

ARE YOU A LOVE 'EM OR LOSE 'EM MANAGER?

Read each of the 26 statements below and check those that are most true for you. Be completely honest. Your score will tell you where you stand and what to do next.

1. _____ I inquire about how to make work more satisfying for my employees.
2. _____ I realize that I am mainly responsible for retaining the talent on my team.
3. _____ I know my employees' career ambitions.
4. _____ I demonstrate respect for the different backgrounds, values, and needs of my employees.
5. _____ I take steps to ensure that my employees are continually challenged by their work.
6. _____ I respect the work-life balance issues that my employees face.
7. _____ I make my employees aware of the different ways in which they can develop and advance their careers.
8. _____ When hiring, I look for more than a match of skills.
9. _____ I share with my employees most, if not all, of the information to which I'm privy.
10. _____ I apologize when I think I have hurt one of my employee's feelings.
11. _____ I encourage humor at work.
12. _____ I introduce my employees to others within my internal and external network.
13. _____ I encourage my employees to stretch in their own development.
14. _____ I am committed to my employees and value their contributions.
15. _____ I watch for internal opportunities for my employees.
16. _____ I support the work-related interests of my employees.
17. _____ I question and bend the rules to support my employees.
18. _____ I recognize and reward the accomplishments of my employees in a variety of ways.
19. _____ I provide my employees with as much choice as possible on how their work gets done.
20. _____ I tell my employees where they stand and what they need to do to improve.

21. _____ I take time to listen to and understand my employees.
22. _____ I take the initiative to learn what my employees value.
23. _____ I recognize signs of stress or overwork in my employees.
24. _____ I am tuned in to the special wants and needs of the GenX-ers on my team.
25. _____ I give power and decision-making authority to my employees.
26. _____ I continually try to improve upon my own managerial and retention strategies.

SCORING

Give yourself one point for each statement you marked as true. Then check here to see where you stand.

- 0-6: You are at risk of losing your best people. Start by asking “what it is they want?” Then immediately incorporate three to five of the ideas from this quiz and put them into action.
- 7-13: You’ve got work to do to keep your best people. Begin now to ask them, as well as your trusted colleagues, what’s working and what’s not.
- 14+: You’re on the right track to keeping your best people, but don’t stop now. Choose other ideas to work on and give yourself the praise you deserve.

LEADERSHIP STYLE QUESTIONNAIRE

This questionnaire is very important in determining your leadership style. Please respond to each item by placing a circle around the number that most accurately indicates your assessment of the statement as it pertains to you and your beliefs. Use the following scale:

- 1—Agree Strongly
- 2—Agree
- 3—Neutral
- 4—Disagree
- 5—Disagree Strongly

1. You agree that an organization's vision is an unseen power that influences behavior. 1 2 3 4 5
2. You often share information with employees. 1 2 3 4 5
3. A short period of chaos can be used to transform the organization. 1 2 3 4 5
4. You encourage the building of relationships through team interaction. 1 2 3 4 5
5. You believe that an organization's vision emerges from the interactions and collaborative efforts of organizational members. 1 2 3 4 5
6. By communicating with your employees, you can reduce resistance to change. 1 2 3 4 5
7. You think that chaos is necessary to introduce and develop new ideas and concepts in the organization. 1 2 3 4 5
8. You value new and creative ideas that are generated from cohesive team relationships. 1 2 3 4 5
9. You feel that your values and beliefs should be reflected in the organization's values. 1 2 3 4 5
10. You perceive communication as an essential tool for change in your organization. 1 2 3 4 5
11. You see chaos as an opportunity for the organization. 1 2 3 4 5
12. You agree that it is through the building of relationships that individuals sometimes recognize their self-worth. 1 2 3 4 5
13. Your organization's vision is a source of motivation for you and your employees. 1 2 3 4 5
14. You agree that communication is the lifeblood of organizational change. 1 2 3 4 5
15. You accept chaos as an essential process through which systems and procedures can be reorganized. 1 2 3 4 5

16. You agree that through the building of relationships, individuals can maximize their potential in organizations. 1 2 3 4 5
17. An organization's vision signifies its capacity, purpose, and aspirations. 1 2 3 4 5
18. When information is communicated to everyone under your supervision, it leads to greater adaptability. 1 2 3 4 5
19. When faced with a chaotic situation, you use it as an opportunity to create new levels of order and understanding. 1 2 3 4 5
20. As a manager, you encourage relationships as a means of building organizational commitment. 1 2 3 4 5

Score Sheet

Instructions: Transfer the scores from the questionnaire to the respective blanks below. Add each column, and then divide the total by five. This will yield comparable scores for each of the four categories.

