

LEADING WITH SKILL

GOAL

To accurately identify and collaboratively use with intention and purpose leadership social and process skills.

APPLICATION OF SOCIAL SKILLS

Most leaders and employees would agree that an outstanding leader shows consistent signs of personal kindness, listening, empathy, understanding, individual and group support, and promotion of collegial working relationships.

These consistent personal choices by a leader are called leadership SOCIAL SKILLS.

APPLICATION OF PROCESS/PERFORMANCE SKILLS

Most leaders will also agree that an outstanding leader chooses and knows how to use effective employee and group performance skills. A few examples of consistently used leader-required employee process/performance expectations are a significant part of employee application forms, job descriptions, policies and procedures, group conferences and board meeting agendas, and all policies

relevant to leadership expectations. The required processes/performance skills require relevant cognition, psychomotor performance, and an attitude that promotes success.

Therefore, the consistent leader-determined individual and group performance behavioral expectations, requirements, rules, guidelines, policies, and related behaviors set forth by the leader are called leadership PROCESS SKILLS.

APPLICATION OF COMBINED PERSONAL & PROCESS SKILLS

Leadership-established process skills become the proven positive steps or actions to achieve administrative compliance, information, goal attainment, and organizational stability.

Collectively, personal leadership social skills combined with proven processes of process skills (self-determined or academically advised) help to ensure professionally acquired ongoing leadership success.

LEADERSHIP PROCESS SKILLS: EXAMPLES OF SUCCESSFUL & ACADEMICALLY USED FORMATS

An American Indian Proverb says:

1. Tell me and I will forget
2. Show me and I might not remember
3. Involve me and I will understand

As the proverb states, it is important to involve employees in participating in process skills so understanding and compliance with organizational standards by all employees are more likely to occur.

A group process skill of having organizational standards read by a group member at a group gathering emphasizes the leader's intention to maintain (through group involvement), the continued intention of acceptance and support of the existing standards.

Another example of a group process skill that promotes understanding would be a regularly scheduled department meeting of all or most employees with a pre-distributed agenda and stated expectations or required personal involvement and contributions. Record the group's ideas and thoughts. Require or encourage involvement from everyone, even if it requires breaking groups down into smaller groups for generating ideas and sharing group thoughts or questions.

A GROUP/BOARD PROBLEM SOLVING PROCESS SKILL INVOLVES:

1. Identifying the problem.
2. Planning behaviors, activities, and timeframe to carry out the plan.
3. Implementing the planned behaviors or activities according to the timeframe as outlined in the plan.
4. Evaluating the continued existence, subsiding, or eradication of the problem because of the planned behaviors or activities within the given timeframe.

If the problem persists, the group problem-solving process is repeated, again, until the problem is solved. As a leader, using this process sets an example for use by all involved specific department supervisors/leaders as they encounter department problems/concerns.

IN CLOSING

To place a total emphasis on just either social or process skills diminishes the practice of professional leadership. Skillful leadership, ideally, depends on the active collaborative and consistent use of both social and process skills.

(Suggested process skills for developing a format for job descriptions: See the free article entitled, “Job Descriptions” by this author on the website, leadershippoweronline.com.)

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