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Leading With Impact

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Leading with Impact

Topic/Program Level: All levels, Basic

Field of Study: Personal Development

Program Prerequisites: None

Advance Preparation: None

All employees of a school district are ambassadors for their district, for their community, and for public education. Positive messages from credible leaders are of far-reaching importance. Participants will leave this entertaining, interactive session with tips for managing self, workload, and image.

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1. Describe strategies for balancing competing demands for time and energy.
2. Give examples of tips for speaking and listening with impact.
3. Discuss ideas for fostering teamwork and motivating others.

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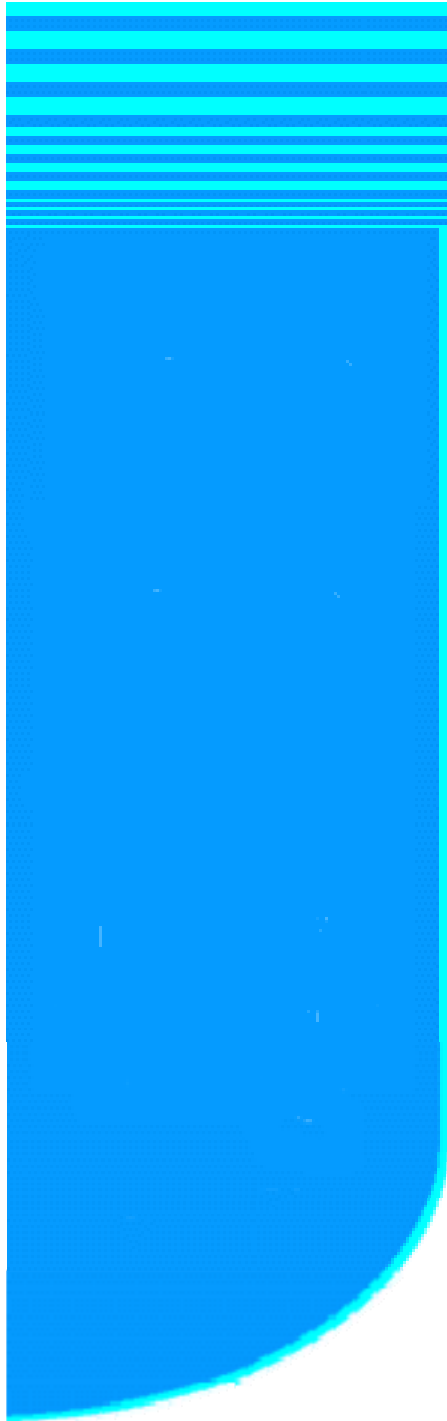
Pre-program Activity

1. What do you hope to achieve as a result of this investment of time?
2. What challenge(s) are you currently facing that you would like to overcome?

Setting the Stage

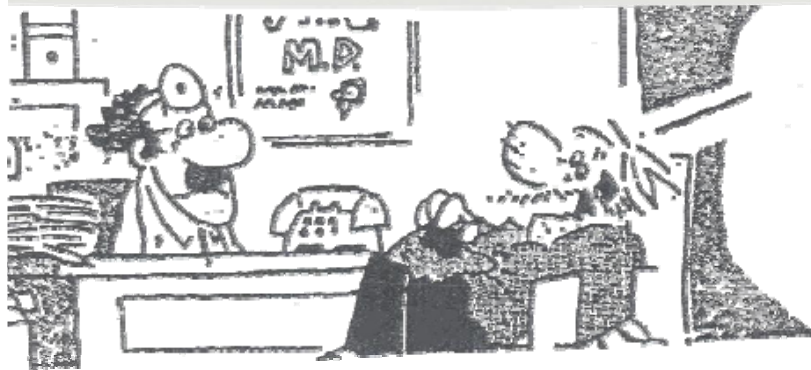
We're all in this together





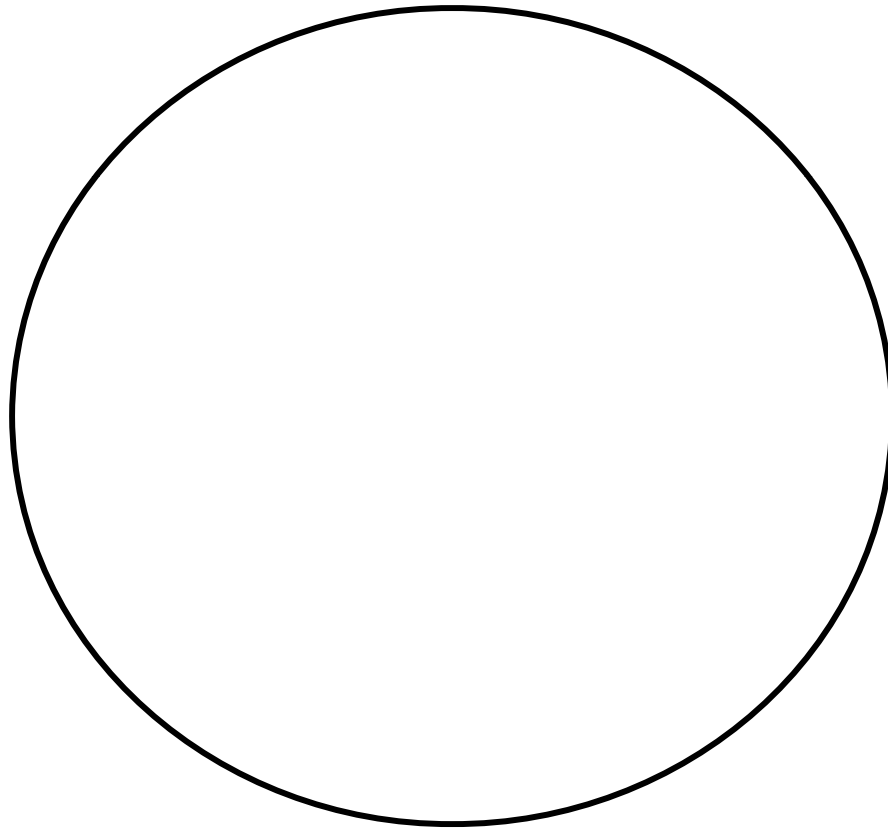
What roles do you play?

Business card
activity



DON'T TELL ME
NOT TO BURN THE
CANDLE AT BOTH ENDS!
TELL ME WHERE
TO GET MORE WAX!

