

Väitöskirja elämästä

Aineistoa LinkedInistä 2012-2014

Jukka Paakkanen 3.8.2014

Osa 3 / 4 (sivut 101-150)

10 MANAGEMENT TIPS FOR GREAT LEADERS

Share information

Communicate the news that **you can**, so minds don't wander.

Say thanks

People want to feel appreciated! A simple thank-you note **doesn't cost a thing**, and it makes a huge difference.

Empower through delegation

We know no one can do it as well as you can, **BUT you need to delegate** to give yourself time to complete tasks more appropriate for your level.

Adjust your style

You have **many different communication styles and personalities** on your team. Don't think that you can manage everyone the same way, and don't assume everyone likes to be managed the way you like to be managed.

Set small milestones

If you can't match last year's numbers, set **milestones that can be reached**.

Have fun

Your team wants to **enjoy going to work**. Play ten minutes!

Remove obstacles

Bureaucracy stifles **creativity and innovation**. Cut down some of the paperwork.

Give feedback

Your direct reports want feedback, and it's **crucial in making your team as productive as possible**.

Raise your hand

When your people see you putting in extra hours, **they are inspired to jump in and follow your lead**.

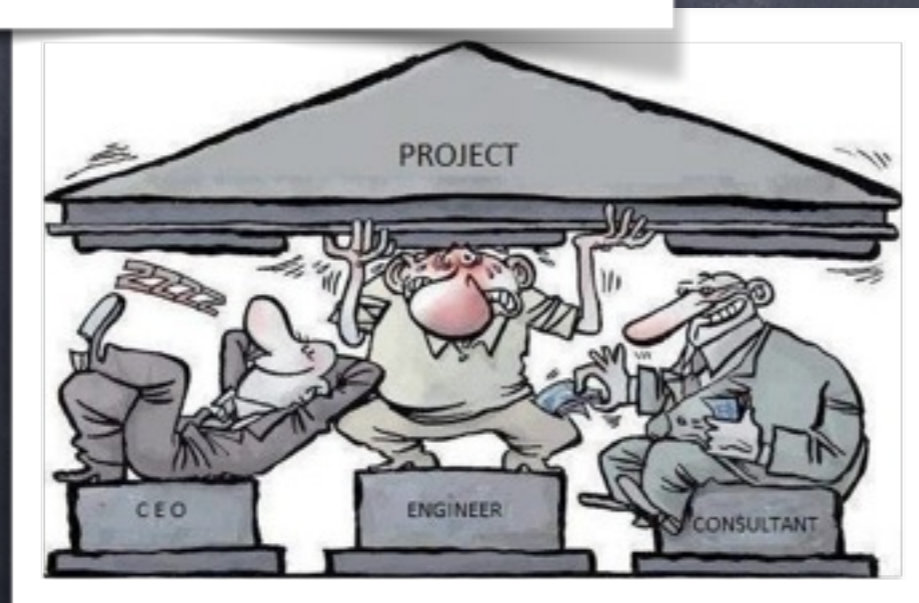
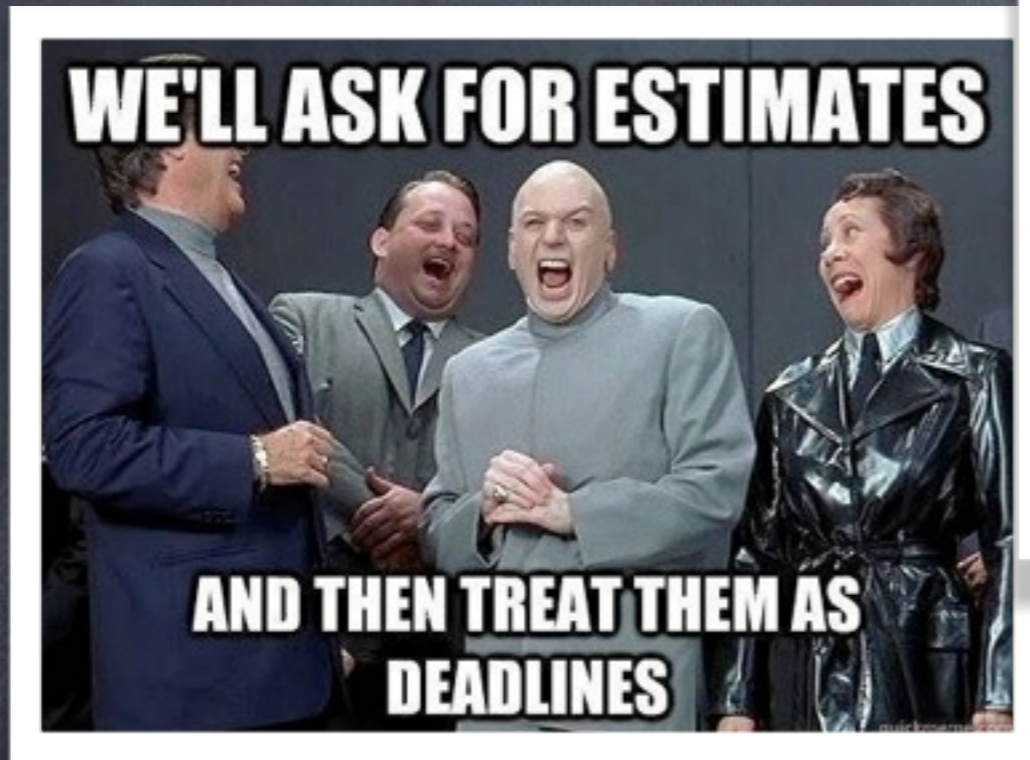
Focus your time

It's the old 80:20 principle. Focus the majority of your time and attention on the **20% of your people and projects that generate 80% of your results**.

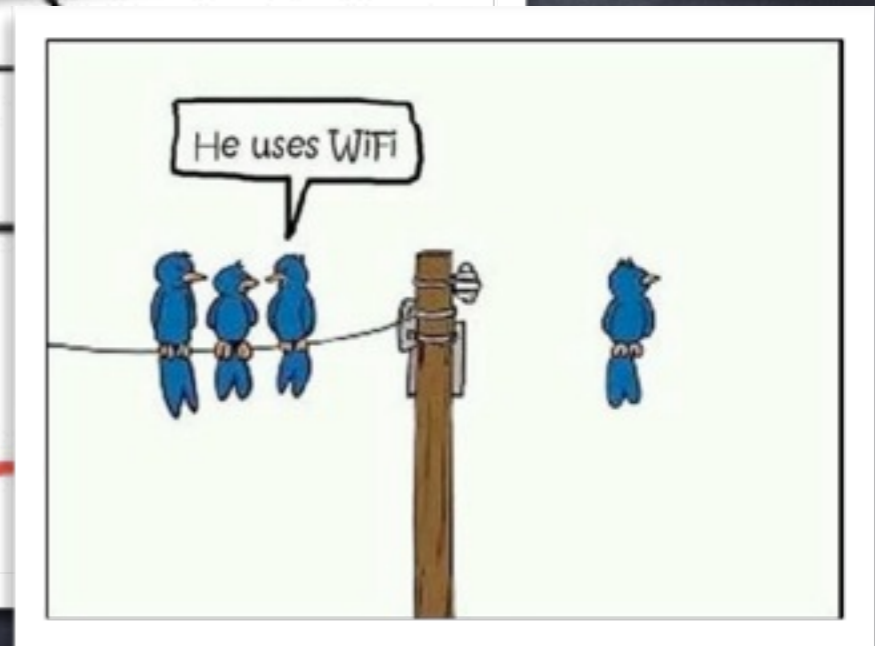
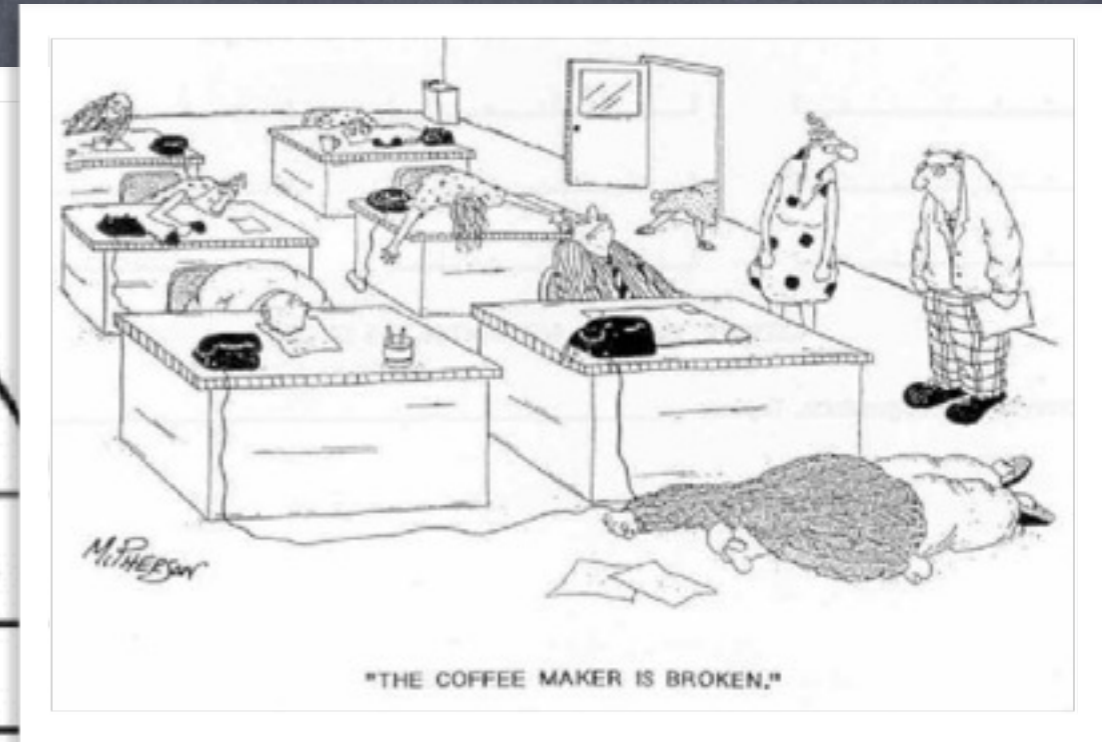
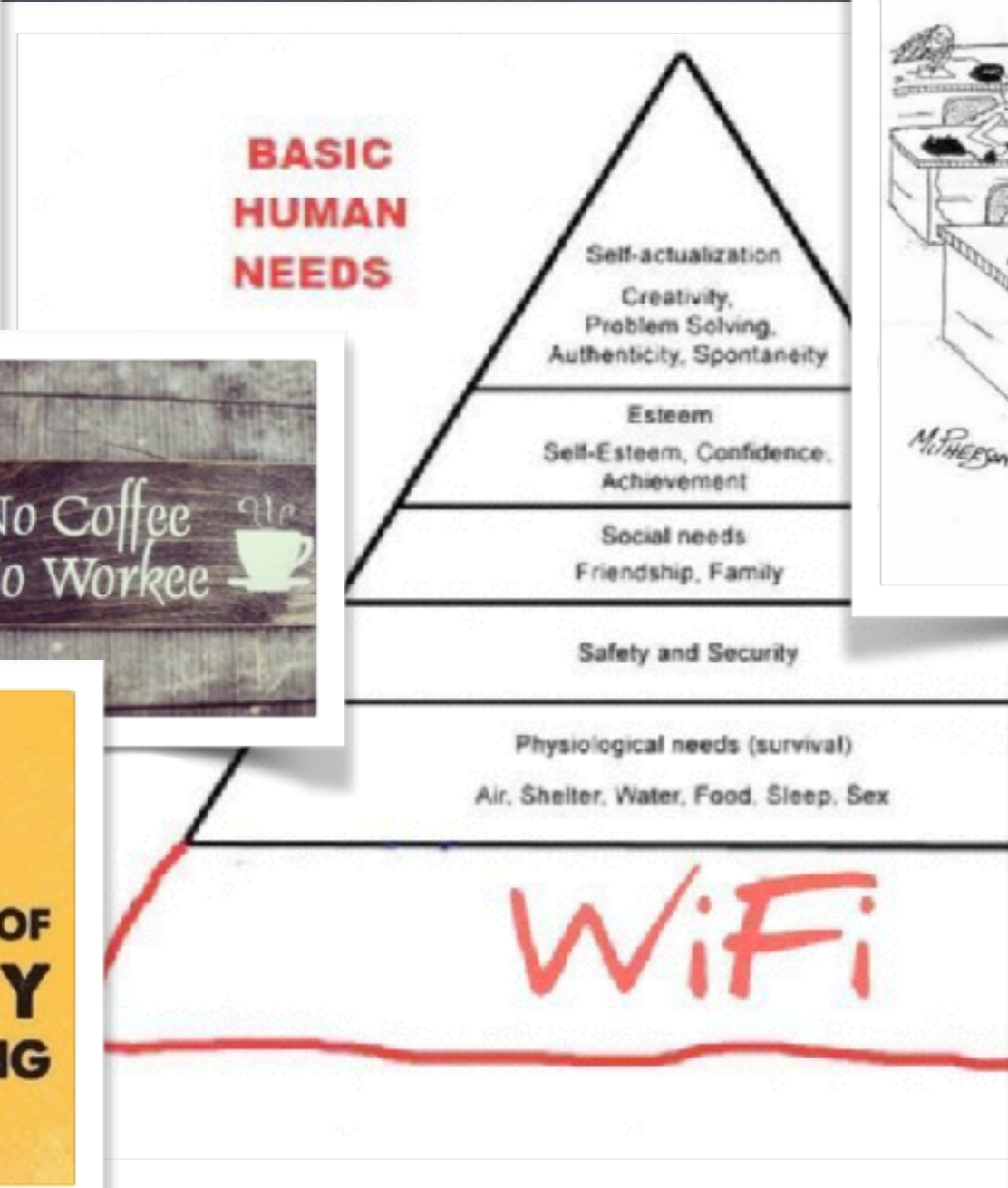
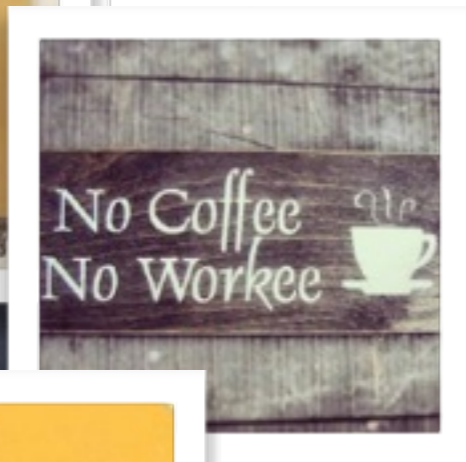
Esimies järjestää alaisille riittävät resurssit annettujen työtehtävien mukaan - töiden järjestely on keskiössä haettaessa tulosta



