

# Building Effective Leaders

- ⇒ Traits of a Leader
- ⇒ Effective Communications
- ⇒ Conflict Management
- ⇒ Decision Making
- ⇒ Problem Solving
- ⇒ Hidden Costs
- ⇒ Meeting Management
- ⇒ Circular

## Participants have said:

“Very informative, opens eyes to issues that are going on.”

“Trying to think about how I can improve my job performance by 5%”

“Helps you see things from another perspective.”

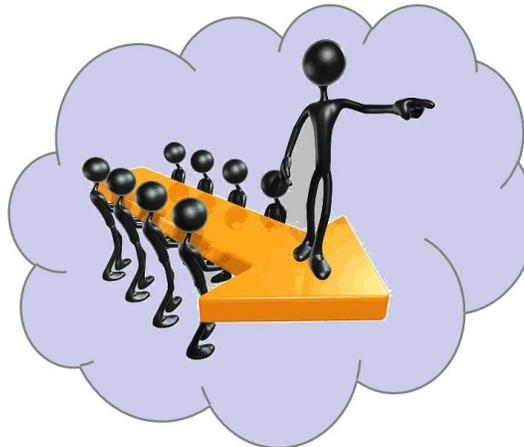
“It related to problems we are dealing with.”

## Do you have leaders on the front line?

Do you believe you have effective leaders on the front line? Do they have all the desired leadership traits? Do they have what it takes to lead a team to success?

When you assign new people to a leadership position, you expect them to be able to deal with the team members effectively and without any difficulties.

Being an effective leader is a tough task and many people fail to perform their



leadership duties properly.

First line leaders are responsible for productivity. They must keep their team as well as the individual

members of the team, and their equipment, in top shape and operating as efficiently as they can.

Achieving this goal is easier said than done.

Dealing with a group of people who have to work together towards a common goal is not easy.

Conflicts and disagreements arise on a constant basis and the team leader has to deal with them effectively in order to get the desired results.

## What do you want your leaders to do?

### Communicate

Too often the message that is sent is not always the message received. This leads to safety issues, reduced productivity and can lead to personnel conflicts.

### Deal With Conflicts

Unmanaged conflicts and disagreements tend to inhibit the team spirit and create differences among the teammates.

### Make Quick Decisions

An effective team leader must be prepared to make quick practical decisions so that team members do not lose their focus. .

### Motivate Others

Keeping team members motivated is one of the most important tasks that a team leader is supposed to accomplish.

### Be Assertive

If the leader becomes aggressive rather than assertive, the team may stop working on goals and delivering on time.

### Take Responsibility

If, instead of taking responsibility, the leader blames members of the team, the team may become alienated with disastrous results.

### Eliminate Competition

While healthy competition is good for any work environment, too much competitiveness among the team mates can be negative .

“Makes you think about solving problems.”

## Traits of a Leader

Holding the key to connect the team’s identity to the organization’s mission.

Being a role model that inspires followers.

Understanding the strengths and weaknesses of followers.

Challenging followers to take greater ownership for their work.

Eliminating competition, working as a team.

Building respect and trust within the team.

Learning tools to get the job done easier and faster, with opportunities for team members to learn.



*Supervisors have subordinates, Leaders have followers.*

## Effective Communications

The message that is sent is not always the message that is received.

All sides share responsibility or blame when communication is difficult or isn’t working.

- Effective listening
- Value of Feedback
- Non-verbal Communications.
- Assertive Communications.
- Body Language
- Never use ‘BUT’
- Ask questions
- Building trust & respect

## Conflict Management

Conflict is a fact of life and is not necessarily a bad thing.

Personal vs. Group Conflict.

The Good, the Bad, & the Ugly.

WIN-WIN vs. Compromise.

Trigger Words



Goal is to manage conflict, not necessarily resolve it.

Make difficult behavior no longer effective.

Deal with the behavior, not the person.

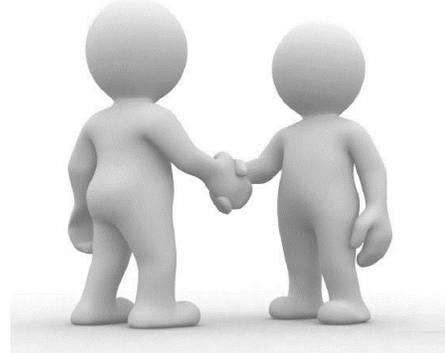
Know when you are in over your head.

