

**Striving for Excellence**  
 Leadership, Motivation,  
 and Career Planning

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ARMA Liberty Bell Chapter 12 Feb 2009

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**Leadership**

**Task**

- Define
- Plan
- Assign Work & Resources
- Control Quality & Pace
- Compare 'Should Be' and 'Is'
- Recognize Changes In Plan

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**Leadership**

**Team**

- Set Standards; Establish Discipline
- Develop Team Spirit
- Encourage, Motivate, Be Objective
- Delegate
- Communicate
- Train

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**Leadership**

**Individual**

- Attention to Personal Needs
- Report on Personal Development
- Recognize and Use Abilities
- Train

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**Leadership**

**Management by ...**

- Objectives
- Delegation
- Exception

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**Motivation**

**Hierarchy of Needs**

- Physiological
- Safety & Protection
- Social
- Esteem & Self-Respect
- Self-Fulfillment & Contribution

*Toward a Psychology of Being Human,  
Abraham Maslow, 1968*

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**Motivation**

**Coaching ... When**

- Open to Suggestion
- Not Defensive
- Accept the Need for Coaching

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**Motivation**

**Coaching ... How**

- Positive
- Factual
- Focused
- Checkable

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**Motivation**

**Counseling ... When**

- Not Open to Advice
- Defensive
- Denies the Need

**Counseling ... How**

- Positive View of Staff
- Recognize Different Characters
- Combine Feelings & Understanding
- Agreement for Change

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**Leadership & Motivation**

**Monthly Discussion [20 minutes]**

- **Structure [In order]**
  - **Praise & Recognition**
  - **Performance Problems**
  - **Feedback About Leadership**
  - **Ideas for Improvement**
- **Source - Diary**
  - **Three-Five Minutes per Day**
  - **Observations**

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**Self Assessment**

- Personality & Attitudes**
- Skills & Achievements**
- Knowledge & Learning Style**
- Values**
- Interests**
- Entrepreneurism**

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**Occupational Research**

- Information Search**
- Information Interview**
- Job Shadow**
- Hands-on Experience**
- Trends**

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**Decision Making**

**Career Objectives**  
**Personal Objectives**  
**Community Service**  
**Lifelong Learning** [CRM]

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**Employment Contacts**

**Job Search/Networking**  
**Resumes & Letters**  
**Job Interviews**

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**Job Search Resources**

**[www.monster.com](http://www.monster.com)**  
**[www.jobcentral.com](http://www.jobcentral.com)**  
**[www.indeed.com](http://www.indeed.com)**

Source: Peter Kurlec

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**Work**

**Offers/Acceptance**  
**Success/Failures**

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**Life Planning**

**Re-Evaluation**

- Stay or Switch
- CRM/Competencies

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**Career Planning Steps**

<b>Life Plan</b>				
Re-evaluation				
<b>Work</b>				
Offers		Success		
<b>Employment Contacts</b>				
Job Search		Resumes	Interviews	
<b>Decision Making</b>				
Career	Personal	Community	Learning	
<b>Occupational Research</b>				
Info Search	Info Interview	Job Shadow	Experience	Trends
<b>Self Assessment</b>				
Personality	Skills	Knowledge	Values	Interests
Entrepreneur				

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