

1. Leadership Basics

Develop and Improve Your Leadership Efficiency

This includes:

A Defined Vision
Self Confidence
Good People
Support to the Team
Explicit Policies & Procedures
Effective Delegation

1. Set goals for yourself and the team – make sure to communicate them.
2. Have confidence, and don't underestimate your abilities or potential.
3. Make good hiring decisions, and help new employees get off to a good start.
4. Work on motivating and empowering your employees whenever possible.
5. Be clear about your expectations, and company policies and procedures. Hold people accountable to them.
6. Don't do it all – delegate – choose the right person for the right assignments.

Make Good Decisions:

Take Time –
To define the problem
Identify the reasons
Gather the facts
Evaluate the options
Choose and put into effect the best solutions

Learn from your mistakes

“Disconnect” from the chaos and define the ‘root issues’ or problems.
Understand that not all of your decisions are going to be good ones. Don't let some bad decisions be a deterrent from moving forward and continuing to make decisions.

Delegate Effectively:

Assign tasks appropriately
Get acknowledgement
Get confirmation
Give authority

Delegation Quiz:

1. Delegating helps supervisors find the time to focus on tasks which they are uniquely able to handle.
T or F
2. Delegating is a way to show employees that you trust them.
T or F
3. Delegating involves directing an employee to perform a task the same way you would if you had the time.
T or F
4. Delegating can motivate employees to expand skills and build their confidence.
T or F
5. Effective delegating requires clear explanations of the task's goal, relevance, resources, and timetable.
T or F
6. Effective delegating includes giving the employee authority to complete the task and:
7. Once you delegate a task, you don't have to think about it again until the deadline arrives.
T or F
8. Delegating may not achieve its purposes if the supervisor:
9. If a delegated tasks starts to fall behind schedule, a supervisor should:
10. When an employee completes a delegated tasks successfully, you should provide recognition and let others know about the accomplishment.
T or F

2. Enhance Communication

The root cause of most problems can be traced to communication. And even the best communicators “mess up” on a regular basis.

Given the difficulty people have with communication, there is an enormous opportunity for those who take the time to do it well.

Communication can become a competitive advantage.

Three critical basic skills:

Listening

Communicating goals, updates and results

Non verbal communication

“Leaders have a special opportunity and responsibility. Those who can effectively improve people’s understanding of an issue can open up possibilities where others do not. This is done initially by mastering the ability to listen deeply to what is and is not being said. Having listened well, the leader then is much more likely to know what to say . . . and other naturally follow.”

3. Develop the Team and Increase Productivity

Build the Team:

In order for a group of people to attain their maximum potential as a team, the following conditions must be met:

- The group must have a common goal
- The members must have a mutual respect for one another
- Each member must have a thorough understanding and acceptance of their role, their specific responsibilities, and what is expected of them
- Regular communication with the team

Four Steps to Building a Team:

- 1) See to it that the work environment is fair, reasonable and friendly.
- 2) Demonstrate an ability to see things from the employee's point of view.
- 3) Strive to gain acceptance as the group's leader.
- 4) Encourage employee contribution.

See to it that the work environment is fair, reasonable, friendly and respectful – and that it is perceived as such by the team members.

While you have formal authority that has been delegated from management, your effectiveness will be greatly enhanced by the willing support of your team members.

Encouraging employee contribution to work on problems, participate in decision making, etc. also boosts commitment and team spirit. Similarly, team members also value being kept up-to-date about things that will affect them, the team or the company.

Steps to Increase Team Productivity:

- 1) Set a specific and attainable improvement goal
- 2) Remove the road blocks to success
- 3) Make certain all team members are aware of and committed to the success of the identified goal
- 4) Structure the team; provide clear roles and responsibilities
- 5) Keep the team informed

4. Set Goals and Objectives

- 1) Objectives should be specific and measurable
- 2) Objective setting should include those responsible for achieving the objective
- 3) Objectives should be challenging but attainable
- 4) Objectives should be regularly reviewed and updated
- 5) Objectives should be ranked

Basic example: "Increase Sales by 15% by June 1st". As opposed to "Increase Sales".

