A decorative graphic on the left side of the slide, consisting of a grid of squares in various shades of blue and purple, arranged in a stepped pattern that tapers to the left.

Leadership

From Theory to (Best) Practice

6 Feb 2020

Leadership

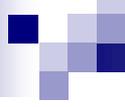
- Getting others to follow a vision...achieve a common goal.
- Getting people to say “I did it myself”
- Innovates... Develops...Inspires Trust... Challenge “Status Quo”

Yep it is like.....



Overview

- Background
- OK, you are the boss, now what?
- Some basic rules
- How to start a new job
- Which leadership “model” to use
- What do workers really want?
- Leading ineffective teams
- Leading effective teams



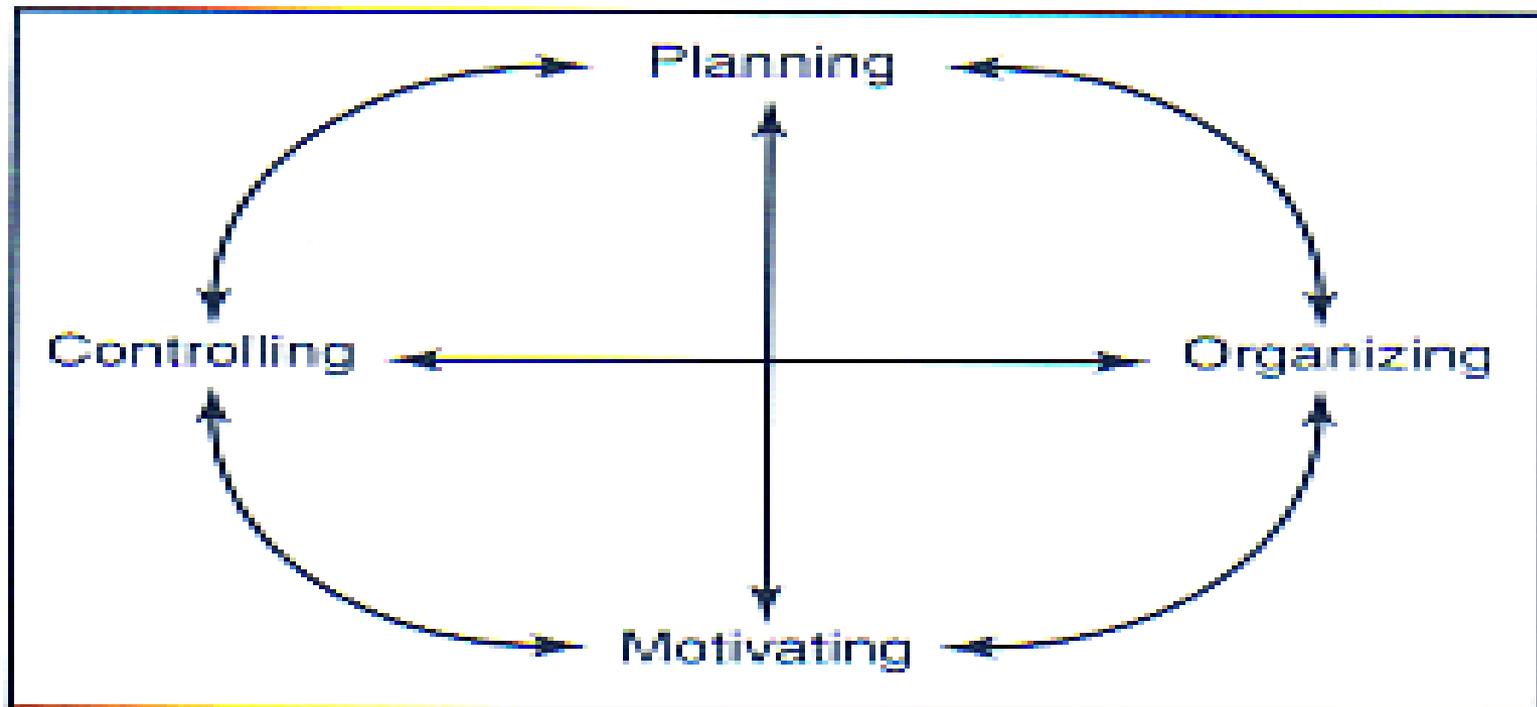
Overview Cont.

- How to handle yourself
- How to handle mistakes
- Take care of them, they will take care of you
- The relationship with the boss
- Balance

Background

- Student of leadership and management
- Theatre Manager at 18
- Enlisted in the Air Force at 22
- Officer at 28
- Squadron Commander 2005
- Teaching full time since 2005
- Associate Dean and Dept Chair

