

Leadership In Action: "Who's Driving the Bus?"

Presented by: P.E.P.P. Unlimited



Administrators

- Theory verses Principles:
 - Intentions = how does a leader perceive themselves and the impact they have on others and their environment



Administrators cont.

- Telling verses Listening Styles
 - Telling – traditional leadership style based on military models of providing orders and lower ranks following the order
 - Listening - leadership style in which the leader makes room for people, understanding that the most profound changes in an organization come through the people on the front lines.
 - Good leadership leads to good service

Leader Personality: "I-Centric"

- Self-centered: the center of their own universe and can only see the world from their perspective
- This is an extremely driven leader, nothing stands in the way of their goals – including people
- Fail to engage staff in transformational & meaningful ways



Personality: "I-Centric" cont.

- "Tell-Sell-Yell" Syndrome: telling and selling staff
- Broadcast messages of failure and disappointment
- Point out staff members failures in front of others causing embarrassment



Leader Personality: "We-Centric"

- Are humble enough to know that they do not have all the answers
- Are not egotistical and readily share in the credit of successes
- Create an interdependent team, where ideas and opinions are valued and staff feel connected



Personality: "We-Centric" cont.

- We-Centric Leaders understand what they do to engage staff and disengage staff
- They learn to gauge their responses based on the results they create
- Their impact on the facility: create a cultural atmosphere which supports an ongoing commitment and enthusiasm to achieving and reaching goals

"I-Centric" to "We-Centric"

- How do we shift from one to the other?

It's All About



T = Transparency

- I-centric: secrecy, closed doors; threats; lack of clarity, lack of alignment
- WE-centric: openness; sharing of challenges facing the organization, intentions, aspirations, and objectives; movement toward establishing common, aligned objectives

R = Relationships

- I-centric: rejection; resistance; retribution; adversarial relationships; suspicion
- WE-centric: respect; rapport; caring; candor; nonjudgmental listening to deeply connect and build partnership

U = Understanding

- I-centric: uncertainty; focus on tasks, unrealistic expectations; disappointment; judgment
- WE-centric: understanding; ability to stand in each other's shoes; empathy for others' "context"; seeing and understanding another perspective of reality; partnership; support

S = Shared Success

- I-centric: promotion of self-interest; focus on "I" and "me"; seeking of personal recognition and reward
- WE-centric: bonding with others to create a vision of shared success; building of shared vision that holds the space for a bigger framework for mutual success; pursuit of shared interests and celebration of shared successes

T = Testing Assumptions & Truth-Telling

- I-centric: reactions of anger, anxiety, withdrawal, resignation
- WE-centric: regular, open, and nonjudgmental discussion of assumptions and disappointments as part of collaborative problem solving; identification and discussion of "reality gaps" and effort to close the gaps for mutual success; willingness to start over again if distrust emerges



Management Styles Authoritative

- Leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by staff
- Staff are not trusted with tasks or methods
- Only interested in "Just getting the job done"
- This style is beneficial in the short term if a job needs to be completed quickly or a staff member lacks appropriate skill/ability to complete a job

Management Styles: Democratic

- Is an open approach to leading, where decision making is shared and the views of a team or group are valued and contribute to the vision, goals and decisions that are made
- Everyone is given the opportunity to participate.
- Ideas are exchanged freely and discussion is encouraged, while the leader still makes the final decision
- Does not work well when projects need to be done quickly or when contributing staff members are unknowledgeable

Management Styles: Coaching

- Coaching style of leadership is performance driven
- It helps others to advance their skills; it builds strength, and provides a lot of guidance
- The coaching leadership style is most effective when followers are more responsible, experienced, and agreeable
- Drawbacks: coaching style takes time that not all administrators feel they can spare

