# Developing Leadership Within Your Organization:
## Developing Leadership within Others

# Our plan

## Who we are

## What we want to accomplish

## How we are going to accomplish it

US Sailing: BOD,
   Training Committee Chair,
   Commercial Committee Chair
USNA Instructor
National On the Water Standards Committee
OCSC - SF Bay

Rich Jepsen

US Sailing: Training Committee Chair, NSPS Chair

Keelboat Instructor, OCSC

Keelboat Instructor USNA

CorporateTraining Consultant

Larry Ledgerwood

# What we want to do

Provide you with *tools* for you to use in developing leadership in your organization

… that can then be used by others to develop more leadership in the organization

# Why this topic?

# Our approach ...

- Some stories

- Some theory

- Some discussion

- Some exercises

# Why Leadership …

"The only things that evolve by themselves in an organization are *disorder*, *friction*, and *malperformance*."

Peter Drucker

# Leaders manage …

- What people pay Attention to

- What is the Meaning of  - well, everything

- The level of Trust in the organization

- Oneself

Warren G. Bennis

# Teaching

## is the primary act of Leadership

- Recognizing teachable moments

- Believing it is when they are ready to learn, not when we are ready to teach

- Knowing it is about them, not us

Walter Sutton

# Rich's List

- Credibility can be a trap

- Consistency is not sameness

- Communicate the mission in clear terms

- Everyone is watching

- DWYSYWD

# Rich's List con't

- How you treat your staff is how they will treat others (staff and students)

- Do more than you expect from your staff

- Remain Calm and NEVER show anger
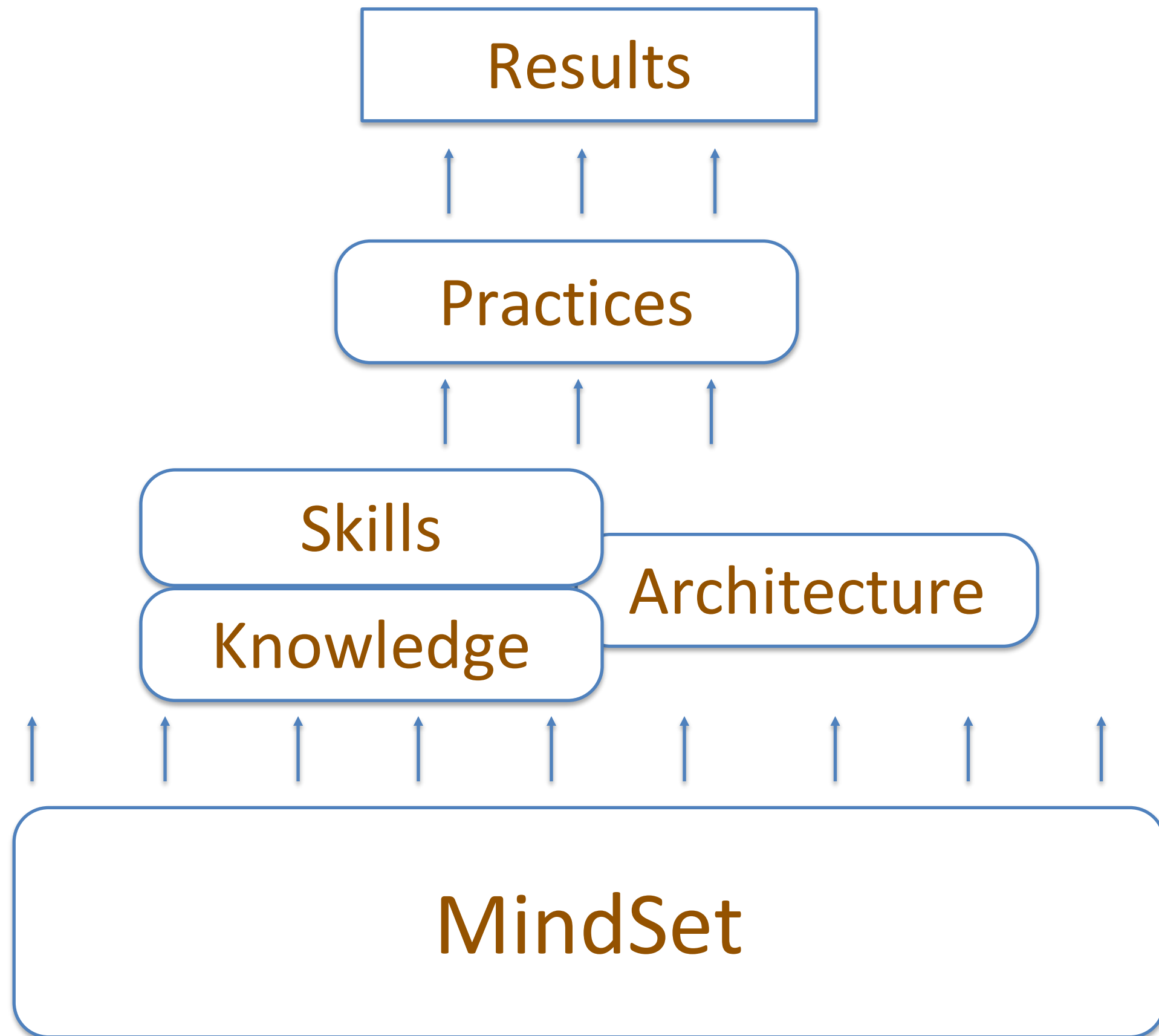
- Communicate, Communicate, Communicate

