



ACHIEVE
CENTRE FOR LEADERSHIP

PowerPoint Slides for
On-Demand Webinar

Leadership

The Essential Competencies

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WE BELIEVE THAT EVERYONE SHOULD BE ABLE TO LIKE WHERE THEY WORK.

MY GOALS

- To develop your awareness of leadership fundamentals
- To sharpen your approach to key leadership tasks

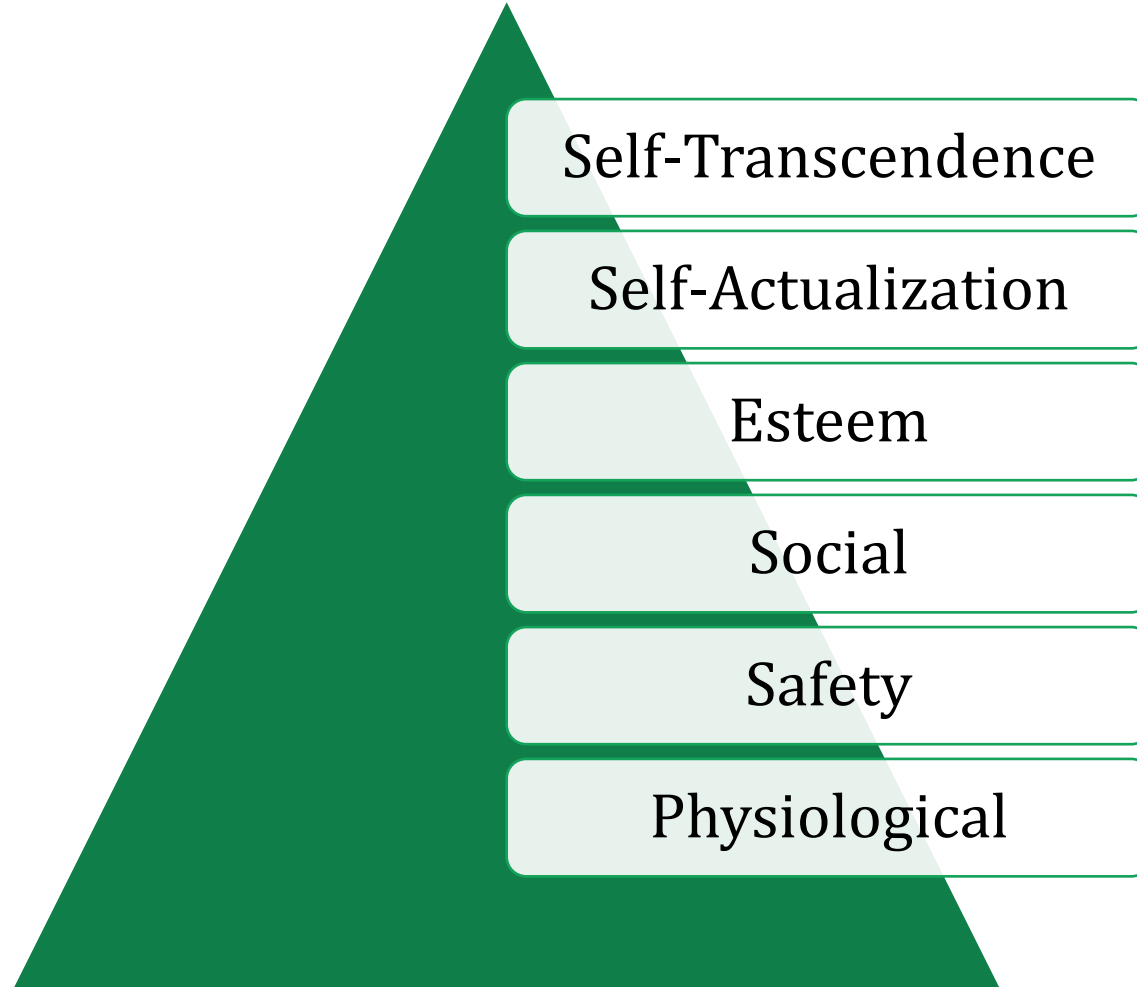
LEADERSHIP DEFINITIONS

- **Individual Leadership** – Influencing others
- **Organizational Leadership** – Focusing on the big picture, on goals, on purpose, values, future, identity, external relationships

