

INTERROGATIVE LEADERSHIP ???

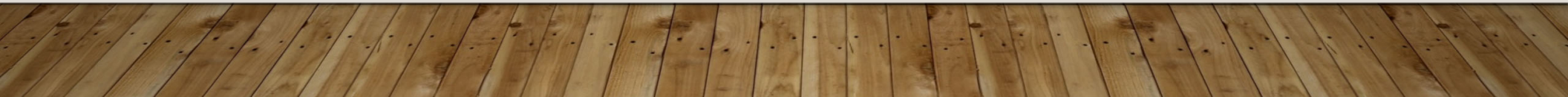
TED ROGERS MSA, CMFO, ICMA-CM

CITY MANAGER (RET.)

VOLTAIRE ONCE SAID:

“Judge a man by his questions rather than his answers.”

Your ability to ask the right kind of questions (retrieve information) will in large part determine your success or failure as a Leader.



INFORMATION PIPELINE

Folks tend to tell you what they want you to hear or know?

Leaders must “dig deep” to get to what they need?

Official vs. Social Leaders. Who channels the info?

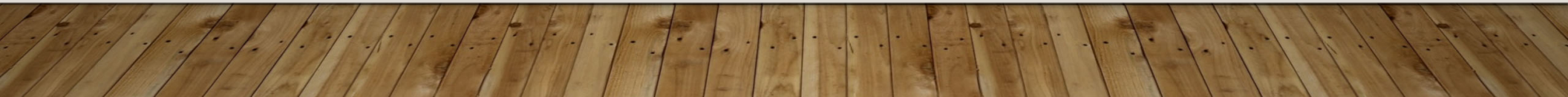
Scuttlebutt? Gossip, rumors, and “well I heard!”

CAN FOLKS BRING YOU INFO?

Can you be told what you may not want to hear?

Can staff survive this?

Are you approachable?

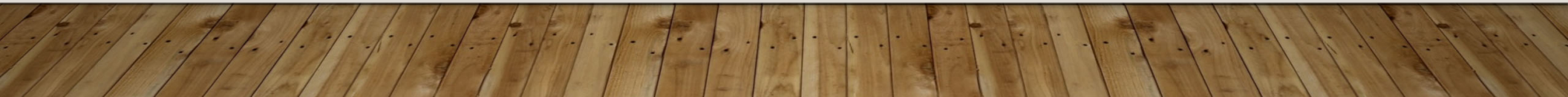


CAN YOU CONFRONT OTHERS?

Can you “sit down” with others and tell them what they need to hear? Praise in public, counsel in private...

If you can't do this, consider leaving Leadership!

Immeasurable damage you will cause or not prevent...

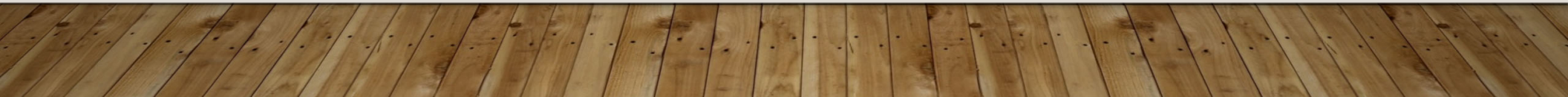


IMPORTANT LEADERSHIP WORDS!

Use “our” not “my”

Use “serves” not “works”

Use “we” not “I”



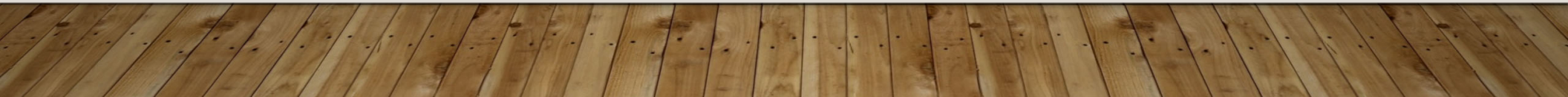
THE INVERTED PYRAMID

Do you grasp that the leader serves the staff?

Your chair...

The weight of leadership/ burden of command...

Responsibility vs. Authority The difference?

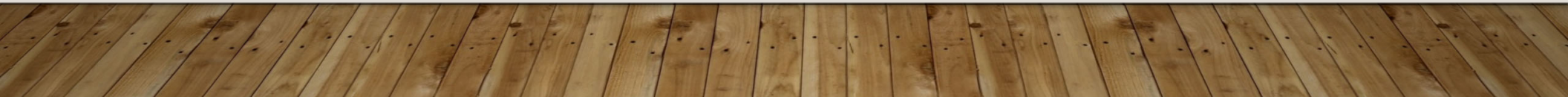


YOUR TEAM REFLECTS YOU...

They assimilate to how you are...

They speak, act, and focus on what you do...

The mirror is the best leadership/management tool...



CONSTANT CONCEPTS

Vision - Your Organizational Dreams.

