The Good…the Bad…the Ugly

I wish they had told me that before…

Today’s Agenda

- What is the role of a leader?
- Relationships and boundaries
- Communication
- Liability

Role of a Leader

What do you admire in a leader?

Would I rather be feared or loved? That’s easy. Both. I want people to be afraid of how much they love me.

- On your side
- Autonomy
- Empathetic
- Accepted responsibilities in a crisis
- Inclusive
- Acknowledges work
- Brings out the best
- Integrity
- Encouraged professional development
- Challenged me
- Trusted me
- Embraces new thoughts
The role of a leader

What are you/do you think you are rated on as a supervisor?

Results Slide

Planning & Execution

Ability to garner respect

Communication

Staff Development

Budget management

Team’s Results

PERCEPTION

Identify poor performance

Fairness

Reality

- Staff Development
- Resource Planning
- Ethics
- Results

STAFF DEVELOPMENT

PLANNING

BUSINESS PRACTICES
• Consider how well this supervisor promotes the personal and professional growth of staff.
• Consider how well responsibility and authority are delegated to promote productivity.

STAFF DEVELOPMENT

PLANNING & IMPLEMENTATION

• Consider the supervisor’s ability to plan, utilize resources (e.g., time, money, facilities, materials, equipment, or employees’ skills) and accomplish objectives.

BUSINESS PRACTICES

• Consider the supervisor’s demonstrated commitment to internal controls including support of sound financial conditions of the administrative unit, overall good business practice, and segregation of duties.

LEADER VS. SUPERVISOR
WHAT, HOW, WHY

How Great Leaders Inspire Action

WHAT
• Clear with directives
• Feedback
• Development

HOW
• Organized
• Resources
• Knowledgeable
• Structure

WHY
• Motivates
• Receptive & Approachable
• Integrity
• Fair
• Compassionate

This means...

- Quality of work
- Customer service
- Behavior
- Appearance
- Any other myriad things
**Why do it?**
- Passion to help others
- Career ladder
- Money
- Work is interesting
- Work is rewarding

**RELATIONSHIPS**

**WHAT NEEDS TO CHANGE?**
**WHY?**

**EXERCISE - CHANGING RELATIONSHIPS # 1**
CREDIBILITY

the quality of being believed or trusted

You + Your employees

- Gossip
- Fairness
- Confidentiality
- Respect
- Expectations

Changes in Relationships

# 2
EXERCISE
You + Your Manager

- Discussing what used to be your peers...
- “Go between”
- “Buffer”
- “WHAT?!”
- Objectivity & Feedback

Balance

- Protection
- Comfort
- Ego
- Favoritism
- Performance Manager
- Managing the message
- What’s best for the university
- Holding people accountable

COMMUNICATION

How does a “Leader” communicate?
A Leader

- Thinks first. Selects words purposefully.
- Respects others
- Takes ownership
- Understands & considers impact of their words

Funneling & Ownership

- Never forward sensitive information
- Don’t take away your own power
Thoughts?

- It may get back to your supervisor
- Team dynamics
- Opportunistic employees
- Ownership

LIABILITY

Umm... What???

- Willful disregard = personal liability
- Honest mistakes = protection by university

Bad Bosses

- Tell me about your bad bosses
**MONKEY SEE, MONKEY DO**

*Above reproach*

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**Think back on your supervisor (s)**

- Bad behaviors
- Weaknesses
- Leniencies
- Lack of follow-up

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**Looks like...**

- Criticism
- Shoddy work
- Coming in late
- Inconsistency
- No sense of urgency

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Start with WHY

You can handle almost any how if you have a WHY

Thank you and good day