

HOW DO YOU GET YOUR STAFF TO BUY INTO YOUR GOALS?



https://en.wikipedia.org/wiki/Pit_stop

When you're a leader, getting your staff to buy into your goals and overall vision is not just a transactional event. You don't just offer them something in exchange for supporting you. It's not their job to automatically buy into your vision.

And you can't just do it because you're the boss. That's not leadership, it's bullying. And if that's the only way you can get your team to buy into your vision, you're not actually cut out for management. There are three good ways to get your team to buy into your goals, but they don't start with the goals themselves. They start much earlier.

1. MAKE YOUR TEAM MEMBERS FEEL HEARD

When new leaders start with a team, you pretty much start at the starting line with them. They respect your position and they'll do what you ask because it's their job. They don't get a paycheck if they don't do what's required of them.

But if you want to move them off of 0 and get them emotionally involved in your plans, they have to feel like you listen to them. They need to know that you care about their concerns, their well-being, and their wants and desires.

Sure, this is a lot different from when I first started working, but this is the world we live in today. People want to know that their work matters and that they matter to their employers. If you can give them that — and you can just by listening and letting them express their own ideas — you'll get that emotional loyalty you'll need when you're ready to launch a new campaign, create a new process, or even take on a major project for your department or company.

2. GIVE THEM INPUT INTO YOUR GOALS

Your people are probably better at their jobs than you are. Unless you came up through their ranks, doing the same work, they're specialists who know more about their jobs than anyone else in the company. That means they know what it takes to actually get their work done. And since your plans depend on them and their work, they will often know better how to meet your goals and expectations. Let them tell you what it will take to achieve and exceed them. You may find that with their input, you've set the bar too low or too high, and you can make the necessary adjustments before you finalize your plan.

3. GIVE THEM A SENSE OF OWNERSHIP

One thing successful leaders do is create a sense of "we're in this together" and helping people feel like they're a part of something bigger than they are. People who feel that sense of ownership tend to be more dedicated to a team's mission, and work harder to see the mission is complete. Help your team find their feeling of ownership in your new campaign or project. Since they're the ones who will actually do the work, help them feel like it's their campaign and their goals they're working toward.

Getting buy-in from your team members or committee isn't just a function of being a part of management. It means helping your team feel appreciated and heard before a new project begins. And once you launch, it means letting them give input as to how it's finished and to give them a sense of ownership into the entire process. If you can do that, you'll get more and better work out of them than if it were just a directive handed down from on high. End

MANAGERS, NOT HR, SHOULD SPEND
TIME DOING TALENT RECRUITING

When it comes to finding new talent, the onus shouldn't be on Human Resources to do all the work. HR can find potential talent by ticking off all the boxes, but it's ultimately the manager who should be responsible for testing the individual skill sets and determining whether they would be a cultural and talent fit for the organization. The HR person will never fully understand the function that needs to be performed.

This isn't to bash on the HR department. After all, they perform a very important function within the organization, but talent recruitment shouldn't be a big part of their job.



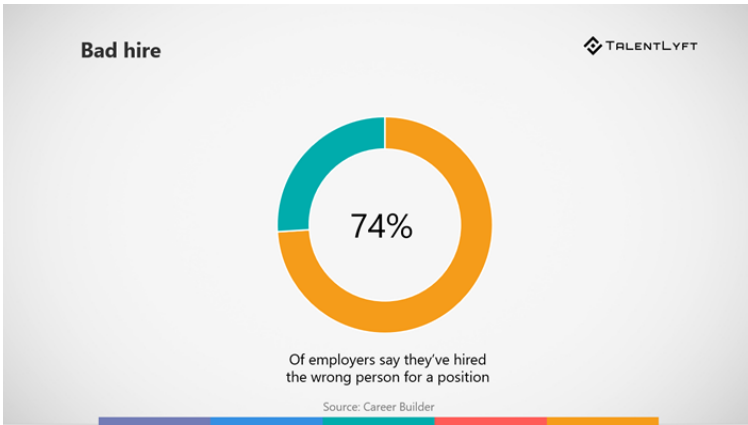
For example, we know that every résumé gets a spit and polish before it goes out. People modify their résumé to suit the job description they’re applying for, but an HR person usually can’t tell whether the candidate can actually do the job just by looking at the résumé.

They’re going off the job description the manager gave them and trying to match it to the candidate’s résumé. On the other hand, the manager or supervisor should be able to tell when a candidate has the requisite skills and when they’re fudging their experiences a little bit. In fact, the manager should be required to do this, since they’re ultimately responsible for the output in their department.

If they hire an idiot, then that decision rests fully on them, and they’ll hopefully learn not to hire more idiots in the future. But the HR person can hire a whole parade of idiots, and nothing will happen to them because it’s not their department’s output that’s affected.

WHERE DOES THE PROBLEM LIE?

Many of us have been in organizations where you might say, “we need an invoice clerk.” You give that information to the HR person, and several weeks later, they come in and introduce you to your new invoice clerk. But the truth of the matter is the HR person probably has no idea what an invoice clerk does or what skills are the most important.



So how exactly would they test for it?

I think managers should spend 15 – 20 percent of their time looking for new talent in their vendors, customers, competitors, and people they meet on a day-to-day basis. The problem is, this is not something that's usually on a manager's job description so they don't keep their eye out for potential new talent for the company.

How do you fix this problem?

Make it an expectation and a part of their job duties. So what can HR do if they're not recruiting talent?

For one thing, one of the most important jobs they can do is make sure the company is following EEOC and other hiring laws. They're the ones who should be ensuring corporate compliance from an HR perspective.

They need to see that all the laws are followed, policies are met — they're the conscience of the organization and not just the talent identification and acquisition.

Bottom line, HR people need to stop beating themselves up over this! I know a lot of HR people regularly struggle with how to find new talent, and they spend a lot of time beating their heads on walls trying to make it happen. They have entire conferences built around this problem, but they're not plugged into the same network and talent pool as the department managers. So let the managers do the work and stop being so hard on yourselves! End

About David A Marshall

David Marshall is a Senior Manufacturing Executive with Corporate Culture Development and Operational Excellence Expertise. David most recently was President and COO of Robroy Industries and Board Member where he oversaw this manufacturing organization with four locations in the USA producing high quality electrical products and oilfield products. During his tenure he worked hard on implementing cutting-edge technology into these facilities during renovations of several of the plants and build out of one ultra-modern 130,000 square foot manufacturing facility in Texas.

With David guidance, these companies saw a remarkable seven record years of profitability; eleven consecutive years with profitability exceeding 20% of revenue; and more than \$300 million added to the equity of the business since going private in 2001. David earned his MBA from the University of Virginia: Darden School of Business.

He currently consults manufacturers looking to achieve operation excellence. His motto is: "If you can't measure it, you can't manage it."

He has been a manufacturing executive, as well as a sales and marketing professional, for a few decades. Now he helps companies turn around their own company by making the right decision. If you would like more information, please visit my website and connect with me on Twitter, Facebook, or LinkedIn.
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