

Leading Your Team To Success



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Minnesota Elks Mid Year Convention
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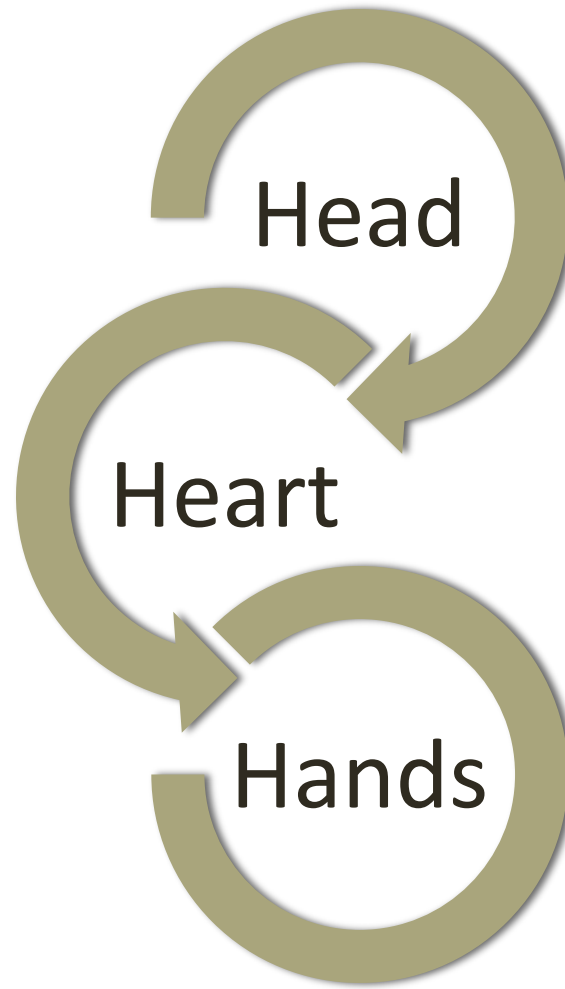
Session Objectives

- Introduce a framework for successful leadership
 - Purpose, Placement, Process and People
- Discuss 3 elements to build your influence/engagement skills
 - Create a compelling vision and roadmap (head)
 - Create the environment for people to succeed (heart)
 - Put people in a place where they can excel (hands)
- Share influence/engagement resources to build your skill set

What Are Your Memories Of Past Team Experiences?



