VALUATION BEYOND BORDERS

2017 INTERNATIONAL CONFERENCE

Presented by Appraisal Institute Canada & Appraisal Institute

Management and Leadership in the Modern Appraisal Organization

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AGENDA

- What defines a manager?
- What defines a leader?
- Which is better?
- Concepts related to management and leadership
- What concerns leaders?
- Leadership styles

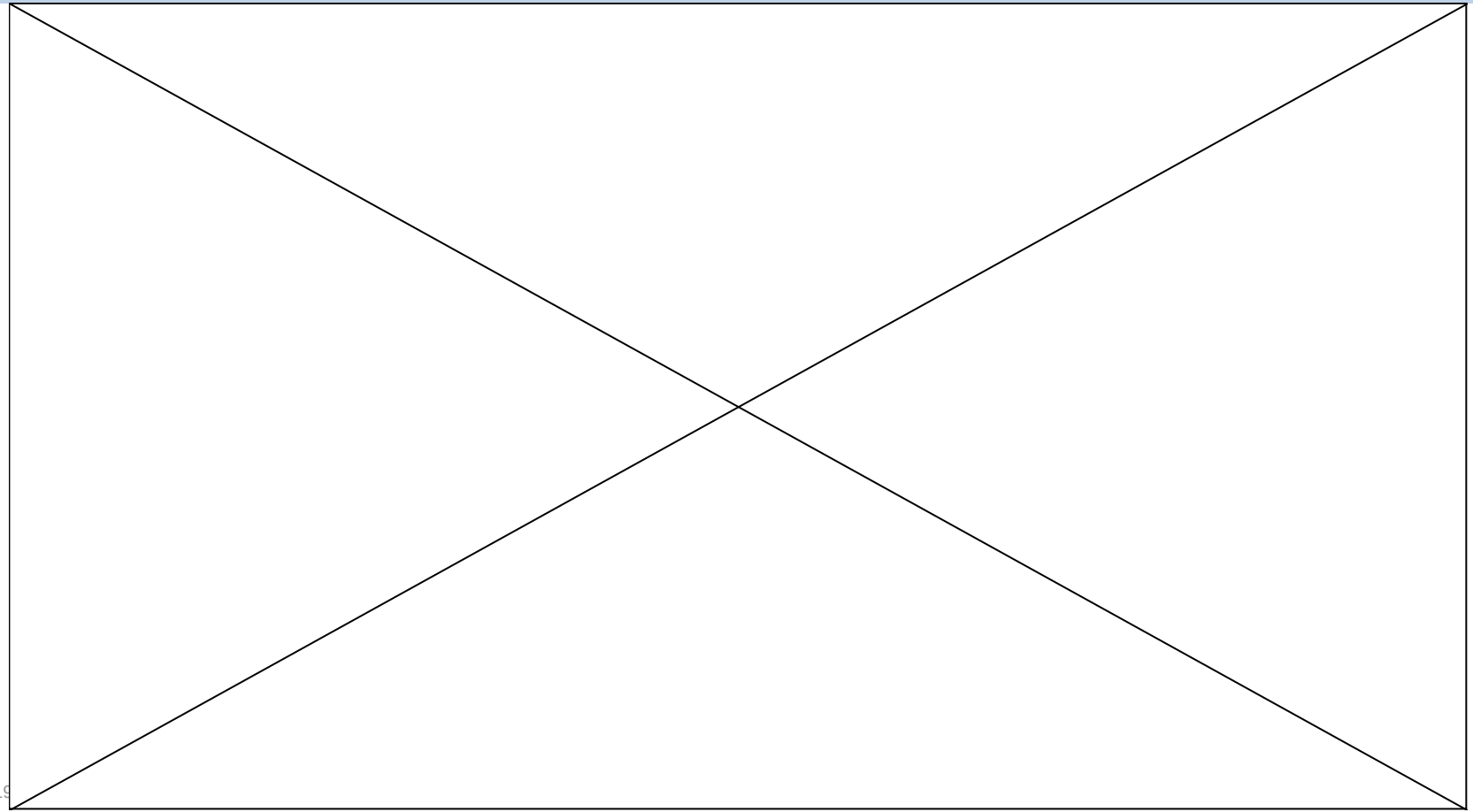
AGENDA

- A leader’s job
- Situational leadership
- The new leader
- When the job doesn’t get done
- Leadership issues
- Selection of leaders
- Summary

