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2012 President JCI Lion Rock

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獅子山青年商會

明日領導系列工作坊(二)

「卓越領導力!」

如何有效領導團隊?
如何有效督導下屬?
最好的領導風格是什麼?

這都是董事局成員、工作計劃
領導人、某至工作上經常面對的問題。

是次培訓，你將透過講座、參與活動及討論，
學習「5E」及「情景領導學」等等曾影響全球
超過1千萬名各大企業經理人的領導模式。讓你
在不同情況下，都能展現卓越的領導力！

Today's Topics

Supervising

- Role of Supervisor
- 3 Critical Conversations

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Values of Supervisor

1. Connecting Board's direction to project team
   (Purpose, Financial Objective)
   * You know LRJC total year plan!

2. Facilitate Team
   (Formation, Spirit, Development)
   * You know most people in LRJC & the spirit!

3. Advice on Planning & Execution
   * You've done more JC projects!

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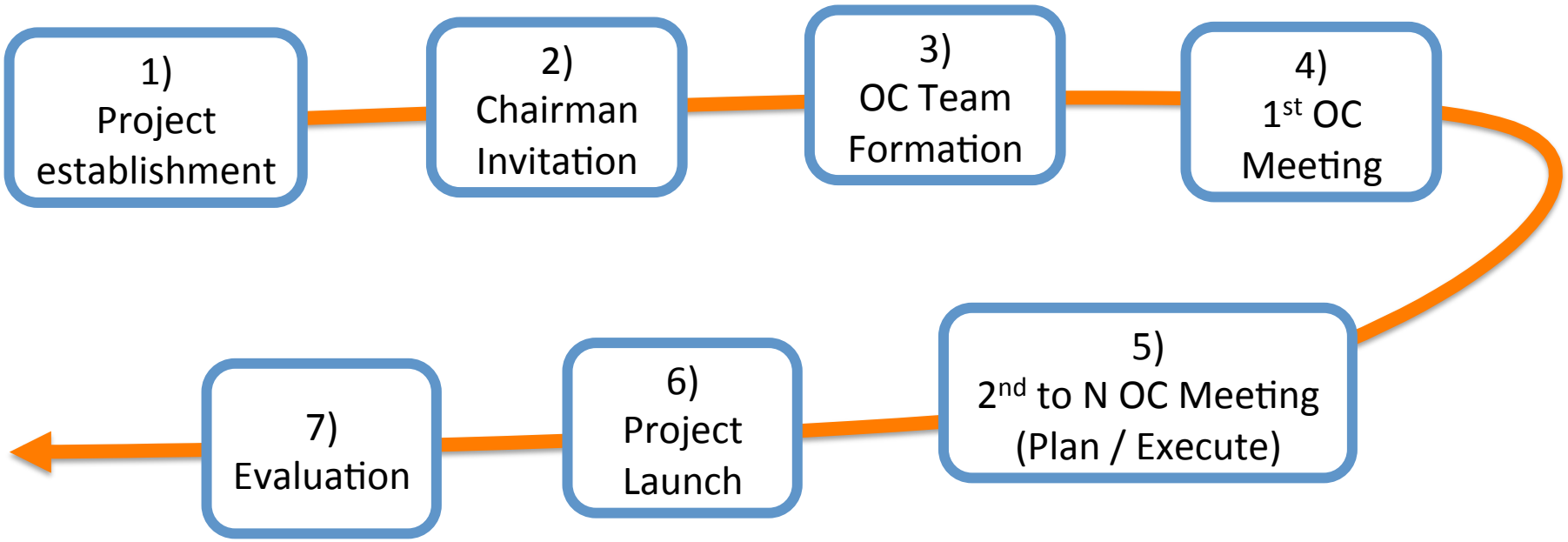
Supervisor vs Project Chairman

Project: 2月份月會 – 商業事務



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Supervisor vs Project Chairman

	1) Project establishment	2) Chairman Invitation	3) OC Team Formation
SUPERVISOR	• Align with Board to establish the project. • Set project objective & financial goal	• Invite Chairman • <u>Critical Conversation 1:</u> Set Expectation	• Provide OC Suggestion • Bridge relationship
CHAIRMAN	• Involve in the process if Chairman is board member	• Accept Invitation • <u>Critical Conversation 1:</u> Set Expectation	• Invite OC • Build relationship with OC

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Accepting Ways ... Good or Bad ?

- 主動舉手
- 熱情澎拜
- 三顧草廬
- 拍心口
- 一口答應
- 欲拒還迎
- 戰戰兢兢
- 勉為其難

＊ Not represent whether the project will be very smooth or not
＊ Impact a lot by personality of a person
＊ Only one of the indicators on “commitment” or “confidence” level

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Supervisor vs Project Chairman

	4) 1st OC Meeting	5) 2nd to N OC Meeting (Plan / Execute)
SUPERVISOR	• <u>Critical Conversation 2:</u> Pre-Kick off	• Provide Advice / Guidance / Options • Connect to board on key decision • Progress Supervision
CHAIRMAN	• Call OC Meeting • Pre-meeting OC briefing • <u>Critical Conversation 2:</u> Pre-kick off	• Lead OC Meeting • Plan & Follow Execution

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Supervisor vs Project Chairman

	6) Project Launch	7) Evaluation
SUPERVISOR	• Remind on critical item • Oversee program on site	• Provide "Constructive" Feedback • Suggest future plan • Attend Celebration
CHAIRMAN	• Lead OC on overall preparation • "Social" with Guest • Be recognized & recognize OC	• Gather feedback • Follow through all outstanding items • Arrange Celebration

