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.

5. You're not paid to think.

4. Because I said so.

2. That's stubid.

I. Never.

3. It's company policy.

6. We've always done it this way.

#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

Be Approachable,

- Are in denial about problems
- & Professional!
- Push problems onto others
- Make sexual advances

Employee problems

 Are hypercritical Micromanage

associated with "toxic bosses":

Are inept

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

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2

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	Coach
Low-T/Hi-R	Hi-T/Hi-R
Delegate	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?

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 vou exactly what to do."

Support Coach Explain your decisions & provide opportunity to clarify Share ideas & facilitate decision **Delegate** Direct Provide specific instructions & closely

Supervisors top 10

I. Well done.

2. Thank you.

4. I don't know.

5. How can I helb?

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?

3. I'm sorry.

MOST effective words:

"Now tell me your understanding of this task.

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.

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

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Situational Leadership

Support

Share ideas & facilitate decision

Delegate

Coach

plain your decisions provide opportunity to clarify

Tell

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."

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. _. Let me know how it goes." "I need you to ___

"Good luck, and keep me posted on how it's going and the results."

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. Evaluate progress, celebrate success, revise as needed ...
- Agree on, Practice, & use a code word (ex: "Norm")

6

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Kim Ratz, www.kimratz.com, kimratz@aol.com

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	

What REALLY motivates people? (YouTube: "Dan Pink Drive") You know what I REALLY like about this job? How can you facilitate more of this in your workplace? (Remember EVERYONE is looking for their "WIIFMs"!)

<u>Team</u>

Vision, mission & goals.

Celebrate successes!

• Continuous Improvement.

Reinforce expectations

periodically & consistently.

• Setting Expectations (High Expectations = High Achievement)

Individuals

 Reflects job needs, their abilities, and their input.

7

- Discuss periodically; this is when you can "coach"
- Share specific comments and questions.
- Be accessible & approachable.
 - Expect everyone to help shape team goals/norms.
 - · Conduct "stay interviews."

This is all highly "situational" ...

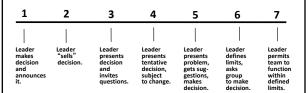
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"What's your Goal, and How can I Help?"

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.

Decision-Making Continuum ...



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

10

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 DO?

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

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

What are my WIIFMs to do this?

11 12