



Effective Strategies For LEADERSHIP & MANAGEMENT

SCAPT DIVISION 4





INTRODUCTION

THIS LESSON FOCUSES ON LEADERSHIP AND MANAGEMENT. IT DEFINES THE ROLE OF LEADERSHIP FOR BOTH EXPERIENCED AND NEW MANAGERS. THIS TRAINING WILL DISCUSS DIFFERENT LEADERSHIP MODELS AND EXPLAINS HOW DIFFERENT MODELS SHOULD BE USED WITH DIFFERENT INDIVIDUALS AND DIFFERENT CIRCUMSTANCES. THIS LESSON WILL ALSO DISCUSS WORKING AS A TEAM TO GET THE JOB DONE RIGHT AND BETTER WAYS TO FUNCTION.

WHAT IS A GOOD LEADER?

THE QUESTION OF WHETHER LEADERS ARE BORN OR MADE HAS BEEN DEBATED THROUGHOUT HISTORY. ABUNDANT QUOTES ABOUT THE NATURE, SKILLS, AND BEHAVIORS OF IDEAL LEADERS CAN BE FOUND. EACH THEORY CLAIMS TO HAVE THE RIGHT MIX OF FORMULA TO RECOMMEND FOR ASPIRING LEADERS. WHILE THERE IS NOT A QUICK SOLUTION TO THE COMPLEX CHALLENGE OF LEADERSHIP. THE IMPORTANT THING TO REMEMBER IS THAT AS LEADERS, WE ARE ALL WORKS IN PROGRESS. NONE OF US DO EVERYTHING PERFECTLY ALL THE TIME. IF WE LOOK AT WHAT WE DO WITH THOUGHTFUL SELF-EVALUATION, WE CAN IMPROVE AND CONTINUE TO GROW IN THE KIND OF LEADER WE ASPIRE TO BE.

EFFECTIVE LEADERS ACCOMPLISH MANY THINGS. LEADERS ACCOMPLISH MANY THINGS. LEADERS INSPIRE, GUIDE, ROLE MODEL, INFORM. EVALUATE, MENTOR, AND DELEGATE TO HELP AN ORGANIZATION REACH IT'S GOALS. OUTSTANDING LEADERS HAVE MANY DIFFERENT PERSONALITIES. THERE IS NO RIGHT PERSONALITY. INSTEAD, THERE IS A DESIRE TO ACHIEVE GREATNESS, WORKING THROUGH OTHERS , FOR THE GOOD OF THE WHOLE ORGANIZATION A CRITICAL COMPONENT OF LEADERSHIP IS THAT A LEADER MUST HAVE FOLLOWERS. A LEADER WORKING IN ISOLATION IS NOT REALLY A LEADER. FOLLOWERS ARE AN INTERGRAL PART OF A LEADER'S ROLE. LEADERS ACCOMPLISH ORGANIZATIONAL GOALS BY WORKING THROUGH OTHER PEOPLE. PEOPLE SKILLS ARE AN ESSENTIAL REQUIREMENT OF GOOD LEADERSHIP.



ETHICS & LEADERSHIP



LEADERS NEED TO UPHOLD ETHICS AS A ORGANIZATIONAL VALUE, AND MODEL BEHAVIOR THEY EXPECT TO SEE IN THEIR EMPLOYEES. EMPLOYEES WATCH THEIR LEADERS CLOSELY AND FOLLOW THEIR EXAMPLE. IF A TEACHER SAYS ONE THING AND DOES ANOTHER, IT IS QUICKLY DISCOVERED BY ASTUTE EMPLOYEES. IT IS IMPORTANT FOR LEADERS TO DO AS THEY SAY, WHETHER THEY THINK EMPLOYEES ARE WATCHING OR NOT.



