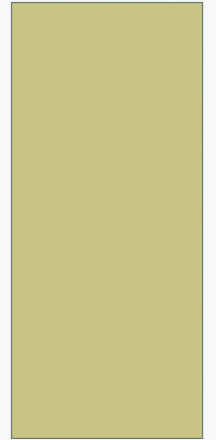


LEADERSHIP

MARK MODJESKA



EXPECT TO LEARN...

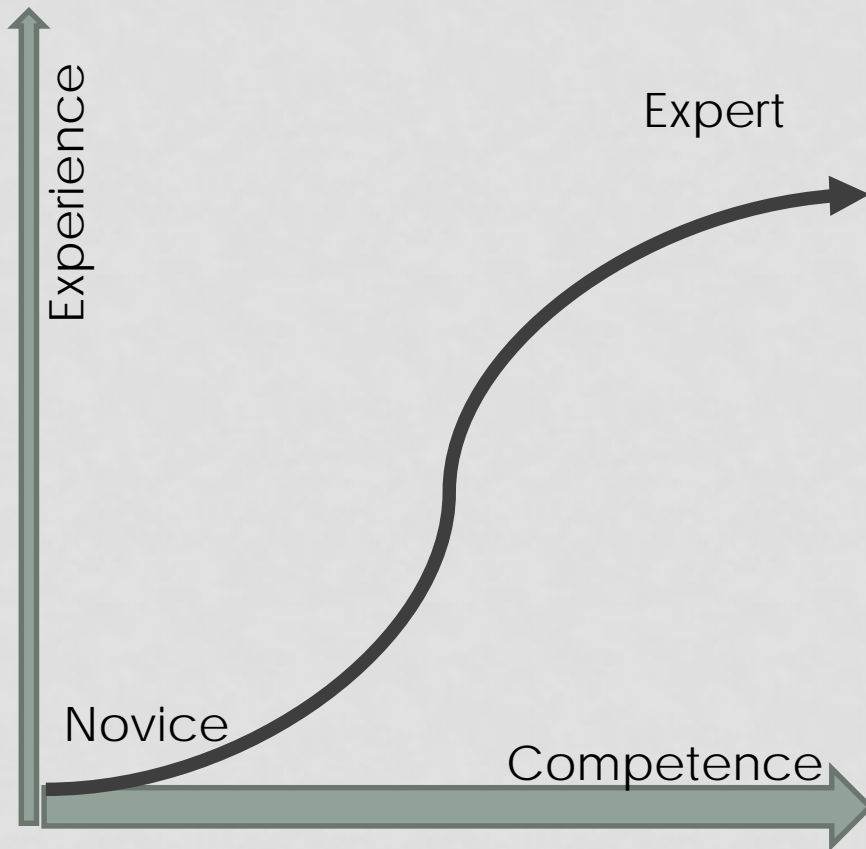
- What it Means to be a Leader
- Job #1 for a Leader
- Personal vs. Positional Power
- Freeing Angels, Building Cathedrals



- What Flows from the Heart of a Leader
- How to Lead Strategically
- Situational Leadership

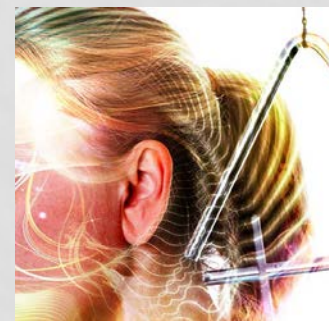
- How Leaders Make Decisions
- How to Lead Change
- How Leaders Communicate
- How Leaders Listen
- What Should I Quit Doing to Become a Better Leader?
- How to Strengthen & Sustain Your Influence

GOAL: EACH OF US BECOME A BETTER LEADER, *EFFORTLESSLY*



Hear 1 thing you can not help but do

Listen for what resonates with you



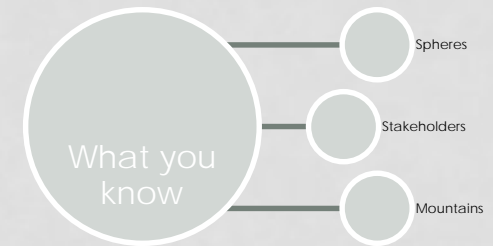
LISTEN



Personally

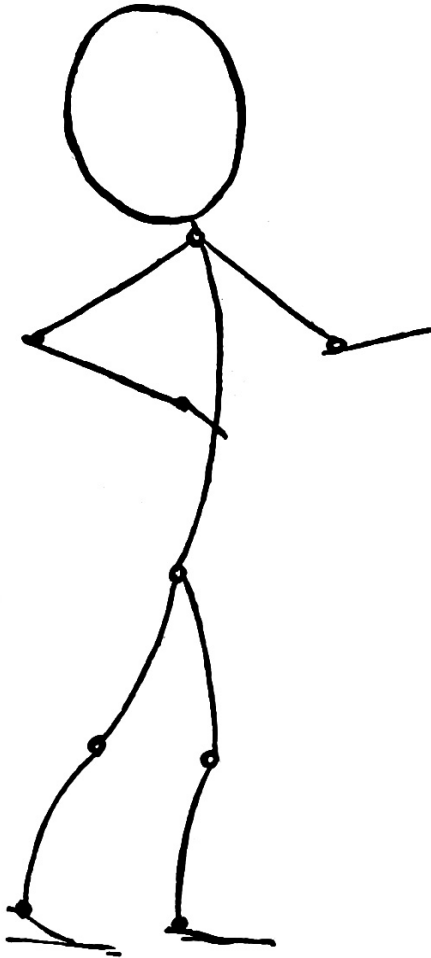


1 layer deeper



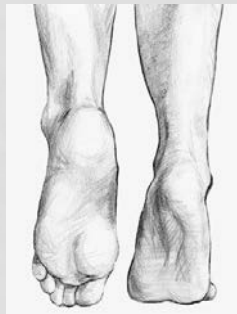
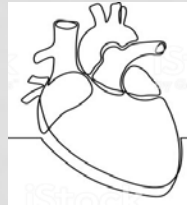
In other spheres

