BECOMING THE LEADER OTHERS WANT TO FOLLOW

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WHY BOSSES THINK EMPLOYEES LEAVE?

LOW PAY

THEY THINK I AM GOING TO FIRE THEM ANYWAY

JOB TOO HARD FOR THEM—CAN NOT KEEP UP
WHY EMPLOYEES LEAVE?

Fifty percent of all employees leave to get away from their boss.
WHAT IS THE NUMBER 1 THING YOU WOULD LIKE TO CHANGE.

► ABOUT YOUR EMPLOYEES
  ► 60% said improved or more communication (T)
  ► 73%  (B)
  ► 91%  (M)

► ABOUT YOUR BOSS
  ► >60% said improved or more communication (T)
  ► 83%  (B)
  ► 94%  (M)
EMPLOYEES JUST WANT MORE

Communication
MANAGEMENT HAS BECOME MORE DIFFICULT

- Technology has made EVERYTHING more rapid.

- Our workplace has become the world.
MANAGEMENT HAS BECOME MORE DIFFICULT

- We are under much greater pressure because we are asked to do more with less.

- There is no job security with the same organization.
MANAGEMENT HAS BECOME MORE DIFFICULT

- The workforce has CHANGED.
  - Less willing to follow orders.
  - Less willing to work hard.
  - Less willing to work now for long-term payoff.
- EVERYONE THINKS THEY ARE A SPECIAL CASE!
UNDERMANAGEMENT

UNDER USE OF “GOOD” COMMUNICATION
I ALREADY COMMUNICATE

- Greet each person at start of the day
- Staff meetings
- Email
- Touching base, checking in, catching up, shooting the breeze
- Performance appraisal time (1-2 times per year)
MANAGING ON AUTOPILOT

- False sense of security
- Small problems begin to fester and grow
- Problem(s) blow up
- Go into “firefighting” mode
- Problem resolved
- Things get back to “normal”—managing on autopilot
MANAGING ON AUTOPilot

Over 90% of leaders, managers, supervisors manage using this method.
LOSS AND COST OF UNDERMANAGEMENT

- How many employees could do better or more if they had guidance, support, encouragement, and/or direction?

- How many problems could be avoided or lessened if there was more communication from leader?
LOSS AND COST OF UNDERMANAGEMENT

- How much time spent doing tasks your employees could/should be doing?

- How many high performers leave due to boredom?
LOSS AND COST OF UNDERMANAGEMENT

How many low performers stay and continue to do nothing because no one is watching or tracking?
I ALREADY COMMUNICATE

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MEETINGS ARE THE NUMBER ONE TIME CONSUMING TASK

- Are your meetings meaningful or mediocre?
- Are there too many meetings?
PROBLEMS WITH MEETINGS

- Do you have the right people in attendance?

- People can “hide” in meetings or be distracting.
DEAN’S COUNCIL

- Seven Deans
- One Assistant Provost
- One Provost
- President of Faculty Senate
- ????

- 1 OVER $70,000; 4 OVER $100,000; 4 OVER $130,000 = $990,000
WHEN TO USE MEETINGS

- Same information needs to be communicated to multiple people.
- When a problem needs to be discussed and resolved.
- Share an experience to build cohesion and commitment.
EMAIL

- Unnecessary
- Duplicative
- Sloppy
- Assume person who received it, understood it
- Assume person received it
WHEN TO USE EMAIL

➤ Communicating remotely

➤ Documenting previous verbal communications
NETIQUETTE

- Respond to ALL emails
- Skip frou-frou in fonts and layout
- Do not be overly informal
NETIQUETTE

- Use a professional salutation and closing
- Be cautious with humor
- Be aware of cultural differences
NETIQUETTE

▶ Select a professional email name
 ▶ Beerlover@gmail.com

▶ Clear subject line (one topic per email)

▶ Think twice before hitting “reply all”
NETIQUETTE

- Beware of acronyms
  - LOL

- PROOFREAD!!! (Even if you have spell check)
  - Sorry for the inconvenience.
  - Sorry for the incontinence.
CHECKING IN

