

OHIO FIRE & RESCUE

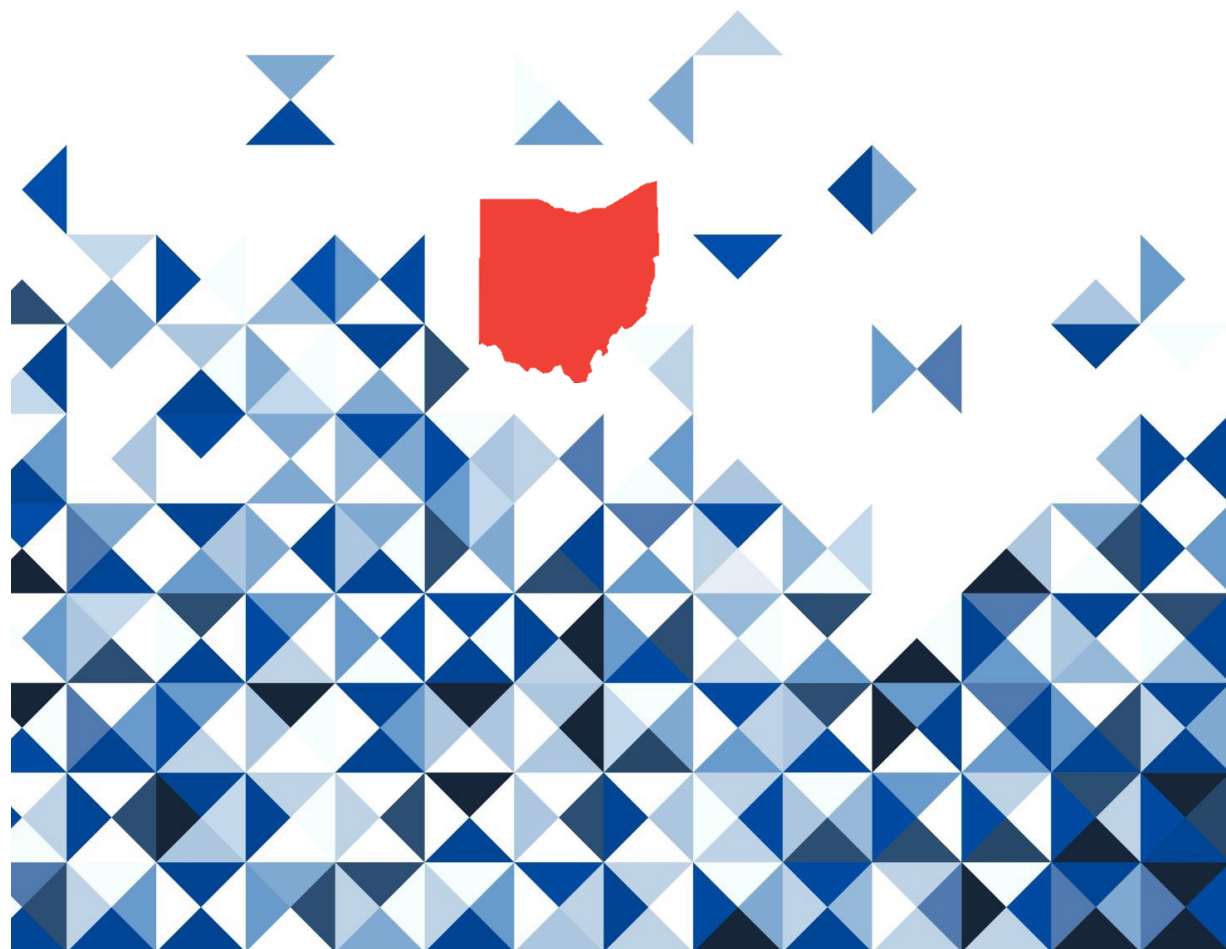
OFFICER DEVELOPMENT
CONFERENCE

**How Leaders Create a
Healthy and Productive
Workplace**

July 23, 2024

9-Noon

Dr. Tayo Switzer



What is Your Leadership Success Formula?

Capture what makes you a successful leader.

- List 7 to 10 habits, practices, ideas, values, traits, competence, behaviors, skills, mindset, etc.

