

Beyond Leadership: Building Strong Management Skills for Lasting Success

Facilitated by:

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Integrated Leadership Systems



My Story



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Agenda

- Pulse Check - Discussion
- Part One– Tools for Accountability
- Part Two– Creating a Successful Team
- Part Three – Developing Competence in Management
- Part Four – Culture Conversation

Opening Discussion

1. What are *your* biggest hurdles in management?

2. How do you currently handle difficult situations?

3. How is management developed in your organization?

Part One: Tools for Accountability

Accountability Breakout

1. How do you define accountability?
2. Where does accountability start?
3. Who is responsible for accountability?

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The Secret Ingredient of Accountability…

(It's *you*, of course)



Identifying Your Values



Foundational Values



Inspirational Values

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Take-Home Activity

Here are some values you might want to build your life around.

Compassion
Fairness
Self-actualization
Patience
Kindness
Humility
Vulnerability
Pursuit of knowledge
Responsibility
Authenticity
Preserve the environment
Spirituality

Serving others
Creativity
Financial Security
Courage
Adventure
Having friends
Trustworthiness
Loyalty
Objectivity
Humor
Diversity
Accountability
Inner peace

Sustainability
Passion
Family
Work/life balance
Open mindedness
Teamwork
Integrity
Continuous improvement
Commitment
Fun
Fitness
Career success

The idea for this exercise was developed by John Maxwell.

The Eisenhower Matrix

	Urgent	Not Urgent
Important	**DO** Today's Department Meeting Call with supervisor Fix Furnace	**DECIDE** Award Applications Long-term Strategy Laundry
Not Important	**DELEGATE** Interruptions Review Documents Walk dog	**DELETE** Sort junk mail Clean office Donate clothes

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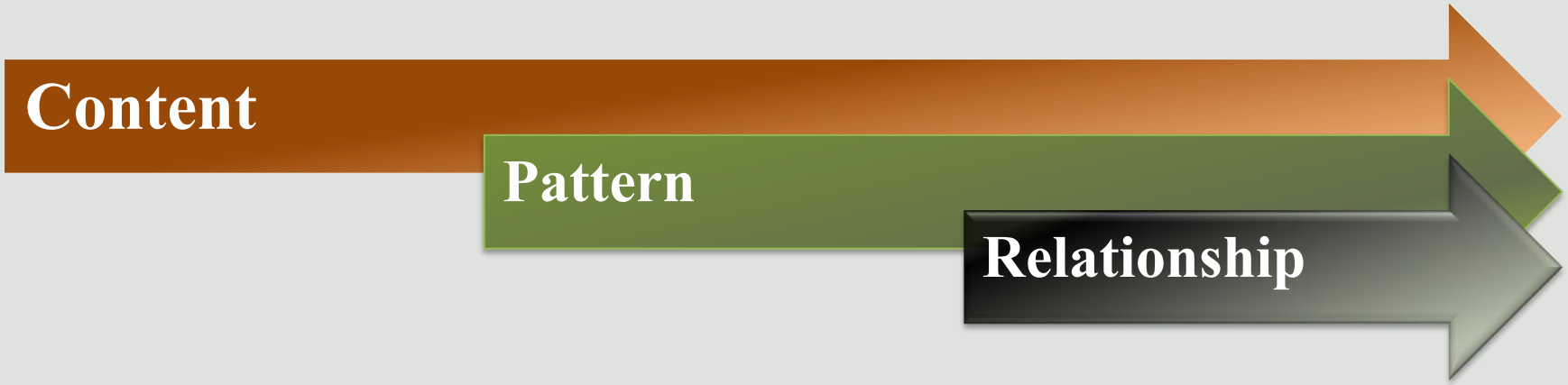
Crucial Accountability: CPR



Example: You have a child that goes out and you say, "be home by midnight," and they agree. However, they come home at nearly 1 a.m.

How do you approach this?

Part Two:
Creating a Successful Team



Google Study Findings

Google discovered five key dynamics that set successful teams apart from other teams:

1. **Psychology Safety**
2. Dependability
3. Structure and Clarity
4. Meaning
5. Impact

Psychological Safety

To Assess:

“Can we take risks on this team without feeling insecure or embarrassed?”

