



The Executive Director Learning Cohort- Session 3

High performing teams, Influence,
Motivation and Power,



Today's Agenda

10:30-11:15 Journal prompt discussion

11:15 - 12:45- Leadership Model 1:

5 Practices of Exemplary Leadership

12:45-1:15 - Lunch break

1:15-4:30 - Creating a high performance team:

5 Dysfunctions, Influence, Motivation and Accountability

Team presentations & discussions

Wrap up and next steps

REMINDERS: Please BE PRESENT. Your email, texts and phone calls will still be there at 4:30.

Journal Reflections:

When have you recently put your values into action through your role?

Share a time when your “why” provided motivation for your work

When/how have you used your “why” to tell the story of your organization?

How have you used active listening skills to interact with a staff or board member, volunteer or client?
Have you used both Reflective and Automatic Thinking?

When or how have you used a new piece of knowledge or awareness of leadership?

When have you shown resilience? Or used other parts of your leadership CORE?

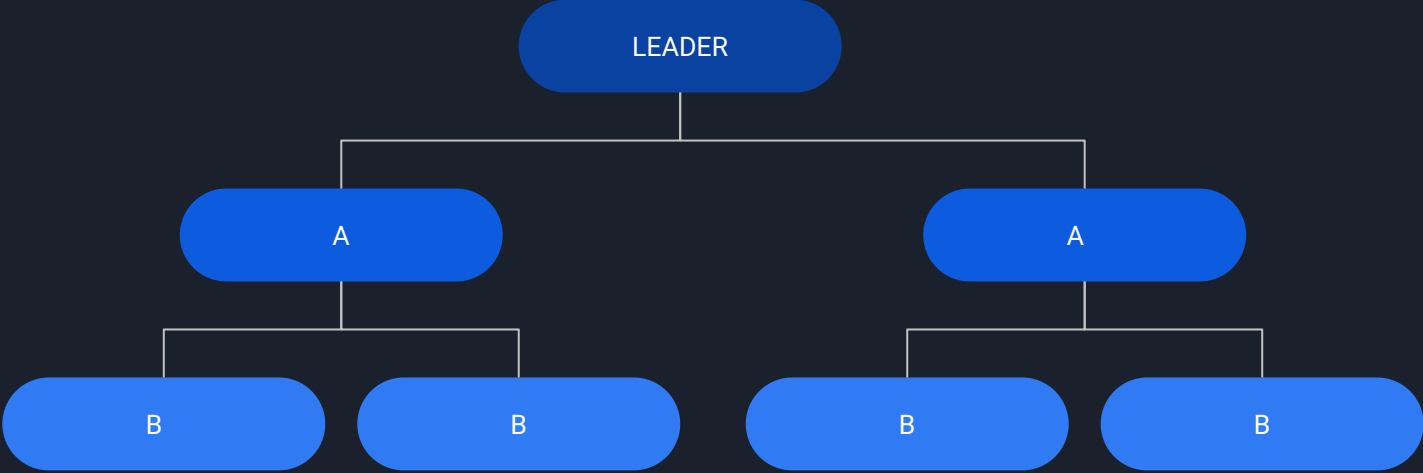


Leadership Style, Models and Theories

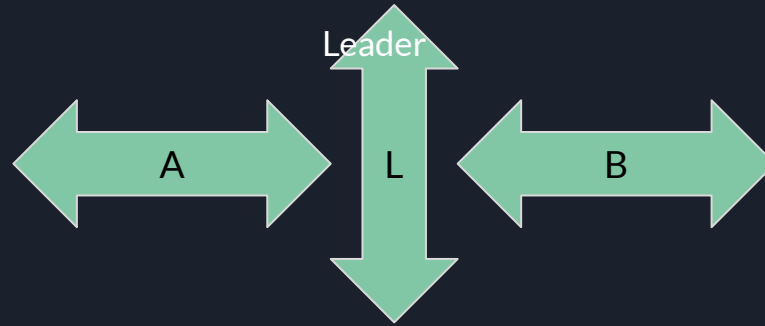
Great leaders:

- Have intention around their actions, behaviors and responses tied to a set of values
- *Understand and can use a variety of approaches to leadership*
- Understand that leadership is based on relationships, shared values and common goals
- *Are aware of and use their Strengths and Shadows*
- Know how to build a high performance team
- *Know that there is always more to learn*
- Move from Traditional to Developmental leader

Traditional Leadership



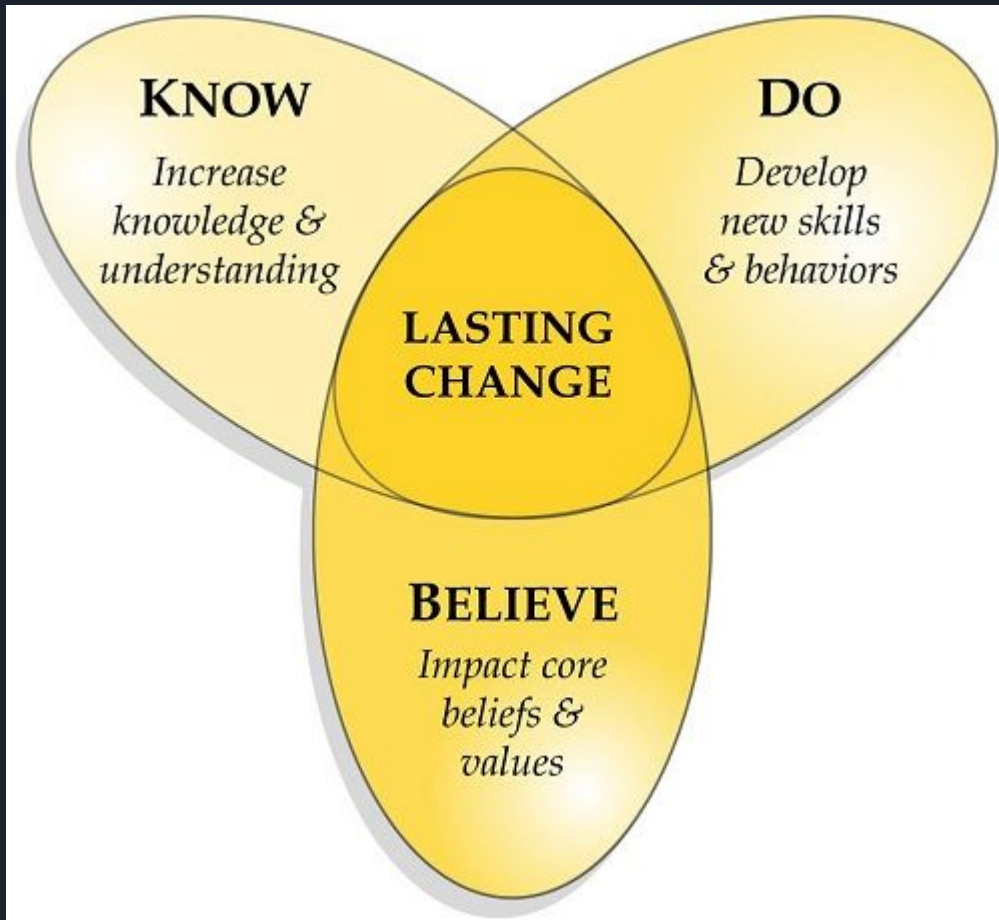
Developmental Leadership



Know → Do → Be



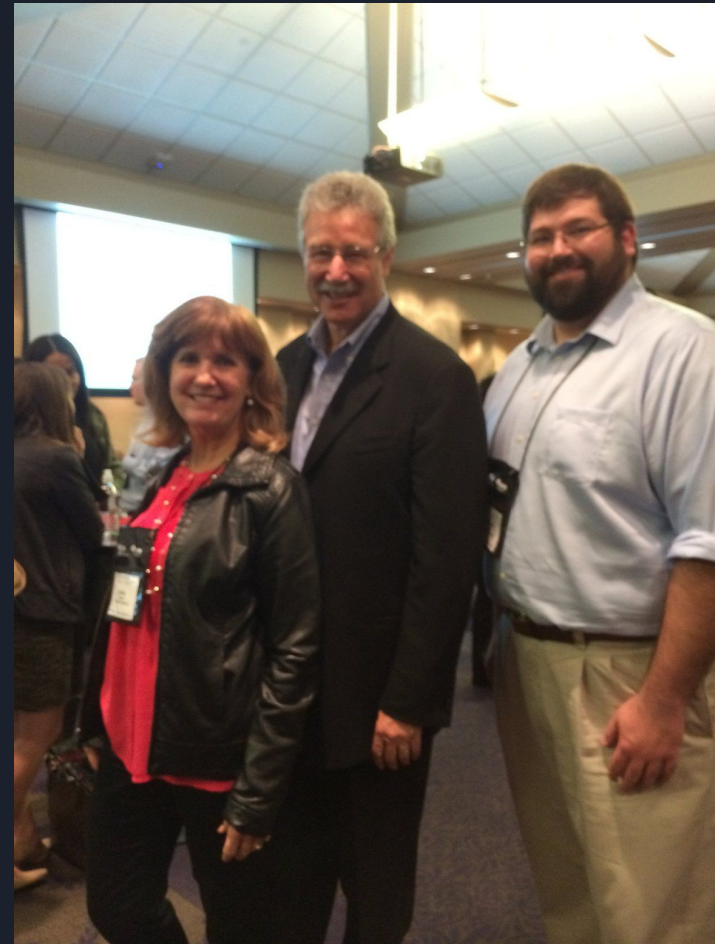
Knowledge leads to intentional actions tied to models, shared values + goals = becoming a credible leader



The Leadership Challenge

James Kouzes and Barry Posner

The Five Practices of Exemplary Leadership





Define These Practices

Model the
Way

Inspire a
Shared
Vision

Challenge
the
Process

Enable
Others
to Act

Encourage
The
Heart

Model the Way

1. Find your voice by clarifying personal values.
2. Set the example by aligning actions and shared values.





Inspire a Shared Vision

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



Challenge the Process

1. Search for opportunities by seeking innovative ways to change, grow and improve.
2. Experiment and take risks by constantly generating small wins and learning from experience



Enable Others to Act

1. Foster collaboration by building trust and facilitating relationships.
2. Strengthen others by sharing power, increasing self-confidence, and developing competence.



Encourage the Heart