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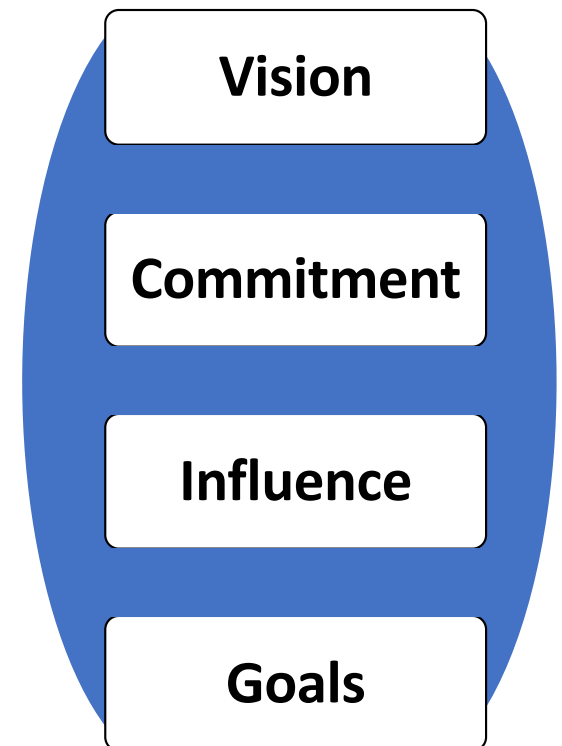
- List 7 to 10 habits, practices, ideas, values, traits, competence, behaviors, skills, mindset, etc.

Pair and Share

Leader Effectiveness

Leader effectiveness has the ability to create a **vision** of the future of the organization, to ensure that the members of the organization focus on this vision, and to show their **commitment** to the organization.

Leadership effectiveness can be defined as the leader's ability to effectively **influence** followers and other organizational stakeholders to reach the **goals** of the organization.



Leader Effectiveness

How has your leadership gotten better
in the last 12 months?

How will you grow your leadership in the
next 12 months?

