

Proper Personnel Management and Leadership

Mr. Jared D. Wilson
Assistant Professor
Surveying and Mapping Science
East Tennessee State University

423-439-8208
wilsonjd@etsu.edu

Dispelling the Myth!

- Leadership has nothing to do with seniority or “I have paid my dues”
- Leadership has nothing to do with the position you hold in your company
- Leadership has nothing to do with who you know or what title has been bestowed upon you
- Leadership has nothing to do with how many employees you have or manage
- Leadership has nothing to do with how much money you have

The Idea of Leadership

“Be the change that you wish to see
in the world.”

Mahatma Gandhi

Rank Yourself

Complete the provided "Leadership Quiz" – 10 minutes

Answer the questions honestly and with your first gut instinct

Place aside for future reference

What Creates a Leader?

- How are leaders formed?
- Are leaders born or made?
- What factors create a leader?
- Does emotion play a factor in effective leadership?

The Wrong Way to Lead!

- Quotes over the years...
 - This is “Head Surveyor’s Name” Surveying 101! Forget what you think you know and do it the way I tell you!
 - Once you get to be the boss, you can do it your way!
 - I have fired people a lot smarter than you!
 - I didn’t hire you to think, I hired you to do what I tell you!
 - What do you mean you don’t know what a “SDR₃₃” is!
 - You always adjust a traverse, you remove the error. Why didn’t you do that! Didn’t you learn anything in school!?
 - You are not holding the pole right!
 - What are you using for brains?

What is Leadership?

- Leadership is defined as “the action of leading a group of people or an organization.”
- Leadership is the art of getting someone else to do something you want done because he wants to do it.

Dwight D. Eisenhower

- Leaders are people who do the right thing; managers are people who do things right.

Professor Warren G. Bennis

Visions of Leadership?

- The word “leadership” can promote various images:
 - A political leader
 - An explorer
 - An innovative entrepreneur
 - A business executive
 - A mentor
 - A teacher
 - A preacher
- All in all, leaders aid others in performing the right things. They show a path, a direction, and build an inspiring vision that may create something greater than the norm. Thus, leadership is about mapping the pathway of success for others, and where an organization should aspire to reach goals.

Leadership Exercise #1

- Describe the best leader you have ever met .
 - Write down his/her characteristics and behaviors
 - Describe how they managed or lead the team
 - Now try and describe how they inspired you
- Describe the worst leader you have every met.
 - Write down his/her characteristics and behaviors
 - Now describe how they did not inspire you
- 5 minutes total

Types of Leadership

- Laissez-Faire
 - A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision.
 - Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style
 - This leadership style hinders the production of employees needing supervision
 - The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs

Types of Leadership – continued

- Autocratic
 - The autocratic leadership style allows managers to make decisions alone without the input of others
 - Managers possess total authority and impose their will on employees
 - No one challenges the decisions of autocratic leaders
 - This leadership style benefits employees who require close supervision
 - Creative employees who thrive in group functions detest this leadership style

Types of Leadership – continued

- Participative
 - Often called the democratic leadership style
 - Participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader
 - Participative leadership boosts employee morale because employees make contributions to the decision-making process. It causes them to feel as if their opinions matter
 - When a company needs to make changes within the organization, the participative leadership style helps employees accept changes easily because they play a role in the process
 - This style meets challenges when companies need to make a decision in a short period

Types of Leadership – continued

- Transactional
 - Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results
 - Managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals
 - The manager possesses power to review results and train or correct employees when team members fail to meet goals
 - Employees receive rewards, such as bonuses, when they accomplish goals

Types of Leadership – continued

- Transformational
 - The transformational leadership style depends on high levels of communication from management to meet goals
 - Leaders motivate employees and enhance productivity and efficiency through communication and high visibility
 - This style of leadership requires the involvement of management to meet goals
 - Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals

What Leadership Style to Utilize?

A good leader will have an intuition about his team and their capabilities; thus, depending on the situation and team response, any style could be utilized

An instrumental leader will analyze the situation, develop a vision, assemble a team, and then decide on what the appropriate mode of action should be.

Initiate the Change!

As stated in the previous slide, a good leader will have an intuition about his team and their capabilities and choose an appropriate style of leadership; however, a leader should want to invoke change in behavior, not just achieve the vision.

Thus, a leader should inspire a transformation in the team and its members.

