



Making **LEADERSHIP** Happen

FLIP your script

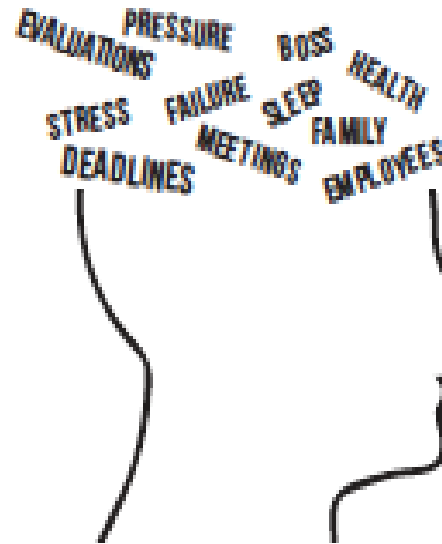
So you won't FLOP as a
leader

Flip your Mindset

- Know the different scripts & know you can flip your mindset
- Learn from a leadership lens – stories/articles/books
- Reflect on your experience
- Role play

4 WAYS to Improve Your Mindchatter

Let your thoughts be ...



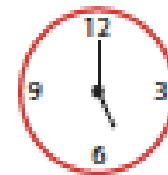
Constructive



Reflective



Motivational



Practical

These thoughts are taken from the work of (Smith, J. L. (2008). *Building the new psychology of success: How to think and do it right*. (Smith, J. L., & Matthews, J. (2009). *The effect of implicit positive theory on performance*. *Journal of Applied Psychology*, 94, 461-476).

You have a choice

To interpret setbacks, challenges, and failures either as something **WRONG** about yourself

OR

as a chance to learn about something new that is fun, exciting and intrinsically satisfying.

Flip your skill set

Importance:

What skills do co-workers think are most important for success as a leader in their organisations?

Skill level:

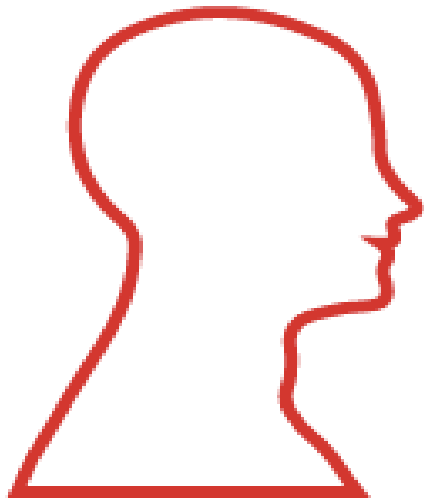
How effective (or ineffective) were leaders at performing these skills?

Communication

SIX ways your ACTIONS speak louder than WORDS

- Rhythm & use of time – avoid being “out of sync” with others & consider how you organise your time & commitments
- Interpersonal distance (space) and touch
- Objectics: more than “dress for success”
- Facial expressions: you can read it all over my face
- Paralanguage: what makes up the sound that accompanies the words

Influence



HEAD

- Be specific, practical, & offer sensible goals.
- Are you providing step-by-step detail?
- Are you providing the numbers, the evidence?



HEART

- What can we do so that both of us get something out of it?
- How would you consult with others who have a lot of power to get their buy-in or speak on your behalf?
- What sort of ideas can you bring to the table that you can offer a person in return for doing something for you?



HANDS

- Think about what you can do to build connections through harmony & teamwork.
- How can you share your vision & link it with a person's own values and beliefs?
- How can you tell someone they are capable of what you are asking?
- What are ways to tap into a person's sense of service or desire to be attached to an outcome?

Flip your relationships

Followers want to see their leaders as:

- Agreeable
- Trusting
- Cooperative

Expand your in-group

Be

- Clear
- Aware
- Fair
- Prepared

How CCL defines Leadership

DIRECTION

Does each and every person on your team agree with what the team is trying to achieve and believe that the goal is worthwhile?

Have you painted a picture so everyone agrees what success will look like?

Do people on your team have varying opinions on what success is or what the end goal is?

If you answer yes ...

Good. Unanimous understanding of a common goal is key.

It's your job as the leader to make the direction clear.

You don't have direction. Take action now so every team member is in mutual agreement on the end goal.

Leadership

ALIGNMENT

Does each person know his or her role and responsibilities, as well as know what others are doing?

Does each person understand what “excellent” performance means?

Do some people in your group feel isolated, don't know what is happening and have varying opinions about what excellent performance is?

Disagreements, confusion and a decrease in productivity occur when clarity is lacking.

Setting the bar at the beginning prevents awkward confrontations later.

You don't have alignment. Call for a team meeting where you set expectations. Make a consistent time for your group to meet, give updates & communicate.

Leadership

COMMITMENT

Is each person dedicated to the work and committed to the team?

Is the success of the team, more than any individual praise, the top priority?

Are people more self-interested than team-focused?

Buy-in and genuine motivation from your team members improves the quality and timeliness of the work.

It is your responsibility to check in with your team, both individually and as a collective.

You don't have commitment.

Determine how to flip your relationships so your team members don't act as individuals but as a unit.

Understand what motivates your team

- External – driven by external rewards or the threat of punishment
- Introjected – driven by a desire to maintain a personal sense of self-worth and avoidance of guilt or anxiety because of failing to do something
- Identified – driven by work that allows a person to fulfill values & goals that are personally important or may help address an important problem
- Intrinsic – driven by a person's own innate interests, doing something because it is enjoyable or fascinating

Flip your “Do-It-All” Attitude

DELEGATE

- Appropriately & effectively delegate work
- Give someone important work & responsibility
- Provide authority, resources & support

DEVELOP

- Build the reputation of the people you are developing
- Help develop others' skill sets
- Give interesting challenging assignments
- Provide emotional support
- Create specific, difficult and attainable goals
- Give constant & proper feedback to those on
your team

SBI Feedback Model

SITUATION

- Describe the situation
- Be specific about where, what time, what day, etc.

BEHAVIOUR

- Describe the observable behaviour
- What was said or done
- No values given/no judgments

IMPACT

- Describe how you felt, positive or negative
- Positive words: impressed/proud
- Negative words: troubled, worried, disengaged

Flip your Perspective

Enhance your Political Savvy

1. Read the situation

- Pay attention to your non-verbals and those of others, be an observer of others' behaviour
- Take the perspective of others
- Validate your perceptions

2. Determine the appropriate behaviour before acting

- Count to ten
- Step back a bit
- Explore why you do what you do
- Work with a coach or go to class
- Be decisive

Enhance your Political Savvy

3. Leave people with a good impression

- The audio must match the video
- Ask for feedback
- If you say you will do something, do it.

Flip your Focus

Why?

Because your actions and decisions affect more
than just
YOU

Key character strengths of leaders

- **Integrity**

Acting in accordance with your values, showing consistency in your words and actions, following through on promises, and using ethical values to guide decisions and actions

- **Bravery**

Acting decisively to take the lead tackling difficult problems and persevering in the face of unpopularity, threat, or challenge

- **Perspective**

Understanding the perspectives of different functional areas in the organisation and having a firm grasp on external conditions

- **Social intelligence**

Understanding your own impact on situations and people, knowing what makes you and others tick, understanding their motives and feelings, and having the ability to adapt your behaviour to what the situation dictates

A final thought...

**The effective leader recognizes
that they are more dependent
on their people than they are on
them. Walk softly.**

BRIAN TRACY

