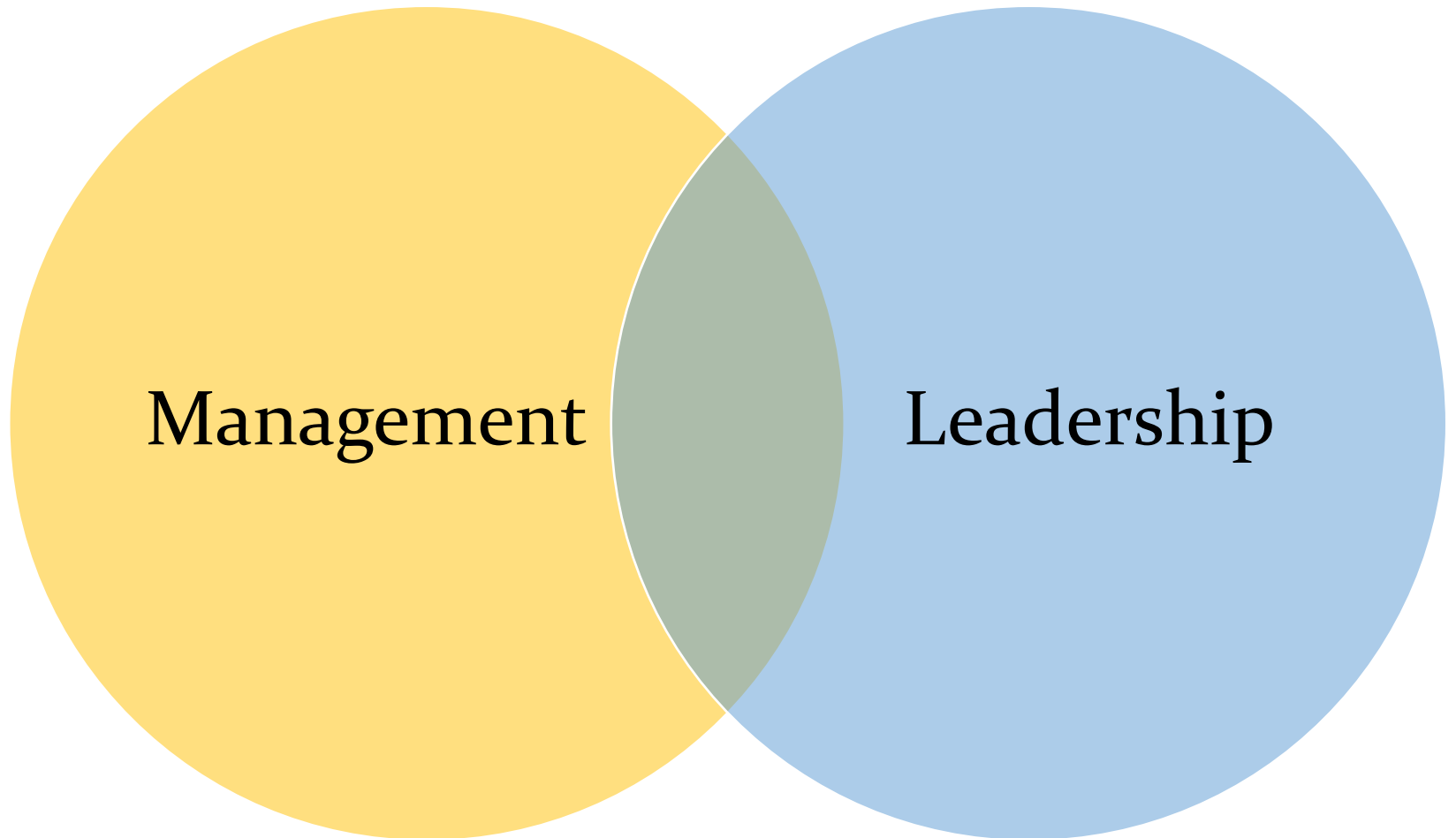# Leadership Bootcamp

June 11, 2019

"Only three things happen naturally in organizations; friction, confusion, and underperformance. Everything else requires leadership."

- Peter Drucker

Management vs. Leadership

Management

Leadership

Management Skills vs Leadership Skills

Management	Leadership
1. Interpersonal skills	1. Communication
2. Communications	2. Motivation
3. Motivation	3. Delegation
4. Organization	4. Positivity
5. Delegation	5. Trustworthiness
6. Forward Planning	6. Creativity
7. Strategic Thinking	7. Feedback
8. Problem Solving	8. Responsibility
9. Environmental Awareness	9. Commitment
10. Mentoring	10. Flexibility

Five Core Skills of Effective Leadership

1. Vision
2. Discrimination
3. Strategic Thinking
4. Commitment
5. Inspirational Communication

Nonprofit Leadership Competencies Internal

- Visioning
- Program Planning, Development & Evaluation
- Financial Management
- Human Resources Management
- Board Management

Nonprofit Leadership Competencies External

- Fundraising
- Marketing
- Community Relations
- Advocacy
- Policy

Leading Today

1. Act quickly… and thoughtfully.
2. Stay mission-focused.
3. Manage talent well.
4. Organize and change.
5. Use your board.
6. Communicate openly and often.
   1. Funders
   2. Board
   3. Staff

The Army's Leadership Principles

1. Know yourself and seek self-improvement.

2. Be tactically and technically proficient.

3. Seek responsibility and take responsibility for your actions.

4. Make sound and timely decisions.

5. Set the example.

6. Know your soldiers and look out for their welfare.

7. Keep your soldiers informed.

8. Develop a sense of responsibility in your subordinates.

9. Ensure the task is understood, supervised and accomplished.

10. Train your soldiers as a team.

11. Employ your unit in accordance with its capabilities.

Situational Leadership

- There is no one best way to lead.
- Leadership behaviors should match the situation.
- Effective leaders are able to adapt to the situations at hand.