Review of Leadership Exercise #1

- Describe the best leader you have ever met. (5 minutes)
 - What leadership style did they seem to fall into?

Transformational Leadership

- Transformational leaders are individuals who desire to invoke a change in behavior, inspire, and energize team members to achieve a new standard of behaviors and goals
 - Basic Elements of Transformational Leadership
 - Creating a Strategic Vision
 - Communicating the Vision
 - Modeling the Vision
 - Building Commitment towards the Vision

Creating a Strategic Vision

- A leader must have a firm and focused vision with a specific outcome in mind
 - A strategic vision is a realistic
 - A strategic vision is convincing and attractive
 - A strategic vision is futuristic

The leader's strategic vision provides a direction, sets specific priorities, and provides goals and objectives

Communication the Vision

- The leader must then effectively communicate the vision to the team in a manner that inspires and invokes a “want” to change
 - Elements of Effective Communication
 - Sender – attempts to convey a message or information
 - Ideas – the subject matter to be communicated
 - Encoding – the conversion of the subject matter to a form that includes pictures, words, a visual tangible element. Since an idea or vision is intangible
 - Communication channel – how the information is sent
 - Receiver – who is receiving the information
 - Decoding – extraction of the encoding to gain complete understanding of the information communicated
 - Feedback – making sure the sender encoded the vision correctly and the receiver decoded it correctly, ensuring a total understanding of the information sent

Modeling the Vision

- The idea of modeling the idea or vision is to provide a pathway to achieve the goal
 - What steps need to be taken
 - What obstacles might be encountered
 - Potential solutions to said obstacles

The model is simply one of many paths to take to achieve the goal, and that path may change with certain elemental factors throughout the course of the vision

Building Commitment towards the Vision

- This is where the rubber hits the road, so to speak...
 - How does an individual instill commitment?
 - Have the team and leader work together – this means listening to each other
 - Make the team members feel successful
 - Have the team and leader make decisions together
 - Always work through conflicts
 - Support one another's leadership
 - Have fun
 - Overcome obstacles
 - Hold each other to higher standards
- If you, as a leader, cannot gain commitment from the team, the vision is lost before it has even begun

Law of Sacrifice

- Law of Sacrifice (The 21 Irrefutable Laws of Leadership – John C. Maxwell)
 - A leader must analyze themselves and their leadership
 - A leader must identify their weakness; the singular element that is keeping a “lid” on their leadership potential
 - Personally, mine is time
 - It was once stated that you must give up things you value to increase in leadership
 - What are you able to give relinquish to lead better?

Characteristics of an Effective Leader

- Honesty
 - Always be honest and truthful with employees and team members
 - If you make a mistake, admit it, and learn from it. Do not hide it!
- Communication
 - A true leader is able to express their vision to others on all levels, not just theirs.
 - Communication is a two-way process; a leader must listen and hear, as well as speak
 - Communication is the key to a successful team

Characteristics of an Effective Leader - continued

- Ability to Delegate

- A good leader does not have to perform all the tasks at hand; delegate them to others and inspire the individual to perform at peak performance
- A wise surveyor once told me, "Learn to say no."
 - Saying no does not mean you do not care, it simply means that you cannot perform the task at your peak performance within the current situation

- Confidence

- Being confident in the situation at hand
- Confidence will spill over to the team members and inspire them. Should your team see you faltering, and you are their leader, what hope to they have.

Characteristics of an Effective Leader - continued

- **Commitment**
 - A leader needs to be dedicated to their cause, not haphazardly perform tasks
 - A leader needs to work and guide the team to the common goal, inspire them
 - Lead by example, do the work, put in the effort
- **Positive Attitude**
 - The old saying, "Misery loves company."
 - Staying positive will inspire the team
 - Keep the faith and continue to work
 - "When the going gets tough, the tough get going"

Characteristics of an Effective Leader - continued

- Intuition
 - Go with your gut instinct
 - It is easy to be confident when a situation arises that you are familiar with; however, what about uncertain situations
- Creativity
 - Think outside the box to solutions. Sometimes the same methods may yield the same results
 - Sometimes the current methods may yield bad results; thinking outside the box and brainstorming creative avenues may provide other pleasant results

Characteristics of an Effective Leader - continued

- Ability to Inspire
 - Inspiration is an intangible element that will encourage and push any team to work hard on current project as well as future goals
 - When an individual feels appreciated, they tend to be inspired to put forth their best effort while completing the task at hand

How Does Leadership Begin?

