

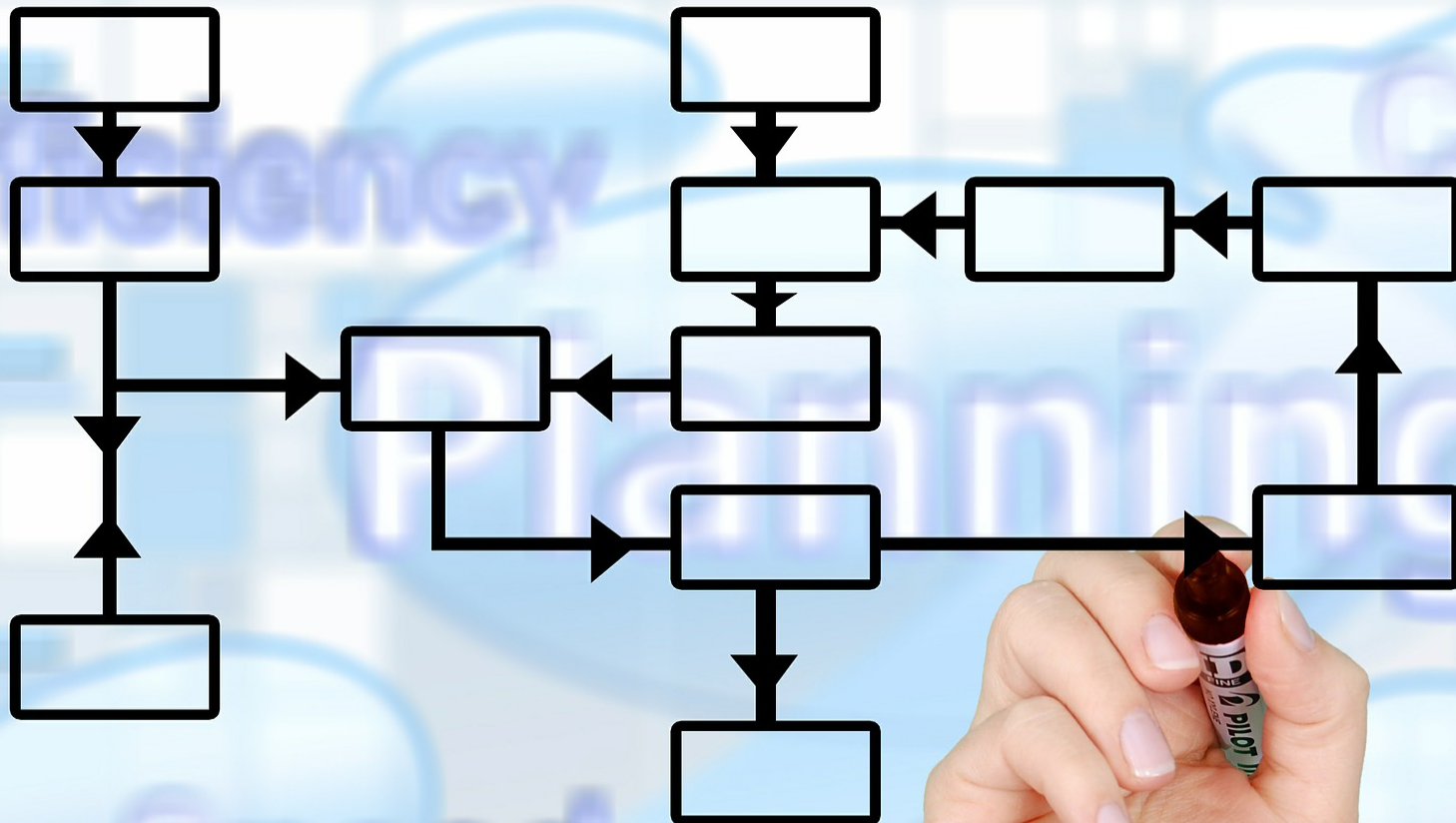


Working with people

People are your most important **asset**.
If your mission is to change people's lives,
you need to start with yourself and your own staff.



