



Roles and Responsibilities that Work for Today and Tomorrow

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Texas State Senator Kirk Watson: Ten Leadership Rules to Live By

1. Throw away labels
 2. Listen carefully, speak plainly
 3. You are never going to meet everyone's concept of perfection, so don't try
 4. Be biased toward action – don't wait for the better deal
 5. Never forget that hope matters
 6. Have a short term focus, but with a long term vision
 7. Know your core values and assets, be willing to admit your weaknesses
 8. Avoid nitpickers, naysayers, and know-it-alls (yes, he admits it violates rule # 1)
 9. Create new and different constituencies, and avoid creating new enemies
 10. Focus on the positive, even when things are difficult
- Bonus rule – Don't take yourself too seriously

Based on Kirk Watson's 10 Rules to Live By

Assignment for all groups

Based on your leadership experience what rule or rules did Kirk Watson forget?

Rule #4: Be biased toward action

Group 1 – In your job, what does a “bias toward action” mean? Specifically, how would your people see your “bias toward action?”

Group 2 – When you have a “bias toward action” sometimes you head down the wrong path. How should you handle a misdirection/mistake?

Rule #7: Know your Core Values

Group 3 – What are your District's Core Values?

Group 4 – How are they transmitted?

Group 5 – How can you assure these values are reinforced in your team?

Rule #10: Focus on the positive, even when things are difficult

Group 6 – How do you focus on the positive even when things are difficult and not appear unrealistic, or out of touch, or having a lack of integrity?

Management's Role: Game – Find The Numbers in Sequence

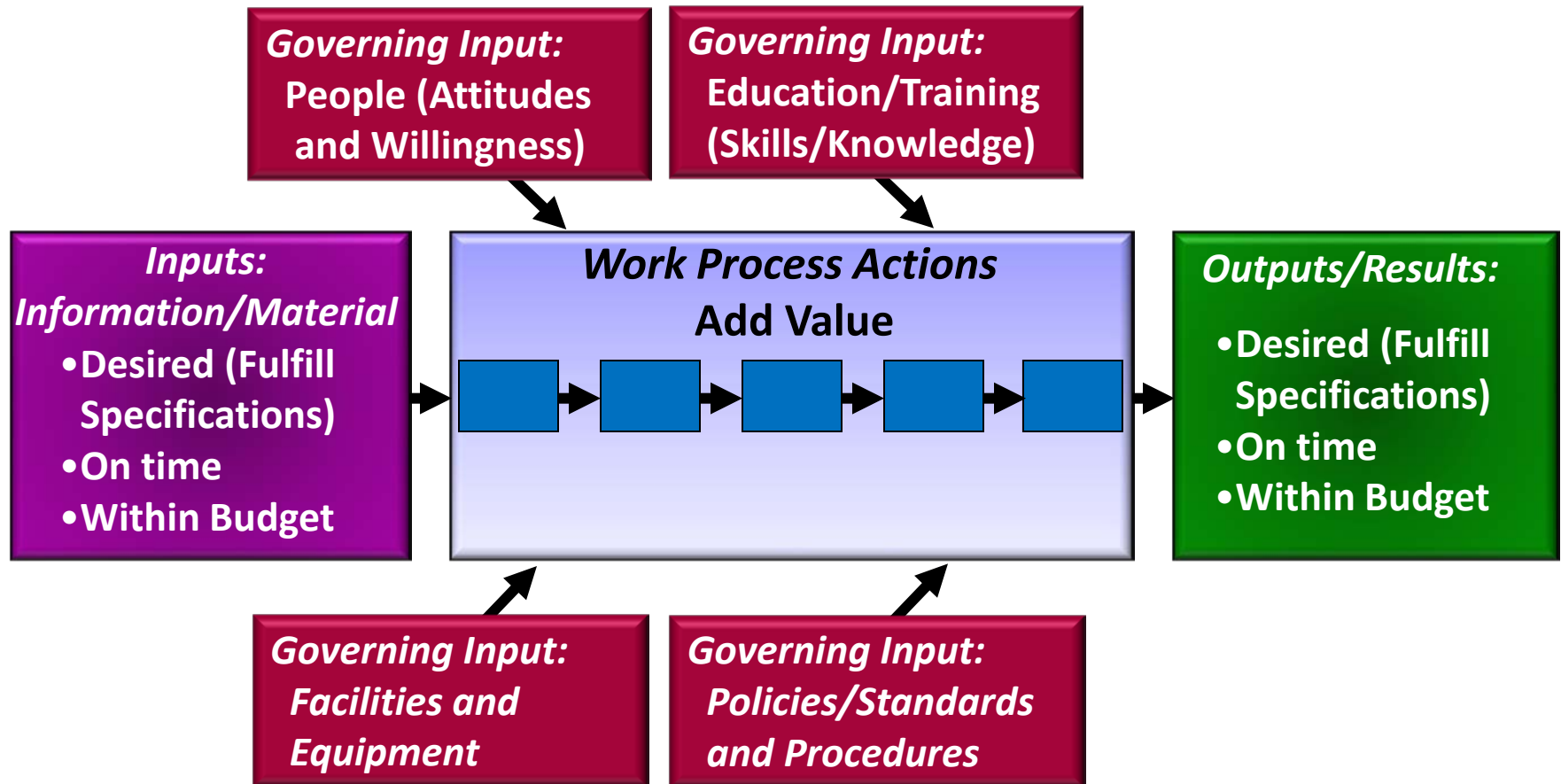
- Keep paper face down
- When instructed, turn paper over and find the numbers in sequence starting with the number “1”
- There are no missing numbers
- Please do not mark the paper with pencil, pen, etc.
- Touch your finger to each number as you find the numbers in sequence
- Please do not talk during the game
- Turn paper face down after 1 minute