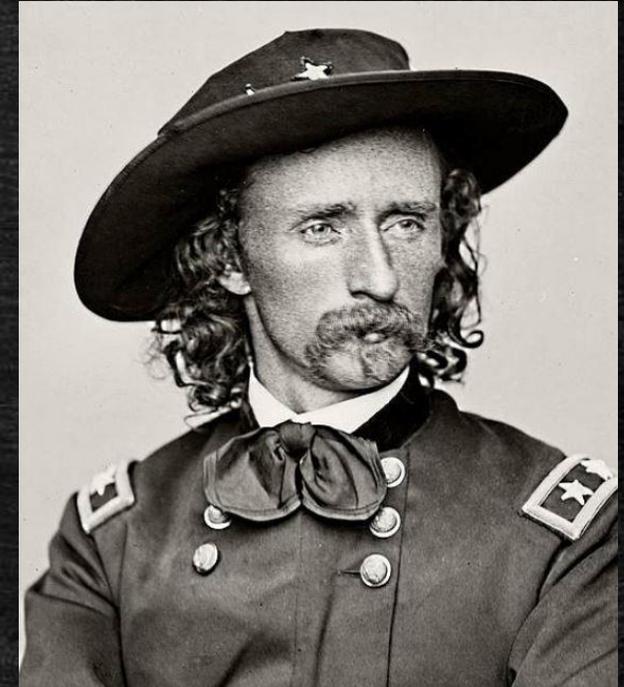
- Leadership begins with a vision or a dream. A dream of what is possible.
- Many people have said, "If only this was the case." Well, a good leader will lead by example and attempt to create the "if"; attempt to inspire others to join in that vision of what could be

Evaluation of a Leader

- The sad but evident truth of how leaders are evaluated is simple, it is the extent of how well they execute their team to obtain the goals at hand.
- Now for the downside of being a leader.
 - Does anyone remember General George Custer?
 - What did he do? What do you remember?

General George Armstrong Custer

- Successes
 - Grammar school teacher
 - West Point graduate (last in his class)
 - June 1861
 - Civil war Second Lieutenant
 - July 1861
 - Assignment to General George B. McClellan's staff
 - Led to his promotion to Brigadier General in 1863.
 - By the Civil War's end, Custer had been promoted to the rank of Major General
 - His cavalry units were crucial in blocking the movements of Confederate General Robert E. Lee's retreating forces, which helped hasten his surrender at Appomattox, on April 9, 1865
- Failures
 - June 25, 1876, he led 210 men against Lakota and Cheyenne warriors at the Battle of Little Bighorn, where he and all of his men were killed – *Custer's Last Stand*



The End Result of a Leader

No one remembers your successes, only your failures...

Leadership Exercise #2

Answer the following individually (5 minutes)

1, 2, 5, 12, 27, ??? – Determine the next number

Review of Leadership Exercise #2

1, 2, 5, 12, 27, ??? – Determine the next number

Answer – 58

The above is a sequence and it is answered as follows: x^2 , x^2+1 , x^2+2 , x^2+3 , x^2+4 , ...

How long did it take you to come up with the answer?

Think you are pretty smart, huh?

Did any of you look around the room to see who was still working when you finished?

Emotions

- The question was asked earlier if emotions play a factor in effective leadership and the consensus was _____
- The Light Side of the Force
 - Cultivates the ability to identify, use, understand, and manage emotions in an effective and positive way
 - Influences other individuals to communicate better, reduce their anxiety and stress, defuse conflicts, improve relationships, empathize with others, and effectively overcome challenges
 - Dr. Martin Luther King, Jr.
- The Dark Side of the Force
 - Recognizing the power of emotions, another one of the most influential leaders of the 20th century spent years studying the emotional effects of his body language. Practicing his hand gestures and analyzing images of his movements allowed him to become “an absolutely spellbinding public speaker,” says the historian Roger Moorhouse “it was something he worked very hard on.” His name was Adolf Hitler.

