

MAXIMISING STAFF EFFECTIVENESS

John Jackson

Capacity Building International

REACHING THE SUMMIT

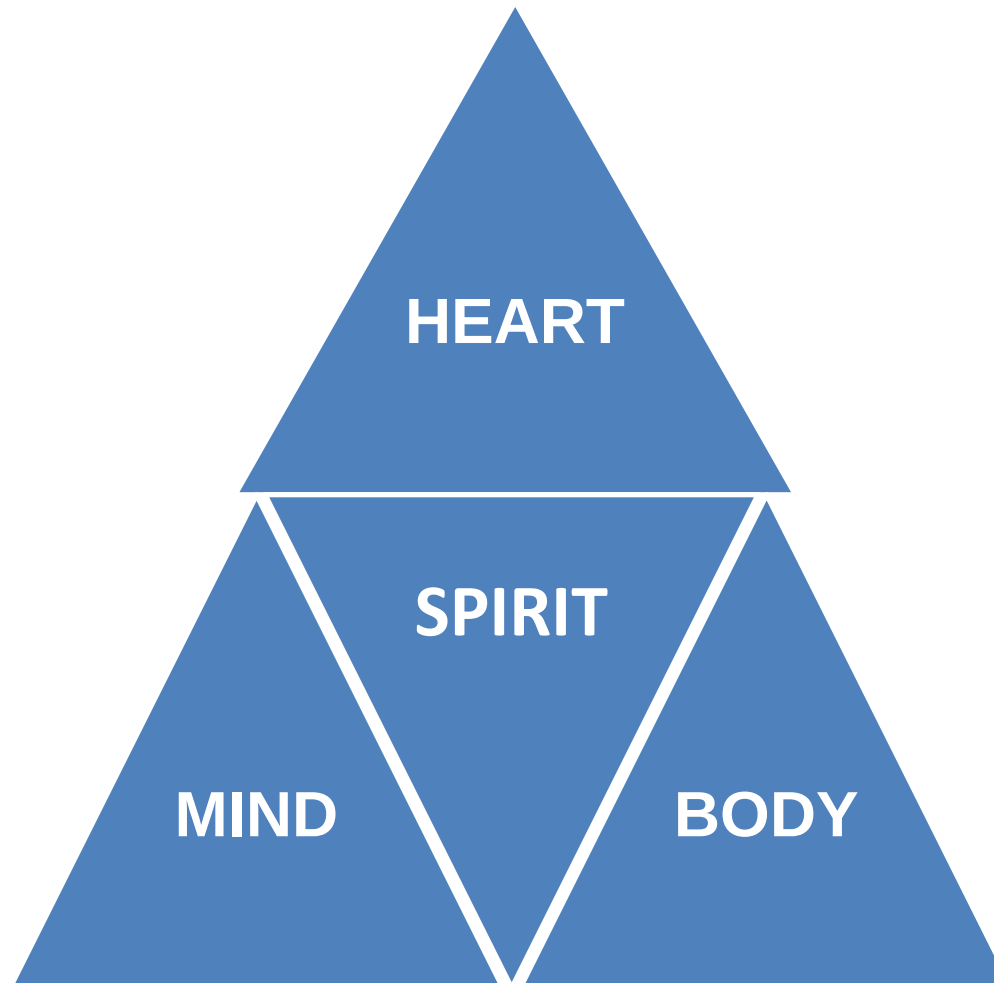
Most climbers who start never reach the top of Mt Everest; how can you be one of those who do?