MANAGEMENT & LEADERSHIP

Drawn from years of *experience &* from the *wisdom* of *others*

Leadership – Lessons from Others



MANAGEMENT - LEADERSHIP

MANAGEMENT

- Things
- Systems
- Organizing
- Controlling
- Resourcing

LEADERSHIP

- People
- Values
- Morale
- Direction
- Vision
- Why

MANAGER

MANAGER

Preserve the system

- Defends the way it is done
- Eliminates risk
- Perfects / optimizes

MANAGER

Plan, budget and schedule

- Short term
- Prioritize
- Logical
- Brings order

MANAGER

Organize and staff

- Structure
- Roles / responsibilities

MANAGER

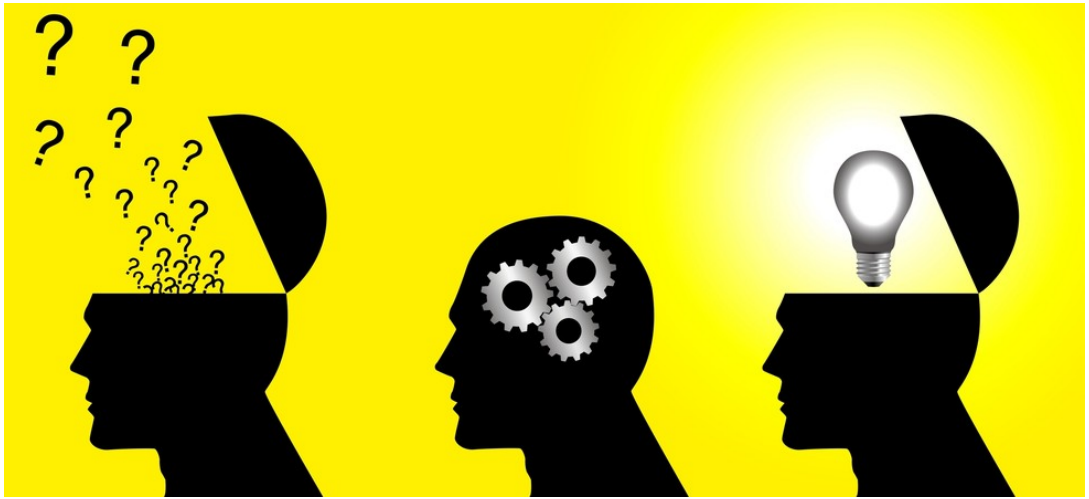
Direct and Supervise

- Day to day
- What, when, how

MANAGER

Control and problem solve

- Fix
- Prevent bad stuff from happening
- Contain



MANAGER

- Order
