

Leadership

Managing for Results

Unit 1



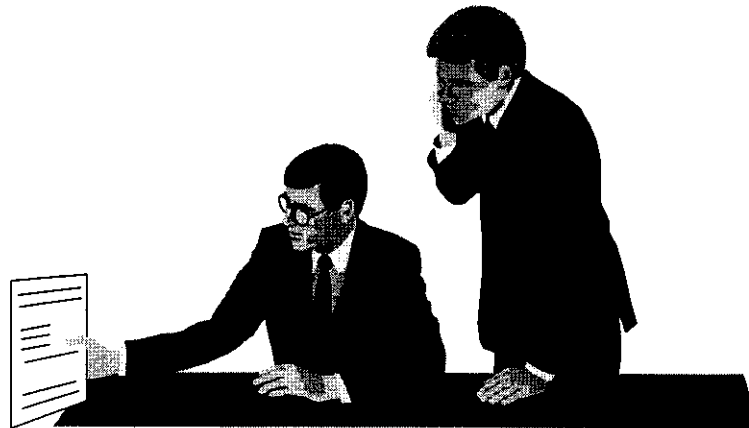
Managing for Results

- 1. Leadership**
- 2. Team Effectiveness**
- 3. Communication**
- 4. Planning for Results**
- 5. The Changing Workplace**
- 6. Conflict Resolution**
- 7. Process Management**
- 8. Managing Performance**
- 9. Due Diligence**
- 10. Managing Diversity**

Objectives



- to be able to explain the concept of task leadership
- to apply the concept of task leadership in a current workplace situation.





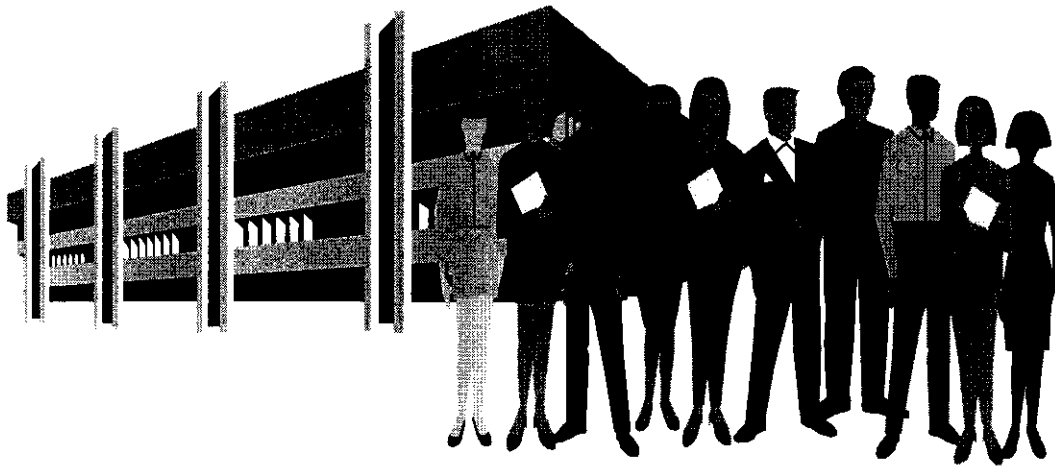
Agenda

- Introduction
- Task Leadership Model
 - Assessment
 - Assignment
 - Feedback & Coaching
 - Reward & Recognition
- Developing Employees
- Summary and Action Plan



Managing is...

causing results to be achieved that the organization needs through the resources that the organization has.





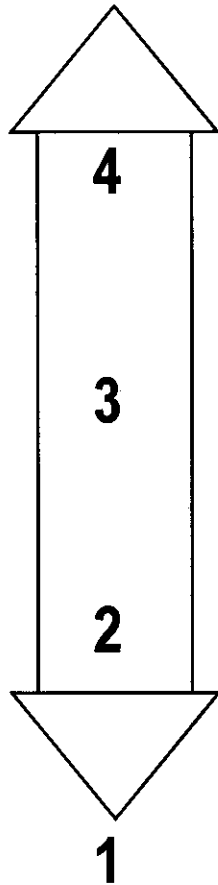
**Things can be
managed.
People must be led.**

Phases of Task Leadership



1. Assessment
2. Assignment
3. Feedback & Coaching
4. Reward & Recognition

Knowledge & Skill

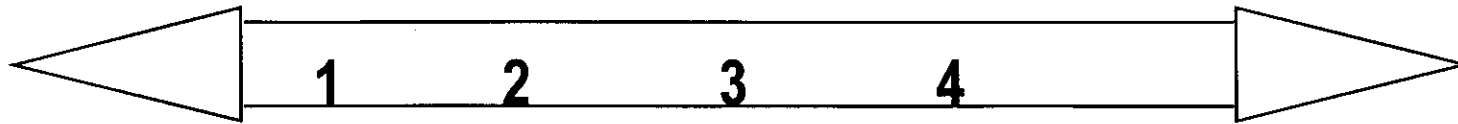


Knowledge required to do the task.