The Emotional Play

- Influential leaders need to have a specific set of emotional traits
 - Empathy
 - Self-awareness
 - Self-regulation
 - Self-motivation
 - Self-assurance
- There has been research connecting the emotional component of leader to successful business production
- Psychologist Daniel Goleman first brought forth the idea of emotional intelligence and research over 200 large global companies
 - Each successful, effective leader possessed a high degree of emotional intelligence

Emotional Intelligence versus IQ

- It can be safe to say that sometimes the smartest people do not make the best leaders
- An element of emotional and social adequacies must come into play
- “We find that most of the characteristics that differentiate the outstanding performers are these things that we call social and emotional competencies”
 - Richard Boyatzis, 2008
- A good leader should be able to emotionally analyze the situation and how the team is reacting on an emotional level, not just on a skills level

Leadership Exercise #3

Complete and analyze the EQ Test – 10 minutes

Once completed, analyze the results and determine if they are accurate and what areas you need to place emphasis on to become a more effective leader in terms of EQ

Emotional Intelligence

- I am sure we all know an individual who is the proverbial “Dr. Phil.” This is an individual is someone who displays excellent listening skills, knows how to make people feel better when a bad situation happens, and does not want to offend people with comments. They are usually caring, considerate, empathetic, and genuinely seem to care about other’s problems
- EI is the ability to recognize our emotions
 - Understand what they are telling us
 - Analyze our emotions and realize how our emotions affect others around us
- Our perception of others
 - when we understand how other people feel within a given situation, it allows us to effectively manage that relationship and situation more effectively; leading to potential inspiration
- In general, it is the ability to read people, on the emotional level

Emotional Intelligence and Reading People

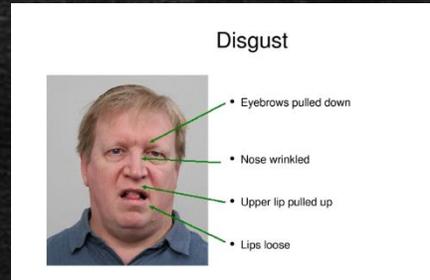
- A crucial step in reading an individual, on the emotional level, is to observe body language***Disclaimer – this may not work on all people***
 - According to studies, approximately 55-60% of the message to be conveyed comes from body language
 - Charles Darwin wrote the first academic investigation into body language, "The Expression of the Emotions in Man and Animals," published in 1872
 - The investigation into body language has been ongoing for centuries

Universal Emotions

- Psychological research has classified six facial expressions which correspond to distinct universal emotions [Black,Yacoob,95]

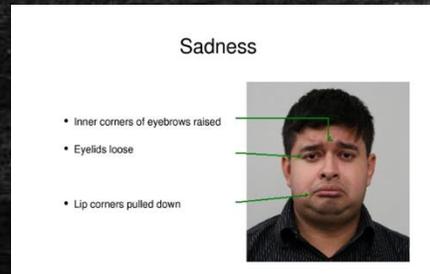
- Disgust

- upper lip is raised
- nose bridge is wrinkled
- cheeks raised



- Sadness

- lowering of mouth corners
- raise inner portion of brows

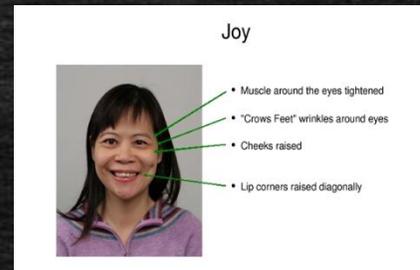


Universal Emotions - continued

- Psychological research has classified six facial expressions which correspond to distinct universal emotions [Black,Yacoob,95]

- Happiness

- raising and lowering of mouth corners



- Fear

- brows raised
- eyes open
- mouth opens slightly



Universal Emotions - continued

- Psychological research has classified six facial expressions which correspond to distinct universal emotions [Black, Yacoob, 95]

- Anger

- brows lowered
- lips pressed firmly
- eyes bulging



- Surprise

- brows arch
- eyes open wide to expose more white
- jaw drops slightly



Reading People

- Ways to read to body language
 - Crossed arms and legs signal resistance to your ideas
 - Smiles
 - Real smiles crinkle the eyes
 - Fake smiles do not
 - Body Posture
 - Expansive positions show power
 - Slouching projects less power and indicates submission
 - Raised eyebrows signal discomfort
 - A clenched jaw signals stress
 - Fidgeting
 - Sign of uneasiness, boredom, ADHD, or just a habit

Reactions

- There are many situations in which our emotions get the best of us and we sway towards not being an effective leader
- However, there are methods to aid in eliminating our emotional response and remaining focused on the situation at hand
 - Stop the situation and clear your mind
 - Analyze your emotions at that moment
 - Objectively evaluate the situation
- We have the capability to choose our course of action, if we can objectively assess the situation and not let our emotions “get the best of us”

Rank Yourself – Again!