JOB #1: YOUR CORE CONNECTED INTEGRITY



C
O
N
N
E
C
T
E
D

I
N
T
E
G
R
I
T
Y



Understand



Embrace



Experience Viscerally



Walk it out
consistently

POSITIONAL vs. PERSONAL POWER



Self
evident
→

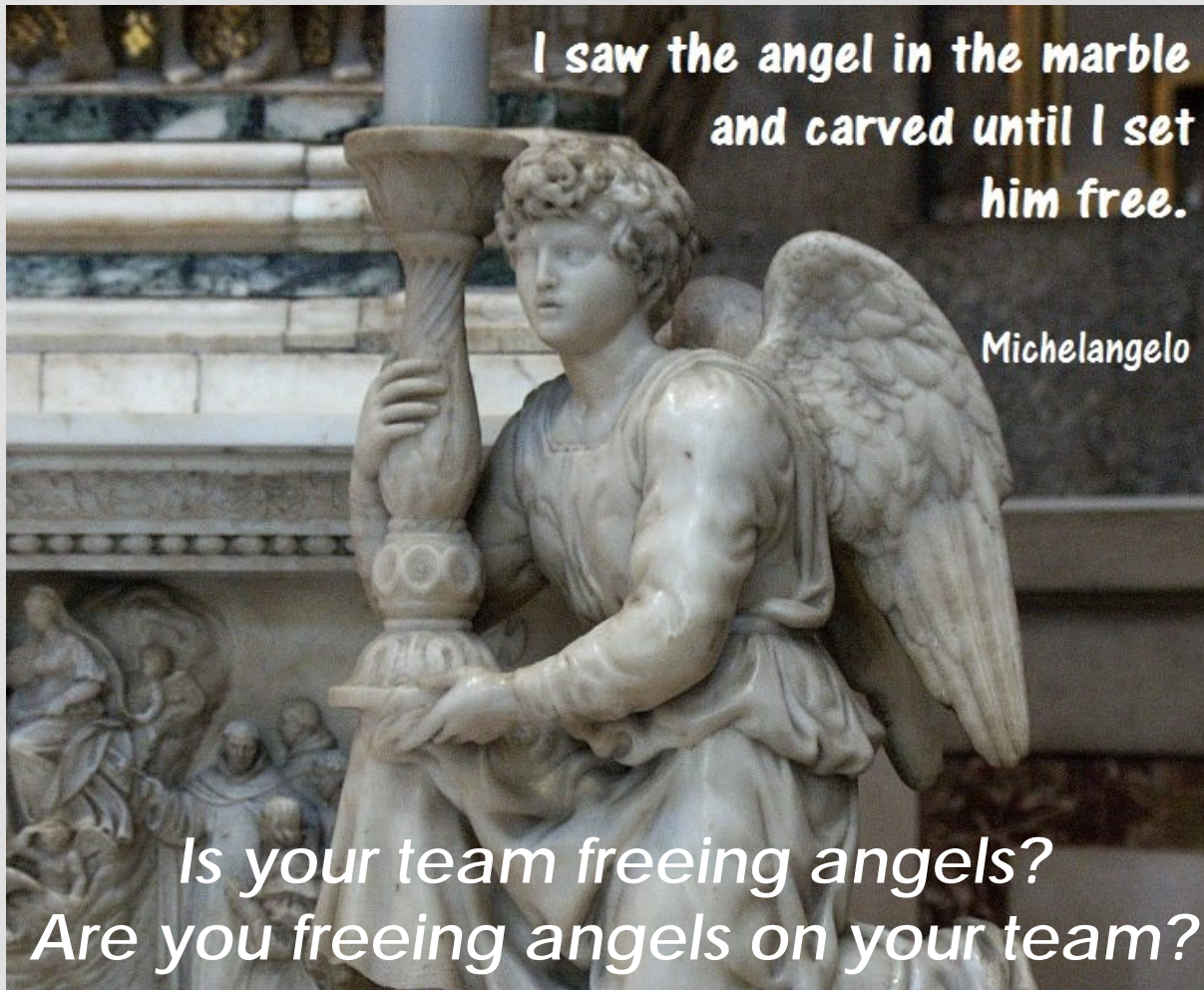
DEFINE LEADERSHIP



Leaders take people where they could not go on their own

Great leaders take people where they could not have dreamed of going on their own

GREAT LEADERS SEE UNSEEN POTENTIAL & ACT UPON IT



*I saw the angel in the marble
and carved until I set
him free.*

Michelangelo

*Is your team freeing angels?
Are you freeing angels on your team?*

GREAT LEADERS IMPREGNATE OTHERS WITH A VIVID PICTURE OF GREATNESS



3 stone masons were asked,

What are you doing?

1st *Laying stones*

2nd *Building a wall*

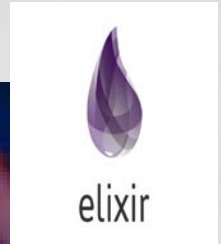
3rd *I'm building a great cathedral!*



WHAT FLOWS FROM THE HEART OF A LEADER?

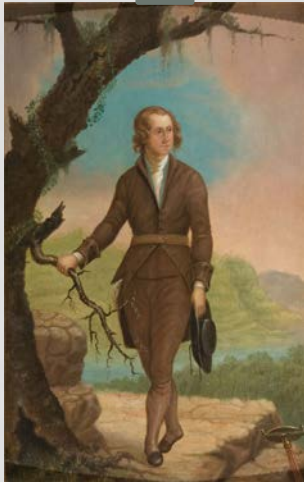
AN ELIXIR OF MAGICAL INGREDIENTS

- ✓ Seeing & acting on unseen potential
- ✓ A vivid picture of greatness
- + Self-sacrifice
- + Encouragement
- + Great expectations
- + Contending for the highest good until it becomes a present day reality
- + Resurrected dreams



SURRENDER SELF FOR A HIGHER PURPOSE

Selfish Ambition



example

Self-sacrifice



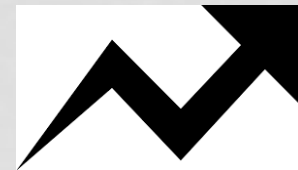
***Sacrificed
becoming king!***

GC

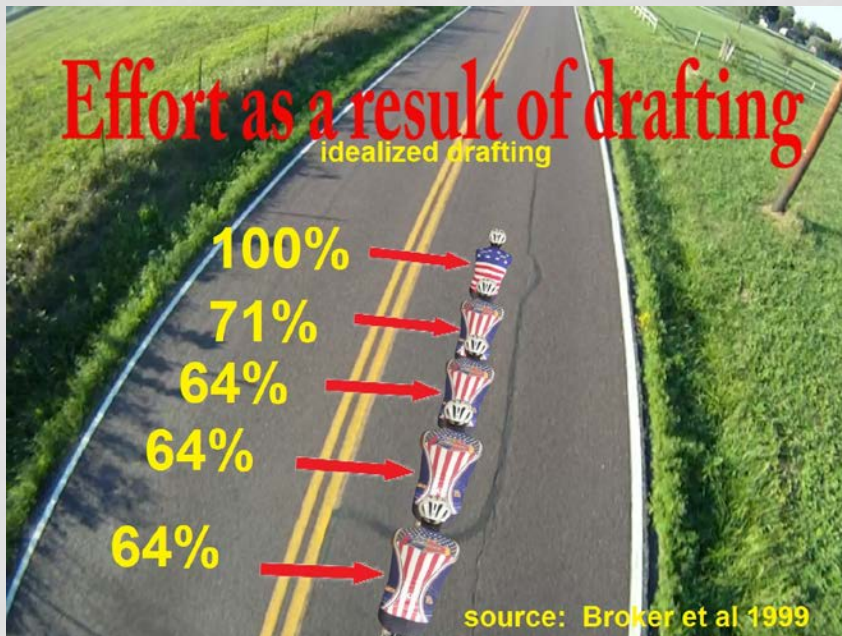
COPIOUS ENCOURAGEMENT



- Geese fly **71%** farther, in V formation, rotating leadership, and honking encouragement
- Look for the specific kind of encouragement for the specific person (measurable: beams)
- Genuine, deliberate, not off the cuff, eye to eye
- Example: leader replacement