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4 Important Principles

1. Behind NOT In Front
   * Talk to him behind the scene

2. Suggest NOT Decide
   * Be Open, clear on hard point

3. Ask Question BEFORE Answer
   * Seek perspective

4. Involve in Execution Only Needed
   * Try to be passive on this

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Book Recommendation

- 【Leading with Questions: How Leaders Find the Right Solutions by knowing what to Ask】
- By Michael J. Marquardt
- Ask Constructive Questions:
  - Build confidence
  - Grow people
  - Resolve conflict
  - Better decision
  - Encourage Innovation

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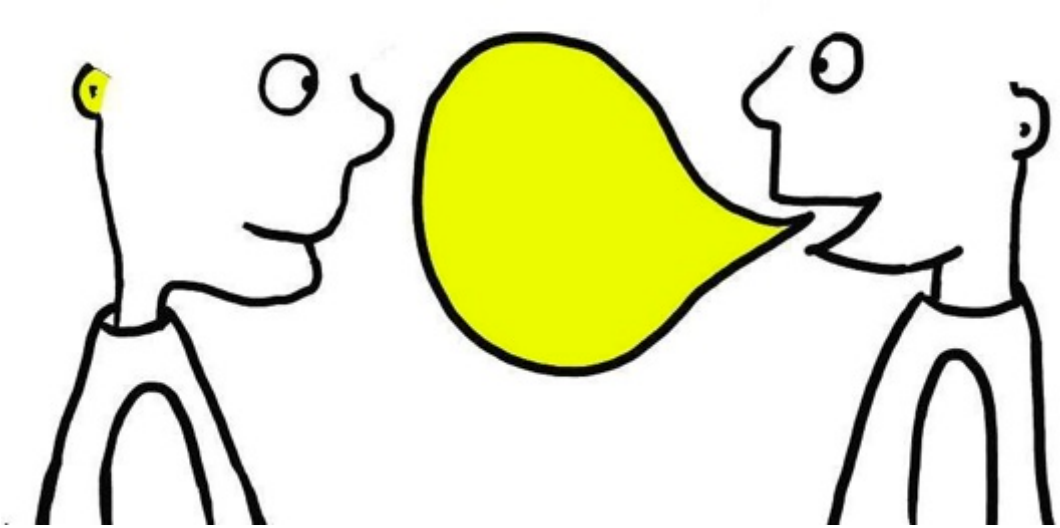
Critical Conversation for Effective Supervising



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Critical Conversation (1)
"Set Expectation"

2)
Chairman
Invitation

- During Chairman Invitation
- Objective:
  - Ensure Chairman clear on the project objective, chairman role & workload
  - Assess on capability, confidence & commitment level
  - Encourage to accept invitation

- What will you tell & ask the potential Chairman?

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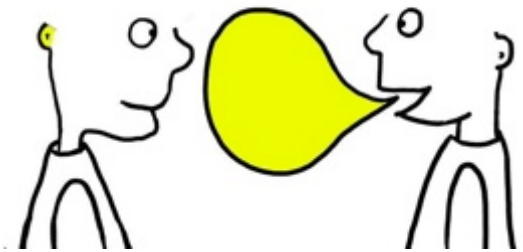
Critical Conversation – Set Expectation

Supervisor tell:

- What's the project objective?
- When is it going to launch?
- Brief expectation? E.g. participation, financial etc.
- What you can learn or experience?

Supervisor ask:

- Are you interested?
- Do you know what need to do? (esp those very confident)
- What's your concern?
- How confidence you are?
- What I need to help?



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Critical Conversation (2)
"Pre- Kick off"

4)
1st OC
Meeting

- Before 1st OC Meeting
- Objective:
  - Ensure Chairman can clear brief in all OC members on the project
  - Ensure Chairman can host 1st meeting effectively

- What will you ask / talk to Chairman before 1st OC meeting?

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Pre-1st Meeting Checklist

☑ 主席已對以下事項大致清楚，能傳達給籌委？
- 計劃目的及目標
- 籌委會架構及分工
- 財政目標
- 工作計劃時間表（特別是小型工作計劃）

☑ 已邀請足夠的籌委參與工作計劃？

☑ 已確定會議場地及時間？

☑ 已準備好第一次會議議程及希望得出的結論或結果？

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Critical Conversation (3)
"Progress Supervision"

5)
2nd to N OC Meeting
(Plan / Execute)

6)
Project
Launch

- On-going – frequency depend on how on-track is the project
- Objective:
  - Ensure project can be executed smoothly
  - Ensure project team esp chairman has good spirit
  - Handle crisis early
- What a supervisor should ask / provide guidance throughout the project ?

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Critical Conversation (3)
"Progress Supervision" – Good Practice

1. Trigger discussion "positively" if delay on critical items refer to project plan or base on experience
   - Ask any barriers / help needed? rather than why lag behind? No blame
   - Ask how do you feel / think about this?

2. Continue pre-meeting discussion as needed
   - Set clear meeting outcome expectation
   - Remind Chairman to do 1 week pre-meeting check
   - Know the key discussion, bring out ref / options when OC have no idea
   - Speak More before the meeting but Less during the meeting
   - Clear on hard point vs soft point on discussion

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Critical Conversation (3)
"Progress Supervision" – Good Practice

3. Help handling crisis
   - Remind Chairman to have buffer (on OC , on time)
   - Re-align expectation with Board
   - Change the scale of the project or Gather additional resources
   - People's experience is the most important

4. Proactive offer help on gathering key resources or some execution in case of urgency

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Supervisor
The one behind the scene to let people shine & enjoy