

**Becoming A Better
Manager**

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Introduction

- The goal of good leadership and supervision is effective development of each employee's potential to succeed in his or her job. Engaging in supervisory interventions, effective motivation and communication, followed by progressive discipline when required is consistent with this goal.
- Building the right culture is the key to organizational success. Building culture can take time.

What Has Happened?

- New research demonstrates that managers and team leaders have difficulty with empathy.
- In fact, a May 2021 Paychex survey revealed:
 - that low team morale **more than doubled during the pandemic**,
 - over half of organizational leadership **does not acknowledge stress or work burnout**, and
 - less than half of managers encourage or allow venting or talking about work frustrations, notwithstanding their curative effects.

What Can We Do?



WWTD

- Who is Ted?
and....
- “WWTD” – What would Ted Do?
- Its not often that Hollywood provides guidance, but managers and leaders can take cues from the writers of Ted Lasso

The Lasso Way: Lesson 1

- Problem - Permitting employees behave arrogantly, belittle and/or bully others destroys morale
- Solution – bench them, in other words hold employees accountable
- Permitting your “superstar” employee to belittle other employees, act arrogantly, etc. will destroy moral.
- When you hold these employees accountable studies show that morale and overall productivity improves and conversely untreated misconduct can create stress burnout and turnover.
- Consider that the team is more important than any individual
- Circleville Example. Village Example.

The Lasso Way: Lesson 2

- The naysayers arrive
- Solution - a field trip to the sewers
- Outside and even insiders can insult and try to bring down an agency and/or department.
- Emphasize employees to help each other out and “let anything we don’t need flow right through.”
- Emphasize unity and reliance on each other
- What is workforce success? “For me, success is not about the wins and losses. It’s about helping these young fellas be the best versions of themselves on and off the field.”

The Lasso Way: Lesson 3

- Quitting is easier than be challenged
- “A challenge is a lot like riding a horse, isn’t it? If you’re comfortable while you’re doing it, you’re probably doing it wrong.”
- Embrace this notion and to understand that effecting meaningful organizational change rarely comes easily.
- Let employees be autonomous (e.g. delegate); but this doesn’t mean ignore them
- Be hands on, give them goals, have a story, have an analogy...
- NICU example

The Lasso Way: Lesson 4

- Problem – Judging people when they are at their worst
- Solution – “Be curious, not judgmental”
- Take interest in each team member to understand them for who they are, not necessarily for who you want them to be.
- Don’t underestimate your staff

The Lasso Way: Lesson 5

- Problem – Not starting fresh
- Solution – “Be a gold fish”
- “You know what the happiest animal on earth is? It’s a goldfish. Want to know why? Got a ten second memory. Be a gold fish.”
- We all have made mistakes in our careers. Managers need no judge an individual by a simple mistake.
- Managers need to emphasize this to employees has well. While we will communicate the issue let them know to be “a gold fish.” Forget the last mistake, don’t let that determine your next action.
- Example –sticky fingers

The Lasso Way: Lesson 6

- Problem – Don’t hold grudges
- Solution – Forgives without reservation. Forgive with an understanding of the situation (know the situation)
- Team Sabotage – “Divorce is hard....it makes folks do crazy things.” Lasso extends his hand as a gesture of good will.
- To often, people hold long lasting grudges, perhaps never allowing people to shake first or second impressions.
- Being open to change and understanding people is a big part of being a manager and leader.

The Lasso Way: Lesson 7

- Good ideas can come from anyone
- “Kit Man” to Coach
- Don’t be concerned about the position or identity of the person who contributes the idea, but rather the idea itself.
- To often are ideas immediately discarded because of where the idea came from – an employee who is too junior, or in some other way not “one of the boys/girls.”
- Chillicothe MHA and Portsmouth MHA – from reception to CEO

The Lasso Way:
Lesson 8

- Problem – “Fix the Water Pressure”
- Solution – Active listening, coupled with active solution.
- Meetings followed up by action – not meetings to have meetings.
- E.g. Stay interviews
- Data collection

The Lasso Way:
Lesson 9

- The silly stuff can go a long way. Celebrating birthdays, pizza parties, potlucks, chili cookoffs, jeans day. You would be surprised what it can mean to people.

The Lasso Way:
Lesson 10

- Lead with Empathy, Optimism, and Positivity
- Active listening, coupled with active solution.
- What did we discuss last session?
 - Hint – it isn't an exit interview
- Empathetic leaders encourage diverse viewpoints, promote open communication and ensure everyone's voice is heard.

The Lasso Way: Lesson 10

- Being positive isn't a skill that you learn; it's a lifestyle.
- Positivity and optimism stem from leadership. As a leader, you must exude genuine confidence about the future.
- You need to have the courage to persistently believe tomorrow will be better. Resolve to beat the odds.
- You have to balance reality with optimism. Yes, today's tough, but tomorrow will be better. You don't give oxygen to despair. Who wants to follow someone like that? You need to give oxygen to hope.