Collaborative Workplace: Leaders & Conflict

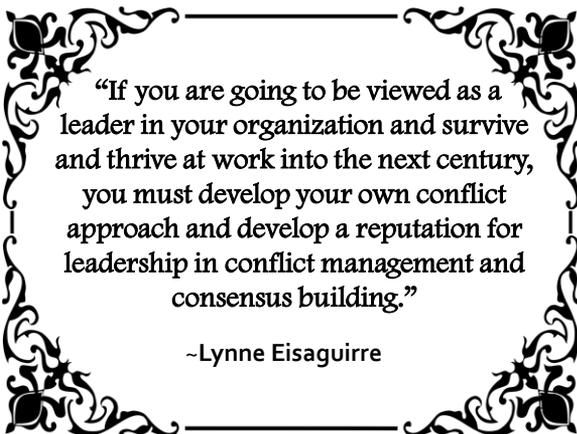
- Some leaders are more concerned about being liked, wanting to avoid a negative reputation or a situation that may reveal their leadership vulnerabilities
- Some leaders may avoid conflict to create the appearance of harmony in the workplace
- By avoiding conflict and attempting to maintain harmony at work, leaders often create artificial, untrusting work environments

Collaborative Workplace: Leaders & Conflict

- What is a leader's role in conflicts?
 - It is the leader's role to create and sustain workplace momentum and employee engagement
 - Leaders will deal with conflict resolution daily at the workplace that can either drive or stall momentum for a leader, a team or an organization
 - The workplace can become a toxic environment if the leader does not confront the conflict

Collaborative Workplace: Leaders & Conflict

- Leaders must be expected to neutralize or minimize conflict, not allowing it to grow or run rampant through the organization
- Four ways of effectively managing conflict:
 1. Right timing
 2. Know your boundaries
 3. Respect differences
 4. Confront the tension



Collaborative Workplace: Leadership Mistakes

- Lack of communication
 - Communication must be the passionate obsession of an effective leader.
 - One can never communicate enough in an organization.
 - Without good communication and “left in the dark”, people tend to dream up wild rumors.

Collaborative Workplace:

- Leaders need to communicate a clear chain of command, identifying responsibilities
- Leaders need to have clear communication in four areas:
 - Vision and values of the organization
 - A clear mission statement of the organization
 - An agreed upon set of clearly defined goals and objectives for the organization
 - Frequent updates in regards to the organization

Collaborative Workplace:

- Tips for Effective Communication
 - Have regular staff meetings – utilize “Stand Up” meetings to avoid lengthy discussions
 - Keep memos brief and include 1-2 page summaries on top of lengthy reports
 - Utilize faxes and e-mails to keep communication fresh and current
 - Keep in touch with staff, keeping them informed of expectations – manage by wandering around

Collaborative Workplace: Leadership Mistakes

- There is a failure to focus and anticipate future need
 - Change is inevitable and constant
 - By nature we may resist change – frightening
 - We may not see the trends in our field and are quick to criticize innovation
 - Effective leaders have to lead into the future despite naysayers and opposition

Collaborative Workplace: Leadership Mistakes

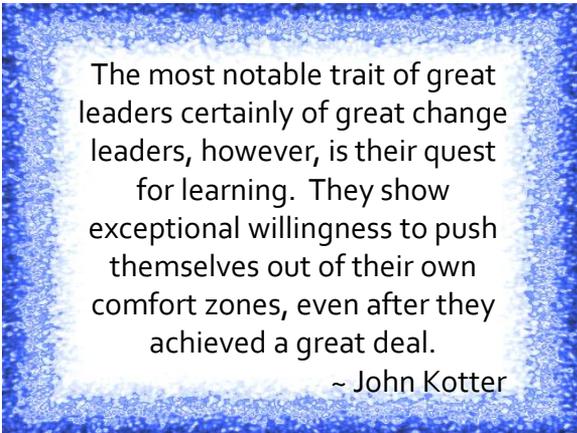
- The future is rushing towards us at breakneck speed
- Present methods are already obsolete
- Leaders must constantly refine, improve, listen and learn
- There is a failure to see the big picture with relation to supervisors and interdepartmental issues
 - Emerging generations have lost confidence in hierarchical processes. They want to participate in decisions affecting their lives.