Työntekijän sitoutuminen työhön on suoraan verrannollinen osoitetusta arvostuksesta



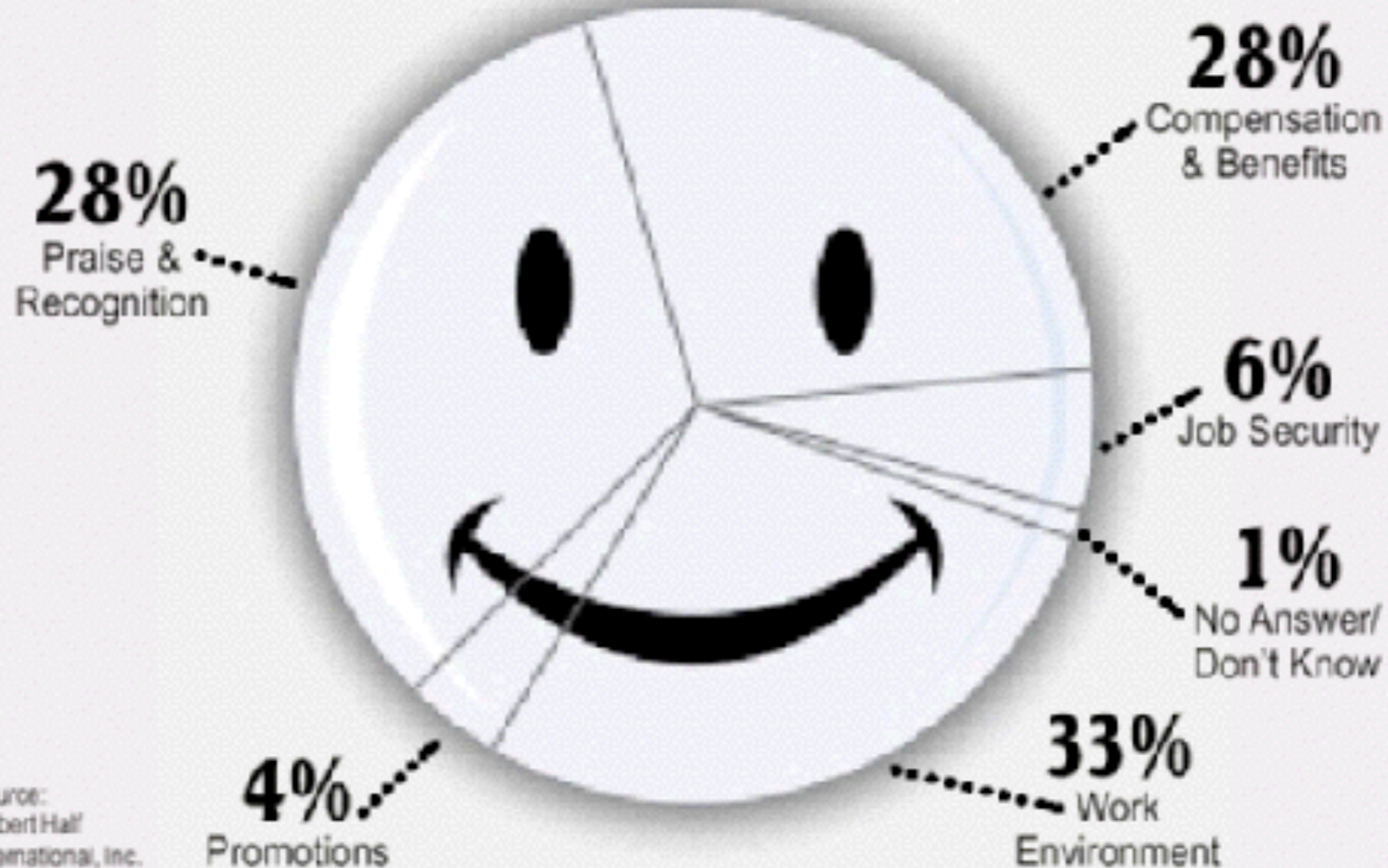
Pidä huolta alaisesta - Lisää työssä viihtymistä ja jaksamista



Tiedosta alaisen tarpeet tulla kuulluksi ja huomioituksi

What Keeps Employees Happy?

A survey of workers in 1999 revealed the key elements that lead to employee satisfaction.



Source:
Robert Half
International, Inc.

Tunneäly on esimiehen tärkein työväline menestystekijänä

TREAT EMPLOYEES LIKE THEY MAKE A DIFFERENCE AND THEY WILL.

“”
Jim Goodnight
CEO, SAS

I'VE LEARNED THAT PEOPLE WILL FORGET WHAT YOU SAID, PEOPLE WILL FORGET WHAT YOU DID, BUT PEOPLE WILL NEVER FORGET HOW YOU MADE THEM FEEL.

-Maya Angelou

No matter how far you've gone down the wrong road, you can always turn around.

Follow your dreams:
www.facebook.com/followyourdreamstoday

The person you took for **granted** today, may turn out to be the person you need **tomorrow**. Be careful how you treat **people**.

The problem is not the problem. The problem is your attitude about the problem.

Do you understand?

~Captain Jack Sparrow

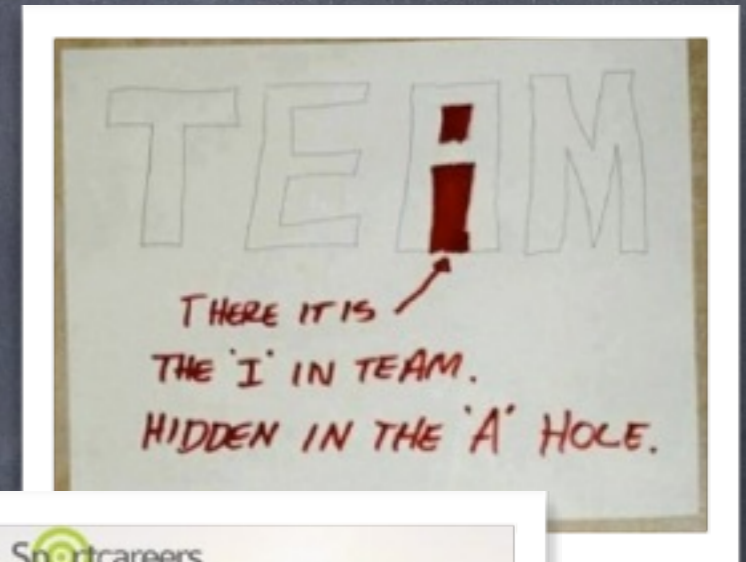
HOW TO CARE FOR EXTROVERTS

- 1 RESPECT** THEIR INDEPENDENCE
- 2 COMPLIMENT THEM** IN THE COMPANY OF OTHERS
- 3 ACCEPT AND ENCOURAGE** THEIR ENTHUSIASM
- 4 ALLOW THEM TO EXPLORE** AND TALK THINGS OUT
- 5 THOUGHTFULLY SURPRISE THEM**
- 6 UNDERSTAND** WHEN THEY ARE BUSY
- 7 LET THEM DIVE RIGHT IN**
- 8 OFFER THEM OPTIONS**
- 9 MAKE PHYSICAL AND VERBAL GESTURES OF AFFECTION**
- 10 LET THEM SHINE**

HOW TO CARE FOR INTROVERTS

- 1 RESPECT** THEIR NEED FOR PRIVACY
- 2 NEVER EMBARRASS THEM** IN PUBLIC
- 3 LET THEM OBSERVE** FIRST IN NEW SITUATIONS
- 4 GIVE THEM TIME TO THINK** DON'T DEMAND INSTANT ANSWERS
- 5 DON'T INTERRUPT THEM**
- 6 GIVE THEM ADVANCE NOTICE** OF EXPECTED CHANGES IN THEIR LIVES
- 7 GIVE THEM 15 MINUTE WARNINGS** TO FINISH WHATEVER THEY ARE DOING
- 8 REPRIMAND THEM PRIVATELY**
- 9 TEACH THEM NEW SKILLS PRIVATELY**
- 10 ENABLE THEM TO FIND ONE BEST FRIEND** WHO HAS SIMILAR INTERESTS & ABILITIES
- 11 DON'T PUSH THEM** TO MAKE LOTS OF FRIENDS
- 12 RESPECT THEIR INTROVERSION** DON'T TRY TO REBORN THEM INTO EXTROVERTS

Pyri valmentavaan työtapaan
- teillä on yhteinen tavoite
ja siihen sitoutunut joukkue



Esimiestyöllä on suuri merkitys työyksikön tuloksessa

Peter Drucker

*The effective executive
builds on strengths.*

*They build on their own
strengths, the strengths
of their superiors,
colleagues, and
subordinates; and on
the strengths in the
situation ...*



*The task of leadership is to create an alignment of
strengths in ways that make weaknesses
irrelevant*

Arguing with an Engineer
is a lot like wrestling
in the mud with a pig,
after a couple of hours
you realize the pig likes it.