# Tool #1

… give them a way to look at **the big picture** that helps them organize what they are seeing.

# Systems Performance Model

Results

Practices

Skills

Knowledge

Architecture

MindSet

# Tool #2

… give them a way to organize their experience with trust that helps them organize what they already know.

# Trust is a function of …

$$\text{Trust} = \frac{\text{Credibility} \quad \text{X} \quad \text{Empathy}}{\text{Risk}}$$

# Application

Think about your three people: their Results, Practices, Architecture, Skills, Knowledge, MindSet

- How much do you trust them - (1-10) Why?

  In what situations?

  What can you do to increase the level of trust?

# What we can learn from ...

Predicting if you will still be married in 15 years.
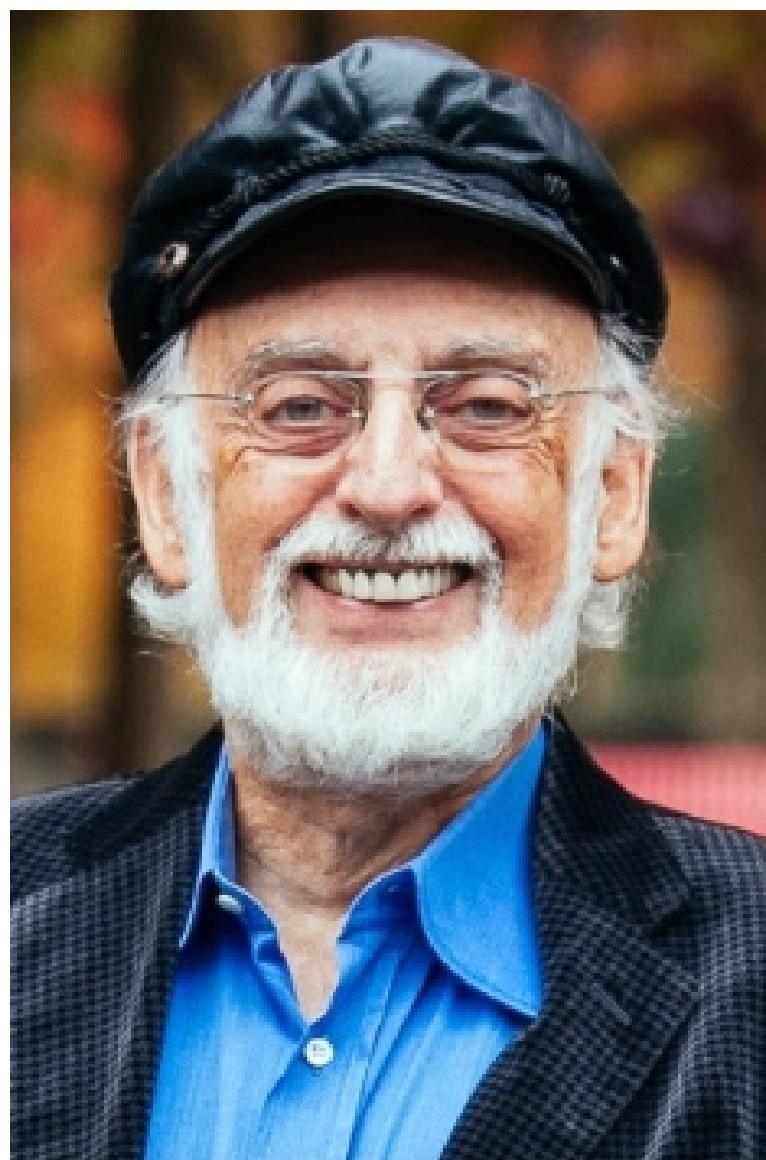
Why some doctors get sued and others do not.