To Cultivate (examples):

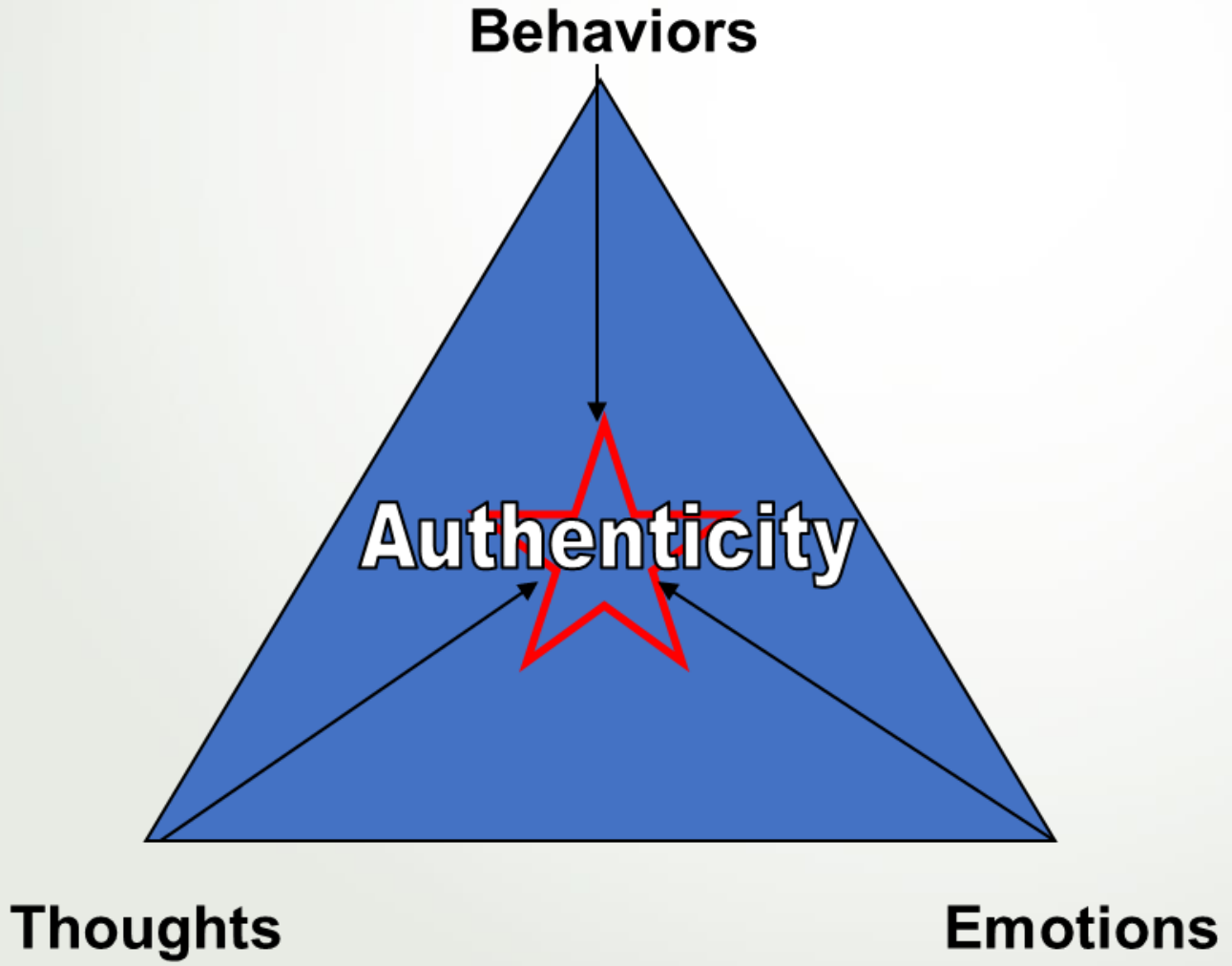
“What is one thing I can do to better enable you?”

“What’s something I do that detracts from our teamwork?”

