

Leadership Handout

**HFT 3540
Guest Service Management**

Summer 2005

Duncan R. Dickson

“Management must empower its people in the deepest sense and remove the barriers and obstacles it has created that crush and defeat the inherent commitment, creativity, and quality service that people are otherwise prepared to offer. To receive joy and pride in one’s work is the right of all. And it is management practices that prevent it! To achieve total quality managers must become leaders, drawing from their people their greatest capacity to contribute ideas, creativity, innovative thinking, attention to detail and analysis of process and product to the work place. In other words, **Management must become empowering LEADERS!”**

Stephen R. Covey
Principle Centered Leadership

A Vision Is:

- ◆ Simple
 - ◆ Clear & Compelling
 - ◆ Concise - Memorable
 - ◆ Easily Understood
 - ◆ Serves as a Unifying Focal Point
 - ◆ Acts as a Catalyst for Team Spirit
 - ◆ Tangible
 - ◆ Challenging
 - ◆ Energizing, Inspiring, Exciting
 - ◆ Excellence Centered
 - ◆ Stable but Flexible
 - ◆ Goal itself is so easy to grasp, so compelling in its own right, could be said 100 different ways, yet be understood by everyone
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Model for 21st Century Leadership*

From	TO
Few leaders, mainly at the top; many managers	Leaders at every level; fewer managers
Leading by goal setting; e.g., near-term profits, ROI	Leading by vision – creating new directions for long-term business growth
Downsizing, benchmarking for low cost, high quality	Also creating domains of uniqueness, distinctive competencies
Reactive/adaptive to change	Anticipative/futures-creative
Designer of hierarchical organizations	Designer of flatter, distributed, more collegial organizations; leader as social architect
Directing and supervising individuals	Empowering and inspiring individuals but also facilitating teamwork
Information held by few decision makers	Information shared with many, both internally and with outside partners
Leader as boss, controlling processes and behaviors	Leader as coach, creating learning organization
Leader as stabilizer, balancing conflicting demands and maintaining the culture	Leader as change agent, creating agenda for change, balancing risks and evolving the culture and the technology base
Leader responsible for developing good managers	Leader also responsible for developing future leaders; serving as leaders of leaders

*Leaders - Strategies for Taking Charge, By Warren Benis and Burt Nanus, Harper & Row 1997 p217

Leaders vs. Managers

Leaders

Create Visions

Focus on the details

Empower

Earn trust

Does what is right

Believes in others

Communicate

Coach

Have a Passion

Mission to improve

Serve the servers

Remove obstacles

Teach

Quality driven

Creative & Proactive

Problem solving

Give respect

Managers

Give Goals

Focus on the end

Control

Demand trust

Does it the right way

Believes in themselves

Control Information

Give Orders

Have a Job

OK with the status quo

Servers report to them

Policy driven

Expect you to know

Quantity driven

Reactive

Blame placing

Demand respect

Covey's Seven Habits

1. Be Proactive
2. Begin with the end in Mind
3. Put First Things First
4. Think Win ~ Win
5. Seek first to Understand ~ then to be Understood
6. Synergize
7. Sharpen the Saw

Leaders

- Focus on the details & nuances
- Leader model behaviors
- Empower with their vision
- Believe in others
- Set a standard of excellence and accept nothing less
- Communicate
- Teach
- Coach
- Remove obstacles to improvement
- Serve the servers
- Love their business
- Are passionate
- Have integrity ~ they earn trust
- Have an unrelenting quest to improve

Leaders Action Plan

1. **Deliberation** - What are the options? This is the time to communicate and get everyone's input.
2. **Decision** - What do we want to do? Set your goal. Either the team comes up with a goal, or the leader introduces a goal to the team asking for input and support.
3. **Commitment** - Get your team to commit to the goal and come up with a path to get there. Write it down - post it.
4. **Assessment** - Check in along the way. Is the plan working? Do we need to make any mid-flight adjustments? Modify your plan if necessary.
5. **Completion** - Complete your project and celebrate with your team.
6. **Reflection** - Ask yourself: What did we learn? What's the next step? The end of one cycle is the beginning of the next.

From The Tao of Personal Leadership by Diane Dreher

What Does It Take to Lead An Organization?

“In essence, the leadership challenge is to provide the ‘glue’ to cohere independent units in a world characterized by forces of entropy and fragmentation. Only one element has been identified as powerful enough to overcome the centrifugal forces, and that is trust.”

**- Jim O’Toole, author,
*Leading Change***

“What creates trust, in the end, is the leader’s manifest respect for the followers.”

**- Jim O’Toole, author,
*Leading Change***

“The best thing a leader can do for a Great Group is to allow its members to discover their own greatness.”

**- Warren Bennis & Patricia
Biederman, *Organizing Genius***

“I set as the goal the maximum capacity that people have - I settle for no less. I make myself a relentless architect of the possibilities of human beings.”

**- Benjamin Zander, conductor,
Boston Philharmonic**

“In the digital age, as we move into quicker and quicker exchanges of information...and re-inventions of the world of work, our organizations and our careers in action will become more and more closely aligned with the jazz ensemble. ... We find ourselves improvising with greater and greater confidence and fearing less and less the imaginative power of the individual committed to enriching the whole.”

- Stanley Crouch, *Forbes ASAP*

Very Loose = Very Tight

Sports

Symphony

Theater

Surgery

War

Business

Life

“Chaordic” - Dee Hock

Visa Founder

You can buy a man's time; you can buy his physical presence at a given place; you can even buy a measured number of his skilled muscular motions per hour. But you can not buy enthusiasm ... you can not buy loyalty ... you can not buy the devotion of hearts, minds, or souls. These, you must earn.

