

ADMINISTRATION AND MANAGEMENT SKILLS (LII312)

7. MANAGEMENT SKILLS – Pt. 1

7.1. Persuasion

The communicating that a leader uses, day in and day out, is essentially called persuasion. That's what leaders do. They persuade people to work together, to achieve more than they ever thought they could, to reach for apparently impossible goals, to put personal interests aside (at least temporarily) in favor of some larger group purpose. Persuasion means changing someone's mind. If the mind isn't changed, the person hasn't been persuaded, it's that simple. So a leader's job is to change minds, but consider that decision-making is fundamentally emotional. Recent brain research shows that if you incapacitate the part of the brain concerned with emotions, through a stroke or other brain trauma, people can't make decisions. That's because, far from clouding our ability to decide, emotions make it possible.

Because persuasion lies squarely at the center of leadership, of changing minds and making decisions, an emotional process is central to what successful leaders do. More than that, it's a process that requires both intellectual finesse and nonverbal skill. A successful leader, in other words, has to be comfortable with emotional arguments and comfortable in his or her own skin, making and responding to those arguments. Self-awareness is critical and understanding your own emotional tendencies and responses is essential if you're going to evoke and shape emotional responses in others. Ultimately, decision-making is nine-tenths emotion and one-tenth intellectual justification. Most reasoning about decision-making is *ex post facto* justification of decisions already made on emotional grounds. We decide to go for a stretch second-quarter goal, for example, because we want it, or it feels right, or some other equally intangible reason. Then we collect intellectual reasons for the decision that we've already made, in order to justify it to ourselves.

In regards to leadership communication, if you as a leader stand in front of an audience of your employees trying to persuade them to go for that stretch second-quarter goal, before you even open your mouth everyone in the audience has begun to panic, at least a little, because of the fight or flight signals you send out without being consciously aware of them. Suddenly the job of persuasion is harder than

you might have expected. How do you persuade a room full of stressed-out people to work harder or change radically or give up vacations and weekends to save the company? You do it by taking that audience on an emotional decision-making journey, beginning with an authentic acknowledgment of where they are right now. But before you address that audience, you need to do some homework as a leader to gain conscious control of your own unconscious body language, so that you can send out messages of openness and connection rather than danger and distance. If you don't start with that, your leadership journey will be over before it has begun. Leadership is persuasion, persuasion is emotional, and emotion is unconscious. Leaders need to master their unconscious emotional thought processes in order to succeed. It's essential work for anyone who wants to persuade others to achieve anything worthwhile. Persuasion is not the same as manipulation. Think of manipulation as persuasion's evil cousin. Both involve getting others to do or believe something, but they differ in two important ways. Manipulation typically relies on deception, and has little regard for impact on others. Persuasion, in contrast, does not depend on deception and, at its best, gives due consideration to the other person. Finally, Blair suggests (1993), "The great managers are the ones who challenge the existing complacency and who are prepared to lead their teams forward towards a personal vision. They are the ones who recognize problems, seize opportunities, and create their own future. Ultimately, they are the ones who stop to think where they want to go and then have the shameless audacity to set out."

7.2. Motivation

If needed, here are some motivation techniques that will help to get staff re-energized and engaged at work. To begin with, make sure you have the right conditions in place so that your work culture supports motivation. Make sure the following conditions are offered; fair pay and conditions, a comfortable, safe, working environment, opportunities for employees to socialize and make friends, clearly defined work responsibilities and goals, education and training opportunities and finally career opportunities. So what can you do to make sure that employees are switched on at work? Here are some practical motivation techniques that you can use to improve motivation in your workplace;

1. Treat Employees as Individuals

Do you make assumptions about what motivates your employees? Some are likely to be career focused, but others may see their work as a place to make friends and earn money. Find out what motivates employees outside of work. Some enjoy a

challenge such as a sporting activity, others may like to be on committees so they can use their organizational skills. Use their innate talents in the workplace where possible to keep them motivated. Set goals which stretch their abilities. Make goals specific, measurable, achievable, relevant and time framed (SMART).

2. Treat Employees with Respect

Get to know your employees on a personal level, and offer support when needed, even if it is only to listen to their concerns. Ask your employees for their opinions where possible, for example if you are changing systems or introducing new equipment. Being involved in decision making is one of the best motivation techniques. Catch your employees doing something well and praise them - and if you do this in front of others, it makes the employees feel even better. Giving employees recognition for their efforts will motivate them to repeat the process.

3. Provide Opportunities for Employee Learning and Development

Encourage a learning climate, through structured on-the-job training programs, job transfers, inter-disciplinary projects and support for further education. Aim to have your employees constantly learning new skills and gaining new knowledge. This will reduce the level of stagnation that can easily occur in a business. Promote from within where feasible and invest the time and support in developing employees so they can take on new opportunities.

4. Make the Workplace a Fun Place

Having fun is one of the best motivation techniques. Small things can make all the difference, bringing sweets to team meetings, sharing non-business news through newsletters, surprising employees with a birthday cake, and asking the employees for their opinion on what would make the workplace a fun place.

