EFFECTIVE LEADERSHIP
Agenda

- Situational compassion as a leader
- Listening with a leader's ear
- Being promoted
- Coach vs. Manager
- Delegating Responsibilities
- Motivating and Energizing Employees
- Emotional Intelligence and Leadership
- Being Positive
- The Importance of Critical Thinking
- Elements of Change Management as a Leader
Situational Compassion as a Leader

• When we have time
• When it is the right conditions
• When we feel like it
• When we are aware of what we are like
Characteristics Include:

- Notice others pain
  - At the same time takes actions on their behalf
- Batson and Eisenberg’s study showed 2 choices
  - Take care of yourself
  - Take care of others
“Hard Listening” (Deep Listening)

- Look interested
  - Ask probing questions
  - Ask enough questions until full understanding
- Deep listening continued
- Focus only on person and hold the judgements
- Focus -- laser focus
- Silence your inner opinions while the person is talking
- Summarize feelings at end
- Be prepared to not solve anything!
Exercise

By yourself write about an important event in your life.

• Describe it incredible detail
• Pair off
• Read story
• Practice asking questions
• Debrief what was hard? What was easy?
Dilemma – Being Promoted to Manager

Go from a subject matter expert that self leads to... a person that needs to influence and inspire others
Coach vs. Manager

- Must be able to reverse roles
- What is a coach?
- What makes an effective coach?
- How do you build confidence in your team?
- How do you build confidence in every individual in your team?
“GIVE A MAN A FISH AND YOU FEED HIM FOR A DAY; TEACH A MAN TO FISH AND YOU FEED HIM FOR A LIFETIME.”

– MAIMONIDES
Delegate, Delegate, Delegate

- You cannot and should not do it all yourself. Create a list:
- Include only tasks that you should and can do
- Are there tasks that can be delegated?
- Determine who has the skills to do it
- Determine who needs to learn how to do it
- Determine who has the desire to learn how to do it
What Type of Delegator are You?

- Dumper
- Micro-manager
- Strict
- Player
- All of the above
Building a great climate for your team includes:

- Emotional Intelligence
- Inspirational
- Creative
- A place where people look forward to coming too
What Does "Delegate" Mean?

Verb: To appoint a task or responsibility to another person

Noun: A person chosen to act or represent another
Do You Delegate?

• If yes, what do you delegate?
• If no, why not?
Why We Don't Delegate

• Do not have anyone to delegate to
• Quicker and easier to do it myself
• Do not trust others to do it to your satisfaction
• Need for control
• Fear that the organization will not need you, or that you can be replaced
• Do not want to look like a “slacker”
Benefits of Delegating

• Lightens your workload
• Increases productivity
• Encourages better planning, which increases likelihood of success
• Leaves more time for strategic thinking, which can lead to career advancement
• Demonstrates you are a trusting manager who invests in the growth of your team
When Should You Delegate?

• You have too much on your plate to complete successfully
• A team member is qualified to complete the task
• A team member will benefit from taking on the responsibility
• Routine matters need attention
• Details take up too much time for one person and need to be divided
Delegating

- Review
- Get Involved
- Agree on Goal
- Examine Concerns and Feelings
- Clarify Objectives
- Assess & Understand Task
How Do I Delegate?

• Get in the right mindset; think logically and realistically
• Don’t wait for people to offer help; take control and get the help you need when you need it
• Don’t view requests for assistance negatively
• Learn to trust and have confidence in others
Delegating Effectively

• Don’t take refusals personally
• Set clear standards of what you expect
• Be prepared to train the person you delegated your tasks to and be patient with the questions he or she may have
• Locate the resources available to help you complete the task
• Understand your helper can only do one thing at a time
Constantly Communicate

- Do not delegate a task and assume the person will accomplish it perfectly until they have a proven performance history.
- Be prepared for possible difficulties; have a backup plan.
- Recognize and applaud the efforts of your helper on your behalf - mention that person's name when being complimented.
- Be gracious and say "thank you".
Case Study

Sam is a mediocre associate who comes in right on time and leaves at 5:00 on the dot. Sam is pleasant and gets along well with team members. There is really no problem other than Sam's lack of "motivation."

