

Wash, Rinse
and Repeat:

A Three Step
Approach to
Effective Leadership

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Learning Objectives

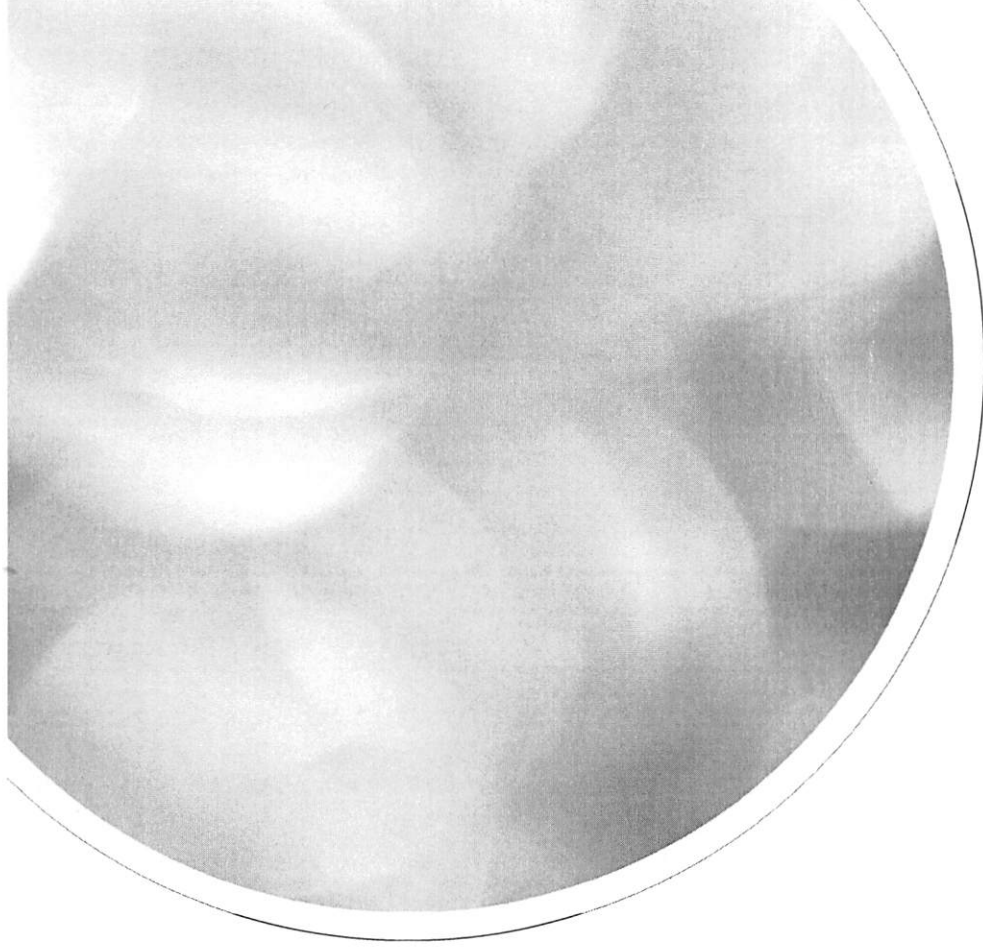
Differentiate the concepts of leadership from management.

Identify the role of a supportive relationship within a three-step framework for providing effective leadership.

Discuss the key role of a leader within routine, documented supervision meetings to achieve desired outcomes.

Identify the characteristics of good leaders.

One thing.....

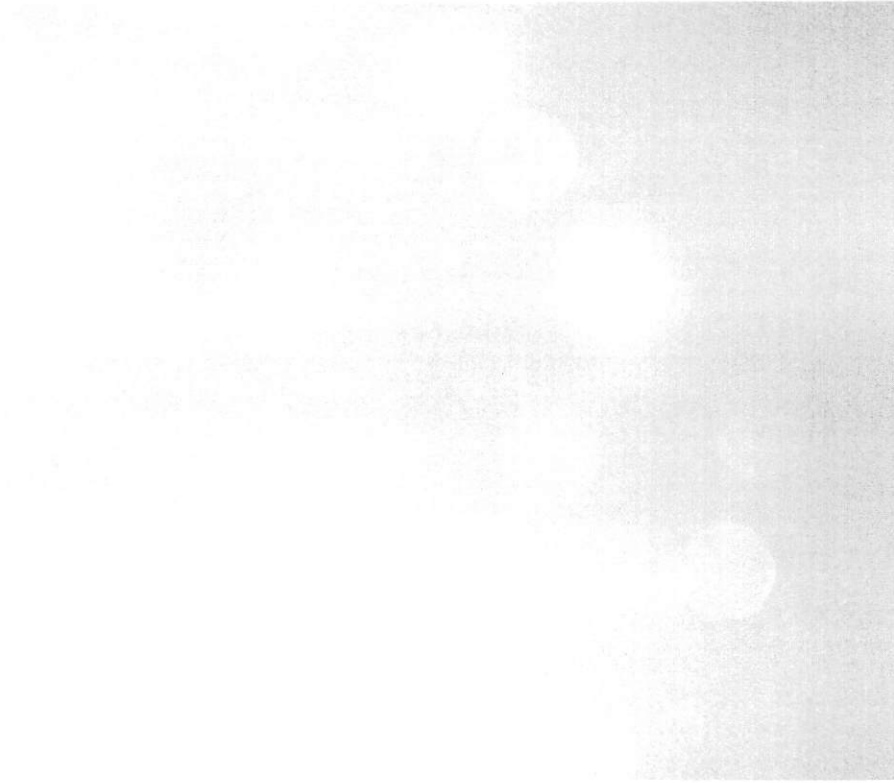


Disclaimers

I'm only an expert of my experiences.

What I will be sharing is merely my opinion based on what I have seen work.

Admittedly, there are diverse ways to manage and lead staff.



