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THE MAGAZINE FOR FLORIDA'S HUMAN RESOURCES PROFESSIONALS

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# 2020 VISION:

## The Benefits of Creating a Clear Leadership Vision for Your Team





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# Leading, Learning and Empowering

*"In the end, it's not the years in your life that count. It's the life in your years." – Abraham Lincoln*

**T**ime is our most valuable resource. As each second passes, we cannot get it back, and we don't know how much time is left on each of our individual play clocks. While planning for the future is important, especially as leaders, we also have to enjoy the moment and inspire those around us to do the same. This can be done in little ways around the office every day by keeping your sense of humor and inserting fun where you can. There will always be more work to do, projects to advance and demands on our time. In order to achieve any type of work/life balance, or the new term "work/life blend", we have to know when to step back to take care of ourselves and inspire our teams to be their best as well. When everyone plays by these rules, we come back to our work refreshed, with new energy and new ideas, and knowing we are multifaceted in our purpose. When people have purpose, specifically from multiple areas of their lives, they turn the ordinary into extraordinary results.

My favorite book about leadership is *Lincoln on Leadership: Executive Strategies for Tough Times* by Donald T. Phillips. Being in tough times or not, the lessons within this book hold true.

Lincoln was (fortunately) ahead of his time in many ways, and showed us examples of this time after time. Some of these lessons are

highlighted in modern day scenarios in the articles in this edition of the HR Florida Review, such as "Clear Vision Leadership", "Transformational Leadership", and the importance of delegation in "Leaders See Around the Corner."

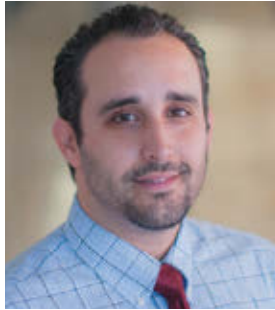
Lincoln saw the value of delegating to not only free up his time, but to teach his team to think like him and perform certain functions. This is succession planning at its finest! While it is easy to think "this will take me five minutes, I will knock it out myself" or hearing comments from others like "I don't trust my team to do it correctly" (which is a whole other issue), taking the extra time to share the work with your team is a step that needs to happen. What if something comes up and you are in a meeting, out of the office, or win the lotto? Will they know how to carry out your duties? If you've done your work well, and the team is operating under a unified vision, they will know the right answers, and with your training, delegation and empowerment, will have the hands-on experience to execute. Once the team is proficient in those tasks, you then have more time to be strategic and see what's coming next.

The best leaders never stop learning. Kudos to you for picking up this magazine and staying active in your profession. Lead on!



**"I do the very best I know how – the very best I can; and I mean to keep on doing so until the end."**

**– Abraham Lincoln**



# Effective Leadership

**W**hat does it take to be a great leader? Are you actually leading others, or are you going it alone with nobody following along? In this edition, we're presenting a variety of engaging topics on leadership, providing a clear vision for the future (how appropriate in 2020!).

In his book, *The Carpenter: A Story About the Greatest Success Strategies of All*, John Gordon states that one's greatness as a leader "will be determined by how much you serve and sacrifice for others to help them become great. Great leaders don't succeed because they are great. They succeed because they bring out the greatness in others." Leadership can be defined in so many ways. Every organization needs leaders to create a vision and sell it to staff. Leaders set the course and make sure everyone stays on track. Leadership is not the same as management. It is so much more than managing tasks and things. It is about influence and leading people toward the accomplishment of some strategic objective in line with the organization's mission and vision.

This issue's contributors have set the stage for some of this information by providing insight into how leaders can look ahead and effectively delegate work to their teams, how a transformational leadership style serves to improve relationships and generate innovation while moving employees to action, how we can set a clear

vision and help people understand how their efforts fit into the big picture, and how we can leverage data to inform our decision-making. My hope is that you will find these materials to be inspiring and informative, giving you some meaningful takeaways you can implement in your own workplace. Enjoy!

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Every organization needs leaders to create a vision and sell it to staff. Leaders set the course and make sure everyone stays on track. Leadership is not the same as management. It is so much more than managing tasks and things.



# HR Florida State Council Announces 2019 Chapter Awards

Part of the excitement of the HR Florida State Council is being able to recognize the amazing achievements of our local chapters with awards of distinction.

The Council recently made the following honors.

## 2019 Chapter Excellence Awards

This award recognizes local Chapters that have made a difference in the human resources profession and their communities through exemplifying one or more of the following core leadership areas: College Relations, Diversity, Global Affairs, Legislative Affairs, Membership, Workforce Readiness, Certification and Chapter Leadership.

The following four chapters were recently recognized for their work in 2019.

**HR Tampa** was recognized for its efforts in Diversity that included hosting a sold out, interactive diversity and inclusion event; writing three diversity newsletter articles; partnering with the Suncoast chapter on a diversity meeting about autism and employment; and featuring five inclusion speakers at the 2019 HR Tampa Conference & Expo.

**SMA South Florida** was honored for its efforts in Certification for a three-event book club that connected human resources professionals over coffee

to share best practices while receiving SHRM credits and showcasing books presented by local authors.

**Charlotte County SHRM** won the award for its Workforce Readiness focus with the 4th Annual Job & Education Fair that included 51 employers talking with 350 members of the community/job seekers who attended.

