LEADERSHIP IS EXHAUSTING: HOW TO OVERCOME THE HURDLES AND ENJOY IT

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WHO MAKES JOINT PIVOT WORK

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President & Co-founder

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About JointPivot

Partnering with business leaders to dig down to the root cause of their issues, solving problems and creating opportunity right at the pivot point.

Using our training and experience we deliver creative plans and solutions, utilizing our talent or training yours.
What We Do

Doing

• Strategic Planning Sessions
• Continuous Improvement Projects
• Full Service Project Management
• Change Management Planning
• Individual and Executive Coaching
• Employee and Leader Development

Speaking

• Keynote Presentations
• Workshops
• Conference Sessions
• Employee and Customer Events
• Professional Meet Ups

Teaching

• Customized Curriculum Development
• Onsite or Online Training Options
• Lean and Six Sigma Programs
• Project Management
• Employee and Leader Development
• Change Management at all Levels
Topics and Expectations

What We’ll Review & What You’ll Leave With

The Good & Bad of Being a Leader
What Does Leadership Actually Mean?
Planning To Be Successful – Interactive Worksheets
Introduction to Behavioral Based Motivation
Interactive – Join in on the fun!
3 Part Series – Part II

Goal: Well rounded understanding and application

#1 The Value Of Creating Culture In Your Company And Using It To Build Success

#2 Leadership Is Exhausting: How To Overcome The Hurdle And Enjoy It

#3 Using Your Culture To Hire, Onboard, Lead And Offboard
Part I Recap

Creating Culture with Values, Principles and Behaviors
# The Value in Values

<table>
<thead>
<tr>
<th>Category</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help With Consistent Decision Making</td>
<td>- Align to company goals and vision</td>
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<tr>
<td></td>
<td>- Provide moral direction</td>
</tr>
<tr>
<td>Improve Employee Communication</td>
<td>- Ensure consistent, meaningful and clear communication</td>
</tr>
<tr>
<td>Direct Impact on Employee Motivation and Engagement</td>
<td>- Improved understanding helps motivate the team to work hard</td>
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<td>er to demonstrate and achieve them</td>
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<td>- They know what is expected of them</td>
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<tr>
<td>Customer and Clients Understand What Your Company Stands For</td>
<td>- Improve alignment and create relationships</td>
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<td>- Competitive advantage</td>
</tr>
<tr>
<td>Attract and Retain Top Talent</td>
<td>- Useful in entire employee lifecycle</td>
</tr>
<tr>
<td>Consistent Communication, Rewards and Recognition</td>
<td>- Common values and beliefs support messaging and motivation</td>
</tr>
</tbody>
</table>
Principles

Help clarify company values and objectives in relation to working towards your company mission, purpose and strategy

- Extension of values
- Describe the How
- Operational Activity
- Tagline or Saying
Behaviors and Expectations

Adding more description to ensure understanding and support predictive results.

- Clear expectations
- Removes ambiguity
- Adjusts past experiences
- Tie into everyday activity
- Used for motivation and recognition
# Creating Predicable Results

<table>
<thead>
<tr>
<th>Purpose:</th>
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<tbody>
<tr>
<td>Vision:</td>
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<tr>
<td>Mission:</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Value</th>
<th>Supporting Statements</th>
<th>Leader Expectations (What to Do)</th>
<th>On-The-Job Behaviors (What this looks like)</th>
</tr>
</thead>
<tbody>
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<table>
<thead>
<tr>
<th>Principle #1</th>
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<tbody>
<tr>
<td>Principle #2</td>
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<td>Principle #3</td>
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<tr>
<td>Principle #4</td>
</tr>
<tr>
<td>Principle #5</td>
</tr>
</tbody>
</table>
What Does It Feel Like?

Leaders Who Serve, Develop, Practice, Learn, Listen

Accountability

Challenging Goals

Learning Centered

Trust and Respect

Workplace Involvement

Diversity
Leadership Definitions

Noun, Adjective OR Verb?