Raise Your Hand



0-1 YEARS



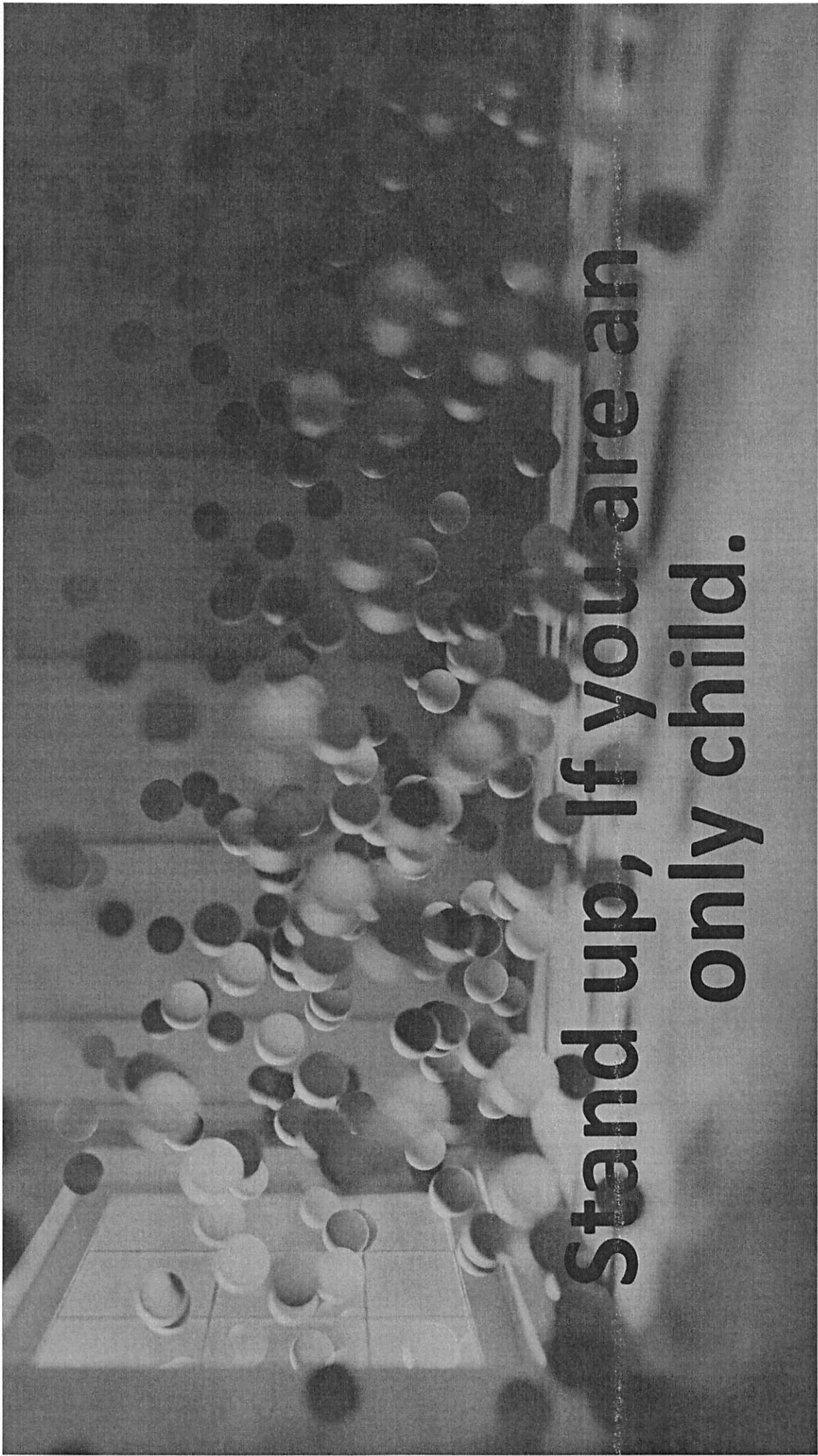
1-5 YEARS



6-10 YEARS



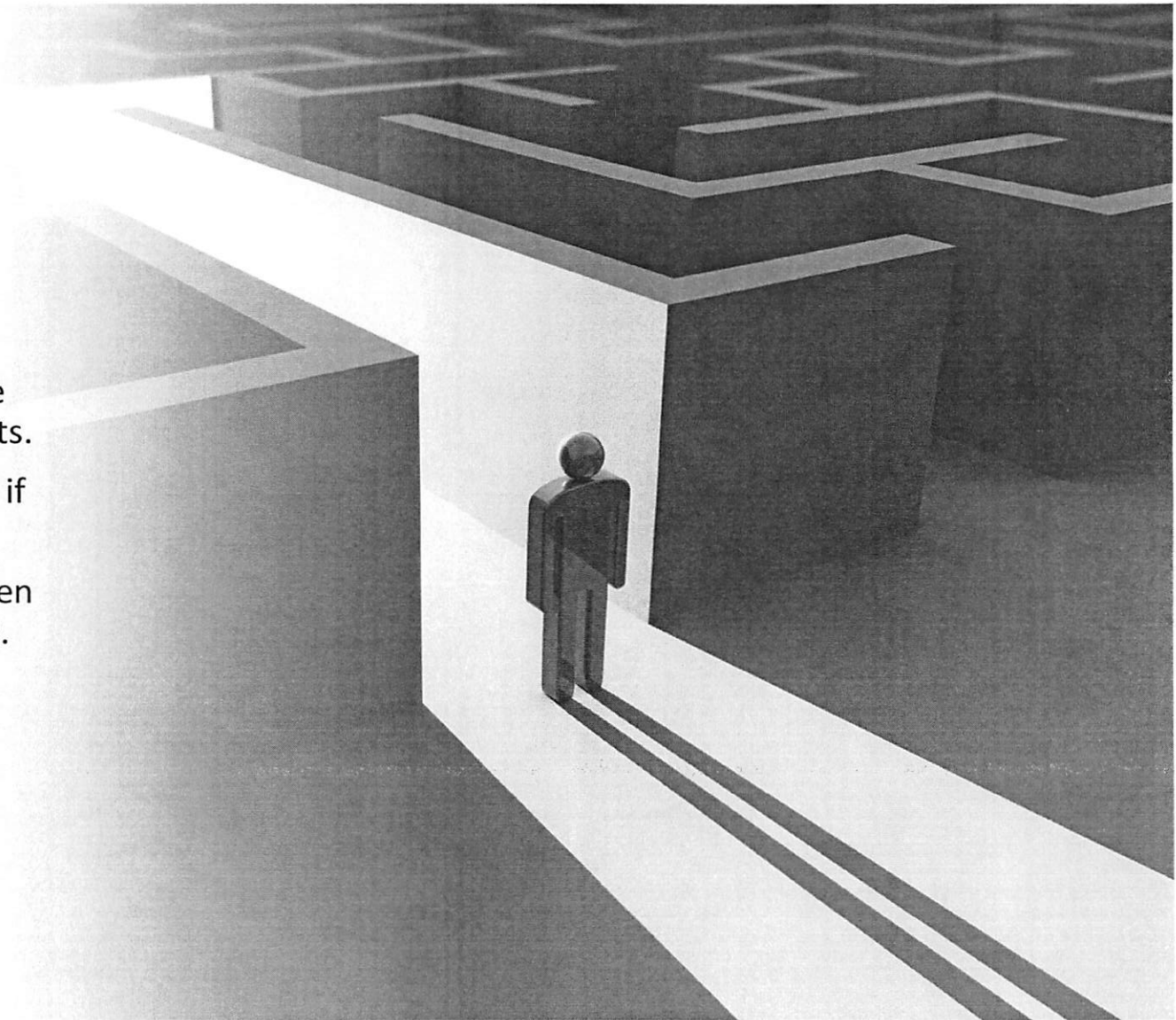
11+ YEARS



**Stand up, If you are an
only child.**

Human Scavenger Hunt

1. Find as many different people to affirm and initial statements.
2. When you find someone, see if you can initial one of theirs.
3. When all statements have been initialed, go back to your seat.
4. First person seated, wins!