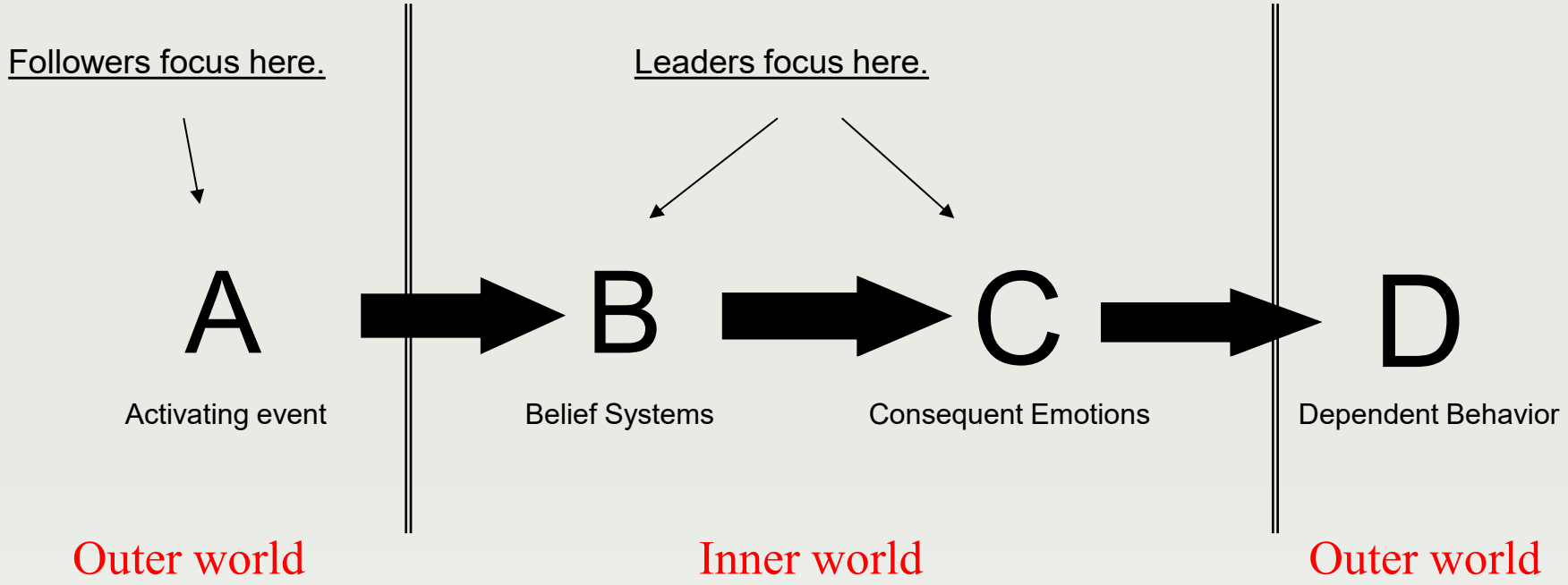
The Main Ingredient: *Authenticity*

Authenticity Creates Empowered Teams

Which of the three is the most difficult to integrate with the other two? Why?



Turning Emotions into Insight



This diagram is based upon the work of psychologist Albert Ellis.

Beliefs: How Would...Handle Conflict?



An empowered **Teammate**?



An empowering **Leader**?

Know the Difference!

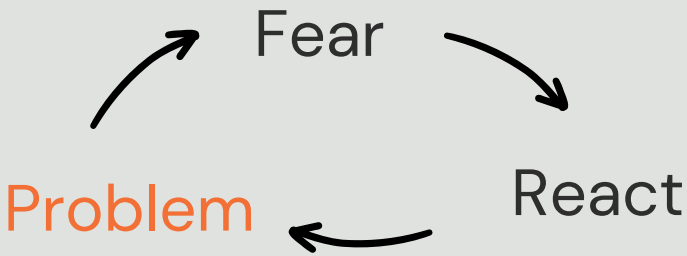
Individuals who can become successful leaders must understand these differences, have the emotional intelligence to **apply the correct belief in the correct situation**, and be flexible enough to **switch beliefs/behaviors** based upon their situation.

