


Being a Powerful Leader - Regardless of Your Role

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Our Agenda

- To explore leadership strategies that can increase your power and influence, including:
 - Identifying key leadership attributes and evaluating who you are as a leader
 - Exploring the role of integrity and accountability in your ability to influence others
 - Developing an action plan for strengthening your ability to lead, regardless of your role!


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Leading by Example

- As leaders it is our job to:
 - Demonstrate the behaviors you expect from others
 - Do as I say, and as I do
 - Be willing to change
 - Embrace new ideas and approaches to fulfilling your vision
 - It doesn't matter how it was when you came up – the market has changed and so must we!

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Leadership Distinctions


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*Leadership is the process of **influencing** people while operating to meet organizational requirements and improving the organization through change.*

Donald R. Clark, Big Dog's Leadership Glossary


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Leading vs. Managing

- Leadership is more about *who you're being* than what you're doing
 - It doesn't take a title or promotion to exhibit leadership behaviors
- It's more about *influence* than power
- It's more about *coaching* than telling

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SHARING

What Behaviors or Attributes Do The Powerful Leaders You Know Exhibit?


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Our Leadership Attribute List

- Accountability
- Commitment
- Compassion
- Confidence
- Courage
- Decisive
- Fairness
- Flexibility
- Follow through
- Honesty
- Integrity
- Intuition
- Listening
- Passion
- Responsibility
- Trust
- Vision
- Vulnerability



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Integrity

- Integrity is more than “honesty” or “doing” the right thing and includes:
 - Actions that are consistent with what you say – keeping your word and commitments
 - Demonstrating behavior that matches what you say you’re committed to
 - Resetting expectations when there is an integrity gap



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Reasons or Results?

- Realize that specific, measurable, and realistic goals with clear owners attached remove all doubt about who’s doing what and by when
- When results are not met, there are always reasons
- Sadly, reasons do not equal results and a lack of performance against an agreed upon goal should be addressed
 - And in many cases have consequences



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Do As I Say

- You may not always be able to keep your word, but it is critical to reset expectations when you can’t
 - Others will then follow suit
 - If you don’t, you give others permission to mirror bad behavior (and justify it because you’re not keeping your word)
- Standing in your own integrity is the only place from which to build a genuine culture of leadership in your firm


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Leadership Starts With You

- Your team members will mirror your behaviors
- When there are behaviors or activities that you want others to exhibit or undertake...look to see if you’re doing them yourself first

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Identifying Your Leadership Qualities




- Conduct a “SWOT” analysis (strengths, weaknesses, opportunities, and threats)
 - Strengths and weaknesses are “internal” about you - you control them
 - Opportunities and threats are “external” or about your environment (**The Three C’s**) - you have no control over them but can capitalize or mitigate them

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SWOT Analysis




Strengths	Weaknesses
Opportunities	Threats

Leverage (top-left to bottom-right arrow)
Vulnerability (top-right to bottom-left arrow)
Constraint (diagonal arrow from top to bottom)

Problems (center text)

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Adapted from Boone & Kurtz's Contemporary Marketing

Self-Assessment



- Strengths and Weaknesses
 - Leadership attributes and activities
 - Management ability and relationship with staff
 - Skills/Specializations – both technical and “soft” skills
 - Products/Services expertise
 - Processes Knowledge/Expertise – marketing, sales, service delivery, alliances
 - Client service and client relationships
 - Business development and referral relationships

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Self-Assessment




- Opportunities and Threats – look at the 3 C’s
 - Clients: Are there things your clients need that you’re not providing? What are the opportunities for you to provide additional services or build relationships with your clients?
 - Community: What market opportunities exist that you are well positioned for? What’s happening in your family life or with other commitments?
 - Competition: Are there internal or external competitors in areas you want to grow?

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Leadership Self-Assessment



- Leadership Attributes Evaluation
- What insights did you have about your own leadership behaviors?
 - Where are you doing well?
 - Where can you improve?
- How are you doing in terms of integrity?
- Consider conducting a “SWOT” analysis as homework


EXERCISE

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Create a Culture of Accountability

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A Foundation For Accountability



- Be clear about who owns what and by when
- Use ownership language and don't ask for "help"
- Identify a SINGLE owner for each action/task – no sharing!
 - When more than one person owns something, NO ONE owns it
- Always check to be sure you're not "over-doing" and owning too much yourself
 - This leads to game playing called, "I don't have to be accountable"
- Give ownership to others even if they "aren't ready"
 - Everyone can own something – break things down until they can!
- Get a commitment to own and perform and by when
- Identify the repercussions or costs of not keeping stated commitments ahead of time

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Big Idea: Meeting Recaps!



