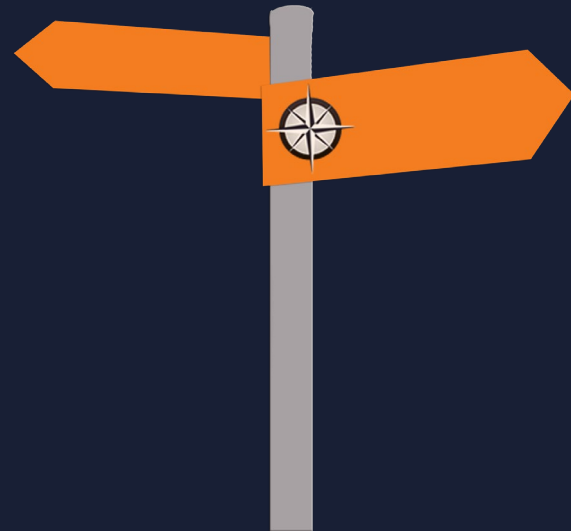




Success Starts with You!

Evans Kerrigan

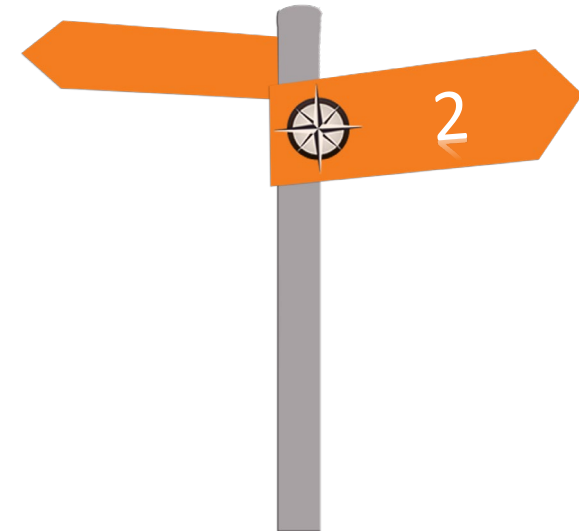
Brett Cooper





Congratulations!

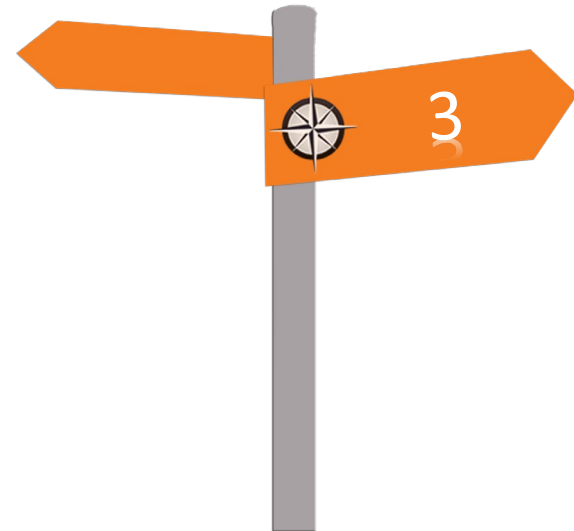
- You have a new team and new responsibilities
- What could go wrong?





A few of the Concerns we hear

- Finding your footing as the leader with people who were teammates till now
- Feeling pressure to succeed immediately
- Supporting instead of doing
- Working with people who are all different
- Figuring out your own leadership style
- Holding people accountable
- Sharing and receiving feedback
- Accomplishing work with limited resources





You're Not Alone

Your work as a leader can be
overwhelming at times

You have the power to improve your
situation

Growing as a leader is the way forward



The Power of Role Models

- Business leader
- Community leader
- Entertainer
- Family members
- Political leader
- Professional athlete
- Teacher or coach



YOU
are the
most important leader
in your organization!





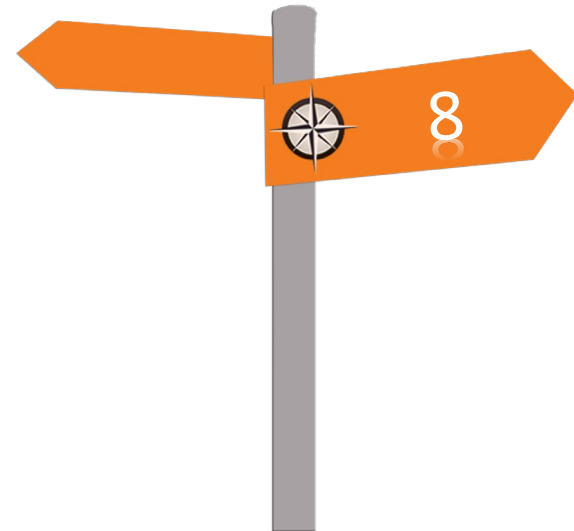
The Leadership Challenge Research





“Leadership begins with something that grabs hold of you and won’t let go.”

