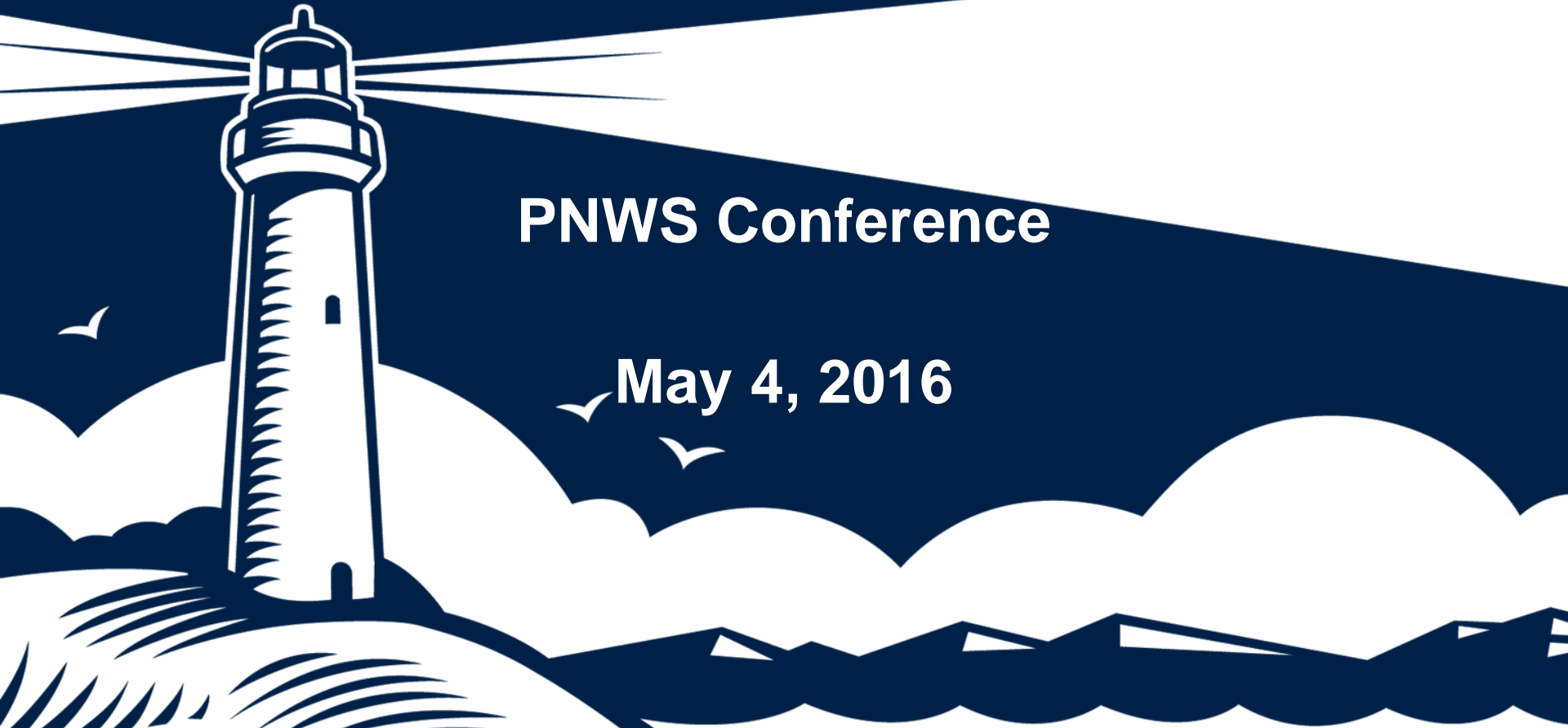


# Find the Leader within You Workshop

PNWS Conference

May 4, 2016





## **SEGMENT 1**

# Welcome and Introductions



# WELCOME TO THE LEADERSHIP WORKSHOP

Our purpose is increasing  
the quality and supply of leaders  
in the Association, our utilities and  
businesses, and in our larger  
community

- Sponsored by the PNCWA Leadership Development Committee and the PNWS Personal Leadership Committee