A GREAT LEADER NEVER COMPROMISES ON ETHICS. SITUATIONS ARISE IN OUR COMPLEX INDUSTRY THAT MAY CALL TO QUESTION OUR IDEALS. STAYING THE COURSE AND THINKING ABOUT GUIDING PRINCIPLES IS IMPORTANT. PUPIL TRANSPORTERS ARE IN A BUSINESS THAT PROVIDES SAFE TRANSPORTATION TO YOUNG PEOPLE WHEN THE DRIVING ENVIRONMENT IS OFTEN FILLED WITH PEOPLE WHO ARE RUSHING, STRESSED, AND AT TIMES FILLED WITH ANGER OR RAGE. DRIVING IN THIS TYPE OF ENVIRONMENT IS NO EASY TASK. CUTTING CORNERS AND STRAYING AWAY FROM GUIDING PRINCIPLES CAN BE DANGEROUS AND SET THE STATE FOR A DOWNWARD SPIRAL. KEEP FOCUS ON GUIDING PRINCIPLES, MODEL ETHICAL BEHAVIOR, AND CONSIDER DECISIONS WISELY



LEADERSHIP STYLES

MOST INDIVIDUALS IDENTIFY AND ARE MOST COMFORTABLE WITH A SPECIFIC LEADERSHIP STYLE
THERE ARE MANY DIFFERENT MODELS THAT ASSIST IN DEFINING INDIVIDUAL STYLES.

1

**AUTOCRATIC
LEADERSHIP**

OR

AUTHORITARIAN

2

**PARTICIPATIVE
LEADERSHIP**

OR

DEMOCRATIC

3

**DELEGATIVE
LEADERSHIP**

OR

FREE RAIN

AUTOCRATIC LEADERSHIP



- **AGRESSION, RIUDENESS, NAME CALLING, OR ATTACKING IS NEVER APPROPRIATE BEHAVIOR FOR LEADERS. FOLLOWERS WILL LOSE RESPECT FOR A LEADER IF THEY ARE NOT TREATED WITH DIGNITY. RAISING YOUR VOICE IN AUTHORITY CAN UNDERMINE IT. IT CAN DESTROY TRUST AND RESPECT AND HAVE THE OPPOSITE DESIRED EFFECT.**
- **THE AUTOCRATIC STYLE IS DIRECT AND TO THE POINT. THE LEADER TELLS THE EMPLOYEE EXACTLY WHAT TO DO AND EXACTLY HOW TO DO IT. THE STYLE IS USED IN CRISIS SITUATIONS OR WHEN THE LEADER HAS ALL THE INFORMATION ABOUT A GIVEN ACTIVITY, AND EMPLOYEES DO NOT HAVE THE INFORMATION TO DO THEIR JOB ON THEIR OWN.**
- **THE AUTOCRATIC STYLE IS VERY LEADER FOCUSED. THE LEADER TALKS WHILE THE EMPLOYEES LISTEN. MANY SMART SAVVY EMPLOYEES WILL NOT TOLERATE AN AUTOCRATIC STYLE FOR AN EXTENDED PERIOD OF TIME. THERE IS LITTLE ROOM FOR INDEPENDENT WORK AND CREATIVITY FOR EMPLOYEES. ALSO, CONTINUOUS AUTOCRATIC LEADERSHIP CAN DAMAGE EMPLOYEE MORAL.**

PARTICIPATIVE LEADERSHIP



THE PARTICIPATIVE STYLE MIGHT ALSO BE TERMED COLLABORATIVE. WITH PARTICIPATIVE LEADERSHIP, THE LEADER AND FOLLOWERS TALK ABOUT DECISIONS AND ALL EMPLOYEES HAVE INPUT. THIS STYLE IS VERY CONDUCIVE TO BUILDING A TEAM. INDIVIDUALS HAVE A CHANCE TO WEIGH IN, SHARE IDEAS, AND IMPACT THE FINAL DECISION, BUT ARE NOT FULLY ACCOUNTABLE FOR IT. THE LEADER ULTIMATELY HAS THE FINAL SAY AND RESPONSIBILITY FOR THE DECISION. THIS STYLE WORKS WELL WHEN MANY EMPLOYEES HAVE INFORMATION ABOUT A SITUATION OR EXPERTISE REGARDING A DECISION TO BE MADE. THE LEADER IS RESPONSIBLE FOR CARRYING THROUGH AND COMMUNICATING WITH FOLLOWERS ABOUT THE OUTCOME.

