

What are we going to cover today?

Help managers feel more competent and confident to lead by example, and to engage & empower junior managers and other employees, to feel more competent & confident -- including times of change, challenge and conflict

- **Be accessible & approachable**
- **Be congruent & credible**
- **Be encouraging, empowering, engaging**



- **Be accessible & approachable**

⇒ Open door policy

⇒ Office hours

⇒ Make the rounds

⇒ Post your schedule of meetings & events

⇒ But even when you are in the office and the door is open:

ARE YOU APPROACHABLE?!

- **Be Congruent**

*I help people create more **HARMONY** in their own life, and in their relationships with others.*

Attitudes	(Spirit)
+ Aptitudes	+ (Mind)
+ Actions (choices - word & deed)	+ (Body)
= Alignment / Congruence / Harmony	

Congruent choices = Content

Incongruent choices can = Regret

What motivates you, what are your "WIIFM"s?
(What's in it for me?)

Physiological...Safety...Love/Belonging...Esteem...Self Actualization
(Maslow's Hierarchy of Needs)

-- Achievement -- Advancement -- Belonging -- Challenge
-- Enjoyment -- Excellence -- Power -- Recognition -- Responsibility

• **Autonomy • Mastery ("bettery") • Purpose** (YouTube: Dan Pink, "Drive")

Have an "honest conversation with yourself"

1. What deeper purpose called you to your work?
2. What WIIFMs are you getting now?
3. What are the current tradeoffs compared to the alternative(s)?

• **Manage your "Self-Talk" ...**
How is this mindset serving me well?
What's the worst that could happen if I: ___?
What am I waiting for?

How can your workplace achieve more:

Autonomy?

Mastery?

Purpose?

(from Dan Pink's
book: "Drive")

• **Be Able to Reframe the Situation ...**
"opportunityisnowhere"
(To perceive a situation/reality/set of facts more than one way, that still fits the facts.)

<ul style="list-style-type: none"> • Getting people organized is like herding cats ... • Moments of Moronity ... • When you feel down, exaggerate, "awfulize" ... 	<ul style="list-style-type: none"> • You meet lots of interesting people! • Bursts of Brilliance! • Diamonds in Drudgery • Attitude of gratitude • Self-induced laugh • Deep breath, Be Present • Have a "mind meeting" • Tell your story!
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Let it go ...

Pretend to:

- Write the problem on post it note,
- Roll up & slip the note into a balloon,
- Blow up the balloon and hold on,
- On the count of "3":

Let it go & make the noise!

- Be **encouraging, empowering, engaging**

Three "Best Practices" re: conflict in schools:

- All employees receive *training* including identifying their primary communication and conflict resolution styles and range of styles, and how to increase their range of styles and effectiveness in use of those styles.
- It is expected that when people have a conflict they will work it out directly, objectively and professionally. They go to their supervisor with the conflict only after they tried to resolve the conflict themselves. (*Group Norms*)
- The principal's role is to ensure these practices are followed, and provide *feedback and coaching* to staff who may be having trouble, to empower and enable them to feel more competent and confident in resolving conflict ...

Conflict Happens!

Conflicts are legitimate. Conflict is manageable.

Conflict is not inherently bad.

Conflict rarely goes away by itself ...

Stages of Conflict

Stage #1: "Irritations," can ignore some ...

Stage #2: "Competition," urgent, taking sides

Stage #3: "Serious/Risky," want to hurt "Them"

Types of Conflict

- Values • Perceptions • Roles • Goals

Different Styles of Conflict Resolution

- Accommodate • Avoid • Collaborate • Compete • Compromise

CONFLICT RESOLUTION INVENTORY: *1. Carefully read each question and decide if that statement is "true" about you or "false." If it is "true", circle the "T" to the right of the question. If it is not "true" about you, circle the "F" for "false." Each statement is either "true" or "false" about you. Although you may not agree with either choice, you must select either "T" or "F."*

	1	2	3	4	5
1. When there is a difference of opinion I would rather explore our differences than try to convince the other person I'm right and they're wrong.	F				T
2. When there is a difference of opinion, I would rather disagree openly and explore our differences than agree with the other point of view simply to have someone agree with my point of view.				F	T
3. When asked to perform an unpleasant task I would rather postpone the task indefinitely than follow orders without discussion.		F	T		
4. When there is a difference of opinion, I would rather try to win the other person over than withdraw from the conversation.	T		F		
5. Sometimes it's easier to agree without discussion than to avoid making any comment on a controversial subject.		T	F		
6. During a disagreement I would rather admit that I may be half wrong than try to convince the other person that I am 100% right.	F			T	
7. When there is a difference of opinion, I would rather give in totally than try to change the other person's opinion.	F		T		
8. I would rather postpone disagreement than explore our different points of view.			T		F

When teams go through change, transitions vary from person to person, based on a relative sense of "Loss/Gain" re:

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

(remember the "neutral zone" & 4 fears ...)