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



Let's Reflect

When have you been at your personal best as a leader, using one of the 5 practices of The Leadership Challenge?



Lunch Break!



Building a High Performance Team

5 Dysfunctions of a Team

Influence

Motivation

Accountability





Five Dysfunctions of a Team

Patrick Lencioni

“Teamwork remains the one sustainable competitive advantage that has been largely untapped.”

Pat Lencioni – President

The Table Group

www.tablegroup.com

INATTENTION
TO RESULTS

AVOIDANCE OF
ACCOUNTABILITY

LACK OF COMMITMENT

FEAR OF CONFLICT

ABSENCE OF TRUST

Dysfunctions #1



Absence of Trust

fear to be vulnerable with team members prevents the building of trust within the team.

This is vulnerability based trust:

“I was wrong”,

“I made a mistake”,

“I need your help”

Dysfunctions #2



Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

This is healthy, passionate debate:
“What do you think of this idea?”

Trust is essential for conflict

Dysfunctions #3



Lack of Commitment

The lack of clarity and/or fear of being wrong prevents team members from making decisions in a timely and definitive way.

This is all the cards on the table: “Can you commit to this idea?”

Healthy debate leads to commitment

Dysfunctions #4



Avoidance of Accountability

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors.

This is holding others accountable for their behavior

Peer to peer is powerful!

Dysfunctions #5



Inattention to Results

The desire for individual credit erodes the focus on collective success.

