LEADING DURING DIFFICULT TIMES

Transit Management Certificate Program
Westgate Center for Management Development
University of the Pacific

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Peter Johnson - Director
Create a New Model for the Future
Introductions

Peter Johnson – Director
- The Westgate Center for Management and Leadership Development
  - Former business owner
  - Executive VP of a National Financial Firm
  - Worked with organizations for 20 years
  - Transit Management Program
  - Help organizations achieve their goals through better leadership

Participants
- Name and organization?
- Why did you come to this session?
- Are things getting better, worse or staying the same?
Leading in Difficult Times

Challenges:
- Employees not focused (SCARED)
- Lack of trust
- Decline in commitment
- Good employees leave
- Safety issues

Opportunities:
- Get rid of dead weight
- Get lean and mean
- Think outside the box
  - It’s now broke so fix it
- Be innovative. Find new opportunities (service and processes)
- Expand services
“You don’t ever want a crisis to go to waste; it’s an opportunity to do otherwise important things that you would otherwise avoid!”

Rahm Emanuel – President Obama’s Chief of Staff

Have you changed the way you’re doing business or are you doing the same things harder?
What Leadership Challenges Are You Facing?
The Value of Great Managers

- Motivate employees
- Lower employee turnover
- Reduce risk
- Remove obstacles
- Create better customer service
- More effective employees that reach their potential

Which leads to happier employees, lower costs, higher revenues and greater profits
Does this guy work in your organization?
When leading in tough times, what leadership practice is MOST important to achieving business goals?

- Engaging employees to ensure organizational alignment & commitment: 51%
- Clearly defining roles & expectations: 21%
- Making efficient & informed personnel decisions: 13%
- Developing current skill base & capabilities within organization: 15%

Source: Right Management online poll of 677 senior leaders and human resource professionals, conducted January to February 2009.
6 Rules For Leading During Difficult Times
Rule #1: MBWA

- Observe first hand
- Visit their turf (less threatening - better feedback)
- Gather ideas
- Make yourself approachable (NYC)
- Build support, trust and credibility
Rule #2: Leaders Need Vision and Passion

- Create a vision
- Create passion that motivates
- Get buy-in
- A clear mission allows you to stay focused and creates clarity
Stay Focused

“Frequently, the difference between success and failure is the resolve to stick to your plan long enough to win.”

David Cottrell

“Things that matter most must never be at the mercy of things that matter least.”

Johann Wolfgang von Goethe

“Our goals can only be reached through a plan, in which we most fervently believe, and upon which we must vigorously act. There is no other route to success.”

Stephen A. Brennan

“The only thing we have to fear is fear itself”

Franklin Roosevelt
Rule # 3: Know Your People

- What makes them tick?
- What are their career goals?
- What are their strengths and weaknesses
- How do they spend their time away from work?
- They make their people feel important
- They provide training to maximize an employee's potential
- *Know who is committed to the organizations goals?*
Rule #4: Develop Employees

- Do they enjoy their job?
- Are they challenged?
- Identify and capitalize on each person’s uniqueness
- Skills they would like to acquire?
- Three year vision?
- Other opportunities in their department or company?
- Care about your employees
- Look for new talent

“A good manager is a man who isn’t worried about his own career but rather the careers of those who work for him. My advice: Don’t worry about yourself. Take care of those who work for you and you’ll float to greatness on their achievements.”
H.S.M. Burns – President Shell Oil

“Leaders get behavior they exhibit and tolerate”
Rule #5: Know Your Business

- Stay close to the action (day to day operations)
- Visit sites and people. Engage the front line people
- Ask the tough questions (how, when, who, why, where)
- Honest with themselves about the business
- Instill innovation into organization to enhance value to the customer
- Eliminate time, resources, people and $ that don’t generate value
- Watch cash flow!
Communication is like…
Rule #6: Leaders Create Clear Communication

- Good managers spend 80% listening
- They provide opportunities to engage with employees
- Check for understanding (paraphrase)
- They ask follow-up questions
- They get 360 degree feedback
- They respond to people quickly
- They vary their communication methods
- They value different points of view (janitors)
- They provide clear expectations
Recent Examples

- US Airways – CEO is meeting weekly with pilots
- Quicken – Weekly lunch meetings with employees
- PricewaterhouseCoopers – Managers are roaming the halls talking with employees
- Olympus Corp – Holding town hall meetings
- San Joaquin RTD – Multiple open forums

What are you doing to build communication?
From the Book: *The Five Dysfunctions of a Team* by Patrick Lencioni
“Most people vastly overestimate the extent to which more money would improve our lives. The daily activities most associated with happiness, (studies show), are sex, socializing after work, and having dinner with others. According to one study, joining a group that meets just once a month produces the same happiness gain as doubling your income. According to another, being married produces a psychic gain equivalent to more than $100,000 a year.”

David Brooks in The New York Times
Wrap-up

- One idea you will implement at work
- Questions & Answers
- Evaluations

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