Complete the provided “How I Rank Myself in Qualities of Being a Leader” again; however, this time really critique yourself, utilize what you have learned, and evaluate yourself on aspects that you may need to improve on, only if just a little

Compare the two tests, analyze if there are any significant differences

5 minutes

What Is Management?

- The process of dealing with or controlling things or people
- The responsibility for and control of a company or similar organization
- It has also been utilized; however now archaic in that meaning, as trickery and deceit

Management Quiz

Complete the provided "Management Quiz" – 10 minutes

Answer the questions honestly and with your first gut instinct

Add your "a", "b", "c", and "d" answer totals

Now total your score.

- Each "a" response is worth 1 point
- Each "b" response is worth 2 points
- Each "c" response is worth 3 points
- Each "d" response is worth 4 points

Management Quiz – Scoring Results

- 10-15 Points: Dusty Baker
 - You are a supportive manager. You know the policies and procedures well and try to keep everyone playing nice together. You don't think out of the box much, but you provide steady, consistent guidance.
 - A company finds you valuable because you keep chaos to a minimum and have tolerance for the things that don't go right all the time. You keep the wheels moving and the drama to a minimum. You won't instigate innovation, or lead the company to No. 1, but you will keep the routine going respectably while the innovation takes place.

Management Quiz – Scoring Results

- 16-25 points: Phil Jackson
 - You're good at handling the complexities of a game with many players. You can make adjustments on the fly to keep everyone focused on winning today's game. You have a strategy for the season, but you also believe you can only play one game at a time. You know how to handle a myriad of intense personalities and get them going in the same direction even if they don't all play at their best.
 - A company needs you because the world changes and you can't run everything the same way forever. You have the ability to take the team members through minor disruptions and get them to improve processes along the way while keeping them happy and satisfied.
 - You can improve your output by engaging the team in the real numbers of the business. You'll quickly surface hidden talents and energy that will make your team stand out.

Management Quiz – Scoring Results

- 26-35 Points: Warren Buffet
 - You are excellent at recognizing trends and establishing pathways to exploit them. You have no problem inspiring the troops in both hard and exciting times. Your delegation skills are excellent, which allows future leaders to rise and expand on your efforts.
 - A company needs you because innovative success can't all come from dreaming and ideating. Practical visionaries have to take what exists and build it exponentially without letting the wheels come off the bus.
 - You can take a step forward for yourself by picturing yourself at the top of the heap and reverse engineering the leader you truly want to be

Management Quiz – Scoring Results

- 36-40 Points: Moses
 - Your vision is powerful and persuasive. You have the ability to convince large groups of people to pick up and follow you into the wilderness, and great instincts about where to find the Promised Land. When you make mistakes, they can be big ones, but you stay focused on getting everyone safely through the crisis.
 - You're not the best for maintaining the team on a day-to-day basis, so delegate well to your managers. Use your time for what you do best: exploring, creating, inspiring, and motivating. Give yourself a lot of thinking time so you can resist the impulse of snap-decision orders.
 - A company needs you because the markets move fast and someone has to set the course. But that same person must show diligence and discipline in understanding that every opportunity is not a good one.

