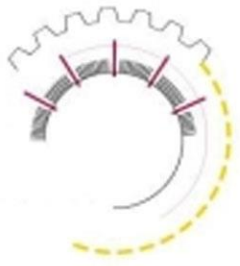


# Jumping In The Driver's Seat!

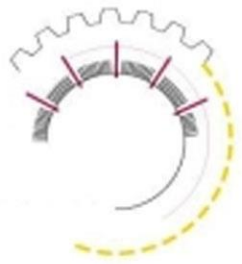
## Prepared For





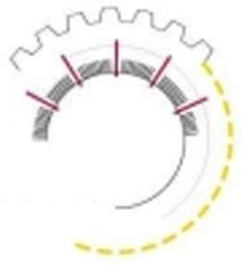
# Stated Assumptions

- You know more about asphalt than me
- I am not completely linear
- This will be an interactive session
- You will get out what you put in
- Look for what resonates

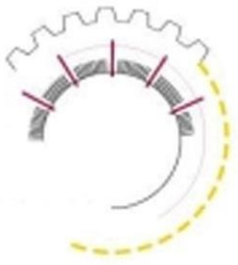


# Areas we will cover today

- Healthy conflict
- Accountability
- Relationships skills
- Using feedback for improvement
- Tips and tools to better understand and support each other



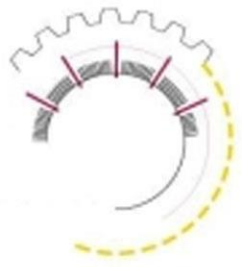
# Define leadership?



# Leadership - Kenn Kosowicz

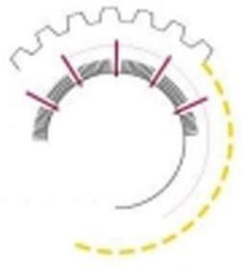
“Leadership is a process by which a person influences others to accomplish an objective and directs an organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills.

Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization, this *power* does not make you a leader, it simply makes you the *boss*. Leadership differs in that it makes the followers *want* to achieve high goals, rather than simply *bossing people around*.”



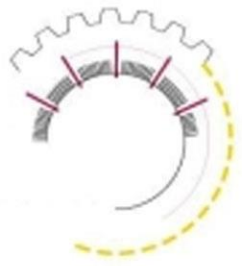
# Leadership - Alice Westphal

- Using skills to help guide self or group toward end goal
  - Be a mentor
  - Provide structure
  - Know the end goal
- Set milestones - budget, time, resources



# Leadership - Melissa Skiffington

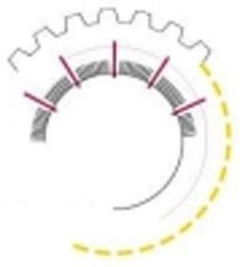
- Listen first, then give advice
- Know your stuff
- Integrate the opinion of others



## Leadership - Rob Meltz

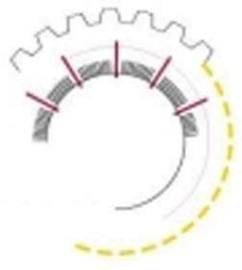
- Approach each day as new and prioritize
- We are pulled in so many directions, managing on the go is important
  - What are the risks?
  - What are the priorities?





# Leadership - Joe Hildebrand

- Help other people learn and teach wisdom
- Understand your project and components
- Take time to understand
  - Ask questions!



# Leadership - Patrice Willets via Diane Breen

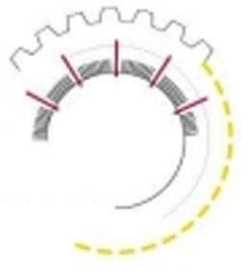
“Getting everybody to go in the  
same direction willingly”

*How?*

Hold accountable

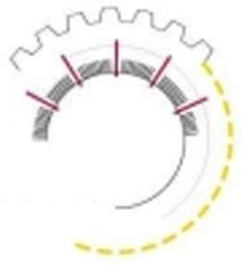
Lower defenses

Respect



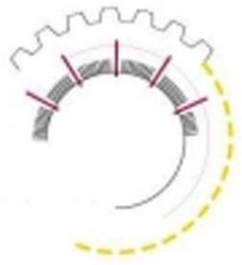
# What are the benefits of conflict?

