

# Leadership

## Quick Reference Guide

### Top Time Management Tips

- ✓It is important to identify and operate within two time horizons: short and long term. Anticipating events allows things to get done in the near term which contribute to achieving long-term objectives.
- ✓An up-to-date master calendar can be your most helpful planning tool. However, detailed project plans should be developed before you make entries on your master calendar.
- ✓When things begin to get hectic, a "Things to do Today" list helps focus attention on the highest priority items.
- ✓Action Planning Worksheets, Milestone Charts, and PERT Diagrams are excellent planning aids when properly used.
- ✓Planning contact with colleagues and staff will help minimize the disruption of their schedules. Keep a file for each person you meet with on a regular basis, with items to be discussed.
- ✓The most effective approaches to planning are those tailored to meet individual needs. Concepts, procedures, and worksheets are all subject to modification to fit individual circumstances.
- ✓Experts say nothing should be attempted without prior planning, but there must be flexibility. Remember Murphy's Law: If anything can go wrong, it will.

### Meeting Preparation Checklist

- ✓What information do you need to take with you?
- ✓What do you want to get out of the meeting?
- ✓Is there something in particular you want to get done?
- ✓Are you just trying to get information?
- ✓Do you want to follow up something that was raised at an earlier meeting?
- ✓Do you just want to draw attention to something?
- ✓Make sure people are aware of a problem so that it doesn't happen again?
- ✓What contribution do you want to make?

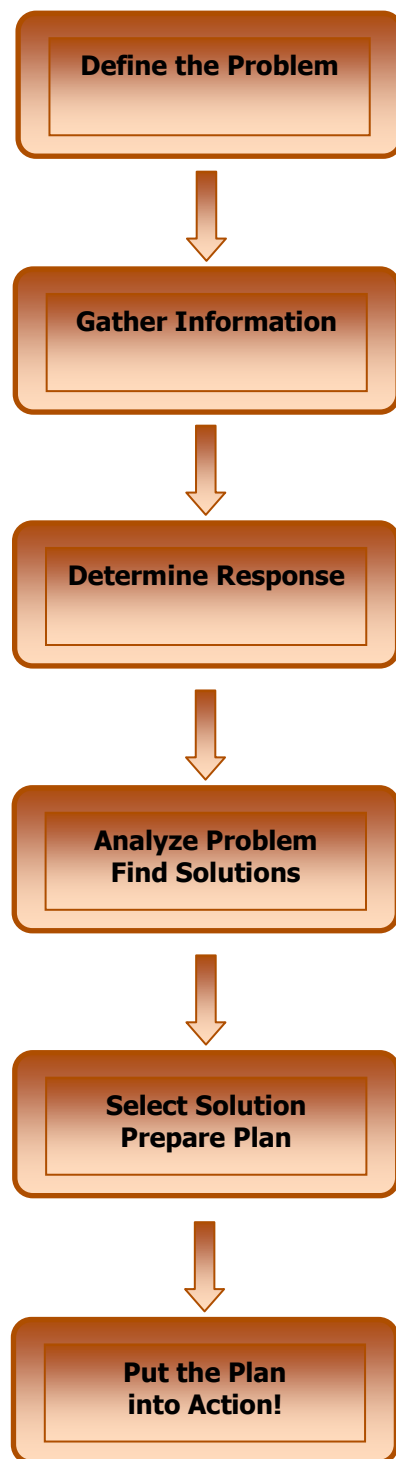
Make sure you have read reports and other documents beforehand, too.

- ✓Reread the document and check your understanding
- ✓Establish your own objectives and write them down
- ✓Identify what you want to do on each item
- ✓Prioritize

### Six Ways to Influence People

- ✓**Reciprocity:** Treat others as you want to be treated. Give in order to get.
- ✓**Commitment:** Once we have made a commitment to do something, we feel both internal and external pressure to follow through.
- ✓**Social Proof:** Find out what others are doing and then do the same thing.
- ✓**Liking:** People generally prefer to do business with people they know and like vs. people they don't know or don't like.
- ✓**Authority:** People will be more apt to comply with requests if they think the request comes from a figure of authority.
- ✓**Scarcity:** If stores are about to run out of something, we feel the urge to stock up whether we need the item or not. We don't want to lose our sense of being in control.

### A Step-by-Step Change Model



## Preparing for Conflict

- ✓ Do your homework so you really know what's fair. Find out what is common practice.
- ✓ Look at the situation through the other person's eyes.
- ✓ Brainstorm some options with your colleagues.
- ✓ Know your hot buttons.
- ✓ Try helping the other party regain their control and mental balance.
- ✓ Watch out for past desires/baggage.
- ✓ Change the game, and bridge the gap. Engage the other person in mutual problem solving.
- ✓ Make it easy for the other party to say "yes." Make it hard to say "no."
- ✓ Remain calm in the face of all these challenges.

## Tips for Effective Delegation

- Know your subordinates' abilities.
- Don't be afraid of over-delegating.
- Practice good communication skills when delegating.
- Minimize overlap of authority.
- Give subordinates some freedom in deciding how to implement their authority.
- Assign related areas of authority and responsibility to each individual.
- Once you have delegated, let the subordinate take over.
- Don't expect perfection the first time.
- Explain why the job is important.
- Describe what is needed in terms of results (not how, but what)
- Give the person the authority they need to do the job
- Indicate when the job needs to be completed and get agreement.
- Ask for feedback to ensure a common understanding.
- Establish follow-up process for monitoring progress.

## Degrees of Delegation

### Investigate and report back.

The employee investigates and brings you the facts. You make the appropriate decision and take action.

### Investigate and recommend action.

In this scenario the employee investigates or researches, identifies options available, and recommends a course of action to be taken. You evaluate the recommendation, make the decision, and take action.

### Investigate and advise on action planned.

The employee researches, identifies options, and decides on a course of action. You evaluate the decision made, and approve or veto the action to be taken.

### Investigate and take action; advise you on the action taken.

The employee researches, identifies options, decides which option is best, takes action, then advises you immediately, so you have a firm handle on what's going on.

### Investigate and take action.

The employee is turned loose. This is full delegation and displays your complete faith in the individual's ability. You will be kept informed through regular reports.

## Five Easy Ways to Encourage Feedback

- Reward the person who asks a question.
- Set aside time for regularly scheduled feedback sessions.
- Use silence.
- Watch for non-verbal responses.
- Ask open-ended questions.

## Eight Steps to Problem Solving

