


"People Don't Leave Jobs – They Leave Bosses"

#1: "Stuff happens" between people in your busy work-place "sand-box," & people have choices where they work. Turnover is expensive, especially when the good ones choose to go elsewhere. **Don't let You/your "stuff" be the reason they leave!**

#2: You can't change or control anyone else; only yourself. The best you can do is do the best you can, keep getting better, lead by example, and be a positive influence on others! **Be a congruent boss people want to work for.**

#3: Your goal: make good choices how you interact with each employee, and the larger team. Your challenge: Each employee and situation requires a unique approach; you need to find it, and **& be able to "flex your style" ...**

#4: Motivate & Empower your employees to solve problems and conflicts at their level 1st, before coming to you, or avoiding conflicts.



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Point #1: Don't be the problem!

"Toxic bosses" come in many forms:

- Make insults & derogatory comments
- Divide employees, create mistrust
- Don't give praise when earned
- Are in denial about problems
- Take credit for others' work
- Push problems onto others
- Make sexual advances
- Are hypercritical
- Micromanage
- Are inept

Employee problems associated w/"toxic bosses":
 Overeating, Smoking, Substance abuse,
 High blood pressure, Irritable Bowel Syndrome,
 Sleep loss, Depression, & Anxiety
 Hormonal & Immunal System disorders

"Do as I say, Not as I do!"


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Supervisors top 10 LEAST effective words:

10. Don't give me excuses - just get it done.
9. I'm the boss and don't you forget it.
8. Either get with it or hit the road.
7. I don't care what you think.
6. We've always done it this way.
5. You're not paid to think.
4. Because I said so.
3. It's company policy.
2. That's stupid.
1. Never.

Supervisors top 10 MOST effective words:

1. Well done.
2. Thank you.
3. I'm sorry.
4. I don't know.
5. How can I help?
6. I made a mistake.
7. Let's work on it together.
8. Your idea is better than mine.
9. I trust & respect you as a person.
10. What do you think we should do?



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Point #3: Be able to "Flex Your Leadership Style" – depending on the situation ...

Situational Leadership, by Dr. Paul Hersey

- Each leader has a **"Primary" style**, and a **"range"** of styles.
- **One style does NOT fit all situations!**

Support Low-T/Hi-R	Coach Hi-T/Hi-R
Delegate Low-T/Low-R	Direct Hi-T/Low-R

Effective leaders need to **"Flex your style"** for each employee & their unique needs & circumstances. One person might require 3 different styles re: 3 different tasks. With time people can/do improve, so the style needed will change again. **Flex accordingly!**

- **What's YOUR "Primary" Leadership style & "Range of" styles, and how effectively do you use them?**

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Situational Leadership

Quad 1: Directing Style

Employee needs Direction, Instruction, and Support. Show Examples, Demonstrate how to do the task. **"Here is exactly what you need to do."**
"Let me show you exactly what to do."
"Now tell me your understanding of this task."

(3) Support Share ideas & facilitate decision making	(2) Coach Explain your decisions & provide opportunity to clarify
(4) Delegate Turn over responsibility for decisions & implementation	(1) Direct Provide specific instructions & closely supervise performance

Quad 2: Coaching Style

Employee still needs some Instruction & Support. Your job is to help Improve, Support & fine-Tune their abilities. Discuss Outcomes. Allow them to demonstrate their Abilities. Be ready to Modify or correct their plan.
"I want you to _____. How do you think you will accomplish this?"
"I want you to _____. What questions do you have?"
"You try it and we'll modify it from there."

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Situational Leadership

Quad 3: Supporting Style

Employee needs very little Instruction & some Support. Your job is to show confidence in the employee's Abilities. Discuss Outcomes. Ask Questions. Follow-up periodically. Be available.
"I know you can accomplish this task."
"I recognize this is a challenging assignment -- that's why I picked you."
"Call me if you need assistance or have any questions."

(3) Support Share ideas & facilitate decision making	(2) Coach Explain your decisions & provide opportunity to clarify
(4) Delegate Turn over responsibility for decisions & implementation	(1) Direct Instruct, demonstrate, & closely supervise performance

Quad 4: Delegating Style

Employee needs little or no Instruction or support. Your job is to give a clear Assignment and identify Expectation for Outcomes. Then get out of the way and let this trusted employee do their job.
"I need you to _____. Let me know how it goes."
"Good luck, and keep me posted on how it's going and the results."

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They say the only person who likes change is a baby in a poopy diaper.

Change starts the "Transition Process" – a journey from the "Old" -- to the "New".

When change affects a team, perceptions & transitions vary from person to person, based on a relative sense of "Gain/Loss" re:

- **Certainty**
- **Purpose**
- **Goals**
- **Routine**
- **Relationships**
- **Power**
- **Self-esteem**

Thriving teams in Transition:

- **Stay focused, objective**
- **Encourage discussion/action**
- **Encourage each other**
- **Keep people in loop**
- **Celebrate success**
- **Adjust as needed**

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Be the change you wish to see. - Gandhi

Elements needed to manage complex change ...

adapted from Knoster, T. (1991)

Vision +
 Action Plan +
 Resources +
 Skills +
 Incentives = **Change**

??? +
 Action Plan +
 Resources +
 Skills +
 Incentives = **Confusion**

Vision +
 ??? +
 Resources +
 Skills +
 Incentives = **Treadmill**

Vision +
 Action Plan +
 ??? +
 Skills +
 Incentives = **Frustration**

Vision +
 Action Plan +
 Resources +
 ??? +
 Incentives = **Anxiety**

Vision +
 Action Plan +
 Resources +
 Skills +
 ??? = **Resistance**

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*Remember: **EVERYONE** is looking for their "WIIFMs"!*

Point #4: Motivate & Empower your employees

You know what
I REALLY like
about this job?


Autonomy

Mastery

Purpose

(YouTube: "Dan Pink Drive")

How can you facilitate more of this in your workplace?



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• **Setting Expectations** *(High Expectations = High Achievement)*

<u>Individuals</u>	<u>Team</u>
<ul style="list-style-type: none"> • Reflects job needs, person's abilities, and their input. • Discuss periodically; this is when you can "Instruct, Coach & Support" • Be specific. • Be accessible/approachable. • Conduct "stay interviews." 	<ul style="list-style-type: none"> • Vision, mission & goals. • Reinforce expectations periodically & consistently. • Continuous Improvement. • Celebrate successes! • Encourage <u>everyone</u> to help shape team goals/norms.

This is all highly "situational" ...

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"What's your Goal, and How can I Help?"

Be able to have courageous conversations ...

- **Be approachable.** Tell employees they can come to you to talk about anything. **And mean it! And do it!**
- **Leave your ego at the door.** Acknowledge employees' ideas, innovations & contributions. Focus on ways to help others grow, get better, and take initiative/ lead. And when you make a mistake, admit it, and own it.
- **When discussing someone's performance or behavior:**
 - Position the discussion with positives first.
 - Describe specific, observable behaviors.
 - Focus on fixing, not finger-pointing.
 - Be firm/fair; let them show if they can/will or can't/won't.

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*There's a difference between being interested and being committed.
When you're interested you do it only when it's convenient.
When you're committed you accept no excuses, only results.*

Ask yourself these 2 questions, and have an "Honest Conversation with yourself":

What's 1 thing I WILL do to improve how I "flex my leadership styles" to be a better boss, and retain our best & brightest?

What are my WIIFMs to do this?

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