Your team will be more committed to the successful attainment of goals if they help create the objectives.

Objectives recognized as impossible are extremely uninteresting to workers. On the other hand, goals that require workers to really "stretch" but are attainable can be very motivating. People receive satisfaction from reaching goals and, consequently, are that much more motivated to reach for the next one.

Going after outdated objectives is a waste of time and people. The timeliness and validity of objectives should be reviewed periodically.

At any given time, your team will be pursuing several objectives. Obviously, some will be of much greater importance than others. Make sure your people are aware of the relative importance of the objectives so they can allocate their time and resources accordingly.

5. Provide Effective Coaching and Feedback

3 Key Stages to Giving Constructive Feedback:

- 1) Preparation for construction feedback
 - Set an appropriate time and place
 - Think through your opening comments in advance
 - Think about the other person's view of the situation

- 2) Presenting your feedback
 - Get to the point immediately – and be specific
 - Ask whether they understand the points you have made
 - Listen
 - Make a plan if needed
 - Focus on the future

- 3) Following up on the feedback
 - Be positive about the individual; enhance self esteem
 - Emphasize that, for you, the past is in the past
 - Emphasize that you are expecting good things to occur in the future
 - Coach for success

As a supervisor, you face a very challenging situation when employees do something you don't like. You must decide whether the irritating behavior or unacceptable performance is a detriment to you and, more importantly, to the team. Some supervisors prefer to let things slide ... confrontation is very difficult ... they know that people usually don't like being wrong and may object to their comments. But supervisors also need to know that postponing or waiting to confront someone just escalates the problem. Knowing how to provide feedback to someone effectively minimizes the negative repercussions of a confrontation.

Feedback can be positive, constructive or negative. All three kinds can be used, however negative feedback should be used sparingly.

6. Manage Conflict, Performance and Behavior

Conflict Between People Usually Follows a Series of Stages:

- | | |
|---------|---|
| First: | People want something but run into someone who disagrees with them or obstructs their progress. |
| Second: | Both parties feel frustrated because they can't do or get what they want. |
| Third: | They explain their frustration by blaming each other. |
| Fourth: | Both parties react and the conflict escalates. |
| Fifth: | Someone perceives that the conflict could get out-of-hand and initiates a way to manage it . . . This is where conflict management skills are needed. |

The Win-Win Approach to Resolve Conflict:

Often the best method for managing conflict is to collaborate, and to create a “win-win”. This involves an integrative solution that satisfies both parties.

This method is appropriate under the following conditions:

- When both sets of concerns are too important to be compromised.
- To merge insights of people with different perspectives.
- To gain long-term commitment by reaching genuine consensus among everyone involved.
- When feelings that have built up during the conflict need to be worked through before a satisfactory agreement can be reached.

Corrective Action:

Corrective action may include one, several, or all of the following:

- Verbal reminder
- Written reminder
- Performance improvement plan
- Final written reminder
- Termination

7. Use Good Time Management

Managing Time Wisely:

Many supervisors feel they do not have enough time in their workday to do all they have to do. However, the problem usually isn't the amount of time available, but the use of time.

A number of time management problems are common among supervisor – and fortunately, solutions exist for minimizing them.

Be Aware of Time Wasters:

- Telephone interruptions that disrupt work progress.
- Crisis situations for which no contingency planning has been done.
- Putting effort into small things while high priority matters go unattended.
- Personal disorganization requiring time to find things when they are needed.
- Doing routine tasks that others could do equally well.
- Trying to do too much at once and underestimating the time things will take.
- Work “falling between the cracks” or being duplicated unnecessarily due to confusion about lines of authority and responsibility.
- An inability to say “no” to others.
- Misunderstandings
- Poor performance from employees
- Lack of good communication

Use Time Savers:

- ✓ Plan your time
- ✓ Delegate
- ✓ Trying to avoid handling any piece of paper more than once by acting on things as they come up
- ✓ Face unpleasant tasks and do not procrastinate
- ✓ Control Communications
- ✓ Deal with issues when they come up
- ✓ Wrap up your day/week, and ensure priority action items are addressed in a timely manner