

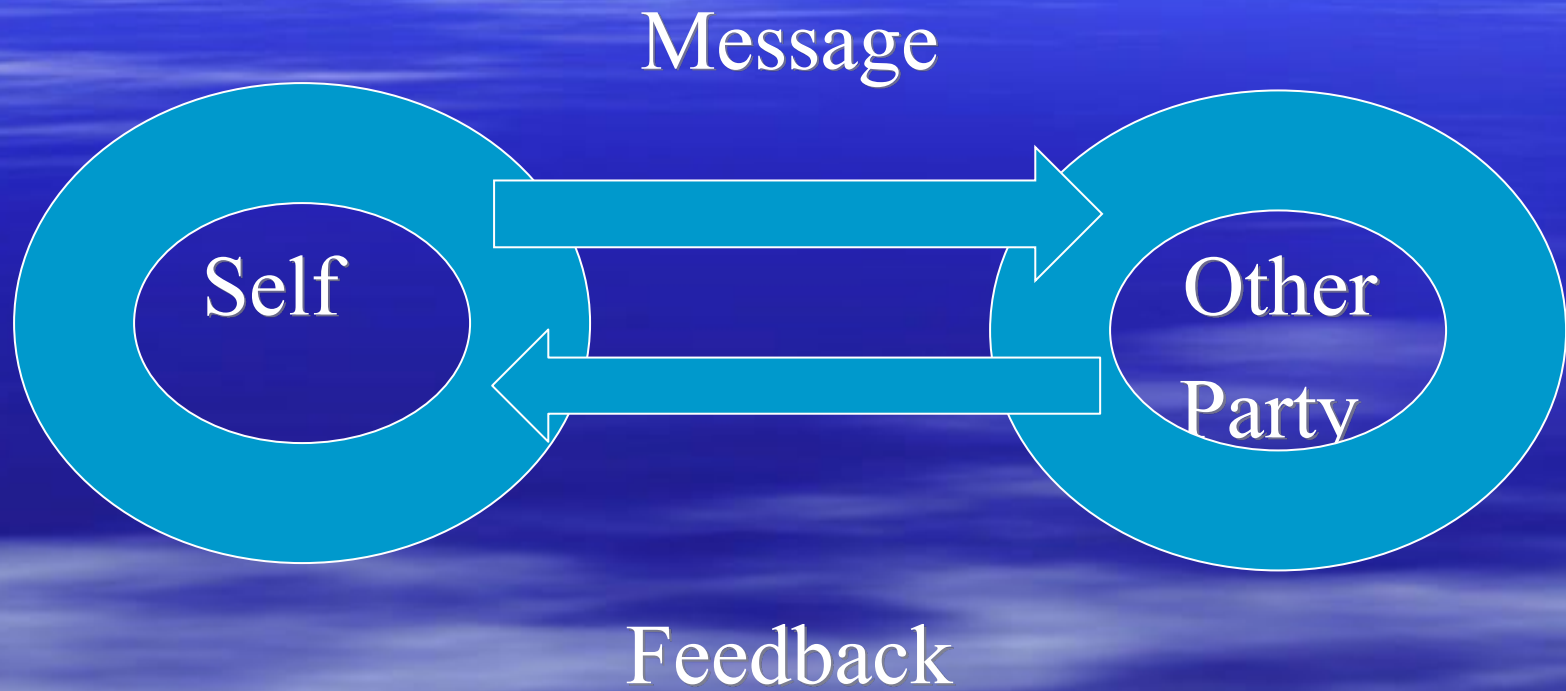
WHMA/IPC

Effective Leadership:

It's Not Just Positional; It's Personal

Become the Leader People Want to Follow

The Leadership Model



People who lack strong relationships have two to three times the risk of early death, regardless of whether they smoke, drink alcoholic beverages, or exercise regularly.

**One Out of Four People
in this Country
is Mentally Unbalanced.**

Think of Your Three

Closest Friends...

If They Seem Okay,

Then You're the One.

It's what you say.

Saying, “*Have a nice day*” to someone sounds friendly.

But saying, “*Enjoy your next 24 hours*” sounds threatening.