The best leaders know themselves...

What is your work style?

A Few Things to Remember

- People are more predictable than we think.
- Your style is not how you see yourself but how other people see you.
- Style is defined by patterns of behavior… things we do repeatedly and unintentionally.
- People behave with consistency.
- We can predict behavior with probability not certainty.

How to Identify a Person's Style

- Style identification is learning people through observation.

- Behavior is observable not like inner quality such as values, beliefs, traditions and motives.

Two Key Areas to Understanding People at Work

- Assertiveness
- Responsiveness

Assertiveness & Responsiveness

Assertiveness:
- Degree to which your behavior is seen directive or forceful.
- More assertive doesn't mean Aggressive (use of style).
- Less assertive doesn't mean submissive.
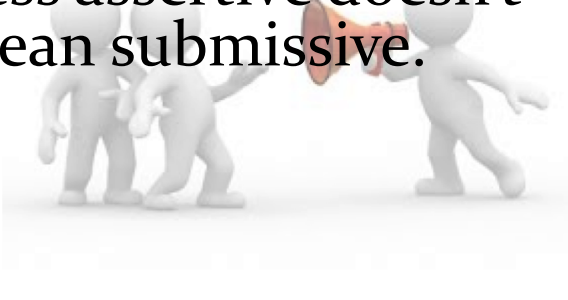
Responsiveness:
- Degree to which your behavior is seen showing your emotions and demonstrating awareness of others.
- More responsive doesn't mean "let it all hang out."
- Emotionally controlled doesn't mean you don't have emotions.
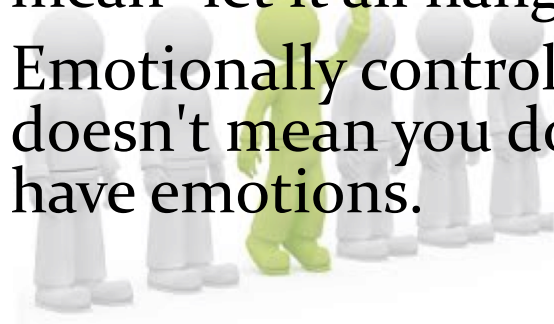
Assertiveness

More assertive

- More energy
- Move faster
- Gesture more
- Intense eye contact
- Lean forward
- Speaks quickly
- Risk-oriented
- More confrontational
- Decide quickly
- Demonstrate anger quicker

Less assertive

- Less energy
- Move slower
- Gesture less
- Less eye contact
- Lean backward
- Speaks slowly
- Less risk-oriented
- Less confrontational
- Take time to decide
- Demonstrate anger less

Responsiveness

More Responsive

- Express feeling more openly
- Appear more friendly
- More facial expression
- More vocal inflection
- Use more stories
- More people-oriented
- Prefer working with people

Less Responsive

- Less disclosing of feeling
- Appear more reserved
- Less facial expression
- Less vocal inflection
- Use more facts and logic
- More task oriented
- Prefer working alone

How to identify style

- Style identification is learning people through observation.

