

TEMPORAL LEADERSHIP

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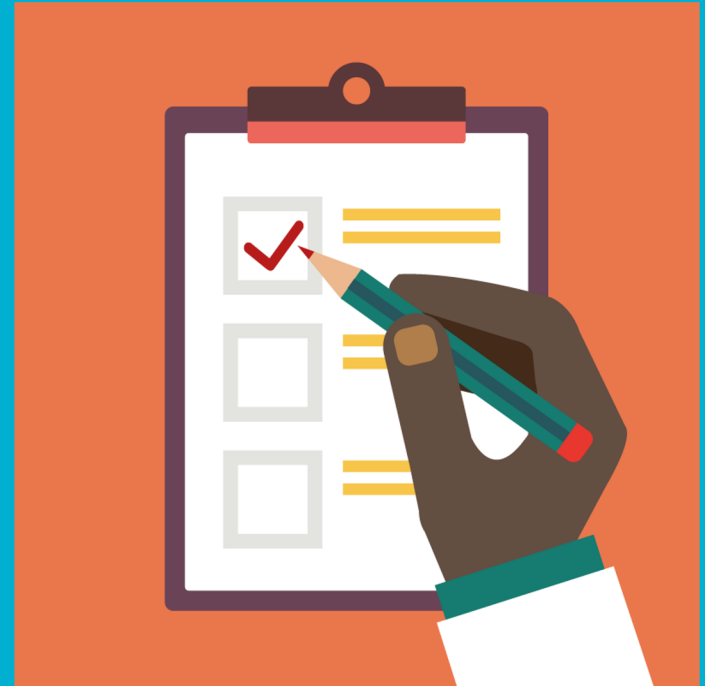
WHAT IS TEMPORAL LEADERSHIP?

- LEADERS HELP THEIR SUBORDINATES COMPLETE TIME-RELATED TASKS
- CEO'S FROM NOW SUCCESSFUL BUSINESSES ONCE STRUGGLED WITH TIMELINESS AND DEADLINES
- TEMPORAL VARIABLES ARE NEGLECTED IN LEADERSHIP RESEARCH

The Google logo is displayed in its characteristic multi-colored font (blue, red, yellow, green, red) on a white background.The Dropbox logo, consisting of a blue diamond-shaped icon above the word "Dropbox" in black, is shown on a white background with a black diagonal line crossing through it from the top-left to the bottom-right.

APPLICATIONS

- TEMPORAL LEADERSHIP CAN BE FOUND IN WORK, SPORTS, AND SCHOOL
- I HAVE SEEN IT FIRSTHAND AS MANAGER FOR A D1 BASKETBALL TEAM AND FROM MY FATHER WITH HIS JOB
- MOTIVATING, MONITORING, ADVISING AND LEADING OTHERS ALL REQUIRE AN EMPHASIS ON TIMELINESS



MULTIDIMENSIONAL TEMPORAL LEADERSHIP

AN EXPANSION OF THE
CONCEPTUALIZATION OF
TEMPORAL LEADERSHIP

CAN BE DIVIDED INTO 5
DIMENSIONS...

1. TEMPORAL MONITORING
 2. TEMPORAL INTERVENTION
 3. TEMPORAL DIRECTION
 4. TEMPORAL ENCOURAGEMENT
 5. TEMPORAL MODELING
-

TEMPORAL MONITORING

- LEADERS CHECK IN WITH FOLLOWERS
 - WHAT IS NEEDED?
- NOT A FORM OF MICROMANAGING!
- CAN PREVENT FUTURE OBSTACLES FROM OCCURRING
 - GATHER INFORMATION

“Hello (insert follower’s name), How is your project coming along?”

“Can I provide you with any assistance to help you meet your deadline?”

TEMPORAL INTERVENTION

- DIRECT ASSISTANCE FROM LEADER
- PROVIDE RESOURCES TO FOLLOWER
 - INCAPABLE OF FIXING SOLO
- ACCESS TO...
 - INFORMATION
 - TECHNOLOGY
 - CONNECTIONS WITHIN INDUSTRY
- GOAL: HELP MEET DEADLINES



TEMPORAL DIRECTION

- INSTRUCTING FOLLOWERS
 - HOW TO BEST MANAGE TIME
- AS A LEADER, THIS CAN LOOK LIKE MANY DIFFERENT THINGS
 - PRIORITIZING TASKS
 - CREATING A SCHEDULE
 - PLANNING

“Hello, can I give you a piece of advice for your project? I think this will help you meet your deadline...”