- Predictability
- Stability

LEADER

Challenge the system

- Disrupt
- Diverge
- Add risk

A clear and compelling vision directs and inspires action

Inspire a shared vision

- Long term
- Inspiring
- Big picture

Align key stakeholders

- Outside / Inside
- Informal
- Relationships
- Pulling people together

It's all about alignment

Enable others

- Provide skills
- Provide knowledge
- Creativity
- Empowerment

Encourage the heart

- Expand energy
- Tries to make good things happen

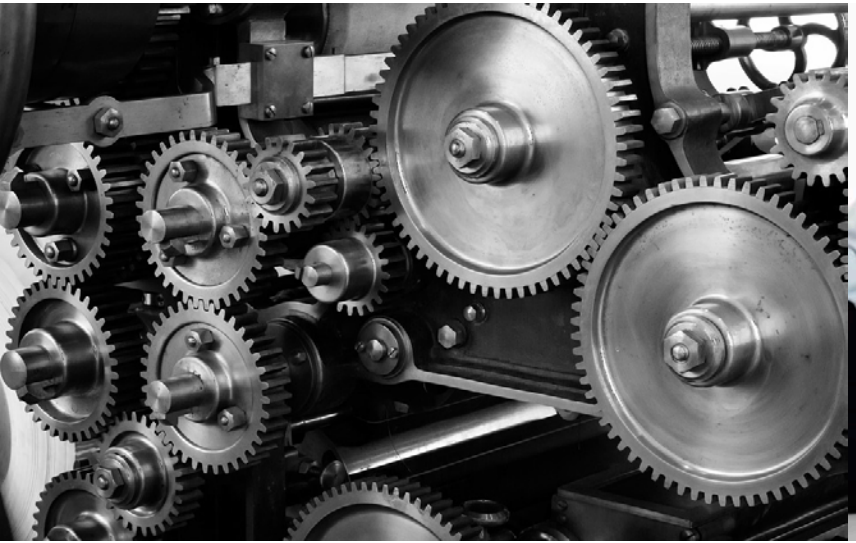
LEADER

- Change
- Uncertainty
- Risk
- Vision

If the rate of change on the outside exceeds the rate of change on the inside – the end is near.

Jack Welch

MANAGE / LEAD

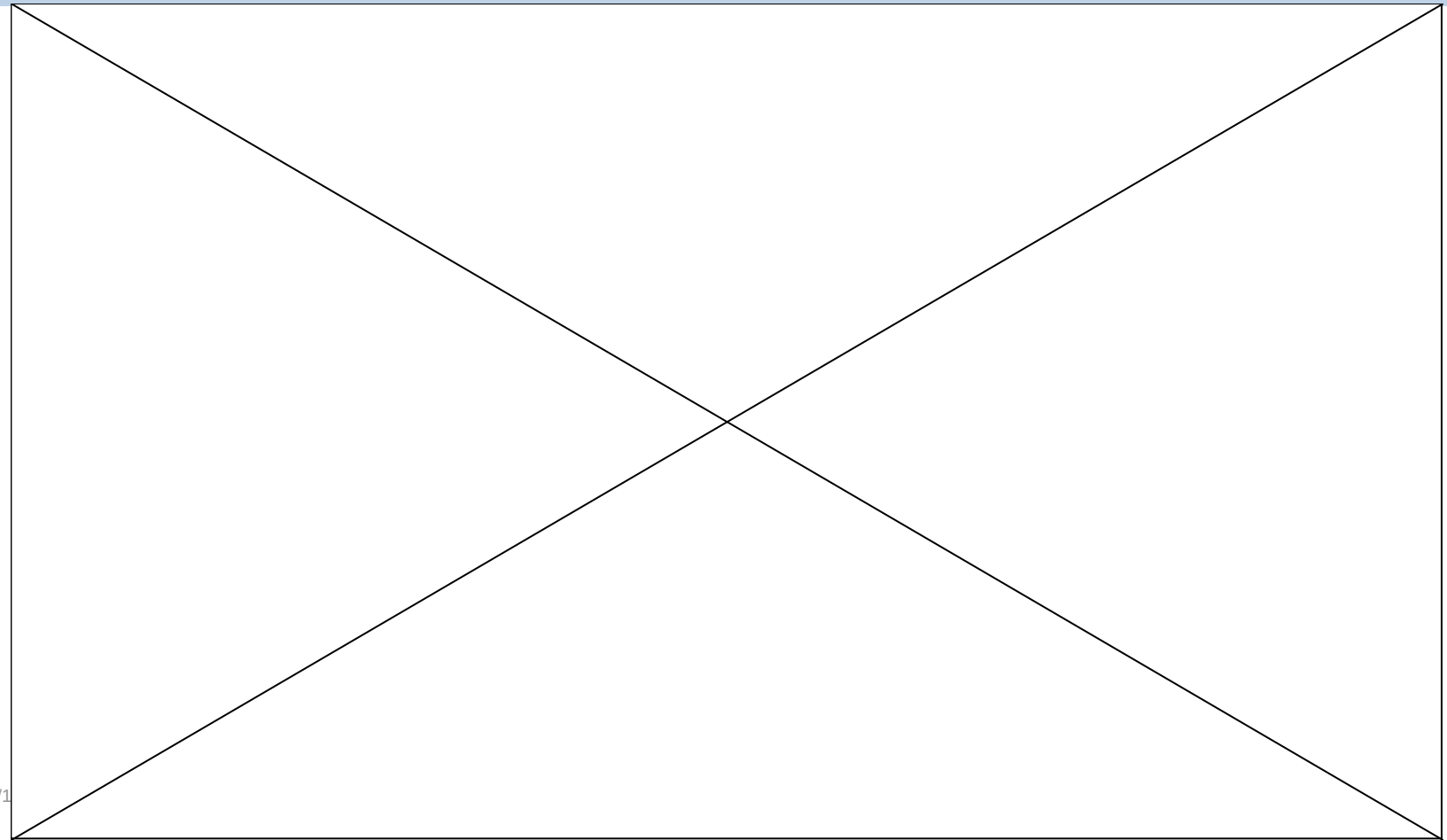


MANAGE / LEADER

Which is better?