- Behavior is **<u>observable</u>** not like inner qualities as values, beliefs, traditions, motives.
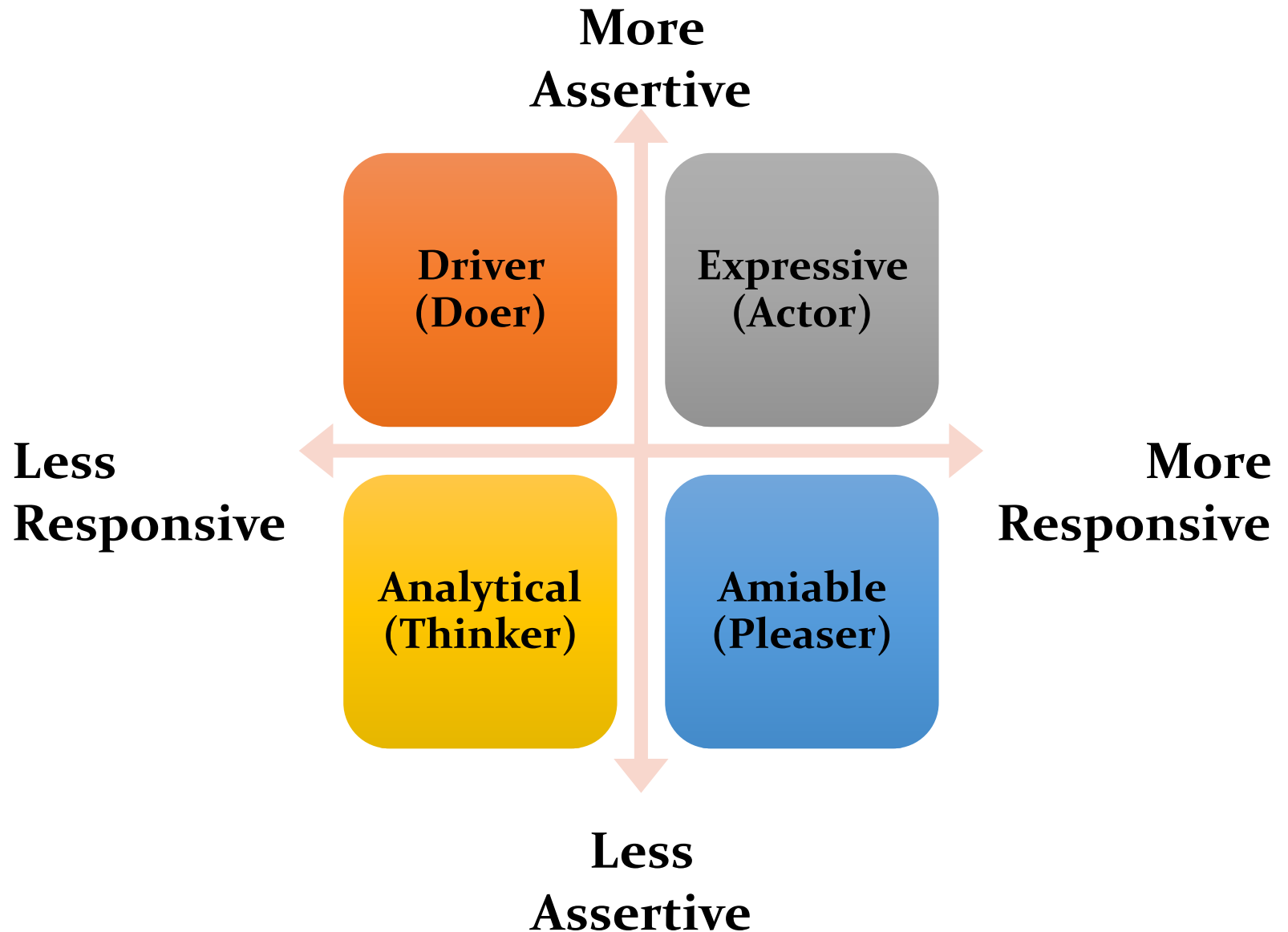
Paths to Success

- You can't change your dominant style.
- You are different from others in your style.
- Accept all other styles.
- Each style has strong leaders.
- It takes all styles to make an effective organization.

- Thinker (Analytical)
- Doer (Driver)
- People Pleaser (Amiable)
- Front Person/Actor (Expressive)

Driver

- Getting results and winning count most
- Value challenge and generate momentum
- Goal-oriented
- Action-takers (even if they are 55% sure)
- "You win some, you lose some"
- Tend to change their mind fast
- Tend to hide their feelings
- Can intimidate people
- Strong eye contact
- Limited tolerance for small talk
- Intellectually creative

Drivers

- <u>Energized by:</u>
  - Solving problems
  - Directness
  - Winning
- <u>Alienated by:</u>
  - Indecision
  - Inefficiency
  - Lack of focus

Expressives

- Spark energy and imagination
- Risk takers
- Use nonverbal communication and gesture
- Outgoing and spontaneous
- Prefer to work with people
- Dreamers and visionaries
- Can be impulsive and spontaneous
- Hate details and get things in at the last minute
- Networked

Expressives

- Energized by:
  - Brainstorming
  - Spontaneity
  - Trying new things
  - Enthusiasm
- Alienated by:
  - Rules and structure
  - The word "no"
  - A focus on process

Amiables

- Team players
- Friendly and people-oriented
- Risk averse
- Sensitive and diplomatic
- Perform best when you identify a role for them
- Best at maintaining an organization
- Dislike conflict and tend to avoid direct answer
- As manager, they will tolerate poor performance
- Avoid using authority at work.