”
Asiat eivät toteudu excelissä
vaan ihmisten kautta.

Siksi arvostan ihmisiä
jokaisessa kohtaamisessa.
Yksinkertaista.

ku: 19/08 - <https://www.facebook.com/paakkari>



Keskity työssä olemaan - ydintehtävät, ydinprosessit ja tavoitettava loppuasetelma

You will never reach
your destination
if you stop and throw
stones at every dog
that barks.

- Winston Churchill



**It's not the
load that
breaks you
down, it's
the way you
carry it.**

Lena Horne

@LanceScouler
The Savvy Navigator

Vaihtelevat ja erilaiset lähestymistavat tukevat työprosessia ja parantavat tulosta - luovat innovatiivisen työilmapiirin, jossa luovuudella ja mielikuvituksella on tilaa kasvaa ideoiksi

Vinkkejä ID-johtamiseen Äänen 2012, nov. Mäkläkaarto

Pidä yllä luottamusta ja toivoa

Edistä huolenpitoa ja välittämistä
- luo tilaa aidoille kohtaamisille

Luo kontakteja
- poista häly, käy pyöreän pöydän dialogia

Rohkaise ihmisten itseilmaisua
- anna vapaus ajatella itsenäisesti ryhmässä, luo jopa paine siihen

Pidä paljon avoimia kontakteja
- pyri kahdenkeskisyydestä avoimuuteen

Ehkäise ja ratkaise ongelmia

Etsi vaihtoehtoisia toimintatapoja

www.mahlakaarto.fi ID MAHLAKAARTO



Jaettu johtajuus

- johtajuuden näkeminen jaettuna yhteisenä tehtävänä henkilökohtaisen ominaisuuden sijasta

Työntekijä

- vaikuttaa ja osallistuu itsensä ja työyhteisön johtamiseen
 - toiminnan omaehtoinen kehittäminen
 - osallistuminen omien tavoitteiden asettamiseen
 - oman motivaation ylläpitäminen
 - henkilökohtaisen osaamisen ylläpitäminen ja kehittäminen

Johtaja/esimies

- haastaa, tukee, antaa palautetta ja kertoo yhteisön Tarinaa (muutoksesta, identiteetistä, tulevaisuudesta)
- luo muutosta ja oppimista tukevan työympäristön
- kantaa lopullisen vastuun toiminnasta ja tuloksesta

www.bo-magnus.salenius@learningmiles.co



Esimies on päätösten tekijä
- kantaa myös vastuun
seurauksista - tee sydämellä

"It's impossible" said pride.

"It's risky" said experience.

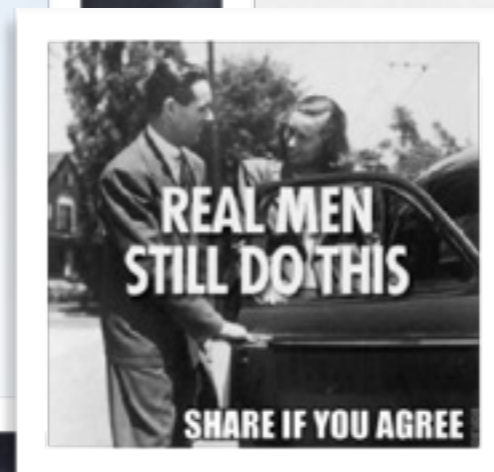
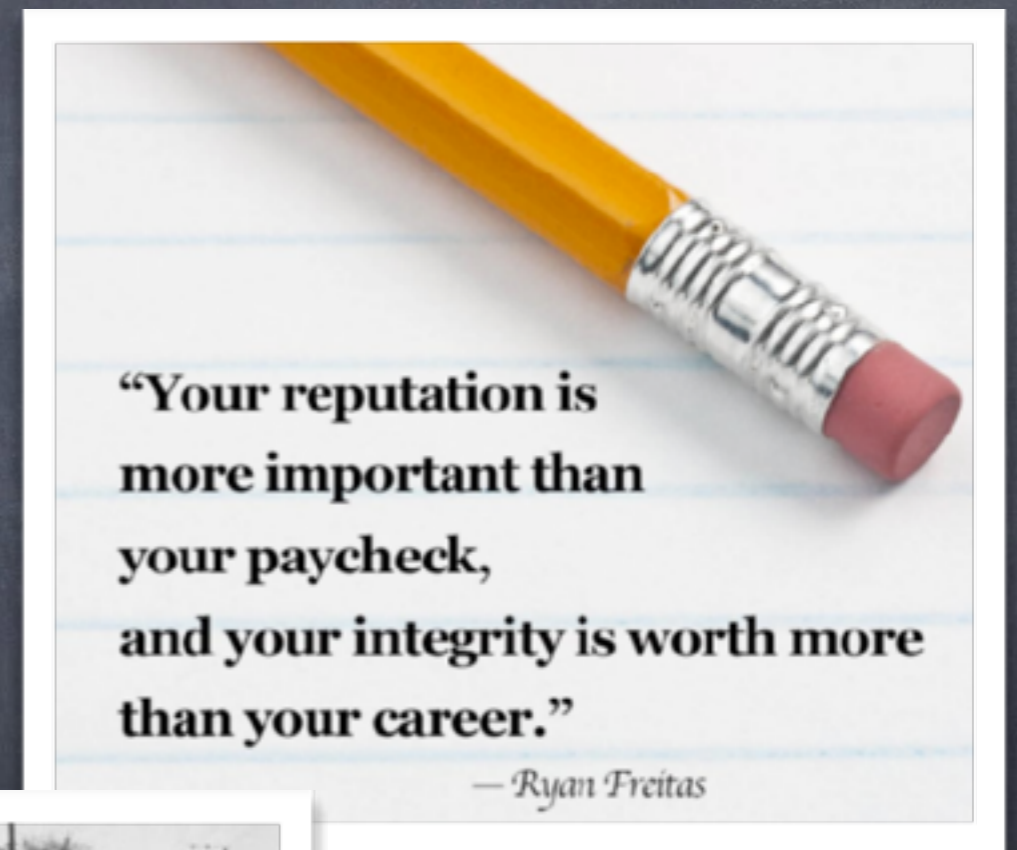
"It's pointless" said reason.

"Give it a try" whispered
the heart.

The 10 Commandments of Logic

1. Thou shall not attack the person's character, but the argument. (*Ad hominem*)
2. Thou shall not misrepresent or exaggerate a person's argument in order to make them easier to attack. (*Straw man fallacy*)
3. Thou shall not use small numbers to represent the whole. (*Hasty generalization*)
4. Thou shall not argue thy position by assuming one of its premises is true. (*Begging the question*)
5. Thou shall not claim that because something occurred before, it must be the cause. (*Post Hoc/False cause*)
6. Thou shall not reduce the argument down to two possibilities. (*False dichotomy*)
7. Thou shall not argue that because of our ignorance, claim must be true or false. (*Ad ignorantum*)
8. Thou shall not lay the burden of proof onto him that is questioning the claim. (*Burden of proof reversal*)
9. Thou shall not assume "this" follows "that" when it has no logical connection. (*Non sequitur*)
10. Thou shall not claim that because a premise is popular, therefore it must be true. (*Bandwagon fallacy*)

Pidä huoli maineenhallinnasta



Työn ulkoistaminen siirtää vain kuluja momentilta toiselle - ei tarjoa todellisia säästöjä ja heikentää työyhteisön koheesiota - tulos heikkenee

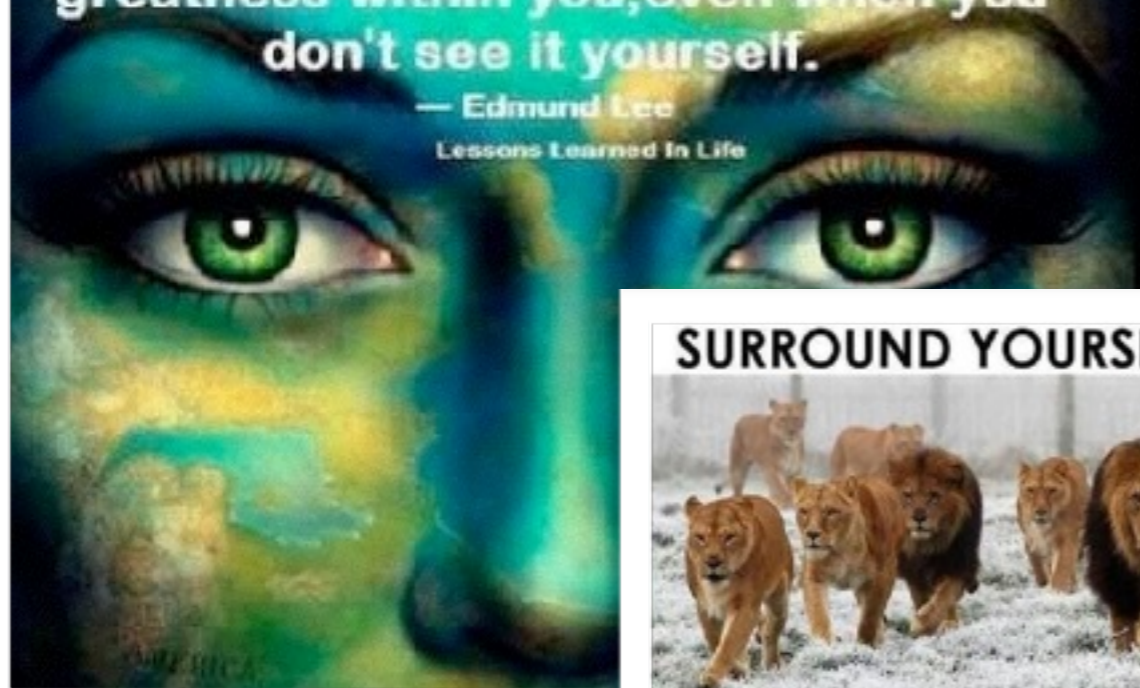


Finnish is a great language:
The spruce is on fire. = Kuusi palaa.
The spruce returns. = Kuusi palaa.
The number six is on fire. = Kuusi palaa.
The number six returns. = Kuusi palaa.
Six of them are on fire. = Kuusi palaa.
Six of them return. = Kuusi palaa.
Your moon is on fire. = Kuusi palaa.
Your moon returns. = Kuusi palaa.
Six pieces. = Kuusi palaa.

Rekrytoi viisaasti oikeat ihmiset eri tehtäviin

Surround yourself with the dreamers
and the doers, the believers and the
thinkers, but most of all, surround
yourself with those who see the
greatness within you, even when you
don't see it yourself.