What can I do?
Why Do we Want to Motivate our Employees?

• Reinforces peoples positive behaviors
• To be a decent, good manager/employee
• To motivate others to push for the same standards
• Increases everyone’s productivity
• Boosts creativity
• Difference between reward and recognition
Who?

- Everyone should be eligible to participate
- Anyone who meets the criteria that was stated should be recognized and rewarded
- Be open to being surprised as to who may step up to the plate
How?

• Explain the process of whom and how you recognize employees
• What is the criteria?
• Establish a detailed action plan
• Communicate, communicate, communicate
• Empower employees to take appropriate risks
• Shake it up and offer many different types
What Not To Do

• Avoid saying “Great job, but next time....”
• Picking the same favorites time and time again
• Arbitrarily picking people for no real reason
• Employee of the month programs
• Being too serious
Self-Care

- Sleep
- Exercise
- Eating
- Stress Relief
- Tough Love
Positive Psychology

• Reframing
• Happiness
• Motivation/willpower and determination
• Self-talk
Did You Ever Know Anyone Who...

- Just didn’t get it?
- Said the wrong thing?
- Did the wrong thing?
- Couldn’t get along with anyone? Or everyone?
- Missed cues at meetings/parties?
- You just couldn’t be around?
- Drove you crazy!
# Emotional Intelligence

## What it is:
- Understanding your own emotions
- Picking up on others' cues
- Managing your responses/reactions to others
- Being appropriate in social situations
- Developing relationships
- Treating others well

## What it is not:
- Being smart
- IQ
- Controlling others' emotions
- Manipulating others
- Extroversion/Introversion
Understanding Emotions

- Learn how to be the best listener
- Watch others’ body language
  - What are they really feeling?
  - What emotion is their tone conveying?
  - Do their tones and their emotions match?
- Become more comfortable sharing your emotions
Our Response to Triggers

- Traffic
- Awakened by a scary noise
- Yelling at work
- Worrying email/phone call
- Impending deadline
- Bad news

TRIGGER

Activation of “lower” brain regions

Activation of “higher” brain regions

Irrational, kneejerk reaction, entirely emotional “Scream and Yell”

Calm response, combination of emotion and logic “Work to fix it”
The Key Ingredient: Empathy

- Ask questions to understand how others are feeling
- How do your words/actions affect others?
- Anticipate how others are feeling
The Benefits of Emotional Intelligence at Work

• On the job, people with higher emotional intelligence excel at:
• Staying calm under pressure
• Resolving conflict effectively
• Behaving with empathy
• Leading by example
• Those with high levels of Emotional Intelligence delegate more effectively and more emphatically
• Increasing our Emotional Intelligence makes us better employees, leaders, colleagues and teammates
Emotionally Intelligent People are...

- Empathetic...care how others feel
- Willing to change...and open to it
- Positive people, that others want to be around
- Focused on achieving goals while motivating others
- More productive
Activity

Think about an interaction or situation at home or at work that caused an emotional response in you, that didn’t go well

- Who was involved?
- What triggered your response?
- What was the outcome?
- Based on what you learned today, what could you have done differently?
Persuasive Reasons to Have a Positive Attitude

• Positive thinking is powerful!
  o Positive thinking moves ourselves and lives in a direction that solves problems and benefits us and our support systems
  o You will set goals and achieve them more easily
• Re-wire your brain to think differently... we can do everything and anything
• It is contagious!!!
Best Practices

• Start with 5 positive affirmations every morning
• Expect good events to come
• Speak positively: “I can”, “I will”, “It will get done”, “I am able to lose the weight”, “I rock!”
• Filter and re-write negative thoughts
• Reframe your thoughts
• Dream, Hope, and Anticipate
Must Do's

-Commit to real change in the way you think and act
-Set specific, manageable goals to build momentum
-Practice re-thinking situations until positive thinking is habitual
-Teach the negative people in your life by example
-Do, Think, and BE!
-Even and especially when times are the hardest, accentuate the positive
How to be a More Positive Thinker

