

Leadership. Common mistakes of managers

Andrei Pitis

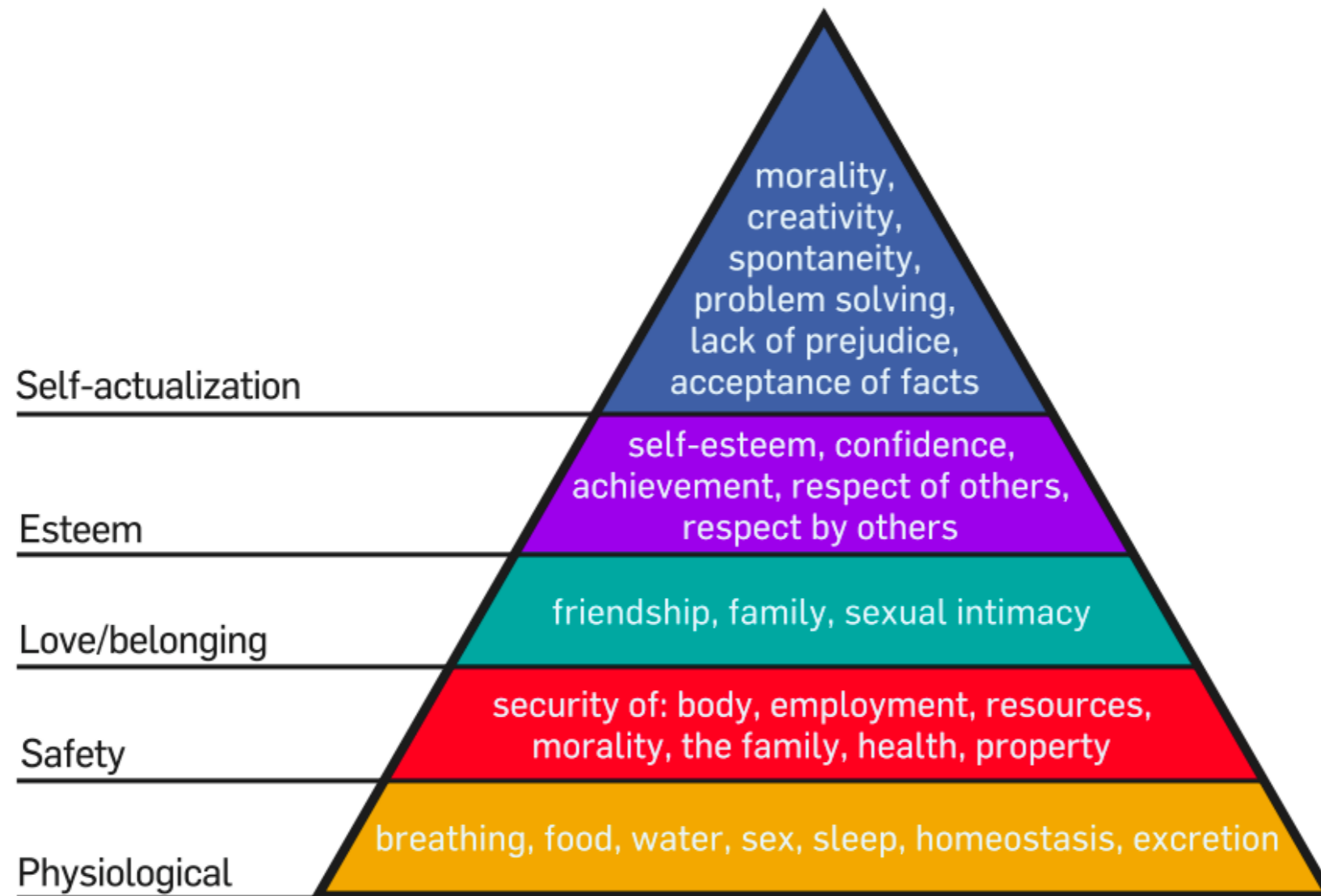
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WRONG! RIGHT!