- Leadership – Based on principles
- Management – Based on technical abilities

Leadership Lessons from Space



CONCEPTS

AUTHORITY

- A right to decide
- A tool to exercise
- Can be passed (down)

POWER

- Ability to enforce
- Sanction
- Reward or punish

TYPES OF POWER – INFORMAL

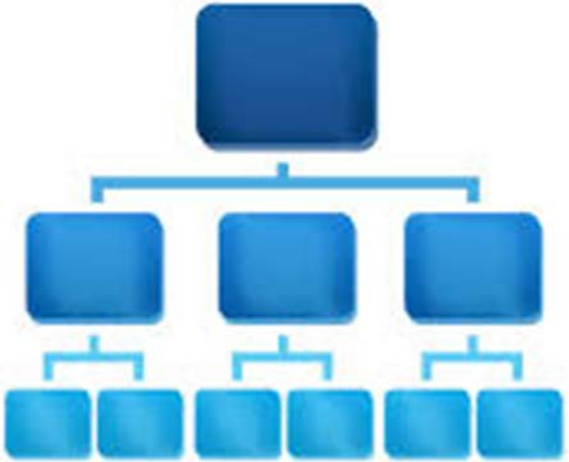
Informal

- Knowledge / expertise
- Wisdom (seen it before)
- Experience
- Connections
- Persuasion

All of these require some form of trust

TYPES OF POWER – FORMAL

- Positional
- Seen on the organizational chart



POWER – WHEN TO USE WHICH?

RESPONSIBILITY

- Look after
- Take care of

ACCOUNTABILITY

- Who gets the credit or the blame?

ACCOUNTABILITY

WHAT PRODUCTIVE EMPLOYEES SAY

I know what is expected of me at work

I have the materials and equipment that I need to do the work right

In the last 7 days I have received recognition or praise for the work that I have done.

I have the opportunity to do what I do best every day

WHAT PRODUCTIVE EMPLOYEES SAY

My supervisor seems to care about me as a person

Someone at work encourages my development

At work, my opinion seems to count

The mission or purpose of my company makes me feel my work is important

WHAT PRODUCTIVE EMPLOYEES SAY

My coworkers are committed to doing quality work

I have a best friend at work

In the last 6 months, I have talked to someone about my progress

At work, I have had opportunities to learn and grow

WHAT SHOULD THE LEADER BE CONCERNED WITH?