Amiables

- Energized by:
  - Collaboration
  - Communication
  - Trust & respect
- Alienated by:
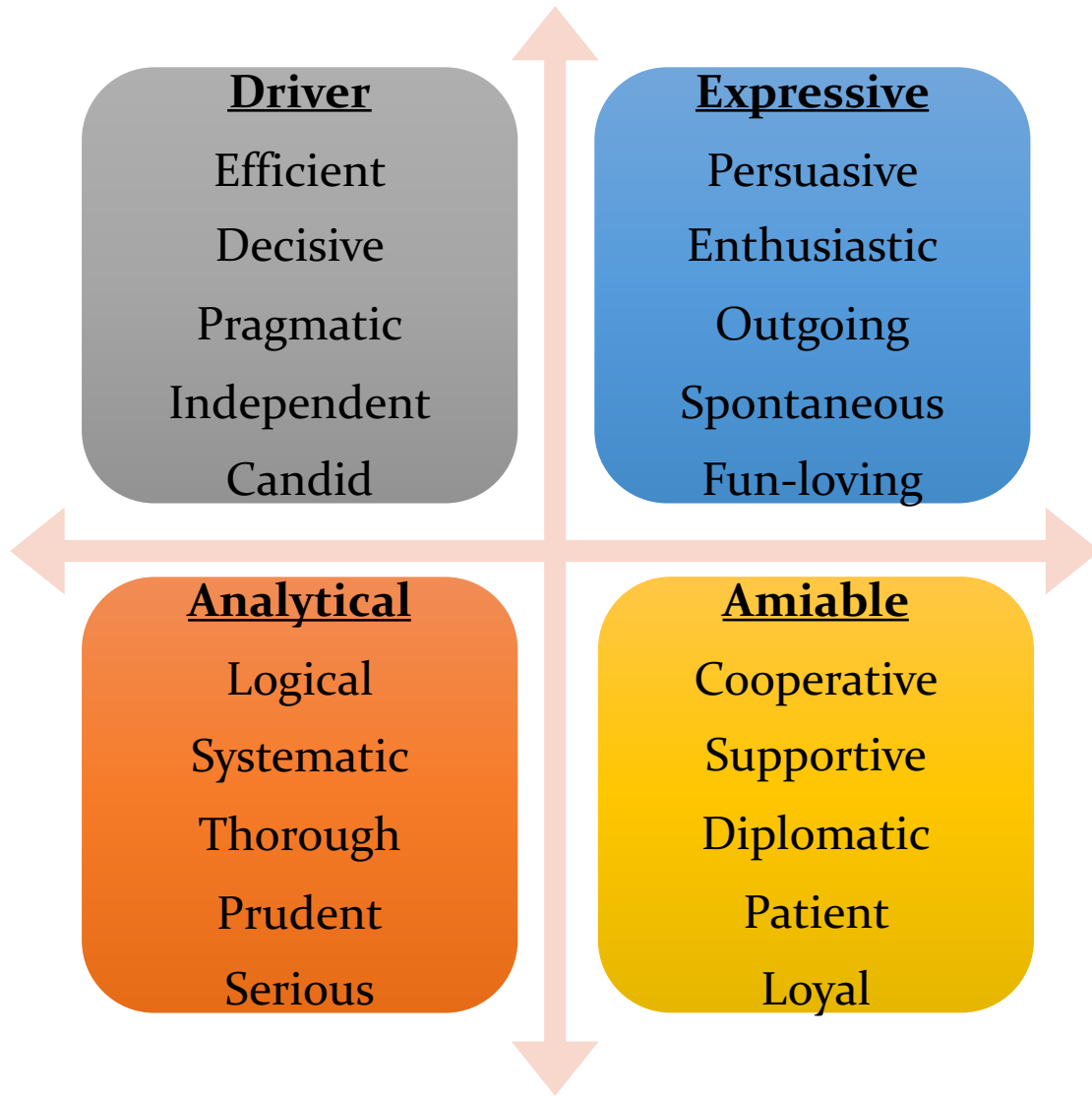 - Politics
  - Conflict
  - Inflexibility

