




WELCOME TO....

**MID CAREER LEADERSHIP
COHORT
SEPTEMBER 15-18, 2014**



Session 1 - Overview

Today	Tuesday
Defining Leadership DiSC Profiles	Personal Energy Management
<i>Bob Devlin & Claire Meany – Transformation Strategies, Inc.</i>	<i>Cindy Heroux – Human Performance Institute</i>
Evening – personal reading & community building time	Evening – values discussions

Session 1 - Overview

Wednesday

The Psychology of
Ethics: Implications
for Leadership

Louie Larimer

*Evening – Fireside Chat
with Louie Larimer*


Thursday

Executive Shift
Leadership Behaviors
Commitments
Program Components


*Bob Devlin, Transformation
Strategies, Inc.*

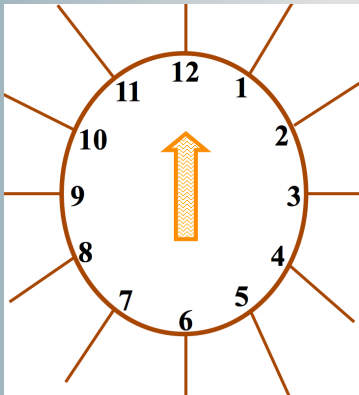
The Year in Overview

1 – Opening Session	Sep14
2 – Leading with Emotional Intelligence	Oct14
3 – 360 – Communication & Interaction	Nov14
4 – Managing Conflict – Surfing the Swamp	Dec14
5 – Creativity & Innovation	Jan15
6 – Political Savvy	Feb15
7 – Leading Across the Generations	Mar15
8 – Leadership Lessons from Gettysburg	Apr15
9 – Creating High Performance Organizations	May15
10- Integration & Leadership Storytelling	Jun15



Setting Clock Partners






Find a partner for each time slot on the clock

- Write each others name on the time slot

Rules

- Not from your table
- No duplicates



5

INTRODUCTIONS

- Interview your partner:
 - Who they are
 - Where they work
 - What they hope to gain from this cohort experience
 - Fun facts
- Introduce your partner to the rest of the group sharing one fun fact!! *(one minute per pair max)*

Characteristics of Great Leadership



Think of 2-3 leaders that

- Have had a positive impact on you
- You admire

List the characteristics that make them a great leader.



THOUGHTS ON LEADERSHIP



Leaders Lead Content & Context

Leading when you know ... content

Leading when you don't know ... context

→ Adaptive Leadership

Leaders Have Multiple Agendas

- Delivering Today's Results
- Aggressive Continuous Improvement
- Building the Future

Must do all ... both/and

→ Creates Dilemmas & Tension

Leaders Work Dilemmas

- A key role of Leadership is to...
- Recognize dilemmas – both/and
- Respect them – tension is normal – they don't go away
- Reconcile them – find workable ways forward & continue to manage them

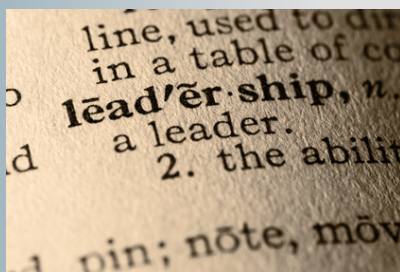
Leaders Create Engagement

- Creating Strategy
- Aligning Behavior with Strategy
- Ensuring Emotional Subtext
Creates the Productive Behavior
- Leaders as Storytellers
 - Logos ... Ethos ... Pathos

Leadership Competency Model: 5 ECQs and Fundamental Competencies

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions
Creativity & Innovation External Awareness Flexibility Resilience Strategic Thinking Vision	Conflict Management Leveraging Diversity Developing Others Team Building	Accountability Customer Service Decisiveness Entrepreneurship Problem Solving Technical Credibility	Financial Management Human Capital Management Technology Management	Partnering Political Savvy Influencing/ Negotiating
Fundamentals				
Written Communication Interpersonal Skills		Integrity/Honesty Oral Communication	Public Service Motivation Continual Learning	