GREAT EXPECTATIONS



GC example

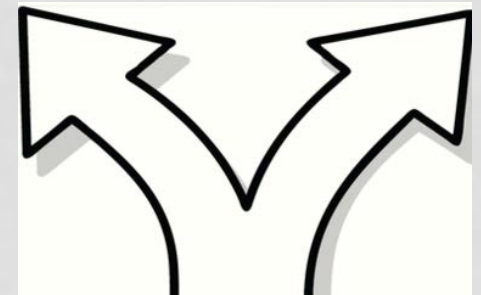
1st Leader demonstrates high expectations of themselves

2nd Others draft off the leader

3rd Everyone embraces high expectations *beyond what they previously dreamed*

CONTENDS FOR THE HIGHEST GOOD IN SPECIFIC & TRACTIVE WAYS

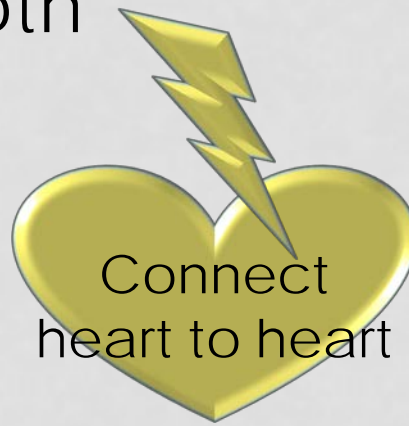
1. A vivid picture
 - of what wildly successful looks like
2. An opportunity
 - Worth commitment & effort
3. A compelling imperative
 - Worth perseverance
4. Clear strategies to land the vision
 - Path A not B
5. Knowable metrics & mile markers along the way
6. Clearly defined values & cultural norms



RESURRECTS DREAMS

Leaders are in a position to

1. Resurrect individual's dreams
2. Link individual's dreams to team dreams
3. Fulfilling both



Example

LEAD STRATEGICALLY

SMART STRATEGIC PYRAMID



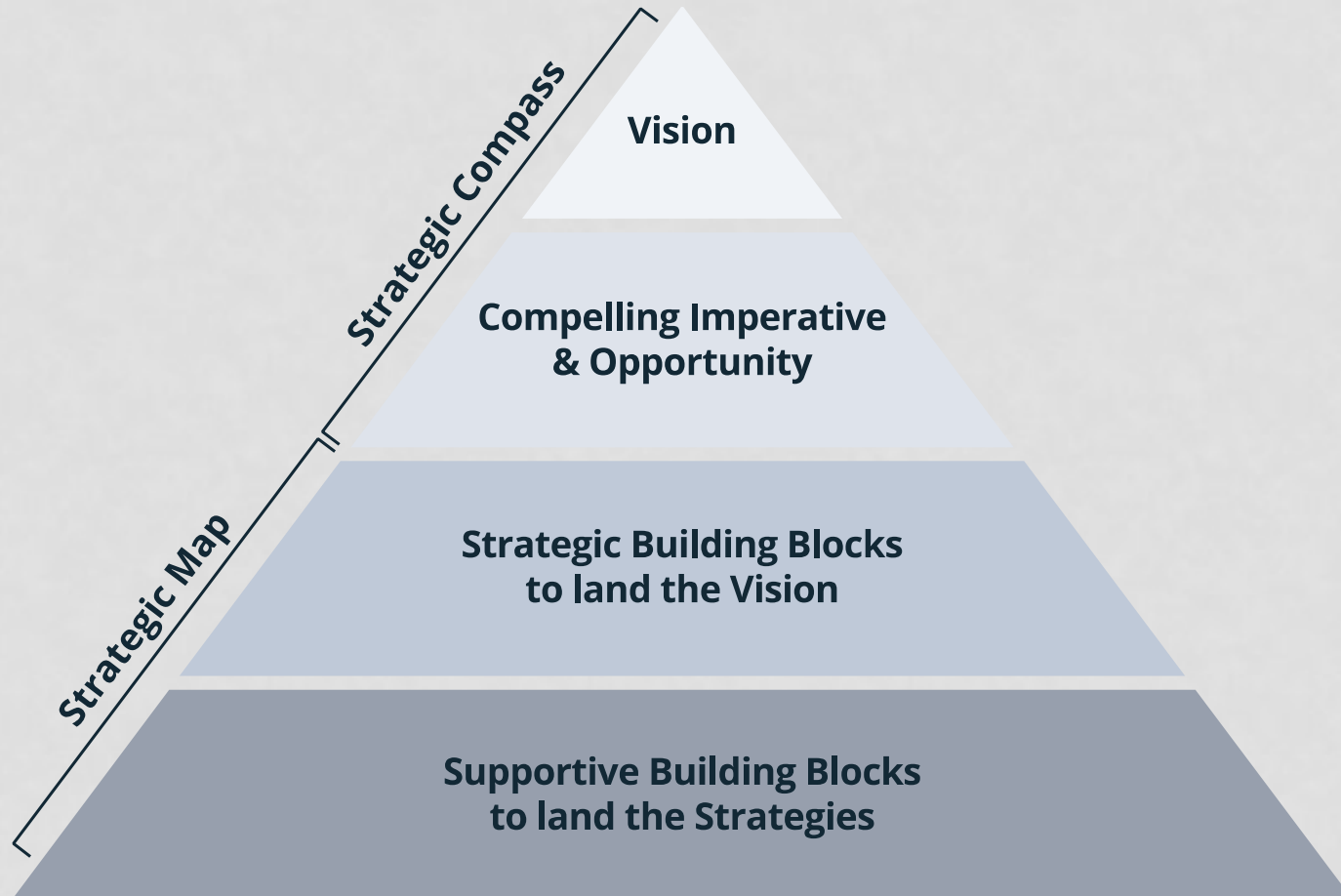
GREAT LEADERS HOLD THEMSELVES ACCOUNTABLE TO...

