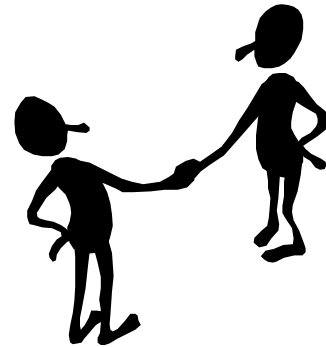


# "Old School" Leadership

## Autocratic



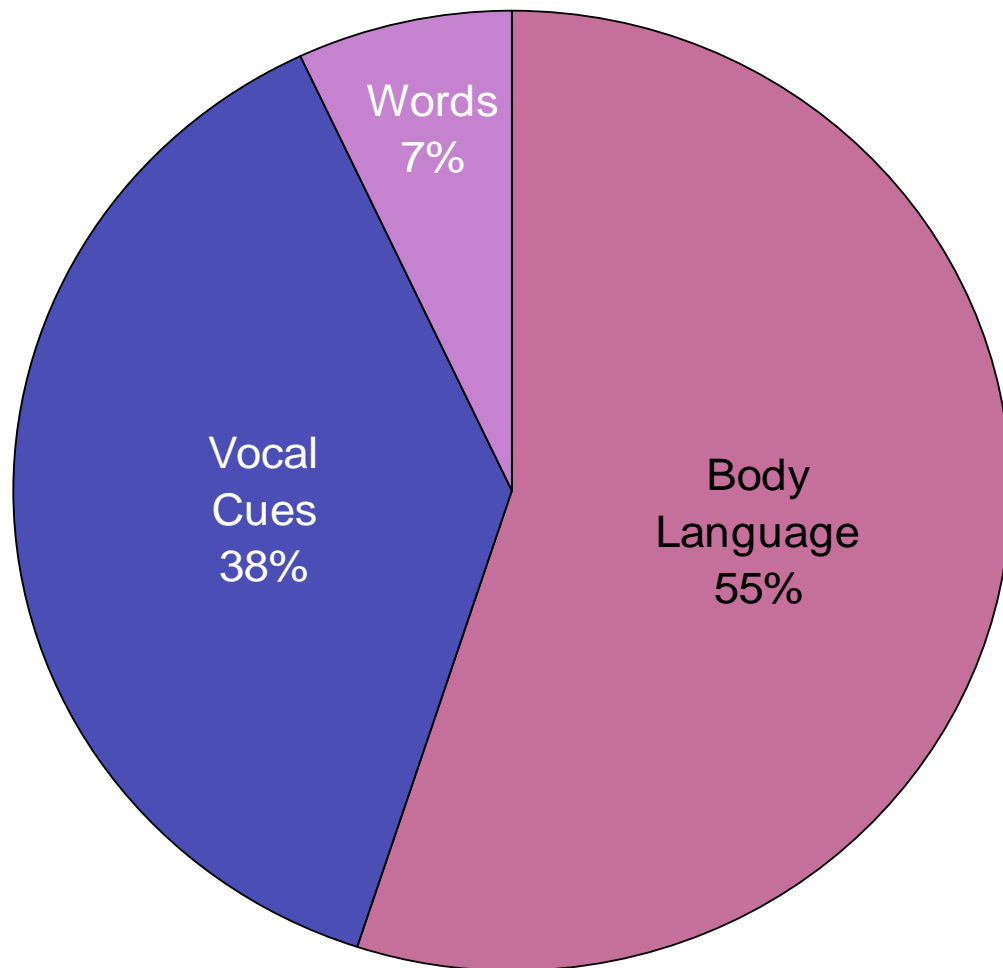
## Democratic





# How We Communicate

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# How To Set Goals

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S pecific

M easurable

A ttainable

R elevant

T ime-bound

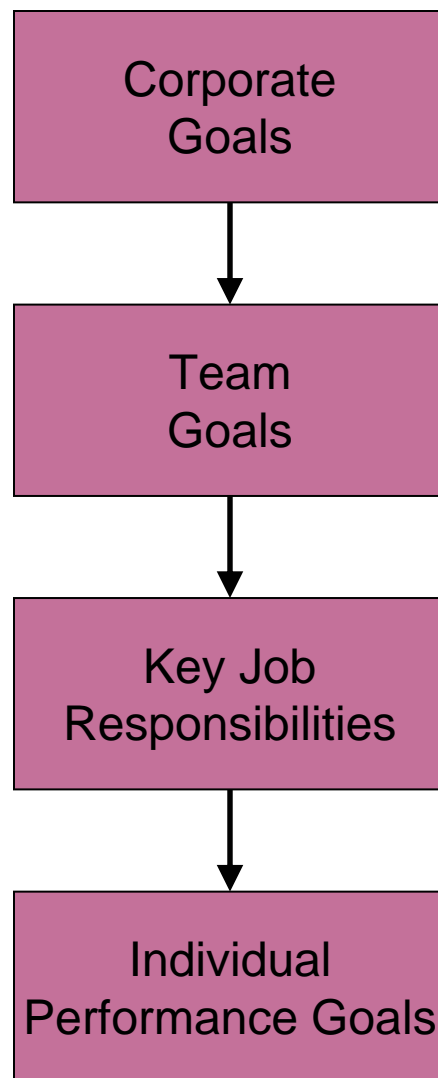


# Getting Your Team To Follow

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- Answer the “Why” questions
- Show them the picture on the box
- Make them feel important
- Communicate during foggy patches

# Corporate Goals Drive Performance Goals





# What Keeps You From Delegating?

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- I can do it better myself.
- The fear of being disliked.
- Lack of confidence in employees.
- Employees expect answers from me.
- I can do it faster than I can explain it.



# What To Delegate

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- Routine Tasks
- Tasks that require technical expertise
- Tasks most unfamiliar
- Functions you dislike
- Fun stuff too
- Interrupt mundane
- Time to cross train



# What Not To Delegate

---

- Long-range planning
- Selection of key players
- Monitoring team's key projects
- Motivating, evaluating, and rewarding your team





# Supervising People You Don't See

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- Keep the lines of communication open
- Have clear expectations
- Do things to get all parties on board
- Focus on results not presence
- Make every effort to be flexible



# Silent Generation

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- Reassure them you value their experience.
- Make changes gradually.
- They like structure.
- They value loyalty.
- Respect their age.



# Baby Boomers

---

- Focus on money.
- They like flex-time.
- They like to have fun at work!
- They like interesting, varied work.
- They expect to be involved & participate.
- They love to debate and ask questions.
- They are ready to tackle challenges.
- They expect you to take their ideas seriously.



# X-ers

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- They like feedback and appreciation.
- They want rewards tied to performance.
- They want training.
- They need a lot of external stimulation.
- They like variety.



# Millennial or Y-ers

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- Listen to them and involve them.
- Communicate through technology.
- Have as few rules as possible.
- Expect a casual style.
- Treat them as adults and equals.



# Communicating Between Generations

## **Silent**

Need: Involvement in decisions

Message: "We trust your experience and we want you to try new things."

## **Baby Boomers**

Need: Juggling work and family responsibilities

Message: "We trust that both family and work are important to you."

## **Gen X**

Need: Employability

Message: "We trust your work ethic and want you to trust us that the job will be here in the morning."

## **Gen Y**

Need: Help finding a career path

Message: "We trust that you want to build a career with this company, and we will invest in you."