Gnocchi: pronounced (NYO-key)
Italian dumplings made with flour, eggs and
potatoes.

There are 2 leaders in my
house.

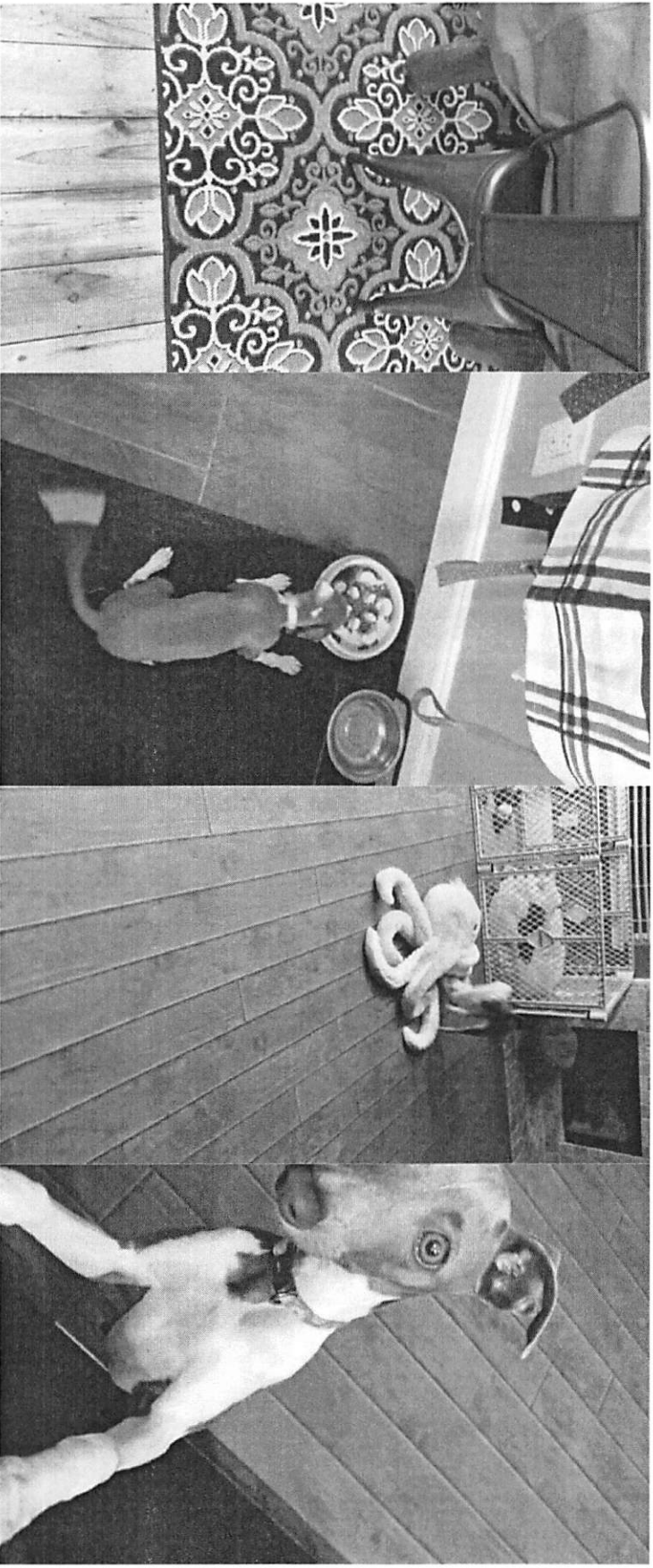
My wife and a 15-pound,
Italian Greyhound, named
Gnocchi.

Like a good leader,
Gnocchi compels us to
follow her.

Say "hello"
to my little
friend.

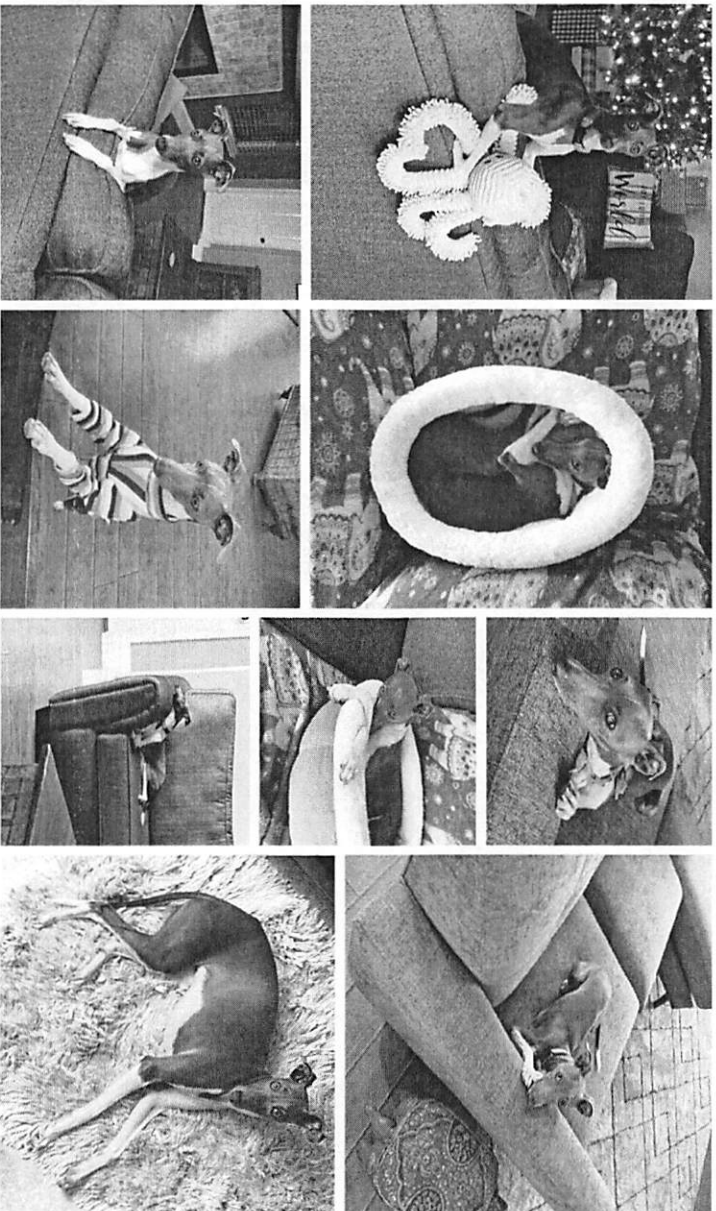


Lights, Camera, Action.....



