

ledarna

THE SWEDISH ASSOCIATION OF MANAGERS

Challenges in Leadership

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This is Ledarna

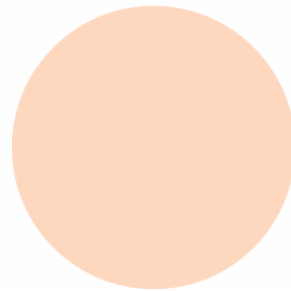
- **More than 76 000 members**
- **Focus on managers**
- **Members from both private and public sector**
- **Free-standing and politically independent**
- **Founded in 1905**
- **23 sector specific associations**

3 major issues

- **Managers' situation**
- **Gender equality**
- **Salary according to performance**

Ledarna's Mission

Managers help managers to success



Communication

Philip



Ann



Signal (i.e. words)



Clear leadership

- **Preconditions**
- **Pitfalls**
- **Feedback**

Preconditions

- **Clearly-stated goals**
- **Well-known policies**
- **Reasonably-sized working groups**
- **Personal Development Dialogue**

Communication

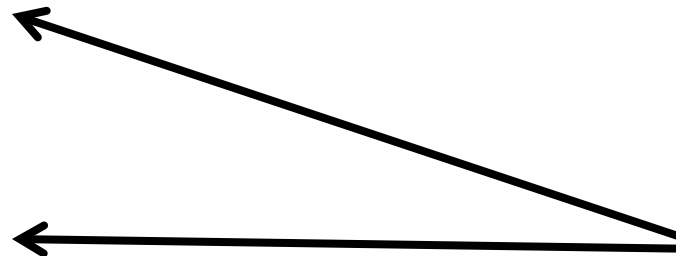
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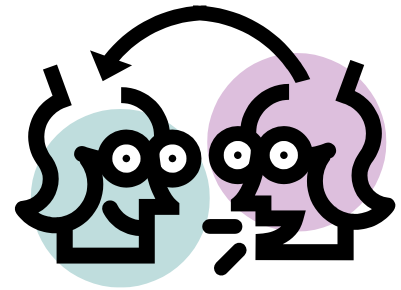
What you think you say



What you say without knowing

Communication

- **Words/value of words**
- **Voice**
- **Body language**
- **The implicit message**



Communication

Philip

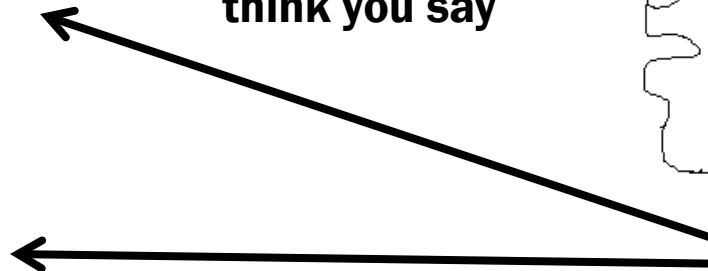


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What you
think you say



What you say without knowing



**You never really know for sure
what the receiver have
understood before they share
their interpretation**

Pitfalls in discussions

- **Not clear about the aim**
- **No full attention**
- **Misdirected consideration**
- **You take over or try to solve the problem**
- **Generalising**
- **Not getting to the point**

Pieces of advice

- **Be prepared**
- **Clear about the aims**
- **Clarify expectations**
- **Give examples**
- **Avoid gossip**
- **Involve the co-worker in the solution**
- **Write down what you have agreed**
- **Follow up**

Feedback

- **Negative**
- **Neutral**
- **Positive**
 - **Strokes**
 - **Proper recognition**
 - **Specific recognition**
- **Constructive**



Change to “I”- message

- **You explain things badly!**
- **You are lying!**
- **You are wrong!**
- **You never tell me anything!**
- **You do not stay on subject!**

Change to "I" - message

- You explain things badly!
 - I do not understand what you mean
- You are lying!
 - I don not believe that information is correct
- You are wrong!
 - I have another opinion on that matter.
- You never tell me anything!
 - In the future I would like you to tell me about....
- You do not stay on subject!
 - I am finding it difficult to follow your argument.

Task



You have worked as a Head of Unit for a period of six months. You have noted that one of your employees, Jackie, smells badly of sweat but as you do not meet her more than a couple of times a month you have not been very bothered by this. Now several other employees have pointed out that they feel that this is uncomfortable and even repulsive and you realise that you have to take it up with Jackie. Before you take this meeting, plan it properly so that it does not go wrong. What would you actually say?

