

THE TOP TEN MISTAKES LEADERS MAKE



H A N S F I N Z E L

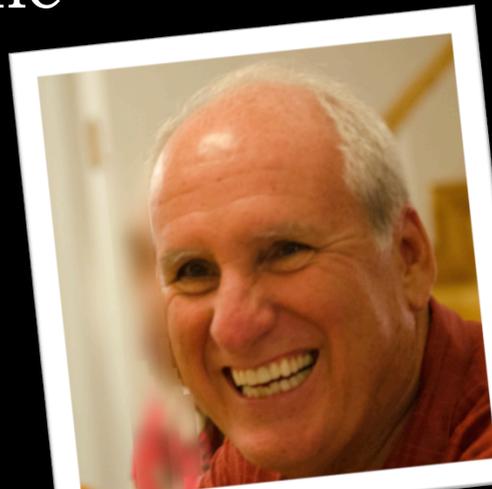


THE TOP TEN MISTAKES LEADERS MAKE

Welcome

“I look forward to helping
you take your leadership
skills to the next level.”

Dr. Hans Finzel





THE TOP TEN MISTAKES LEADERS MAKE

What is Leadership?



- My idea of leadership is *making an impact through other people.*
- I do what I do as a leader so the team can succeed in what they need to do.



The Top Down Attitude

- ◆ Abusive Authority
- ◆ Dictatorship in Decision-making
- ◆ Dirty Delegation
- ◆ Lack of Listening
- ◆ Controlling Management Style
- ◆ Ego Centric Management Style

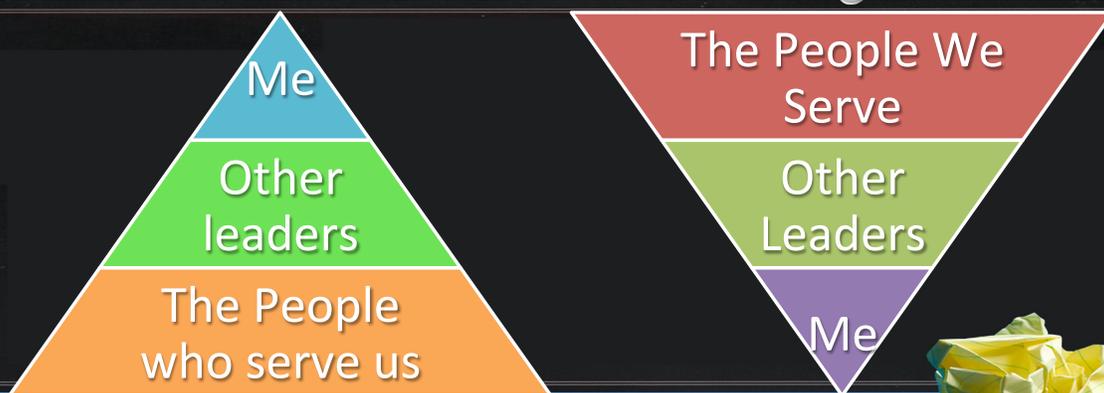


Servant Leadership

- ◆ My Definition: *When the leader cares more about the good of the team than his or her own enrichment.*

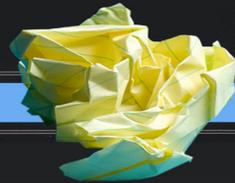


A Better Way



2 Paper Over People

- ➔ The greater the leadership role, the less time there seems to be for people.
- ◆ The greater the leadership role, the more important “peoplework” is.
- ◆ People are opportunities, not interruptions!



Signs of a Paper Pusher



- > Task oriented Type “A”.
- > High “D” in the DISC profile.
- > People are seen as interruptions.
- > Tech and paper focused.
- > I live by lists.
- > I tend to run over people.
- > I listen poorly - if at all.
- > Impatient - “Out with it!”
- > Ruled by “Task Pressure.”
- > Evaluate myself based on accomplishments.



Pushing Aside The Tech & Paper

- Love your wastebasket & delete button.
- Get out of your office.
- Plan off-site events and team retreats.
- Take people with you.
- Go to people's homes!
- Ransack reading.
- Break your routine.
- Don't interrupt.
- Leave your phone for one hour! (Bin)
- Go on a tech vacation.
- See people as job #1
- MBWA.



3

Absence of Affirmation

What could be better than a pay raise?

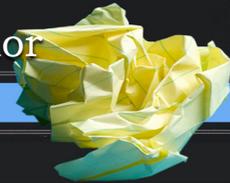
- ◆ Everyone thrives on affirmation and praise.
- ◆ We wildly underestimate the power of the tiniest personal touch of kindness.
- ◆ Learn to read the varying levels of affirmation your people need.



People Crave Affirmation

"One of the commodities in life that most people can't get enough of is compliments. The ego is never so intact that one can't find a hole in which to plug a little praise. But, compliments by their very nature are highly biodegradable and tend to dissolve hours or days after we receive them -- which is why we can always use another."

