Leadership/Management
Communication

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Ellen J. Belzer, MPA

Leadership vs. Management

Management – Doing things right
(How-to, short-term, bottom line)

Leadership – Doing the right thing
(Vision, mission, strategies)

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

-- Stephen R. Covey

Leaders and Managers: What’s the Difference?

Managers

Short-term view
Day-to-day focus
Describes what, when, how
Reactive
Troubleshooter
Control (people work for me)
Tell more than ask

Leaders

Long-term view
Think strategically
Describes what, when, how... and adds “why”
Proactive
Innovator
Empowerment (people work with me)
Ask more than tell

Simple Truths About Effective Leaders

- They have followers.
- They aren’t *always* loved or admired.
- Their followers get results.
- They are highly visible.
- They set examples.

Essential Considerations
(Robbins)

- Realize that how you frame issues affects behaviors.
- Set high expectations to boost performance.
- Modify leadership styles to fit the situation.
- Bring out people’s potential by tapping into their emotions.
The Tasks of Leadership

(Gardner)

- Envision
- Affirm
- Motivate
- Manage
- Unify
- Explain
- Symbolize
- Represent
- Renew

“Leadership is not rank, privileges, titles, or money. It is responsibility.”

Peter Drucker
The Leader of the Future

Well-Intentioned Management Strategies...

- Having a big picture view
- Maintaining professional distance
- Not wishing to micromanage
- Wanting to stay positive

...That Sometimes Backfire

- Big picture view
- Maintaining professional distance
- Not wishing to micromanage
- Wanting to stay positive
- Not enough attention to the pieces? Individual needs?
- Seeming aloof, distant, or not feeling the pulse of the agency?
- Not monitoring situations closely enough?
- Shutting out reports of problems? Stifling dissent?

What other management strategies require careful balancing?

Keeping the Balance

- Clarify your intentions.
- Notice changes in your own behavior as you explain.
- Ask for feedback.
- Tweak priorities
Key Strategies

- Emotional intelligence
- Motivation/inspiration
- Morale-boosting
- Influence/persuasion
- Change management
- Team communication

Emotional Intelligence Strategies

What is Emotional Intelligence?

The intelligent use of your emotions by applying various personal and social competencies:
- Knowing your own feelings
- Staying motivated in the face of setbacks
- Understanding what others are feeling
- Managing relationships

Start With Yourself

- Act even better than you feel.
- Tune in to your core instincts.
- Keep emotions current by separating old feelings from new ones.

Starting With You

(Weisinger)

- Have an inner-dialogue to squelch distorted thoughts:
  - Restate your generalization
  - Add a positive
  - Consider what you don't know
  - Create an action plan
  - Ask questions

Communicating With Emotional Intelligence

- Focus on the present
- Connect thoughts and feelings
- Use positive nonverbal communication
- Develop empathy
- Embrace interdependence
Leading With Emotional Intelligence

- Find out how people feel.
- Meet employees where they are emotionally.
- Defuse anxiety and other emotional tensions.
- Help people embrace the concept of choosing the attitude they bring to work.

Your Leadership Style and EI
(Goleman, Boyatzis, and McKee)

Dissonant Styles
- Pacesetting
- Commanding

Resonant Styles
- Visionary
- Coaching
- Affiliative
- Democratic

More Tips on Emotional Intelligence

- Use dynamic inquiry, deep listening, and two-way dialogue to build consensus and commitment.
- Don't resist messages with emotional triggers.
- Don't be guided by emotional fallacies.

Motivational Strategies

Major Reasons for Low Employee Motivation

- Lack of understanding re expectations
- Organizational impediments to performance
- Lack of valued rewards for performance

Motivational Purposes
(Shortell and Kaluzny)

- To improve efficiency and productivity
- To improve work habits
- To improve problem-solving abilities
- To promote creativity and innovativeness
- To work interdependently and cooperatively as team members
Motivational Purposes
(Shortell and Kaluzny)

- To develop consumer-oriented attitudes and behaviors
- To re-motivate following a reduction in force or another organizational change
- To get people to take on added responsibilities

Myths About Motivation

- Motivation is a stable personality trait.
- You can motivate people *en masse*.
- Money is the main motivator.

About Those Myths

- Motivation is situation-specific
- Managers must motivate people individually
- Financial incentives usually are not people’s primary motivator

Key Considerations

- Consider the individual’s job position, career stage, and personal factors
- Ask open-ended questions about needs, motives, perceptions, and values
- Consider:
  - *What* energizes their behavior?
  - *How* is their behavior energized?

Motivational Needs
(Alderfer’s ERG Model)

- **Existence** - Physiological and security needs
- **Relatedness** - To belong and earn the respect of others
- **Growth** - The need for self-esteem and self-actualization

Motivational Strategies

- Encourage people to set goals that are difficult and specific.
- Provide timely, specific feedback.
- Spell out expected levels of performance.
- Build commitment to goals.
- Tie rewards to goal attainment.
Morale-Boosting Strategies

About Morale Problems

Morale problems are...
- Symptomatic of underlying organizational problems.
- A result of gaps between expectations and reality.
- Contagious!