Be still, my beating heart.....

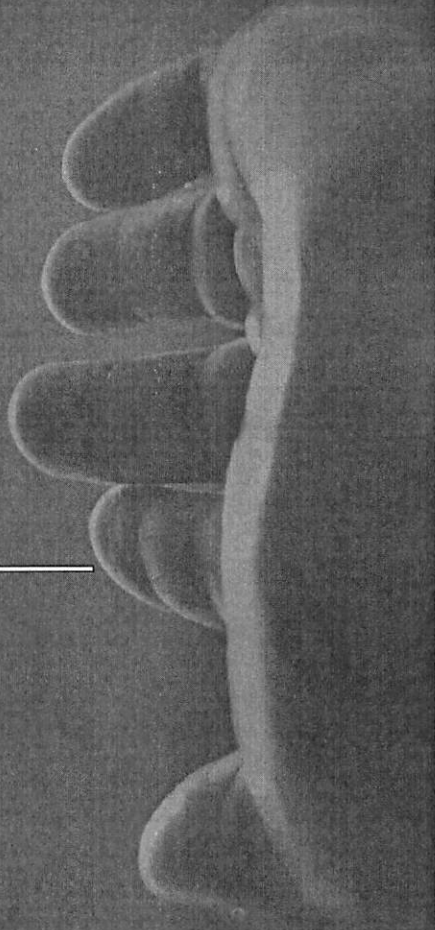


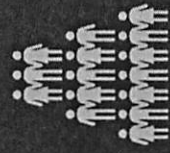


She only has
eyes for
you.....

Beginning:
"I'm not that
smart."

-
- Not a natural born leader.
 - *Actually, I may be an oxymoron!*





Leadership Origin Story

Recommended Reading

Extraneous Reference:

The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results (2012). Gary Keller & Jay Papasan: Bard Press, Austin, Texas.

Essential Reading to Understand the Principles of Effective Supervision:

The One Minute Manager (1982). Kenneth Blanchard & Spencer Johnson: William Morrow and Company, New York, New York.

The One Minute Manager Meets the Monkey (1989). Kenneth Blanchard, William Oncken, Jr. and Hal Burrows: Company, New York, New York.

First, Break All the Rules: What the World's Greatest Managers Do Differently (1999). Curt Coffman & Marcus Buckingham: Gallup Press, New York, New York.

Daily Meditations on Professional Growth and Leadership:

Jumpstart Your Leadership (2014). John C. Maxwell: Center Street, New York, New York.

Jumpstart Your Growth (2015). John C. Maxwell: Center Street, New York, New York.

Advanced Reading to Understand What Great Managers Do Differently:

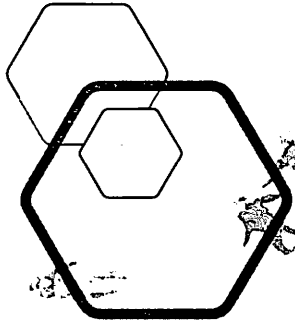
Good to Great: Why Some Companies Make the Leap...and Others Don't (2001). Jim Collins: Harpers Collins Publishers Inc, New York, New York.

No Excuses! The Power of Self-Discipline (2010). Brian Tracy: MJF Books, New York, New York.

Focused Reading on Personal Accountability (Customer Service) and Working with Difficult Personalities:

QBQ! Question Behind the Question (2001). John Miller: Denver Press, Denver, Colorado.

Emotional Vampires at Work: Dealing with Bosses and Coworkers Who Drain You Dry (2013). Albert Bernstein: McGraw-Hill Education, New York, New York.



What is Leadership?

- A title provides authority, but that's not leadership.
- Leadership is a relationship that influences staff to perform.
- The better the relationship, the greater the potential for influence.
- Establishing a caring relationship with your staff increases employee engagement and the potential for performance excellence.
- Effective leadership is moving people from Point A to Point B, whether they want to or not.
- **If no one is following, you are not leading.** (Manage data/personalities; Lead people)

