Unite!

How Great Leaders Balance Results and Relationships

SAL SILVESTER
Ben and Darryl
Ben
Darryl
Peter
Three Levels of Leadership

Emerging Leader

Senior Leader

Executive Leader
The Basics Still Apply

**Lead by Example**
- Model the right behaviors
- Get clear about personal values
- Develop self-awareness
- Seek self-improvement

**Align your Team**
- Create and communicate a vision
- Establish and align team goals
- Coach team members in creating individual goals
- Provide feedback
- Clarify roles and responsibilities

**Engage and Cultivate**
- Recognize and reward people
- Create a motivating environment
- Seek team member contributions
- Delegate effectively
- Orient new team members
- Encourage learning and development

**Build Cohesion**
- Create a climate of open communication, trust and respect
- Understand/value behavioral styles
- Create and model team norms
What Makes Senior Leadership Different?

Discuss in groups of 2-3 people.
What Makes Senior Leadership Different?

- **Complexity**
  - Multiple teams
  - Scope
  - Constituents

- **Consequence**
  - Visibility
  - Buck stops with you

- **Consideration**
  - Near Term
  - Long Term
This Presentation

Our experience in the field with senior leaders and leadership teams.

Synthesis from thought leaders

Survey data from about 125 executive leaders, senior leaders, and team members.
Shift 1...
Senior Leaders
I Wish I Knew More about...

More insight into my own limitations
Human relations
To be more sympathetic
Not overreacting
The value and impact of managing my emotions
Managing individuals slightly different based on personalities, strengths, and weaknesses
Shift 1: From Smart to Aware
The Difference

- Technical Experts
- Knowledge
- Black and white

Emerging Leader

Senior Leader
Complexity and Chaos

- Executives
- Junior Leaders
- Peers
- Team Members
- Shareholders
- Suppliers
The Difference

Emerging Leader

- Technical Experts
- Knowledge
- Black and white

Senior Leader

- Stay in conversation
- Hold vision of self and others in mind
Interpersonal Agility

Relationships

Results
Shift 1: From Smart to Aware

Self-observation

Choice

People Outlook
When I compared star performers with average ones in senior leadership positions, nearly 90% of the differences in their profiles was attributable to emotional intelligence factors rather than cognitive abilities. – Daniel Goldman
EI 2.0
Bradberry and Greaves

- It’s the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence.
- Of all the people we’ve studied at work, we have found that 90% of high performers at work also have high EQ (EI2.0).
- On the flip side, just 20% of low performers are high in EQ.
- Self-awareness is so important for job performance that 83% of people high in self-awareness are top performers, and just 2% of bottom performers are high in self-awareness.
Emotional Intelligence and Job Title

- Individual Contributor
- Supervisor
- Manager
- Director
- E/VP
- Senior Exec
- CEO
Peter
There is Hope...

Executives with the EQ highest scores are the best performers.

- EI 2.0
Characteristics Needed

Courage

Humility
Shift 2...
Executive Leaders

Biggest mistakes a senior leader can make...

Not spending time on vision, not trusting staff to manage

Lack of communication on company direction and clarity of expectations

Not setting and communicating expectations

Not providing direction and then being critical of results.

Not clearly articulating the mission and the goals that are required to execute it.

Failing to set the vision, communication
Executive Leaders

Biggest mistakes a senior leader can make...

- Hiring the wrong people
- Being afraid of hiring people who are better than you
- Surrounding themselves with the wrong people.
Team Members
Biggest mistakes a senior leader can make...

Lack of vision, and/or lack of ability to communicate vision.

Failure to clearly and consistently communicate the mission and goals.

Poor communication of, or lack of, a vision or strong set of goals.

Not providing and communicating a clear vision or direction for where the organization needs to go.

Not having a clear direction for the department.

Failure to communicate a clear vision.
Shift 2
From a Problem Orientation to an Outcome Orientation
The Difference

Emerging Leader

- What work needs to get done
- See a problem and fix it

Senior Leader

- Broader perspective
- Strategic and systems approach
Focus on the Future

- Interpersonal Agility
- Focus on the Future

Relationships

Results
Shift 2
From a Problem Orientation to an Outcome Orientation

Cross-organizational advocacy

Driving strategic vision

Building people capacity
Cross-organizational Advocacy

What does my function need?

What does the organization need?
Driving Strategic Vision

Are you a source of vision?

Are you a source of finding greater meaning in your work?

Are you a source of possibilities?
Driving Strategic Vision

The biggest difference between experienced leaders and inexperienced leaders is that experienced leaders see vision as critical to their work.

