

Welcome

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Priority Learning

Foundations of Leadership

- *You may be a manager, but are you a leader?*
 - *How do I lead from where I am?*
 - *What is the one thing every good leader does well?*





Priority Learning

Leadership Development Specialists

Maximizing the Potential of People

- Cultural Initiatives for Organizations
 - Customized In-house Programs
 - Professional Development Series



What We Offer

We believe in the potential of all people. Our transformative programs emphasize personalized approaches, participatory engagement, and authentic strategies for individual and organizational development. We work with people on their goals, challenges, skills, and behaviors to maximize personal and business performance.

- Leadership Workshop Series
- Personalized Organizational Design
- Cultural Initiatives
- Customized Team Development
- Leadership Advising

Leadership Workshop Series

Our knowledge, experience, and resources develop the skills and behaviors that make people better, smarter, more willing, and more creative every day. Our development workshop series and customized programs for organizations are enhanced by a variety of assessment diagnostics and personalized analysis.

Associates
Series for
People of
Potential

Direct
Managers
Series

Performance
Coaching
Series

Influence
Leaders
Series

Executive
Leaders
Series

Innovation
Leaders
Series

Facilitation
Leaders
Series

Women's
Leadership
Series

Customized Services

We believe every organization is unique. We offer a variety of development services tailored to your specific needs and will work with you to develop a plan that meets your goals and budget.

Cultural
Initiatives

Custom In-House
Development
Programs

Senior team
development and
strategy

The Learning
Organization

The IDEA System

Individual
coaching and
support



Priority Learning

Foundations of Leadership

You may be a manager, but are you a leader?



Core Ingredients of Successful Leaders

This is what the best leaders do:

When things go well –
give away all the credit.

When things go badly –
take all of the blame.

Every day all day –
own everything.

Managers vs. Leaders

What is the difference between a manager and a leader? Can you be both?

Management	Leadership
Subordinates Administers Maintains Controls Short term results How and when Initiates Accepts Comfort Transactional Work	Followers Innovates Develops Inspires Long term vision What and why Originates Challenges Risk Transformational People

