

Leading: Yourself, Others, and Your Teams

Lisa and Kevin Casey

What is leadership?



What is leadership?



leadership



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10 CHARACTERISTICS OF A

GOOD LEADER



1. INTEGRITY
2. ABILITY TO DELEGATE
3. COMMUNICATION
4. SELF-AWARENESS
5. GRATITUDE
6. LEARNING AGILITY
7. INFLUENCE
8. EMPATHY
9. COURAGE
10. RESPECT



Who are your favorite leaders?

Reflect

- What does this type of leader look like?
- What are the specific behaviors?

Who do you lead?

Name 5 teams you are on

Personal life

- Family
- Faith
- Fun – Hobbies, clubs

Work life

- Office
- committees

Community life

- neighborhood

The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

SOURCE: GOLEMAN, DANIEL, "Leadership That Gets Results", 2000

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Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive
When It Works Best						
Teams I Am Using This Style to Lead						
Teams I will Switch to this Style						

Usually = 3

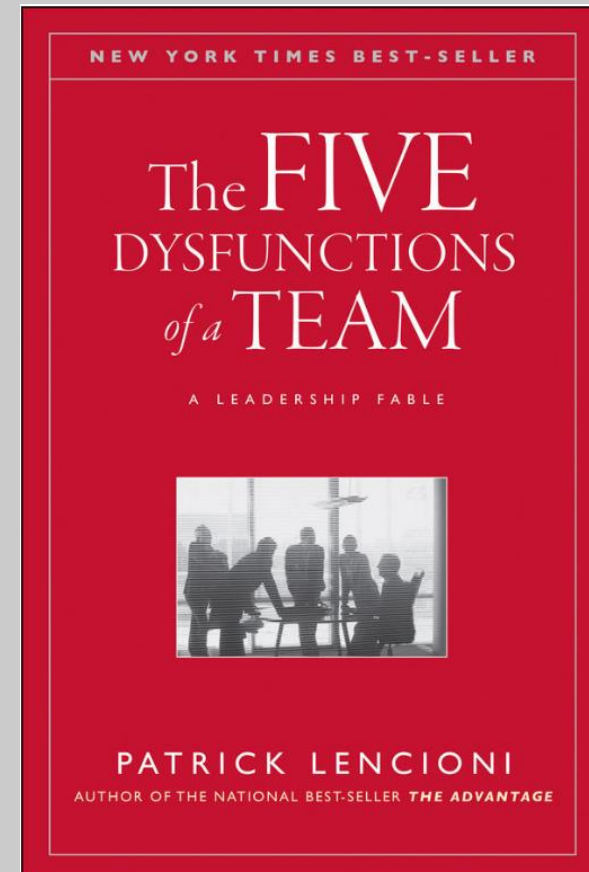
Sometimes = 2

Rarely = 1

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The Five Dysfunctions of a Team: A Leadership Fable

by Patrick Lencioni



The Five Dysfunctions



Dysfunction #1: Absence of trust



Unwillingness to be vulnerable

Trust:

- Confidence that peer's intentions are good
- Confidence that your vulnerabilities will not be used against you

Why do we struggle?

- We have been taught to be competitive with our peers and protective of our reputations

Dysfunction #1: Absence of trust

What does an absence of trust look like?

- **Weaknesses are concealed**
- Hesitate to ask for help or constructive feedback
- Hesitate to offer help outside of your area
- **Assuming intent or aptitudes** without asking for clarification
- Not asking for help from someone more talented in an area
- **Holding grudges**
- Dread meetings, avoiding them

Dysfunction #1: Absence of trust

What does trusting team look like?

- Admits weaknesses and mistakes
- **Asks for help**
- Accepting of questions and input that could help others
- Giving the benefit of the doubt
- Offering feedback and assistance
- Appreciative of help and feedback from another
- **Focus is on important issues, not politics**
- **Apologies are given and accepted easily**
- Looks forward to meetings

Dysfunction #1: Absence of trust

The Leader's Role:

- Demonstrate vulnerability first
- Create the environment

Dysfunction #2: Fear of Conflict

- Stems from Fear #1
- Prevents unfiltered and passionate debates around ideas



Dysfunction #2: Fear of Conflict

“All great relationships, the ones that last over time, require productive conflict to grow”

- Productive ideological conflict vs. destructive fighting and interpersonal politics
- **Limited to concepts and ideas**, not personality focused



VS



Dysfunction #2: Fear of Conflict

Teams that fear conflict:

- Have boring meetings
- Create back channel **politics and personal attacks**
- **Ignore controversial topics**
- **Do not acknowledge all team members opinions and perspectives**
- Waste time and energy on **posturing and interpersonal risk management**

Dysfunction #2: Fear of Conflict

Teams that engage in healthy conflict:

- Have interesting meetings
- Minimize politics
- Put **critical topics** on the table for discussion
- Extract and exploit all team members opinions and perspectives

Dysfunction #2: Fear of Conflict

How to overcome:

- **Mining**
- **Real time permission**
- Personality tools to help better understand each other

Dysfunction #2: Fear of Conflict

The Leader's Role:

- To promote healthy conflict (The key to this is restraint)
- Model the behavior

Dysfunction #3: Lack of Commitment



Follows Dysfunction #2

- Without unfiltered debate, people will not commit

Commitment is a function of two things:

1. Clarity
2. Buy-in

Dysfunction #3: Lack of Commitment



Follows Dysfunction #2

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Commitment is a function of two things:

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The two greatest causes of Lack of Commitment?