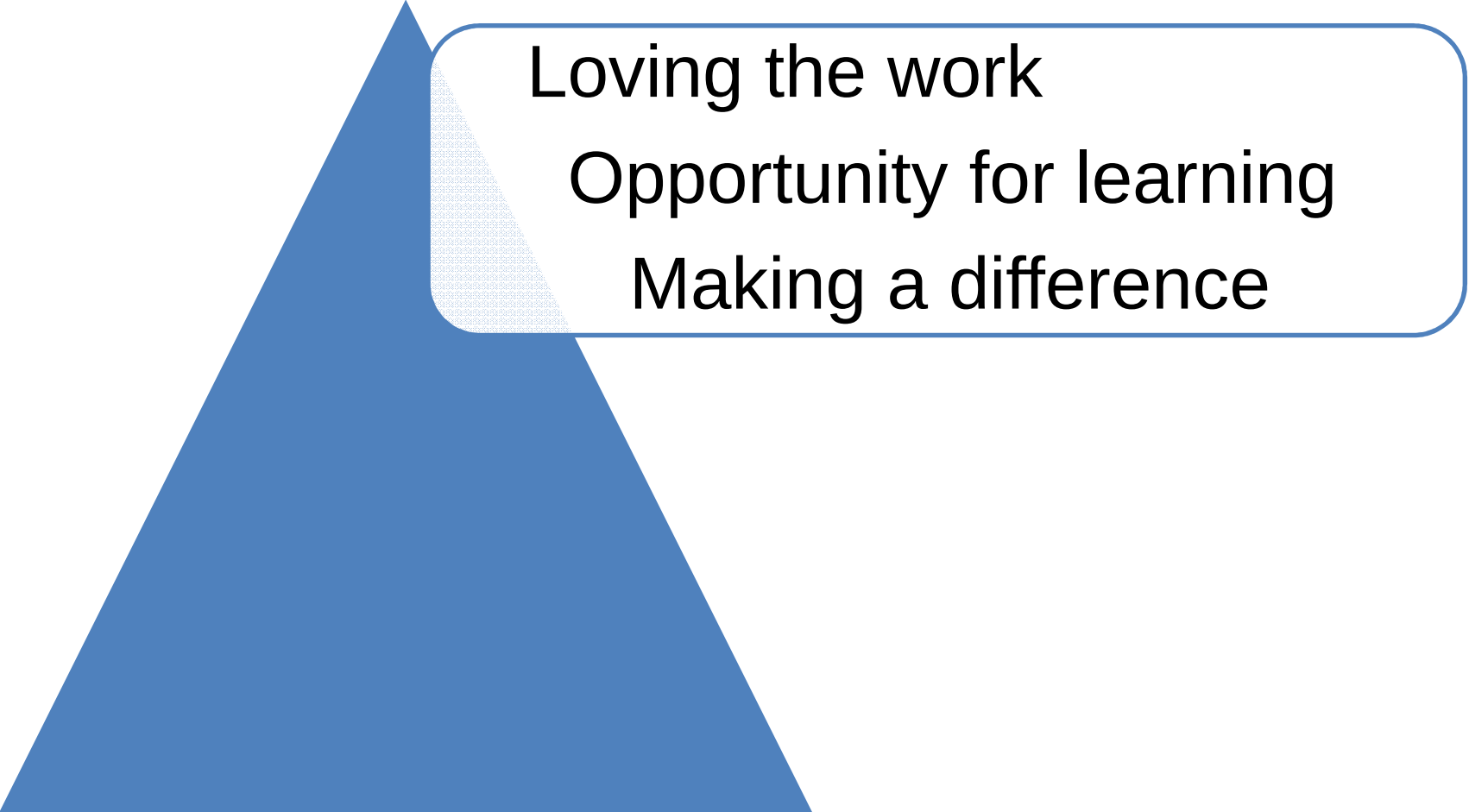
PART 1

**WHAT DO STAFF SEEK
IN THEIR WORK?**

WHOLE PERSON



JOB SATISFACTION AT ITS BEST



Loving the work

Opportunity for learning

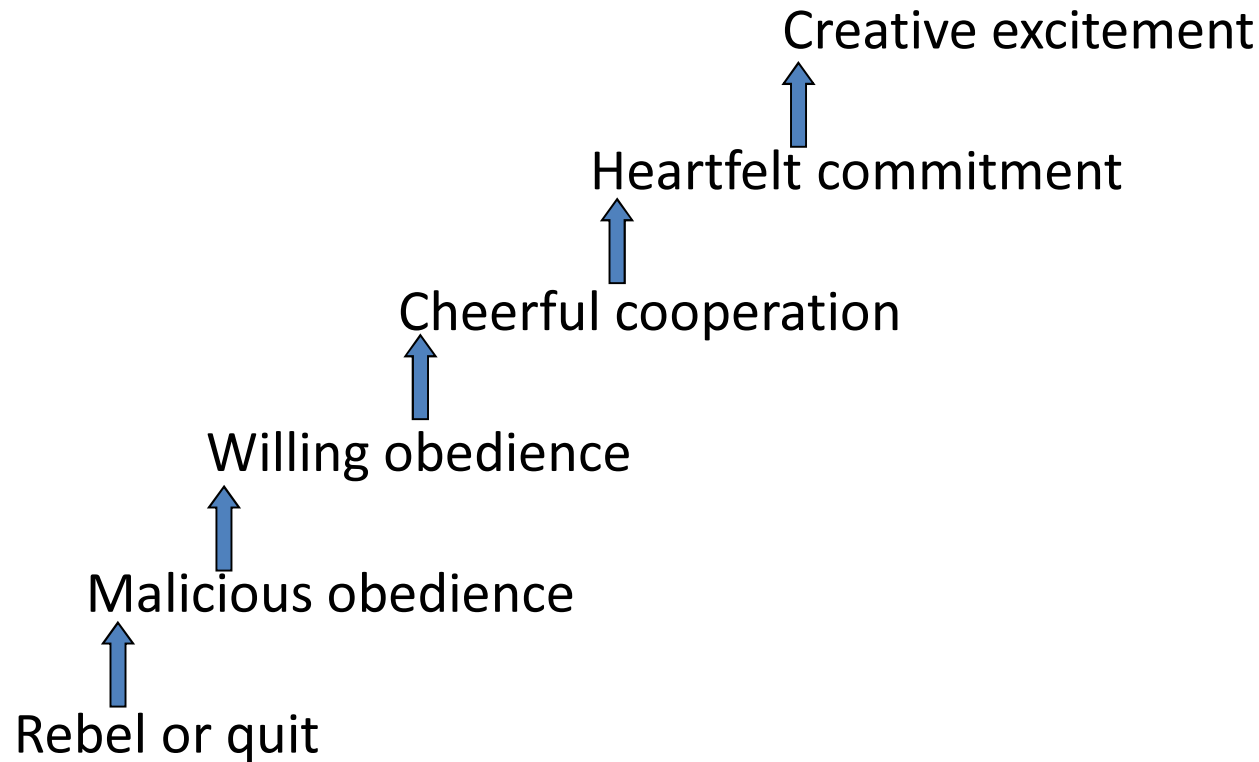
Making a difference

WHAT STAFF WOULD LIKE

- ✓ Use me creatively
 - ✓ Treat me kindly
 - ✓ Employ me fairly
 - ✓ Give me meaningful
and principled work

Question: what are the forces in a municipality that prevent a person reaching his/her full potential? Why are they there?

PERSONAL RESPONSE OF STAFF TO SITUATIONS



Question: how many staff have more talent than their current jobs allow or require?

PERSONAL LEADERSHIP CAPACITY



PERSONAL LEADERSHIP FOUNDATIONS

Passion: What are you passionate about?

Abilities: What are you really good at?

Opportunity: What do people want?

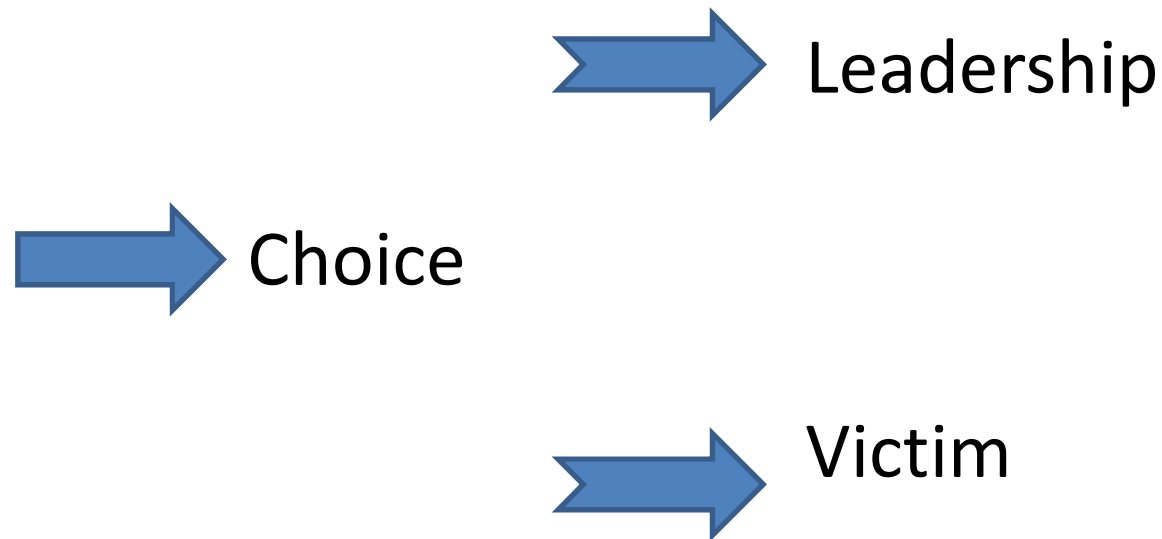
Conscience: What do you think is right?

Leadership gives you your Voice

PART 2

**LEADERSHIP - A MATTER
OF CHOICE**

RELEASING POTENTIAL



By not choosing leadership, you allow yourself to be at the mercy of others, systems etc. Is the problem you face out there or within?

