- How many people do you lead?
- How often you interact with them?
- How consistent are you?
- Don't you love firing people?
- PITA?

[PM 102 Slides & Notes](#)

Firing people sucks

Whenever it comes time to let people go from my organization, I wonder if I've given it my all to give them the opportunity to succeed. For years, I continuously found a reason to let someone stay on even though it was bad for team morale. In time though, I found that through a simple conversational approach I could align and mentor people to what is expected of them such that when we don't fit, their leaving pain is minimized.

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Why listen to me?
95th% employee engagement score of software companies for 2-years running
Chief Success Officer
90+ people across 10-departments
Accountable for customer happiness, employee morale, and scaling the organization

- Who thinks they're good leaders?
- How do you know you are?

I want to have a conversation after the presentation

Expectations management

First-half, 2-part leadership framework
Setting expectations through Why, What, and How
Supported by recurring conversations, feedback, and recognition

Why
Purpose

1.1. Why?
What is our purpose or ultimate desired outcome in working together

- Why are you doing what you're doing at work?
- How are you truly into it?

Help agencies build better software
Humanize digital services

Should be simple and relevant
Mix of of purpose, vision, mission, impact statement
No more than a paragraph, somewhat memorable

What
OKRs

1.2. What?
Collaboratively defined interim outcomes and measurable expectations

- Give me an example of what you're doing at work
- How do you know when you're successful?

Objectives and Key Results
- OKRs connect company, team, and personal goals to measurable results while working in a unified direction
- Define delivery baseline that exceeds our client's expectations
    - Operations handbook is updated within 1-business day of practice changes
    - Every 2-weeks, each project has 10-point audit
    - Create reusable 3-factor skeleton application for article commenting

SMART goals

- Specific, Measurable, Attainable, Relevant, and Timely
- In March 2020, publish once-a-week, a 500-word articles on organizational culture per our core values.

How
Behaviors

1.3. How?
Mutually agreed values and actions in our working together

- What are your company values?
- How do you demonstrate them at work?

Trust
- Transparency in actions
- Work-through hard conversations together

Enthusiasm
- Show up on time
- Share your efforts

Recurring CFRs

Second-half, 2-part leadership framework
Setting expectations through Why, What, and How
Supported by recurring conversations, feedback, and
recognition

Demonstrate care

2.1. Recurring Conversations
Build trust by caring about your people as a whole

- How often are you talking with your people?
- How do you determine your core people to get with?

Key people
- 30-minutes weekly
- 60-minutes bi-weekly
Skip-levels
- 30-minutes ad hoc or monthly

Get to know your people as a person
It's embarrassing to meet up in person and not know who they are
Discuss what to be aware of, decide upon, delay, do next, or drop
Understand how these things affect desired outcomes
Empower your people through guidance, not

micromanagement nor blame
Ultimately, make them feel respected and safe

Create opportunities

2.2. Feedback
Provide people with opportunities to be more successful

- When do you give feedback?
- What was the last feedback you got?
- When do you think feedback is most useful?

Live example

Given anytime (bi-weekly)
Share what they need to hear, not what you want to say per role expectations
Sharing observations and alternative means of handling situations
Gentle corrections, kindly suggestions, pleasant reminders

Appreciate people

2.3. Recognition
Thank yous and kind words of appreciation

- When and how do you recognize others?
- What was the last recognition you got?
- How do you think recognition is most useful?

Live example

Given anytime (weekly)
Be specific on the why for the recognition
Recognize effort despite negative outcomes

Makes people feel good through your gratitude for them
Ultimately encourages desired behavior

Recap

Shared expectations
Measurable outcomes
Converse regularly

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http://bit.ly/AxlPM102

People management is a constant learning, execution, sharing, retrospection, iteration, and repeat for greatest results aspect of life

References
- People Management - Getting Started
- Radical Candor
  - To be a good boss, you have to Care Personally at the same time that you Challenge Directly
- Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs
  - Regular conversations, feedback, and recognition (CFRs)
- The 15 Commitments of Conscious Leadership: A New Paradigm for Sustainable Success
  - Graduate program to being a better person, then leader
- Michael Cannon README
- 7Geese - people management lifecycle