Dysfunction #3: Lack of Commitment



Follows Dysfunction #2

- Without unfiltered debate, people will not commit

Commitment is a function of two things:

1. Clarity
2. Buy-in

The two greatest causes of Lack of Commitment:

1. Consensus
2. Certainty

Dysfunction #3: Lack of Commitment

Teams that fail to commit:

- Create **ambiguity** about direction and priorities
- Have **windows of opportunity close**
- Breeds **lack of confidence** and fear of failure
- Revisits the **same discussion again** and again
- Encourages second guessing

Dysfunction #3: Lack of Commitment

Teams that commit:

- Create **clarity** around direction and priorities
- Takes advantage of opportunities before others do
- Have **entire team alignment** around common objectives
- Learns from mistakes
- Moves forward without hesitation
- **Changes direction** without hesitation or guilt

Dysfunction #3: Lack of Commitment

How to overcome:

- Cascading Messaging
- Deadlines
- Contingency and Worst-Case Scenario Analysis
- Low-Risk Exposure Therapy



Dysfunction #3: Lack of Commitment

The Leader' role:

- Comfortable with the prospect of making a decision that may turn out to be wrong
- Pushing the group for closure

Dysfunction #4: Avoidance of Accountability

- Without a clear plan, how do you keep someone accountable?
- How can you call out someone's actions and behaviors?



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Accountability: the willingness of team members to call their peers on performance or behaviors that might hurt the team



Dysfunction #4: Avoidance of Accountability

- Without a clear plan, how do you keep someone accountable?
- How can you call out someone's actions and behaviors?

Accountability: the willingness of team members to call their peers on performance or behaviors that might hurt the team

The most effective way to hold high standards = **Peer pressure**



Dysfunction #4: Avoidance of Accountability

The team that avoids accountability:

- Creates **resentment** among team members
- Encourages **mediocrity**
- Misses deadlines and deliverables
- Places a huge burden on the team leader to discipline

Dysfunction #4: Avoidance of Accountability

How to overcome:

- Publication of Goals and Standards
- Simple and regular progress reviews
- Team rewards

Dysfunction #4: Avoidance of Accountability

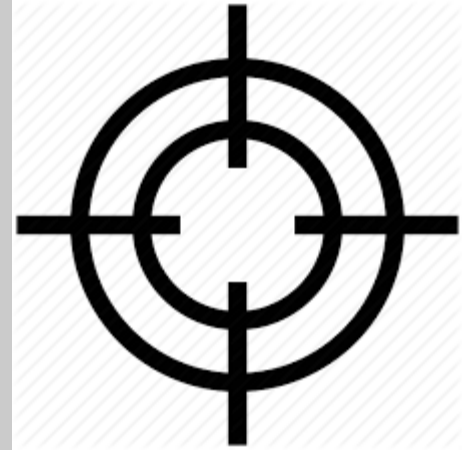
The Leader's role:

- Encourage and allow the team to serve as the first and primary accountability mechanism

Dysfunction #5: Inattention to results

Collective goals >>>>individual needs

What else would someone be focused on?

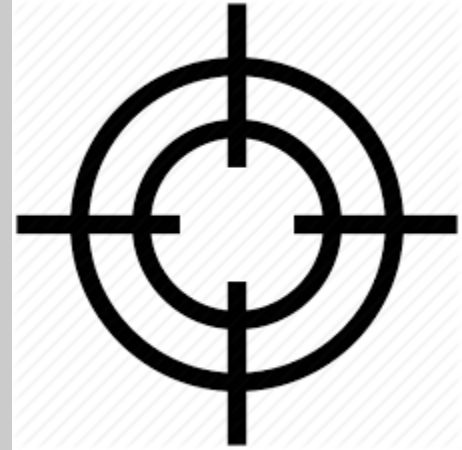


Dysfunction #5: Inattention to results

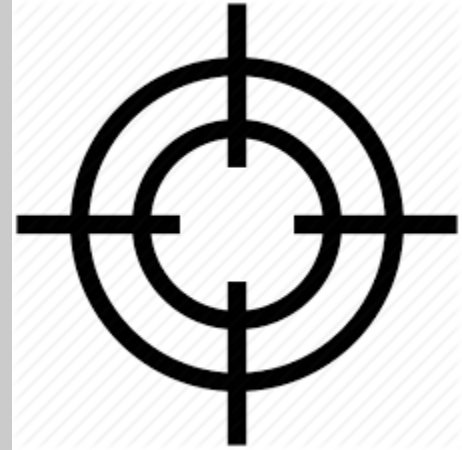
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What else would someone be focused on?

- Team status



Dysfunction #5: Inattention to results



Collective goals >>>>individual needs

What else would someone be focused on?

