



“Everything rises and falls on leadership.”

Apples and Hammers

John Maxwell

Ron Morrison

The Docentus Group
SASI Consulting

What are your total years of
experience in an IAAPA related
industry?

Seriously...

THE ROANOKE TIMES
Monday, September 20, 2004



STEPHANIE KLEIN-DAVIS | The Roanoke Times

Mellisa Williamson, 35, a Bullitt Avenue resident, worries about the effect on her unborn child from the sound of jackhammers.



*"I'm going to be late for work this morning.
I was listening to my motivational tapes and
suddenly found myself driving farther and faster
than I ever imagined I could!"*

The New Emerging Workforce

- Self – indulgence / Immediate gratification
- Me first – everything else second
- ENTITLEMENT

- HOME >
- NEWS >
- BOSTON GLOBE >
- MAGAZINE

The New Me Generation The Boston Globe


The crop of talented recent graduates coming into today's workforce is widely seen as narcissistic and entitled. And those are their best qualities.

By Jake Halpern | September 30, 2007

Nicole Mirabile, who is just 15 years old, has a clear vision of her future, and it doesn't involve a boss. The prospect of working at a Fortune 500 company – and landing the sort of well-paying job that Americans once regarded as the benchmark of success – holds zero allure for her. "It would be hard compromising with a lot of different people whom I might clash with," she speculates. Mirabile, a sophomore at North Quincy High School, would be far happier running her own company. "I have the time, I have the brains, I have the patience to do it, and I am not going to give up if I fail once," she vows.

Alan Chhabra, who is 31 years old, shares a similar sensibility even if, as it turns out, he does report to a boss. Chhabra works at Egenera, a computer-server manufacturer based in Marlborough, but he is not the sort of fellow who puts too much stock in old-school notions of corporate protocol. As he puts it, "I have no problem knocking on the door and walking into the CEO's office or the CTO's office on a whim – interrupting their schedule – and saying, 'I need to talk to you.'" Chhabra says that ever since he was a kid, he has been "knocking heads with basketball teachers, track coaches, teachers, and girlfriends. If I felt that I was right, I wouldn't back down."

Advertisement



From To

Departs Returns

Adults Children **SEARCH**

Cheapflights can help you find a great deal on your next vacation

BOSTON.COM'S MOST E-MAILED

- [▶The next President of the United States](#)
- [▶Long a couple, two towns consider tying the knot](#)
- [▶Scenes from Antarctica](#)
- [▶Violence in ER a growing problem](#)
- [▶Palin presses her case](#)

[▶See full list of most e-mailed](#)

SEARCH THE ARCHIVES

GO
All Globe stories since 2003 are now FREE

- Today
- Yesterday

What you may already know...

- **Today's workforce cannot keep up with the demands of a never satisfied and self indulgent society.**
- **An eroding workplace culture in which the needs of people are no longer being addressed is becoming the norm.**
- **Organizations focusing on true internal and external satisfaction through met expectations are becoming scarce.**
- **Front line employees, consistently the lowest wage earners, typically perform at the most basic level, and often below expectations.**

Harris Poll

- 20,000 people surveyed
- Only 3000 could identify the top three management priorities of their companies
- 15% could / 85% could not

Arizona Republic Poll

- 15,000 people surveyed
- 10,000 people said they would trade money for job happiness
- 66% not so happy

Gallup Poll

- 1,000,000 people surveyed
- 8 out of 10 said they never use their greatest strength at work
- 80% of the workforce never uses their greatest strength at work

Questions for Thought

- Do you think the pool percentages hold true for your organization?
- Are these a real concern for you and your industry?
- What critical information can we get from these surveys and articles?

What factors are leading to these results?

- Changes in American society?
- The Peter or Dilbert principles?
- Perspective of how we see things?

What is needed...

- A different perspective of how to see things.
- A leadership driven knowledge base and skill level.
- Creation of leadership effectiveness.

Leadership impacts...

- Revenue
- Profit
- Guest Service
- Guest Experience
- Morale
- Attitude
- Operations
- Safety
- Employee Retention
- Employee Relations
- Brand
- People

So does lack of Leadership...



Apples are...

Hammers are...



Managing vs Leading

Managing is the act of coordinating people and/or resources to efficiently produce results with tangible items.

Examples:

Revenue, profit, loss, risk, operations, budgeting, reporting, filings, marketing, sales, processes, schedules, resources, and so forth.