3 Book
Leadership
Primer

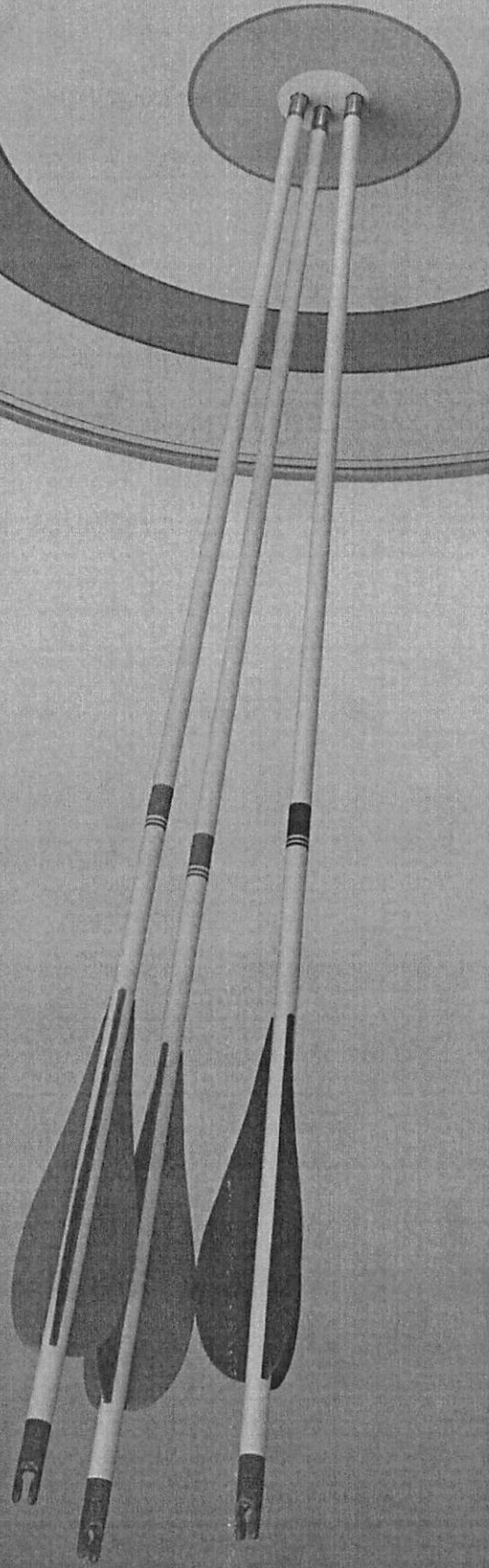
The One Minute Manager

The One Minute Manager
Meets the Monkey

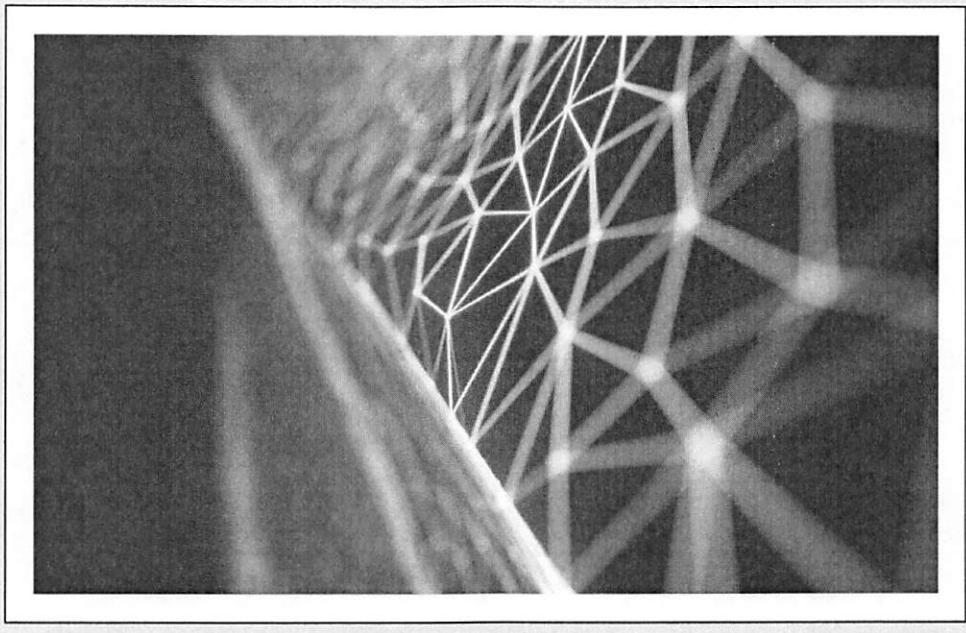
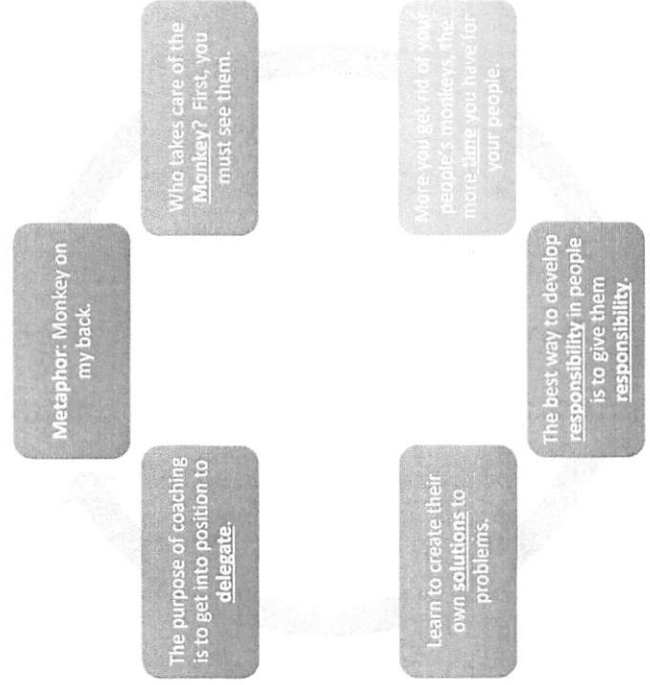
First, Break All the Rules

The One Minute Manager

- Invest in your people.
- Catch them doing something right.
- One Minute Metaphors: Goal Setting,
Praising and Reprimands.
- Goals begin behaviors, consequences
maintain them.



The One Minute Manager Meets the Monkey



Seeking solutions between the hours of

8am – 5pm.

All problems will be considered after

5pm.

