# People Management Foundation Skills

# ELP – Module 4

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# Agenda

- Situational leadership
  - What is situational leadership?
  - What is your style?

- Understand the foundation communication skills of questioning and listening

- Get ready for your actor sessions!

- Open & Honest
- Embrace
- Preparation
- Homework
- Respect for others
- Be present
- Dedication

- Manage Relations
- Improve Self & Others/Accept 360 feedback & act on it
- Time management
- Presentation Skills
- Conflict/Negotiation/Difficult Situations
- Developing others
- Effective team work
- Trust
- Self reflect
- Delegation
- Mental Health

# Objectives & Ground Rules

# Situational Leadership….

The fundamental underpinning of the situational leadership theory is that there is no single "best" style of leadership

Effective leadership is task-relevant

The most successful leaders are those who adapt their leadership style to the maturity of the individual or group you are influencing:

1. the capacity to set high but attainable goals, willingness and ability to take responsibility for the task
2. relevant education
3. experience of an individual or a group for the task

Effective leadership varies, not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished

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# Situational Leadership….

| | | |
|---|---|---|
| Higher Will | **Control (Direct)**<br>High Direction<br>Low Encourage<br>I'll decide | **Facilitate (Delegate)**<br>Low Direction<br>Low Encourage<br>They decide |
| Lower Will | **Guide(Coach)**<br>High Direction<br>High Encourage<br>Let's talk & I'll decide | **Consult (Support)**<br>Low Direction<br>High Encourage<br>Let's talk & they decide |
| | Lower Skill | Higher Skill |

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# Situational Leadership….

| | | |
|---|---|---|
| Higher Will | **Control**<br>*"DIRECT"*<br>I'll decide | **Facilitate**<br>*"DELEGATE"*<br>They decide |
| Lower Will | **Guide**<br>*"COACH"*<br>Let's talk & I'll decide | **Consult**<br>*"SUPPORT"*<br>Let's talk & they decide |
| | Lower Skill | Higher Skill |

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# Control (Low Skill, High Will)

Invest time early on:

- Coach and Train

- Answer Questions / Explain

- Create a Risk-Free Environment to allow early “Mistakes” / Learning
- Think about others who could help – possible delegation?
- Relax control as progress is shown

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# Guide (Skill and Will are Both Low)

First Build the Will:

- Provide clear Briefing
- Identify Motivations – or lack of them
- Develop an expectation for future performance

Then Build the Skill:

- Structure Tasks for “Quick Wins”
- Coach and Train

Then Sustain the Will:

- Provide Frequent Feedback
- Praise and Nurture

BUT Supervise Closely with Clear Rules / Deadlines

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# Consult (Skill and Will are Both Low)

- Identify reason for low will – e.g. task / management style / personal factors / organisation factors
- Consult with them using open ended questions on how to motivate
- Consult on an action plan driven by them
- Give them ownership
- Monitor and give feedback

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# Facilitate (Skill and Will are Both High)

Provide freedom to do the job:

- Set Objectives, not method

- Praise, don’t ignore

Encourage individual to take responsibility:

- Involve in decision-making

- Use “You tell me what you think”

Take Appropriate risks:

- Give more stretching tasks

- Don’t over-manage

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# Seek first to understand and then be understood

One of the great maxims of the modern age. This is Covey's habit of communication, and it is extremely powerful. Covey helps to explain this in his simple analogy 'diagnose before you prescribe'. Learn to really listen – it is simple, effective, and essential for developing and maintaining positive relationships in all aspects of life.

Stephen Covey – 7 Habits of Highly Effective People

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# Open Ended Questions

- What are your thoughts?
- How did that impact you/others?
- When did the issue first arise?
- What is the best solution in your opinion?
- Which options might work for you?
- How do you feel about that?
- Tell me more about the situation?
- How could we avoid a similar outcome?
- What can we learn / do differently?

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# Assumptive Closed Questions

- Do you think if you tried to….?
- Should you really have done that?
- Do you see that was not the best decision?
- Do you not think…?
- That could be the solution, couldn’t it?
- Did you consider x in your decision?
- Can you see that was the wrong decision?

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## Do…

Allow them time to think

Respect silence

Explain process clearly

## Don't…

Interrupt or prompt

Get overly caught up in feelings

Talk too much

Go over time or mismanage the process

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## Don’t…

take advantage of my good nature

show impatience

encourage me

value the relationship

## Do…

be patient and supportive

slow down and work at my pace

listen to me

value me

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## Don’t…

discourage me
bore me
make me feel uncomfortable
challenge me too much

## Do…

be friendly and sociable
manage me if I go off on a tangent
bring energy to the session
allow me to talk!
be positive

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## Do…

be direct, to the point & timely
focus on results and objectives
listen to me
challenge me

## Don't…

hesitate or waffle
focus on feelings
try to take over

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