This is about what the team is trying to achieve more than a member's personal interest





Lencioni defines these as the five habits of effective teams:

Trust: Team members are clear about roles. They open up to each other. They admit their mistakes, weaknesses, concerns without fear of reprisal.

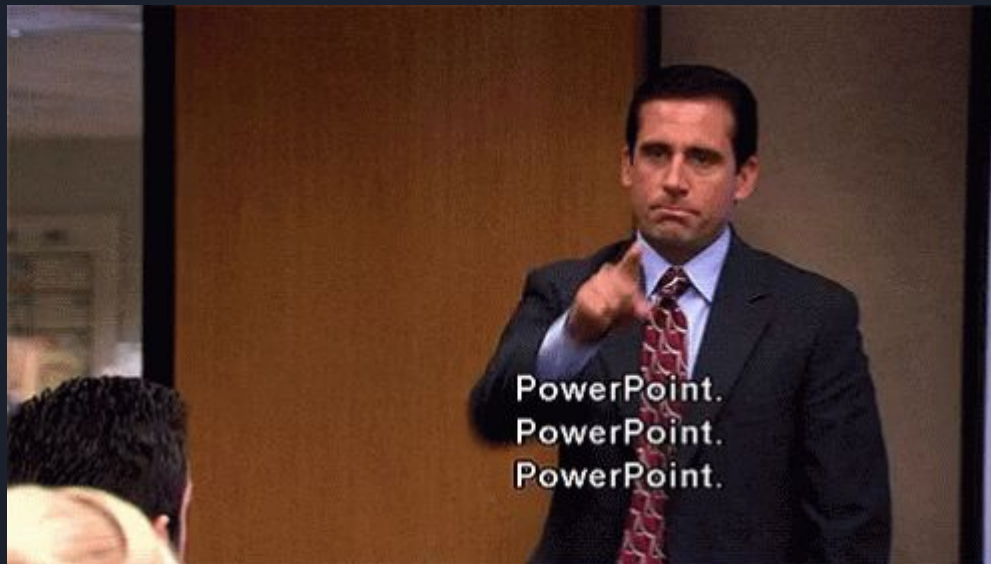
Creative conflict: People ask tough questions of one another and challenge each other's assumptions. They probe an argument until they are satisfied.


Commitment: Everyone adopts a common goal or set of goals and commits to achieving them. Goals are defined simply enough to be easily grasped, specific enough to be actionable.

Accountability: Team members hold each other accountable for their performance. When someone under-performs, the team tells them immediately and in direct, honest terms.

Attention to results: Team members regularly monitor the team's progress toward achieving its goals. They don't gloss things over but focus on data and talk about actual results.

PRESENTATIONS





Productive Behaviors for High Performing Teams

1. Hold frequent check-ins-morning and afternoon huddles (esp important for virtual teams)
2. Delegate: Clarify expectations and then get out of the way
3. Follow up - ensure clear flow of communication
4. Provide specific feedback- both positive and constructive
5. Ask powerful questions to help people assume responsibility & be accountable
6. Identify deliverables in writing- clear up any confusion
7. Engage in regular assessment of results as a team
8. Develop and stick to team operating principles (time of response to emails, frequency of check-ins, etc)
9. Understand people's constraints and challenges. Be empathetic and adaptable
10. Use digital tools and technology to track progress
11. Ask for feedback on your leadership and management
12. **Keep asking: where and why are we being successful? What should we continue doing? What should we let go of?**



Reflection Questions on the 5 Dysfunctions

1. Where do you find the greatest challenge?
2. How have you intentionally worked to build trust with your staff, volunteers, board members?
3. Can you share an example of a time when conflict or disagreement was managed well? When it was not?
4. Commitment has to go beyond the mission to the actual work. Why and how?
5. What is the difference between **accountability** and **responsibility**?
6. What are some ways to underscore focus on desired outcomes?

4 KEYS TO INFLUENCE OTHERS

Political Savvy



Embrace organizational politics to move teams and important initiatives forward.