Strategy - What we are going to do.

Tactics - How we are going to do it.

Task – Who is going to do it.

SOME KEY QUESTIONS

Why?

Who does?

How?

SOME KEY QUESTIONS

Why did you apply for this job?

Better -What inspired you to seek this position?

What are your goals for us?

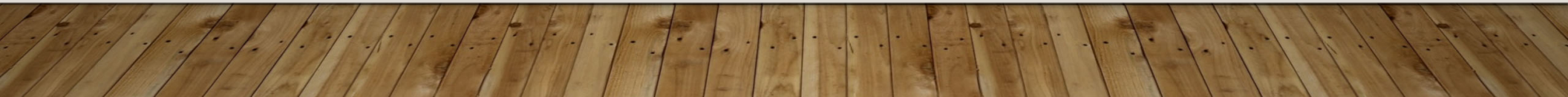
Better – Would you share with us your vision of how your skill sets would help us become better?

SOME KEY QUESTIONS

What have you learned about us in your research?

How would you approach this or that situation or person?

What resources would you need from us to do this or that?



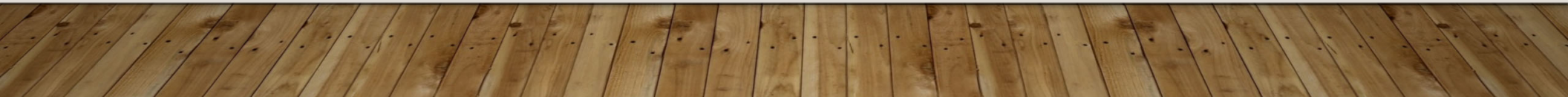
SOME KEY QUESTIONS

How can we help you?

Better – What can we do to better engage your talents and skills for our organization?

Describe your experience for us?

Better – Share with us the impact you had in other organizations you have been with?

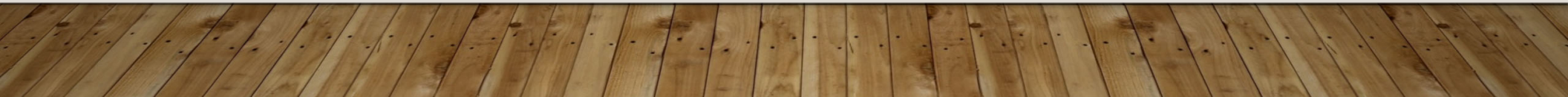


CRITICAL THINKING SKILLS

Imagine for us how you would redesign our organization?

If given the opportunity, how would you redesign the US Postal Service?

Why are manholes round? How do planes fly?



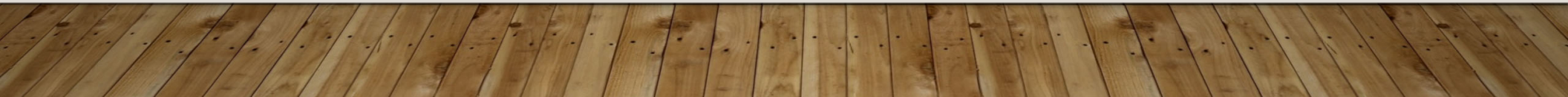
EMOTIONAL INTELLIGENCE

Can the candidate “read a room?”

Anger, compassion, step back and gather their thoughts or hold their reaction?

Staff members bring their problems to a Leader...

Trust is the bedrock of relationships and organizations!



HOW DO THEY TREAT OTHERS?

Administrative Assistants

Janitors

Servers

Clerks

General staff positions

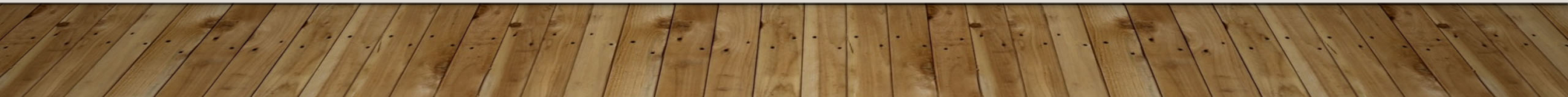
DO YOU DEFEND YOUR STAFF?

Have you taken “ownership ”of them and do they realize it?

Are you quick to praise, and patient with problems?

Is there an environment to fix problems?

Do you support staff training/education?

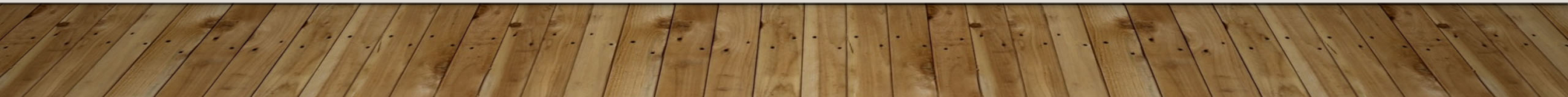


ORGANIZATIONAL CULTURE

Culture to an organization what blood is to the body?