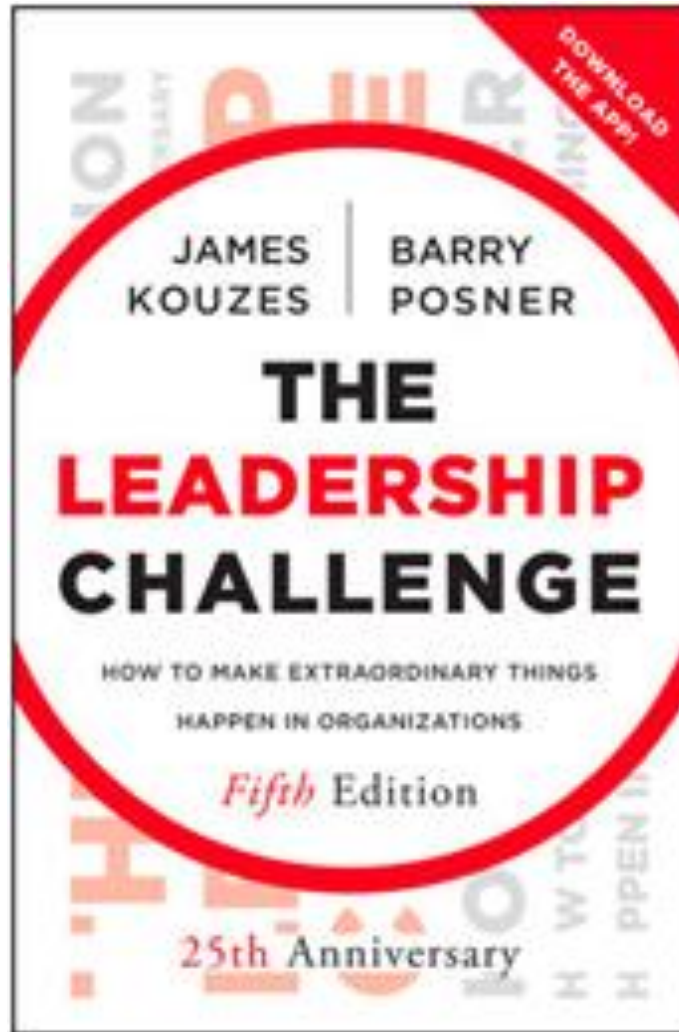
# INTRODUCTIONS

- Who you are
- Where you work
- The thing you like most about spring



# EXPECTATIONS AND OUTCOMES

What you hope to get out of the workshop





# OBJECTIVES

- Describe The Five Practices of Exemplary Leadership®
- Relate how The Five Practices apply to your leadership
- Identify your personal leadership values
- Commit to actions you will take in the next three weeks to become a better leader



# LEADERSHIP IS

- Leadership is open to everyone
- Leadership is a relationship
- Leadership is everyone's business
- Leadership development is self-development





# WHY?

- Create high performing teams
- Generate increased sales and customer satisfaction levels
- Enhance motivation and willingness to work hard
- Foster renewed loyalty and greater commitment
- Extend the range of the Agency's or Business's services
- Increase retention, reduce absenteeism and turnover
- Foster renewed loyalty and greater organization commitment



# LEADERS WHO EMPLOY THE FIVE PRACTICES:

- Create higher-performing teams.
- Generate increased sales and customer satisfaction.
- Foster loyalty and organizational commitment.
- Enhance motivation and willingness to work hard.
- More successfully represent their units to management.
- Facilitate high patient satisfaction and meet family member needs.



# LEADERS WHO EMPLOY THE FIVE PRACTICES:

- Promote involvement in schools.
- Enlarge religious congregations.
- Increase fundraising results and expand gift-giving.
- Extend the range of their agencies' services.
- Reduce absenteeism, turnover, and dropouts.
- Influence recruitment positively.



# OUR APPROACH TO LEADERSHIP

“After more than 30 years of research, we know that ***you*** are fully capable of leading...It’s also true for 99.999 percent of people in the world”\*

\*Taken from “Learning Leadership: The Five Fundamentals of Becoming an Exemplary Leader” by Kouzes and Posner



## **SEGMENT 2**

# The Five Practices of Exemplary Leadership



# THE FIVE PRACTICES

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart



## MODEL THE WAY

- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

*“Leaders stand up for their beliefs...They show by their actions that they live by the values they profess.”*



# MODEL THE WAY







# MODEL THE WAY

- Clarify values by finding your voice and affirming shared values
  - Find your voice
    - Let your values guide you
    - Say it in your own words
    - Find commitment through clarifying values
  - Affirm shared values
    - Give people reasons to care
    - Forge unity, don't force it



# MODEL THE WAY

- Set the example by aligning actions with shared values
  - Live the shared values
    - Spend your time and attention wisely
    - Watch your language
    - Ask purposeful questions
    - Seek feedback
  - Teach others to model values
    - Confront critical incidents
    - Tell stories
    - Reinforce through systems and processes



# MODEL THE WAY

- A Leader you admire
  - Individually
    - Someone you consider a leader who you have had personal experience with, directly or through observation
    - Ask, “Why do I admire him or her as a leader?” “How did they ‘Model the Way’”?
  - Group
    - Discuss the qualities, practices, and behaviors that your leaders display.
    - Report out on common qualities



# INSPIRE A SHARED VISION

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

*“The most important role of vision in organizational life is to give focus to human energy”*



# INSPIRE A SHARED VISION





# INSPIRE A SHARED VISION

- Envision the future by imagining exciting and ennobling possibilities
  - Imagine the possibilities
    - Reflect on your past
    - Attend to the present
    - Prospect the future
    - Feel your passion
  - Find a common purpose
    - Listen deeply to others
    - Make it a cause for commitment
    - Look forward in times of rapid change



# INSPIRE A SHARED VISION

- Enlist others in a common vision by appealing to shared aspirations
  - Appeal to common ideals
    - Connect to what's meaningful to others
    - Take pride in being unique
    - Align your dreams with the People's dreams
  - Animate the vision
    - Use symbolic language
    - Create images of the future
    - Practice positive communication
    - Express your emotions
    - Speak genuinely



# INSPIRE A SHARED VISION

- Exercise
  - Individual
    - Think of a time when you were inspired by a shared vision. What did it look like? How did it make you feel? How did you respond to the shared vision?
  - Table
    - Compile a list of the emotions and actions generated by those visions
      - What are the commonalities?
      - What are the unique things?





