



Exploring Perspectives (Preview)

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The glance captured here provides one approach Creative WorQs uses to gauge leaders' needs, understand perspectives, and ultimately open-up conversations. In addition, this information was provided to give an example of how to adjust IO language to bridge the gap between IOs and non-IO leaders.

<u>Profile Focus</u> :	Mid-level Managers
<u>Content Focus</u> :	Examining Leadership / Management Perspective
<u>Goals</u> :	Establish Areas of Service & Provide Digestible Overview

Insights to Explore with clients

Mid-level type managers

- ☐ Have some power / authority to control aspects of how the job is executed, but do not dictate organizational direction / final decisions.
- ☐ Their role offers the opportunity to communicate directly upward, but overall the relationship is top-down.
- ☐ Have a team and or a group of followers that they rely on / who rely on them.
- ☐ Are often put in the position to handle interpersonal issues, but not generally given direct / upward support on the decisions they have to make.
- ☐ Are told about plans to grow within the company, but they often become contingent and or somewhat ambiguous.
- ☐ You feel somewhat worried about your level of job security, but also that you provide clear value to the organization.
- ☐ Are often given general and challenging goals from superiors, but often have to figure out how to operationalize and implement these goals.
- ☐ Do not have direct control over acquiring resources for work demands, and generally can only indirectly influence organizational budgets / resource allocation.
- ☐ Do not have financial ownership of the company you work for.

Areas they often need help

Areas we have helped clients, and are often mentioned by managers:

- ❖ Helped them understand how to navigate attitudes and emotions in the workplace.
- ❖ Helped them foster leadership mindsets and strategic thinking.
- ❖ Created and provided tools based in empirical, applied, and sound psychological science.
- ❖ Bring energy, and help them understand how to develop strong org relationships.

Process Stages

How we might take interested or potential clients through the first stages of a diagnostic process:

- Get the conversation started with a focus on the scale of their needs.
- Explore their personal insights and perspectives (depending on the focal point).
- Beforehand :
 - Identify the diagnostic information you are interested in collecting (i.e. the areas mentioned above), and take your client through them.
- You May Need To :



- Consider your client's network (key relationships / interpersonal resources may be important variables in the approach you take).
- Discuss their ideas about accountability expectations, and ideas related to, "success," and "failure."
- Open up conversation about the link between personal and professional goals.
- Discuss goal setting and demonstrate/explain how you will help keep them on track.

Building Perspective

Another useful tool to build perspective for clients is to capture how strategic support staff, such as administrative assistants / assistant managers, may perceive their position. So using the same approach to, "Establish Areas of Service & Provide Digestible Overview," here are examples used for mid-manager type clients.

Entry-level to Lower Management (admin. assistants / assistant managers)

Administrative assistants / assistant managers are often responsible for important outcomes, but do not always receive visibility that creates opportunity.

- ★ They have some power / authority to control aspects of how the job is executed, but they do not dictate organizational direction / final decisions.
- ★ They are often put in the position to handle interpersonal issues, but not generally given direct / upward support from on the decisions they have to make.
- ★ They do not have direct control over acquiring resources for work demands, and generally can only indirectly influence organizational budgets / resource allocation.
- ★ They do not have financial ownership of the company you work for.
- ★ Their perception of role autonomy and ability is low.

Note: The beauty of this approach is that it can help demonstrate how mid-management type roles do not differ so much across many role-related perceptions and actualities.



For more information, or the full guide, contact Creative WorQs.