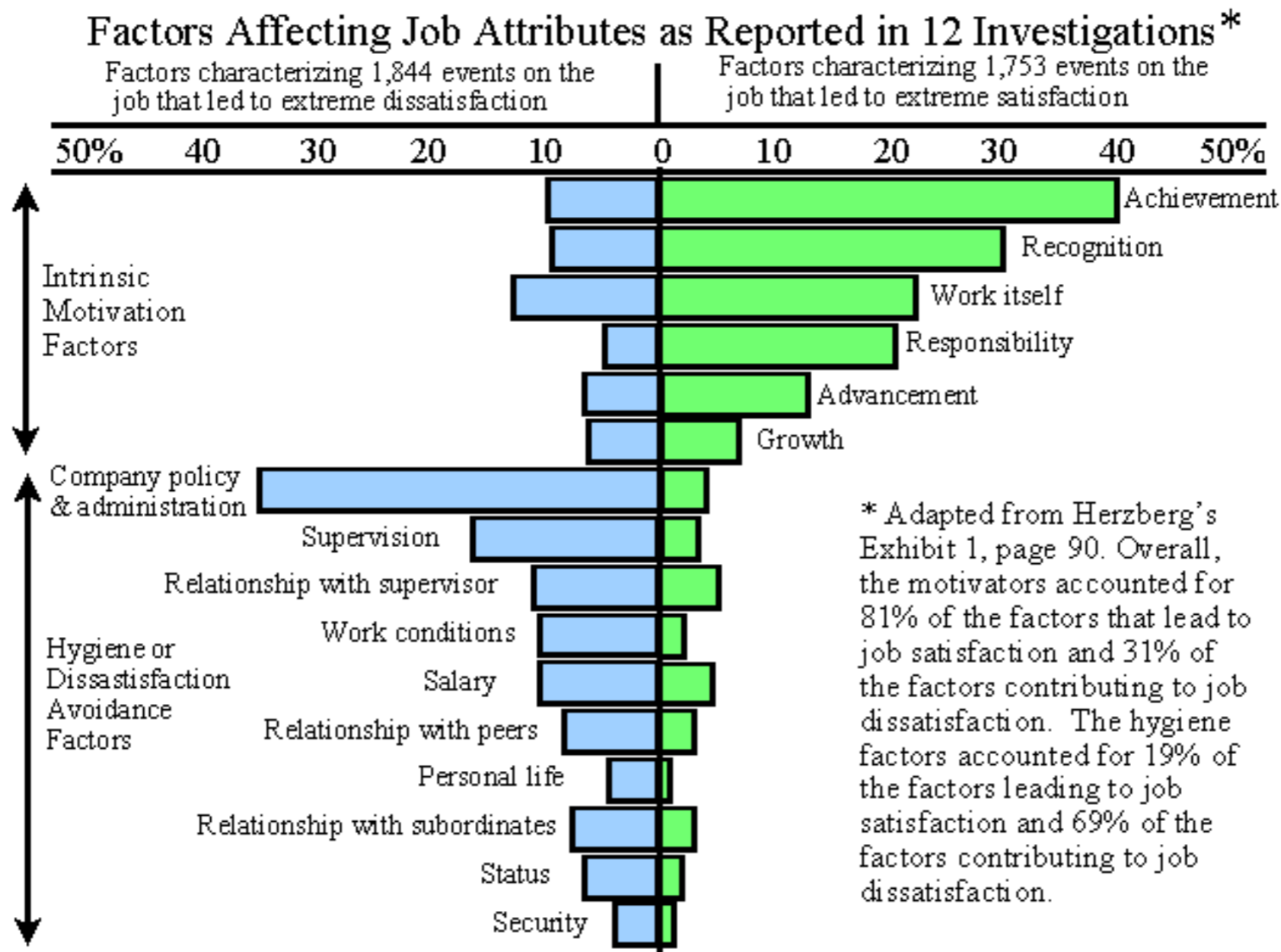
Topics

- Recap
- Fatal errors managers make and how can you avoid them
- 10 things great bosses know
- 6 tips for new managers

