Leadership Means Hard Work

Leadership is not a natural trait, something inherited like the color of eyes or hair…Leadership is a skill that can be studied, learned, and perfected by practice.
DEFINE LEADERSHIP

“LEADERSHIP IS THE ABILITY TO GET PEOPLE TO DO THINGS FOR YOU BECAUSE THEY WANT TO, NOT BECAUSE THEY HAVE TO”
The Essence of Leadership

A Person

Influencing People

Toward Purpose

IS A LEADER
The Organization Needs

- Structure and Performance Model
- Vision
- Mission & Objectives
- Measurement & Feedback
- Motivation
- Management and Leadership
- Knowledge

The People Need

- Human Skills
- Conceptual Skills
- Technical Skills

NEEL-SCHAFFER
Solutions you can build upon
Leadership Styles

- Persuasive
- Authoritative
- Abusive
Types of Leaders

• Rain Maker

• Parade Watcher

• Change Maker
“If you lead through fear, you will have little to respect; but if you lead through respect, you will have little to fear.”
“You do not lead by hitting people over the head --- that’s assault, not leadership.”

GEN Dwight D. Eisenhower
TRUST
Set the Example

Do you think that in some way that you develop/mentor your employees by the way you live, act, and the decisions you make?
Skill Requirements Change Throughout a Career

- Conceptual Skills
- Human Skills
- Technical Skills

Executive Management
Middle Management
1st Level Supervision
Entry Level

Leadership
The Lid Principle
Where is the Monkey?

Supervisor

Employee
Keep the Monkey Where You Can See It
Why Can’t the Supervisor See the Monkey?
Keep the Monkey Where You Can See It
Attitude is Everything!!!!!!
What is Attitude?
What is an Attitude?

• Feelings toward some object, person, or idea.

• Reflect underlying differences in the extent to which we feel positive or negative (or both) about an attitude object.

• Thus, attitudes reflect a positive, negative, or mixed evaluation of a person, object, or idea expressed at some level of intensity.
The Iceberg phenomenon applied to us…or the human condition

BEHAVIOR

Knowledge and Skills

Known to others

Unknown to others

ATTITUDE

Ethics and Beliefs

Motives and Standards

Values and Judgments

10%

90%
What Influences Attitude?
MOTIVATION

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NEEL-SCHAFFER
Solutions you can build upon
Understanding Work Related Motivation

Attitudes Start at Neutral

Satisfiers (Motivators)

Dissatisfiers (Demotivators)
So What? Results of Low or High Motivation

**Satisfiers (Motivators)**
- Better Attendance
- Better Mental & Physical Health
- Top Performance
- Selflessness

**Dissatisfiers (Demotivators)**
- Poor Attendance
- Sickness
- Poor Performance
- Selfishness
Accomplishing the impossible?
Motivated employees can do it.

Accomplishing the easy?
Demotivated employees struggle with it.
Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.

- Vince Lombardi
Found an individual’s level of Organizational Commitment to be the single most important factor in predicting whether an individual will remain in the organization.
Organizational Commitment - Definition

What is Organizational Commitment?

It is the degree to which people believe in and accept the organizational vision or mission.
EFFECTIVE COMMUNICATION
80% OF ALL PROBLEMS THAT OCCUR IN ANY ORGANIZATION, NO MATTER HOW TECHNICAL, ARE A RESULT OF POOR COMMUNICATION
Most managers will spend approximately 75% of their day either sending or receiving information.

Too often there is

*Failure to Communicate*
Three Types of Communication

1. Written

2. Verbal

3. Non-Verbal
FUNDAMENTAL TRUTHS ABOUT COMMUNICATION

• It’s the lifeblood of an organization
• Fundamental human need
• It tends to break down
• If a message can be misunderstood, it will be
• Two-way communication is better than one-way
• Quality is more important than quantity
• The simpler the message, the better
• The ability to communicate well yields power
LISTENING TECHNIQUES

• Strong determination
• Fight distractions
• Concentrate on speaker
• Put prejudices aside
• Focus on main theme
• Look for nonverbal communication
• Offer encouragement
Say what you mean
Mean what you say
But, don’t say it mean
Generational Differences
A Definition of Generation

A generation is a group of people defined by age boundaries who were born during a certain era and share similar experiences and social dynamics when growing up.
Who are they?

