

Managing and Leading Creative Teams

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InSource
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Thank you for attending today's webinar

WELCOME

About Me

**Creative business leader,
experienced at building
and transforming
creative teams with
proven strategic and
creative results.**





one

MANAGEMENT MODELS

Management Structure Models

Chain of Command Model

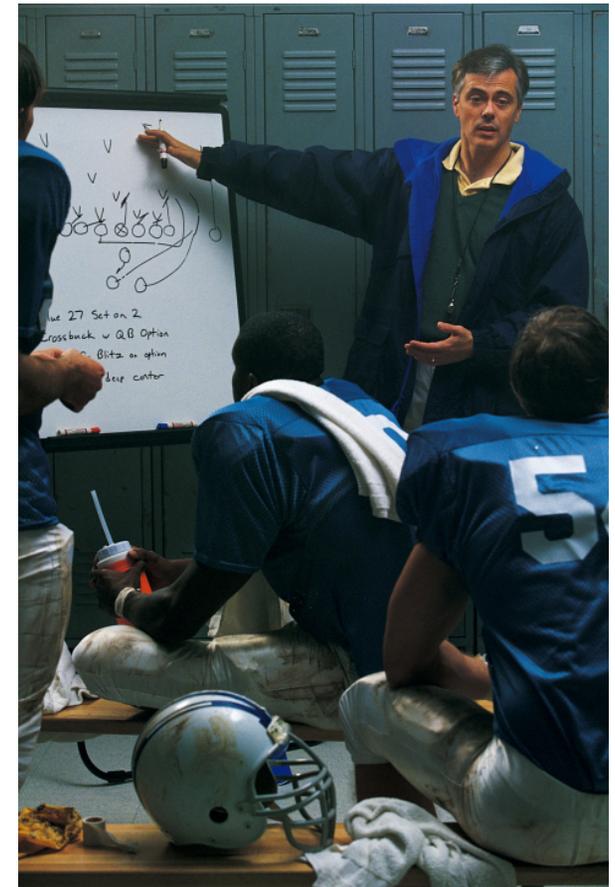
- Hierarchical, top-down reporting
- Advantage: What we are used to. Works well in large organizations with specialized functions
- Disadvantage: Often too rigid and bureaucratic for creativity and efficiency.



Management Structure Models

Coaching Model

- Manager (coach) has responsibility for achieving goals (winning). Employees (team) have responsibility for performing tasks.
- Manager needs to organize, motivate, strategize, lead by example (not rank).





Two

PLANNING AND GOAL SETTING

Planning

Planning is the management process of determining what an organization needs to do to accomplish its goals, and how best to get it done.

Planning Roles

- Organizing
- Directing
- Controlling





Types of organizational planning

Types	Mgmt. Levels	Time Horizons
Strategic	Upper	Long-range (5 or more years)
Tactical	Middle	Medium-range (1-5 years)
Operational	Lower	Short-range (Less than 1 year)

Goals and goal setting



Goals are performance targets used to measure success or failure.



S.M.A.R.T. Goals

Specific: clear unambiguous language

Measurable: ability to measure progress and achievement

Attainable: within the control of the individual or the team

Realistic: take into account the individual's present skills and capacity

Time-bound: within a defined period of time

Ensure that your goals are SMART and easily defined by what, why it is important, how the goal is going to be accomplished, and when. Having these components clearly identified will assist in the recognition of progress and measurement toward the successful completion of the goal.



Smart Goals

For example, a good – but not SMART – goal would be: To lose weight

A SMART version of this goal looks like this: To lose 20 pounds by November 1st, I will eat healthier and exercise every day in order to fit into my old 36-inch waist jeans.

This SMART goal above is constructed using the following sample model for the structure of a SMART goal. It's color-coded to help illustrate the structure.

To (the action you will take) by (Date/timeframe), I will (do what?) by (a measure you can track) in order to (your real goal).

To lose 20 pounds by November 1st, I will eat healthier and exercise every day in order to fit into my old 36-inch waist jeans.



Three

MANAGING & LEADING



What makes an effective manager?

- A technical understanding of the job that needs to be done
- In touch with customer/client needs
- In touch with staff needs
- Has vision to see what the future could be
- Effective at motivating and utilizing resources
 - People, Budgets, Processes, Information

Management Skills

- Human
 - Technical
 - Conceptual
- Necessary for management

- Good management is about maintaining order and consistency to quality
- Leadership is about coping with change and *the process of motivating others to work toward specific objectives.*





What makes a good leader?

- In addition to a certain degree of analytical and technical skills, **emotional intelligence** is required of strong leaders
- Five components to emotional intelligence:
 - **Self-awareness** - knowing own weaknesses
 - **Self-regulation** - control of impulses
 - **Motivation** - passion for achievement
 - **Empathy** - considering others' feelings
 - **Social skill** - ability to build rapport



Self-awareness

Definition

- The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others

Hallmarks

- Self-confidence
- Realistic self-assessment
- Self-deprecating sense of humor



Self-regulation

Definition

- The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgment - to think before acting

Hallmarks

- Trustworthiness and integrity
- Comfort and integrity
- Openness to change



Motivation

Definition

- A passion to work for reasons that go beyond money money or status. A propensity to pursue goals with energy and persistence

Hallmarks

- Strong drive to achieve
- Optimism, even in the face of failure
- Organizational commitment



Empathy

Definition

- The ability to understand the emotional makeup of other people. Skill in treating people according to their emotional reactions.