Proven ability to do the task.



Willingness & Incentive



**Willingness to do the task;
internal.**

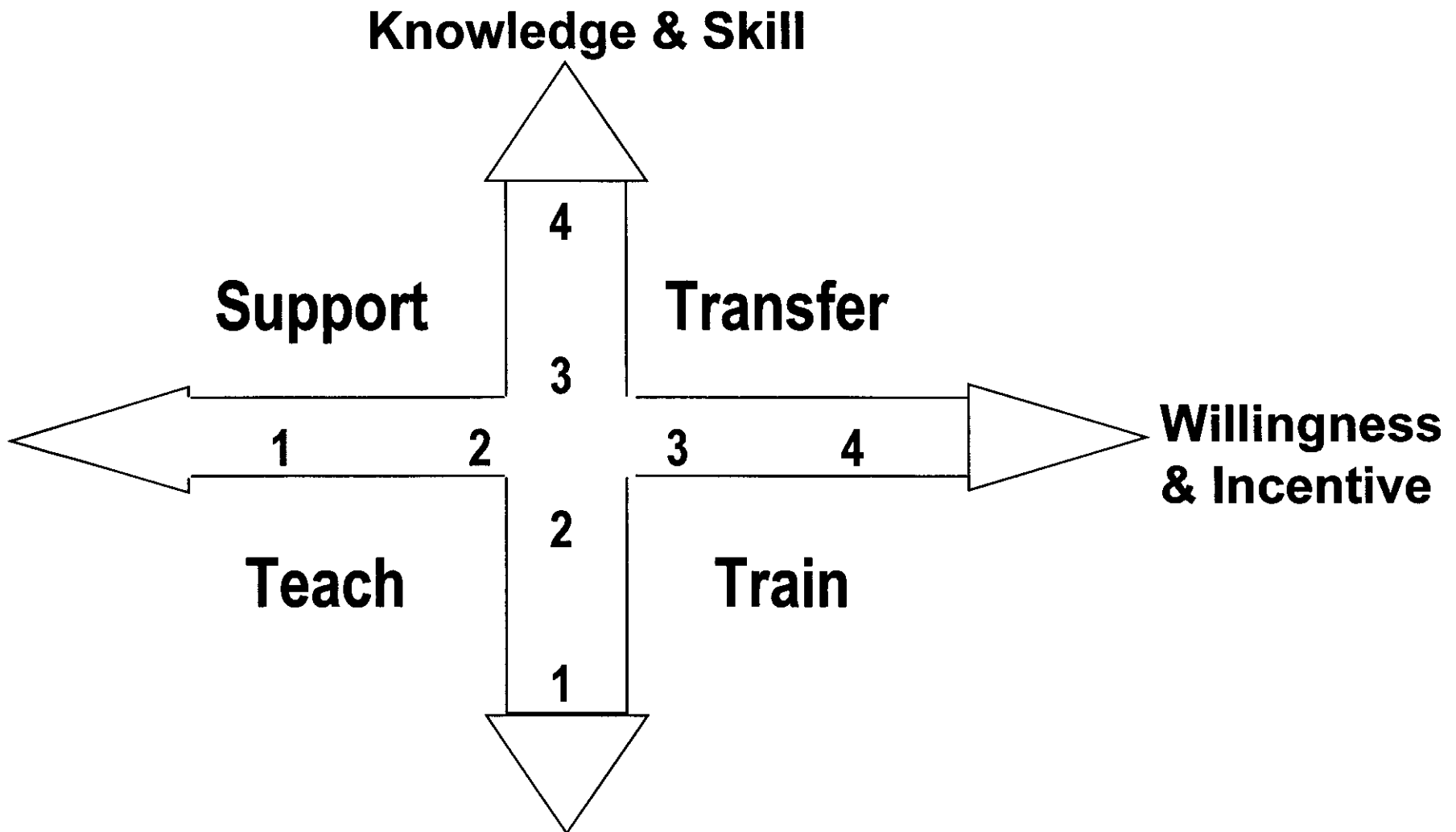
**Incentive to do the task;
external.**

Classic Six Intrinsic Rewards:



1. The task or project is seen as meaningful.
2. There is a clear understanding of how the task fits into the business plan.
3. There is access to information and resources needed to do the task.
4. There is enough autonomy to complete the task or project the way it should be done.
5. There is feedback from the work itself.
6. There is opportunity to learn and grow.