POWER OF CHOICE



Strengthens us by creating possibilities and potential



Power to choose



Frightens us because we become responsible and accountable

POWER OF CHOICE



Power through position



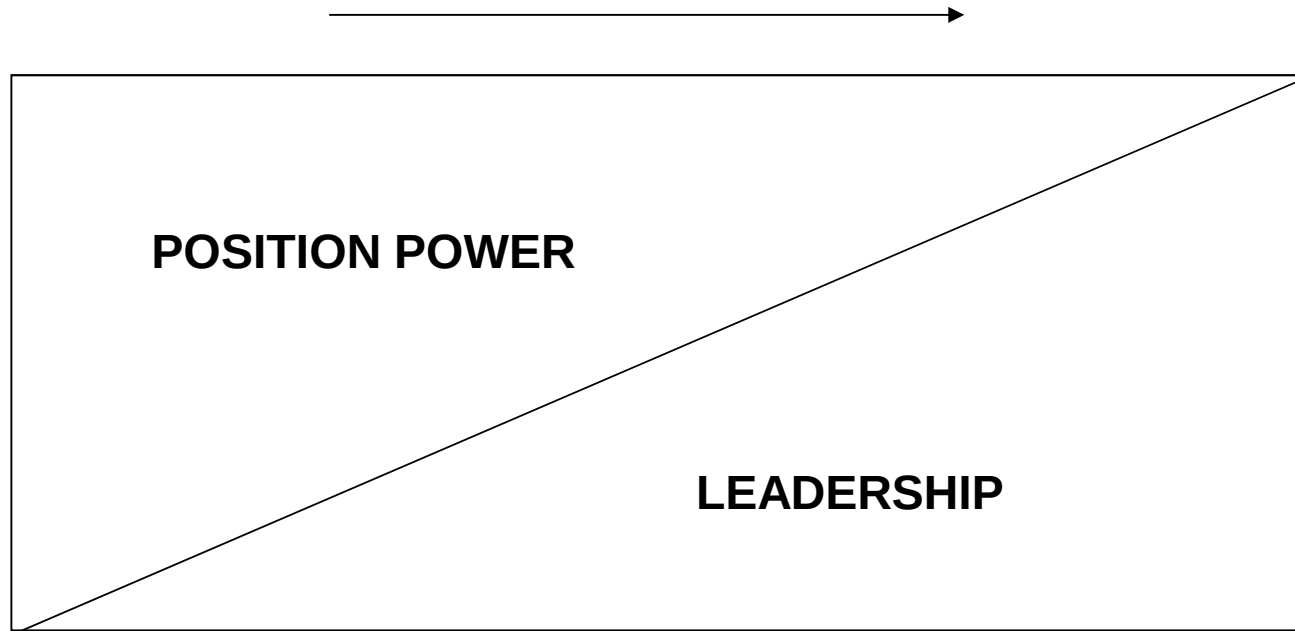
Power to choose



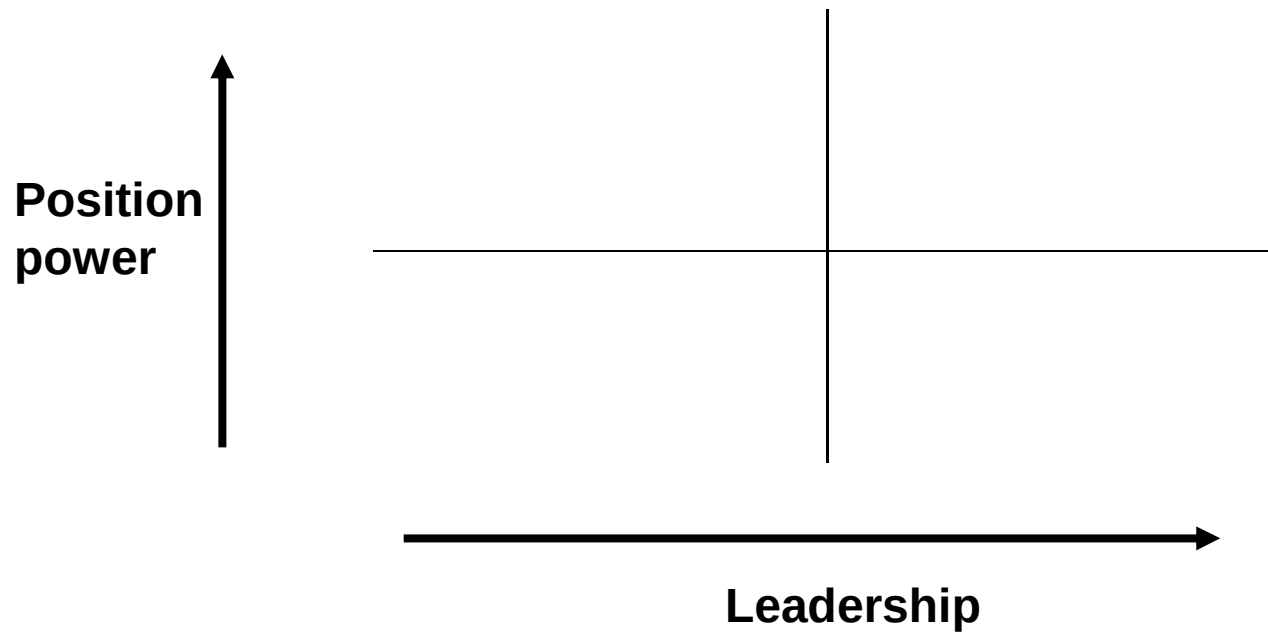
Power through leadership

THE PARADOX OF POWER

Leadership increases as position power is used less.



THE POWER GRID



Where would you put Mandela, Gandhi, celebrities, Hitler?

PART 3

CHANGING THE MIND-SET

WHAT IS THE MIND-SET?

Traditional practice:

- Managers treat people as things
- Staff accept being treated as things
- Managers focus on control

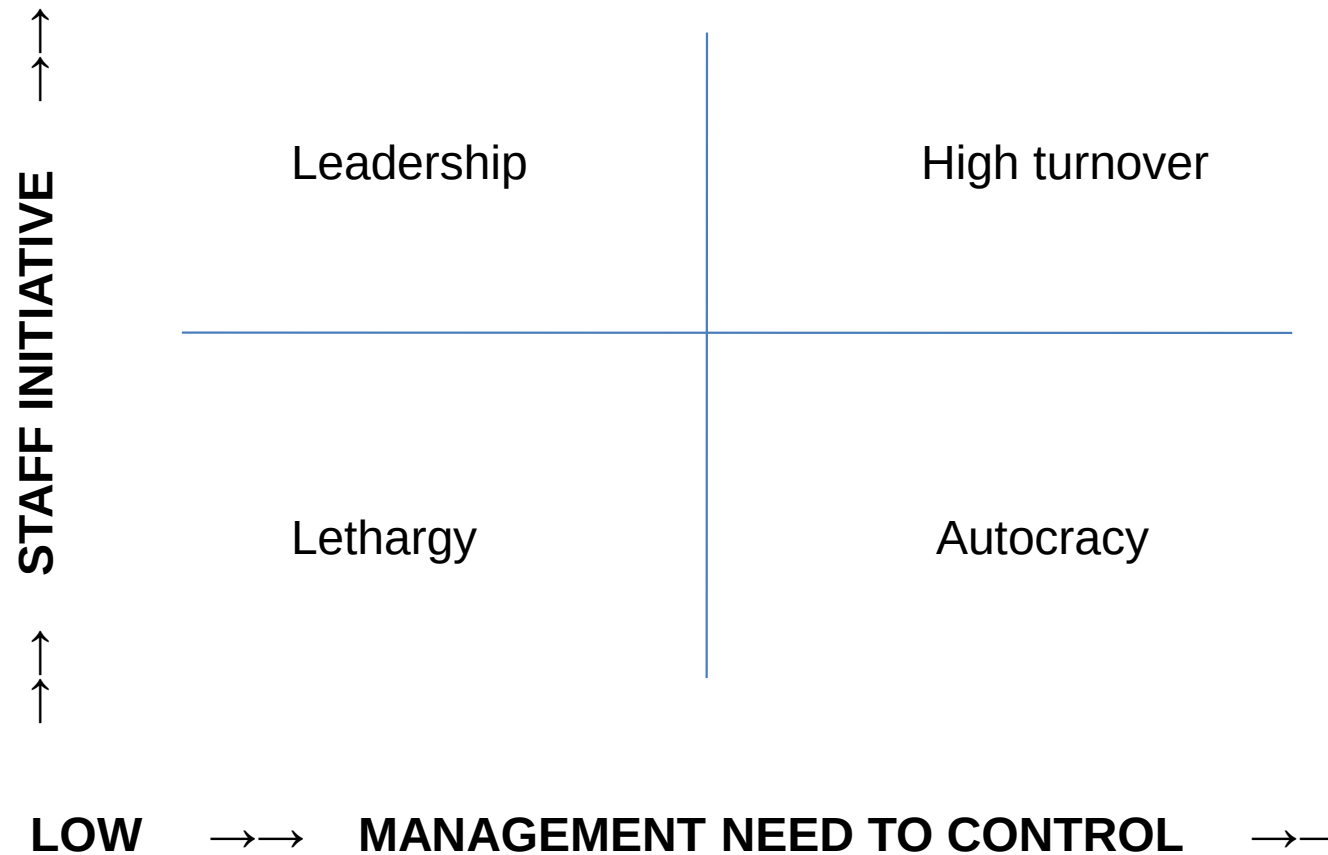
Modern practice:

- Managers treat people as a resource
- Staff choose personal leadership
- Managers harness personal leadership

TRADITIONAL MIND-SET OF USING FORMAL AUTHORITY

- Controlling
- Disempowerment
- Power of position
- Vertical communications only
- No customer care

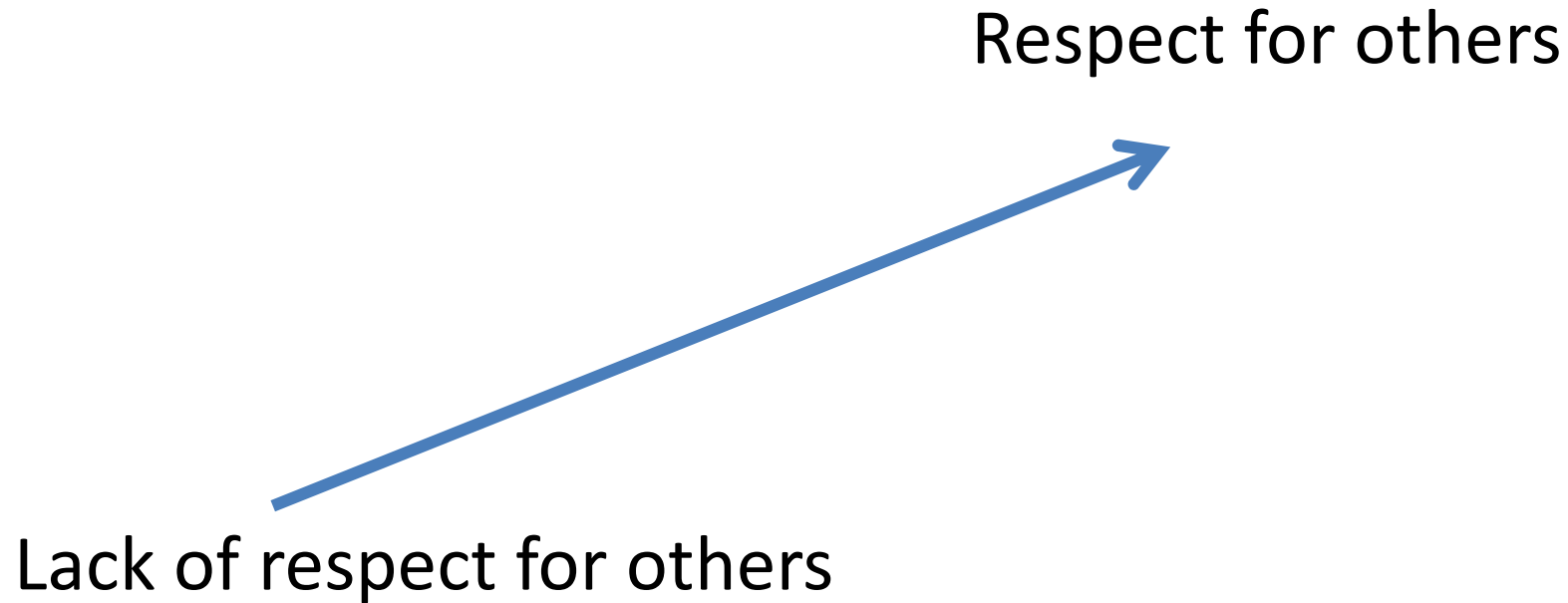
CONSEQUENCES OF MIND-SET



LEADERSHIP MIND-SET

- Defines organisation boundary by values / purposes; sees traditional walls dissolving
- Builds connections based on choice, not control
- Sees each staff member as a whole person
- Creates commitment rather than dependency

A MATTER OF RESPECT



Question: where is your organisation culture on this spectrum?