1. The **action** of leading a group of people or an organization\(^1\).

2. **Art of motivating** a group of people to act toward achieving a **common goal**\(^2\).

3. A **process** whereby an individual influences a group of individuals to accomplish a common goal\(^3\).

4. A person **influences others through social influence, not power**, to get something accomplished (bosses use power to get things done)\(^4\).
POLL #1

Can anyone be a leader?

Yes
Maybe
No
What Good Looks Like

Not Limited to the below

- Serves the needs of the team
- Listening
- Developing
- Coaching & Motivating
- Always Learning
- Admits Fault
- Accepts Mistakes
- Teaching & Challenging
- Confronts Issues
- Engaged
- Guides without answers
- Confident
- Emotionally Stable
- Accountable & Responsible
- Authentic
- Genuine
- Clear Goals
- Honest/Integrity
- Inspirational
- Influencer
- Self Aware
- Hires Talent
Leadership Goal

EXPORT TALENT
When It’s Bad ...........

The list is endless

- Instills Fear vs inspiration
- Task Oriented
- Micro-manager
- Boastful
- Places Blame
- Surrounded by yes people
- Run from conflict
- Command and control
- Hypocrisy
- No development
- Slow to adapt
- Take credit
- No empathy
- Quick to judge
POLL #2

Has anyone ever demonstrated the ‘not so good’ attributes?

Be honest!

Yes
Maybe, a little
No
Truth

Leadership is a 24/7, 365 days a year job

EXHAUSTING  REWARDING  EXCITING  PRIVILEGE

HUMBLING  DEVELOPING  CONSTANT  LEARNING
Strategies to Make It Less Stressful

Understand your goals
- Work backwards to confirm inputs (activity & manpower), plant recognition, consistent communication

Daily, Weekly, Monthly
- Remove ambiguity, focus your time on what’s valuable, be ready for the unknown

Do It, Delegate it, Defer It, Delete It
- It’s applicable to more than your inbox

Roles, Responsibilities, Competencies, Behavior
- How can you coach, motivate or develop when you don’t know what you expect?

Prep for Almost Any Situation
- Ensure professionalism, confidence and positive outcome
Behavioral Based Motivation

Motivation
• Our drive or **willingness to do something**. In the workplace, things like achievement, power, social status, growth and even fear motivate employees to perform.⁵

Behavior-based theory of motivation
• Contends that by **manipulating certain behaviors in employees, they are more or less likely to perform**.⁵
Behavioral Based Motivation

Linking Behaviors to Results

- Executive Behaviors
- Manager Behaviors
- Employee Behaviors
- Leading Indicators
- Results
Behavioral Based Motivation

Customer Service Example

**Executive Behaviors**
- Communicate customer service expectations
- Create positive accountability for managers
- Reinforce behavior

**Manager Behaviors**
- Coach team through frequent feedback
- Ask open ended questions
- Weekly debrief
- Provide resources

**Employee Behaviors**
- 2 Hour follow up window
- Does research to understand customer business issues
- Asks questions and listens during calls with customers more than talking

**Leading Indicators**
- Increase customer requests for support
- Customers talk about trusted advisor
- Refers other opportunities

**Results**
- Customer satisfaction score
- Customer retention
Why Spend The Time?

Creates *alignment* of efforts towards the critical business drivers

Identifies *unique roles* and responsibilities for all levels

Ensures people *spend more of their time on the most effective strategies*

Outlines *shaping plans* and focuses attention on progress and improvement
Discretionary Effort

"Discretionary effort is the level of effort people could give if they wanted to, but above and beyond the minimum required." – Aubrey C. Daniels, Ph.D.

![The Discretionary Effort Model](https://www.aubreydaniels.com/discretionary-effort#:~:text=%22Discretionary%20effort%20is%20the%20level,in%20trouble%20(negative%20reinforcement).

