



Success Tips for New Leaders

John Kaszuba
Regional Vice President
M: (615) 414-3544
jkaszuba@pfcusa.com

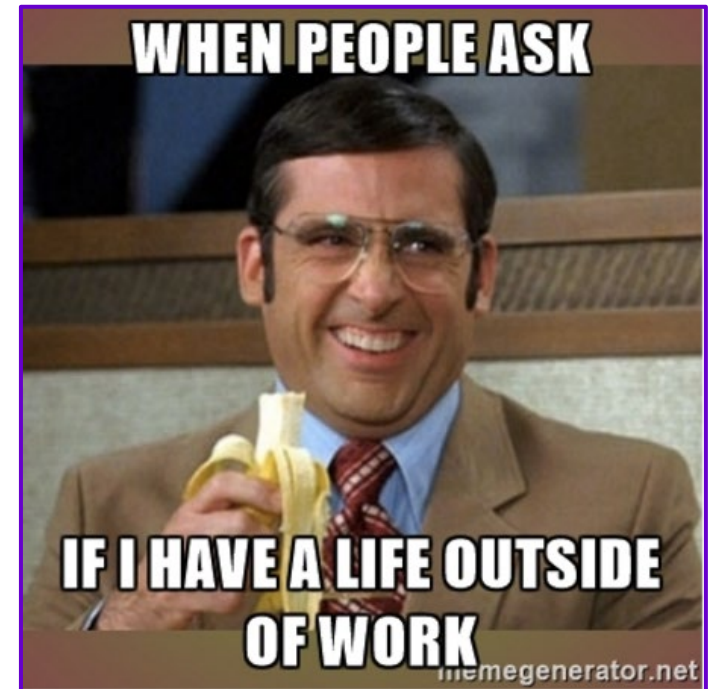


Learning Objectives

1. Understand why/how many new leaders fail.
2. Explain the difference between leadership and management.
3. Learn which skills are essential.
4. Know what to do in the first 90 days.
5. Learn tips on overcoming your predecessor's legacy.

Have What It Takes to Lead?

- The journey is difficult, demanding, and intimidating as you reshape your professional identity and grow as a person.
- You will struggle and make many mistakes.
- Mental stress.
- Share the glory; take the blame.
- Work longer hours.



60% of new managers FAIL
within the first 24 months (CEB, Inc.)

Includes undergraduate and graduate Business Administration degrees

Managers account for 70%
of employee issues

[2014 Gallup poll](#)

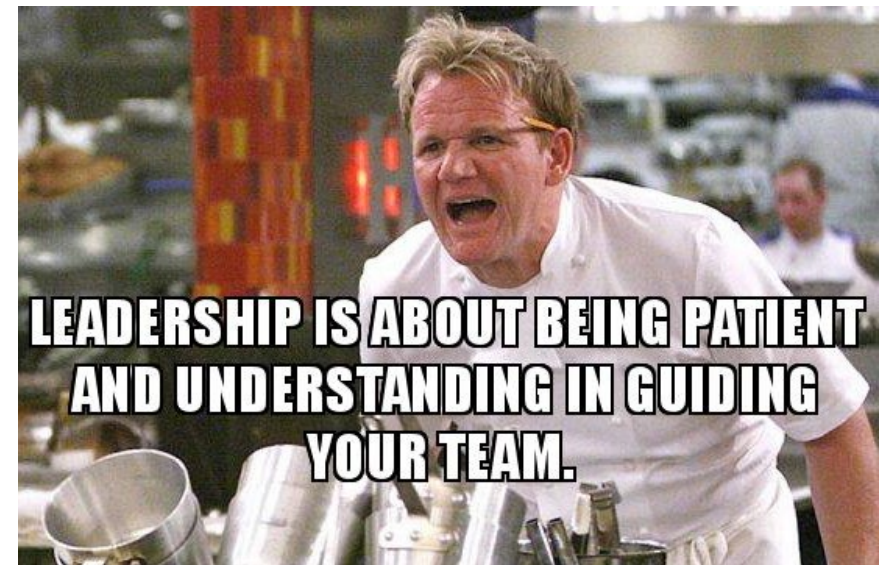
Failure: Due to lack of leadership skills



NOT management skills.

Reality of Leadership in Business

- Maintain positive relationships with each of your employees.
- Requires thoughtfulness and desire/passion to give of yourself.
- Pay attention to the needs of your employees and upper management.
- You're judged on leadership performance, decision making, and on your ability to inspire your employees to achieve (team success).