-- Jim Kouzes and Barry Posner





Challenge and Opportunity

Challenge is the crucible

Our opportunity for greatness

It's where we do our best and grow



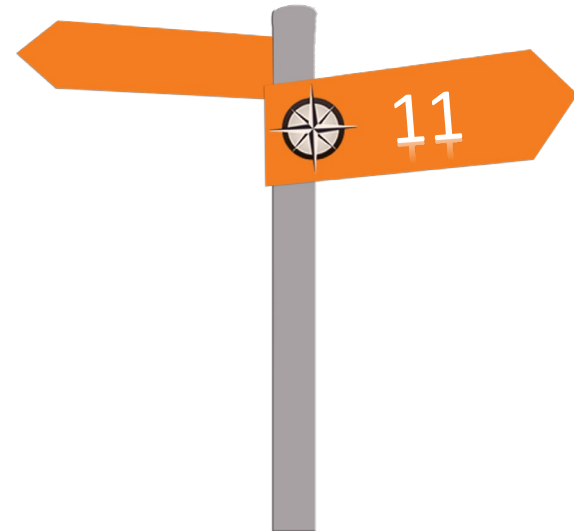


Stepping into the Challenge?





Grow Emotional Intelligence (EQ)





A Framework for Emotional Intelligence

	Awareness	Application
Self	Know Your Style	Choose Actions Wisely
Others	Know Other Styles	Adapt Actions for Mutual Benefit



Where does EQ Impact Us



Decision making



Communication



Conflict



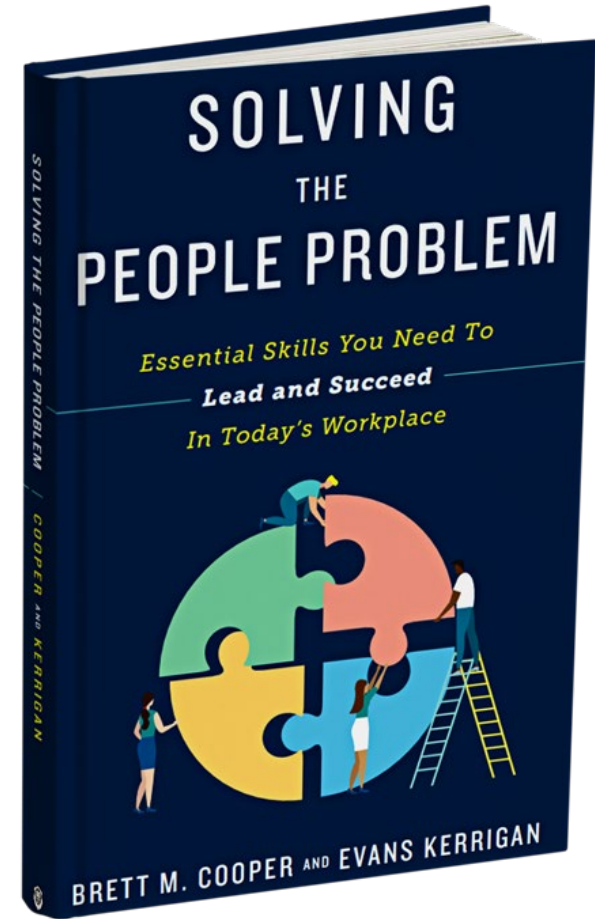
Teamwork



Customer Service
and Sales



Leadership





“Communication is not about
speaking what we think.
Communication is about ensuring
others hear what we mean.”