— Edmund Lee
Lessons Learned In Life



Surround yourself
with those who
CHALLENGE YOU
PUSH YOU
and
MOTIVATE YOU

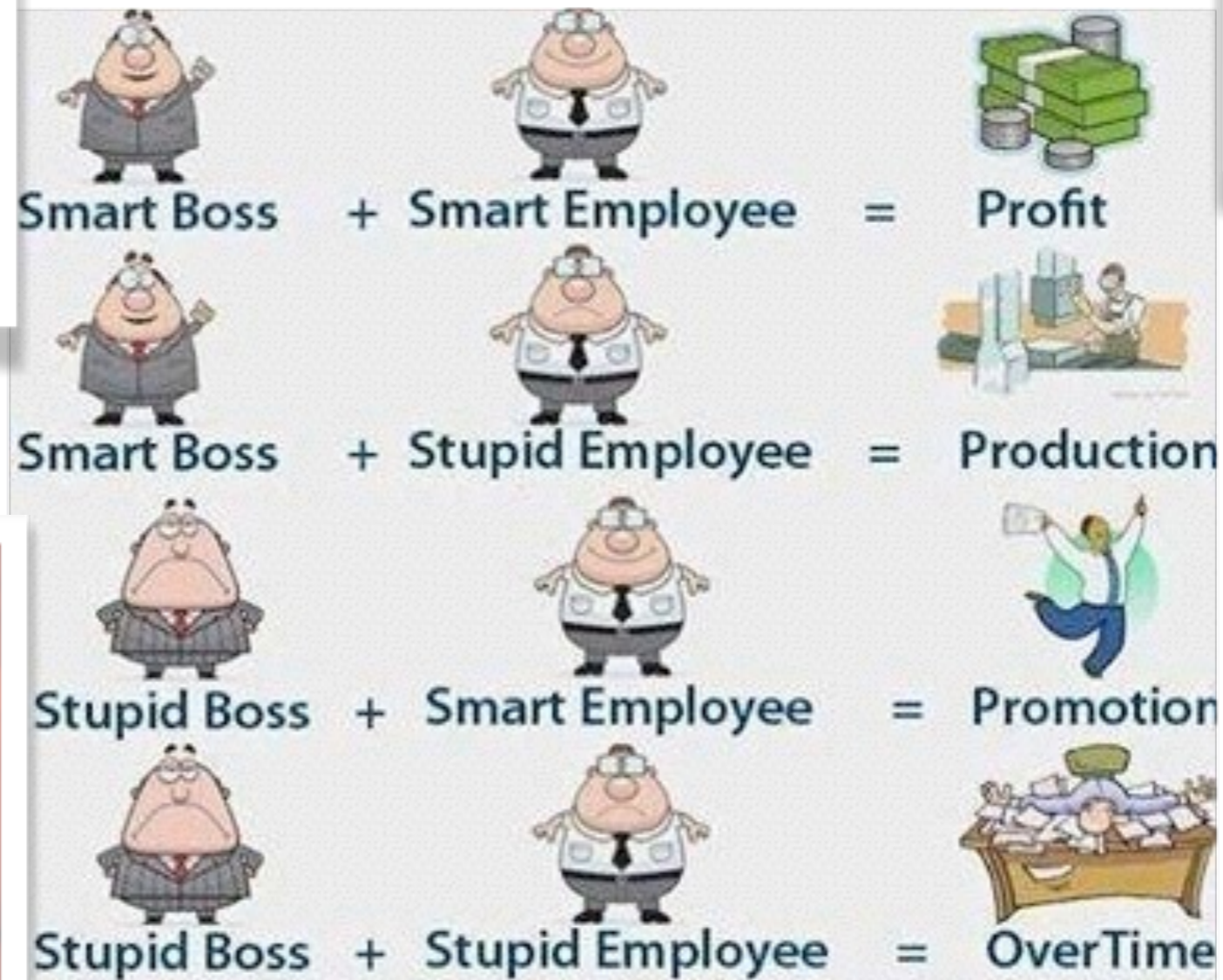
SURROUND YOURSELF WITH



**THOSE ON THE SAME
MISSION AS YOU**

Esimiehen tärkein tehtävä oman työn kannalta on itse rekrytoida työyksikköön sopivat tuloksen tekevät alaiset - alainen on esimiehen asiakas

YOU DON'T
BUILD A BUSINESS
~ YOU BUILD PEOPLE ~
AND THEN PEOPLE
BUILD THE BUSINESS



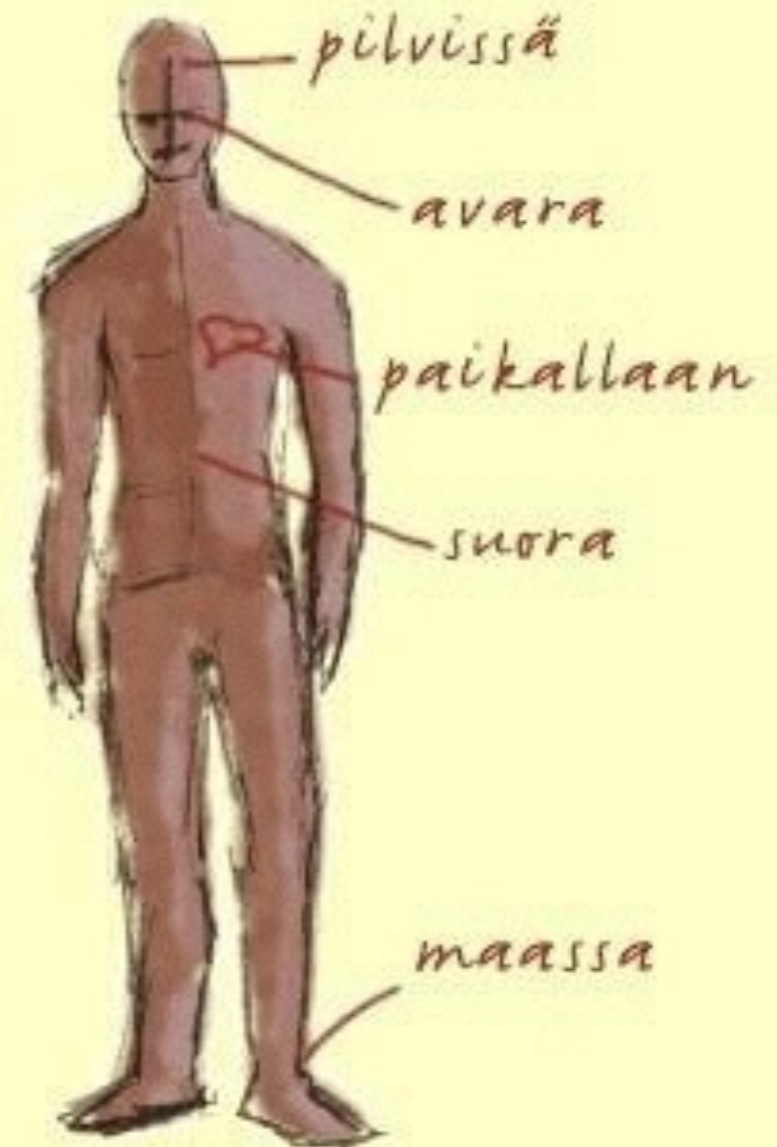
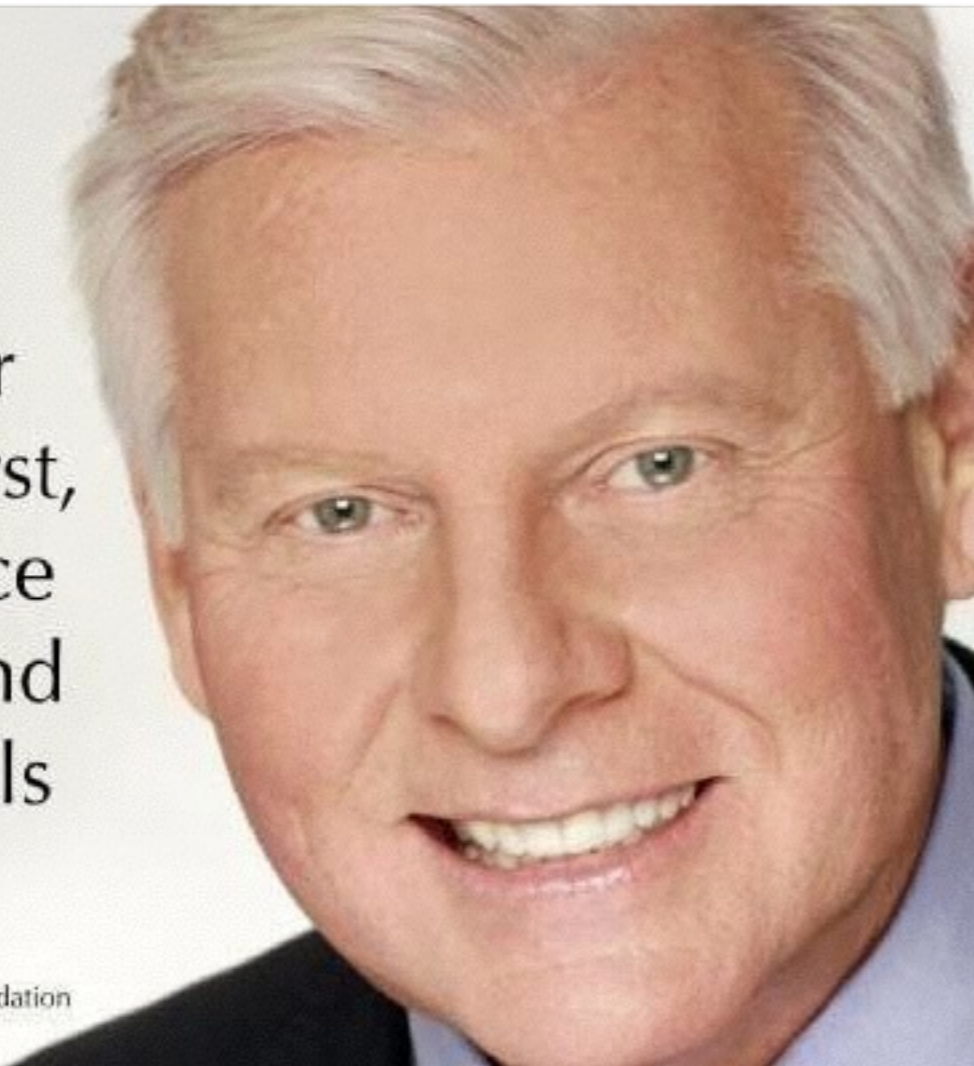
Customer Service
IS AN ATTITUDE
NOT A DEPARTMENT.

**HARD WORK BEATS
TALENT WHEN
TALENT DOESN'T
WORK HARD.**

Intohimo on tekijän polttoaine

“Hire for
passion first,
experience
second and
credentials
third.”

Paul Alofs
CEO Princess Margaret Cancer Foundation



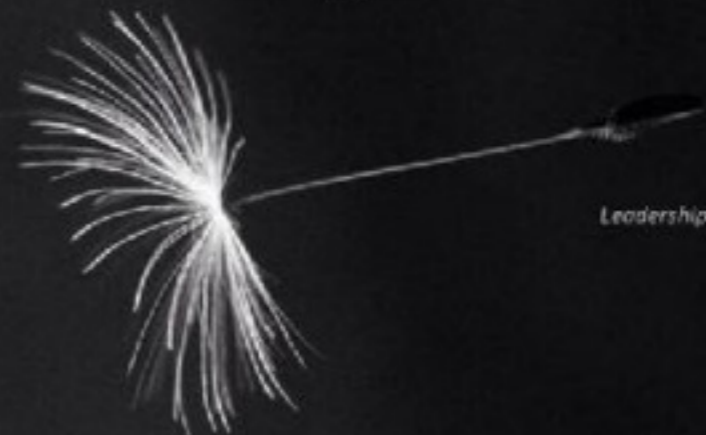
Luovuus on työyksikön polttoaine

“The true sign of intelligence
is not knowledge but
imagination.”