Analyticals

- Perfectionists

- Task oriented

- Excellent attention to details

- Big in criticism and low on compliments

- Well-organized and systematic

- At best, they build effective systems; at worst, they generate bureaucracy

- Quiet and prefer to work alone

- Minimize risk

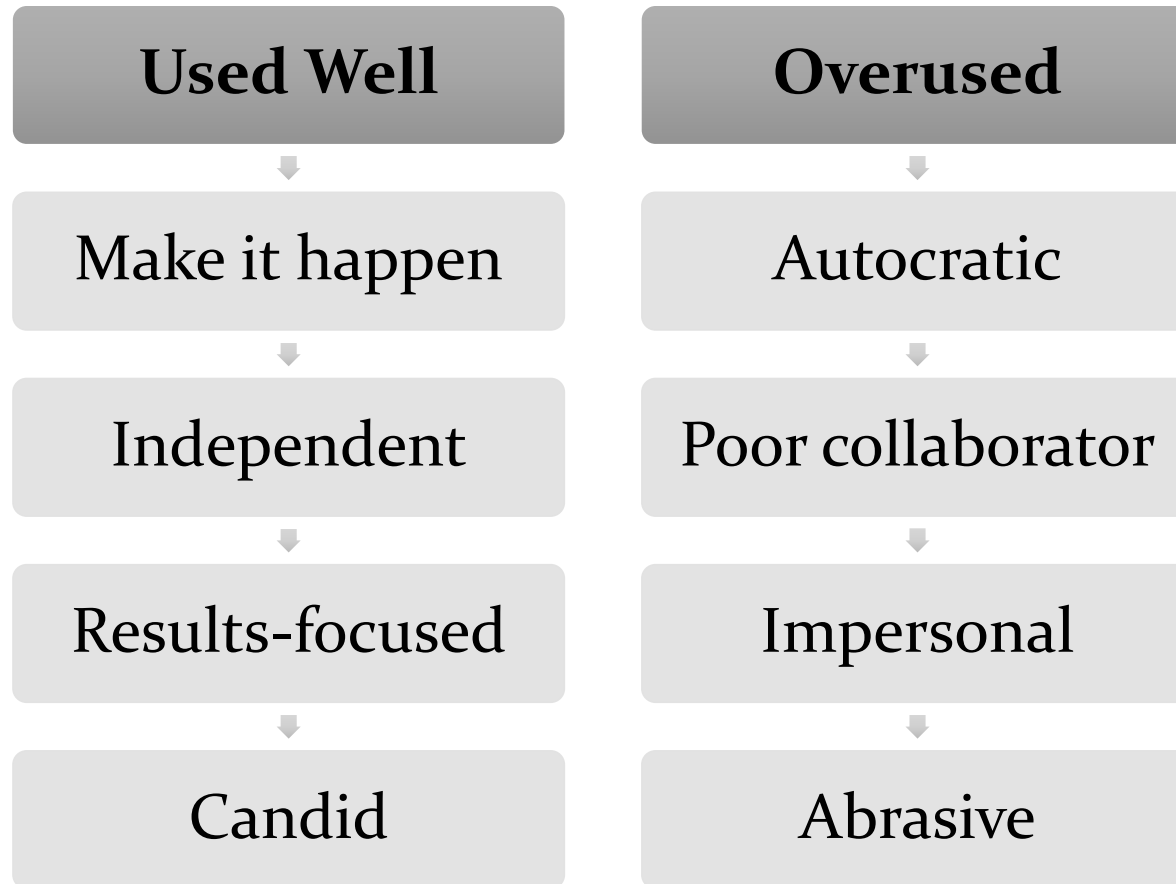- Value stability

- Data and facts are king

Analyticals

- Energized by:
  - Organization
  - Predictability and consistency
  - A detailed plan
- Alienated by:
  - Disorder
  - Time pressure
  - Ambiguity and uncertainty

Style Strengths

Driver

Efficient

Decisive

Pragmatic

Independent

Candid

Expressive

Persuasive

Enthusiastic

Outgoing

Spontaneous

Fun-loving

Analytical

Logical

Systematic

Thorough

Prudent

Serious

Amiable

Cooperative

Supportive

Diplomatic

Patient

Loyal

Driver – Strengths & Weaknesses

Used Well	Overused
Make it happen	Autocratic
Independent	Poor collaborator
Results-focused	Impersonal
Candid	Abrasive

Expressives – Strengths & Weaknesses

Used Well	Overused
Spontaneous	Hard to work with
Articulate	Poor listener
Fast-paced	Impatient
Visionary	Impractical
Fun-loving	Distracting
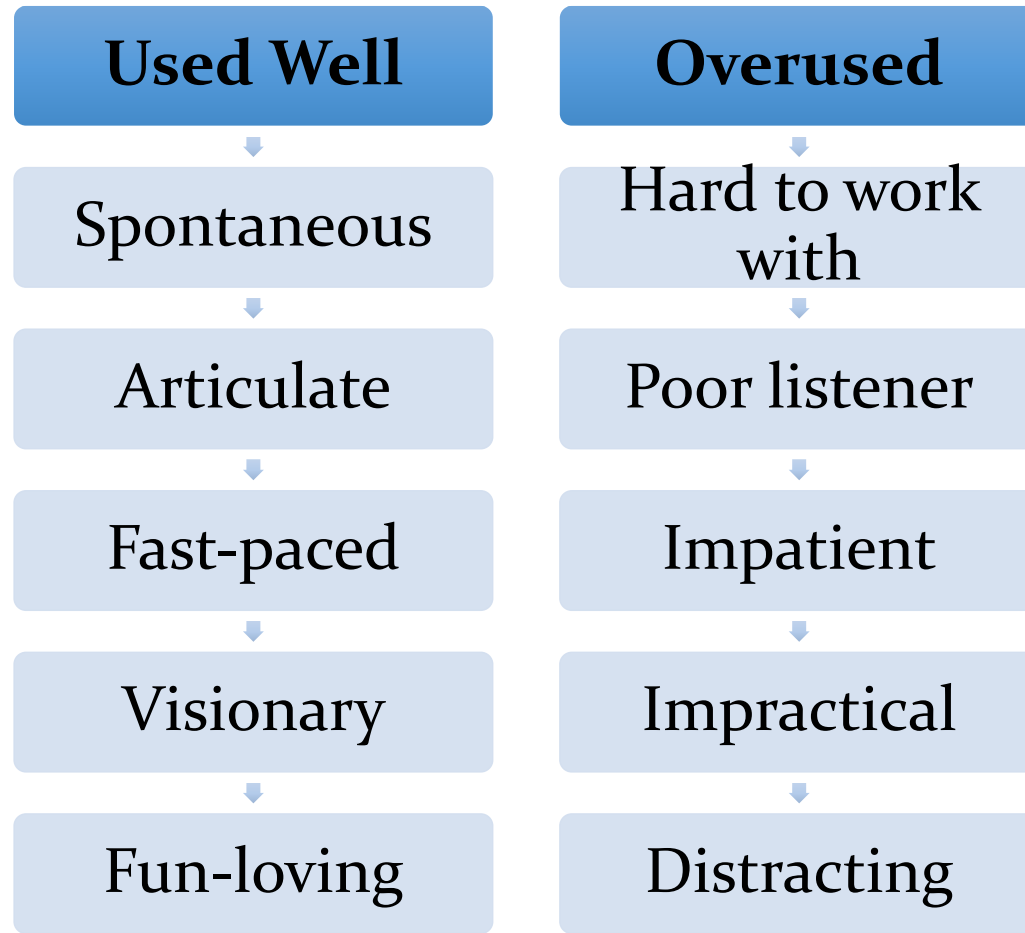
Amiables – Strengths & Weaknesses