- Clears the air
- Identify issues
- Hold people accountable
- Find better solutions
- Define boundaries
- Push limits
- Better understanding
- Deepen relationships
- Gain respect
- Resolve issues
- Makes you stronger



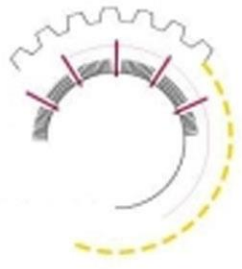
# Causes of conflict

- Differing perceptions, values, cultural norms
- Short-term pressures versus long-term goals
- Ambiguous jurisdictions
- Lack of clarity
- Poor communication, both ways
- Unrealistic expectations
- Competition for limited resources
- Fears - Unknown, Failure, Rejection, Success



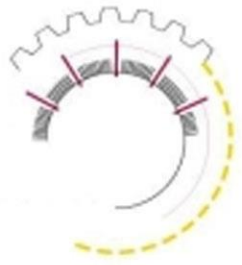
# Causes of conflict

- Diversity and differences between us
- Perceptions and assumptions
- Needs such as power, status, ego, recognition, self-worth
- Change - some not wanting to let go of the old; others moving too quickly
- Feelings and emotions
- Internal conflicts within a person



# Healthy Conflict

1. Don't a\_\_\_\_\_ the other person
2. A\_\_\_\_\_ the other perspective
3. Be h\_\_\_\_\_ about what you promise
4. Keep the b\_\_\_\_\_ open



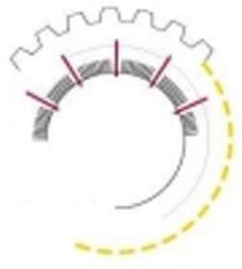
# Preventing Conflict!

-Dan O'Connor

What statements or comments tend to make you angry?

That is interesting:

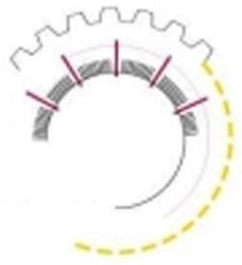
1. Tell me more
2. Why would you say that?
3. Why would you do that?
4. Why would you ask that?



# Accountability - Self

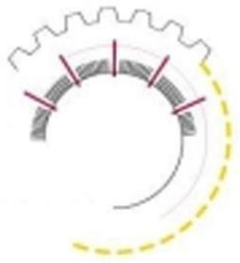
- Tell people what you intend to do
- Use a checklist
- Set up follow up meetings
- Tell others
- Be transparent
- Set goals
- Team up:
  - Another person
  - Group - online or in person





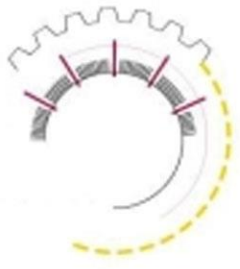
# Accountability - Self

- Lead by example
- Set clear expectations
- Have a desired outcome
- Know how your actions will affect others
- Have a reward



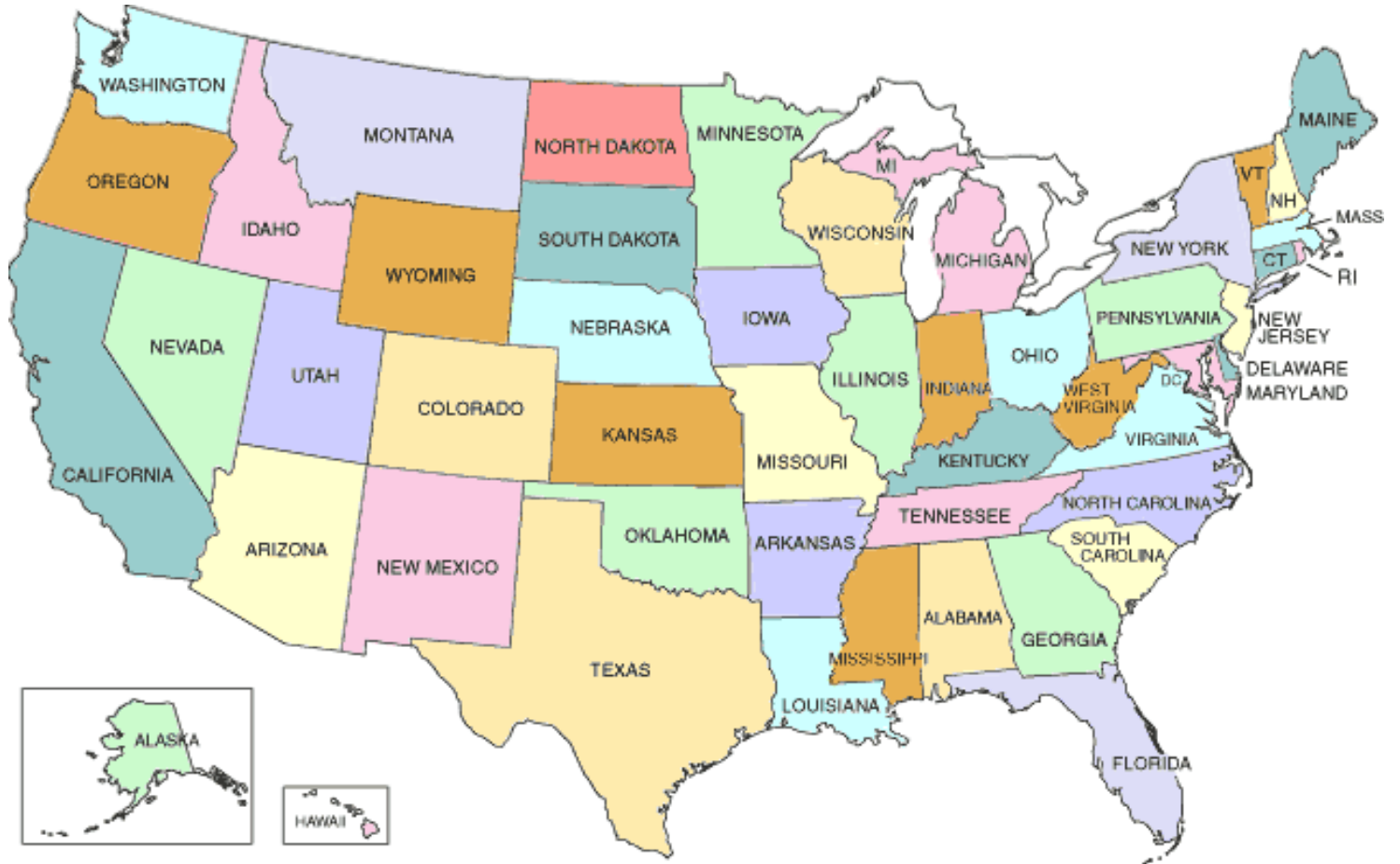
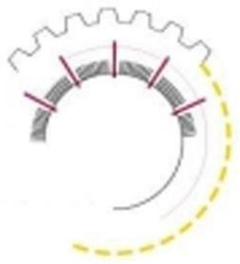
# Accountability - Others