Figure 1. The Discretionary Effort Model. From Aubrey Daniels International. Retrieved from https://www.aubreydaniels.com/discretionary-effort#:~:text=%22Discretionary%20effort%20is%20the%20level,in%20trouble%20(negative%20reinforcement).
Poll #3

When you hear the word ‘Consequence’, do you think of something Positively or Negatively?
Definition

Consequence: känsikwəns / Noun

▪ A result or effect of an action or condition
Increase The Desired Behavior

Decrease/Extinguish The Rest

- Positive Reinforcement
- Negative Reinforcement
- Punishment
- Penalty
Side Effects

Positive Reinforcement

- Higher morale, productivity
- Increased teamwork, engagement
- Reduced turnover
- High trust
- Collaborative environment
- Willingness to talk openly

Negative Reinforcement, Punishment & Penalty

- Procrastination
- Avoidance
- Lower morale, productivity
- Lower trust
- Us vs Them
- Desire to retaliate
Categories of Consequences

- TANGIBLE
- SOCIAL
- NATURAL AND WORK PROCESS
- ACTIVITY
- DATA / GRAPHIC FEEDBACK
Intention vs Impact

**Intention:** a thing intended; an aim or plan

**Impact:** have a strong effect on someone or something
Shaping Behavior

Positively reinforcing successive activities toward a goal

How?

- Look for small improvements
- Positively reinforce any improvement
- Set goals just above where someone is performing
- Never stop reinforcing
Timing is Everything

Direction
Positive
Negative

Timing
Immediate
Future

Probability
Certain
Uncertain

PIC/NIC Concept adapted from Aubrey Daniels International
Plan to Win – Shaping Those Around You

<table>
<thead>
<tr>
<th>My Coaching Plan</th>
<th>What Actually Happened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performer</td>
<td>Desired Result</td>
</tr>
</tbody>
</table>

**Why use a template?**

1. Documented
2. Repeatable
3. Visual
4. Accountable
5. Process
# How To Use It

<table>
<thead>
<tr>
<th>My Coaching Plan</th>
<th>What Actually Happened</th>
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<tbody>
<tr>
<td>Performer</td>
<td>What you Said/Asked</td>
</tr>
<tr>
<td>Desired Result</td>
<td>Reaction / Impact</td>
</tr>
<tr>
<td>Desired Behaviors</td>
<td>(Results &amp; Behavior)</td>
</tr>
<tr>
<td></td>
<td>Your Next Steps</td>
</tr>
</tbody>
</table>

1. **Who**
   Someone on your team, counterpart, mentee, etc.

2. **What is the expectation?**
   Think about the individuals role and expectations you've planted

3. **Document the expectations**
   What actions would you like to see?

4. **What Really came out of your mouth?**

5. **Did you have an impact? Or did your intentions miss the mark?**

6. **Wash/Rinse/Repeat?**
   Follow up? Change tactic? Ask for help?
# Example #1 – Reduce Chaos

<table>
<thead>
<tr>
<th>Performer</th>
<th>Desired Result</th>
<th>Desired Behaviors</th>
<th>What You Said/Asked</th>
<th>Reaction / Impact (Results &amp; Behavior)</th>
<th>Your Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim</td>
<td>Stop the chaos</td>
<td>Intervene</td>
<td>Talked about a real example between Joe and Jane - Who de-railed a meeting with an argument. Everyone left confused, no resolution. How would you handle it if it happened again? What will you do next time before, during and after the meeting?</td>
<td>Immediately: Didn’t know how to solve, scared of situation, unsure what to do. We roll played, and discussed his role as the PM and how to prevent the meeting from turning into chaos</td>
<td>Follow up with Jim. Talk to the project team about how things are going and for insight to help. Continue to work with Jim to predict where meetings get off track and have him practice control and ownership.</td>
</tr>
</tbody>
</table>
# Example #2 – Challenging Others for Growth