# Type Strengths

People-Focused

Indirect and Slow

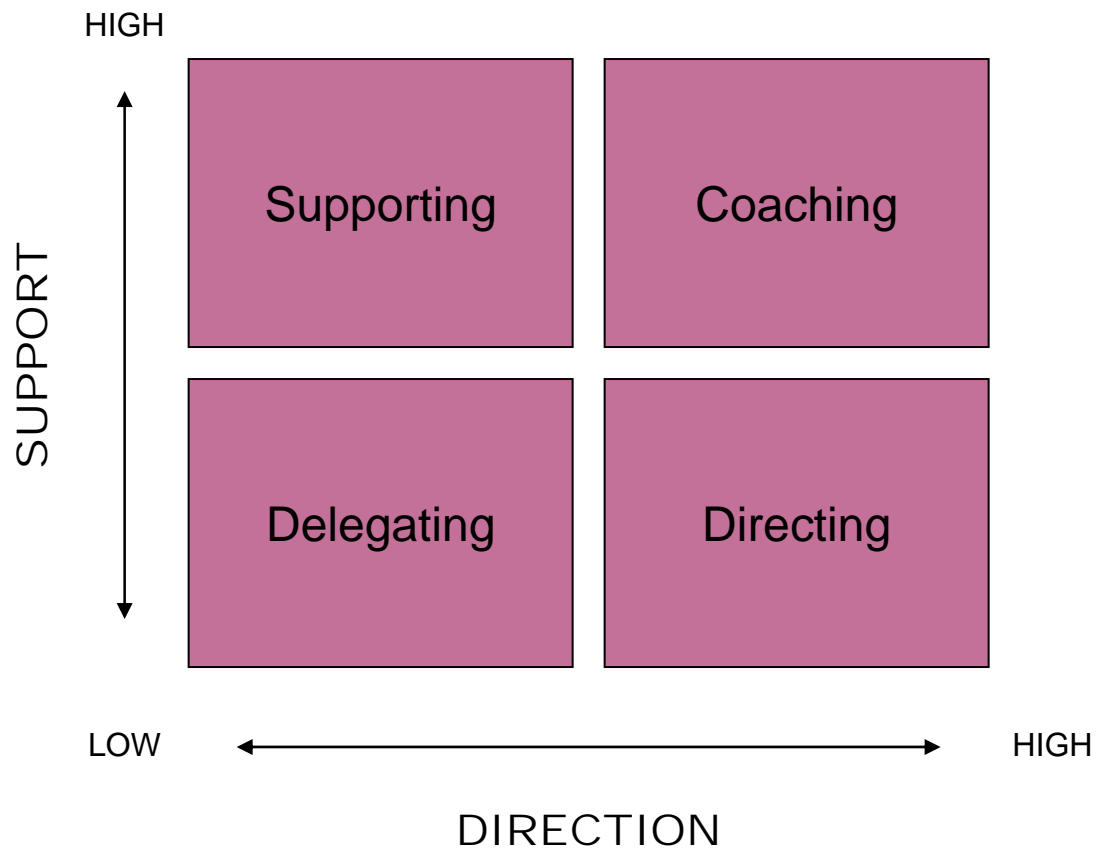
<p><b>Harmonizers</b></p> <ul style="list-style-type: none"><li>■ Best listeners</li><li>■ Team players</li><li>■ Nurturers</li></ul>	<p><b>Socializers</b></p> <ul style="list-style-type: none"><li>■ Best brainstormers</li><li>■ Energetic, positive</li><li>■ Good people-people</li></ul>
<p><b>Analyzers</b></p> <ul style="list-style-type: none"><li>■ Best critical thinkers</li><li>■ Accurate, detailed</li><li>■ Quiet, independent</li></ul>	<p><b>Drivers</b></p> <ul style="list-style-type: none"><li>■ Best in crisis</li><li>■ Focused, determined</li><li>■ Excellent multitaskers</li></ul>

