<u> "People Don't Leave Jobs – They Leave Bosses"</u>

#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.

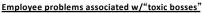
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Point #1: Don't be the problem!

"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



Overeating, Smoking, Substance abuse, High blood pressure, Irritable Bowel Syndrome, Sleep loss, Depression, & Anxiety Hormonal & Immunal System disorders

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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.

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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?

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.

Support Low-T/Hi-R	Coach
<u>Delegate</u>	Direc

One style does NOT fit all situations! Low-T/Low-R 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.

(2) Coach (3) Support n your decisions vide opportunity to clarify (4) Delegate (1) Direct

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.

___. How do you think you will accomplish this?" "I want vou to __. What questions do you have?" "I want you to ___ "You try it and we'll modify it from there."

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 (2) Coach & provide opportunity to clarify acilitate decisio (4) Delegate (1) Direct

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 **Thriving teams in Transition:** Purpose Stay focused, objective Goals • Encourage discussion/action Routine Encourage each other Relationships Keep people in loop Power Celebrate success Adjust as needed Self-esteem

Be the change you wish to see. - Ghandi Elements needed to manage complex change .. adapted from Knoster, T. (1991) (+ Action Plan)(+ Resources)(+ Skills)(+ Incentives)= Change (+ Action Plan) (+ Resources) (+ Skills) (+ Incentives) = Confusion ??? (+ Resources) (+ Skills) (+ Incentives) ??? = Treadmill Vision + Action Plan ??? (+ Skills)(+ Incentives) = Frustration Vision (+ Action Plan) + Resources ???)(+ Incentives) = Anxiety Vision)(+ Action Plan)(+ Resources)(+ Skills) ??? = Resistance

Remember: <u>EVERYONE</u> is looking for their "WIIFMs"! Point #4: Motivate & Empower your employees A<u>utonom</u>y You know what I REALLY like M<u>astery</u> about this job? P<u>urpose</u> (YouTube: "Dan Pink Drive")

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How can you facilitate more of this in your workplace?

• Setting Expectations (High Expectations = High Achievement)

Individuals

- Reflects job needs, person's abilities, and their input.
- Discuss periodically; this is when you can "Instruct, Coach & Support"

· Be specific.

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- Be accessible/approachable.
- Conduct "stay interviews."

Team

- · Vision, mission & goals.
- Reinforce expectations periodically & consistently.
- Continuous Improvement.
- Celebrate successes!
- Encourage everyone 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.

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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