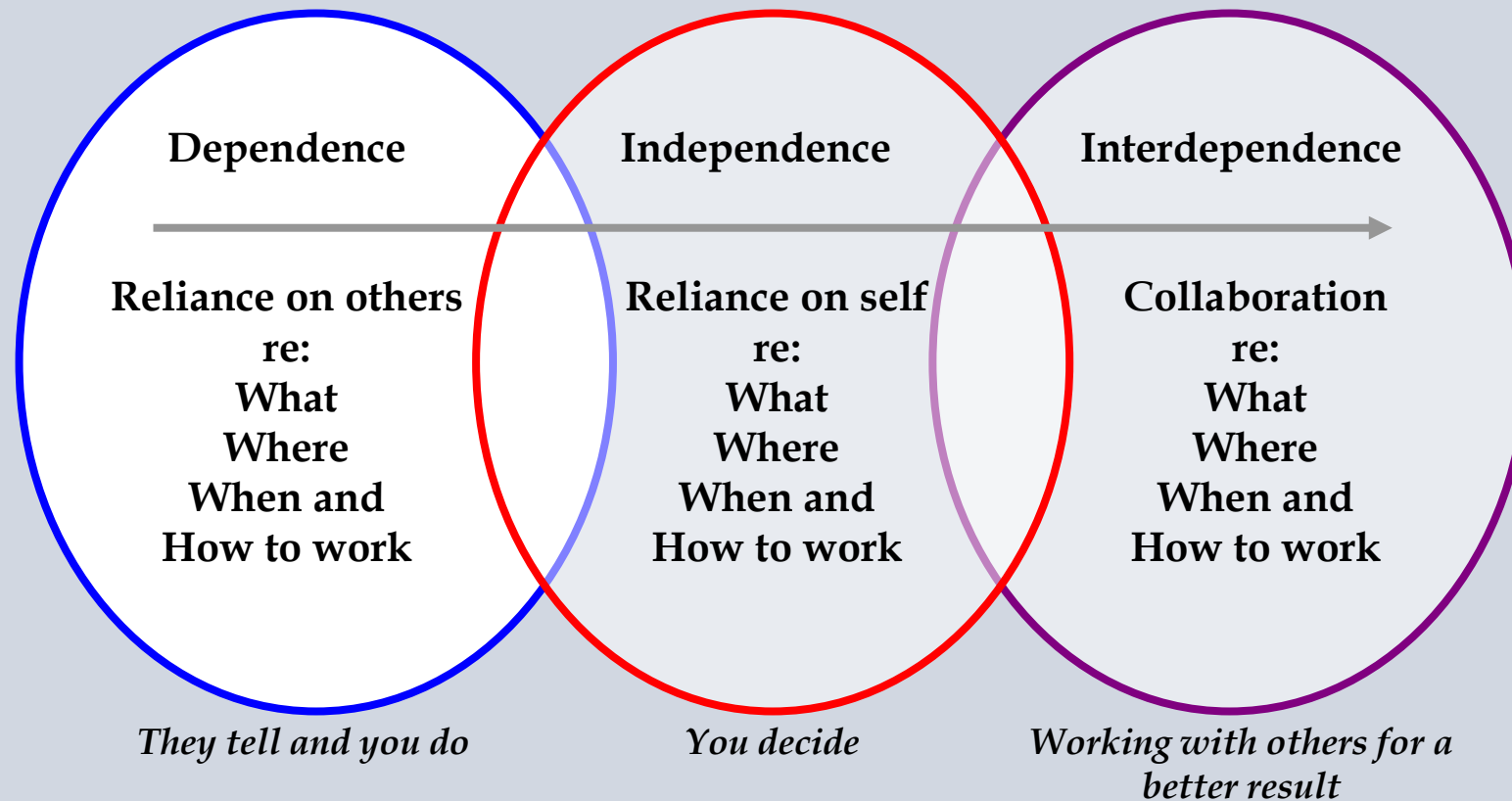
Styles of Supervision

Benevolent Supervisor. This type protects subordinates, continually tells them what they should and should not do, and comes to their rescue whenever needed.

Critical Supervisor. This type takes a critical approach to employees and does not tolerate mistakes, low-quality work, undisciplined behavior, or individual peculiarities.

Self-Dispensing Supervisor. This type has confidence in the subordinates, helps them to set broad goals, and allows them to work on their own.

Leadership Styles and Motivational Climate



What kind of supervisor are you? Where is your team now and where would you like them to be? How do you move them?

Supervisory Formula

S + E + R + V + I + C + E

Share Knowledge

Eliminate Fear as a Motivator

Reward Good Performance

Visualize the Future

Invoke the Angel's Advocate

Create Learning from Everything

Embrace Humility

Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Culture	Shapes	Enacts
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames

The Recipe for Professional Success

- Be a listener and never talk behind the backs of others.
- Be more curious and less confrontational.
- Understand your personal style and learn about others.
- Be tolerant of people and intolerant of bad behavior or poor performance.
- Learn and apply good techniques, skills, and tools appropriately.
- Apply discipline to *your* life, not to others' lives – most answers begin when you look in the mirror.
- Practice patience, understanding, and diversity.
- Be willing to work smarter every day.
- Stay positive and optimistic.
- Do your homework and then act decisively.



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Foundations of Leadership

How do I lead from where I am?





Leading Up, Down, & Across

From *The 360 Leader* by John c. Maxwell

Leading Up

What are the challenges of leading up to our supervisors?

Your boss needs you.

Humility

Patience

Loyalty

Leading Up

1. Be self-managed
2. Lighten your boss's load
3. Be willing to do what others won't
4. Listen and invest in your leader
5. Be prepared when you take the boss's time
6. Know when to push back and when to back off
7. Be the "go to" person
8. Be better tomorrow than you are today; practice patience

The Truth About Leading Up

1. **Make sure that your priorities and the boss's priorities are aligned.**
2. **Bosses are trying each day to be better leaders (just like you) and will be brilliant at some things (why they got promoted to begin with) and dismal at others.**
3. **In order to lead you have to be a good follower.**
4. **If you disagree with the boss, go to the boss and learn how to have this communication.**
5. **Never talk behind the boss's back.**
6. **Loyalty is made or broken in bad times.**

Leading Down

This may be the easiest challenge of the three because we have such a willing audience.