Direct and Fast

Task-Focused



# Situational Leadership



Blanchard, Kenneth, Patricia Zigarmi and Drea Zigarmi. *Leadership and the One Minute Manager*. William Morrow and Company, Inc., New York, NY, 1985.





# Teach Employees To Make Quick Decisions

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- What is the best case?
- What is the worst case?
- Does the best outweigh the worst?
- Can you live with the worst?
- How can you minimize the worst?

# Performance Management Cycle



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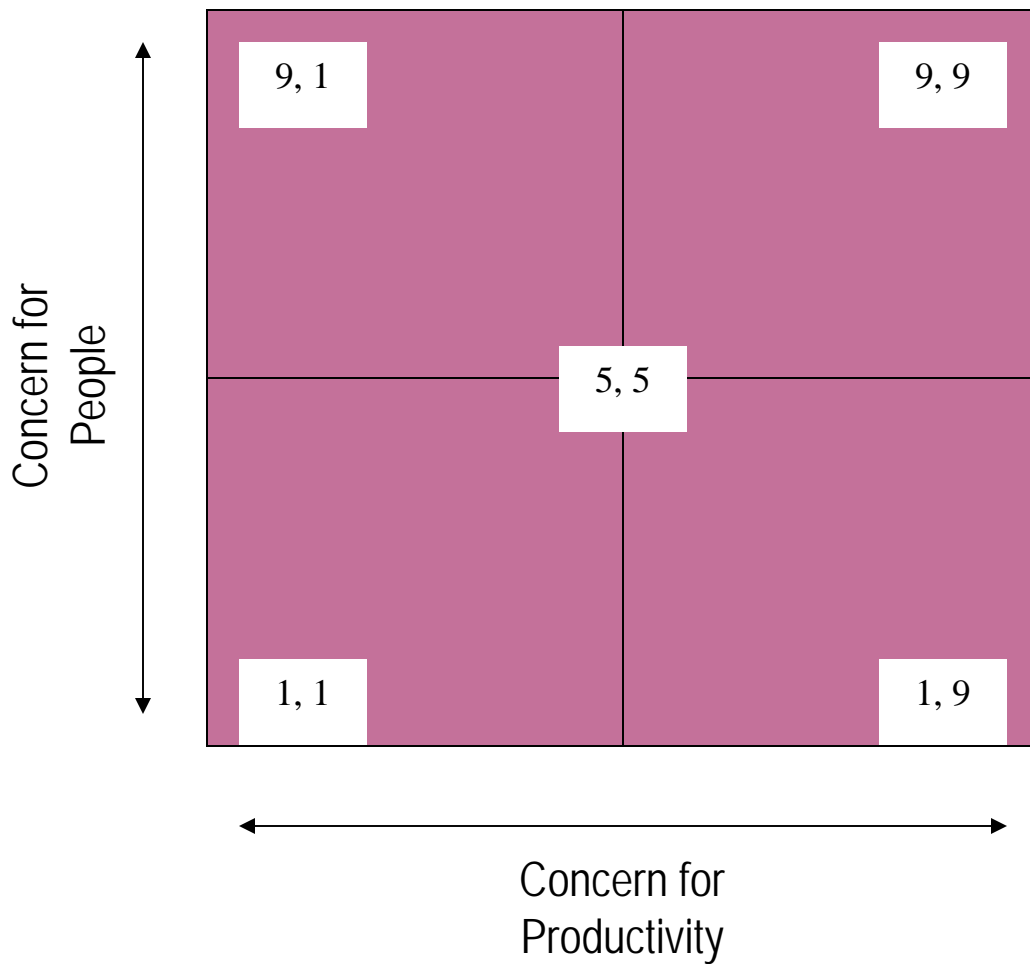