Changed Relationships with Co-Workers

“I don’t gripe to you, Reiben. There’s a chain of command. Gripes go up, not down. Always up.

You gripe to me, I gripe to my superior officer, so on, so on, and so on.

I don’t gripe to you. I don’t gripe in front of you.”

Captain Miller, Saving Private Ryan

Leader vs Manager

- Leaders acquire followers and align people toward a common goal.
 - Inspires their team to action and move in a certain direction and individual team members to do their best.
 - Sets the example (models behavior).
 - Shapes culture.
- Managers rely on authority over others.
 - Oversee the activities of individuals/group to achieve specific objectives/goals.
 - Work in the present and think execution: focus on organizing and executing tasks.
 - Follows the vision and endorses the culture.

Leader vs Manager

- Priority focus is on their people.
 - Investing time in understanding their employees' passions and values.
- Priority is focus on processes.
 - While they do pay attention to their people, that's often not their main priority.



Master and Commander - 2003



Mutiny on the Bounty - 1962

Loyalties in Leadership

- You may now feel more loyalty toward the organization. That doesn't mean to be less loyal to your team. You have an equal obligation to both.
- Employees will respect you and work harder for you if they genuinely believe you have their best interests at heart and care about them and their career.

**Everybody wants loyalty,
consistency & somebody who
won't quit.
But everybody forgets that
to get that person,
you have to be that person.**

Building Loyalty (Trust & Respect)



- Show your appreciation.
- Be supportive.
- Maintain their confidence.
- Keep your promises.
- Be honest.
- Act in their best interests.
- Address problems within the relationship.
- Treat them fairly.

Leadership Skills for Success



*Kung Fu
Jujitsu
Karate*

I'm going to learn soft skills?

Communication

91% of employees think their managers are not good communicators. *Interact-Harris*

69% of managers are not comfortable communicating with employees (HR Technologist)

57% of employees report not being given clear directions (HR Technologist)

7% of communication is verbal, 38% is the tone and inflection, and 55% is body language (Hailo)



Become A Good Communicator

Become a great listener.

- Effective listening is not hearing what is said, it is understanding what is communicated.
- Many managers are poor listeners and tend to enjoy talking.
- Effective communication is a two-way process.

Be approachable, personal and authentic.

- The more personal, authentic and engaging conversation is, the more trust you build.
- Truthful, open, honest and transparent.
- Your team should feel that they can speak up and engage in conversations.
- In real-time, frequently and be specific.