Anomie

Breakdown in social norms

Hopelessness

Eunomie

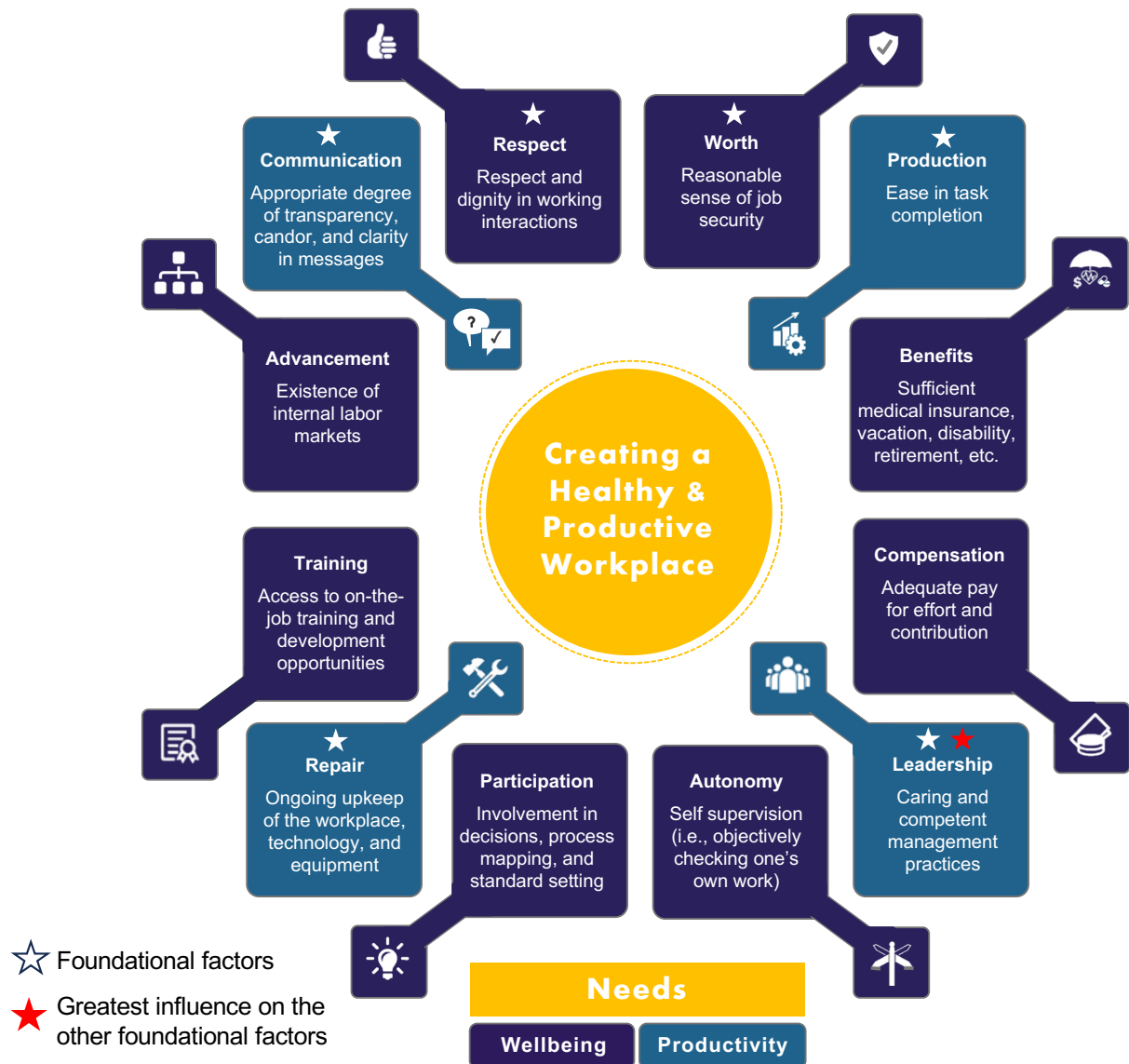
Good order

Belonging

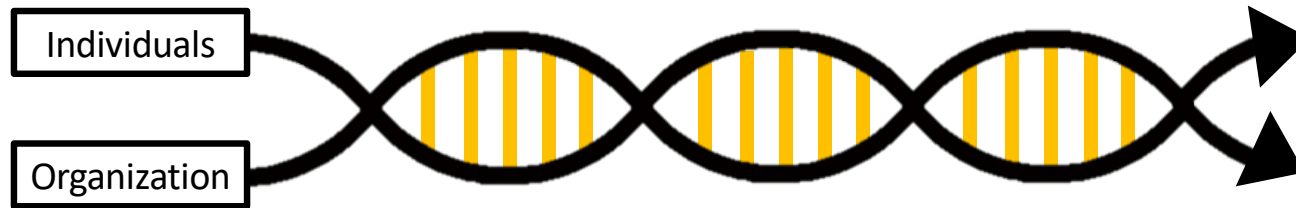
12 Factors Shaping the Employer Employee Exchange



12 Factors Shaping the Employer Employee Exchange



Creating a Reciprocal Exchange



- Reciprocity is a process of exchange between the organization and its employees to gain a mutual benefit.
- Leadership must take responsibility for the reciprocal nature of exchange.

Six Tips To Increase Leader Effectiveness

1. Evaluate expectations and demands.
2. Show people in the future.
3. Communication is consideration.
4. Create ease in getting work done.
5. Know where you are taking people and care about their ability to get there.
6. Attend to what is broken or damaged.



Level of Repair

Ongoing upkeep of the workplace, technology, and equipment.

TIP: ATTEND TO WHAT IS BROKEN OR DAMAGED

- In your profession, what is often broken or damaged that employees need fixed or attended to?
- What are remedies or solutions?
- What is your role as a leader? Or what is the role of leadership?



Organization of Production

Facilitating ease and flow in the ability of others to get work done and produce results.



TIP: CREATE EASE IN GETTING WORK DONE

- In your profession, what are ways to improve getting work done?
- How would you go about implementing them?
- What is your role as a leader? Or what is the role of leadership?

Good Leadership

Competent and caring management practices. Ensuring there is quality leadership throughout the organization.



TIP: KNOW WHERE YOU ARE TAKING PEOPLE AND CARE ABOUT THEIR ABILITY TO GET THERE

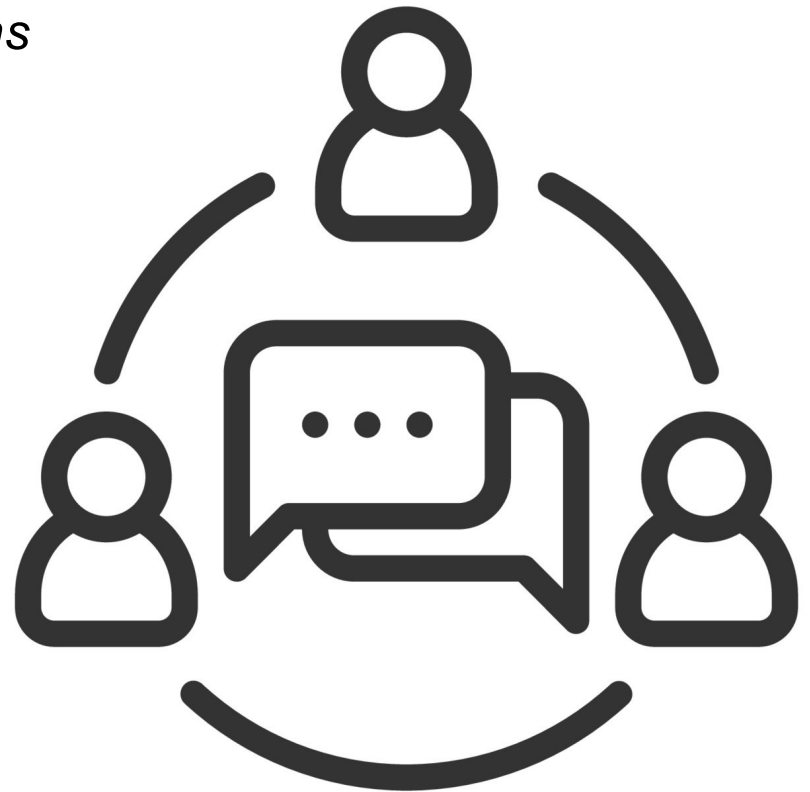
- What causes people in your profession to question the credibility or competence of leadership?
- What could be done to minimize people's leadership concerns?
- What is your role as a leader? Or what is the role of leadership?