Define Your Leadership



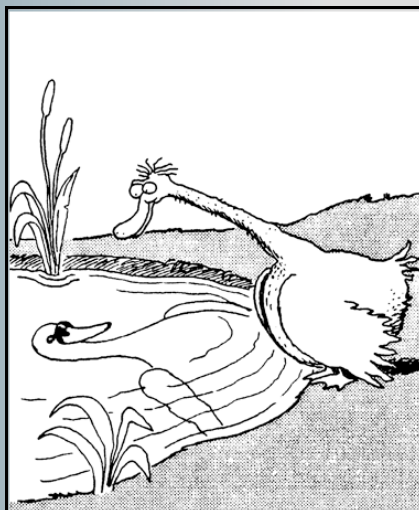
- Which characteristics do you want to be known for?
- What are some actions you can take to do more of this?

Personal Profile



Understanding
Behavioral Style
using DiSC

Know Thy Self



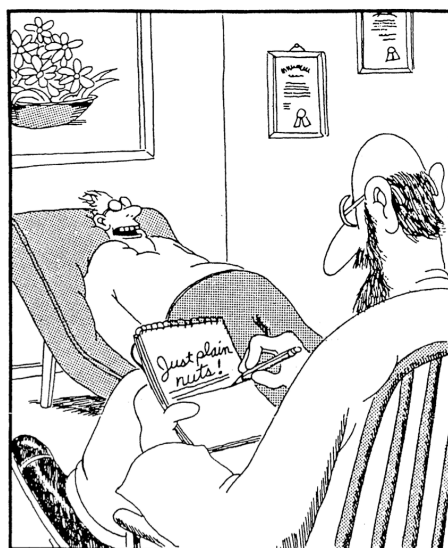
□ Know Thy Self

- Who is the true you and what is your behavioral style?

Sharpening Our Saw



□ “Even on top of Everest I was looking at other mountains to climb”



□ DiSC will not tell you anything about your mental state !!!



"You are fair, compassionate, and intelligent,
but you are *perceived* as
biased, callous, and dumb."

It is not an
assessment
of your skill
and will not
predict your
future



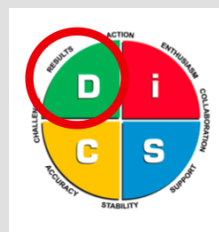
"And under 'Personality', cross out
'Is hostile and aggressive' and write-in
'Is popular and well rounded emotionally'."

Nor will it
go in your
personnel
file.

Fast-Paced Outgoing, Initiator, Risk-Taker Competitive			
Task	1. High ego strength, confident 2. Impatient 3. Values speed, concrete results 4. Likes change, challenges 5. Needs direct answers and to be approached assertively 6. Seen as: blunt, pushy, arrogant Guarded relationships Self-contained Cool	D Dominant Directing	1. Positive, emotional, talkative 2. Impulsive 3. Values social recognition 4. Likes friendly relationships/ favorable conditions 5. Needs priorities and deadlines 6. Seen as: lacking self-discipline, disorganized, not enough task focus Influencing Interacting i Open/Warm Relaxed
	Controlling Calculating 1. High standards, perfectionistic 2. Sensitive to criticism 3. Values quality, "doing it right" 4. Likes accuracy & logical approach 5. Needs many explanations to be convinced and lots of detail 6. Seen as: picky, critical, cold C Conscientious Cautious	S Steady Stable Supportive Feeling	Cooperative Reserved, Responder, Avoids Risk Deliberate
People			

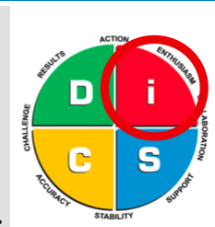
Characteristics of D's

- Focus on immediate results
- Take and or cause action
- Accept challenges
- Make quick decision
- Question the status quo
- Take authority
- Solve problems and manage trouble



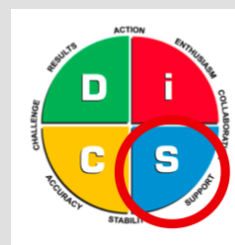
Characteristics of I's

- Connect with people
- Make a favorable impression
- Articulate
- Create a motivating environment
- Generate enthusiasm
- View people and situations with optimism
- Participate in groups



