What’s In Your Management Toolbox?

Turbo-Charging Your Skills To Get Out Of The Mid-Career Rut
COURAGEOUSNESS AS A TOOL

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Courage: Your Most Basic Tool

- The Medieval Old French word corage is the origin for the word courage and means “heart & spirit”
- Courage is more than heroics
- “Courage is the first human virtue because it makes all of the other virtues possible” – Aristotle
- Opportunities for courage in management happen every day
- Can be defining career moments
- Your level of courage will define how you deal with management issues and your professional mobility
What Is Courage?

- One of the cardinal virtues in Greek philosophy.
- Depends on justice.
- In the context of management, courage has a moral context.
- Derived from painfully honest self-examination.
- Depends on manager’s understanding that success will be related to personal values and deeply held beliefs.
What Is Courage?

Courage Is:

• Consistently doing the right thing.
• Fearlessly different when different is right.
• Staring into the face of doubt and fear.
• Seeking and perpetuating the natural law of good.
• Allowing intellect to supersede emotional weakness and personal desires.
Managing With Courage

- Managing with courage is like climbing a steep ladder.
- As you climb the ladder, each step higher becomes more and more treacherous.
Managing With Courage

Astute managers will bring courage to the workplace.

✓ To guide team members from a focus on strengths to the tougher more stressful challenges
✓ Thwart complacency—the kiss of death to courage
✓ To encourage team members to be the voice above the crowd promoting ethical behavior and the truth
✓ To empower team members to hold themselves accountable and to control their own destinies
Tips for Managing With Courage

- Be a risk-taker (permission vs. forgiveness).
- Constantly affirm your strengths.
- Hurdle obstacles.
- Make sacrifices for long-term goals.
- Manifest your vision.
- Reflect self-esteem but temper ego.
Taking Your Courage Temperature

- Would you stay in a job you hate or don’t believe in?
- Are you tempted to cheat or lie because you won’t be caught?
- Would you hide a mistake or failure to save your job?
- Are you prone to selling your soul (and you know it)?
- Would you stand up for peers who are treated wrongfully?
- Do you listen to your conscience?
  - The inner voice that discerns right from wrong.
  - The inner voice that warns us that someone may be watching.
Mentoring or Coaching
Which Tool Should I Use?

John Mason
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Mentoring Vs. Coaching

Mentoring...

- The term "mentoring" actually comes from the Greek word that means enduring.
- Is “relational”
- Occurs outside of a line manager-employee relation
- Is very personal
- Cross job boundaries
- Is career focused, but not limited to the current profession
Mentoring Vs. Coaching

Coaching...

- Is “Functional”
- Is done by a manager, or someone in management as part of a manager-employee relationship
- The relationship is motivated by developing an employee within a particular job
- Managers tend to fuel this relationship
- Coaching ends when an individual has learned the object lesson
"The philosopher Eric Hoffer said that in a time of drastic change it is the learners who survive; the 'learned' find themselves fully equipped to live in a world that no longer exists."
Pulitzer Prize Winning Historian
Douglas Southall Freeman
Freeman’s Leadership Principles:

• **Be a Man**

• **Know Your Stuff**

• **Take Care Of Your Men**
The Foundation of Coaching/Mentoring

In 2004 Ambassador Linton Brooks Updated these Principles:

• Be a Person of Honor and Integrity

• Know Your Stuff

• Take Care Of Your people
Be a Person of Honor and Integrity

**Mentoring**
- Value Assessment
- Self Discovery
- Role Modeling
- Sound Business Principles

**Coaching**
- Audit trails
- Verbal Contracts
- Outcome Based Projects
- Cost vs. Quality
Know Your Stuff

**Mentoring**
- Who are the icons in your field?
- What is your operational philosophy?

**Coaching**
- Being a Subject Matter Expert
- Be a “Student of the Game”
- Research for Dummies
Take Care Of Your people

**Mentoring**
- Developing a heart for people
- Understanding who “you” are
- Not being intimidated by excellence
- A refusal to be mediocre

**Coaching**
- MBWA
- Remember: Respect is Earned
- Develop an eye for success
- Catch people doing things right
Coaching Types

- Management Basics
  - Move From Individual contributor to Manager
  - Break the “Specialist Syndrome”
  - Master Supervision 101
  - Understand and Use Project Management
  - Embrace Employee Relations
  - Delegate, delegate, delegate!
  - Construct the “Big Picture”
Vision & Goal Setting Tools

Danny Bellinger
Director, Project Identity
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The Purpose of Vision

- “Where there is no vision, there is no hope.” -- George Washington Carver

- “It is a terrible thing to see and have no vision.” -- Helen Keller

- Vision articulates possibility

- Provides perspective on how people work within a structure to create impact

- Brings clarity to your Mission by making it real
The Purpose of Goal Setting

- "The tragedy in life doesn't lie in not reaching your goal. The tragedy lies in having no goal to reach." -- *Benjamin Mays*
- “If you aim at nothing, you are sure to hit it.” -- *Anonymous*
- Goal setting helps you to know where you're going and what your focus is
  - Should be written
  - Specific
  - Manageable and realistic
  - Measurable
  - Have a time frame
Vision

- "The very essence of leadership is that you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion." -- Theodore Hesburgh, President of the University of Notre Dame

- Articulates possibility
  - Clearly set organizational direction and purpose
  - Help employees believe that they are part of something bigger than themselves and their daily work
  - Regularly communicated and shared
  - Challenge people to reach higher to accomplish new goals
Vision

- “Destiny is not a matter of chance, but of choice. Not something to wish for, but to attain.” — William Jennings Bryan
- Provides perspective on how people work within a structure to create impact
  - Clearly defined set of goals
  - Everyone knows their part
Vision

- “It is a terrible thing to see and have no vision.”  
  -- Helen Keller

- Brings clarity to your Mission by making it real
  - Understanding of the big picture
  - Long range impact
Career Paralysis
Finding the Tools That Fix

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Career Paralysis

- **Performance** – Doing the Job more efficiently
  - Under Achievers
  - Error prone workers
- **Skills** – Task or specific job functions
  - Missing puzzle pieces
  - New job responsibilities
Career Paralysis

- Can be defined as the loss of the ability to move upward on career path induced by self or external condition.
Career Paralysis

Causes can be self induced by:

- Procrastination
- Lack of Exposure
- Stuck in Fear
- Focusing on what is not working
- Feeling you have no value
- Comparing self to others
- Chasing away relationships
- Feeling of having no purpose
Career Recovery

- Actions of intentionality begin with:
  - Knowing – Why
  - Knowing – How
  - Knowing – Protocol...but also
  - Knowing – Who to call
Career Recovery

- To determine the why, how, and who you must start with a personal statement or “DECLARATION” of “SELF”.

- Define your causes of paralysis

- Develop a plan of action
Paralysis vs Recovery

**Paralysis**
- Feeling of no value
- Chasing away relationships
- Feeling no purpose

**Recovery**
- Choose to notice what you do well
- Evaluate your values and cultivate connections
- Expand your Declaration
Paralysis vs Recovery

**Paralysis**
- Procrastination
- Lack of Exposure
- Stuck in Fear
- Focusing on what is wrong
- Comparing self to others

**Recovery**
- Commitment
- Networking
- Be Courageous
- Analyze what went right
- What makes you unique
Choose your Path

“If you don’t like the career choices in front of you, don’t decide. Go outside and explore, and let your intuition guide you.”

Steve Pavlina
Performance – Doing the Job more efficiently
- Under Achievers
- Error prone workers

Skills – Task or specific job functions
- Missing puzzle pieces
- New job responsibilities