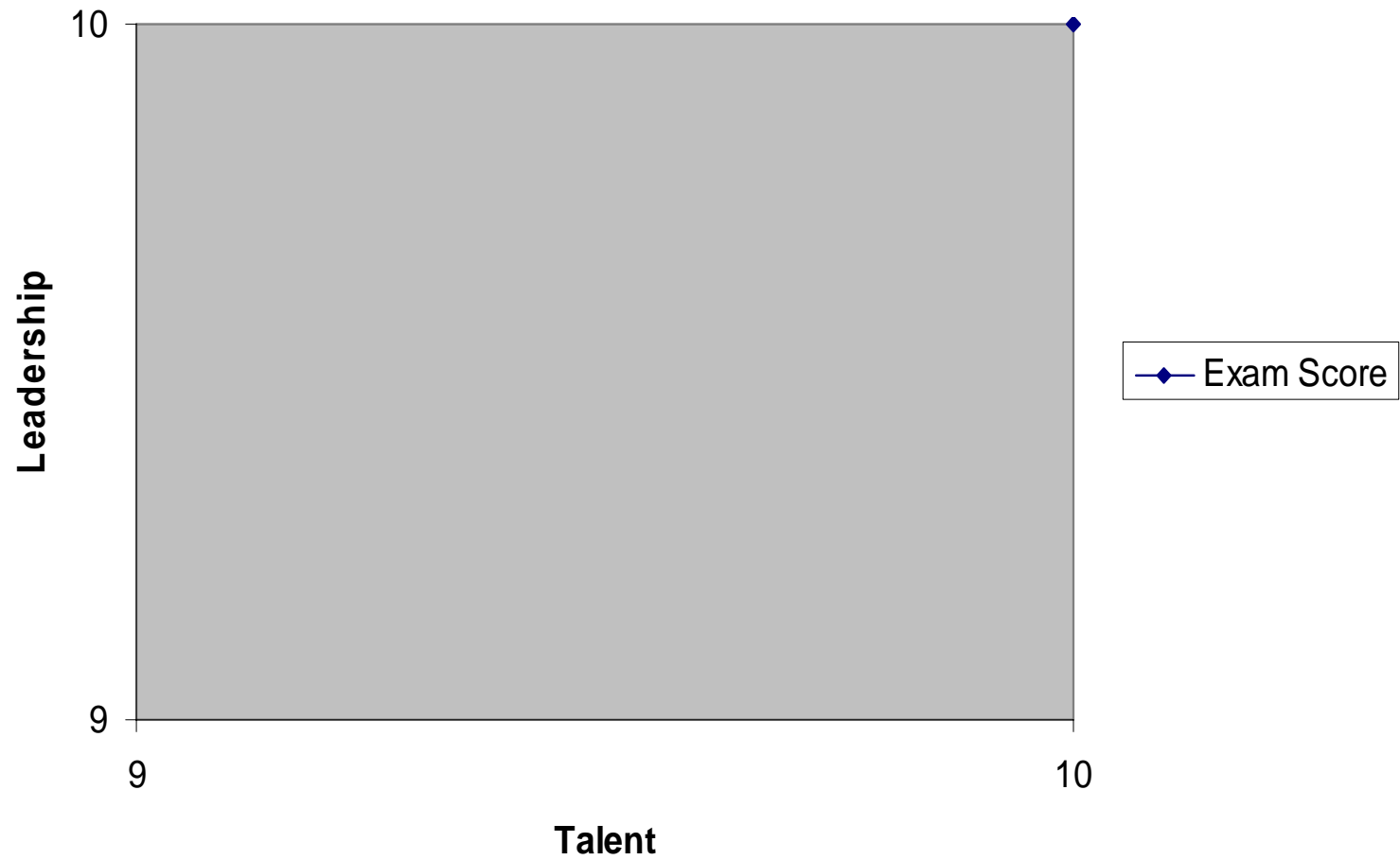
Managing vs Leading

Leading is the skill and process of influencing others to achieve mutually agreed upon purposes for the greater good of the organization.