The Trifecta of Influence

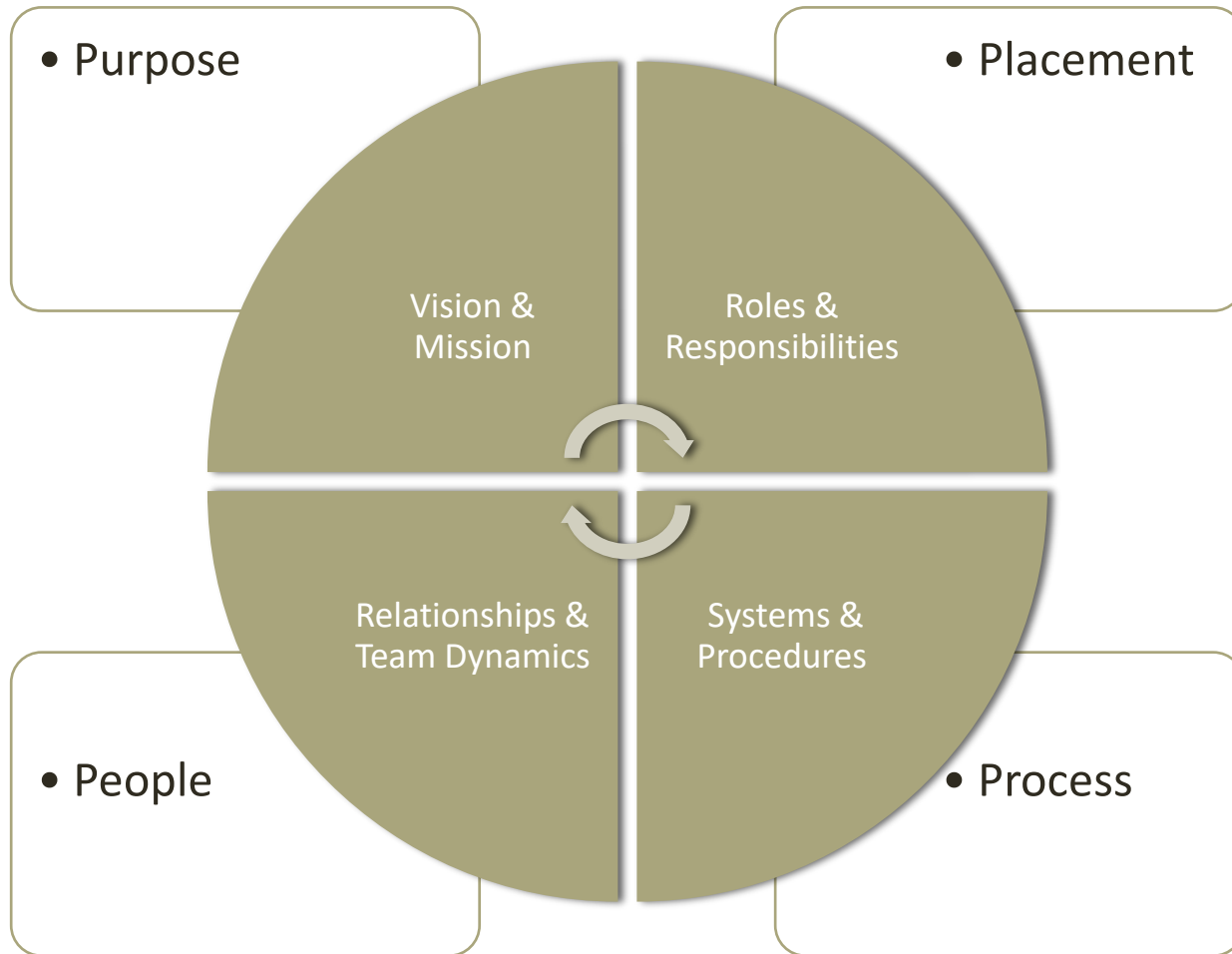




WTF

Winning Through Facilitation

High Performing Team Model



Adapted from GRPI Model

Leading A High Performing Team

Purpose of team

Pathway to success

- Vision, mission, values
- Operating principles
- Objectives, goals, strategy and tactics

Placement of team members

Roles/responsibilities

- Clarity of accountabilities
- Understand responsibilities
- Aware of team expertise
- Clarity of expectations

People dynamics

Individual

- Personal values
- Strengths and weaknesses

Team

How does the team work together

- Trust
- Strengths/Weaknesses
- Alignment

Process (and procedures)

Operating enablers that drive performance

- Reports and tracking
- Meeting outcomes/protocol
- Communication
- Managing Conflict
- Decision making
- Project management (owners)



Lead With Purpose

Knowing where you want to go is essential for effective leadership

Lead With Purpose (Head)

- Purpose Principles
 - A compelling vision and roadmap helps a team move forward to be successful
 - “The future is for those that look ahead”
 - Elements of a good vision
 - Desired outcome
 - Successful imagery
 - Aspirational thinking
- Process
 - Establish a desired outcome
 - If needed – involve your team to contribute to your vision
 - Communicate expectations early and often
 - Watch out: avoid possibility glaucoma – where you narrow what could be
- Practice
 - Exercise – identify an upcoming event that you can start to build a vision for

Watch Out For Possibility Glaucoma

- "This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."
- *Western Union internal memo, 1876.*
- "I'm just glad it'll be Clark Gable who's falling on his face and not Gary Cooper."
- *Gary Cooper on his decision not to take the leading role in "Gone With the Wind."*
- "I think there is a world market for maybe five computers."
- *Thomas Watson, chairman of IBM, 1943.*
- "We don't like their sound, and guitar music is on the way out."
- *Decca Recording Co. rejecting the Beatles, 1962.*

Watch Out For Possibility Glaucoma

- "The concept is interesting and well-formed, but in order to earn better than a 'C', the idea must be feasible."
- *A Yale University management professor in response to Fred Smith's paper proposing reliable overnight delivery service. (Smith went on to found Federal Express Corp.)*
- "Phone usage is pretty much tapped out – Sprint will never make it".
- *An aspiring flour salesman stated after the Bell breakup in 1984*
- "Donald Trump will never be president".
- *Most people in the USA.*
- "We will never get enough people to help us with the Dairy Princess event".
- *"A frustrated leader looking for volunteers".*



Lead With People

Employee engagement is the secret to a leaders' success

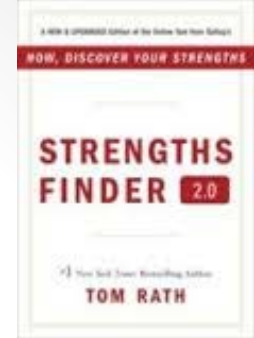
Lead With People (Heart)