<table>
<thead>
<tr>
<th>Performer</th>
<th>Desired Result</th>
<th>Desired Behaviors</th>
<th>What You Said/Asked</th>
<th>Reaction / Impact (Results &amp; Behavior)</th>
<th>Your Next Steps</th>
</tr>
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</table>
| Jane      | Enhance question asking - challenge people out of their comfort zone, to improve overall output and thoroughness of strategic planning sessions | More open ended questions Inquisitive Push people to think through actions and results | Complimented ability to handle a large room of leaders, and keep things moving forward without hiccups. Would like you to challenge the team to be more strategic, innovative. Keep the challenge goal in front of Joe, and ask him how he will get there, ask how it will impact the results, walk me through how you will lead the team to move the needle. And what happens if something goes awry? | We role played a bit, to see how the Q/A would flow. In next session, more excitement from Jane - for challenging the individuals, but slight exhaustion from the team for having to get into the details and do a better job of planning, and thinking about their role as a leader in the activity. | Get feedback from leaders on the results. Continue to monitor business units goals and accomplishments. Find some articles, blogs and books to read to help improve 'challenging others'.
Plan to Win In Unexpected Situations

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Why is this scenario a problem?</th>
<th>What is immediate reaction?</th>
<th>Body language</th>
<th>Pre planned plan of action</th>
<th>Questions to be ready to ask? (if applicable)</th>
</tr>
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</table>

Use this version to help yourself plan and become a better leader!
<table>
<thead>
<tr>
<th>Issue</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario</td>
<td>Why is this scenario a problem?</td>
</tr>
<tr>
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</tbody>
</table>

(1) Brainstorm:
- a. Miserable encounters from the past
- b. Predict future ones you want to avoid
- c. Recognition opportunities

(2) Magnitude
Understand the impact of this issue to help with prioritization and resources to help

(3) History has shown......
What is your normal reaction both verbal and non verbal

(4) What Should Your non verbal response be?
Brainstorm ways to demonstrate confidence, calmness and behavior that appropriately matches the situation

(5) Plan for Success
a) Who needs to be included?
b) Who needs to know?
c) What’s worked in the past?
d) What could work in the future?

(6) Finish With A Bang – Solve problem, Then Lessons Learned
a) How to fix?
b) What can I do to help?
c) Do we need resources?
d) Walk me through your thought process?
e) How would you proceed?
(Open ended questions to get them to the desired result)
## Example 1: Unfair Blame?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Issue</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Someone places the blame on you in a meeting with other leaders</td>
<td><strong>Why is this scenario a problem?</strong> Looks and feels terrible for your brand! People could be misinformed, or could be a large issue with your performance.</td>
<td><strong>Immediate reaction?</strong> Freak out! Shaking head. Bug eyes. Exasperation! Random noises and outburst. <strong>Body language</strong> Deep breath. Show them your confident handling the situation. <strong>Pre planned plan of action</strong> Acknowledge the statement. Ask preplanned questions &amp; think of additional items to clarify the situation. Don't make excuses. Maybe they don't know the whole story. Focus on moving forward vs shifting the blame. Post meeting, reach out to individual calling you out to come to a truce/agreement. Be the bigger person. <strong>Questions to be ready to ask? (if applicable)</strong> 1. If deserving of the blame - own it. Limit excuses. Move forward with next steps, what you learned, and what you'll do differently next time. 2. Ask why they put the fault on you. Get them to walk through the entire scenario. If they cannot, paint the picture of the issue, where something failed, figure out root cause and help everyone move forward to either solve the problem, or suggest lessons learned so it doesn't happen again.</td>
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</table>
## Example 2: Rise and Solve

<table>
<thead>
<tr>
<th>Issue</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scenario</strong></td>
<td><strong>Why is this scenario a problem?</strong></td>
</tr>
<tr>
<td>Supplier dropped the ball / Major project</td>
<td>Cannot provide product to customer</td>
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<tr>
<td>milestone failed</td>
<td>Pure frustration! Random emails, lots of phone calls, possibly yelling</td>
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<tr>
<td></td>
<td>and swearing</td>
</tr>
<tr>
<td><strong>Body language</strong></td>
<td><strong>Pre planned plan of action</strong></td>
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<tr>
<td></td>
<td>Tell whomever needs to know ASAP - Business leader</td>
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<td>Get the right team engaged, people lined up to launch, etc.</td>
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<td>Assemble (pre identified) team to help expedite, work around, problem</td>
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<tr>
<td></td>
<td>solve, etc.</td>
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<td></td>
<td>Identify date/time when customer needs to be called.</td>
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<td></td>
<td>First questions around solving the problem - Open ending questions to get</td>
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<tr>
<td></td>
<td>to the root cause.</td>
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<td></td>
<td>2nd set is to figure out what happened, assemble team to improve</td>
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<td>process/communication/etc. to avoid this in the future.</td>
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# Example 3: Missed Deadline

