



# Who Moved My Headset?!

Effective Management in the Communications Center

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# Where we are headed:

- Define the difference between management and leaders.
- List and define ways to motivate through management.
- List and define the blocks of leadership.
- Discuss the different leadership styles.
- Review ways to implement change in an agency.
- List and define steps in how to lead effectively.

# How do we lose our headset?

- Low agency morale
- Burnout
- Lack of or poor leadership
- We don't know the agency vision or mission
- Creativity is discouraged



# How do we lose our headset?

- There are no teams
- There is a lack of cultural intelligence in agency leadership
- Leaders are not proactive, they are reactive
- There is not a good ethical climate to work in



# What is a Manager?



- A person who has control or direction of an institution, business, etc., or of a part, division, or phase of it.
- A person who controls and manipulates resources and expenditures.

# What is a Leader?

- A person who rules, guides, or inspires others.
- A person who does the right thing no matter what anyone else is doing.
- Adhere to their values, while also taking into consideration the feelings of others.
- A person to lookup to and emulate



# Qualities of an Effective Leader



- **Honesty**
- **Competency**
- **Fairness**
- **Consistency**
- **Tactfulness**
- **Consideration of others**
- **Sets the Example**

# Managers vs Leaders

- **Managers...**
  - Administer
  - Maintain
  - Focus on systems
  - Eye on the bottom line
  - Have been trained
  - Rely on control
- **Leaders...**
  - Innovate
  - Develop
  - Focus on people
  - Eye on the horizon
  - Never stop learning
  - Inspire trust



# Motivation Through Management



- Giving workers responsibility can make them rise to the challenge
- Rewarding employees for achievement can be more effective than punishing them for failure
- Unleash workers imagination, resources and creativity

# Types of Motivators

- Intrinsic – comes from within, the individual owns it
- Examples:
  - Self-motivated
  - Have strong desire to succeed at a task or goal
  - Work hard to learn and then utilize their knowledge
- Extrinsic – must be prodded to do more than the status quo
- Rewards must be tangible:
  - Certifications and/or certificates
  - Money
  - Recognition
  - Days off or schedule change

# Some things to ponder:



- How does YOUR agency motivate YOU and other staff?
- Are you intrinsically or extrinsically motivated?
- Why?

# Building Blocks of Leadership

- Great communicators
- Active listeners
- Consummate anticipators
- Intuitive and instinctual decision makers
- Understand the importance of being a mentor
- Focus on a strategic though process



Let's break these blocks down:



# Leaders are Great Communicators

- Project positive energy when they speak and are passionate and persuasive
- Use a sense of humor to relieve tension and defuse hostility
- Their communication is infused with a sense of urgency and enthusiasm



# Leaders are Great Communicators

- Are able to communicate their vision and expectations clearly
- Inspire others to follow them
- Encourage a workplace culture that values honesty and integrity by open communication



# Leaders are Active Listeners

- Noted for being great listeners more than being great multi taskers
- Understand that giving someone their undivided attention is empowering
- Leads to constructive discussions and fewer misunderstandings
- Reinforces the value of the team member to the organization





# Leader Anticipate Change

- Constantly take in information that allows them to anticipate patterns and trends
- See information from many sources
- **Ask a lot of questions and listen to the answers**
- Look at the big picture see what is next
- Use technology to their advantage
- Plan for contingencies



# Leaders are Intuitive Decision Makers



- Display courage in their willingness to take risks
- They require information, but do not allow internal and external pressures to motivate their decisions
- Bring insights to the decision making process

# Leaders are Intuitive Decision Makers



- Tackle issues head-on without avoiding uncomfortable situations
- Absorb criticism and disappointment without infecting the entire team

# Leaders Understand the Importance of Being a Mentor

- Treats team members as valuable assets
- Focus on making team members feel good about themselves
- Challenge team members to think
- Foster an environment that strives to accomplish goals



# Leaders Understand the Importance of Being a Mentor

- Measure and reward good performance
- Take corrective action for poor performance
- Know how to allocate and deploy talent properly
- They also know when a team member is ready for a change



# Leaders Focus on a Strategic Thought Process



- **Serve the people they lead**
- **They motivate, rather than require their team to share their vision**
- **Ensure each member of the team understands the vision**

Leadership is the ability to establish standards and manage a creative climate where people are self-motivated toward the mastery of long-term constructive goals, in a participatory environment of mutual respect, comparable with personal values." ~ Mike Vance - Management Development Innovator



# Leadership Styles

- Authoritarian
- Democratic or Participative
- Laissez-faire or Free-rein
- Paternalistic





# Authoritarian Leadership



- Centralizes power and decision making in himself
- Gives orders, assigns tasks and duties without consulting others
- Takes full authority and assumes full responsibility
- Negative – based on threats and punishment
- Close supervision
- Quick decisions

# Democratic or Participative Leadership

- Decentralize authority
- Subordinates participate in the formulation of plans and policies
- Leads through persuasion and example



# Democratic or Participative Leadership

- **Advantages:**
  - Higher motivation and improved morale
  - Increased cooperation with management
  - Improved job performance
  - Reduction in grievances
  - Reduction in absenteeism and turnover



# Laissez-faire or Free-rein Leadership



- Avoid power and responsibility
- Passes on the responsibility to making decisions to subordinates
- Takes a minimum of initiative in administration
- Gives no direction
- Allows the group to establish its own goals and work on its own problems

