Leadership. Common mistakes of managers

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Topics

- Recap
- Fatal errors managers make and how can you avoid them
- 10 things great bosses know
- 6 tips for new managers
Maslow’s hierarchy of needs

- **Physiological**: breathing, food, water, sex, sleep, homeostasis, excretion
- **Safety**: security of body, employment, resources, morality, the family, health, property
- **Love/belonging**: friendship, family, sexual intimacy
- **Esteem**: self-esteem, confidence, achievement, respect of others, respect by others
- **Self-actualization**: morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts
Herzberg Theory

Factors Affecting Job Attributes as Reported in 12 Investigations*

- Factors characterizing 1,844 events on the job that led to extreme dissatisfaction
- Factors characterizing 1,753 events on the job that led to extreme satisfaction

* Adapted from Herzberg’s Exhibit 1, page 90. Overall, the motivators accounted for 81% of the factors that lead to job satisfaction and 31% of the factors contributing to job dissatisfaction. The hygiene factors accounted for 19% of the factors leading to job satisfaction and 69% of the factors contributing to job dissatisfaction.
Team lifecycle

- Forming
- Storming
- Norming
- Performing
Team lifecycle

- Forming
- Storming
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- Norming
Leadership styles
Business and management

- Five elements key to success:
  1. Quality or unique product
  2. Proper timing
  3. Adequate capital
  4. People resources
  5. Effective management

- Without (5) everything else collapses
- Great management is about accountability
Bibliography

- 13 Fatal Errors Managers Make and How You Can Avoid Them, Steven Brown
- ITunes U: The Poynter Institute, www.poynter.org
#1 - Refuse to accept personal accountability

- Choose your path
  - performance
  - excuses

- The failure formula
  - People fail in direct proportion to their willingness to accept socially acceptable excuses for failure

- The effective manager is the one who gets the job done.
#1 - Refuse to accept personal accountability

- N-am putut pastra deadline-ul pentru ca s-au schimbat specificatii
- N-am reusit in viata pentru ca am decis sa nu mint si sa nu fur
- Nu se poate reusi in Romania decat daca ai pile
- Am luat nota mica fiindca a fost profesorul prea exigent
- Nu am livrat produsul pentru ca oamenii din echipa nu sunt motivati
- Seful meu e de vina ca eu nu am reusit sa-mi termin treaba
#2 - Fail to develop people

- The test for a manager is not what he can do, but what other can do without him

- Trap: managers are often problem solvers - when a subordinate approaches them with a problem - they try to solve it

- Managers are often afraid that, if they develop people, they will become useless

- If people don’t grow, there will be no one to delegate to
#4 - Join the wrong crowd

- We? Us?
- They? Them?
#4 - Join the wrong crowd

- The danger of upper management perceiving you more of a union leader than a manager
- Another danger is that the team might end up perceiving you as powerless and weak, one of them
- Build loyalty
- Loyalty is not about agreeing with everything you say, or believing that you’re always right, is about fighting for a common ideal
#5 - Manage everyone the same way

- See leadership styles
- This is not about fairness, is about style, about understanding each individual’s growth and needs
- Different people are in different stages and need different styles to help them grow and be successful
- Also, not even people in the same stage need to be managed the same way - people will respond differently to the same management technique
#7 - Concentrate on problems rather than objectives

- Concentrating on problems guarantees conflicts that are hard to solve
- It also kills creativity because it will make people afraid to fall
- You need to build an organization where mistakes can be made
- Not twice the same mistake, though
#8 - Be a buddy, not a boss

- People do not need a buddy at work from their superior, they need a boss
- Managing former peers - there needs to be a discussion outlining the new responsibilities
- Soul mates - never
- A manager has control over the rewards - so there must be no doubt he is impartial
#13 - Try to manipulate people

- Management is the skill of obtaining predetermined objectives through and with the voluntary cooperation of others.
- The purpose of management is to provide for the continuation of business, even in our absence.
- The generation of profit is mandatory, in order for the business to continue.
- People succeed or fail based on their habits.
#13 - Try to manipulate people

- People do not try unless two questions can be answered positively: What are my chances of success and: Where is the value - measured in self-esteem - to me?

- A manager’s job is to induce people to behave properly

- In order to influence the behavior of people, we cannot deal with just behavior: we must deal with people’s thinking patterns

- Management is a thinking - not a doing - job
#13 - Try to manipulate people

- Know your people

- Motivation:
  - fear
  - rewards
  - belief building
#13 - Try to manipulate people

**Builder**
- Sincere concern
- Supportive
- Disciplined
- Equitable
- Enthusiastic
- Patient
- Praises success
- Intuitive
- Feels change is an opportunity

**Manipulator**
- Tunnel vision
- Self-oriented
- Power hungry
- Deals in threat/fear
- Oppressive
- User of people
- Closed minded
- Resist change
- Externalist
- Impatient
- Short term
- Refuses to delegate
- Feels threatened
10 things great bosses know

- You need to help others succeed
- You cannot treat everyone the same
- IQ is not as important, EQ takes the manager to the next level
- People fall in love with their ideas not yours
- Coaching is a critical skill
10 things great bosses know

- The staff must see you and not your evil twin
- A conflict doesn’t get better if it’s ignored
- The intrinsic motivation is the most powerful
- Managing change is an important responsibility
- Leaders inspire others
- top 3: conflict resolution, motivation, change management
6 tips for new managers

- Delegate because you cannot do all yourself
- Do not stay in your comfort zone
  - hire different people
  - try new things
- Adapt your skill set
  - the skills that made you the best in the former position have no relevance now
  - you need to be more strategic rather than just tactical
  - you need people skills
6 tips for new managers

- Time management skills
  - at work as well as in your life
- Know that it’s lonely at the top
  - you will feel isolated, you used to have friends, now your decisions affect those who used to be friends - make friends outside the work, and make friends with other managers
- Define and communicate a vision
  - must lead with a clear mission
One extra tip

- Young managers believe people don’t respect them because they are too young
- Actually, these are some of the questions your people have for you:
  - what have you done for me
  - how much do you know about me and my work
  - how can you help me succeed
  - how can you remove obstacles for me
  - how can you coach me
Intrebari

- Cum se face? / Ce e un manager?
- E pentru cine?
- Cum sa nu ne urasca?
- Manager/Leader?
- Interviu?
- Cum e platit / Cum e evaluat?
- Persoane san job?
Intrebari

- Manager în Startup?
- Manager țânăr/tehnic?