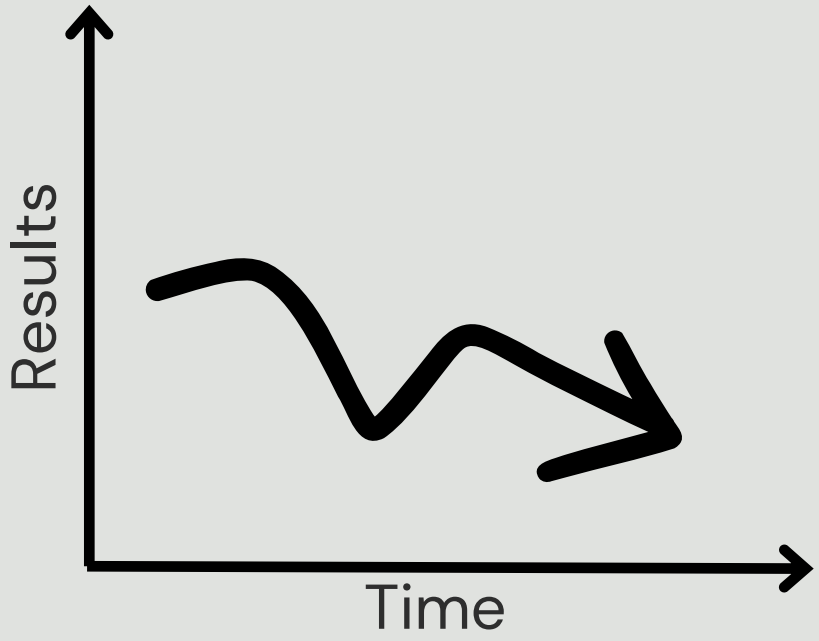
Just because someone is *skilled*, does not mean they can create an empowering environment. In fact, sometimes it can be a *detriment*. **Why?**

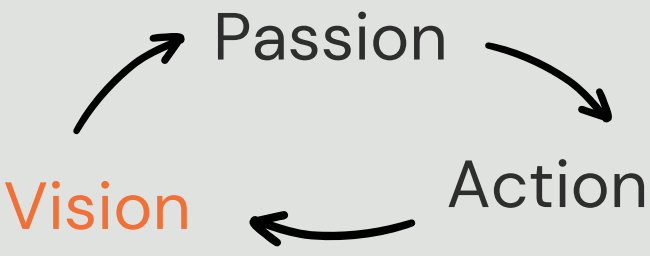
Part Three:

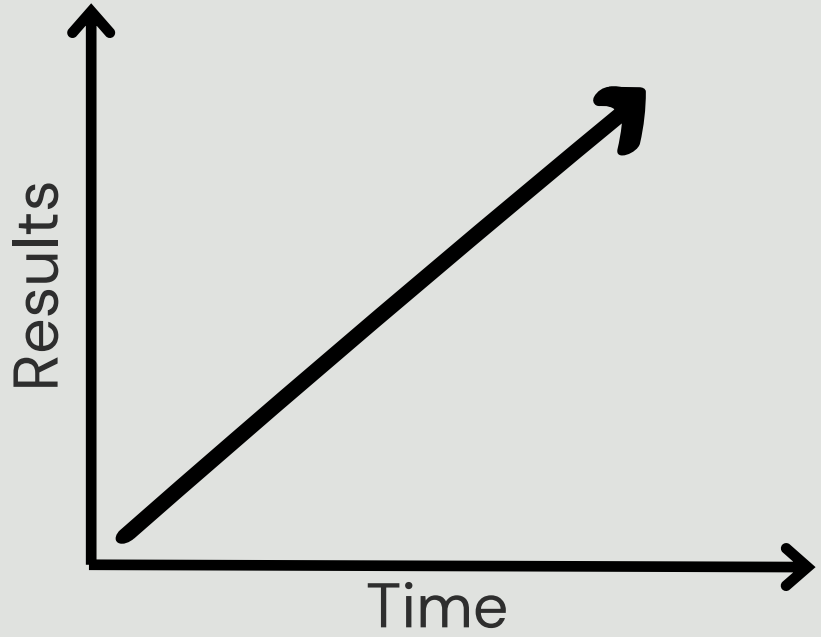
Developing Competence in Middle Management

Two Life Stances









These diagrams were developed by Bob Anderson, creator of the Leadership Circle Profile