Dealing with Difficult Behavior.

## **Decision Making & Problem Solving**

Problems cannot be solved...until they are broken down into issues.

- Assumptions
- Rational problem solving
- Intuitive problem solving
- Brainstorming
- Decision levels
- Problems vs. Decisions
- Knee jerk reactions



*“A good plan, executed now, is better than a perfect plan next week “*

## **Hidden Costs**

- Absenteeism.
- Present-eeism
- Staff Turnovers
- Industrial injuries
- F.M.L.A.
- Direct and indirect costs
- Safety considerations
- Conversations rather than interviews
- Keeping staff happy and motivated.
- Respect—Give it to Get It.



“It gave me a lot of information in an easy to understand format”

## **Meeting Management**

- Effective meetings produce results.
- Planning meetings produce a plan.
- Setting expectations.
- Getting the right attendees.
- Supporting materials
- Competing conversations.
- Meeting follow-up

## **Circular Communications**

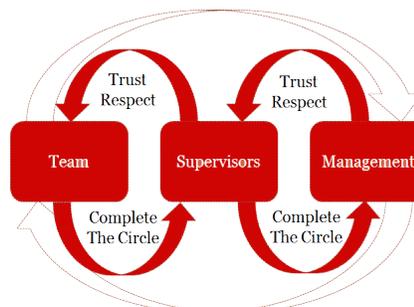
**Respect + Trust + Communications = Leadership**

Start with yourself.

Expand to your team.

Include management.

How much is 5%?



- Focus
- Delegation
- Strategy
- Mission / Direction

## FIRST LINE LEADERSHIP

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## First Line Leadership Program

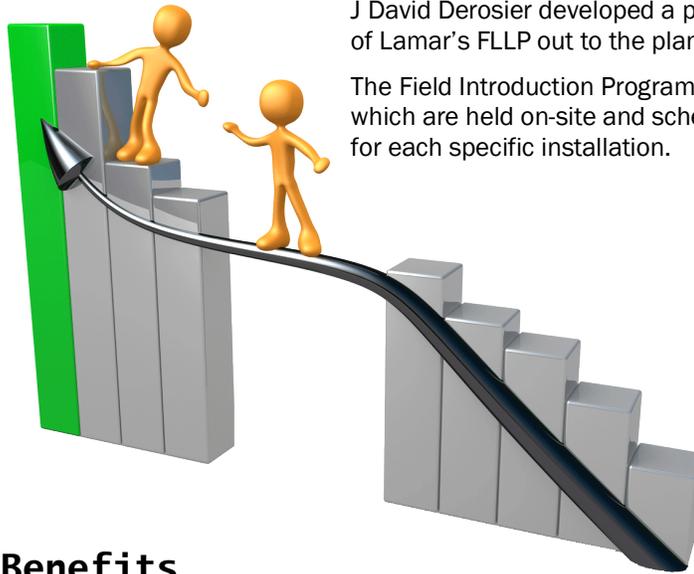
Originally created as an alternative to an on-campus program with ten 1-day modules held over a 6-month period at Lamar State College-Orange, the Field Introduction Program has turned into a viable Leadership Program on its own.

## Field Introduction Program

J David Derosier developed a program to bring the concepts of Lamar's FLLP out to the plants.

The Field Introduction Program provides smaller classes which are held on-site and scheduled to fit the shift needs for each specific installation.

*Raise your leaders  
to a new level*



## Benefits

### In-Plant

Because the program is in-plant, schedule changes such as unplanned shut-downs are easily accommodated.

Being in-plant eliminates the time constraints and travel necessitated by a six-month multi-company course on the LSCO campus, allowing it to be more available to staff with tight time constraints and productivity goals.

### Single-Company

Because the program is single-company, the program modules are tailored to the specific plant.

For example, the module on "Hidden Costs" uses the plant's own Employee Handbook when dealing with issues such as absenteeism, injuries, and staff turnover.

The module on Circular Communications emphasizes the actual Mission Statement of the company.

### Certificates

When given in conjunction with Lamar State College Orange, LSCO certificates are awarded to each participant.

### Grants

LSCO often has access to grant programs specifically aimed at workforce development educational programs.



***Leadership  
is the key to  
productivity***