LEADERS FOCUS ON

- Building relationships
- Providing inspiration
- Exerting conscious influence

WHAT EVERY LEADER MUST PROVIDE



HOW A GREAT LEADER ACTS

- Works for the greater good
- Communicates purpose with clarity
- Draws out strengths
- Listens
- Stabilizes
- Understands power and moderates own voice
- Deals with conflict quickly

LEADERSHIP COMPETENCIES

Three Categories:

1. Mindset
2. Tasks
3. Skills

ASK FOR THE BEST

“It’s too easy...to put up with a few B players, and they then attract a few more B players, and soon you will even have some C players. I’ve learned that A players like to work only with other A players, which means you can’t indulge B players.”

STEVE JOBS

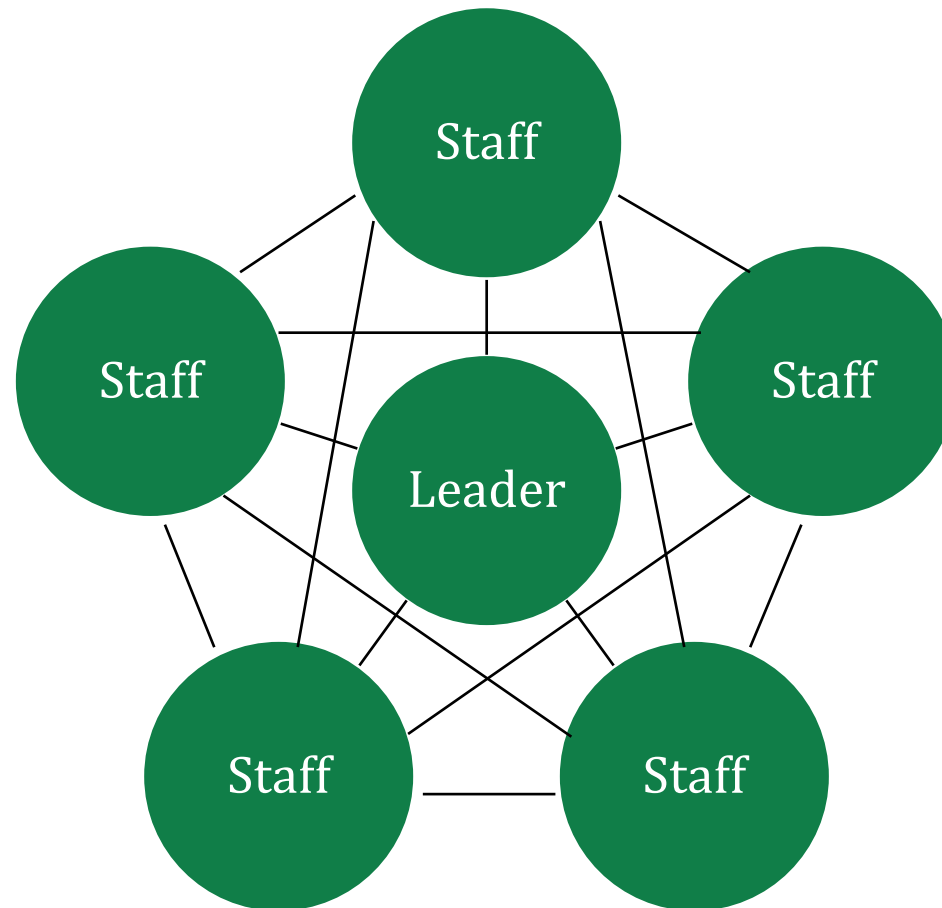
SHIFT JUDGEMENT TO CURIOSITY

- Realize that you can't always believe what you think.
- Ask: What is behind this?