Used Well	Overused
Diplomatic	Conflict avoider
Supportive	Permissive
People-oriented	Inattentive to task
Kind	Pushover
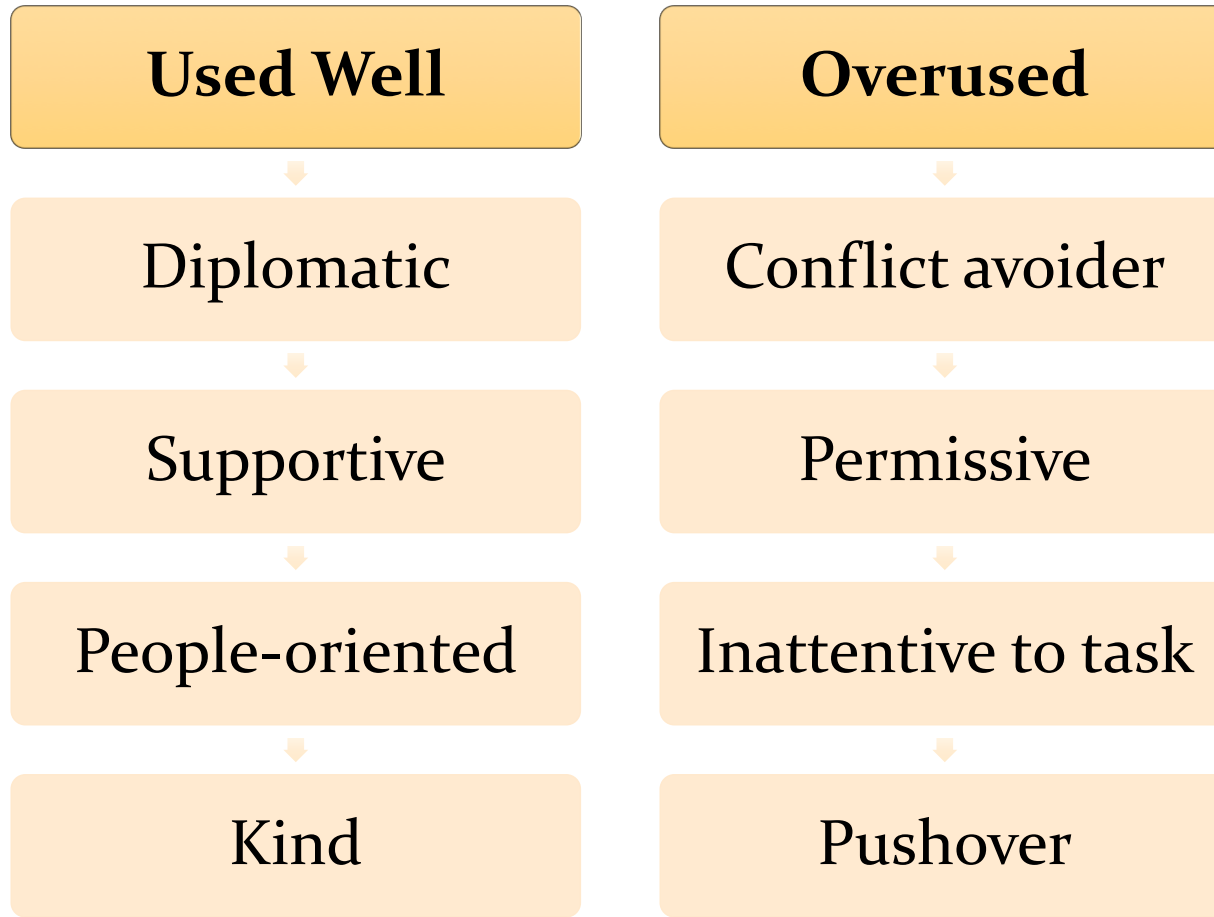
Analyticals – Strengths & Weaknesses

