Transcription - Dr Maria Nemeth Part 4

Welcome back, I'm Kim Baillie, he's Jamie Wadley and this is Inside Exec. This is the final part of our conversation with Dr. Maria Nemeth. Today we're going to cover what it's like to manage a team of creative people and also how we measure contribution, how as leaders we acknowledge contribution of our teams and our team members.

I think too that it's interesting for our listeners because many of them work in industries where they have creative people in their teams. And we've had questions in the past about how do I allow them the creativity that I know they've got when I still need them to meet these deadlines that we have. So it's an interesting exercise in terms of managing and leading a team of creative people that I don't think that I would take on.

Well, I think it's difficult because creatives are not the people you'd want to be running your business. It's almost as though if you have a group of creatives, you'd also want to hire a couple of people who are the implementers. You know, who can meet the deadline and can meet the people who are the creators, are creatives, as I call them, to flourish in that way. Now, let's say if you don't have the budget to hire someone in working with creatives, it's important for them to know why they're being asked to do something. And how doing this will benefit them and the company. And so you can actually say to the person, "I want you to use your creative energy to discover the best way for you to meet these deadlines." And then you're working with them, see? You're not imposing anything from the outside, you're asking them to bring what's inside of them to the situation.

Jamie's laughing because that's how he has to be managed.

Well, I think creatives need managers. Just like managers need creatives. (Yeah. Exactly.) Because you want to manage something. So creatives give you what to manage. And for creatives, your management is crucial. The most important thing, circling around again, is trust. How you view each other as heroes, goals and dreams, and that you have inside all your own answers, and that you contribute to one another. And that you treat each other with dignity and respect, which is, I have a sense, this is exactly what you do. I can tell.

The contribution question is one that I think is worth us having just a couple of minutes on because I think it is a word that's bandied around a lot these days, in terms of organisations and management generally, you know, make a contribution. Do this, and everyone will be better. How do we allow our listeners to measure their contribution or how they value contributions?

Let's say that question again.

We're looking at contribution and I'm just interested in how the listeners would measure their contribution, what they see is their contribution.

In other words, how listeners would manage their, the way in which you're making a

difference? So this is kind of an interesting thing. You can measure whether or not you're making a difference by, of course, the benefit that you are bringing to whatever it is that you do. And you know, if we are dedicated to bringing benefit to others with what we're doing, that's the best way for us to see how we're contributing. And I think it's also the job of the manager or the leader to let the person know the way in which they're contributing. Because it's so important to hear from others that you respect or who are your leaders that you're making a difference wherever you are.
So I hope that answers it.

It does. I really wanted to get to the point where as leaders and as managers, it's our responsibility to acknowledge that contribution.

Well, you know what exactly it's not so much a, well, it is a responsibility, but you know what is also a privilege. We have the privilege of seeing to it that the people underneath us flourish. And that's our job as a leader, your job is to have the people you're leading flourish. You know, that's the reason we need leaders. It's not so much for your vision, although vision is useful, but I have to tell you everyone has vision. The question is, is this vision one that will contribute to the corporation or to the business, whatever. But you know that the most important thing is our own dedication to working with the people that we lead, allowing them to see where they're making a difference and also helping them see where they could make even more of a difference with a shift in certain ways of doing things. You start from, the loading of this, is you are already capable and I just want to support you in bringing out that capability, that capacity to do what you're here to do. So how might I best support you?

So what we really saying there is we get a feeling of pride in what we're doing. We're probably contributing at a higher end of it.

Oh yes, oh yes, I feel proud of it. And the reason I feel proud is because my boss lets me know, or I'm making a difference. (Yeah.) It's not all about corrective action because you know, that's so many people say, well, that's my main job, isn't it? Corrective action. You're showing people, no, that's not your main job. That is, that comes after you've seen them as a hero, etc, etc. I hope that's helping.

It is indeed. And we have reached out time limit. So, is there anything that we haven't covered today, Dr. Maria, that you would like to add?

I want to acknowledge the two of you for this program. And for the way in which you do want to make a difference for your listeners at both ends of the generational spectrum, so to speak, as well as the, you know, stages. So, you know, in the stage of seven and eight in the psychosocial stages of development, because you want to make sure that people of the stage eight, the older generation are getting some value, as well as the people who are just coming up. You know, what can we do to support them? So important. So thank you for doing this work.

My perspective is not entirely altruistic, I do like the takeaways. I can bring home personally. So I thank you for that.

Great.

All right. Thank you both for today.

Let me just say something. You are a joy. Both of you are a joy to talk with. And I just really appreciate it.
(Thank you. Thank you as well.) So thank you.

That is the final part of our four-part conversation with Dr. Maria Nemeth. If you haven't heard any of the other parts, I encourage you to do so.For now, I'm Kim Baillie, he's Jamie Wadley and this is Inside Exec.