# INSPIRE A SHARED VISION

- Exercise
  - Individual
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# CHALLENGE THE PROCESS

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience

*“Change is the work of leaders...And all change requires that leaders actively seek ways to make things better – to grow, innovate, and improve.”*



# CHALLENGE THE PROCESS





# CHALLENGE THE PROCESS

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
  - Seize the initiative
    - Make something happen
    - Encourage initiative in others
    - Challenge with purpose
  - Exercise oversight
    - Look outside your experience
    - Promote external and internal communication
    - Look out for good ideas
    - Treat every job as an adventure



# CHALLENGE THE PROCESS

- Experiment and take risks by constantly generating small wins and learning from experience
  - Generate small wins
    - Build psychological hardiness
    - Break it down
    - Profit from small wins
  - Learn from experience
    - Be an active learner
    - Create a climate for learning
    - Strengthen resilience



# CHALLENGE THE PROCESS

## *Bicycling*

To Catch a Counterfeiter: The Sketchy World of Fake Bike Gear





# CHALLENGE THE PROCESS

- Exercise
  - Individually
    - What are the “We can’t do that because...” statements you’ve made or heard about a project you are working on
    - Put a plus (+) sign by each statement that are really true
    - Put a minus (-) sign by each statement that may not be true
  - Table
    - Share your observations
    - Discuss one (+) assumption “We can’t do that because...” for each person – is it *really* true?
    - Report out your observations



# CHALLENGE THE PROCESS







## ENABLE OTHERS TO ACT

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

*Leaders bring people together, creating an atmosphere where people understand that they have a shared fate...Leaders make sure that everyone wins.”*



# ENABLE OTHERS TO ACT





# ENABLE OTHERS TO ACT

- Foster collaboration by building trust and facilitating relationships
  - Create a climate of trust
    - Invest in trust
    - Be the first to trust
    - Show concern for others
    - Share knowledge and information
  - Facilitate relationships
    - Develop cooperative goals and roles
    - Support norms of reciprocity
    - Structure projects to promote joint effort
    - Support face to face interactions



# ENABLE OTHERS TO ACT

- Strengthen others by increasing self-determination and developing competence
  - Enhance self determination
    - Provide choices
    - Structure jobs to offer latitude
    - Foster accountability
  - Develop competence and confidence
    - Educate and share information
    - Organize work to build competence and ownership
    - Foster self-confidence
    - Coach



# ENABLE OTHERS TO ACT

- Exercise
  - Individually
    - Think of a time when, as a direct result of something a leader said or did, you felt personally powerful and capable.
      - What words or actions did they use? Be specific.
  - Table Discussion
    - Compare your experiences.
    - Create a "Top 10" list.



# ENCOURAGE THE HEART

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

*Leaders express pride in the accomplishments of their teams...They make people feel like heroes.”*



# ENCOURAGE THE HEART





# ENCOURAGE THE HEART

- Recognize contributions by showing appreciation for individual excellence
  - Expect the best
    - Show them you believe
    - Be clear about the goals and the rules
    - Give regular feedback
  - Personalize recognition
    - Get close to people
    - Be creative about incentives
    - Just say thank you





# ENCOURAGE THE HEART

- Celebrate the values and victories by creating a spirit of community
  - Create a spirit of community
    - Celebrate accomplishments in public
    - Provide social support
    - Invest in fun
  - Get personally involved
    - Show you care
    - Spread the stories
    - Make celebrations part of organizational life



# ENCOURAGE THE HEART

- Exercise
  - If you were in charge what kind of a “celebration” would you create at your workplace?
    - How often would the celebration happen?
    - What would you be celebrating?
    - What would be the positive impacts of having this celebration?
    - What would you do at the celebration?
  - Work individually and then together at the table to discuss and choose the best celebration from their group and report out.



# ENCOURAGE THE HEART

- Exercise
  - Think back over the times when someone personally recognized and rewarded you for outstanding performance. Select the most significant one.
    - What made this time so remarkable?
    - Why did you select this particular experience?
    - What did this person do to recognize you?
  - Discuss at the table
    - What are the common themes of the recognitions?