# Malcolm Gladwell

# Will you still be married in 15 years?

John Gottman

# *Thinslice* Analysis

for every second of conversation

rated: warmth, hostility, dominance and anxiousness …

# married in 15 years?

60 min > 95%

15 min > 90%

Level of Contempt

Positive 5:1 Negative

# Wendy Levinson

# Gather some Doctors

Half = never sued

Half = sued at least twice

records and analyzes conversations with patients

*"No difference in the amount or quality of information they gave …*

*… didn't provide more details about medication or the patient's condition."*

# but there was a difference …

## 3.5 min
### more conversation

## Really ?

## 210 seconds!

# It is not just the time …

It is what you do with it …

# *3 Things*

Orienting Comments

Active Listening

Laughing

# Orienting Comments

"First I'll examine you,
then we will talk the problem over."

or

"I will leave time for questions."

# Active Listening

"Go on."

or

"Tell me more about that."

# Laughing

They were far more likely to laugh and be funny during the visit.

# *How* not *What*

Orienting Comments

Active Listening

Laughing

# Wait, there's more



# Nalini Ambady

conversations between
surgeons and their patients

40 seconds
of conversation

# she *removes* the c*ontent …*

- Deletes high frequency sounds

- Only pitch and rhythm remain

- Uses a Gottman style analysis

# 40 seconds, No words, only pitch and rhythm remain

# rated: warmth, hostility, dominance and anxiousness …

# Could it be …

that our success as leaders
is less about  what we know,
and
more about how good
of *listeners* we are?

