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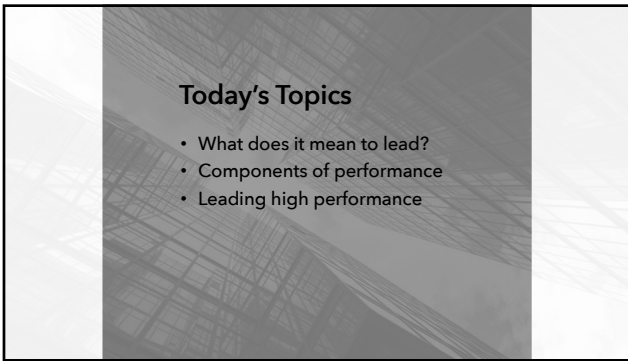
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**Leadership...**



**Leadership is a process of influence, which catalyzes the efforts of others, towards the achievement of a goal.**

~UPenn Leadership Institute

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**Components**

- Strong communication
  - Clear expectations
  - Ability to navigate conflict
- Self awareness
- Coaching and development



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**How will this help you?**



- Personal development
- A better work environment; higher degree of trust between coworkers
- Advancement opportunities/more money
- Higher performance and faster recovery from setbacks

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**Ensuring Understanding**

- Leverage repetition, 1<sup>st</sup> and last
- Have your listener recap
- Allow time for Q&A

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Most people don't listen with the intent to **understand**; they listen with the intent to **reply**.

**Huh?**

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How do you want to communicate when coming together to accomplish tasks, share information, plan, and solve problems?

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### Sample Ground Rules

- We talk about results and outcomes, not personalities
- We view mistakes as a learning opportunity
- We listen to each other
- We prioritize the team over individual goals
- If we have something to say, we say it



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### Ground Rules

What are yours...?



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### Self-Awareness

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DEFINITION



**Self-awareness (noun)**

The ability to see yourself clearly and objectively.

~Merriam-Webster Dictionary

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**Expanding Self-Awareness**

- Self assessment and reflection
- Input from others (friends, co-workers, supervisors)
- Track goals, plans and progress

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**Self Reflection**

- What am I trying to achieve?
- What am I doing that is working?
- What am I doing that is slowing me down?
- What can I do to change?

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**Feedback is.....?**

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**Feedback is.....!**

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**Discouraging Feedback**

**Do you have any questions?**

**What do you think of the plan?**

**Does this sound like it would work?**

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**Encouraging Feedback**



**What questions do you have?**

**What are some things I've missed?**

**What are three ways this could fail?**

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**Track goals and progress**



• Write down what you want to do or achieve; be specific

• Include timelines

• Review on a regular basis to chart progress

- What helped you get there?
- What got in the way?
- How can you apply this to the next goal?

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**Conflict**

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**Mindset**

- Assume positive intent - choose to believe in the goodness of your colleagues
- Curiosity is key - be curious about where others are coming from
- Listen with the intent to truly understand

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**Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.**

Viktor E. Frankl

Consider: How do I want to respond?

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**Leveraging the 'space'**

- What's in the best interest of the team/city/community?
- What would make us better?
- If I do/say this, what will the impact be? Does it move us forward? Backward? Keep us stuck?



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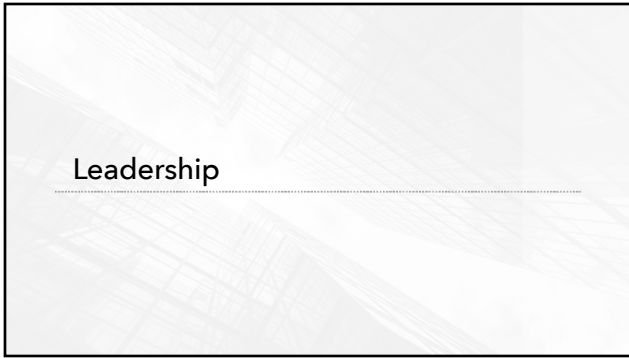
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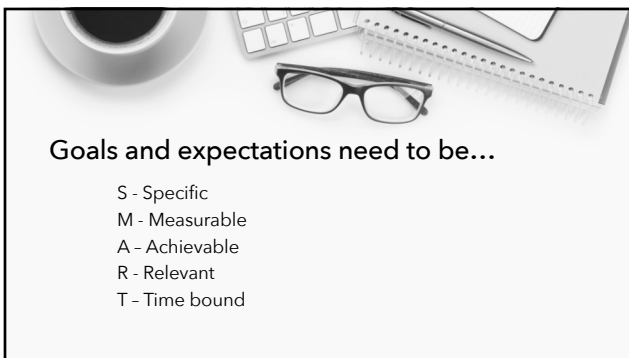
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**SMART?**

- 15% reduction in safety-related incidents within the next six months.
- Do a better job of noticing what's out of place and fixing it.
- Provide great service to our customers.
- Achieve 100% compliance with training requirements.
- When you close out your shift, make sure everything is ready for the next day.



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**Great Feedback Is:**

- Specific
- Frequent
- Outcome oriented
- Timely
- Two-way

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**A COACHING APPROACH**

1. What are we aiming for; what's the outcome we want? (Or - here is what success looks like.)
2. Where are you in relation to the target?
3. What do you need to resolve in order to hit the mark?
4. What are the steps in the process?
5. Where should you start?
6. When will you take that step?
7. What support do you need?

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**Debriefs as a Strategy**



- What were we trying to accomplish?
- Where did we hit or miss our objectives
- What caused our results?
- What should we stop, start and continue doing? (Capture and codify the learning)

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**CARLSBAD...2022+**



THE BEST WAY TO PREDICT THE FUTURE IS TO INVENT IT.

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**Closing Exercise**

- Identify one thing you want to work to implement ... or re-commit to
- How will it help your team?



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