- People Principles
 - People excel when placed in the right environment
 - People have a desire to “own” their work
- Process
 - Finding the right people to get the work done (strengths and style)
 - Put them in a position to be successful
 - Catch them doing it right!
 - Watch out: avoid the “Halo” effect of selecting people in your own image
- Practice:
 - Exercise: brainstorm some people that would fit for the upcoming project

Strength Finder Research*

- Only 20% of people are in their sweet spot
- People that play to their strengths are more:
 - Engaged
 - Creative
 - Resilient
 - Confident
 - Productive
- Are likely to have 6x's greater quality of life

*Strength Finder 2.0 – Tom Rath



How To Tap Into People's Operating System

- Where they get their energy
 - Extrovert - People that get there energy from people tend to be more productive working with people
 - Introvert -People who like to work behind the scenes tend to be more productive behind the scenes
- How they think
 - Front and center or future and forward
 - Objective or subjective
- How they act
 - Get it done vs. get it right!



HOW TO LEAD EXTRAVERTS

1 Let them **dive right in**

2 Encourage their **enthusiasm**

3 Let them **speak to think**

4 Listen to their **many ideas**

5 Let them **multi-task**

6 Respect their **independent nature**

7 LET THEM SHINE

HOW TO LEAD INTROVERTS

1 Let them **think to speak**

2 Give them **time to make decisions**

3 Respect their **private nature**

4 Appreciate their **need to work alone**

5 Carefully **listen to them**

6 Help them **learn at their own pace**

7 LET THEM SHINE

People - Finding the right balance

A C T I V I T Y	Activator – high activity and low results “loves to get going but loses interest along the way”	Doer – high activity and high results “they love to own it and do it”
	Talker - low activity and low results “loves to talk about what they can do but rarely does what they say they can do”	Owner – low activity and high results “if you can get them to own it – they will do it- eventually”
	RESULTS	

Volunteer Statistics Quiz*

- What % of the US volunteers?
- Roughly 25%
- Who volunteers the most – women or men?
- Women 28% vs. Men 22%
- What is the ideal age range
- 35-54 years old