# *Think of these as tools*

Orienting Comments

Active Listening

Laughing   5:1

warmth, hostility, dominance and anxiousness

# Tool # 4

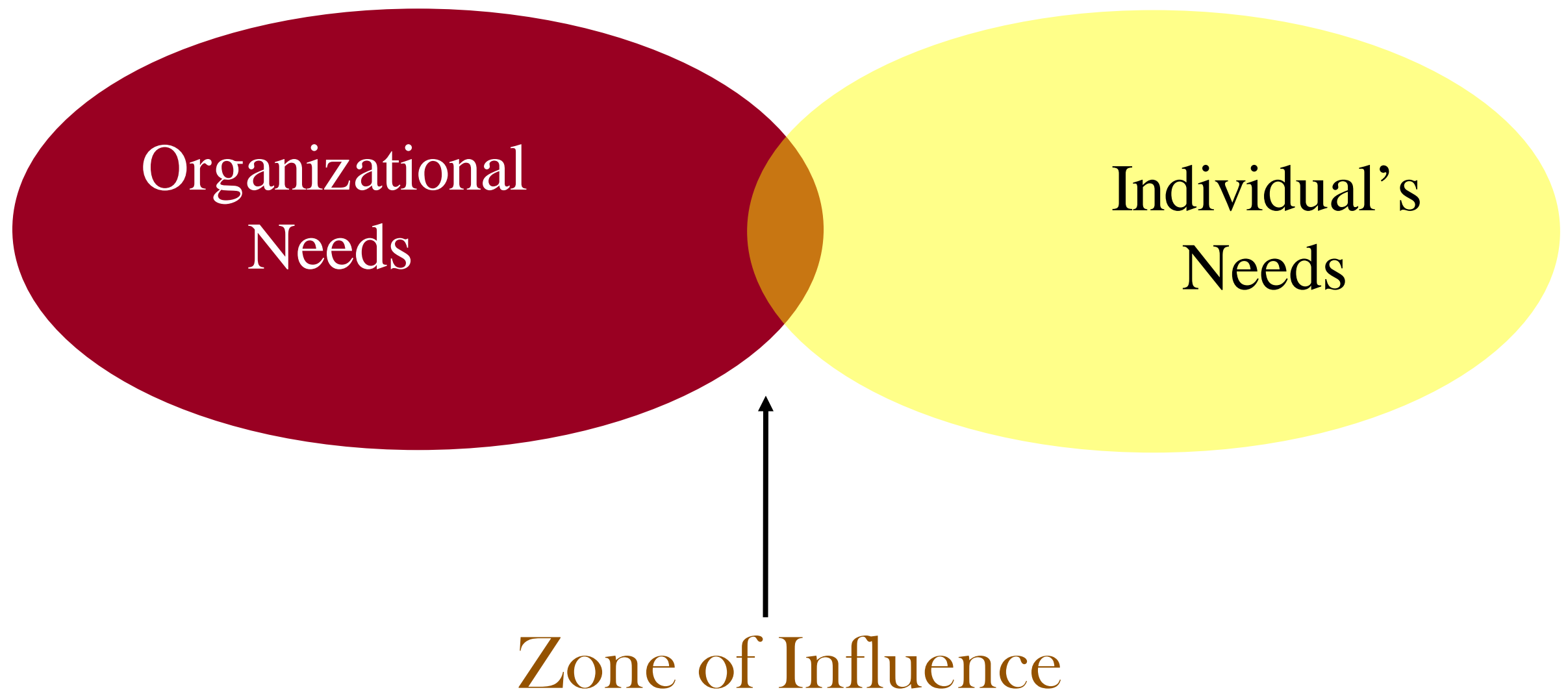help them learn something about Motivation
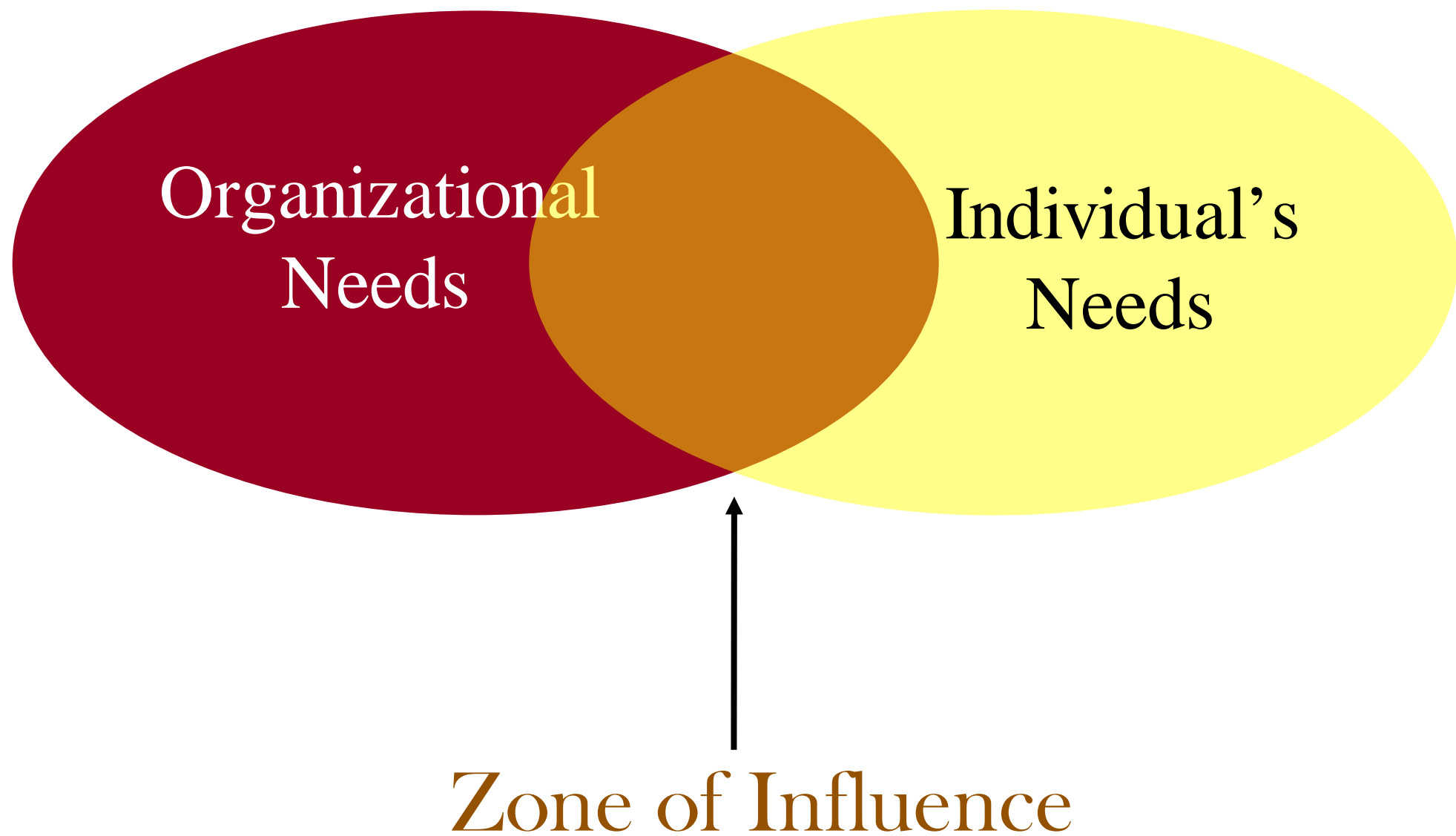
# The basis of Influence