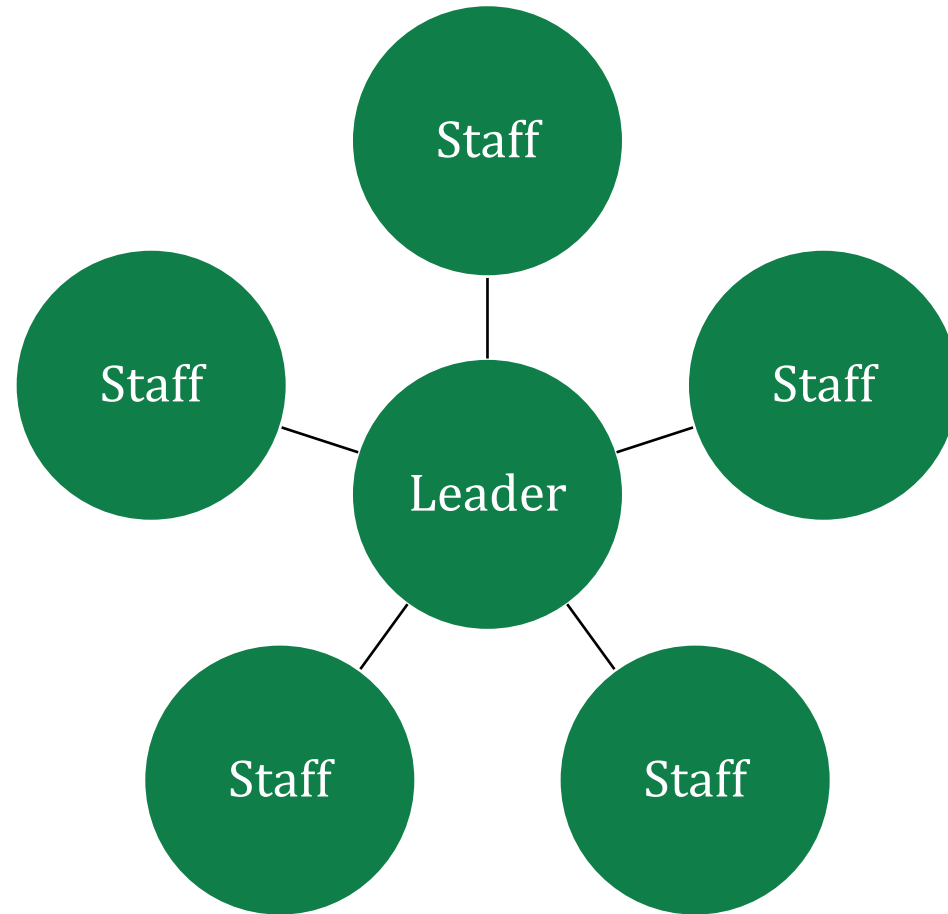
TASK: PROVIDE MEASUREMENT

- We must be able to see that we are progressing in our lives. If we don't, we feel stuck.
- Reflect on:
 - How do the people you lead measure success in their jobs?
 - How do they know if/how the organization is progressing?

TASK: BUILD CONNECTIONS LIKE THIS



NOT LIKE THIS



SKILL: OVERCOMMUNICATE



“The single biggest problem in communication is the illusion that it has taken place”

GEORGE BERNARD SHAW

RULE: IT'S A PHONE CALL WHEN...

1. It takes you more than five minutes to write the email
2. You feel like you should sleep on the email
3. You need someone to proofread your email

SKILL: ASK QUESTIONS LIKE

- What are your goals for the week?
- What are you working on and why?
- How are you contributing to our purpose?