Task Leadership Model



Assessment Worksheet



Task or Project: _____

Employee: _____ Date: _____

Knowledge & Skill

Rate the knowledge this employee has to perform this task. 1 = low; 4 = high

1 2 3 4

Why? _____

Rate the employee's proven ability to perform this task. 1 = low; 4 = high

1 2 3 4

Why? _____

Average the two ratings and put an X on the

Willingness & Incentive

Rate the employee's internal willingness to perform the task. 1 = low; 4 = high

1 2 3 4

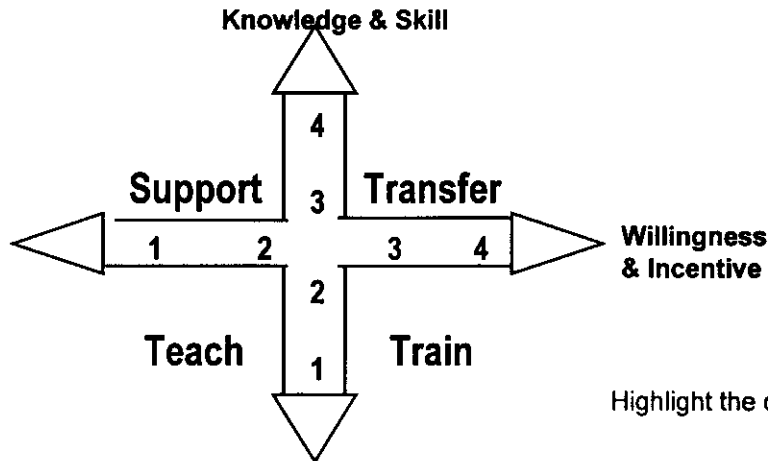
Why? _____

Rate the external incentives that are available to the employee for performing the task. 1 = low; 4 = high

1 2 3 4

Why? _____

Average the two ratings and put an X on the horizontal axis on the model.



Highlight the quadrant that is applicable to this employee for this task or project.

Sample Assessment Worksheet



Task or Project: Relocation of the lab

Employee: John Smith Date: 97/03/18

Knowledge & Skill

Rate the knowledge this employee has to perform this task. 1 = low; 4 = high

1 2 3 4

Why? strong math skills
awareness of lab supply use

Rate the employee's proven ability to perform this task. 1 = low; 4 = high

1 2 3 4

Why? never budgetted a move

Average the two ratings and put an X on the vertical axis on the model below.

Willingness & Incentive

Rate the employee's internal willingness to perform the task. 1 = low; 4 = high

1 2 3 4

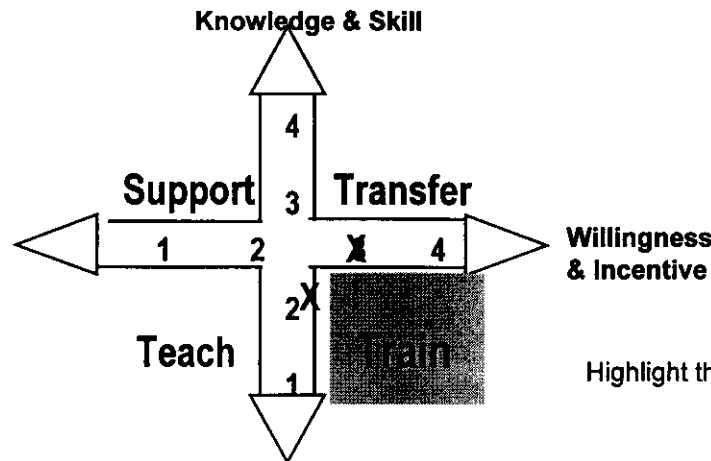
Why? has wanted a bigger lab
likes a challenge

Rate the external incentives that are available to the employee for performing the task. 1 = low; 4 = high

1 2 3 4

Why? no dollars for extras
ability to budget could lead to

a supervisory job
Average the two ratings and put an X on the horizontal axis on the model.