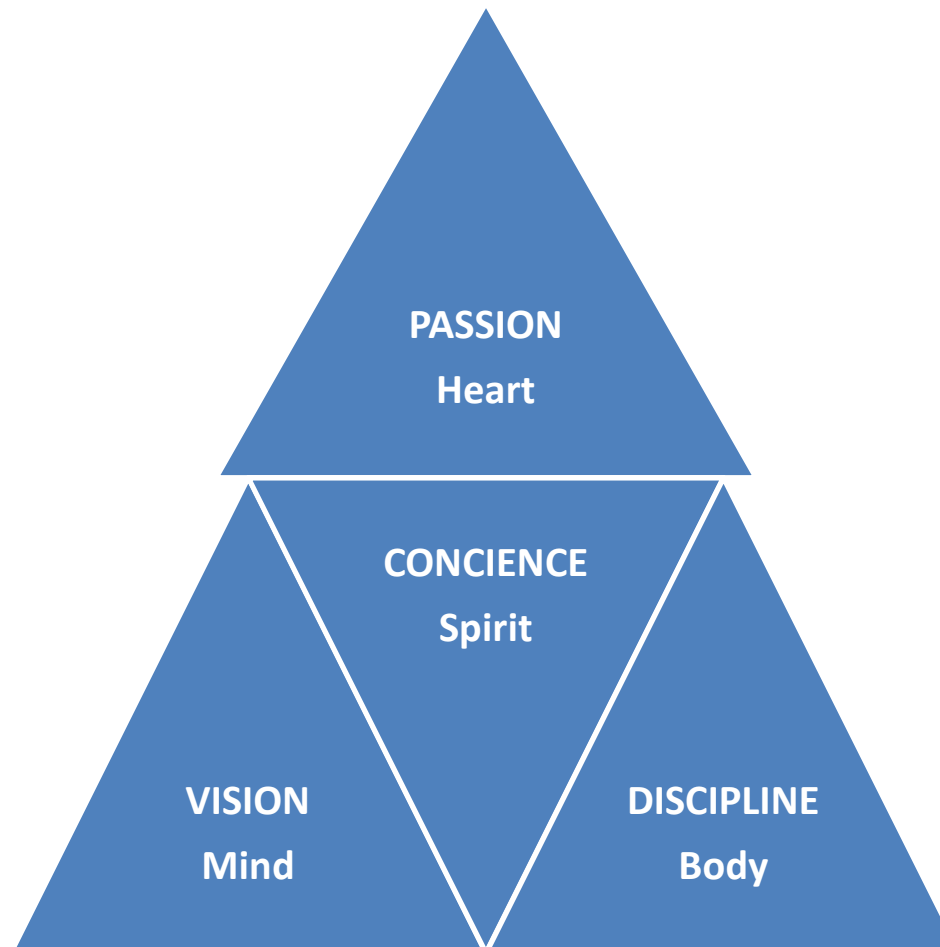
BANKING ON TRUST

ASSETS	LIABILITIES
Symptoms of trust:	Symptoms of lack of trust:
1. 2. 3.	1. 2. 3.
INCOME	EXPENDITURE
Increases trust:	Destroys trust:
1. 2. 3.	1. 2. 3.
<i>What difference does trust make in an organisation?</i>	

PART 4

PERSONAL POWER

SOURCE OF PERSONAL POWER

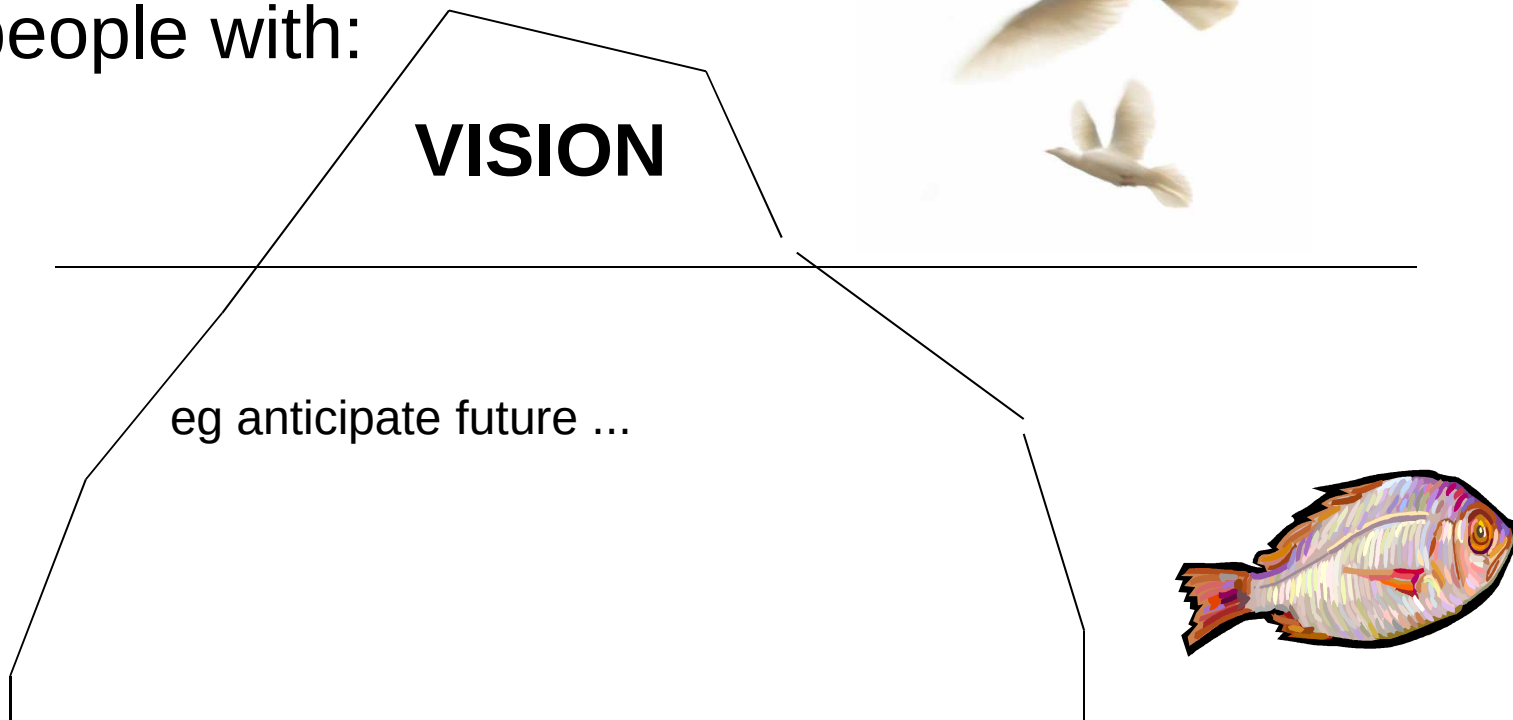


USING PERSONAL POWER

- Conscience** – why you are seeking to achieve
- Vision** – what you are seeking to achieve
- Discipline** – how you are seeking to achieve
- Passion** – creates the strength to achieve