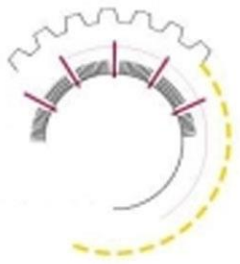
- Set clear expectations to begin with
- Clarify that they understand expectations
- Don't attack them
- Tell them how it makes you feel
- Ask them “what was more important than doing \_\_\_\_\_?”
- “Do you have suggestions for how I get \_\_\_\_\_ done until I get your documentation?”
- Allow them to correct their issues and then you won't document anything



# Accountability - Others

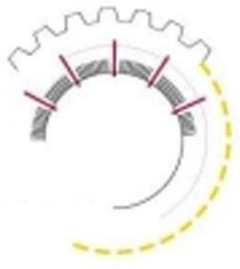
- Have follow up meetings
- Lead by example
- Clarify the desired outcome





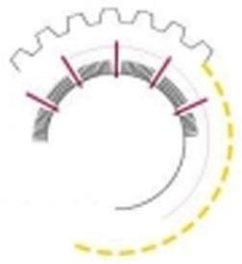
# What is it that your customers or co-workers do or don't do that frustrates you?

- Won't call or email you back
- New organizational structure
- Rules/policy/regulation
- Tells you one thing, does another
- Coworker is gossiping about you
- They are discriminating against you
- Blame you
- Don't follow up with an update



# What is it that your customers or co-workers do or don't do that frustrates you?

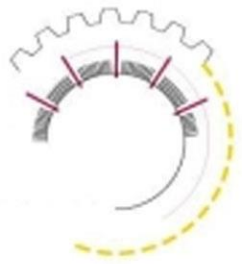
- People not being accountable
- Don't review work
- Not proactive
- Don't listen
- Not motivated



# Look at it through your customers or coworkers eyes

What are they dealing with? Use empathy!

- Responsibilities
- Pressure
- Budgets
- Fears
- Hopes
- Frustration

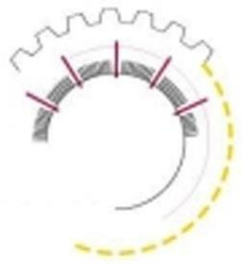


# Look at it through your their eyes

## **Negativity** - why they do it?

- See all sides of things
- Understand and verbalize pitfalls
- Overworked
- Frustrated
- Trying to protect job/self by being that way
- See time constraints
- Home life is rough or have personal issues
- Experienced and has seen outcome before
- Your own perceptions, not theirs

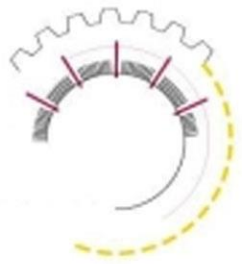




# Look at it through their eyes

## Won't return call or email - why they do it?

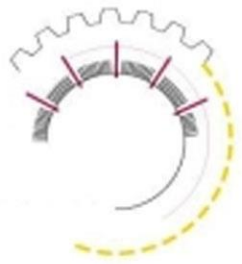
- Don't have time for "small talk"
- Too busy
- Don't want to deliver bad news
- Cannot make up their mind
- Afraid to say they don't have an answer
- Not a high priority
- Forgot



# Look at it through your their eyes

## **Fault finders - why they do it?**

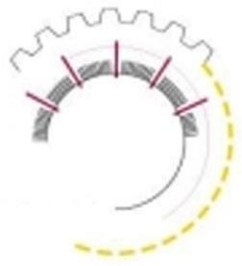
- They see honest faults
- They have a different point of reference
- Self preservation



