

Leadership: From Manager To Leader

"Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential."

-Warren Bennis

THE KRIZNER GROUP

1709 Hermitage Blvd., Suite 202
Tallahassee, Florida 32308
Office: 850-386-3747
Direct Dial: 850-321-4923
Email: bkrizner@thekriznergrou.com

LEADERSHIP: FROM MANAGER TO LEADER

Leadership Quiz

1. True Organizational Leadership is:
 - A) The position or office of authority
 - B) The capacity or ability to lead
 - C) To guide or direct in a course; to inspire the conduct of
 - D) To play a principal role in leading

2. I sincerely spend _____% of my working hours communicating with and overseeing my employee's performance.

3. The best way to deny an employee's request is:
 - A) Recognize the reason for the request and provide a mission based rationale for the denial
 - B) Suggest that you will run the request by your supervisor and then get back with the employee
 - C) You should never completely deny an employee's request

4. A true leader knows when people need supervision when:
 - A) They ask for it
 - B) An error, delay, or problem occurs
 - C) An employee approaches you on another matter but mentions the issue or project of concern in a tangential manner
 - D) All of the above

5. A leader should
 - A) Recognize the human needs of their employees to build teamwork, assist with their problems, and provide psychological support
 - B) Continue to provide all of their employees with new and challenging goals for improvement and continuing areas of growth
 - C) Utilize rewards such as education, additional independence, and money to motivate employees' performance
 - D) All of the above

6. An effective leader only employs one type of management style to all situations.
True _____ False _____

LEADERSHIP: FROM MANAGER TO LEADER
What does a leader look like?
10 Traits Of True Leadership

- #1 The Capacity To Create Or Catch Vision**
Describe the last time that you believe you caught a vision for the Agency's betterment.

- #2 Embraces The Thrill Of A Challenge**
What current challenge are you facing now that will further the Agency's mission?

- #3 A Constructive Spirit Of Discontent**
When was the last time that you asked "Have you ever thought about what the better way to do this task might be?"

- #4 A Strong Distaste For Status Quo**
What stronghold currently within your authority needs to be broken?

- #5 A Willingness To Take Responsibility For Failures**
When was the last time that you made a publicly recognized mistake?

- #6 A Completion Factor.**
How many projects or goals that you set last year are still incomplete?

- #7 A Mental Toughness**
Have you felt lonely at work in recent months?

- #8 Respect From Peers**
What is your relationship with your fellow leaders – are they encouraging your success?

- #9 An Approachability Factor With Employees**
How often do your employees approach you with issues or concerns?

- #10 Immense Strength Of Character**
Describe the last time that you made the "right" decision that resulted in the wrong consequences.

LEADERSHIP: FROM MANAGER TO LEADER
Three Primary Leadership Styles

I. Authoritarian

- A. Defined: State what you want done and how you want it done without advice of employee.
- B. Strengths: Efficient; Easy
- C. Weaknesses: Potential For Tyrannical Perception
- D. Best Use: When you possess all the information to solve the problem; you are short on time; your employee(s) is motivated.

II. Participative/Democratic

- A. Defined: Include one or more employees in decision making process, but you make final decision.
- B. Strengths: Creative Addition; Empowering
- C. Weaknesses: Time Consuming; Negative Morale When Alternative Decision Is Selected; Need Skillful Employees
- D. Best Use: When you possess part of the information to solve the Problem and your employees possess part of the information; need for “buy in” exists.

III. Delegative

- A. Defined: Allow the employee(s) to make the decision, but you remain wholly accountable for decision.
- B. Strengths: Very Empowering; Utilize Skill Of Team; Efficient
- C. Weaknesses: Personal Risk; Potential Usurping Of Leadership Authority
- D. Best Use: When you have full confidence in employee’s knowledge and discretion; issue falls outside your area of expertise

LEADERSHIP: FROM MANAGER TO LEADER
Which Leadership Style Should Be Used If...

Scenario One: A new employee begins to improperly communicate with a client and another employee alerts you to the seriousness of the situation.

Preferred Leadership Style:

Scenario Two: You learn that a new funding requirement has been issued that impacts the manner in which your team provides service to the Agency's clients.

Preferred Leadership Style:

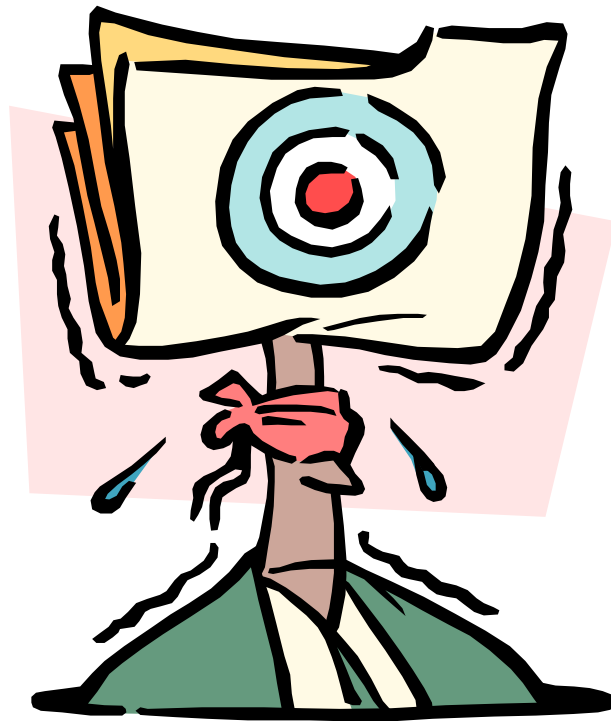
Scenario Three: A senior employee approaches you with an issue involving one of her clients and believes that an unusual course of action is necessary.

Preferred Leadership Style:

Scenario Four: There continues to be a breakdown in the Paid Time Off policy in place within the Agency and several employee teams find that it is not working within their work areas.

Preferred Leadership Style:

DEALING WITH DIFFICULT EMPLOYEES & CONFLICT



HOW TO HANDLE EVERY CONFLICT



Step 1: Define The Problem

Step 2: Define Your Employee(s) → 1 of 7 Personality Types

Step 3: Establish Your Relationship To The Employee(s)

Step 4: Define The Employee(s)' Subjective Position

Step 5: Identify The Objectively Correct Position

Step 6: Mediate With The Employee(s) By Comparing Step 4 vs. Step 5

Phase A: Recognize The Correct Points In Employee(s)' Position

Phase B: Identify The Deficiencies In Employee(s)' Position

- **Written Policy/Practice**
- **Verbal Policy/Practice**
- **Best Interest Of Agency**
- **Authority Of Supervisor**

Phase C: Set Forth The Corrective Plan For Employee

- **Based On Authority Above**
- **In Writing**

Phase D: Require Employee(s) To Buy Into Resolution

- **Allow To Verbalize**
- **Go Back To Authority Above – Require**

+ DETRACTORS:

- (1) **Timing Of Mediation**
- (2) **Prior Practices With Employee or Situation**
- (3) **Emotions Of Employee(s) Personality Clash: Supervisor VS. Employee**

Step 7: Business As Normal OR Separation

Perfectionist



“I am right and you are not!”

- **Strengths:**
 - (1) **Organization**
 - (2) **Detail**
 - (3) **High Ethics**

- **Ideal Job: Fiscal Officer**

- **Workplace Difficulties:**
 - (1) **Critical Of Others**
 - (2) **Rigid In Approach**
 - (3) **Withhold Information**

- **Preventative Solutions:**
Do Not Rush

- **Corrective Solutions:**
 - (1) **One-on-One Honest Discussions**
 - (2) **Emphasize Others Faults**

Helper



“You don’t appreciate me!”

- **Strengths:**
 - (1) **Generous**
 - (2) **Willing**
 - (3) **Empathetic**

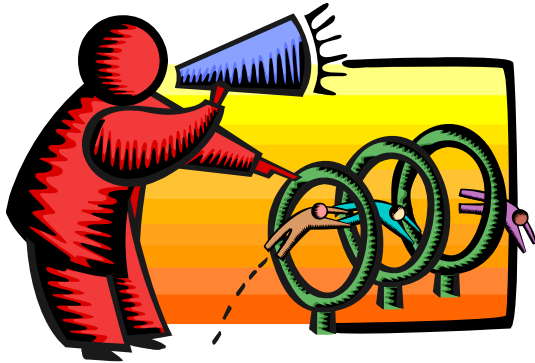
- **Ideal Job: Assistant**

- **Workplace Difficulties:**
 - (1) **Off Task**
 - (2) **Fearful**
 - (3) **Emotional**

- **Preventative Solutions:**
Constant Appreciation

- **Corrective Solutions:**
 - (1) **Sit with other supervisors to discuss workload**
 - (2) **Review priorities**

Achiever



**“It wasn’t my fault”
“It worked out just fine”**

- **Strengths:**
 - (1) **Confident**
 - (2) **Get The Job Done!**
 - (3) **Productive**
- **Ideal Job: Executive Director/CEO**
- **Workplace Difficulties:**
 - (1) **Not accept criticism**
 - (2) **Rationalize failure**
 - (3) **Dislike of indecisive people**
- **Preventative Solutions: Use hard criteria to evaluate success**
- **Corrective Solutions:**
 - (1) **Emphasize strength of others and their purpose**
 - (2) **Force to see human element/feelings**

Artist



“I thought they had it handled.”