Albert Einstein

Being creative is not
a hobby. It's a way of life.

Organizations that ignore dreamers
die.



Leadership Freak

Johdajan työ on synnyttää toimiva yrityskulttuuri

“The role of a creative leader is not to have all the ideas; it's to create a culture where everyone can have ideas and feel that they're valued.”

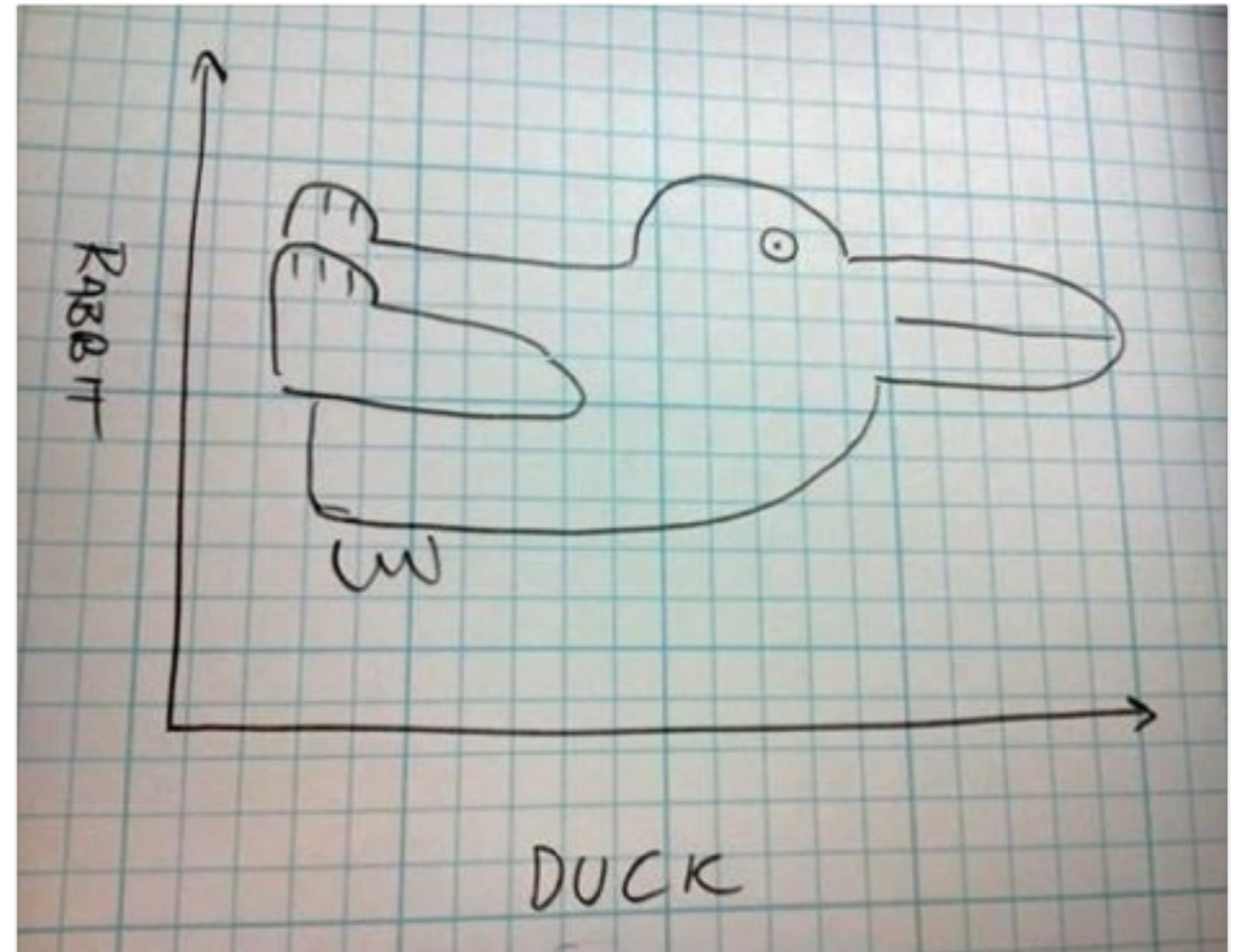
Ken Robinson

www.ajust.ru

Vaihtamalla tarkastelunäkökulmaa
hahmotat paremmin kokonaisuuden -
rekrytoimalla erilaisia ihmisiä toiset
tekevät sen itseohjautuvasti tuloksen eteen



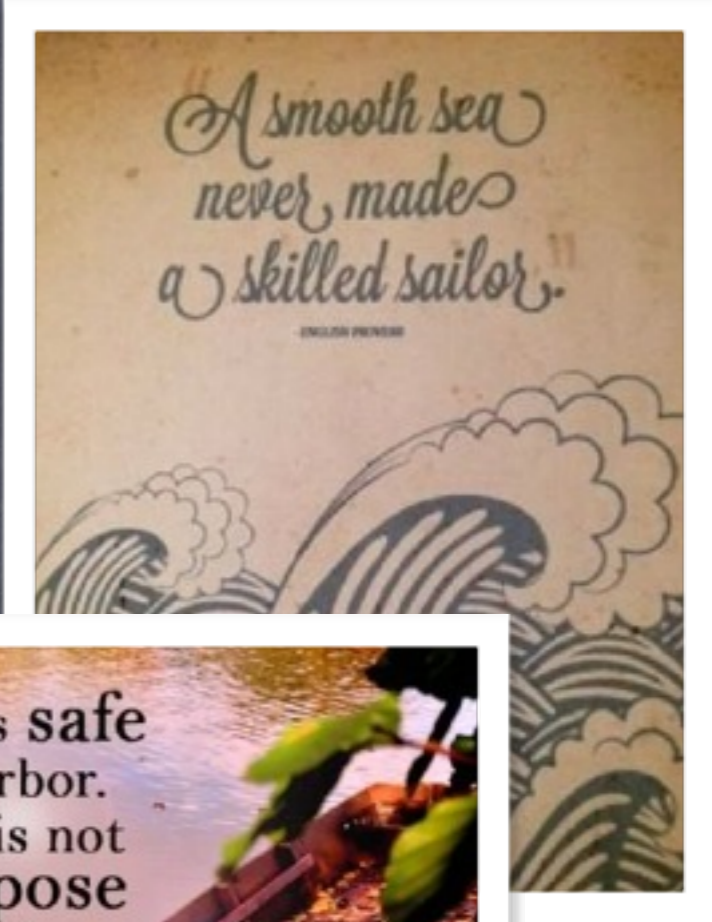
"Oisin kyllä kovin kiinnostunut kesätöistä, ja silleen sisähommista, jotain istumatyötä, ja mielellään jossain lämpimässäkin jos ei oo liikaa toivottu?"



Muodosta yksikkö erilaisista tekijöistä täydentämään toistensa osaamisalueita koko toiminta-alalta



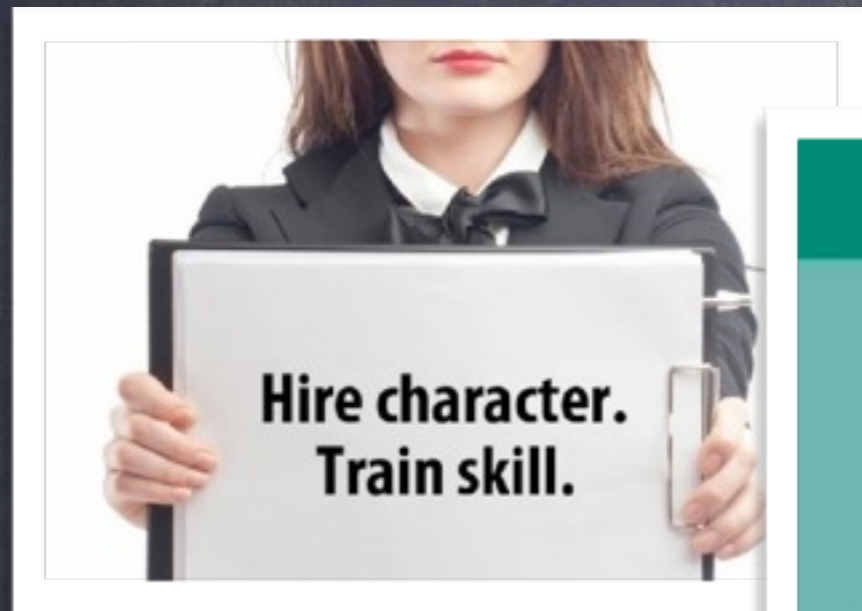
In most cases being a good boss means hiring talented people and then getting out of their way.



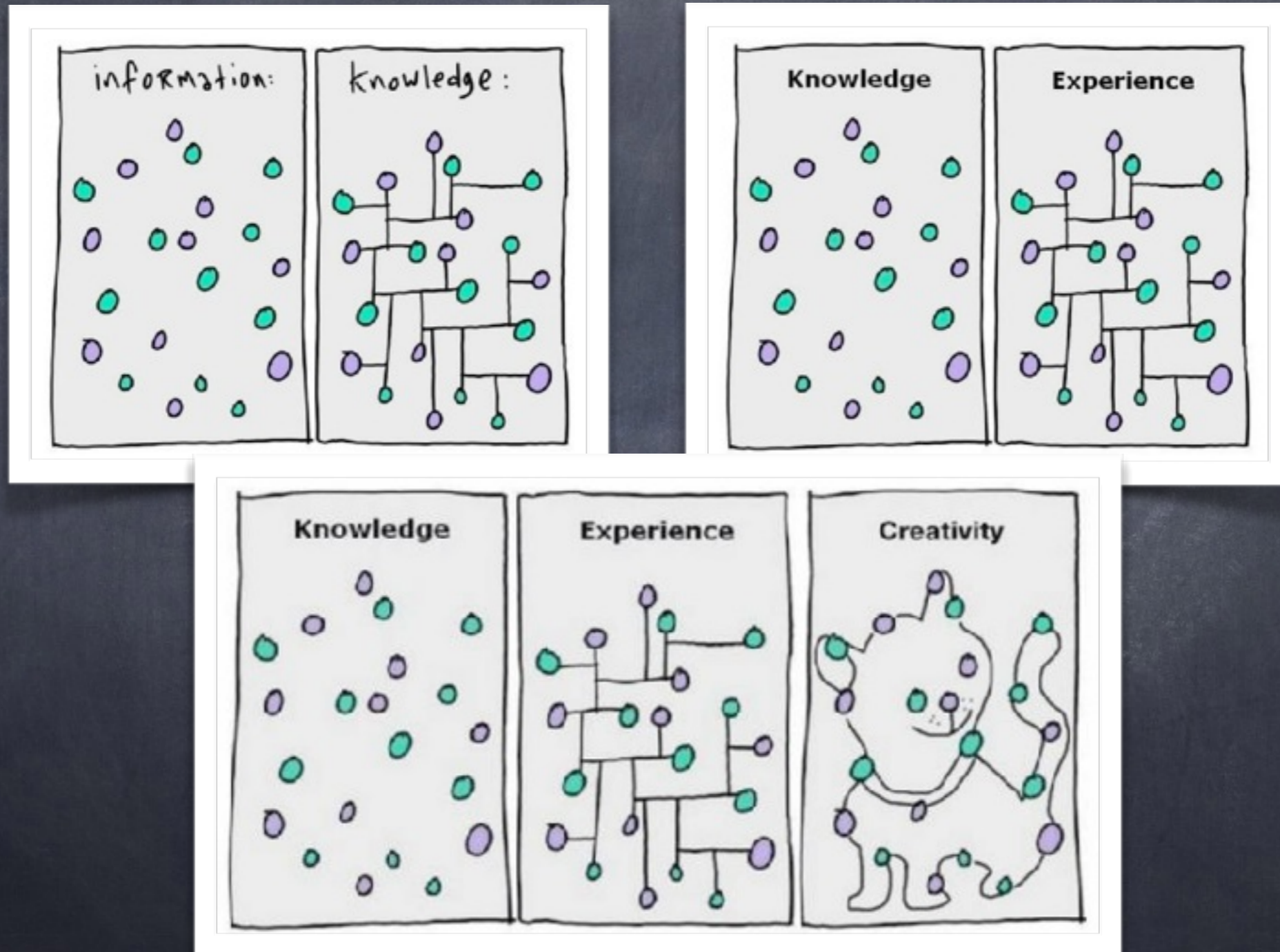
Näe työntekijä tuloksen tekijänä



Et rekrytoi ystävää vaan tuloksen tekijän
joka sopii työryhmään ja täydentää sen
puuttuvia kykyjä omalla panoksellaan



Toimiva työryhmä tuntee tiedon ja soveltaa tietoa käytäntöön luovasti uutta kehittäen - harvassa ovat moniosaajat



Rekrytoidessa työntekijöitä arvosta kokemuksta ja uutta intoa tasapainoisesti

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DISTINCTION

LOOKING SHARP IS EASY WHEN YOU HAVEN'T DONE ANY WORK.