<p>VISIONARY</p> <p>1. _____</p> <p>5. _____</p> <p>9. _____</p> <p>13. _____</p> <p>17. _____</p> <p>Total _____</p> <p>AVERAGE _____</p>	<p>INFORMS AND COMMUNICATES</p> <p>2. _____</p> <p>6. _____</p> <p>10. _____</p> <p>14. _____</p> <p>18. _____</p> <p>Total _____</p> <p>AVERAGE _____</p>
<p>ACCEPTS CHAOS</p> <p>3. _____</p> <p>7. _____</p> <p>11. _____</p> <p>15. _____</p> <p>19. _____</p> <p>Total _____</p> <p>AVERAGE _____</p>	<p>BUILDS RELATIONSHIPS</p> <p>4. _____</p> <p>8. _____</p> <p>12. _____</p> <p>16. _____</p> <p>20. _____</p> <p>Total _____</p> <p>AVERAGE _____</p>

OVERALL RATING – Where is your strength and concentration?

Visionary _____

Informs and Communicates _____

Accepts Chaos _____

Builds Relationships _____

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Management Issues: Making the Leap from the Street to the Office

Author: Keith R. Dutton, M.S.

Making the Change

Okay, so you've just been promoted to that new supervisory position, you're moving into a new station or office, and perhaps changing your schedule. On your very first day in this new position you'll have to decide how you will maintain or modify your relationships with previous coworkers, many of who were your personal friends and you now supervise. You'll also have to establish relationships with new peers and your new bosses. What will happen? What has to happen? You need to decide now.

The moment you get out of your car that first morning, perhaps in a new uniform with new insignia, you'll be perceived differently – you're a supervisor now, someone's boss, a person with a higher level of accountability and responsibility. "Can he or she still be my friend?" they'll ask themselves. "If I get into trouble, how fair will the discipline be?" "What about lunch together?" "Can our families still go on that vacation we planned together even though you're my boss now and not my partner?"

EMS, like other public safety agencies and the military, usually promote from within, which leads to unique problems. In many ways, it's easier to move into a new organization in a leadership role. You've watched the old war movies: the General is "the General" to all staff, until the doors are closed, and then Major Smith calls the General by his first name because they've been friends since college. And you'll be tempted to do the same thing – at times, it will be accepted, and at other times, not accepted. This changing of roles within the organization will be one of the most difficult times for you.

Being a boss means that you will not be perceived as the same person that you were last week. Former coworkers will observe you closely to see if you've changed, and guess what? Change you must! Why? Because if you don't change, you'll be an ineffective supervisor. This change is necessary because of your new position power. There are two types of power in a workplace: position power and personal power. The best leaders and managers have very strong personal power and judiciously use their position power. It's something you have to learn to use. Everything you now say or do carries a different and stronger message to those around you.

You're now in the middle of the organization, being judged by your subordinates as well as your superiors. You're performing a balancing act on a tightrope halfway between the street and the executive offices. Your former coworkers won't make this easy for you – it's to their benefit to keep you at their level following your promotion. In today's work culture, we strive for "team players" and "interactive managers," trying to keep everyone content. We want our bosses to be closer to us because the lines between work and family life have become blurred over the past 10 years (that's a whole other issue!) and we find some comfort in reducing the organization's hierarchy. That's one-half of the tightrope.

The other half are your new bosses and lateral supervisors who will also be looking for changes in you. It's easy to fall into the trap of continuing to be identified with your former coworkers, but you now have new coworkers and supervisors, and you want to be identified with them. And this will be uncomfortable for you. It's

something you'll really have to work at. Initially, you may not feel totally welcomed in this new environment, but remember that you can't work in isolation. Your new peers probably have a great deal of experience and you want them to share that with you so you can continue to grow.

Discipline

Disciplining former coworkers will be the most difficult thing you'll encounter as a supervisor. The challenge here is to separate your personal feelings from professional actions. While it's easy to state this, it's very difficult in practice unless you've already made the role change into your supervisory position. Being a friend to a subordinate does not relinquish your duties as a supervisor – this is the point you need to communicate to them before you have to discipline any of them. Your organization has standards that have to be met; one of your jobs is to enforce those standards.

Ideally you should accomplish this as a mentor, coach, or teacher before any adverse actions occur. When you have to discipline, you have entered into reactive planning. Hopefully your organization has a strong set of policies and procedures in place to guide your actions. You need to continually review policies and procedures to ensure that you follow all of the legal requirements for disciplining employees. Most mistakes made by supervisors regarding discipline are process mistakes – you'll have your T's crossed and I's dotted, but if you miss a deadline even by one hour, the employee usually wins.

Office Politics

You'll enter into a new realm of office politics with your new position. Here is an area you need to be real careful in. You're a supervisor now – gossip from your mouth will now be interpreted as “the word.” You'll really have to remember that old saying: “You have two ears and one mouth, so listen twice as much as you speak.”