Self Promotion



Cut through the noise with authentic, credible self-promotion to help yourself and others.

Trust-Building



Build and maintain trust to guide people through risk and change.

Leveraging Networks



Recognize and cultivate the power of your networks to create change.



Political Savvy

Network strategically to build social capital

Think before responding, **considering context** and goals before speaking or emailing

Pay attention to non-verbals, practice active listening, appeal to the common good

Do things that leave people with a good impression, without “trying too hard”



Self Promotion

Provide visibility and opportunities for you and your staff

Generate organizational pride

Share successes

Learn how to gather an audience

“Put on a show” by creating an event or having the confidence to step into the spotlight



Building a foundation of TRUST

Trust is ESSENTIAL!

Team building is worth the time!!

Vulnerability is a strength.

Find the balance between pushing people out of their comfort zone while also listening to concerns and feedback.

Toughness must be balanced with empathy



Network

Cultivating networks = Power and Influence

Networks should change and grow over time

Be strategic about how you tap into your networks..



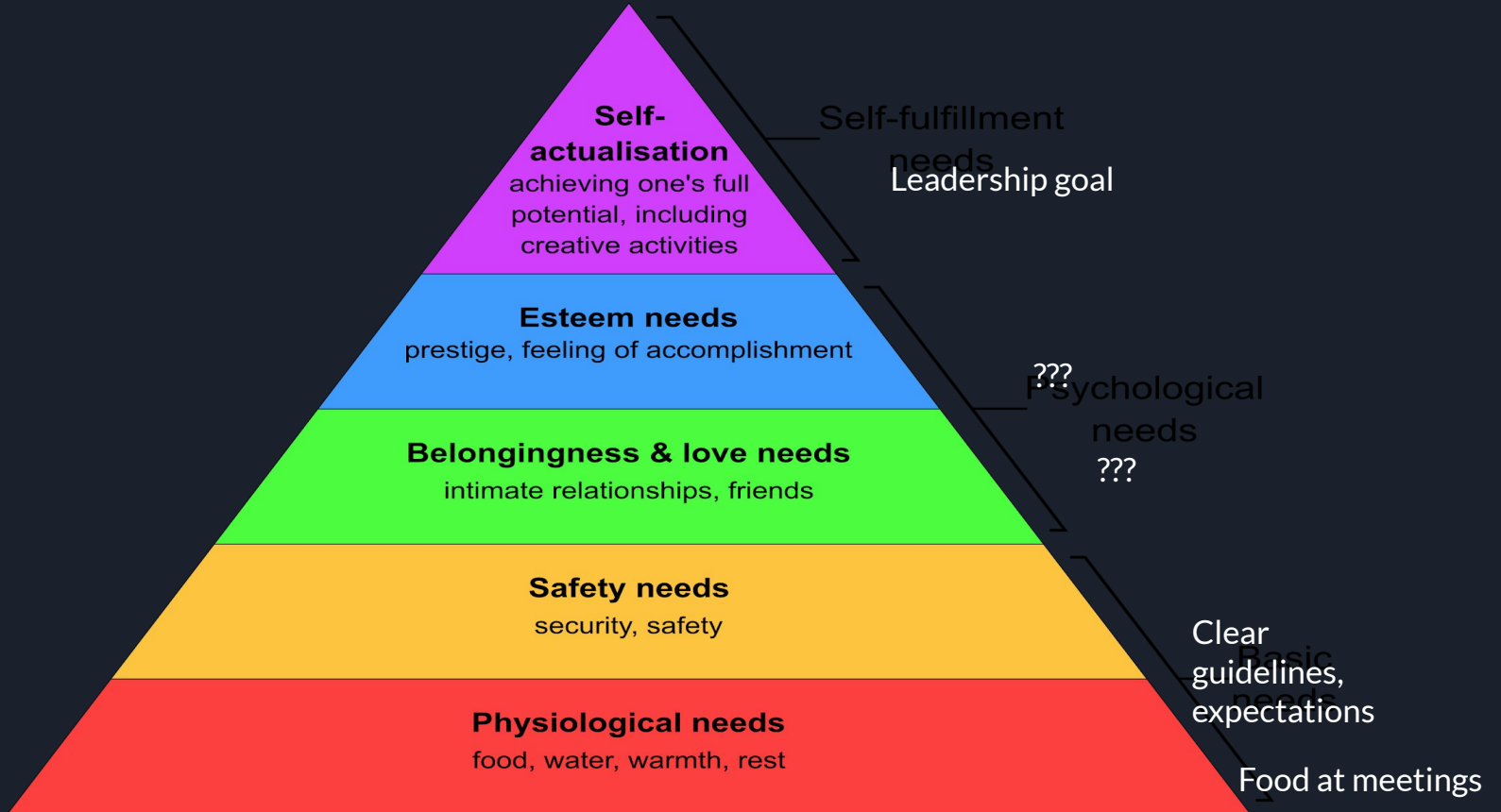
Think about a leader who has **motivated** you