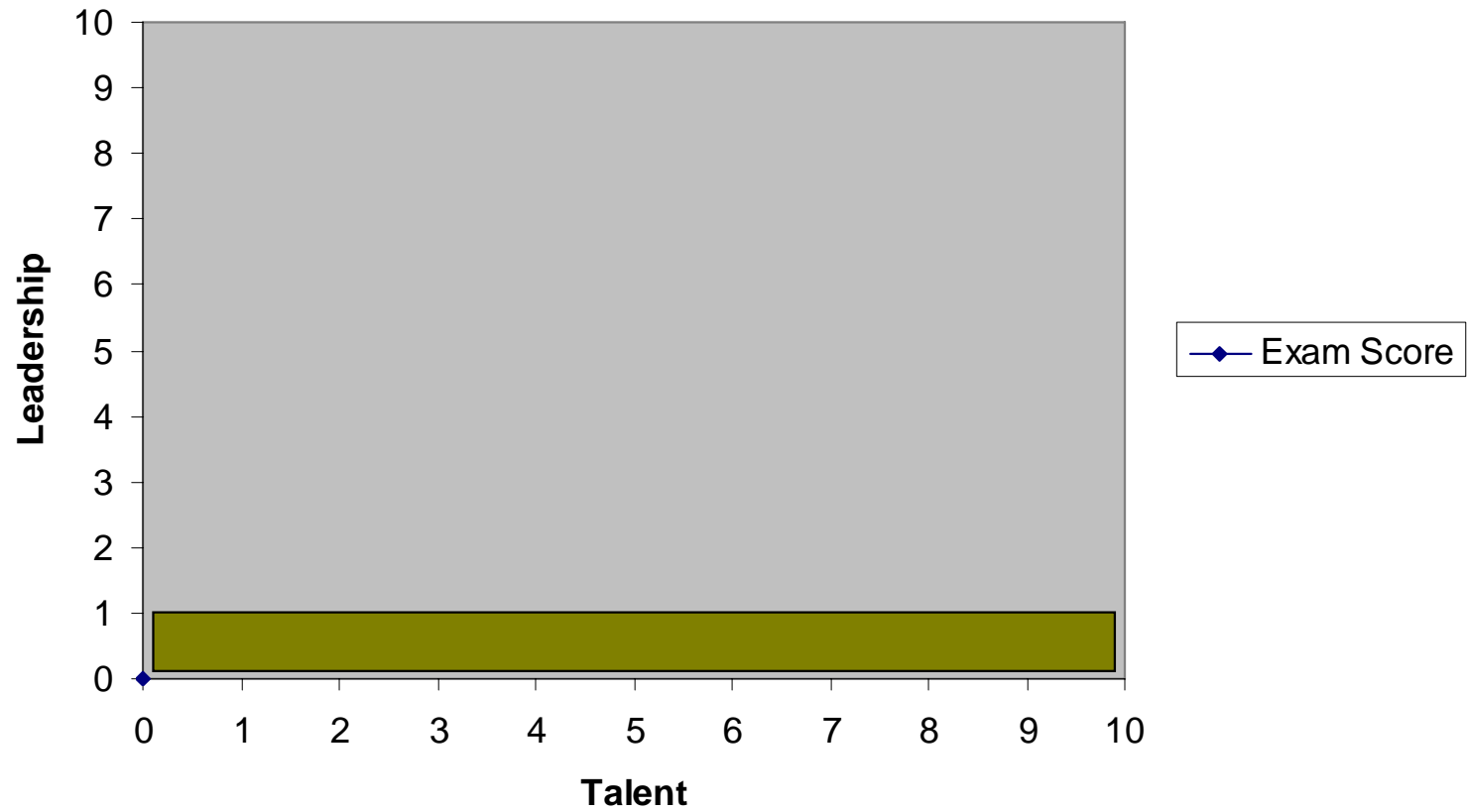
Leadership is...

- *Influencing others to achieve mutually agreed upon purposes for the organization.*
- *Possessing both a capacity to rally men to a common purpose and a character which inspires confidence.*
- *Forging a clear path for self and others to follow as you move toward success.*