- Team status
- Individual status

Dysfunction #5: Inattention to results

A team that is not focused on results:

- Stagnates/fails to grow
- Rarely beats a competitor
- **Loses achievement oriented members**
- Encourages members to focus on their own careers
- Is easily distracted

Dysfunction #5: Inattention to results

A team that focused on results:

- **Enjoys success and suffers failure acutely**
- **Retains achievement oriented members**
- Individuals subjugate their own goals/interests for the good of the team
- Avoids distractions

Dysfunction #5: Inattention to results

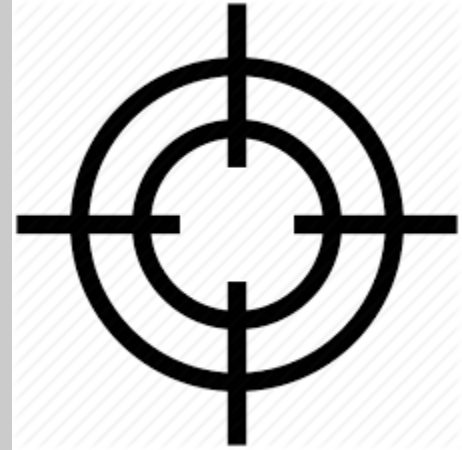
How to overcome:

- Public declaration of results
- Results-Based Rewards

Dysfunction #5: Inattention to results

The Leader's role:

Set the focus on the results



Usually = 3

Sometimes = 2

Rarely = 1

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The Five Dysfunctions of Teams

Summary



Leadership Role

Focus on Collective Outcomes

Confront Difficult Issues

Force Clarity and Closure

Mine for Conflict

Go First!

Hindrances

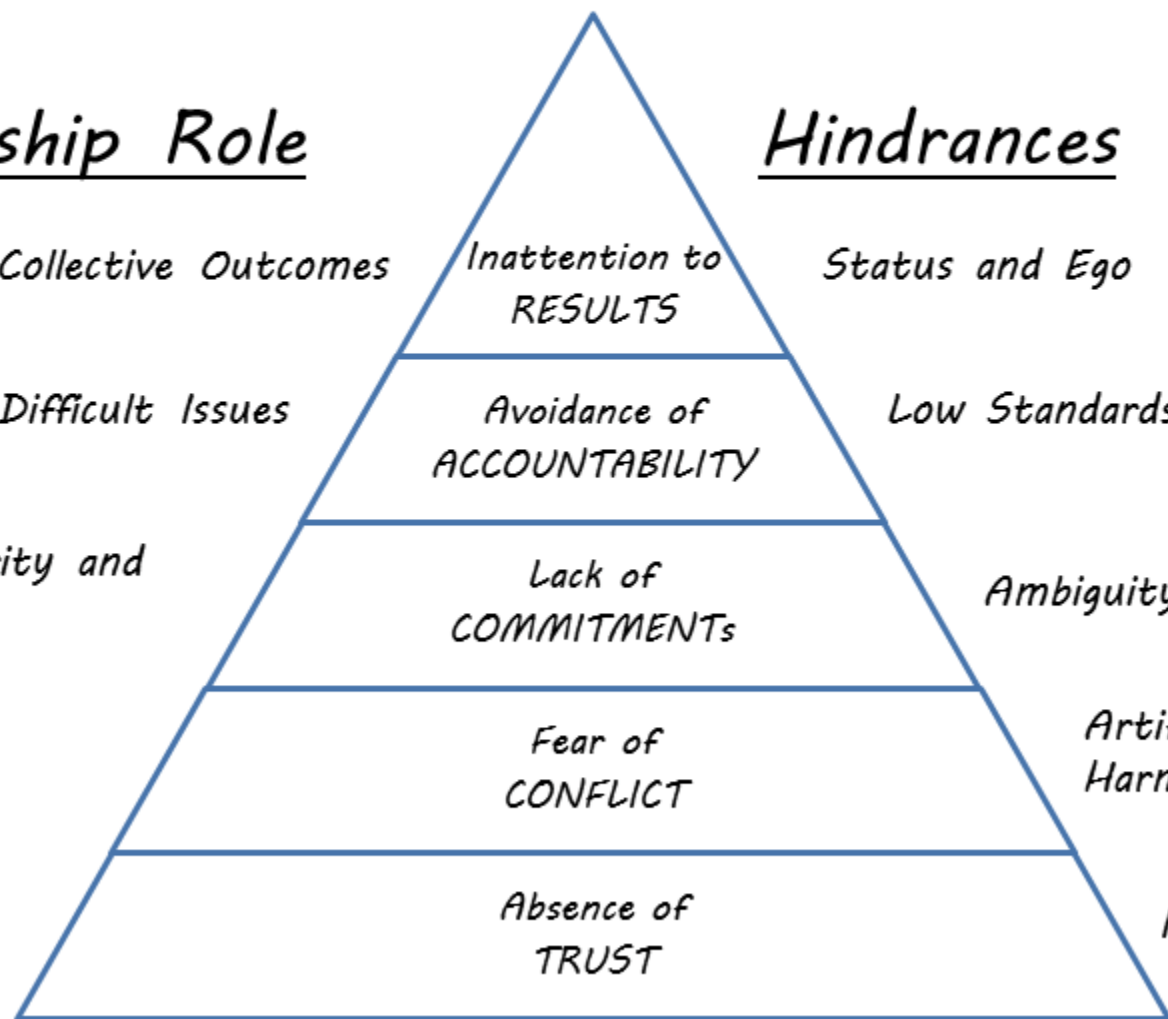
Status and Ego

Low Standards

Ambiguity

Artificial Harmony

Invulnerability



The Five Dysfunctions vs a Cohesive Team

Dysfunctional Team



Cohesive Team

Focus on **collective** results

Hold each other accountable

Commit to **decisions and actions**

Unfiltered conflict around **ideas**

Trust one another

Time Management/Productivity Hacks

What is most important or valuable?

