



We'll get you there.

Leadership Lessons Strengthening the Organization

April 2023 - Jim Kreiser, Principal

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Learning Objectives

At the end of this session, you will focus on:

- Identify team member strengths
- Identify how to ensure team members know the purpose, goals, and missions of the organization
- Recognize how to effectively listen and provide feedback to your team members
- Recognize how to create a trusting work environment





Economic

+

Social

+

Political





Polling Question #1:

How often does your team conduct skills and capabilities assessments?

- a. Quarterly*
- b. Semi-Annual*
- c. Annually*
- d. Not sure*

Know Your Team

- How often do you assess and define team skills, capabilities, and strengths? (hint - once a year at performance review time is not appropriate)
- Have you developed a capabilities/experience matrix?
 - Does this include “soft skills”?
- Do you discuss and communicate strengths (and weaknesses) with your team members? Do you have a plan/focus to “play to their strengths?”
- Are roles clearly defined? Do we rely on job descriptions from 1990-something as the clarification?



Three Types of Team Members



CONTENT



CLIMBERS



CHALLENGERS

“Most of us are ordinary people doing ordinary things in *an exceptional way*.”





Polling Question #2:

The most effective trait of a leader is:

- a. Experience*
- b. Listener*
- c. Strategic Thinker*
- d. Decisive*
- e. Accountable*

Traits - Leadership

- No 100% clear right/definitive answer
- Traits of Leadership:
 1. Listening and communication
 2. Accountability
 3. Experience and technical knowledge
 4. Decisive (Not afraid to fail)
 5. Inclusive (engaging)
 6. Strategic
- Listening – listed by many studies as a top trait... any ideas why?



Impact & Value of Listening

Studies that highlight listening as the critical trait - reference several shared values as to why it is so impactful to leadership:

- Listening directly impacts and expands our capacity as leaders.
- Listening can profoundly demonstrate your appreciation and care for the business and team.
- It provides far better understanding of circumstances, situations, and the business overall.
- Better vision, insight, and perspective to decisions.
- Lack of listening is often identified as the source of organizations and teams that lack trust!



Be mindful of all voices



All generations

All backgrounds

Feedback

- The key to our success in our continuous growth and improvement
- Feedback allows us to reflect on our *experiences*, identifies and builds our *strengths and inspirations*, and helps us make **choices** which grow our *inspired careers*.



Feedback

Challenges

Opportunity

- We have too much going on to provide quality feedback

Comfortability

- Conversations are challenging for those providing and receiving feedback

Awareness

- Have we paid enough attention ?

Direction

- Are we communicating with our family member who needs the feedback?



Feedback Solutions

Create

- Our purpose – create opportunities for our people
- Transparent scheduling – dedicated time, in writing
- The provider and receiver are **both** components of career growth

Curiosity

- Anything new is difficult when it's first performed, build confidence through conversation
- This is an **investment in the relationship** (we care)
- Once feedback is provided, the next course of action is the recipient's **choice**

Clarity

- Provide feedback timely and continuously
- Solicit and share feedback to/from other family members
- Transparency is key – **document** feedback and ensure understanding

Commit

- Ensure we are addressing the right person
- Establish a plan to ensure feedback is communicated
- We **support** our family members through direct feedback





Polling Question #3:

In the past year, Engagement and relationships/
connectivity at our organization/company has:

- a. Improved*
- b. Become worse*
- c. Stayed the same*



15%
of employees worldwide
are engaged in their job.