Motivaatio suunnitellun tehtävän tekemiseen on painava kriteeri tekijän valinnassa



"We're looking for someone with the wisdom of a 50-year-old, the experience of a 40-year-old, the drive of a 30-year-old and the pay scale of a 20-year-old."

ONE PERSON WITH PASSION IS BETTER THAN FORTY PEOPLE MERELY INTERESTED.



Työntekijänä erotu joukosta olemalla aito oma itsesi



Clients don't hire you because you are balanced. They hire you because you are *extraordinary* in some way.

#HOWTHEWORLDSEESYOU
@SALLYMOGHEAD

Picking the right boss is far more important than picking the right job

Anonymous

Meanwhile, back in the interview...



I appreciate your achievements are probably considerable, but writing "Google me" is not an alternative to a CV.

Pidä huoli turvallisuudesta - huolehdi työyksikön työturvallisuudesta ja tietoturvasta



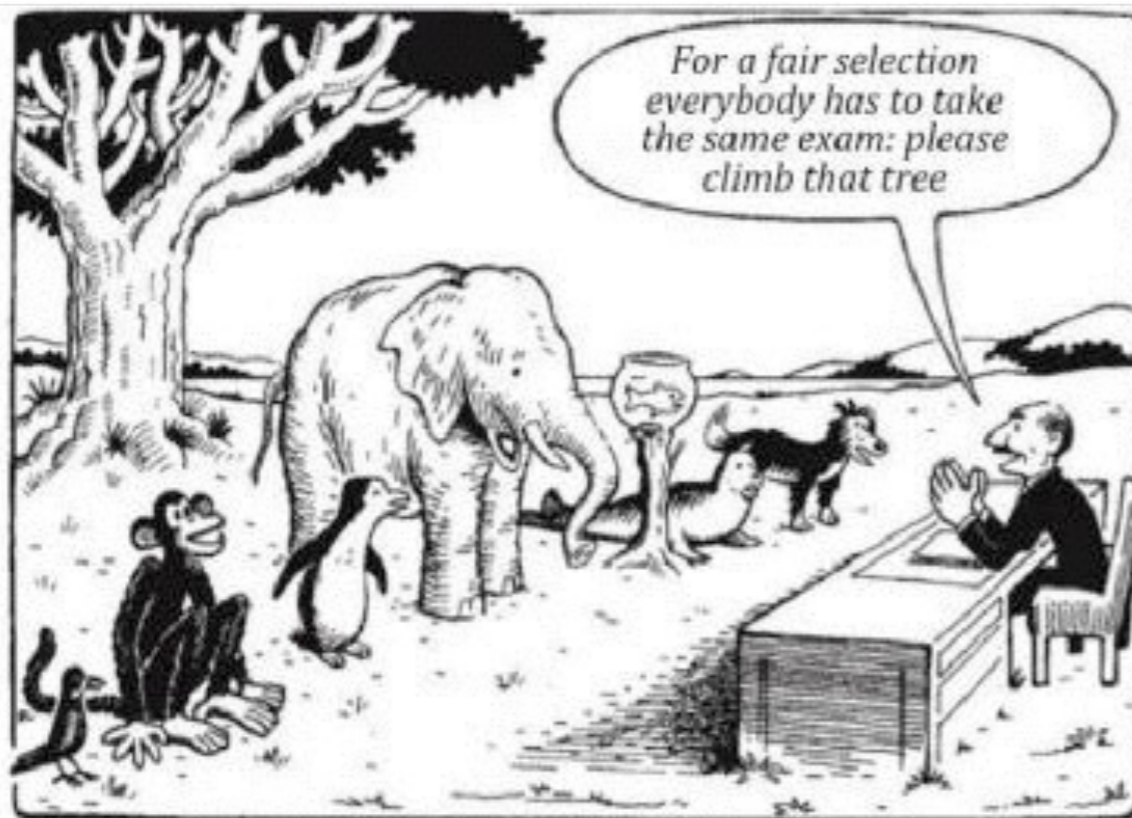
SO THEY CAN
TRACK YOUR PHONE



BUT LOST A PLANE?



Työntekijöiden osaamisen kehittäminen on työyhteisön etu



Our Education System

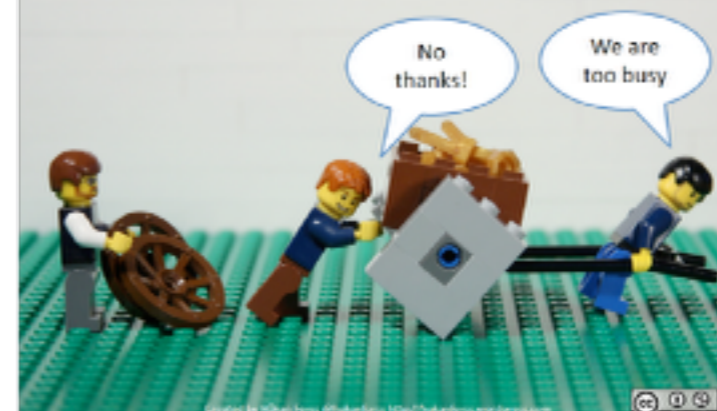
"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

- Albert Einstein

"Train people well enough so they can leave, treat them well enough so they don't want to"
- Richard Branson

Remember,
we teach people not subjects

Are you too busy to improve?



AriaTM

Koulutuksin otetaan käyttöön kaikki työntekijöillä käytävissä oleva kapasiteetti tekemään tulosta



peterbaeklund.com

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"

Friday Fast Fact

Approximately 47,500 professional coaches are in business worldwide as compared to 2,100 professional coaches in 1999.

ICF 2012 Global Coaching Study

August 1, 2014

Kouluta alaisia - varmistaa osaaminen häiriötilanteissa ristiinkoulutuksella

The capacity to learn is a gift; The ability to learn is a skill; The willingness to learn is a choice.

Brian Herbert

meetville.com

“

You should always be learning. If you're the smartest person in the room, you're in the wrong place.

”

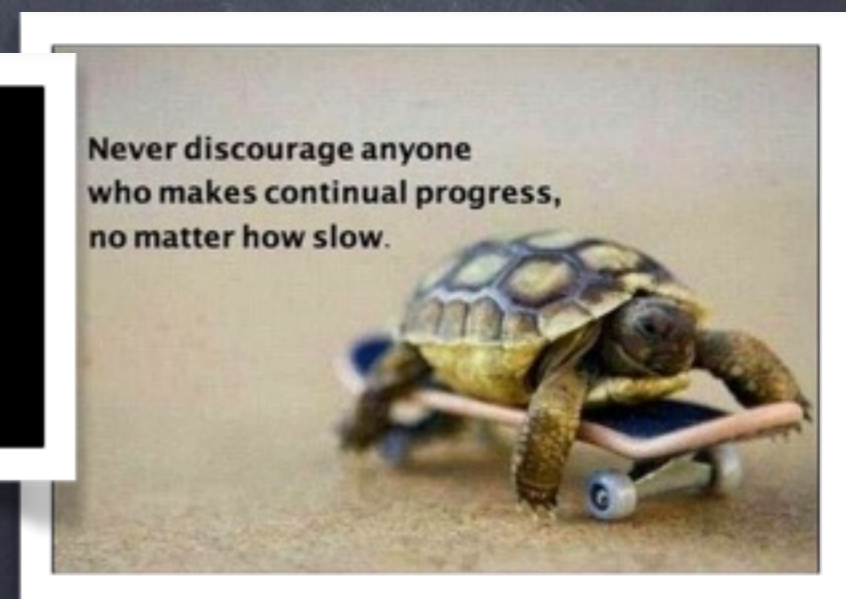
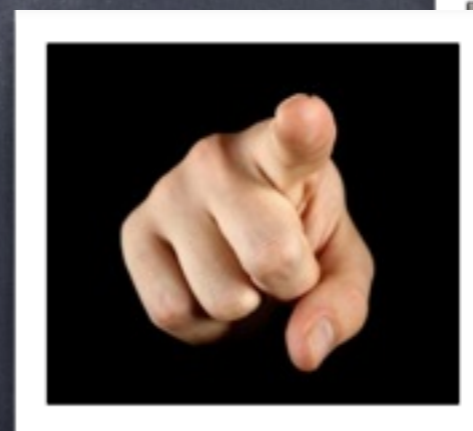
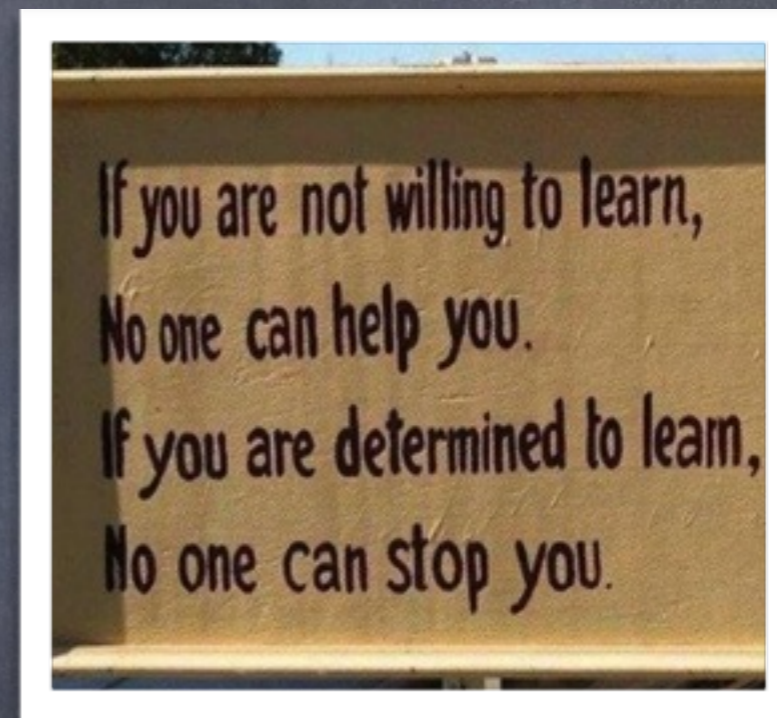


To BE KIND is MORE important than to be right. Many times, what people need is NOT a brilliant mind that speaks but a SPECIAL HEART that LISTENS.

