




## Jumping In The Driver's Seat!

Prepared For



**Asphalt Pavement**  
*Paving It Forward with Teamwork*

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## Define leadership?

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## 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*."

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## Slide 2


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**C14** Defining leadership - audience  
Cherie, 2/27/2015

## Slide 3

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**C15** Turn off the slide - - - can you report back?  
Cherie, 2/27/2015



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

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Leadership - Melissa Skiffington

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

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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?

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Leadership - Joe Hildebrand

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

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Leadership - Patrice Willets via Diane Breen

“Getting everybody to go in the same direction willingly”

*How?*  
Hold accountable  
Lower defenses  
Respect

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Levels of leadership?

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## Slide 9

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**C16** - Leadership at different levels of an organization  
Cherie, 2/27/2015

**C17** - People picking us up  
Cherie, 2/27/2015

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### Ryan Tonolli, Marketing VP at Sysco Foods

"If only my people would quit interrupting me and let me get my job done "

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### Gary Ridge , CEO for WD 40, company pledge

"I am responsible for taking action, asking questions, getting answers, and making decisions. I won't wait for someone to tell me. If I need to know, I am responsible for asking. I have no right to be offended that I didn't 'get this sooner.' If I'm doing something others should know about, I'm responsible for telling them. "

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### Steps of effective listening

- [www.johnkeysercoach.com](http://www.johnkeysercoach.com)

- Commit to listening as part of ongoing learning, understanding and growth
- Put the other person at ease, consider seating, venue your non verbals. Smile, nod, maintain eye contact
- Quiet your mind and stay fully present
- Give verbal affirmations like "ok", "I see" or "makes sense"
- Ask clarifying questions

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Slide 10

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C19    **Changed his mind**  
Cherie, 2/27/2015



### Steps of effective listening

- www.johnkeysercoach.com

- Ask if you can repeat back what they have said
- Use silence, don't rush to fill the space, the person will likely continue to talk
- Take notes! It shows respect that you care to assertive communicators

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### Keys to effective listening

- Joel Gohlmann

- Have patience
- Follow up on what was said
- Putting the other person's interest ahead of our own during the conversation.

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### Benefits of effective listening?

- Happier participants
- Less stress and confusion
- More efficient
- Greater respect between people
- Less work, only have to listen once!

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### Listening exercise?

- 2 people, person with biggest thumb goes <sup>CS</sup> first
- 2 minutes - speak about an issue that is important to you
- 1 minutes - listener repeat back to speaker what they heard
- Then speaker can clarify or add to listener

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### Communication Questions: Gain clarity and understanding

- What is your long term vision?
- Where would you like to go with this?
- How did you come to that conclusion?
- Tell me more about what you were thinking.
- What is working and is not working?

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### Communication Questions: Improve performance

- Is there anything I can do to support you?
- What is one thing you would like to do better or differently?
- Who is really good at what you want to do? Can they be a resource?
- What different resources can we/you tap into?

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## Slide 16

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**C5** 4 levels of listening - distracted - what's wrong - just the facts - mindful listening  
Cherie, 2/27/2015

## Slide 17

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**C20** Exercises to tease out  
Cherie, 2/27/2015



## Communication Questions: Encourage sharing

- Tell me more about that...
- Can you expand on that?
- What else?
- And?

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## Leadership Traits

Managers...

Believe they must catch people doing something *wrong*.  
 Generate laws that create more need for cops.  
 Provide instructions.  
 Focus on the short term.  
 Control others.  
 Talk.  
 Make decisions.  
 Believe their job is to maintain the status quo.  
 Focus on *how* things happen.  
 Take.  
 Believe they're masters.  
 Take power, credit and control.

Leaders...

Catch people doing things *right*.  
 Create a culture that controls behavior.  
 Provide vision.  
 Envision the future.  
 Control themselves.  
 Listen.  
 Influence decisions.  
 Change the status quo so that there is continuous improvement.  
 Pay attention to *what* is happening.  
 Give.  
 Believe they're servants.  
 Empower, give credit and avoid controlling.

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## 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

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### Healthy Conflict - Exercise

1. Identify what frustrates you about other drivers and why?
2. Find somebody who has the opposite or a different view and partner up with them, but don't talk about it in detail. You only have 2 minutes so be direct and to the point in finding out whether you are compatible.
3. Now put yourselves in your respective positions and present your case/position. Hold your position, state your opposing views and don't try to see the other person's side.

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### 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

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### 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

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## Slide 22

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- C6** This used to say "weather"  
Cherie, 2/27/2015
- C7** Interesting if they have to argue the other person's point of view  
Cherie, 2/27/2015
- C8** Cherie, 2/27/2015



## Healthy Conflict

- Pair up
- How did that feel?
- Was it awkward?
- How did it improve?

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## Healthy Conflict

- Don't a\_\_\_\_\_ <sup>C9</sup> the other person
- A\_\_\_\_\_ the other perspective
- Be h\_\_\_\_\_ about what you promise
- Keep the b\_\_\_\_\_ open

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## Preventing Conflict!

-Dan O'Connor

What statements or comments tend <sup>C11</sup> 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?

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## Slide 26

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**C9** Like the fill in the blank stuff  
Cherie, 2/27/2015

**C10** Cherie, 2/27/2015

## Slide 27

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**C11** Great fodder for exercise  
Cherie, 2/27/2015



### 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

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### Accountability - Self

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

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### 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?"

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### Accountability - Others

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

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### What leadership qualities or accomplishments are you proud of?

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### Constructive Feedback

Sarah Green - Harvard Business Review

- Don't give a "feedback sandwich"
- Schedule regular "check ins"
- Don't lump critical feedback with discussions of pay or promotion
- Be critical in public
- Ask permission
- Sticks with facts

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## Slide 32

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**C18** Exercise - what they're proud of  
Cherie, 2/27/2015



## Constructive Feedback

Sarah Green - Harvard Business Review

- Frame critique in terms of positive results you want to achieve
- Be specific about new behavior you want to see
- Keep preferred outcomes and preferred working relationships in mind
- Realize almost everyone wants corrective feedback, even experienced expert workers and Millennials
- Use the ideal praise/criticism ratio - 5/1
- Praise effort not ability

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## 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

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## Feedback

### Giving

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

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## Feedback

### Receiving

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

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## Give what you want more of!

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

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## What do you want more of?

\_\_\_\_\_

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\_\_\_\_\_

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

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## 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

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