

# Managing in a Unionized Environment

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- **Know yourself** – personal skills are your tools
- **Know your team** – each person has different needs in order to succeed
- **Know you agreements** – if you don't know the rules its hard to play well

What kind of leader are you?

Take a moment and think back....

What were some of the traits of the worst manager for whom you ever worked?

# Leadership Styles

## Task-Centred

- Organizes, defines, focus on output
- Specific goals and directions
- Evaluate & provide feedback
- Most effective when goal is clear

**RESULT:** high performance and team unity, but possible high turnover, absenteeism

## People-Centred

- Creates mutual respect
- Focus on listening and member relationships
- Offers praise for work
- Creates pleasant atmosphere
- Most effective for brainstorming, analysis

**RESULT:** lower stress, lower performance, but high job satisfaction

# Leadership Styles

## **Transactional**

- Helps to achieve current objectives
- Improve productivity
- Links job duties to rewards
- Focus on day-to-day operations  
(leader who is a doer and is known for efficiency)

## **Transformational**

- Create a vision
- Communicate the vision
- Model the vision
- Build commitment  
(leader who is inspirational, motivational, visionary may also have charisma)

Leadership can have many styles  
but good leadership is conscious,  
intentional and is about choosing

- the right style
- for the right team
- for the right circumstance.

# Case study #1

Diana has been transferred to your department as a receptionist. Almost from the first day you get complaints from other support staff and faculty that she is taking unusually long smoke breaks with her friends from the other department.

Outline five actions you would take to handle this situation.



Know your team

# Know your team

A leader should put the team members in a position where they can succeed.

In doing that the leader will succeed.

## Hygiene Factors

- Salaries, Wages & other Benefits
- Company Policy & Administration
- Good Inter-personal Relationships
- Quality of Supervision
- Job Security
- Working Conditions
- Work/Life Balance

**When in place, these factors result in...**

- ✓ General Satisfaction
- ✓ Prevention of Dissatisfaction

## Motivator Factors

- Sense of Personal Achievement
- Status
- Recognition
- Challenging/stimulating Work
- Responsibility
- Opportunity for advancement
- Promotion
- Growth

**When in place, these factors result in...**

- ✓ High Motivation
- ✓ High Satisfaction
- ✓ Strong Commitment

# OCEAN MODEL SCORES

<b>LOW</b>	<b>TRAIT</b>	<b>HIGH</b>
Practical, tactical, narrower interests, tried and true methods	<b>Openness to Experience</b>	Imaginative, broadminded, curious, big picture thinkers
Spontaneous, creative, impulsive, bend the rules	<b>Conscientiousness</b>	Planners, highly committed, reliable, organized, earnest
Prefer to work independently, little interest in competing or influencing others	<b>Extraversion</b>	Outgoing, competitive, outspoken, self-confident
Appear insensitive, cold, pessimistic	<b>Agreeableness</b>	Diplomatic, warm, empathetic, approachable, optimistic
“Thick skinned” , calm, hide their emotions	<b>Neuroticism</b>	Passionate, intense, moody, anxious

# Locus of Control

## INTERNAL

- responsible for outcomes
- likely to ask questions
- more independent
- do well in complex situations
- job satisfaction and performance

## EXTERNAL

- belief in fate or chance
- less involved in group tasks
- more compliant
- routine and structured tasks
- more anxious

# Case Study #2

John has been working as a support staff at the college for a year. You have a new program that will be operating at a satellite campus which is 41 km away from your location and he will have to work an evening shift.

You know John has an external locus of control.

What are two human and two contractual factors you have to consider in making this move.