Highlight the quadrant that is applicable to this employee for this task or project.



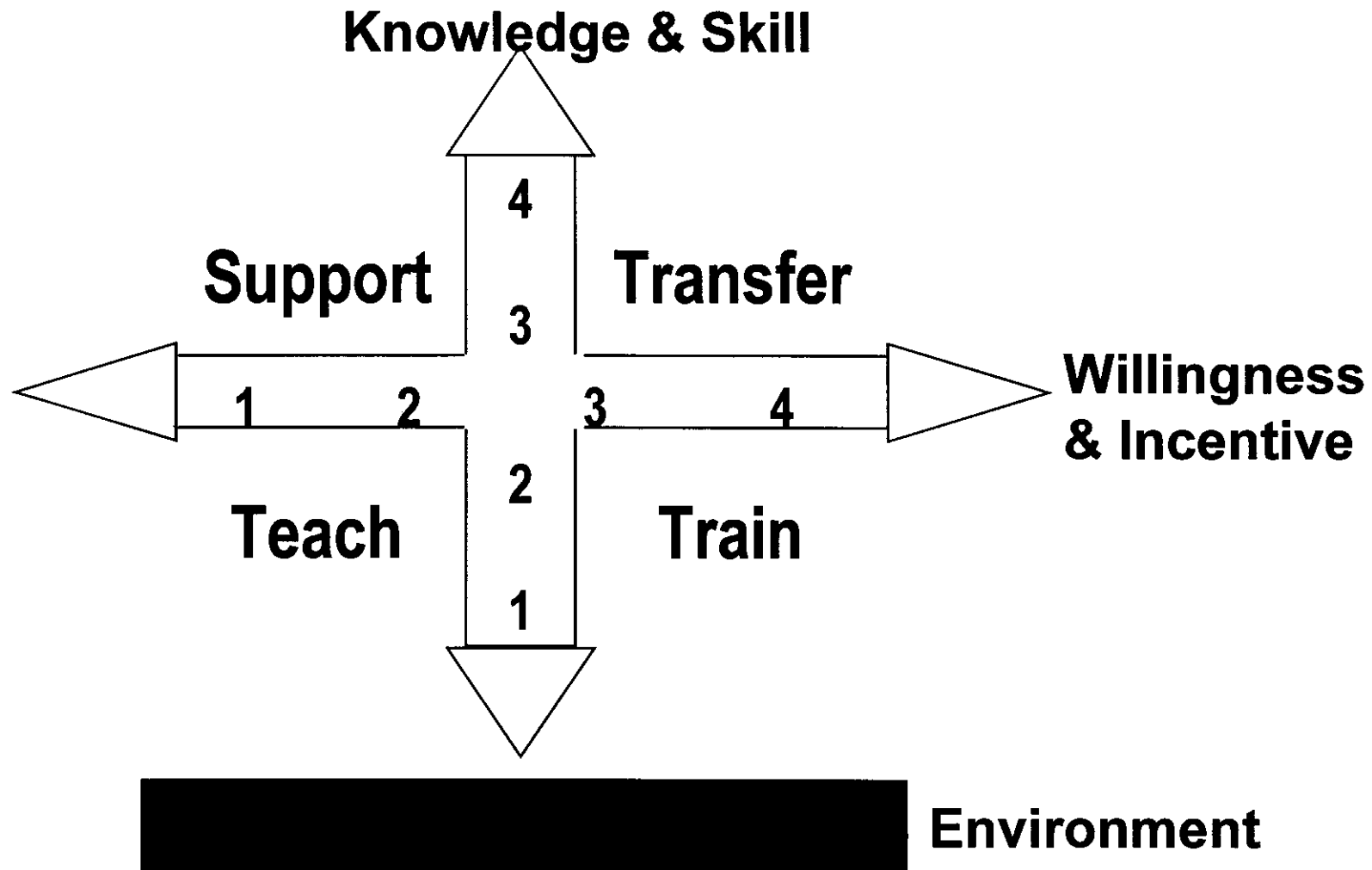
Assess the Complexity of the Environment

- assess the number of variables that impact the completion of the task or project.
- assess the potential rate of change of those variables.
- assess your degree of control over those variables.



Environment

Task Leadership Model



Assess the Environment Worksheet



Task/Project: _____ Employee: _____

What are the variables that impact the completion of the task?

