

WASBO Facilities Management Certification

Excelling As A Leader

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Great Leaders Think and Behave Differently

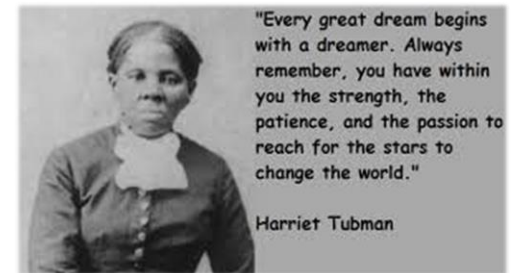
If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

John Quincy Adams

"Nearly all men can stand adversity, but if you want to test a man's character, give him power."

Abraham Lincoln

Great Leaders in American History



Principals of Leadership

- * Effective leadership requires us to look beyond ourselves and consider the larger community around us-to focus outward, rather than inward.
- * At the core, it's not about you. It's about them; the ones you're leading.
- * The reality is, leadership will never be measured by what one person is able to accomplish as a result of his or her talents and abilities alone.

Management Styles

- * **Autocratic**
- * **Consultative**
- * **Persuasive**
- * **Democratic**
- * **Laissez-faire**
- * **Management By Walking Around (MBWA)**

(Source: Grace College)

Autocratic

- * Makes decisions unilaterally, without much (or any) input.
- * Can be perceived as a good management technique if the right decisions are made
- * Can lead to faster decision-making, because only one person's preferences need to be considered.
- * Can drive away employees who are looking for more ownership of decisions, and more autonomy.
- * In times of crisis, use of autocratic management is permissible, but extended periods could lead to high turnover.

Consultative

- * This form allows for more discussion than an autocratic method, but is essentially dictatorial.
- * Consults employees, but ultimately makes the final decision.
- * Decisions attempt to take the best interests of the employees in account but also focus on the business.
- * Often leads to loyalty from employees included in decision-making, but those who are left out are more likely to move on.
- * Can lead to a dependency of the employees on the leader.

Persuasive

- * Maintains the final decision-making control.
- * Makes choices based on the persuasion of employees.
 - * Employees will convince their manager of the benefits of a decision and the manager will make the final decision.
- * Great option for managers who need input from experts, but still can keep the final decision-making up to them.
- * Does not work when employees do not support management and choose not to provide input or do not trust decisions that have been made.

Laissez-faire

- * This style is the complete opposite of autocracy
 - * employees are allowed to make the majority of decisions, with management providing guidance when needed.
- * The manager is considered a mentor rather than a leader.
- * This style of management is popular in startups and technology companies, where risk taking is encouraged.
- * Can lead to difficulties in making decisions.

Democratic

- * Democratic managers offer employees an opportunity to engage in decision-making. This means all decisions are agreed upon by the majority.
- * Communications go from both the manager down to employees and from the employees up to the managers.
- * Works when complex decisions must be made that have a variety of outcomes.
- * Slows decision-making and could be inefficient at times.

Management By Walking Around (MBWA)

- * This classic technique involves management by listening.
 - * Gather information by listening to the thoughts of employees that can stop problems at their source.
- * Managers are counselors and not directors.
- * A good decision will be well received and respected by all.
- * When employees do not support management there can be problems in MBWA management.

Common Features of A Great Leader

- * **Self-confidence** – instills trust in others, not arrogance.
- * **Courage** – To step out of your comfort zone make a difficult decision.
- * **Humility** – Modest about ones own successes and position.
- * **Vision** – A real direction in mind.
- * **People Skills** – The ability to communicate your vision and work with people.
- * **Selflessness** – Putting others above yourself, what can I do to help.
- * **Interruptible** – Making time for the people at any given moment

“WHEN IT COMES TO BEING A
GREAT LEADER, THE QUESTIONS
YOU ASK ARE AS IMPORTANT AS
THE ANSWERS YOU GIVE.”

—ANDY STANLEY



Six Questions Every Leader Should Ask

Andy Stanley



#1 Which gauges should we be watching?

- * 3 or 4 gauges that tell you the health of your team.
- * Mission and Vision help narrow your focus.
- * A regular glance at your gauges will keep you on track for the long haul.

Where do you fit in the mission?