Performance

It’s all about

Performance

People

A LEADERS JOB

- Select
- Who is on the team
- What position do they play

A LEADERS JOB

Communicate

- Expectations
- Vision
- The Why

TRAIN & DEVELOP

Build skills

- Technical /management / leadership
- Thinking skills
- Problem Solving

MANAGE

- Provide tools
- Provide resources
- Remove obstacles

MOTIVATE

LEADERSHIP STYLES

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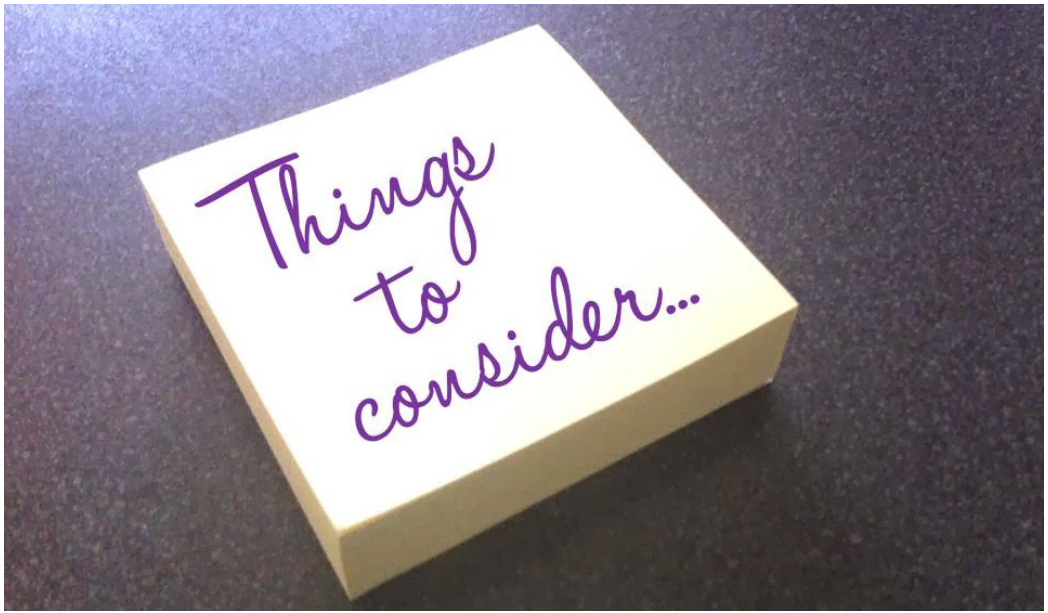
AUTOCRATIC	• My call
PERMISSIVE	• Your call
DEMOCRACY	• Our Call • Our input • Discussion • Each gets a vote
AUTHORITARIAN	• Get Input • My call • Actively consider all input

Which is Best?

FACTORS FOR CONSIDERATION

- Urgency
- Skill vs. complexity
- Personality/style (default)



SITUATIONAL LEADERSHIP

Match leadership style to the situation!

THE NEW LEADER

THE NEW LEADER

The skills that got you there are not the skills you need to move ahead

THE NEW LEADER

Impediments

- I can do it better/faster
- Satisfaction (time horizon)

THE NEW LEADER

- Relationships
- Not quite – one of the gang

WHEN THE *JOB DOES NOT* GET DONE

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UNDERSTANDING	• Communications
CAPABILITY	• Training • Skill Development
OBSTACLES/ OPPORTUNITIES	• Add resources • Remove barriers
WILLINGNESS	

WHEN THE *JOB DOES NOT* GET DONE

This is where you need to be involved with your staff!

Delegating vs. Tasking

Delegation vs. Tasking

To be an effective delegator you need to be OK with the methods / result if it met the objectives, but was done differently than you would have done it.

LEADERSHIP ISSUES

Courage

- To do something against your self interest

LEADERSHIP ISSUES

Vision

- Which way do we go?
- How do we get there?
- You are concerned with the outcome.
- Destination – parameters

PERSPECTIVE

MODELING THE BEHAVIOUR

- Self Awareness – Walk this way.

