



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 can not 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

Climate

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

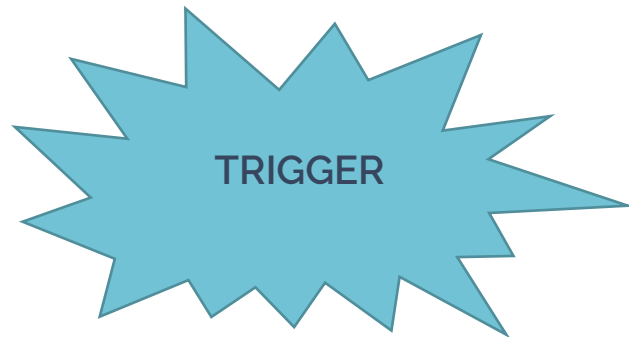
What it is not:

- Being smart
- IQ
- Controlling others' emotions
- Manipulating others
- Extroversion/Introversion

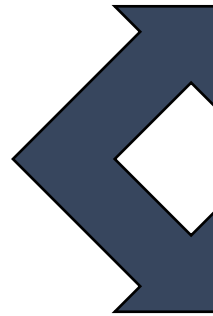
Understanding Emotions

- 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



Activation of
"lower" brain
regions



Irrational, kneejerk
reaction , entirely
emotional
"Scream and Yell"

Activation of
"higher" brain
regions



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!
 - Positive thinking moves ourselves and lives in a direction that solves problems and benefits us and our support systems
 - 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 other 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
 - Allow feelings to be vented
 - 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?

Your Kepro EAP

- 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