-- Simon Sinek

(Facebook Post, October 5, 2014)



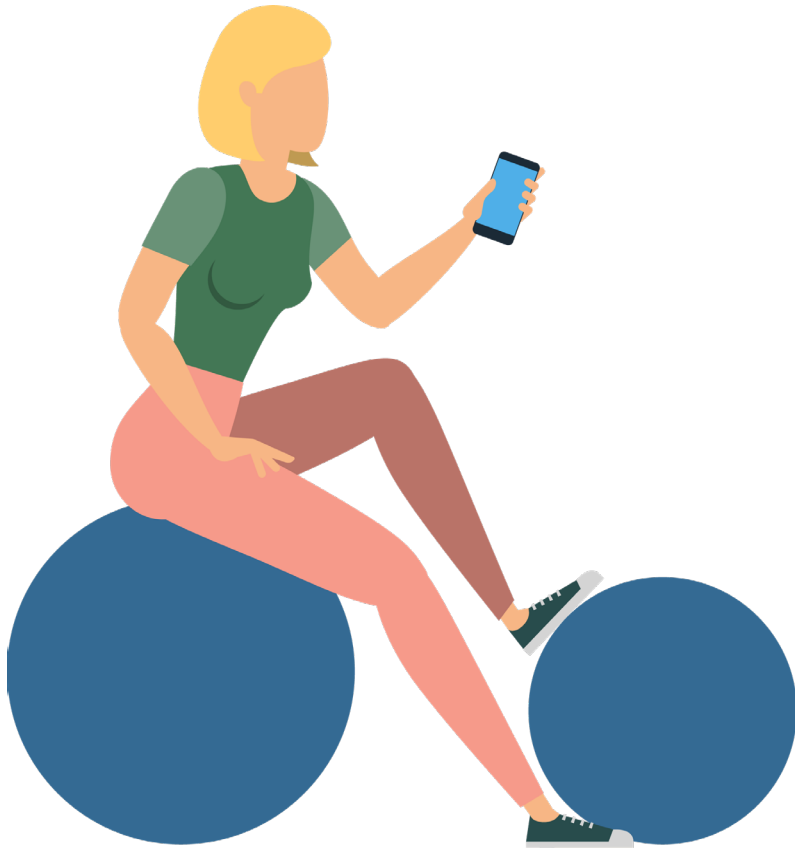


Honor the Differences





Build Work Relationships that Really Work





Creating an Environment of Psychological Safety





Psychological Safety

*Psychological
Safety*

“a belief that
**one will not be
punished or humiliated
for speaking up** with ideas,
questions, concerns, or mistakes,
and that **the team is safe** for
interpersonal risk-taking”

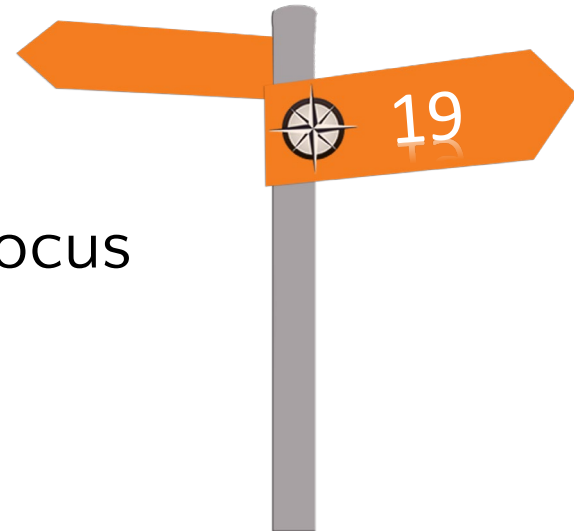


-Amy Edmondson



Ideas for building this with Your Team

1. Frame the work to focus on what we can learn
 - Growth mindset
 - We face new challenges by learning
 - We all need to be willing to grow and change to meet new challenges
2. Acknowledge your own challenges
 - Model that it is okay to discuss what we struggle with
 - Sharing your vulnerability shows others it is ok
3. Be curious and let others see it
 - Curiosity over judgement demonstrates the learning focus
4. It's not safety or accountability, It takes both





Safety and Accountability

Psychological
Safety

Comfortable

Learning and
Performance

Apathetic

Anxious

Accountability



Build Your Listening Skills





Intention and Presence

We often hear that we need to be present with others

- What does that look like?
- What are you doing?