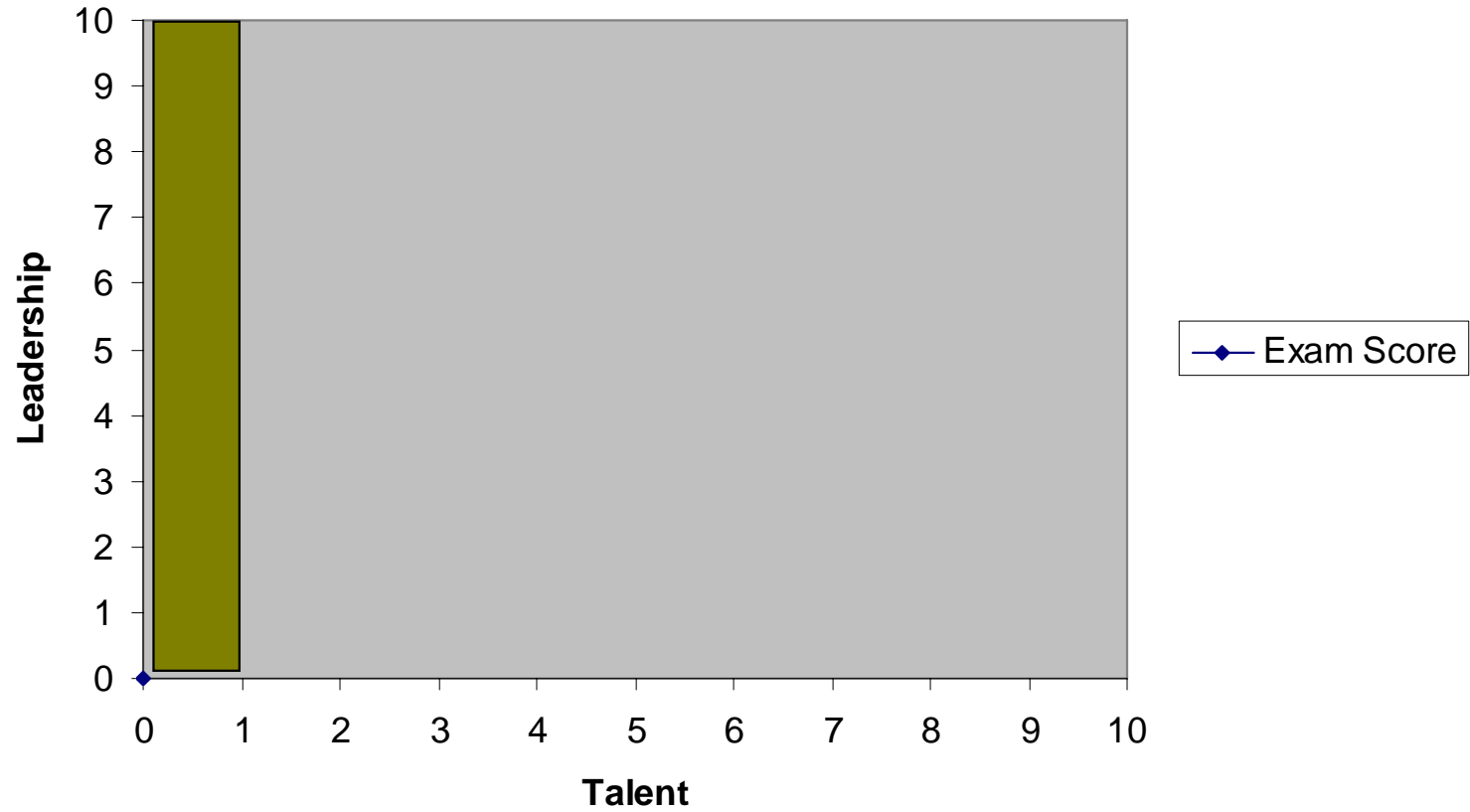
Effectiveness GAPS



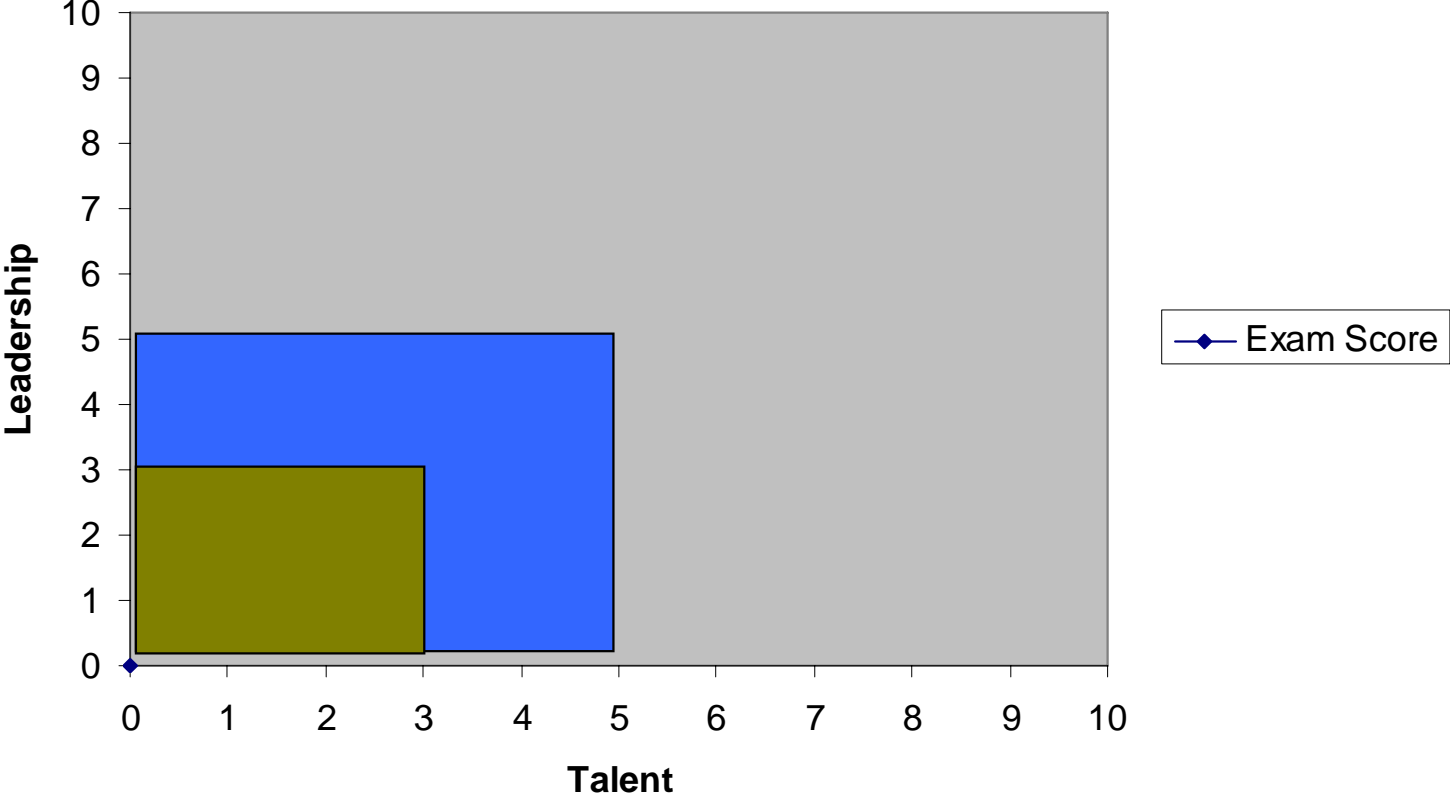
Effectiveness GAPS



Effectiveness GAPS



Effectiveness GAPS



Satisfaction

Hygiene Factors

Status

Relationships

Working Conditions

Rate of Pay

Supervision

Performance Gap

Policies

Dissatisfaction

Satisfaction

Motivational Factors

Growth

Development

Accomplishment

Increased Responsibility

Nature of the job

Recognition

Dissatisfaction

Performance Goals

It looks like this...

Consumer / Constituent Expectation

Actual level of achievement

Performance Gap

Opportunity to Perform

Hertzberg Side by Side

Hygiene	Motivational
Status	Growth
Relationships	Development
Working Conditions	Accomplishment
Rate of Pay	Increased Responsibility
Supervision	Nature of the job
Policies	Recognition

Hertzberg Side by Side

Hygiene	Motivational
Status	Growth
Relationships	Development
Working Conditions	Accomplishment
Rate of Pay	Increased Responsibility
Supervision	Nature of the job
Policies	Recognition

