

Managing People Effectively

Christians who have no formal management training are often uncertain how to manage other people so as to bring out the best in them and achieve the kind of results that glorify God and extend His kingdom. They want to follow Jesus' call to be servant leaders, yet find it hard to reconcile the need to exercise discipline or give firm instructions with the kind of humility that servanthood seems to require. This seminar will describe an intensely practical approach to the challenges of managing people: situational leadership. Using illustrations and anecdotes drawn from experience, This seminar will outline how situational leadership can be an effective tool for developing people, and explain how its principles can be readily learned and implemented by managers who genuinely want to be servant leaders. There will be adequate opportunities for questions and discussion. In the process, participants will learn and practise techniques for coaching and giving feedback to staff, in order to improve subordinates' performance.

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Slide 1

Managing People Effectively

John Lenton
European Leadership Forum 2010
Eger

Slide 2

What is your preferred Leadership Style?

Supporting	Guiding
Delegating	Directing

"Situational Leadership" © Kathy Goldsmith & Co., San Angeles, CA

Slide 3

Real Leadership is...

- Not "Comfort zone leadership"
- But giving employees the leadership they **need**
- Focus *first* on employees, *then* on the leader's style

Slide 4

Focus on Employee <i>Assess Employee's task-specific readiness...</i>			
	SKILL	WILL	
Aptitude			Drive
Education			Incentive
Training			Security
Experience			Role understanding

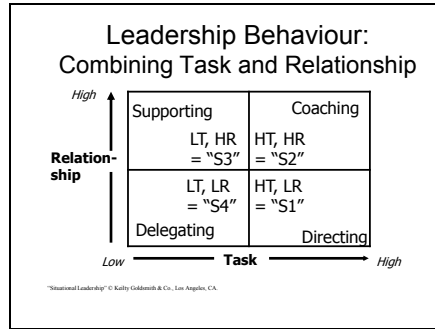
Slide 5

How ready is s/he to do the task?		
	SKILL	WILL
R4		
R3		
R2		
R1		

Slide 6

Exercise - Assessing Readiness	
<ul style="list-style-type: none"> • Pair up with someone you don't know... • Person A is the leader, Person B is the one being asked to perform a task <i>chosen by A</i> from the list below, in which A is reasonably expert. • A is to determine from a series of questions (which B is to answer <i>truthfully!</i>) how READY B is for the task. 	
<p>Tasks: lead a Bible-study; build a garage; teach children's Sunday School class; set up a bookshop in your church; discipline (possibly fire) a subordinate.</p>	

Slide 7



Slide 8

Matching Style to Readiness

- Apply combination of *Relationship* and *Task* Orientation...
- **Task** helps build up skill and confidence
- **Relationship** helps improve motivation and confidence

Slide 9

Components of Leadership

When there is a job to be done...

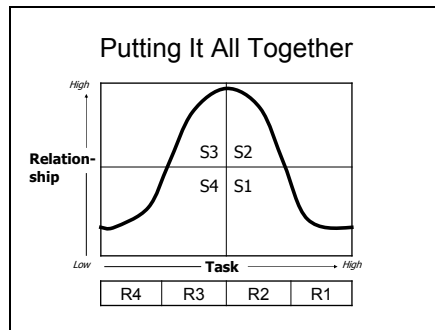
- **Task** behaviour is needed: tell, show, explain, reinforce, correct...

When we want to build a person up...

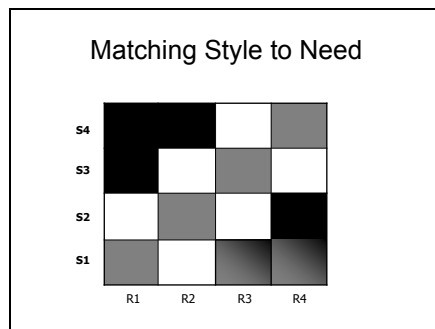
- **Relationship** behaviour is needed: encourage, praise, support, involve, affirm.

HOW MUCH OF EACH ONE TO USE??

Slide 10



Slide 11



Slide 12

Situational Leadership...

- Matches leadership style to employee's *task-specific* readiness
- Aims to bring employee to maximum readiness as fast as possible
- Changes to meet different needs, different situations

Slide 13

**Role-Play:
Matching Style to Readiness**

- Groups of 3 people: A, B and observer
- Agree on the task to be role-played
- Using Leadership Styles assigned to each party, A is to instruct B to carry out task. Observer to watch, make notes, etc., for later feedback

Tasks: lead a Bible-study; build a garage; teach children's Sunday School class; set up a bookshop in your church; discipline (possibly fire) a subordinate.

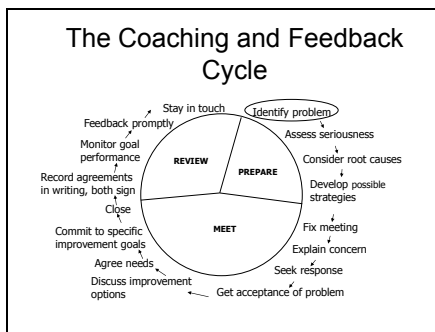
Slide 14

Coaching and Feedback

- If we are satisfied with someone...
Do we tell them?
- If we are dissatisfied with someone...
Do we tell them?

"How can they hear without someone teaching them?" Romans 10:14

Slide 15



Slide 16

Role Play: Coaching & Feedback

- Pair up with someone: A is the leader, B is the follower.
- A has noted that in meetings, B keeps interrupting other people to put his/her point of view... starting to be a real problem with other team members.
- A has asked for a meeting with B and now wants to tackle the problem.
- After 5 minutes and a 1 minute break, reverse roles.
- Discuss with each other how you felt as follower, what things the leader handled well, what things they could do better.

Slide 17

Servant Leadership

The best example of leadership is Jesus Christ...the Servant King.

- Meeting *needs*, rather than *wants* (Matt. 11:28-30)
- Giving *clear instruction and feedback* where needed (John 3)
- *Correcting followers* when wrong (Mark 10:42-45)

We will lead best if we serve our followers as Jesus did.

Slide 18

Recommended Reading

Leadership and The One Minute Manager, Kenneth Blanchard, Spencer Johnson
• Paperback 112 pages (July 2000)
• Publisher: HarperCollins Business (*One Minute Manager Series*)
• ISBN: 0007107927

Leadership is an Art, Max DePree
• Paperback 176 pages (May 1, 2004)
• Publisher: Currency
• ISBN: 0385512465

Leadership Jazz, Max DePree
• Paperback 228 pages (October 1, 1993)
• Publisher: Bantam Doubleday Dell Publishing Group
• ISBN: 0440505186
