How To Be A Better Supervisor/Manager/Leader Who Empowers Employees
OUR VISION
Think strategically and anticipate the future. Ensure that the decisions we make today will have lasting value.

OUR MISSION
To drive a continuous improvement culture of excellence that achieves a measurably high level of public satisfaction.

OUR ORGANIZATIONAL VALUES
» Fundamental Competence
» Unwavering Commitment
» Creative Leadership
» Interactive Communication

OUR GOALS
» Customer Focus
» Performance Measures
» Empowerment
» Continuous Quality Improvement
» Cost-Efficiency

OUR STRATEGIC PRIORITIES
» Economic Development
» Housing & Homelessness
» Environmental Protection
» Infrastructure
» Public Safety
» Substance Use and Behavior Disorders
Agenda

Embrace our ‘Humanness’
Matt’s ‘Sensational 6’
Future: AI and Leadership
Embrace our ‘Humanness’
“Even for managerial jobs that have always had both people-focused tasks (i.e., communicating and coordinating with people), as well as thinking-focused tasks (i.e., analyzing data or information), our empirical evidence shows that the “soft” aspects of managerial jobs are becoming even more important and will need to be prioritized, compared with thinking and analytical skills, in opposition to what many people might generally assume or take for granted in this big data age.”

First Things First...
Understanding Human Beings

- Complex, adaptive, dynamic, social systems
- Sense-making creatures
- Biological brain (Reptilian brain)—fight, flight, or freeze
Social Identity Theory & Self-Categorization Theory

- People’s sense of self can be defined not only in terms of personal identity (“I”) but also in terms of social identity (“us”).
- Research has indicated that when followers perceive themselves to share group membership with a given leader, they are more likely to:
  - (a) be influenced by the leader’s proposals;
  - (b) support the leader;
  - (c) perceive the leader as charismatic;
  - (d) respond creatively to what the leader has to say.
Research has shown that followers form schemas about what leaders are like. They then use these schemas to selectively encode information received from a particular leader. (Shondrick, Dinh, & Lord, 2010)

Schemas allow us to organize data quickly, but they can hinder thinking.
• Conscious (Explicit) & Unconscious (Implicit)
• Confirmation Bias
• Halo Effect
• Horn Effect
Embrace our ‘Humanness’

Matt’s ‘Sensational 6’

Future: AI and Leadership
Matt’s ‘Sensational 6’

1. Be the Change
2. ‘Me’ to ‘We’
3. Encourage ‘Why’
4. Shared Interest / Shared Identity
5. Create the Space
6. Activate Action

Matt’s ‘Sensational 6’

Thoughts:
• It slows us from judging others.
• It replaces complaining about others with reflection on self.
• It spurs us into taking action within the only thing in the world over which we have any control: **ourselves**.

1. Be the Change
It all starts with YOU!

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Thoughts:

- **Individualism** is a social theory favoring freedom of action for individuals.

- **Collectivism** is a value that is characterized by emphasis on cohesiveness among individuals and prioritization of the group over the self.

- Attributions of inspiration were **significantly higher** for collective-oriented statements than for individual (personal)-oriented statements.

- Collective-oriented statements were seen to be **significantly more** inspirational than personal-oriented statements.

Thoughts:
• Simon Sinek
• When WHYs match, people are willing to stand together through thick and thin.
• WHAT is compared to the neocortex. Here is where we find rational thought and language.
• The WHY is compared to the limbic brain. The limbic brain is responsible for feelings like trust and loyalty and for all human behavior and decision-making.
Thoughts:

• Shared social identity is understood to provide a common interpretive framework from which to understand and direct coordinated group behavior (Postmes, 2003) and shapes social behavior through both motivational and cognitive channels (Brewer, 1979; Spears & Otten, 2012).

• In-group: an exclusive, typically small, group of people with a shared interest or identity.

• Out-group: those people who do not belong to a specific in-group.

• In-group statements were seen to be significantly more inspirational than out-group statements.

• Communications with in-group members has been found to be easier, more fluent, and more constructive than those with out-group members (Morton, Wright, Peters, Reynolds, & Haslam, 2012; Peters, Morton, & Haslam, 2010).
Thoughts:
• Get a growth mindset. Carol Dweck. Power of YET!
• Encourage employee learning.
• Communities of practice.
• Help learners identify strengths and weaknesses.
• Make it safe to learn (Psychological Safety).
• Create opportunities for individual and group learning.
• Give feedback effectively.
• Co-create and co-curate information.
• Convey high expectations for learning.
• Recognize, celebrate, and reward learning.
Matt’s ‘Sensational 6’

Thoughts:
• Be SEEN
• Be HEARD
• Be THERE

6. Activate Action

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Matt’s ‘Sensational 6’

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Multiple Doors Metaphor

Matt’s ‘Sensational 6’

AI & Leadership
In a 1967 McKinsey Quarterly article titled, “The manager and the moron,” Peter Drucker noted:

“The computer makes no decisions; it only carries out orders. It’s a total moron, and therein lies its strength. It forces us to think, to set the criteria. The stupider the tool, the brighter the master has to be—and this is the dumbest tool we have ever had.”
There’s still a great deal of work to be done to create data sets worthy of the most intelligent machines and their decision-making potential.

On top of that, there’s a need for senior leaders to “let go” in ways that run counter to a century of organizational development.
• “Brilliance of crowds” in contrast with the command and-control era—when holding information close was a source of power, and information moved in one direction only, up the corporate hierarchy—could not be starker.

• Uncomfortable as this new world may be, the costs of the status quo are large and growing: information hoarders will slow the pace of their organizations and forsake the power of artificial intelligence while competitors exploit it.
Where do Supervisors, Managers, & Leaders fit?
• The **questions they frame and ask**...Asking the right questions of the right people at the right times.

• **Tolerate ambiguity** and focusing on the **human side** of management to engage the organization and build its **capacity for self-renewal**.

• Human connection...**messages that resonate**. Increase emphasis on the empathetic and emotional dimensions of their work.

• Eliminate organizational silos. Ensure the **movement of data/knowledge/information**.

• Expect supervisors and managers to **make decisions** without seeking upward.

• Address **exceptions**.
• Parameters determine the direction of the company.
  • For example, a bank can shift the mix between lending and deposit taking by changing parameters.

• Machines may be able to adjust prices in real time, but:
  • Leaders must determine the target.
  • Managers must deliver accurate and timely information that determines the target and frame the parameters. They collect data from multiple sources.
  • Supervisors collect the target related data at the task level that informs the report. They understand the complexities.
Machines Need to Learn!

Supervisors, Managers, & Leaders influence the learning process!
Without behavioral shifts, though, organizations won’t realize the full power of the artificial intelligence at their fingertips. The challenge lies in part with the very notion that machine-learning insights are at the fingertips of supervisors, managers, and leaders.
Mastering the human dimensions will provide the ultimate edge in the era of brilliant machines.
Key Takeaways

Things to Do NOW!
1. Be the Change
2. ‘Me’ to ‘We’
3. Encourage ‘Why’
4. Shared Interest / Shared Identity
5. Create the Space
6. Activate Action

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What **One Thing**
From Today Do You Intend To Try Within 24 Hours?

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