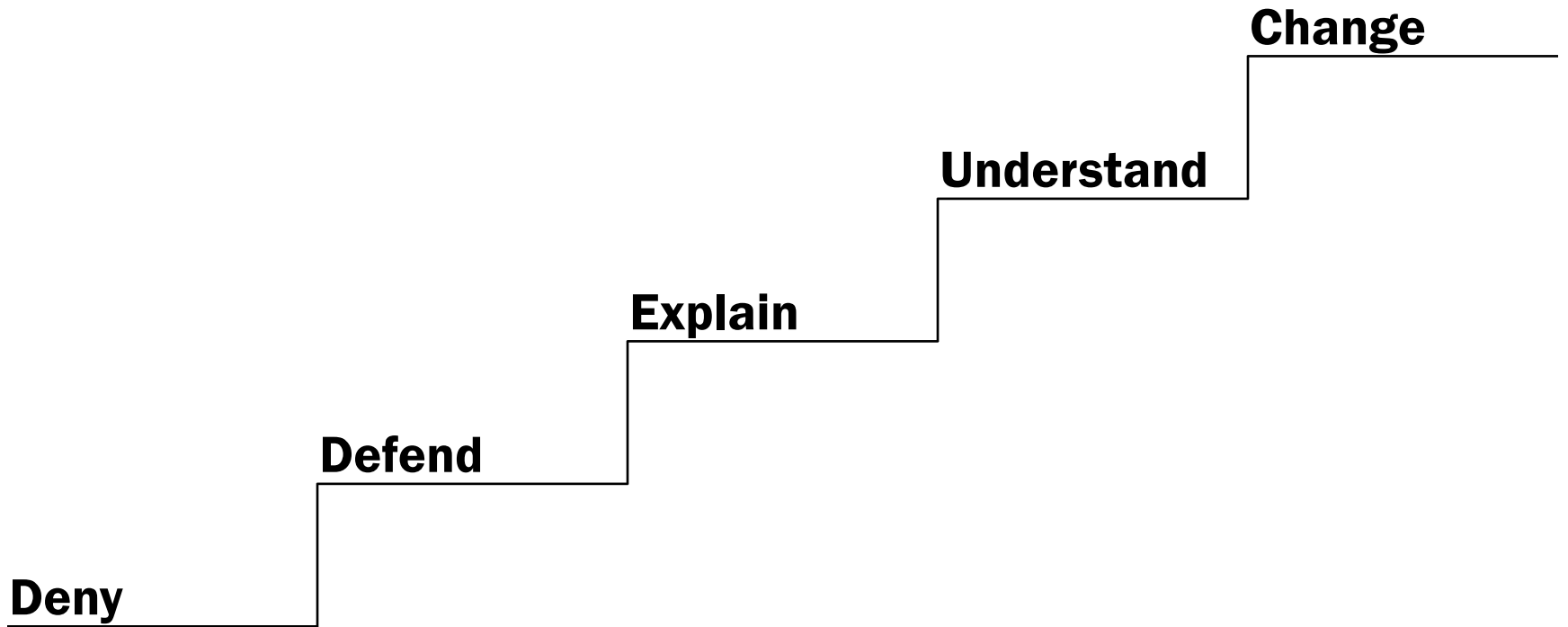
Feedback to Jackie

- **“I” - form**
- **Opening**
- **Say what you see/what you have experienced**
- **Say what you feel**
- **Say what you want to change**
- **Ask for some feedback**
- **Conclusion**

Feedback to Jackie

- **There is something that I feel I have to say to you and that you may think is very personal and it may upset you. I am doing this because I hope it can help you.**
- **“I have noticed a smell of sweat when I meet you.”**
- **“This feels uncomfortable, because it upsets me and I think that you should know about this. I am also worried that it upsets other people around you and that it could be used against you.”**
- **“I want to ask you to do something about it.”**
- **“How do you feel about this?”**
- **I hope that you think it was OK that I took this up with you. I want to emphasize that it is nothing to do with how you carry out your work. I am very satisfied with that.**

Receiving feedback



Clear leadership demands

- **Goals and policies**
- **Reasonably-sized employee groups**
- **Personal Development Dialogue**
- **Walk the talk**
- **Awareness of the communication process**
- **Being well prepared**
- **Constructive feedback**

**Thank you
for your attention!**