HOW TO PUT
THESE
TOGETHER?

5 dysfunctions of a team		Leadership Role	Hindrances	COHESIVE TEAMS:
Absence of Trust				
Fear of Conflict				
Lack of commitments				
Avoidance of accountability				
Inattention to results				

Team	Your role	Score overall	Greatest challenge with this team	Barriers to remove and steps to do so

Work Life Balance

Work Life Balance

Is a myth

Work Life Balance

Is a myth

It is really about
work life integration

How do we achieve integration?

3 A's

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- Awareness: recognizing resources are limited

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- Arrangement: deliberate design

How do we achieve integration?

3 A's

- Awareness: recognizing resources are limited
- Arrangement: deliberate design
- Adaptation: adjusting as we learn

What is the most valuable thing any of us has?

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ENERGY

What is the most valuable thing any of us has?

ENERGY

Habits:

Transitions:

Recovery:

Focus:

What is the most valuable thing any of us has?

ENERGY

Habits: Sleep, diet, exercise, vices

Transitions:

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Transitions: Patterns, timing

Recovery: Down time, other activities

Focus: Interruptions, environment, timing

Habits: Sleep, diet, exercise, vices

- Circadian rhythms
- Fuel
- Ability to perform
- Alcohol, smoking, drugs

Transitions: Patterns, timing

- Two feet, one breath
- Pomodoro technique
 - 25/5 x 4, 60

Transitions: Patterns, timing

- Two feet, one breath
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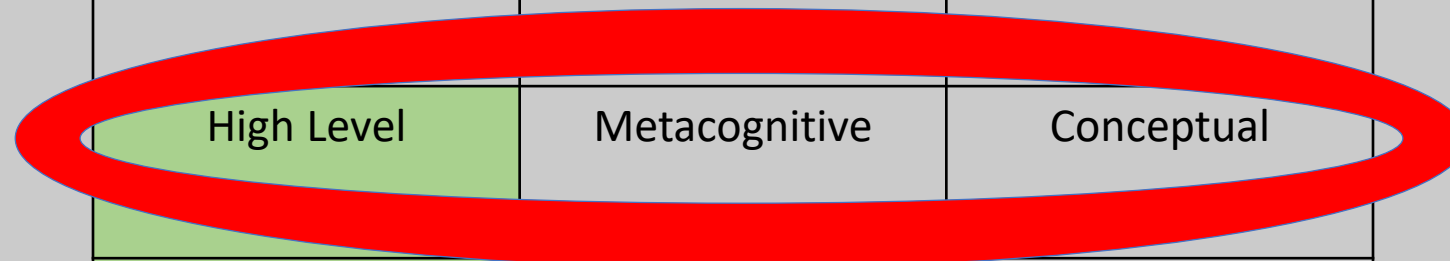
4 types of knowledge:

	How	What
High Level	Metacognitive	Conceptual
Low Level	Procedural	Factual

Transitions: Patterns, timing

- Two feet, one breath
- Pomodoro technique
 - 25/5 x 4, 60

4 types of knowledge:



	How	What
High Level	Metacognitive	Conceptual
Low Level	Procedural	Factual

Recovery: Down time, other activities

- Amygdala
- Cortisol: check your baggage
 - Write it down
 - Schedule time to think/talk about it
 - Get outside
 - Volunteer

Focus: Interruptions, environment, timing

- Deep work/concentration
 - Unplug
 - Turn off notifications
 - Lighting
- Realistic goals
 - 5 minutes of excellence
 - The next moment

What is the most valuable word we can each say?

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NO

How do you say “no”?

- High achievers/performers struggle with this
 - Autonomy, Mastery, Purpose

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- What is rewarding to you? Energizes you?

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- What is rewarding to you? Energizes you?
- What are your values?

Discover your values

Discover your values

Abundance
Acceptance
Accountability
Achievement
Advancement
Adventure
Advocacy
Ambition
Appreciation
Attractiveness
Autonomy
Balance
Being the Best
Benevolence
Boldness
Brilliance
Calmness
Caring
Challenge
Charity
Cheerfulness
Cleverness
Community
Commitment
Compassion
Cooperation
Collaboration
Consistency
Contribution
Creativity
Credibility
Curiosity

Daring
Decisiveness
Dedication
Dependability
Diversity
Empathy
Encouragement
Enthusiasm
Ethics
Excellence
Expressiveness
Fairness
Family
Friendships
Flexibility
Freedom
Fun
Generosity
Grace
Growth
Flexibility
Happiness
Health
Honesty
Humility
Humor
Inclusiveness
Independence
Individuality
Innovation
Inspiration
Intelligence

Intuition
Joy
Kindness
Knowledge
Leadership
Learning
Love
Loyalty
Making a Difference
Mindfulness
Motivation
Optimism
Open-Mindedness
Originality
Passion
Performance
Personal Development
Proactive
Professionalism
Quality
Recognition
Risk Taking
Safety
Security
Service
Spirituality
Stability
Peace
Perfection
Playfulness
Popularity
Power

Preparedness
Proactivity
Professionalism
Punctuality
Recognition
Relationships
Reliability
Resilience
Resourcefulness
Responsibility
Responsiveness
Security
Self-Control
Selflessness
Simplicity
Stability
Success
Teamwork
Thankfulness
Thoughtfulness
Traditionalism
Trustworthiness
Understanding
Uniqueness
Usefulness
Versatility
Vision
Warmth
Wealth
Well-Being
Wisdom
Zeal

What is the most valuable word we can each say?