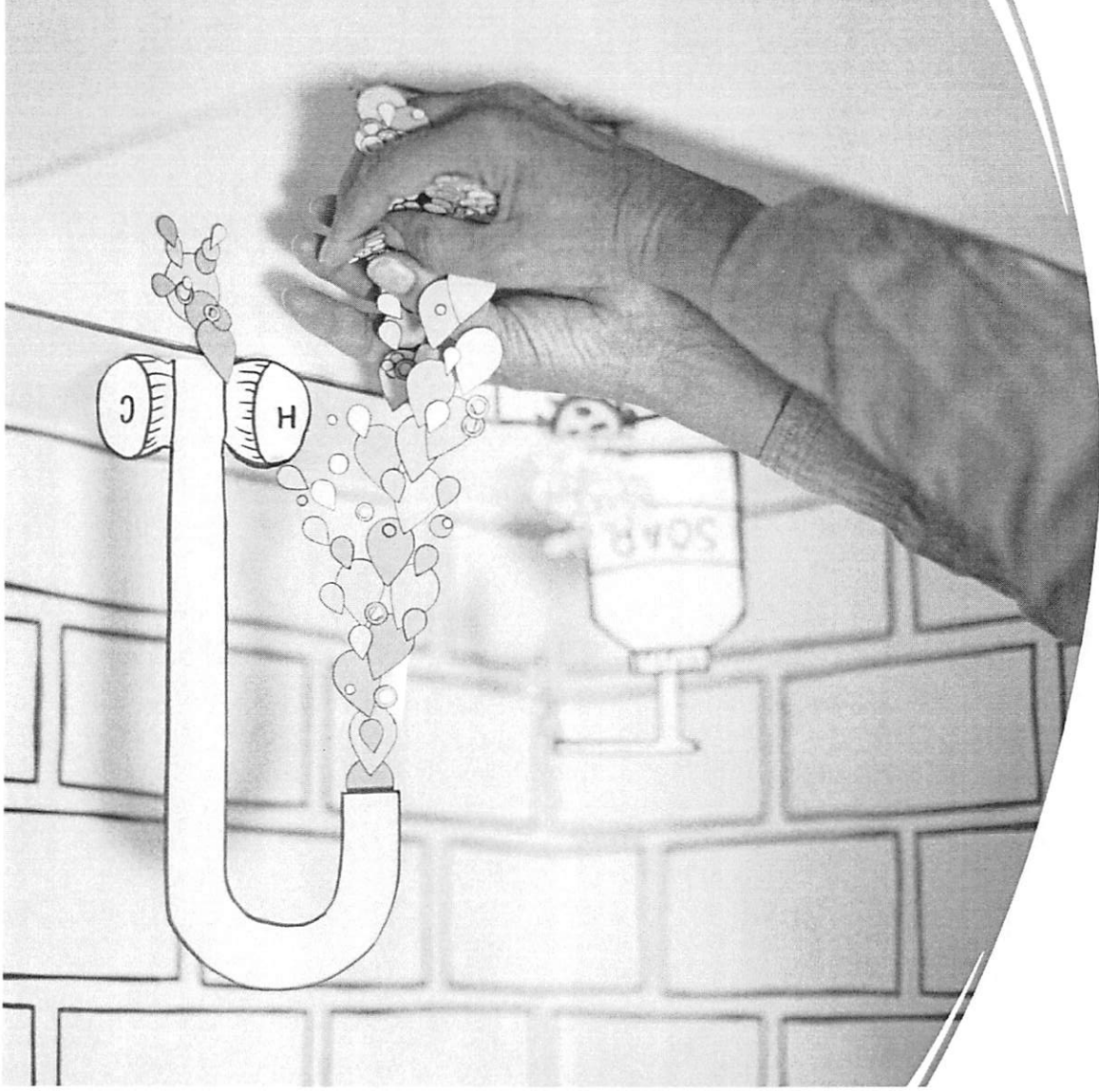
First, Break All the Rules

Q¹² Employee Engagement Survey (Dr. Don Clifton) – most powerful outcome predictors

- Q1: I know what is expected of me at work.
 - Q2: I have the materials and equipment I need to do my work right.
 - Q3: At work, I have the opportunity to do what I do best every day.
 - Q4: In the last seven days, I have received recognition or praise for doing good work.
 - Q5: My supervisor, or someone at work, seems to care about me as a person.
 - Q6: There is someone at work who encourages my development.
-
- **Relationship** with manager determines how long people stay and how productive.
 - **Time** is what you have to invest, spend the most time with your **best**. **Study** your best.
 - Less attention paid to productive behaviors of your **superstars**, the less of those behaviors you will get.
 - **People don't change that much. Don't waste time trying to put in what was left out. Try to draw out what was left in. That is hard enough.**
 - Focus on strengths, manage around **weaknesses**.
 - Hire for **talent** (not trainable) vs. skills and knowledge (trainable).
 - Manager's responsibility - turn **talent** into performance. (Catalyst and Casting Agent)
 - **Casting** is everything: Select for **talent**, define the right **outcomes**, focus on **strengths**, find the **right fit**.
 - Create **heroes** in every role. Every role performed at excellence deserves respect.
 - Use **excellence** as the frame of reference for performance.
 - Consistent poor performance is a matter of **miscasting**. Uncaring to allow someone to struggle when the part does not fit.

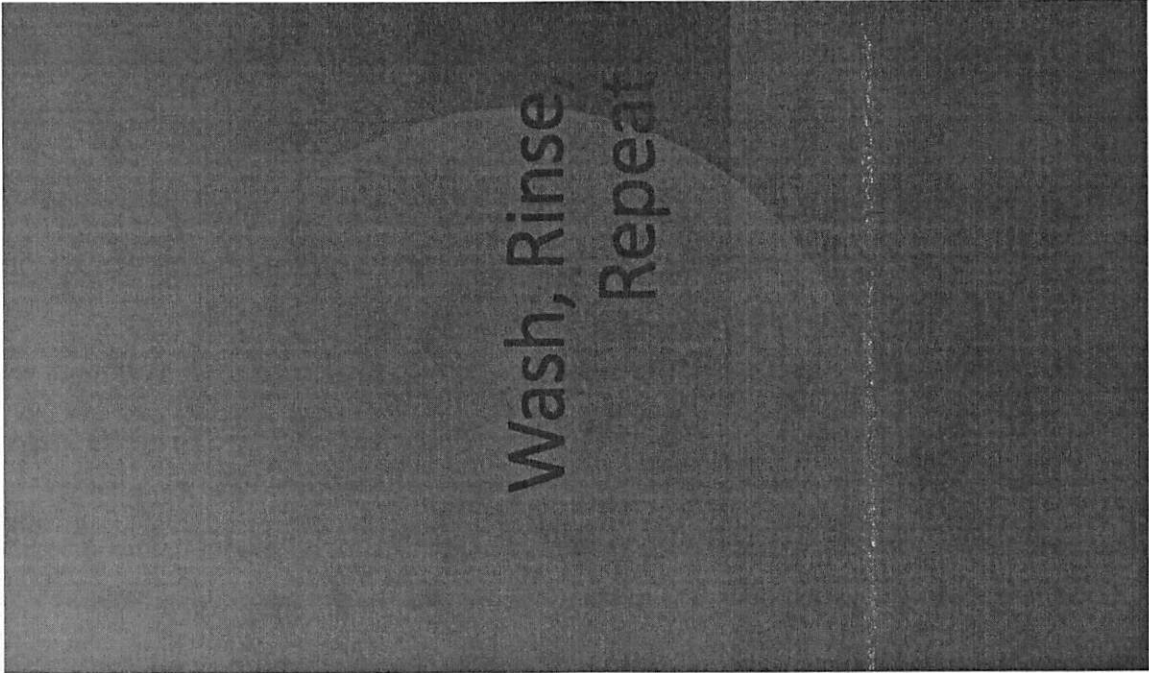
Middle

Wash, Rinse,
Repeat



3 Key Leadership Roles





<p>Educate staff on the expectations. Staff can't hit what they don't know.</p>	<p>Teacher</p>
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<p>Support/Coach for success. Staff should see you as a resource who cares about their success in both word and deed.</p>	<p>Coach</p>
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<p>Hold staff accountable. Disciplinary Action is one of the most ethical things you can do for those who cannot or will not meet expectations.</p>	<p>Parent</p>
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Step 1: Educate staff on the expectations