**How do you spend your
time?**



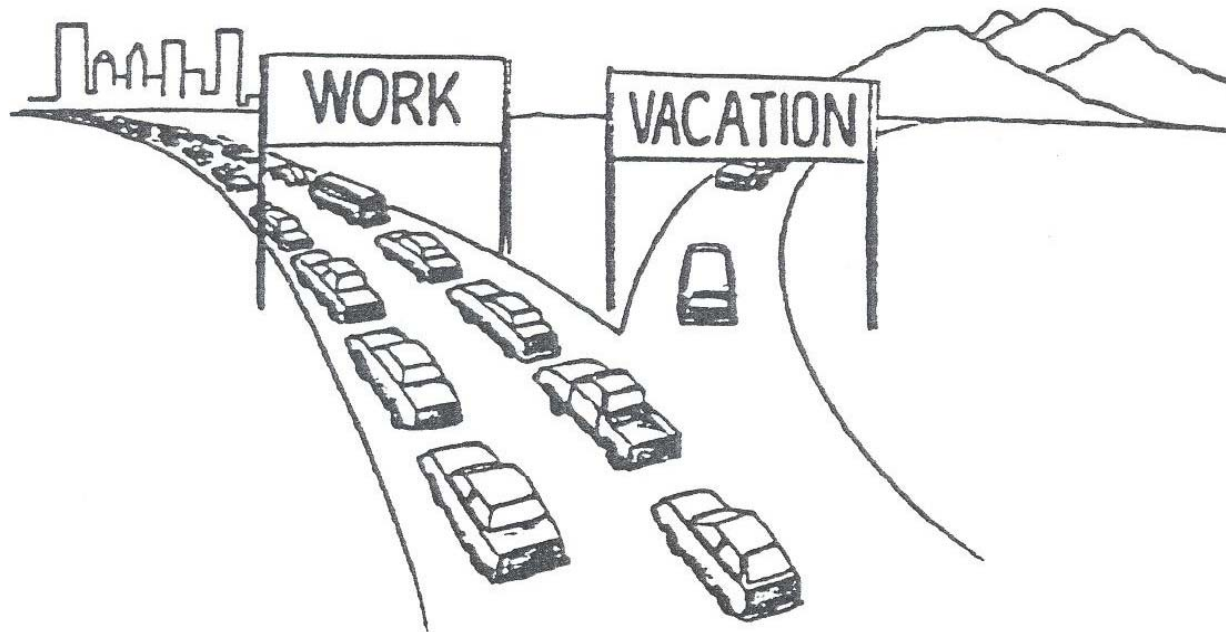
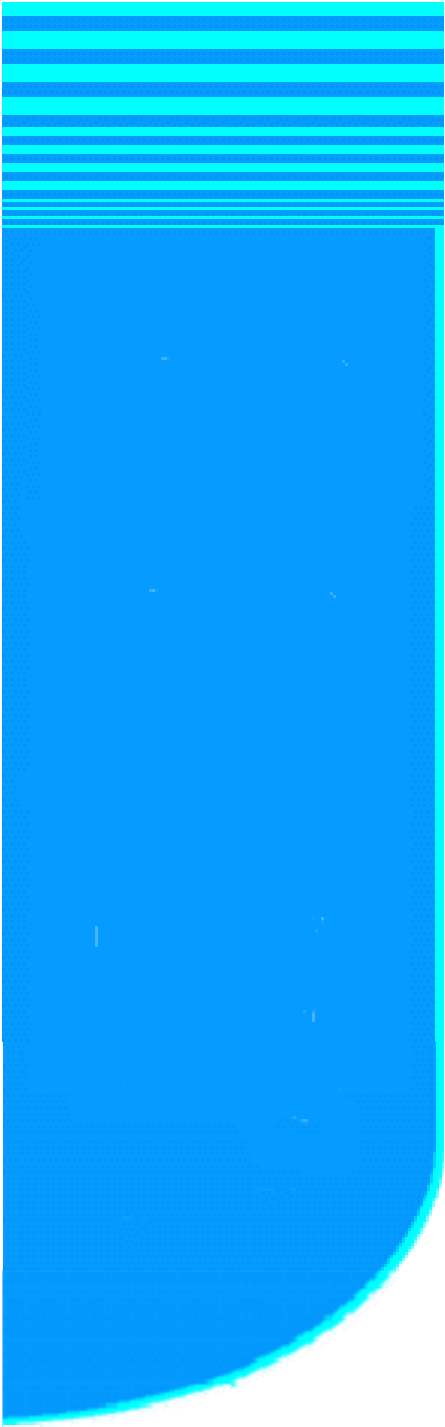
Balance Competing Demands

What would you cross the I-beam for?



Make sure you load the trunk with the big stuff first.







80th Birthday Activity

1. Identify key roles in your life.
2. Identify a key person for each role.
3. Picture your 80th birthday; what would you want each person's tribute statement to be?

How do we get there?

Pie of Time



80th Birthday



Strengths and Improvements Activity

10 minutes – write one strength per post-it note; repeat process with improvements

Example

Organization

5 minutes – categorize inside folder

Improvement	Strengths

leave bottom left 1/3 blank

5 minutes – thoughtful analysis and notes

What are these costing me?

Keep From Being Overwhelmed





Getting Organized

- Eliminate disorganization
- Calendars/lists
- Don't over commit



Stop Worrying and Start Living

(Dale Carnegie)

- Be concerned with problems, not worried
- Don't saw sawdust
- Let go of anxiety about the future




Take the High Road

- Be guided by the highest values
- Practice your forgettery
- Don't worry about who gets the credit



Be Willing to Change

- You are uncomfortable when you are growing
- You become joyful doing the unexpected
 - √ Try something you've never done
 - √ Talk to a stranger
 - √ Make a daring request of someone

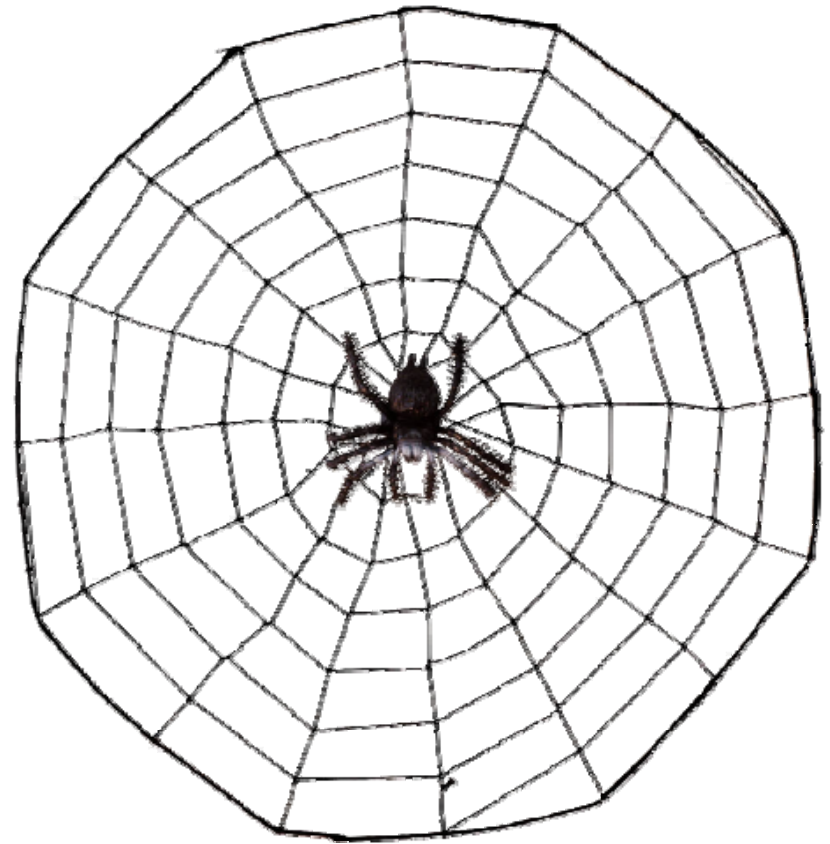
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Lasting success lies in changing individuals.

When individuals change, organizations change.

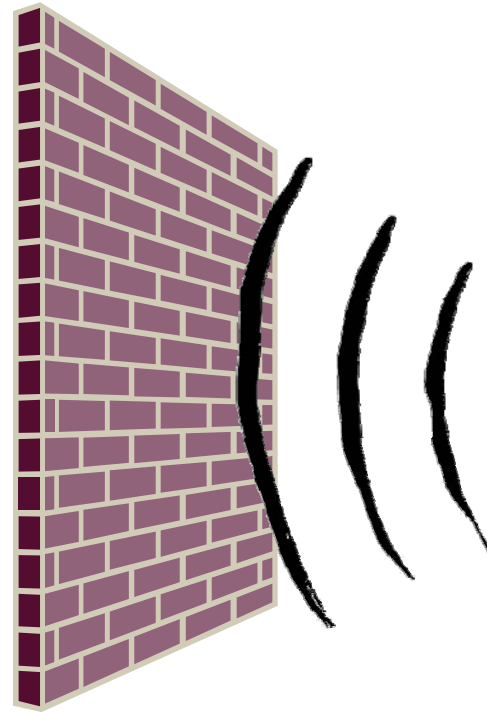
BUT we are programmed mentally NOT to change

- Organized Culture
- Mental Maps



“Brain Barrier”

The faster a leader tries to force change, the more shock waves or resistance compact together, forming a massive barrier to success.