Valuing People:

Become the Leader People Want to Follow

A “*communication climate*” is determined by the degree to which people see themselves as “*valued.*”

The good news:

**You have control of the
thermostat.**

Building a Supportive Communication Climate

The term communication climate refers to the social tone of a relationship.

Relationships are like the weather: warm and sunny / cold and dreary.

You can create a supportive or defensive communication climate.

Supportive Communication Climate

Description vs. Evaluation

Supportive Communication Climate

Description:

“I noticed you came to the meeting 10 minutes late.”

Defensive Communication Climate

Evaluation:

“I can’t believe how rude you are coming to the meeting late.”

Supportive Communication Climate

Equality vs. Superiority

Supportive Communication Climate

Equality:

“ I would like to hear how the issue looks to you. Then I will tell you how it looks to me. ”

Defensive Communication Climate

Superiority:

“When you get to be in my position someday, then you’ll understand.”

Supportive Communication Climate

Problem Orientation vs. Control

Supportive Communication Climate

Problem Orientation:

“The production in your department hasn’t been as high as I’d hoped. Any ideas on what we could do?”

Defensive Communication Climate

Control:

*“Either you start working harder,
or you’re fired.”*

Supportive Communication Climate

Spontaneity vs. Strategy

Supportive Communication Climate

Spontaneity:

“I’m concerned about your job performance over the last month; let’s set up a time to talk about it.”

Defensive Communication Climate

Strategy:

“Have you considered another line of work?”

Supportive Communication Climate

Empathy vs. Neutrality

Supportive Communication Climate

Empathy:

“I’ll bet you’re pretty excited about the promotion.”

Defensive Communication Climate

Neutrality:

“Don’t get too excited – everybody gets promoted sooner or later.”

Supportive Communication Climate

Provisionalism vs. Certainty

Supportive Communication Climate

Provisionalism:

“I didn’t enjoy that presentation on Effective Leadership very much, I’m not sure you would, either.”

Supportive Communication Climate

Certainty:

“You will hate that presentation on Effective Leadership. Stay away from it.”

It's not just content.
Context matters, too.

I was trying to buy some organic fruit and asked the guy in produce if their apples had been sprayed with any poisonous chemicals because they were for my wife.

I should be done with my police interviews soon.

Self-Regulation could also simply be called “*the ability to bite your tongue.*”

Especially if you are distracted or stressed.

A man and a woman are in a supermarket.

The woman says to the man, “*Hi there.*”

The man responds, “*Do you know me?*”

The woman replies, *“I think you’re the father of one of my kids.”*

He asks, *“Are you the woman I ran into after the Wiring Harness Manufacturing Association convention, when we drank late into the night, and I woke up in the bean field out by the fairgrounds?”*

“*No,*” she replies, “*I’m your son’s teacher.*”

The Five Laws of Leadership

Law #1: Leadership is a Process

Consistently:

Appear Warm & Friendly

Express Intentions and Motives

Demonstrate Trustworthiness

Be an Information Source

Develop Relevant Expertise

Project Dynamism

Perception is Powerful

The Five Laws of Leadership

Law #2: Leadership is Complex

6 Perceptions:

Who I think I am

Who I believe you think I am

And really who you think I am

Who you think you are

Who you believe I think you are

And really who I think you are

It may take people as little as 100 milliseconds to form an impression of another person – to decide whether he or she is attractive, trustworthy, competent and likable.

That's less time than it takes to form a rational thought.

HER DIARY:

Tonight, I thought my husband was acting weird. We had made plans to meet at a bar to have a drink. I was shopping with my friends all day long, so I thought he was upset at the fact that I was a bit late, but he made no comment on it.

HER DIARY:

Conversation wasn't flowing, so I suggested that we go somewhere quiet so we could talk. He agreed, but he didn't say much. I asked him what was wrong. He said, 'Nothing.' I asked him if it was my fault that he was upset. He said he wasn't upset, that it had nothing to do with me, and not to worry about it.

