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## Neutrality, Partnership and Leadership

So, whose responsibility is it to have up-to-date information? Is it up to supervisors and managers to know where to go, who to go to, and when to inform their direct reports?

No matter the type of relationship, the number one area of concern and importance is communication. Think about any group or person in your life. Are there ever challenges with sending and receiving information?

Let's look a little closer at work relationships. We work a minimum of eight hours a day if we are full-time. We develop ties to those we work with on a daily basis. One of the challenges of a supervisor is to remain neutral in how we view all aspects of situations. Think about times that you have had to make tough decisions. How do you make sure you are gathering enough information to be well-informed to pass on accurate information and to truly understand all aspects in a way that takes all needed viewpoints into account?

Taking the current scenario of the Classification and Compensation Study, for example:

- As a leader, do I understand the role of Human Resources (HR), the role of [Appointing Authorities](#), the role of the [Personnel Board](#), and a breakdown of employee and supervisory roles in the longer term process?
- Am I competent and comfortable answering employee's questions that I should be able to answer as a supervisor or manager?
- Do I understand what it means to classify positions, what minimums, midpoints and range adjustments are ... so that I can interpret communications?

- Do I understand that the decision about when to hire above the minimum comes from departmental budget decisions and the Appointing Authority?
- Do I understand that equity adjustments and other [pay decisions](#) come under the authority of Appointing Authorities, with guidance provided by HR about ranges equating to qualifications, experience and market rates?
- Can I view the overall picture of what I hear with neutrality, and when explaining, do I refrain from "blaming" someone for news I do not want to have to give to employees?
- If I am uncomfortable, do I know where to go to get help for how I translate information accurately to employees?
- Do I research before passing along information from another source that has not been validated with facts?

Considering the many activities necessary to manage resources with integrity and stewardship, it becomes increasingly more important that we respect all aspects of partnership. **We can only be accurate messengers if we are well informed, neutral leaders who understand that courage to confront the unpopular is a competency that is much tougher to put into action than to discuss.**

*Need assistance? Human Resources can help. Call Organizational & Talent Development at 464-3796 or email [training@pinellascounty.org](mailto:training@pinellascounty.org). Also, consider signing up for an [Emerging, Evolving or Strategic Learning Path](#).*