7.2.1. Personality & Motivation

There are three aspects of motivation that are essential to developing leadership. First, leaders must be willing to tackle complex organizational problems. This first step is critical. For leadership to occur, a person must want to lead. Second, leaders must be willing to express dominance—to exert their influence. In influencing others, the leader must take on the responsibility of dominance because the influence component of leadership is inextricably bound to dominance. Third, leaders must be committed to the social good of the organization. The social good is a broad term that can refer to a host of outcomes. However, in the skills model it refers to the leader's willingness to take on the responsibility of trying to advance

the overall human good and value of the organization. Taken together, these three aspects of motivation (willingness, dominance, and social good) prepare people to become leaders. `

Positive attitude facilitates innovation and enables learning. All in all, a positive atmosphere will come across from the management all the way to the outer interest groups. Management's role in all this is naturally central, as its positive attitude will act as a role model to the entire staff. Innovation, energy and compassion are contagious. Every meeting between individuals is always an opportunity to create positive energy. Positive energy, in its turn, facilitates reaching common goals. This is important, because current research suggests that a large percentage of people say they work in an un motivating atmosphere. This figure is particularly alarming as the vast majority of young people consider a motivating atmosphere the most important factor behind their work motivation. It is obvious that leadership and work satisfaction play key roles in the overall effectiveness of an organization.

7.2.2. Motivation & Emotional Intelligence

As Bradberry says (2009), "The daily challenge of dealing effectively with emotions is critical to the human condition because our brains are hard-wired to give our emotions the upper hand." People don't understand emotional intelligence. They often mistake it for a form of charisma. Also, they don't see it as something that can be improved. Scientists realized that there must be another variable to explain success above and beyond IQ. They have identified emotional intelligence or EQ as the factor. Emotional intelligence is not about traditional intelligence. It is about our ability to handle ourselves and others. It is all about our ability to get along with others and build relationships. The concept of EQ became popularized by Daniel Goleman in 1995. His work helped us to understand that it is not just technical and analytical abilities that make a successful leader. IQ is not the only predictor of your success, a high IQ is not a guarantee of career success. You do need your technical abilities, your competencies at a specific skill or within a specific subject matter, but to thrive you need your ability to get along with other people. The most successful leaders also have a high degree of emotional intelligence. The good news is that EQ (unlike IQ) can be developed. Also, Goleman adds (1995), "The two minds, emotional and rational operate in tight harmony. Ordinarily there is a balance with the emotional mind feeding into and

informing the operations of the rational mind and the rational mind refining and sometimes vetoing the inputs of emotion.”

So, what makes up EQ? There are five components:

1. **Self-Awareness** – A person who is self-aware understands their own moods and emotions and also how those moods and emotions may impact others.
2. **Self-Regulation** – Someone who exhibits self-regulation thinks before they act. Remember that person you worked for? The one who used to get red in the face, yell and scream and throw notebooks across the room? They were not exhibiting self-regulation at all.
3. **Motivation** – If you love to work and it is not just for money or for status, if you have a strong drive to achieve, then you know about motivation.
4. **Empathy** – The empathetic individual is able to understand the emotions of others and also learns to treat them as they wish to be treated.
5. **Social Skill** – Do you know someone who is able to meet new people and immediately develop a rapport with them? It is likely that they are very accomplished in the area of social skill.

7.2.3. The Motivation Through Needs Analysis

For companies and businesses, a needs analysis can help you determine your current position. This, in turn, makes it easier to decide where you need to go. A "needs analysis" is sometimes referred to as a situational analysis, problem assessment, or an organizational diagnosis.

In essence, a needs analysis is;

- A **review** of your past successes and challenges in terms of inclusion
- An **inventory** of what has been developed and what areas still need to be explored
- A **health check** of your internal procedures

Also, a needs analysis involves;

- Collecting background information
- Understanding the real needs of the young people
- Identifying potential partners and potential obstacles in the inclusion field
- Making an inventory of the skills, competencies and resources available to you

As you go through this process you are actually analyzing what is happening in the inclusion field inside and outside your needs analysis. A needs analysis shows clearly where you are starting from and establishes the baseline against which the results of your inclusion strategy will later be measured and evaluated. Your needs analysis will help you to highlight the strengths and weaknesses of inclusion in the needs analysis and also indicate opportunities for the future. This information can then help you to make the difficult choices which will come up in the planning phase. The needs analysis is the most work-intensive and time-consuming aspect of developing a strategy. Don't let this turn you off, because the information you gather in this phase will be worth gold later on. By conducting a needs analysis you are making an important investment in your inclusion strategy and in your needs analysis as a whole. A needs analysis is not an evaluation. This phase is first and foremost about seeing the facts. The interpretation of those facts happens later when implementing strategies for improvement.

On a personal level, do you want to know your personal needs, the deep motivation that constantly drives your daily activities in your search for well-being and happiness? A needs profile/analysis will help you know yourself better. A needs test does not reflect mental health or intellectual capacity. It will provide a picture that is unique to you. Keep in mind that there are no wrong answers when taking such an assessment. A simple search will yield information on a number of needs analysis tests that are available at little to no cost. Some general suggestions when taking the tests are to rely on your first impression and go at your own pace. After finishing the test, you will receive a report or a graph and a personalized interpretation for your test scores. You will then have the option to purchase the full results. A needs analysis attempts to collect as much information as possible in order to build a comprehensive understanding of the needs and issues facing your company.

BIBLIOGRAPHY

Subject: MANAGEMENT SKILLS – Pt. 1

Research:

		Title	Author	Year	Edited By
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2	Book	Emotional Intelligence: Why It Can Matter More Than IQ	Goleman, D.	1995	Bantam Books
3	Book	Starting to Manage: The Essential Skills	Blair, G.M.	1993	Chartwell-Bratt & The Institute of Electrical and Electronics Engineers