Source: State of Global Workplace – Gallup Report



Accountability

Doing what you said you were going to do...to the best of your ability, on time, **without needing to be reminded!**

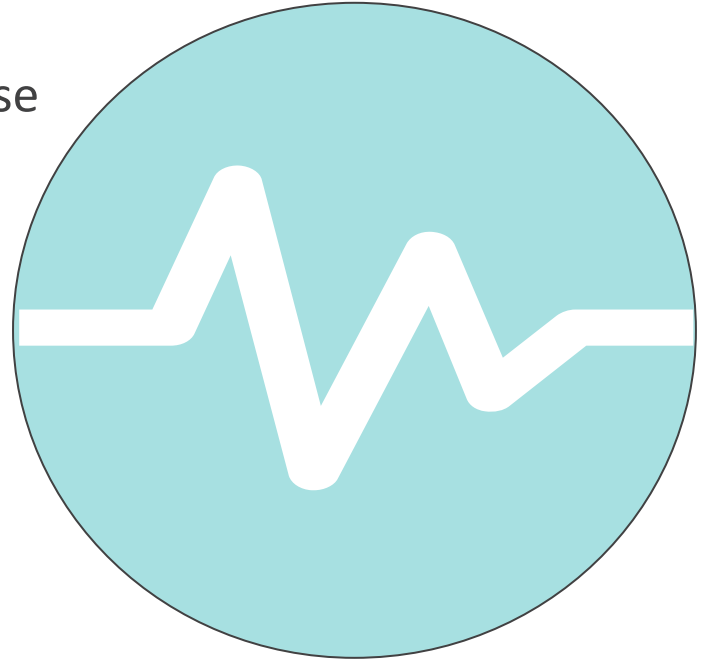
Accountability requires preparedness, and the ability to listen and it will enhance trust...**it starts with the Leaders!**



Rhythm of Business

Leaders recognize and “internalize” these

- ❖ Vision (“WHY”)
- ❖ Achievement
- ❖ Decision Making Meetings
- ❖ Learning and Development
- ❖ Connection – Energize it Daily



Rhythm

(When times are going well)

HOW DO WE
KEEP IT GOING?

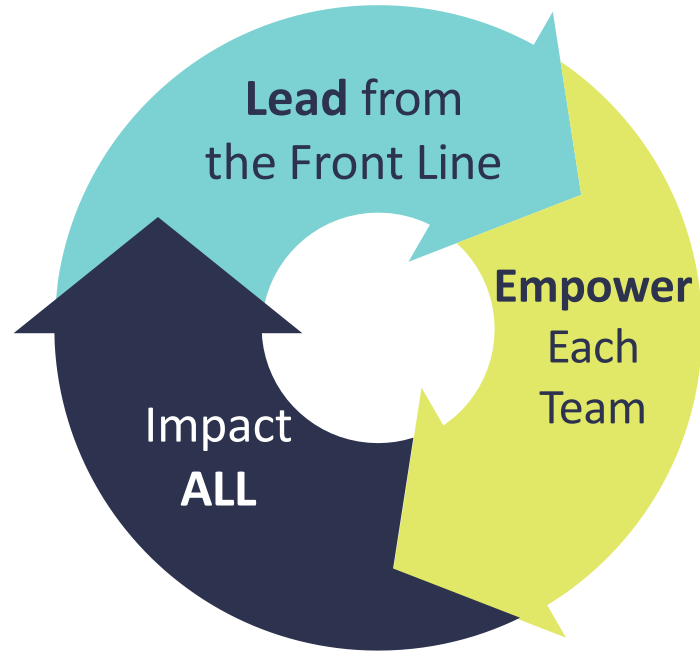


HOW DO WE
STRENGTHEN IT?

WHAT STOPS IT?

Inspire – Lead by Example

Organization



Individual



Culture eats strategy for



Breakfast

Lunch

Dinner

Midnight Snack

Leadership is also critical to understanding/driving Culture –
Ever see great culture without good/great leadership??

Culture – Leadership Impacts

Do we face any unique challenges in Government regarding Culture/Leadership?

- Do changes of administration impact culture and leadership?
 - Great leaders in government understand and embrace this challenge.
 - Are you and other leaders focused on implementing “systems” that help support the desired culture? These are shown in studies to help normalize culture and stabilize “transitions”.
 - Governance
 - Feedback and focus on morale
 - Focus on innovation, improvement, “looking beyond”.





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