**SHRM Jacksonville** was applauded for its Chapter Leadership project that involved a partnership with CareerSource of NE Florida to host "Ask the Experts" HR Panel Discussion for its Professional Network participants. This event enabled attendees to participate in a panel discussion with senior human resources executives answering questions about the job search landscape in the 21st century.

## Community Impact Award

The HR Florida State Council recognizes one HR Florida Chapter for outstanding achievements with outreach and impact within the community of which they serve. This winning chapter was chosen based on demonstrated achievements in activities, such as volunteering, donations of goods and financial donations.

The Council is pleased to announce the 2019 winner is the **Suncoast HR** chapter that raised \$1,242 throughout last year to support the Wounded

Warrior Project, Clothes for Kids and the Bahama hurricane victims with cash donations. In addition, the chapter collected and donated clothes for Clothes for Kids, cleaned up 722 pounds of trash in St. Pete after the hurricane and provided resume reviews for the quarterly job fairs that, in total, equaled over 83 volunteer hours.

## HR Florida State Council President's Award

This award recognizes one exemplary Chapter President who has significantly impacted the performance of their chapter by leading with a combination of compassion, creativity and innovation.

Stephanie Deiter, SHRM-SCP, SPHR and 2019 President of Sarasota Manatee Human Resources Association (SHRA), was the recipient of the 2019 HR Florida President's Award. During the January 2019 strategic planning session for SHRA, she made it a goal to make the Chapter the "go to" organization for human resources knowledge in its community. To achieve that goal, Stephanie led the local chapter throughout the year with a strong emphasis on strategic community outreach.

Initially, SHRA partnered with local charities, raising the awareness of SHRA in the process, and joined forces with the

*Continued on page 14*



# Clear Visi

By Doug Van Dyke, CEO of Leadership Simplified, [www.leadershipsimplified.com](http://www.leadershipsimplified.com)

*"I can see clearly now, the rain is gone." – Johnny Nash*

**W**elcome to a new decade! Hopefully, any "rain" in your world has dissipated and 2020 looks like clear sailing. We are at an interesting crossroad in our work lives, personal lives, political lives, etc. From a work perspective, this crossroad holds great opportunity to affirm your organization's current vision, or to set a new course. This is also an ideal time of year to ensure that your team has a clear vision for the future. Creating or restating the vision for your team holds a variety of benefits. Six of them, at least. So, let's crystal ball together and make certain we are clear about the benefits of being a visionary leader.

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We are pack animals and we want to know where the pack is going and where we fit into the pack. Thus, visionary leaders provide clarity regarding where the team is going *and* in what time frame.

# on Leadership

- 1. Leaders who provide a clear vision to their teams create a climate that can maximize performance.** Note that I did not say “a rosy vision.” I simply said vision. Good, bad, or indifferent, people want to know where they are going: With their team, in their career, and in life. As such, it is the leader’s job to communicate a vision for the future to their team members. When you communicate your vision to your team, remember to do so in a succinct, understandable fashion.
- 2. Smart leaders who articulate a clear vision of the future create greater followership with team members.** Further, once team members know where they are headed it becomes easier to set priorities and agree on goals. Leaders can then assist team members with well-orchestrated action plans. All this culminates in meaningful results. Voila!
- 3. Leaders who share a compelling vision with their teams tend to have a higher retention rate when it comes to key employees.** We are pack animals and we want to know where the pack is going and where we fit into the pack. Thus, visionary leaders provide clarity regarding where the team is going *and* in what time frame. Second, visionary leaders share exactly why the

team is moving in a prescribed direction. Third, visionary leaders provide a detailed roadmap on how each team member fits into the journey.

- 4. Visionary leaders help key team members feel valued.** Another terrific employee retention tool is to help your top performers feel that they are part of something significant. Being a part of something significant is inspirational. Help your people stay motivated and engaged by ensuring they are clear about the mission and results of your organization.
- 5. Savvy leaders reinforce purpose.** Since people desire to be a part of something, ***it is critically important that leaders share a clear vision of what your organization stands for*** – its purpose and positive contributions. In addition, solidifying a good vision has a lot to do with letting people know where the heck your organization is going, and why it should go there. This type of focused and visionary leadership has served organizations such as Apple very well.
- 6. Sharing a vision that “sticks” calls for excellent communication skills.** This means that leaders can effortlessly leverage a variety of communication tools and techniques. Beyond excellent public speakers, visionary leaders don’t just listen to respond, they truly listen to understand. This heightened awareness

enables visionary leaders to articulate their message so that it has maximum stickability with their team.

**Bottom Line: Visionary leaders are critical to an organization because they create and adjust corporate culture.**

A strong visionary leader will inspire breakout results and help team members feel a part of something important. The work that you and your team does is special, and it is stressful. Do not let the grind of the journey deflect your people from embracing the meaning in their work. What your team does and what your organization will do in the future is noble. Share that vision in a clear and frequent manner. Seek to enjoy the journey this year and in the process, make 2020 sizzle.



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# The Promises and Limits of Human Resources Analytics

By Devin Hargrove, Christine Jubelt, and Don Rogers

**H**uman Resource (HR) departments are making more & more decisions based on HR Analytics. There are many advantages to using Analytics in decision making, but there are also many challenges, reflected in the decision-making biases that can occur.

The biggest advantage of HR Analytics is the ability to gain insights into the behavior of the workforce, new insights captured by using data, statistical analysis, and high-speed processing. Until recently, HR managers relied mostly on opinions and other relatively unsophisticated scientific methods in order to make decisions about the employees that they supported. Reputation, word of mouth, gut-feeling, intuition, and recommendations provided the evidence to support decisions about recruitment, promotion, termination and succession planning.