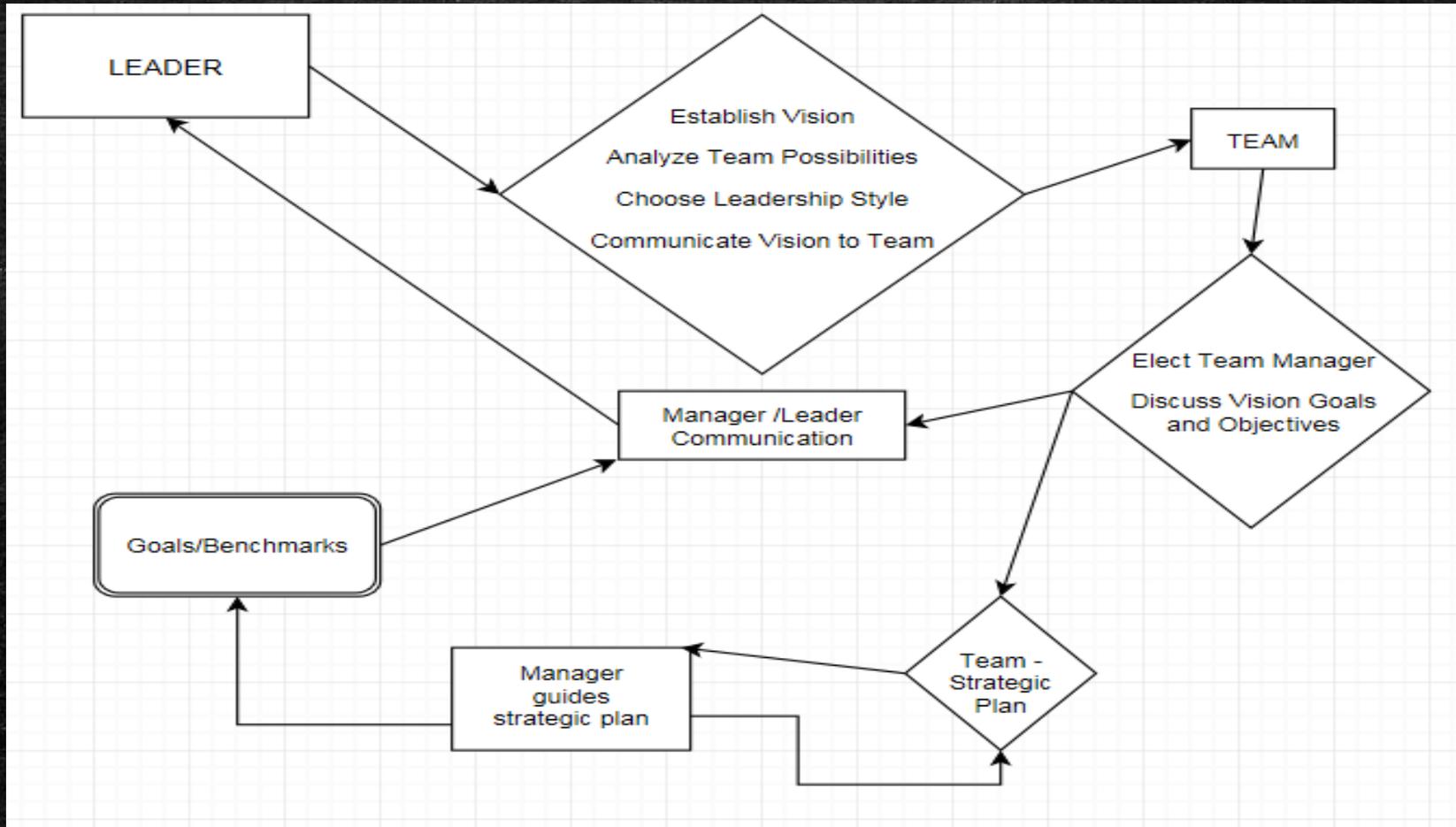
Managers versus Leaders

- Managers tend to comfort and attempt to keep team members in that state of comfort so that work performance is at a peak; leaders want to inspire team members and push them outside of their comfort zone, to become something more than they currently are
- Managers set goals and objectives; leaders create and inspire vision
- Managers do things right; leaders do the right thing
- Managers need to plan, measure, monitor, coordinate, solve, hire, and fire

Leader/Manager Logistics

- Leaders
 - Create the vision
 - Analyze team possibilities
 - Select team
 - Select leadership style
 - Communicate vision to team
- Managers
 - Communicate with leader concerning vision and leadership style
 - Provide comfort
 - Provide guidance (whether evident to the team)
 - Keep team in an attempted state of optimal performance
 - Ensure peak production

Modus Operandi - Flowchart



Why Study About Management?

- The more effectively an individual can work in a team environment, the more successful they are in their personal and professional lives, generally
 - Employers want to have and hire employees who could potentially participate in managing a team and/or business
 - Non-managerial staff are being cross-trained to perform management tasks
- As an employee, one should strive to become a valuable team asset and be able to perform higher level tasks
- Studying management allows for success in all avenues of life

Responsibility of a Manager

- The manager is responsible for communications with the vision leader to ensure that objectives and benchmarks are being achieved
- The manager guides the team through organizational meetings and strategic planning
- The manager utilizes all available resources to reach goals and objectives
- The manager evaluates how resources are being utilized within the current strategic plan
 - If resources are not being utilized in an efficient manner, restructure
 - If goals and objectives are not being met, restructure and reevaluate