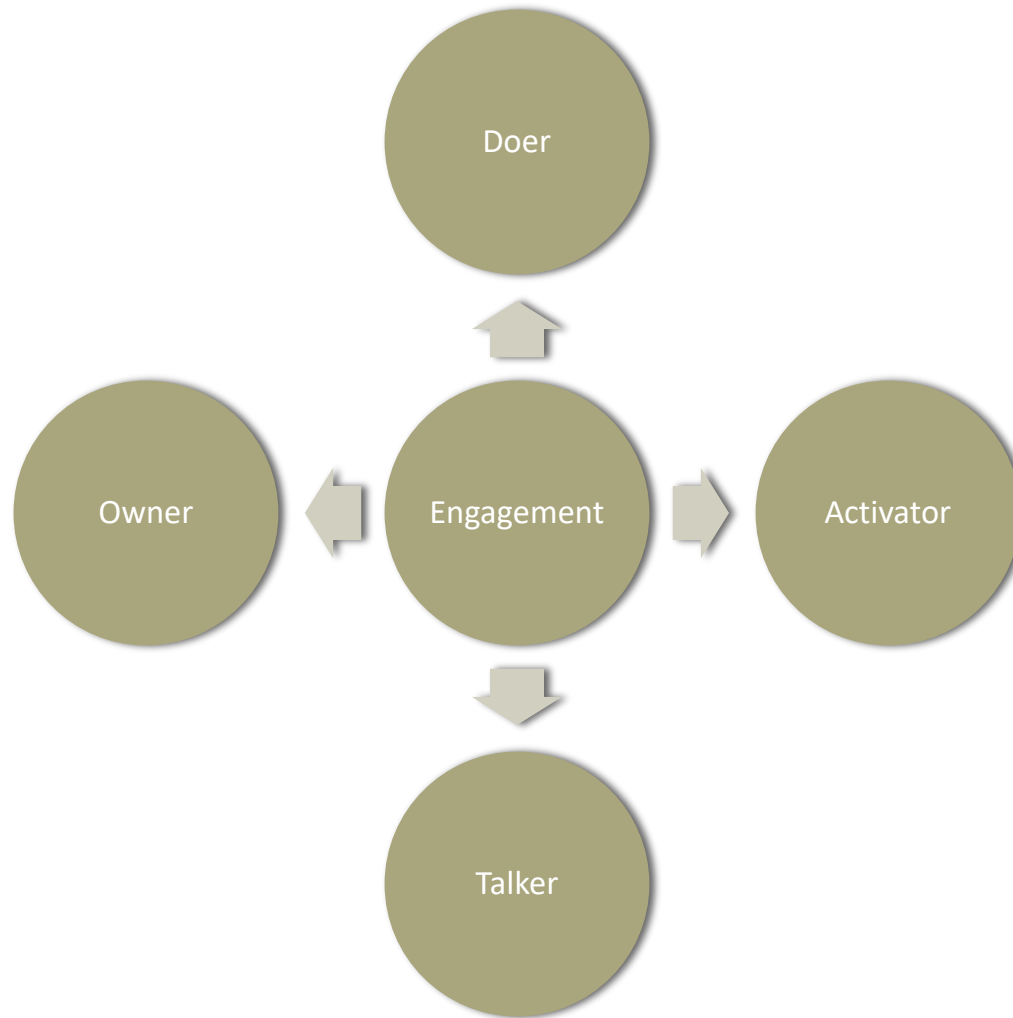
* US Bureau Labor of Statistics

Volunteer Statistics Quiz*

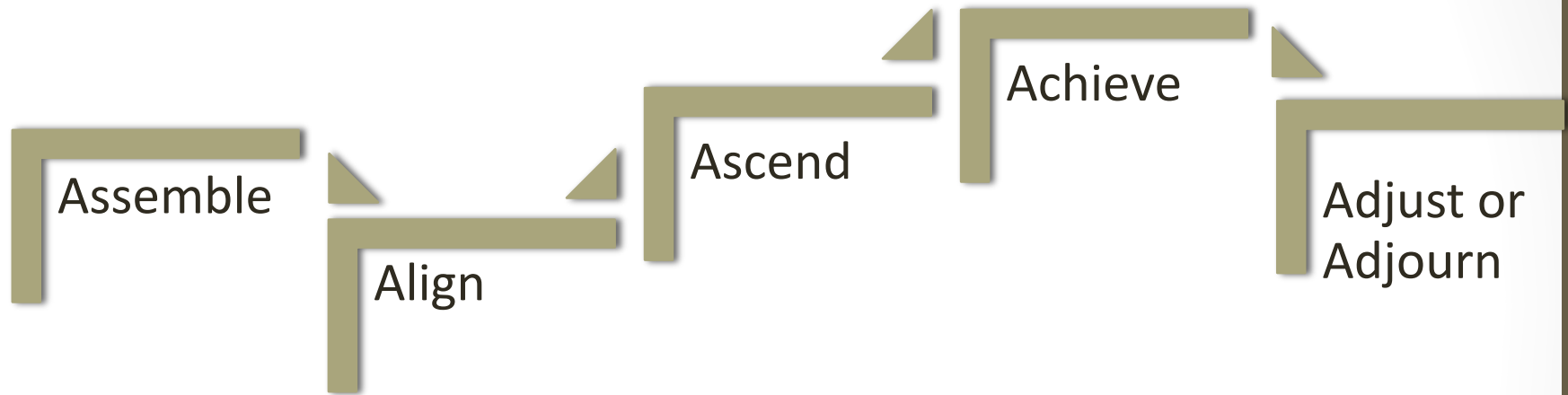
- What ethnicity volunteers more?
- White 26%, Black 19%, Asian 18%, Hispanic 15%
- Who volunteers more – single or married people?
- Married 30% vs. Single 20%
- What level of education do volunteers have?
- Degreed over non-degreed
- Are volunteers more likely employed or unemployed?
- Employed 27% vs. unemployed 23%