Response to Change

- Power Juggling
- Anxiety and concern
- Need for control and balance

**Change is the event;
transition is the process**



The Experience of Transition

Ending

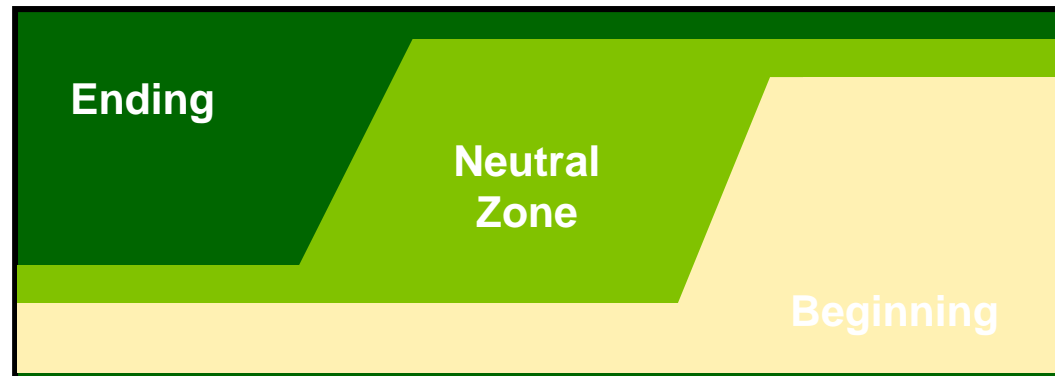
Letting go of what was

Neutral Zone

Finding clarity amid the confusion

Beginning

Managing the ambivalence of starting something new





Managing the Transition

1. Purpose (What? Why?)
2. Picture (Outcome look? Feel?)
3. Plan (Where begin?)
4. Part (Your role)

Why don't people see the need to change?

- Blinded by mental maps of the past
- Mental maps are distorted by successful (the longer they work, the more difficult they are to change)

How can you help people see?

- Identify the core issues
- Create picture stories or vignettes to describe
- Repeat new vision over and over





Why don't people move?

- Have to go from doing wrong thing well to right thing poorly
- Lack of belief in a path to do new right thing

How can you help people move?

- Clear target or destination
- Skills, resources and tools to reach target
- Valuable rewards along the journey



Why don't people finish?

- Get tired or lost

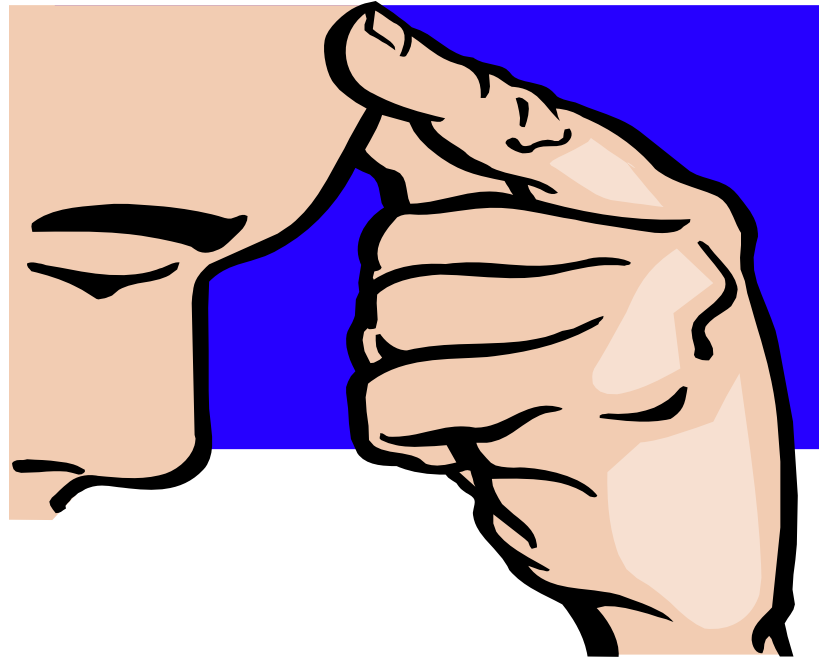
How can you help people finish?

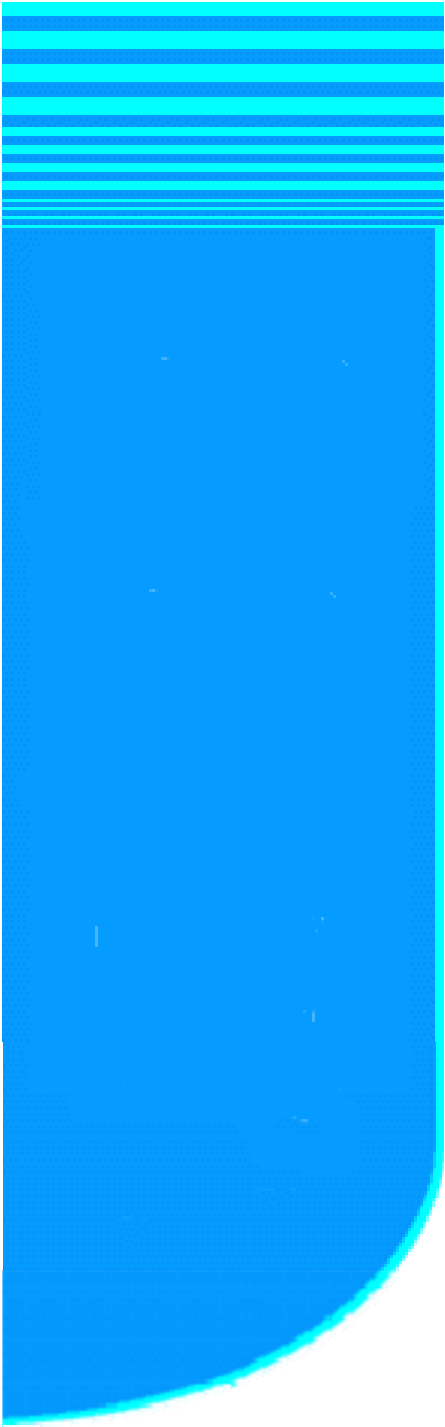
- Committed leader and champions at action level
- Needs thought, planning and priority.

**Transition would be really
easy except for people**



Perception is reality





The higher in the organization you are, the more difficult it is to get good feedback.

Gather Information to Make Decisions



Winnie the Pooh



Piglet



**Through transition,
focus on small wins.**

**These reassure your
allies and confound
your enemies.**

Your Goal:

Becoming a Master Map Maker in a world full of change.





Three-minute Frenzy Activity

Think about a recent situation where change was necessary (personal or professional).

Share your situation and your feelings in that situation.

Hear from as many people as you can in a three-minute period of time.

Be ready to share some of your findings.

Smile!

Banish “they” From Your Language



**Focus on being a light
not a judge**





Belief Windows

Beware of limiting, irrational, or negative thoughts

Thoughts create your beliefs

Beliefs create your emotions

Emotions create your behaviors

Behaviors create your results

Thoughts

Costs

New Beliefs

Mirror Check -

The first person you should look at when things aren't going well is you.





Bad Boss Activity

Think of a less than desirable boss you have had.

Pick one picture. Equate something in the picture to a trait of his boss

“This picture reminds me of boss X because...”

Be prepared to share it with a group.



Boss List Activity

5 Minutes

Working individually, in pairs, or triads list in order of importance the traits you desire in a boss on large post-it note

5 Minutes

Gallery walk through others



Leadership Research

163 million entries on Google on Leadership

21 Indispensable Qualities (Maxwell)

7 Dimensions (Reeves)

7 Habits (Covey)

4 Things Effective Leaders Know (Drucker)

1 Thing Leaders Must Know



Clarity of Communication

Speak and Listen with Impact



Effective Communication (aka Other People Say it Better)





"Rude to the other kids?! Where do you get off calling my kid rude, you greasy-haired, weasel-faced twit!?"

**Words are like toothpaste...
once squeezed you can't get them
back**



Crashing in solitude is a different matter from colliding when the public is watching and commenting.