Used Well	Overused
Cautious	Indecisive
Careful	Nitpicky
Task-oriented	Impersonal
Systematic	Bureaucratic
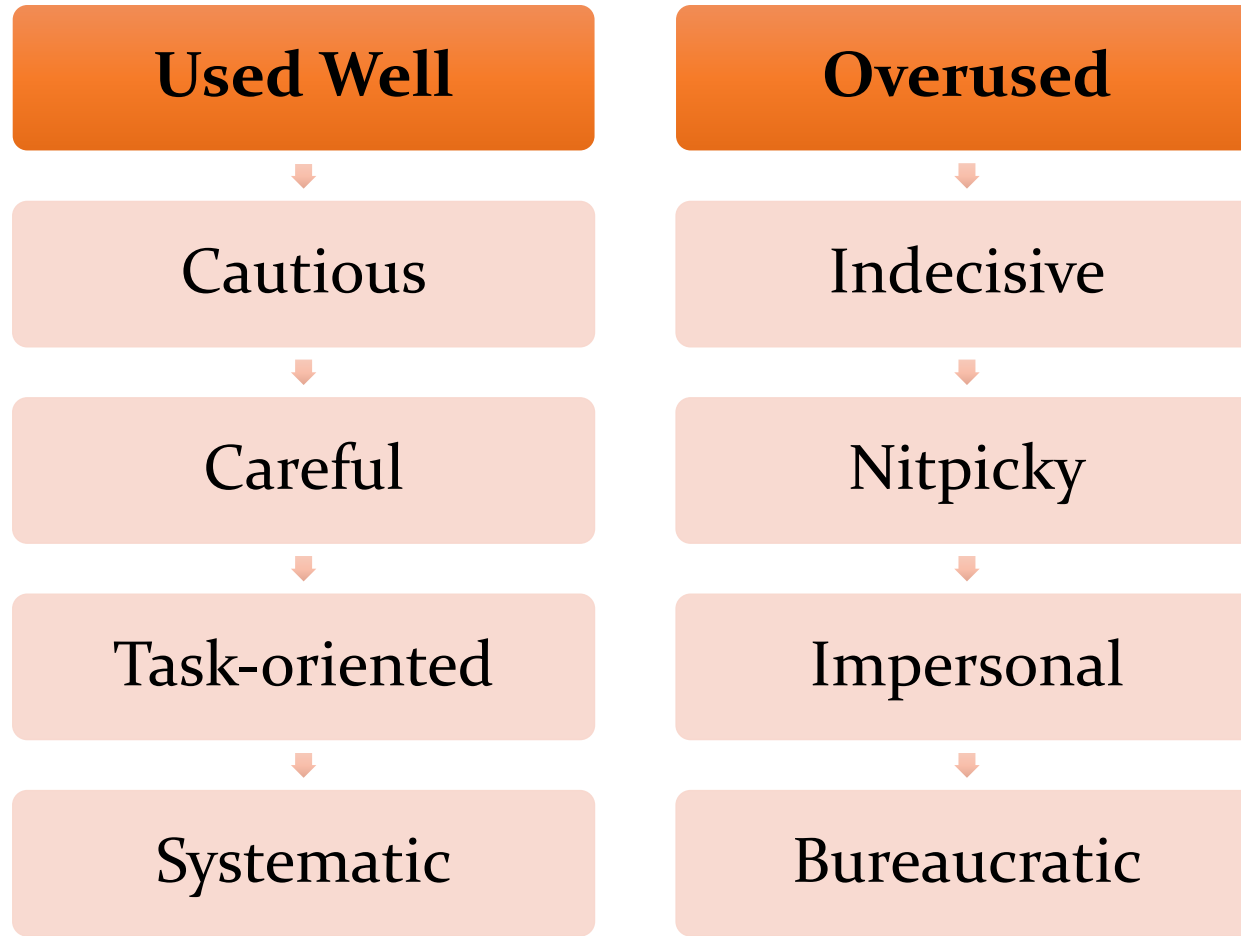
Backup Styles

Style	Primary Backup	Secondary Backup
Expressive	Attack	Comply
Driver	Be Autocratic	Avoid
Amiable	Comply	Attack
Analytical	Avoid	Be Autocratic

Driver Under Stress

- Autocratic
- Controlling
- Impose their plan, their thoughts
- Rarely apologize for their actions
- Act even quicker and require people to act at the same speed

Expressive Under Stress

- Attack
- Boil quickly
- Focus their frustration on people
- Speak in loud voice
- Admit their mistake and cool-off fast

Amiable Under Stress

- Comply

- Become agreeable

- "Sure, it's ok, whatever you want"

- Agree to avoid conflict not because they are convinced

- Very slow to forgive and forget

- It's very hard to know if they are in back up but you just feel there is something wrong

Analytical Under Stress

- Avoid

- Avoid conflict

- Avoid personal involvement and emotional expression

- Like to be alone

- Being unemotional is better than making a scene

When others are in backup:

- Expect that they will not be at their best
- Detect when others are in backup
- Avoid getting hooked by others backup
- Don't try to prevent a person from using backup behavior
- Avoid doing business with people in backup

Building Your Team

When do you create a team?

- You need buy-in for the best results.
- No one person has the answer.
- Shared responsibility is important to the success of the goal.
- The task is ongoing.

Team Elements

- Task
- Relationships
- Individual Expectations

Why are teams so popular?

- They typically outperform individuals.

- They use employee talents better.

- They are more flexible and responsive to environmental changes.

- They facilitate involvement.

- They are an effective way to democratize an organization and increase motivation.