- Be Aware!!!
  - Identify what you think negatively about, and then analyze and evaluate your thoughts!
- Practice gratitude… write thank you notes!
- Start every day by setting goals for yourself
- Keep a journal to help you reflect and see your thought process on a daily basis
- Try new things… explore your own personal creativity
- Have persistence
- Be a leader
- Have fun and laugh – try laughter yoga
- Eat right and exercise
Case Studies

Company 1: Zappos
• They value fun and “being a little weird”
• Offers money to leave the company
• Fast shipping, no cost return

Company 2: Microsoft
• Strong feeling of trust in the environment and culture
• Employees appreciate perks such as flexibility, teleworking,
• Very innovative which helps improve employee engagement
Definition of Critical Thinking

Critical thinking is a process that begins with an argument and progresses toward evaluation.
~ Browne and Keeley, 2000

Critical thinking is reasonable, reflective thinking that is focused on deciding what to believe and do.
~ Robert H. Ennis
Why is Critical Thinking Important?

- Increase your Knowledge
- Become a Self-learner
- Problem Solve
- Others?
Value in the Workplace

- Fair thinking
- Opens communications
- Broad perspective
- Leads to creative solutions
Self-Esteem & Critical Thinking

• Trust your curiosity
• Have a healthy self esteem
• Desire to get to the next level
• Teaches responsibility
Best Practices

• Check your objectivity often
• Encourage input – listening to what others say
• Cultivate curiosity
• Not being defensive
• Make a decision
Making a Choice – How to Plan a Vacation

Work
• What is the best choice for your vacation
• When to go
• Impact of others
• What kind of vacation do you need?

Home
• What is the best choice for your vacation
• Where to go
• What is your budget
• What appeals to the family/yourself
Elements of Change

- Handling change day-by-day
- Prioritizing
- Working on team building
- Creating a vision
- Focusing on excellent communication skills
- Removing obstacles
- Focusing on all accomplishments
- Practicing patience
- Focusing on corporate culture
- Helping others embrace change
Prioritize

- Look around you
- What needs to be done right away?
- What can be done right away?
- Be prepared for resistance
- Get your whole team on board
- Create a sense of urgency
Work on Team Building

• Celebrate all victories and accomplishments
• Create a safe environment that fosters trust and collaboration
• Manage the mood
  o Allow feelings to be vented
  o Be inspiring
Create a Vision

It should be:

• Simple
• Future-oriented
• Easy to understand through a five-minute explanation

You should:

• Be positive
• Be bold
• Get buy-in
Focus on Excellent Communication Skills

• Be credible
• Use all communication methods
• Adapt your communication style as needed
• Walk the talk
• Practice being persuasive
Focus on All Accomplishments

• Notice the small things
• Review all that you and your team have accomplished
• Stop and breathe
• Enjoy work/life balance
• Enjoy relationships that you have built
Practice Patience

• All change takes time
• Watch for burnout in key players
• Embrace change in your personal life
• Expect decisions to slow down
• Accept uncertainty
Focus on Corporate Culture

- Show people how new techniques, behaviors, attitudes and words matter
- Include change as part of your corporate culture
- Be a change agent for your team/sphere of influence
Help Others Embrace Change

- Remember they are not purposely being difficult
- Understand some have been through too many changes already
- Respect that they may be struggling with the change
- Be prepared for difficult conversations
- Be positive and inspiring
- Demonstrate resilience
Activity

Think about a change situation that you are currently managing or will be managing in the near future.

• Who is involved and how will they be impacted by the change?
• How do you anticipate they will respond to the change?
• Based on what you learned today, what can you do as a leader to help your team members through the change?
• EAP Services available to employees, any household members and dependents
• Confidential
• EAP Counselors available 24/7/365 via 833-539-7285
• Management Consultations
• Financial/Legal Consultation and Referral Service
• Work/Life & Convenience Services
• https://sowi.mylifeexpert.com Company code: SOWI
Please complete a training evaluation!

https://www.surveymonkey.com/r/SOWITrainingEval

Thank you!
Questions & Answer

Leadership