TEMPORAL ENCOURAGEMENT

- INTERPERSONAL, TIME-RELATED SUPPORT
- AFTER DEADLINE HAS PASSED...
 - REWARD FOLLOWERS FOR ACCOMPLISHING TASKS ON TIME
- AS DEADLINE APPROACHES...
 - INSTILL CONFIDENCE
 - PROVIDE ENCOURAGEMENT



TEMPORAL MODELING

- LEADING BY EXAMPLE
 - SHOWING UP ON TIME
 - MEETING DEADLINES
 - PRODUCTIVE PACE OF WORK
- TEACHERS DON'T SHOW UP LATE TO THE CLASS THEY TEACH
 - SETS PRECEDENT FOR FOLLOWERS



TEMPORAL LEADERSHIP VS TIME MANAGEMENT

- TEMPORAL LEADERSHIP IS OFTEN CONFUSED AS JUST TIME MANAGEMENT
 - TEMPORAL LEADERSHIP...
 - REQUIRES LEADERSHIP
 - UTILIZES INTERPERSONAL COMMUNICATION
 - A SQUARE IS A RECTANGLE BUT A RECTANGLE ISN'T NECESSARILY A SQUARE
 - TIME MANAGEMENT IS AN ASPECT OF TEMPORAL LEADERSHIP
-

MULTIPLE TEMPORAL LEADERSHIP DIMENSIONS AT ONCE!



TEMPORAL MODELING

- THE GREATEST LEADERS LEAD THROUGH THEIR ACTIONS
- BASKETBALL PLAYERS MUST SHOOT BEFORE THE SHOT CLOCK RUNS OUT
 - LEADERS NEVER LET THE SHOT CLOCK RUN OUT
 - SHOWS THEIR FOLLOWERS THAT ANYTHING ELSE IS UNACCEPTABLE
- BUSINESS LEADERS SHOW UP TO EVERY MEETING ON TIME
 - SETS PRECEDENT THAT TARDINESS IS UNACCEPTABLE
 - WHY WOULD A FOLLOWER SHOW UP ON TIME IF THEIR BOSS NEVER DOES

TEMPORAL ENCOURAGEMENT

- REWARDING AND RECOGNIZING TIME-EFFICIENT BEHAVIORS
 - ENCOURAGE FOLLOWERS WHEN THEY DO NOT LET THE SHOT CLOCK EXPIRE
 - REINFORCES A JOB WELL DONE
- FOOTBALL COACHES CLAP WHEN THEIR QUARTERBACKS SNAP THE BALL BEFORE THE PLAY CLOCK EXPIRES
- BUSINESS LEADERS REWARD EMPLOYEES WHO GET THEIR TASKS COMPLETED BEFORE THE DEADLINE

“ENCOURAGEMENT IS FREE AND BEYOND MEASURE IN VALUE” - WILLIAM DeFOORE

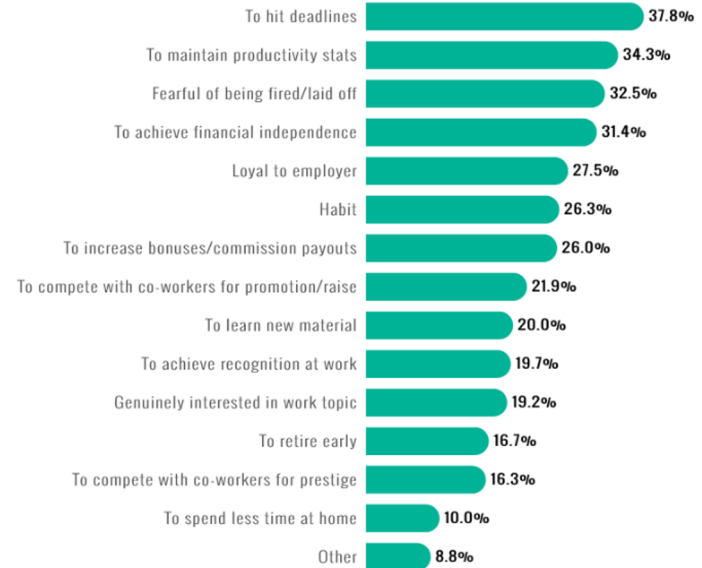
HOW CAN I INFLUENCE MY EMPLOYEES?