Advances in data collection and storage, measurement, metrics, analytics, heuristics, and computing power have made it possible to analyze an incredible amount of various types of data about diverse workforces.

The market for HR Analytics is so popular because HR professionals value its'

utility. Analytics allows HR professionals to speak the language of numbers that is central to other corporate functions like Accounting, Finance, Engineering, and Economics. An indicator of the popularity of analytic techniques is reflected in the projected size of the market which is projected to grow to more than \$1 billion dollars by 2023.

Another reason for the popularity of analytics is that analytics provides HR professionals the opportunity to understand employees using different viewpoints. Personality, decision-making styles, and moods are just some of the individual differences that impact performance and productivity. HR analytics makes it possible to make effective decisions regarding these useful organizational measures. Moreover, HR Analytics makes it possible to get closer to making optimal decisions regarding employees: Does the employee perform at a high level within his or her department? Is the employee more satisfied working with teams? What creates a comfortable work environment? An employee operating at a near-optimal level will benefit the organization in improved productivity,

commitment to the organization and decreased counter-productive work behaviors.

The Business of Sports is one industry that has taken advantage of the data analytics movement. For example, Shane Battier, formerly of the Houston Rockets, was profiled by Michael Lewis who wrote about Battier's unique value to a team. Battier was not a top scorer or All-Star. However, data analytics revealed the subtle things that Battier did, like strategically positioning himself on defense, which added value to his team. Those things were highly correlated with wins. Analytics laid bare that which, until then, was unclear. That is its value: providing insights that are not obvious. Furthermore, once Battier himself learned about analytics, he focused his effort on doing those things that maximized the probability of winning each game. The fact that he had an unusual impact on team winning is an indication that the approach worked. Thus, the data analytic approach used by the Rockets with Battier can be employed by a variety of organizations and the same kinds of performance gains might be realized.

And, when employees understand what helps them win, they can effectively focus their energies.

Meritocracy is one of the goals of many organizations. It reflects the ideal of fairness. People want to believe that they are getting their fair share. In terms of pay, training and treatment, people want to be treated equally. Analytics seems to provide a way for the ideal of fairness to be manifested. For example, once professionals decide that a characteristic is worth exhibiting, a measure can be devised and data can be gathered. Each individual in the organization can be directed to perform according to the measure. It is possible, then, to develop performance reviews that are as objective as the organization wants them to be, removing the appearance of bias or favoritism that can harm the morale of employees. The resulting improvement in teamwork, creativity and productivity should be worth the effort.

On the other hand, this new and exciting ability to harness information can be tricky to manage: It can be tempting to measure everything; to measure everything easy to measure; to measure what others are measuring (benchmarking); to measure things that don't apply to your organization; to ignore the costs of measurement and analysis; to ignore the time pressures on decision making (a good decision now is better than a great decision in six months); and to rely on the analytics gurus rather than the actual managers who have to make the decisions that impact the organization. Furthermore, bias can creep into the decisions based on HR Analytics just as it creeps into any other decision process. The most common biases include:

**Surrogation** – a cognitive bias that refers to the measure of the stated goal becoming the objective itself, reflecting the fact that a person or group has lost sight of the original goal. For example, a group might want to improve creativity. They may measure this by the number of new ideas proposed. Surrogation occurs when the groups focus turns to the number of new ideas proposed rather than the actual creativity of the new ideas.

**Anchoring** – the tendency in decision-making to rely too heavily on one piece of information, especially when that information is received early in the decision-making process. For example, in labor negotiations, a union may have a higher wage objective for its members than it thinks management is willing to provide. Anchoring can be a negotiation strategy if the union “anchors” the negotiation by introducing a high wage as a potential outcome early in the process. The result is that the part of the negotiation that revolves around wages tends to occur around the original high wage introduced by the union and the final outcome is correlated with the original high offer.

**Pain avoidance** – a cognitive bias experienced especially when delaying an employee termination decision. Although HR analytics and data clearly support a change in a position or staffing, a decision is made to retain employees based on other non-quantifiable factors.

**Loss aversion** – which occurs when a firm hires two qualified candidates in an attempt to assure the right candidate is onboarded. Although we require only one recruit, HR analytics

may provide data steering a decision to hire both candidates. This of course creates other problems, hiring the wrong person, having too many employees and violation of budgetary constraints.

**Bullet-proofing** – refers to the tendency to not make a decision unless there is no room for failure. This strategy is taken in order to avoid criticism. For example, consider a hiring decision. The HR analytical data clearly provides information to hire the safe candidate who meets all data output. Without other consideration the best hiring decision is jeopardized. In other words, when hiring, there is often a checklist of desired qualities that the prospective employee should possess. Bullet-proofing occurs when the hiring committee selects the person who checks off enough boxes that the hiring decision is beyond critique, based on the checklist, even if there are other, non-quantifiable issues that raise red flags with the prospective employee.

It cannot be emphasized enough that, although the dimension that analytics brings to human resource management can be positive and useful, there can also be disadvantages to documenting with data the lives and career paths of human beings, the most important asset of any organization.