DELIVER STRATEGIC, DECISIVE, CLARITY

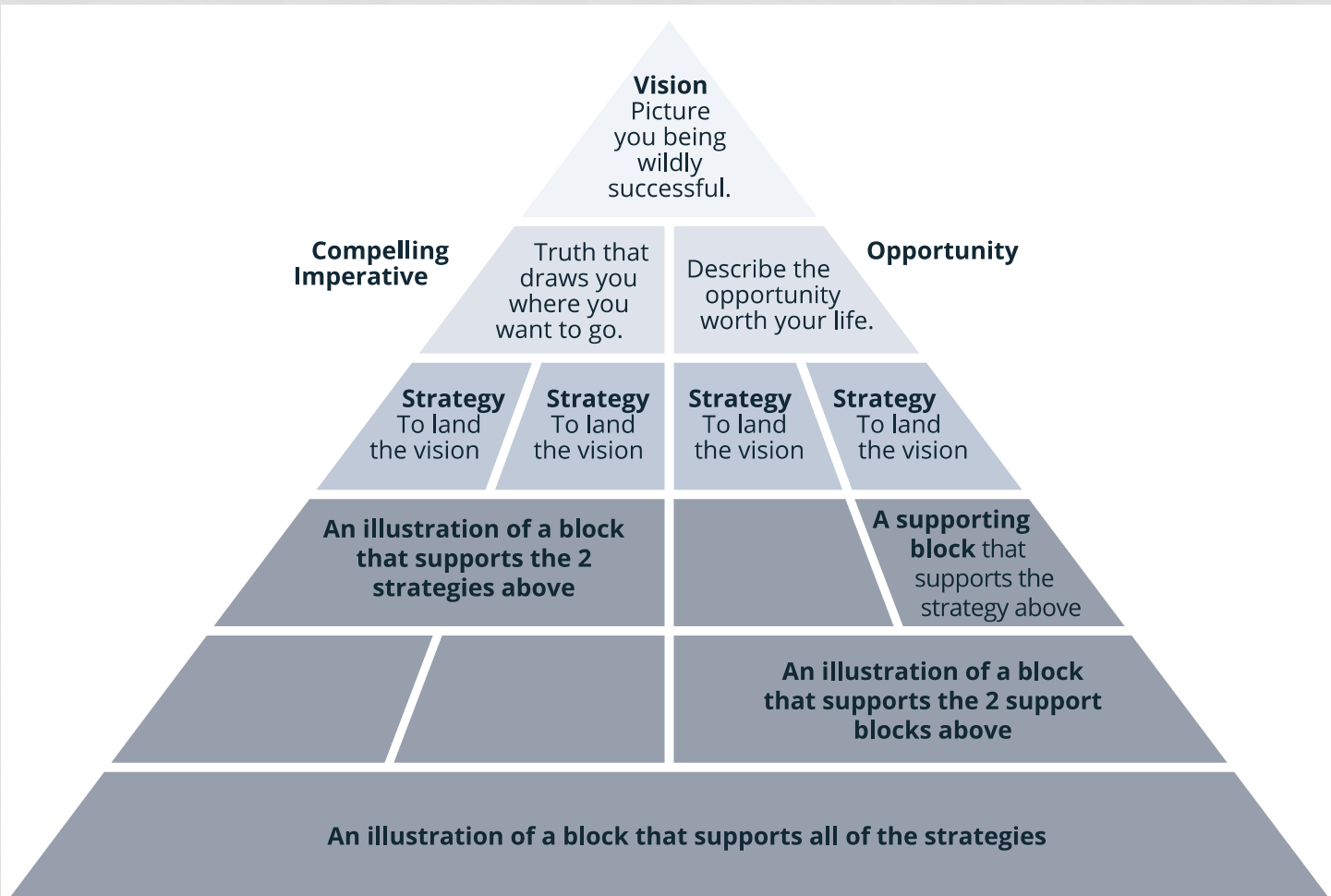
1. A vivid picture of what wildly successful looks like
2. An opportunity worth commitment & effort
3. A compelling imperative worth perseverance
4. Clear strategies to land the vision
5. Knowable metrics & mile markers along the way
6. Clearly defined values & cultural norms



STRATEGIC PYRAMID

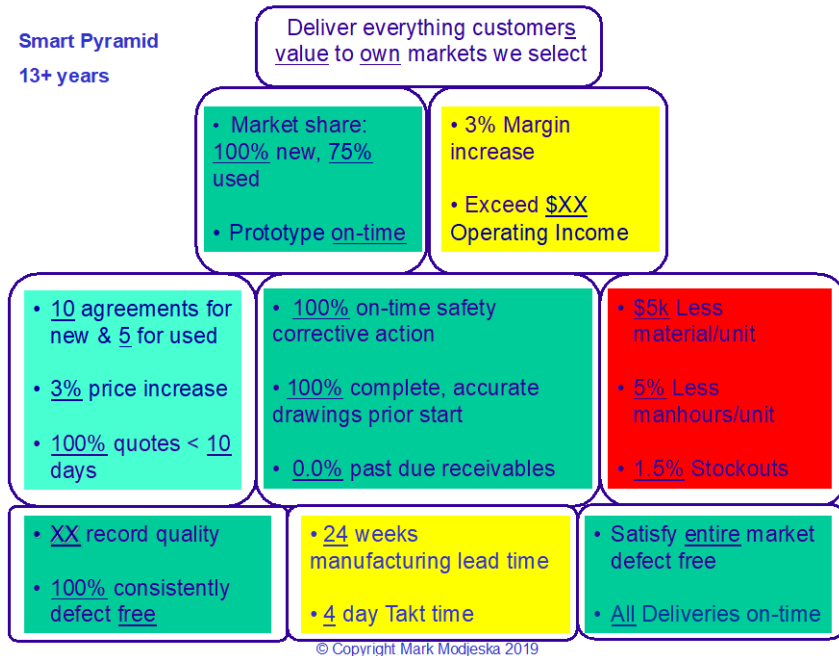


ELEMENTS OF THE STRATEGIC PYRAMID

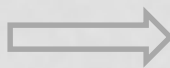


SMART PYRAMIDS

EVERYONE SWIMS THE SAME DIRECTION



1. Exactly what success looks like
2. Specifically where we are going
3. Why
4. Where they fit
Meaning, Purpose
Hearts & Minds
5. How evaluated
What's in it for me?
Align personal benefit to
organizational success