Organizational Needs

Individual's Needs

# Our Ability to Influence is Limited



Organizational Needs

Individual's Needs

Zone of Influence

# Knowing your people
# increases the Empathy available …

- Vision

- Objectives

- Knowledge

- Skills

- Plan

- Values

# Tool # 5

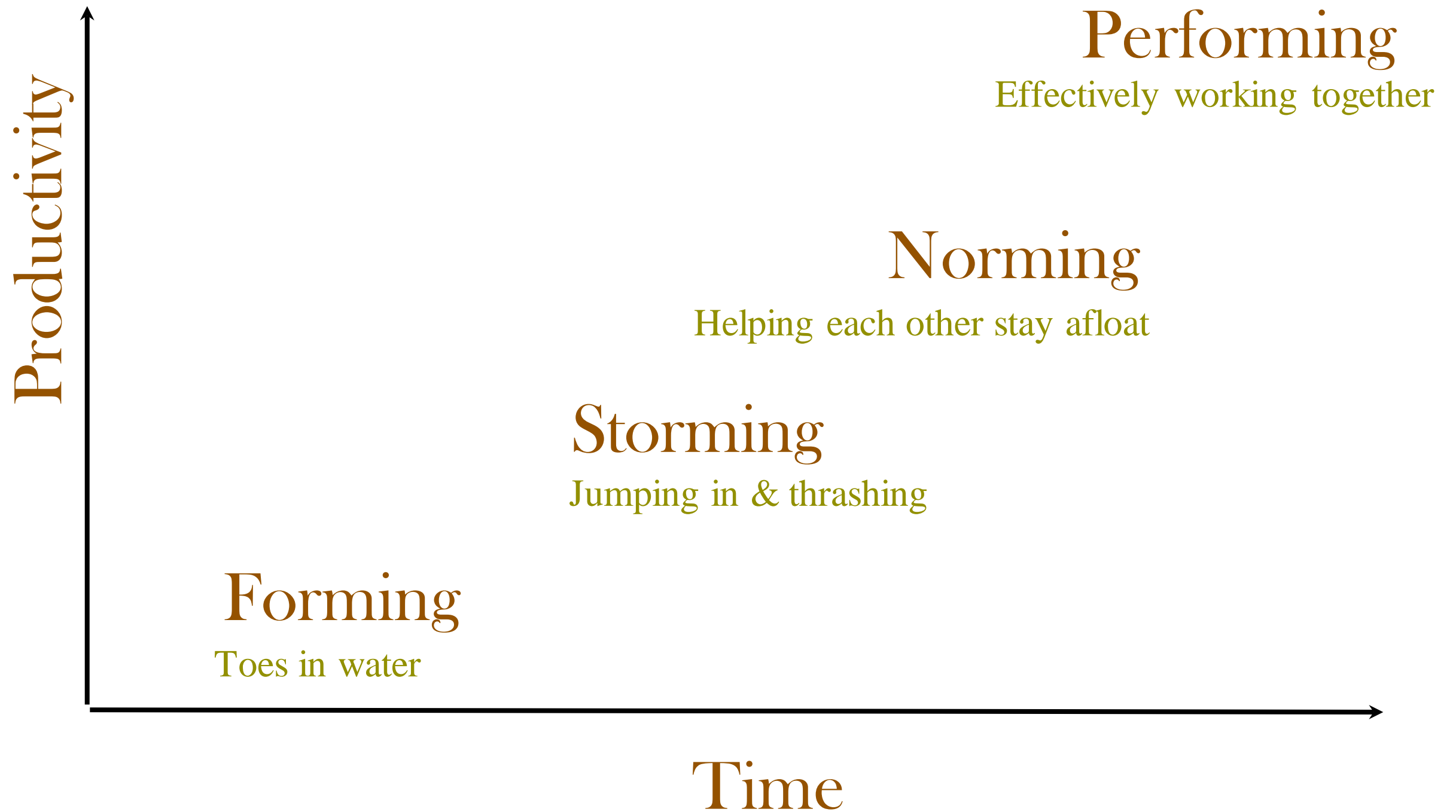teach them a model on how to develop teams

Pick one and go deep!