Managers must be aware that analytics can give the illusion of objectivity. The same analyst that trumpets fairness and objectivity in his or her report may actually be unintentionally promoting bias. Irrational fairness bias is a concern. That is, our unwillingness to consider what appears to be an unfair decision based on data. For example, when an analyst says that the results of an analysis are objective it suggests that the report is fair and unbiased. Often, that is not the case. Here's why: Research is only as good as the inputs utilized i.e. the technical skill of the analyst, the correct application of statistical methods and appropriate measures for the construct of interest. If any one of these inputs is not applied coherently then the results will probably be biased. Poor decisions will result. Careers may be affected. For instance, in the area of criminal justice, Tom Douglas, Senior Research Fellow at Oxford reports “algorithms used to assess the risk of criminal recidivism often have higher error rates in minority ethnic groups.” Furthermore, Joy Buolamwini, a researcher at MIT found that facial recognition software often has a hard time recognizing minorities because the developers of the software didn't code the facial recognition algorithm to pick up these kinds of differences in people. HR Analysts need to understand that software and data solutions are only as good as the people and technology behind them: the maxim garbage in, garbage out still applies.

It is disconcerting to many employees to know that personal information is being intentionally gathered, organized and packaged for the purpose of making decisions about their jobs and careers. Results from data collection can be sold to individuals looking for an edge in the marketplace often without the explicit consent of those that generate the data.

This raises ethical concerns, not limited to the fundamental question of who owns the data that is generated in the first place? For instance, analytics allows professionals to

have the most personal information of employees at their analytical fingertips. What if the analyst discovered that an employee was going to have a baby? Furthermore, what if the analyst denied that employee a promotion, assuming that the new baby would take up too much of the employees' time and attention? On the other hand, what if an HR professional found that an employee had a medical condition and altered medical benefits based on this information? These examples show that data can be misused to the detriment of employees.

Given the new data-centric environment that we live in, there are ethical ways to handle data. First, research shows that simply being aware of decision-making biases helps to reduce their effect. So, HR professionals should be made aware of the potential pitfalls of faulty thinking. In order to improve their decision-making, professionals should seek out books and websites that provide lists of decision-making biases that they can review. Second, 2) when it comes to data of a personal nature, norms should be established where professionals understand that customers and colleagues have a right to privacy. This is especially important when access to data is so easy to come by. There should be ethical standards that everyone is coached in so that each professional understands the importance of this norm. 3) A more technical approach and related to the second point, professionals should make all attempts to de-identify sensitive information within work files in order to maintain confidentiality. This can be done by using encryption or simply by replacing names and other identifying information with random numbers, with the master file locked in a safe place. Also, 4) organizations should offer incentives to employees to make sure that a focus on privacy is aligned with the organization mission. Over time, the focus on privacy will tend to become internalized by HR professionals. Finally, 5) those HR professionals who have the resources might consider hiring a data scientist who specializes in the ethical maintenance of personal information. Some companies, like Facebook, even hire a group to make sure that an appropriate level of privacy regarding personal information is maintained. Again, considering the stakes, this could be an investment worth making.

The ethics regarding HR analytics can be confusing since analytics can have positive and negative effects for the people under examination. HR Analysts have to remember that in attempting to understand what makes each employee tick, he or she doesn't lose sight of the person attached to the data. No one wants to be treated like a number or, in the case of analytics, a datapoint. As HR professionals, one of the most important things we can do is treat employees with respect and sensitivity, like the individuals they are.



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# Lead Like You Care: Managing Like a Parent

By Eduardo Safille

There seems to be an endless amount of literature about various leadership styles, and which styles may or may not be effective at getting results in different situations. Which “style” best motivates a team? What are the impacts on the organizational climate, culture, motivations, etc.?

For example, certain situations may call for a democratic or participative leadership style approach, wherein you elicit input from the team as to the course of action. This style is effective when you have a competent,

knowledgeable group of individuals, and you have optimism that the decision(s) reached by the group will be acceptable to you. This would not work for an important decision with an inexperienced group that does not truly understand their roles, nor with those who lack a real commitment to the mission of the organization. They might be more inclined to make decisions in their own self-interest, rather than what is in the best interests of the organization. All leaders face situations in which they must make a difficult decision and communicate it to the

team. You must be prepared to get some pushback, but remain steadfast when you know it is the appropriate decision in that situation.

While this is traditionally discussed in the context of managers and their subordinates, I propose that the same is true within the family dynamic. I have four small children, and I often share with my colleagues that I use my *professional* development tools more so in my *personal* life. As parents, we are often faced with difficult decisions, and there is no lack of experts and guides sharing purported

best practices as to the best way that one should parent.

Instead, if you were to apply the above scenario to a parent-child relationship, I could think of many situations that would be highly inappropriate for this democratic style of leadership (or parenting). “Hey, kids, we are running up against our bedtime, do you think we should turn off the TV and other screens so that we can get to bed? What are your thoughts?” Yeah, the likelihood that they will voluntarily opt to forgo the screen time to go to sleep is somewhere between 0.00% to none. A different approach is required in that situation. My wife and I are the parents, we make the rules, and we know better. This isn’t a decision that will be left to the masses. And we all understand that, as parents, we always have to make decisions that are for the benefit of our children and the greater good of the overall family unit.

Back to the organizational context, though, where this seems to be less obvious. Managers often feel that they should involve their staff in making decisions. However, they usually only pretend to cede control over to their teams. When the feedback they get differs from what they wanted to do as a leader in the first place, what do they do? Go with the group decision and “lead” them down a path that the leader believes to be ill-advised? Do they instead veto the decision of the group and go another direction, thereby losing credibility and hurting morale and ownership/accountability by the team over the decision? As leaders, we have to be careful about what decisions we cede to our subordinates.

