

MANAGEMENT FUNDAMENTALS

Chapter 2

YOUR MANAGEMENT STYLE

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The journey to becoming a wise and effective leader begins with the work of understanding oneself.

*Kyle Dodson
School Principal*

2.1 The Guardian Lions of the New York Public Library

ABOUT THIS TOOL—Metaphors have power. During the 1930s, New York City Mayor Fiorello LaGuardia named the guardian lions in front of the New York Public Library for the qualities he felt New Yorkers would need to survive the economic depression: Fortitude and Patience. These names have endured ever since, capturing two important touchstones needed for navigating life’s challenges.

Similarly, this tool aims at providing you a meaningful gauge for guiding your actions in ways that meet your personal aspirations for excellence.

APPLICATION—Identify the touchstones, or core values, of your management practice in the space provided, below. What do you want to be known for in your interactions with others?



FORTITUDE



PATIENCE

*The Guardian
Lions of the
New York
Public Library*



CLARITY



CARING

*The author’s
Guardian
Lions that
inform his
management
practice*



*What are your
two Guardian
Lions that you
want to be
known for as
a manager?*

Source: Developed by the author

2.2 Guardian Lions Worksheet

ABOUT THIS TOOL—One way my Guardian Lion of *Clarity* manifests itself is through engaged listening and paraphrasing. In this way, I can be sure I understand the speaker’s intent or correct any misunderstanding I may have.

At the same time, a skill can be overused in a way that impedes success instead of contributing to it. For example, listening well and paraphrasing can be a problem when the speaker mistakes one’s understanding for agreement. Being aware of these risks can help you hone your skills, making them as constructive and contributory as possible.

APPLICATION—Use this worksheet to consider how your Guardian Lions are demonstrated in action. How do you translate your central values into daily practice? What are the risks and evidence of overusing them?

	Your Guardian Lions	3 ways these show up in practice	Evidence of overuse
Example	<i>Clarity</i>	<ol style="list-style-type: none"> 1. Active listening and paraphrasing 2. Careful attention to email structure 3. Weekly prioritization 	<ol style="list-style-type: none"> 1. Confusing my understanding for my agreement 2. Over-editing simple messages 3. Not allowing for the unexpected
Lion #1		<ol style="list-style-type: none"> 1. 2. 3. 	
Lion #2		<ol style="list-style-type: none"> 1. 2. 3. 	

Source: Developed by the author

2.3 What are Your Management Expectations?

ABOUT THIS TOOL—Don't make your staff guess at what you are looking for in their work. Being clear about what you want from them will ensure you are more likely to see the results you desire.

APPLICATION—Fill in the blank box, below left, write what matters to you most as a manager. By sharing it, it becomes a gift to those who work with and for you.

HR MANAGER

Each of us represents all of us—we are always ambassadors for our team and our organization.

Good design contributes to clarity and reflects mastery.

Keep asking, "How can we do this better?"

Every interaction is a moment of truth in the application of our values.

Everyone deserves respectful and courteous treatment, regardless of their circumstance or behavior.

Own the difference you can make.

Care about the work and one another.

VP FINANCE

Work hard on things that matter.

Treat each other well.

PROGRAM ADMINISTRATOR

Show up on time, be nice, work hard.

Ask questions if you don't know.

Share your ideas.

Take responsibility for your own professional development.

Be patient with those who are impatient.

WHAT DO YOU EXPECT OF ALL YOUR EMPLOYEES?

A MANAGEMENT TEAM'S SHARED EXPECTATIONS, AS POSTED

Plan the work; work the plan.

Own our work; share our success; [be] unafraid to fail.

Are always candid and always kind.

ACADEMIC LEADER

Work hard

Know your stuff

Don't be a jerk