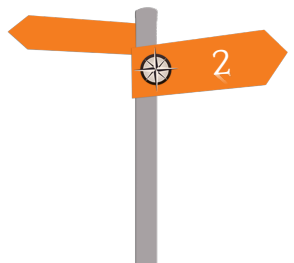# INTEGRIS
PERFORMANCE ADVISORS

Success Starts with You!

Evans Kerrigan
Brett Cooper


Congratulations!

o You have a new team and new responsibilities

o What could go wrong?

2

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

3
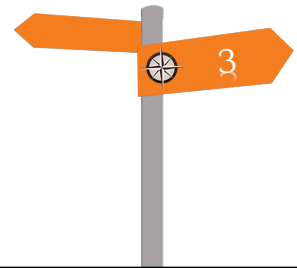
You're Not Alone

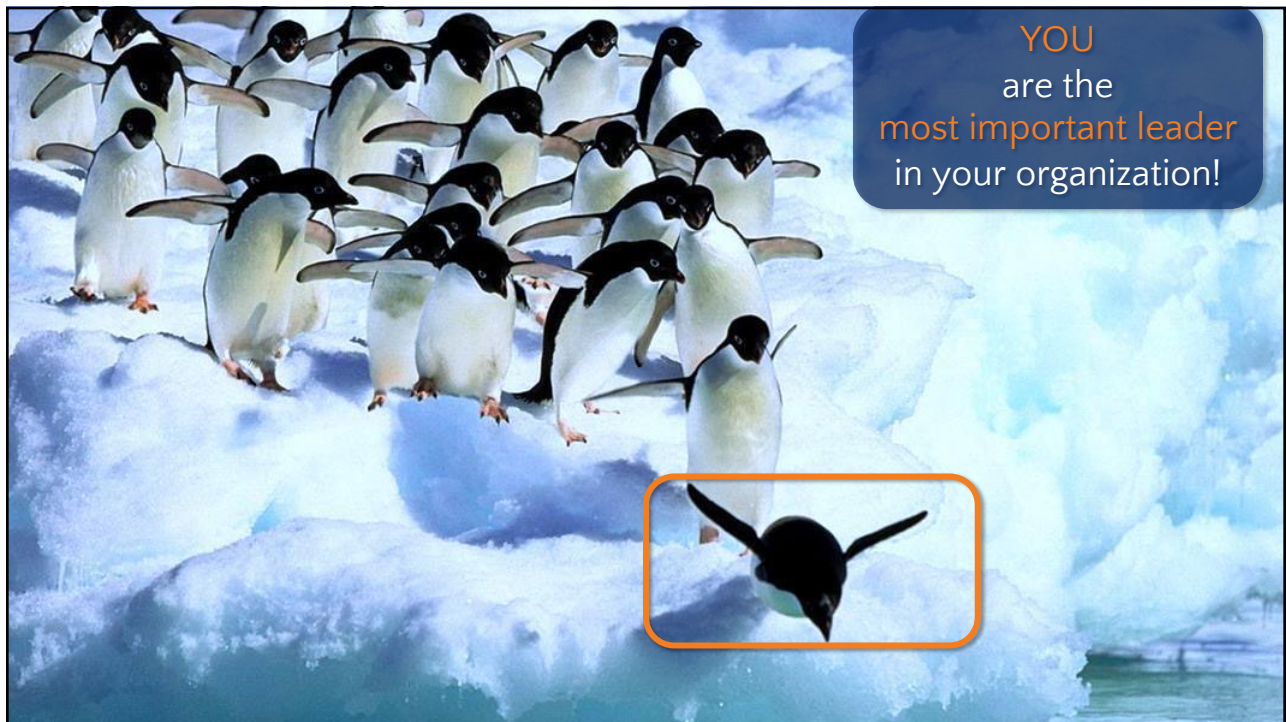Your work as a leader can be overwhelming at times
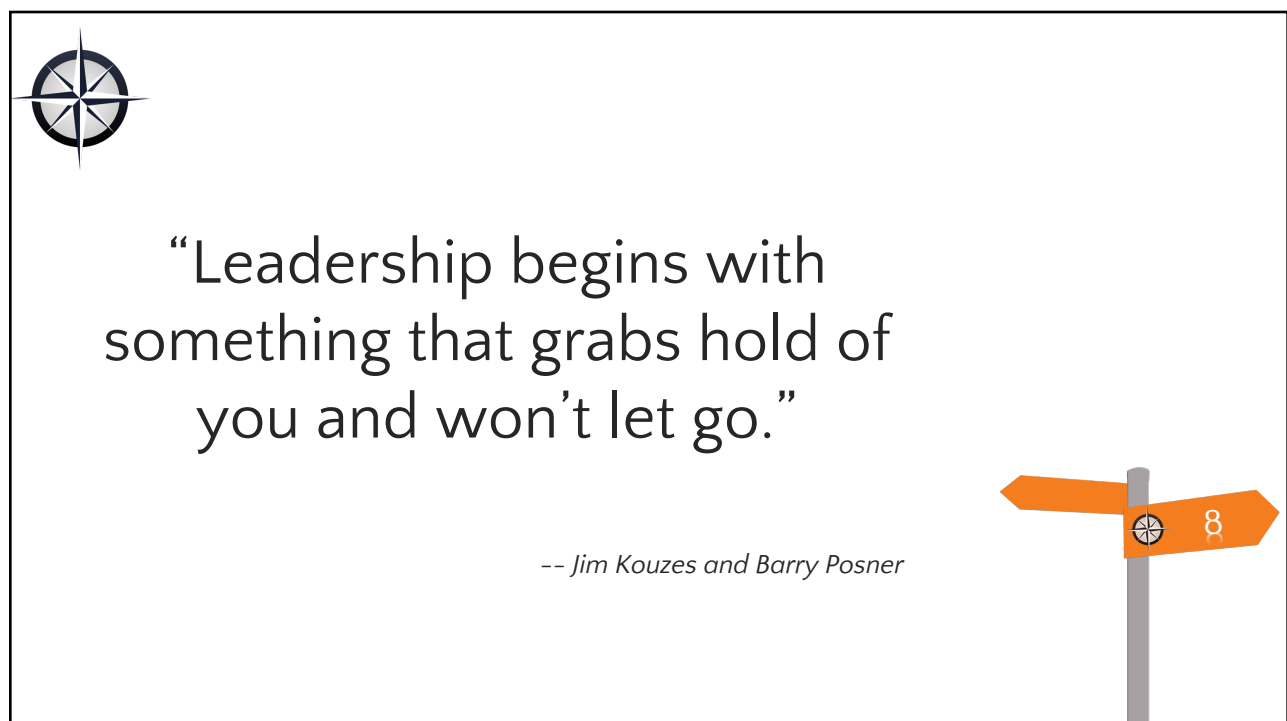
You have the power to improve your situation