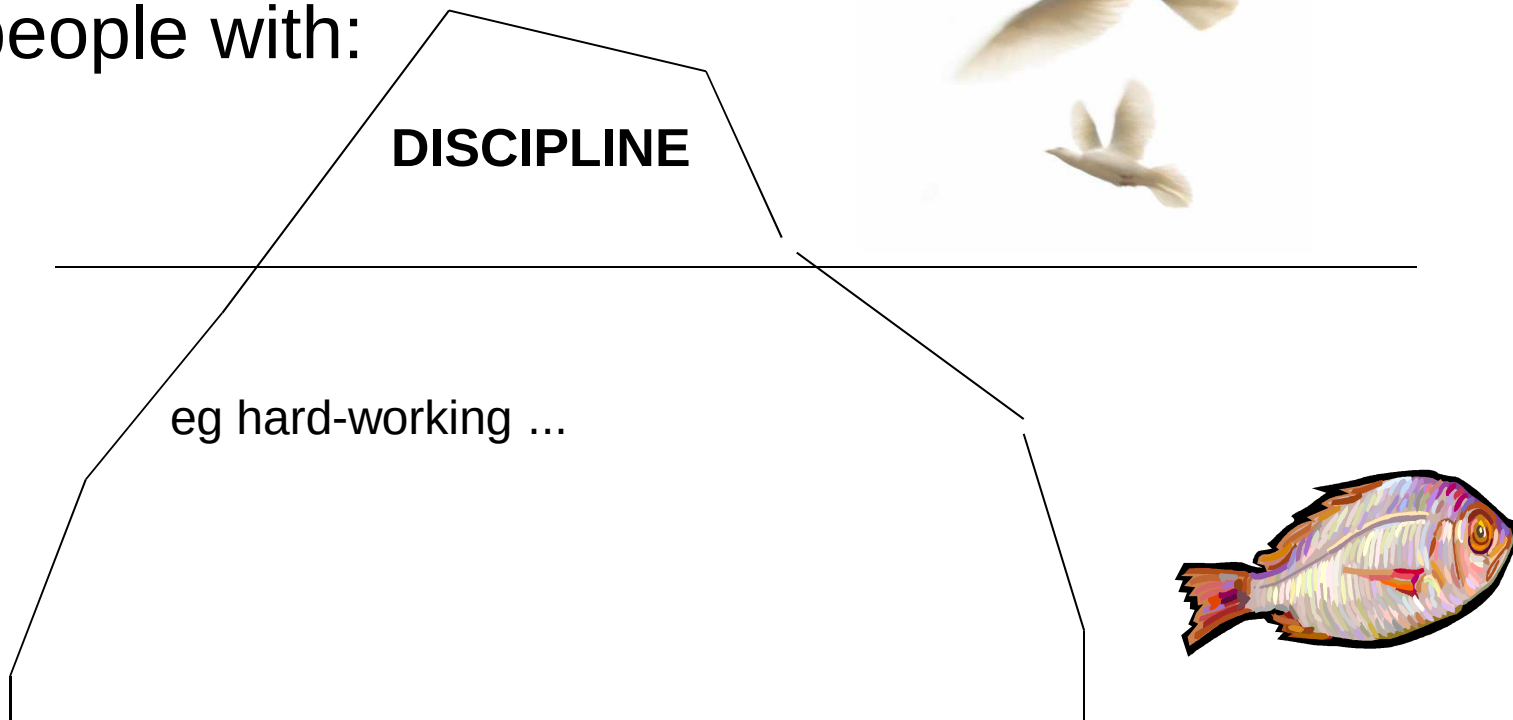
ICEBERG OF PERSONAL POWER - 1

Characteristics
of people with:



ICEBERG OF PERSONAL POWER - 2

Characteristics
of people with:



ICEBERG OF PERSONAL POWER - 3

Characteristics
of people with:

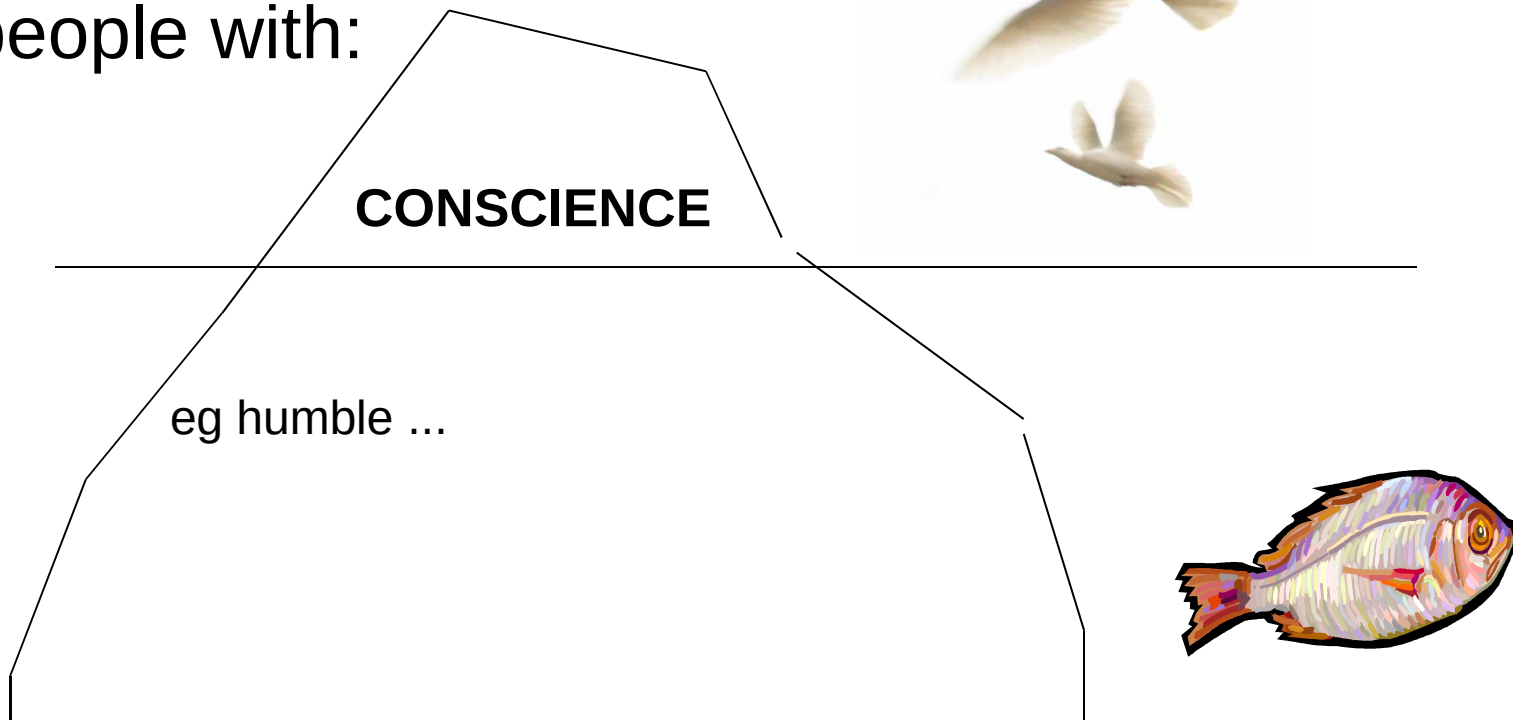
PASSION

eg fearless ...



ICEBERG OF PERSONAL POWER - 4

Characteristics
of people with:



UNDERWATER CHARACTERISTICS

(1)

- **VISION:** idealistic, long term perspective, people believer, sets expectations, pioneering, strategic thinker, outside the box, hopeful, takes initiative.
- **DISCIPLINE:** realistic, focused, execution, constant, autonomous, hard-working, tenacious, willing to sacrifice, self-disciplined, competent, consistent, decisive.