## **LEADERSHIP VALUES**

# Personal Leadership Values Exercise



# PERSONAL LEADERSHIP VALUES

- Achievement/Success
- Autonomy
- Beauty
- Challenge
- Communication
- Competence
- Competition
- Courage
- Creativity
- Curiosity
- Decisiveness
- Dependability
- Discipline
- Diversity
- Effectiveness
- Empathy
- Equality
- Family
- Flexibility
- Friendship
- Freedom
- Growth
- Happiness
- Harmony
- Health
- Honesty/Integrity
- Hope
- Humor
- Independence
- Innovation
- Intelligence
- Love/Affection
- Loyalty
- Open-Mindedness
- Patience
- Power
- Productivity
- Prosperity/Wealth
- Quality
- Recognition
- Respect
- Risk Taking
- Security
- Service
- Simplicity
- Spirituality/Faith
- Strength
- Teamwork
- Trust
- Truth
- Variety
- Wisdom
- Other #1
- Other #2
- Other #3
- Other #4



FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

Clipboard: Paste, Cut, Copy, Format Painter

Font: Calibri, 11, Bold (B), Italic (I), Underline (U), Color, Background Color

Alignment: Left, Center, Right, Justify, Indent, Decrease Indent, Increase Indent, Merge & Center, Wrap Text

Number: General, Currency (\$), Percentage (%), Thousand Separator (,), Decimals (0.00), Increase/Decrease Decimals

Cond Format

E18

	A	B	C	D	E
1	Value	Move to ->	Not Important	Moderately Important	Extremely Important
2	Achievement/Success	Achievement/Success			
3	Autonomy	Autonomy			
4	Beauty	Beauty			
5	Challenge	Challenge			
6	Communication	Communication			
7	Competence	Competence			
8	Competition	Competition			
9	Courage	Courage			
10	Creativity	Creativity			
11	Curiosity	Curiosity			
12	Decisiveness	Decisiveness			
13	Dependability	Dependability			
14	Discipline	Discipline			
15	Diversity	Diversity			
16	Effectiveness	Effectiveness			



Microsoft Excel ribbon showing the HOME tab with various formatting options like Font, Alignment, and Number. The active cell is B16, containing the text "Effectiveness". A blue arrow points from the right side of cell B16 towards the right edge of the spreadsheet grid.

	A	B	C	D	E
1	Value	Move to ->	Not Important	Moderatly Important	Extremely Important
2	Achievement/Success			Achievement/Success	
3	Autonomy			Autonomy	
4	Beauty			Beauty	
5	Challenge				Challenge
6	Communication			Communication	
7	Competence				Competence
8	Competition			Competition	
9	Courage				Courage
10	Creativity			Creativity	
11	Curiosity			Curiosity	
12	Decisiveness			Decisiveness	
13	Dependability				Dependability
14	Discipline	Discipline			
15	Diversity	Diversity			
16	Effectiveness	Effectiveness			



Microsoft Excel ribbon: FILE, HOME, INSERT, PAGE LAYOUT, FORMULAS, DATA, REVIEW, VIEW

Clipboard: Cut, Copy, Paste, Format Painter

Font: Calibri, 11, Bold (B), Italic (I), Underline (U), Text Color (A), Background Color (fill)

Alignment: Left, Center, Right, Justify, Wrap Text, Merge & Center

Number: General, Currency (\$), Percentage (%), Decimals (0.00, 0.0)

Styles: Conditional Formatting, Format as Table, Cell Styles

Cells: Insert, Delete

Formula Bar: G9, fx, Courage

	A	B	C	D	E	F	G
1	Value	Move to ->	Not Important	Moderatly Important	Extremely Important	Top 10	Top 5
2	Achievement/Success			Achievement/Success			
3	Autonomy			Autonomy			
4	Beauty			Beauty			
5	Challenge				Challenge		
6	Communication			Communication			
7	Competence				Competence		
8	Competition			Competition			
9	Courage						Courage
10	Creativity			Creativity			
11	Curiosity			Curiosity			
12	Decisiveness			Decisiveness			
13	Dependability					Dependability	
14	Discipline	Discipline					
15	Diversity	Diversity					





# MODEL THE WAY

- Exercise
  - Individually
    - What are your values?
  - Table Discussion
    - Look for commonality and personality in your leadership values.
    - Share examples of how you used your values when making decisions
    - Report on discussion



# MARK'S TOP FIVE

- Courage
- Hope
- Humor
- Service
- Strength





# JADENE'S TOP FIVE

- Family
- Happiness
- Open-mindedness
- Teamwork
- Trust





# MICHAEL'S TOP FIVE

- Effectiveness
- Honesty / Integrity
- Innovation
- Achievement / Success
- Curiosity





# PERSONAL VALUES DRIVE COMMITMENT

- Leaders need to Do What You Say You Will Do - DWYSYWD
- Author's Jim Kouzes and Barry Posner, in The Leadership Challenge Workshop, pose two questions:
  - “If your team found a sheet of paper with your values on it, without your name, would they know those are your values?”
  - And an even tougher question: “If your team found your values on a sheet of paper with your name at the top, would they agree based on the actions they see every day?”