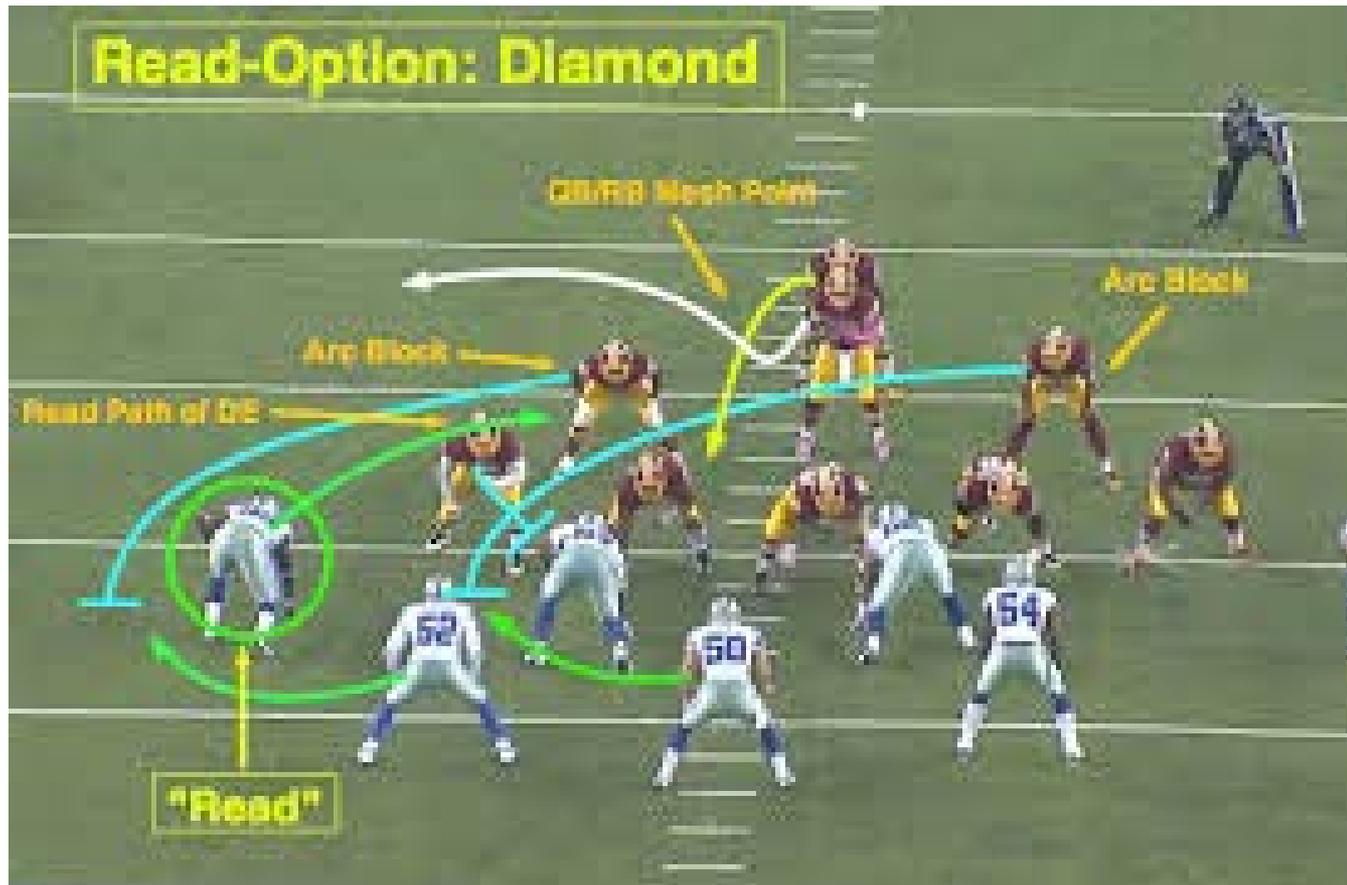
Four Functions of Leadership



OK, you are the boss, now what?

- Read the environment
- Fill the gaps
- Know that all are watching you
- If you walk by something substandard and do nothing, you have just accepted that condition as the new standard
- People want to know what you will do for them
- Watch what you promise
- With great power.....

Read Environment



Fill the biggest gaps first



Even it it feels like this



Dr. John Griffith, Lt Col USAF Ret

Know that all are watching you



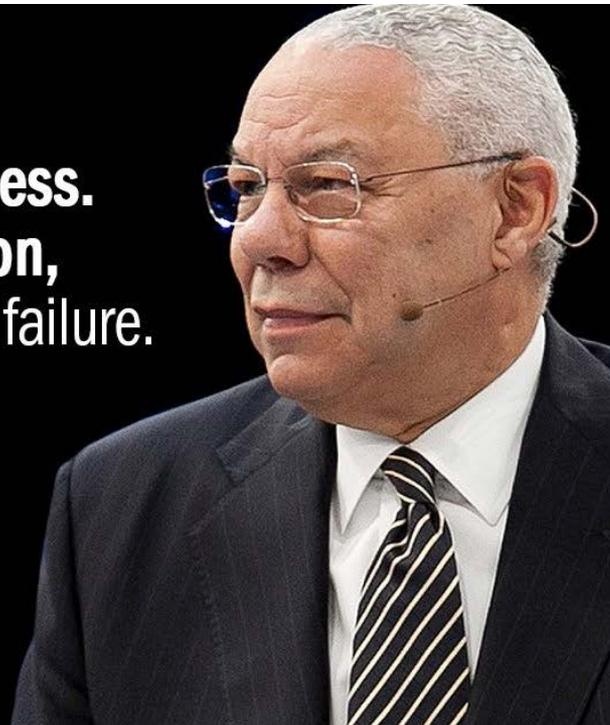
Dr. John Griffith, Lt Col USAF Ret

If you walk by something substandard.....

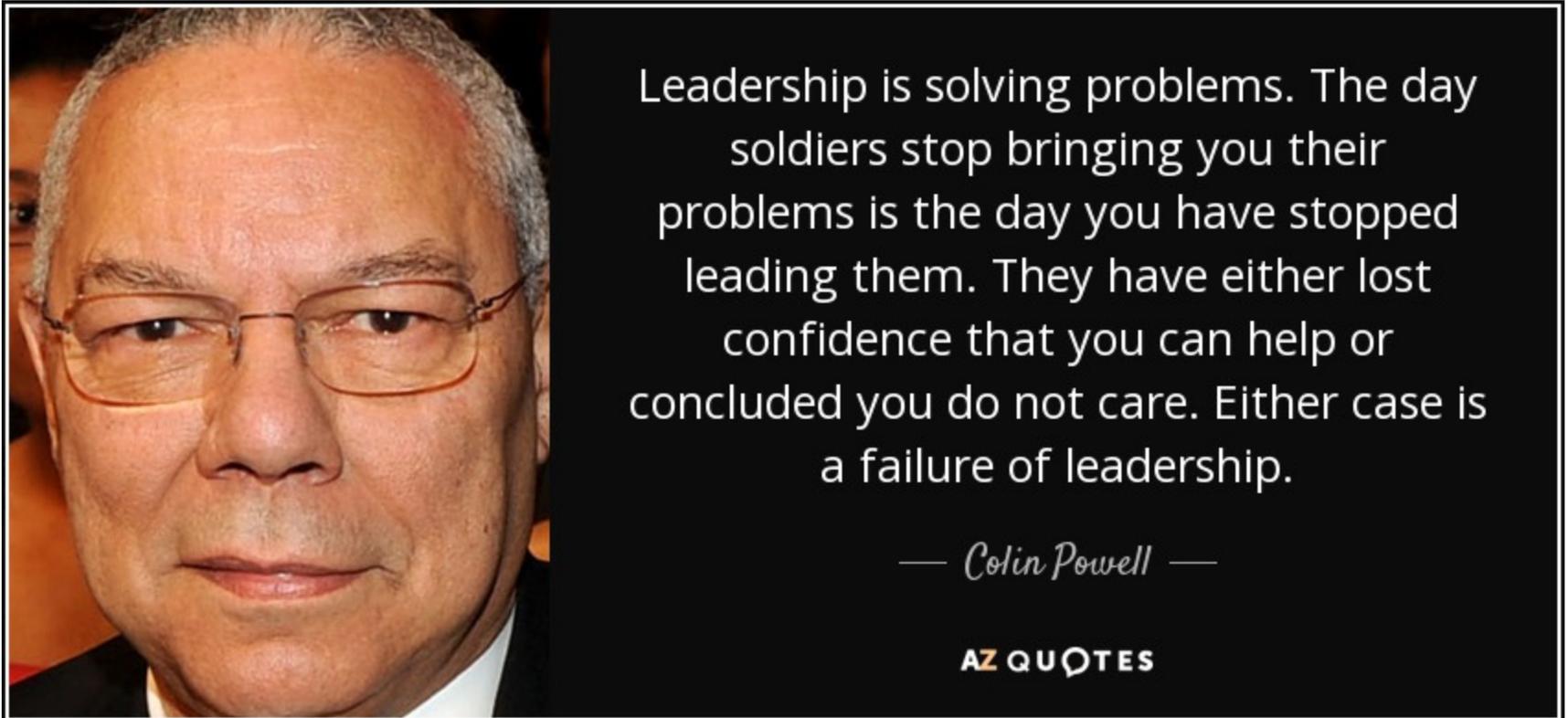
There are no **secrets to success.**
It is the result of **preparation,**
hard work, and learning from failure.