Three Key Leadership Ingredients

Vision

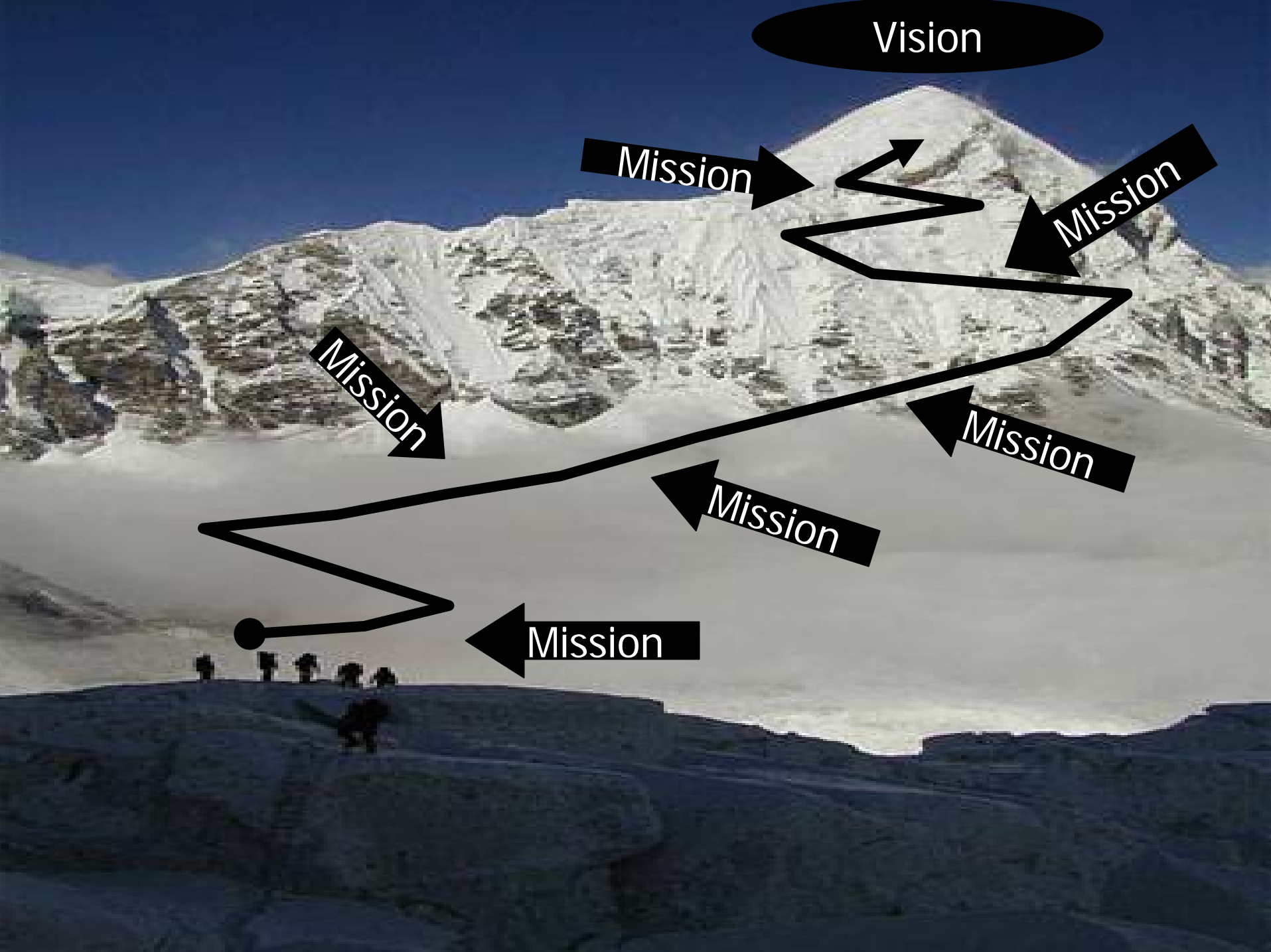
- ◆ Where are you going and what does it look like at the end