Hallmarks

- Expertise in building/retaining talent
- Cross-cultural sensitivity
- Service to clients and customers



Social skill

Definition

- Proficiency in managing relationships and building networks. An ability to find common ground and build rapport

Hallmarks

- Effectiveness in leading change
- Persuasiveness
- Expertise in building and leading teams



Organizational climate

- Leaders who use styles that positively affect the climate have **better financial results** than those who did not.
- Climate accounts for **one-third of results** making it an important driver of performance.
- **Six key factors** that influence an organization's working environment:
 - Flexibility - how free employees feel to innovate
 - Responsibility - (feelings of) toward the organization
 - Standards - level that people set
 - Rewards - sense of accuracy about feedback and rewards
 - Clarity - about mission and values
 - Commitment - to the common purpose



Leadership styles

- Most effective leaders choose the leadership style that is most appropriate for a particular situation.
- Leadership styles can influence organizational “climate” to a great extent.
- There are six basic leadership styles. Each derives from different emotional intelligence competencies. Each works best in particular situations and affects the organizational climate in different ways.
- Six styles: Coercive, Democratic, Authoritative, Pacesetter, Affiliative, Coaching.



COERCIVE style

- M.O.: Demands immediate compliance
- Style: “Do what I tell you.”
- Emotional Intelligence: Drive to achieve, initiative, self-control
- Works best in a crisis or with problem employees
- Overall impact on climate: negative
- Least effective in most situations



AUTHORITATIVE style

- M.O.: Mobilizes people toward a vision
- Style: “Come with me.”
- Emotional Intelligence: Self-confidence, empathy, change catalyst
- Works best when changes require a new vision, or when a clear direction is needed
- Overall impact on climate: mostly strong positive
- Most effective, driving up all aspects of climate
- Least effective when the leader’s colleagues are more experienced than she/he



AFFILIATIVE style

- M.O.: Creates harmony and builds emotional bonds
- Style: “People come first.”
- Emotional Intelligence: Empathy, building relationships, communication
- Works best to heal rifts in a team or motivate in times of stress
- Overall impact on climate: positive
- Good “all-weather” style but most useful to build or repair morale
- Not good at constructive criticism or direction



DEMOCRATIC style

- M.O.: Forges consensus through participation
- Style: “What do you think?”
- Emotional Intelligence: Collaboration, team leadership, communication
- Works best to build buy-in or consensus, or to get input from valued employees
- Overall impact on climate: positive
- Best approach for leaders needing new ideas and advice,
- Not good when employees aren’t competent; endless meetings



PACESETTING style

- M.O.: Sets high standards for performance
- Style: “Do as I do, now.”
- Emotional Intelligence: Conscientiousness, drive to achieve, initiative
- Works best to get quick results from a highly motivated and competent team
- Overall impact on climate: negative
- Best approach when employees are self-motivated, highly competent
- Not good because employees feel overwhelmed by standard set for them, no clear stated goals



COACHING style

- M.O.: Develops people for the future
- Style: “Try this.”
- Emotional Intelligence: Developing others, empathy, self-awareness
- Works best to help an employee improve performance or develop long-term strengths
- Overall impact on climate: positive
- Best approach for encouraging dialog and when receivers are “up for it” and want to improve
- Not good for employees resistant to learning and change or when leaders are inept at coaching



Managing and leading are two different things.

Managing

Planning & budgeting

- Develop process to produce results
- Creates plans to implement process
- Short term focused

Organizing staffing

- Implementation
- Communicate short-term
- Tactical oversight

Controlling & Problem solving

- Control processes
- Ensure staff routine tasks day to day

Leading

Setting a direction (vision)

- Gather info, seek results, look for patterns and relationships
- Creates vision and strategies
- Long term focused

Aligning People

- Gain buy-in
- Communicate Vision
- Empower others

Motivating People

- Energizing to overcome obstacles
- Motivate by providing sense of belonging, recognizing achievements, etc.



Four

MY KEYS TO SUCCESS



Keys to Success

- Development opportunities come in many forms.
- Provide information & transparency.
- Praise more than you criticize.
- Trust.
- And...



Don't be a Boss

Boss

Drives employees

Depends on authority

Inspires fear

Says "I"

Places blame for
breakdown

Knows how it's done

Uses people

Takes the credit

Commands

Says "GO"

Leader

Coaches employees

Depends on goodwill

Generates enthusiasm

Says "We"

Fixes the breakdown

Shows how it's down

Develops people

Gives credit

Asks

Says "Let's go"



- Look on www.in-source.org for this presentation.
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- Mentoring

THANK YOU!
AND Q&A