Phyllis Theroux; essayist, columnist and author



Four Takeaways

- ◆ We leaders **MUST** affirm our people!
- ◆ Everyone thrives on affirmation and praise.
- ◆ Recognition and praise has a short shelf life.
- ◆ Learn to read the varying levels of affirmation your people need.



4

No Room for Mavericks

- ◆ “Maverick” Samuel A. *Maverick* died in 1870. Texas pioneer who did not brand his calves.
- ◆ Definition: “An independent individual who does not go along with a group or party.”



We need Mavericks

A Maverick is another name for...

- ◆ Visionary
- ◆ Dreamer
- ◆ Entrepreneur
- ◆ Change agent
- ◆ Non-conformist
- ◆ Outside the BOX thinkers

Got Irrelevance?



◆ **“If you don’t like change, you’re going to like irrelevance even less.”**

- General Eric Shinseki, Former US Army Chief of Staff (4 Star General)



5 Dictatorship in Decision-making

- ◆ Getting beyond, “I’m the boss because I know all the answers.”
- ◆ This is the single biggest frustration out there that I hear about.



Dictators Dominate

- Dictators deny the value of each individual member of the group.
- The leaders in our organizations are shareholders and should have say in the direction of the enterprise.
- The one who does the job should decide how it is done.
- Flat organizations are the model of the future.



Four Questions Every Follower Asks



1. What am I supposed to do?
2. Will you let me do it?
3. Will you help me when I need it?
4. Will you let me know how I'm doing?



6 Avoid Dirty Delegation

- ◆ Overmanaging is one of the great cardinal sins of poor leadership.
- ◆ Nothing frustrates those who work for you more than sloppy delegation with too many strings attached.
- ◆ Delegation should match each worker's follow-through ability.



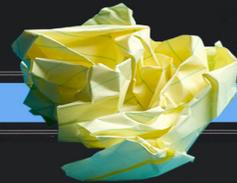
Why its hard to Delegate

1. Fear of losing authority
2. Fear of work being done poorly
3. Fear of work being done better
4. Unwillingness to take the necessary time



Why its hard to Delegate

5. Fear of depending on others
6. Lack of leadership training and positive delegation experience
7. Fear of losing value in the organization
8. Fear of failure



7 Communication Chaos

- ◆ *Never assume that anyone knows anything.*
- ◆ *The bigger the group, the more attention that must be given to communication.*
- ◆ *When left in the dark, people tend to dream up wild rumors.*
- ◆ *Communication must be the passionate obsession of effective leadership.*



Communication is the lifeblood

- ◆ Leaders have to provide it.
- ◆ People crave it.
- ◆ When it is absent.... Bad things happen.....



Communication is hard work

- ◆ Never assume people read what you write.
- ◆ Say it in five different ways.
- ◆ Rinse and repeat over and over.
- ◆ Over-communicate by a factor of 10!



8

Missing Corporate Culture Clues

- ◆ Corporate culture is “the way we do things around here.”
- ◆ Never underestimate the mighty power of your organization’s culture.
- ◆ Cultivating and changing the culture should be one of leadership’s top priorities
- ◆ Learn to respect values different from your own.



Use Value Statements

- ◆ Like Glue—They help leaders hold an organization together.
- ◆ Like a Magnet—They attract newcomers as members, employees, customers, or donors.
- ◆ Like a Ruler—By which a leader can measure how his or her group is doing.



9 Success w/o Successors

Plan your departure the day your start!



Success without Successors

- ◆ Pride tightens the grip on leadership; humility relaxes and lets go.
- ◆ Finishing well is an important measure of success in leadership.
- ◆ Letting go of leadership is like sending your children away to college: It hurts, but has to be done.
- ◆ Mentoring is a nonnegotiable function of successful leadership.



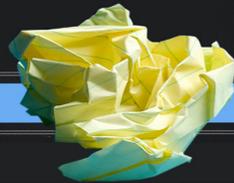
Make it an Intention

- ◆ You are probably not thinking about it as much as you should be.
- ◆ It is a long way off... maybe.
- ◆ Don't let your pride get in the way.
- ◆ Intend to finish well and leave well.



10 Failure to Focus on the Future

- ◆ The future is rushing toward us at breakneck speed.
- ◆ A leader's focus must not be on the past nor on the present, but on the future.
- ◆ Vision is an effective leader's chief preoccupation.
- ◆ Organizations are reinvented with new generations of dreamers.



“Leaders are pioneers. They are people who venture into unexplored territory. They guide us to new and often unfamiliar destinations. People who take the lead are the foot soldiers in the campaigns for change. The unique reason for having leaders – their differentiating function – is to move us forward. Leaders get us going someplace.”

– Kouzes and Posner, *The Leadership Challenge*



Thank You

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◆ Free training videos at www.toptenmistakesleadersmake.com



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