# Paternalistic Leadership

- Assumes that their function is fatherly or paternal
- Guides and protects their subordinates as members of their family
- Provides subordinates with good working conditions and fringe benefits



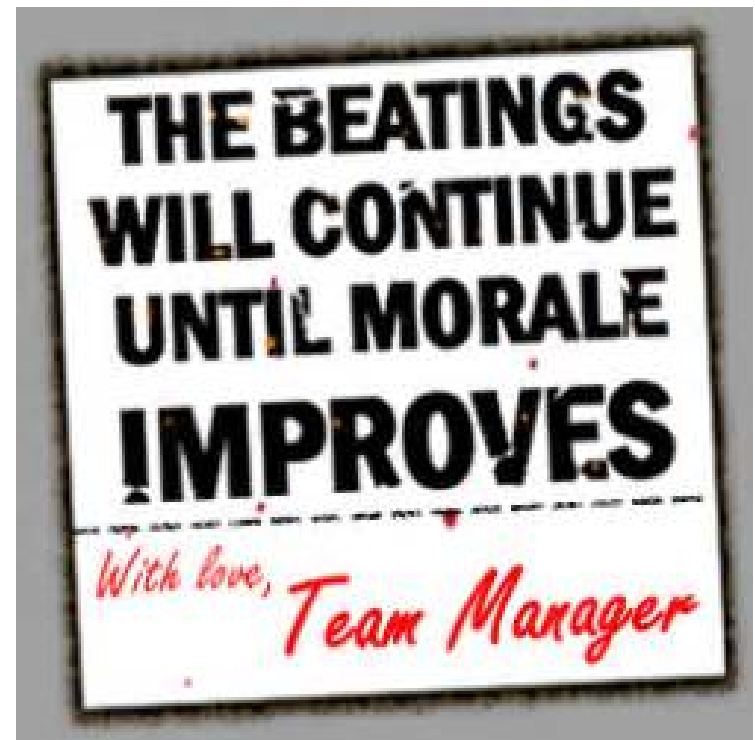
# Things to Ponder:



- Consider a time you felt powerful and a time when you felt powerless.
- What was the effect on your emotional state?
- What was the effect on your morale?
- What was the effect on your performance?
- What implications are there for leaders that do one or the other?

# Implementing Change

- People rarely welcome change
- Must be done with sensitivity and in a collaborative way



# Stages of Implementing Change



- Communicate the rationale behind the need for change
- Implement the change in phases
- Evaluate, review and report on change



# A few more thoughts on change:

- What's in it for you?
- Change is a movement away from the present
- Change is movement toward the future
- The transition is what is hard NOT the change itself
- Change is situational
- Transition is psychological



# Things to ponder:



- What is the WIIFM at your agency?
- What are the resources readily available for change and how can you utilize them?

# Steps to Leading Effectively

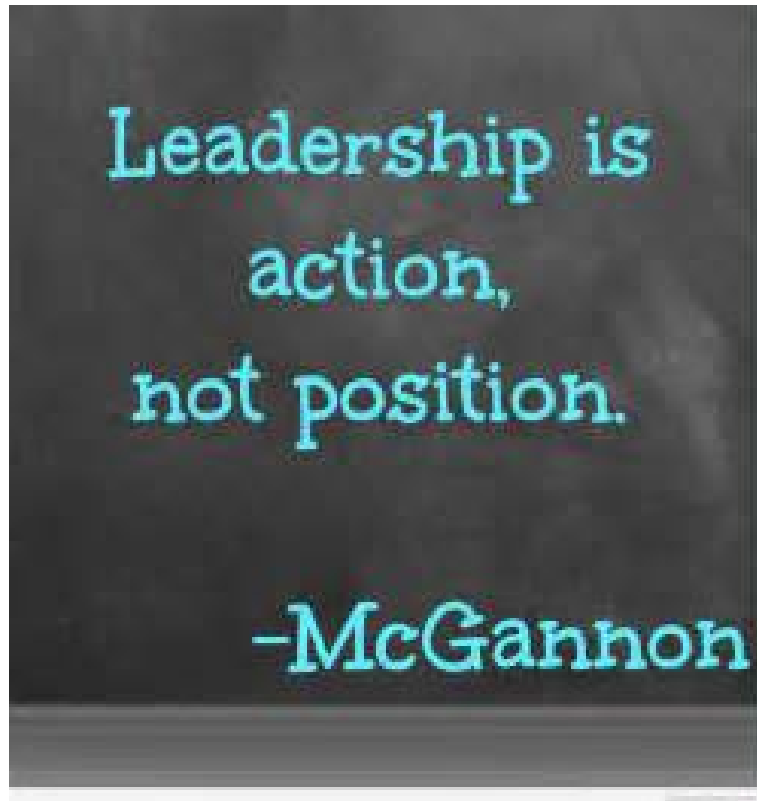
- Lead yourself before trying to lead others
- Provide team with ownership in the process
- Build an atmosphere of trust
- Develop your staff and yourself
- Foster inclusion
- Understand the leader is a facilitator



The first responsibility of a leader is to define reality. The last is to thank you. In between, the Leader is a servant. ~ Max Dupree



# Best Practices for Effective Leadership



- The Vision Thing
- Stimulate creativity
- Create high-functioning teams
- Develop cultural intelligence
- Lead proactively
- Lead ethically

# Questions



# Thank You

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**Remember, YOU make a difference!**