UNDERWATER CHARACTERISTICS

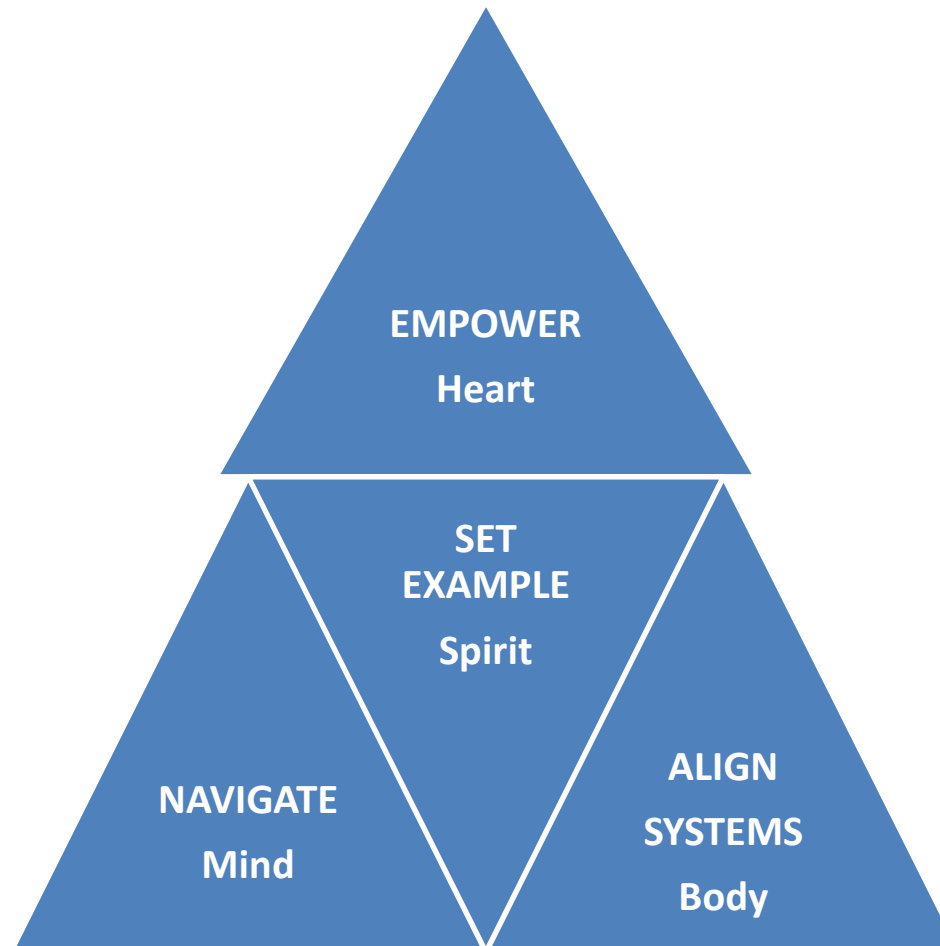
(2)

- **PASSION:** optimistic, synergistic, courageous, emphatic, affirming, fearless, challenging, fun, sensitive, motivating, influential, people-oriented.
- **CONSCIENCE:** enthusiastic, intuitive, takes responsibility, wise, integrity, humility, public service, ethical, fair, inspired, compassionate, respectful, 'win-win', cause-oriented

PART 5

**BEING PERSONALLY
EFFECTIVE**

LEADERSHIP ROLES



LEADERSHIP STARTS WITH PRINCIPLES

- Fairness
- Kindness
- Respect
- Honesty
- Integrity
- Service
- Contribution
- Trust
- Value of promise

***Do the values of your
municipality reflect
universal principles?***

LEADERSHIP BELIEFS

- People can manage high levels of personal responsibility.
- Win-win attitudes allow all sides to gain.
- Value differences; harness mutual strengths; each has something to offer.
- Focus on the whole person.
- Seek excellence.
- Do not let artificial boundaries become a constraint.

FROM LEADING SELF TO LEADING OTHERS

Leading self

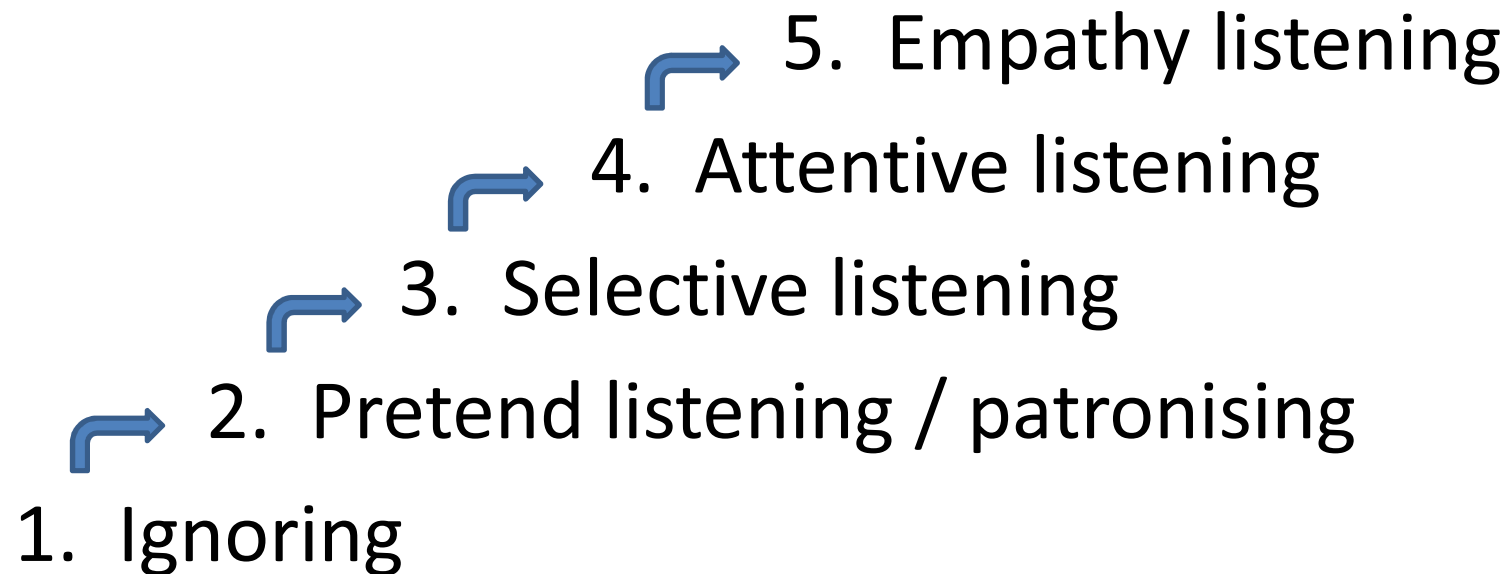
1. Show integrity
2. Build trust
3. Take initiative
4. Search for win-win

Leading others

1. Develop shared vision, values, strategy
2. Empower others
3. Align the organisation

LISTENING CONTINUUM

Only level 5 is about listening within the other's frame of reference.



