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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.  |