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Management Styles

John Gallagher, Stokes Nature Center
Jen Levy, Stokes Nature Center (scribe)
Heather Chadwick, Fairview Lake
Saul Weisberg, North Cascades Institute
Cynthia Harrell, Crow's Neck
Janet Bridges, River Woods
Rebecca Pardo, Yellowstone
Tyler Gault, Camp Cosby
Jenny, Yellowstone
Bob, Yellowstone
Maggie, Camp MacDowell
Jeff, North Cascades
Jack Shea, TSS
Jim, Camp Cosby YMCA Texas
Ken Voohris, Tremont
Becca
Tudi
...and they kept coming in...

Key Questions:

- Special considerations for managing seasonal staff
- Difficult employees
- How to create ownership (passionate versus uncompassionate staff)
- What is your leadership/management style
 - i.e. adapt, migrate, or die
- Is there a style to use consistently to manage different employees?

Discussion on management styles:

It can be driven by the staff you are managing so lets explore our current situations

Management Styles/Issues of this group

1. ED of his center, large staff so he both manages and inspires his staff
2. new to her organization, her management is evolving, also must be considerate of past staff who have been there, not step on toes
3. Ed director, manages 2 educators and contract folks, question is how and what to delegate?
4. ED of center, manages staff and then switches gears to manage the trustees
5. Operations person, must work with personnel with different mgt styles
6. how to manage collaboratively with other managers
7. admin person – manages with logic, not as much hands on, is described as the “fixer” but recognizes people need to solve their own problems

8. educator – struggle is with how to manage the kids and the adults
9. sees management as a powerful way to inspire people and is fortunate with surrounding herself with great people
10. program director who makes the decisions but provides the rationale to her staff, this works well with passionate, motivated folks but is challenged with the staff member who needs more hands on management, how “heavy handed” can we be?

“Lead People, Manage Situations”

Inspire more, manage less

3 places where organizations screw up: 1. Not clear about what the policies are or clear about roles and responsibilities, 2. Not clear of how decisions are made and not including the staff to establish trust, 3. Must know how personnel problems are resolved, the mechanism in the organization for resolving conflict must be in place and known by staff

Success is based on relationships with staff

Bottom line is the manager makes the decision

Delegating responsibility is challenging if the information is not given how to do it, very tough for detail oriented managers, must give clear tools

Good book on management from an inspiring coach’s perspective is from the Duke University men’s basketball coach, Mike Krzyzewski. Leading with the heart

We also lead and inspire people in our organizations who we do not manage, i.e. through a director’s team meeting

How does that work at TSS with two campuses, multiple locations? It all depends and the simple truth is through having multiple directors who meet regularly and share “case studies.” The team shares and teaches each other how to lead. A culture has been built as a result. Jack’s job is to “make everybody see the wisdom of the whole.”

What is a manager’s responsibility in establishing a culture and assessing the staff’s opinion of the culture? Its hard to change a culture in an organization unless everyone is on board and trust exists. Often times we must prove ourselves as managers. If its negative, we must figure out why and fix it. The culture might support whining so the leaders must stop it – take action with individuals.

The cancer of bad attitudes

“The flogging will continue until the attitude improves.”

Book recommendation, The Management Styles of Attila the Hun

“It’s a Yellow Rock” is the term used to describe something that has always been, something that can’t be let go (used to be a yellow rock behind the door, was still referred to even after it was thrown away)

Encourage staff not to whine about something but to question why, talk about the “elephant in the room”

Although we might be approachable, there is a power differential so we need to confront situations and not wait for them to come to us. Make ourselves accessible and appreciate different perspectives, fresh perspectives. Ask for input and create an atmosphere where that can happen. One suggestion: permanent staff Round Table discussions

When an organization has drastically different managers, how do we embrace different styles? You have to honor the different styles but the key question is how decisions are made. It needs to be clear that the decisions are made a certain way by perhaps fewer people. How we get to the end result is less important to what is the end result.

If we want consistency in how managers supervise staff we must be good in communicating the outcome desired. Let My People Go Surfing book

Take the example – the manager thinks they are one way, the staff has a much different opinion. Do we ask our staff to evaluate us? Can we change our behavior to communicate differently?

The answer to many situations is “It Depends” so the key lies in having an understanding of a number of different styles. There is no silver bullet to management.

If it meets the bottom line, does the process matter? You can read books galore, but it comes down to the output. Some is learned, some is intuitive

Intersection between recognizing different management styles and the culture of your organization - you can set the organizational culture while recognizing the different styles

How do we create trust in an organization? Communicate trust and “practice” failing

Themes identified:

Trust

Consistent management

Rationale

Consider results, make changes if needed

Admit mistakes, “I Screwed Up!”

Ask staff to evaluate supervisor.

3M management: Mistakes Must be Made

(The good news is nobody dies) If that is the worst thing that happens approach

Maintain Your Sense of Humor!!

Rules versus personal prejudices

The End...beer and wine to drink!!!