Define staff function **descriptions** and **qualifications**



Key questions every employee wants answered

- ✓ “What do you want me to do?” (Job Description)
- ✓ “Will you give me what I need to do the job?” (Resources and Training)
- ✓ “Will you tell me how I am doing?” (Evaluation)



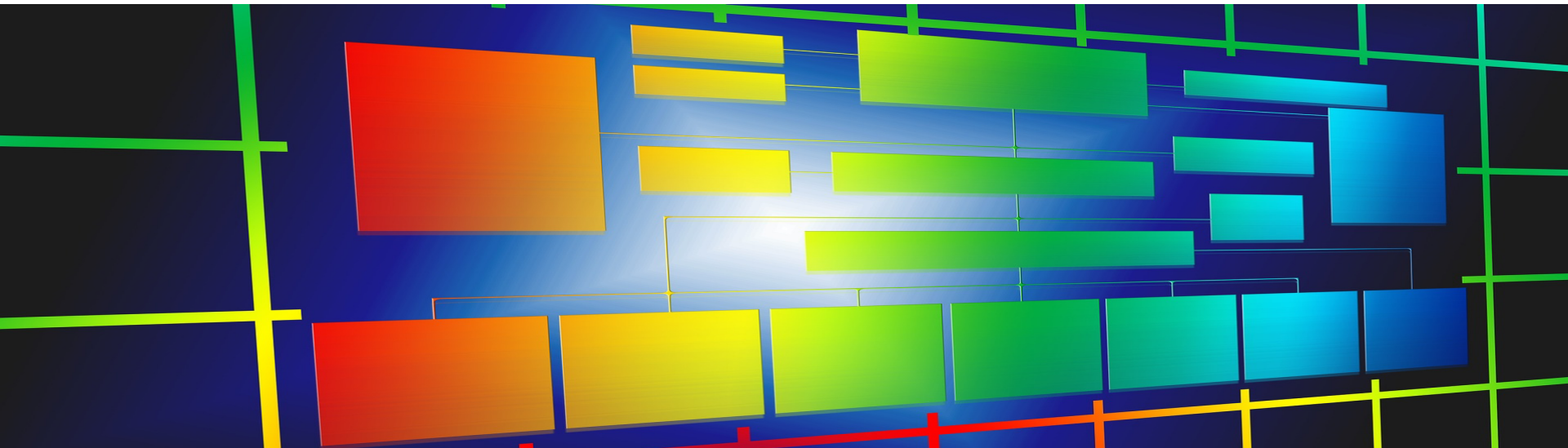
The **value** of job description

- ✓ Clearly defines what you expect from employees.
- ✓ Helps you manage people realistically and know what to delegate.
 - ✓ Helps employees know what their job is.
- ✓ Helps employees know how much time they should spend on each part of their job and how their performance will be evaluated.
 - ✓ Helps match the right person to the right job.



Elements of a job description

- ✓ Title
- ✓ Supervisor
- ✓ Qualifications
- ✓ General description
- ✓ Responsibilities
- ✓ Performance criteria

