Welcome to Leadership Transition / Introduction to Leadership

We will begin in just a few moments and on time. Please make sure your speakers or other listening devices are on and turned up.
Welcome to Leadership Transition / Introduction to Leadership
Presented by Aegis Learning

Tim Schneider will be your facilitator this morning.
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Kelley Reynolds will be answering questions and providing support.
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Sydney will be providing security.
This is What We Will be Learning and Unlearning

1. Examining motives and motivations to become a leader.
2. Reviewing what changes when we move into leadership.
3. Adapting to the new challenges unique to a leadership role.
4. Reconciling that the skills and competencies that got you to this point, will not serve you well moving forward.
“Being in the army is like being in the Boy Scouts, except that the Boy Scouts have adult supervision.”

Blake Clark
Quick View of Poor Leadership

1. Resists change
   - Overly reliant on past methods (even if successful)
   - Organizational processes
   - Personal skills
Quick View of Poor Leadership

2. Lacks respect for team members
   - No solicitation of ideas
   - Orders and not engages

3. Focus on problem resolution
   - Ego fulfillment
   - Emphasizes technical skills
   - No vision
Quick View of Poor Leadership

4. Lacks interest in other areas of organization
5. Greatest goal is to stay in budget
6. Preoccupied with being liked
   • No courage
   • No difficult decisions
Quick View of Poor Leadership

7. Emphasizes the dangers of failure
8. Safe or paternal decision making
9. Reduced expectations for performance
   • Does not challenge team
   • Accepts poor quality
Quick View of Poor Leadership

10. Savior syndrome
   • Saves team
   • No accountability
   • No empowerment
Leadership Motivations – The Good Ones

1. Assist and serve the team
   • Leadership is service
   • Team members are customers

2. Make a positive organizational difference/make things better
Leadership Motivations – The Good Ones

3. You have the leadership skills and competencies to be a leader
   - Not arrogant
   - Accurate self-reflection
   - Comparisons are acceptable

4. Achieve greater results for the organization
Leadership Motivations – The Good Ones

5. Help others grow in their career
   • Mentoring
   • Growing replacement
   • Paying forward and paying back

6. Provide a positive role model and example
Leadership Motivations – The Good Ones

7. Influence higher levels of decision making
   • Process changes
   • Organizational culture and direction
Leadership Motivations – The Not So Good Ones

1. Money
   • Can be a motivator but not primary
   • Temporary and low-level motivation
   • Defeats service of team motivation

2. Exercise control over others
   • Great leadership is empowering not controlling
Leadership Motivations – The Not So Good Ones

3. Revenge

4. Career growth
   • Can be a motivator but not primary
   • Needs to be private
   • Team can feel used
Leadership Motivations – The Not So Good Ones

5. Think like and act like you

6. Tell senior leaders how bad it is in the department
Changes that come with Leadership

1. Doer to leader
   • It is no longer what you produce
   • It is about team production and work product
   • Most significant of the changes
Changes that come with Leadership

2. Expertise

• As with doing, it is not what you know
• Expertise is overused and disempowering
• Knowledge transfer is genuine leadership
• Area of extreme discomfort and ego subordination
Changes that come with Leadership

3. Relationships

- Friends are now team members
- Adversaries are now team members
- Evolution of all relationships must occur
- Equality in relationships must be obvious
Managing Relationships in Leadership

Friends
Unknowns
Conflicts

Your Team

Friends (Detach)
Unknown (Relate)
Conflict (Repair)
Managing Relationships in Leadership

Friendly – with all

Friends – with none or few and carefully managed
Managing Relationships in Leadership

- Friendly
- Greeting and using their name
- Knowing personal and coming information about them
- Communicate openly
- Establishment of common interests
- Participation in full group activities
- Following-up and demonstrating interest
Managing Relationships in Leadership

- Friends
- Socializes and spends time outside of work
- Frequent lunches and breaks
- Knows secrets and confidential information
- Different levels of access
- Different level of communication
- Shared jokes and insider comments
Managing Relationships in Leadership - Unknowns

1. get to know them (duh)

2. show interest in them

3. ask about them
4. Expand on what you may already know

5. Share a little about yourself
   • Not your resume
   • Not about you
   • Open the door for a relationship
1. Own your part
   • Openly acknowledge your role or part
   • Accept any misconceptions or perceptions humbly and without debate
Managing Relationships in Leadership - Conflicts