HER DIARY:

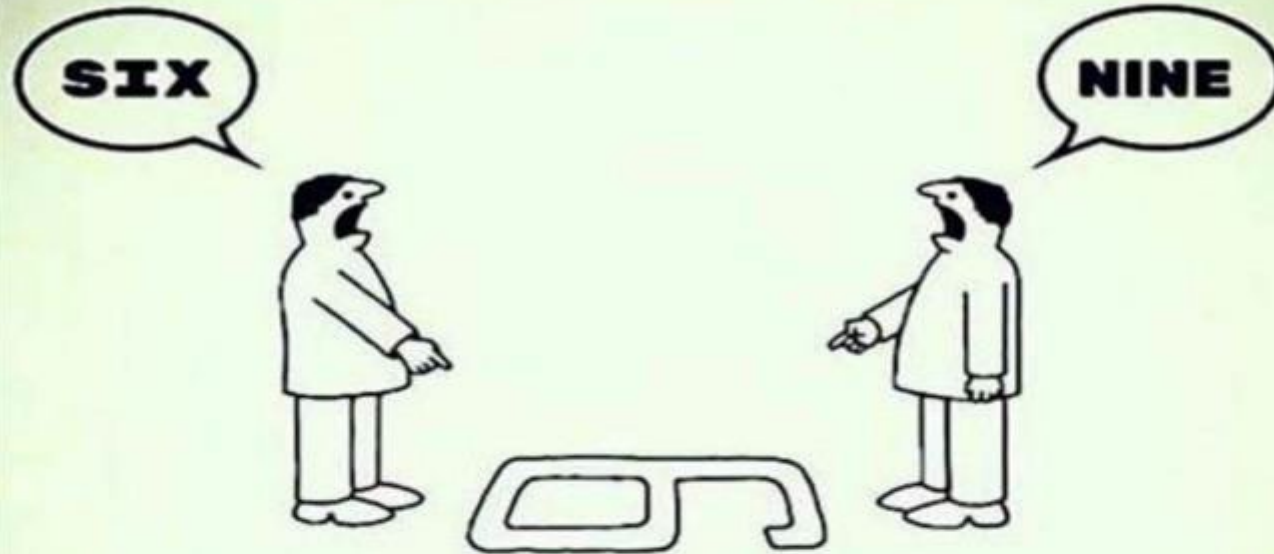
On the way home, I told him that I loved him. He smiled slightly, and kept driving. I can't explain his behavior. I don't know why he didn't say, 'I love you, too.' When we got home, I felt as if I had lost him completely, as if he wanted nothing to do with me anymore. He just sat there quietly, and watched TV. He continued to seem distant and absent.

HER DIARY:

Finally, with silence all around us, I decided to go to bed. About 15 minutes later, he came to bed. But I still felt that he was distracted, and his thoughts were somewhere else. He fell asleep - I cried. I don't know what to do. I'm almost sure that his thoughts are with someone else.

HIS DIARY:

My Harley wouldn't start today.



Just because you are right,
does not mean, I am wrong.
You just haven't seen life
from my side.

MonsterTRAK.com found that 79% of college students said that the quality of the employer's web site was important in deciding whether or not to apply for the job.

Contrasting Perceptions

Tenant's Perceptions

I always pay rent when she asks for it.

Landlady's Perceptions

He never pays rent until I ask for it.

Enhancing Your Personal Brand

Personality

Values

Emotional Rewards

Functional Benefits

Features

Enhancing Your Personal Brand

Principle of Resources

Principle of Scarcity

The Five Laws of Leadership

Law #3: Messages Not Meanings are Communicated

Accuracy / Simplicity / Coherence

Language Intensity / Appropriateness

Statement

Purpose

Explanation

Picture

Examples

Plan

Restatement

Part they Play

Accurate, yet Simple Words

Instead of saying morose, say pessimistic.

Instead of saying copacetic, say acceptable.

Instead of saying macabre, say eerie or spooky.

When you use simple words, people won't wonder what you said, and they'll fully understand what you meant.

While attending a marriage seminar on communication, Keith and his wife Carolyn listened to the instructor declare,

“It is essential that husbands and wives know things that are important to each other.”

He addressed the men, “*Can you describe your wife’s favorite flower?*”

Keith leaned over, touched Carolyn’s arm gently and whispered, “*Pillsbury All-Purpose, isn’t it honey?*”

And thus began Keith's life of celibacy.

The Five Laws of Leadership

Law #3: Messages Not Meanings are Communicated

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The Five Laws of Leadership

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A publisher has released a modern version of the Bible.