# Understanding

**Understanding**



**Relationship**



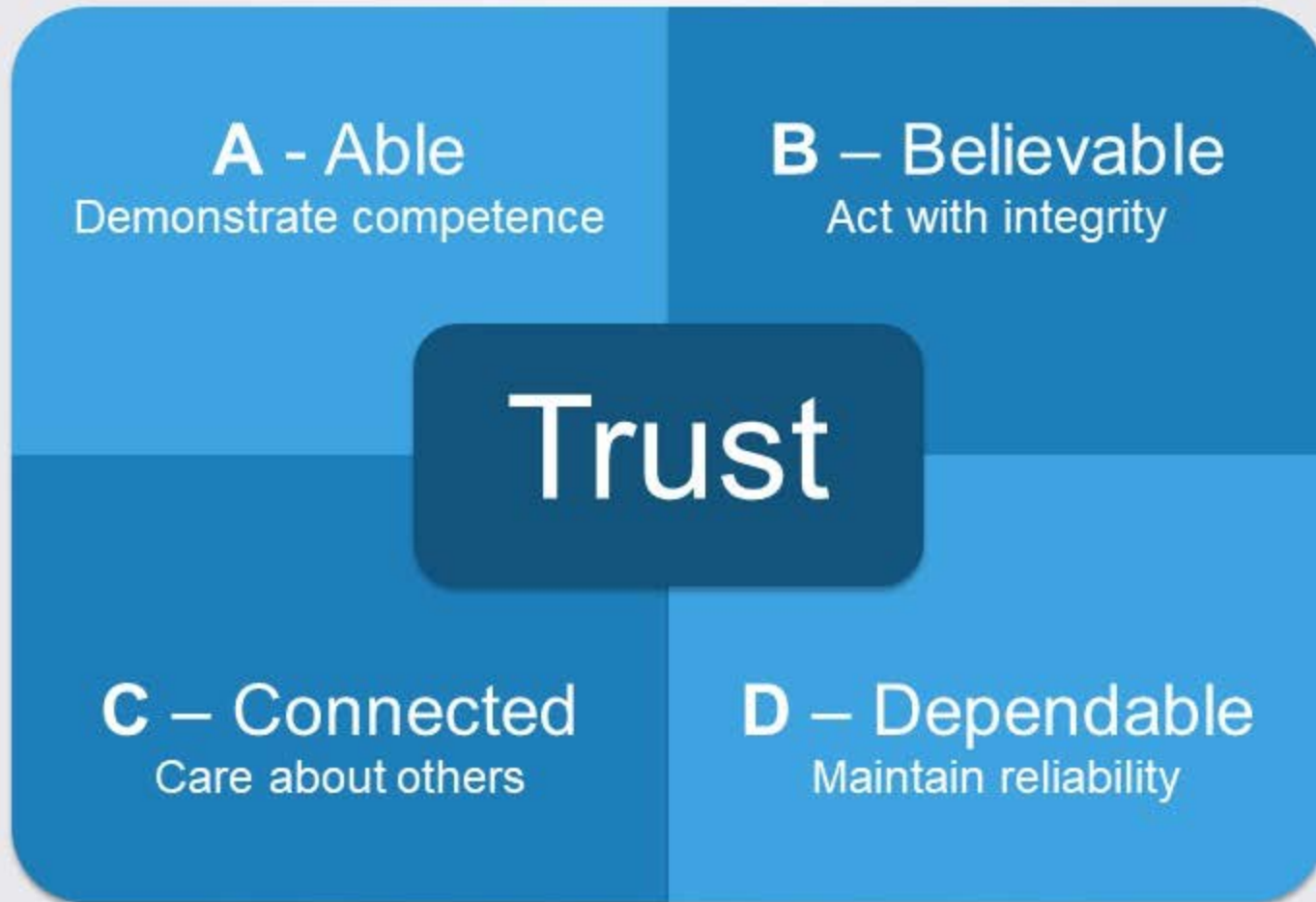
**Understanding**



**Relationship**



**Trust**



# Case study #3

Joan and Patty have come up with a plan. Joan works for you and Patty does a similar task in another department. Each has been unhappy with some changes that have been made in their departments and together they have determined that each would be happier if they simply changed positions. Since they both make about the same salary they tell you it would be a simple switch.

Is it a simple switch?

# Conclusion

In order to be a good manager in a unionized environment you have to:

- Know yourself
- Know your team
- Know your agreements

Which ultimately leads to relationship and trust which combined make the workplace better.

Thank you.

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