Re: change, thriving teams:

- **Encourage discussion**
- **Maintain objectivity**
- **Make new plans**
- **Keep people in loop**
- **Support each other**
- **Celebrate success**
- **Adjust as needed**

Elements needed to manage complex change ...

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**

adapted from Knoester, T. (1991)

Feedback is an important technique for coaching ...

Active Listening. Use this with someone who you know will "hear" their thoughts differently when said out loud in a conversation, compared to how we hear our own "self-talk," or when our thinking gets distracted or side-tracked or not taken to a logical conclusion ...

Blind Spot. Person is clueless about behavior, and while it may be uncomfortable to acknowledge -- they will still appreciate your bringing it to their attention -- so they can do something about it! (think toilet paper stuck to back of your shoe in the office ...)

Positive Feedback. Use this to recognize, reinforce and reward behavior you want the person to keep doing, or do more of.

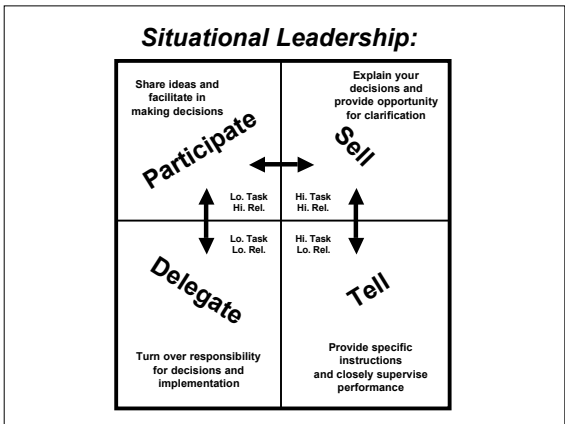
Corrective Feedback. Use this with someone who you want to stop or change the behavior; reinforce expectation. Use "**3 pluses & a wish!**"

Encouragement. Use this with someone to let them know you are aware of their efforts/circumstances, supportive, and available if help is needed.

Point out the obvious that others are too busy to see. Do this to remind busy and perhaps discouraged people that good things have happened, progress is being made, work remains to be done, & that we can do it!

Inventories & other tools in your handout:

- Leadership Adaptability & Effectiveness (Situational Ldshp)
=> Direct - Coach - Support - Delegate
(ask for "LEAD Inventory")
- Communication Styles (Primary & Range of Styles)
=> Analytical - Driver - Amiable - Expressive
(ask for "Communication Styles Inventory")
- Group Norms
- Decision Making Continuum
- Gallup Indicators
- Top 10 Best & Worst things a supervisor can say
- Games People Play



Directing Style (TELL)
High need for Direction, Instruction and Support. Show Examples & Demonstrate how to do the task. *Say:* "Here is exactly what you need to do." "Let me show you exactly what to do." "Now tell me your understanding of this task."

Coaching Style (SELL)
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.
Say: "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."

Supportive Style (PARTICIPATE)
Employee needs very little Instruction & some Support. Your job is to show confidence in their Abilities. Discuss Outcomes & Ask Questions. Follow-up periodically. Be available.
Say: "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."

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. *Say:* "I need you to _____. Let me know how it goes." "Good luck, and keep me posted on how it's going and the results."

Communication Styles Inventory (Primary & Range of Styles)

<p>ANALYTICAL (quad 1) (CONTROL)</p> <p>Asks: "HOW?" Likes: Details, Correctness Stellar Quality: Technical Work on: Deciding & Declaring Under stress: Avoid</p>	<p>DRIVER (quad 2) (TELL)</p> <p>Asks: "WHAT?" Likes: Action Oriented, Results Stellar Quality: Control Work on: Listening Under stress: Autocratic</p>
<p>AMIALE (quad 3) (ASK)</p> <p>Asks: "WHY?" Likes: Peace, Safety, No Conflict Stellar Quality: Supportive Work on: Initiating Action Under Stress: Acquiesce</p>	<p>EXPRESSIVE (quad 4) (EMOTE)</p> <p>Asks: "WHO?" Likes: Relationships, Feelings Stellar Quality: Social Skills Work on: Dealing with Facts & Reality Under Stress: Attack</p>

Ideally each of these styles are present in your team, and engaged effectively in the situations your team members address together ...
Reframe: "conflicting" roles into "complementing" roles!

