

# **Overall Learning & Impact Review**

## **APG Senior Leadership Cohort - 7**

**January 2016**

**Prepared by**



**Intentional Leadership – Breakthrough Conversations - Remarkable Results**

# Session 1

PEM  
DISC  
Leadership

Old Story → New Story

Focus on managing ENERGY, not TIME

Clear on MISSION = Clear on ENERGY

DISC profiles can shift

Presenteeism - there, but not productive

"Private Voice" - drives behavior

Technical vs. Adaptive

- Need to balance work vs home (PEM)

- Build A toolbox with multiple leadership styles

- NEED TO MOVE TO/FROM BALCONY  
& DANCE FLOOR OFTEN

- Need to be aware of all aspects that affect your PEM

- MUST SEEK STRESS TO GROW

# SESSION 1

- My EMOTIONAL RESPONSE IS MY OWN - I ~~CHOOSE~~ CHOOSE IT
  - No "Surprise" on "type" - emphasized need/requirement to be aware of it when interacting with others
  - Power of Story is a powerful way to change behaviors - helped my golf game!
  - Impact of external factors on Emotions
  - Importance of Challenging your own Assumptions and methods.
  - Know when to change or use a leadership style. (DISC)
  - Know when to take a Break
  - REFLECTION, <sup>TEACHING/LEARNING</sup> STRATEGY AS ELEMENTS OF LEADERSHIP

# Session 2

## The Assessment Center

- Allowed me to see myself through someone else's eyes - humbling.
- Understand more about myself from other people's perspective
  - Know areas of improvement
- Showed me how disengaging I can be and the impacts on a team.
- Provided most direct & personal feedback in cohort. Good information provided on Vision.
- CONFIDENCE BOOSTER & HUMBLING PROCESS AT SAME TIME
- Helped me to become more self-aware on leadership skills
- Becoming an SES = taking the red pill
- Confidence. I know I can be an SES Now.
- Told I have a good balance of technical + leadership ability
- EXTERNAL OBSERVATIONS BETTER ARTICULATED & CONFIRMED 360° FINDINGS

# Session 3

## Teams

- Success in
- LEADERSHIP IS ABOUT CREATIVITY + INNOVATION
  - Be open to any & all input
  - Value diverse OPINIONS
  - ORGANIZATIONAL SUCCESS REQUIRES UNITY OF EFFORT
  - There is a time to plan & a time to act
  - Communication <sup>+ Buy in</sup> ~~and~~ Key to Success in Mission.
  - GO TO BALCONY MORE OFTEN
  - Leadership is about trust, credibility & relationships to inspire others to act.

## SESSION 3

- GREATEST LEARNING HAPPENS WHEN OUTSIDE COMFORT ZONE
- EXPERIENCE Leading a TEAM/making decisions; Understand THE PERSONALITY OF your TEAM and KEEP Them Engaged.
- Importance of being heard
- Continue to work on weaknesses no matter how difficult it is to change/improve
- Leveraging ALL Skills from Team members
- All Team Members have something to contribute, but there must be a leader guiding the team
- leading in areas outside technical strength

- What is a right decision for you doesn't apply to all. Don't Judge
- Time pressures lead to unethical conduct
- Levels - personal, cultural, societal, professional, generational, organizational

## Session 4 Bimiji !?!

### Psychology of Ethics

- Be authentic to what you believe.
- Hand on Right over EASY wrong
- Ethics aren't "Black & White" - lots of gray
- Doing THE RIGHT THINGS, THE RIGHT WAY!
- Perspective on the diverse importance of individual ethics (self, others, rules, etc.)
- Ethics is a reflection of self
- ETHICAL DECISIONS ARE MADE WITH YOUR HEART AND HEAD (ethos & pathos)
- You probably have a higher self-interest than you believe or think
- Stay True to yourself even if it is not the consensus - It IS OK to take a side

# Session 5

- The Gettysburg Experience
- Strategy

Historical examples of "toxic leadership"

- IMPORTANCE OF TELLING YOUR STORY
- Small (or seemingly small) decisions make a significant impact
- Importance of understanding what problem you are trying to solve and why.
- Personal Courage and Accountability
- Importance of clear communication of intent
- CONTROL THE NARRATIVE
- Be careful! Stories evolve.

Leadership challenges during the Civil War are no different than today.

→ Know Your Leadership

→ Communicate Your Intent - Empower Staff

- RELATE PURPOSE TO TASK (HOW WE DO WHAT WE DO)
- Sometimes you can see the problem of possibility of failure, yet you are powerless to prevent it (over coming Adversity)



# Session 6

## Working With Congress:

- Relationship building
- importance of compromise

- learn the system  
use the system

- 3 P's:

purpose  
personality  
policy

- Principal factor  
in influencing policy of  
SENATE DEPT'S IS  
UNDERSTANDING CONGRESS'  
SOCIAL NETWORK

- Educate your legislators! (The PC way)
- EVERYONE has an agenda. Know theirs, defend yours.
- FOLLOW THE \$\$
- Stake Holders what are their interest
- DO NOT ASSUME EVERYONE ON SAME PAGE
- Political Theater is for show + who gets the fast action

- Practice explaining what your org  
does

- DON'T FALL INTO THE "POLICY" TRAP
- DON'T BE AFRAID TO KEEP EXPLANATIONS  
SIMPLE
- BE PREPARED
- DON'T BE AFRAID TO ADMIT YOU DON'T KNOW
- G.R.I.P. Get Rid of Incumbent Politicians



**VISION**  
- strategy  
- priorities

ARTICULATE  
A  
VISION

Strategic  
thinker

ability to  
prioritize

Inspire  
Motivate  
Empower

empowering  
others

INSPIRE  
PEOPLE TO  
SELFLESS SERVICE

Empower junior  
leaders to  
achieve senior leader  
VISION

understanding  
what  
motivates  
others  
building relationships

lose the  
political  
attitude - tell it  
like it is.

Integrity  
Authenticity  
Model the Way

LEAD BY  
EXAMPLE

Integrity

integrity  
authenticity

Observer

People  
First

Trust

ENCOURAGE  
RISK

ACCEPT  
FAILURE

Motivate people  
want to do more  
they already can  
do.

EMPLOYMENT

Challenge  
- Assumptions  
- Habits Out

CHALLENGE  
OR  
ASSUMPTIONS

Challenge the  
Status quo

Communication

Awareness  
- Self  
- Situational

optimizing

Social  
access

AWARENESS  
self  
contact

Simplifying /  
open y

Flexibility  
Adaptability  
Agility

BE ADAPTIVE/  
AGILE

Harness  
Technology

COMMUNICATE

Active  
Listening

ADAPTA

adaptability  
flexibility

Adaptability

Interpersonal  
Skills