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

"What to do"

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

"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

Challenge

Opportunity

Stepping into the Challenge?

Emotional Intelligence

Feedback Skills

Creating the space for each member of your team to excel!

Psychological Safety
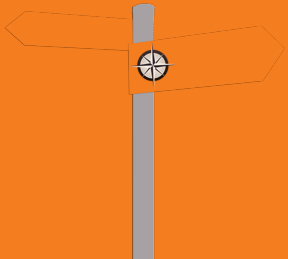
Listening Skills

10

Your

Grow Emotional Intelligence (EQ)

11

EQ Defined

Your ability to recognize and understand emotions in yourself and others,

and your ability to use this awareness to manage your behavior and relationships.
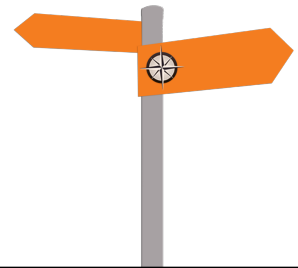
EQ was found to account for
58% of job success
- Bradberry & Greaves

What % of workers say

CLASHES IN PERSONALITY &
COMMUNICATION STYLES are
their #1 source
of workplace conflict

Source: CPP Global Workforce study

62% of workers say

CLASHES IN PERSONALITY &
COMMUNICATION STYLES are
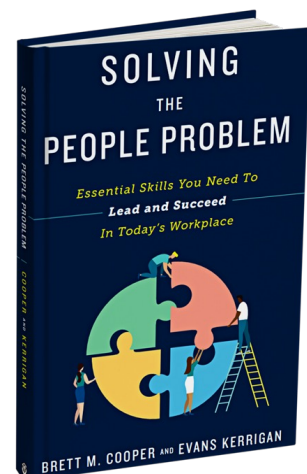their #1 source
of workplace conflict

Source: CPP Global Workforce study

The Underlying Problem

THE PEOPLE PROBLEM

People not **understanding** the differences;
People not **honoring** the differences

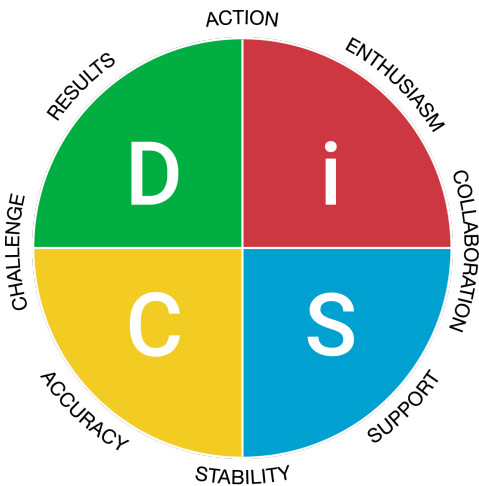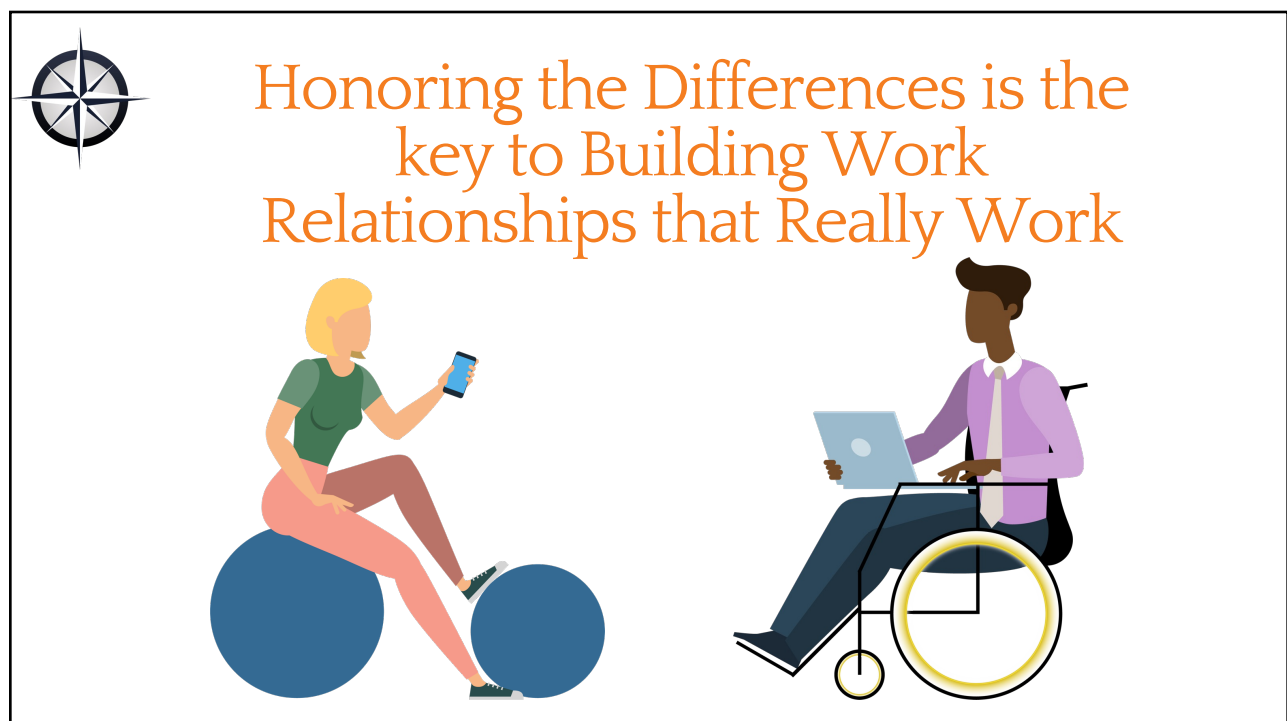"Communication is not about speaking what we think. Communication is about ensuring others hear what we mean."