DELEGATIVE LEADERSHIP



WITH DELEGATIVE LEADERSHIP, THE LEADER IS ULTIMATELY RESPONSIBLE FOR THE OUTCOME, HOWEVER, HE/SHE IS COMFORTABLE IN DELEGATING THE DECISION MAKING TO EMPLOYEES. DELEGATION WORKS WELL WITH VETERAN EMPLOYEES WITH SPECIALIZED EXPERTISE, WHO MAY KNOW MORE THAN A LEADER ON A PARTICULAR SUBJECT.

DELEGATION IS ALSO NECESSARY WHEN JUGGLING COMPETING OR MULTIPLE PRIORITIES. IF THERE ARE TOO MANY THINGS FOR ONE PERSON TO MANAGE AND ACCOMPLISH, WHICH IS COMMON FOR MOST LEADERS, DELEGATION IS NEEDED.



LEADING VS. MANAGING

THERE ARE TIMES WHEN LEADERS ARE NEEDED AND OTHER TIMES WHEN MANAGERS ARE NEEDED. A GOOD MANAGER CAN BUILD ON HIS OR HER SKILLS AND BECOME A GREAT LEADER. A GOOD LEADER ALSO NEEDS TO BE A GREAT MANAGER. INTEGRATING THE TWO SKILL SETS IS IMPORTANT. LEADERS AND MANAGERS DEMONSTRATE THE FOLLOWING CHARACTERISTICS:

LEADERS

- INNOVATE
- THINK LONG TERM
- ASK IF THEY ARE DOING THINGS RIGHT
- CHALLENGE THE PROCESS
- INFLUENCE MANY PEOPLE

MANAGERS

- ADMINISTER
- THINK SHORT RANGE
- ASK IF THEY ARE DOING THINGS RIGHT
- FOCUS ON ENSURING THE PROCESS IS WORKING WELL
- INFLUENCE A FEW PEOPLE

LEADING VS. MANAGEMENT



COMPLETING TASKS AND BUILDING RELATIONSHIPS

A MAJOR FUNCTION OF LEADERSHIP IS THE ABILITY TO ACHIEVE TASKS THROUGH OTHERS WHILE BUILDING RELATIONSHIPS WITH TEAM MEMBERS AND EMPLOYEES. THE ART OF LEADERSHIP IS LEARNING TO BALANCE THE PRIORITIES OF TASK AND RELATIONSHIP SO THAT BOTH ARE ADDRESSED IN THE BEST WAY POSSIBLE.

ABILITY OR SKILL LEVEL

ABILITY DESCRIBES WHETHER OR NOT AN EMPLOYEE HAS THE SKILLS NEEDED TO DO SOMETHING. FOR EXAMPLE, A BUS DRIVER MUST BE TRAINED AND ABLE TO DRIVE A BUS. THEY NEED DRIVING SKILLS AND KNOWLEDGE OF LAES AND REGUALTIONS

WILLINGNESS OR ATTITUDE

WILLINGNESS IS AN EMPLOYEE'S ATTITUDE TOWARD A TASK. HE/SHE MAY BE ENTHUSASTIC OR BORED OR SECURE OR INSECURE ABOUT SOMETHING. FOR EXAMPLE, A LEADER MAY HAVE AN OFFICE ASSISTANT WHO IS ALSO A DRIVER. HE OR SHE MAY HAVE THE KNOWLEDGE TO DRIVE A BUS BUT MAY BE APPRHENSIVE SINCE THEY NO LONGER DRIVE REGULARLY