- THE GOAL OF TEMPORAL LEADERSHIP IS TO INFLUENCE OTHERS TO MAKE THE MOST OF THEIR TIME
 - PROVIDE SCHEDULES
 - ACCESS TO RESOURCES
 - GOOD EXAMPLE
- WITHOUT INFLUENCE, LEADERS CANNOT MOTIVATE THEIR EMPLOYEES
 - A TEAM WITHOUT MOTIVATION IS RARELY SUCCESSFUL
- TEMPORAL LEADERSHIP IS THE PERFECT ANSWER TO THIS IMPORTANT QUESTION

HOW CAN I HELP MY STAFF MEET DEADLINES?

- DIRECT CBD SURVEY
 - 900 EMPLOYEES
- PRIMARY REASONS FOR BURNING OUT ON THE JOB
 - ALMOST 38% BURNED OUT FROM THE STRESS OF MEETING DEADLINES
- TEMPORAL LEADERSHIP HELPS LEADERS MEET THEIR TEAM'S DEADLINES
 - FOCUSES ON TIME-RELATED BEHAVIORS
 - HELPS LEADERS STAY ORGANIZED AND ACCOMPLISH GOALS

Primary Reasons for Working to the Point of Burnout



WHAT STRUCTURE SHOULD I PROVIDE MY FOLLOWERS IN ORDER TO MAXIMIZE THEIR PRODUCTIVITY?

- TEMPORAL LEADERSHIP EMPHASIZES TIME-RELATED STRUCTURE
 - CALENDARS, AGENDAS, PLANNERS
- TOP-DOWN STRUCTURE
 - WHOLE ORGANIZATION MUST BE ON THE SAME PAGE STRUCTURALLY



THE RESTAURANT INDUSTRY

- EVERYTHING IS BASED AROUND MEETING DEADLINES
- TEMPORAL LEADERSHIP HELPS TREMENDOUSLY IN THIS SETTING
 - FAST FOOD
 - DINE-IN
 - DELIVERY
- TEMPORAL LEADERSHIP RESEARCH SHOULD BE DONE IN THE RESTAURANT INDUSTRY
 - TIME-RELATED WORK IS PERFORMED ON A CONSISTENT BASIS
 - LEADERSHIP STRUCTURE IS EASILY VISIBLE
 - VIEW HOW MANAGERS COMMUNICATE WITH THEIR EMPLOYEES

FAST FOOD RESTAURANTS

- MANAGERS ARE IN CHARGE OF MANY TASKS AT ONCE
 - FOOD PRODUCTION
 - TAKING CUSTOMERS ORDERS
 - PAYMENT
- MANAGERS CAN USE TEMPORAL LEADERSHIP TO IMPROVE THIS PROCESS
 - TIMELINESS AND EFFICIENCY



SIT DOWN RESTAURANTS

- FOCUS IS ON MAXIMIZING REVENUE
 - SERVE AS MANY CUSTOMERS AS POSSIBLE DURING OPERATING HOURS
- TEMPORAL LEADERSHIP MOTIVATES EMPLOYEES TO BE EFFICIENT
 - SEAT CUSTOMERS QUICKLY
 - GET THEM SERVED
 - CLEAN TABLES FOR NEXT CUSTOMERS
- MANAGERS CAN USE THE FIVE DIMENSIONS OF TEMPORAL LEADERSHIP
 - MONITOR EMPLOYEES AS THEY SERVE CUSTOMERS
 - INTERVENE IF SOMETHING NEEDS FIXING
 - DIRECT EMPLOYEES ON WHEN TO TAKE BREAKS
 - ENCOURAGE TIME-RELATED SUCCESSES
 - MODEL EFFICIENCY

TEMPORAL LEADERSHIP EXAMPLES IN BASKETBALL



20 MINUTE HALVES

- COLLEGE BASKETBALL IS DIVIDED UP INTO TWO 20 MINUTE HALVES
 - WOMEN'S COLLEGE BASKETBALL JUST CHANGED TO FOUR 10 MINUTE QUARTERS
- COACHES PONDER HOW THEY CAN MAKE THE MOST OF THEIR TIME ON THE COURT
- MANY COACHES PREACH A “NEXT PLAY MENTALITY”
 - DON'T WORRY ABOUT WHAT HAS PASSED IN THE GAME
 - FOCUS ON THE PRESENT