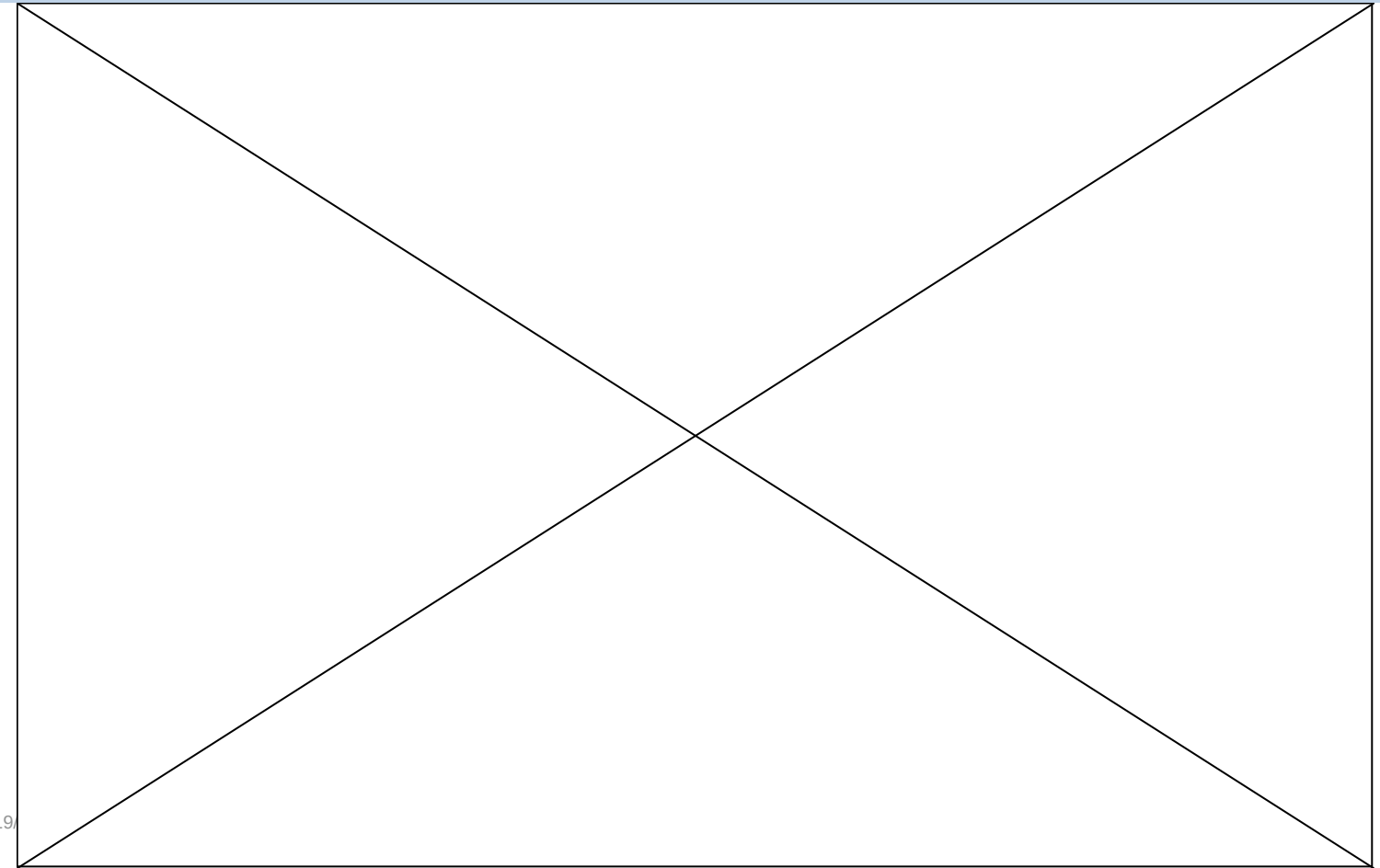
MODELING THE BEHAVIOUR

- Unity with your team
  - Hang together or hang separately

CALM

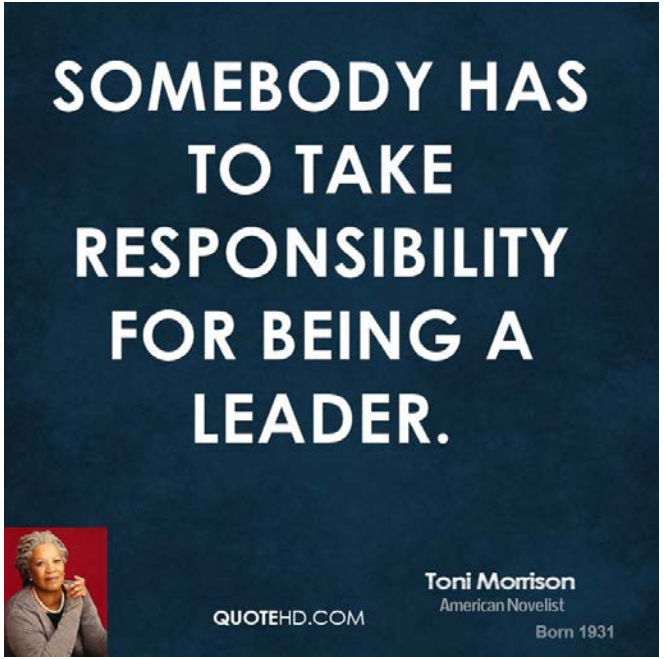
CALM

Pressure



DEVELOPMENT

- Teach the steps by asking questions
- Think out loud – show them all considerations
- Don’t rob them of the experience
- Create artificial learning experiences
- Self Efficacy