● Physical Barriers

● Attitude Barriers

● Emotional Barriers

● Cultural Barriers

● Language Barriers

● Gender Barriers

● Lack of focus and eye contact

● Fear of mistakes

● Psychological Barriers

● Perceptual Barriers

● Feedback Issues

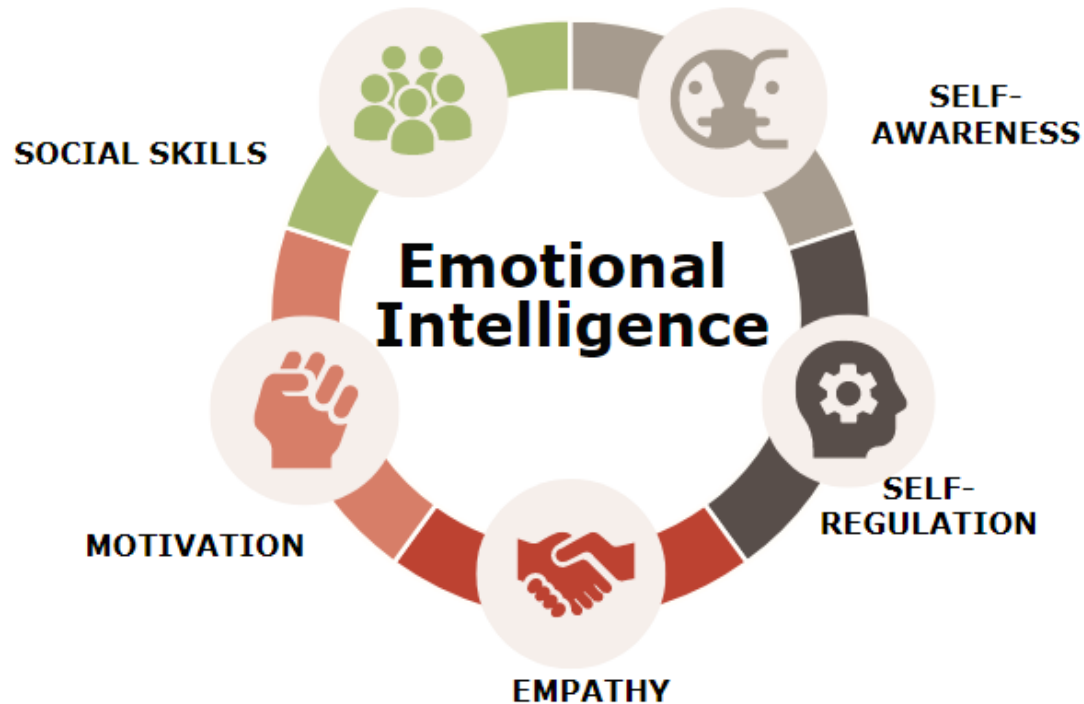
Make Your Team Feel Heard & Validated

- Ask your team for input on the best way to move forward.
- Be clear that you will make the final decision after you weigh their valuable advice.
- When people feel heard and validated, they're more likely to buy in, even if your decision it's not what they prefer.



Develop Emotional Intelligence

Emotional intelligence enhances communication.



- Emotional intelligence is the skill to identify and manage your emotions *and the emotions of others*.
- It's critical to effectively lead a team filled with varying (and sometimes opposing) personality types.
- Workplace conflict happens, and if egos clash and tensions rise, how well will you handle it?

Circulate: Physical Communication

Get away from the computer screen and visit.

- Simply observe.
- Evaluate the vibe.
- Engage in random chats.
- Ask questions.



Mickey Bilbrey

DIALOGUE DO'S & DON'TS



CREATE A SAFE SPACE

Basic rules of engagement, kindness, and respect will facilitate genuine and open dialogue.



KEEP IT SHORT

Be clear and concise. Too many words lead to confusion. Talk about one issue at a time.



BRING AN OPEN MIND

Stay curious, in learning mode. Flexibility and humility will help you learn from others.



LISTEN TO UNDERSTAND

Listening requires all of you: your ears, your eyes, your heart, your undivided attention, your total presence.



ASK AND ANSWER

Don't get tired of asking and answering questions. Genuine curiosity opens space for innovation and possibilities.



REFLECT

Take time to be silent, think, and reflect. Only way for transformation.



BE RUDE OR LOUD

Even if you disagree you can do so with courtesy and respect. Otherwise you will lose influence and close the dialogue.



INTERRUPT

Let others finish their thoughts. Don't monopolize the conversation.



JUDGE AND DEFEND

You don't have to be always right! Let go of your ego and remain open to seek and hear the opinions of others.



ASSUME

Don't react based on assumptions. They are NOT fact or truth. Check them out!



IGNORE CONFLICT

Ignoring may only add fuel to the fire. Take time to let the dialogue evolve and explore what's possible.



TELL LIES

Embrace honesty with yourself and others. This includes words, authenticity, and integrity.

USING MYERS BRIGGS TO IMPROVE YOUR RELATIONSHIPS AND COMMUNICATIONS



Extroverts: They develop their thoughts through interaction with others and thinking out loud. Once they are involved and engaged, they talk a lot - and quite rapidly - continually building on what others are saying. In their excitement, they tend to interrupt a lot.



Introverts: They prefer written communication as it gives them space to think through their ideas. With verbal communication, they need time to reflect, and will be quiet unless given clear openings to speak. They will tire out in extended verbal discussions.



Sensors: S-types focus on what is real and actual in their past or present. They will ask numerous specific questions to glean the details, and both give and receive lots of real life examples.



Intuitives: N-types want to move every communication to the bigger context and will try to see the big picture. They will offer out of the box, creative ideas that may sometimes lack practicality.



Thinkers: T-types desire clarity and logical structure in their communications. When too much time is given to peripheral, personal or what they deem as irrelevant issues, or when others are emotional, they tune out and stop participating.



Feelers: F-types want the things they discuss to be connected to their values. When the communication is cold and detached, they tune out. They react poorly when others don't consider the full impact that decisions have on other people or when their concerns are dismissed as irrational or emotional.