READINESS

READINESS IS DEFINED AS THE COMBINATION OF AN INDIVIDUAL'S ABILITY COMBINED WITH THEIR ATTITUDE TOWARDS A PARTICULAR TASK. FOR EXAMPLE, AN INDIVIDUAL MAY BE ENTHUSIASTIC ABOUT DRIVING BUT NOT HAVE THE SKILLS OR REQUIREMENTS. IF SO, ASK THE QUESTIONS:

- HOW DO YOU HELP THEM PREPARE FOR TASK
- HOW DO YOU ADDRESS OR REMOVE BARRIERS
- HOW DO YOU PROVIDE SUPPORT FOR THEM TO COMPLETE TASK



LEADERSHIP POWER

MISUSE OF POWER CAN BE A NEGATIVE IMAGE OF POWER ITSELF. LEADERSHIP HAS TO BE CONDUCTED WITH POWER WHEN NECESSARY. WITHOUT POWER, A LEADER WOULD NOT HAVE THE AUTHORITY TO CARRY OUT HIS OR HER CHARGE. ABUSE OF POWER, HOWEVER, IS NOT ACCEPTABLE AND WILL ULTIMATELY UNDERMINE A LEADERS EFFORTS.

TYPES OF POWER

THERE ARE TWO TYPES OF POWER: POSITION AND PERSONAL POWER. LEADERS CANNOT BE EFFECTIVE WITHOUT POWER, OR IGNORE OR AVOID POWER. APPROPRIATE USE OF BOTH TYPES OF POWER IS ESSENTIAL FOR A LEADER.



