

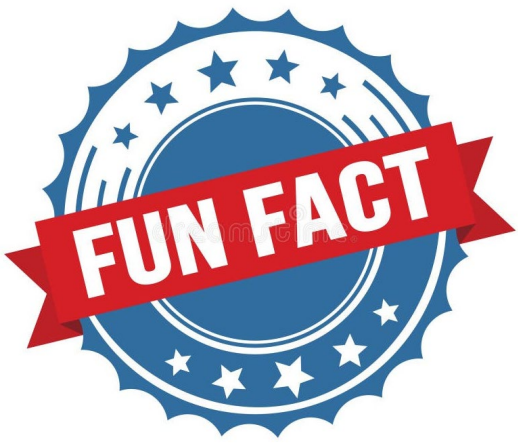


Success Tips for New Leaders



Learning Objectives

1. Understand why/how many new leaders fail.
2. Explain the difference between leadership and management.
3. Learn which skills are essential.
4. Know what to do in the first 90 days.
5. Learn tips on overcoming your predecessor's legacy.



Reality of Leadership

- The journey is difficult, demanding, and intimidating as you reshape your professional identity and grow as a person.
- You will struggle and make many mistakes.
- Mental stress.
- Share the glory; take the blame.
- Work extra hours.
- Maintain positive relationships with each of your employees.
- Requires thoughtfulness and desire/passion to give of yourself.
- Pay attention to needs of your employees and upper management.
- Judged on leadership performance, decision making, and on your ability to inspire your employees to achieve (team success).

Are You Ready to Lead?

- Are you willing to be a role model for others?
- Can you commit to putting in additional hours?
- You seek responsibility and voluntarily help others?
- Does stress and meeting high expectations overwhelm you?
- Can you shift your mindset from self to team?
- Do you like to embrace change and drive improvement?
- Do you ask why?
- Considered consequences of failure or resigning?





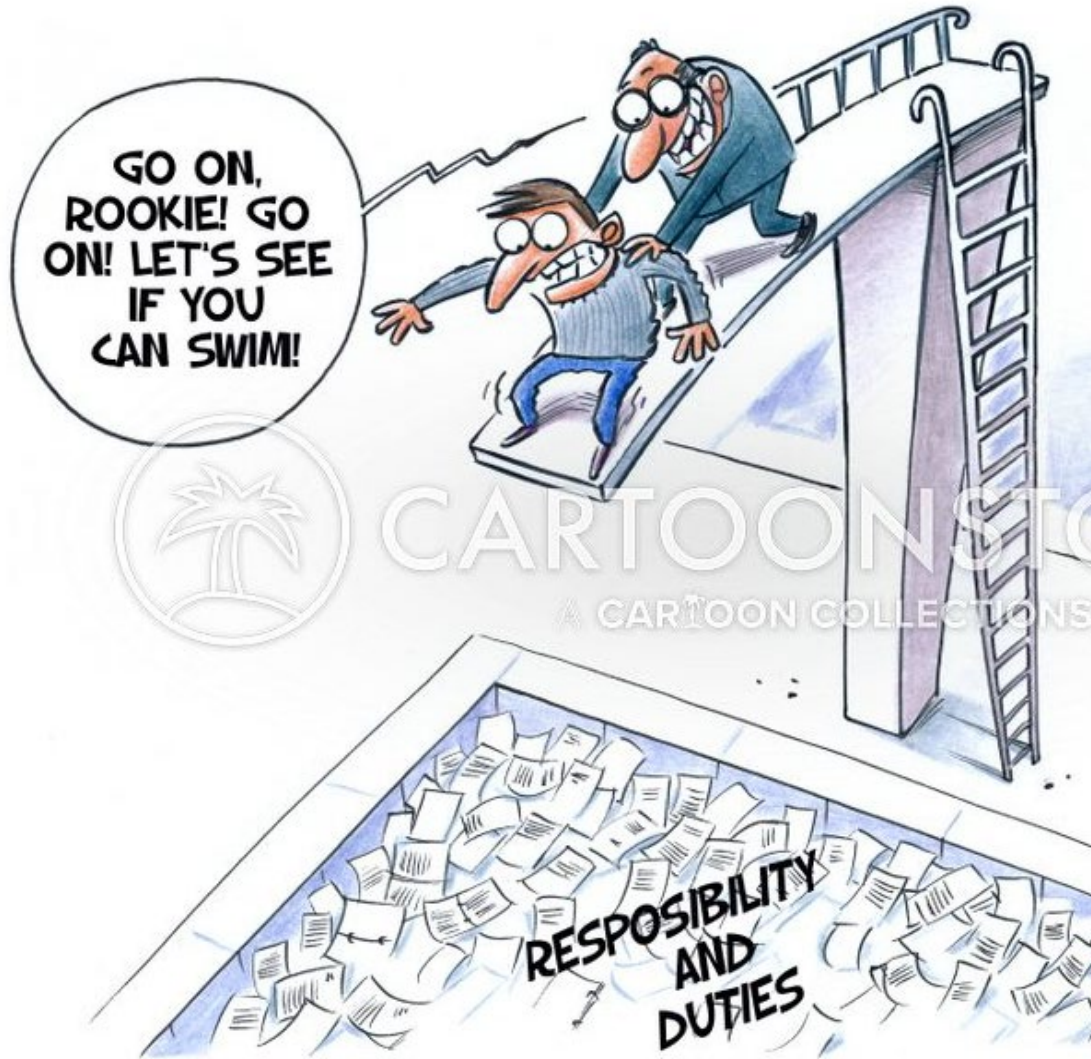
60% of new managers **FAIL**
within the first 24 months