# FIND YOUR VOICE

- “...every leader must learn to find the voice that represents who he or she is.”
  
- Why?
  - Inner confidence to necessary to
    - Express ideas
    - Chose a direction
    - Make tough decisions
    - Act with determination
    - Take charge of your life



## **SEGMENT 6**

# Leaders talk about their Journey

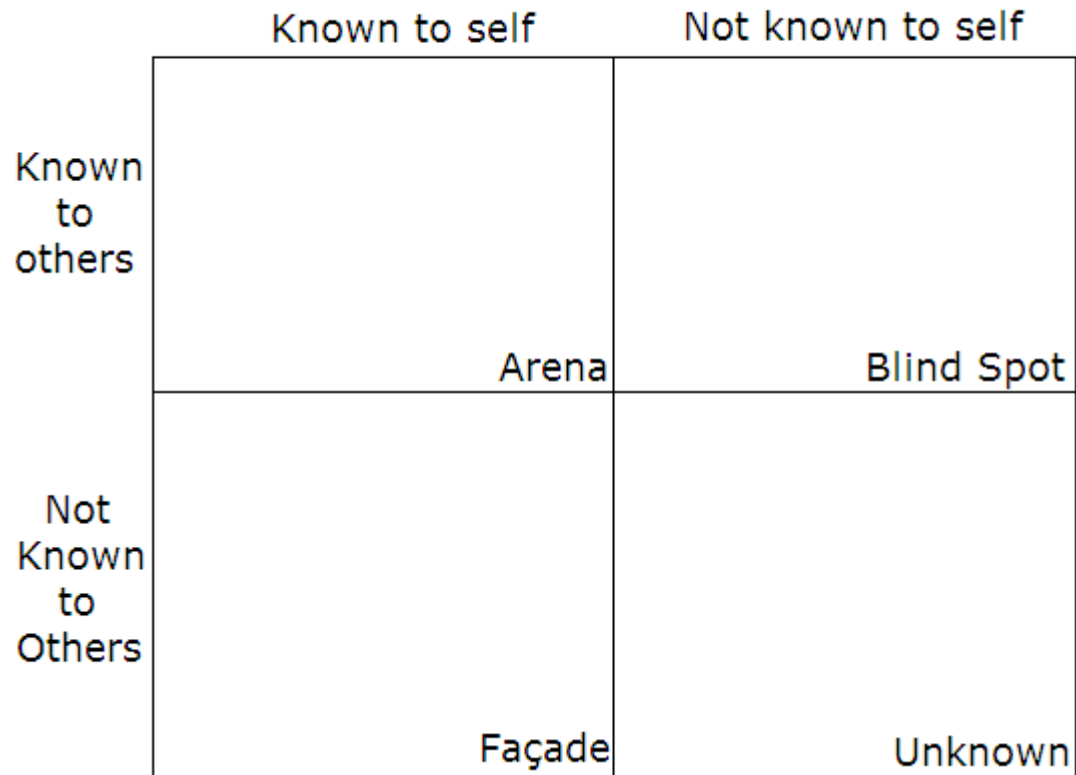


# CERTIFICATE PROGRAM LEADERS

- Michael Comeskey, City of Boise
  - Leadership journey
  - Complementary resources & personal insights



## Johari Window



# The Myers-Briggs™ Type Indicator

(The Keirsey Temperament Sorter)

<b>E</b> Extroverted (Expressive)	<b>S</b> Sensing (Observant)	<b>T</b> Thinking (Tough-Minded)	<b>J</b> Judging (Scheduling)
<b>I</b> Introverted (Reserved)	<b>N</b> Intuitive (Introspective)	<b>F</b> Feeling (Friendly)	<b>P</b> Perceiving (Probing)

## **INTJ**

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance - for themselves and others.



**To increase energy, those who...**

- turn to others are an E (extroversion).
- turn inward are an I (introversion).

