

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.



The role of a leader

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

Results Slide



Reality

- Staff Development
- Resource Planning
- Ethics
- Results



STAFF DEVELOPMENT

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

PLANNING & IMPLEMENTATION

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

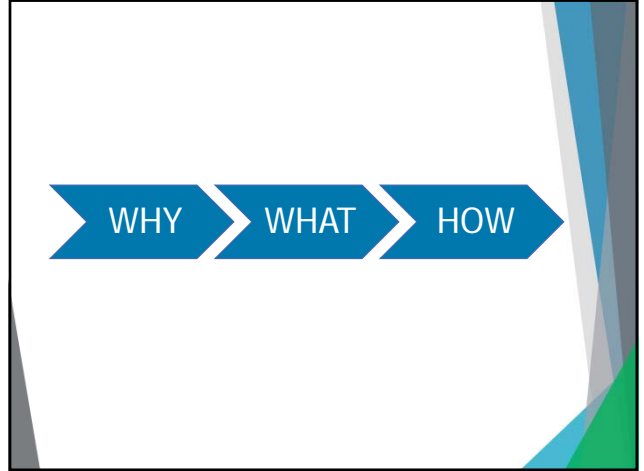
BUSINESS PRACTICES

- 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 <ul style="list-style-type: none">• Clear with directives• Feedback• Development	HOW <ul style="list-style-type: none">• Organized• Resources• Knowledgeable• Structure
WHY <ul style="list-style-type: none">• Motivates• Receptive & Approachable• Integrity• Fair• Compassionate	

This means...

- Quality of work
- Customer service
- Behavior
- Appearance
- Any other myriad things

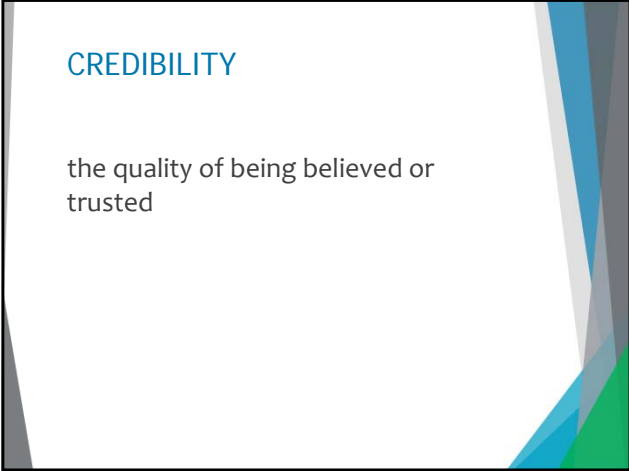
Why do it?

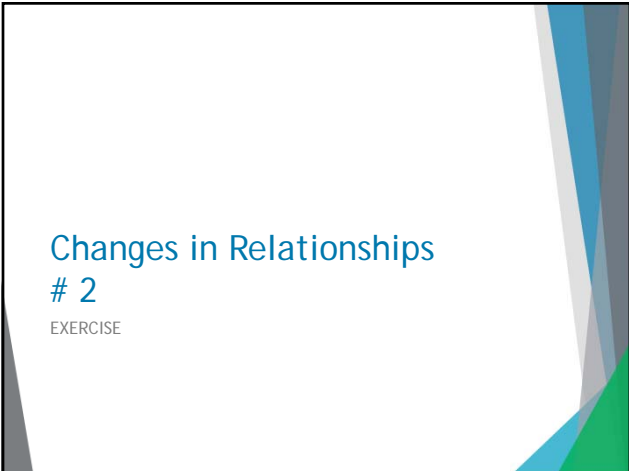
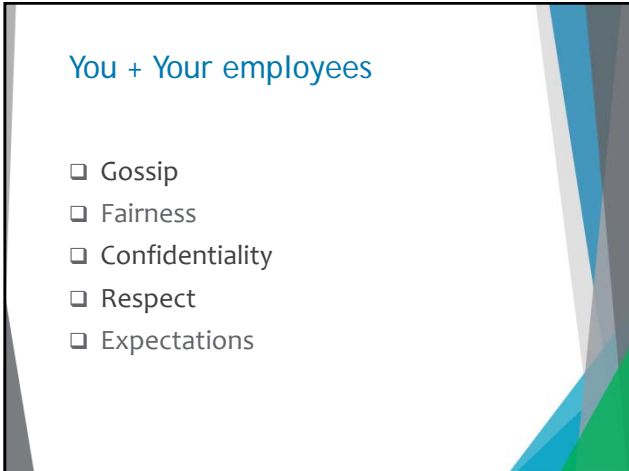
- Passion to help others
- Career ladder
- Money
- Work is interesting
- Work is rewarding

RELATIONSHIPS

WHAT NEEDS TO CHANGE?
WHY?

EXERCISE - CHANGING
RELATIONSHIPS # 1





You + Your Manager

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

Balance

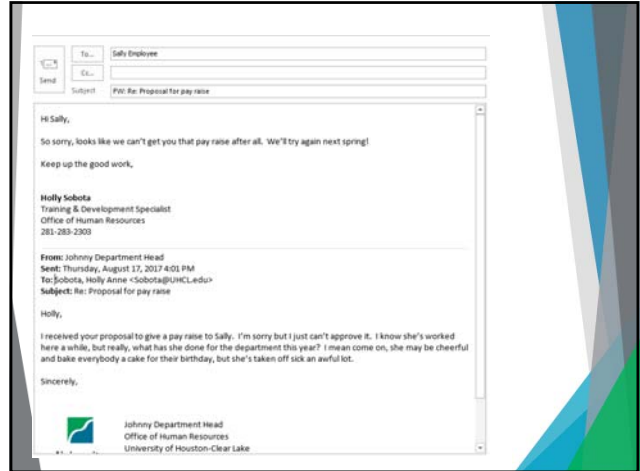
- Protection
- Comfort
- Ego
- Favoritism
- Performance Manager
- Managing the message
- What's best for the university
- Holding people accountable

COMMUNICATION

How does a "Leader" communicate?

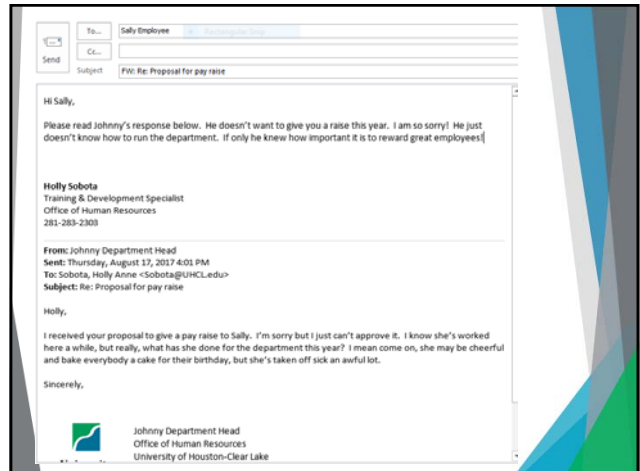
A Leader

- ❑ 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!?

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

Think back on your supervisor (s)

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

Looks like...

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



Start with WHY

You can handle almost any *how* if you have a *WHY*



Thank you and good day