(CEB, Inc.)

Includes undergraduate and graduate Business
Administration degrees

Managers account for
70% of employee issues

(2014 Gallup poll)



Failure is most often
due to lack of
leadership skills...

NOT management
skills.



Balancing Leadership and Management Skills

Leader vs Manager

- Leaders acquire followers and align people toward a common goal.
- Inspires their team to action and move in a certain direction and individual team members to do their best.
- Sets the example (models behavior).
- Shapes culture.
- Managers rely on authority over others.
- Oversee the activities of individuals/group to achieve specific objectives/goals.
- Work in the present and think execution: focus on organizing and executing tasks.
- Follows the vision and endorses the culture.

Leader vs Manager

- Inspires others to attain higher achievement.
 - Creates a circle of influence.
 - Priority focus is on their people.
 - Investing time in understanding their employees' passions and values.
 - Invests time in understanding employees' goals, provides support to develop skills.
 - Focus is on generating value beyond what the team creates.
- Used control to achieve specific goals.
 - Creates a circle of power.
 - Priority is focus on processes.
 - While they do pay attention to their people, that's not their main priority.
 - Supports employees but priority is on tasks.
 - Sees value as managing people and established ideas.



SKILLS Required

What People Want in A Leader

- Communication skills (45.2%).
- Interpersonal skills (44.2%).
- Values and ethics (41.9%).
- Personal attributes (30.2%).
- Coaching and feedback (21.8%).
- Credibility (22.3%).
- Direction and strategy (16.7%).
- Management essentials (5.6%).



Stephen Stowell and Stephanie Mead, "What People Want in a Leader, How Do You Measure Up" in Training Industry Magazine, March/April 2020.

Communication

91% of employees think their managers are not good communicators. *Interact-Harris*

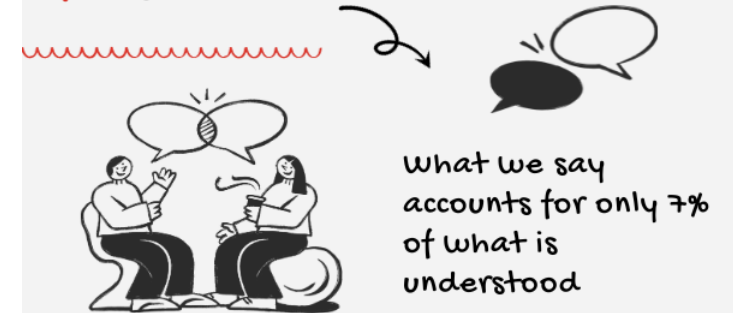
69% of managers are not comfortable communicating with employees *HR Technologist*

57% of employees report not being given clear directions *HR Technologist*

7% of communication is **verbal**,
38% is the **tone and inflection**, and
55% is **body language** *Hailo*