# Look at it through your their eyes

## Unrealistic Expectations - why they do it?

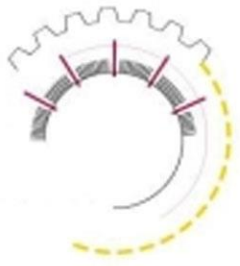
- Deadlines from elsewhere driving them
- Afraid of failure
- Want to save face
- It was done before, why not again?
- Lack of knowledge of what is needed
- Don't care about how they get there



# Look at it through their eyes

## Lack of communication - why they do it?

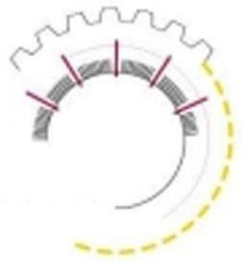
- Too busy
- Don't recognize importance of connecting
- Doesn't know how to phrase what they want to say
- Overwhelmed
- Hoping it will go away
- Frustrated by people reaching out too often



# Look at it through their eyes

## **Lack of integrity - why they do it?**

- Lack confidence = paralysis or wrong move
- Unrealistic view of their commitment
- Competing responsibilities/overwhelmed
- Don't have an answer for you
- Disorganized



# Communication Style

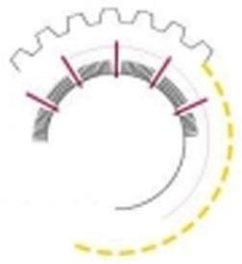
International Society of Mental Health

Passive

Aggressive

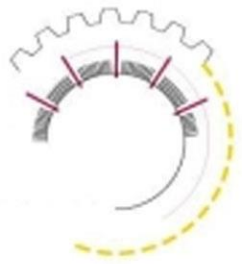
Passive Aggressive

Assertive



## Passive Communication

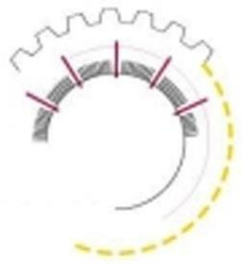
Is a style in which individuals have developed a pattern of avoiding expressing their opinions or feelings, protecting their rights, and identifying and meeting their needs. Passive communication is usually born of low self-esteem. These individuals believe: “I’m not worth taking care of.”



# Passive Communication

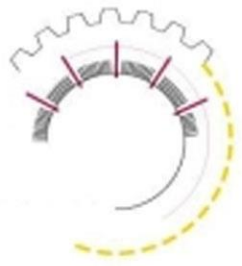
As a result, passive individuals do not respond overtly to hurtful or anger-inducing situations. Instead, they allow grievances and annoyances to mount, usually unaware of the build up. But once they have reached their high tolerance threshold for unacceptable behavior, they are prone to explosive outbursts, which are usually out of proportion to the triggering incident. After the outburst, however, they feel shame, guilt, and confusion, so they return to being passive.





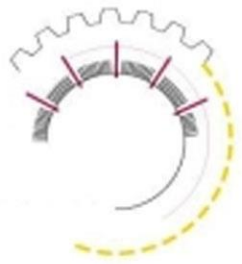
## Passive communicators will often:

- fail to assert for themselves
- allow others to deliberately or inadvertently infringe on their rights
- fail to express their feelings, needs, or opinions
- tend to speak softly or apologetically
- exhibit poor eye contact and slumped body posture



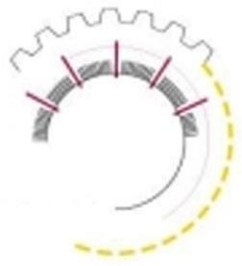
# The impact of a pattern of passive communication

- often feel anxious because life seems out of their control
- often feel depressed because they feel stuck and hopeless
- often feel resentful (but are unaware of it) because their needs are not being met
- often feel confused because they ignore their own feelings
- are unable to mature because real issues are never addressed



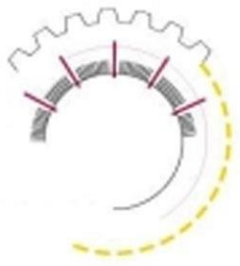
# The passive communicator will say, believe or behave like:

- “I’m unable to stand up for my rights.”
- “I don’t know what my rights are.”
- “I get stepped on by everyone.”
- “I’m weak and unable to take care of myself.”
- “People never consider my feelings.”



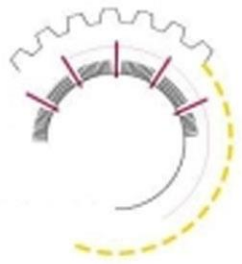
# Aggressive Communication

Is a style in which individuals express their feelings and opinions and advocate for their needs in a way that violates the rights of others.