- Always on stage, everything you do is educational, and your behaviors set standards.
- Communications, email, and staff meetings (Don't stop vs. Don't, Stop).
- Diverse learning styles.
- Manager sets the performance targets. Superstars determine potential.
- Measure everything and publicize the results (Gold Star Chart - Monthly Report Cards).
- Group vs. individual education. **"There is no I in Team."**



Step 2: Coach for Success (the Relationship Key – 1:1 Supervision)

- **Purpose:**
 - establish rapport and positive regard;
 - catch them doing something right/wrong early;
 - provide a regular opportunity to check-in;
 - **let them know you care about them.**
- **Supervision is not therapy.** (EAP & PTO)
- **Qualities:** instill hope, empower, creative, reflexive, supportive, solution-focused, work/task/ professional growth-focused.
- **Documentation** of meetings (with **signatures**) is the foundation for both evaluations and history of coaching needed for a disciplinary action.
- **Insurance** for managers and staff.
- **Location:** your office.
- **Frequency:** impacts the chances of influence vs. disciplinary action.
 - Annually (1x) – “once a year surprise”
 - Quarterly (4x) – “missed opportunities”
 - Monthly (12x) – “12 opportunities to get it right”
- **Do I have the time to do this?** 2080 hours vs. 6-12 hours per year (30-60 mins per month)

Step 3: Hold staff accountable

Disciplinary action is the **most ethical thing a leader can do** when deftly applied.

Rule of 3's: anyone can have a bad month, sometimes two, but three is a **habit**.

Catalyst- speeds up the process of moving up or moving out.

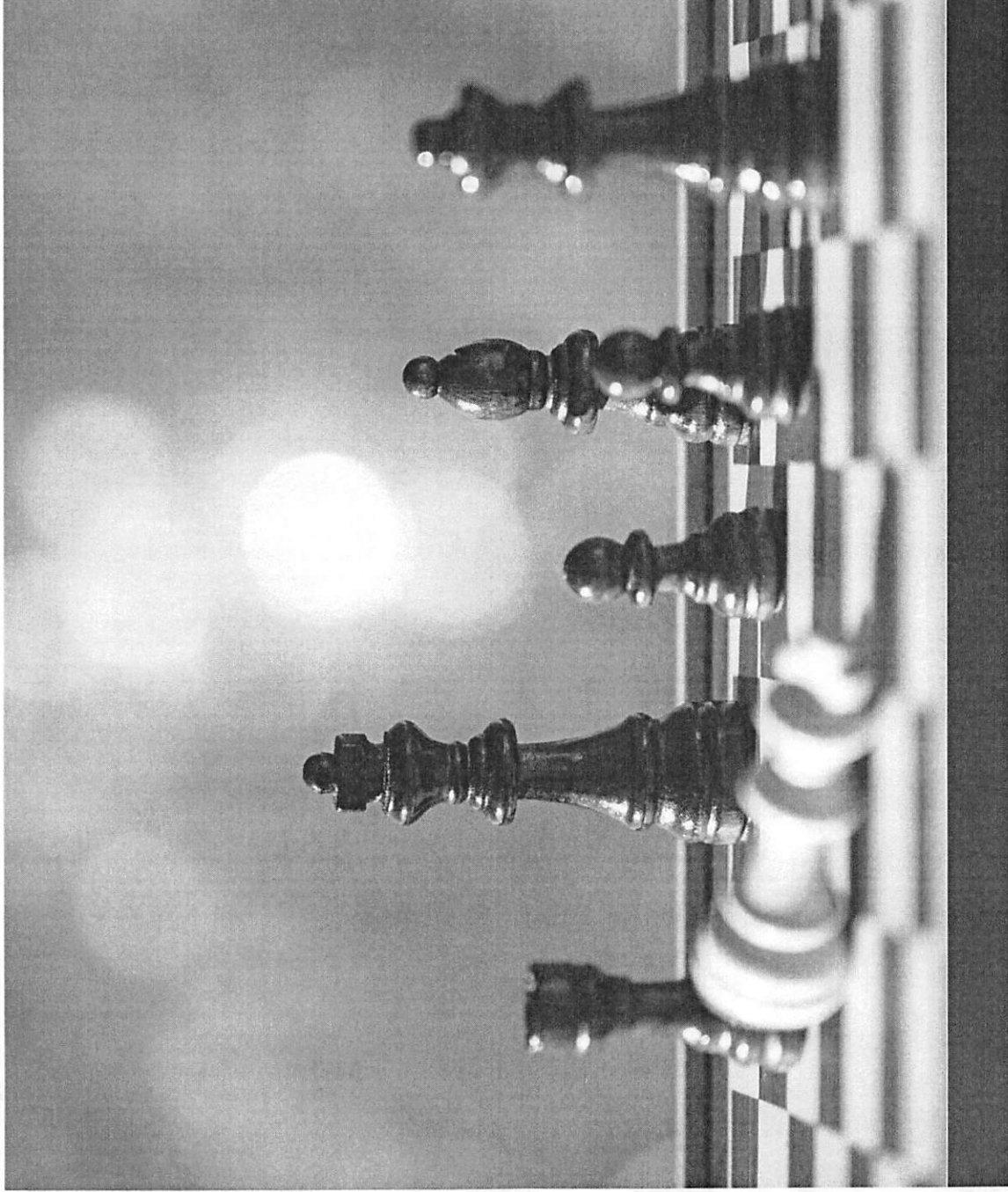
It's really another **opportunity** to meet expectations.
Giving back the monkey.

Location: neutral space (principal's office; control; ability to walk away vs. excavate).

Be nice, be quick, listen, and talk little. (**Talk is for supervision**).