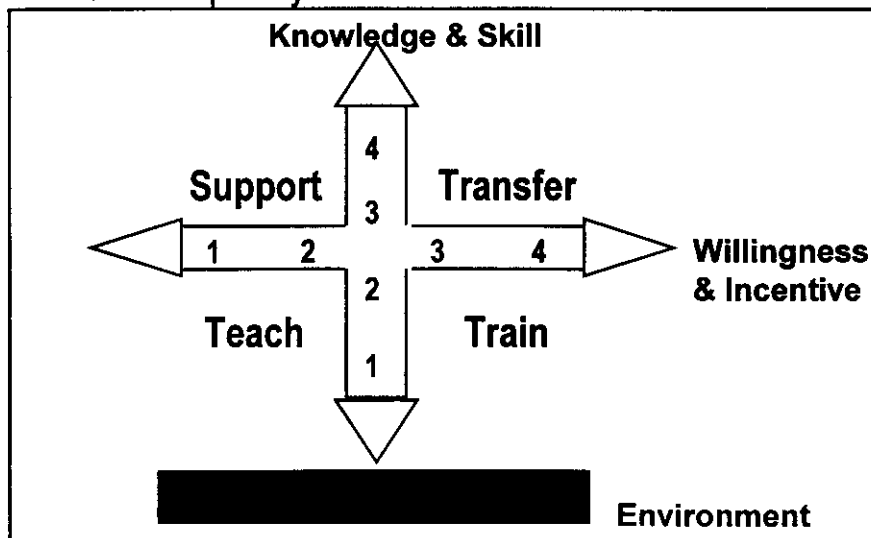
Assess the potential rate of change of each of the above variables:

1 = slow 4 = fast 1 2 3 4

How much control will the employee or the leader have over those variables?

1 = a lot 4 = none 1 2 3 4

Average the ratings and place an X on the model below indicating the complexity of the environment.



Overall Rating:

- simple: _____
- slightly complex _____
- more complex _____
- very complex _____

Actions to be taken:



Sample Worksheet.

Task: Relocation of the lab. Employee: John Smith

What are the variables that impact the completion of the task?

- availability of new lab space
- budget could decrease in new fiscal year
- timing depends on availability of support staff

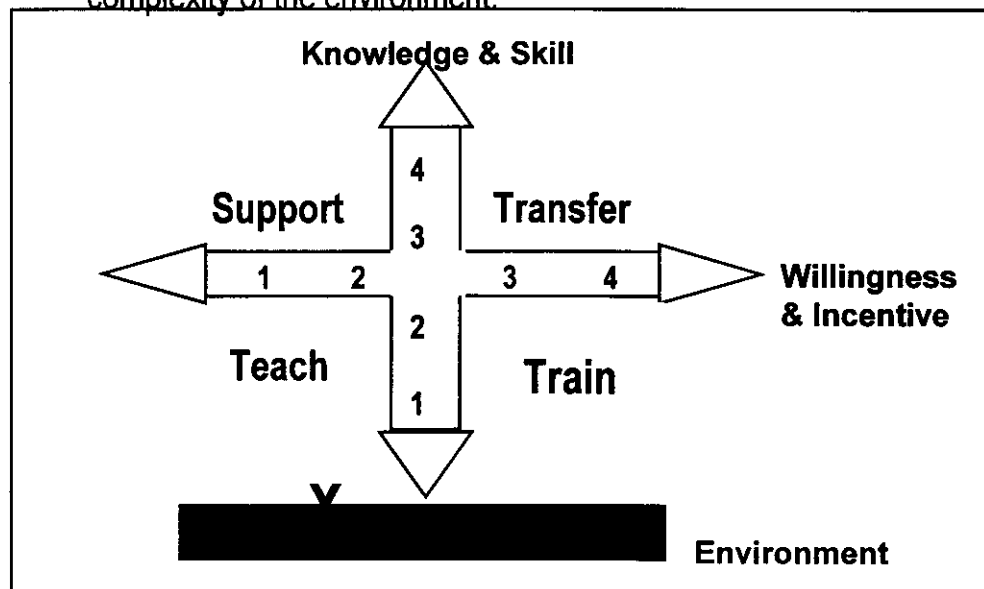
Assess the potential rate of change of each of the above variables:

1 = slow 4 = fast 1 2 3 4 lab space - 2 budget - 4 timing - 3

How much control will the employee or the leader have over those variables?