UNDERSTAND LISTENING

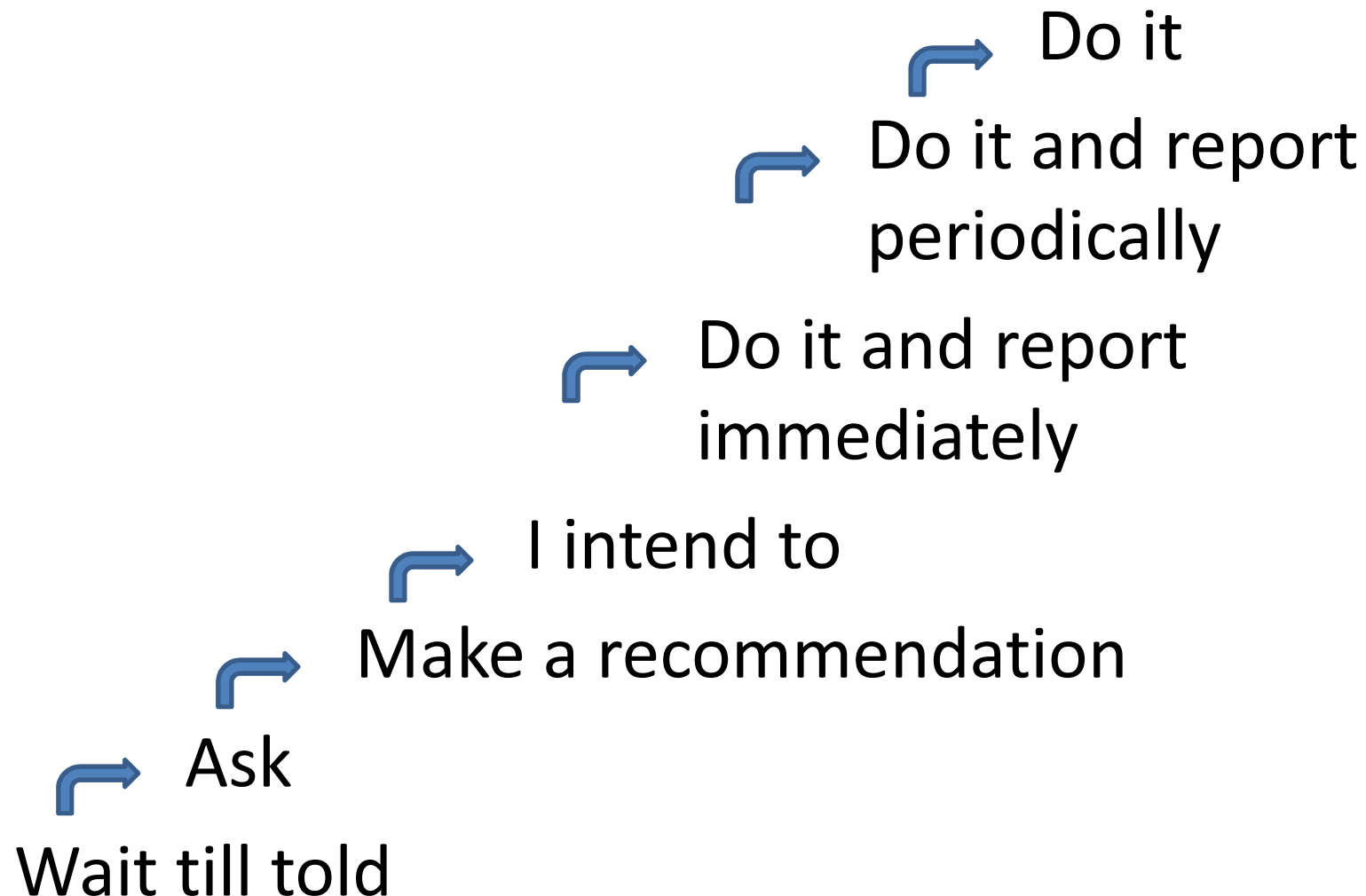
- Be sincerely open to hearing what the other thinks and why.
- Be aware that previous experience conditions the way you hear something.
- There is more than one way of interpreting; does your position give you the right to be right?
- It is easy to invest emotion in your interpretation; it is hard to disinvest.

SOLUTIONS CONTINUUM

Levels 1-2 are about transaction; levels 3-5 begin transformation.

- 5. Synergy on issue and relationship
- 4. Compromise on issue; synergy in relationship
- 3. Mutual understanding without agreeing
- 2. Compromise
- 1. Lose - win; win - lose

INITIATIVE CONTINUUM



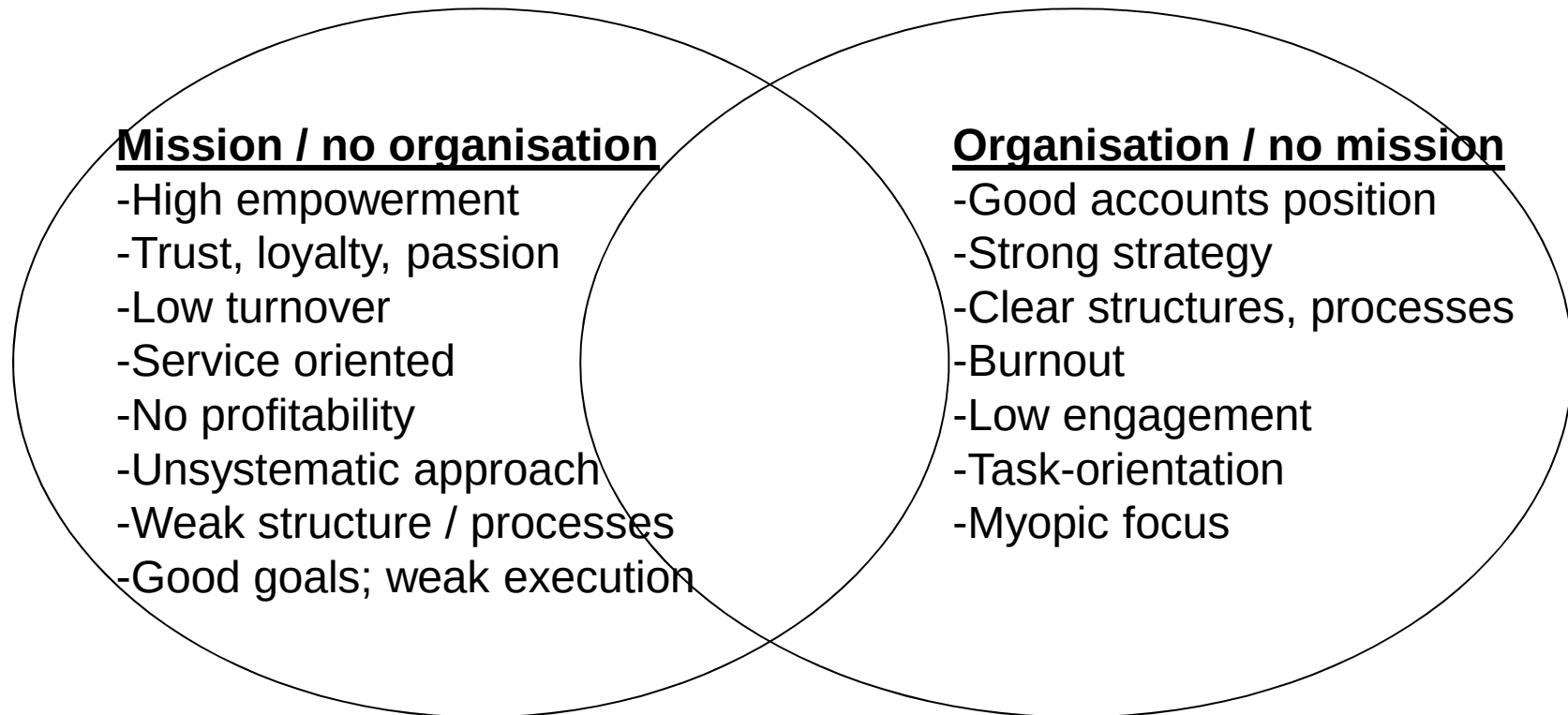
PART 6

FOCUS ON EFFECTIVENESS

LEADERSHIP ACTION

1. Take initiative (personal responsibility)
2. Begin with the end (vision)
3. Set priorities (action-oriented)
4. Understand each other (mutual respect)
5. Harness energies (mutual understanding)
6. Help all sides win (enough for all)

FOCUS ON BOTH MISSION AND ORGANISATION



EVIDENCE OF WEAKNESS

- Clarity: - do not know strategy
- Commitment: - no buy-in
- Translation: - don't know how to implement
- Enabling: - structures, processes not aligned
- Synergy: - no teamwork
- Accountability: - no holding each other to account

3 PILLARS OF EXCELLENCE