Leaders don't "set the tone" they 'are the tone!'"

Are there written and "unwritten" do's and don'ts?



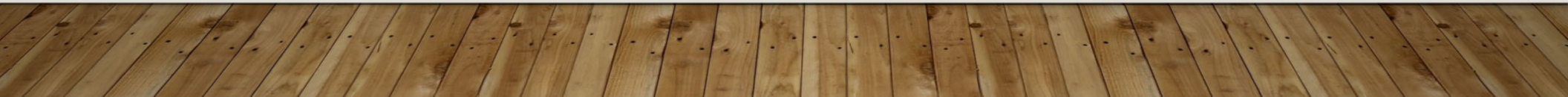
ORGANIZATIONAL CULTURE

Are you predictable?

Can you admit mistakes and say “I’m sorry” and “seek forgiveness?” (Dr. Gary Chapman)

Are you viewed as a “real person?”

Can you change course or ask for direction(s)?

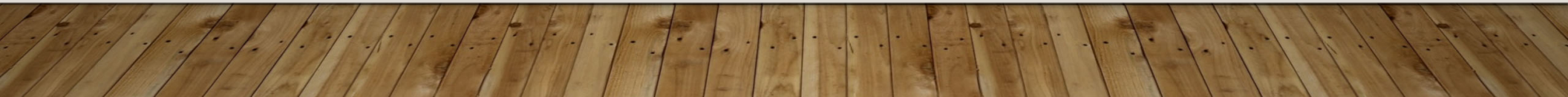


ORGANIZATIONAL CULTURE

How can we help you?

What would enhance your work environment?

What obstacles can we remove or things we can implement?

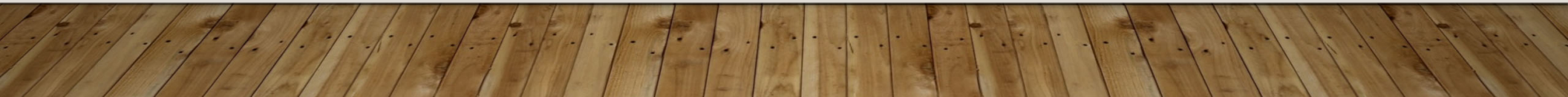


AFFIRMATION

Who and How do you celebrate your folks?

People either desire to join or leave your team. Have they quit but stayed?

People tend to leave bosses not jobs, with a few exceptions.



MOST IMPORTANT THINGS “5P’S”

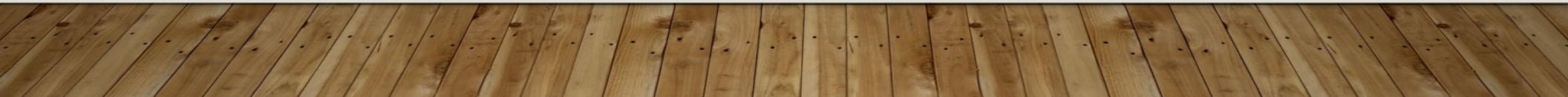
People

Pets

Pictures

Pills

Phones



BUILD THESE THINGS EVERYDAY

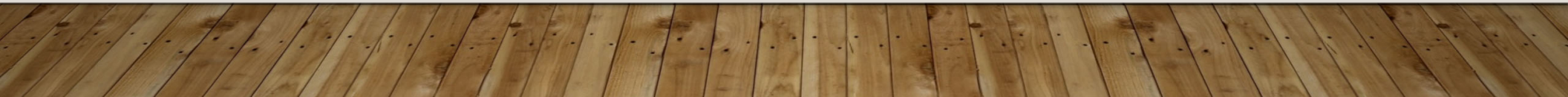
People...they then build the team by coming together!

Relationships..."WE ARE" the relationships we have!

Trust...the foundation of all relationships.

Goodwill...this is your character reaching out!

Culture...must be fostered and nurtured always!

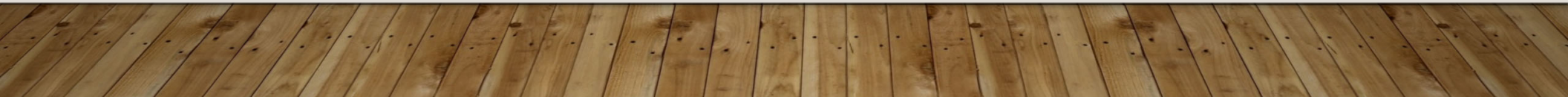


A SIMPLE LITMUS TEST

“Folks cry when we get there and cry when we leave...”

You have an INPACT on others more than you will ever know! The problem is, as Leaders, we forget this far too often!

Realize YOUR IMPACT and make it a GOOD ONE!



LEAD ON...

Thanks for serving...

Thank you for spending your time with me...

Keep investing everyday...

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