2. Offer an apology
   - Creates baseline
   - NOT an admission of wrongdoing
   - Failure to move ahead now on other person

3. Ask to move forward
Managing Relationships in Leadership - Friends

1. Understanding of the risk is clear

2. No discussion of personal matters occurs at work

3. Boundaries are clearly articulated and understood
Managing Relationships in Leadership - Friends

4. Relationships are managed separately
   • Friends outside of work
   • Team member and leader at work

5. Shared interest in success
   • For leader
   • For team member/friend
Managing Relationships in Leadership - Friends

Moving from Friends to Friendly

1. Create distance
   • Refuse invitations
   • Often effective as only approach

2. Be honest
   • Discuss the necessity
   • Does not diminish care or concern
Managing Relationships in Leadership - Friends

3. Demonstrate Compassion
   • Not abrupt or harsh
   • Changes done over time

4. Rise and Detach
Changes that Come With Leadership

4. Thinking Focus

- From operational to tactical and strategic
- Not about cases/files/situations but why and how

Operational - Day to day functions of an organization. The core service and product delivery. The doing.

Tactical - Coaching, reviewing and the quality control of operational functions. Includes team member reviews, disciplinary actions, training new people, reviewing work and reviewing processes.

Strategic - The long-term vision and direction of the organization. Collaborating with stakeholders for resources. Building the high-level relationships needed to execute the vision.
Changes that come with Leadership

5. Responsibility
   • Global responsibility
   • Serving multiple teams
Changes that come with Leadership

6. Example and Role Model Behavior
   - All desired behaviors
   - No grace period or time off
   - No luxury of a bad day

7. Power of Your Words
   - Opinions okay as line level team member
   - Now become official and endorsements
Changes that come with Leadership

8. Decision Making Impact
   • Must be equitable and fair
   • Have the power of department and organization precedent
   • Can create policy
   • Become comfortable with seeking decision time
Changes that come with Leadership

9. Self-Mastery
   • Self-Awareness
   • Self-Control
   • Understand the Impact of Behavior on Others
Changes that come with Leadership

10. Never Ending

- Team and organizational needs trump personal needs
- Not an easy 40 hour function
- Personal time and balance must be managed
- Cannot consume you
- Role model behaviors don’t stop at work
11. Priorities and Focus

- Team Member Needs
- Organizational Needs

**Focus - Front Line Level**
- Task Orientation: 95.00%
- People Orientation: 5.00%

**Focus - Supervisory Level**
- Task Orientation: 50.00%
- People Orientation: 50.00%

**Focus - Management Level**
- Task Orientation: 30.00%
- People Orientation: 70.00%

**Task Orientation** - Work production. Getting jobs, projects and tasks completed.

**People Orientation** - Building relationships and interacting with others. Meetings, coaching sessions and workplace visits are included.
DiSC Tendencies in Leadership

D = Dominance
i = Influence
S = Steadiness
C = Consciousness
DiSC Tendencies in Leadership

D = Dominance

- Fast paced
- Objectives and purpose
- Decisions from emotion (gut)
- Quick reactions
- Conflict is win/lose
- Take over environments
- “What” matters
DiSC Tendencies in Leadership

i = Influence

• Relaxed and social
• Personal interaction
• Upbeat and animated
• Decisions from emotion (heart)
• Quick reactions
• Make peace in conflict
• Entertain and spotlight
• “Who” matters
DiSC Tendencies in Leadership

S = Steadiness

• Predictable pace and routine
• Values sincerity
• Calms excited people and situations
• Decisions from logic (mind)
• Listens effectively and carefully
• Picks best solution in conflict
• “Why” matters
DiSC Tendencies in Leadership

C = Conscientiousness

- Detail and accuracy driven
- Calm and rational
- Decisions from logic (mind)
- Needs to be right
- Often critiques
- Proves correctness in conflict
- “How” matters
“Lead and inspire people. Don’t try to manage and manipulate people. Inventories can be managed but people must be led.”

Ross Perot
Thank You for Attending

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Recordings will be available soon and if you’d like the slides, please send us a note at:

info@discoveraegis.com