We absolutely should include them in low-risk decisions, particularly those that concern hygiene and work environment matters, but that do not have a significant bearing on job related performance (e.g., from which restaurant do we want to cater food for our lunch meeting?). But how do you really know when a certain leadership style is appropriate? Will you pick the right one? If not, what will be the impact?

Consider for a moment another work-related example: a situation of reasonable accommodations under the Americans with Disabilities Act. Title I of the ADA requires employers to provide reasonable accommodations to

qualified employees with disabilities. I recall a scenario years ago, when a manager had an employee who was not exactly a top performer. In fact, this employee was quite familiar with the progressive discipline system we had in place, having been written up a few times in her career. There came a time when the employee brought a doctor’s note reflecting a disability that required an accommodation on our part. When I discussed it with the manager, it was clear that she did not believe the employee suffered from the underlying disability, nor did she particularly want to work with her to provide any accommodations. In fact, she pushed back on me pretty hard. Ultimately, do you know what got her to buy in and figure things out with the employee? I asked her how she would feel if it were a different employee, specifically calling out her top performing employee by name. That manager’s demeanor visibly changed. She realized she would be more willing to provide that solution when it was her superstar; someone who provided value and who the manager cared about.

At that moment, I also realized that much of the complex analysis of what is the right decision in a particular situation really just boils down to something much simpler than that. Just treat your folks like you genuinely care about them.

Intuitively, we already know how to do this with our children. We give them negative answers all the time. Not because we like to upset them, but there are times when we believe we know what is best for them. I know that my school-aged daughters will be upset if I tell them it’s late and there is no more screen time, but it’s in their best interest to get a full night of rest so that they can thrive in school the next morning. If I cede control of that decision, they’ll be up until 3:00 a.m., exhausted the next morning, and will be dragging all day. Take another example – every time I pick up my kids from school, they implore that I take them to get Chipotle. If I were to take them out to eat every day, that would not be in the best interest of our family (the “organization”) as an unbudgeted expenditure that would limit our ability to commit those financial resources to more important priorities, like paying the mortgage.

There are so many parallels between the manager-employee and parent-child relationships. Much like the aspects of parenting that might separate a great from a good parent, the difference is usually attributable to a personal investment of your time. So, be sure to spend time with your subordinates, and even manufacture opportunities for socializing and learning about what really matters to them. I have made it a habit to personally visit each of my staff every morning, and to take an interest in what they consider to be important. Do I always find these topics to be interesting and of value to me? No, of course not. Then again, I also haven’t sat through so many hours of children’s cartoons because I found them to be wildly entertaining. Much like you occasionally suck it up and tough it out to support your kids, you have to take similar measures to show your staff that they matter to you.

As a leader and manager of other people, you are entrusted with their protection, growth, and development. Both as a manager and a parent, you must provide resources, give support, and remove obstacles to the success of those under your watch. At the end of the day, this all boils down to *taking the necessary steps to help them succeed. But you have to care about their success.*



**Eduardo “Eddie” Safille** is an adjunct professor in Florida International University’s Master of Science in Human Resource Management

*program, where he teaches a graduate level course on Labor Issues and Conflict Management. He is VP of Talent Management for Arc Broward, co-founder of Kaito Consulting, and served as President of the Human Resource Association of Broward County in 2019. Eddie earned his law degree from Washington and Lee University School of Law, a master of laws in international arbitration from the University of Miami, and an advanced certificate in strategic HR management from Cornell. He holds multiple HR certifications and is a certified Myers-Briggs Type Indicator practitioner. He can be reached at [eddie@kaitoconsulting.com](mailto:eddie@kaitoconsulting.com).*

# Leaders See Around the Corner

By Dr. Dick Daniels

Leaders face the daily choice of how to use the most limited resource available to them: time. Their challenge is to continually lead more effectively and efficiently at higher levels of organizational complexity. Almost every leader I have met admits that they continue to do some things week after week that someone else on the team could easily do. Their rationale includes: (1) the time it would take to get someone up to speed on the task, or (2) the self-deception that they can do it faster and better than anyone else. That choice to keep doing what another could do is what keeps them from letting go of the urgent in order to address the more important. It's the danger of defaulting to one's subject matter expertise in operational tactics rather than stepping away from operations to think about strategy. The strategic role of leadership is to see around the corner – to see what others do not yet see. It demands time away from operations by climbing to that lonely 30,000 foot perspective to see what's ahead. It requires the analysis and synthesis of relevant data: the latest information about the industry, the market, the customer, the competition, the vendor, the employee base, and the changes in technology. Analysis tells a story in the numbers. Synthesis connects that story to your story pointing to what changes are needed in the next 18 or 30 or 48 months to keep and expand market share. Since time is limited, the invitation to every leader is to off-load some tasks in order to address more important responsibilities. It is the "urgent – important" dilemma. How do leaders address the conundrum?