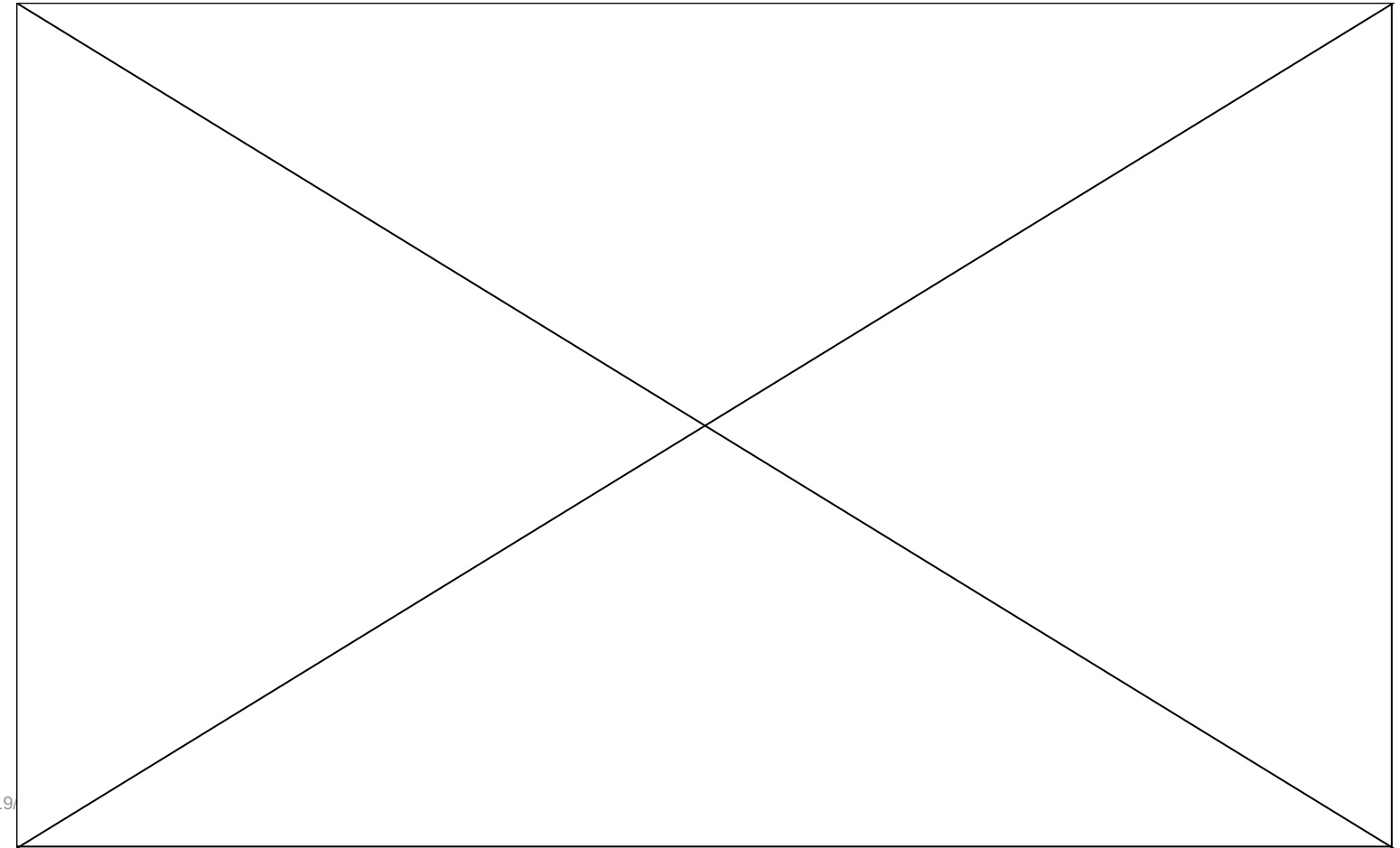
STAY CONNECTED

- MBWA
- Need Information

RECOGNITION

- Praise in *public*
- Correct in *private*

SELECTING LEADERS



LEADERS

CHARACTER	• Select for
WISDOM	• Train for • Select for
TECHNICAL SKILLS & KNOWLEDGE	• Train for

LEADERS

A combination of

- Character
- Competencies
- Commitment

LEADERS

CHARACTER	• Trait/Values
COMPETENCIES	• Organizational / People • Strategic / Business
COMMITMENT	• Aspirations • Engagement

LEADERSHIP

- A journey
- Work with and through others
- It’s all about people

Success is not final, failure is not fatal:
it is the courage to continue that counts.

Winston
Churchill

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Thank you

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