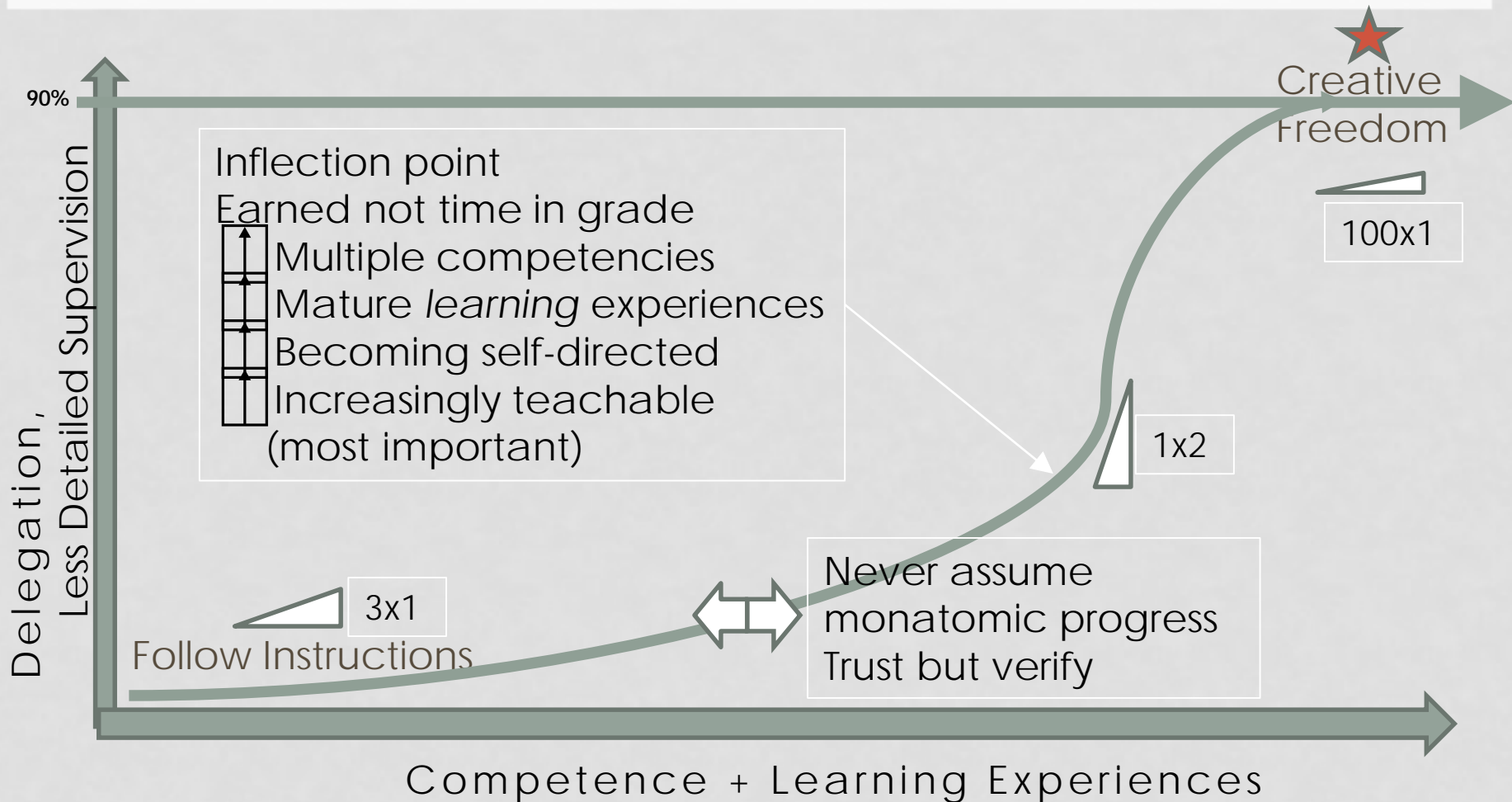
SITUATIONAL LEADERSHIP

ADJUSTING FOR THE HIGHEST GOOD OF THE OTHER

GREAT LEADERS ADJUST THEIR STYLE



HOW TO BE A SITUATIONAL LEADER



QUESTIONS TO EVALUATE & TEACH AT DIFFERENT LEVELS

Lower Left

What is expected of you in this role?

To be successful what tasks do you need to complete?

What does it look like to do your job poorly?

What does it look like to do your job well?

How comfortable are you asking for help?

Mid-Level

What are your most difficult team member's top 5 attributes?

Show me your metrics.

What are your customers' top 3 complaints?

What is your most recent learning?

How have you changed your mind recently?

Where do you need mentoring? Have you found one?

Upper Right

Tell me how your potential successor has proven they can take things beyond where you can take the team.

What obstacles are you accepting?

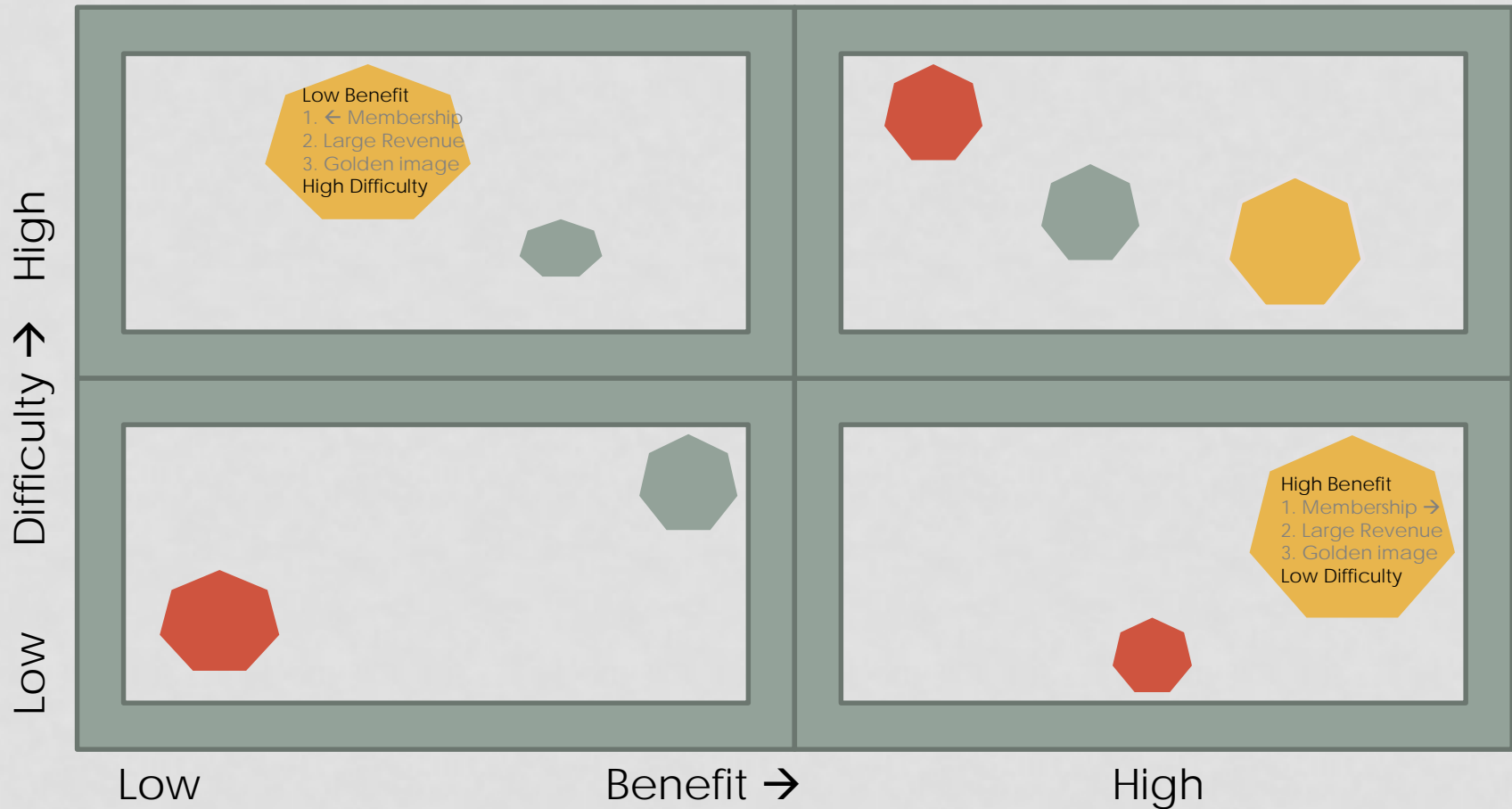
How do you know you are measuring the right things?