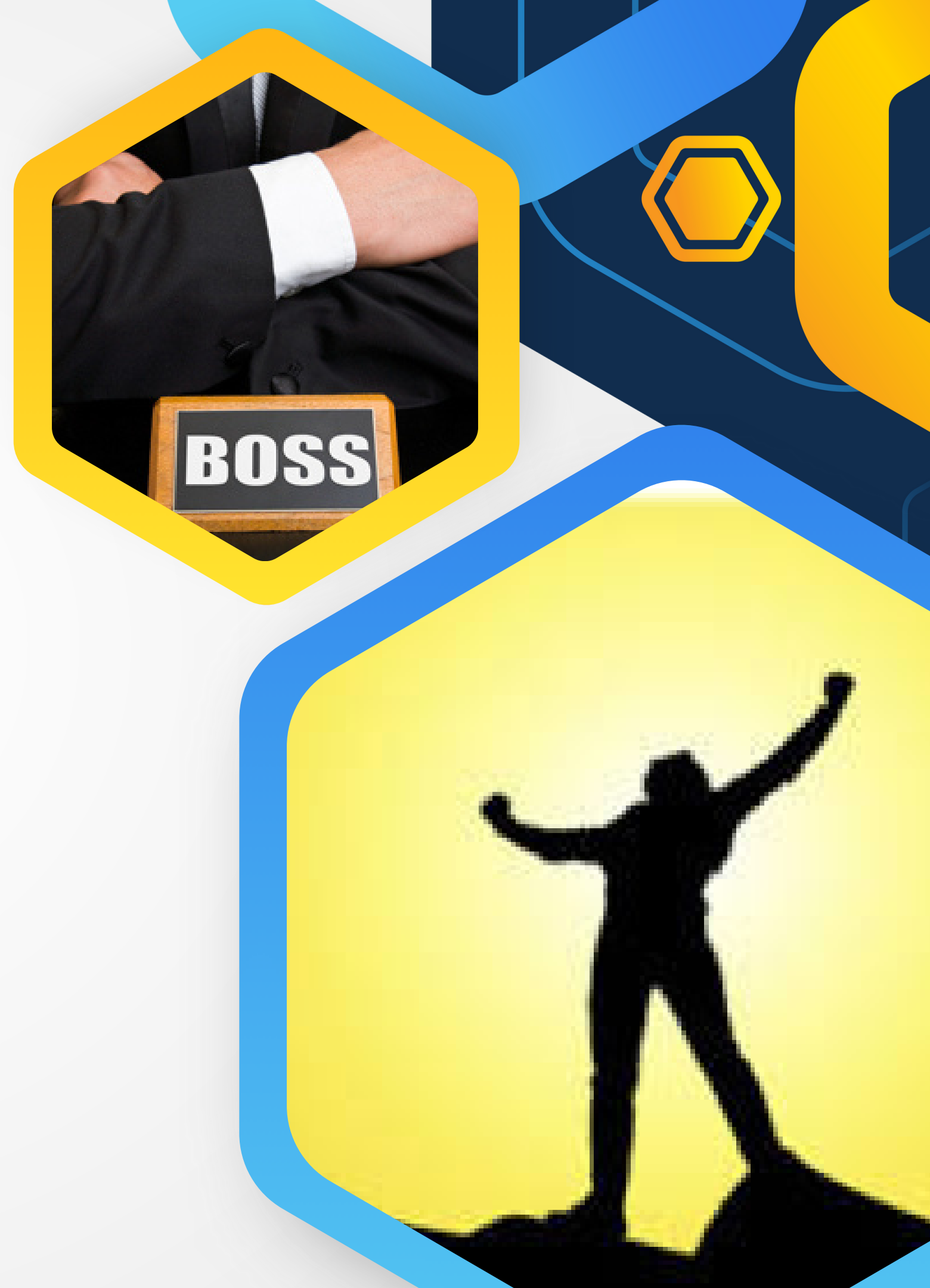
POSITION POWER

POSITION POWER IS THE FORMAL AUTHORITY THAT DERIVES FROM A PERSON'S TITLE OR POSITION IN A GROUP OR AN ORGANIZATION. THE POWER OF CHARISMA IS THE INFLUENCE THAT'S GENERATED BY A LEADER'S STYLE OR PERSONA.



PERSONAL POWER

PERSONAL POWER REFERS TO AN INDIVIDUALS POWER BASED ON THEIR CHARACTERISTICS, COMPETENCIES, SKILLS, AND OTHER PERSONAL ATTRIBUTES. HENCE, THIS POWER CONTAINS THE ABILITY TO MOTIVATE AND INSPIRE OTHERS. MOREOVER, MANAGERS THAT HOLD PERSONAL POWER ATTRACT COMMITMENT OF THEIR SUBORDINATES



KEY CONCEPTS- EFFECTIVE WORK TEAM



GENUINE INTEREST IN PEOPLE

THE BEST SUPERVISORS REALLY CARE ABOUT PEOPLE . THEY HAVE A SINCERE INTEREST IN THEIR EMPLOYEES



ENTHUSIASIM

Objectives
SUPERVISORS WHO HAVE ENTHUSIASIM FOR WHAT THEY ARE DOING INFLUENCE THE REST OF THE TEAM.



SENSE OF HUMOR

WE ALL ENJOY WORKING WITH SOMEONE WHO HAS A SENSE OF HUMOR. AT TIMES THE BUS GARAGE CAN BECOME A STRESSFUL PLACE, AND A SENSE OF HUMOR LIGHTENS THE ENVIRONMENT. HOWEVER, DEMEANING JOKES AND MEAN SPIRITED SARCASM IS NEVER FUNNY AND SHOULD NOT BE TOLERATED.

ADDITIONAL CONCEPTS - WORK TEAM

01

FAIRNESS & INTEGRITY

ONE OF THE MOST IMPORTANT QUALITIES PEOPLE LOOK FOR IS FAIRNESS AND INTEGRITY IN A SUPERVISOR/MANAGER. AS A SUPERVISOR/MANAGER, IT'S IMPORTANT TO TREAT EVERYONE WITH THE SAME LEVEL OF PROFESSIONALISM. THIS HELPS BRING COHESIVENESS TO THE WORKPLACE/TEAM. EVERYTHING IS UP FRONT AND PUT ON THE TABLE.