District Mission Statement

Students will discover their talents and abilities and will be prepared to pursue their dreams and aspirations while contributing effectively to their local, national, and global communities.

Ten great reasons to choose La Crosse Schools

1. Comprehensive, well-rounded education
2. Innovative choices in learning opportunities
3. Safe and engaging school climate
4. Teaching Values
5. Highly qualified teachers and staff
6. Involved parents
7. Higher education, business and community partnerships
8. Global education and diversity
9. Technology for learning
10. Success for all

Six Questions Every Leader Should Ask

Andy Stanley

#2 Where are we manufacturing energy?

- * Is there an area or task that you have to pretend?
- * What areas need to be retooled or replaced?



Six Questions Every Leader Should Ask Continued

#3 Who needs to be at the table?

- * Good decisions require good input.
 - * “Whose input do I need to make the best decision possible?”
- * Ignore the organizational chart.
- * Have all the right skills and talents.
- * Understand who fits where.
 - * brainstorming/implementing



Six Questions Every Leader Should Ask

Continued

#4 Who is not keeping up?

- * No one likes to ask this question.
- * Other people already know the answer and wondering if you know!
- * Accommodating people who are falling behind hurts the team.
- * Keeps the person from finding success.

People inspire
you, or they
drain you -
pick them
wisely.

- Hans F Hansen

Six Questions Every Leader Should Ask Continued

#5 Where do I make the greatest contribution to the organization?

- * Trying to do everything leads to failure.
- * Where do we add the most value?
- * “What do you do that only you can do?”
- * Spend the majority of your time where you make the greatest contribution.



Six Questions Every Leader Should Ask Continued

#6 What should I stop doing?

- * Once you answer question 5 this one is clear.
- * Make the tough decision.

“It is not hard to
make decisions
once you **know**
what **your**
values are.”

- Roy E. Disney, longtime
senior executive for The Walt
Disney Company



7 Habits of Highly Effective People

Put First Things First – Stephen Covey

- * Habit 1: Be Proactive
- * Habit 2: Begin With the End in Mind
- * Habit 3: Put First things First
- * Habit 4: Think Win-Win
- * Habit 5: Seek First to Understand, Then to Be Understood
- * Habit 6: Synergize
- * Habit 7: Sharpen the Saw

Habit 3: Put First Things First

- * Requires balancing important relationships, roles, and activities.
- * Things that matter most should never be at the mercy of things that matter least.
- * Is this a little rock or a big rock.
- * Focus on the importance rather than they urgency.
- * Plan weekly and implement daily based on your mission, roles, goals and priorities.

Food For Thought – Leadership

* Reject Passivity

- * “The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but a lack of will.” **Vince Lombard**
- * The most difficult is the decision to act.
- * Learn from observing others;
 - * The way they think.
 - * How they overcome obstacles.
 - * How they invest their time.



Food For Thought – Leadership

- * **Accept Responsibility**

- * “You Cannot escape the responsibility of tomorrow by evading it today.” **Abraham Lincoln**

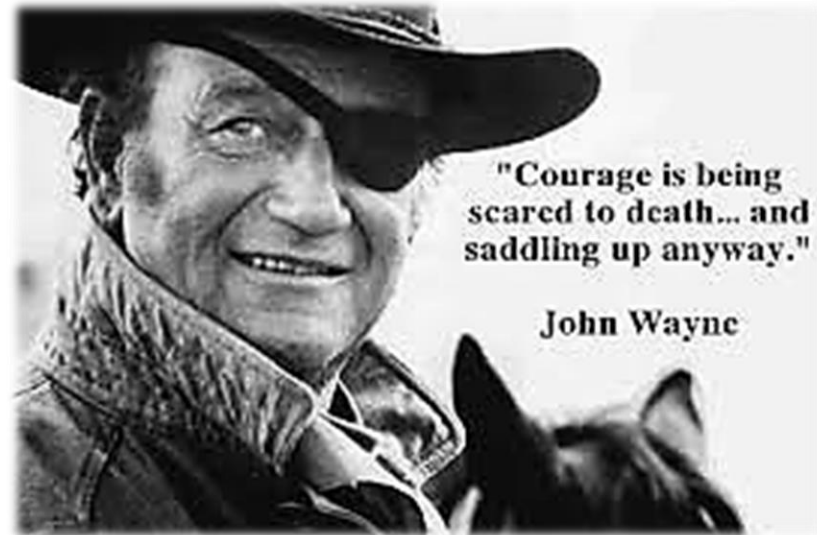
- * Accept the responsibility of your work.