Mission

- ◆ How you are going to get there and what it looks like while it is occurring

Core Value

- ◆ What is important to maintain as we move in a given direction



Vision

Mission

Mission

Mission

Mission

Mission

Mission

Micro Management

Lack of Influence

Personality Conflicts

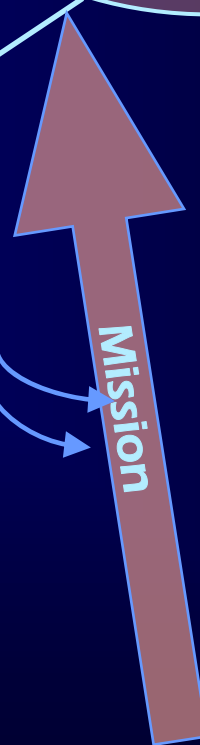
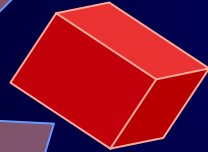
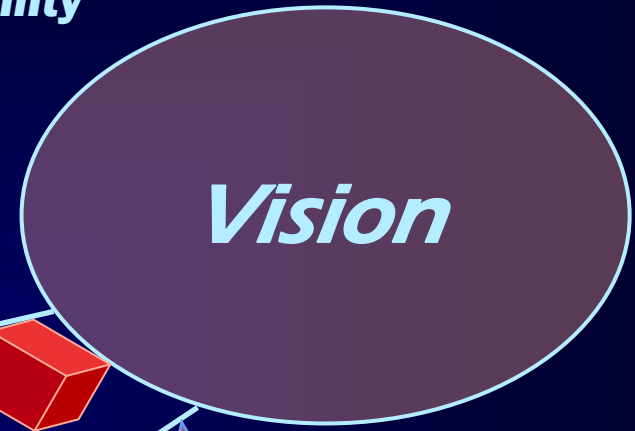
Poor Communication

Lack of Integrity

Unclear Objectives

Unclear Expectations

No Accountability



Clear Path for Self and Others

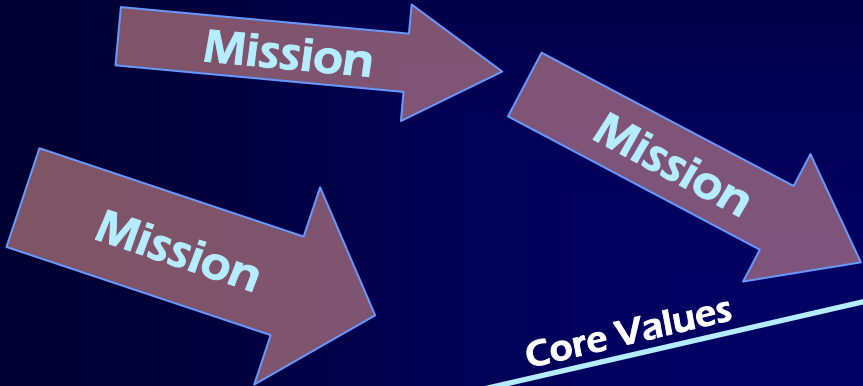
Core Values

Core Values

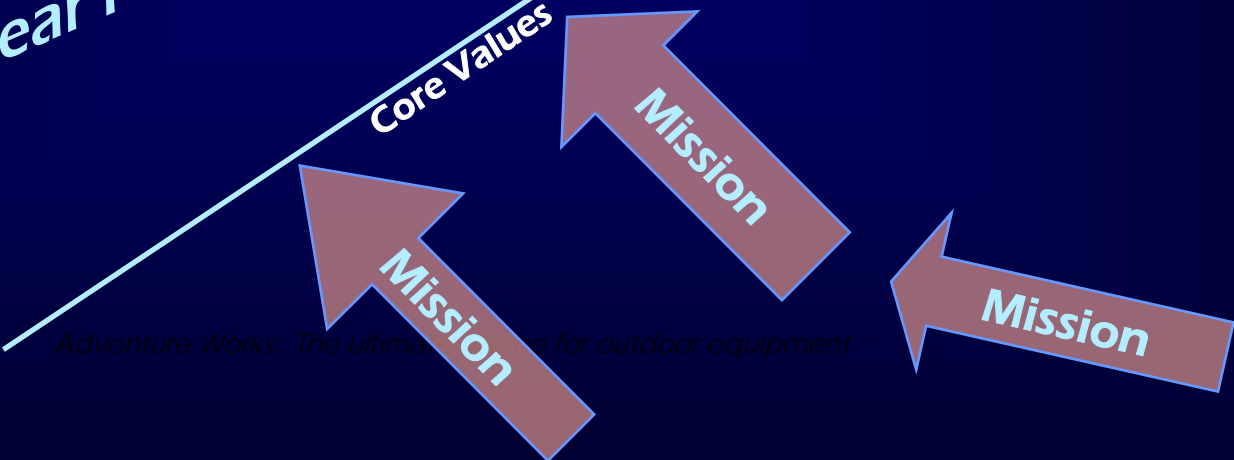
Adventure Works: The ultimate guide for outdoor equipment

Leadership in 4

- Immerse yourself in the LEADERSHIPOLOGY
- Develop both an individual and organizational leadership philosophy
- Begin to apply what you have developed and learned from leadershipology
- Debug with feedback and reboot with approval