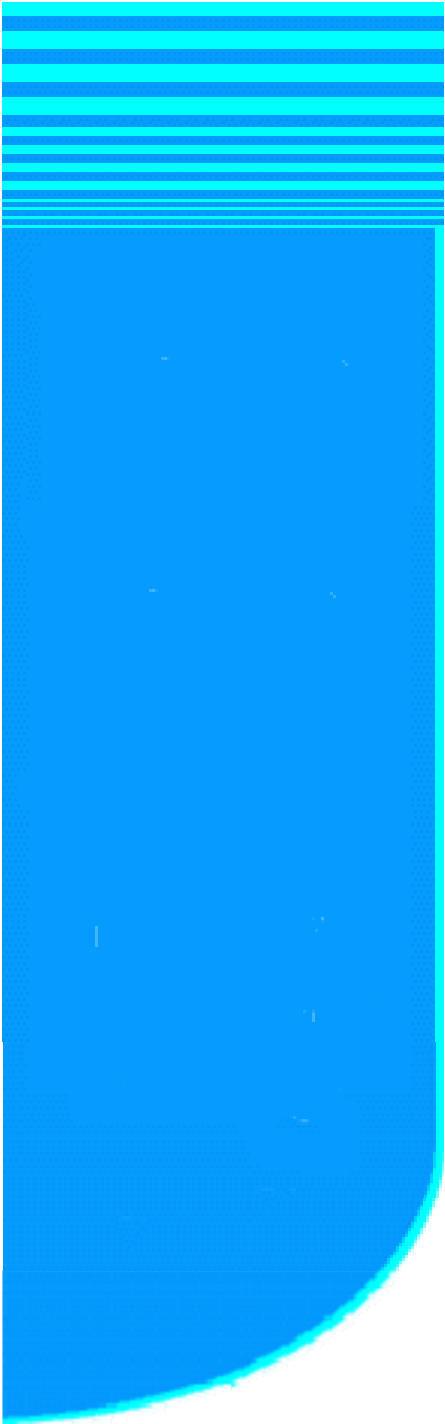


Writing is Thinking Made Clear



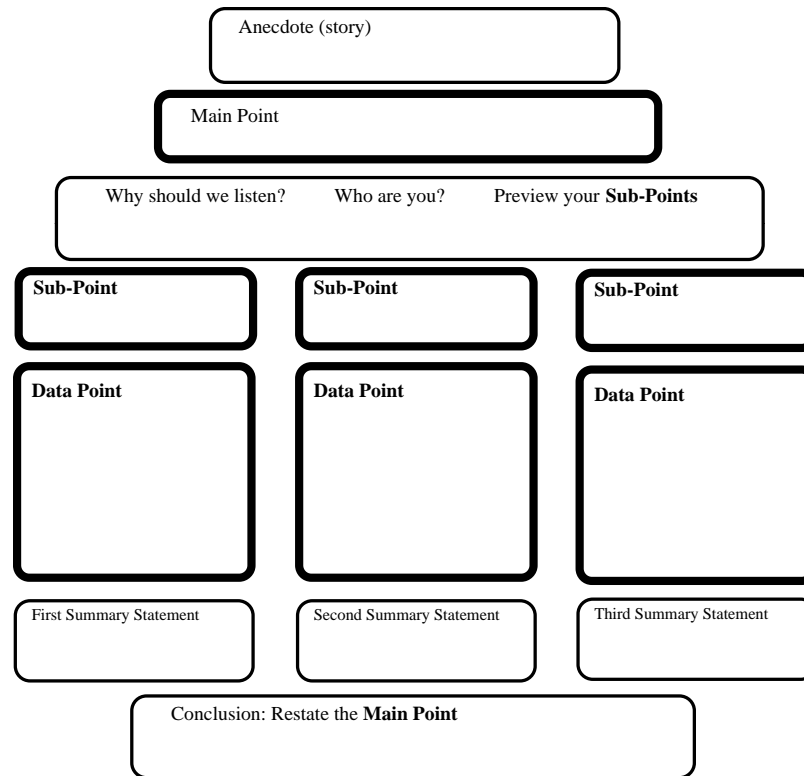
Speaking is Thinking Made Real



A vertical blue bar on the left side of the slide. The top portion of the bar features a pattern of horizontal lines in various shades of blue, while the rest of the bar is a solid, vibrant blue. The bottom right corner of the bar is rounded.

The trick is to make sure your thinking is clear, your facts are accurate, and your stories compelling, **BEFORE** you open your mouth.

Many ways of organizing thoughts



Subject: _____

Four-fold

purpose

values
(demeanor)

main ideas

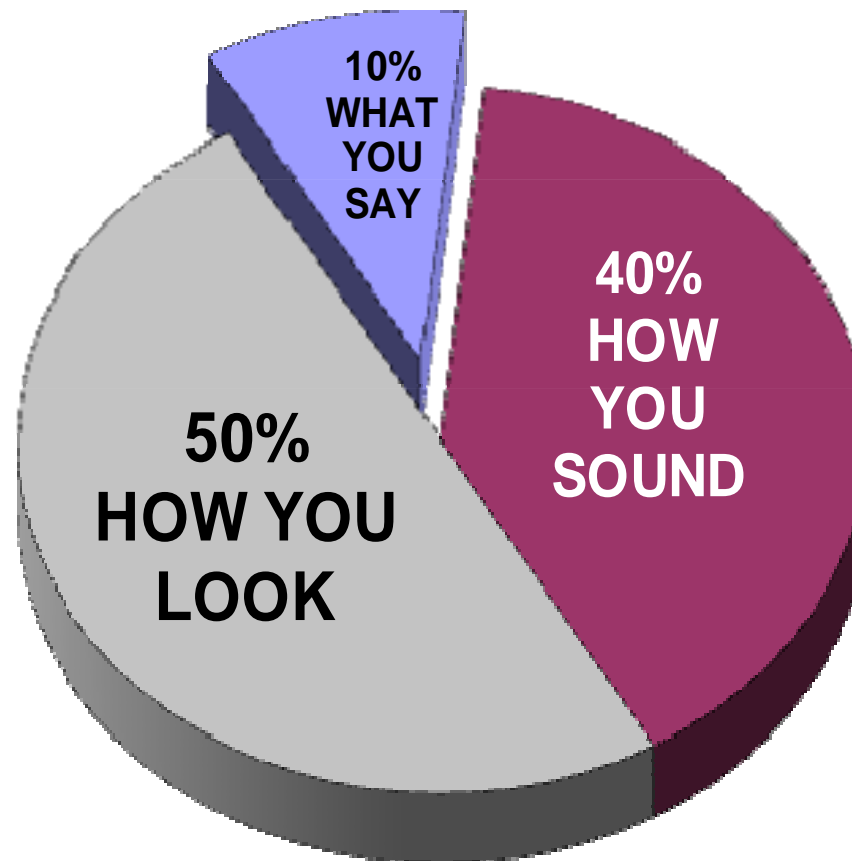
validation,
illustration



Main Ideas/Illustration:

1. Organizing information Traditional, 4 fold
2. Credibility Control what you can but learn the factors
3. Start strong Check audience through introduction
4. Make it easy for the listener Transitions, paint the picture, visuals
5. Bring it home Story/example/evidence for every point
6. The aftermath Questions, hostility, listening
7. Other opportunities to speak Introducing speakers, leaving voice messages

Day-To-Day Communication





Nonverbal Communication

- clothes and grooming
- eye contact, facial expression
- movement
- gestures
- sitting and standing
- touch and distance



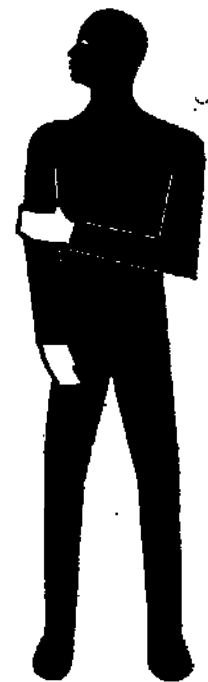
“Hostage”