How clear is your vision vis-à-vis your team's willingness to sacrifice to achieve it?

Different Levels of Teachings →

DECISION MAKING

DECIDING AMONG IDEAS



HOW TO OPTIMIZE THE 2X2

Beforehand define what you mean

1. Degree of difficulty

- Σ cost of implementation + required resources + time to implement before receiving benefits + risks...

2. The most precious value should be used for the benefit axis

- Either membership, or revenue, or brand image, or...

3. Enhance for complex decision making & better communication using

- Use size & color of each bubble to indicate a 2nd & 3rd benefit

5-STEP DECISION MAKING PROCESS

5-Step Process

1. Define the Decision
2. Determine Decision Method
3. Establish Roles, Responsibilities
4. Make Decision
5. Communicate & Implement

Communicate

1. Role
2. Objective
3. Audience
4. Message & Method
5. Measure

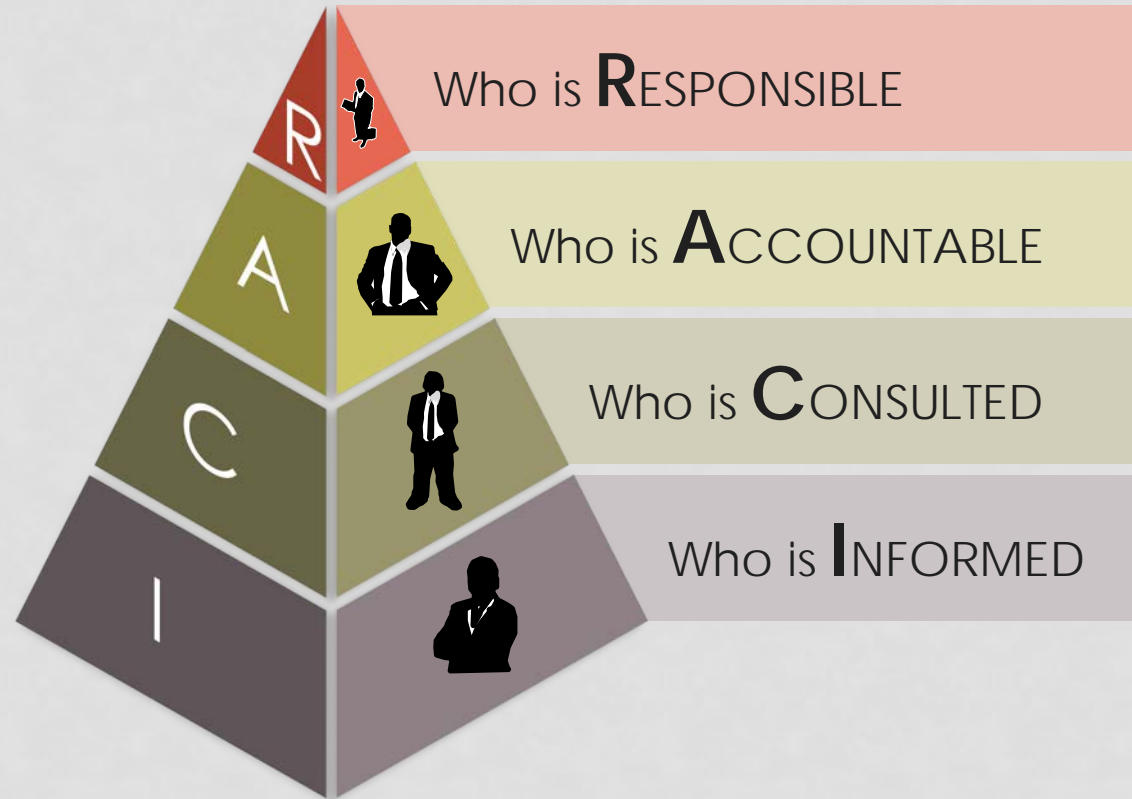
Decision Making Methods

1. Unilateral
 2. Consultative
 3. Majority
 4. Consensus
- (Example: Credibility)

Roles & Responsibilities

1. Responsible
 2. Accountable
 3. Consulted
 4. Informed
- (RACI Chart)

RACI, A PIVOT POINT ON THE DECISION MAKING VALUE STREAM



RACI MATRIX

R	Project R esponsibility				
A	Project A ccountability				
C	Project C onsultant	Project Manager	Project Sponsor	Project Analyst	Technical Specialist
I	Project I nform				

PROJECT INITIATION PHASES

Define project purpose	R	A	C	I
Define the scope	R	A	C	I
Define deliverables	A	C	R	C
Governance structure	R	A	C	I
Implementation approach	A	C	R	C
Risks and concerns	A	I	R	C
Project Charter	R	A	C	I

