



APPF Leadership Training

Association of Pretrial Professionals of Florida

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Type of Leaders

- Those who believe in themselves and lift others up
- Those with a poor self-image who pull everyone down

Which one would you rather be?



Top Challenges of a Leader

- Engaging, motivating and retaining talent
 - Leading multiple generations
 - Leading change
 - Prioritizing coaching and mentoring
1. Translating strategy into action
 2. Developing other leaders
 3. Getting the work done



Leadership Pitfalls

- Ignoring or excusing bad behavior
- Favoritism & being “friends”
- Complaining down the chain
- Lack of humility
- Not caring how you come across
- Not believing it’s “you”
- Failing to develop your people
- Putting people in boxes
- Not resolving conflict



Leadership Means:

- Doing stuff no one else wants to do
- Broaching touchy topics
- Making unpopular decisions
- Accepting responsibility
- Charting a clear path
- Questioning the status quo



“Ready Now” Leaders

Why there aren't enough

- Demographic Shift
- Rapid move to retirement
- Lack of mentorship
- Times of rapid change
- Difficulty to attract/retain talent



“Ready Now” Leaders

Mentorship

- Identifying Leadership
 - Proactive; Reliable; Thoughtful in their work; Takes control when it's needed
- Begin a Conversation
 - Tell them why you see potential; Ask what they see in themselves; Be prepared to answer questions about the grooming process (what will they need?)
- Develop through experiential learning
 - Expose them to different situations; Push them past their comfort zone
- Build in both coaching and mentoring
 - Mentoring is long-term; coaching is short-term
- Don't forget the soft skills
 - Bouncing back from mistakes; coach on what they did right and what they should do in the future



Generational Differences

Current Workforce Numbers:

- Baby Boomers (1946 – 1964)
 - 25%
- Generation X (1965-1980)
 - 33%
- Millennials (1981-2000)
 - 35%
- Generation Z (2001-2020)
 - 5%



Baby Boomers

Optimistic Competitive Workaholic
Team-Oriented

Motivated by:

- Company Loyalty - Teamwork - Duty

Communication Style:

- Whatever is most efficient

Worldview:

- Achievement comes after paying one's dues;
sacrifice
for success

Employers should:

- Provide specific goals/deadlines; put them in
mentor roles; offer coaching-style feedback



Generation X

Flexible Informal Skeptical Independent

Motivated by:

- Diversity – Work Life Balance – Personal/Professional Interests

Communication Style:

- Whatever is most efficient

Worldview:

- Favoring diversity – quick to move on if employer fails to meet their needs; resistant to change at work if it affects their personal life

Employers should:

- Give immediate feedback; provide flexible work arrangements; extend opportunities for personal development



Millennials

Competitive Oriented Civic-and Open-Minded Achievement

Motivated by:

- Responsibility – Quality of their manager – unique work experiences

Communication Style:

- IMs, texts and e-mail

Worldview:

- Seeking challenge, growth and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

Employers should:

- Get to know them personally; manage by results; be flexible on schedule and work assignments; provide immediate feedback



Generation Z

Global Focused Entrepreneurial Progressive Less

Motivated by:

- Diversity – Personalization – Individuality – Creativity

Communication Style:

- IMs, texts and social media

Worldview:

- Self-Identity as digital device addicts; value independence and individuality; prefer to work for Millennial manager; innovative coworkers; new technology

Employers should:

- Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent



First Level Leadership

- Achieve results through others
- Develop leader's mindset
- Hold regular one-on-ones
- Set up your team to get results
- Create culture of feedback
- Lead team through change
- Manage time and energy



Mid-to-Senior Leadership

- Optimize both functional and organizational performance strategically
- Inspire trust
- Create vision
- Execute strategy
- Mentor potential



Character

Character Competence+ Courage

- Humility earns respect
- What do you do when no one is watching?
- Are you too proud to do the work of your subordinates?
- Be humble, gentle and self-sacrificing
- Do not ignore character flaws or mistakes
 - Be fair and consistent



Growth

- As you grow as a leader, your perspective should change
- If you aren't making yourself better, you aren't growing
- Follow leaders with good character; leaders with bad character will drag you down with them
- Don't judge people according to your own strengths
- All leaders will fail, this is a part of the learning process
- Don't be afraid to change; change creates growth



Service

- How much you know is not as important as how much you care
- Leadership is not about you or your convenience
- Leaders don't plan events around themselves
- Lead by example - serve others
- Unity and peace = growth
- Harmony is not necessarily being in agreement
- Failure doesn't have to be fatal
- Failure is part of personal development - WE ALL FAIL
 - How do you recover from your mistakes?
- See potential in people - look beyond their mistakes - mold them
- Moments of failure are normal - cycles of failure are not



Attitude

- Attitude is caught not taught
- Attitudes are chosen behaviors – only you can change them.
- Your attitude as a leader is mimicked by others
- Bad attitudes are spread – address quickly
- Conflict, anguish & frustrations lead to negative beliefs and attitudes
- Pessimism is highly contagious – destroys morale
- Are you cultivating the negative attitude?



Motivation

- Lead with a positive attitude
- Put people in the best environment – achieve purpose of the organization
- Reduce strain of environment – be positive and upbeat
- Take proactive approach to Communication
- Communicate thoroughly!
 - Voids will be filled with inaccurate information
 - Leads to rumors, fabrications and gossip
- Don't complain!
- Alter your thinking pattern – seek out the positive



Courage

- Don't run when things get hard – Leaders are out in front
- Take issues on head first. Do not ignore them
- Lack of dreams or vision – what is your vision?
- Failing to communicate the dream or vision
- Don't crush the dreams of others



Accountability

- You are responsible for your followers
- Take and accept responsibility
- Prevent problems – when you find one, address quickly
- Good followers know who the bad followers are
 - They are waiting for you to do something about it
- You should hear about problems before your supervisors do
- Don't stick your head in the sand!



Submission & Authority

- Motivation of obtaining authority should be to serve, not to be over people for gain
- How you relate to people will make or break you
- How you relate to people measures your leadership abilities
- Always check your motivation – is it coming from the right place?
- Never discipline when you're emotional
- Respect and trust are earned
- Leaders don't compete – they incorporate
- Build trust and respect – not friends



Morale

- Morale and Motivation are not the same thing
 - Morale is group related
 - Motivation is something individual unlock for themselves
- First-Line Supervisors play important role in maintaining morale
- Ways to boost morale
 - Keep subordinates feeling that their work is more than just a job
 - Take time to creatively celebrate accomplishments
 - Show you care
 - Don't forget to have fun
 - Give them a reason to believe



Understanding & Living your “Why”

- Why are you a supervisor
- Why would someone want to be supervised by you?
- What are your underlying drivers for success?
 - What do you stand for?
 - What do you want your legacy to be?



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Quotes

- Being a Leader doesn't require a title; having a title doesn't make you a Leader
- If you're a leader and no one is following, then you're just going for a walk
- In order to become the 1%, you must do what the other 99% won't do
- Don't let history interfere with destiny
- Influence is having people follow you because of what you represent
- Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence
- What you do has far greater impact than what you say