**WE HAVE
TWO EARS &
ONE MOUTH**

SO THAT WE CAN LISTEN
TWICE AS MUCH AS WE SPEAK

- EPICTETUS

SKILL: DON'T MOVE GOAL POSTS



TASK & SKILL: BUILD GREAT TEAMS

Reflect on:

1. What has been your experience of working on a great team?
2. What was happening that made the team great?
3. How was the team built?

WHAT IS A TEAM?

- A group of individuals who work together for a common purpose.

UNDERSTAND YOUR TEAM

- Who is in the group that must work together?
- What is the purpose or goal of the group?
- How does the group need to work together to accomplish the goal or purpose?

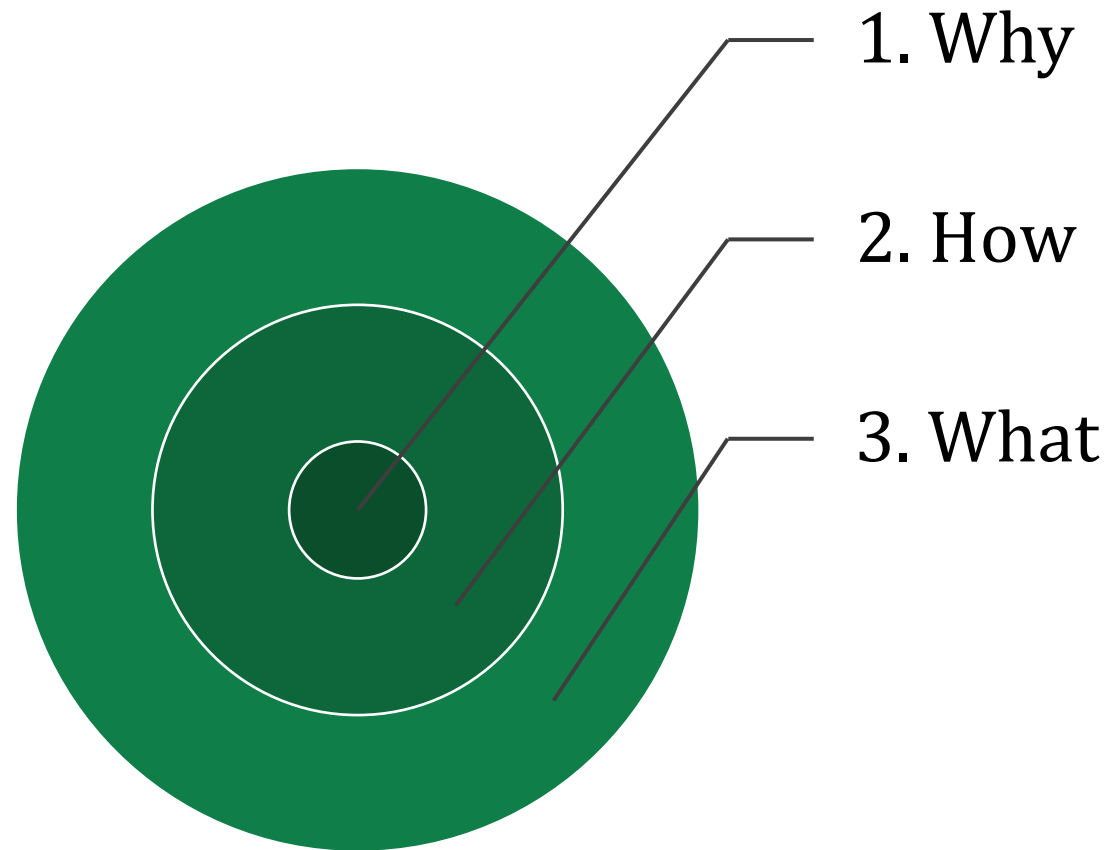
HOW IS THE TEAM INTERDEPENDENT?

- What do we need each person on this team to achieve?
- In what ways do we each rely on other people?
- What level of communication about details will be needed?
- How will we be accountable to each other?