## Handing Off and Letting Go

Delegation is a *Handing Off* process combined with a *Letting Go* process. **Responsibility** (Handing Off) is an assignment the leader gives to a team member, along with accountability for results. **Authority** (Letting Go) is the appropriate power a leader gives to a team member to use time and organizational resources to reach a shared outcome. It is a four-step process of getting a team member ready for full responsibility and full authority. The Return on Investment? The team member gets a stretch assignment that enhances their leadership capacity. The leader frees up time and resources to give attention to strategic issues of greater organizational complexity. When leaders don't go through the four steps to delegate full responsibility and full authority it diminishes their own capacity – their ability to lead at higher levels of organizational complexity. It also prevents the development of direct reports through the stretch



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assignments that are handed off. And, it keeps the organization from achieving its productivity potential of delivering services or products efficiently and effectively.

## Answering the "Who" Question

There are four *Delegation Selection Questions* when considering which team member is ready for a stretch assignment:

**The Competence Question:** Can they do this delegated assignment?

**The Bandwidth Question:** Do they have time to do this delegated assignment?

**The Personal Drive Question:** Will they do the delegated assignment successfully?

**The Cultural Fit Question:** Will we like them while they do the delegated assignment?

## The Delegation Matrix

*Developmental Delegation* is a process that leverages four messages designed to meet team members at each stage of readiness to take on a new responsibility.

- Stage One. Low Responsibility/Low Authority. The leader communicates to the team member: "Come watch me do this." Then they debrief on what the team member observed.
- Stage Two. High Responsibility/Low Authority. The leader communicates: "Let's do this together. You help me." Then they discuss what the team member observed, experienced, and learned.
- Stage Three. Low Responsibility/High Authority. The leader says: "let's do this together. This time I'll watch you do it."

Then, the leader provides feedback for discussion from what was observed.

- Stage Four. High Responsibility/High Authority. The leaders finally says, "Now you do it, and I will be available to support you." Then, the leader delegates full responsibility and full authority with ongoing review and support.

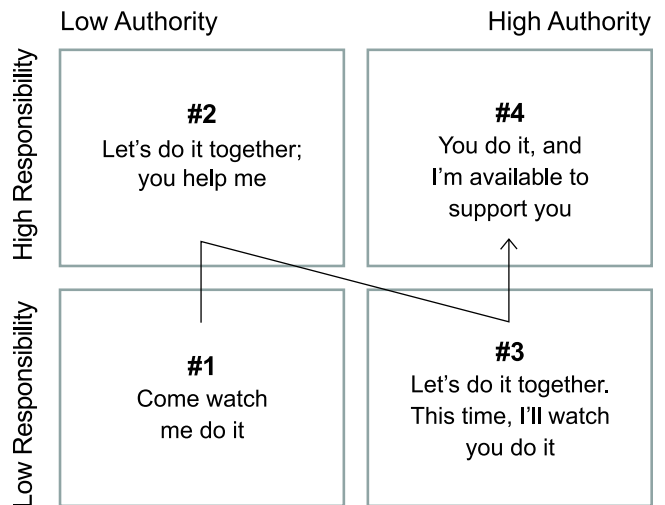
### Delegation Readiness and Stretch Assignments

Recent leadership development research indicates the value of stretch assignments as the optimum approach to move emerging leaders from a talent pool into a leadership development pipeline. The formula includes four components: (1) micro-learning around leadership competencies, (2) coaching conversations around learning application, (3) on-the-job application to develop new leadership habits, skills, and behaviors that prepare the team member to lead at higher levels of organizational complexity, and (4) reflection that leads to more learning and new application. Investing in the development of team members not only frees up the leader to address more strategic concerns, but it contributes to the engagement and retention of your best talent. It also shapes an organizational culture with a reputation that attracts the best talent in the competitive recruitment landscape.

*Delegation only happens by choice never by chance.*



*Dick Daniels is Vice President, Consulting Services and an ICF Certified Executive Coach with Right Management's Florida/Caribbean Region. Dr. Daniels offers Right Management's clients more than 17 years of leadership development consulting and executive coaching with C-Suite leaders. Prior to joining Right*



The Leadership Development Group ©

*Management, Dr. Daniels was the leadership development specialist for the 13,000-employee regional healthcare system in Fort Myers, Florida. His extensive leadership consulting and executive coaching experience in Minnesota and Florida has included system design and implementation for clients across other industry sectors as well. Dr. Daniels received his Doctorate in Adult Development (Bethel University, St. Paul, MN), Master's degree in Student Development in Higher Education (Loyola University, Chicago), and a B.A. degree in sociology (Trinity International University, Chicago). Dr. Daniels is certified and experienced in: Hogan Assessments, Executive Coaching, DiSC, StrengthsFinder, EQ, Five Dysfunctions of a Team, Creating Leadership Development Programs (ATD), and Group Facilitation (ATD).*

### HR FLORIDA AWARDS...

*Continued from page 5*

Lakewood Ranch Business Alliance for the first joint event targeting local-area business leaders to connect with those in non-traditional human resources professional roles. In addition, SHRA joined the *Suncoast Campaign for Grade-Level Reading* to provide teacher and presenter assistance during its *Summer Blast Off* event and teacher training day. The Sarasota Police Department's *Pack the Patrol Car* program also benefitted from SHRA's help as the Chapter donated 278 packs of school supplies.

In September, Stephanie led a group of SHRA volunteers to provide human resources support and resume review to job seekers at the Northport Area Chamber Job Fair. The following month, SHRA partnered once again with CareerSource and served as table captains/career mentors, sponsored the event and provided human resources advice to the 1,000 local high school students that attended.