But gossip isn't the only political animal at work; you also need to remember not to burn bridges. As a supervisor your span of control is greater than before; thus you'll have more interaction with different and difficult people. Always maintain a positive and optimistic outlook when dealing with difficult people and problems. Learn to say “no” when the situation warrants, learn to take risks, and learn to apologize when you are wrong. It takes courage to do these things, and courage is an admirable trait in the workplace, especially for a supervisor.

Practice the 3C's – communicate, communicate, communicate. Never let your supervisor be surprised by a situation you knew about! Also, begin to build trust in your employees by advocating that they keep you informed so that nothing ever surprises you. Trust is a great morale booster and is a win-win for all parties. (One of my personal favorite slogans is “Anticipate – Communicate – Consensus” taught to me by a previous mentor. Anticipate each and every situation, look for alternatives, seek solutions. Communicate with everyone about everything that is not confidential. Strive to achieve Consensus, remembering that consensus doesn't mean everyone agrees with the decision made, but rather, they can live with it.)

Challenging Your Employees

We all want to do a great job, and in EMS this can mean the difference between life and death. As you make the change into your new role as a supervisor, don't forget where you came from. Hopefully you've learned from the mistakes of others, and this makes you a better supervisor.

Don't let your employees know you're scared that first day. Set a tone for high achievement by outlining and reinforcing the organization's goals and how you want your employees to meet and exceed those goals. You need to be able to set direction and delegate to your employees. Remember that your employees want to believe

you have the skills to make things happen. Satisfy that need in them and make yourself a better supervisor! It'll be one of the most frustrating and rewarding challenges you'll ever face, professionally and personally.

About the Author: Keith R. Dutton, M.S., teaches management and business courses at Tallahassee (FL) Community College. He also serves as the organizational development manager for a hi-tech firm that supports Florida's 65 community college libraries. Keith spent 21 years in EMS, serving as an EMT, paramedic, firefighter, educator, department chief and state EMS director. He possesses a Master of Science degree in human resources management.

What you can learn about proper management from Captain Kirk

By Ted Anthony
Associated Press

For three years of prime-time television and decades of syndication, Captain James T. Kirk was many things: womanizer, breaker of rules, and defender of high ideals. But there's one side of Kirk you don't hear much about: *management guru*.

In the years that the Enterprise explored space, William Shatner's gold-shirted commander faced some of the biggest decisions that his corner of the galaxy demanded. You just try defeating a planet-eating "doomsday machine" without getting yourself and your crew killed; kind of makes your 2:30 with marketing seem manageable.

With Chris Pine giving Captain Kirk a new look in J.J. Abrams' new "Star Trek" movie and a recession machine threatening to eat our planet, it's a good time to look at one of the USS Enterprise commander's less examined skills.

Kirk delegated often, regularly putting his ship in the hands of subordinates. And when work bogged down, he rose to the occasion with a motivational speech that reminded the crew why their jobs mattered.

Here's what you can learn from Kirk to help you tackle your own management challenges.

BEST FRIEND OR TOUGH GUY?

KIRK'S DILEMMA: A transporter accident beams back two Kirks — a gentle one and a dark-hearted counterpart. The gentler Kirk realizes that his doppelganger is actually his (very useful) dark side.

YOUR DILEMMA: If you're too friendly, you can't make the tough calls; if you're too tyrannical, you lose loyalty.

WHAT YOU CAN DO: Make an honest assessment — are you dictatorial or a pushover? If you don't know, ask a trusted lieutenant.

"Leaders have to understand their own emotions," says Jane Barnes, a former division manager at AT&T, where she supervised 400 people — roughly the size of the original Enterprise crew. If your tough side needs improvement, try a stern talk the next time a mediocre performer blows a deadline. If you need more empathy, work on muzzling anger when you're dealing with someone who doesn't deliver. Project that you're supportive but not to be trifled with.

A bit of the dark side can be a good motivator, says Barnes, who now teaches MBA students at Meredith College in Raleigh, N.C. "Even though we want our leaders to have some emotional intelligence, they have to know how to say no."

KNOW WHAT'S REALLY GOING ON

KIRK'S DILEMMA: A subterranean creature is killing workers on a mining planet. The miners want the creature dead, but Kirk learns that the "monster" is protecting her eggs, which the miners have been destroying.

Enlightened, Kirk brokers a truce.

YOUR DILEMMA: Not being blinded by your own expectations or what you're told by subordinates. Assembling an accurate picture of what's going on.

WHAT YOU CAN DO: Create room for dissent and never punish people for their candor. Praise your lieutenant in a performance review for the time she disagreed with you strongly in public. Reward contrarian comments in meetings; when you act on them, follow up publicly.