Formin, Storming, Norming, Performing

Examples of GROUP NORMS:

It could be a **behavior** you want to encourage or discourage ...

- We will occasionally disagree & "agree to disagree."
- We won't interrupt someone who is speaking.
- We will focus on the problem, not the person.

It could be a **policy** you want everyone to follow ...

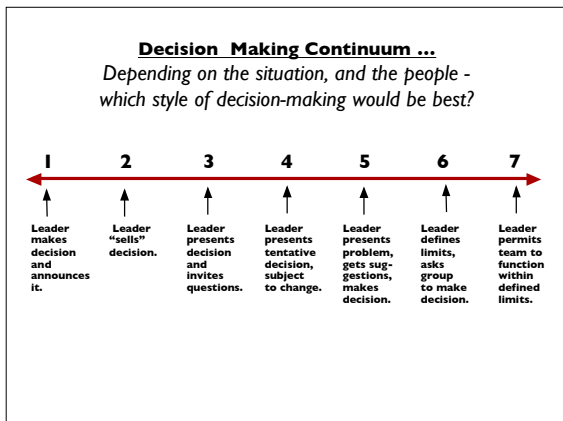
- We will return all voice & e-mail inquiries w/in 24 hrs.
- If we say 8:30, we mean 8:30, not 8:47.
- We'll review options & pros/cons before big decisions.

It could be a **philosophy** you want to focus on ...

- Each member is an equal member of the team.
- We will strive for continuous improvement.
- We will convey to others that we care and want to help.

5 Steps to create your Group Norms:

- Discuss & select 3 Norms to help your group.
- Everyone must agree to hold self & each other accountable.
- Write out & post your Norms for visibility at each meeting.
- Agree on, Practice, & use code word ("Norm," "Plop," not ouch)
- Evaluate progress, celebrate success, revise as able ...



- Gallup Survey "Indicators":**
(Not shown is the rating scale; add a "0-5" continuum for each item for respondents to circle)
0 = "Don't know/NA", 1 = "Extremely dissatisfied," 2 = "Dissatisfied," 3 = "Okay," 4 = "Satisfied," 5 = "Extremely Satisfied")
- I know what is expected of me at work.
 - I have the materials & equipment I need to do my work right.
 - At work, I have the opportunity to do what I do best every day.
 - The mission/purpose of my employer makes me feel my job is import.
 - This last year, I have had opportunities at work to learn & grow.
 - In the last week I've received recognition/praise for doing good work.
 - My supervisor (or someone) seems to care about me as a person.
 - There is someone at work who encourages my development.
 - At work my opinions seem to count.
 - In the last 6 mo. someone at work has talked to me re: my progress.
 - My fellow employees are committed to doing quality work.

Supervisors top 10 LEAST effective words:	Supervisors top 10 MOST effective words:
10. Don't give me excuses - just get it done.	10. How can I help you fulfill your needs?
9. I'm the boss and don't you ever forget it.	9. You know more about the job than I do.
8. Either get with it or hit the road.	8. I trust & respect you as a person.
7. I don't care what you think.	7. What do you think we should do?
6. We've always done it that way.	6. Let's work together to do it.
5. You're not paid to think.	5. Your idea is better than mine.
4. Because I said so.	4. I made a mistake.
3. It's company policy.	3. I don't know.
2. That's stupid.	2. Well done.
1. Never.	1. Thank you.

Games People Play

<p><u>Employees</u> "Wounded animal" "Diversion" "Counter attack" "Self-abuse"</p>	<p><u>Supervisors</u> "It's my duty" "Lifesaver" "Bury the message" "Denial"</p>
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How to deal with Games:

- **Avoid** games. Figure out what's **REALLY** going on.
- Be **Direct, Communicate** clearly & effectively, be **Firm and Fair**.
- Give **Feedback**, with "**I statements**" & specific, observable **Behaviors**; don't **Generalize/Exaggerate**

Personal Promise

The one thing I will do to be a more congruent, engaging and empowering leader is:

Three things I will do in the next week to make this happen are:

1. _____
2. _____
3. _____

*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.*

Thanks for what you do - You DO make a difference! Keep up the great work!





A couple of things to "note":

Like the message!

1. Subscribe to my free e-newz and get 6 issues/year to inspire hope, improve skills to cope, & induce a little fun in your day.
2. Feel free to share my name with others who may need a speaker for their school in-service or other event ...
3. CDs with today's music, and Kim's gift books to help dads connect with their daughters and sons on special occasions and available online at: www.kimratz.com/product.html

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