Leadership & Management
Two Hour Session

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Construction Model
Keep it Simple

“Get Work”

“Do Work”

“Keep Score”
Owner Desires

- Better operational features
- Lower costs
- Quicker schedules
- Less risk
- Less hassle
Contractor Desires

- More work
- More profit
- Less hassle
Individual Desires

- Job satisfaction
- Job stability
- Less hassle
No Hassle

- No accidents
- No changes
- No cost increases
- No delays
My Less Hassle

- Sensitivity to people
- Win-Win relationships
- Trust
- Golden rule
- Ethics
- Partnering
- TQM
The Changing Environment

- You are **hired** for your technical skills
- You are **fired** for your lack of people skills
- You are **promoted** for your leadership & management skills
Our Greatest Need

Better Leadership

&

Management
Reason for Switching Contractors

- 15% Better Product
- 15% Better Cost
- 70% People Nicer to Deal With
Knowledge Worker
The Changing Professional

- Society of white & blue collar worker
  - White collar workers plan & supervise
  - Blue collar workers do the work
- That model may be dying

- The new model
  - Knowledge worker
Knowledge Worker

- Current skills
- Move job to job
- Required continuing education annually
- Be competitive
Why Change

- In construction

40 Percent of the managers are working in a style they do not prefer
My Leadership Philosophy

- Establish an atmosphere of trust
- Be personally involved
- Be open
- Plan ahead
- Understand the mission
- Learn the job
- Know the boss
- Always have someone in charge
- Decentralize & delegate
- Take care of your people
Who’s on Your Molecule?

Dr. Bill Badger
YOUR MOLECULE

You
YOUR MOLECULE

- Place yourself in the middle
- Put the boss on top
- Your employees on the bottom
- Other players around
- Note
  - The line represents your relationship
  - Place time spent with each
YOUR MOLECULE

You

Boss

[Diagram of a molecule with a central 'You' connected to several 'Boss' nodes]
YOUR MOLECULE

Boss

You

Employees
YOUR MOLECULE

- Boss
- City Inspectors
- Employees

You
YOUR MOLECULE

- Most organizations / companies have five to six layers of molecules
- Do a molecule analysis for your boss
- Do a molecule analysis for your employees
Key to the molecule

- Spend your time working your molecule
PRAM MODEL Dr. ROSS RECK’S

Maintain

Win-Win Plan

Win-Win Agreements

Win-Win Relationships

Dr Nabil Dmaidi
WHERE DO YOU LEARN YOUR PEOPLE SKILLS?

Influences in developing people skills

- **31%** Home
  - Mom
  - Dad
  - Sibling

- **17%** University Education
  - Professors
  - Peers

- **12%** K to 12
  - Teachers
  - Peers

- **5%** Books & Study & TV
  - Self Improvement
  - Continuing Education

- **21%** Part Time Jobs
  - Bosses
  - Peers
  - Customers

- **7%** Church
  - Family
  - Peers
  - Pastors

- **7%** Clubs & Teams
  - Team Mates
  - Coaches
  - Club Officer

- **21%** Professional Career
  - Peers
  - Employees
  - Bosses
  - Customers

- **50%** Good
- **50%** Bad

Dr Nabil Dmaidi
Dangerous to become a Fireman

- Don’t let your in-box Drive you
- Don’t let your phone Use you
- Don’t let your staff Abuse you
- Don’t let your e-mail Mislead you
- Don’t be a Fireman
Management at West Point

- Goals & objectives are management tools
- Demand information to manage by
- Use thinking time
- Separate planning & operations
- Train your people for success
- Build the “corporate body”
- Know who’s on your “molecule”
- Manage agreement
Management leadership balance

Management

Leadership

Doing things right

Doing the right things
Power

The ability of one person to influence the behavior of another.
Position power

- **Reward**  Control over rewards
- **Coercive**  Control over punishments
- **Legitimate**  Position of formal authority
Personal power

- Expert: Has knowledge, useful information
- Reference: Has appealing personal traits
Styles of leadership

- Tells
- Sells
- Consults
- Shares
- Delegates
Choice of leadership style

- Nature of the task
- Power available to the leader
- Experience of the subordinates
- Culture of the organization
- Preferred Style of the leader
- Style preferred by subordinates
- Time available for task completion
Keys to leadership

- Trust your subordinates
- Develop a vision
- Keep your cool
- Encourage risk
- Be an Expert
- Invite dissent
- Simplify
Opportunities in leadership roles

- Look at every job as if it were an adventure
- Treat each new assignment as if it were a turnaround
- Ask other people to join in solving problems
- Stop unproductive routines & try something new
Opportunities in leadership roles

- Put idea gathering on your Master To-Do list
- Analyze failures and successes
- Foster collaboration by seeking inputs
- Use Power to strengthen others
- Enlarge people's sphere of influence
President Harry Truman

Leadership.....is the ability to get other people to do what the don’t want to do, and like it.
Anonymous

- Leadership is action, not position
- It’s not what you know when you start, it’s what you learn and put to good use.
- Real leaders are ordinary people with extraordinary determination.
- The speed of the leader determines the rate of the pack.
Thank You for Listening

- Know yourself
- Use the Golden Rule
- Keep updating your L & M Philosophy
- Adopt Life Long Learning
- Manage Your Own Career