# Building
# High-Performance Teams

# Stages of Team Growth

Productivity ↑

**Performing**
Effectively working together

**Norming**
Helping each other stay afloat

**Storming**
Jumping in & thrashing

**Forming**
Toes in water

Time →

# Behaviors

# Forming

# Feelings

**Defining**: tasks, strategies, acceptable behavior

**Discussions**: of concepts, issues, symptoms vs real problems

**Excitement**, anticipation, **optimism**

**Pride** in being selected

Tentative attachment to the team

**Anxiety**

# Storming

## Behaviors

**Arguing** when members agree

**Defensiveness** & competition

Taking sides unrealistic goals

'**pecking order**' established

Rely on **personal** & professional experience

## Feelings

**Resistance** to task & new approaches

**Sharp fluctuations** in attitudes regarding team & opportunity for success

**Disunity**, even jealousy

**Testy**, **blameful**,

**Impatience** with lack of progress

# Norming

## Behaviors

harmony by **avoiding conflict**

**Increased friendliness,** personal sharing

Discussing team dynamics

**Increased cohesion,** spirit, team goals

Establish and maintain team **ground rules** & boundaries

## Feelings

Increased ability to **express criticism constructively**

**Acceptance** of membership of team

**Relief** that it seems everything is going to work out

# Performing

## Behaviors

Constructive self change & growth processes to prevent or resolve problems

Close attachment to the team

## Feelings

Growing **insights** into personal & group processes

**understanding** of individual's strengths & weaknesses

**Satisfaction** of team's progress

# Leadership Changes

**Performing**

Get out of the way

**Norming**

Let Go

**Storming**

Facilitate the team

**Forming**

Provide Direction

Time

# Application

- At what stage is your team or the team's of the three leaders?

- What is the next step for each of your three leaders?
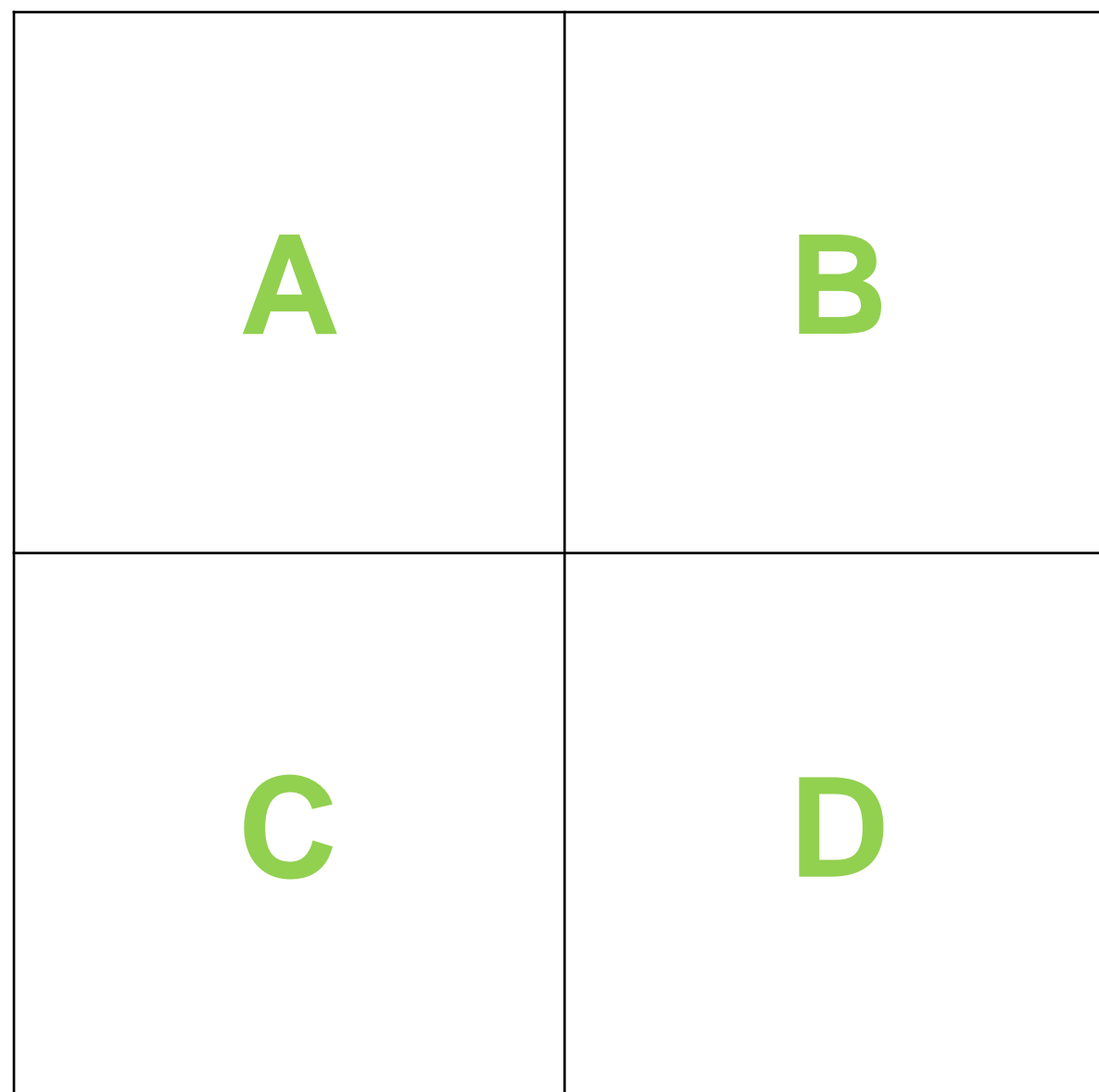
# Tool # 6