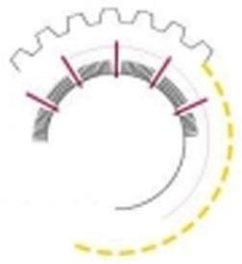
# Aggressive Communication

Thus, aggressive communicators are verbally and/or physically abusive. Aggressive communication is born of low self-esteem (often caused by past physical and/or emotional abuse), unhealed emotional wounds, and feelings of powerlessness.



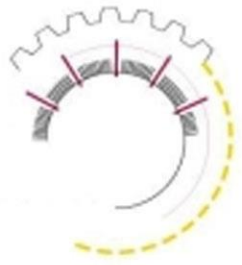
# Aggressive communicators will often:

- try to dominate others
- use humiliation to control others
- criticize, blame, or attack others
- be very impulsive
- have low frustration tolerance
- speak in a loud, demanding, and overbearing voice



# Aggressive communicators will often:

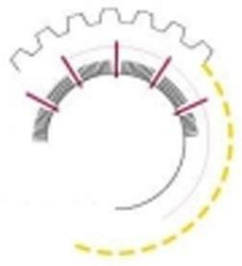
- act threateningly and rudely
- not listen well
- interrupt frequently
- use “you” statements
- have piercing eye contact and an overbearing posture



# The impact of a pattern of aggressive communication

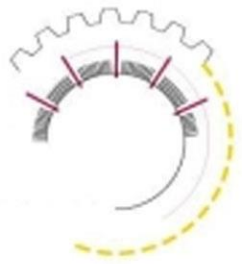
- become alienated from others
- alienate others
- generate fear and hatred in others
- always blame others instead of owning their issues, and thus are unable to mature





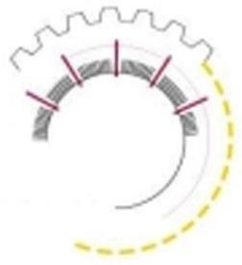
## The aggressive communicator will say, believe, or behave like:

- “I’m superior and right and you’re inferior and wrong.”
- “I’m loud, bossy and pushy.”
- “I can dominate and intimidate you.”
- “I can violate your rights.”
- “I’ll get my way no matter what.”



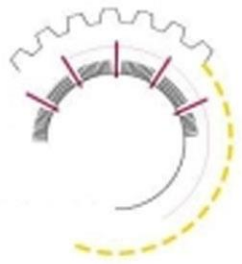
# The aggressive communicator will say, believe, or behave like:

- “You’re not worth anything.”
- “It’s all your fault.”
- “I react instantly.”
- “I’m entitled.”
- “You owe me.”
- “I own you.”



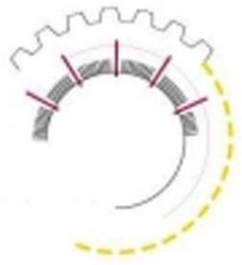
# Passive-Aggressive Communication

Is a style in which individuals appear passive on the surface but are really acting out anger in a subtle, indirect, or behind-the-scenes way.



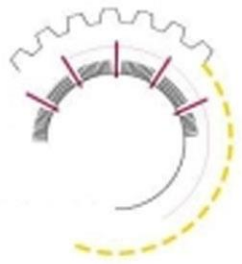
# Passive-Aggressive Communication

Prisoners of War (POWs) often act in passive-aggressive ways to deal with an overwhelming lack of power. POWs may try to secretly sabotage the prison, make fun of the enemy, or quietly disrupt the system while smiling and appearing cooperative.



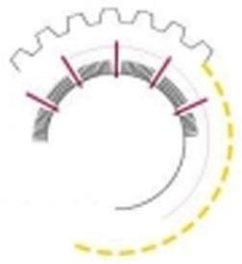
# Passive-Aggressive communicators will often:

- mutter to themselves rather than confront the person or issue
- have difficulty acknowledging their anger
- use facial expressions that don't match how they feel - i.e., smiling when angry
- use sarcasm
- deny there is a problem
- appear cooperative while purposely doing things to annoy and disrupt
- use subtle sabotage to get even



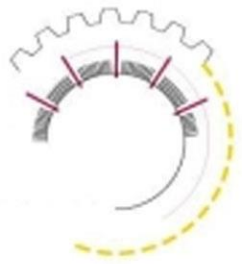
# The impact of a pattern of passive-aggressive communication

- become alienated from those around them
- remain stuck in a position of powerlessness (like POWs)
- discharge resentment while real issues are never addressed so they can't mature



The passive-aggressive communicator will say, believe, or behave like:

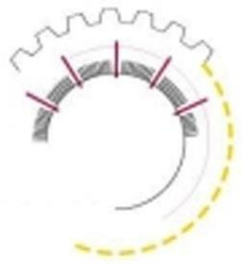
- “I’m weak and resentful, so I sabotage, frustrate, and disrupt.”
- “I’m powerless to deal with you head on so I must use guerilla warfare.”
- “I will appear cooperative but I’m not.”