Ending:

A Focused Review of Supervision



Supervision Cheat Sheet (Part 1)

Prior to 1st Supervision Meeting:

- **Staff to read, sign-off, and provide a copy for their file:**
 - Job Description
 - Employee Handbook
 - Standards of Behavior
 - Work Expectations (Attachment A)
 - Supervision Expectations (Attachment B)
- **Read Leadership Articles**

Supervision Cheat Sheet (Part 2)

Meetings #1-11:

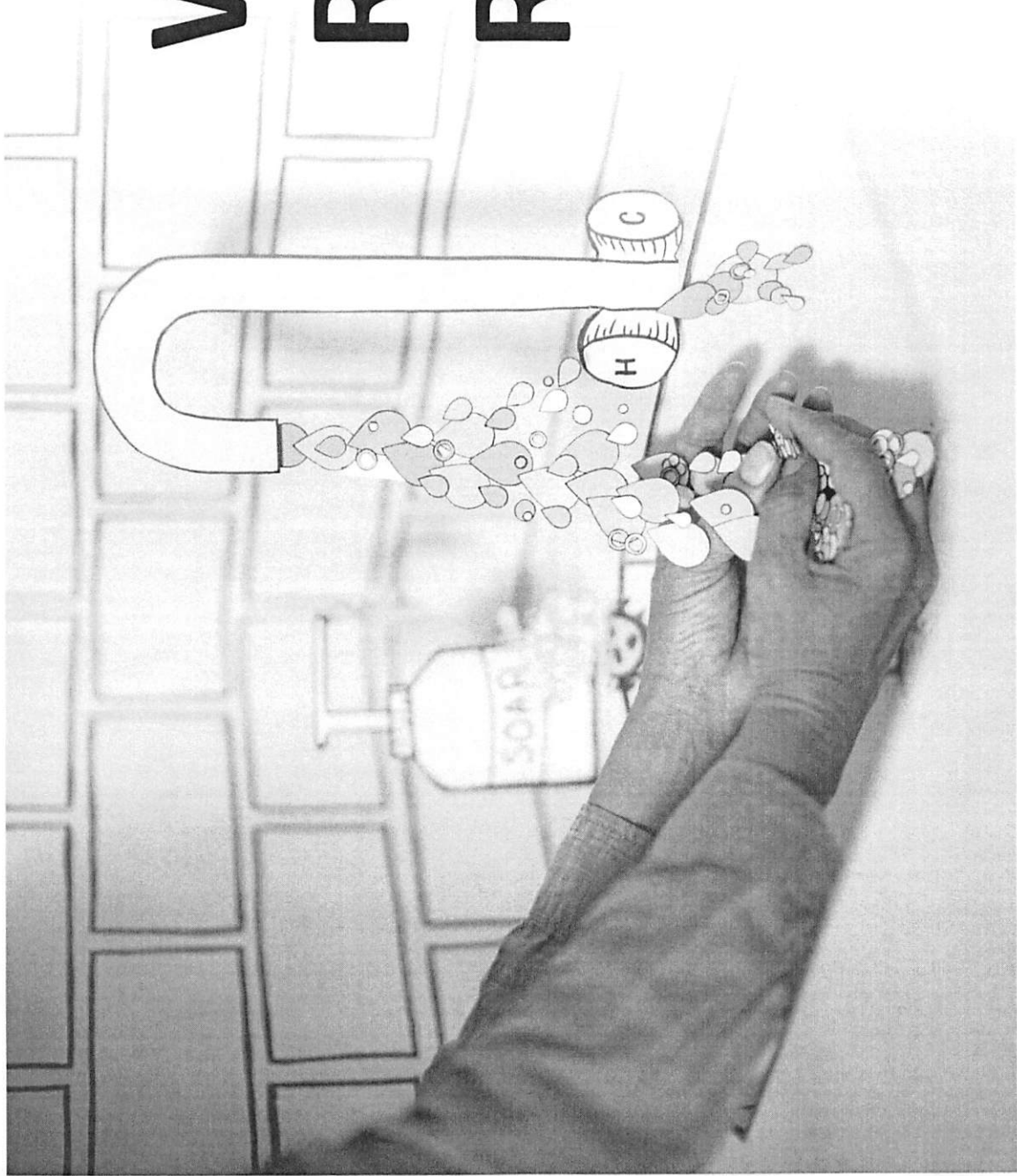
- **Frequency:** weekly, transition to monthly.
- **Roles:**
 - **Manager:** “What can I do to support your success?”
 - **Staff:** create solutions to barriers and track/own performance.
- **Format:**
 - **Beginning:**
 - Discuss articles, books, videos, seminars.
 - Review performance data for last 30 days.
 - **Middle:** praise successes and/or co-create solutions to barriers.
 - **End:** identify plans to meet targets in the next 30 days.
- **Documentation Sections:**
 - Summary of meeting
 - Next meeting date
 - Signature/date for manager and staff

Supervision Cheat Sheet (Part 3)

Meeting #12: Annual Evaluation

- Summary of documented successes from meetings 1-11.
- Phrase negatives as a positive (**think “instead”**).
- Expectations for the next evaluation period.

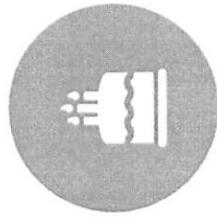
Wash, Rinse, Repeat



Great Leader Performance Maximizers

1. Have a vision.
2. Are predictable.
3. Make decisions.
4. Honor commitments.
5. Publicize performance.
6. Be Yourself, Be Genuine.
7. Be Nice, Hire Nice People.
8. Remain calm during a crisis.
9. Credit staff for good outcomes.
10. Understand that they can't "fix" staff.
11. Spend the most time with their best staff.
12. Use the word "Instead" to impact change.
13. Leave things better than they found them.
14. Command respect versus demand respect.
15. Identify their Super Stars, Middle Stars, Falling Stars.
16. Accountable for creating solutions to poor outcomes.
17. Hold staff accountable in supportive and respectful ways.
18. Recognize the power of diversity, inclusion, and belonging.
19. Control their words and behavior to bring out the best in people.
20. Hire for talent (not trainable) vs. skills and knowledge (trainable).
21. Focus staff performance around the organization's Mission/Vision.
22. Put the Right People in the Right Seats on the Right Bus (Jim Collins).
23. Read, attend seminars, and watch videos. Experience is not enough.
24. Go beyond celebrating differences (i.e., seat at the table and a voice).
25. Instill a service message ("What can I do?" - Q&A). Everything is our job.
26. Recognize heroes in every role. Every role performed at excellence deserves respect.
27. Understand they are on stage every day, and behavior is magnified and sets standards.
28. Focus on measurable outcomes. What can be measured counts. What can be counted matters. All things can be counted. Measure everything.
29. Study your best. They are the marker of performance potential. Measure everyone based on the best performance versus an arbitrary target or average.
30. Raise the bar. Average and mediocre are not performance standards that will lead to excellence.

Raise Your Hand



0-1 YEARS

A



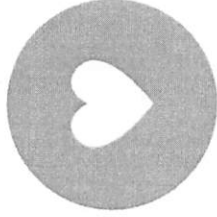
1-5 YEARS

B



6-10 YEARS

C



11+ YEARS

D

Dalai Lama

*Be kind whenever possible.
It is always possible.*