TIMEOUTS

- THE LENGTH OF EACH TIMEOUT DEPENDS ON WHETHER A COACH CALLS A 30 SECOND TIMEOUT OR A FULL TIMEOUT
- COACHES DIVIDE UP RESPONSIBILITIES DURING TIMEOUTS
 - ONE COACH IS IN CHARGE OF FINDING THE OTHER TEAM'S SUBS
 - ANOTHER COACH GIVES THE PLAYERS MATCHUPS
 - THE MANAGERS GIVE THE WHITE BOARD TO THE COACH AND WATERS AND TOWELS TO THE PLAYERS
- THAT WAY THE HEAD COACH CAN MAKE THE MOST OF HIS TIME COACHING THE PLAYERS ON WHAT TO DO NEXT WITH THEIR TIME

INBOUNDS PLAYS

- SPECIAL SITUATIONS SUCH AS INBOUNDS PLAYS CAN BE GAME CHANGERS
- A TEAM MUST INBOUND THE BALL WITHIN 5 SECONDS OR ELSE IT IS A VIOLATION
- COACHES RUN SPECIFIC PLAYS IN ORDER TO GET THE BALL INBOUNDED AND POTENTIALLY SCORE
 - COACHES TELL PLAYERS TO PRACTICE THESE PLAYS
 - THEY INTERVENE IF THEY DON'T RUN IT CORRECTLY



PRACTICE PLANS

HERSHEY BASKETBALL PRACTICE PLAN			
DAY - TUESDAY			DATE - 11-17-98
START-END	LEN.	ACTIVITY	COACH'S NOTES
3:30 - 3:45	15	FREE SHOOTING (PAIRS)	CONCENTRATE
3:45 - 3:55	10	STRETCHING	WORK AT IT!
3:55 - 4:05	10	3-MAN WEAVE	
4:05 - 4:15	10	SPLIT-VISION DRILL	3 GROUPS
4:15 - 4:30	15	CHECK OUT DRILL	BE AGGRESSIVE
4:30 - 4:40	10	SPLIT SQUAD FOR THIS DRILL PERIOD GUARDS-FEED THE POST PASSING DRILL FORWARDS-JUMP OUT DRILL CENTERS-SHAPE UP DRILL	C'S ON SIDE BSKT.
4:40 - 5:00	20	1/2 COURT ZONE DEFENSE WORK	HUSTLE
5:00 - 5:20	20	PRESS BREAKER	HEADS UP - BE ALERT
5:20 - 5:30	10	LINE DRILLS	FOUR A PIECE
5:30 - 5:45	15	FREE THROW PRACTICE	MAKE 25 EACH

- COACHES OFTEN USE PRACTICE PLANS
 - IMPROVES FLOW AND ORGANIZATION OF PRACTICES
- A PRACTICE PLAN IS BASICALLY AN AGENDA FOR A PRACTICE
 - IT KEEPS THE TEAM AND COACHING STAFF ON PACE
 - THE HEAD COACH IS IN CHARGE OF TELLING THE TEAM WHEN AND WHAT THE NEXT DRILL IS
 - AFTER THE ALLOTTED TIME PERIOD FOR THAT DRILL IS UP, IT IS ON TO THE NEXT DRILL
- EVERYTHING IN A PRACTICE IS TIMED