**Those who take in a...**

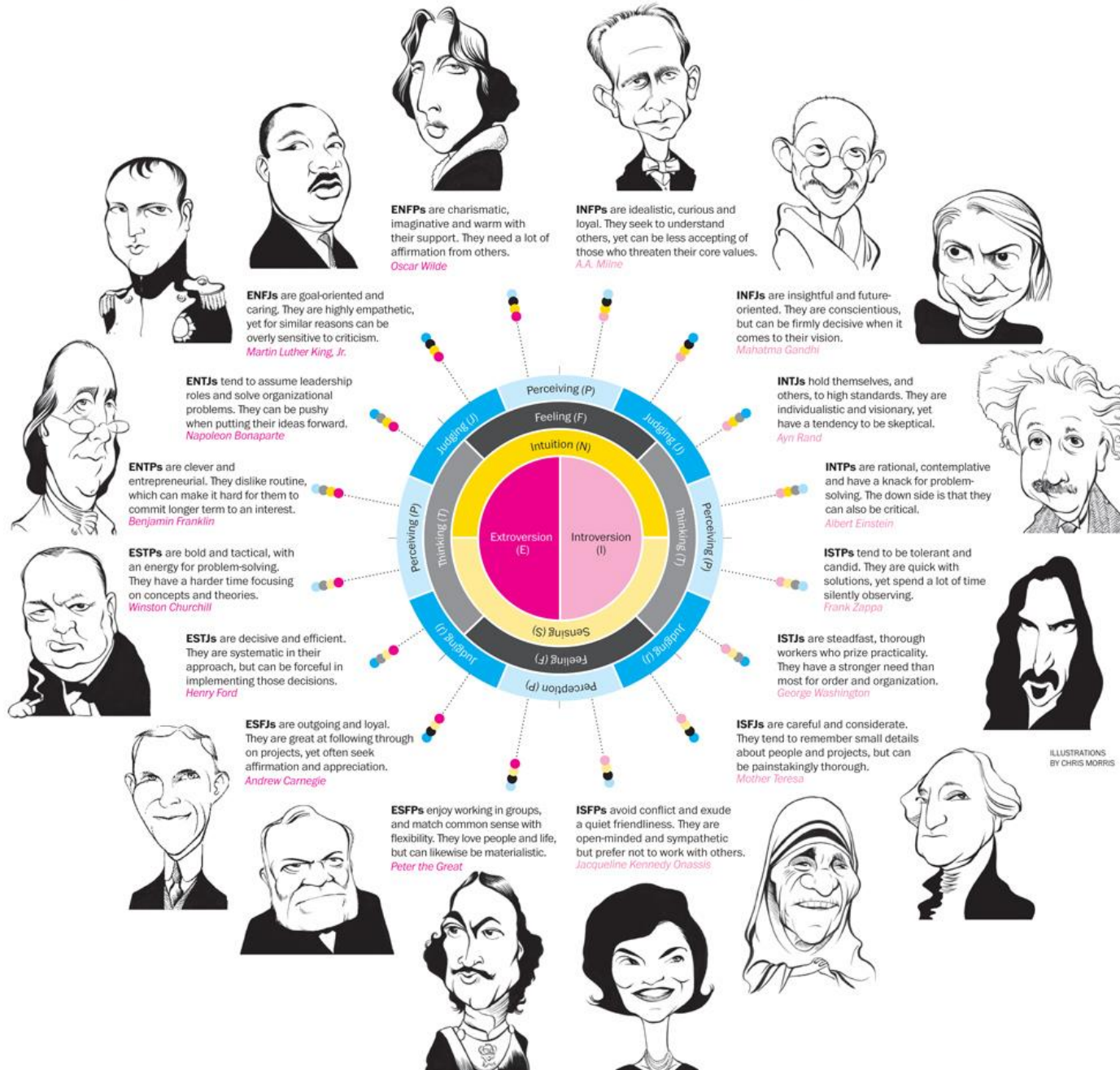
- creative way are an N (intuition).
- pragmatic way are an S (sensing).

**When making decisions, those who...**

- seek harmony are an F (feeling).
- seek objective truth are a T (thinking).

**Those who prefer to...**

- get closure and act are a J (judging).
- stay open and adapt are a P (perceiving).



ILLUSTRATIONS BY CHRIS MORRIS

# Leadership Versatility Index 360° Feedback





# ASSOCIATION LEADERS LEADERS

- Add slides for each speaker, if desired by the speaker
  - Nicki Pozos, HDR
  - Shannon Ostendorf, City of Bend, PNCWA President

# journey to integration

Nicki Pozos, PhD, PE

PNCWA Conference

Sunday, October 25, 2015



**what would I do if I was  
fearless?**

in my native habitat



## lesson 1

**bring your whole self to work**

meaning is not black and white

I save  
starving  
children

I work  
for  
“the man”

