

PACIFIC NORTHWEST SECTION CONFERENCE

Tacoma



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**So, You Want to Be
a Manager or
Supervisor—
But Are You Really
Ready?**

**GOALS OF THIS
PRESENTATION
ARE THE AREAS
BEYOND THE
JOB
DESCRIPTION**



What are the Keys for You
to Be Successful?

As it relates to being a
Supervisor, I know
what my Strengths are;
but am I honest about
my weakness!

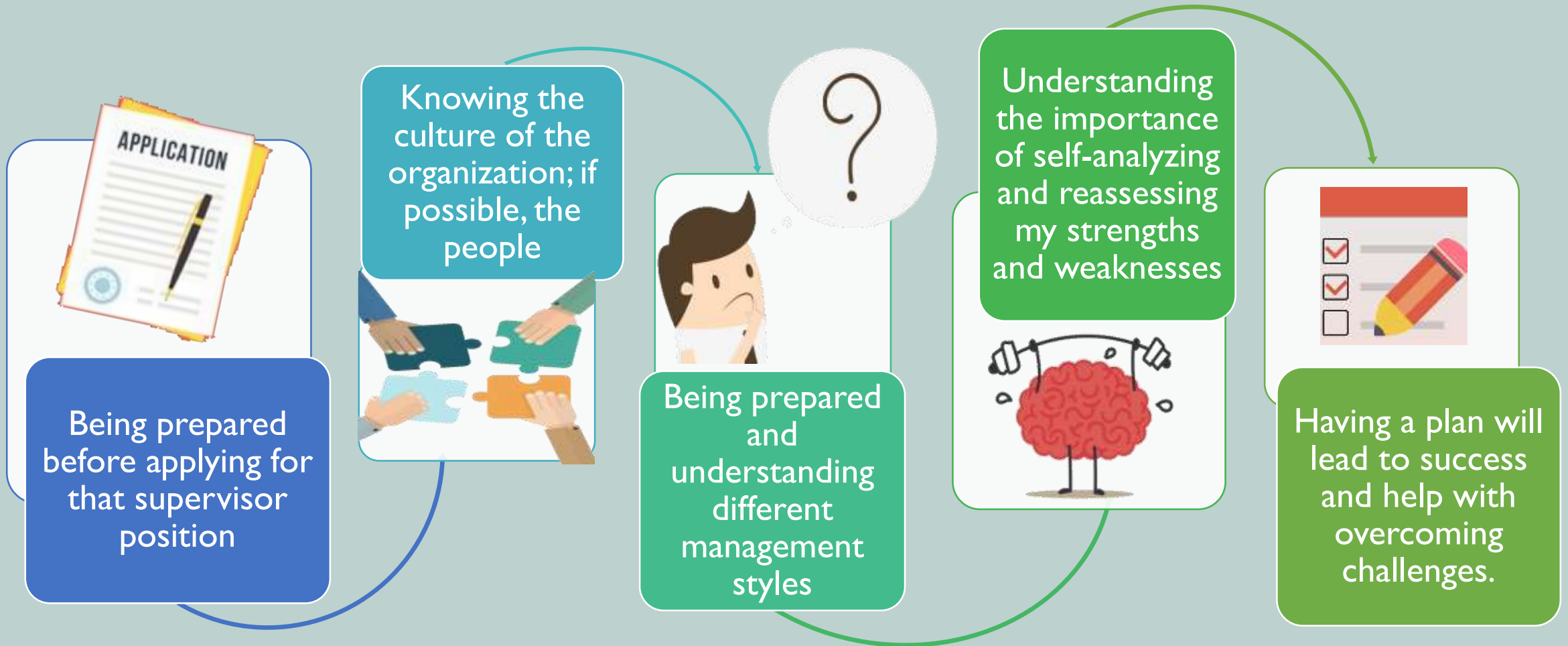
*How prepared
am I for that
Supervisor/
Management
position?*

Internal or external
position; do you know the
organization and who
you'll be supervising?

What is my
Management
Style?



What you will hopefully take away



MY PERSONAL EXPERIENCE

- ▲ 23 years as a General Manager
- ▲ Working with various management levels of utilities, cities, towns, and counties
- ▲ State and Federal Legislators
- ▲ Consultants & Vendors
- ▲ Came up through organization
- ▲ On-the-job learning—beyond education and experience
- ▲ What I've learned and striving to do better

EVERY MOUNTAIN TOP IS
WITHIN REACH IF YOU
JUST KEEP CLIMBING

BARRY FINLAY



WHAT DOES THE FUTURE LOOK LIKE?

