#1: *Don't be the problem!*

"Toxic bosses" come in many forms; they:

• *Divide employees, create mistrust*
• *Make insults & derogatory comments*
• *Take credit for others' work*
• *Don't give praise when earned*
• *Are in denial about problems*
• *Push problems onto others*
• *Make sexual advances*
• *Are hypercritical*
• *Micromanage*
• *Are inept*

Be Approachable, & Professional!

Employee problems associated with "toxic bosses":

Overeating, Smoking, Excessive substance use, Sleep loss, High blood pressure, Depression, & Anxiety

1

Point #2: *Be a boss people want to work for!*

Supervisors top 10 _LEAST_ effective words:

10. *Don't give me excuses - just get it done.*
9. *I'm the boss and don't you forget it.*
8. *Either get with it or hit the road.*
7. *I don't care what you think.*
6. *We've always done it this way.*
5. *You're not paid to think.*
4. *Because I said so.*
3. *It's company policy.*
2. *That's stupid.*
1. *Never.*

Supervisors top 10 _MOST_ effective words:

1. *Well done.*
2. *Thank you.*
3. *I'm sorry.*
4. *I don't know.*
5. *How can I help?*
6. *I made a mistake.*
7. *Let's work on it together.*
8. *Your idea is better than mine.*
9. *I trust & respect you as a person.*
10. *What do you think we should do?*

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Point #3: Be able to "Flex Your Leadership Style" – depending on the situation …

Situational Leadership, by Dr. Paul Hersey

• Each leader has a *"Primary"* style, and a *"range"* of styles.

Support Low-T/Hi-R	Coach Hi-T/Hi-R
Delegate Low-T/Low-R	Tell Hi-T/Low-R

• *One style does NOT fit all situations!*

Effective leaders need to *"Flex your style"* for each employee & their unique needs & circumstances. One person might require 3 different styles re: 3 different tasks. With time people can/do improve, so the style needed will change again. *Flex accordingly!*

• *What's YOUR "Primary" Leadership style & "Range of" styles, and how effectively do you use them?*

3

Situational Leadership

Quad 1: Directing Style

Employee needs Direction, Instruction, and Support. Show Examples, Demonstrate how to do the task.

"Here is exactly what you need to do."
"Let me show you exactly what to do."
"Now tell me your understanding of this task."

Support Share ideas & facilitate decision making	Coach Explain your decisions & provide opportunity to clarify
Delegate Turn over responsibility for decisions & implementation	Direct Provide specific instructions & closely supervise performance

Quad 2: Coaching Style

Employee still needs some Instruction & Support. Your job is to help Improve, Support & fine-Tune their abilities. Discuss Outcomes. Allow them to demonstrate their Abilities. Be ready to Modify or correct their plan.

"I want you to _____. How do you think you will accomplish this?"
"I want you to _____. What questions do you have?"
"You try it and we'll modify it from there."

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Situational Leadership

Quad 3: Supporting Style

Employee needs very little Instruction & some Support. Your job is to show confidence in the employee's Abilities. Discuss Outcomes. Ask Questions. Follow-up periodically. Be available.

"I know you can accomplish this task."
"I recognize this is a challenging assignment – that's why I picked you."
"Call me if you need assistance or have any questions."

Support Share ideas & facilitate decision making	Coach Explain your decisions & provide opportunity to clarify
Delegate Turn over responsibility for decisions & implementation	Tell Instruct, demonstrate, & closely supervise performance

Quad 4: Delegating Style

Employee needs little or no Instruction or support. Your job is to give a clear Assignment and identify Expectation for Outcomes. Then get out of the way and let this trusted employee do their job.

"I need you to _____. Let me know how it goes."
"Good luck, and keep me posted on how it's going and the results."