Give them help learning about *People*

- MBTI
- Temperament
- Insight
- ??? …

## Pick one and go deep!

# Needs of Different Types

| | |
|---|---|
| A | B |
| C | D |

# Give them a model to follow ...

that balances the head of managing

with the heart of leading.

# Tool # 7

teach them a lot about giving developmental feedback

# Feedback

# Developmental Coaching

**(+)**

Positive Feedback
Reward
Recognition
Reinforcement

Prescriptive Ideas
What to do
Desired Behavior
Success factors

**(-)**

Negative Feedback
Admonishment
Punishment

Restrictive Ideas
What not to do
Failure factors
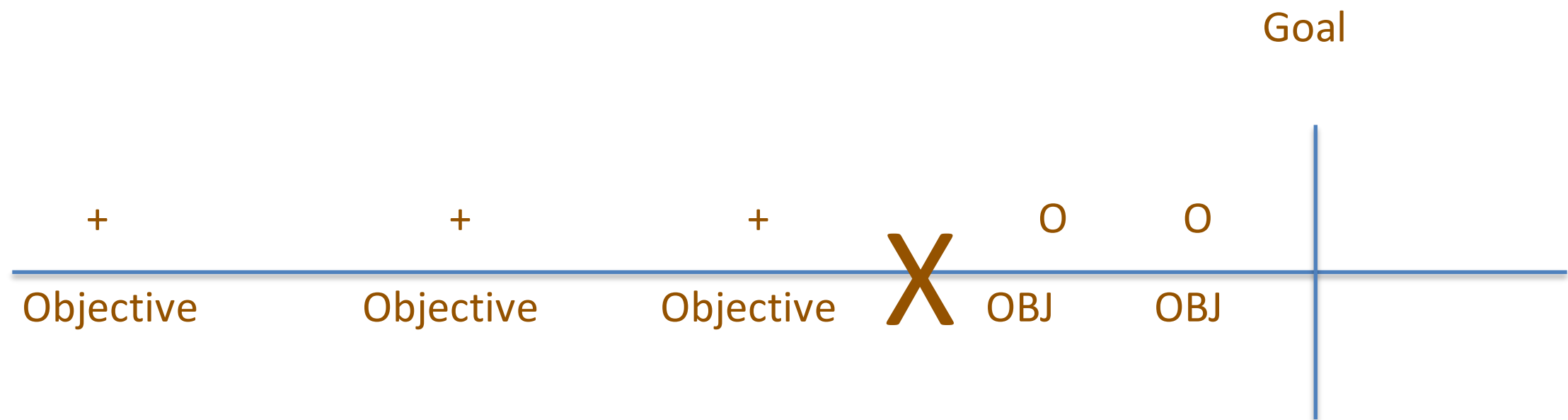
# What do I pay attention to?