- ✦ Around the country—10,000 baby boomers (born 1946-64) are retiring everyday!
- ✦ Washington State Dept. of Health—over 4500 operators needed to fill retirements over the next 5 years
- ✦ Research by economist Barry Bluestone, Dean of the School of Public Policy and Urban Affairs at Northeastern University, predicts labor shortages over the next five years to the tune of more than 5 million job vacancies, including 2.4 million in the education, health care, government, and nonprofit sectors.
- ✦ The Water Research Foundation, in its 2010 Water Sector Work Force Sustainability Initiative Report, estimated that as many as 30 – 50 % of the water workforce will be retiring by 2020.



HOW PREPARED AM I FOR THAT SUPERVISORS POSITION?

- First question—Why do I want to be a Supervisor/Manager?
- Education—Experience
- Time commitment—exempt or non-exempt position
- Job requirements—your investment
- Communication Skills—verbal and written
- Mentoring—coaching





Know the Lay of the Landscape

- Start with your Vision as a leader, Manager, or Supervisor.
- What are the organization's short- and long-term goals?
 - External
 - Internal
- Assessment of an organization; think about situations impacting your vision that are in your control and outside your control.





SIX DIFFERENT MANAGEMENT STYLES

**DIRECTIVE, AUTHORITATIVE, AFFILIATIVE,
PARTICIPATIVE, PACESETTING, & COACHING**

DIRECTIVE



The DIRECTIVE (Coercive) style has the primary objective of immediate compliance from employees:

- The “do it the way I tell you” manager
- Closely controls employees
- Motivates by threats and discipline

Effective when:

- There is a crisis
- When deviations are risky

Not effective when:

- Employees are underdeveloped—little learning happens with this style
- Employees are highly skilled—they become frustrated and resentful at the micromanaging.

AUTHORITATIVE



The AUTHORITATIVE (Visionary) style has the primary objective of providing long-term direction and vision for employees:

- The “firm but fair” manager
- Gives employees clear direction
- Motivates by **persuasion** and feedback on task performance

Effective when:

- Clear directions and standards needed
- The leader is credible

Ineffective when:

- Employees are underdeveloped—they need guidance on what to do
- The leader is not credible—people won’t follow your vision if they don’t believe in it

AFFILIATIVE



The AFFILIATIVE style has the primary objective of creating harmony among employees and between manager and employees:

- The “people first, task second” manager
- Avoids conflict and emphasizes good personal relationships among employees
- Motivates by trying to keep people happy

Effective when:

- Used with other styles
- Tasks routine, performance adequate
- Counselling, helping
- Managing conflict

Least effective when:

- Performance is inadequate—affiliation does not emphasize performance
- There are crisis situations needing direction

PARTICIPATIVE



The PARTICIPATIVE (Democratic) style has the primary objective of building commitment and consensus among employees:

- The “everyone has input” manager
- Encourages employee input in decision making
- Motivates by rewarding team effort

Effective when:

- Employees working together
- Staff have experience and credibility
- Steady working environment

Least effective when:

- Employees must be coordinated
- There is a crisis—no time for meetings
- There is a lack of competency—close supervision required

PACESETTING



The PACESETTING style has the primary objective of accomplishing tasks to a high standard of excellence:

- The “do it myself” manager
- Performs many tasks personally and expects employees to follow his/her example
- Motivates by setting high standards and expects self-direction from employees

Effective when:

- People are highly motivated, competent
- Little direction/coordination required
- When managing experts

Least effective when:

- When workload requires assistance from others
- When development, coaching, & coordination required

COACHING



The COACHING style has the primary objective of long-term professional development of employees:

- The “developmental” manager
- Helps and encourages employees to develop their strengths and improve their performance
- Motivates by providing opportunities for professional development

Effective when:

- Skill needs to be developed
- Employees are motivated and wanting development

Ineffective when:

- The leader lacks expertise
- When performance discrepancy is too great—coaching managers may persist rather than exit a poor performer
- In a crisis





ASSESSMENT OF ISSUES



1) What you know can get accomplished

2) Who you can count on for help

3) Where you need to put in the time

4) Be honest; recognize where goals can be accomplished and others may take more time.

5) Stop, reflect, and assess!

THE BOTTOM LINE TO MANAGEMENT STYLE

Inside the organization:
staff & cultural atmosphere

Outside the organization:
customers, neighboring utilities, local and state
jurisdictions, community service groups

Be willing to put in the hard work

You can influence change!

