Summer 2014

We hope that you are doing well, and that you continue to utilize the knowledge and leadership skills obtained from attending the Emerging Leaders Alliance conference! The ELA has grown to our largest number of partnering organizations since inception in 2008. We are thrilled that you are part of our story!

2014 ELA Conference

Registration is open for the 2014 ELA Conference, 10–12 November in Reston, Va. If you know of an emerging leader within your organization, please refer them to the conference details. Corporate sponsorships and discounts for multiple participants are also available. Help spread the word!

ELA "On Demand"

We are very excited to be able to give ELA alumni free access to all of our recorded conference sessions from 2010 through 2012! The recorded sessions are available online at the ELA On Demand. To log-in, you will need your credentials (below). Once logged in, click on “My Content” in the left column, then in the center screen select “All Conferences”. From the directory you can click on the icon for the file format you prefer. When the session begins, toggle viewer preferences in the top right corner of the screen:

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Managing Performance by Rahul Dogra, Vision to Market Limited

Managing staff performance is the core duty of all managers. But how do you do this? The process often has a bad name and is heavily focused on appraisals and the processes. This is not managing performance. Performance is all about jointly managing success (manager and team member) so that the organizational aims and goals are achieved. It is highly reliant on good relationships and a proactive approach between the manager and the individual.

Performance management is often seen as a formal process consisting of:

- Planning for the year: Reviewing the past year and setting new goals and objectives. (Often the past is not reviewed, but this is a great source of lessons learned for the manager, the individual and the team).
- Mid-year reviews: An opportunity for the manager and the employee to review progress, identify road-blocks and ensure that objectives are achieved.
- End of year review and appraisal: If as an employee, at the appraisal stage, you are told something that you were not aware off (in terms of your performance), ask yourself why? Regardless of the feedback, why are you being told this at this point? Imagine it is praise and appreciation, why receive it at the end of the year and not when it occurred? The appraisal is an opportunity to reflect back on what happened and identify the gaps between the planning and its delivery. It also becomes the input for future goal setting.

The key for managing performance, from my perspective, is not these three stages, but actually the continuous feedback, coaching, review and mentoring, that occurs between the
employee and the manager throughout the year. This can occur formally and informally, and informally and should occur as and when it occurs. A key tool is MBWA (Management By Walking About).

Saying to an employee that your door is always open and please come to me if you have any issues, may work, but often does not. Rather than asking employees to come to you, you go to them – MBWA. Make time within your working week and visit your team members and engage with them, find out what is happening and how they are getting with their tasks and challenges. This engagement helps to build trust and enhance the spirit of the team.

If performance is managed well, it acts as a motivator to all. It is at the heart of good managerial practices.

Welcome EWB-USA and NGWREF: The Newest ELA Partners!
The ELA wants to welcome two new partners to the Emerging Leaders Alliance. Following their attendance at the 2013 conference, Engineers Without Borders USA, and the National Ground Water Research Education Foundation have joined the ELA as a full partner! We look forward to the participation of their members at the conference this November!

ELA Resource Library - PODCASTS
Take advantage of the ELA Resource Library, where you can access valuable tools and information to steer you on the right path as you take on new leadership responsibilities. The information is free of charge and at your fingertips. We have Podcasts available in the library that were produced by our friends at ASME.

Take in a Podcast on your way to work?
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Team Building
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