NO

It is always easier to take back a “no” than a “yes”

How to address your schedule

1. Add in what is personal/valuable
(Exercise, recovery, time to think/learning, social, hobbies)
2. Start with what is most important
3. Leave space for “DO”
4. Schedule email
5. Don't do the bottom
6. Prioritize (≤ 3)



And then?

“Instructions for living a life: Pay attention. Be astonished. Tell about it.”

–Sometimes, Mary Oliver

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3 A's

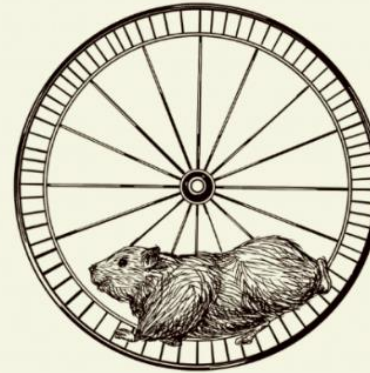
- Awareness: recognizing resources are limited
- Arrangement: deliberate design
- Adaptation: adjusting as we learn



Being busy is a form of laziness - lazy thinking and indiscriminate action.

(Timothy Ferriss)

**Be
Successful
Not Busy**



**DON'T MISTAKE
movement** for
achievement. It's
easy to get faked
out by being busy.
The question is:
Busy doing what?"

JIM ROHN



*Doing nothing is better
than being busy doing
nothing.*

~ Lao Tzu ~



**Busy
Does NOT
equal
Success.**

Intentional Leadership

TRUST

Intentional Leadership

- What does my type of leadership look like?
- What are the specific behaviors?
- How do these leadership behaviors align with my values?

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Intentional Leadership

“Intentionality is about having an intention, or making a decision, and taking action. It’s about thoughts and choices together with action.”

Side benefit:

Intentionality makes ownership an easier pill to swallow.

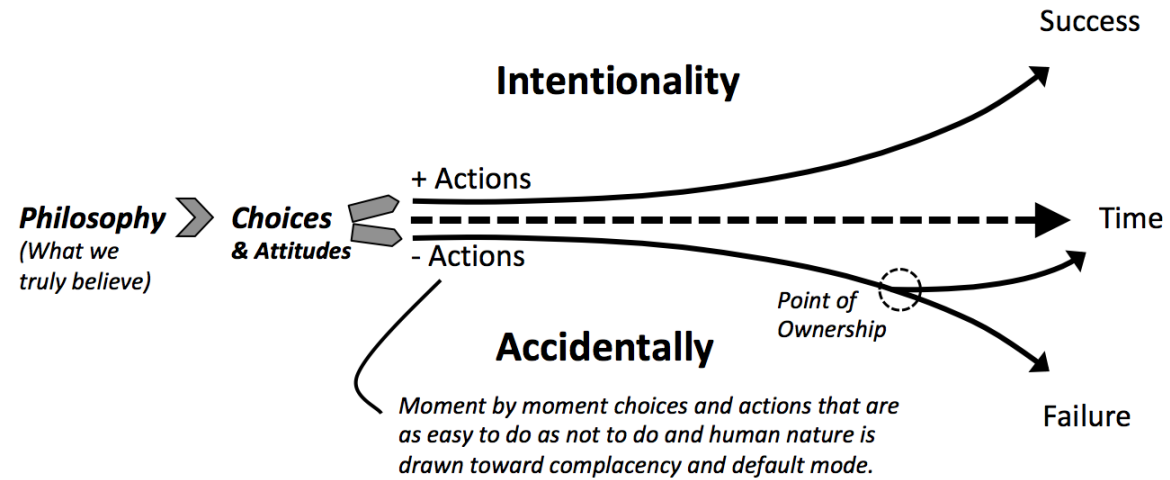
Intentionality develops TRUST!