- Assign a recap writer for every meeting you hold
 - Especially firm, department, staff performance management, special projects and client kick off and completion meetings
- The recap should include these "magical" questions:
 - What are the key decisions that were made?
 - Who owns which actions and by-when will they be complete?
 - The owner's name can be in blue for easy identification
 - When is the next time you're meeting and/or method for returning and reporting the status of the actions?
 - What, if anything, is "parked" for the future?

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Return and Report



- Agree on methods for owners to "return and report" status whether via meetings or email updates
- Use meetings to check status, plow down roadblocks, and uncover "commitment cracks"
- Have straight conversations about any perceived lack of commitment or behaviors that are contrary to the stated commitment
 - Don't ignore ball dropping or allow fuzzy language
 - Collaborate on ways to shift plans if things aren't working
- Agree on new commitments with clear actions to "shore up" the cracks

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How Accountable Are You?



- Complete the Accountability Assessment
- What insights did you have about accountability?
 - Where are you doing well?
 - Where can you improve?
- Are you better at being accountable or holding others accountable? Why?

EXERCISE

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Next Steps



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Where Do You Start?




- ✓ Evaluate who you are being as a leader, specifically in the areas of integrity and accountability
- ✓ Use owner/helper language and establish owners for all aspects of your practice
- ✓ Consider employing our magical accountability questions


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Applying These Ideas



- Complete the Enhancing My Leadership exercise
 - Choose 3 leadership attributes, one weakness, and one accountability idea that you will commit to work on
 - Tell someone on your team who can help hold you accountable and support you in your leadership development efforts
- Be prepared to share one commitment!



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Thank You!



- Please share your business card and we'll send you the tools electronically
- Contact me at any time!

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Exercises, Tools, and Resources

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- ConvergenceCoaching's web site includes articles and tools on these topics
 - www.convergencecoaching.com
- Visit our blog for posts on various business development and leadership topics:
 - <http://blog.convergencecoaching.com>
- Visit our learning center for access to additional courses
 - <http://www.convergencelearning.com>

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Leadership Resources



- Built to Last - Successful Habits of Visionary Companies by James C. Collins and Jerry I. Porras (Random House Business Books, 2005)
- Developing the Qualities of Success by Zig Ziglar (tape)
- The Discipline of Market Leaders by Michael Treacy and Fred Wiersema
- Good to Great by Jim Collins (Collins, 2001)
- The Heart of a Leader by Ken Blanchard (1999)

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Leadership Resources



- The Last Lecture by Randy Pausch (2008)
- Leadership by Rudolph Giuliani (Little, Brown, 2002)
- Management by Kathryn M. Bartol and David C. Martin (Irwin McGraw-Hill, 1998)
- Outliers: The Story of Success by Malcolm Gladwell (2008)
- Practice What You Preach by David H. Maister
- Primal Leadership by Daniel Goleman (Harvard Business School Press, 2002)
- Russell Rules by Bill Russell

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Leadership Resources



- [The Speed of Trust: The One Thing That Changes Everything](#) by Stephen M.R. Covey (2008)
- [Time Tactics of Very Successful People](#) by B. Eugene Griessman Small Business Administration http://www.sba.gov/starting_business/planning/basic.html
- [True Professionalism](#) by David Maister (Free Press, 1997)

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Accountability and Team Building Reading



- [Accountability](#) by Rob LeBow and Randy Spitzer
- [Breakthrough Teams for Breakneck Times](#) by Lisa Gundry and Laurie LaMantia
- [Extraordinary Relationships - A New Way of Thinking About Human Interactions](#) by Roberta M. Gilbert, M.D.
- [Nuts!: Southwest Airlines' Crazy Recipe For Business and Personal Success](#) by Kevin Freiberg
- [The Five Dysfunctions of a Team](#) by Pat Lencioni
- [The Accountability Factor: The Buck Stops Here](#) by Alan M. Dobzinski

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