Judgers: J-types want all communication to be straight to the point, goal oriented and structured. They tend to make quick decisions without necessarily considering or waiting for all the information, and prefer short deliberations and rapid resolutions.



P-types will ride the conversational wave: they will go off on tangents, provide extra information to assist others, and leave topics open. P-types consider the exploration more important than the conclusion. They are happy to discuss an issue until every piece of information has been considered.

What makes a Good Communicator?

Show respect to everyone you speak to.

Look people in the eyes when you talk to them, it shows them that you are interested.

Make sure the person you're talking to understands what you mean, by asking them.

Speak to people in the same way you like to be spoken to.

Make sure anyone you're talking to also gets a chance to talk.

If the person you're talking to seems too busy to listen, ask when it might be a better time to talk.

Don't gossip or talk negatively about others behind their backs.

Ask questions, use body language to let people know that what they're saying is important.

Delegating

- Empowering your team creates velocity.
- Recognize what can and can't be delegated.
 - Never put your own responsibilities on someone else's plate.
- Be clear on your expectations and stress how important the opportunity is for them personally.
- You must have their back 100%.
- “Rehearse” delegation discussions.



Don't Over or Under Supervise



- Stay on top of projects so they run smoothly.
- Give staff sufficient authority, autonomy, and resources, based on their skill levels and experience.
- Your subordinates will be more committed because they are empowered to achieve them.

First 90 Days



Check-In Meetings with Your Boss

First Meeting

- Ask your manager to:
 - Clearly outline the key objectives, and parameters for your new role.
 - Discuss corporate strategy, your specific department's role in supporting that strategy, and critical goals, objectives, and target metrics.
 - Clearly define the targets and results you will be accountable for.
- Set up meetings to update your supervisor on projects and goals, and for their advice on issues/tasks that you may be unsure how to handle.

Check-In Meetings with Your Staff



VS



Check-In Meeting Rules

Respect the time.

Make it a safe place to share concerns.

Be a coach, not a dictator.

Ask what YOU can do better.

Remove barriers for them.

Make their career development a priority.

Leave laptops and phones at your desk.

End on a positive note.

**simple
rules**

First Check-In Meeting

Have a personal conversation with each direct report

- Schedule for 1 hour.
- Acknowledge the awkwardness. You got the job rather than other colleagues.
- Banish fear and proactively initiate conversation.
 - If you are fearful, your peers will be too.
 - You have built prior relationships: “What does this promotion mean to those relationships?”
 - Set expectations around the nonnegotiable that the new working relationship entails.
- Ask for a brief introduction of themselves.
 - Get to know their educational background and professional experience, as well as the tasks and projects they are actively working on.
- Show that you value them and their team members and their strengths.
 - Communicate that you value the strengths they bring to the table and how you look to embrace an inclusive and collective style for the benefit of the team.

First Check-In Meeting

- Encourage them to speak up if and when things feel “off” in the future.
- Share what they can expect in the near-term:
 - Check-in meetings, etc.
 - Your communication style and preferences.
 - Expectations of them individually and the team:
 - Ethics, integrity, team collaboration, commitments, professionalism, communication style (when to use meetings, email, phone, chat), engaging with customers or suppliers, working hours (breaks, attendance), etc.
- Ask for their support.
- Schedule follow-up meetings at least once per month in order to maintain regular PERSONAL face time with your staff.

Develop Team and Individual Goals

Individual Goals

- Work with each team member to set personal goals that help them stay motivated, productive, and successful in their roles.

Team Goals

- Establish goals that benefit the organization.
- Collaborate to establish one or two long-term goals and short-term objectives and responsibilities.
- Remind your team that you are in this together, working toward a common goal, and attaining that goal is a win for everyone.
- Leadership Support
 - Ask; what will you say that I did? Ask team members to hold you accountable.
 - Translate the input and document it with the team responsibility outlines.

Schedule Regular Feedback Sessions

Schedule check-in and team meetings to keep everyone on track and up-to-date on performance and productivity.

- Regular evaluation and feedback sessions help employees get better at their jobs.
- Regular performance monitoring provides valuable insight into your own effectiveness as a manager and strategies for your own improvement.
- Performance conversation:
 - What's working?
 - What's not?
 - What must be done differently?