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4 stages of Group Development:
FORMING … STORMING … NORMING … PERFORMING …

Examples of Group Norms to improve a **Behavior/Policy/Philosophy**:

• *We will not gossip about people.*
• *We won't interrupt someone who is speaking.*
• *We will occasionally disagree, and "Agree to disagree."*
• *If we say 8:30, we mean 8:30 and not 8:47.*
• *We will return all voice & e-mail inquiries w/in 24 hrs.*
• *Walkie-talkie communications will be professional.*
• *We will strive for continuous improvement.*
• *Each member is an equal member of the team.*
• *We will convey to school users that we care & want to help.*

Instructions to create your Group Norms:
1. *Discuss & select 1-3 Norms to help your group.*
2. *Everyone must agree to hold self & each other accountable.*
3. *Write out & post your Norms for visibility at each meeting.*
4. *Agree on, Practice, & use a code word (ex: "Norm")*
5. *Evaluate progress, celebrate success, revise as needed …*

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Slide 7

Be the change you wish to see. - Ghandi

Elements needed to manage complex change ...

adapted from Knoster, T. (1991)

Vision	+ Action Plan	+ Resources	+ Skills	+ Incentives	= **Change**
???	+ Action Plan	+ Resources	+ Skills	+ Incentives	= **Confusion**
Vision	???	+ Resources	+ Skills	+ Incentives	= **Treadmill**
Vision	+ Action Plan	???	+ Skills	+ Incentives	= **Frustration**
Vision	+ Action Plan	+ Resources	???	+ Incentives	= **Anxiety**
Vision	+ Action Plan	+ Resources	+ Skills	???	= **Resistance**

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Slide 8

What REALLY motivates people?

(*YouTube:* "Dan Pink Drive")

You know what I REALLY like about this job?

1. A _ _ _ _ _ _ _
2. M _ _ _ _ _ _
3. P _ _ _ _ _ _

How can you facilitate more of this in your workplace?

(Remember EVERYONE is looking for their "WIIFMs"!)

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Slide 9

• Setting Expectations *(High Expectations = High Achievement)*

Individuals

• Reflects job needs, their abilities, and their input.

• Discuss periodically; this is when you can "**coach**"

• Share specific comments and questions.

• Be accessible & approachable.

Team

• Vision, mission & goals.

• Reinforce expectations periodically & consistently.

• Celebrate successes!

• Continuous Improvement.

• Expect <u>everyone</u> to help shape team goals/norms.

• *Conduct "stay interviews."*

<u>This is all highly "situational" …</u>

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Slide 10

Decision-Making Continuum …

1	2	3	4	5	6	7
Leader makes decision and announces it.	Leader "sells" decision.	Leader presents decision and invites questions.	Leader presents tentative decision, subject to change.	Leader presents problem, gets suggestions, makes decision.	Leader defines limits, asks group to make decision.	Leader permits team to function within defined limits.

Depending on the people/situation - which of these decision-making styles would be best?

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Slide 11

"What's your Goal, and How can I Help?"

Be able to have courageous conversations …

• **Be approachable.** Tell employees they can come to you to talk about anything. *And mean it!* **And do it!**

• **Leave your ego at the door**. Acknowledge employees' ideas, innovations & contributions. Focus on ways to help others grow, get better, and take initiative/ lead. And when you make a mistake, admit it, and own it.

• **When discussing someone's performance or behavior:**
- Position the discussion with positives first.
- Describe specific, observable behaviors.
- Focus on fixing, not finger-pointing.
- Be firm/fair; let them show if they can/will or can't/won't.

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Slide 12

There's a difference between being interested and being committed. When you're interested you do it only when it's convenient. When you're committed you accept no excuses, only results.

The "call to action" - What will you <u>DO</u>?

Ask yourself these 2 questions, and have an "*Honest Conversation with yourself*":

<u>What's 1 thing I WILL</u> do to improve how I "flex my leadership styles" to be a better boss, and retain our best & brightest?

<u>What are my WIIFMs </u>to do this?

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