

New Leader, New Leadership



with

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Participant Materials Sample



Objective:



By the end of the course you will be able to:

- Identify the role of the new Leader and the elements of new leadership
- Use a range of key leadership skills to get the best out of yourself and your people

Content:

- The Leader's job
What is the role, what are the responsibilities and the skills? How are yours? How to make the transition from team member to team Leader? Do's and Don'ts.
- The Functions
P. O. L. C. Planning, Organising, Leading, Controlling.
Setting SMART goals.
- Allocating work. Delegating responsibilities.
- Communicating for success
"People who know how will always work for people who know why", – providing the 'why' is well communicated. How good are you? Effective Listening.
- Motivation
Theories and practice. Stand Ups. D5M's. Lead by Example?
- Decision Making
What is your style, what is the right style?
- Handling Performance
Feedback & Coaching. Praise & Recognition. Problem Performance. Three key conversations for success as a Leader.



Allocating Work

If your staff challenge you, e.g. “you always ask me to do this”, “that’s not fair why don’t you get Chris to do it”, “this is the fifth time this week I’ve had to...” you cannot ignore their comments, you must address the issue.

First you may need to research and check are they correct. Have you been unfair or uneven in how you have allocated tasks? If so, then acknowledge that and commit to more even and fair allocation in future.

If your research disproves their opinion show them the proof. Then clarify you will not have this discussion (debate) again. And that you expect them to carry out allocated tasks that are part of their job description and that are fairly assigned by you. If you need to, you can further explain that this type of behaviour has negative implications for them (performance appraisal) and also for you (credibility) and for the team (productivity, morale).

You don’t need to be a dictator but you must be assertive and clear.

Allocating work:

If the task is new or unfamiliar:

1. Give the person the big picture first; where the job is important, who is affected by it?
2. Explain the detailed steps involved
3. Possibly demonstrate completion of the task
4. Break the task down into smaller chunks if it is complex
5. Encourage them to ask questions
6. Watch them practice and provide supportive guidance
7. Leave the ‘door open’ for them to return for further clarification if necessary
8. Recognise / acknowledge success



fits in, why it



Your attitude to communication; whether you think it is important or not, whether you think people are important or not matters more than the style or method of communication you use

Your true feelings about people and communication form the foundation to effective relationships





Leading

Motivation As a Leader you have a key role to play when it comes to how people are feeling at work. You should be aware that you are probably **the most important individual** in the organisation from the staff member's perspective. You have a massive impact on:

- how they feel,
- whether they have a good or bad day,
- when they experience a sense of satisfaction or frustration,
- their staying with or leaving your organisation.

If you don't believe that ... just think about your own boss and the effect they have on how you feel. Of course your own Motivation is also important. It will help if you have an understanding of and insight into Motivation. Let us look at some theories that will help.

Pause for thought:

Think of a time in your work life when you were at your most motivated, most satisfied, most happy. What were the circumstances present at that time? Write below a few words or phrases to describe that wonderful time:

Think of a time in your work life when you were at your most demotivated, most dissatisfied, most unhappy. What were the circumstances present at that time? Write below a few words or phrases to describe that terrible time:

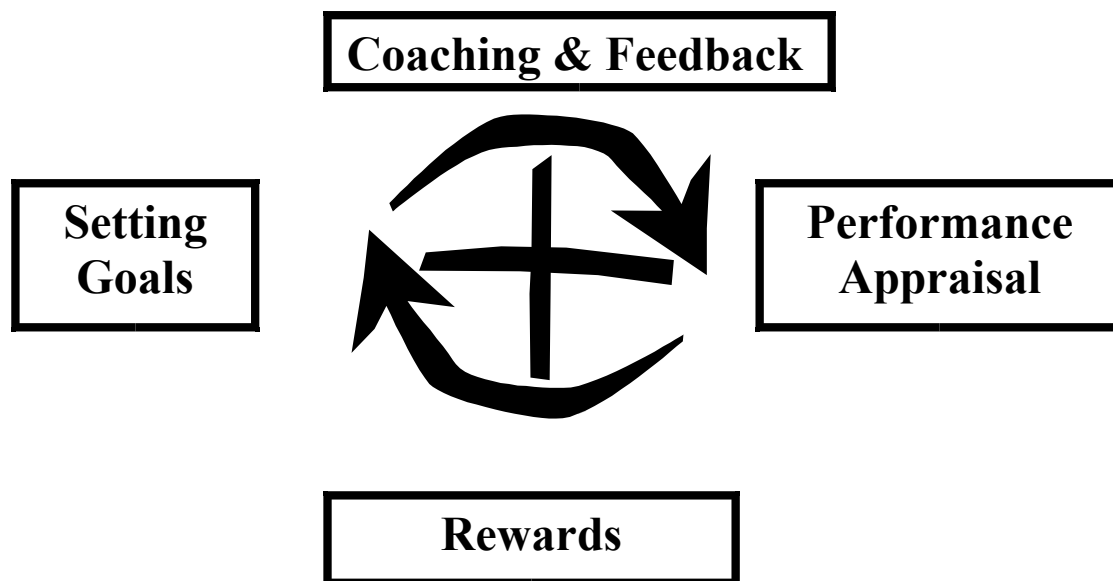


Handling Performance

You will remember we mentioned the functions you are responsible for; Planning, Organising, Leading and Controlling. We talked about how you should set and agree SMART goals with your people. Feedback (on a regular basis) is obviously central to your role in addition to how you manage the Motivation of your team. All of these elements come together in this next key aspect of your job – the way you handle the performance of those who report to you.

Whether the individual is a top performer, one of the average or mid level performers or even a problem performer in your team – how you communicate with them, give them regular or exceptional feedback and follow up on agreed plans and programmes, praise them for achievements ... is a crucial Leadership function.

Performance Management Cycle



Formally the above cycle may occur every three, six or twelve months but to be an effective Leader you must be giving input into one or more of these headings on a regular basis; monthly, weekly and sometimes daily.

We dealt with the issue of setting goals earlier so make sure your performance goals are SMART. But don't forget to **set personal development goals for your people** also.