From: "Begin with Trust," by Frances Frei
and Anne Morriss, May-June 2020

Intentional Leadership

The Intentionality Model



Intentional Leadership

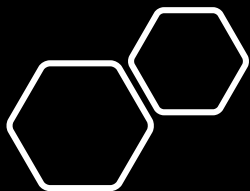
3 P's of intentional leadership:

- Preparation:
- Present in the moment:
- Post analysis:

Intentional Leadership

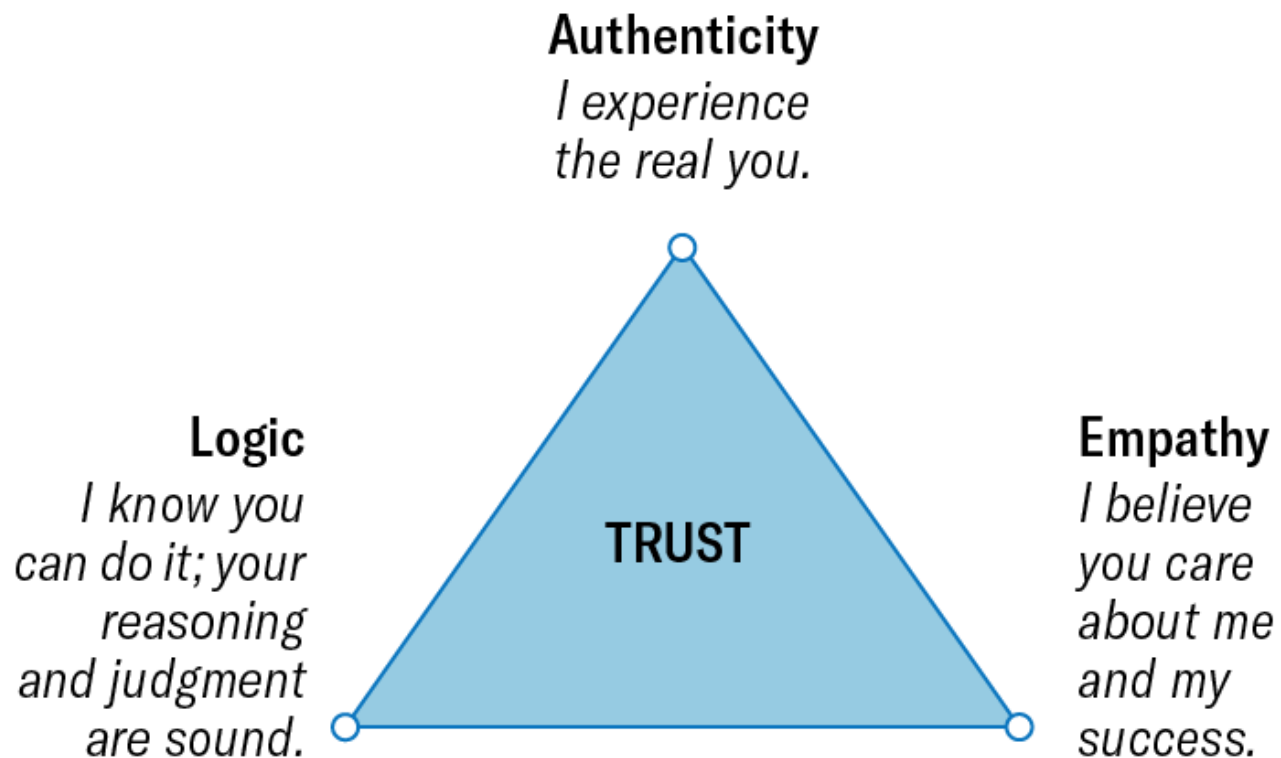
3 P's of intentional leadership:

- Preparation: most time consuming
- Present in the moment: can be the most fun
- Post analysis: can be very humbling



3 Ps

- Preparation:
- Present in the moment:
- Post analysis:



From: "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020

Intentional Leadership

Preparation:

- What is my role?
- Goals for the interaction?
- Desired outcomes?
- Reputation?
- What should be the focus?



The Focus is Results

Leaders achieve results through
clarity, accountability, and support.
Leadership is about performance.

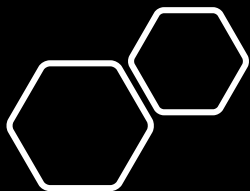
The Foundation is Trust

Leaders build trust through
character, competence, and connection.
Leadership is about people.



Intentional Leadership

Present in the moment:



3 Ps

- Preparation:
- Present in the moment:
- Post analysis:



From: "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020

Intentional Leadership

Present in the moment:

- No distractions
- Pay attention to behaviors
 - Twenty Habits
- Practice the three C's
- “Meta” the meeting

Twenty Habits That Hold You Back From the Top

1. Winning too much: The need to win at all costs and in all situations - when it matters, when it doesn't, and when it's totally beside the point.

2. **Adding too much value: The overwhelming desire to add our two cents to every discussion.**

3. Passing judgment: The need to rate others and impose our standards on them

4. **Making destructive comments: The needless sarcasms and cutting remarks that we think make us sound sharp and witty.**

5. **Starting with "No," "But," or "However": The overuse of these negative qualifiers which secretly say to everyone, "I'm right. You're wrong."**

6. Telling the world how smart we are: The need to show people we're smarter than they think we are.

7. **Speaking when angry: Using emotional volatility as a management tool.**

8. Negativity, or "Let me explain why that won't work": The need to share our negative thoughts even when we weren't asked.

9. **Withholding information: The refusal to share information in order to maintain an advantage over others.**

10. **Failing to give proper recognition: The inability to praise and reward.**

11. **Claiming credit that we don't deserve: The most annoying way to overestimate our contribution to any success.**

12. Making excuses: The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.

13. **Clinging to the past: The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.**

14. Playing favorites: Failing to see that we are treating someone unfairly.

15. **Refusing to express regret: The inability to take responsibility for our actions, admit when we're wrong, or recognize how our actions affect others.**

16. Not listening: The most passive-aggressive form of disrespect for colleagues.

17. Failing to express gratitude: The most basic form of bad manners.

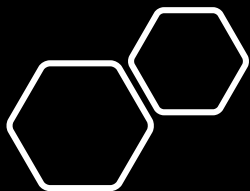
18. Punishing the messenger: The misguided need to attack the innocent who are usually trying to help us.