Esimerkki koulutusaiheista



Palkitse hyvä asennoituminen
uuden oppimiseen - kannusta
työntekijää itsensä kehittämiseen



Kysyvä ei kulje harhaan
- etsivä löytää tielle

Asking questions
doesn't mean you don't
know your job, asking
questions means you
want to improve the
quality of your work.

meetville.com

Robert Allen

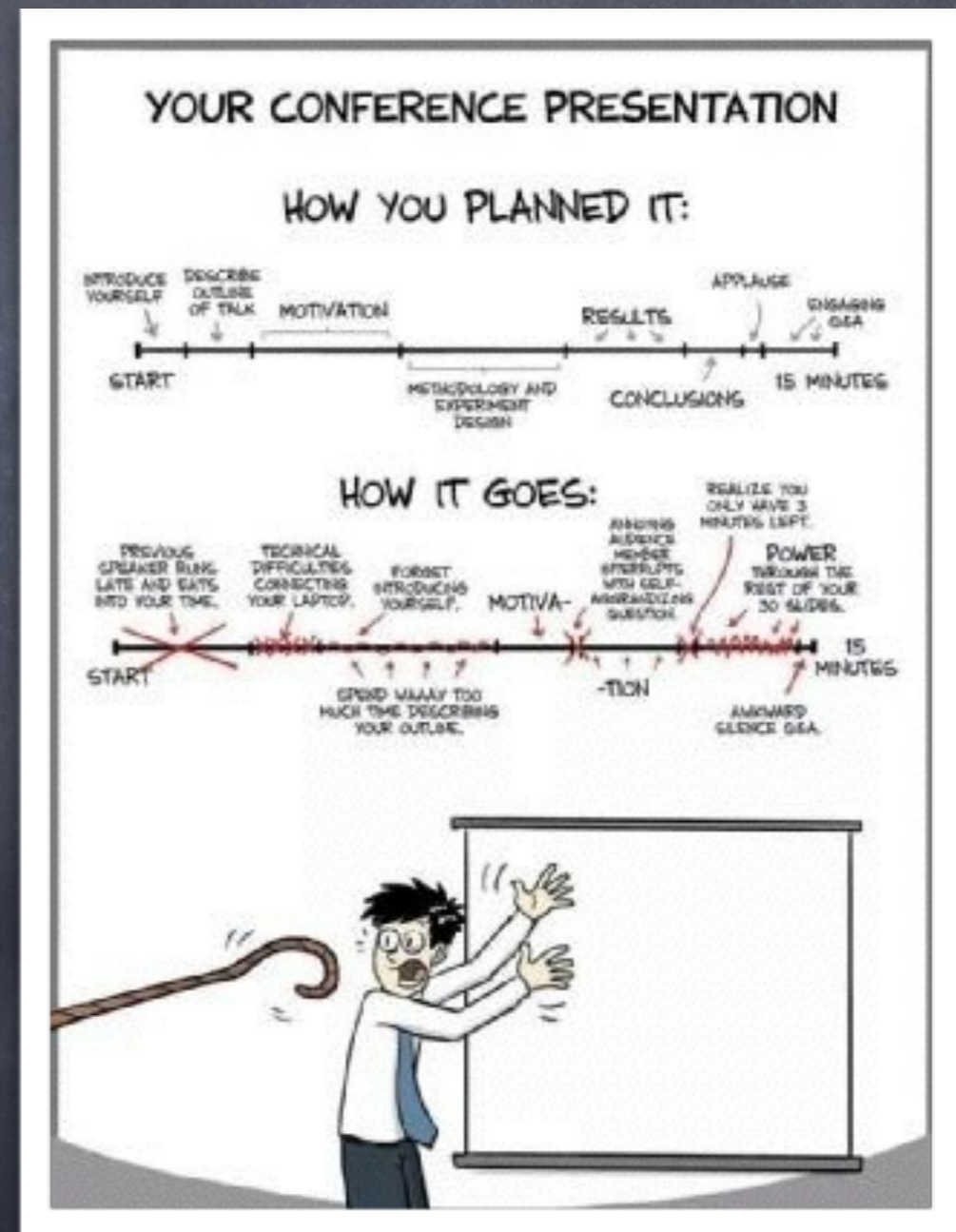
**Unanswered questions
are far less dangerous
than unquestioned
answers.**

**SOMETIMES YOU
WIN,
SOMETIMES
YOU ~~LOSE.~~
LEARN**

EM ENSUITEMEDIA
Social Media Agency

Bullshit-bingoa kahvitauolla vai koulutustilaisuudessa - on tärkeää asiaa ja jorinaa

ketterä	palkkamalti	epämukavuusalue	pitkässä juoksussa
aidosti monikanavainen	face to face	toimintaympäristö	resurssi
itseohjautuva	haastavuus	prosessiosaaminen	asiakasrajapinta
kokonaisvaltainen	työntekijälähtöisyys	mielihyvä	muutosvastarinta



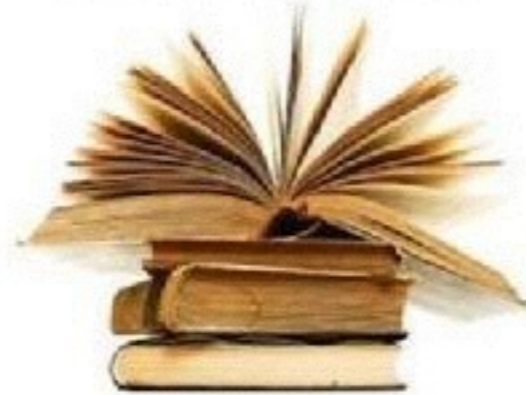
Brändäys ja yrityskulttuuri kulkevat käsi kädessä

"Only three things happen naturally in organizations: friction, confusion, and underperformance. Everything else requires leadership."

Peter Drucker

ALAME LEADERSHIP
Inspiration • Empowerment • Transformation
www.alameleadership.com

What Stories



are you telling in your organization? Are they Stories of Blame, or Stories of Heroism.

Stories Define Your Culture.

Carmazzi

NOTED MARKETERS

"A brand is no longer what we tell the consumer it is. It's what consumers tell each other it is."

SCOTT COOK
Intuit



"Your brand is what people say about you when you're not in the room."

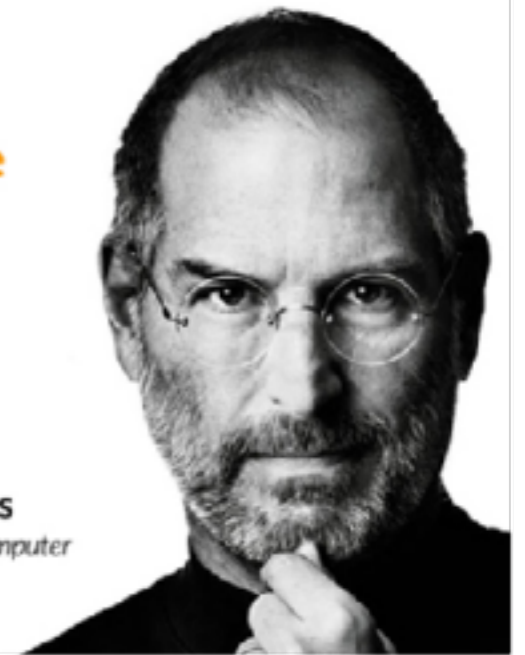
- Jeff Bezos

Menestyminen vaatii pitkäjänteistä työtä
tavoitteen saavuttamiseksi - kyky muuttaa
polkua kesken matkan on onnistumisen tae

SUCCESS IS NO ACCIDENT.
It is hard work, perseverance,
learning, studying, sacrifice
and most of all, **love** of what you are doing.
- Pele

"The only way to do
great work is to **love**
what you do. If you
haven't found it,
keep looking.
Don't settle."

- Steve Jobs
Founder of Apple Computer

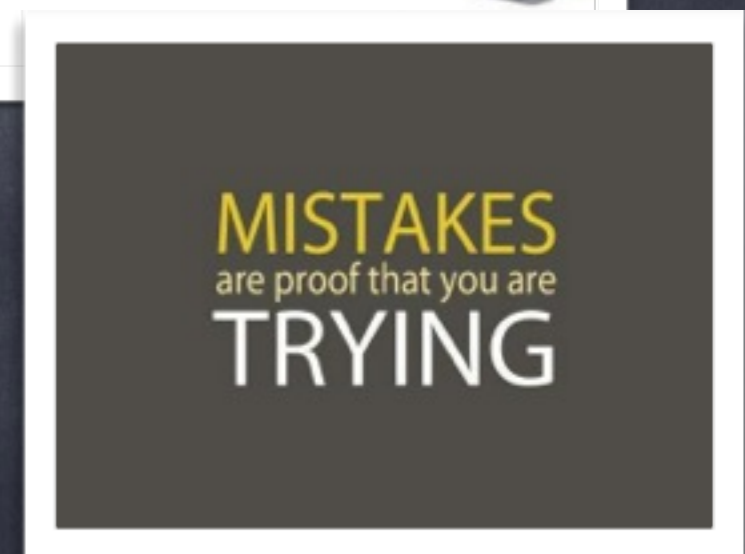
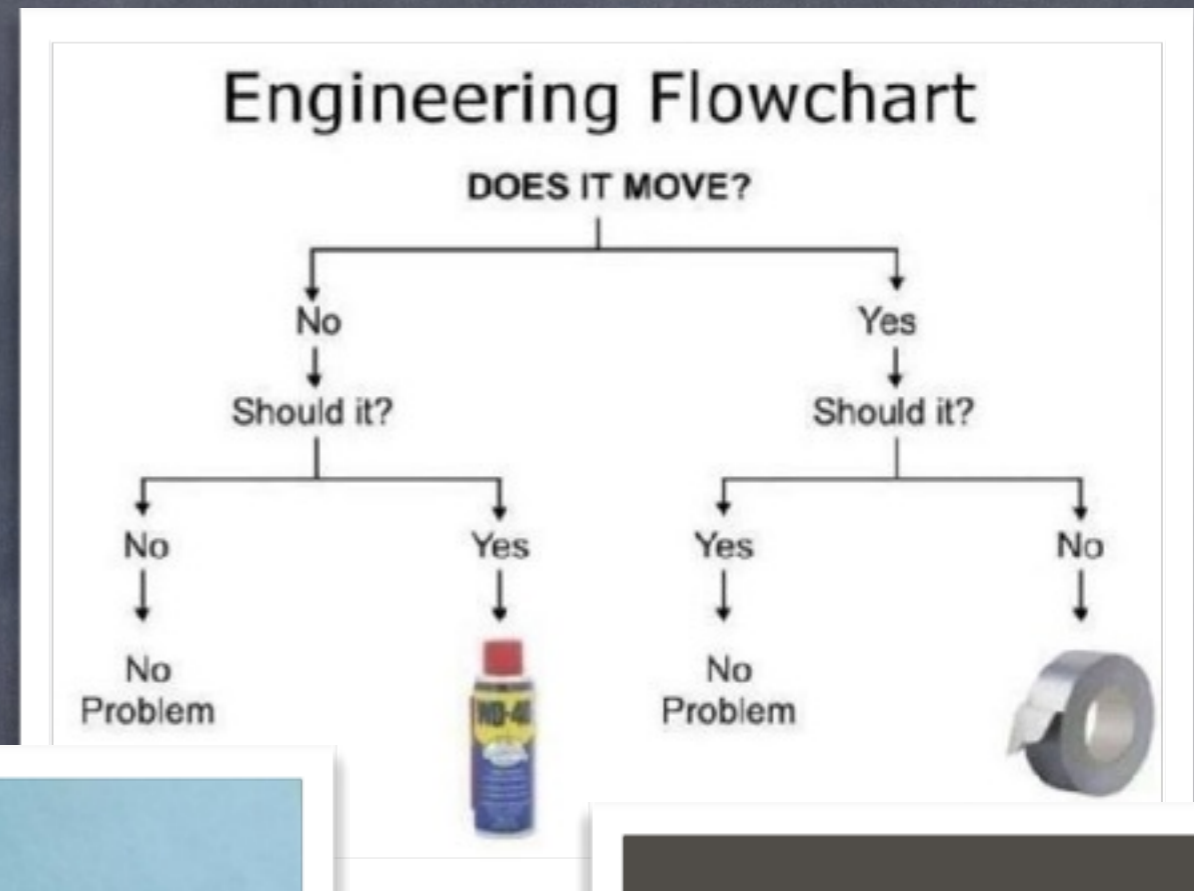