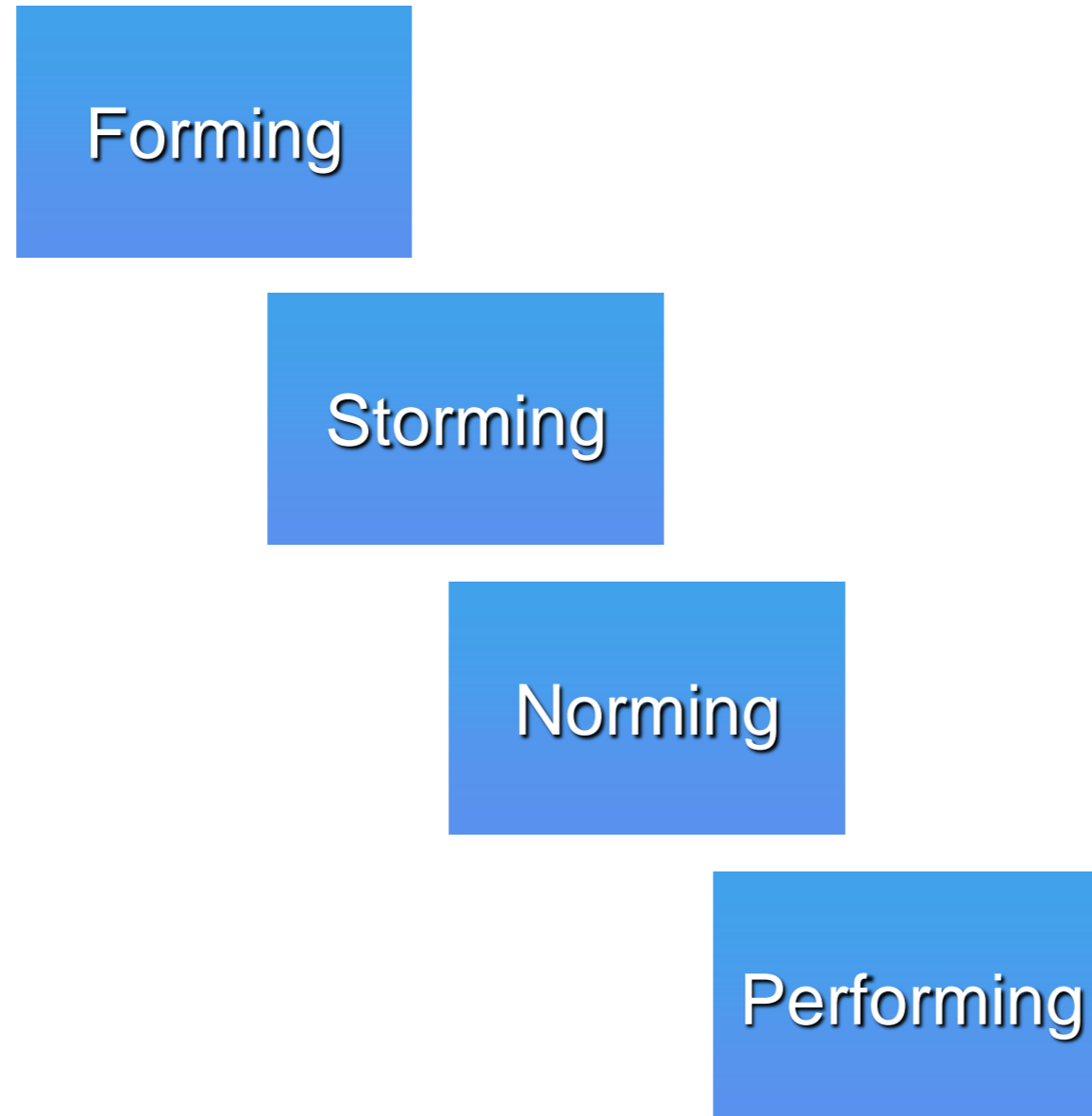
Maslow's hierarchy of needs



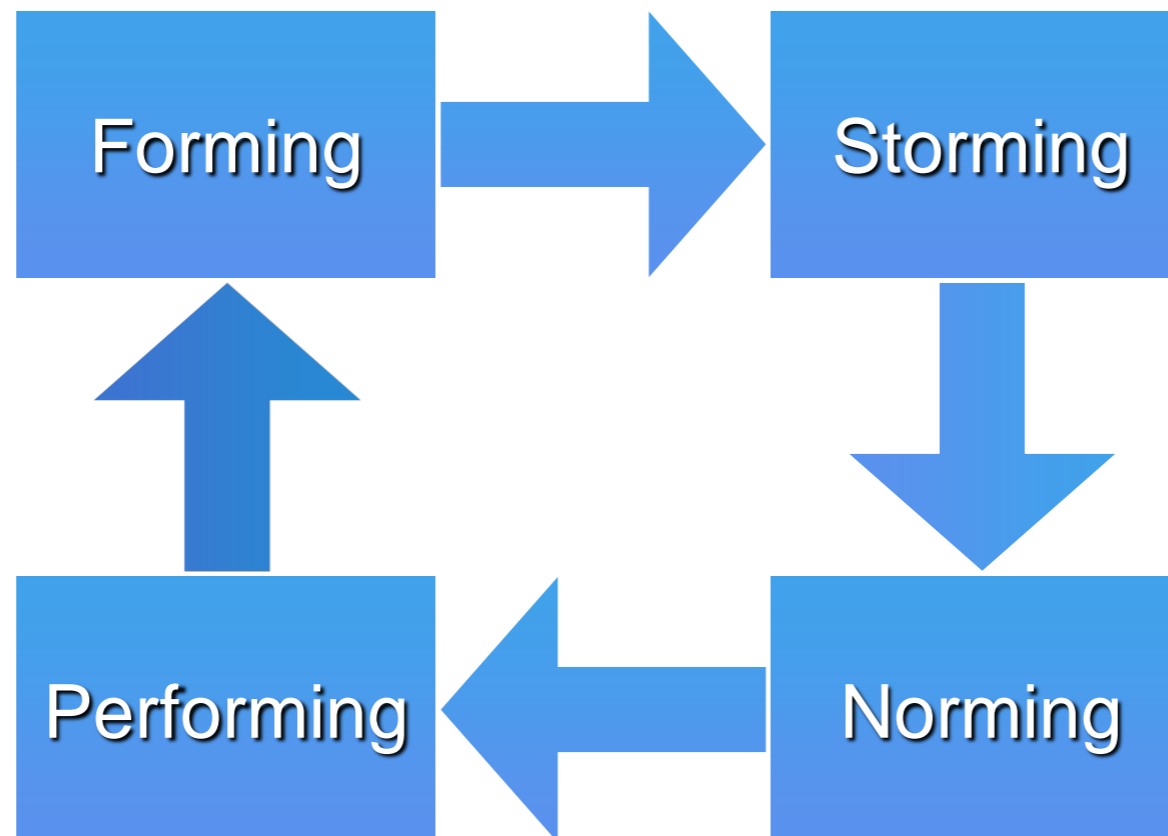
Herzberg Theory



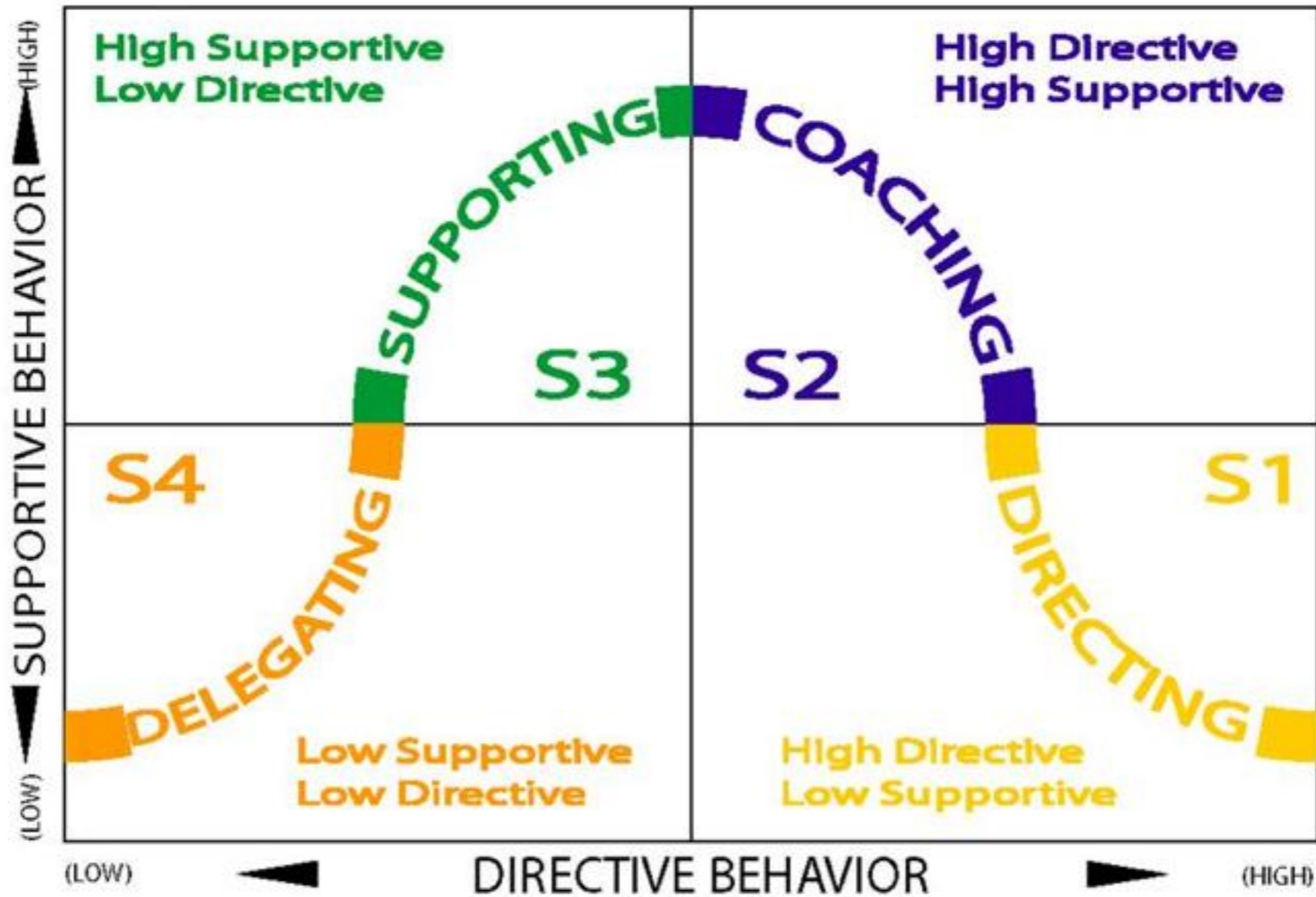
Team lifecycle



Team lifecycle



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 specificatiile
- 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