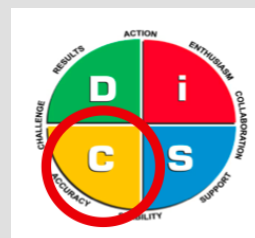
Characteristics of S's

- Perform in a consistent and steady manner
- Patient
- Help others
- Show loyalty
- Good listeners
- Develop specialized skills
- Create a stable harmonious environment



Characteristics of C's

- Adhere to standards and directives
- Focus on details
- Think analytically
- Check for accuracy
- Analyze performance critically
- Diplomatic with people
- Use subtle or indirect approaches to conflict
- Use a systematic approach to situations



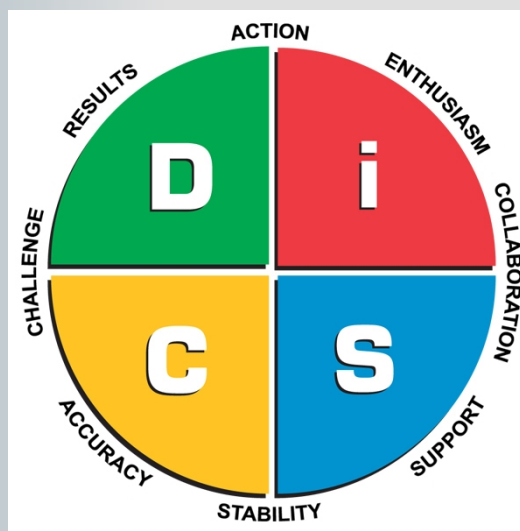
DiSC Group Activity

- The strengths of our style are.....
- The style we seem to conflict most with is _____ because _____
- Some things we need to learn from other styles are _____
- A motto or jingle that best conveys who we are is _____