3 COMPONENTS OF COMMUNICATION

1 Words



2 Tone of voice



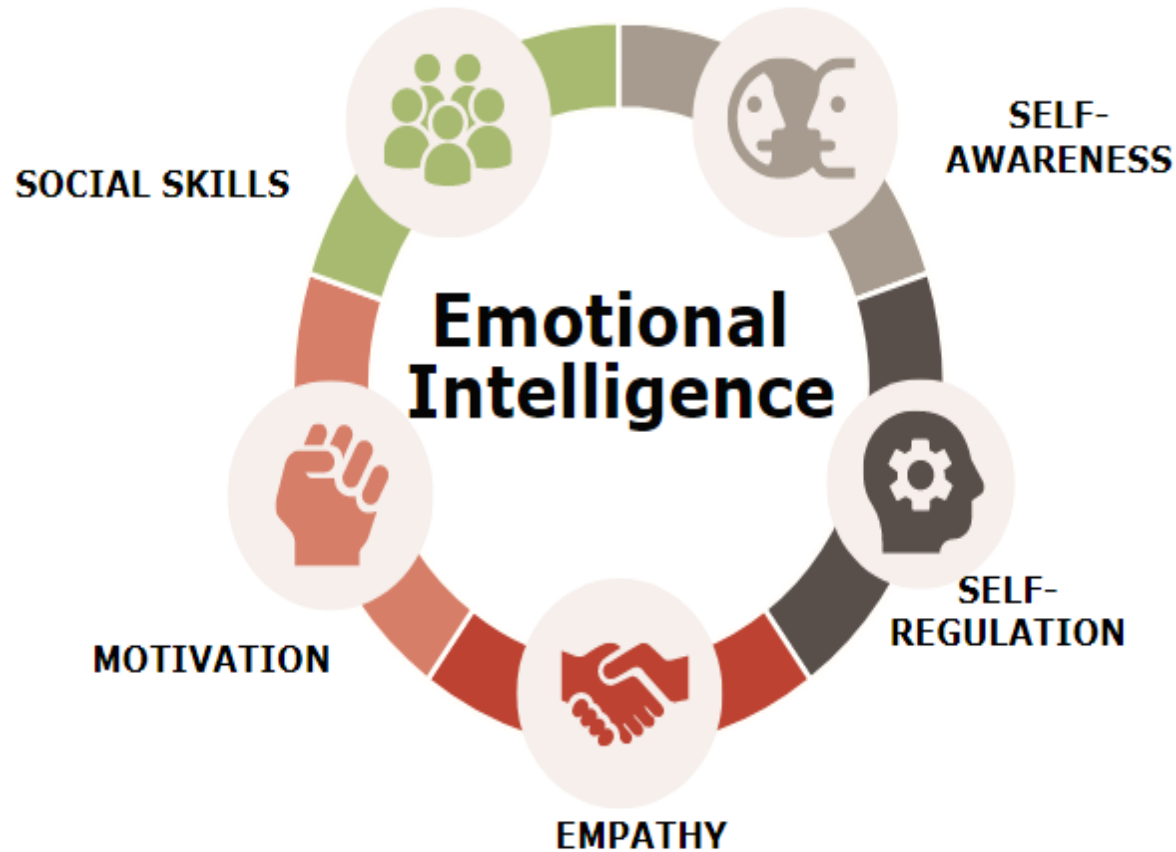
3 Body language



What others see, our body language, accounts for 55%!

Develop Emotional Intelligence

Emotional intelligence enhances communication.



- Emotional intelligence is the skill to identify and manage your emotions *and the emotions of others*.
- It's critical to effectively lead a team filled with varying (and sometimes opposing) personality types.
- Workplace conflict happens, and if egos clash and tensions rise, how well will you handle it?

Become A Good Communicator

Become a great listener (active).

- Effective listening is not hearing what is said, it is understanding what is communicated.
- Most people are poor listeners and tend to enjoy talking.
- Effective communication is a two-way process.

Be approachable, personal and authentic.

- The more personal, authentic and engaging conversation is, the more trust you build.
- Truthful, open, honest and transparent.
- Your team should feel that they can speak up and engage in conversations.
- In real-time, frequently and be specific.

● Physical Barriers

● Attitude Barriers

● Emotional Barriers

● Cultural Barriers

● Language Barriers

● Gender Barriers

● Lack of focus and eye contact

● Fear of mistakes

● Psychological Barriers

● Perceptual Barriers

● Feedback Issues

Become A Good Communicator

- Make your team feel heard & validated.
 - Ask your team for input on the best way to move forward.
 - Be clear that you will make the final decision after you weigh their valuable advice.
 - When people feel heard and validated, they're more likely to buy in, even if your decision it's not what they prefer.
- Foster a "we" culture.
- Visibility: Emails aren't enough.
- Simplify the complex.
- Use body language
- Initiate the tough conversations.