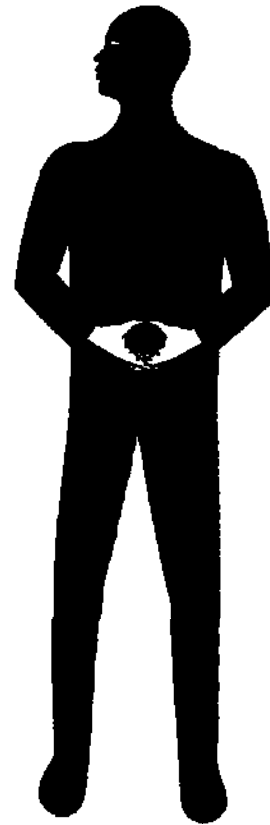
“Fig Leaf”



“Straight Jacket”



“Wounded Soldier”



“Steeple”



Verbal Communication

- Volume
- Speed
- Tone
- Punctuation

Make it easy for the listener





Tips on Using Visuals

1. Don't begin or end with a visual aid
2. Touch, turn, and talk
3. Stand close to the projected image
4. Limit use of a pointer
5. Determine how bright you need lights
6. Provide a working surface for your notes
7. Make eye contact
8. Be decisive in changing images
9. Don't be afraid of the silence
10. Add insight to the visual



The Ending vs. End

Bring it home - point by point,
story/evidence/example with each

Revisit your points, practice your ending

Think on your feet anticipate

Hostility.... demeanor counts

- Longer sounds defensive. Shorter sounds confident.
- Avoid sounding: condescending, challenging, defensive, disappointed, disgusted, fed up, frustrated, sullen, worried
- Look confident
- Have some phrases ready:
 - If the question is
 - If you're asking me
 - I understand how you feel; I see what you mean
 - That's a normal reaction
 - I've noted that

Why Listen?

Competence

- Understanding instructions, hearing advice, learning about others' needs and concerns, etc. increases our competence in 2 ways:

1. **It increases our technical competence** - simply, the more information we retain, the more effective we can be with our jobs.

2. **It builds information rich relationships** - People are more likely to disclose more information, and more detailed or sensitive information, to people who are perceived to be good listeners.

...

Empathy

- When we listen to others, we display that we are concerned about their message.

- Thus, good listening fosters empathy with another person's position

- **Research shows that empathy is highly correlated with both actual and perceived communication effectiveness.**

Other Affirmation

- When we listen to others, we display 2 things:

1. That we find our audience worth while to listen to as people.
2. That our audience is worth our time, which is often in high demand elsewhere.

- **Thus, good listening validates other peoples' self-worth.**

...



Other opportunities to speak

Introducing a speaker:

- Only the basics
- 2 minutes or less
- Make the speaker feel special
- Look competent to the audience
- Minor details aren't necessary
- Avoid trite expressions
- Let audience members make up their own minds



Leaving voice mail messages

- Concise
- Clear
- Conversational
- Concrete
- Complete



Have good information on the tip of your tongue....

Have great sound bites

- "Besides teen pregnancy, the best predictor of drop out rate is performance (failure) in algebra." (Doug Reeves)
- "Not taking algebra prior to high school is a life-limiting decision." *Dr. Adena Loston*

Have control of your tongue....

- "The more you say, the less people remember." *Anatole France*

The Power of Stories



**Remember why you are
in this business!**





Gut Level Commitment

- No more honorable work
- Understand that schools/education define the quality of society
- Share your hopes, dreams and priorities



Never Miss an Opportunity to Educate or Say Thank You

- Focus on the good things
- Focus on core values and core results
- Develop and discuss details



Be a Message Manager

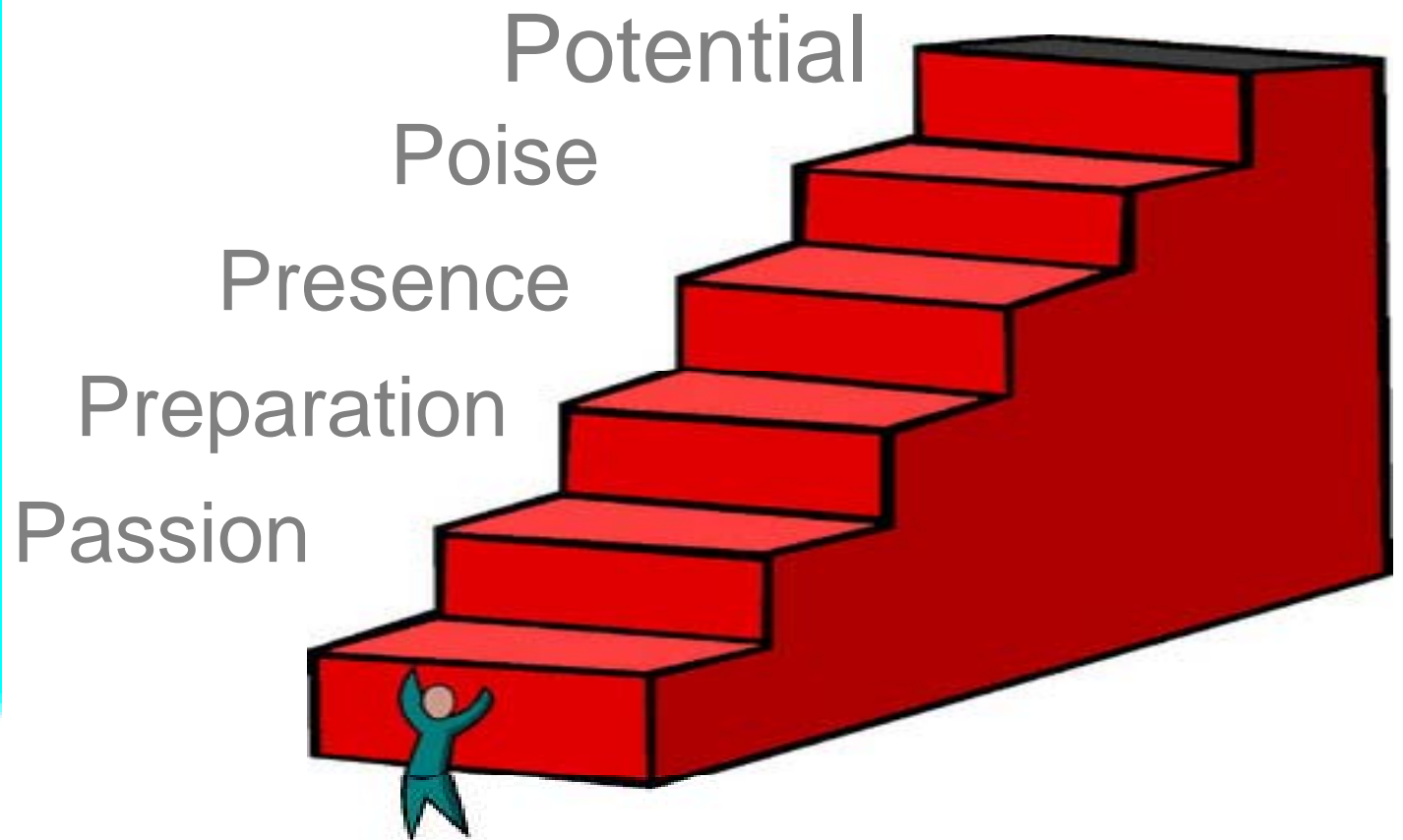
- Do whatever it takes to get the message out
- Stay together in the message
- Avoid unnecessary controversy



