



**THE MCGAW YMCA**  
**Emerging Leader Program**  
**Managing The Work**  
 April 26, 2017



# LOOKING BACK

[www.firstlightgroup.com/MY-ELP.htm](http://www.firstlightgroup.com/MY-ELP.htm)



**Johari Window**  
 (Luft & Ingham)  
 Ask  
 Known by self    Unknown by self

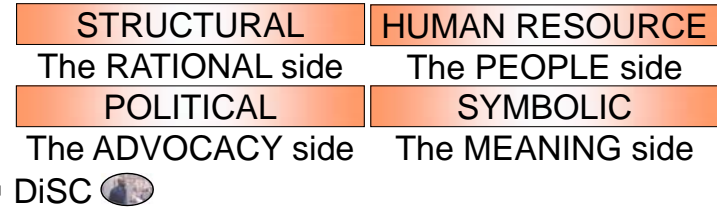
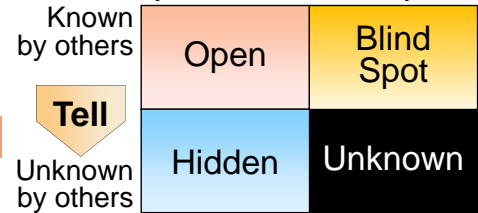
## Managing Self

What are your strengths?  
 What do you want to develop?  
 Strengths algebra

**Talent x Investment = Strength**

How do you know?

- Strengths Finder 
  - Name → Claim → Aim
- Four Frames 



- DiSC 


## Managing Others

Good Work:  Purpose Autonomy Mastery

Take it to the ER

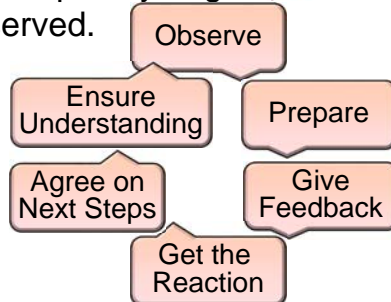
- Empowerment: Open ended Qs (What do you want, how)
- Recognition: Closed-ended Qs (So, you're saying...)
- Validation: Empathizing (Who wouldn't feel that way.)

Delivering feedback: Answering "How well did I perform?"

- Positive Feedback: Stick to what *you* observed.
- Positive Expectations: What you expect, you get. 
- Negative: Stick to what *you* observed.

Coaching 

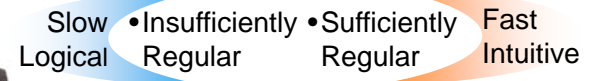
- Goals (what do you want)
- Realities (what barriers)
- Options (what alternatives)
- Will (what will you do, when)



## Structural Frame

### Making Decisions

**Decision Maker's Style**  
 • Linear thinking style  
 • Nonlinear thinking style



**Problem and Decision Types**  
 • Well structured – programmed  
 • Unstructured – nonprogrammed

#### Programmed

- Routine procedures
- Repetitive solutions
- Rules
- Policies
- SOPs

#### Non-programmed

- New problems
- Complex problems
- Novel and unstructured problems
- Solutions require
  - Judgment
  - Creativity



**Decision-making Models**

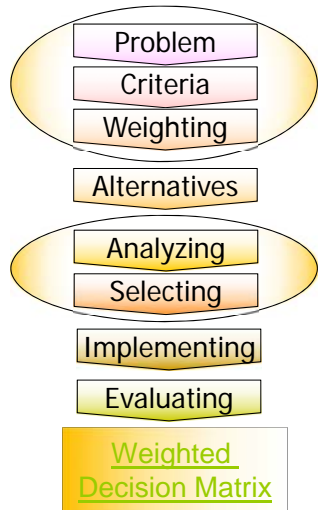
- Rational
- Bounded Rationality
- Intuitive Decision-making
- Garbage Can

**Rational Model**

- Choices that are logical and consistent while *maximizing value*
- Deciders are rational actors who make effective and efficient decisions.
- Here's how they do it

**Bounded Rationality**

- We replace the best alternative with one that is *satisficing*



**Intuitive Decision-making**

- Making decisions on the basis of experience, feelings, and accumulated judgment.
- “Decisions made very quickly can be every bit as good as decisions made cautiously and deliberately.”

