Management and Leadership in the Modern Appraisal Organization

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• What defines a manager?
• What defines a leader?
• Which is better?
• Concepts related to management and leadership
• What concerns leaders?
• Leadership styles
• A leader’s job
• Situational leadership
• The new leader
• When the job doesn’t get done
• Leadership issues
• Selection of leaders
• Summary
Drawn from years of experience & from the wisdom of others.

A good leader will seek the wisdom of others. After all, no man is an island!

Jim George

PICTUREQUOTES.com
• Things
• Systems
• Organizing
• Controlling
• Resourcing
LEADERSHIP

- People
- Values
- Morale
- Direction
- Vision
- Why
Preserve the system

- Defends the way it is done
- Eliminates risk
- Perfects / optimizes
Plan, budget and schedule

- Short term
- Prioritize
- Logical
- Brings order
Organize and staff

- Structure
- Roles / responsibilities
Direct and Supervise

• Day to day
• What, when, how
Control and problem solve

- Fix
- Prevent bad stuff from happening
- Contain
• Order
• Predictability
• Stability
Challenge the system

• Disrupt
• Diverge
• Add risk
A clear and compelling vision directs and inspires action

Inspire a shared vision

• Long term
• Inspiring
• Big picture
Align key stakeholders

• Outside / Inside
• Informal
• Relationships
• Pulling people together
Enable others

• Provide skills
• Provide knowledge
• Creativity
• Empowerment
Encourage the heart

• Expand energy
• Tries to make good things happen
• Change
• Uncertainty
• Risk
• Vision
If the rate of change on the outside exceeds the rate of change on the inside – the end is near.

Jack Welch
Which is better?

- Leadership – Based on principles
- Management – Based on technical abilities
• A right to decide
• A tool to exercise
• Can be passed (down)
• Ability to enforce
• Sanction
• Reward or punish
Informal

- Knowledge / expertise
- Wisdom (seen it before)
- Experience
- Connections
- Persuasion

All of these require some form of trust
TYPES OF POWER – FORMAL

- Positional
- Seen on the organizational chart
RESPONSIBILITY

• Look after

• Take care of
ACCOUNTABILITY

• Who gets the credit or the blame?
A good leader takes a little more than his share of the blame, a little less than his share of the credit.

Arnold H. Glasow
I know what is expected of me at work

I have the materials and equipment that I need to do the work right

In the last 7 days I have received recognition or praise for the work that I have done.

I have the opportunity to do what I do best every day
WHAT PRODUCTIVE EMPLOYEES SAY

- My supervisor seems to care about me as a person
- Someone at work encourages my development
- At work, my opinion seems to count
- The mission or purpose of my company makes me feel my work is important
WHAT PRODUCTIVE EMPLOYEES SAY

- My coworkers are committed to doing quality work
- I have a best friend at work
- In the last 6 months, I have talked to someone about my progress
- At work, I have had opportunities to learn and grow
WHAT SHOULD THE LEADER BE CONCERNED WITH?
Performance

It’s all about
WHAT SHOULD THE LEADER BE CONCERNED WITH?

Performance

People
A LEADERS JOB

• Select
• Who is on the team
• What position do they play
A LEADERS JOB

Communicate

• Expectations
• Vision
• The Why
Build skills

- Technical / management / leadership
- Thinking skills
- Problem Solving
• Provide tools
• Provide resources
• Remove obstacles
MOTIVATE
LEADERSHIP STYLES

AUTOCRATIC
- My call

PERMISSIVE
- Your call

DEMOCRACY
- Our Call
- Our input
- Discussion
- Each gets a vote

AUTHORITARIAN
- Get Input
- My call
- Actively consider all input
Which is Best?
FACTORS FOR CONSIDERATION

- Urgency
- Skill vs. complexity
- Personality/style (default)
Match leadership style to the situation!
The skills that got you there are not the skills you need to move ahead
Impediments

• I can do it better/faster
• Satisfaction (time horizon)
• Relationships
• Not quite – one of the gang
WHEN THE JOB DOES NOT GET DONE

UNDERSTANDING
- Communications

CAPABILITY
- Training
- Skill Development

OBSTACLES/OPPORTUNITIES
- Add resources
- Remove barriers

WILLINGNESS
This is where you need to be involved with your staff!

Get involved!
Delegating vs. Tasking

SOLUTIONS

PROBLEMS
To be an effective delegator you need to be OK with the methods / result if it met the objectives, but was done differently than you would have done it.
LEADERSHIP ISSUES

Courage

• To do something against your self interest
Vision

- Which way do we go?
- How do we get there?
- You are concerned with the outcome.
- Destination – parameters
• Self Awareness – Walk this way.
• Unity with your team
  o Hang together or hang separately
• Teach the steps by asking questions
• Think out loud – show them all considerations
• Don’t rob them of the experience
• Create artificial learning experiences
• Self Efficacy
• MBWA
• Need Information
- Praise in *public*
- Correct in *private*
LEADERS

CHARACTER • Select for

WISDOM • Train for • Select for

TECHNICAL SKILLS & KNOWLEDGE • Train for
A combination of

• Character
• Competencies
• Commitment
CHARACTER • Trait/Values

COMPETENCIES • Organizational / People  
• Strategic / Business

COMMITMENT • Aspirations  
• Engagement
LEADERSHIP

A journey
Work with and through others
It’s all about people

Success is not final, failure is not fatal: it is the courage to continue that counts.

Winston Churchill
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Thank you

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