ACE Listening

A – Attention

C – Curiosity

E – Engagement



Attention

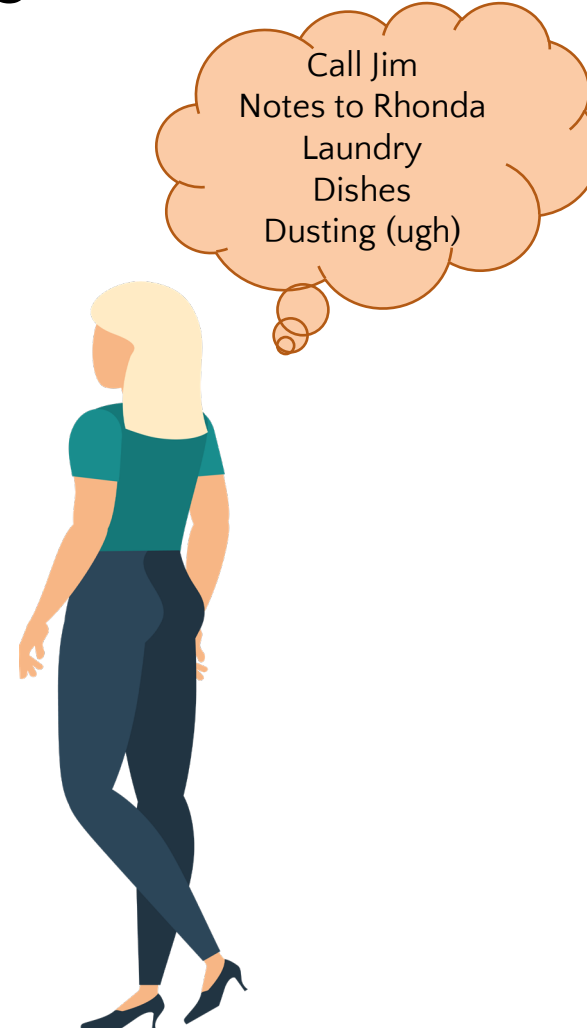
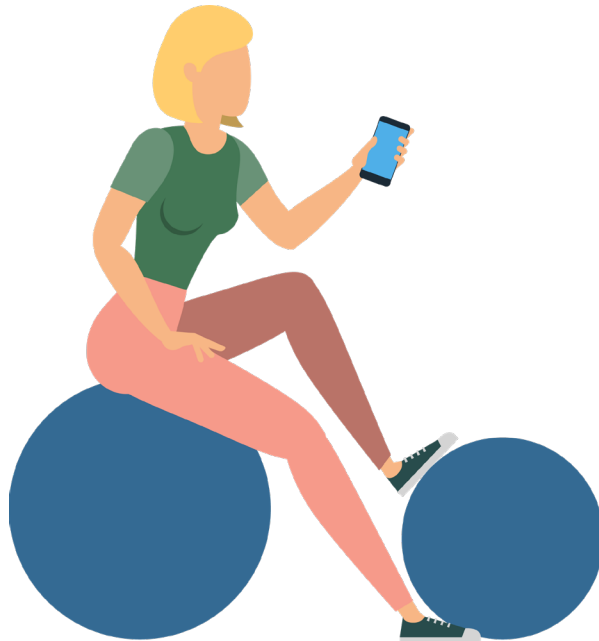
Avoiding External Distractions





Attention

Don't forget internal distractions





The mindset to listen to learn,
not judge

Viewing content and context
for clues



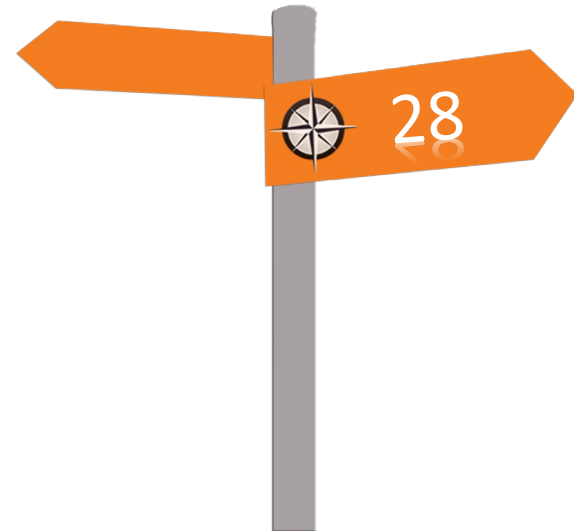
Engagement

Open ended questions

Checking for understanding



Using Feedback





Feedback

- Why do we avoid giving feedback?
 - Beliefs?
 - Assumptions?
 - Fears?
 - Concerns?