**meaning for Gen X**

**work is an expression  
of who I am**

## lesson 2

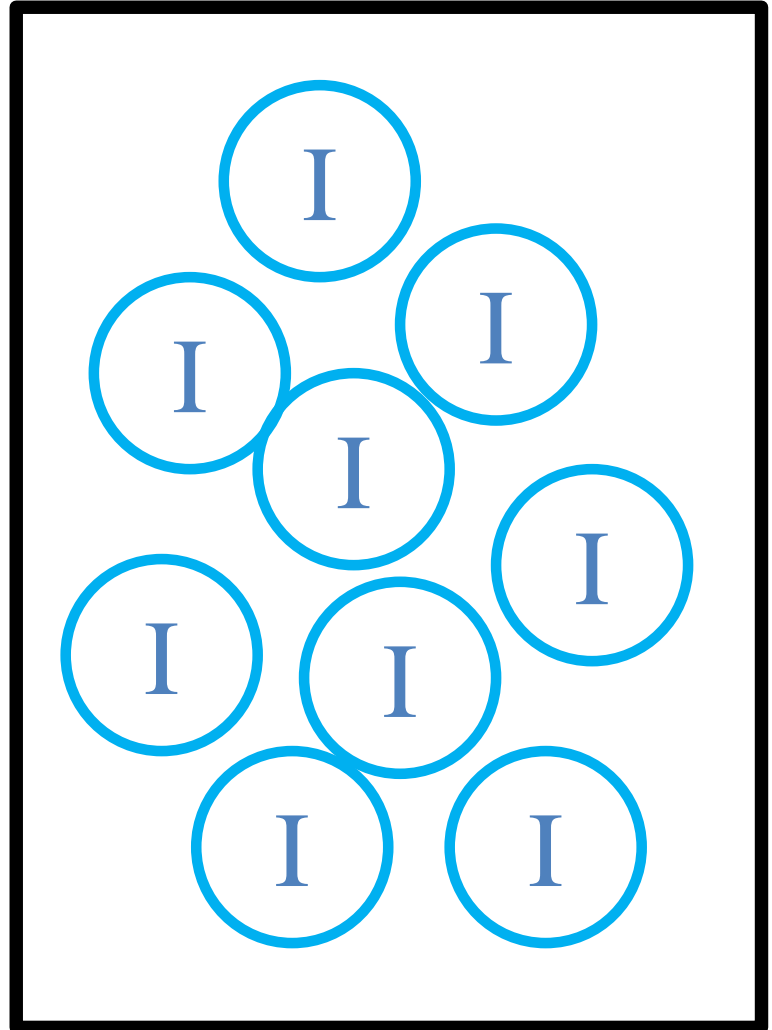
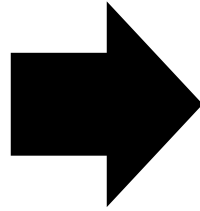
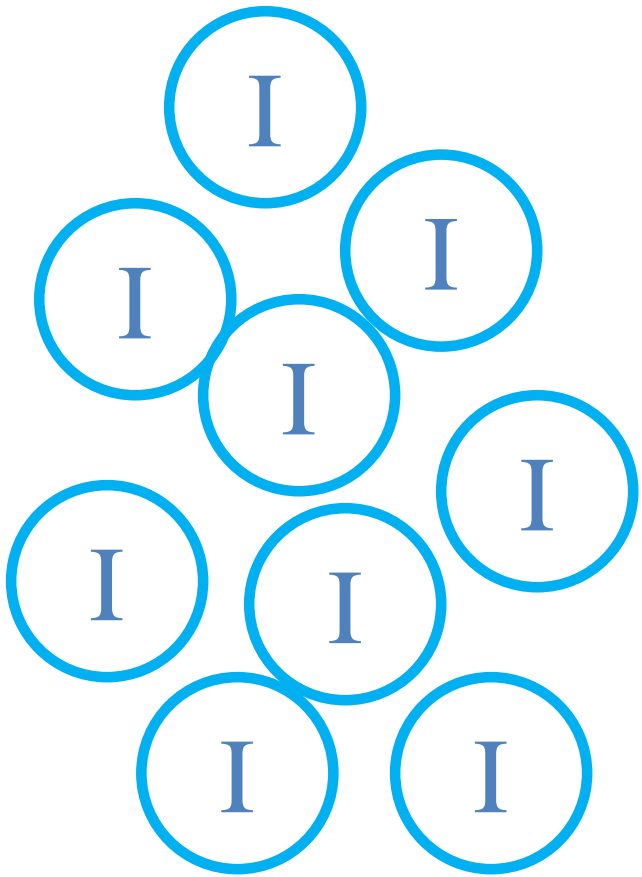
**you are not the center of the  
universe**

**management**

**it's like a personal development  
course they pay you to take!**

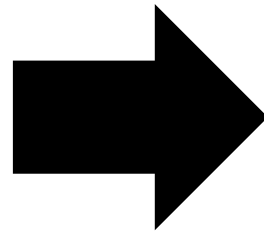
**the  
nice  
card**





**we**

**the  
nice  
card**



**the “does  
it serve”  
card**

## **lesson 3**

**it all begins and ends  
with trust**

**leaders need to be able to**

**be wrong**

**not know**

**forgive**

## **lesson 1001**

**i still have so much more to  
learn**

## things I'm working on right now

**weekend work (meaning, not doing it)**

**putting first things first (or just anything other than email)**

**being less afraid of what others think of me**

**what would you do if you were  
fearless?**



## **SEGMENT 6**

# What's Next?





# NEXT STEPS - YOUR LEADERSHIP JOURNEY

- Read "The Leadership Challenge"
- OR
- Use "The Leadership Challenge Workbook"
- Connect with
  - Accountability Colleague or
  - A Trusted Mentor



# PUT THE FIVE PRACTICES TO WORK

- Model the Way by setting an example.
- Inspire a Shared Vision by talking about your hopes and dreams.
- Challenge the Process by discussing your leadership behavior.
- Enable Others to Act by sharing the feedback.
- Encourage the Heart by thanking people for the feedback.