Additionally, SHRA volunteers provided human resources support to the Venice Area Chamber of Commerce Career Fair in November where Stephanie's passion for working with job seekers

was noted by the event planners for a job well done. To top off all the work completed in 2019, SHRA participated in the Wreaths Across America campaign, which involved placing memorial wreaths on veteran graves in the Sarasota National Cemetery.

Notably, Stephanie was also recognized for her participation in the *State of Talent Conference*, which was attended by over 300 human resources and business leaders and broadcasted live from Sarasota with satellite locations throughout the United States. Her grace under pressure was tested during a leadership change, but Stephanie averted crisis and kept the organization moving forward through collaboration, communication and consistency. Her outstanding leadership during this stressful time was applauded by the board and her entire leadership peer group.

Congratulations to all of the 2019 winners! The HR Florida State Council would like to thank all of our local chapters for their continued dedication to the Council's mission of serving, advising and empowering Florida's workforce communities through education, partnerships and connections.

# Transformational Leadership: Implementing a Structural and Cultural Approach in Organizations

By Mostafa Sayyadi

## What Transformational Leaders Do That Others Don't

The key to transformational leadership is based upon satisfying basic needs and meeting higher desires through inspiring followers to provide newer solutions and create a better workplace. Transformational leaders actually employ charismatic behaviors and motivate subordinates to provide better outcomes, more profitability, and satisfying careers. These leaders focus on the critical human assets such as commitment and thus help followers to effectively implement organizational changes with both efficiency and effectiveness. It is this leadership style that sheds light on the strategic role of follower attitudes and values to accomplish a higher degree of effectiveness, and it highlights the importance of employees in implementing changes at the organizational level. Today's global business environments involve a high level of uncertainty, organizations will increasingly need more transformational leaders to be more innovative and creative.

The following characteristics will make for high impact and effective transformational leaders, who represent effective leaders working in today's knowledge-based economy, can develop and manage intellectual capital in corporations.

- Transformational leaders develop a shared vision and improve relationships with followers; transformational leaders also concentrate on identifying employee's individual needs and

empower followers in order to build a learning climate and mobilize follower support toward the goals and objectives at the senior organisational level.

- Transformational leaders propel knowledge sharing in the company to generate more innovative ideas and solutions for new and demanding issues that come up constantly in our hypercompetitive economic environment.
- Transformational leaders focus on inspiring people and not just treat them as human assets. This sets a higher level of desired expectations for them.

## A Transformational Leader's Toolbox to Build a Strong Culture and Structure

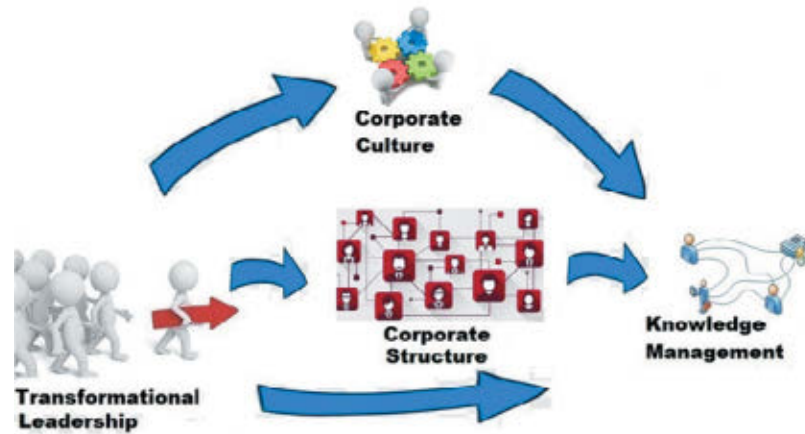
Corporate culture includes three dimensions: collaboration, trust, and learning. Transformational leaders facilitate collaboration to develop relationships in organizations. A transformational leader contributes to the cultural aspect of trust, through considering both employee's individual interests and company's essential needs. Also, transformational leaders identify individual needs of their employees and develop a learning culture to generate new knowledge and share it with others. Transformational leaders can, therefore, manipulate a firm's culture (collaboration, trust and learning) to conform to the needs and expectations of strategic goals and objectives.

Corporate structure can be reshaped by transformational leaders when they develop knowledge sharing and inspire

employees to create new ideas for a better environment among business-units and departments. Informal structure could facilitate new idea generation to build a more innovative climate within organizations. Transformational leaders are known to implement organizational changes that develop better collaboration among subordinates and managers. Centralized versus decentralized decision making is a topic that transformational leaders must deal with. Scholars found that more emphasis on formalized and mechanistic structures can negatively impact the transformational leader's ability to exert such changes. On the contrary, a more decentralized and organic structure may enable transformational leaders to improve departmental and managerial interactions. The mechanical or centralization at the commanding level of transformation leadership impairs the opportunity to develop relationships among managers, business units, and departments. Thus, transformational leaders are top management executives who enhance decentralized and organic structures to develop relationships and interactions within organizations.

## The Impact of Change on Knowledge Management Performance

Corporate culture plays a critical role in exploiting organizational knowledge. Collaboration provides a shared understanding about the current issues and problems among employees, which helps



to generate new ideas within organizations. Trust towards their leader's decisions is a necessary precursor to create new knowledge. Moreover, the amount of time spent learning is positively related with the amount of knowledge gained, shared, and implemented. Therefore, transformational leaders can reshape, and in some cases, manipulate corporate culture to create a more effective knowledge cycle within departmental and business units of organizations.