Organizational Communication

Establishing clarity and transparency when communicating with others. Aligning intentions with organizational purpose and priorities.

TIP: COMMUNICATION IS CONSIDERATION

- What causes a breakdown in communication?
- What are ways to meet people's communication needs?
- What is your role as a leader? Or what is the role of leadership?



Value and Worth

Determining contribution and recognition to the degree that produces a sense of job security both currently and into the future.

TIP: SHOW PEOPLE IN THE FUTURE

- What causes concerns about job security in your profession?
- What can be done to reduce the concern?
- What is your role as a leader? Or what is the role of leadership?



Respectful Expectations

Creating and maintaining respect, dignity, and decency when setting expectations and demands of others.

TIP: EVALUATE EXPECTATIONS AND DEMANDS



- What expectations or demands are often considered unreasonable or excessive by those in your profession?
- What would help them be considered reasonable?
- What is your role as a leader? Or what is the role of leadership?

Standards



An accepted or approved example of something against which others are judged or measured.

Standards provide a common benchmark for everyone to meet.

Activity

- Share a standard that exists in your workplace.
- Explain how the standard helps create a healthy and/or productive workplace.



WELLBEING

Instructions

- Get into groups of 3 or 4
- Each person
 - Pick a wellbeing factor that needs attention in your workplace
 - Share the current state of the factor and the needs that are not being met
- As a group, brainstorm ways to meet the needs

Respectful Expectations

Tip: Evaluate expectations and demands.

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Value and Worth

Tip: Show people in the future.

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Organizational Communication

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PRODUCTIVITY

Instructions

- Get into groups of 3 or 4
- Each person
 - Pick a wellbeing factor that needs attention in your workplace
 - Share the current state of the factor and the needs that are not being met
- As a group, brainstorm ways to meet the needs

Organization of Production

Tip: Create ease in getting work done.

Facilitating ease and flow in the ability of others to get work done and produce results.

Good Leadership

Tip: Know where you are taking people and care about their ability to get there.

Competent and caring management practices. Ensuring there is quality leadership throughout the organization.

Level of Repair

Tip: Attend to what is broken or damaged.

Ongoing upkeep of the workplace, technology, and equipment.

Silent Generation
(Traditionalists)