Morale-Boosting Strategies

- Make morale-building a long-term campaign.
- Set ambitious goals.
- Aim for satisfaction, not happiness.
- Build commitment through understanding, not slogans.

Morale-Boosting Strategies

- Fix what’s fixable
- Consider an “Employee Leadership Council”
- Use creative tension-breakers
- Celebrate successes

Avoid Negativity and Mood Contagion

- Select the right goal.
- Discuss perceptions.
- Don’t fan the fire.
- Discuss ways to increase impact.
- Complete the thought pattern.
- Provide alternatives to venting.

Influence/Persuasion Strategies
Conditions of Persuasion  
(Herb Cohen)

If you are going to persuade me:

- I have to understand what you’re saying.
- Your evidence must be so overwhelming I can’t refute it.
- My believing you must fit in with my own needs and desires.

Make Changing Positions Painless

- Plant seeds of doubt.
- Avoid quantum leaps.
- Allow them a graceful exit.

Influence/Persuasion Strategies

- Build rapport
- Use the 70/30 rule
- Suggest, don’t argue
- Stress simple and easy
- Start with small agreements
- Ask for the “vote”

Influence and Persuasion Strategies

- Use positive emotional appeals
- Give others the power of rejection
- Shape messages around a theme
- Use the “rule of threes”
- Use rhetorical questions
- Use storytelling

Influence/Persuasion Strategies

- Use the person’s name
- Say “because”
- Apply the me-first rule
- Try the salami technique
- Speak to their reality
- Use the 1-2-3 steps: Needs, Logic, Solution
- Know when to be silent

Resistance-Busters

- Anticipate sub-vocalizations
- Regard the first sub-vocalization as tentative
- Take out the part that bothers them most
- Probe beyond the first objection
- Convert objections into questions
Resistance-Busters
- Use a double-sided message
- Describe your own metamorphosis
- Direct attention to the positives
- Get them to suggest options
- Ask what it would take for them to agree
- Eliminate the problem area

The "Dim View" of Change
Victim:
- "They're at it again."
- "Look what they're doing to us now."
- "They won't listen to me anyway."
- "I am toast."

The "Dim View" of Change
Resister:
- "They're messing things up."
- "Things were fine before."
- "I won't put up with this."
- "I'll get even."

The Enlightened View of Change
- "How can we make it work?"
- "What are our opportunities?"
- "At least we're not bored."
- "Good thing I like chaos!"
- "We're up to the challenge."
- "Proactive is good."
- "Maybe I can make a difference."

Change and Transition
Change: A situational alteration in the environment (e.g., new systems, processes, structures, policies, responsibilities)
Transition: The internal psychological process that people undergo when making adjustments.
Communication Problems During the Change Process

- Everyday communication problems are exacerbated
- People get emotional
- People second-guess one another
- People rely on secondary information sources

Qualities of the Effective Change Manager

- Driven by goals
- Endorses change
- Makes connections
- Builds team work
- Adds value
- Communicates relentlessly
- Managerial courage

Leading People Through The Emotional Responses to Change (Scott & Jaffe)

- Denial ➔ Information
- Resistance ➔ Listen
- Exploration ➔ Input
- Commitment ➔ Reinforcement

Convert the Resistance

- Explain the rationale
- Use active listening techniques
- Accept feelings as legitimate
- Let people express negative feelings
- Promise problems and dump the 5%
- Seek opportunities for involvement

Targeted Implementation

- Innovators 10%
- Early adapters 20%
- Early majority 30%
- Late majority 30%
- Laggers 10%

Team Communication Strategies
**Characteristics of Successful Teams**
- Shared mission
- Trust, openness, and communication
- Sense of belonging
- Differences are assets
- Encourage risk
- Ability to self-correct
- Members need each other
- Consensus decision making
- Participative leadership

**Components of Successful Teams**
(Larson & LaFasto)
- A clear, elevating goal
- Results-driven structure
- Competent team members
- Unified commitment
- Collaborative climate
- Standards of excellence
- Principled leadership

**Common Pitfalls of Teambuilding**
- Lack of focus on the goal
- Hidden agendas
- Favors for special constituencies
- Lack of clarity about who is in charge
- Autocratic decision making styles

**Common Pitfalls of Teambuilding**
- Ego (self-serving rather than results-driven)
- Tolerating self-oriented members
- Diluting team efforts with too many priorities
- Not responding to feedback
- Information hoarding

**Effective Team Communication**
- Allowing for informal chat time
- Providing ready access to credible information
- Giving people the ability to raise issues not on the formal agenda
- Documenting issues and decisions
- Fostering a supportive decision-making climate

**And....**
- Leading with emotional intelligence
- Motivating and inspiring teams
- Elevating group morale
- Using your persuasion and influence skills judiciously
- Managing change as well as transitions
- Emphasizing these skills during crises and emergencies
Thank you!