-- Simon Sinek
(Facebook Post, October 5, 2014)

A Language for Building EQ

A Language for Understanding the Differences

Let's get it done!

Let's get excited!

Do we have the details?

Is everyone onboard?

Honoring the Differences is the key to Building Work Relationships that Really Work

Free Copy to Guide Your Journey

SOLVING THE PEOPLE PROBLEM

Essential Skills You Need To Lead and Succeed In Today's Workplace

BRETT M. COOPER AND EVANS KERRIGAN
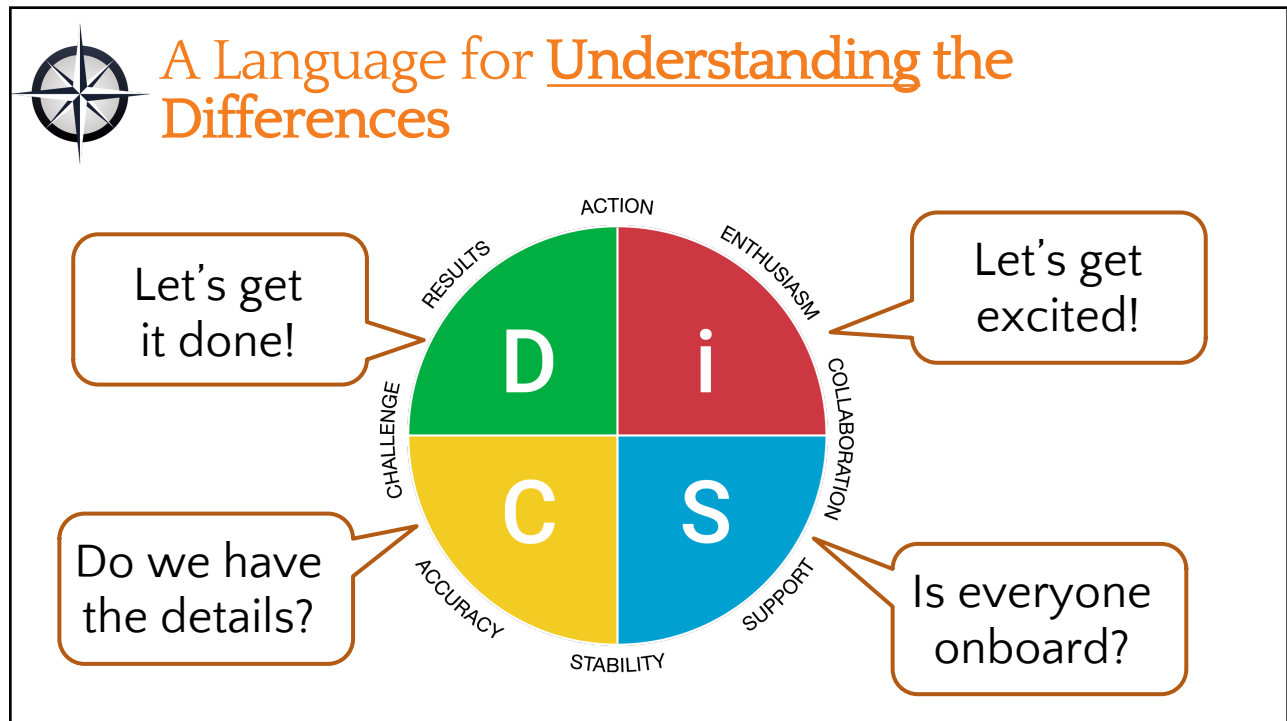
SolvingThePeopleProblem.com/Keynote/