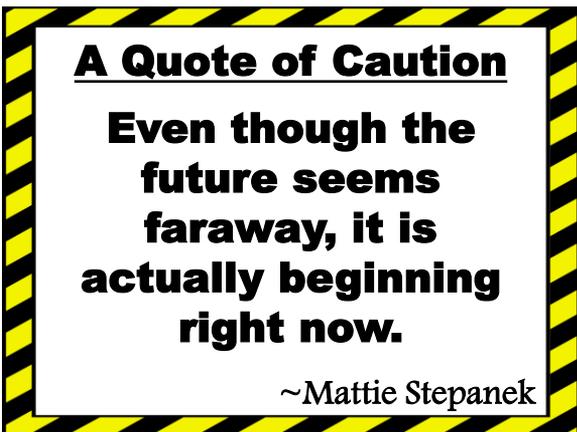
Collaborative Workplace: Leadership Mistakes

- If there is a failure to plan for the future, we will become its victim
 - Organizations will develop a reactionary style of leadership rather than a proactive style
 - Success in the past does not guarantee success in the future
 - The world outside is changing – locally in your communities, nationally and internationally

Collaborative Workplace: Leadership Mistakes

- Leaders need to set aside time to think about the future
- Leaders need to develop fresh vision statements for the future
- Leaders need to meet with their management team to develop strategic goals for the future
- Leaders need to be open to learning new ideas and methods, researching future trends for the field





AUTHENTIC LEADERSHIP SELF-ASSESSMENT QUESTIONNAIRE

INSTRUCTIONS: This questionnaire contains items about different dimensions of authentic leadership. There are no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by writing the number from the scale below that you feel most accurately characterizes your response to the statement.

1 = Strongly Agree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

- | | | | | | |
|--|----------|----------|----------|----------|----------|
| 1. I can list three greatest weaknesses. | 1 | 2 | 3 | 4 | 5 |
| 2. My actions reflect my core values. | 1 | 2 | 3 | 4 | 5 |
| 3. I seek others' opinions before making up my own mind. | 1 | 2 | 3 | 4 | 5 |
| 4. I openly share my feelings with others. | 1 | 2 | 3 | 4 | 5 |
| 5. I can list m three greatest strengths. | 1 | 2 | 3 | 4 | 5 |
| 6. I do <i>not</i> allow group pressure to control me. | 1 | 2 | 3 | 4 | 5 |
| 7. I listen closely to the ideas of those who disagree with me. | 1 | 2 | 3 | 4 | 5 |
| 8. I let others know who I truly am as a person. | 1 | 2 | 3 | 4 | 5 |
| 9. I seek feedback as a way of understanding who I really am as a person. | 1 | 2 | 3 | 4 | 5 |
| 10. Other people know where I stand on controversial issues. | 1 | 2 | 3 | 4 | 5 |
| 11. I do not emphasize my own point of view at the expense of others. | 1 | 2 | 3 | 4 | 5 |
| 12. I rarely present a "false" front to others. | 1 | 2 | 3 | 4 | 5 |
| 13. I accept the feelings I have about myself. | 1 | 2 | 3 | 4 | 5 |
| 14. My morals guide what I do as a leader. | 1 | 2 | 3 | 4 | 5 |
| 15. I listen very carefully to the ideas of others before making decisions. | 1 | 2 | 3 | 4 | 5 |
| 16. I admit my mistakes to others. | 1 | 2 | 3 | 4 | 5 |

SCORING

- 1. Sum the responses on items 1, 5, 9, and 13 (self-awareness).**
- 2. Sum the responses on items 2, 6, 10, and 14 (internalized moral perspective).**
- 3. Sum the responses on items 3, 7, 11, and 15 (balanced processing).**
- 4. Sum the responses on items 4, 8, 12, and 16 (relational transparency).**

Total Scores

Self-Awareness: _____

Internalized Moral Perspective: _____

Balanced Processing: _____

Relational Transparency: _____

Scoring Interpretation

This self-assessment questionnaire is designed to measure your authentic leadership by assessing four components of the process: self-awareness, internalized moral perspective, balanced processing, and relational transparency. By comparing your scores on each of these components, you can determine which are your stronger and which are your weaker components in each category. You can interpret your authentic leadership scores using the following guideline: high = 16–20 and low = 15 and below. Scores in the upper range indicate stronger authentic leadership, whereas scores in the lower range indicate weaker authentic leadership.

