Would You Work for You?

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Would You Work for You
Leadership Trends
Leadership Trends

Things we do know:

Ineffective Leaders are still the number one reason why people leave organizations.

Study conducted by Talent Keepers, Orlando Florida.
Leadership Trends

- **Organizational Issues** – compensation benefits, career opportunities, and employer reputation

- **Job Issues** – work schedules, opportunities to learn new skills, and challenging work

- **Leadership Issues** – the degree to which leaders make employees feel valued and whether leaders are trustworthy, good motivators, coaches, and flexible in solving problems.
Leadership Trends

• What attracts an employee?
  • 1. organizational
  • 2. job
  • 3. leader

• Reasons why employees leave
  • 1. leader
  • 2. organizational
  • 3. job
Things we know: Job Stress is Increasing

- 83% of workers plan to look for a new gig when the economy heats up again
- 35% of “top performing” employees are at “high risk” of leaving their jobs
- 60% of workers feel pressure to work too much
- 83% of employees want more time with their families
- 56% of workers are either somewhat or completely dissatisfied with their jobs

Sources: Society of Human Resources Professionals, Sibon Consulting, Gallup Poll, Monster.com
So how do we continually improve our leadership skills?
The Leadership Difference

Understanding the difference between management and leadership and balancing the two.
What is the difference between management and leadership?

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The Leadership Difference

• Management is a matter of monitoring, analyzing, and directing performance.

• Leadership is a matter of modeling, inspiring, and reinforcing it.

• The critical difference is that management controls performance; leadership creates it.
The Leadership Difference

1. Which do you think is easier for most people?

2. How much time in your day do you spend doing management kinds of things versus leadership things?

3. What are things that keep us from leadership actions?

4. How can we make sure that we balance our actions between the two?
Five most critical leadership characteristics every leader must have
1. Good Communication Skills

"The most important thing in communication is to hear what isn't being said."
-- Peter Drucker
Communication

• How would you rate your communication ability as a leader?

• 1 3 5 7 10
Communication Skills

1. Listen more than ever before
   • Listen for what is not being said

2. There can never be enough

3. Use a variety of sources (Email, phone calls, and one-on-one visits)
   • Keeping the good ones

4. Meetings - huddles
2. You must provide constant feedback about performance.
Performance Feedback

• How would you rate your performance feedback ability as a leader?
• 1 3 5 7 10
Changing Our Mindset

• A doctor who diagnoses every patient with the same illness
• As artist who only knows how to sketch trees
• An accountant who prepares everyone’s taxes the same way
• A carpenter who knows only how to cut wood
• A bus driver who doesn’t know how to park
• A house builder who always builds the exact same house
So why do leaders need to learn more about HPI?

- Senior management is putting pressure on all areas to **quantify the impact** of their department.

- The focus on **accountability** is increasing and resources to do the work are **decreasing**.
  - “Work smarter not harder.”

- The **shift to a performance-based** focus is not going to turn back.
What is Human Performance Improvement?

HPI is a process designed to identify barriers (root causes) to performance and create or recommend the best solutions which help the organization achieve its business goals.
What’s different with HPI?

• HPI Professionals
  • When resolving a problem, we take a physician’s—not a pharmacist's—approach.
Primary Causes of Low Performance

- Poor or insufficient performance feedback
- High individual stress level
- No performance standards
- Lack of clear individual goals
- Reward not performance based
- Poor performance rewarded
- No career planning
- Fear of failure or punishment
- Inability to envision successful outcomes
- Lack of company-sponsored training
- Inability to concentrate on task at hand
- Low worker self-esteem
- Low compensation

*From ASTD’s HPI in the Workplace Course*
Seek Out Top Performers
They hold the secret sauce!
Top Performers do the following:

- Does away with unnecessary steps
- Performs an extra step that is needed but not documented
- Uses available information and documentation that others do not
- Possess a self-created job aid that others do not
- Possess information or data that others do not
- Possess better tools than do others
- Possess a different motive for performing
- Receives different guidance and feedback
- Obtains different incentives
- Does not succeed as a result of training
Learn to Ask A lot of Questions

Ask Why? A lot!
The Five Why’s

• Let’s suppose you’re trying to understand why employees don’t return specialized tools after completing a job.
  • WHY?
  • WHY?
  • WHY?
  • WHY?
  • WHY?
Coaching and Feedback

How do you currently provide feedback to your employees?

• Performance coaching is **not a one-time-a-year event**.
• Coaching is about **positive and off-track** things.
• Build a coaching **environment** through regular conversations.
• Be **specific**. Talk about the situation or task, action, and the result.
• Be **timely**.
• Ask yourself if there are **clear standards** of performance? (Establish them with the team if there are not.)
• **Confront** one--don’t punish all.
• Coaching is really about **bringing out the best** in your employees.
3. Monitor Our Attitudes and Emotions

“Leadership is practiced not so much in words as in attitude and in actions.”
-- Harold S. Geneen
Emotional Maturity

• How would you rate your emotional maturity as a leader?

• 1 3 5 7 10

_________________________________________________________________
Attitude and Emotions

• **Attitude** – Your attitude speaks so loudly your employees cannot hear what you are saying.

• **Self-awareness** – Reading and regulating our own emotions while intuitively grasping how others feel and gauging their organization’s emotional state. (Emotional Maturity)

• **Walk the Talk** – Do what you would do if people were watching you even though no one is around
4. Ability to Navigate Change and Get Others on Board

“The universe is change; our life is what our thoughts make it.”

— Marcus Aurelius Antoninus
Leading Change

- How would you rate your leading change ability as a leader?
- 1  3  5  7  10
Leading Change

• 1. What is your change management strategy?

• 2. Remember the “why”

• 3. Decide what you have control over, can influence, and no control over.
  • Can’t control what happens but can control how we respond

• 4. Remember each person reacts to change in a different way.
5. Ability to Execute

“Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.” -- Peter Drucker
Execution

• How would you rate your execution ability as a leader?

• 1  3  5  7  10

_______________________________
Execution

1. Make sure everyone is clear about the goals
   - Ideas people/results people
   - Tracking
2. Talk about results in your communications
   - Celebrate often (web-holidays.com)
3. Focus on progress (One thing a day)
4. Make sure you are executing the right things
Resources

Books

- Crucial Conversations Tools for Talking when the Stakes are High by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switaler,

- Would You Work for You by Sam Geist, Addington & Wentworth

- Execution The Discipline of Getting Things Done by Larry Bossidy and Ram Charan

- Leading in a Culture of Change by Michael Fullan

- Business Think Rules for Getting it Right – Now and No Matter What!