Creating an Environment of Psychological Safety

22

Psychological Safety

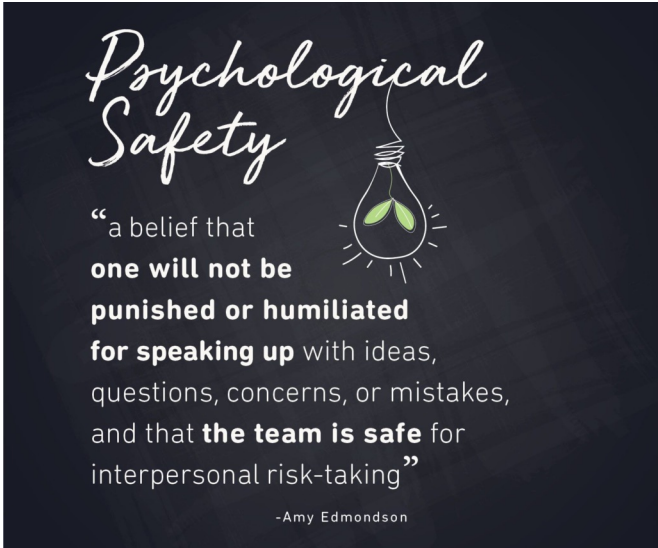> "a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking"
>
> -Amy Edmondson

Ideas for building this with Your Team

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

24

Safety and Accountability

	Accountability	
Psychological Safety	**Comfortable**	**Learning and Performance**
	Apathetic	Anxious

Build Your Listening Skills

26

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

Call Jim
Notes to Rhonda
Laundry
Dishes
Dusting (ugh)
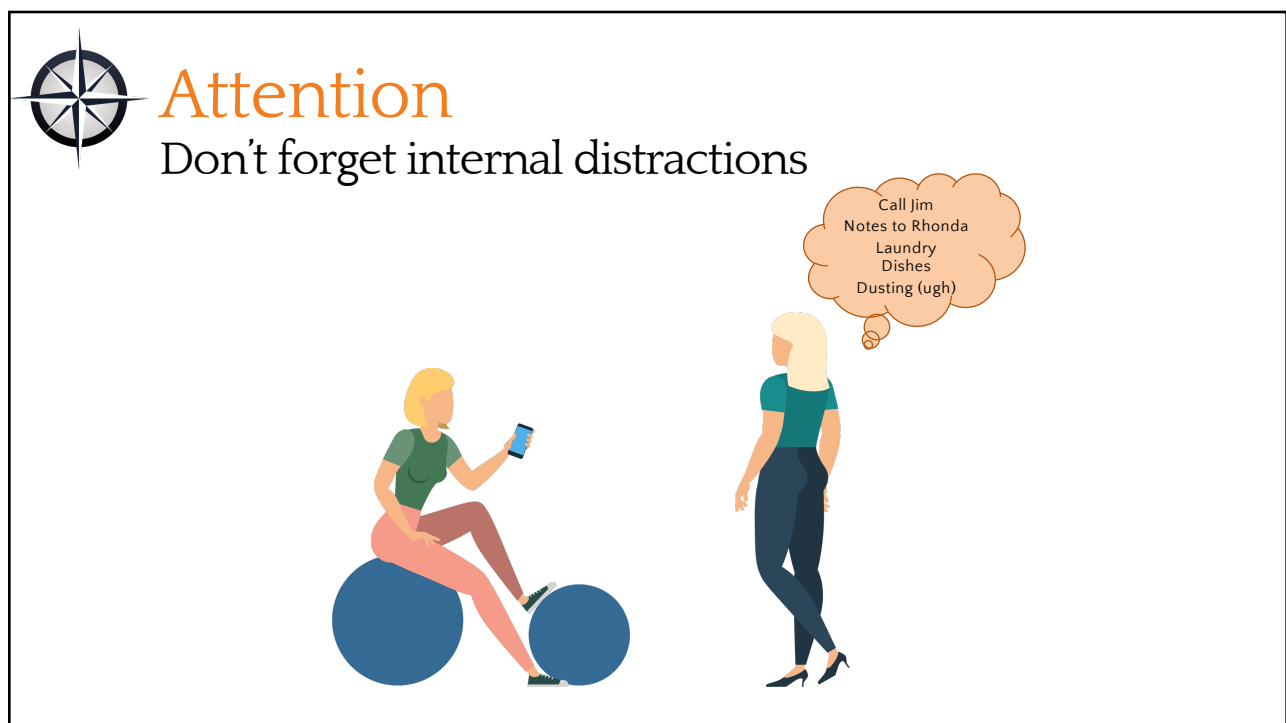
Curiosity

The mindset to listen to learn, not judge

Viewing content and context for clues

Engagement

Open ended questions

Checking for understanding

Using Feedback

33

Feedback

o Why do we avoid giving feedback?