# Assertive Communication

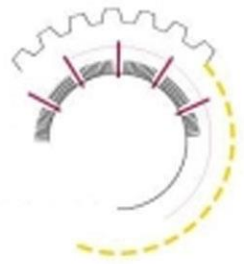
Is a style in which individuals clearly state their opinions and feelings, and firmly advocate for their rights and needs without violating the rights of others.





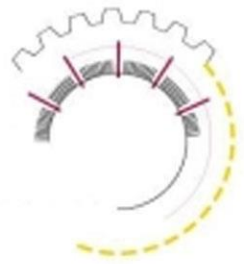
# Assertive Communication

Assertive communication is born of high self-esteem. These individuals value themselves, their time, and their emotional, spiritual, and physical needs and are strong advocates for themselves while being very respectful of the rights of others.



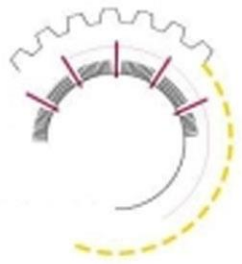
# Assertive communicators will often:

- state needs and wants clearly, appropriately, and respectfully
- express feelings clearly, appropriately, and respectfully
- use “I” statements
- communicate respect for others
- listen well without interrupting
- feel in control of self
- have good eye contact



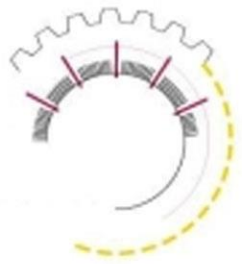
# Assertive communicators will often:

- speak in a calm and clear tone of voice
- have a relaxed body posture
- feel connected to others
- feel competent and in control
- not allow others to abuse or manipulate them
- stand up for their rights



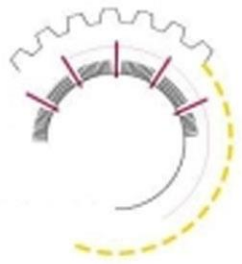
# The impact of a pattern of assertive communication

- feel connected to others
- feel in control of their lives
- are able to mature because they address issues and problems as they arise
- create a respectful environment for others to grow and mature



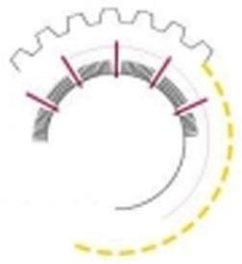
The assertive communicator will say, believe, or behave in a way that says:

- “We are equally entitled to express ourselves respectfully to one another.”
- “I am confident about who I am.”
- “I realize I have choices in my life and I consider my options.”
- “I speak clearly, honestly, and to the point.”



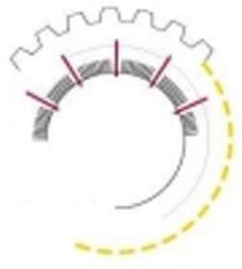
The assertive communicator will say, believe, or behave in a way that says:

- “I can’t control others but I can control myself.”
- “I place a high priority on having my rights respected.”
- “I am responsible for getting my needs met in a respectful manner.”



The assertive communicator will say, believe, or behave in a way that says:

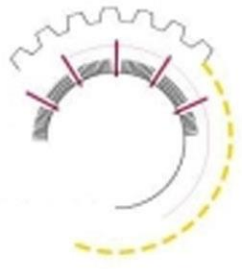
- “I respect the rights of others.”
- “Nobody owes me anything unless they’ve agreed to give it to me.”
- “I’m 100% responsible for my own happiness.”



# Communication Style - Dealing With

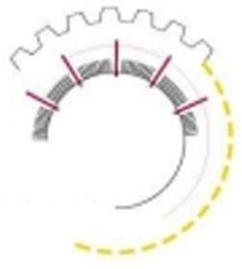
Passive





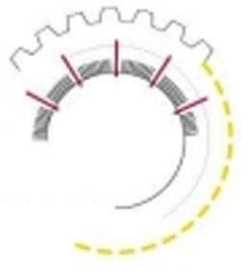
# Communication Style - Dealing With

Aggressive



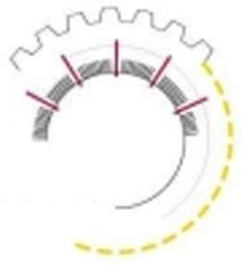
# Communication Style - Dealing With

Passive/Aggressive



# Communication Style - Dealing With

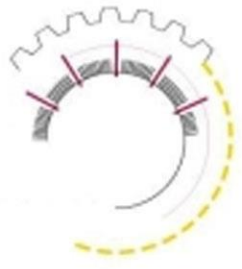
Assertive



# Communication Style - Dealing With

## Passive

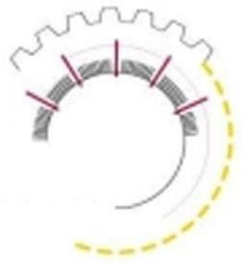
- Be assertive, yet gentle.
- Probe their feelings needs and opinions.
- May need to explain more in depth.
- Ask more questions.
- Allow more time with them.
- Accentuate their ideas and give them credit.
- Let them know how they are valued.



