

Takeaways “Leadership: From Theory to (Best) Practice”

Congratulations! You are the boss....now what?

- People want you to help THEM be successful – It is not about you!
- If they are successful, so are you – if it is their idea, they will work much harder to make it happen
- You are being watched by your boss and employees – all the time

Some basic rules

- 1st level supervision is the hardest type of leadership
- People want to see that you care about THEM
- Praise in public – criticize in private
- Document!

How to start a new job

- Try to listen the first 30-60 days – see where the needs and strengths are
- Build a briefing for your section or department
- Key processes
- Know what you are doing well and what you need to work on
- Boss’s priorities?

Which leadership “model” to use

- No one leadership model is the best – read the situation to determine the style you will use
- 20-70-10 rule
- Who we are is not always what we appear to be!

What do workers really want?

- Hersey Blanchard study
 - o Disconnect between what managers think their employees value most
 - o Employees want
 - Full appreciation for work done
 - Feeling “in” on things
 - Sympathetic understanding of personal problems

Leading ineffective teams

- Participative management works great – when people care
- If they don’t, employees need a good kick in the ---
- Discipline for morale?

Leading effective teams

- Best idea wins
- Herding cats! – the importance of buy-in
- Take care of your people, they will take care of you
- Give credit for success, take the blame when things go wrong
- Most of the time who made the mistake does not matter, it is more important why

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- The parallel between you and the basketball coach

How to handle yourself

- Trust
- Don't lose your temper
- If you are nervous, so are they!

How to handle mistakes

- Short and long term fix for every problem
- Is it the people or the system?
- Acts of omission and commission and why that matters
- We learn by our mistakes
- Lack of effort is not an excuse

Take care of them, they will take care of you

- Remember birthdays!
- Send cards for funerals and when they are sick
- Hospital visits
- Implement their ideas – tell them why if you cannot
- We are held to the same standards but may need to be motivated differently

The relationship with the boss

- Poor relationship with your boss can hurt your people
- Boss sees a bigger picture
- Your #1 priority is not their #1 priority
- Give good news
- Give bad news promptly – with a suggestion on how to fix the issue
- Ask for feedback
- They cannot support you on everything you may want to do.

Balance

- Family first
- Get enough sleep

Closing thoughts

- Don't believe your press clippings
- Get a mentor
- Take care of yourself
- Work out and have a life “off duty”
- Don't give time to negative people

“There is but one use of power and it is to serve people” (Lincoln)