Campbell

*"Excellent communication skills.
Poor choice of words."*

Speak with Impact





21st Century Organizations

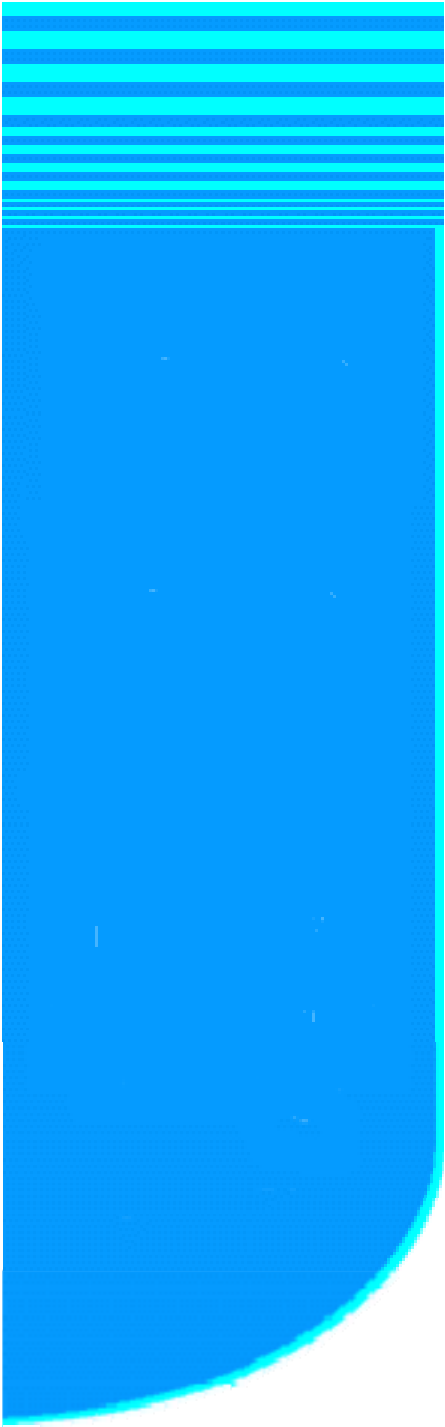
- Persistent sense of urgency and improvement
- Teamwork at the top
- People who create and communicate vision
- Broad based empowerment



The country is desperate for leadership

We need leaders who:

1. have the will to act
2. the courage to act, and
3. the persistence to keep on acting



When people begin to act, people begin to hope. When people begin to gain hope, they begin to behave differently. When people behave differently they experience success. When people experience success their attitudes change. When a person's attitude changes it affects other peoples' attitudes.



The Need for Widespread Leadership

Leadership has nothing to do with position. It is a process, not a place. The most pernicious myth of all is that leadership is reserved for only a few of us. It is far healthier and more productive for us to start with the assumption that it is possible for everyone to lead. Leaders must seek to bring out the best in others, to develop the talents of others.

Kouzes and Posner



Smart Advice for Leaders

Lead for Results

Develop potential in individuals

Develop a high performance culture

Gain Clarity of Thought

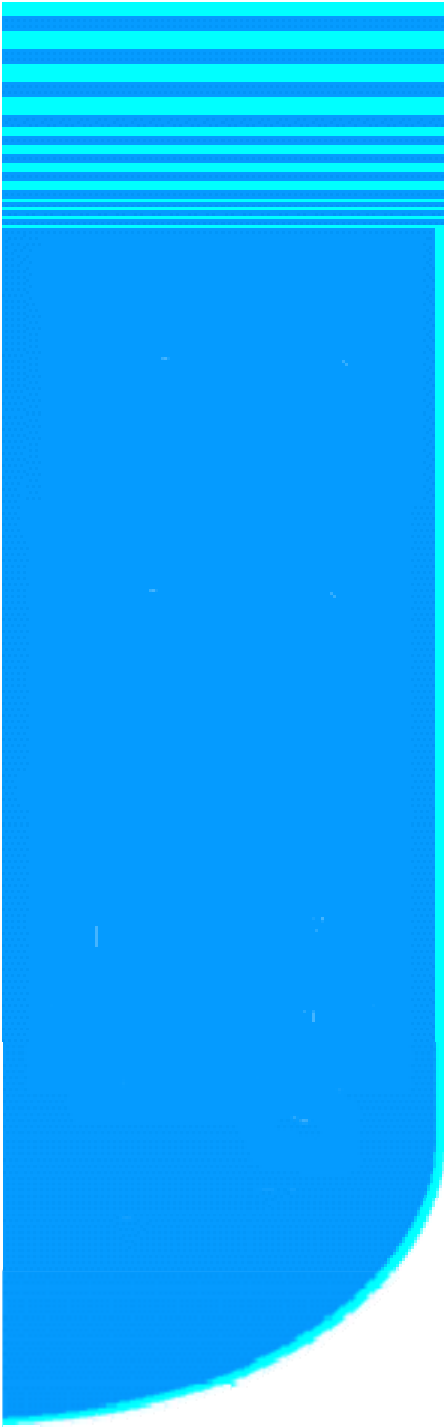
Write, speak, reflect

Listen in a deep, committed way

Initiate Action

Generate knowledge

Invent solutions



**“Some dream of lofty
accomplishments
while others stay
awake and make
things happen.”**

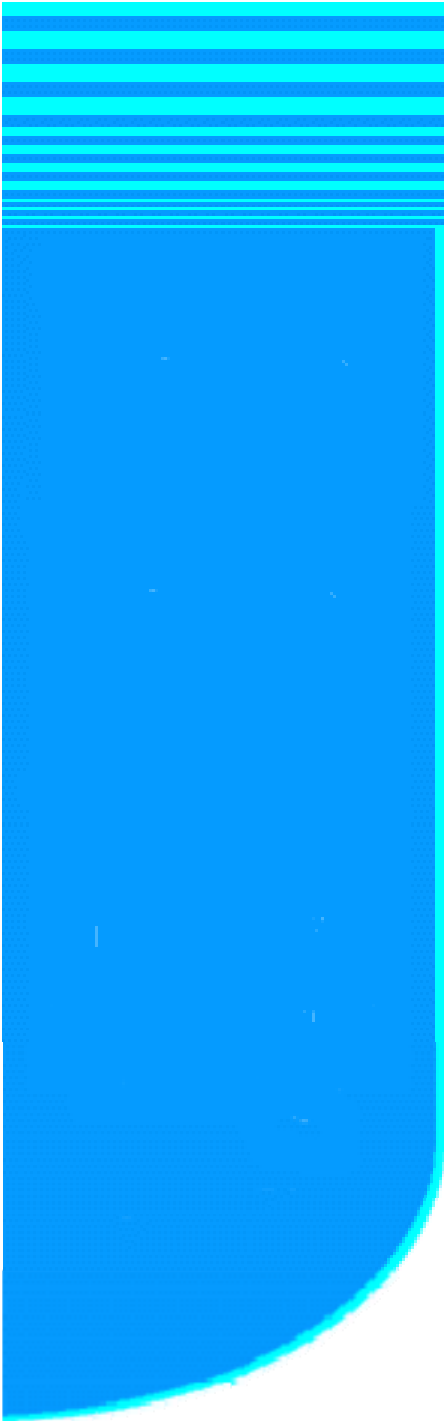
DuFour, FuFour, Eaker



The Leader's Paradox

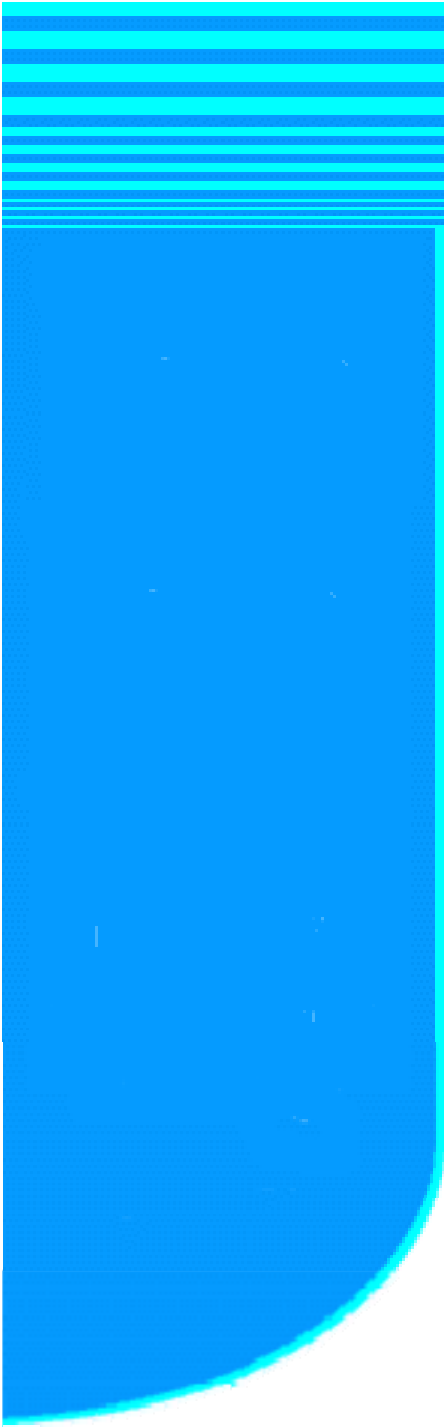
“...our daily effectiveness grows from our ability to compromise and find common ground. But ultimately, the path to the future is paved with our willingness to be unreasonable in our passion and unwavering in our commitment to do what is right.”