Corporate structure can be reshaped by transformational leaders to be more effective when the command center of organizations can disseminate information in a decentralized and organic way as opposed to the mechanical and centralized command center. Decentralized structures shift the power of decision-making to the lower levels and subsequently inspire organizational members to create new ideas and even implement them while centralized structures may negatively impact interdepartmental communications and inhibit knowledge exchange. Ergo, transformational leaders positively contribute to organizational knowledge management through building more decentralized and organic structures within organizations. The following figure provides a snapshot of how transformational leadership, corporate culture and corporate structure are linked.

### Managerial Applications

While I acknowledge this work and encourage more of it, I primarily focus on practical applications for executives.

Things that can be used immediately and applied to the bottom line to improve profitability and revenue. I stress that knowledge is a strategic resource for organizational portfolios. Many organizations still implement knowledge management initiatives without sufficient consideration of their organizational leadership. When executives ensure the effectiveness of knowledge management projects, they increase control and lesson operational risk.

This article raises vital questions as to how executives can successfully contribute to knowledge management and subsequently improve performance at all levels of the organization. Transformational leadership is proposed as the focal point of executive success and a firm's ability to enhance knowledge management can be highly affected when executives adopt transformational leadership as the primary form of managing people, resources, and profitability. Executives can now see how transformational leaders not only can directly support knowledge management, but it can also cultivate an effective corporate culture and add to structural initiatives, which will enable knowledge management processes within organizations.

Executives can also see that cultivating an effective culture coupled with structural issues requires developing transformational leadership within organizations – not only at the higher echelons of the organization but at every level. Thus, in light of the increased pressures

of the global workplace that inspires leaders to exert effective change at the organizational level, this article points out the vital importance of transformational leadership in reshaping an organization's internal resources to have access to more effective structural initiatives and higher performing culture within organizations. I, therefore, suggest that corporate culture and corporate structure constitute the foundation of a supportive workplace to improve knowledge management and reduce operational risk. In fact, I suggest that if corporate culture and structural initiatives are not completely in favor of supporting knowledge management, organizations cannot effectively implement knowledge management projects and may become obsolete, taken over, or acquired. Accordingly, I suggest that executives channeling knowledge management efforts into organizational constructs, engaging in the practice of transformational leadership, and employing a supportive corporate culture and structural platform within organizations.



**Mostafa Sayyadi works with senior business leaders to effectively develop innovation in companies, and helps companies – from**

**start-ups to the Fortune 100 – succeed by improving the effectiveness of their leaders. He is a business book author and a long-time contributor to business publications and his work has been featured in top-flight business publications.**

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# HR FLORIDA

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## KEYNOTE SPEAKERS



### B J NOVAK

**10 LESSONS FROM DUNDER MIFFLIN**  
Monday | August 31 | 8:15 AM

B.J. Novak is a writer, actor, and comedian best known for his work on NBC's Emmy Award winning comedy *The Office*. In addition to starring as Ryan, Novak was a Co-Executive Producer for the series and wrote many of the show's most memorable episodes, including "Diversity Day," "Sexual Harassment," "The Fire," "Initiation," "Safety Training," "Local Ad," and "Happy Hour."



### TYLER SHULTZ

**FRAUD IS NOT A TRADE SECRET: A CONVERSATION WITH TYLER SCHULTZ**  
Tuesday | September 1 | 8:15 AM

Tyler Shultz is an entrepreneur fostering innovation in healthcare. He graduated from Stanford with a Biology degree and entered the national scene when he courageously blew the whistle at Theranos. Tyler complained to the public health regulators in New York and was a source for a series of Wall Street Journal articles exposing Theranos' dubious blood-testing practices. Owing to his role in exposing the fraud, Shultz was featured in *Bad Blood*, the book about the scandal penned by John Carreyrou, the original author of the Wall Street Journal articles, as well as in Alex Gibney's HBO documentary *The Inventor*.



### ELLEN LATHAM

**A MORNING WITH ELLEN LATHAM – THE ORANGETHEORY STORY**  
Wednesday | September 2 | 11:00 AM

Ellen Latham co-founded Orangetheory Fitness, an international franchise licensed in 20 countries. *Forbes* named Orangetheory one of "The Fastest Growing Woman-Owned Businesses" in 2017, and it has been recognized by *Entrepreneur Magazine*, *Inc.*, *Bloomberg*, and the *New York Times* for its disruptive science-backed exercise concept. Ellen's no-nonsense approach whips devoted fans into shape, both in life and the fitness studio. Within the pages of her inaugural book, *PUSH*, Ellen shares three keys to living an 'All Out' life; her mantra is to "look at what you have, not at what you don't have."

### Sunday (August 30) Pre-Conference Workshops

*Additional fee applies, for complete session listings visit [www.hrfloridaconference.org](http://www.hrfloridaconference.org).*



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The mission of Hire Heroes USA is to empower U.S. military members, veterans and military spouses to succeed in the civilian workforce.

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U.S. Army Sergeant Justin Callahan was severely injured in a landmine explosion while on patrol in Afghanistan. Back home as a patient at Walter Reed Army Medical Center, he met John Bardis. The two formed an immediate bond, and Bardis learned that Callahan's biggest concern, despite his injuries, was finding employment. After offering Callahan a job on the spot, he was inspired to create Hire Heroes USA—a nonprofit that provides free job search support to U.S. military members, veterans and military spouses.



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