– *Colin Powell*

AZ QUOTES



People want to know what you will do for them

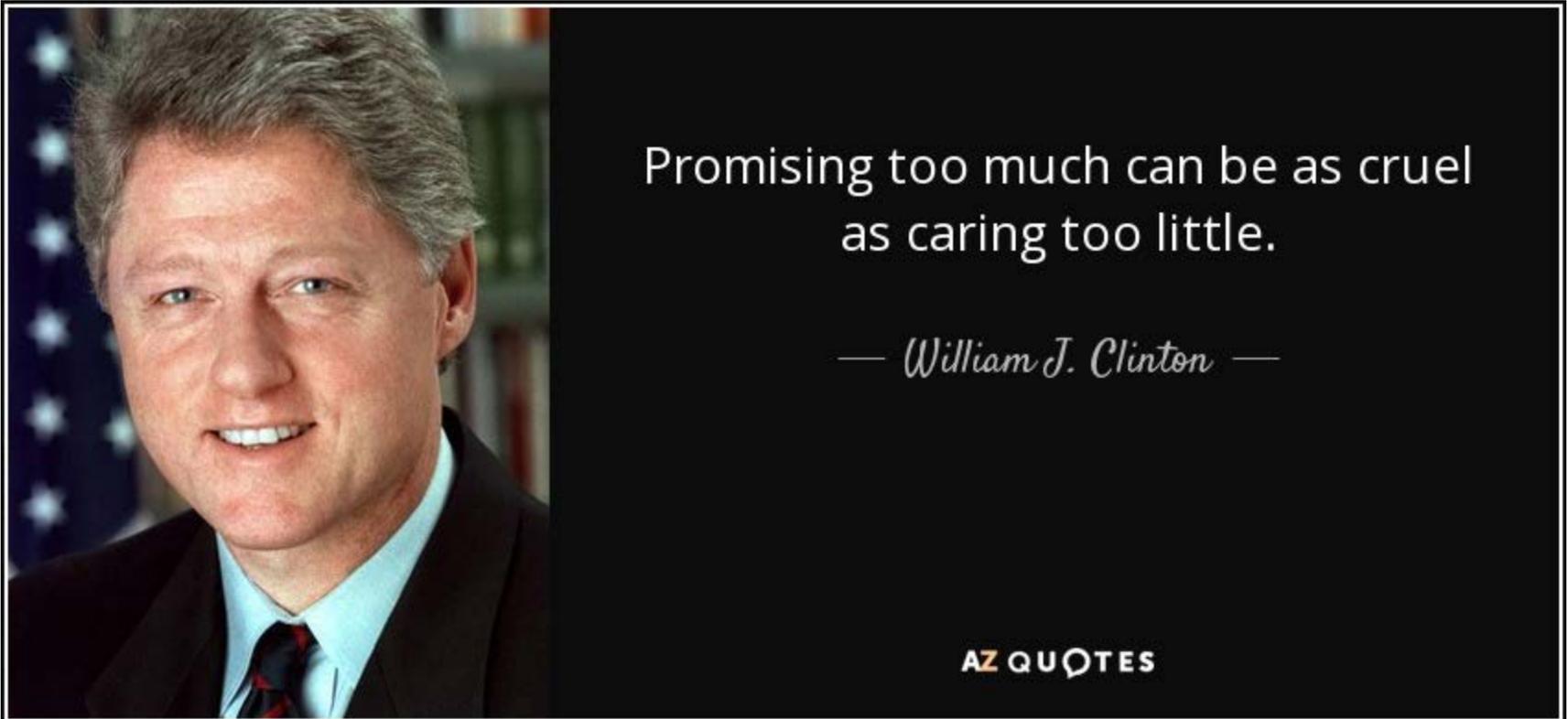


Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

— Colin Powell —

AZ QUOTES

Be careful what you promise



With great power....



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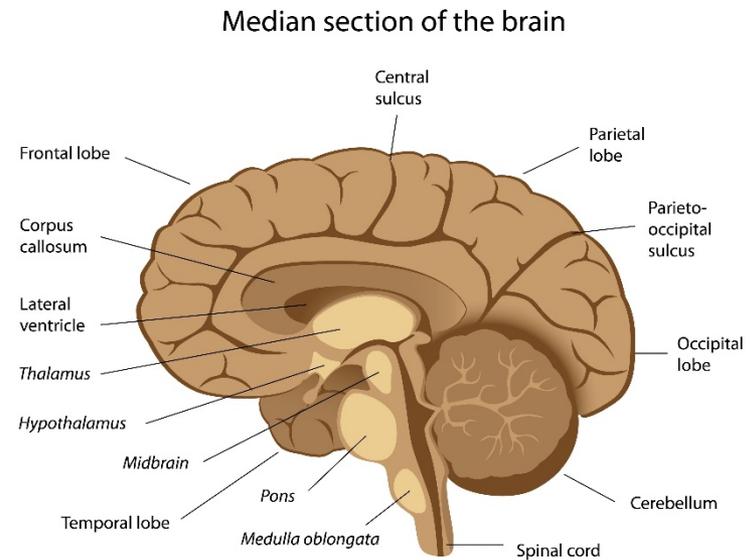