- **Strengths:**
 - (1) **Passionate**
 - (2) **Provides New Ideas**
 - (3) **Creative**

- **Ideal Job: Public Relations; Graphic Design**

- **Workplace Difficulties:**
 - (1) **Emotional**
 - (2) **Uncommitted**
 - (3) **Opinionated**

- **Preventative Solutions:**

Take time to get to know them personally

- **Corrective Solutions:**
 - (1) **Emphasize value of creativity**
 - (2) **Soft counseling highlighting positives**

Quiet



“Just leave me alone!”

- **Strengths:**
 - (1) **Productive**
 - (2) **Quiet**
 - (3) **Thoughtful**

- **Ideal Job: Any job not requiring extensive interaction with others**

- **Workplace Difficulties:**
 - (1) **Bothered**
 - (2) **Quiet**
 - (3) **Cannot Accept Change**

- **Preventative Solutions:**
Don't place in spotlight

- **Corrective Solutions:**
 - (1) **Plan to remove from conflict**
 - (2) **Use mediator**

Skeptic



“I just don’t think this will work...”

- **Strengths:**
 - (1) **Challenges Norms**
 - (2) **Loyal**
- **Ideal Job: The “#2” Job**
- **Workplace Difficulties:**
 - (1) **Sarcasm**
 - (2) **Doubter**
 - (3) **Deference to underdog**
- **Preventative Solutions:**

Recognize value in second opinion, but don’t rely on it
- **Corrective Solutions:**
 - (1) **Use strength to put skeptic into place**
 - (2) **Show weakness of second position, strengths to first**

Social



“I’ll call you tomorrow on that one...”

- **Strengths:**
 - (1) **Energizer**
 - (2) **Natural Charisma**
 - (3) **Optimistic**

- **Ideal Job: Counselor; Salesperson**

- **Workplace Difficulties:**
 - (1) **Ignores problems**
 - (2) **Outtalks supervisors**

- **Preventative Solutions:**
 - (1) **Monitor with hard goals**
 - (2) **Do not allow to supervise others**

- **Corrective Solutions:**
 - (1) **Remove from problem**
 - (2) **Put in writing**
 - (3) **Change to reward basis**

The Story Of Bob & Amy: Can't We All Just Get Along?!?

Bob is the senior supervisor in his department and has held his same position for twenty (20) years. Despite some reluctance based on Bob's promiscuous reputation, Amy recently agreed to a transfer to work with Bob. She is the proverbial "prodigy" employee that the organization treasures. Bob has heard about Amy's work ethic and insistence on controlling everything she touches. The department has recently been assigned the tedious task of reorganizing the organization's records, research, and data. It has historically been kept in a warehouse in cardboard boxes and the only organization has been marker notations scribbled on the sides of each box.

After announcing the new assignment to the department, Bob explains that he is open to suggestions on the methodology of organizing this mass amount of information. Amy strongly states "no question about it - the only way to go is electronic." She then explains that the paper information will be scanned into the computer system, then organized utilizing data collection software, and finally destroyed. Bob scoffs at the comment and quips that such a concept would take entirely too long to implement and would be vulnerable on a computerized system. He suggests that there are too many other projects that need his employees' attention. Bob also thinks to himself that he only has two more years until his retirement and this new assignment is the last thing that he needs. Bob then announces that two employees will be assigned to sort through the boxes and file the documents into specified folders to create a more organized system than the one currently in place.

Amy jumps to her feet, slams her fist to the table, and retorts, "you are an absolute control freak – everyone agrees that computerized information is the way of the future." She then walks out the door and slams her door as she walks into her office. Bob also leaves the meeting and locks himself into his office.

NOW WHAT???

THE 10 STEPS THAT ARE SURE TO RESOLVE ANY ISSUE CONFLICT

- #1 **Define the issue clearly.** What is it about? Write the issue in question form.
- #2 **Know the goal you are attempting to achieve.** Does your position truly further the overall goal or another unrelated goal? Write down the goal and describe how your position accomplishes that goal.
- #3 **Are your personal feelings interfering with the resolution?** Separate personal feelings from issue. Write down any personal feelings that you have toward the other person.
- #4 **What are the relevant existing facts?** Give the facts (or get them!), avoid opinion. Objectively write down the known facts surrounding the issue.
- #5 **What parts of the other person's position do you agree with?** Identify where you agree – find the common ground. Write down the areas in which you and the other person agree. In addition, write down the areas in which you disagree.
- #6 **Identify where you can afford to lose and admit those areas to the other person.** Most issues have several points – weigh the true cost of “losing” your position. Place a check mark by those areas of your position that are “losable.”
- #7 **Separate your personal feelings from issue – AGAIN.** Step 6 is where most people falter – can you overcome it? Go back and revisit your notes from #3.
- #8 **Create wholly 3rd position solutions with wiggle room.** Assume that your position and the other person's position are both theoretically impossible, what third options are available? Write all possible solutions down. Do they incorporate some of both parties' positions?
- #9 **Engage in an interactive resolution process.** Remember the wiggle room from step number 8? Remember that all successful resolutions include losing positions on both sides.
- #10 **Apologize & Forgive!**