## Give them a model tool #8

# Balanced Evaluation

# Feedback Model

Headline the Topic

Give Specific Example

Explicitly Explain Benefit

Engage Them

# Using the Adjacent Possibility

Something to keep

What to Change

Headline

Headline

Specific Example

Specific Example

Adjacent Possibility

Explain Benefit

Explain Benefit

Engage

Engage

# Balanced Evaluation

Goal

| + | + | + | O |
|---|---|---|---|
| Objective | Objective | Objective | OBJ |

X

Adjacent Possibility

| Headline | Headline | Headline | Headline |
| Specific Example | Specific Example | Specific Example | Specific Example |
| Explain Benefit | Explain Benefit | Explain Benefit | Explain Benefit |
| Engage | Engage | Engage | Engage |
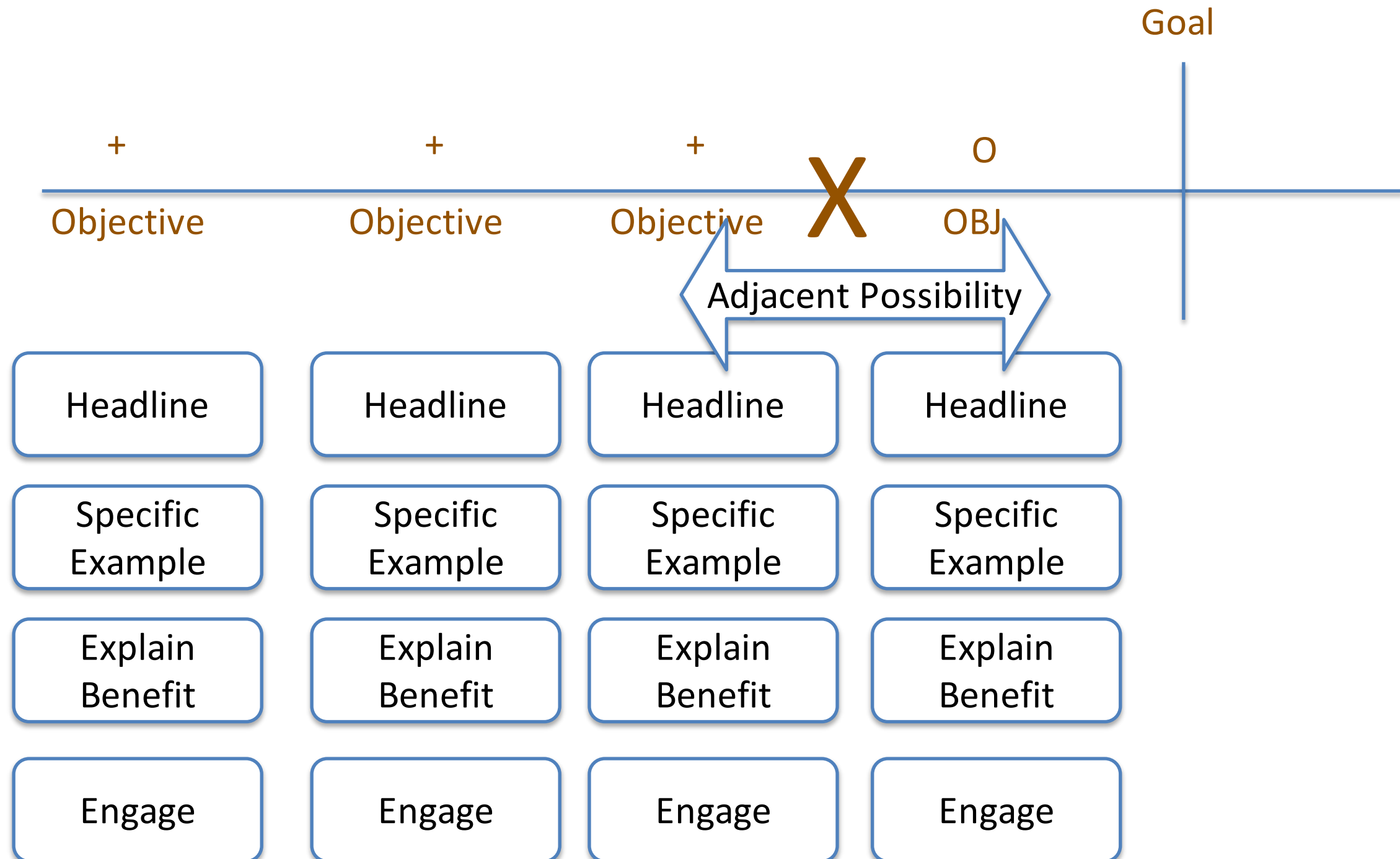
# Application

- Do a balanced assessment of one of your people
- 3 strengths
- 1 developmental area

Think: Practices, Knowledge, Skills, Architecture, MindSet

# What are *you* going to do …

- On your ***First Day*** back

- By the end of your ***First Week*** back

- By the end of your ***First Month*** back

Build a SMART plan

"Becoming a leader is synonymous with becoming yourself.

It is precisely that simple, and it is also that difficult."

**Warren Bennis**

# The Primary act of Leadership

is

# Teaching

- Recognizing teachable moments

- Believing it is when they are ready to learn, not when we are ready to teach

- Knowing it is about them, not us

Walter Sutton

# Fini

the end, for now.

# Developing Leadership Within Your Organization:
## Developing Leadership within Others

# Coaching: a Balanced Assessment

***Effective Elements***

Behavior
_____

Specific Example
_____

Benefit of Behavior
_____

OEQ
_____


Behavior
_____

Specific Example
_____

Benefit of Behavior
_____

OEQ
_____

***Area to Build Upon:***
*an adjacent possibility*

| Behavior | Behavior |
| --- | --- |
| Specific Example | Specific Example |
| Benefit of Behavior | Benefit of Behavior |
| OEQ | OEQ |

# Evaluating an Idea