

Our Role as Leaders

As we grow as a company, the role that we play as leaders becomes increasingly important. Since we are larger, we (as opposed to *just* the owner) represent the company to customers and to employees. What we say and do is taken very seriously and looked at carefully by others.

As leaders, more often than not, cases will come up where our opinion is asked of another department or a company leader.

“What did we think about what _____ did?”

“Well, you know how _____ department is!”

“Don’t talk to owner _____, she’s in a bad mood again!”

“It’s another problem from _____ department.”

“You know that that employee always gets priority!”

These statements are designed to try to get your personal view of things, your slant, and your opinion. Their sing-song way is similar to games we played as children. They can hook us into some negative results. *Yet as a leader, here you have an opportunity.*

Let’s say you do have an *honest concern* about the Owner or a Department on *an issue an employee shares with you* and you really *feel this* way concerning an issue: *should you share your real opinion with the employee?*

AS A LEADER, WE CAN EITHER BUILD UP THE COMPANY OR HELP TO TEAR IT DOWN. WHEN PEOPLE ASK YOU “WHO’S TO BLAME” QUESTIONS (OR MAKE “IT’S NOT FAIR” STATEMENTS”, WE CAN EITHER BE DRAWN INTO THE GAME OR BE *ADULTS* AND *DEFEAT THE GAME*. THE MESSAGE NEEDS TO BE: THINGS ARE SOMETIMES DIFFICULT AND THERE ARE ALWAYS SHADES OF GRAY. *IF THERE IS A TRUE PROBLEM, DEAL WITH IT WITH THE LEADER OR LEADERS IN PRIVATE.*

THE IMPORTANCE OF A UNITED FRONT.

Let’s role-play this out. *What this calls on you to do is to be a diplomat.*

Let’s say an employee takes an action to help a customer and he is strongly criticized by the owner. He comes to you and says “I did this and this and the owner got angry and said this. I thought I was right, what do you think?” Let’s say, given the information you have you tend to *agree* with the employee. How do you handle it diplomatically?

Another case:

A department manager blows up in front of many employees at a certain team member who has had a lot of problems recently. An employee who was there, in an emotional state says. "No one should be subject to that kind of treatment in public, we all felt uncomfortable. That wasn't right!" How can you handle this diplomatically?

The point is that as leaders we are the molders of company culture. If we have a true concern about something having to do with our owner or another manager, how should we handle it?

Here we get into the employee mind set verses the leader mind set.

As a leaders we must see ourselves as facilitators of communication not someone who fans the fire. If we discover a very distraught employee has come to us, we need to take them seriously, but be diplomatic, not running down another department or leader. We need to talk to the appropriate leader in private to let them be informed of the situation and in some cases, get back to the employee to ask how things are progressing on that problem.

I urge you to be sensitive to the aims of our Owner. As leaders, we must understand that being the person where the buck stops is never an easy job. When the owner really wants something to happen, and has made a decision to this extent it is our role as leaders to support them. We need to do everything in our power to make what he wants happen. It does not matter if we personally *agree* or *disagree* with the owner's decision; once a decision is made we do all we can to make it happen. Why? Because we trust this person to make the right choice. Why else must we support the leader on issues we may not see eye to eye on? What happens if we ignore or try to subvert his decision? What message do we send?

One of the hardest things about being a leader is the fact that our employees will mirror us. If we have a problem with time management, organization, controlling our temper, etc., our employees feel that it's ok for them to have the same problem.

We must study ourselves deeply in areas we really need to get better at and realize if we don't, we can't expect our employees to get better, but to imitate what they see from us.

THE RYTHIM OF OUR LEADERSHIP NEEDS TO BE LIKE THIS MEEETING.

Very intense, focus and business like.

Blocking out time – Have quiet time. Our role as leaders is to take time weekly to work on the business.

What is a Leader?

Building the Trust of Your People

Walking Your Talk

Celebrate the Success of Your People

We are the Key Link to the Company and Success

We Help People to Develop their Fullest Potential

Writing Down Ideas that Come to You from Your People and Following-Up

Helping People to Solve Problems on Their Own

Taking People to a New Level of Success

Listen to our People

Be Someone that People would Like to Be

Main Problem – Gain Clear Procedures

Get Goals Clearly Defined

Have a Positive Attitude

Staying in Contact with Your Virtue

Learn to Understand Your People – What Motivates Them

Help to Develop the Unlimited Potential of Your People

Connecting Your People to the Company's *Vision* and *Purpose*

A Leader Forgives and Forgets

A Leader Does Not Hold Grudges

A Leader Does Not Prejudge

A Leader Does Not Have Cliques

A Leader Involves all People

Hold People Accountable

A Leader Has Good Time Management Skills

A Leader Believes in His People more than They Believe in Themselves

A Leader's Role is to Focus on Continuous Improvement of His People

Keeping a To-Do List of Ideas

a. Categories: Machine improvement ideas, Safety Ideas, Human Resource Questions.

Care About Your People

Creating the Game of Goal Setting

Our People are Skilled Technicians – Treat Them this Way

Whatever You Believe Your People Are – They Become

Giving Positive Feedback

Building the Self Confidence of Our People

Building their Self Esteem

Realize that Each Person will Grow and Move Forward at a Different Speed

A Leader Gains Respect and Trust