It is not about you

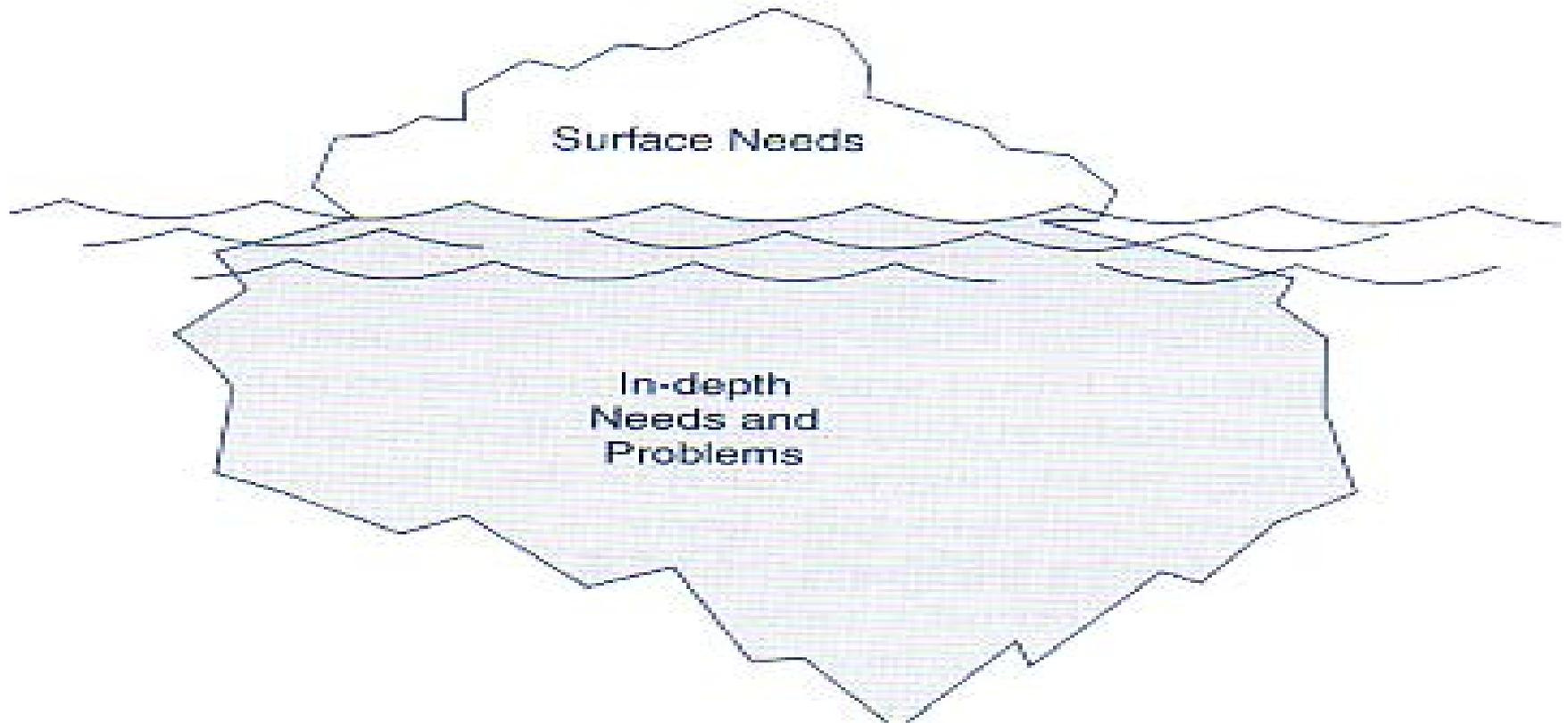
Some basic rules

- First level supervision is the toughest
- Higher levels require less technical skill and more people skills
- Be honest...Care
- Implement as many employee ideas as possible
- Praise in public, criticize in private
- If you cannot get along with people, you may be lost
- Pick your battles
- Documentation of performance for your employees is critical...so is feedback!

What is more complex?



Freud's Iceberg Analogy



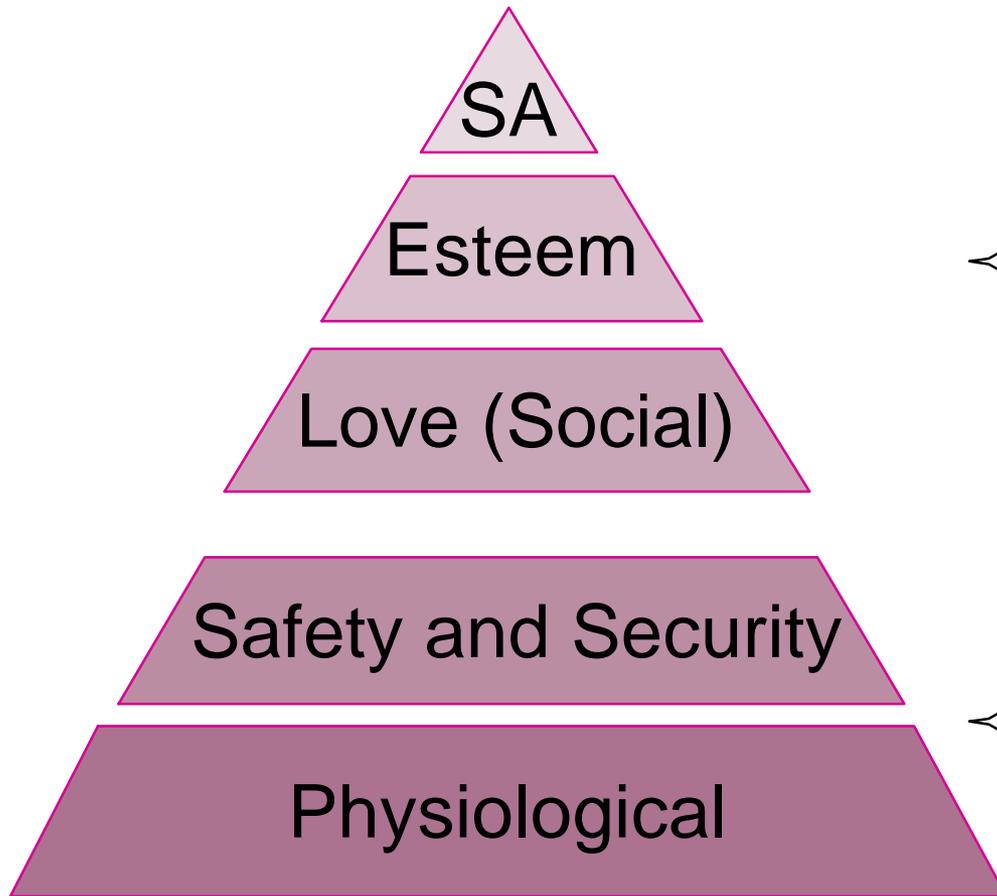


McGregor X - Y Theories



Theory X	Theory Y
<ul style="list-style-type: none">* people need close supervision* will avoid work when possible* will avoid responsibility* that they desire only money* people must be pushed to perform	<ul style="list-style-type: none">* people want independence in work* people seek responsibility* people are motivated by self-fulfilment* people naturally want to work* people will drive themselves to perform

Theories Applied to Needs Hierarchy



Theory Y – a set of assumptions of how to manage individuals motivated by higher order needs

Theory X – a set of assumptions of how to manage individuals motivated by lower order needs

Hygiene vs Motivator factors

Herzberg's Two Factor Theory



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Supervisors View

Tend to think employees value:

- Good wages
- Job security
- Promotion
- Good working conditions



Employees Really Value:

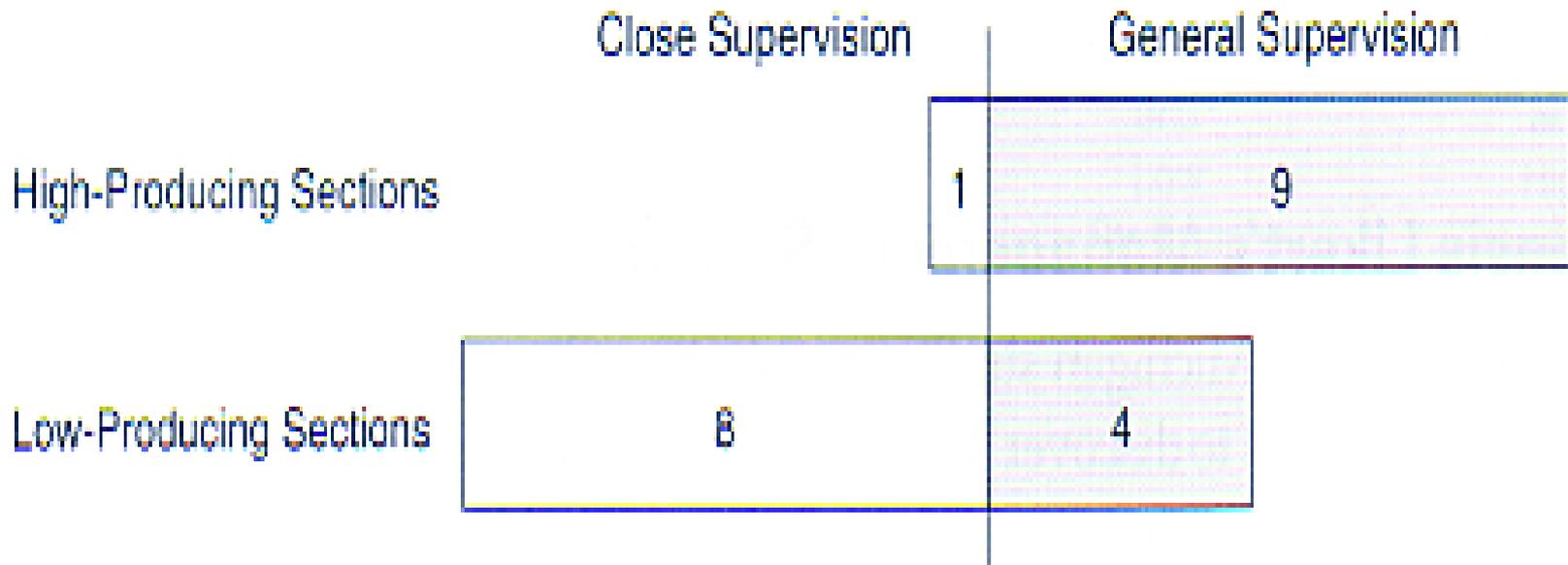
- Full appreciation for work done
- Feeling “in” on things
- Sympathetic understanding of personal problems

Structural Roles of Managers

Roles of Managers Today	Roles of Future Managers
<ol style="list-style-type: none">1. Strictly adhering to boss–employee relationships2. Getting things done by giving orders3. Carrying messages up and down the hierarchy4. Performing a set of tasks according to a job description5. Having a narrow functional focus6. Going through channels, one by one by one7. Controlling subordinates	<ol style="list-style-type: none">1. Having hierarchical relationships subordinated2. Getting things done by negotiating3. Solving problems and making decisions4. Creating the job through entrepreneurial projects5. Having a broad cross-functional collaboration6. Emphasizing speed and flexibility7. Coaching one's workers

Likert (1961)

Number of First-Line Supervisors Who Use



Morris Massey

Imprint 1-7

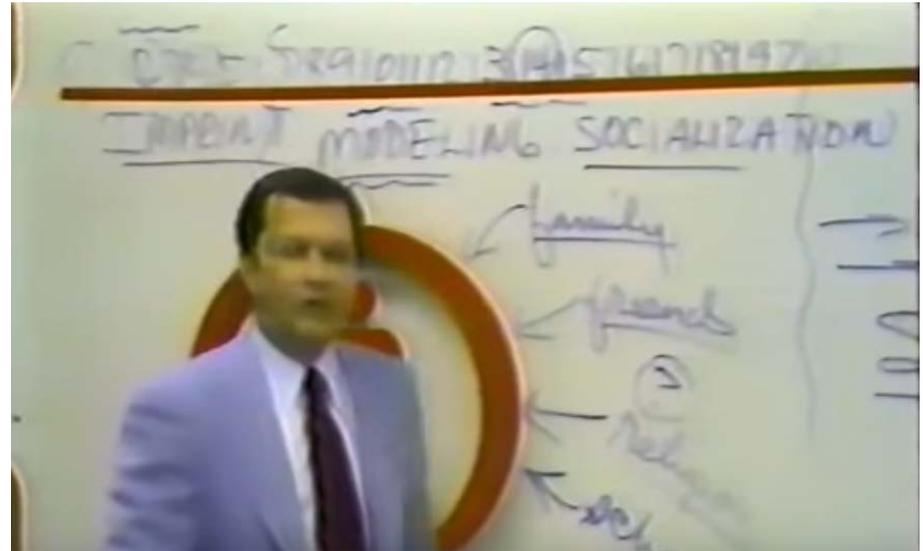
Modeling 8-14

Socialization 15-20

Value Programmed 20

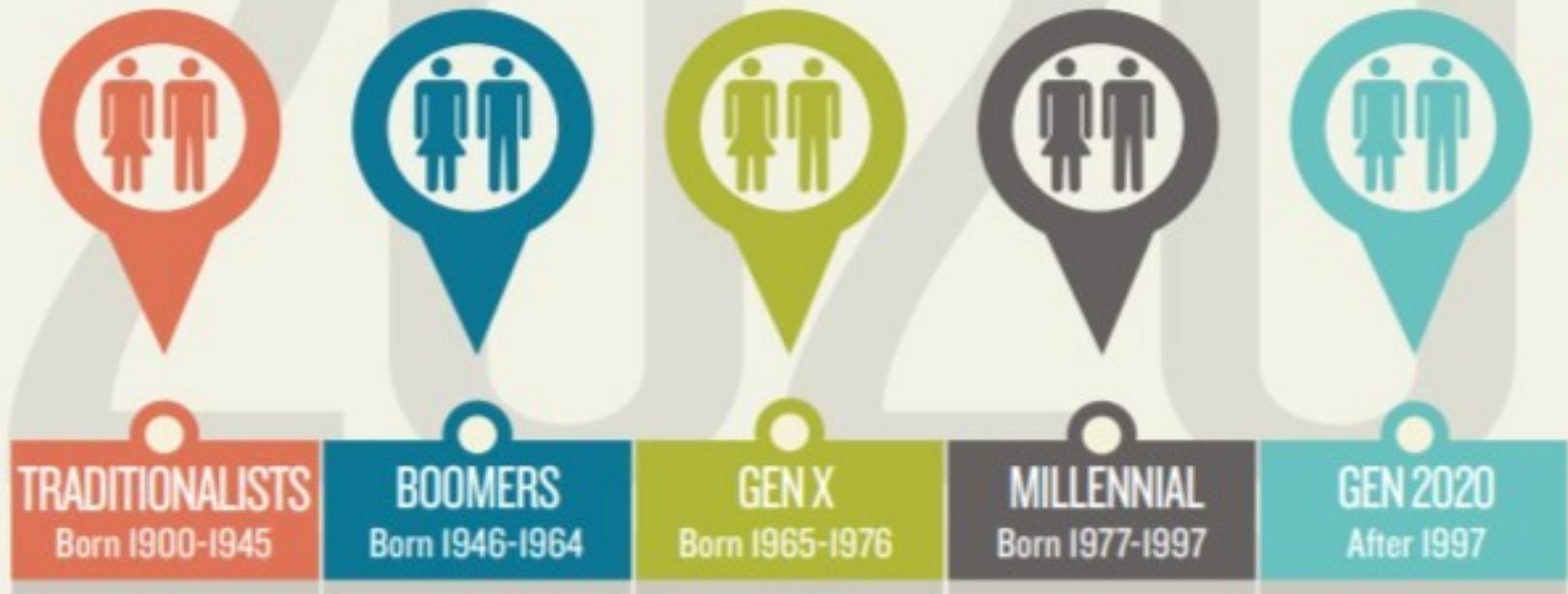
Significant Emotional Event

- Values shaken - What do I believe?

