Effective Management Behaviors: A Sustainable Improvement Model for Leaders and Managers

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The Model
Performance Improvement Model

Leadership Qualities and Behaviors

Effective Management Behaviors

Management Detractors

Workplace Respect Measures

Workplace cooperation Measures

Workplace Effectiveness Measures
Leadership Qualities and Behaviors

“My supervisor…..”

• appears self-confident;
• remains confident despite setbacks;
• talks optimistically about the future;
• conveys a strong commitment to goals;
• communicates an inspiring vision for change;
• presents convincingly when speaking to a group.”
Effective Management Behaviors

• Values new ideas
  – My supervisor rewards initiative
  – Will try new, potentially better methods
  – Treats new ideas with respect

• Values others’ views
  – My supervisor involves subordinates in important decisions
  – Takes time to listen and understand
  – Provides feedback when subordinates share ideas
Effective Management Behaviors

• Appreciates differences among people
  – My supervisor recognizes that individual needs and abilities differ
  – Values the experiences and perspectives of people of diverse backgrounds
Effective Management Behaviors

• Takes action to solve problems and conflicts
  – My supervisor takes steps to improve bad relationships
  – Takes action to resolve interpersonal conflicts
  – Finds win/win solutions
  – Learns from his/her mistakes
  – Sorts essential from unimportant information
Effective Management Behaviors

• Communicates expectations
  – My supervisor communicates what he/she expects to be accomplished
  – Provides understandable performance measurement data

• Principled
  – My supervisor maintains consistency between words and actions
  – Acts in a way that builds respect in him/her
  – Models the behavior he/she expects from others
  – Recruits and promotes fairly regardless of race, gender, sexual orientation, age, etc.
Behaviors that *Undermine* Management Effectiveness

(_Management Detractors_)  

- My supervisor loses his/her temper under pressure  
- Makes some people look good at others’ expense  
- Discourages my bringing up problems  
- Favors an ‘in group’ of subordinates  
- Waits until a problem escalates before acting  
- Makes subordinates ‘feel stupid’ when they disagree with him/her
Workplace Respect Measures

“In my work group….

• People who seek better methods are respected and rewarded
• Interpersonal conflicts are addressed and resolved within the group
• People can criticize the way the group functions without penalty
• People recognize and accept each others’ strengths and weaknesses
• People can share (work) problems without concern about ‘appearing stupid’
• Co-workers experience a climate of mutual respect.”
Workplace Cooperation Measures

“In my work group….

• Differences of opinion about how to get the job done are resolved using facts (rather than power)

• Everyone shares responsibility for the results of group tasks

• A suggestion about work methods are valued even if it’s initially ‘wrong’
Cooperation cont’d

“In my work group….

• When problems surface my co-workers produce information about ideas that help solve the problem
• When faced with a setback or challenging problem my group experiences fewer interpersonal problems (rather than becoming fragmented)
Cooperation cont’d

“In my work group….

• Group members share expertise when facing a challenging task
• Leadership responsibilities are shared and frequently handed off
• Work group members express little concern about whether tasks are divided ‘fairly’
• Problems with the way my work group functions are faced and attended to.”
Effectiveness Measures
(Baldridge criteria)

• Work group members
  – Share a common set of goals
  – Embrace consistent standards of effectiveness
  – Share common values of service, quality and excellence

• Work groups
  – Are committed to meeting customer needs
  – Continually improve practices, productivity and effectiveness
  – Do not wait for complaints before tackling new problems
  – Perceive themselves as ‘efficient and productive’