Leading and Managing: Strategies for Legislative Staff

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Session Objectives

- Identify the difference between leadership and management
- Discuss the value of leadership and management in a legislative staff environment
- Discover how effective leaders and managers operate
- Understand the value of knowing your organization’s vision and mission statements
“To focus on: establishing direction; aligning employees based on the direction; and motivating and inspiring employees to succeed.”

Leading produces change, with an emphasis on achieving long-term results.

To Manage….

“Involves planning and budgeting; organizing and staffing; and control and problem-solving functions.”

Managing focuses on short-term results.

Vision-Mission-Values

- **Vision:** What the organization strives to be; a statement of a desirable future

- **Mission:** What the organization does to move toward the vision

- **Values:** What the organization stands for; guiding principles for service delivery

Organizational Alignment

- Vision
- Mission
- Values
- Goals
- Tactics
- Measures
Organizational alignment, or total team alignment, is the idea that the entire team from the most entry-level employees to the CEO share a common vision and goal for the company.

The importance of organizational alignment can’t be overstated.

Without organizational alignment, the infrastructure of the company can become misguided, chaotic, and aimless.

Center for Management & Organizational Effectiveness: https://cmoe.com/glossary/organizational-alignment/
Organizational Alignment

Take Away

Achieving organizational alignment helps the organization operate more effectively and efficiently.
Leadership Styles

- **Autocrat**
  - Focus on Task

- **Country Club (Accommodating)**
  - People Only

- **Indifferent**
  - Neither Task nor People

- **Democrat**
  - Task and People Focused

-Denhardt, Denhardt and Aristigueta, *Managing Human Behavior in Public and Nonprofit Organizations*
Situational Leadership Model

- Based on Hersey, Blanchard, and Johnson
- Four quadrants of supervisor behavior
- Leader goes where the follower is

Denhardt, Denhardt and Aristigueta, *Managing Human Behavior in Public and Nonprofit Organizations*
Employee - Follower

- To perform a given task, the employee needs ability and willingness.

- Ability refers to knowledge, skills, and resources.

- Willingness refers to desire, confidence, motivation, or commitment.

-Denhardt, Denhardt and Aristigueta, Managing Human Behavior in Public and Nonprofit Organizations
Follower Readiness

- **R1** – Unable and Unwilling (Insecure)
- **R2** – Unable but Willing (Confident)
- **R3** – Able but Unwilling (Insecure)
- **R4** – Able and Willing (Confident)

-Denhardt, Denhardt and Aristigueta, *Managing Human Behavior in Public and Nonprofit Organizations*
Leader Decision Styles

- **S1** (Telling) leader made decision
- **S2** (Selling) leader made decision with dialogue and/or explanation
- **S3** (Participating) leader and follower made decision or follower made decision with encouragement from leader
- **S4** (Delegating) follower made decision
<table>
<thead>
<tr>
<th>S3 or Participate for R3</th>
<th>S2 or Sell for R2</th>
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<tbody>
<tr>
<td>S4 or Delegate for R4</td>
<td>S1 or Tell for R1</td>
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Situational Leadership Model

Mismatches between R1-4 and S1-4

- Have adverse impacts
- May result in diminished motivation
- May result in poor performance
- Leader’s responsibility
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