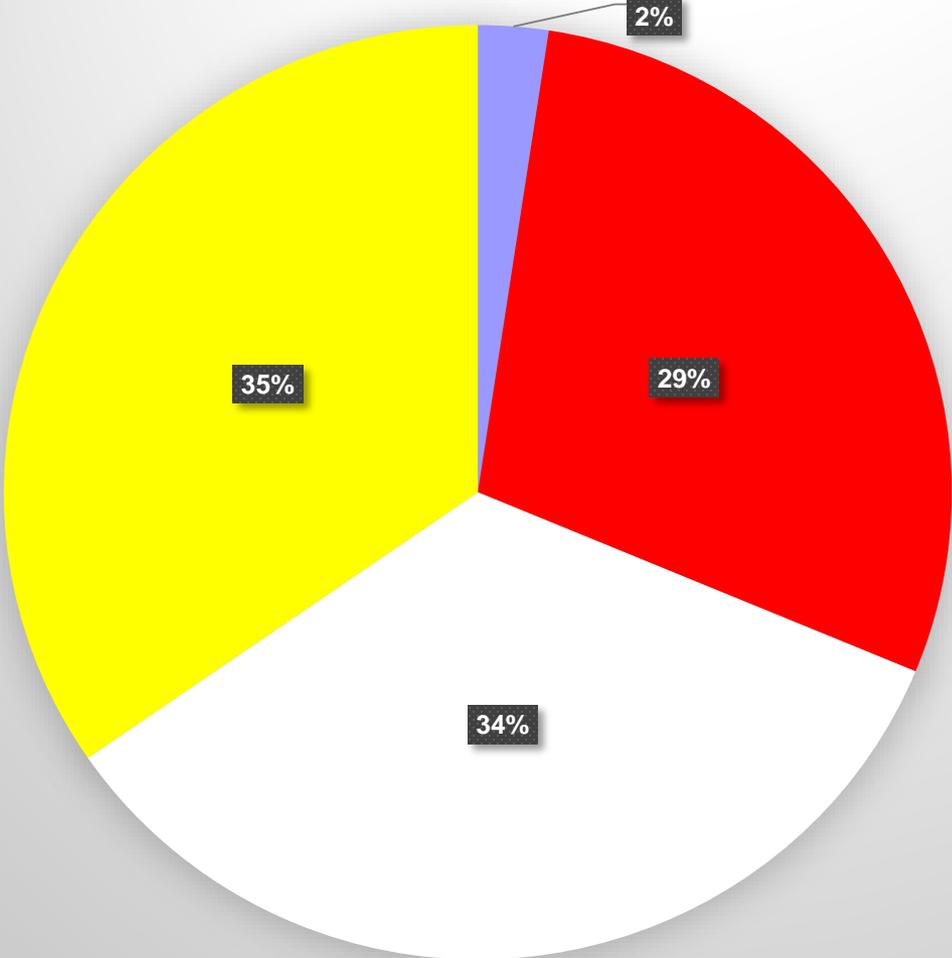


MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020

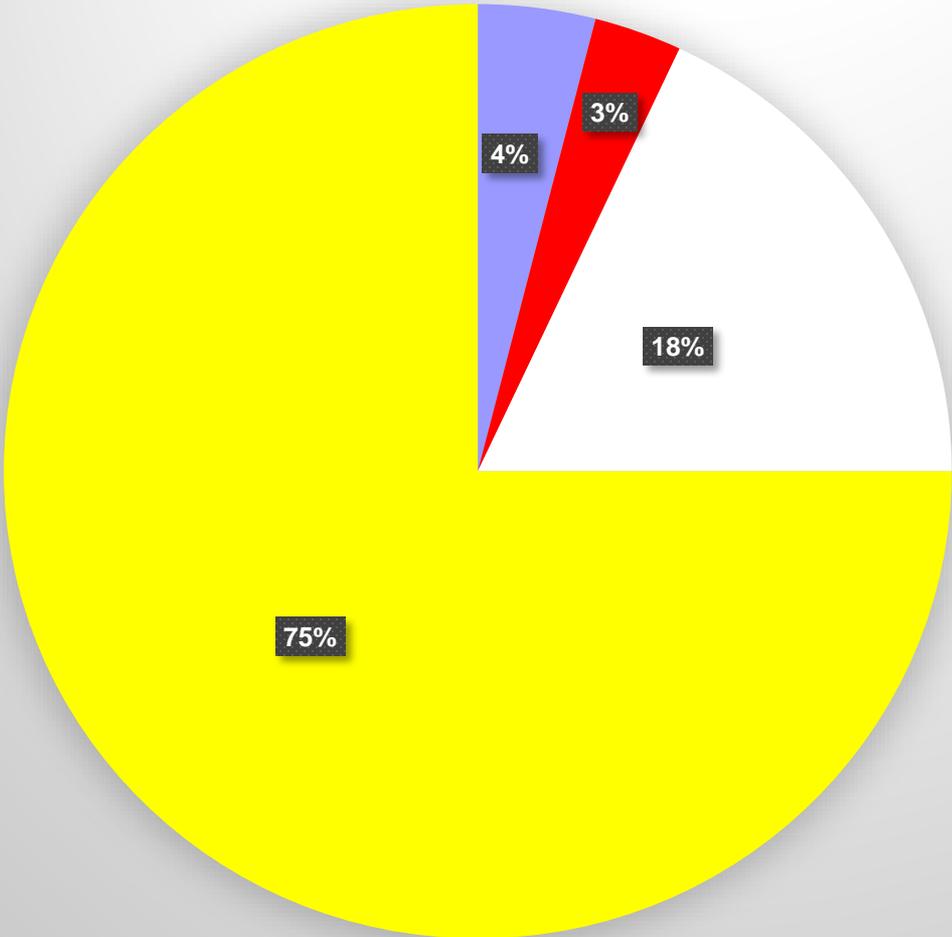


Percentage of Generations in the Workplace in 2015



- Traditionalists
- Baby Boomers
- Generation Xers
- Millennials

Percentage of Generations in the Workplace in 2025



- Traditionalist
- Baby Boomers
- Generation Xers
- Millennials

The Career Stage Model

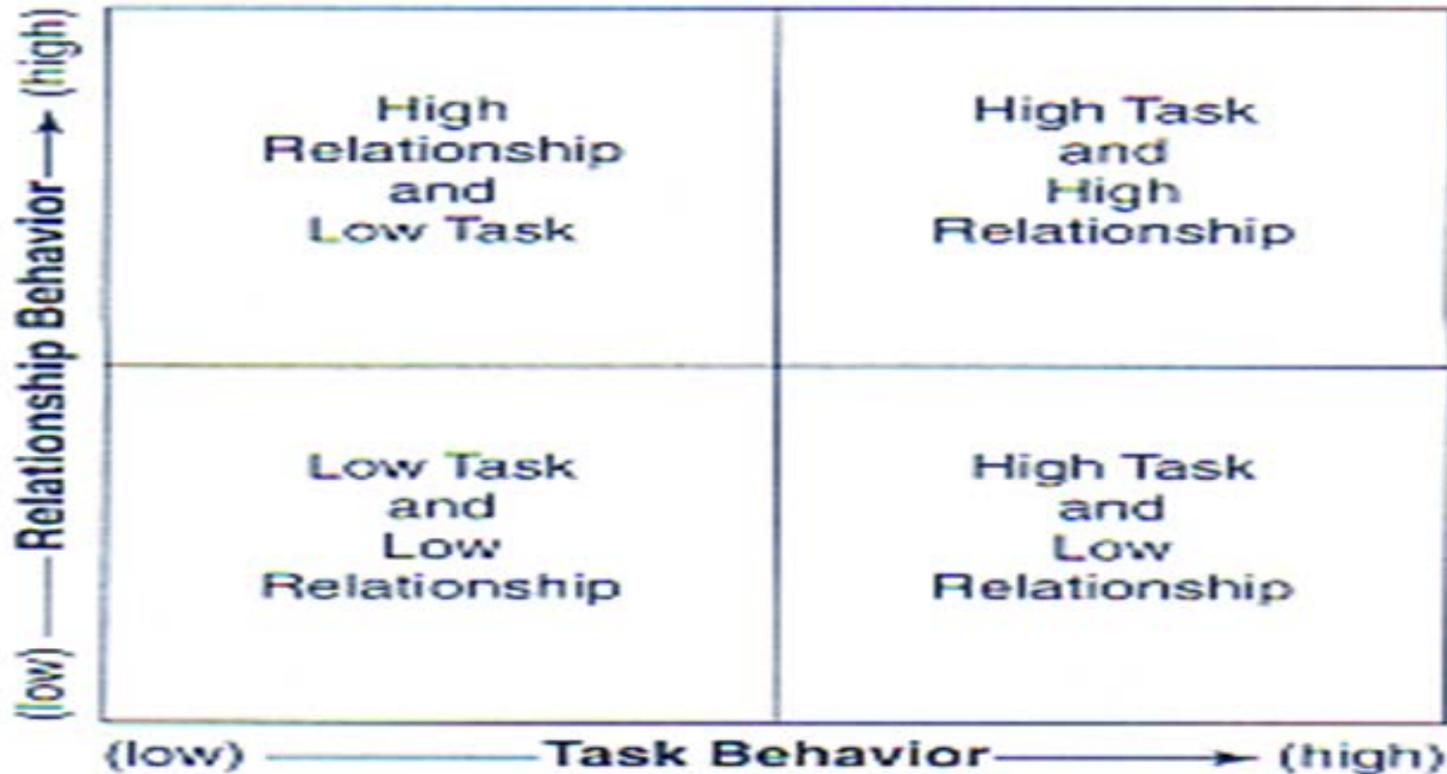