# USE WHAT YOU HAVE LEARNED

1. Identify your priorities and set specific goals.
2. Make an action plan.
3. Go public with your plan.
4. Determine how to obtain feedback and support.



## WHEN SELECTING ACTIONS . . .

- Take it one step at a time—small wins create the momentum for change.
- Begin by acknowledging that you can be a better leader than you are today.
- After this session, use the worksheet on page 21 as a tool for continuing to improve.

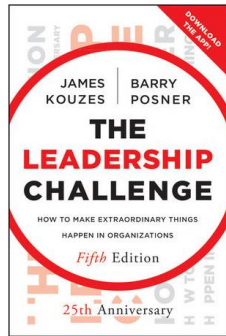


# SHARE WITH YOUR COLLEAGUE . . .

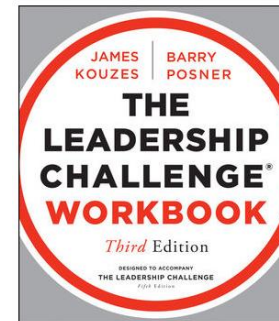
- Your two top priorities and why you chose them
- Your goals, the benefits of achieving them, the actions you will take, and your timetable
- The people who will provide feedback and support as you work
- Chose an Accountability Colleague!



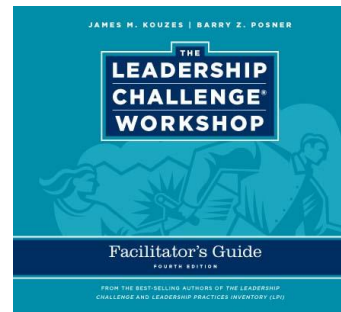
# TOOLS AND BOOKS



Books



Workbooks



Workshops



Thank you—and keep learning!



Nothing that is worth doing can be achieved in our lifetime;  
therefore, we must be saved by hope.

Nothing which is true or beautiful or good makes complete sense in any  
immediate context of history;  
therefore, we must be saved by faith.

Nothing we do, however virtuous, could be accomplished alone;  
therefore, we must be saved by love.

No virtuous act is quite as virtuous from the standpoint of our friend or foe  
as it is from our own standpoint;  
therefore, we must be saved by the final form of love, which is forgiveness.

The Irony of American History - Reinhold Niebuhr - 1952





# FURTHER VIEWING





# FURTHER VIEWING





# FURTHER READING

## VALUES

- “Out of My Life and Thought” by Albert Schweitzer
- “Man’s Search for Meaning” by Viktor E. Frankl
- “The Promise of a Pencil” by Breel
- “Eat, Pray, Love” by Gilbert
- “I am Malala” by Yousafzai



## **FURTHER READING LEADERSHIP AND ORGANIZATIONS**

- “Lean In” by Sheryl Sandberg
- “The Client Comes Second” by Hal Rosenblueth
- “The Fifth Discipline” by Peter Senge
- “Built to Last” by Collins and Porras
- “A Passion for Excellence” by Tom Peters
- “Creating the High-Performance Team” by Bucholz and Roth



## FURTHER READING

- “The Emotional Intelligence Quick Book” by Bradberry and Greaves
- “Diagnosing and Changing Organizational Culture” by Cameron and Quinn
- “First Break all the Rules” by Buckingham
- “Zapp! The Lightning of Empowerment’ by William Byham
- “Don’t Sweat the Small Stuff at Work” by Richard Carlson



## FURTHER READING

- “Execution, the Discipline of getting things done” by Bossidy and Charan
- “Be all that you are” by James Fadiman
- “Bankable Leadership” by Tasha Eurich
- “Leadership Presence” by Halpern and Lubar
- “How to win friends and influence people” by Dale Carnegie



# FURTHER VIEWING

- TED Talks

- Barry Posner on Credibility:

<https://www.youtube.com/watch?v=QmMcSBQvQLQ>

- On Values: Your Resume or your Eulogy:

[https://www.ted.com/talks/david\\_brooks\\_should\\_you\\_live\\_for\\_your\\_resume\\_or\\_your\\_eulogy?](https://www.ted.com/talks/david_brooks_should_you_live_for_your_resume_or_your_eulogy?)

- On Values: A kinder, gentler philosophy of success:

[https://www.ted.com/talks/alain\\_de\\_botton\\_a\\_kinder\\_gentler\\_philosophy\\_of\\_success](https://www.ted.com/talks/alain_de_botton_a_kinder_gentler_philosophy_of_success)

- Brene Brown on the Power of Vulnerability:

[https://www.ted.com/talks/brene\\_brown\\_on\\_vulnerability?language=en](https://www.ted.com/talks/brene_brown_on_vulnerability?language=en)