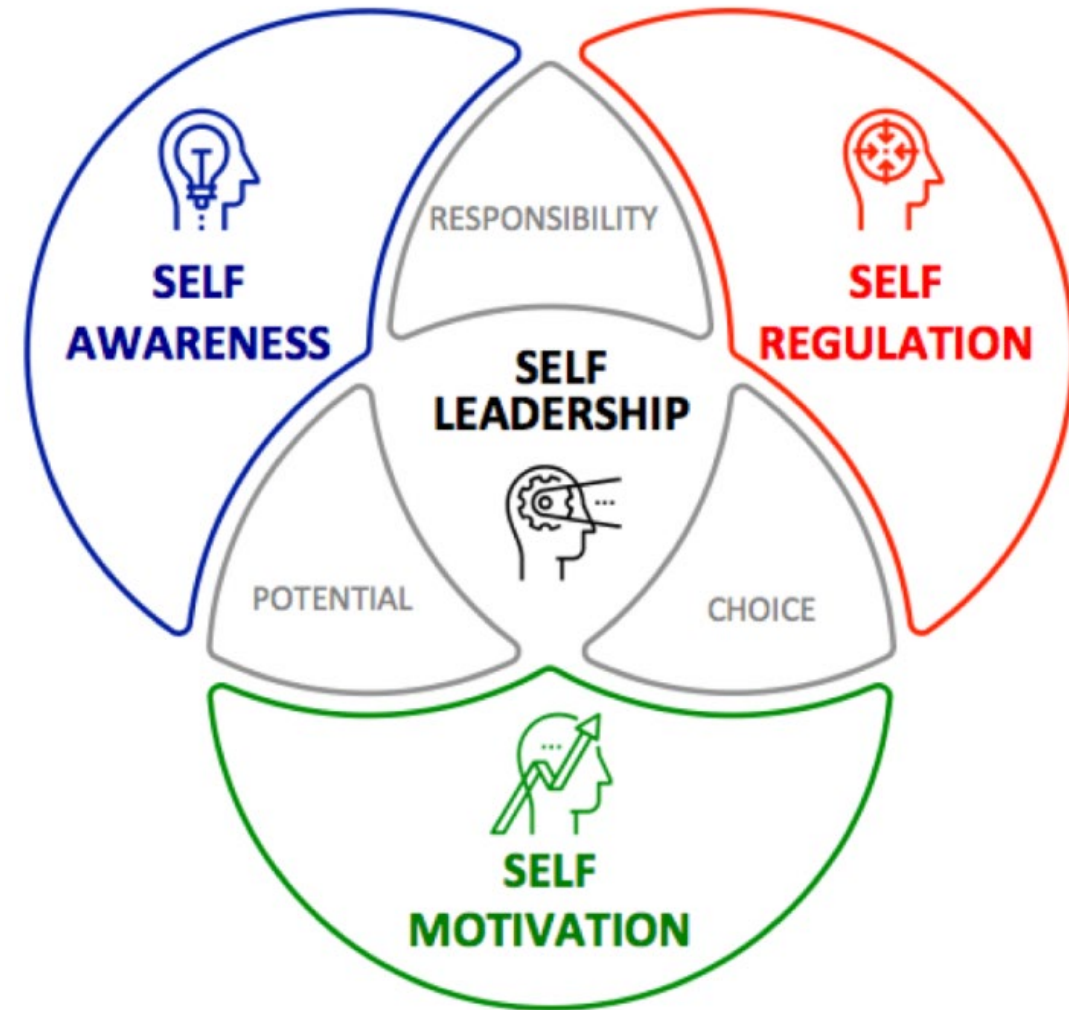


Communication Styles to Avoid

- The non-communicator.
- The introvert.
- The ambiguous.
- The over communicator.
- The sidestepper.
- The jargonist.
- The aggressor.
- The inappropriate talker.
- The passive communicator.
- The passive-aggressive communicator.
- The arrogant communicator.