Clear Path for Self and Others



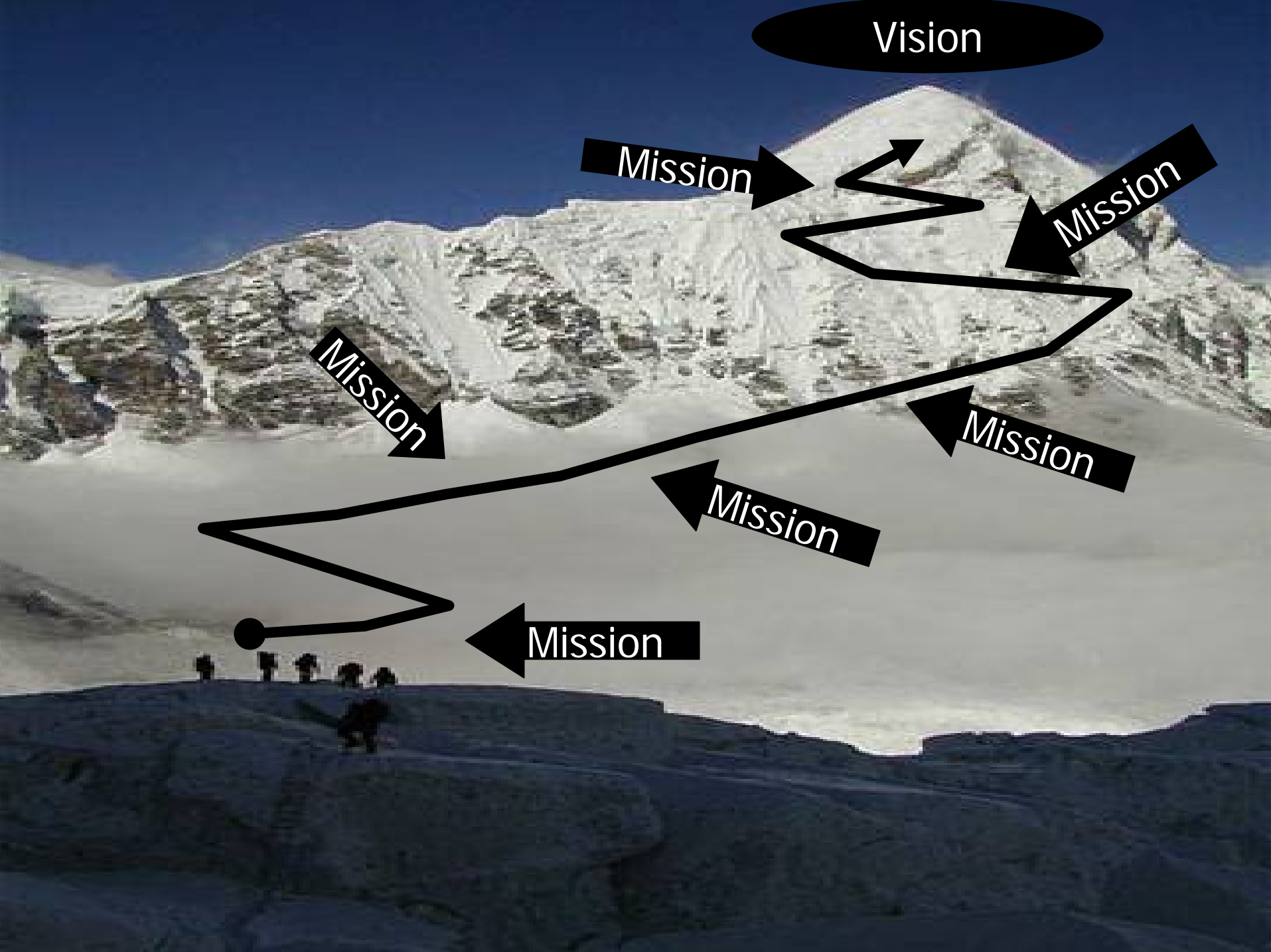
Adventure Works: The ultimate guide for outdoor equipment

Simple View of Business Leadership

The way to achieve success is first to have a definite, clear, practical ideal – a goal, an objective.

Second, have the necessary means to achieve the ends: wisdom, money, materials, and methods.

Third, adjust all means to that end.



Vision

Mission

Mission

Mission

Mission

Mission

Mission

- Focus is clear
- Recurring sense of achievement
- The best of you is called on every day
- You see others who experience the thrill and challenge of their job
- You share purpose
- You look forward