Why is Feedback
Important?



Types of Feedback

1. Positive reinforcement recognizing good work
2. **Constructive feedback to suggest improvement**
3. Negative feedback to highlight behavior that must stop





What Research Says

1. 60% of survey respondents reported they would like feedback on a daily or weekly basis. The number increased to 72% for employees under 30. – PwC
2. 69% of employees say they would work harder if they felt their efforts were better recognized. – Zenger-Folkman





Structure Helps

1. Situation – Describe the situation specifically, when and where is occurred
2. Behavior – Describe the observed behavior, don't assume you know what the other person was thinking
3. Impact – Describe what you thought or felt in reaction to the behavior

--SBI – from Center for Creative Leadership



Do's and Don't's

Don't	Do
In that meeting you	During Thursday's team meeting at 11 you
...were rude and disrespectful	...interrupted me while I was presenting my recommendation on a new product
....and you made me look like an idiot!and it broke my train of thought at a critical moment, which made it harder for me to "stick my landing".



Use Inquiry to Solve Together

Curious, open-ended and open-minded questions

“How do you remember the interaction?”

“What was happening for you at the moment?”

“How can we agree to handle situations like that in the future for better success?”





Positive Feedback as well

1. "Your presentations have been really good lately!"
2. With a little more intention, can become
3. "The presentation you made to the employee engagement steering committee yesterday was fantastic. It was clear, compelling, and your summary tied it all together very well. As a result, I am confident they will improve your recommendation and our employees will get the benefit of your great ideas!"





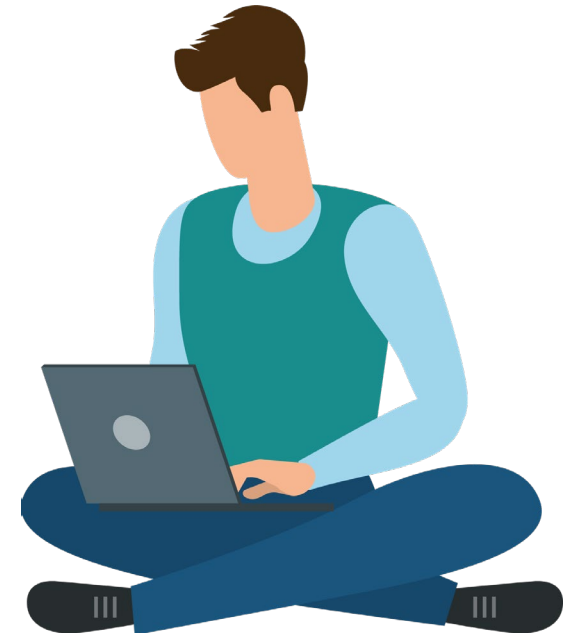
Your Mindset Matters

If these are your thoughts...

- This will be horrible
- She will be upset and won't want to work with me anymore
- She will hold a grudge
- She will get defensive
- What if they cry?
- It won't help anyway, they won't change

How does it impact you?

- Physically
- Mentally
- Emotionally
- Behaviorally





A Positive/Growth Mindset

- I'm helping this person
- This will support their growth
- Withholding this information is not in their best interest
- I care about the person
- My positive intent for the conversation is ...
- I've prepared and feel confident
- Focus on their most positive and redeeming qualities
- This will be helpful





Prepare and Practice

- Plan your feedback
- Practice the delivery
- State the issue clearly and directly
- Be specific
- Avoid “stories” or projecting motivation
- Keep a neutral, balanced tone
- Consider “SBI” or “SBII”





In the Virtual World

- Feedback is more important and requires more skill and empathy
- Less anecdotal, informal and natural feedback is available
- Many people are anxious, vulnerable and fearful
- Connections have been eroded
- If you're a leader, you are a lifeline
- Look for the opportunities to use feedback to build your people





Best Practices

1. Plan your conversation
2. Ensure emotional regulation
3. Consider the other person's style
4. Make it timely
5. Make it frequent – normalizes the experience
6. No “feedback sandwiches”
7. Be respectful (praise in public, critique in private)
8. Model by asking for feedback and receiving it well



Stepping into the Challenge?





For Your Journey

Success Starts with You!

To be released in early 2023.

An opportunity to receive a
free ebook after the release.



Thank You

SolvingThePeopleProblem.com

Questions?

Comments?