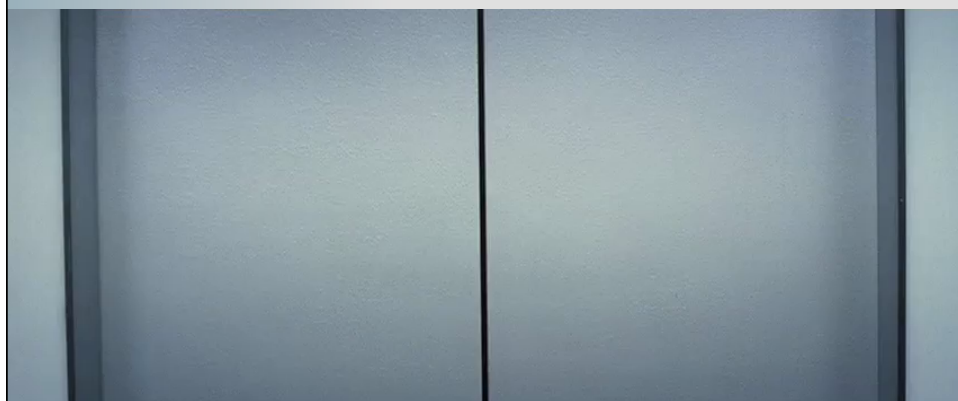
LUNCH



DiSC MODEL



DiSC Example 1

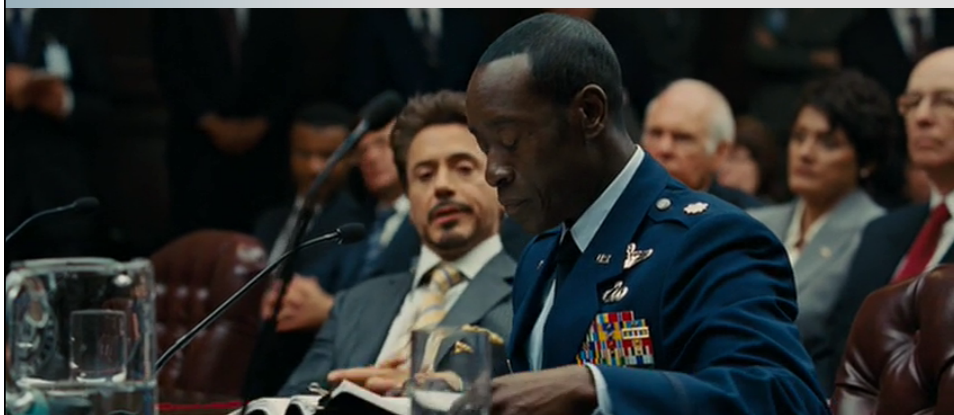


Characteristics of D's



- Driving
- Decisive
- Inquisitive
- Forceful
- Demanding
- Quick
- Adventurous
- Competitive
- Strong-Willed
- Purposeful

DiSC Example 2



Characteristics of I's

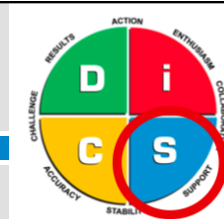


- Persuasive
- Enthusiastic
- Outgoing
- Dynamic
- Sociable
- Demonstrative
- Self-Advancing
- Friendly
- Charming
- Influential

DiSC Example 3

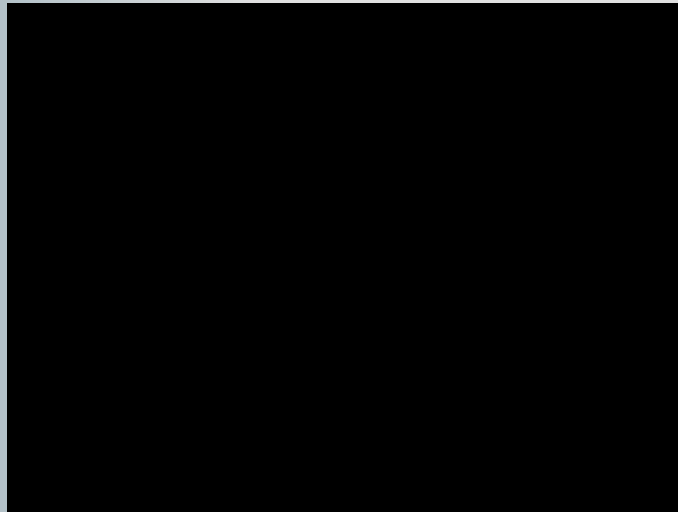


Characteristic's of S's

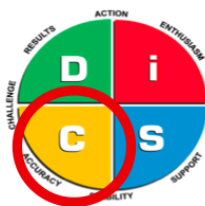


- Calming
- Caring
- Encouraging
- Patient
- Sharing
- Relaxed
- Amiable
- Stable
- Deliberate
- Loyal

DiSC Example 4



Characteristics of C's



- Deliberate
- Logical
- Accurate
- Precise
- Analytical
- Careful
- Controlled
- Stable
- Diplomatic
- Cautious

DiSC Work of Leaders



- **Crafting a VISION**

- Exploration
- Boldness
- Testing Assumptions

DiSC Work of Leaders



- Building **ALIGNMENT** around a Vision

- Clarity
- Dialogue
- Inspiration

DiSC Work of Leaders



- Bringing it to life by championing **EXECUTION**
- Momentum
- Structure
- Feedback

Exercise

Read about your style and the three Works of Leaders - Vision, Alignment and Execution – Report pages 6-20

Review where you are on the behavioral continuum. Then write your responses to these questions:

- As a _____ when it comes to Vision, Alignment, Execution I tend to _____.
- As a _____ some things I need to focus on when it comes to Vision, Alignment and Execution are _____

10 Minutes – Use the pages in your assessment to guide you

Exercise

- In small mixed style groups discuss each of the Works of Leaders and the drivers....
 - Get input from those of like and different styles on what you can do more of in order to enhance your work as a leader
 - Be sure to listen to those who have different approaches than you!