- *Work of Leaders*, Scullard, Straw, Davis
Driving Strategic Vision

• We asked 3,574 people to rate a specific leader in their organization and tell us if that person creates a strong vision for the group’s future.
• At the same time, we were able to measure how well-regarded that person was as a leader.
• What do you think the relationship is between being a highly-rated leader and crafting a strong vision?
## Driving Strategic Vision

<table>
<thead>
<tr>
<th>Rating</th>
<th>% who do</th>
<th>% who don’t</th>
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<tbody>
<tr>
<td>Best-rated Leaders</td>
<td>87% do</td>
<td>(13% don’t)</td>
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<tr>
<td>Average Leaders</td>
<td>32% do</td>
<td>(68% don’t)</td>
</tr>
<tr>
<td>Worst-rated Leaders</td>
<td>10% do</td>
<td>(90% don’t)</td>
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</table>
Expanding People Capacity

Focus on the Future
Selection

Three simple truths…


2. The right people don’t need to be tightly managed and motivated.

3. If you have the wrong people, it doesn’t matter if you have the right direction.

Jim Collins, Good to Great
Developing

Focus on the Future
Characteristics Needed

- Demanding
- Open
Shift 3...
Team Members Want to See More of From Senior Leaders…

- To communicate regularly and somewhat openly
- Communicating why decisions are made
- Be transparent, not trust and empower
- Being honest about the current status of the company and forecast of the business
Shift 3

Compliance

Commitment

Consensus
The Difference

- Our work team
- Senior Leader

- Our management team
- Peers
- Executives

Emerging Leader
From Compliance/Consensus to... Commitment

Interpersonal Agility

Focus on the Future

Build Commitment

Relationships

Results
From Compliance/Consensus to Commitment

- Intentional Messaging
- The Big Why
- Dialogue
From Compliance/Consensus to… Commitment

- Intentional Messaging
  - Target audience?
  - Key info to cascade?
  - How?
  - Frequency?
  - Horizontal versus vertical?
From Compliance/Consensus to... Commitment

- Intentional messaging
- The Big Why
- Dialogue
Characteristics Needed

Drive

Vulnerability
Shift 4...
Executive Leaders

Think of a Senior Leader Who Was Most Effective...

- Empowered each team member to own their area and deliver.
- Was involved in important details but did not micromanage.
- Provided direction as needed but at the same time not taking over or micromanaging.
- Focused on impactful actions not minutiae.
- Built up his team's confidence versus tearing it down.
- Empowered their people, held them accountable.
Shift 4
From Task Manager to Champion
Shift: From Task Manager to Champion

- Interpersonal Agility
- Focus on the Future
- Build Commitment
- Disciplined Execution

Relationships

Results
The Difference

Emerging Leader

- Re-allocate time to align your work and work of others
- Value leadership as “real work”

Senior Leader

- Balance urgent and important
- Let go of task work
- Maintain a strategic mindset
Shift: From Task Manager to Champion

- Focus
- Empower
- Keep Score
- Hold Accountable
- Maintain a Sense of Urgency
Disciplined Execution

Focus
Focus

Two Groups

Describe what it looks like when a leader provides focus.

Describe what happens in a group when the leader fails to provide focus.
## Focus

### Disciplined Execution

<table>
<thead>
<tr>
<th>Number of Goals</th>
<th>2-3</th>
<th>4-10</th>
<th>11-20</th>
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<table>
<thead>
<tr>
<th>Goals Achieved with Excellence</th>
<th>2-3</th>
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<th>0</th>
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</thead>
</table>
Empower

Disciplined Execution
Keep Score

Disciplined Execution
Hold Accountable

Disciplined Execution
Maintain a Sense of Urgency

- Not declaring victory too soon
- Finding opportunities for small wins
- Present the pain
- Communicate the vision
The Deeper Point

• Have the title, position, authority
• Inspirational, transparent
• Composure, interested, and open

• Aware of their dependence on others – of our need to seek approval, seek control or gain others’ admiration
• Move beyond a core belief of being powerless
• Understand the human need for affiliation
• See leadership as service and contribution
From Smart to Aware

From a Problem Orientation to an Outcome Orientation

From Consensus/Compliance to Commitment

From Task Manager to Champion
Special Offer #1

9 Costly Mistakes Leaders Make and Executive Dashboard

Ignite Your Leadership Potential
... by Avoiding These 9 Costly Mistakes

By Sal Silvester, 5.12 Solutions

Look at you — you’re a rising star! You’re smart and successful. People are taking real notice of how good you are in your job as an engineer, financial analyst, customer-service representative, software developer, sales representative or nurse.

Life is sweet, but something is about to rock your world. You are about to get promoted.

For people in your situation — new or recently promoted managers — this is a problem. You’re probably feeling thoroughly unprepared. Out of your element. You might even be a bit scared, and with good reason! Like so many who have greatness thrust upon them, you are entering new and unfamiliar territory.

How you handle this often-rocky transition to managing people will affect not only YOUR future, but your company’s as well. According to the Gartner Group, people don’t leave their organizations, they leave their managers. Suddenly ... that’s you.

As a front-line leader, your actions have a direct impact on your team members’ level of engagement, productivity, and job satisfaction. Just thinking about what’s at stake can be overwhelming — especially since most organizations do not provide the training new leaders need.

Here’s the good news: Leadership can be learned. Seriously.

The essence of leadership is about employing key skills and behaviors on a consistent basis, and these skills and behaviors can be learned. We know, because we have helped hundreds of people like you, make it safely to the other side.

Here are the nine most common (and costly!) mistakes new leaders make. If a rising star like you can avoid them, you are well on your way to igniting your leadership potential and generating commitment from your team members.

Mistake 1: Letting fear get in the way of clear

One of the first mistakes new leaders make is to hold back on communication. Usually this reluctance comes from fear, and it often breaks down into two (bad) leadership styles: Leaders who are concerned about losing control often overcompensate by...
Special Offer #2

Complimentary Team/Leadership Development Strategy Session

($250 value)
Special Offer #3

Ignite!
The 4 Essential Rules for Emerging Leaders