New EDs: Making It Through the First 3 Years

presented by

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Agenda

• Build Trust to Get Results

• Operational or Strategic Priorities

• 3 Pillars of Self Management
“Trust is the willingness of one to be vulnerable to the actions of another whose behavior and actions they cannot control.”

--Academy of Management
The following person reports to you. How confident would you be working on a project with them that was extremely important if you could not easily question their conclusions which dictate how you are to proceed with your portion of the project? (1 = petrified; 10 = completely confident)

Pat has been with the organization for a long time and reporting directly to you since you came to the organization 18 months ago. Pat’s work is always strategic and complete. Pat has, on several occasions, shown great loyalty to you. For example, just last month Pat blocked information from going to the board that would have made you look bad. On other occasions Pat has redirected other organizations to keep them from taking resources away from your organization.
Components of Trust

Character

Competence

Benevolence

Resource: Mayer, Davis & Schrooman, 1995
The Value of Trust

Trusted people tend to be promoted, make more money, receive better opportunities, have more fulfilling relationships. *(Covey, 2006)*

Trust in organizations is related to work attitudes and job satisfaction across the organization.

--*Journal of HR Management, 2005*
Results of Trust in the Leader

- Organizational productivity
- Job satisfaction
- High performance
- Collaborative teams
- Positive opinions of leader
- Innovative behavior
- Crucial communications
- Achieved goals
- Organizational alignment
The Cost of Distrust

The failure to build collaborative working relationships with a boss is the most common reason for the premature resignation from the workplace. (Sweeney, 1999)

The cost to replace an employee is somewhere between one and two years' pay and benefits.

--HR Review, 2004
What are the 3 causes of distrust in organizations & teams?
Change
Uncertainty
Inconsistency
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<thead>
<tr>
<th>Suspiciousness</th>
<th>Turnover</th>
<th>Presenteeism</th>
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<tr>
<td>Marginal Work</td>
<td>Lack of</td>
<td>Time Wasted</td>
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<td></td>
<td>Communication</td>
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<td>Increased Operating Costs</td>
<td>Gossip</td>
<td>Change Avoidant</td>
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Build Trust Through Communication

Make & Keep Commitments
Explain Decisions & Direction
Give Recognition
Speak As If They Are There
Sever Grapevine
Get Results: Assess Your Priorities

1 Is the priority concerned with linking and relating results across 3 levels (Mega, Macro, and Micro)?

2 Will the priority require planners to shift their paradigms for planning, thinking, and operating?

3 Does the priority contribute to the quality of life of citizens in the communities you work with?

4 Will the priority require you to develop new skills and competencies for key roles?
5 Will failing to respond to the priority produce unacceptable or negative consequences and increase your risk levels?

6 Is the priority concerned with the sustainability of the organization in the long term?

7 Will the priority elicit high degrees of resistance from some?

8 Does the priority require shifts in patterns of behavior that define your present culture?
Self–Management

• Manage reactions effectively

• Creates flexibility

• Goal-focused

Outcomes:

• Emotional self-control - controlling anger, stress
• Trustworthiness - demonstrating values, principles, intentions and acting consistently
• Conscientiousness - careful, self-disciplined, attending to responsibilities
• Adaptability – open to information, willing to change assumptions
• Achievement Orientation – striving to improve
• Initiative – act before being forced, proactive
3 Pillars of Self Management

- Know your strengths & weaknesses
- Seek & implement feedback
- Know when to say “no” and when to listen
A leader leads by example, whether he intends to or not.

~ Author Unknown ~
Motivation Survey

Purpose: This tool is intended to assist in identifying personal motivators related to job success.

Choose 6 of the statements below that inspire you to do your best at work, then rank those 6 (i.e., 1 = the most important of the 6).

1. The chance to do a good job.
2. Getting along well with co-workers.
3. Opportunities to do interesting projects.
4. Knowing what is going on in the organization.
5. Feeling that my job is valuable and important.
6. Understanding the responsibilities of my position.
7. Being acknowledged for good work.
8. Agreeing with the organization’s objectives.
11. Working with a boss who is a good leader.
12. Knowing that my work contributes to something bigger than myself/the organization.
14. Having a say in departmental goal setting.
15. Seeing progress being made toward the departmental goals.

Other: ___________________________________________________

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