# Communication Style - Dealing With

## Passive

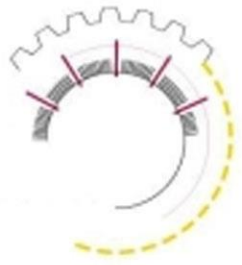
- Talk to them one on one.
- Consider the culture they come from, ethnicity
- Moderate your emotions.



# Communication Style - Dealing With

## Aggressive

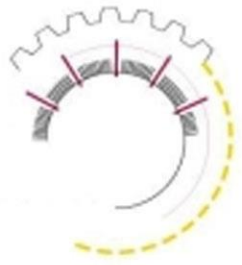
- Start by being assertive to ease tone, but be prepared to be aggressive if needed.
- Set boundaries.
- Acknowledge you understand their point or issue, then assertively state your point.
- Look them in the eye



# Communication Style - Dealing With

## Passive/Aggressive

- Call them on their inconsistencies.
- Constructively talk with peers to confirm they have same experience. Address this person with a team in a balanced fashion.
- Limit interaction, leave them to their own devices.

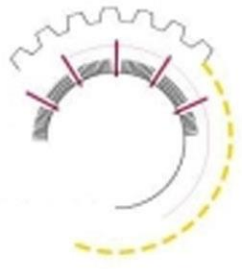


# Communication Style - Dealing With

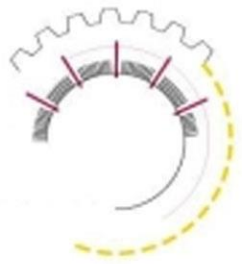
## Assertive

- Engage and encourage.
- Have healthy debate.
- Acknowledge their opinions and feelings.
- Share your own opinion, feelings, expectations, etc.
- Find common ground/agreement and build on that. I.e. your audit findings





# Building instant connections!



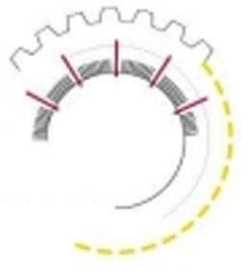
# Building instant connections!

- Find out what you have in common

Ask questions

work, vacations, jobs, hobbies,  
education, family,

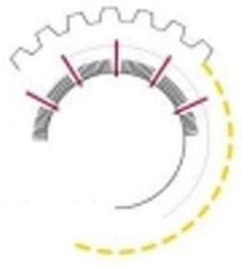
Tell an interesting story



# Feedback!

Managers who provided frequent recognition and encouragement were rewarded with an increase productivity of 31%.

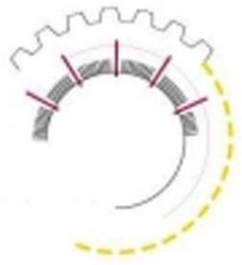
2009 study by two graduates of the University of Pennsylvania's Applied Positive Psychology Program



# Feedback

## Giving

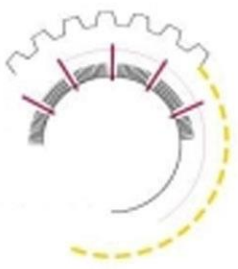
- Know the potential long term effect of your words.
- Make sure you are respectful and dignified.



# Feedback

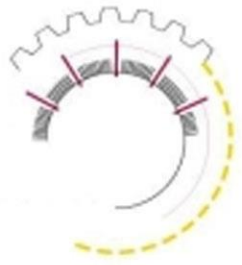
## Receiving

- Seek out
- Consider the source
- Get a second opinion



# Opportunities to offer positive feedback

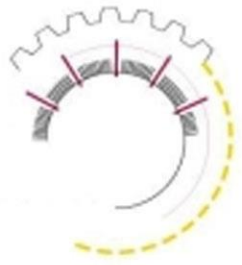
- Build relationship out of cycle
- Offer feedback during audit as you go along, not all at once at the end
- Educate that you are on the same team
- Be specific
- Bring up the good things and constructive feedback at the same time
- 
-



# Quiz question #1

Which of the following is a benefit of conflict?

1. Identify issues
2. Find better solutions
3. Better understanding
4. Gain respect
5. All of the above

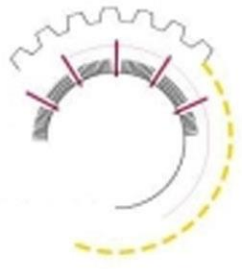


# Quiz question #2

Which of the following is not a benefit of conflict?

