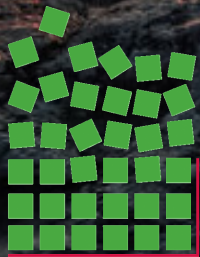


The New Normal:

Planning for the Future *(Again)*



CHANCE
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Introduction

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Main Topic Tonight

Leadership

How to Stay on Track



A Discussion About

What to Ask the Person in the Mirror

Robert S. Kaplan

in the

Harvard Business Review



Questions to Meet Leadership Challenges

1. Vision and priorities
2. Managing time
3. Feedback
4. Succession Planning - Delegating
5. Evaluation and alignment
6. Leading under pressure
7. Staying true to yourself

Why These Questions?

- We don't know what the future will bring
- Right now we have less than a 50/50 chance that it will be positive – IMHO
- Uncertain times require good leadership, **at all levels**, and a focus on priorities
- Changes are inevitable
- The need to adapt is inevitable
- Change is not always easy

Leadership Issues are Old!

For if the trumpet gives an uncertain sound, who shall prepare himself to the battle?

~ 1 Corinthians 14.8

1. Vision and Priorities

- If you are a manager or supervisor, how often and how well do you communicate the vision and priorities of your work?
- How do people who work with you know what is important? How can you delegate if they don't know?
- How often do you talk about the ways in which things should be done, not just getting them done?

- It is impossible to be a leader if you don't have good followers, and you won't have good followers if they don't understand where you are all going
- Research shows that workers need and want more guidance – not micromanaging, but attention and information about priorities

For You to Do!

- Ask your employees, subordinates, co-workers:
 - ◆ what they think the “vision” is for your organization – where you are going
 - ◆ what the top three priorities are right now
- How well do their answers reflect what **you** are thinking?

2. Managing Time

- How are you spending your time?
- Does that line up with the vision and priorities you have stated for the organization?
- How are your subordinates spending their time, and does that line up with priorities?
- How do you keep track of your time and how it is spent?

- Chances are you are spending time on tasks you should be delegating to others
- Administrative “junk” will take up all the time you have if you let it – it can also become an excuse to “hide” in your office
- “Multi-tasking” can waste time, not use it effectively

For You to Do!

- Write down the vision/objectives of your organization and top priorities
- Keep track of your time for a week (develop 5-6 categories) and see how it lines up
- Have your key staff members keep track of their time, give a copy of the results to you, and hold a discussion of what you have all learned

3. Feedback

- Do you give timely, direct, and useful feedback to people?
- Regular coaching is as important or maybe more important than an annual “evaluation”
- Do you have individuals at various levels in the organization that will give you the “straight shot” of truth when it is needed?

- People want to know what they can do better to be more successful, and they need to know more than once a year
- Being frank and helping people correct what they are doing badly or not doing at all is doing them a favor
- Coaching people to give you constructive criticism, and acting on it, will build trust

For You to Do!

- Keep a log of your interactions with direct reports – coaching opportunities you have made with each of them at least every quarter
- Ask five or six of your direct reports what you could do better – and keep them talking until they give you the bad news!

4. Succession Planning – Mentoring

- At every level, leaders should be looking at who can move up – who should be mentored to take positions in the future
- If you aren't doing this, you may turn into a bottleneck in the organization because you are not delegating responsibilities to staff members you trust to be able to do them
- If people don't think they can move up, they may move on!

- You need to give responsibilities and demanding tasks to others to help them develop
- You need to coach them so that they will be successful taking on more tasks
- They in turn allow you to delegate more and spend your own time better

For You to Do!

- Write down what are you doing that really should be someone else's job
- Why are you doing it?
- How can you delegate that responsibility and be comfortable about it?
- Who have you identified that can move up at the right time, and what are you doing with them to get them ready?

5. Evaluation and Alignment

- Are you paying attention to the changes in your business environment that would require a change in the way you organize and run your business?
- What would you do if you could start with a clean sheet of paper?

- What would your manager or supervisors do if you allowed them to start with a clean sheet of paper?
 - ◆ They are probably less invested and less sensitive to issues associated with change than you may be
- How do you get the best ideas for dealing with all that is changing in your world?

For You to Do!

- Consider whether your organization is structured for the best responses to the changes in our industry
- If you were starting over, what would you do differently now?
- Would it be a good idea to ask those key staff around you those same questions?

6. Leading Under Pressure

- Stress is a daily part of life
- It affects individuals differently, and different things are stressful to each of us
- When you are in a stressful situation, staff members watch your every move, and imitate many of those moves
- If you are a “yeller” or a “blamer”, you are likely to cultivate that in your staff

- If you are difficult to work with under stress, staff members are less likely to deal frankly with the issues
- Over time you won't find out the bad news until it is worse

For You to Do!

- Ask yourself what you do under pressure, and if you have habits you should lose
- Ask trusted staff the same questions, but be prepared to pry it out of them
- Ask your friends – they know how you are under stress, even if they do not work with you
- Develop other ways to react to stress and monitor yourself

7. Staying True to Yourself

- A career is a marathon, not a sprint
- If you aren't true to yourself, you won't last
- Are you trying to be the sort of person your boss wants, or your staff wants, or that you think will get you ahead?
- Are you so “politically correct” that you are ineffective?
- Do you keep your views to yourself?

- Arriving at good solutions takes a variety of ideas
- Sometimes a thorough debate with strong opinions is the best way to reach a compromise and a way forward
- Don't be afraid to express your opinions, and encourage your staff to do the same

WHAT MATTERS MOST
IS HOW YOU SEE YOURSELF.



Remember . . .

- Over your career you have to change your strategy based upon your position and what you want to accomplish
- Planning for the future never goes away
- “Normal” today isn’t “normal” tomorrow
- “Business as usual” won’t work long
- Plan your work, and work your plan

Thank you!

*And as Edward R. Murrow
used to say:*

Good night, and good luck!