- o Beliefs?
- o Assumptions?
- o Fears?
- o Concerns?

34

Why is Feedback Important?
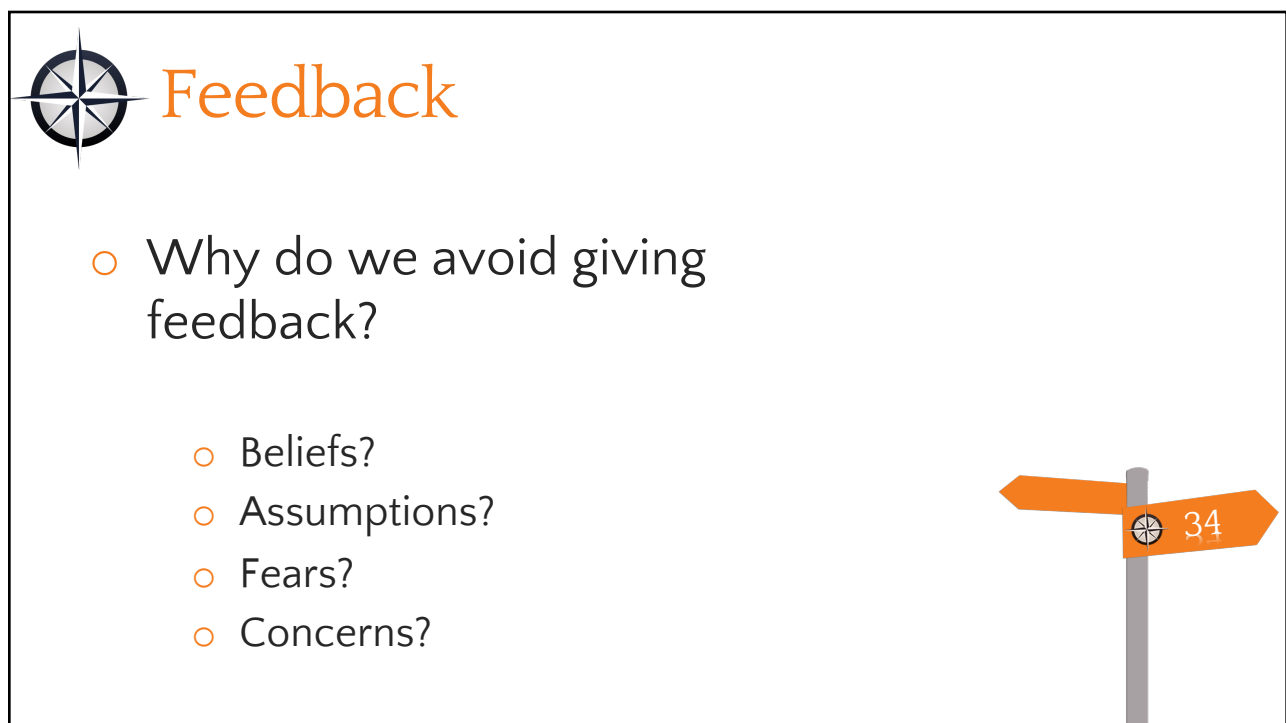
Types of Feedback

1. Positive reinforcement recognizing good work

2. **Constructive feedback to suggest improvement**

3. Negative feedback to highlight behavior that must stop

36

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

37

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

Some 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 you 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!"

41

Your Mindset Matters

If these are your thoughts…

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

How does it impact you?

o Physically
o Mentally
o Emotionally
o Behaviorally

A Positive/Growth Mindset

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

Prepare and Practice

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

In the Virtual World

- o Feedback is more important and requires more skill and empathy
- o Less anecdotal, informal and natural feedback is available
- o Many people are anxious, vulnerable and fearful
- o Connections have been eroded
- o If you're a leader, you are a lifeline
- o 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

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Thank You

SolvingThePeopleProblem.com

Questions?
Comments?