Clarence Francis

Leaders must first Trust In order to be Trusted

Trust is the expectancy held by an individual or a group that the word, promise, verbal or written statement of another individual or group can be relied on.

Trust is the relationship of confidence.

The four C's of trust:

⇒Capacity for trust

⇒Character trust

⇒Communications trust

⇒Capabilities trust

Betrayal is an intentional or unintentional breach of trust or the perception of a breach of trust.

Distrust breeds distrust and ultimately betrayal. When a leader comes from a place of fear and caution, worrying about whether they can trust an employee, their behavior can backfire and cause the very distrust and betrayal they seek to avoid.

Most betrayals are not intentionally malicious and are not designed to hurt others. They are the product of overworked, stressed-out employees trying to do more with less.

What Creates Trust?

- ◆ Honor agreements
- ◆ Keep promises
- ◆ Tell the truth
- ◆ Openly share information
- ◆ Respect others' skills
- ◆ Involve everyone
- ◆ _____
- ◆ _____
- ◆ _____

**If you want one year of
prosperity, grow grain.**

**If you want ten years of
prosperity, grow trees.**

**If you want one hundred
years of prosperity, grow
people.**

Old Chinese proverb

Healing from Betrayal

1. Observe and acknowledge what has happened
 - ⇒ Start with awareness
 - ⇒ Assess the health of your organization
 - ⇒ Acknowledge feelings
2. Allow employees' feelings to surface
 - ⇒ Give people permission
 - ⇒ Help people verbalize
3. Give Employees Support
 - ⇒ Recognize your employees' transitional needs
 - ⇒ Back your employees
4. Reframe the Experience
 - ⇒ Put the experience into a larger context
 - ⇒ Help them realize there are choices
 - ⇒ Embrace failure
5. Take responsibility
 - ⇒ Take responsibility for your role in the process
 - ⇒ Make amends, and return with dividends
 - ⇒ Manage expectations
 - ⇒ Keep your promises
6. Forgive
 - ⇒ Shift from blaming to focusing on needs
 - ⇒ Recognize that forgiveness is freedom
7. Let go and move on
 - ⇒ Accept what is so
 - ⇒ Realize that you won't always win
 - ⇒ Take the time, make the commitment

Dean Smith's 12 Leadership Principles

1. The reciprocal law of loyalty.
2. Create a family environment.
3. Friends forever.
4. The TEAM comes before the individual.
5. Success requires a flexible vision.
6. As individuals improve the team improves.
7. Use positive words.
8. Pass along what you know ~ learning is lifelong
9. Commit to Character
10. Make failure your friend.
11. Know who is really in control.
12. Leadership is a journey not a destination.

Leadership

“The art of getting subordinates to do the impossible”

George S. Patton

“The expression of courage that compels people to do the right thing.”

George S. Patton

“Around the globe we face three threats: the threat of annihilation as a result of nuclear accident or war, the worldwide plague of ecological catastrophe, and the deepening leadership crisis. In my mind, the leadership crisis is the most urgent and dangerous of the threat’s we face today.”

Warren Bennis

“Long ago I realized that in working with people I have two choices. I can close my arms or I can open them. Both choices have strengths and weaknesses. If I close my arms, I won’t get hurt, but I will not get much help either. If I open my arms I will likely get hurt, but I will also receive help. What has been your decision? I’ve opened my arms and allowed others to enjoy the journey with me. My greatest gift to others is not a job, but myself. That is a true leader.

John Maxwell

“Developing the Leader Within You”

“There are two kinds of people: those who do the work and those who take the credit. Try to be in the first group. There is less competition.”

Indira Gandhi

**Leadership is a
Combination of
Competence
&
Character**

Norman Schwartzkopf

Teamwork

- Cooperation
- Respect
- Know Each Others Positions
- Listen
- Understand Goals and Successes
- Relate with Teammates
- Relate with Customers
- Know Team Roles
- Fill-in for Others
- Assist Others
- Support Each Other
- Work Together for a Common Goal
- Educate All Team Members
- Cross Train to be More Informed
- Have FUN!

**“A Group
Dominated
by a Leader
will never exceed
the Talents of the
Leader.”**

Max DePre

Managers are people who do things
right. Leaders are people who do the
right Things.

Fail to honor people,
They fail to honor you:
But of a good leader, who
talks little,
When his work is done, his
aim fulfilled,
They will all say, "We did
this ourselves."

Lao-tzu

Why Employees Don't Do What They Are Supposed To:

1. They don't know why they should. (*They don't think it is important, not worth the effort, don't want to do it.*)
2. They don't know how to do it. (*Telling is not teaching*)
3. They don't know what they should do. (*They don't know what the finished product looks like*)
4. They think your way won't work.
5. They think their way is better.
6. They think something else is more important.
7. There is no positive consequence for doing it.
8. They think they are doing it.
9. They are rewarded for not doing it.
10. They are punished for doing what they are supposed to do.
11. They anticipate a negative consequence for doing it. (*The job is beneath my stature*)
12. There is no negative consequence for poor performance.
13. Obstacles beyond their control.
14. Their personal limits prevent them from performing.

STRIVE FOR PERFECTION
AND ALONG THE WAY
YOU WILL FIND
EXCELLENCE

**“THERE IS A DIFFERENCE BETWEEN
LEADERSHIP AND MANAGEMENT.
LEADERSHIP IS OF THE SPIRIT,
COMPOUNDED OF PERSONALITY AND
VISION; ITS PRACTICE IS AN ART.
MANAGEMENT IS OF THE MIND, A MATTER
OF ACCURATE CALCULATION. ...ITS
PRACTICE IS A SCIENCE. MANAGERS ARE
NECESSARY; LEADERS ARE ESSENTIAL.”**

**FIELD MARSHALL LORD SLIM
GOVERNOR GENERAL OF AUSTRALIA**