02

WILLINGNESS TO LISTEN, NOT JUST HEAR

A GOOD SUPERVISOR/MANAGER IS SOMEONE EMPLOYEES CAN GO TO AND DISCUSS ISSUES THAT ARE BOTHERING THEM. THE SUPERVISOR KNOWS HOW TO ASK QUESTIONS TO GET TO THE ROOT OF THE PROBLEM. THE SUPERVISOR DOES NOT NECESSARILY ACCEPT THE FIRST REASON OFFERED, A SUPERVISOR LISTENS AND QUESTIONS TO GET TO THE HEART OF THE PROBLEM. THE SUPERVISOR DOES NOT GET UPSET OR FLY OFF THE HANDLE WHEN OTHERS ARE TALKING. THEY TEACH OTHERS TO LEARN FROM THEIR EXPERIENCES AND PUSH THEM TO FIND THEIR OWN ANSWERS. THE SUPERVISOR WILL HELP IDENTIFY A SOLUTION.

03

PATIENCE

WITH TODAY'S CHALLENGING WORK ENVIRONMENT, IT IS EXTREMELY IMPORTANT THAT A GOOD SUPERVISOR HAS A LOT OF PATIENCE. IF SOMEONE HAS DIFFICULTY UNDERSTANDING SOMETHING, THE SUPERVISOR WILL PATIENTLY RE-EXPLAIN THE ISSUE OR PROCESS

04

CLEAR EXPECTATIONS

A GOOD SUPERVISOR COMMUNICATES THE EXPECTATIONS CLEARLY. TEAM MEMBERS ARE CLEAR ON WHAT IS EXPECTED. THERE IS NO CONFUSION ON WHAT THE END RESULT IS TO BE.

CONFLICT RESOLUTION

DISAGREEMENTS ARE INEVITABLE IN THE WORKPLACE. THE WAY THE LEADER RESPONDS TO DISAGREEMENT IMPACTS THE RESULT SIGNIFICANTLY. LEADERS SHOULD REFRAME ALL DISCUSSIONS WITH A FOCUS ON THE GOALS AND VISION OF THE TEAM. DOING SO CAN HELP PREVENT CONFLICT FROM BECOMING A MAJOR FOCUS. POINTING TO OPERATION VALUES AND MEETING GROUND RULES HELP REFOCUS DISCUSSIONS AND GET BACK ON TRACK.

WHEN DEALING WITH CONFLICT, INDIVIDUALS CAN DIRECT ENERGY AGAINST EACH OTHER OR DIRECT IT AGAINST THE PROBLEM. DIRECTING AGAINST EACH OTHER AND MAKING CONFLICT PERSONAL IS COUNTERPRODUCTIVE..USING ENERGY AND PASSION TO BRAINSTORM AND FIND SOLUTIONS IS FAR MORE PRODUCTIVE. CONFLICT CAN BE EMOTIONAL, BUT STILL RESPECTFUL. RESPECTFUL, SOLUTION -ORIENTED CONFLICT WILL YILED THE BEST RESULTS



CONSTRUCTIVE DISCIPLINE

WHEN IT COMES TO DISCIPLINE AND REWARDS CONSISTENCY IS IMPERATIVE. IF ONE INDIVIDUAL IS CORRECTED OR DISCIPLINED FOR AN INCORRECT ACTION, AND ANOTHER IS NOT, IT SENDS A MIXED MESSAGE AND UNDERMINES THE TEAM. THE TEAM WILL ASSUME THE LEADER IS PLAYING FAVORITES EVEN IF THEY DON'T KNOW ALL THE CIRCUMSTANCES SURROUNDING THE ISSUE. IT IS IMPORTANT TO BE FAIR AND OBJECTIVE WITH DISCIPLINE. FAVORS TO FRIENDS OR FAMILY MEMBERS ARE NEVER PERCEIVED WELL BY OTHERS