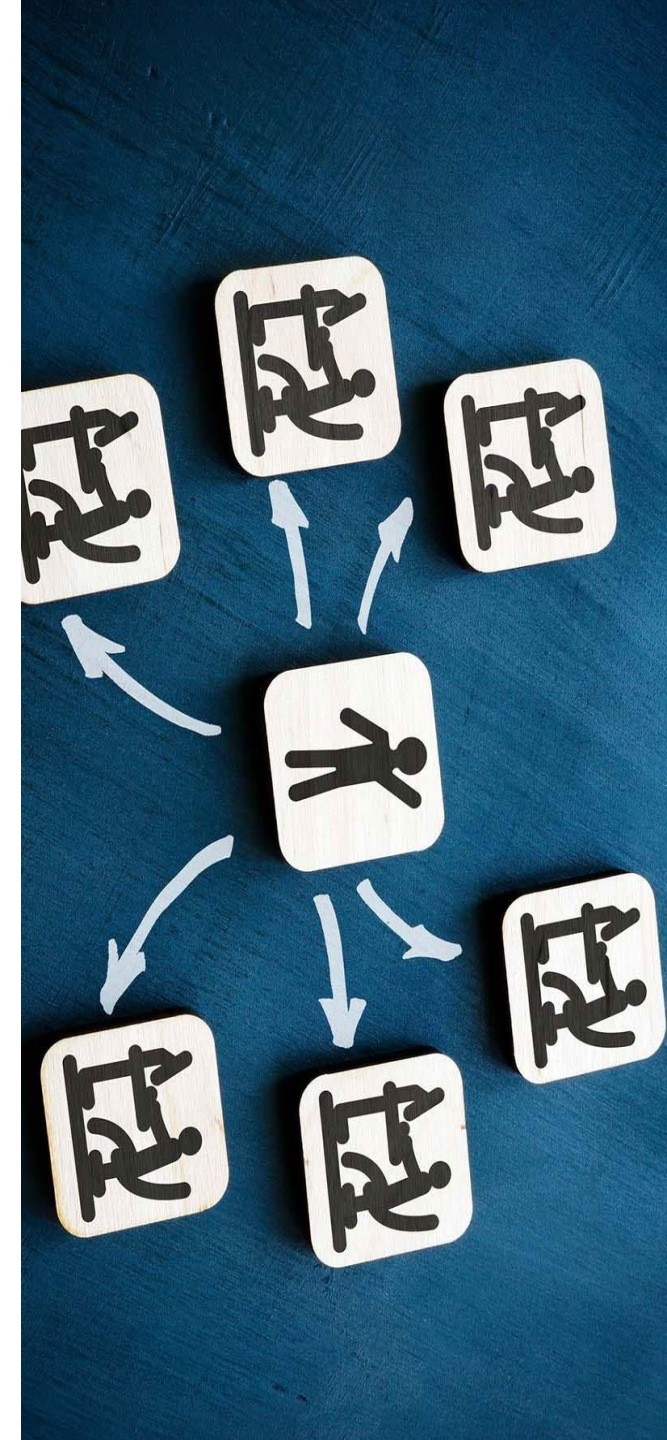
Self Management

- Self-management is about driving your behavior from within, instead of letting the circumstances around you drive your behavior.
- When a leader has low self-management ability, it is easy for them to be consumed by emotions when things get overwhelming. Those emotions can lead to rash decision making. Emotions are contagious.
- Procrastination is one of the biggest obstacles to effective self-management, and most all of us do it. Overcoming procrastination is essentially all about personal discipline and attitude.



Delegating

- Recognize what can and can't be delegated. Never put your own responsibilities on someone else's plate.
- Empowering your team creates velocity.
- Stress how important the opportunity is for them personally.
- Make expected outcomes clear.
- Provide guidance and resources
- Create a culture of trust and accountability: You must have their back 100%.
- Rehearse" delegation discussions.
- Recognize and celebrate contributions.