*It may be a little too hip,
it refers to the disciples as “wingmen”.*

60 percent of teenagers do not have a basic understanding of finances.

Although I can't be too critical because I have a brother that just found out a 401K is not a type of marathon.

Warren Buffet compared Bitcoin to rat
poison. Which is unfair,

*because people understand how rat poison
works.*

The Five Laws of Leadership

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The Five Laws of Leadership

Law #4: One Cannot Not Communicate

No matter what you say or don't say

It's also what you say and how you say it

**S
T
A
B
L
E**

It's what you say and how you say it.

**A man and a woman,
who have never met before,
find themselves assigned to the same
sleeping room on a transcontinental train.**

**Though initially embarrassed and uneasy
sharing a room,
the two are tired and fall asleep quickly....
he in the upper bunk
and she in the lower bunk...**

At 1:00 a.m. the man leans over
and gently wakes the woman saying,

*“Ma’am, I’m sorry to bother you,
but would you be willing to reach into the closet
to get me a second blanket?
I’m awfully cold.”*

“I have a better idea,” she replies. “Just for tonight, let’s pretend we’re married.”

“Wow! That’s a great idea!” he exclaims.

“Good,” she replies. *“Get your own blanket!”*

The Five Laws of Leadership

Law #4: One Cannot Not Communicate

No matter what you say or don't say

It's also what you say and how you say it

**S
T
A
B
L
E**

Netflix has reportedly banned workers from looking at each other for more than five seconds as part of its new anti-harassment rules.

“Looking at anyone longer than five seconds is considered creepy.”

The Five Laws of Leadership

Law #5: Two Elements:

Content & Relationship

Tailor the content to fit relationship

What's important to them?

Four Intentions

Get “It” Done

Get “It” Right

Get Along

Get Appreciation

What Happens When the Intent Isn't Fulfilled?

Get “It” Done - *Controlling*

Get “It” Right - *Perfectionistic*

Get Along - *Approval Seeking*

Get Appreciation - *Attention Getting*

Leaders are Listeners

1. Be Motivated
2. Make Eye contact
3. Show Interest
4. Avoid Distracting Actions
5. Demonstrate Empathy
6. Take in the Whole picture
7. Ask Questions

Leaders are Listeners

8. Paraphrase

9. Don't Interrupt

10. Interpret/Integrate what is being said

11. Don't Overreact *

12. Confront your Biases

13. Make smooth Transitions

14. Be Natural

Understanding Your Emotions and Responding Appropriately

Senses

Interpretation

Feeling

Options

Express

A couple drove down a country road for several miles, not saying a word.

An earlier discussion had led to an argument and neither of them wanted to concede their position.

As they passed a barnyard of mules, goats,
and pigs, the husband asked sarcastically,
“Relatives of yours?”

“Yep,” the wife replied, *“in-laws.”*

Leaders are Listeners

8. Paraphrase

9. Don't Interrupt

10. Interpret/Integrate what is being said

11. Don't Overreact

12. Confront your Biases

13. Make smooth Transitions

14. Be Natural

The Situational Leader

Flexibility is the Key:

Leadership - any attempt to influence the behavior of another individual or group.

Management - working with and through others to accomplish organizational goals.

The Situational Leader

Three Skills to Long-Term Effectiveness

Understanding

Predicting

Directing - Changing - Controlling

The Situational Leader

Leadership Style

Autocratic (Task Behavior)

Democratic (Relationship Behavior)

The Situational Leader

Leadership Styles

- 1. High Task and Low Relationship**
- 2. High Task and High Relationship**
- 3. High Relationship and Low Task**
- 4. Low Relationship and Low Task**

Six Skills of an Effective Delegator

1. Clarify the assignment.
2. Specify range of Authority.
3. Allow them to Participate.
4. Inform Others that the delegation has occurred.
5. Establish feedback Loops.
6. When problems surface, insist on Recommendations.

Delegation Worksheet

A. Project?

B. Deadlines?

C. Obstacles?

D. People, Groups, Organizations?

E. Information or Skill?

F. Plan of Action

Leading

Willing to Learn

Ethical

Available

Determined

Energetic

Reliable

Sensible

Humble

Intense

Pleasant

Willing to Learn. The world we are making plans about today will not exist tomorrow. The constant flow of information and the altering of ideas require that the leader keep learning.