Use the style that best meets the needs

**Supervisor
Knows
Strengths
& Weakness**

KNOW AND UNDERSTAND WHAT YOU CAN INFLUENCE

KNOW WHEN AND WHEN NOT TO REACT TO ISSUES

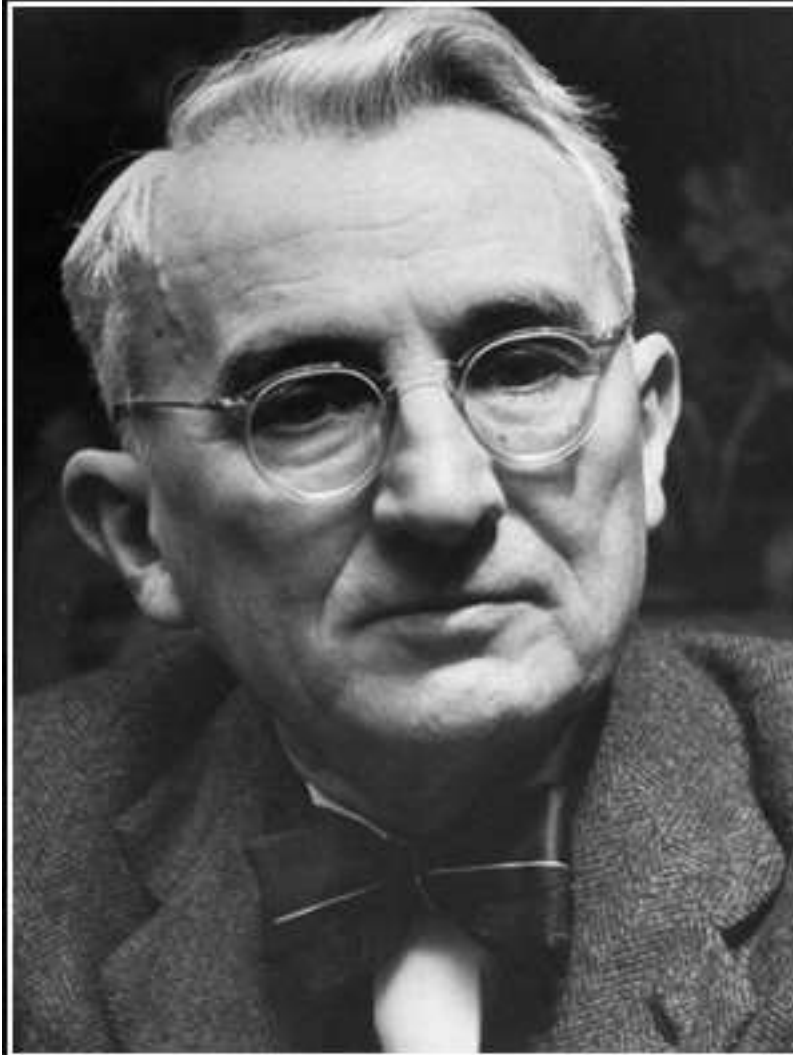
BE WILLING TO WORK HARD, WON'T BE EASY, LOOK AHEAD, ANALYSIS WHERE OBSTACLES MAY BE

MANAGEMENT STYLES--KNOWING HOW AND WHEN TO APPROACH STAFF

GET TO KNOW YOUR STAFF—PERSONALITIES APPROACH TOO DIRECT OR SOFT

SELF-ASSESSMENT OF YOUR GOALS & OBJECTIVES

ALLOW YOURSELF TIME TO MAKE DECISIONS—GATHER INPUT, BE INFORMED, HAVE THE FACTS



Take a chance! All life is a chance.
The man who goes farthest is
generally the one who is willing to
do and dare.

— Dale Carnegie —

AZ QUOTES

KEYS TO BEING SUCCESSFUL!

🗝️ Pick your opportunities

🗝️ Always be creditable; avoid over-stating and under-delivering

🗝️ Always be willing to admit your mistakes; learn from them

🗝️ Be honest

🗝️ Lead by example

🗝️ Understand and accept the accomplishments and the disappointments

🗝️ Be true to yourself!



“People rarely succeed unless they have fun in what they are doing.”

- Dale Carnegie



IN REVIEW

**Suggestions on Keys
to be successful**

Reviewed
management
styles

Knowing the
organization
internally
or externally

Shared
ways to
be prepared

Understand
your
strengths &
weaknesses



"ANY QUESTIONS?"