- * Leadership is not perfection.

- * Take pride in what you do.

Food For Thought – Leadership

- * **Lead Courageously**
 - * Make the tough decisions.
 - * Be humble, direct, decisive.
 - * Don't be afraid to fail.



Food For Thought – Leadership

* Invest Eternally

- * “Where I was born and where and how I have lived is unimportant. It is what I have done with where I have been that should be of interest.” **Dwight L Moody**
- * Be involved in something bigger than yourself.
- * What is your legacy?
- * Who are your next generation of leaders in your organization?



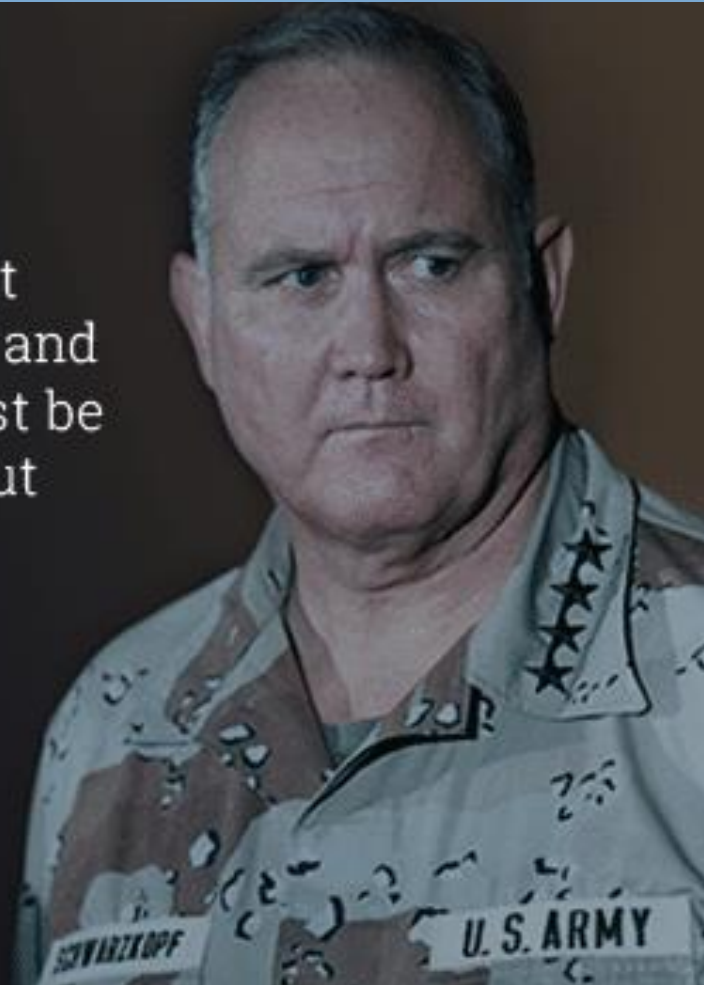
Food For Thought - Leadership

“

Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.

”

Norman Schwarzkopf



Attitude

Charles Swindoll

“The longer I live, the more I realize the impact of attitude on life.

Attitude, to me, is more important than facts.

It is more important than the past,

than education, than money,

than circumstances, than failures, than successes,

than what other people think, say or do.

It is more important than appearance, giftedness or skill.

It will make or break a company... a church... a home.

The remarkable thing is we have a choice

every day regarding the attitude

we embrace for that day.

We cannot change our past...

we cannot change the fact that people

will act in a certain way.

We cannot change the inevitable.

The only thing we can do is play the one string we have,

and that is our attitude...

I am convinced that life is 10% what happens to me

and 90% how I react to it.

And so it is with you... we are in charge of our Attitudes”

REALLY IMPORTANT NOTE!!!

- * Really GOOD people work for Really GOOD people!!!! WHO ARE YOU??
- * Take care of your people, and they will take care of you.



Questions?