BREAK



DAY 4- SLIDES

Leadership Pipeline
Losada Flourishing Teams
Value Building Behaviors
Executive Shift
360 Assessment

High Leverage Behaviors Losada: Flourishing Teams

- **3 Bi-polar Variables**
 - Positive: support, appreciation, encouragement
 - Negative: disapproval, sarcasm, cynicism
- **Inquiry vs Advocacy**
 - Enquiry: questions to explore others' thinking
 - Advocacy: championing my own views
- **Other vs Self**
 - Other: refer to another person, group, company
 - Self: refer to self, this group this company

Ratios – Not Quantities

	Positive / Negative	Enquiry / Advocacy (Questions / Statements)	Other / Self
High Performance	5.6 : 1	1.1 : 1	0.9 : 1
Medium Performance	1.9 : 1	0.7 : 1	0.6 : 1
Low Performance	0.4 : 1	0.1 : 1	0.03 : 1

Value Destroying Behaviors

“Creating a damaging environment”

- ♦ **Holding Back/Holding in** – You are not contributing because something/someone hurt you. Your energy is held in, you are physically present but your true energy is absent.
- ♦ **Blaming/Accusative Tone**- You are not being constructive. You are here to find someone to beat up verbally, the tone of your voice is signalling it is someone else's fault.
- ♦ **Dismissive/Diminishing** - People are speaking, but you are not attending to them. When you do respond it is to minimize or diminish the significance of what was said.
- ♦ **Fightback not feedback** – You felt attacked or punished rather than given constructive feedback. You decide to attack back and an aggressive spiral develops.
- ♦ **Gotchya** – You are not having an open conversation, you are selectively listening and drawing in the other person to a place where there can be only one conclusion, yours! You win, they lose!
- ♦ **Compensation/Displacement**- Someone or something annoyed you, but rather than address the issue, you compensate or offset the feeling by doing something else.
- ♦ **Cynicism** - Rather than constructively disagree, you use exaggeration, negative amplification and apparent humour to divert away from the point being made.
- ♦ **Discouraging feedback** - You block feedback and punish those who try to give it, you are not interested in the perceptions of others, you project superiority which may be masking anxiety.

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Value Building Behaviors 6+2

"Creating a flourishing environment"

- **Active Listening** helps me really understand your position, and makes you feel significant
- **Open Questions** encourages you to share thoughts, ideas and feelings
- **Summarising** enables us to have the same understanding of the situation
- **Support** shows I appreciate you and your contribution – allows me to build on your ideas
- **Challenge** is how I constructively disagree with you and how I can help improve our performance
- **Clarify or Contract** enables me to know exactly what I will do, why I am doing it and how my efforts fit in with others
- **Time Out** stops the action so we can re-focus
- **Review and Feedback** enables us to continuously improve our performance

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Executive Shift

- **Leadership**
 - Strategic/Bigger Picture – Future Oriented – Builds Capacity – Focuses Attention, Energy & Action
- **Management**
 - Delivers Results – Planning – Structure – Process - Efficiency – Quality - Collaboration
- **Technical/Professional/Task**
 - The Work...

Self Assessment

NOW: What percentage of your time do you spend in each domain: Leadership? Management? Task/Technical ... In your work these days?

FUTUTRE: To maximize your impact, what percentage of time would you spend in each domain to be most effective?

BREAK



What is a 360 Leadership Assessment?

- **Structured** process for giving and receiving feedback from supervisor, peers, and subordinates
- An **opportunity** to compare your own perceptions with feedback from others
- A **developmental** tool to promote self awareness and behavioral change

What is a 360 Leadership Assessment?



Leadership Competency Model: 5 ECQs and Fundamental Competencies

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Fundamentals				
Interpersonal Skills		Oral Communication	Continual Learning	

Who sees this report?

- Participant sees own report
- Participant decide whether or not to share it with others
- Summary of strengths and development needs may be shared with others
- Action plan may be shared with others

BREAK



Work in the White Space

- OPM 360 to be launched
- Take Bar-On EQI
- Choose book title – for those going in November – get on it!
- Take regular action on PEM
- Take regular action on Leadership Behavior Shift
- Meet with Learning Partners
- Ask & set up