19. **Passing the buck: The need to blame everyone but ourselves.**

20. An excessive need to be "me": Exalting our faults as virtues simply because they're who we are.

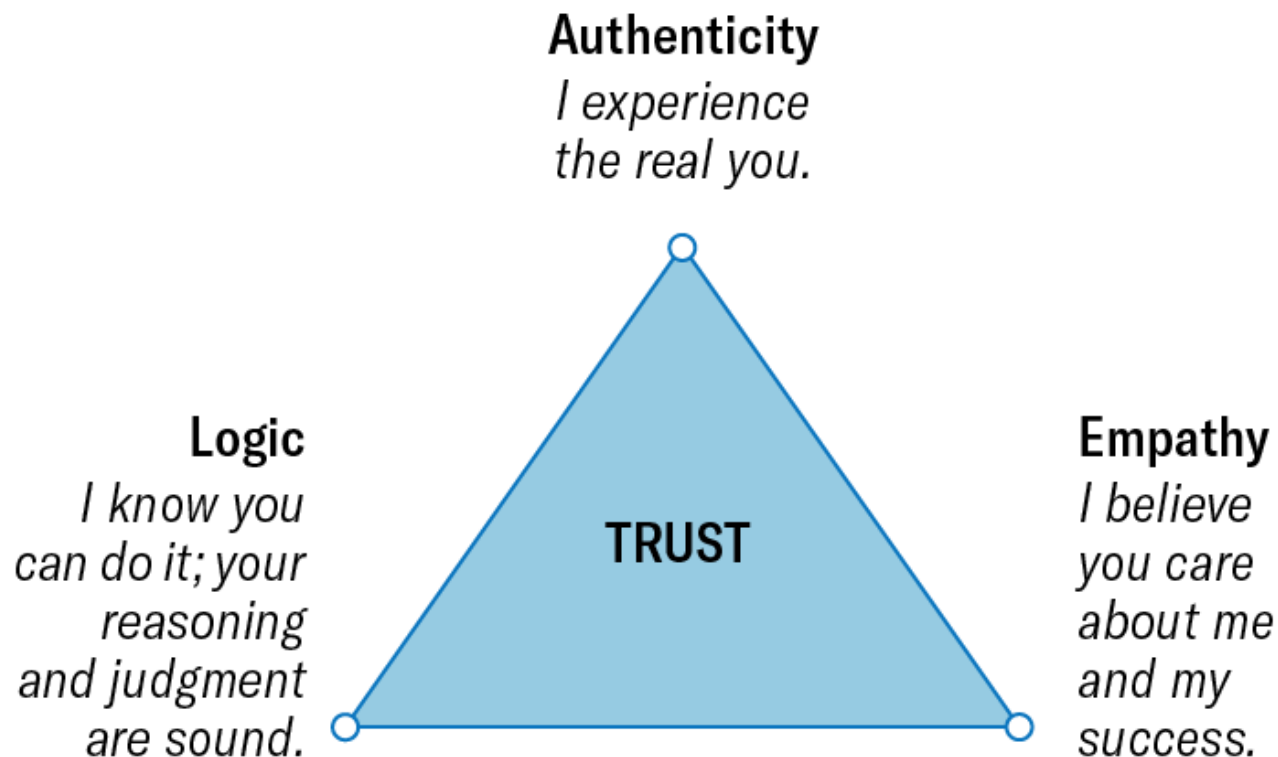
Intentional Leadership

Post-analysis:



3 Ps

- Preparation:
- Present in the moment:
- Post analysis:



From: "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020

Intentional Leadership

Post-analysis:

- What went well?
- How close to achieving the goals?
- Outcomes?
- What could be improved?
- With whom do I need to follow up?

**"WE NEED TO MOVE
BEYOND GUILT OR
BLAME, AND GET ON
WITH THE PRACTICAL
TASKS AT HAND."**

-DAVID ATTENBOROUGH

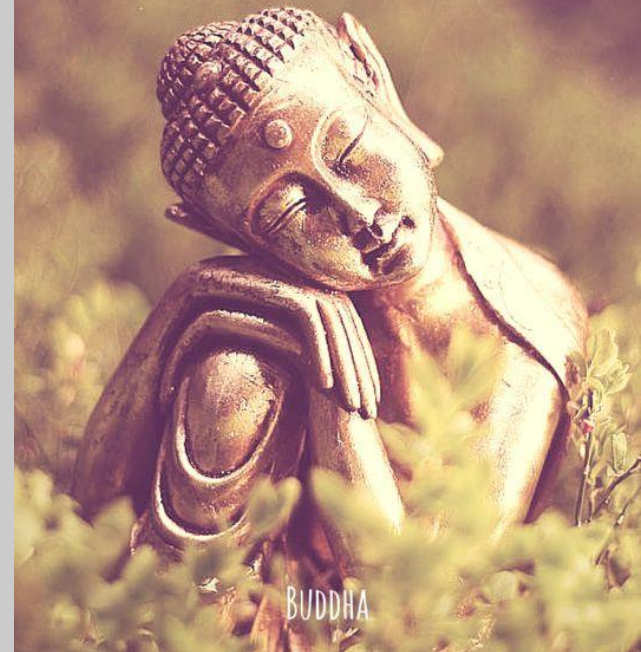
If you want others to be happy,
practice compassion.