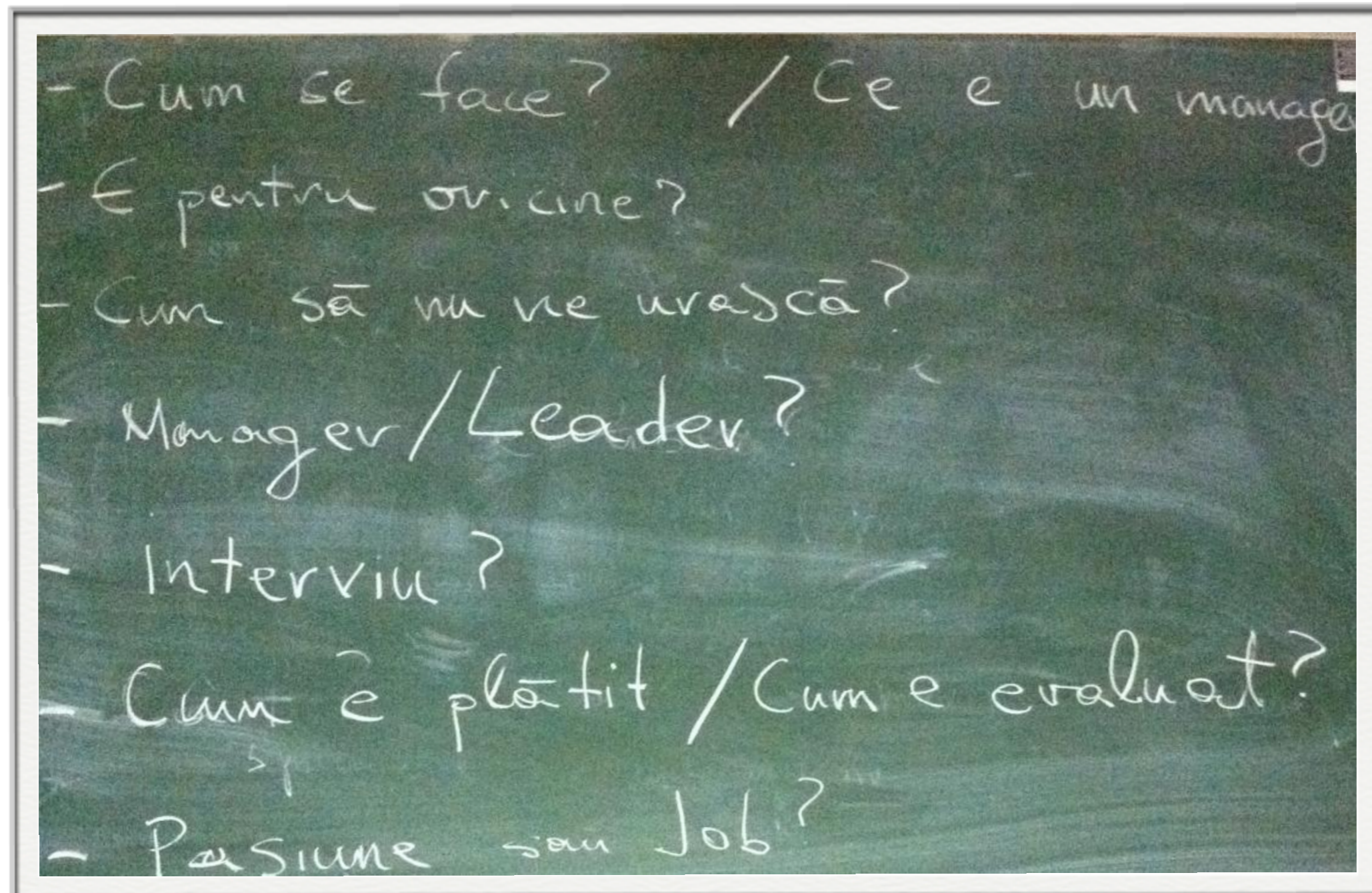
6 tips for new managers

- 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



Intrebari