(Blink, Gladwell, 2005, p. 14)

**Garbage Can**

**Biases**

- Anchoring
- Confirmation Bias
- Group Think
- Overconfidence



Prepare to be wrong

Use a **formal procedure** AND drive a

When either analytical or intuitive models will do, people go with their gut.

Decisions based on past experiences  
Experienced-based decisions

Decisions based on skills, knowledge, and training

**Intuition**

Cognitive-based decisions

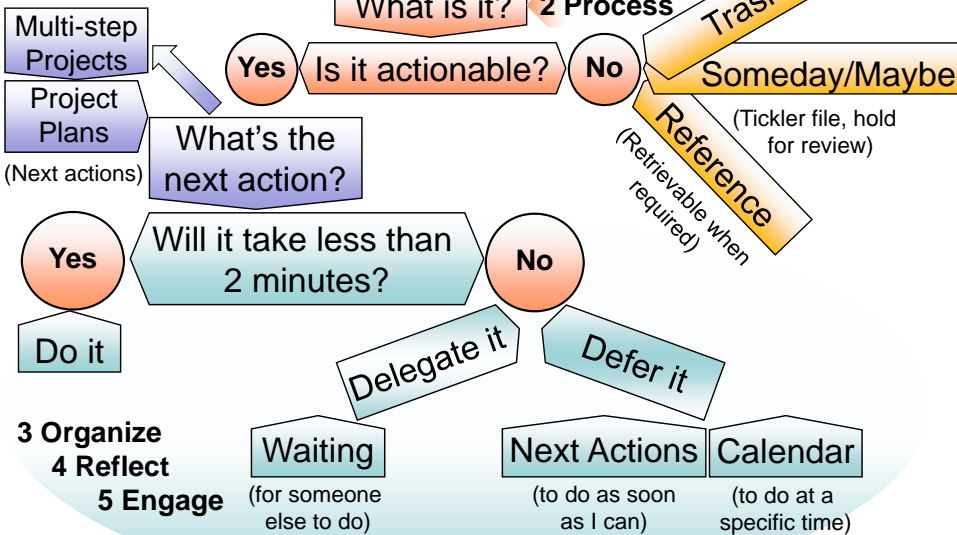
Affect-initiated decisions

Decisions based on feelings or emotions



**Making Time**

The Model (Allen, 2015, p. 37)



**What is strategy?**

“Strategy is the big picture of how an organization is going to win” (Porter, 2012)

- Defined
- Elements

Mission = present tense, who you are  
Vision = future tense, who you want to be

- Clear, but broad-stroke picture of the future
- Bring statement to life
- Achieve the strategies



**It's a Wonderful Life**

<p><b>See the World</b></p> <ul style="list-style-type: none"> <li>◦ Italy</li> <li>◦ Greece                     <ul style="list-style-type: none"> <li>• Parthenon</li> <li>• Coliseum</li> </ul> </li> </ul>	<p><b>Go to College</b></p> <ul style="list-style-type: none"> <li>◦ Plan</li> <li>◦ Do</li> <li>◦ Check</li> <li>◦ Act</li> </ul>	<p><b>Build Things</b></p> <ul style="list-style-type: none"> <li>◦ First Plan by 7/1/17</li> <li>◦ Test Plan by 1/1/18</li> <li>◦ Final Plan by 1/1/18</li> <li>◦ Implement by 7/1/18</li> </ul>
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## Making goals

### ▪ Good Goals

(Light after Hellriegel & Slocum)

- Measurable
- Motivating
- Manageable

### ▪ AIM

SMART

Verb

Noun

- Acceptable (minimum)
- Ideal (maximum)
- Middle (realistic)
- Specific
- Measurable
- Assignable
- Realistic
- Timed

Success Measure

Who

When

- Boost effectiveness average 10% (ML 12/1/17)

### ▪ Goals Template - Fixing things

1. Determine problems including root causes (JG 2/1/14)
2. Develop possible options including BOBs (CC 3/1/14)
3. Decide best options including ramifications (CC 4/1/14)
4. Draft implementation plan (BG 5/1/14)
5. Do it – implement the plan (OMG 6/1/14)

### ▪ Goals Template – New things

1. Delete step 1 above