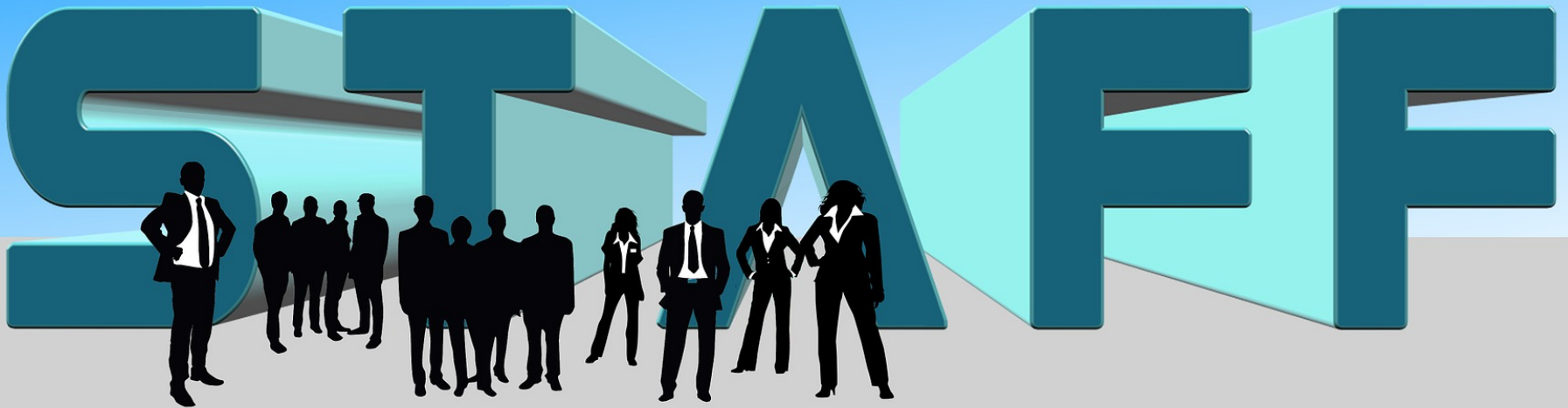


Revise and update job descriptions at least yearly and review the updated versions with each staff member.



Staff organization

- ✓ There is no one right way to organize your staff. Organize your team according to your needs.
- ✓ Every publishing group needs a top manager with a team comprised of peers.
- ✓ Respect team members and give everyone an opportunity to contribute according to their gifting and skills.
- ✓ Always look for ways to develop people's gifts and help them grow.

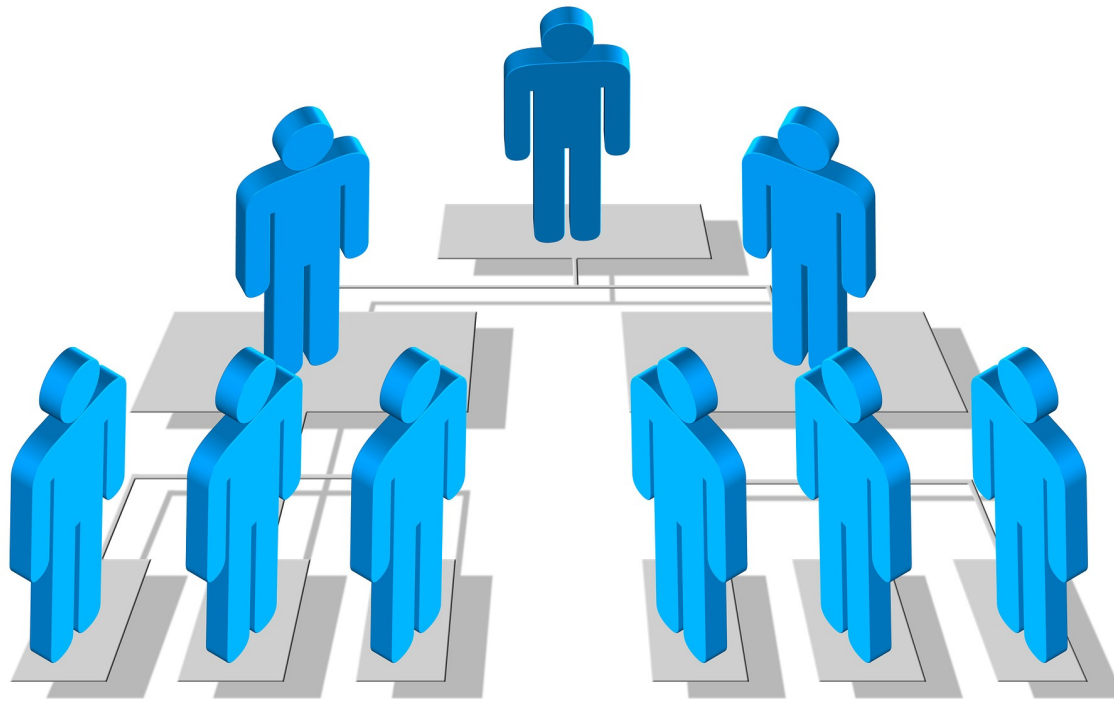


Finding the **right staff**

- ✓ Start with the right editor. Since the editor selects the content of the publication, this is your most important decision.
- ✓ Avoid adding too many staff members too quickly.
- ✓ Carefully interview potential employees, even if you already know them. Get interviewees to talk more about what they have already done in previous jobs (past experience) than what they want to do (future hopes).
- ✓ To find good employees, look for people everywhere you go who are hard workers, want to learn, have a servant's heart and a positive attitude.
- ✓ Hire for character and train for experience.