Ethical: The best reputation a leader can possess relates to displaying ethical conduct in all things. These leaders are trusted and respected.

84% of Millennials voted trustworthiness as their primary leadership concern at work.

AON – Modern Survey 2017

Available: People who are influenced by a leader need to feel that they can have personal access, if necessary. Face-to-face discussions are not always possible in huge organizations, but access in written form is a viable option.

Determined: The difference between winning and losing is not skill, it is the will to win – determination. People establish their personal determination level based on what they see in their leader.

Energetic: Serious people exude obvious energy.

Reliable: Performance over time is the key to reliability. The leader doesn't forget promises or change midstream. Nothing makes an organization ineffective as quickly as having to wonder what is going to please or displease the boss. It changes everyone's concentration.

Sensible: Reasonable. They deal with reality.

Some who become leaders feel that the power thus given to them grants them permission to quit dealing with reality.

Humble: Leaders do not dominate every meeting or every relationship. Leaders understand that great ideas come from anyone everywhere in the organization.

OK. Who's thinking outside the box again?



Intense: Leaders concentrate on the task and can turn on intensity like a spotlight.

Pleasant: Leaders always have time for courtesy and personal concern. They greet people, they ask about families, they listen. They are welcome everywhere.

Leaders Develop People: They focus on the importance of developing people to share in and assist them with the implementation of the vision.

In a recent survey by Intelligence Group, 79% of Millennials and Gen Zers said they prefer a boss that acts as a coach or mentor.

Mentor Leadership

How to Grow Winners

Engage

Educate

Equip

Encourage

Empower

Energize

Elevate

Mentor Leadership

Engage: If you do not engage with those you serve, you will never understand them or know enough about them to be able to have a positive effect in their lives. Being able to engage is a matter of attitude and approachability.

55% of disengaged managers are looking for a job at another organization. That's good news.

The bad news is that 45% of them are staying.

Modern Survey

Mentor Leadership

Educate: Education is an essential building block of mentor leadership. Mentor leadership is built on a foundation of teaching, helping, and guiding. Train the next generation of leaders.

Mentor Leadership

Equip: Show what to do and how to do it. Create an environment in which others can be productive and excel. Set the parameters and guidelines for the task, project and continually recast the vision, and then provide the tools and equipment needed.

Mentor Leadership

Encourage: Mentor leaders care. Mentor leaders lift up others. Mentor leaders encourage. Everyone needs encouragement, even when things are going well. It is better to be over-using encouragement than under-using it.

Mentor Leadership

Empower: Once people are equipped and encouraged, it's time to turn them loose. True empowerment is preparation followed by appropriate freedom. Delegate responsibilities and empower them by letting them perform.

Mentor Leadership

Energize: Mentor leaders energize and inspire those they lead. Energize them by believing in them. The energy to go forward and the inspiration to achieve will come from you. A single spark can set the organization ablaze. Energize. Inspire. Motivate.

Mentor Leadership

Elevate: Raise people up. The ultimate goal of every mentor leader is to build other leaders. The regenerative idea that leaders produce leaders, who in turn produce leaders – is a powerful concept for mentor leaders and their organizations.

Mentor Leadership

How to Grow Winners

Brainstorm three ideas for each component.

Engage – Educate – Equip – Encourage
Empower – Energize - Elevate

Once upon a time, there were four people;
their names were Everybody, Somebody,
Nobody, and Anybody.

Whenever there was an important job to be done, Everybody was sure that Somebody could have done it, but Nobody did.

When Nobody did it, Everybody got angry,
because it was Everybody's job. Everybody
thought that Somebody would do it, but
Nobody realized that Nobody would do it.

So consequently, Everybody blamed
Somebody when Nobody did what Anybody
could have done in the first place.

In one minute
I can change my attitude
and in that minute
change my entire day.

If I was an actor,
I would get paid to play a role.
As a leader, you get paid to play a role.

If you would like additional information:

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Youtube/[kitwelchlin](https://www.youtube.com/channel/UCkitwelchlin)

Youtube/[SeminarsOnStress](https://www.youtube.com/channel/UCSeminarsOnStress)

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