Career stage



Early adulthood → Middle adulthood → Late adulthood
(17-40) (40-60) (60+)

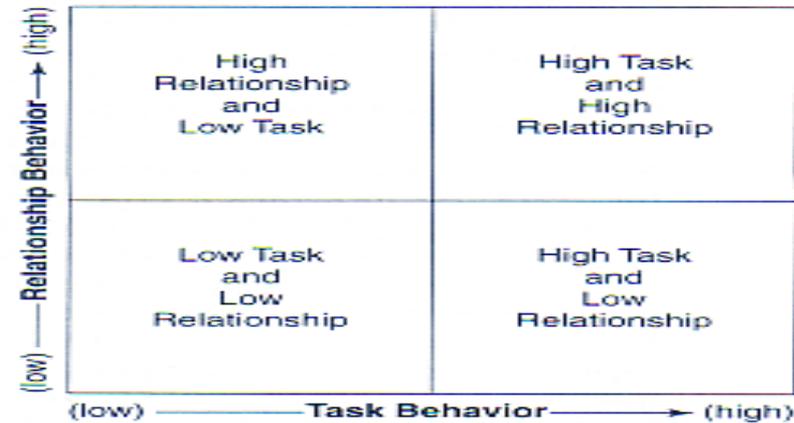
Life stage (age)

Situational leadership model

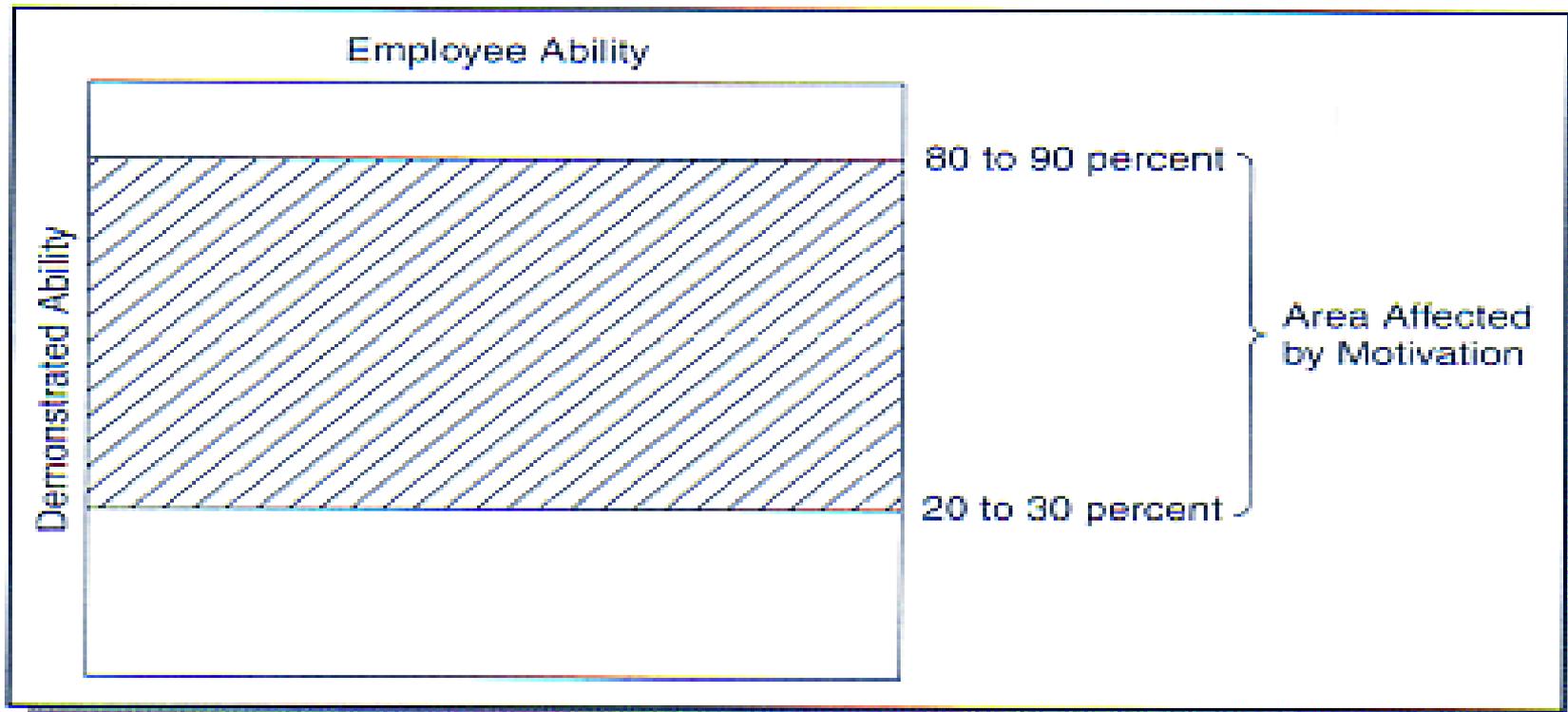


Which leadership “model” to use

- No one best model
- Read and react
- Some environments need support
- Some environments need a good kick in the pants
- Hard to change attitudes
- The 20-70-20 rule