Traditionalists (Matures): 66+ (born before ’46)
10% of today’s workforce, 27 million

Baby Boomers: 48-65 (born ’46-’64)
46% of today’s workforce, 76 million

Generation X: 34-47 (born ’65-78)
29% of today’s workforce, 60 million

Generation Y (Millennials): 15-33 (born “79-97)
15% of today’s workforce, 74 million
**Four Generations in the Force**

**Traditionalists**

- Born before 1946
- Very practical
- Conservative
- Patriotic
- Loyal
- Money-conscious
- Do what “Boss” says
- Headed out of workforce – retirement
- Followed rules – no flexibility expected

*NEEL-SCHAFFER*

Solutions you can build upon
Four Generations in the Force

- Born 1946 – early 60s
- Largest generation
- 75% fit “Leave it to Beaver” model
- Dr. Spock had impact
- Schools at peak
- Graded on teamwork
- Boomers had heroes
- Civil rights, Women’s movement, Vietnam
- Request flexibility
Four Generations in the Force

Gen-Xers

- Born early 60s - 1980
- Grew up with MTV
- 40% children of divorce
- Grew up with Watergate, Iran hostage crisis, aftermath of Vietnam, birth control pills
- 3% “Leave It To Beaver”
- 50% latchkey kids
- They are autonomous
- Expect flexibility
Four Generations in the Force

Digital Generation.com

- Born after 1980
- Most diverse ever
- Siblings - young Xers
- PCs - their whole life
- Techno-savvy
- Internet Gurus
- Authority doesn’t intimidate
- Want to be challenged
- Want training
- Demand flexibility
The Digital Generation’s Perspective

This generation is now entering the force. These folks
were born after 1980, so they:

- Microwave (How’d you cook popcorn before them?)
- Satellite TV
- Don’t remember: Reagan, Black Monday 1987, the Soviet Union/Cold War
- Cable TV (You only had 13 channels?)
- Compact discs (What’s an 8-track?)
- MP3 players
- Voice mail
- Their lifetime has always included AIDS.
- Answering machines (How’d you screen your calls?)
- TiVo (it’s hard to keep up with new technology!)
- DVDs
- VCRs (what’s BETA?)

How has all this new technology affected this generation’s expectations?
Technology Gap

What's up, Don?
I keep getting the same error code, and I can't figure out why.

Well, I don't know too much about these things, but have you checked the gigabytes?

Good suggestion, boss... I'll try that next.

Always glad to help?
Technology Experts at the Bottom

“For the first time in history, children are experts on something important. They are authorities on the single most important innovation changing the world.”

- Don Tapscott
Growing Up Digital
Younger workers have more. Senior workers have less. What is it?

Senior Workers

Younger Workers

Authority & Power

Technology Expertise

What are the workplace implications?

The RUB

Younger Workers
Where’s the RUB?

Differences in perception about...

Authority & Hierarchy
Money & Advancement
Technology
Work / life balance
Employee loyalty
Communications Style
What Younger Workers Want in a Leader

- A role model
- A teacher and mentor
- Someone who shows empathy and understanding
- A challenger
- Someone who has confidence in them
- A delegator
- A promoter
- A listener
What can you do to enhance your understanding and enhance your management of younger employees?
Bridging the Generation Gap

- Communication
- Training
- Flexibility
- Mentoring
- Clearly defining expectations
Your Relationships With Others

Flex More - Accomplish More - Consider Your Team
A situational leader is one who can adopt different leadership styles depending on the situation.
Theory X ---- Theory Y

Theory X:
- Dislike work
- Have no ambition
- Self-centered - no concern for organizational goals
- Resist change
- Gullible and not particularly intelligent

Theory Y:
- Work can be as natural as play and rest
- Will meet work objectives if committed to them
- Will meet objects if higher reward needs are met
- People will seek responsibility
- Creativity and ingenuity are common in the population
Managerial Grid

1-9
Country Club

9-9
Team

5-5
Middle of the Road

1-1
Impoverished

9-1
Task

1 ------------------------------ Concern for production ---------------------------------- 9
EMPLOYEE/TEAM DEVELOPMENT (MATURITY)

• **ABILITY** TO DO THE JOB (COMPETENCE)

• **MOTIVATION** (WILLINGNESS)
LEADERSHIP STYLES

- DIRECTING (Telling)
- COACHING (Selling)
- SUPPORTING (Participating)
- DELEGATING (Empowering)

SITUATIONAL LEADERSHIP
LEADER BEHAVIOR

S3
Leader and Follower decide.
Share ideas in making decisions......

S2
Leader decides.
Explain your decisions and provide opportunity or clarification......

S4
Follower decides.
Turn over responsibility for decisions and implementation......

S1
Leader decides.
Provides specific instructions and closely supervises performance......

TASK BEHAVIOR

FOLLOWER DEVELOPMENT

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<th>MODERATE</th>
<th>LOW</th>
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<td>Unable and not Motivated</td>
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KNOW YOUR TEAM

PEANUTS® by Charles Schulz

YOUR SHORTSTOP IS SOUND ASLEEP.
DON'T WORRY ABOUT IT...

SUPPERTIME!!

AS THE YEARS GO BY, A GOOD MANAGER GETS TO KNOW HIS PLAYERS...
The Best Leader I Ever Knew

- He knew what he wanted to do.
- He told people what to do, not how to do it.
- He did his homework.
- He led by example.
- He demanded excellence.
- He took care of his people.
- He was humble.
- He had character.
Developing the ability to work with and through others is essential to a successful career.

- Harvard Business Review