1. What did they do to motivate you?
2. How did they make you feel?

MOTIVATION: the willingness to do SOMETHING, conditioned by the actions' ability to satisfy some need for the individual
(Stephen Robbins)

: the something that causes a person to achieve a desired goal.

Motivation





Hygiene- Motivation Theory (Frederich Herzberg)

Hygiene Factors: (extrinsic)

Physical conditions (office space, noise, furniture, etc.)

Security (board's policies and procedures, organization stability)

Economic (rewards, money, benefits)

Social (friendships, perks)

Motivator Factors: (intrinsic)

Achievement (solving problem, seeing results, completing a project)

Recognition (respect from peers, acknowledgement from supervisor or board, receiving feedback)

Participation (involved in planning and decision making and problem solving)

Growth (being able to increase skills and competencies, applying new learning to tasks, becoming better through learning)



What motivates you and those you work with?

10 Tips:

1. Model the Way.
2. Encourage the Heart. Reward good behavior. Say “thank you”
3. Enable others to act. Give people appropriate responsibilities and the autonomy they need.
4. Keep everyone informed. Open, honest, transparent communication.
5. Let others be part of planning and problem solving.
6. Promote commitment. Set SMART goals WITH your team rather than FOR your team.
7. Ask for feedback, suggestions, ideas.
8. Take time to build trusting relationships. Learn what motivates each team member.
9. Inspire a shared vision. Develop excitement and team spirit. Create engaging climate. Find your charisma
10. Express concerns in private. Praise in public.



Accountability vs. Responsibility

Accountability - an acknowledgement and internalization of a sense of ownership for a task and the willingness to face the consequences that come with success or failure

Responsibility - you may be delegated the responsibility for a task by a boss, the leader, or by virtue of the position



3 Levels of Commitment towards Accountability

1. Engagement

Enthusiastically involved on cognitive, emotional and behavioral level

Sees connection of their work to larger goals and mission

2. Empowerment

Transition level that allows ownership of work and engagement in complex decisions

In order to empower: avoid micromanagement. Allow ownership. Communicate expectations and goals with respect for abilities

3. Accountability

Occurs when there is a deeper relationship between leader and follower

The follower/leader who is accountable will make decisions and own the consequences of those decisions regardless of whether the results turn out to be positive or negative.

What is your level of accountability and responsibility to the Accelerator program?





Next Session: Situational Leadership and Organizational Culture

Journal Reflection Questions : spend some time thinking and writing about these questions:

1. Where do you find the greatest challenge in working with your staff, board, volunteers?
2. How have you intentionally worked to build trust with your staff, volunteers, board members?
3. Describe a time when conflict or disagreement was managed well? When it was not?
4. Commitment has to go beyond the mission to the actual work. Why and how?
5. What is the difference between accountability and responsibility?
6. What are some ways to underscore focus on desired outcomes?
7. Think about how you build influence? Where do you need more work? Political Savvy? Self-promotion? Trust building or Leveraging networks?