(1)  
Goal  
Setting

(2)  
Monitoring

(3)  
Performance  
Review

# Managerial Grid





# Ten Major Reasons Employees Don't Make Performance Standards

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- Don't know how
- Obstacles
- Don't know job responsibilities
- Fear negative consequences
- Don't understand the importance
- Don't want to do it the boss's way
- Don't receive reinforcement
- Don't receive negative consequences
- Wrong priorities
- Personal limitations

# Dealing With Negative Performance

---

B ehavior

E ffects

E xpectations

R esponse

S olve





# U-S-A Method

---

U – Understanding Statement

*“I know that this new project you want me to do is important.”*

S – Situation Statement

*“I’m working on project A, project B, project C.”*

A – Action Statement

*“I would appreciate your assistance in helping me schedule this new project in relation to the other three. How will this new project fit in?”*



# Effective Critique

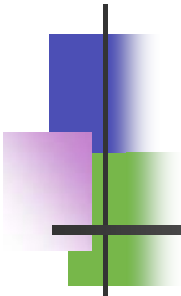
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1. Praise

*"Here's what you did right..."*

2. Feedback

*"Here's how you can improve..."*



# "2 and 2" Formula (Low Risk)

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"What I specifically like, appreciate, or respect about your work, project or our working relationship is \_\_\_\_\_ and \_\_\_\_\_."

*AND*

"Here are two things you can do to make it better or to help me out:  
\_\_\_\_\_ and \_\_\_\_\_."

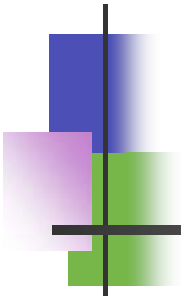




# “High Risk” Feedback

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1. State the facts. (I see...)
2. State your feelings. (I feel...)
3. State your perception. (I think...)
4. State your respect. (I respect...)
5. State your request. (I want...)



# Avoid Interview Stereotypes

---

- Not all well-dressed people will be hard working people.
- Not all overweight people are lazy.
- Not all blondes have a lower IQ than your own.
- Not all short men suffer from Napoleon complexes.
- Not all well-educated candidates are capable of handling any position or overqualified.

# Unfair Preemployment Inquiries

- Age
- Citizenship
- Family
- Disabilities
- Marital status
- National origin
- Race
- Religion
- Gender





# Priority Analysis

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To Do's	Importance	Time	Raw Score	Priorities
Performance Reviews				
Customer complaints				
Order supplies				
Sue's feedback				
LBWA				
Correct cost savings report				



# Stress-Reduction Strategies

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- Stay calm
- Manage your time effectively
- Avoid procrastination
- Prioritize tasks
- Set realistic goals
- Take frequent breaks
- Exercise regularly
- Get more sleep
- Find a hobby
- Take a humor break



# Stress-Reduction Activity

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1. Sit comfortably
2. Mentally prepare yourself
3. Relax your body – allow the chair to support you
4. Close your eyes
5. As you inhale say, “I am...” and, as you exhale, “...relaxed.”
6. Continue breathing and repeating the phrase
7. As you end, slowly stretch your whole body
8. Open your eyes slowly