Reactive Structure

Complying

Loved
Pleasing
Accepted
& Meets
Expectations



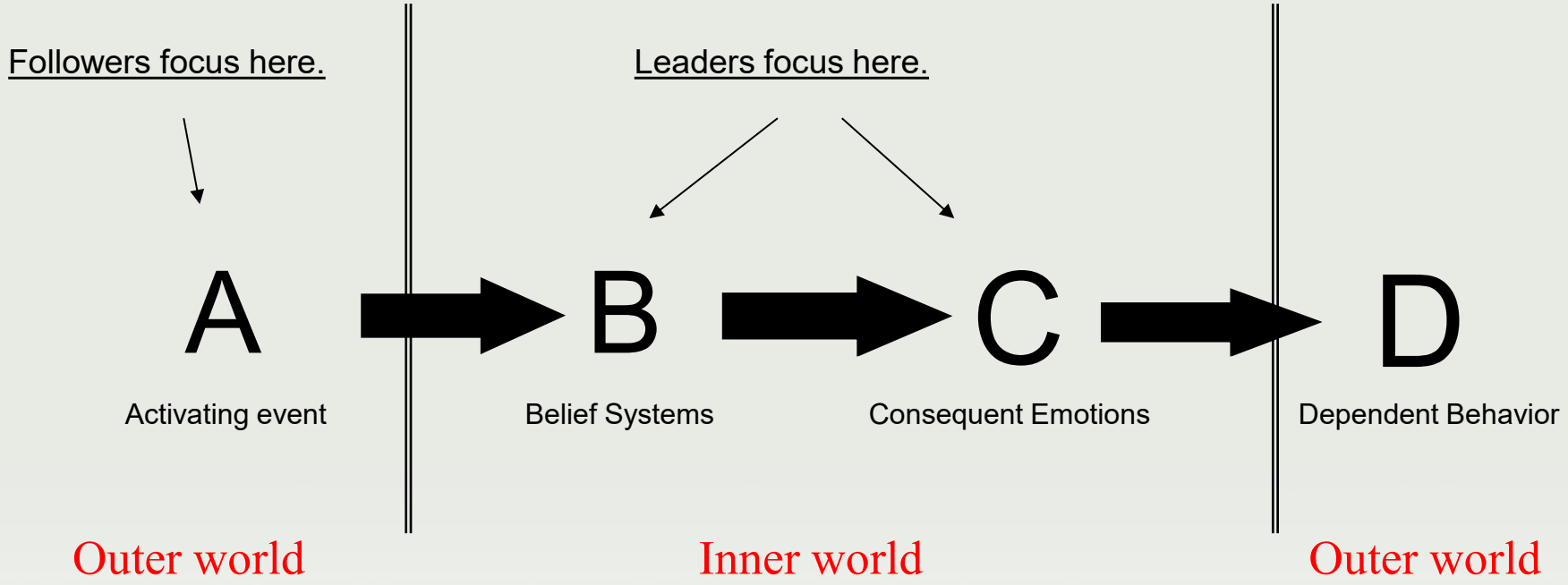
#1
Excel
Achieve
Dominate
Control
Win

Controlling

Superior
Right
Self-Sufficient
Distant

Protecting

Reminder:
Turn Emotions into Insight!



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Take-away Thoughts

- Look for individuals who are qualified, but have above average **people** skills, and a capacity to **be emotionally flexible**.
- Develop leaders and teammates who are **creative**, not *reactive*.
- Together, you can create *mutual accountability* for *empowered teams.*



Creating a Coaching CULTURE

Our coaching at ILS is based upon cognitive behavioral psychology.

We:

- Help employees understand the origins of their emotions.
- We help them learn to control their emotions so that they can:

Communicate effectively
Stay centered
Stay emotionally engaged
Maintain better focus
Deal with stress effectively

= <u>Less Unhealthy Behavior & More Goal-Attainment</u>

"Why Would I Invest In This Culture?"

Increase In/Higher Rate of:

Productivity - Managerial Training Alone: **22.4%** Increase in Productivity. Augmented with Coaching: **88%** Increase in Productivity (**Olivero, 1997**)

Satisfaction, Knowledge, Goal Attainment (Losch, et al. 2016)

Organizational Outcomes (skill-based, affective, individual-level results) **(Jones 2016)**

Self-Efficacy, Resilience (Nicolau, et. al., 2023)

Lower Rate of:

Procrastination (Losch, et al. 2016)



What are your next steps?

1. Take note of your relationship with prioritization/accountability habits. **Write down *one behavior* you will work on to create balance.**

2. **Write down *two ways*** you will work toward developing Psychological Safety in your team. (Take note of your own beliefs as you write these)

3. **Challenge your beliefs through the ABCD** to identify and face down dysfunctional habits.

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Part Four:
Culture Conversation

Culture Conversation

1. What are we *not* talking about that we *should* be talking about?

2. What aspects of our business does this impact?

3. Who is currently involved, *intentionally*, in this? Who *should* be involved moving forward?



Further Questions & How to Connect

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