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Debbie

3 THE MEANS

THE MEANS: LEADERSHIP SKILLS AND MOTIVATIONAL TECHNIQUES

It is often said that a supervisor should manage things and lead people. This section will address the issues of leadership skills and motivational techniques. You will learn how to choose leadership styles that will work for you and how to help your people do their absolute best.

The style of leadership you choose depends on your employees and the tasks to be accomplished. Many years of solid research in industry, government, education and health care have demonstrated clearly that the choice of a leadership style should depend on the situation.

The starting point for choosing which style is best for you is to look at three key issues:

1. **The job to be done.** How well defined is the job versus how poorly defined is it?
2. **Social / emotional relationships.** How much attention is needed in terms of maintaining harmony, attending to "people problems," keeping morale up, etc.?
3. **Willingness / ability to take initiative.** How achievement oriented are your employees? How educated, experienced, and able are they to work on their own?

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Factor

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PHONE CALL

FOR John DATE 2-13-02 TIME 2:05 ^{AM}/_{PM}

M. Gary Langston

OF _____

PHONE _____ FAX _____

MESSAGE RE: Options Program

Will check back with you

SIGNED [Signature] Adams 1154

TELEPHONED
 RETURNED YOUR CALL
 PLEASE CALL
 WILL CALL AGAIN
 CAME TO SEE YOU
 WANTS TO SEE YOU

PHONE CALL

FOR John DATE 2-14-02 TIME 3:10 ^{AM}/_{PM}

M. Gary Langston

OF _____

PHONE _____ FAX _____

MESSAGE Talked to Duane

SIGNED [Signature] Adams 1154

TELEPHONED
 RETURNED YOUR CALL
 PLEASE CALL
 WILL CALL AGAIN
 CAME TO SEE YOU
 WANTS TO SEE YOU

The Participa

The Permitter

CHOOSING LEADERSHIP STYLES TAPE

How MANAGE

CONFLICT 9599

Seminar

Self Displian

EMOTIONAL CONTROL

Aug-9th 1940 61/129

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