1928–1945

1946–1964

Baby Boomers

Generation X

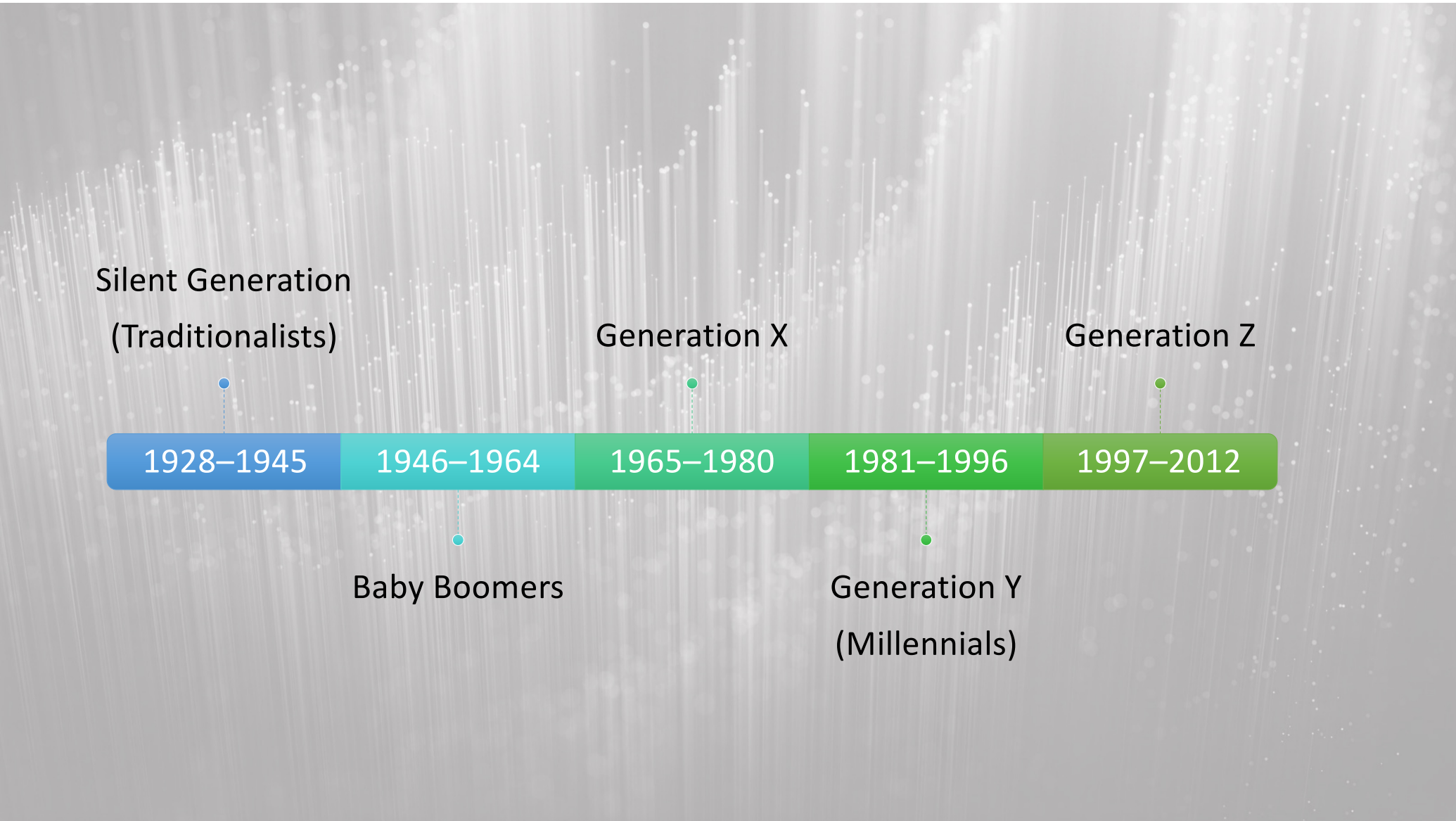
1965–1980

Generation Y
(Millennials)

1981–1996

Generation Z

1997–2012



A multigenerational workforce is a personnel comprised of people from several generations. The average lifespan for humans has been increasing, so more individuals are choosing to work well past the typical retirement age. The age diversity in the current workforce is the widest ever.

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Do you agree?





Why or why not?

MULTIGENERATIONAL WORKFORCE MANAGEMENT

Generational Differences					
	Traditionalists	Baby Boomers	Generation X	Millennials	Generation Z
Communication & Feedback Needs	No news is good news	Performance review once a year is sufficient	Frequent, honest, feedback	Immediate Feed ack	Frequent, prompt, swift & face-to-face FDBK
Working Styles	Do what you're told, earn your way up the hierarchy by seniority	Compete and grind your way to the top	Independent, divide and conquer approach	Highly collaborative & vocal speaking up are important	Self-directed & independent approach to learning
Motivation & Priorities	Treated fairly Pass time	Recognition Staying relevant and useful	Establish Rationale	Find community, meaning and purpose	Supportive leaders, meaning and purpose
Work Values & Expectations	Loyalty	Driven	Efficiency	Work-life integration	Work-life balance

MULTIGENERATIONAL WORKFORCE MANAGEMENT

Are there any
that are
unreasonable
for your
profession or
work situation?

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Adequate Pay



Mission
Driven

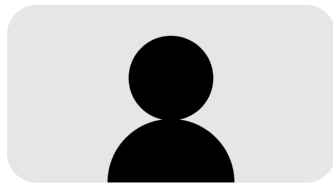


Pay as the
currency for
unmet needs



Determine whether
the six foundational
factors are in place

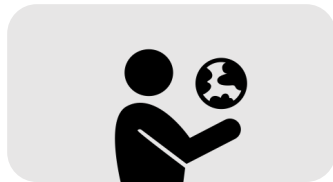
Leadership Framework



Self



Self to Other



Self to the World



Other to Self

Thank You