THE LOS ANGELES CLIPPERS

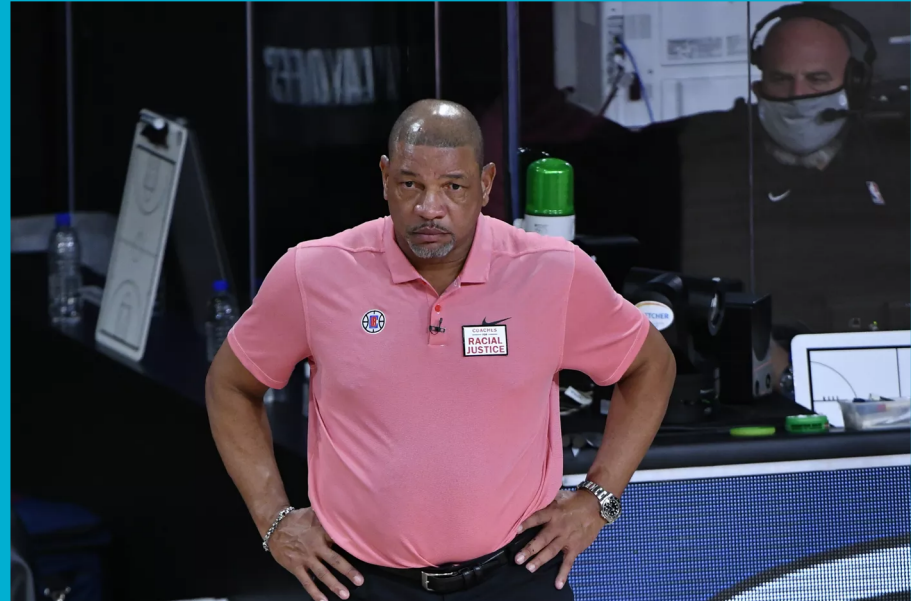


Season	Opening Round			Conference Semi Finals		
	Record	Results	Opponent	Record	Results	Opponent
2019-2020	4-2	W L W L W W	Mavericks	3-4	W L W W L L L	Nuggets
2018-2019	2-4	L W L L W L	Warriors	-	-	-
2017-2018	-	-	-	-	-	-
2016-2017	3-4	L W W L L W L	Jazz	-	-	-
2015-2016	2-4	W W L L L L	Trail Blazers	-	-	-
2014-2015	4-3	W L L W L W W	Suns	3-4	W L W W L L L	Rockets
2013-2014	4-3	L W W L W L W	Warriors	2-4	W L L W L L	Thunder
2012-2013	2-4	W W L L L L	Grizzlies	-	-	-
2011-2012	4-3	W L W W L L W	Grizzlies	0-4	L L L L	Suns

- THE LOS ANGELES CLIPPERS HAVE PUT BEEN ONE OF THE MOST DISAPPOINTING TEAMS OF THE 2010S
- LACK TEMPORAL LEADERSHIP
 - INSTEAD OF ADDRESSING LOCKER ROOM ISSUES THEY RESORTED TO PETTINESS AND IMMATURITY
 - “THERE WAS SO MUCH JUST LIKE PETTINESS... IT’S WEIRD TO THINK WHAT WE HAD THE POTENTIAL TO ACCOMPLISH AND WHAT ULTIMATELY DERAILED THAT IS PETTINESS.”- JJ REDICK
 - NEEDED TEMPORAL MONITORING AND INTERVENTION
- THE HEAD COACH AND LEADERS ARE TO BLAME
 - A TEMPORAL LEADER WOULD NOTICE AND INTERVENE IF THEY SAW DIVISION WITHIN AN ORGANIZATION
 - THE LA CLIPPERS’ LEADERS DID NOT AND THIS LED TO COUNTLESS PLAYOFF FAILURES

2019-20 LA CLIPPERS

- IN THEIR MOST RECENT CAMPAIGN, THE LA CLIPPERS BLEW A 3-1 LEAD TO THE DENVER NUGGETS
- REPORTS OF LOCKER ROOM DYSFUNCTION THROUGHOUT THE SEASON
 - STAR PLAYERS REPORTEDLY RECEIVED PREFERENTIAL TREATMENT
 - RUBBED TEAMMATES THE WRONG WAY
- STAR PLAYERS LACKED TEMPORAL MODELING
 - PAUL GEORGE AND KAWHI LEONARD MISSED OVER A COMBINED 30 GAMES (MANY TO "LOAD MANAGEMENT")
 - CREATED DISTRUST AND TENSION WITHIN THE LOCKER ROOM
- A TEMPORAL LEADER WOULD WORK THROUGH THESE ISSUES
 - HE WOULD SHOW THAT HE HAS HIS TEAMMATES' BACKS



THE COACHING TEMPORAL LEADERSHIP CHECKLIST

1. Establish direct communication routes with each player and coach in the program.
2. Have initial meetings with each member of your program to discuss their time-related goals.
3. Explain your own specific, time-related goals, and teach other players and coaches how to set their own. Next, set time-related goals, for the team, together (see below).
4. Figure out how the personal, time-related goals of your players and staff can be interconnected with the broader program's time-related goals.
5. Check in on your players, at least once a week, to see if they need anything to meet their time-related goals.
6. Be the “smartest” (vs. hardest) worker in the building. Create a schedule, in advance, and follow it, so that you are efficiently utilizing your time. This will make it easier to accomplish the program's time-related goals.
7. After the season, have discussions with the members of your program. Discuss the time-related progress of individual and team goals.