Context

- Resources
- Leadership
- Structure
- Climate of trust
- Performance and rewards

Composition

- Abilities
- Personalities
- Role Allocation
- Diversity
- Size
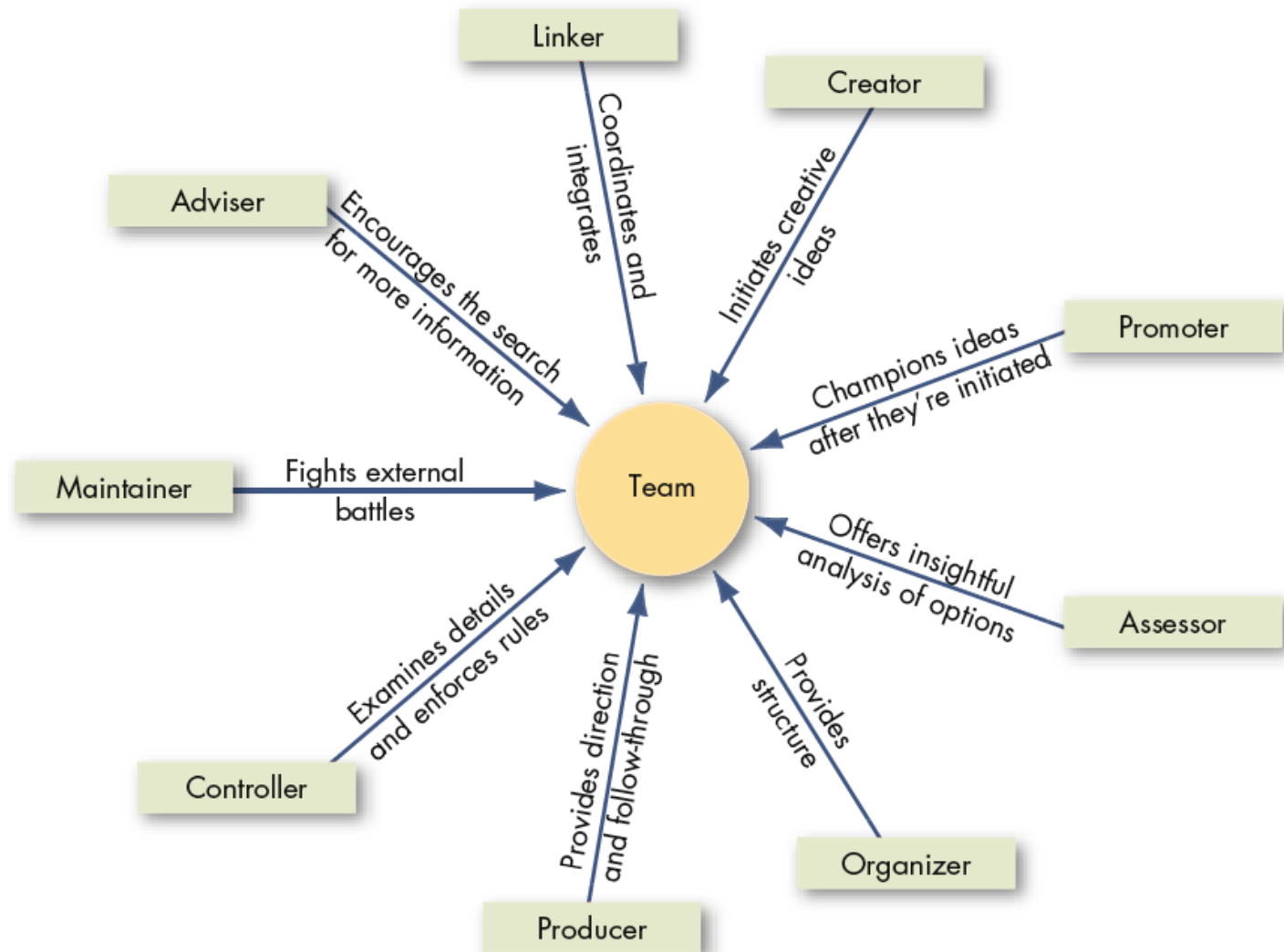- Member Flexibility
- Member Preference for Teamwork

Work Design

- Autonomy
- Skill Variety
- Task Identity
- Task Significance

Process

- Common Purpose
- Specific Goals
- Team Efficacy
- Conflict
- Social Loafing

Key Roles of Teams

How do you build a team?

1. Have a vision
2. Share the vision
3. Encourage involvement
4. Communicate
5. Promote feedback
6. Develop discipline
7. Cultivate respect
8. Strive for balance

Beware: Teams are not always the answer!

Three tests to see if a team fits the situation:

- Is the work complex and is there a need for different perspectives?

- Does the work create a common purpose or set of goals for the group that is larger than the aggregate of the goals for individuals?

- Are members of the group involved in interdependent tasks?

Communication & Conflict

Effective Communication

- What are some of your challenges?

Addressing Issues

- Avoid
- Diffuse
- Contain
- Confront/Address

Effective Conflict Resolution Strategies

1.   Pause… don't react, respond.
2.   Address the issue privately.
3.   Determine HOW you will deal with the issue.
4.   Give others the chance to have their say.
5.   Use active listening techniques.
6.   Repeat back your understanding of the issue.
7.   Use "I" statements to address emotions or reactions.
8.   Allow for silence (even awkward silence).
9.   Understand when it is out of your hands.
10. Follow up with a close-out conversation, email or call.

When you need to have a tough conversation...

- Prepare

- Be honest, direct, specific and simple.

- Focus on the issues not the person.

- Document.

Effective Feedback

- Situation

- Behavior

- Impact

Questions? Comments??

Thank you for coming!