If you want to be happy,
practice compassion.

Dalai Lama

SuccessConsciousness

IF YOUR COMPASSION DOES NOT
INCLUDE YOURSELF, IT IS
INCOMPLETE.



The Key to Post-analysis:

*"Be gentle, the goal is to learn not to
burn"*

Will Rogers Leadership Quotes

“Never miss a good chance to shut up.”

“If you find yourself in a hole, stop digging.”

“There are three kinds of men:

The ones that learn by
reading.

The ones that learn by
observation.

The rest of them have
to touch an electric
fence.”

**Good judgment comes from experience, and a
lot of that comes from bad judgment.**

*“If you are riding ahead of the herd, take a look
back every now and then to make sure it’s still
back there”*

Summary thoughts



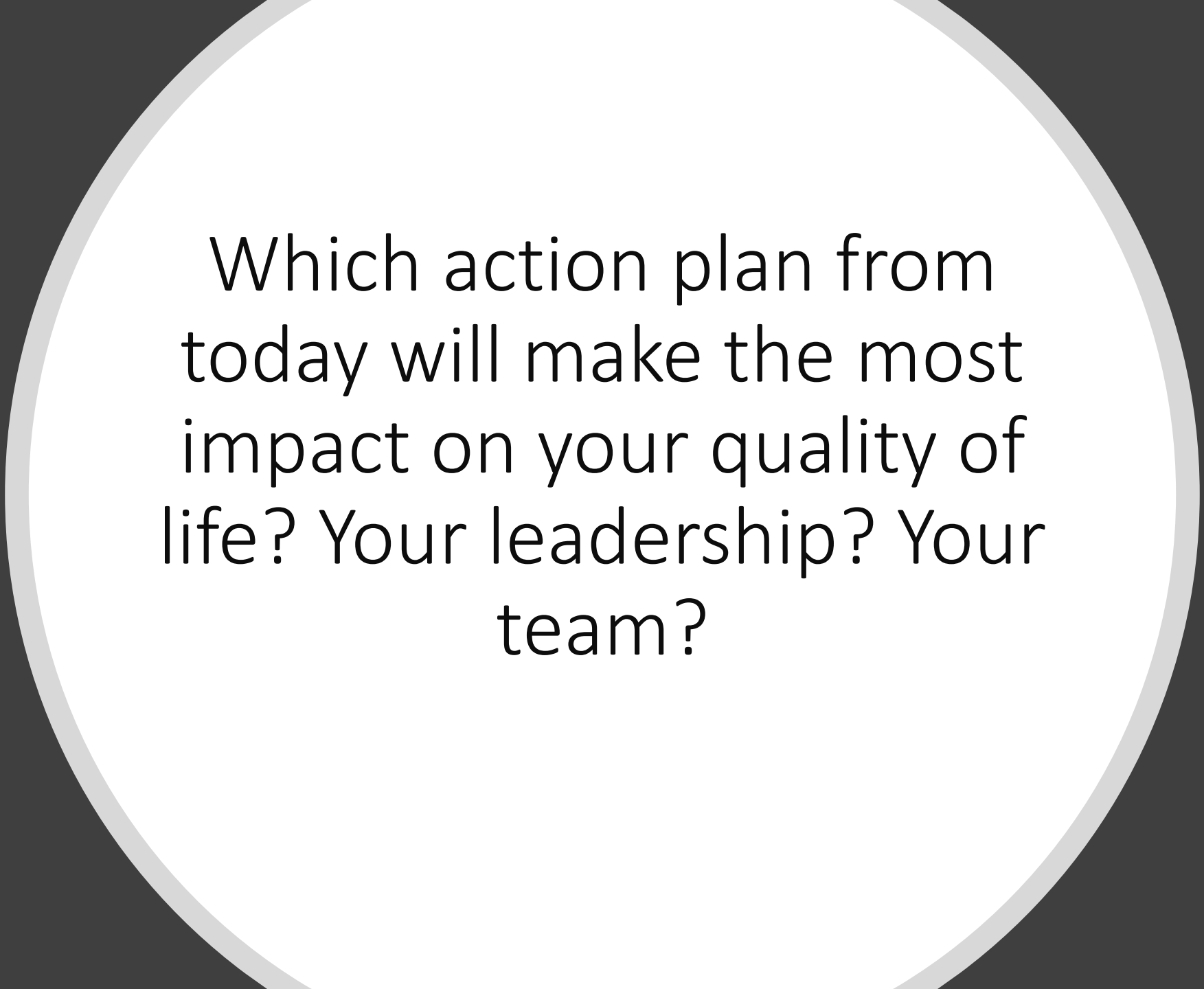
Do you trust yourself?



Do you trust your team members?



How much trust does each type of leadership depend on to work?



Which action plan from
today will make the most
impact on your quality of
life? Your leadership? Your
team?

Questions?