-Paul Houston



“Simply, nothing reduces a leader’s credibility faster than the unwillingness to address an obvious problem.”

DuFour, FuFour, Eaker



**Set up a culture that
people can share
what they are really
good at.**



Simply

“We will subsequently argue that leading [a school, a small business, or a Fortune 100 company] is primarily paying attention.”

DuFour, FuFour, Eaker



Remember

You can't MAKE anyone do something.
Human beings are messy.

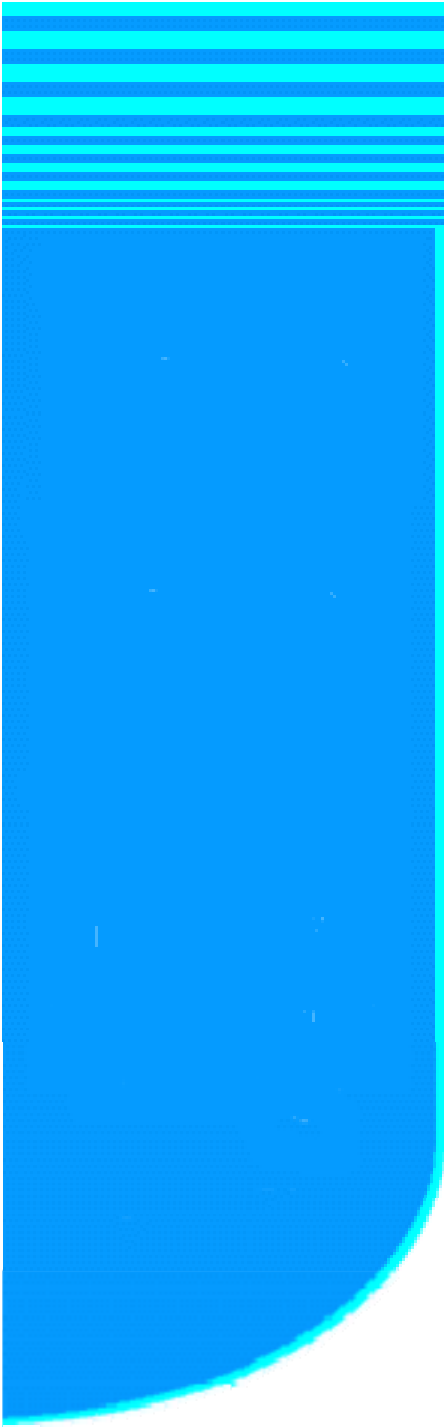
All you can do is influence, motivate, berate, or cajole in hopes that most of your people will do what you ask. This isn't control.

BUT, you are the one held accountable for the team's performance.



Define the right outcomes and let each person find his/her route to the outcomes.

Great managers create a tension to achieve – each employee feels that little thrill of pressure, that sense of being out there by oneself with a very definite target.



People will not do things the way you would. If you force them, two things will happen:

1. They become resentful
2. They become dependent

When people let you down, view it as the exception.



~~Should do...~~

vs.

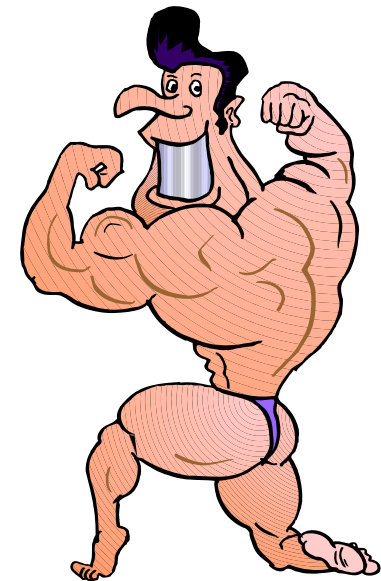
Want to do...

**Each of Us is Potentially the
Difference in the World**



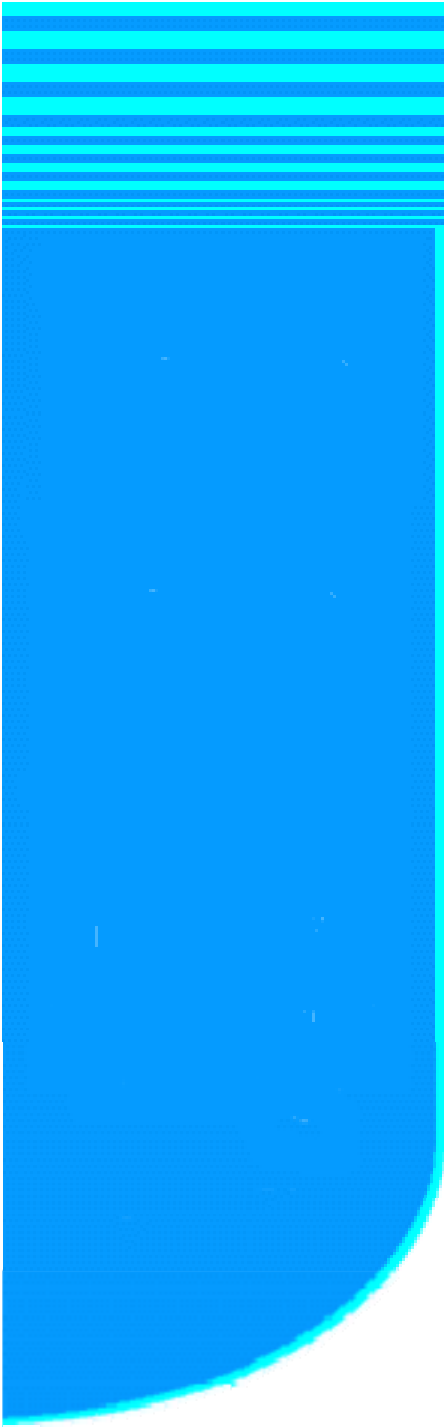
Focus on Strengths

Be able to describe in detail the unique talents of your people – what drives each one, how each one thinks and how each builds relationships. Look for something to like.



Treat people NOT as you would like to be treated, but as they would like to be treated.





Spend your time with your best people. (You are sending signals that every employee hears)

- Tell them why they are good
- Tell them why their contribution is valued

Top performers have the most potential for growth

**Excellent teams are built
around individual excellence**



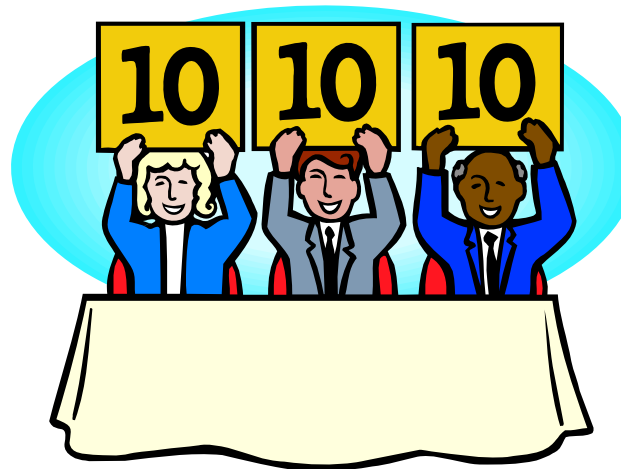


Some Questions – Getting to Know Your People:

- Are you the kind of person who will tell me how you are feeling or do I need to ask?
- What is the best praise you've ever received? What made it so good?
- Have you had any really productive partnerships or mentors? Why do you think these relationships worked so well for you?
- What else should we talk about that might help us work well together?
- How will you describe success in your current role? How will you measure it?