1 = a lot 4 = none 1 2 3 4 lab space - 4 budget - 3.5 timing - 4

Average the ratings and place an X on the model below indicating the complexity of the environment.



Overall Rating:

- simple: _____
- slightly complex _____
- more complex X
- very complex _____

Actions to be taken:

- provide JS with info regarding changes when the changes look possible.
- ensure JS is invited to meetings where decisions regarding space are being discussed.

When assigning a task or project:

- double check your assessment with the employee,
- work to overcome low willingness or incentive during the assignment phase,
- identify inputs,
- agree on key targets and milestones for the duration of the task or project,
- decide when and how to communicate throughout the completion of the task or project,
- agree on terms of completion including criteria for success
- identify the final deliverable.



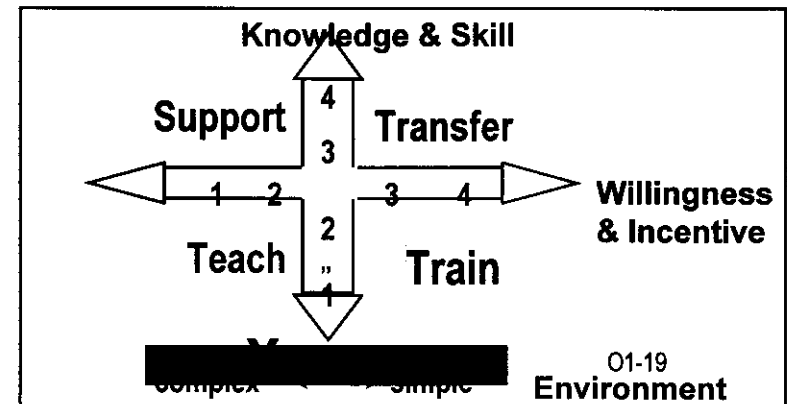
Assignment

Teach: work to overcome low willingness and incentive; ensure supports and resources for training and coaching are available prior to assignment.

Support: work to overcome low willingness and incentive.

Train: ensure supports and resources for training and coaching are available prior to task assignment.

Transfer: assign the task or project and leave the employee to do it.



Assignment Worksheet



Employee Name: _____ Task or Project: _____

Leader Assessment: _____

Does the employee agree? If not, revised assessment: _____

What needs to be emphasized during task assignment if willingness and incentive are low? _____

Inputs: _____

Key targets and milestones:	due
_____	_____
_____	_____
_____	_____
_____	_____

Communication & Interfaces:

What: _____

With Who: _____

How Often: _____

Success Criteria:

Final Deliverable: _____



Sample Assignment Worksheet

Employee Name: John Smith Task or Project: lab relocation budget

Leader Assessment: Train/more complex

Does the employee agree? If not, revised assessment: same

W/I = 4 as a new lab is a high incentive, avoid too much motivation support

What needs to be emphasized during task assignment if willingness and incentive are low? n/a

Inputs: lab equipment inventory, timing estimates, allocated budget, moving crew availability, experiment plan(s), new lab space availability

Key targets and milestones:	due
<u>1. Plan prepared</u>	<u>97/03/31</u>
<u>2. Equipment Inventory</u>	<u>97/04/15</u>
<u>3. Moving Day</u>	<u>97/04/30</u>
<u>4. New lab fully operational.</u>	<u>97/05/15</u>

Communication & Interfaces:

What:	<u>space availability</u>	<u>expt. schedules</u>	<u>timing & packing</u>
With Who:	<u>space mgmt mgr</u>	<u>work team</u>	<u>utility supervisor</u>
How Often:	<u>weekly</u>	<u>twice/week</u>	<u>weekly</u>

Success Criteria:

completed within budget

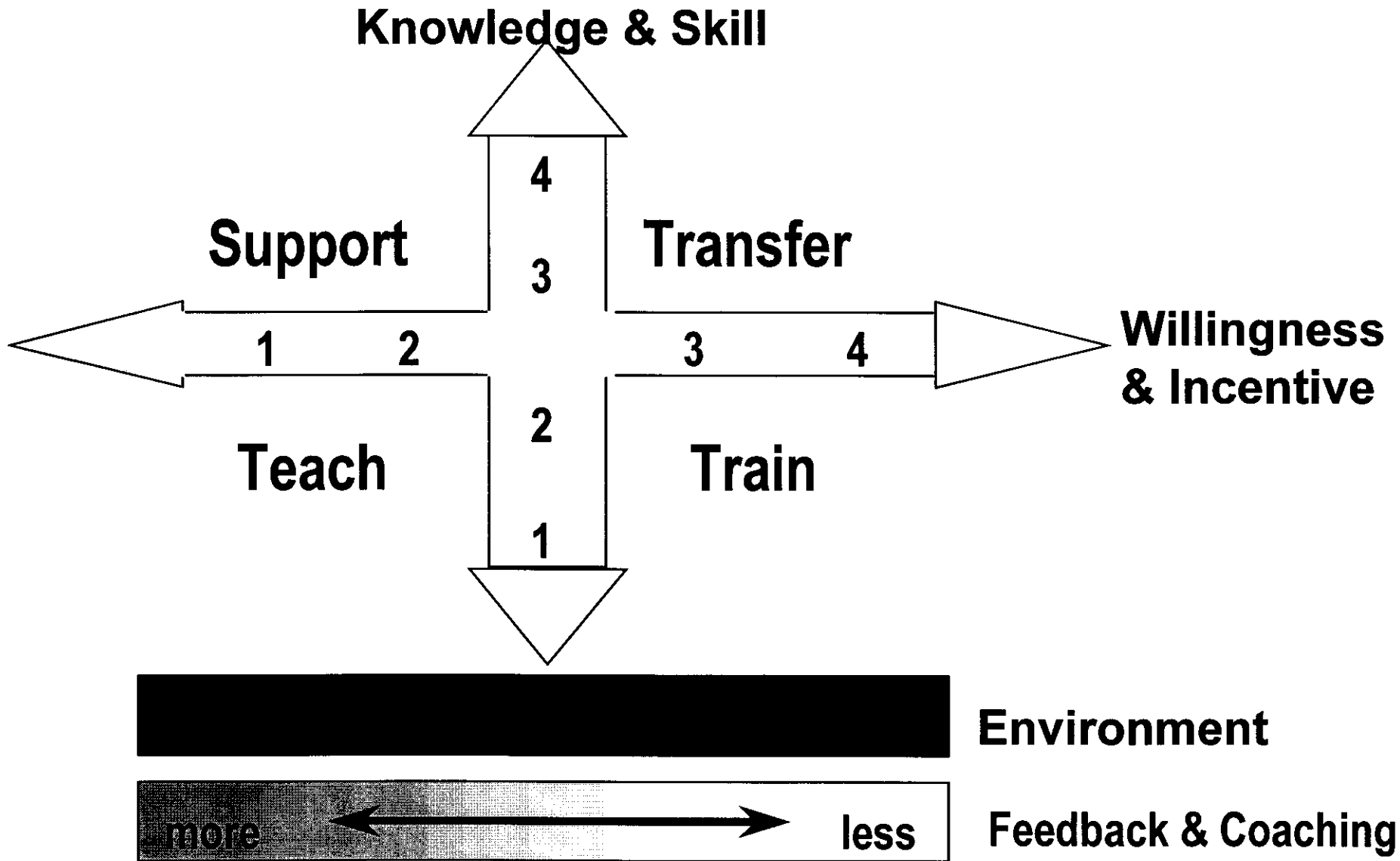
experiments are not compromised

complete within 2 months

Final Deliverable: Experiments running in new, larger lab by 97/05/30.



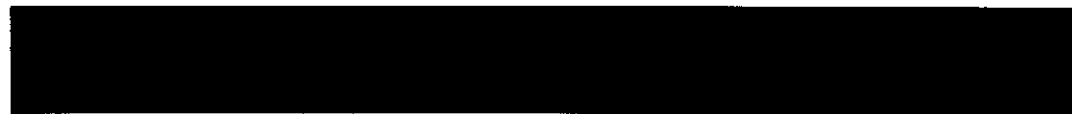
Feedback & Coaching



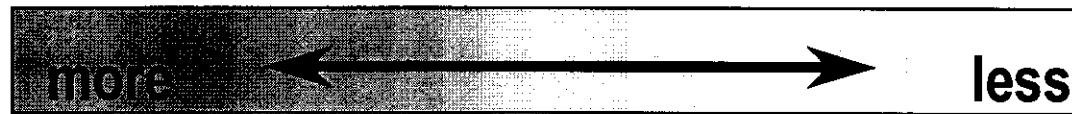
Feedback & Coaching -



TEACH:



Environment



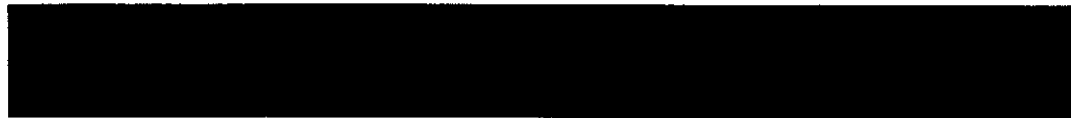
Feedback & Coaching

- provide significant feedback and coaching in a simple environment.
- add more one-on-one mentoring in a complex environment or look for someone else to complete the task.