► Asks rhetorical questions

► Too short of a time span to truly get facts
INTERRUPTIONS

- Not properly prepared to answer

- Breaks concentration and focus and desire is only to return to present task (same when you interrupt your direct reports)
FORMAL REVIEWS

- Not frequent enough
- Do it because it is required
- They don’t do it
- They do it late or at the last minute
FORMAL REVIEWS

- Appraisal on irrelevant items
- Appraisal too vague to too specific (too late)
- Appraisal is subjective (political)
- Ask me to write my own
Communication Research Indicates:

- 25% of the people will misunderstand what you say to them
Communication Research Indicates:

- Within the next 72 hours, each person will forget 2/3 of everything you have said.
Communication Research Indicates:

- Six weeks later, each person will remember only one fact about the original conversation.
Communication Model

Sender

Encodes

Medium

Receiver

Decodes

Feedback
Paralanguage

Volume
Pitch
Speed
Fluency
Pauses
Silence
A CHANGE IN COMMUNICATION

- ONE-ON-ONE
- TWO WAY
- MORE FREQUENT
- HIGHER QUALITY
DIFFICULTIES ASSOCIATED WITH MANAGEMENT 101

- It is hard to change.
- It is very time consuming.
- It is very time consuming in addition to all of your other time consuming tasks.
USING ONE-ON-ONE COMMUNICATION RESULTS IN:

- Improved productivity (quantity)
- Improved employee performance (quality)
- Improved employee/leader relationships
USING ONE-ON-ONE COMMUNICATION RESULTS IN:

- Increased retention of “good” employees
- Increased turnover of “bad” employees
- Reduced number of “fires” to put out
WHAT IS ONE-ON-ONE COMMUNICATION?

- HIGH STRUCTURE
- HIGH SUBSTANCE
HIGH STRUCTURE

- Regularly scheduled
- Defined agenda
- Two-way communication
HIGH STRUCTURE

- Set aside an hour a day (3-4 people)
  - Never longer than 2 weeks

- Follow a schedule tailored to that person
  - Top priorities
  - Current tasks
HIGH STRUCTURE

- Don’t do all the talking
- Can it be done standing up?
- All shifts need same attention
HIGH SUBSTANCE

- Talk about what is going on right, wrong, average, what needs to be done next

- Use step-by-step plans, checklists
HIGH SUBSTANCE

- Focus on concrete steps person can do
- Track progress, measure and document performance
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- Track progress, measure and document performance
HIGH SUBSTANCE

- Remind people of performance standards
GOOD QUESTIONS TO ASK

- What do you need from me?
- What is your plan? How long will it take?
- Listen to employee
- Encourage
- Support
- Help fill in gaps of plan
HIGH SUBSTANCE

- FOLLOW UP
- FOLLOW UP
- FOLLOW UP
- FOLLOW THROUGH WITH CONSEQUENCES
WHAT THE BEST MANAGERS DO

- Make expectations clear
- Track performance and provide on-going feedback
WHAT THE BEST MANAGERS DO

- Provide support, direction, troubleshooting, and guidance
- Make accountability a process
- Recognize and reward equal to performance
WHAT THE BEST MANAGERS DO

LISTEN!
LISTENING TIPS

- We listen with the intent to reply rather than to understand.
- We see/hear things NOT as they are but as we are.
- The greater the stress, the less we listen.
LISTENING TIPS

▶ STOP talking
▶ Listen for TOTAL meaning
▶ Listen with empathy
▶ Listen with an open mind
REMEMBER
EVERY EMPLOYEE MUST BE HANDLED DIFFERENTLY!!!!!
CHANGE “MANAGING” TO “COMMUNICATING”

- Communicating with former peers
- Communicating when employees are not doing what they are supposed to do
- Communicating with diverse employees
- Communicating during team conflict
- Communicating during times of change
OTHER CHARACTERISTICS IDENTIFIED WITH “GREAT LEADERS”

- RECOGNITION
- SET AN EXAMPLE AND MODEL THE WAY
- INSPIRE A VISION
- BE PASSIONATE ABOUT YOUR VISION
- ENABLE OTHERS
- SEEK IMPROVEMENT
- INTEGRITY/TRUST (MUST BE EARNED)
“There are three rules for creating good leaders. Unfortunately, no one knows what they are.”