One of the hardest things to teach leaders is how to hold high standards and to not be discouraged with people. The reason you lead is because they need you and each one needs you differently.

This is the essence of your leadership – meeting each person on a level in which the benefit from your leadership and grow more productive, prosperous, and able.

What are your greatest strengths and biggest challenges in leading your team?

Leading Down

1. Walk slowly through the halls
2. See everyone as a “10”
3. Develop each team member as a person
4. Place people in their strength zones
5. Model the behavior you desire
6. Transfer the vision
7. Reward for results

Leading Across

We neglect this one a lot. We think that it is every person for themselves and, in our competitive society, we can forget that we are all in this together.

We go one step further and say that the ability to serve peers will do more for your career than even leading up or down.

These people have the most to offer you and will be with you in many cases long after your boss or subordinates have gone on to other things.

Leading Across

1. Put helping peers ahead of competing with them
2. Be a friend
3. Avoid office politics
4. Expand your circle, even when it doesn't interest or benefit you directly
5. Let the best idea win
6. Don't try to make others feel you are perfect
7. Practice patience



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Foundations of Leadership

What is the one thing every good leader does well?





**“THE NEED TO
WORK ON BEING
QUIETER CAME
UP AGAIN AND
AGAIN IN MY
INTERVIEWS
WITH CEOS.”**

From “Bursting the CEO Bubble,” page 76

Three Levels of Listening

Level One: Subjective Listening

Listening is based on the agenda or needs of the listener. Whatever is said is related back to the listener.

Speaker: I had the toughest time trying to get myself up a half hour earlier to take my morning walk.

Listener: You just have to force yourself. Whenever I have something to do that I don't want to do, I just remember the Nike commercial, "just do it."

Three Levels of Listening

Level Two: Objective Listening

The listener is completely focused on the person who is speaking. There are no thoughts about how any of the information relates personally to the listener. This level is very effective, but doesn't get to the "heart" of the matter.

Speaker: I had the toughest time trying to get myself up a half hour earlier to take my morning walk.

Listener: You had a struggle but you did it. Congratulations!

Three Levels of Listening

Level Three: Intuitive Listening

The listener is listening to all sensory components and intuitively connecting to the speaker's real message. The listener is paying attention not only to what the speaker is saying, but also to the speaker's tone of voice, energy level, feelings, etc. The listener is also paying attention to what's NOT being said. This is the most powerful form of listening and allows the listener to really connect with the speaker. Often times the speaker thinks more favorably towards the listener because they have the experience of being understood.

Speaker: I had the toughest time trying to get myself up a half hour earlier to take my morning walk.

Listener: It sounds like you really want to do this, but are so exhausted that you find it to be very challenging and maybe a little frustrating.

Three Types of Listening

Passive listening – Is listening without reacting.

Active listening – This is where you make a conscious effort to hear not only the words that another person is saying but, more importantly, try to understand the complete message being sent. In order to do this you must pay attention to the other person very carefully.

Reflective Listening – In reflective listening, the listener adopts "the therapist's hypothesis." This is the belief that the capacity for self-insight, problem-solving, and growth resides primarily in the speaker.

Reflective Listening

Framing your reflection:

- “What you’re saying is...”
- “So, when you _____, _____ happens.”
- “Let me see if I get this...”
- “What you’re telling me is...”
- “I’m hearing you say...”
- “Let me give that back to you so we can make sure I got it. In other words...”

Empowering Questions

Empowering questions are powerful, open-ended, clarity seeking, probing, challenging, thought-provoking, future-directed, solution-oriented questions that cause a person to search for answers and new possibilities.

- They require more than a one-worded answer
- Usually start with “what”, “how” or “why”, and sometimes “if”

Empowering Questions

- “What is stopping you?”
- “What other choices can you make?”
- “How would they describe the problem?”
- “What are your next steps?”
- “Why do you think that’s important?”
- “If you got what you wanted, what would change?”

There are also requests for information that lead you to your next empowering question.

- “Describe what that was like for you.”
- “Say more about that.”
- “Give me an example...”



In Summary...

Consider the differences between management and leadership; what are your opportunities to be a leader?

Choose one element from each of the Leading Up, Down, and Across to work on; all audiences are important!

Speak less, listen more, and be curious!



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Thank You!

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