

What kind of manager do you want to be?

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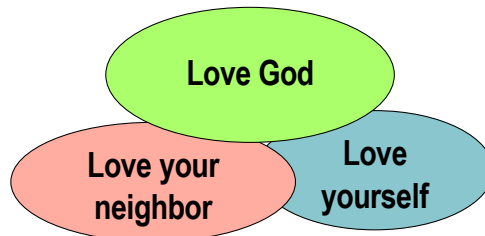
Welcome to this seminar in the Personal leadership development. This is in the Business Coaching Programme. This seminar is about “What kind of manager you want to be”. My name is Bengt Åkesson.

The Great Commandment

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**“Love the Lord with all your heart,
with all your soul and all your mind –
and your neighbor as yourself!”
(Matthew 22:37-39)**

**What does it mean to you as a
manager according to your
– Employees**



In the great commandment we read about that we should love our neighbour as ourselves. And the question is what does it mean to you as a leader? What does it mean to your relationship to your employees? That is the important question.

Two types of managers



Your staff needs someone to tell what to do and when.



Your staff have needed competence and continues to work also when you are away.

How do you get from the first to the other?

To answer this question we begin with two different role models. The first one is the “Boss” and the second is to be a “Leader”. All managers need to act as a “boss” sometime. That means there are always situations where you need to say to your employee exactly what has to be done, when the job should be ready and how it should be done. That is very natural. Probably you are already a boss today. As soon as you have employees you need to get in the role of a “Boss”. Your employees also see you normally as a “boss”. It’s important to realize that it is like that.

But we can also talk about a role as a “Leader”. That is somebody that leads people towards a goal. Somebody that helps people to grow. That helps people to think and do things without detailed instructions.

A boss needs to give detailed instructions to every step of the work which should be done. A leader instructs about the goals and the employees know by themselves what to do. Actually the leader doesn’t need to be at the workplace at all. A great advantage for you as a leader is that it releases some of the energy from yourself. Things might be done even better than with your instructions and you may be on another place using your time for other things.

We can say that in many aspects Jesus was a leader. The disciples followed him and Jesus helped them to do and get a behaviour that was related to himself.

How can you go from being a “Boss” to become a “Leader”?

- **Everybody should be able to convey their feelings and thoughts openly.**
- **Don't say how things should be. Ask them how they think it should be. Often they have the answers themselves.**
- **Give specific positive feedback – often!**



How do you act as a leader? What practical things in daily life do you do as a leader? An example is when an employee ask you about what to do you start a dialog. You ask him “What do you think about it?” How will we do it in the best way? Many times I think that a boss is underestimating the employees capability to solve different problems and find solutions may be in a better way and the boss do himself.

1 So one important behaviour is to invite the employees in solving problems and find the best way of performing the tasks

2 Another important behaviour is to give positive feed back. Quite often that is done by helping them to see what they are doing in a good way.

3 A third important area is to open up for discussions and open dialog about their work so If they can convey their ideas an feelings. That creates an open scene for new ideas and enhance responsibility.

Leadership

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Talk regularly with your staff about:

- Mutual values and goals
- Work environment: physical and social situation
- Need of development of skill and behaviour



Evaluate your staff

As a leader you have to communicate your values and goals. That you have to do regularly. You have to talk about the values and the goals. That is your responsibility in order to help them get an understanding of the goals and how to perform in order for them to achieve what you want of them.

Another area to talk about is the working environment. Their physical and social situation in order to improve and take away obstacles in their work.

third area is to have a dialog about development of their personal skill and behaviour.

It's important that you as a leader evaluate your staff in an open dialog not to criticize them but to help them grow personally in skill and motivation.

What motivates your staff

Motivators

- + Positive feedback from others
- + Good relations at work
- + Be proud of the result of your work
- + Learning and understanding
- + Use of skill and creativity
- + Persons as good examples
- + Be the champion

De-motivators

- Unfair leadership
- Conflicts and intrigues
- Punishments
- Bad working conditions
- Unsafe employment
- Low wages in relation to others



The first of all duty you have as a leader is to motivate your staff to perform in their best way. What are the factors that motivates your staff to perform? Here are some examples of motivating factors to have in mind: Positive feedback from others both from managers and colleagues. Good relations at the workplace is actually many times the main reason for people to go to work. To be proud of the result of the work motivates strongly. To learn new things and understanding how things work is great fun. And then to use and show others your skill and creativity may be a strong drive force. To perform at least as well as your friends may be motivating, at least you don't want to be less good. Really, to be the champion is many peoples motivation. Then there are many factors which act in the opposite way – De motivators – issues that make people to perform on a lower level. Here is some examples of the de-motivators: If you feel you are treated in unfair way by your manager you will not perform very well. If there are conflicts and intrigues at the company many will even hesitate to go to their job. If a person has been punished, even by good reasons he wont work hard in the future perhaps like a protest. When the working conditions make it hard to work or even be dangerous, you may ask yourself why should I bother about this job. If you don't know if there will be a job next week you tends to spare on the job. And the low wages in relation to others. Many think that the salary is a motivator but mostly it isn't. You always compare your salary with others especially they with higher salary and then feel disappointed. "Why shall I work so hard here when he is getting more money for less job?"

Coaching questions

- **In which situations might you have to act as a boss?**
- **In which situations might it be possible for you to act as a leader?**
- **Which first steps do you need to take to change your leadership style from boss to coaching leader?**
- **How can you give more positive feedback to those who need it most?**
- **What in your leadership might be de-motivating for your employees?**

So finally, what are your reflections related to this area? Do you want to be a “Boss” or a “Leader”?

Here are some coaching questions for that reflection.

Talk with your coach about these questions. Or with some of your friends. Someone that may help you to find your unique story. God bless you in adopting a leadership style that will help you to have good relations with your employees.