Management Characteristics

- Survey of Executives – Personal Qualities
 - Integrity
 - Industriousness
 - Ability to interact well with others
- Survey of Executives – Skill Set
 - Technical
 - Communication
 - Conceptual
 - Organizational

The Ghiselli Management Characteristics Study

- The Ghiselli Study (1971)
 - Edwin Ghiselli studied over 300 managers from 90 different businesses in the US
 - He concluded that certain traits are important to effective leadership (Order of Importance):
 - Supervisory ability- getting the job done through others
 - Need for occupational achievement- seeking responsibility and wanting to work hard
 - Intelligence- good judgment/sound reasoning
 - Decisiveness- solve problems, make decisions competently
 - Self-assurance- viewing oneself as capable and behaving likewise
 - Initiative-being a self starter

Management Functions

- Organizing
 - Delegation of tasks
 - Coordinating resources
- Leading
 - Influence
 - Paving the path, leading by example
- Planning
 - Adhering to the strategic plan
 - Monitoring and adapting to changes
- Controlling
 - Establish a plan (evolving) that allows for benchmarks/goals to be met

Roles in Management

- Decisional
 - Handler (personnel issues)
 - Resource manager
 - Mediator
 - Negotiator
- Informational
 - Monitoring
 - Spokesperson (for the leader)
 - The middle-man for information, the disseminator
- Interpersonal
 - Liaison
 - Figurehead
 - Leader (not the visionary, liken to a Platoon Sargent)

Levels of Management

- High Level Managers
 - President
 - Vice President
 - CEO
 - CFO
- Middle Man Managers
 - Departmental manager
 - Field Supervisor
 - Operations Coordinator
- Low Line Managers
 - Crew Chief
 - Cad Manager
 - GIS Manager
 - Engineering Manager

Style of Management

Leadership and management share very similar logistic elements and styles; thus, a method of management can be derived from various leadership styles; however, from a survey of top level managers and leaders, the most effective, cost effective, and influential management style is “adaptive or situational” management

Adaptive or situational management is the style the United States Marines unofficially utilizes...“Improvise, Adapt and Overcome”

Management Challenges

- Job analysis
 - Employee search
 - Wages and salaries
- Workplace conflict
 - Disputes
 - Non-productive employee
- Termination of employees
 - Layoff
 - Firing
- Continuous improvement of employees
 - Appraisal performance
 - Incentives
 - Team building
- Informational management
 - Knowledge sharing

Job Analysis

- In many instances, a singular person is tasked with determining job needs and the potential for an additional hire; however, is this truly the case
 - Perform a needs assessment
 - Logistically improve current levels of operation and personnel
- Steps in Job Analysis
 - Identify Needs
 - Develop Advertisement
 - Post Application
 - Receive Resumes
 - Evaluation of Resumes
 - Interviews
 - Wages and Salaries
- Communicate

Workplace Conflict

- There will always be conflict within the workplace
 - Just realize that there are external factors impacting the situation
 - We spend more time with coworkers than spouses
 - Stress
- Steps in Dealing with Workplace Conflict
 - Define Acceptable Behavior
 - Head-On
 - WIIFM Factor
 - What Is In It For Me? Why is there conflict?
 - Help achieve goals and objectives
 - Importance Factor
 - Pick the Battle
 - Conflict as Opportunity
- Communicate – there are always two sides to a story!

Termination of Employees

- Perhaps the most unpleasant of management tasks
- Protocols
 - Eases the impact to the terminated employee (who is generally surprised)
 - Helps protect the business from potential litigation
 - Provides comfort and assurance to the terminator that the termination was justified
 - Not only is the employee being terminated; the family of said employee suffers as well
 - The Big Question
 - Should You Terminate?
 - As long as the reasons for termination are not impermissible in accordance with the law
 - Then the question of termination is solely dependent on the facts in the case presented
 - The decision of the manager should be consulted with upper level management
- Communicate

Steps in the Termination Process

- Review Policy and Procedure Documentation
 - Policies should be available for free review
- Contractual Obligations
 - Oral or implied contracts
 - Employee informed the job was secure
 - Oral contract can be created by anyone with authoritative power over employee
 - Implied contract may be enforceable
 - Promotions, commendations, good performance evaluations, and length of employment
- State and Federal Law
 - Laws governing employment
 - Illegal activities by employee
 - Potential contract