LEADING CHANGE

ADJUSTING TO WHERE THEY ARE TO LEAD EFFECTIVELY

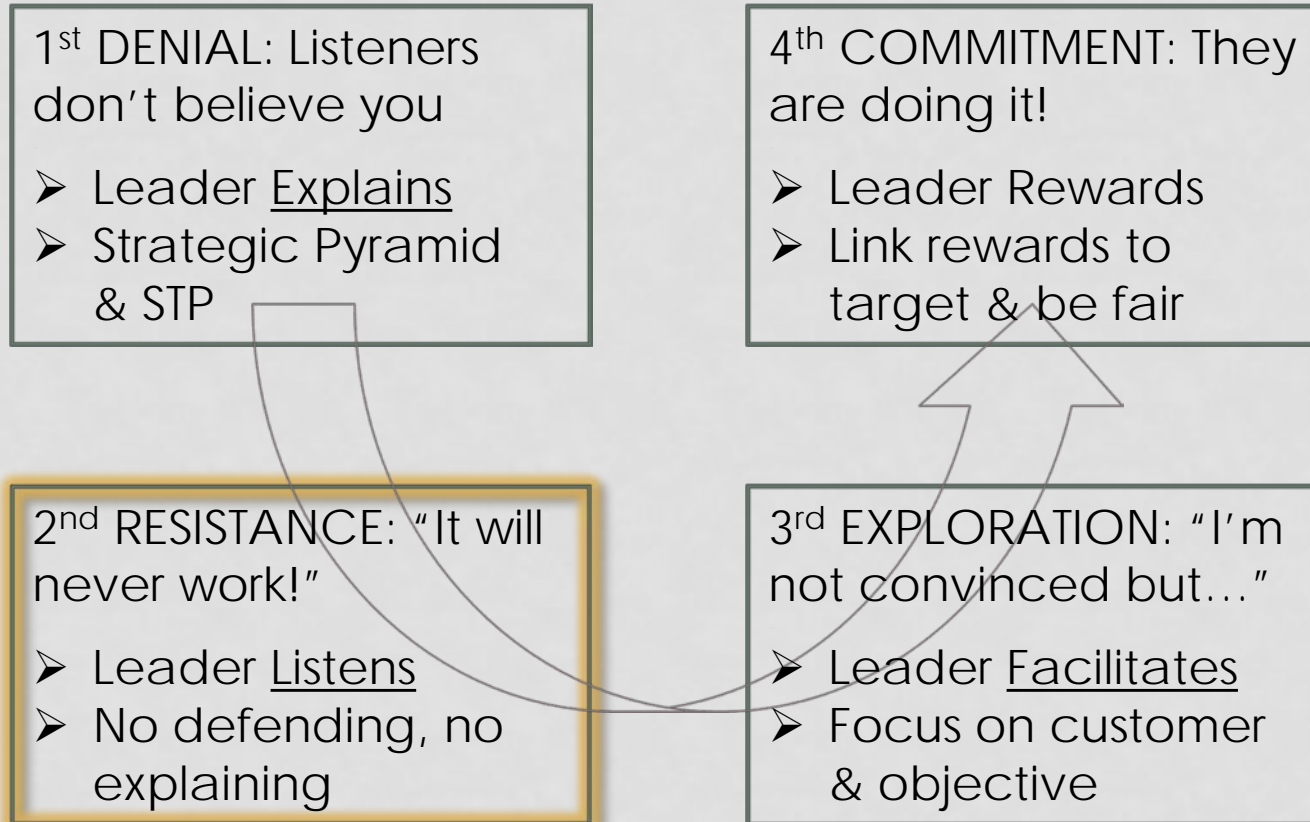
WHICH IS MORE IMPORTANT? SPEAKING, LISTENING, OR ACTING?

*Depends on
where the listener
is on the change
curve*



CHANGE ALWAYS INVOLVES...

4 sequenced phases



HOW TO LEAD WHERE THEY COULD NOT GO ON THEIR OWN

DENIAL: They don't believe you

EXPLAIN

- Why status quo is no longer viable
- What the go to case looks like
- Benefits of the go to case
- What it will take
- What is in it for them, personally

COMMITMENT

REWARD

- Significant advancement toward target results
- Acknowledge those delivering on the way to the go to case
- Be fair

RESISTANCE: "It will never work"

LISTEN

- Why it will never work
- Why it did not work before
- Draw out every risk, cost, uncertainty, & personal concern

EXPLORATION: Not yet convinced

FACILITATE

- Focus on the customer
- Linking ideas to the go to case
- Exploration of tactics
- Engage early adopters to identify solutions to resistance barriers

THIS IS HOW THEY EVALUATE YOUR CREDIBILITY

DENIAL

EXPLAIN SUCCINCTLY

Are you trusted?

COMMITMENT

REWARD RESULTS

Are you fair?

RESISTANCE

LISTEN for Gold Nuggets

Do you care more about getting it right or being right?

EXPLORATION

FACILITATE the new focus

Are you more excited about their ideas or yours?

WORKSHEET FOR LEADING CHANGE

DENIAL → EXPLAIN Succinctly

1. Why is the status quo no longer viable:

2. What does the go to case looks like:

3. What are the benefits of the go to case:

4. Describe what it will take:

5. Identify what is in it for them, personally:

COMMITMENT → REWARD

1. Meaningful advancement on the way to target objective: _____
2. Innovative solutions to resistance barriers: _____
3. Avoid teacher's pets, look for aligned advancement among those you usually do not recognize: _____

RESISTANCE → LISTEN for Gold

1. Why has it not worked in the past:

2. What are the risks: _____
3. What are the costs: _____
4. What are the uncertainties: _____
5. What are the personal concerns: _____

EXPLORATION → FACILITATE

1. Refocus on the customer _____
2. Connect to the go to case: _____
3. Identify additional benefits, tactics, etc.


4. Encourage their ownership of addressing resistance barriers of their colleagues: _____

LEADERS LEAD CHANGE, THEY DON'T DIRECT TRAFFIC



HOW LEADERS COMMUNICATE

USE REMINDERS



 CRISP + Concise

 Optimistic + Smile

 Consistent + Sustained

 That's smart,

 let's go forward

 based on your idea.



**Reconfirm
 the
 consensus**



The I's of Performance

COMMUNICATION SKILLS JOB AID

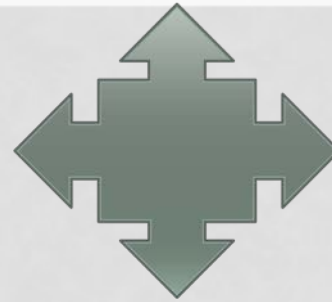
IF YOUR INTENT IS TO	THEN	CONSIDER SAYING
Understand what was said and why	Clarify	"What do you mean by . . ."
Make sure you have understood what was said and/or why	Confirm*	"You're saying . . . because . . ."
Criticize the other person's suggestion	Constructively criticize <ul style="list-style-type: none"> - Specify value - Specify concern - Invite/offer suggestions 	"What I like is . . ." "But what bothers me is . . ." - then - Invite/offer suggestions
Build on the person's idea	Hitchhike <ul style="list-style-type: none"> - Acknowledge - Add value - Check back 	"I like that idea." "That makes me think of . . ." "What do you think . . .?"
Take time to work through conflicting points of view	Manage the difference <ul style="list-style-type: none"> - Specify difference - Explore alternatives - Generate additional alternatives 	"What's important to me is . . ." "What's important to you?" - then - Explore alternatives

* Remember, confirming means summarizing in your own words your understanding of the what and the why.