What Did We Learn?

- + With “trial and error” learning and practice, there is improved performance
- ++ When workers have a “system” performance is better than if there is no system
- +++ When formal training or a job aid on how to use the system is provided performance is enhanced
- When the system is removed performance declines

What are the implications for managers in enhancing team performance?

Management System and Work Process



Exercise: Management's Roles and Responsibilities

Management owns and governs the processes people work in. In assigned groups list specific actions/responsibilities managers must do to proactively govern people's work processes so the right things are done right.

- Outputs/Results:
- Information and Material Inputs:
- Facilities and Equipment:
- Education/Training (Skills/Knowledge):
- Policies, Standards, and Procedures:
- People (Attitudes and Willingness):

Exercise: Employees' Roles and Responsibilities

Employees work in the processes provided by Management. In assigned groups, list specific actions/responsibilities employees should do in their work processes.

- Outputs/Results:
- Information and Material Inputs:
- Facilities and Equipment:
- Education/Training (Skills/Knowledge):
- Policies, Standards, and Procedures:
- People (Attitudes and Willingness):

Exercise: Employees' "Bill of Rights"

In assigned groups, brainstorm and list those fundamental rights you believe all employees should have at work.

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Typical Answers: Employees' "Bill of Rights"

In assigned groups, brainstorm and list those fundamental rights you believe all employees should have at work.

- Be treated fairly/equitably
- Be paid a reasonable wage
- Have a safe work environment
- Be heard when there are problems/difficulties
- Receive appropriate training
- Be provided tools that work and will do the job
- Have procedures and policies that are current, available, and correct
- Feedback on what is done well and where improvement is needed
- Have leaders, managers, and fellow workers they can trust

Our Proactive/Preventive Responsibilities

Work Process Component	Management's Responsibilities	Employee's Responsibilities
Outputs/Results	Identify output requirements, communicate them, and keep them available, current, clear, & correct; follow-up & listen.	Understand; work with integrity to fulfill them; communicate to management if they are wrong, out of date, or help is needed.
Information & Materials	Identify information & material inputs; assure available when needed, current, & correct; follow-up & listen.	Understand; use correctly; don't waste materials or resources including time; put away when finished; communicate to management if there is a problem.
Facilities & Equipment	Budget for equipment/facilities; make them available; assure they are used correctly; follow-up; schedule preventive maintenance; & listen.	Use them correctly; keep them clean; put away when finished; communicate to management if there is a problem.
Training & Knowledge	Budget for training; make it available; schedule it; make sure it is used; follow-up; coach; & listen.	Learn and apply to work; communicate to management if training is needed.
Policies & Procedures	Keep them available, current, clear, & correct; communicate, train, & coach to them; follow-up & listen.	Understand and follow them; communicate to management if they are wrong or out of date or help is needed.
People (Attitudes & Willingness)	Hire the right people in needed quantities, train, coach, motivate, listen, treat fairly, & communicate.	Have a positive outlook to work, the District, & its personnel; work with determination & integrity; & improve.

Summary

Leading:

- Achieving a new way
- Leading to what should be

Managing:

- Managing what exists
- Controlling/improving current ways: employee development, process improvement, and team readiness