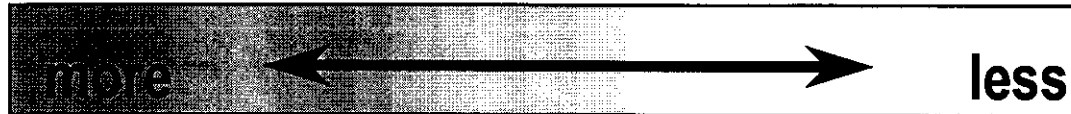
Feedback & Coaching -



SUPPORT:



Environment



Feedback & Coaching

- provide reasons why the task has to be done or find an valued incentive, then proceed as for Transfer.
- If unable to improve willingness and incentive, provide significant feedback, coaching and communication to get the task or project completed.
- If this fails, and you are able, it may be necessary to look for someone else.

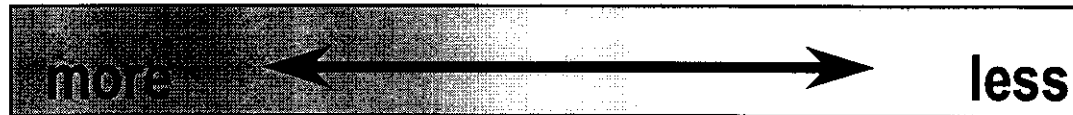


Feedback & Coaching -

TRAIN:



Environment



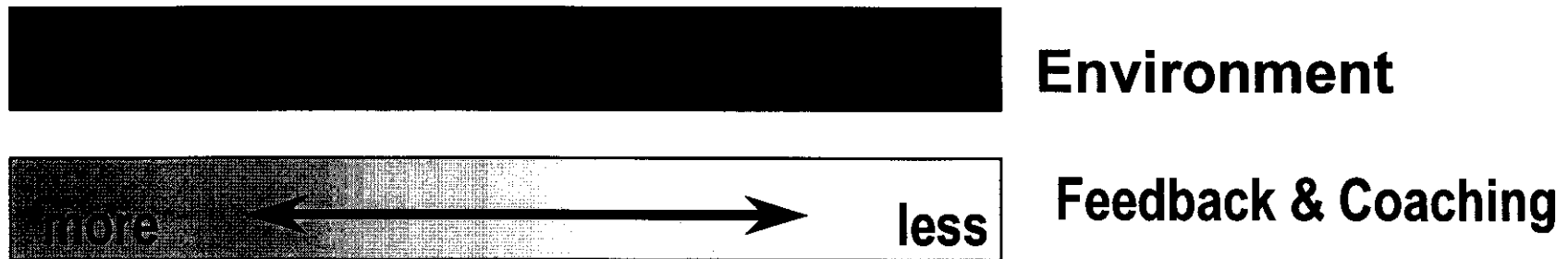
Feedback & Coaching

- Provide training and coaching to improve knowledge or skill.
- Increase leader time commitment for additional communication and coaching around the environmental factors as they become more complex.

Feedback & Coaching -



TRANSFER:



- Check experience working in a complex environment
- provide communication and coaching around the environmental factors based on experience in a complex environment.



Reward & Recognition

Once the project is complete:

- review the agreed upon success criteria
- discuss the success of the task or project with the employee and agree on key successes and key learnings
- provide the rewards that are suitable to the employee (and any other team members involved)
- recognize the successes and allow **everyone** to learn from what didn't work.



Developing Employees



- People learn in three ways:
 1. training,
 2. watching others, and
 3. practicing skills receiving feedback and coaching on a real task or project.
- Using skills on the job when an employee is highly motivated is the most successful way to build a new skill.
- Often, employees need a little teaching, a little observation and a lot of practical experience and encouragement to excel at a specific skill.

Summary



- Definition of Leadership
- Task Leadership Model, 4 phases:
 - Assessment
 - Assignment
 - Coaching & Feedback
 - Reward and Recognition
- Developing Employees