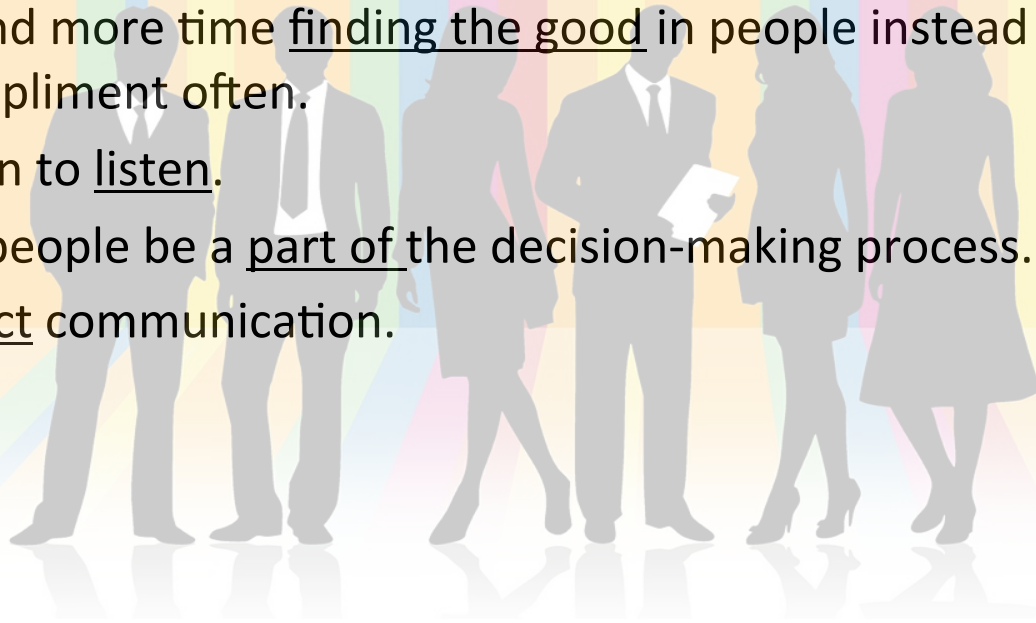
Factors involved in **deciding** to add a staff position

- ✓ If the function becomes critical to your purpose and publication.
- ✓ When you can provide enough work to keep them busy.
- ✓ When you can financially afford the position.
- ✓ When you need better control over that function.



How to treat your staff

- ✓ Recognize that people are your greatest asset and the key to your future.
- ✓ Do not manage by fear or by making demands. It doesn't work in the long term.
- ✓ Be a team-builder, not an authoritarian dictator.
- ✓ Show that you care about people by taking a personal interest in each person with whom you work.
- ✓ Spend more time finding the good in people instead of finding fault. Compliment often.
- ✓ Learn to listen.
- ✓ Let people be a part of the decision-making process.
- ✓ Direct communication.



How to write **effective** performance goals

- ✓ What do you want them to do?
 - ✓ When should it be done?
 - ✓ Must be specific.
- ✓ Breakdown goals by week, quarter, or year.



Evaluating staff performance

- ✓ Evaluate the quality of their work.
- ✓ Identify areas where they need to improve.
- ✓ Set goals for future performance and growth opportunities.



How to conduct an evaluation

- ✓ Praise strengths first.
- ✓ Be honest about areas of weakness.
- ✓ Evaluate staff members at least once a year.
- ✓ Conduct the staff evaluation in a relaxed and private setting.
- ✓ Use an evaluation form and give the staff member a copy of the completed form when done.

MARKETING

COMPETITION

OPPORTUNITIES

IDEAS

PLAN

STRATEGY

GOALS

SUPPORT

TEAM

Working with **volunteers**

- ✓ Treat volunteers with the same respect as staff members.
 - ✓ Show appreciation to volunteers in practical ways.
- ✓ Offer them opportunities to learn and grow in the job skills.
- ✓ Conduct an informal performance evaluation with volunteers.



спасибо 谢谢
GRACIAS 谢谢

THANK YOU

ありがとうございました **MERCI**

DANKE धन्यवाद

شُكْرًا **OBRIGADO**