



Why People Struggle in Leadership Roles

Fall 2008

Purpose

- Personal reflection and application
- Source of mentoring for people you can influence
 - Teammates
 - Boss

How Do People Get To Be in Management Positions?

- Competent in lower-level positions
- Hired externally based on education and experience
- Longevity – next in line



Why Do People Struggle in Leadership Roles?

Did Not Pay Attention in Kindergarten

- Say Thank You (gratitude, recognition, and affirmation)
- Play fair (integrity, respect)
- Share everything (collaboration, give credit, share information)
- Don't hit people (emotional immaturity, lack of self control, and anger)
- Say you are sorry when you hurt somebody (genuine, authentic, cares about staff, and is a team builder)

Did Not Pay Attention in Kindergarten (cont.)

- Hold hands and stick together (communicate, mentor, and demonstrate care for team members)
- Remember to look (has a vision and is able to share that vision effectively)

SUMMARY

- Effective management and leadership requires interpersonal skills in addition to technical skills

Acting Like The Boss...Too Much

- I know that..
- Yes, but..
- Let me tell you why that won't work..
- *No, but, however*, sends the message that the boss is right and the employee is wrong – stifles participation, innovation, and creativity

Does all the Work Themselves

- I know best how to get this done
- It will take too long to train somebody to do this important work
- I don't trust "them" to do this

Takes Credit - But Not Blame

- Lack of moral courage and commitment to staff
- Selfish, self-protective orientation rather than being a positive, caring mentor/leader

Lack of Self-Discipline and Commitment

- Do as I say, not as I do
- I've worked in this field for 20 years and know it all
- Demands levels of commitment that he/she is not willing to provide

Acts Like a Chameleon

- Changes position based on the audience
- Lacks courage in the face of opposition
- Sacrifices team members to save face

Plays Favorites

- Treats people unfairly
- Segregates and separates to maintain control

Characteristics of Outstanding Leaders

- Have vitality – a positive presence
- Committed to the work and to staff
- Knowledgeable/informed
- Demonstrates effective listening skills
- Models expected behavior/performance
- Shows trust and respect in daily interactions

Characteristics of Outstanding Leaders (cont.)

- Delegates effectively
- Communicates
- Trust worthy/trusts people
- Honest/person of integrity
- People and team builder
- Mentors unselfishly
- Gives credit
- Constant learner

Characteristics of Outstanding Leaders (cont.)

- Self disciplined
- Accountable/builds a culture of accountability
- Takes appropriate risks
- Dependable
- Courageously decisive
- Collaborative – shares information
- Gives credit and recognition freely

Characteristics of Outstanding Leaders (cont.)

- Inspires people to be better than they thought they could be
- Shapes a future reality (visionary)

Common Characteristics of Those Who Fail in Management

- Loner
- A-social
- Irritable
- Dictatorial
- Ruthless
- Non-cooperative
- Ego centric

Not Cool? What Can Be Done?

Options

- Growth based on candid feedback
- Intervention by a mentor, colleague, boss, or external consultant
- Personal growth and discovery

Growth – Based on Candid Feedback

- Do I treat people with respect? Please explain.
- Do I encourage ideas from others?
- Do I listen with respect to learn and comprehend?
- Have I clearly communicated our vision and purpose? What is it?
- To be more effective, what do I need to stop? To Start?

Intervention

- Interviews to identify issues
- Provide feedback to manager
- Initiate teambuilding between team and manager
- Establish roles, goals, and behaviors for success
- Follow up

Personal Growth and Discovery

- Seek out a trusted advisor/mentor
- Read and study
- Attend leadership and management training sessions

The Goal

- I am happy now. The work is exciting and I love what I am doing
- I like the people I work with. This feels like a team
- I can follow my dreams. This university gives me the chance to do what I really want to do with my life



THANK YOU

QUESTIONS/COMMENTS