MONITOR WORKLOAD



CONNECT PEOPLE TO PURPOSE BY STARTING AT THE CORE



EXAMPLE OF STARTING AT THE CORE

Why:

- We believe that people should be able to like where they work

How:

- We hire great trainers and provide consistently exceptional learning content

What:

- We do this through our engaging and thought provoking workshops, webinars, and consulting services

MISSION STATEMENTS

- Mission Statements ≠ Marketing Statements
- Mission Statements are about our identity
 - They help us with marketing

COMPANY MISSION STATEMENT

~~Our purpose is to achieve shareholder value by providing individuals and businesses an environment to come together to reach a common purpose. We provide products, services and solutions in innovative and cost effective ways. We realise that our employees are stakeholders in this success, and that as good corporate citizens we must provide gains in the communities in which we operate.~~

To Survive

MISSION STATEMENTS ANSWER

- How are you making the world a better place?
- What are you trying to achieve in the big picture?
- Why does your particular organization exist?

MISSION EXAMPLES

1. To inspire learning and improve lives.
2. A world without Alzheimer's.
3. To provide youth with what they need, on their terms, to better their lives.

VISION STATEMENTS ANSWER

- Who do you want to be?
- What future do you envision?

VISION EXAMPLE

- We envision a future where everyone has access to high quality leadership and workplace development resources. We aspire to be the most trusted, accessible, and widely known provider of these resources in Canada.

VALUES ANSWER

- When our organization is at its best, what behaviours do we see?
- What are we willing to be punished for?
- What should new employees be like (values-wise)?

VALUES EXAMPLE

- **Embody** – We practice what we teach
- **Engaged** – We care about our mission and each other
- **Receptive** – We are open to feedback and improvement

LEADERSHIP & MEETINGS

- It is very likely that the more you lead (or the higher your rank in an organization), the more time you will spend in meetings.
- We need to make our meetings productive and useful.

LEARN FROM BAD MEETINGS

- Our experiences of things going poorly can teach us a lot.

PLANNING TO MEET

- Should you really be meeting?
- Know the purpose.
- Who should facilitate?
- What is the agenda & pre-work – ahead of time?

LEADING THE MEETING

- Ground rules – set expectations (cell phones? etc.)
- Get everyone talking (don't waste brain power)
- Clarify the decision making process
- Minutes – with action items

MEETING REFLECTION QUESTION

- Things I could do differently/better when leading team meetings?

LEADING DECISION MAKING

Leaders provide clarity in decision making by answering:

1. What is the decision we need to make?
2. Who will be involved in making the decision?
3. What decision making process will we use?

INDIVIDUAL DECISIONS

- Can be made with or without consultation
- Questions:
 - What is the value of consultation?
 - When would you not consult?

MAJORITY DECISIONS

- 50% +1, or another higher threshold
- Questions:
 - What is the value of a majority decision?
 - Downside?

CONSENSUS DECISIONS

- Everyone can live with the decision and will support it
- Questions:
 - What is the value of a consensus decision?
 - Risks? Downsides?

DISCUSSION QUESTIONS

1. How are decisions on your team typically made?
2. Are there times when your team would benefit from using a different decision-making process?



**“At last, we’ve reached a consensus!
This meeting is boring!”**

BUILDING CONSENSUS: BASIC PRINCIPLES

- Differences of opinion should be encouraged early
- Silence does not mean agreement
- All have been heard
- Reasonable effort to address concerns
- Each member must be able to “live with” & support decision

INFORMAL CONSENSUS

- Are there any further significant outstanding concerns on this proposal that we need to address? No? Okay, we have a decision.

FORMAL CONSENSUS

- Are there any further significant outstanding concerns on this proposal that we need to address?
- Call for consensus:
 - Yes
 - Yes, and...
 - Yes, but...
 - No

ADDITIONAL EVENTS & RESOURCES

- Other Public Workshops
- On-Location Training
- Live and On-Demand Webinars
- Blog Articles
- Free Monthly Webinar

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