*"I dont believe in taking
right decisions....I take
decisions & then make
them right..
"So always believe in
your ability & efforts."
Ratan Tata*



**IT'S NOT
ABOUT IDEAS.
IT'S ABOUT
MAKING
IDEAS
HAPPEN.**

Ymmärrä onnistumisen ehdot - menestyminen edellyttää ennakoitaitoa ja näkemyksellisyyttä



Tuote myy itsensä - turhaketta on vaikea perustella tarpeelliseksi asiakkaalle - tee markkinatutkimusta ennen tuotantoa

HEAD OF PRODUCT:

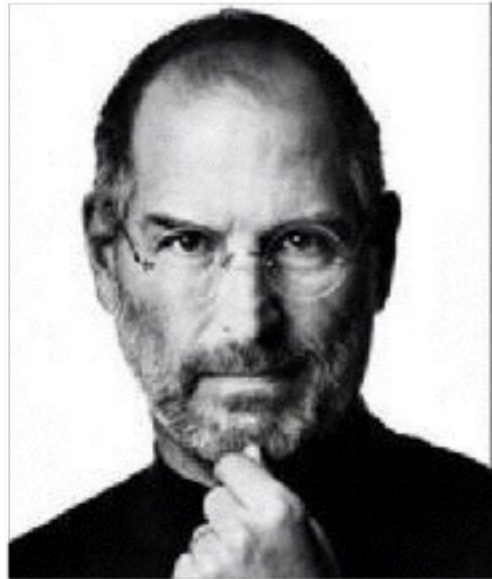
“So when are the sales team **ACTUALLY** going to SELL some of what we’ve built?”

VP SALES:

“When you can tell them WHY you built it NOT WHAT you’ve built”



Myyntiin peruste on asiakkaalle kysynnän perusteella valmistettu tuote



You've got to start with the customer experience and work back toward the technology - not the other way around.

(Steve Jobs)



Mitä yritys luulee myyvänsä



Mitä asiakas luulee ostavansa



Mitä asiakas saa



Mitä asiakas olisi tarvinnut



Mitä yritys itse käyttää

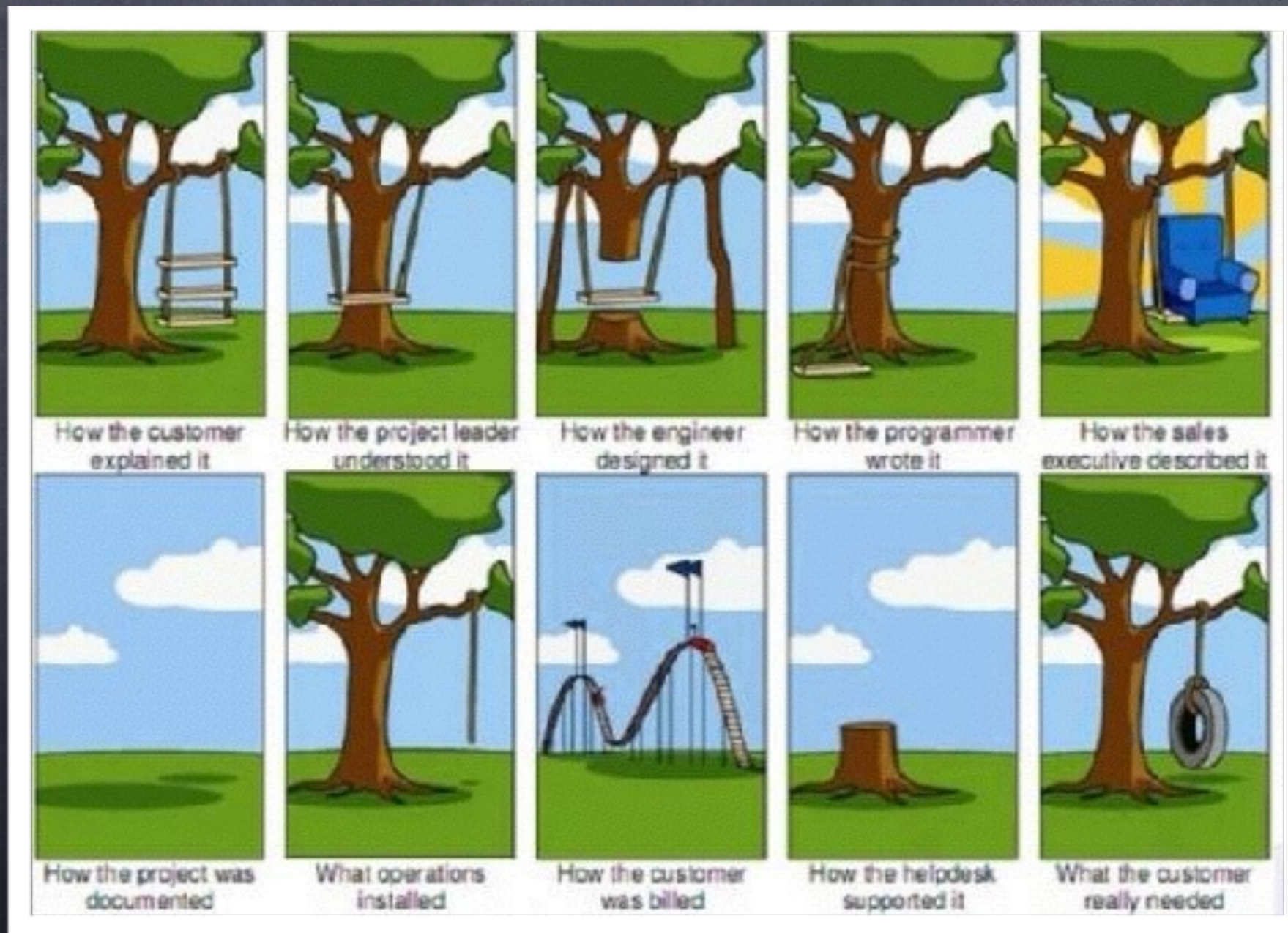


Mitä myyjä käyttää



Keskustelu tekijöiden kesken lisää ymmärrystä
ja estää tuotantoprosessissa mahdolliset virheet

- hyvin suunniteltu on puolitiksi tehty - tekijä tuntee, tietää, osaa ja hallitsee prosessin



Liike-elämässä on monenlaisia lainalaisuuksia ja toimintamalleja - luotettavuus on tärkein yksittäinen mitattava markkina-arvo - luottamuksen rakentaminen on tärkeää

PEOPLE DO BUSINESS WITH PEOPLE BECAUSE THEY CHOOSE TO NOT BECAUSE THEY HAVE TO. WE CAN ALWAYS FIND OTHERS DOING THE SAME THING OR SELLING THE SAME PRODUCT, ITS THE PERSONAL CONNECTION THAT MAKES THE DIFFERENCE

There is no more B2B or B2C.
It's H2H:
Human to Human

88% OF EXECUTIVE BUYERS WANT A CONVERSATION, NOT A PRESENTATION.



CORPORATE VISIONS
Conversations That Mix



"Everyone talks about building a relationship with your customer. I think you build one with your employees first."

Angela Ahrendts

Photo Credit: Michael Hove

Tee tuotteesi tarpeelliseksi - anna mielikuva asiakkaille markkinoimalla



Markkinointi voi mennä vikaan - älä unohda maineenhallintaa



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Lyhyt oppimäärä markkinointia

A PROFESSOR EXPLAINED MARKETING TO MBA STUDENTS

1. You see gorgeous girl in party, you go to her & say I am rich marry me "That's Direct Marketing."
2. You attend a party & your friend goes to a girl & points at you telling her. He is very rich, marry him -"That's Advertising."
3. Girl walks to you & says you are rich, can you marry me? "That's Brand Recognition"
4. You say I'm very rich marry me & she slaps you. "That's Customer Feedback"
5. You say I'm very rich marry me & she introduces you to her husband. "That's Demand & Supply Gap"
6. Before you say I m rich, marry me, your wife arrives That's Restriction from Entering New Market.

Tyytyväinen asiakaskunta on paras markkinointiväline

*"When you treat your
Customers with respect,
they will do your
marketing for you,
for free."*

Branding
is what people say
about you when you are
not in the room.

Jeff Bezos, the founder of Amazon

*"A brand is no
longer what we
tell the
customer it is -
it is what
customers tell
each other it
is."*

- Scott Cook

Johtajan tehtävä on luoda kitkaton työilmapiiri ja saada työntekijät ponnistelemaan tuloksen eteen



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Guys you will need to at least talk to each other to begin the qualification process for leads.

Lyhyt oppimäärä myyntiä



Kuluttajat ostavat tuotteensa sieltä,
mistä saavat haluamansa palvelun
kullekin sopivalla hinnalla

"Most people think 'selling' is the same as 'talking'. But the most effective salespeople know that listening is the most important part of their job."

ROY BARTELL

There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.



70% of buying experiences are based on how the customer feels they are being treated.

- McKinsey



Myyntityön luonne on kovassa muutoksessa tietoyhteiskunnassa



SALES STATISTICS

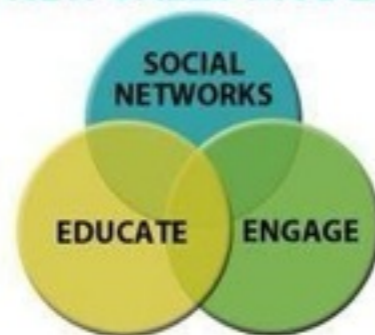
- 48% OF SALES PEOPLE NEVER FOLLOW UP WITH A PROSPECT
- 25% OF SALES PEOPLE MAKE A SECOND CONTACT AND STOP
- 12% OF SALES PEOPLE ONLY MAKE THREE CONTACTS AND STOP
- ONLY 10% OF SALES PEOPLE MAKE MORE THAN THREE CONTACTS
- 2% OF SALES ARE MADE ON THE FIRST CONTACT
- 3% OF SALES ARE MADE ON THE SECOND CONTACT
- 5% OF SALES ARE MADE ON THE THIRD CONTACT
- 10% OF SALES ARE MADE ON THE FORTH CONTACT
- 80% OF SALES ARE MADE ON THE FIFTH TO TWELFTH CONTACT

Source: National Sales Executive Association

OLD SALES MODEL



NEW SALES MODEL



Väitöskirja elämästä

Jatkuu osassa 4 / 4 (sivut 151-196)

- Jukka