“Everything rises and falls on leadership.”

- John Maxwell

Ron Morrison

The Docentus Group
What are your total years of experience in this industry?
Leadership and Management Skill Impact...

- Revenue
- Profit
- Guest Service
- Guest Experience
- Morale
- Attitude

- Operations
- Safety
- Employee Retention
- Employee Relations
- Brand
- People

So does lack of Leadership and Management Skill!
“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!”
Mellisa Williamson, 35, a Bullitt Avenue resident, worries about the effect on her unborn child from the sound of jackhammers.
PERCEPTION DRIVES EVERYTHING YOU DO!
Who Said This?

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.
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 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 these percentages hold true for your organization or industry?

• Are these a real concern for you and your industry? Why or why not?

• What critical information can we get from these surveys and articles?
The New Me Generation
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 Egnera, 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, '1 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."
The New Emerging Workforce
or
The Really Me Generation

• Self – indulgent

• Immediate gratification

• Me first – everything else second

• Entitlement driven
What factors are leading to these results?

• Changes in American society?

• The Peter principle?

• The Dilbert principle?

• Perspective of how we see things?
Can you read this?

I cdnuolt blveiee taht I cluod aulaclty uesdnatnrd waht I am rdanieg.

The phaonmneal pweor of the hmuan mnid, aoccdrnig to rscheearch at Cmabrigde Uinervtisy, it deosn't mttaer in waht oredr the ltteers in a wrod are, the olny iprmoatnt tihng is taht the frist and lsat ltteer be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit a porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe.

Amzanig huh? And to tnhik I awlyas tghuhot slpeling was ipmorantt!
Addition

Harris Poll + Arizona Poll + Gallup Poll + The Really Me Mindset Generation + Flawed Perceptions

Equals What?
It looks like this...

**Performance Expectations**

**Actual level of achievement**

**Performance Gap**

**Opportunity to Perform**
Managing

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.
Leadership

• 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

Leadership vs. Management

Exam Score
What is needed...

Leaders who understand management
and
Managers who understand leadership
And
Both applying principles that create success!
Motivational Factors

- Dissatisfaction
- Satisfaction
- Recognition
- Nature of the job
- Increased Responsibility
- Development
- Accomplishment
- Growth

Performance Gap

Dissatisfaction

Satisfaction
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# Hertzberg Side by Side

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The next few slides represent some visual “do’s and don’ts” for effective leadership and management.
Church Of
The Cross

DONT LET WORRIES
KILL YOU
LET THE CHURCH
HELP

United Methodist Church
Get A BRAIN! MORANS

GO USA
ILLITERATE?
WRITE FOR FREE HELP.

ILLITERACY FOUNDATION
806 MAIN STREET

www.StrangeCosmos.com
STOP

NO STOPPING ANY TIME
MY BOSS TOLD ME TO CHANGE
THE STUPID SIGN
SO I DID
Three Key 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 Values
  - What is important to maintain as we move in a given direction
Mountain Climbing...

from Base Camp to Summit.
Base Camp: What I need!

1. I know what my direct supervisor expects of me at work.
2. I am provided the materials and equipment I need to do my job right.

What the Industry Said:
• Lack of clear communication
• Conflicting objectives
• Need of basic supplies not met
Camp 1: What do I give or get?

3. I am provided the opportunity to do what I do best every day!
4. I receive weekly recognition or praise for doing good work.
5. My supervisor cares about me as a person.
6. There is a person at work who encourages my development.

What the Industry Said:

• Function in crisis mode
• Just say “thank you”
• My supervisor is too busy to care
• Feedback on performance is limited
Camp 2: Do I Belong Here?

7. My opinions count.
8. The vision and mission of my company make me feel my job is important.
9. My co-workers are committed to doing quality work.
10. I have friends at work.

What the Industry Said:
- Never asked - told
- Vision and Mission are not known
- Do not know or understand quality
Camp 3: Can I Grow?

11. Someone has talked to me about my progress during the last six months.

12. Last year I had opportunities at work to learn and grow.

What the Industry Said:

• Feedback is limited
• Limited opportunity to “learn” and “grow”
• 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
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So, as a leader...

• What you say is important
• How you say it is important
• What you do is important
• How you do it is important
• Who you connect to is important
• How you connect to them is important
What is needed...

• A different perspective of how to see things.

• A leadership driven knowledge base and skill level.

• Creation of leadership effectiveness.

• Increased personal and organizational leadership and management capacity.
The Answer is Leadershipology

• Immerse yourself in the LEADERSHIPOLOLOGY

• 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