THE PURPOSE OF DISCIPLINE IS NOT TO BLAST THE INDIVIDUAL, BUT INSTEAD TO HELP THEM GET BACK ON THE RIGHT TRACK. THE DIGNITY OF EACH INDIVIDUAL SHOULD BE RESPECTED, DESPITE ANY PERSONAL FEELINGS TOWARDS THE INDIVIDUAL. PROVIDE FEEDBACK IN A NON THREATENING AND FAIR WAY, AND AVOID JUDGEMENTS OR NAME CALLING. LEADERS WILL JUDGE ON THEIR LEADERSHIP BASED UPON HOW THEY HANDLE SITUATIONS WHEN THINGS ARE GOING WELL, AS WELL AS WHEN THINGS ARE CHALLENGING. IT IS OFTEN THE CHALLENGING TIMES THAT LEAD PEOPLE DOWN THE WRONG PATH. MAINTAIN FOCUS AND CONVICTION.



EVALUATING & REWARDING TEAM PERFORMANCE



“PRAISE IN PUBLIC, DISCIPLINE IN PRIVATE” IS A GOOD RULE TO FOLLOW. IT IS IMPORTANT TO REMEMBER THAT A REWARD IS ONLY A REWARD IN THE EYES OF THE RECIPIENT. IT MUST BE MEANINGFUL TO THE RECIPIENT. A KEY PART OF BUILDING A TEAM IS GETTING TO KNOW THE TEAM MEMBERS, INCLUDING WHAT THEY LIKE AND DISLIKE. PROVIDING A TEAM WITH MEANINGFUL INDIVIDUAL AND TEAM REWARDS IS AN IMPORTANT COMPONENT OF A LEADERSHIP ROLE.



REWARDS AND RECOGNITION CAN BE SIMPLE AND INEXPENSIVE, YET HAVE A HUGE IMPACT! WHEN LEADERS TAKE THE TIME TO THANK SOMEONE FOR A JOB WELL DONE, THEY KNOW THEY HAVE BEEN NOTICED. IT IS EASY TO FOCUS ON WHAT GOES WRONG, AND FORGET ABOUT WHAT GOES RIGHT. LEADERS SHOULD CLEARLY COMMUNICATE WHAT THEY ARE RECOGNIZING. BE AS SPECIFIC AS POSSIBLE WITH PRAISE AND RECOGNITION



MEETING MANAGEMENT

IN MOST ORGANIZATIONS THERE IS A NEED TO BRING PARTIES TOGETHER, SHARE INFORMATION, AND MAKE DECISIONS. HAVING A WELL-THOUGHT-OUT PROCESS FOR MEETINGS CAN HELP MAKE THEM MORE PLEASANT AND EFFICIENT. THE BIGGEST, THE BIGGEST MISTAKE THAT MEETING FACILITATORS CAN MAKE IS TO TRY TO WING IT. MEETINGS NEED TO BE PLANNED TO RUN EFFICIENTLY. LACK OF PLANNING CONTRIBUTES TO LONG, UNFOCUSED, AND UNPRODUCTIVE MEETINGS.

SELF REFLECTION

LEADERS HAVE A GREAT NEED FOR PERSONAL AND PROFESSIONAL RENEWAL. THE DEMANDING PACE, LEVEL OF RESPONSIBILITY, AND VOLUME OF INFORMATION IN THE PUPIL TRANSPORTATION INDUSTRY WARRANTS REGULAR TIME FOR REST AND REFLECTION. LEADERS SHOULD THINK ABOUT WHAT THEY FIND TO BE REJUVINATING AND RESTFUL AND TAKE TIME TO DO THOSE THINGS. THIS WILL ALLOW FOR BETTER SERVICE TO LEAD THEIR TEAM.



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