Steps in the Termination Process - continued

- Personnel File
 - Sufficient documentation to merit termination
- Collateral Damage
 - Money spent on employee (employer)
 - Employee family – does the circumstance merit termination
- Ramifications for Non-termination
 - Is the employee potentially violent
 - Employer has duty to provide safe working environment for the remainder of employees

Continual Improvement

- Most employers want the company to improve, employees to become very proficient at their jobs; however, how is that achieved?
 - Offer “in-house” training
 - Offer continuing education opportunities
 - Offer incentives for certifications
 - Cover the training or part of the training when feasible
- An employee who believes they are important will excel
 - Praise the employee
 - Constructively criticize
 - Incorporate employees into decisions
 - Survey their opinions
- Team Building
- Communicate

Informational Knowledge

Real knowledge is to know the extent of one's ignorance." – Confucius

- Providing all in the organization with the free knowledge and a say in the decision making process, opens communication lines to continually improve processes; thus, improving products and services
- An effective manager will understand that they may not know everything about a certain concept or the best methods to obtain the end result
 - Entertain other methods of solutions and don't imply the rule, "this is how it is done!"
 - Conceptualize potential questions subordinates may have to given tasks
 - Lead by example
- Realize that the single most important resource you have, is the employee
- Communicate

Common Element - Communication

- Each managerial task shared a common element, communication
- Communication is much more than listening and hearing
 - “You may be hearing, but you are not listening”
- Communication, at its foundation, is conveying information from one individual to another in some form of media
 - Auditory
 - Written
 - Graphical

Communication Quiz

Complete the provided "Communication Quiz" – 10 minutes

Answer the questions honestly and with your first gut instinct

Communication Quiz – Results

15 – 35

You need to keep working on your communication skills. You are not expressing yourself clearly, and you may not be receiving messages correctly either. The good news is that, by paying attention to communication, you can be much more effective at work, and enjoy much better working relationships! The rest of this article will direct you to some great tools for improving your communication skills.

36 – 55

You're a capable communicator, but you sometimes experience communication problems. Take the time to think about your approach to communication, and focus on receiving messages effectively, as much as sending them. This will help you improve.

56 – 75

Excellent! You understand your role as a communicator, both when you send messages, and when you receive them. You anticipate problems, and you choose the right ways of communicating. People respect you for your ability to communicate clearly, and they appreciate your listening skills.

Elemental Objectives

- The elemental objectives of effective leadership and management are:
 - Communicate
 - Create change
 - Stimulate creativity
 - Encourage innovation
 - Foster management
 - Provide empowerment

Self-Evaluation

- Align personal values and desired objectives
 - Michelle Obama, “If what you are doing does not bring you joy every single day, what is the point?”
 - This searching and self-assessment will provide insight into what you truly want to do
- Manage personal duties
 - Juggle the multiple duties you have in life and find a harmony amongst them
 - Do not cultivate one to the point of being a burden to another
- Embrace the change
 - Do not run or quiver at the thought of change; let change be an inspiration

Leader, Manager, Employee Improvement

- Determine what vision and goal you want to achieve and align morals and values
- Study methods of communication
- Study and analyze reading people; motivate them
- Realize your strengths, weaknesses, and be passionate about overcoming them
- Be a role model
- Maintain a positive attitude
- Learn from failures
- Develop a strategic plan for achievement

Influential Leader Quotes

- You have to think anyway, so why not think big? (*Vision*)
Donald Trump
- A genuine leader is not a searcher for consensus but a molder of consensus. (*Leading to Vision*)
Martin Luther King, Jr.
- Innovation distinguishes between a leader and a follower. (*Quality of a Leader*)
Steve Jobs
- People ask the difference between a leader and a boss. The leader leads, and the boss drives. (*Difference between leader and manager*)
Theodore Roosevelt
- When you can't make them see the light, make them feel the heat. (*Style of Leadership*)
Ronald Reagan
- I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion. (*Industry Powerhouse*)
Alexander the Great

Leadership Exercise – 20 minutes

- Divide into pairs (be sure to choose who you feel is an excellent leader)

Mouse Trap Time!



Mouse Trap Debrief

Which did you prefer, to coach or be coached? Why?

If this mousetrap represents a fear in your life, what did you like about how you handled it? What would you change?

What did you observe in the interactions between partnerships around you?

Questions???