Tips on Overcoming Your Predecessor's Legacy

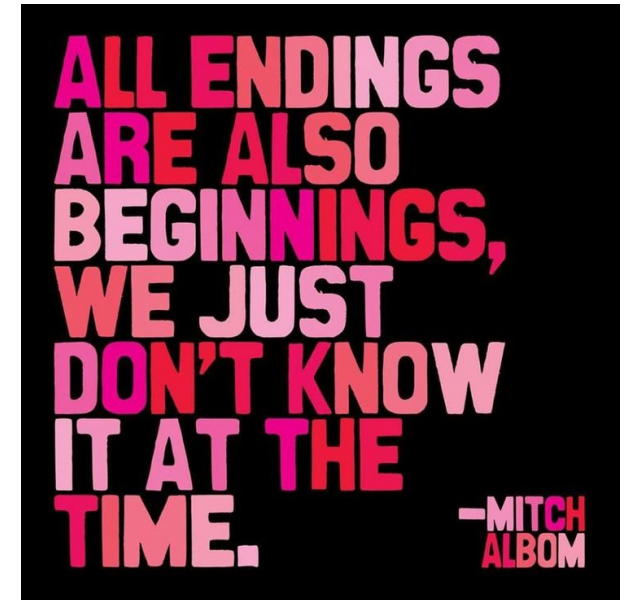


Get The Scoop / Low Down / News

- Before your first day, gather the circumstances for the vacancy: was someone fired, promoted, retire, take another job?
- What are you getting into (it will help you set up your strategy to approach the situation), ask your hiring manager, ask around.
- Was there great loyalty to your predecessor?

Remind Team Change Can Be Good

- Communicate that this is a time of opportunity for the team.
 - Talk about the future, and where you see the team is going.
- Ask employees what currently works and where they are frustrated, or how they think the team can be better.
- Ask for candid feedback. Once you've collected the information, you will be able to draw themes.



Establish YOUR Expectations

- Early on, establish yourself as an **authority** to your employees.
- Tell your team something they haven't heard before. Avoid generic statements:
 - “We are going to have a culture of accountability.”
 - “I expect hard work.”
- Address team interaction and responsibility, meeting etiquette, working hours, promptness, respect for one another, communication preferences, professionalism, attire, etc.



Enforce YOUR Expectations



- Address specific examples that may have occurred in the past few weeks.
- If you need to recalibrate expectations left by your predecessor, reinforce your decisions and stand firm.
- Intimidate and flex power = **FAIL**.

Behaviors To Avoid. *Don't:*

- Adopt a "DIY" mentality.
- Blame others before blaming yourself.
- Fail to realize that leading is about influence, not power.
- Command instead of communicate.
- Be too Serious... or not serious enough.
- Ignore performance issues.
- Fail (being afraid) to give and receive critical feedback.
- Manage tasks before careers.
- Forget that employees are people.



In Summary

- Be a good, positive person.
- Educate yourself on leadership and get a mentor.
- Treat team members as individuals, you are liable for their performance, and they depend on you for growth and success.
- Build trust: Do what you say you are going to do, and always be honest and ethical.

HOW TO BE A GOOD LEADER



I was wrong, I am sorry



I am proud of you



What do you think

In Summary

- Routinely communicate your intent, priorities and expectations.
- Delegate.
- Have their backs: Watching out for your team is a daily activity.
- Be a coach: Lead when you need to, not all the time.

HOW TO BE A GOOD LEADER



How can I help?



I trust you



Lead by example

Andy Reid. Coach, Kansas City Chiefs.



[Success, trust and burnt ends - Why everyone loves Kansas City Chiefs coach Andy Reid - ESPN](#)

"I can't remember anyone who didn't like playing for him, and I can't imagine why anyone wouldn't like playing for him," said Geoff Schwartz, a Chiefs offensive lineman in 2013, Reid's first season in Kansas City. "**He's everything you want in a coach.**"

Each Friday during the season, the linemen get to play wide receiver. They begin practice with a drill in which they get to catch passes.

"We **trusted him** right from the start. Andy is a straight shooter. **He did everything he told us he would do.** That's what everybody loved."

Reid established a players' leadership committee consisting of one member from each position group. "Whenever we started that meeting, **the first thing he would say is, 'All right, what gripes do you have?'**" "Most of the things we brought to him, **he trusted** just like that."

Thank You!

*Leading and building a high performing team and watching it succeed is an **extremely rewarding** experience.*

John Kaszuba
M: (615) 414-3544
jkaszuba@pfcusa.com