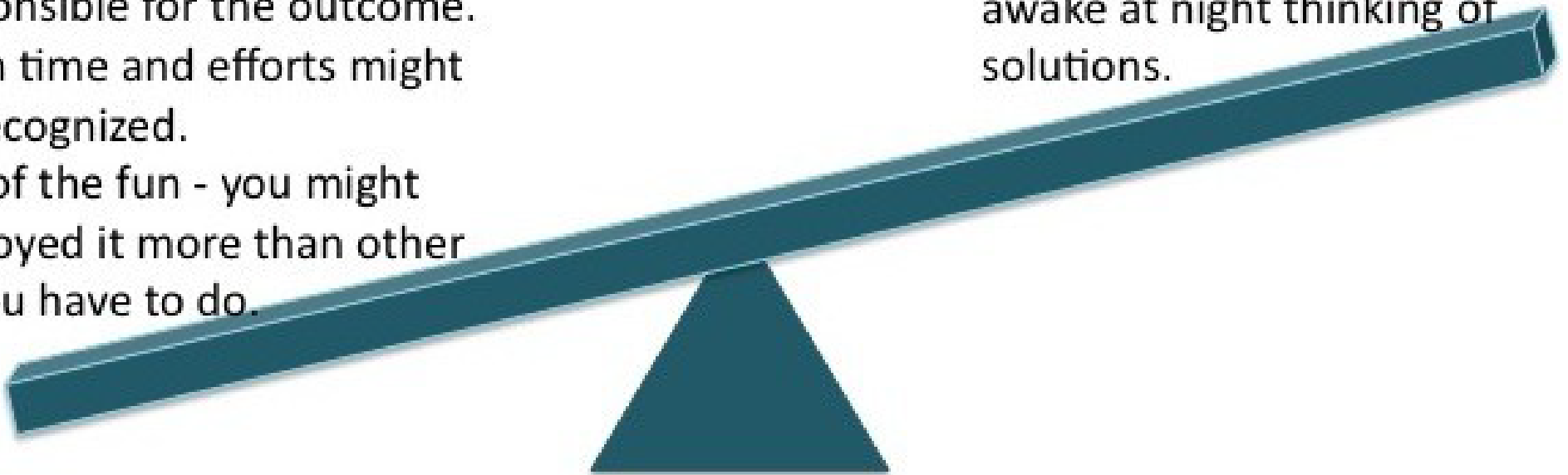
Delegating

The Downside of Delegating

1. Things might not be done right or the way you wanted.
2. Can slow things down.
3. You have given up control but are still responsible for the outcome.
4. Your own time and efforts might not be recognized.
5. Left out of the fun - you might have enjoyed it more than other things you have to do.

The Upside of Delegating

1. Builds team strength. Your team is not dependent on you.
2. Increases team commitment.
3. New ideas and the possibility of better solutions.
4. Team members have an opportunity to stretch and grow.
5. You're not the only one staying awake at night thinking of solutions.



Don't Over or Under Supervise



- Stay on top of projects so they run smoothly.
- Give staff sufficient authority, autonomy, and resources, based on their skill levels and experience.
- Your subordinates will be more committed because they are empowered to achieve them.

First 90 Days



Minimum Actions

- Your first week: Host an introductory meeting.
- Establish check-in meetings with your boss.
- Learn the organization and understand financials.
- Establish check-in meetings with team members.
- Set expectations.
- Establish individual and team goals.

Check-In Meetings with Your Boss

First Meeting

- Ask your manager to define your role: Clearly outline the key objectives, and parameters for your new role.
- Gain clarity on your role: Discuss corporate strategy, your specific department's role in supporting that strategy, and critical goals, objectives, and target metrics.
- Clearly define the targets and results you will be accountable for.
- Set up meetings to update your supervisor on projects and goals, and for their advice on issues/tasks that you may be unsure how to handle.

Check-In Meetings with Your Staff



VS



Check-In Meeting Rules

Respect the time.

Make it a safe place to share concerns.

Be a coach, not a dictator.

Ask what YOU can do better.

Remove barriers for them.

Make their career development a priority.

Leave laptops and phones at your desk.

End on a positive note.

**simple
rules**

First Check-In Meeting

Have a personal conversation with each direct report

- Schedule for 1 hour.
- Acknowledge the awkwardness. You got the job rather than other colleagues.
- Banish fear and proactively initiate conversation.
 - If you are fearful, your peers will be too.
 - You have built prior relationships: “What does this promotion mean to those relationships?”
 - Set expectations around the nonnegotiable that the new working relationship entails.
- Ask for a brief introduction of themselves.
 - Get to know their educational background and professional experience, as well as the tasks and projects they are actively working on.
- Show that you value them and their team members and their strengths.
 - Communicate that you value the strengths they bring to the table and how you look to embrace an inclusive and collective style for the benefit of the team.

First Check-In Meeting

- Encourage them to speak up if and when things feel “off” in the future.
- Share what they can expect in the near-term:
 - Check-in meetings, etc.
 - Your communication style and preferences.
 - Expectations of them individually and the team:
 - Ethics, integrity, team collaboration, commitments, professionalism, communication style (when to use meetings, email, phone, chat), engaging with customers or suppliers, working hours (breaks, attendance), etc.
- Ask for their support.
- Schedule follow-up meetings at least once per month in order to maintain regular PERSONAL face time with your staff.

Establish YOUR Expectations

- Early on, establish yourself as an **authority** to your employees.
- Tell your team something they haven't heard before. Avoid generic statements:
 - “We are going to have a culture of accountability.”
 - “I expect hard work.”
- Address team interaction and responsibility, meeting etiquette, working hours, promptness, respect for one another, communication preferences, professionalism, attire, etc.

Enforce YOUR Expectations



- Address specific examples that may have occurred in the past few weeks.
- If you need to recalibrate expectations left by your predecessor, reinforce your decisions and stand firm.
- Intimidate and flex power = **FAIL**.