“Don't become a prisoner of your preconceived notions,” says John Barnes, author of *John F. Kennedy on Leadership* and a “fanatic Trekkie in my misspent youth.” Barnes adds: “One of the things I liked about Kirk from a leadership perspective was that he was willing to look at things from different points of view.”

MANAGING CHANGE AND PREVENTING STAGNATION

KIRK'S DILEMMA: Two planets at war for five hundred years have made their battles virtual; victims of attacks obediently report to disintegration chambers. Kirk breaks the stagnation by destroying one planet's computer, triggering a possible real conflict so peace can finally be negotiated.

YOUR DILEMMA: In the fiercest recession of their working lives, members of your team can't grasp that they have to change to survive.

WHAT YOU CAN DO: Gather your staff and talk straight. Tell them they must understand the company's new goals to stay relevant. Reward innovation; reduce commissions for repeat business and use the money to create incentives for bringing in new business. Most of all, keep following through.

“In a business situation, what Kirk did would have been a first step,” says Paul Olk, professor of management at the University of Denver. “People have to be ready for those new responsibilities. “You have to give them not only the capabilities but the orientation: How do you think of things differently?”

MANAGING UP

KIRK'S DILEMMA: A superior officer who lost his starship and crew while trying to destroy a giant mechanical “planet eater” in space seizes command of the *Enterprise* and is about to make the same mistake. “Not with my ship, you don't,” says Kirk, who promptly uses insubordination — a recurring implement in the James T. Kirk leadership toolkit — and orders Spock to relieve the interloper of command.

YOUR DILEMMA: Your boss has ordered up something you know will be bad for the company — and disastrous to your career. You have to figure out a way to get around the order without it being equally disastrous to your career.

WHAT YOU CAN DO: Be overtly useful and take pains to make your boss' job easier. That way, when you have to make it more difficult for him, you've banked some credit. Don't make snaky end runs to higher-ups without realizing that, if you get caught, you're going to suffer. And if you encounter a situation where you have to confront a superior, be prepared to articulate your reasons calmly without sounding defensive.

“Kirk always made the guy who was making the trouble realize the trouble he was making,” John Barnes says. “Explain: ‘We've always done it this way because ...’ ‘And if we're going to change it now, it's going to have an effect on our credibility.’”

That approach only works within limits, though. If you can't resolve the philosophical differences, ultimately it may be you who needs to find the door. “If your boss is not doing what is in the best interests of your

organization,” Barnes says, “you may have to find another organization to work for.”

PUTTING YOURSELF IN OTHERS’ SHOES

KIRK’S DILEMMA: Sigma Iotia II has modeled its entire culture on a history book accidentally left behind by an Earth ship — “Chicago Mobs of the Twenties.” It’s ruled by warring gangsters in pinstripes who “put the bag on” Kirk and his landing party and demand sophisticated weaponry. Kirk dresses up like a mobster, affecting an accent that’s equal parts Bogart and Tony Soprano. Then he takes over everyone’s turf to show the motley crew of squabbling mafiosi that could benefit more by working together.

YOUR DILEMMA: There’s the weird guy with the facial tic who can’t look at anyone when he talks. There’s the strutting former college jock. And there’s the utterly insensitive lout. You’re the boss, and you have to communicate with — and motivate — each of em.

WHAT YOU CAN DO: Be gentle and encouraging with the awkward staffer, jocular with the jock and low key but firm with the lout. In other words, as Scotty the engineer once said, choose the right tool for the right job.

You can’t manage everyone the same way. So study these guys. Learn their language and what matters to them — be it money or job security, stature or job satisfaction. If you know what makes them tick, you can fix the broken gears.

“It breaks down the barriers of who you are and shows a sense that you are trying to connect with them,” Olk says. “You can’t always get into it to the level that Kirk did. But if you have time, that kind of connecting is huge.”

MANAGING ACROSS GENERATIONS

KIRK’S DILEMMA: Young space hippies in floral prints hijack the Enterprise. A prickly Kirk shows little interest in understanding people he views as undisciplined rabble-rousers — despite the fact that a little tolerance might help him get his ship back.

YOUR DILEMMA: Your team is brimming with younger employees who want praise for every assignment, ask for perks left and right and bristle whenever they have to work through dinner.

WHAT YOU CAN DO: Show younger staffers you’re going out of your way to understand how their needs might differ from mid-career team members. Talk to them, not at them, and ask a lot of questions. This is the self-esteem generation, remember, so make them feel valued.

Understand that millennials sometimes prioritize quality of life over work, and realize that styles of communication differ — what you view as entitlement might simply be a different method of self-expression. Finally, recognize that company loyalty is on the wane.

“People are going to be coming in and out all the time,” says Jane Barnes. “Utilize the strengths they do bring in but recognize that you can engage them as much as you want but they’ll probably be leaving anyway.”