By Peter G. Northouse

The 9 Most Demoralizing Things You Can Say to Employees

Among the most powerful tools in your leadership kit are your words—everything you say as a leader matters. You have the power to affect not only your employees' day at the office but also how they feel when they get home.

That's because the words you say as a leader carry so much importance that people take them home with them. What's more, what you said to them may be the first thing they think about the next day upon awakening.

Some words can even affect people's careers, not just their day. "Think twice before you speak," Napoleon Hill once said, "because your words and influence will plant the seed of either success or failure in the mind of another." Above all, some words have longevity—they stay in our memory for years to come.

Most leaders don't set out to be careless with the words they use, but demoralizing comments can slip out without much forethought. Here are nine tips to help you boost your awareness of statements that can unintentionally demoralize your people.

Beware of Words That Signal Doubt

A simple word such as "hope" can make employees think you doubt their ability. Replace "I hope you can handle this project" with "I have confidence in you. I know you won't disappoint me."

Take the Sting Out of the Truth

When you need to be frank about an employee's chances for promotion, think about how to deliver the message without being blunt. "You have no future here" is one of the harshest ways to deliver the truth. If you give it some thought, you can be honest and kind at the same time.

Don't Pull Rank—Ever

The more power you have, the gentler your approach should be. Reminding people that you can fire them is a surefire way to demoralize them. Comments such as "I can easily replace you" or "I'm the one in charge here. Don't you ever forget that" have no place in a leader's vocabulary. "Because I said so" and "I don't pay you to think" are other examples of a leader's misuse of power.

Drop the Gratuitous Criticism

Giving your employees feedback for improvement is essential for their growth and development. Use your discretion when it comes to how far you can go with your observations. Consider whether your criticism has anything to do with running your business more effectively. For example, "You have a messy desk. You should keep your desk more organized" reflects your own preferences and may do nothing to improve your company. Give people latitude, and don't infantilize them.

Preserve People's Sense of Status

It's not unusual to hear a boss tell an employee "Let me do the talking at the meeting." It may be important that you lead the discussion with a client, but you can still achieve this without lowering the other person's status. For example, you can plan in advance how to approach the discussion at the meeting. Let the employee know which parts you'll handle and for which parts he or she will either speak or provide support. This makes the person feel valued as a member of the team, rather than as someone who isn't trusted.

Don't Belittle People

Grace and civility often erode in stressful work environments. Your frustrations with a novice employee may make you say deprecating comments, such as, "Is this what they taught you at your MBA school?" or "How many times do I have to repeat this?" When an employee makes a mistake, catch yourself if you're in the habit of making statements that diminish the person, such as "You have a knack for messing things up" or "What's wrong with you?"

Avoid Comparisons

"You don't know how to run a meeting. You should watch Bob" is a simple statement that's meant to help. Instead, the comparison risks generating negative emotions, such as envy, shame and resentment. Comparisons can also lead an employee to lose confidence in accomplishing a particular task.

Preserve a Person's Hope

One of the most unkind things we can do is to squash someone's hope. "Don't get your hopes up too much. You know your capabilities" is a bleak statement that's sure to be remembered for years. Don't slam the door on people—always leave a ray of hope to inspire them to do better.

Beware of Generalizations

Statements such as "I hear nothing but complaints about you" or "No one wants to work with you" rarely reflect reality. Find ways to help an employee improve without resorting to harmful generalities. If you're reacting to a complaint about the employee, you owe it to him or her to state the specifics. This is the foundation for an honest and productive discussion.

As Doug Conant, ex-CEO of The Campbell Soup Company, once put it, "Ultimately, as a leader, you're evaluated on how you interact with people." A key leadership responsibility is choosing your words wisely. But, as the leader, you're also responsible for how your managers treat others. Don't turn a blind eye when the people you put in charge make demoralizing comments to the staff. Demoralizing words erode the self-confidence an employee needs to tackle important projects. They can also take away an employee's desire to give you their discretionary effort—the best they have to offer. They can even cause a key employee to leave.

It pays to be mindful of words. It's also the right thing to do.

By: Bruna Martinuzzi, founder of Clarion Enterprises Ltd.