Develop Team and Individual Goals

Individual Goals

- Work with each team member to set personal goals that help them stay motivated, productive, and successful in their roles.

Team Goals

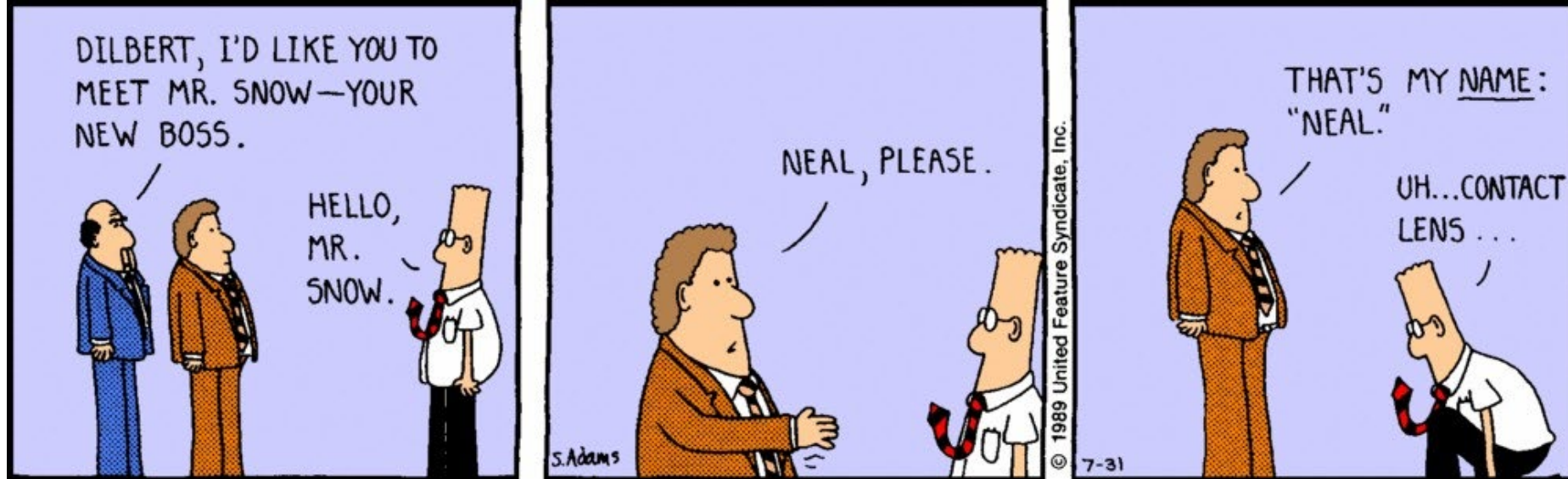
- Establish goals that benefit the organization.
- Collaborate to establish one or two long-term goals and short-term objectives and responsibilities.
- Remind your team that you are in this together, working toward a common goal, and attaining that goal is a win for everyone.
- Leadership Support
 - Ask; what will you say that I did? Ask team members to hold you accountable.
 - Translate the input and document it with the team responsibility outlines.

Schedule Regular Feedback Sessions

Schedule check-in and team meetings to keep everyone on track and up-to-date on performance and productivity.

- Regular evaluation and feedback sessions help employees get better at their jobs.
- Regular performance monitoring provides valuable insight into your own effectiveness as a manager and strategies for your own improvement.
- Performance conversation:
 - What's working?
 - What's not?
 - What must be done differently?

Tips on Overcoming Your Predecessor's Legacy



Get The Inside Scoop

- Before your first day, gather the circumstances for the vacancy: was someone fired, promoted, retire, take another job?
- What are you getting into (it will help you set up your strategy to approach the situation), ask your hiring manager, ask around.
- Was there great loyalty to your predecessor?
- Review past performance reviews of the team members, review project evaluations, and other relevant documentation.



The Power of First Impressions

- First impressions can be lasting.
- Your peers and team members will form immediate opinions about you based on your initial interactions, and any negative opinions can be difficult to change.
- Start off right, by being mindful of your actions and communication style.
- Take the time to get to know each team member and learn about their strengths, weaknesses, and goals.
- Show that you are approachable, open to feedback, and willing to listen.





Gaining Perspective

- Before making any changes, get insight into the team's dynamics and improvement areas.
 - Have open and honest conversations with your employees individually and then in groups.
 - Ask questions about their experiences working under your predecessor: what they liked and disliked, what is working, and what they believe could be done better.
- Have this same conversation with your supervisor:
 - Was there great loyalty to your predecessor?
 - Is your predecessor your supervisor?
- Once you've collected the information, establish your standards and expectations in writing.

