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| Approach: **Creating an Emotional Connection** |
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| I inherited a team as part of a restructure and it was clear not all were happy. One had previously been in an operational role as a process manager who had managed a team, this role was disbanded and with it the team management responsibilities.  They were brought into my team as a Business Analyst not an operations manager. They weren't comfortable with their new role.  What I did to integrate the person into the team ;  ***I followed my own mantra which is***  ***"finding out what people are good at and letting them do it"***  Specifically I found out what they wanted from the job, how the work could be made interesting for them and what they thought they were good at.  I created an emotional connection by having day to day contact and paying attention to them as an individual. I also coached them and asked them to self-evaluate their performance.  One of the key questions I wanted to answer was what were the key differences and the gap between their old and new role. Additionally I was interested in finding out about the persons learning style so that I could adapt my coaching style to their preferences. In this case the person had a preference towards theory and an academic approach so I supported the coaching with relevant theories they could read.  I monitored the changes in the person's behaviour and attitude towards their job over time by regularly asking the "12 Gallup questions" (<https://q12.gallup.com/public/en-us/Features>)These provided ongoing information on how the person was feeling and gave me clarity on where I should focus my efforts. When the answer was "yes" to all 12 questions I was satisfied.  The outcome was a person who had turned round from looking for the exit to one who undertook a relevant professional qualification and who continued to develop their career as a business analyst. |