* US Bureau Labor of Statistics

Challenges To Engaging Your Team

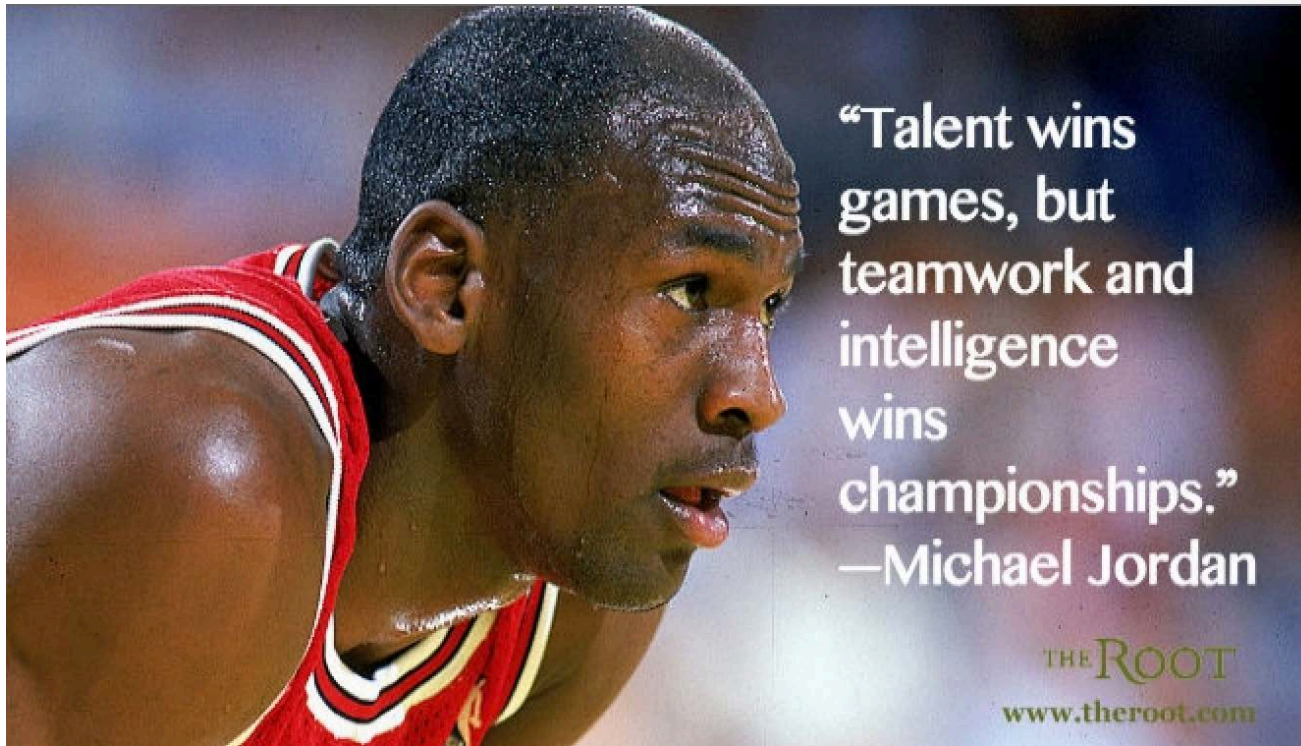


Accelerating Team Development



Dependence	Counter-Dependence	Independence	Interdependence
Cautious, testing, anxiety, unclear, waiting to be told what to do	Rebellious, unrealistic, inconsistent, emotional, enthusiastic, scapegoating	Cooperative, motivated, cohesive, collaborative, acceptance and willingness to try things	High energy, positive, high level of accomplishment, can do attitude, best practice sharing

Adapted from Bruce Tuckman's Team Work



Lead With Process

Leaders develop enablers to unleash the
power of their team

Can You Motivate Your Team?



Lead With Process (Hands)

- Process Principle
 - Create the environment for people to succeed
 - “Motivation lies within – creating the environment for people to flourish is the key”
- Process
 - Identify elements to help your team succeed
 - Discuss with your team and get them involved
 - Facilitate the process
 - Watch out: too much/little direction or delegation can limit a team’s effectiveness
- Practice
 - Exercise – review your event and think about what is needed to help your team succeed

Lead With Process

Operating Principles

- Principles that guide, direct and enable the team to desired actions. It is not an “exact” to do – but provides empowering parameters to make real time decisions without weighing down the entire team
- Process to develop:
 - Principles should spring out from the team’s values
 - Principles need to be consistent with the team’s vision and charter
 - Requires the input of the entire team
 - Frame around the experience the team wants to deliver for the project



Developing Operating Principles

- Principles come out of the following areas;
 - Decision making
 - Making decisions – consensus or individual?
 - How do we handle disagreements?
 - Inclusion
 - Appreciate differences – how do we include everyone?
 - Ownership
 - Accountability and involvement
 - Roles and responsibilities
 - Communication
 - How, when, who, how often?
 - Meetings
 - How often should we meet? How long?
 - Quality of work
 - What is good enough?
 - Deadlines
 - Establish and honor

Summary

- Great leaders are masters of influence
- Great leaders understand how to get the best out of their team by:
 - Developing a vision of where to take the team
 - Appeal to the **head** of the team
 - Leveraging their team's strengths and style
 - Harness the **heart** of each team member
 - Facilitating the team's work together
 - Create an environment where the team flourishes (**hands**)

THANK YOU!

Resources

- Style
 - Myers Briggs Type Indicator
 - <http://www.16personalities.com/>
- Strengths
 - Strength Finder 2.0 – Tom Rath
 - <https://www.gallupstrengthscenter.com/Purchase/en-US/Product?Path=Clifton%20StrengthsFinder>