A Fresh Start

- Communicate that this is a time of opportunity.
 - Talk about the future, and where you see the team is going.
 - Remind your team that change can be good.
 - Ask employees what currently works and where they are frustrated, or how they think the team can be better.
- Make it clear that you want feedback and are willing to listen.
- Encourage your team to come to you with their concerns, questions, and ideas.



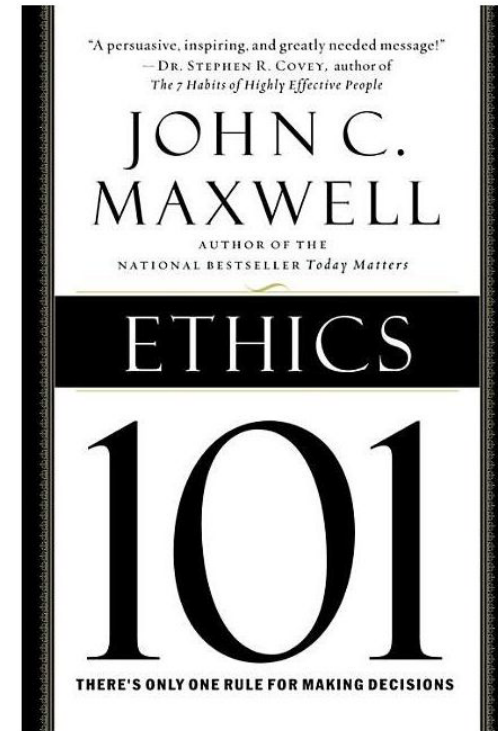
Building Loyalty (Trust & Respect)



- Show your appreciation.
- Be supportive.
- Maintain their confidence.
- Keep your promises.
- Be honest.
- Act in their best interests.
- Address problems within the relationship.
- Treat them fairly.

Ethics

- **Make rash emotional decisions?** Pressure creates tension. Will I have a hard time in such situations and make poor decisions. How can I guard against that?
- **Compromise the truth?** Am I willing to stick with the truth even when I don't like it?
- **Take shortcuts?** Do you believe that longest distance between two points is a shortcut? Will pressure tempt you to take shortcuts when you otherwise wouldn't consider it? Do you have the willpower to do what's right?
- **Not keep your commitments?** Can you keep you word and follow through, even when it hurts?
- **Bow to others' opinions when it is not right?** Are you susceptible to the opinions of others or do what you know is right even when it's unpopular?
- **Make promises you can't keep?** Will you keep your promises from going up in smoke?



Andy Reid. Coach, Kansas City Chiefs.



[Success, trust and burnt ends - Why everyone loves Kansas City Chiefs coach Andy Reid - ESPN](#)

"I can't remember anyone who didn't like playing for him, and I can't imagine why anyone wouldn't like playing for him," said Geoff Schwartz, a Chiefs offensive lineman in 2013, Reid's first season in Kansas City. "**He's everything you want in a coach.**"

Each Friday during the season, the linemen get to play wide receiver. They begin practice with a drill in which they get to catch passes.

"We **trusted him** right from the start. Andy is a straight shooter. **He did everything he told us he would do.** That's what everybody loved."

Reid established a players' leadership committee consisting of one member from each position group. "Whenever we started that meeting, **the first thing he would say is, 'All right, what gripes do you have?'**" "Most of the things we brought to him, **he trusted** just like that."

Behaviors To Avoid. *Don't:*

- Adopt a "DIY" mentality.
- Blame others before blaming yourself.
- Fail to realize that leading is about influence, not power.
- Command instead of communicate.
- Be too Serious... or not serious enough.
- Ignore performance issues.
- Fail (being afraid) to give and receive critical feedback.
- Manage tasks before careers.
- Forget that employees are people.



In Summary

- Be a good, positive person.
- Educate yourself on leadership and get a mentor.
- Treat team members as individuals, you are liable for their performance, and they depend on you for growth and success.
- Build trust: Do what you say you are going to do, and always be honest and ethical.

HOW TO BE A GOOD LEADER



I was wrong, I am sorry



I am proud of you



What do you think

In Summary

- Routinely communicate your intent, priorities and expectations.
- Delegate.
- Have their backs: Watching out for your team is a daily activity.
- Be a coach: Lead when you need to, not all the time.

HOW TO BE A GOOD LEADER



How can I help?



I trust you



Lead by example

Thank You!

*Leading and building a high performing team and watching it succeed is an **extremely rewarding** experience.*

John Kaszuba

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