HOW TO FLOURISH IN LEADERSHIP ROLES

DISCUSSION

Describe the worst manager you know. What traits or characteristics make him/her unsuccessful?

WHAT DO PEOPLE WANT FROM WORK?

- A good boss and friends at work.
- Challenging work.
- An opportunity to be good at what they do.
- To be recognized for their efforts; to be respected.
- Fair pay and benefits.
**WHY DO PEOPLE STAY IN A JOB?**

- Supportive management/good boss.
- Pride in the organization and its mission.
- Being recognized, valued, and respected.
- Meaningful work; making a difference.
- Fair pay/benefits.

**IS THE QUALITY OF SUPERVISION IMPORTANT?**

- 50% of worker satisfaction is determined by the relationship with the boss.
- The supervisor’s behavior is often the main reason people quit (26,000 person study).

**FREQUENT REASONS FOR LEADERSHIP STRUGGLES**

- Lack of interpersonal skills.
- Acts like the boss – too much.
- Does all the work.
- Takes credit, but not blame.
- Lacks self discipline and commitment.
- Acts like a chameleon.
- Plays favorites.
LACK OF INTERPERSONAL SKILLS

- Does not recognize, encourage, and affirm.
- Lacks integrity; does not treat people with respect.
- Doesn’t collaborate, share credit, and information.
- Emotionally underdeveloped; lacks self-control.
- Does not develop capabilities and competencies; cares more for self than the team.

LACK OF INTERPERSONAL SKILLS (CONT.)

- Does not have the ability to develop a vision and convey it effectively.
- Poor listening skills; knows “The Answer.”

INTERPERSONAL SKILLS SUMMARY

Effective management and leadership requires interpersonal skills in addition to technical skills, education, and experience.
ACTING LIKE THE BOSS...TOO MUCH

- I know that...; Yes but...; Let me tell you why that won't work...
- No, but, however...; sends the message that the boss is right and the employee is wrong – stifles participation, innovation, and creativity.

DOES ALL THE WORK

- I know best how to get this done.
- It will take too long to train somebody to do this important work.
- I don't trust "them" to do this.
- Over reliance on strengths that contributed to success in prior roles.

TAKES CREDIT – BUT NOT BLAME

- Lack of moral courage and commitment to staff (Mistakes were made... but not by me).
- Selfish, self-protective orientation rather than being a positive, caring mentor/leader.
Lack of Self-Discipline and Commitment

- Do as I say, not as I do.
- Demands levels of commitment that he/she is not willing to provide.

Acts Like a Chameleon

- Changes position based on the audience.
- Lacks courage in the face of opposition.
- Sacrifices team members to save face.
- Talks about people—not to them (avoids conflict).

Plays Favorites

- Treats people unfairly.
- Segregates and separates to maintain control (Dynamic Tension).
- Rewards people who think, act, and live like the boss.
CHARACTERISTICS OF OUTSTANDING LEADERS

- Have vitality – a positive presence.
- Committed to the work and to staff.
- Knowledgeable/informed.
- Demonstrates effective listening skills.
- Models expected behavior/performance.
- Demonstrates trust and respect in daily interactions.
- Understands the campus culture and subcultures.

CHARACTERISTICS OF OUTSTANDING LEADERS (cont.)

- Delegates effectively.
- Communicates early and often.
- Trust worthy/trusts people.
- Honest (person of integrity).
- Mentors unselfishly.
- Constant learner.
- Self disciplined.

CHARACTERISTICS OF OUTSTANDING LEADERS (cont.)

- Takes appropriate risks.
- Dependable.
- Courageously decisive.
- Collaborative – shares information.
- Gives credit and recognition freely.
- Accountable/builds a culture of accountability.
CHARACTERISTICS OF OUTSTANDING LEADERS (CONT.)

- Aligned with the university, its leaders, and the mission.
- Inspires people to be better than they thought they could be (Tear builder).
- Shapes a future reality (visionary).

PERSONAL REFLECTION

- How am I doing as a leader?
- Do I treat people with respect?
- Do I encourage ideas from others?
- Do I really listen?
- Have I clearly communicated our vision and purpose?
- To be more effective, what do I need to stop? To start?

PRACTICAL TIPS TO GOOD MANAGERS

- Be real, confident and competent.
  - Genuine and authentic, not a pretender.
  - Be good at what you do (technical expertise).
  - Be confident (interpersonal skills, ability to handle a crisis, job knowledge).
- Become a great communicator.
  - Vague instructions produce inconsistent results.
  - Listen; seek input and feedback.
PRACTICAL TIPS TO GOOD MANAGERS

(CONT.)

- Share information broadly (what, why, when, and who).

- Deal with good and poor performers.
  - Recognize success and poor performance.
  - Red hot stove rule (positive and negative).

- Live the role.
  - Be the "manager," not a "buddy."
  - Make decisions.
  - Delegate, as appropriate.

PRACTICAL TIPS TO GOOD MANAGERS

(CONT.)

- Don't make unrealistic promises.
- Don't show favoritism.
- Set clear expectations that come from you, not "the higher up."

- Train and Educate.
  - Develop the capabilities of your staff; Don't do their work.

PRACTICAL TIPS TO GOOD MANAGERS

(CONT.)

- Continue to grow.
  - Enhance business skills and knowledge.
  - Understand the culture and the organizational dynamics.
  - Become effective in influencing/persuading "up."
  - Learn how to think and act strategically.
MANAGER’S TIP LIST

- Spend time handwriting thank-you notes.
- Stand behind people in times of stress and crisis.
- Empower others. Be an enabler.
- Praise in public. Criticize in private.
- Remember, friends come and go, but enemies accumulate.
- Be decisive. Avoid the ready, aim, aim, aim...syndrome.
- Maintain an optimistic outlook.

MANAGER’S TIP LIST (CONT.)

- Invest in the continuing education of your employees.
- Schedule quiet time to think and plan.
- Be an active listener and learner.
- Be a mentor.
- Celebrate the personal and professional accomplishments of your staff.
- Keep all promises. Don’t promise more than you can deliver.

MANAGER’S TIP LIST (CONT.)

- Say, “I don’t know” when you don’t.
- Be a positive role model.
- Never tolerate discrimination or harassment of any kind.
- Remember that you never get a second chance to make a first impression.
- Be confident and comfortable, but not complacent.
- Keep your ear to the grapevine.
MANAGER'S TIP LIST (CONT.)

- Recognize the "reality" that perception is everything.
- Be honest - tell the truth, even if it hurts.
- Find someone who will tell you the truth.
- Facts are your friends - do your homework.
- Define success - write it down.
- Pat yourself on the back.

MANAGER'S TIP LIST (CONT.)

- Give permission to fail.
- Be inspirational by example - walk the talk.
- Encourage staff to be honest - don't shoot the messenger.
- Resolve conflict.
- Take on challenges - the big visible ones; Take risks.
- Love your work and your people.
- Celebrate success.

QUESTIONS/COMMENTS