LEADERS SPEAK TO INDIVIDUALS



Do not speak at people



Don't speak to the masses



Speak to every individual... →



Use the racer's edge

STP = Strategic, Tactical, Personal

CONNECT BETTER, QUICKER, DEEPER



Strategic

People connect better when they see how it fits in the big picture

- What does the go to case look like?
- What's the benefit?
- Use word pictures
- Tailor message to specific audience

Tactical

People connect quicker when they grasp how to do it

- What do we need to start doing, stop doing, and do differently?
- Address resistance barriers

Personal

People connect deeper when they hear what's in it for them

- Why should I care?
- How will my life be better?
- No sugar coating

STP WORKSHEET

- For each sphere (columns) draft what you want to say
- Develop, incorporate and identify each element (rows) of STP

<u>Concept or Tool</u>	<u>Business</u>	<u>Volunteer</u>	<u>Social</u>
Message?			
For whom?			
Strategic Elements			
Tactical Elements			
Personal Elements			
Interesting revisions based on STP concepts			

HOW TO ACTIVELY LISTEN

- Seek to understand **before** being understood
- Undivided attention means **undivided**
- **NEVER** *interrupt*
- Use silence effectively
- Provide space for each party to move towards one another
- Under what conditions does what they say make sense?



STEP BY STEP INSTRUCTION FOR ACTIVE LISTENING

IF YOUR INTENT IS TO	THEN	CONSIDER SAYING
Understand what was said and why	Clarify	"What do you mean by ...?"
Make sure you have understood what was said and / or why	Confirm*	"You are saying (as close as possible summarize what you heard them say) ...?"
Constructively critique the other person's suggestion (Hint: whatever is said is to be for <u>their</u> benefit)	Constructively critique 1. Specify value 2. Specify concern 3. Invite / offer suggestions	"What I like is ... What concerns me is ... How can we address my concern while maintaining what we both like?"

*** To confirm summarize your understanding of what and why**

STEP BY STEP INSTRUCTION FOR ACTIVE LISTENING

IF YOUR INTENT IS TO	THEN	CONSIDER SAYING
Build on the person's idea	Hitchhike 1. Acknowledge 2. Add value 3. Invite / offer suggestions	"I like your idea. That makes me think of ...What do you think?"
Work through conflicting points of view	Manage the difference 1. Specify difference 2. Explore alternatives 3. Generate additional alternatives	<p>"What is important to me is ... What is important to you? [<i>Then listen</i>]"</p> <p>"You are saying (summarize what you heard them say) ...? [<i>Then listen</i>]"</p> <p>"What I like is ... What concerns me is ... How can we address my concern while maintaining what we both like?"</p> <p>i.e. Explore alternatives using the <u>confirm</u>, <u>clarify</u>, <u>constructively critique</u>, <u>building on the person's idea</u></p>

ACTIVE LISTENING WORKSHEET

- Practice each of the concepts and tools
- Practice 2 different ones per day
- Practice several concepts & tools in different settings



Concept or Tool	Business	Volunteer	Social
For whom?			
<i>Seek to understand before being understood</i>			
Work through conflicting points of view			
Work through conflicting points of view			

LEADERSHIP GROWTH & SUSTAINABILITY

EASY GROWTH

QUIT THESE TO BECOME A BETTER LEADER

Interrupting

- A. Listen to completion without thinking about your response while they are still talking
- B. Put away your mobile phone. You can't lead checking your screen 
- C. Turn off notifications for incoming calls, emails, social media posts, etc. 

Covering up mistakes

- A. Sprint to admit when you did not live up to an espoused value or norm

Perfectionism

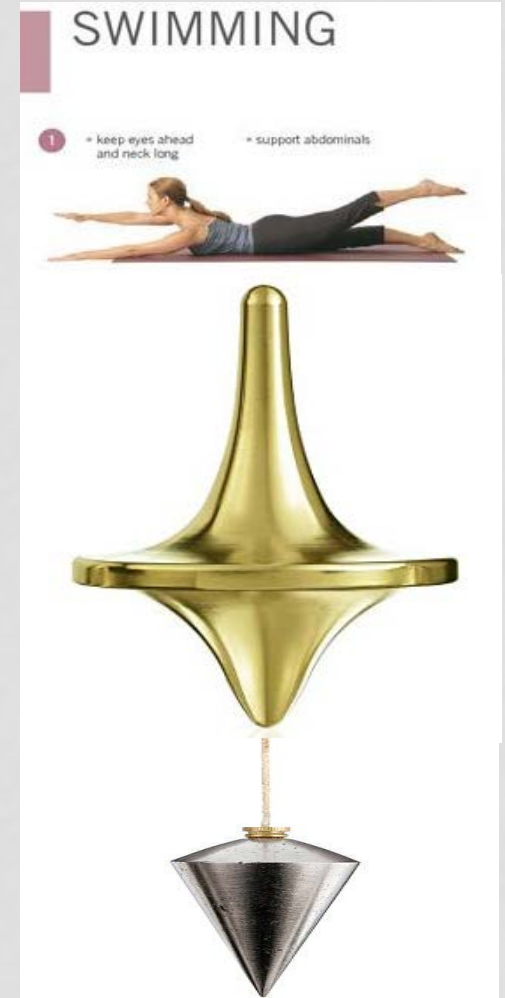
- A. High expectations taken to an extreme becomes a weakness
- B. Perfectionism is inhumane to oneself and the team

Changing the channel

- A. Popcorn visionary
- B. External verbal processors

SUSTAINABLE INFLUENCE

- Influence is proportional to
 1. Knowing who you are
 2. Being comfortable in your own skin
 3. Knowing where you're going
 4. How to get there
- Strengthen your core
 1. Connected integrity (🧑 the 🧑)
 - α Core character Valley Forge
 - α Vision size & clarity myopic → something > oneself
 - α Engagement: frequency, quality GC vs MP
 2. Centered & grounded in the true you
 - α Living out the true you K vs C
 - α Honor in every direction Q vs Y
 - α Freedom to operate / influence B vs A



CLOSING

WHAT YOU LEARNED

- What it Means to be a Leader
- Job #1 for a Leader
- Personal Power
- Freeing Angels, Building Cathedrals



- What Flows from the Heart of a Leader
- How to Lead Strategically
- Situational Leadership

- How Leaders Make Decisions
- How to Lead Change
- How Leaders Communicate
- How Leaders Listen
- What to Quit Doing to Become a Better Leader
- How to Grow & Sustain Your Influence

THANK YOU



Use your super
powers for
good
and lead well!