What difference does motivation make?



Models

- Give us different ways to view complex situations
- Very hard to “prove”
- Based in “Common Sense”
- Help leaders adapt to dealing with the most complex organisms on the planet, Human Beings!

Ineffective teams



Leading ineffective teams

- Participative management and servant leadership are the rage and for good reason
- **BUT** Employees must care in order for these philosophies to work
- Sometimes you must remove poor attitudes from the environment in order for the group to move forward
- Discipline for morale



Leading effective teams

- Best idea wins, even if it is not yours
- Take care of your employees, they will return the favor
- Seek out their ideas, give them credit for success
- Lead from the front
- Leadership includes clearing away obstacles faced by your people

What is your style?



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“A second plane hit the tower”



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Watch your mood, they will reflect it



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How to handle yourself



- Temper – temper!
- It all begins and ends with trust
- Zero tolerance for discrimination/negativism
- Tolerate mistakes, as long as the intent was good
- **Be at your best when others are at their worst**
- Laugh...a lot
- Be approachable

How to handle mistakes

- Short term and long term fix for every problem
- Is it a systems problem or a people problem?
- Realize the difference between acts of omission and commission
- Pick people up when they fail, as long as their efforts were sincere
- Do not tolerate those who fail due to lack of effort, take direct and immediate action

Take care of them, they will take care of you

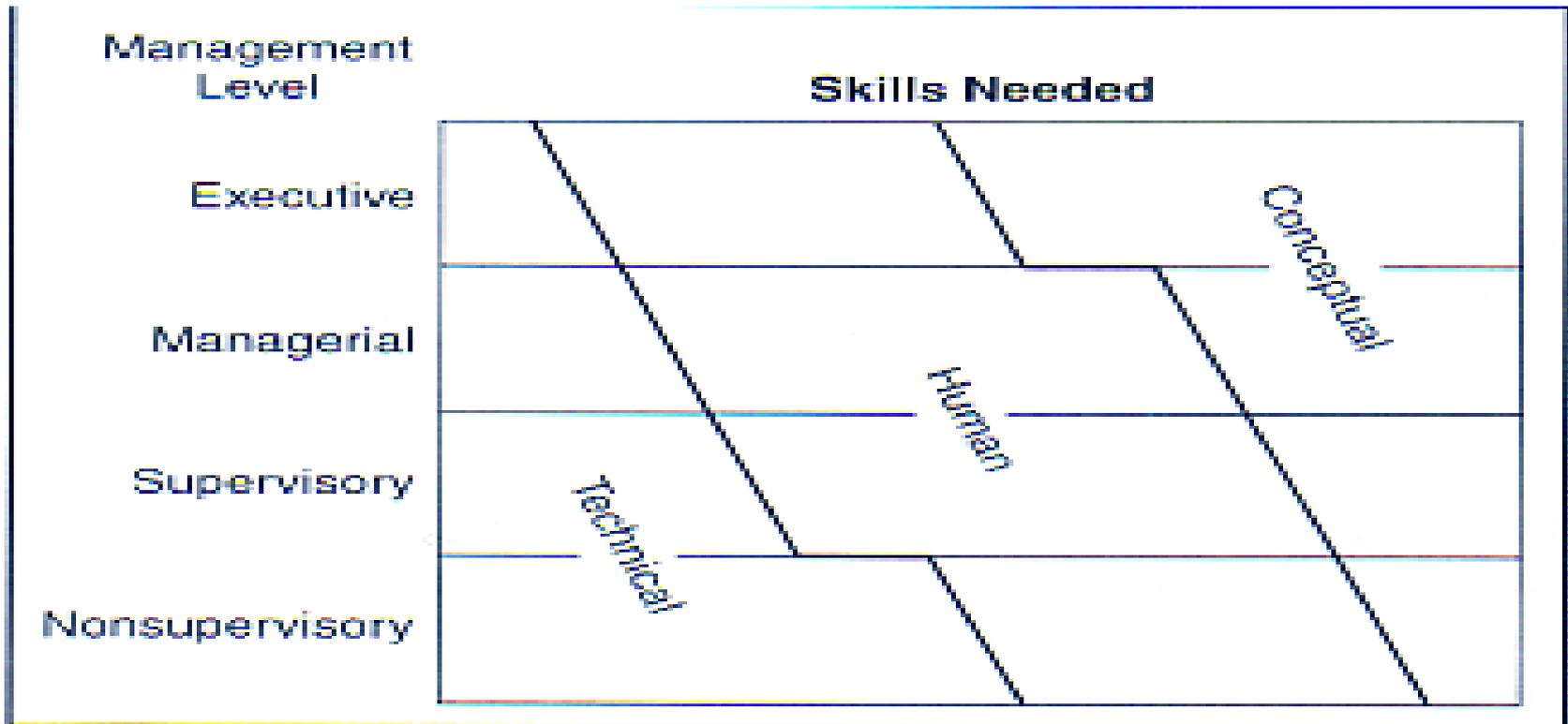
- Birthdays
- Funerals
- Ideas
- Stress
- Credit for outstanding performance
- Honest feedback
- Hold all to same standard – you may have to motivate different people differently



The relationship with the boss

- Know your boss' goals and your role in achieving them
- Realize they see a bigger picture
- Your #1 is not their #1
- Give the boss good news – they don't get that often!
- When approaching with a problem, have a solution
- “No” is an answer too
- Get feedback on expectations early
- Get feedback on performance

Where is the focus needed?





Difficult bosses

- Be professional
- Meet deadlines
- Tell the truth
- Do the best you can
- This too shall pass

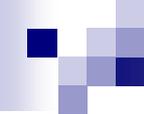
Like your job, love your wife



Dr. John Griffith, Lt Col USAF Ret

Balance

- Family – can't be replaced
 - Like your work, love your spouse...and kids
- Those who give their life to the company don't like the long term exchange
- Recharge yourself
- Keep educating yourself
- Sleep



Closing thoughts

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

1. Get a Mentor
2. Take care of yourself
3. Don't have time for others with negative attitudes



Questions?

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