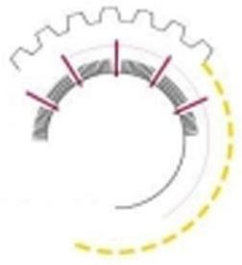
1. Differing perceptions, values and cultural norms
2. Short term pressures versus long term goals
3. Unrealistic expectations
4. Competition for limited resources
5. Prevailing over the other party





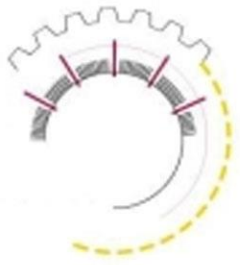
# Quiz question #3

- Which of the following isn't an attribute when giving feedback?
  - Respect
  - Admire
  - Shower
  - Appreciate



# Quiz question #4

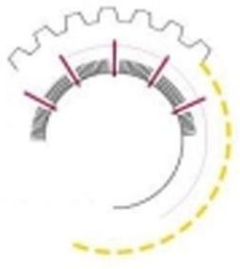
- Which of the below does not apply to seeking feedback?
  - Seek it out
  - Consider the source
  - Most people want your feedback
  - Get a second opinion



# AutomotiveManagementNetwork.com

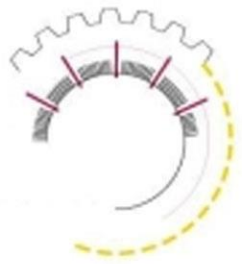
## **2 Let Your Staff Figure It Out**

Are you someone who gets involved with almost every detail of what goes on in your shop, but you want to spend more time working on the business instead of in it? Odds are that you have at least some relatively intelligent employees. After all, you hired them! So, how about letting your staff handle more of the day to day details. The typical shop owner finds that when he or she does so, most items are taken care of in a proper manner. Concentrate on the more critical issues that should be occupying most of your time and allow your staff to do what you pay them for.



# Harvard Business Review online

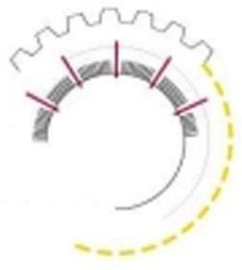
- Leaders who are hungry for new ideas don't just aspire to learn from the 'best in class' in their narrowly defined field. They also aspire to learn from organizations outside their field as a way to shake things up and make real change."  
**--William C. Taylor, co-founder of Fast Company magazine**



# Looking outside your industry!

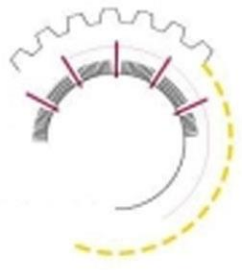
## “Peripheral Knowledge”

- At Reebok, the cushioning in a best-selling basketball shoe reflects technology borrowed from intravenous fluid bags.
- Semiconductor firm Qualcomm's revolutionary color display technology is rooted in the microstructures of the Morpho butterfly's wings.
- At IDEO, developers designed a leak-proof water bottle using the technology from a shampoo bottle top.



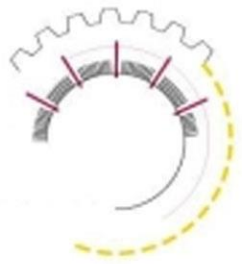
# Ideas from outside your industry?

- 
- 
- 
- 
- 
-



G what you want more of!

power, control, money, respect,  
empathy, commitment, joy, love,  
peace, confidence, time, energy,  
enthusiasm, acceptance,  
security, peace of mind,  
flexibility



# What do you want more of?

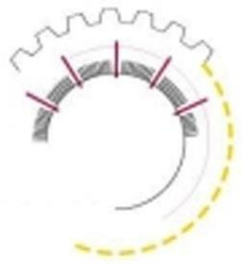
---

---

---

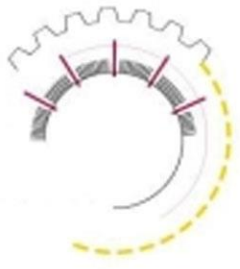
Most people focus on what they don't want in their life which doesn't provide a solution, just a cycle of victimization.





# Paired Sharing

- You will have 3-4 minutes per round
- Feel free to take notes
  
- Round #1: 3 things, non obvious, you have in common. As many people as possible.
- Round #2: Share someone you would like to meet and why, live or dead.
- Round #3: What are two things you would like to get out of our time?



# Resources

- Someone who has mastered a trait
- Tapes and videos
- Books

Ruiz, Don Miguel, **The Four Agreements**. Amber Allen, 2011

Lieberman, David Ph.D., ***Make Peace with Anyone***. St Martins, 2002

Loehr, Jim, **The Power of Full Engagement**. Free Press, 2003

Grabhorn, Lynn, ***Excuse me, your life is waiting***. Hampton, 2000

White, Bowen, ***Why Normal Isn't Healthy***. Hazelden, 2000

Meyers, David, ***The Pursuit of Happiness***. Avon, 1992.

Hakim, Cliff, ***We are all self employed***. Berret Koehler, 1994

Bradshaw, John, ***Homecoming***. Bantam, 1990.

Johnson, Spencer M.D., ***Who moved my cheese***. Putnam's, 1998