The secret to helping an employee excel lies in the details:

- His/her particular recognition needs
- His/her relationship needs
- His/her goals
- His/her talents/non talents





Perfection vs. Excellence

Perfection

Being right

Fear

Control

Judgment

Doubt

Pressure

Destination

Excellence

Willing to be wrong

Risk

Spontaneity

Acceptance

Confidence

Natural

Journey

1. Create heroes in every role
2. Make every role, performed at excellence, a respected profession
3. If you measure and reward it, people will try to excel at it.





Motivators

Achievement

- Accomplishment: The need to meet or beat goals, to do better in the future than one has done in the past.
- Competition: The need to compare one's performance with that of others and do better than others do.

Relations

- Approval: The need to be appreciated and recognized by others.
- Belonging: The need to feel a part of and accepted by the group.

Conceptual/Thinking

- Problem Solving: The need to confront problems and create answers.
- Coordination: The need to relate pieces and integrate them into a whole.

Improvement

- Growth: The need to feel continued improvement and growth as a person, not just improved results.
- Exploration: The need to move into unknown territory for discovery.

Control

- Competence: The need to feel personally capable and competent.
- Influence: The need to influence others' opinions and actions.

Calvin and Hobbes

by Bill Watterson



ZIGGY By Tom Wilson





"Don't fall into the trap of believing there's such a thing as a low-stress organization that's on track to survive. In fact, just the opposite is true. You serve your best interests by aligning with an outfit that's got the guts to endure the pains of change, and by avoiding those organizations destined to go belly up because of their desire for short-term comfort."



"There are only two ways to live your life. One is as though nothing is a miracle. The other as though everything is a miracle."

Einstein



Coaches' Circle Activity

Form an outside circle (B) and an inside circle (A)

Follow the directions in order to share ideas about how to answer questions

Balance: Competing Demands for Time and Energy

*It's all about you
because

you can't give away what
you don't have

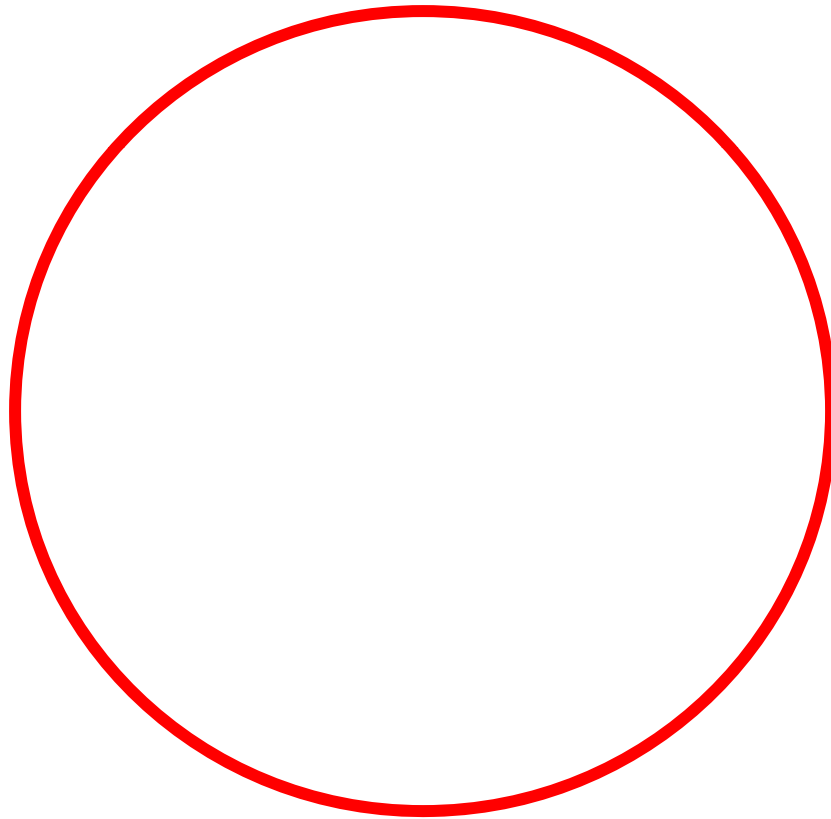


How full is your bucket?



Which roles bring you joy?

Does your time align with your values?



Apply Tips for Speaking and Listening



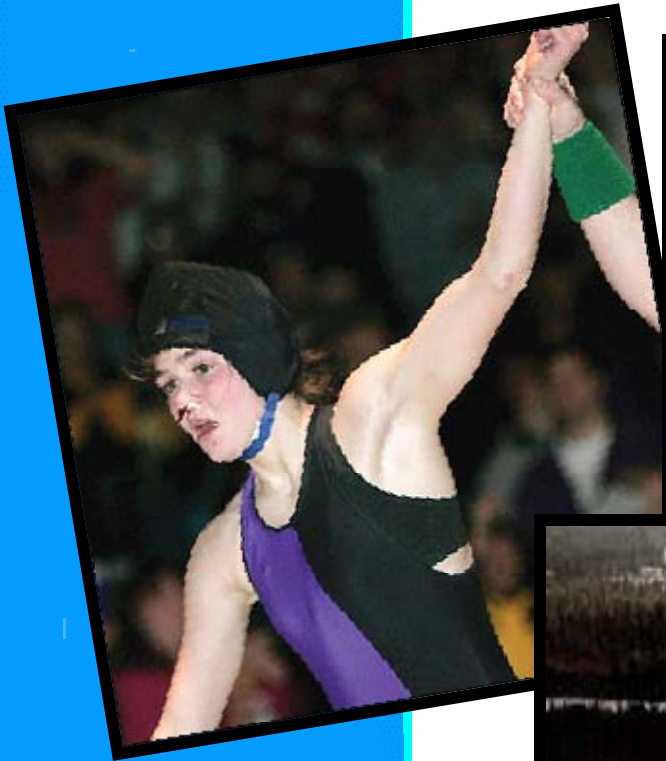


Assimilate Ideas for Fostering Teamwork and Motivating Others

Taken from outside the room of Jason Daniels,
KPBSD teacher:

I promise you everyday that your child will learn something. Some days they will bring it home in their hands, some days they will bring it home in their heads, and some days they will bring it home in their hearts.

February in Alaska



The Roles You Will Play

- King
- Warrior
- Companion
- Magician

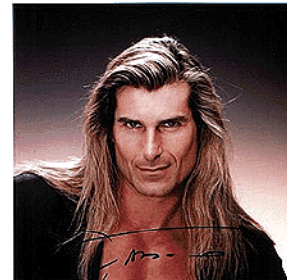
King



Warrior



Companion



Magician





Traits of a Benevolent King

- Guide your followers
- Encourage your subjects
- Enjoy the finer things of life
- Consult with your advisors regularly
- Forgive those who have wronged you
- Protect your kingdom



Traits of a Warrior

- Physical prowess
- Excellent judgment
- Forecaster
- Well-trained
- Single minded of purpose



Traits of a Companion

- Happy
- Cares deeply
- Understanding
- Good listener



Traits of a Magician

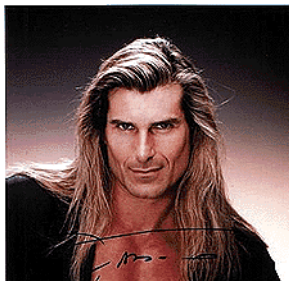
- Faith in their own power
- Ability to see things in a different way
- Showmanship
- Multi-tasker
- Ability to awe



A KING knows what is important



A WARRIOR handles
the elements



A COMPANION listens well



And A MAGICIAN is able to
change our perception of
things



Change Activity

- Change – what it means to me?
- The continuum of change

Frightening _____ Thrilling

ZIGGY

By Tom Wilson





**What
business
are
you
in?**

Contact Information

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