



**Carl Vinson
Institute of Government**
UNIVERSITY OF GEORGIA

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 Lead....

“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.

-Effective Supervisory Practices: Better Results through Teamwork - Fifth Edition ICMA Press



To Manage....

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

Managing focuses on short-term results.

-Effective Supervisory Practices: Better Results through Teamwork - Fifth Edition ICMA Press



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

-Effective Supervisory Practices: Better Results through Teamwork - Fifth Edition ICMA Press



Organizational Alignment

- **Vision**
- **Mission**
- **Values**
- **Goals**
- **Tactics**
- **Measures**



Organizational Alignment

➤ **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.

- <https://www.martechadvisor.com/articles/digital-transformation/the-importance-of-organizational-alignment-and-how-to-achieve-it/>



- 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

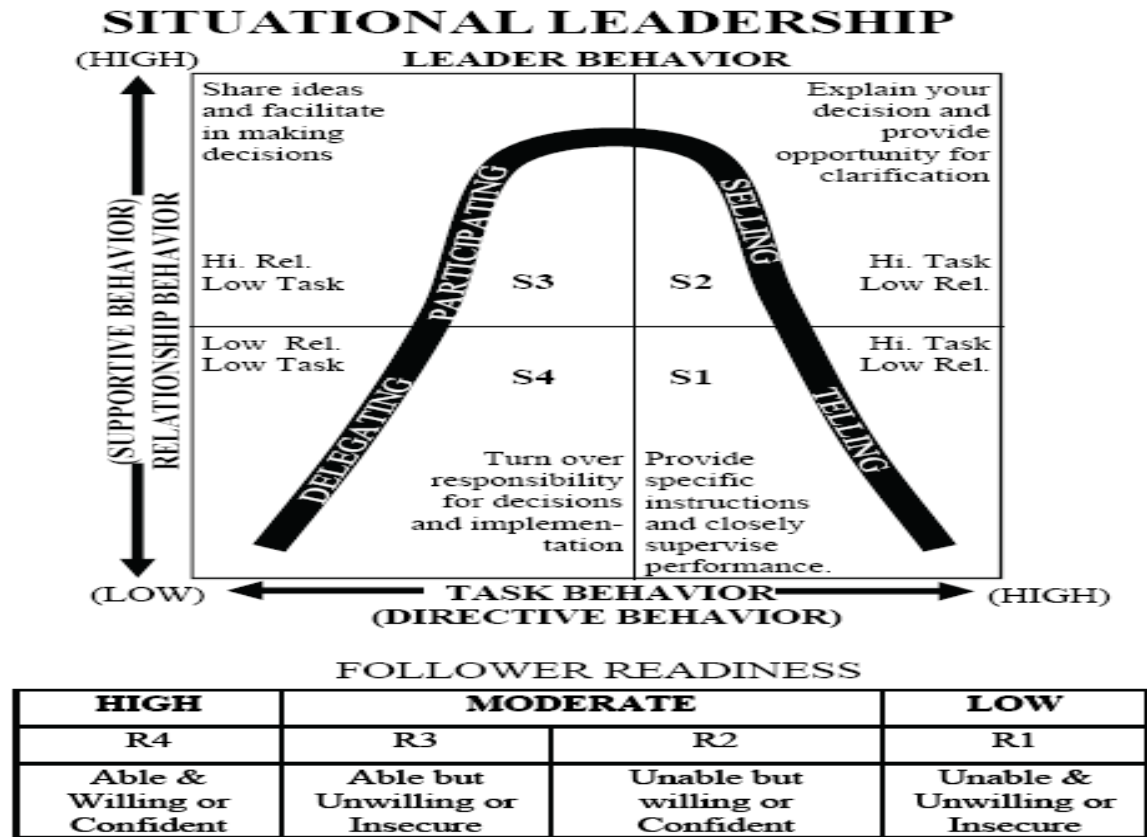


Leader - Follower

| | |
|---------------------------------|--------------------------|
| S3 or Participate for R3 | S2 or Sell for R2 |
| S4 or Delegate for R4 | S1 or Tell for R1 |



Situational Leadership Model



Paul Hersey and Kenneth H. Blanchard, *Management of Organization behavior: Utilizing Human Resources*, (Englewood Cliffs, NJ: Prentice-Hall, 1988).



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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