<table>
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<tr>
<th>Issue</th>
<th>Response</th>
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<tbody>
<tr>
<td><strong>Scenario</strong></td>
<td><strong>Why is this scenario a problem?</strong></td>
</tr>
<tr>
<td>Customer was expecting, and now can’t proceed, may give us a bad rating</td>
<td>Customer was expecting, and now can’t proceed, may give us a bad rating</td>
</tr>
<tr>
<td>Customer was expecting, and now can’t proceed, may give us a bad rating</td>
<td>Frustrating, grunt, shaking of head.</td>
</tr>
<tr>
<td>Customer was expecting, and now can’t proceed, may give us a bad rating</td>
<td>Firm, non-judge face, calm arms</td>
</tr>
<tr>
<td>Customer was expecting, and now can’t proceed, may give us a bad rating</td>
<td>Brainstorm methods to get it done ASAP. Pull additional support if available. CALL the customer to let them know if you will not meet the deadline and inform them of your plan. Apologize and accept ownership.</td>
</tr>
<tr>
<td>Customer was expecting, and now can’t proceed, may give us a bad rating</td>
<td>How much did you get finished? How much longer do you need? What can I help with?</td>
</tr>
<tr>
<td>Customer was expecting, and now can’t proceed, may give us a bad rating</td>
<td>Lesson Learned: What didn’t you have that would have helped? What do we do next time to raise a flag earlier?</td>
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## Example 4: Sheer Chaos!!

<table>
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<th>Issue</th>
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</thead>
<tbody>
<tr>
<td><strong>Scenario</strong></td>
<td><strong>Response</strong></td>
</tr>
<tr>
<td>Your day/week has gone to complete disarray with LOTS of issues and a new one just popped up</td>
<td><strong>Issue</strong></td>
</tr>
<tr>
<td>Why is this scenario a problem?</td>
<td>What is immediate reaction?</td>
</tr>
<tr>
<td>Your work won't be completed. You aren't spending time with your team. You're not following up on key tasks, etc.</td>
<td>Frustration, potential raised voice, focus on immediate fire and let all other things drop. Maybe go home and (Gasp) Yell at the kids for no reason!</td>
</tr>
</tbody>
</table>
## Example 5 & 6: Proud Leader

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Why is this scenario a problem?</th>
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<th>Questions to be ready to ask? (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee handled presentation like a champ</td>
<td>It’s not! But we need to reinforce the amazingness</td>
<td>High 5, pride, satisfied, give feedback immediately</td>
<td>High 5, excitement, satisfied</td>
<td>Be ready to compliment what went well, what behavior they demonstrated that made it go well, and why this results is positive consequences.</td>
<td>How did you prep? Practice? Anything you would do differently? Anything we can take back to the team and share? Why did it go so well?</td>
</tr>
<tr>
<td>Team member stepped up when supplier dropped the ball</td>
<td>It’s not! But we need to reinforce the amazingness</td>
<td>High 5, proud, satisfied give feedback immediately</td>
<td>Positive, confident, appreciative</td>
<td>Be ready to compliment what went well, what behavior they demonstrated that made it go well, and why this results is positive consequences.</td>
<td>How did you recognize this was a problem? How to prevent it in the future?</td>
</tr>
</tbody>
</table>
Next Steps

It’s On You...........

**Brainstorm**
- Troublesome and rewarding
- Positive and negative
- Past or potential interactions for the future
- You left wishing you handled it differently

**Observe**
- What do you admire?
- What would you never do?
- Who’s using the values well to drive behavior?

**Past responses**
- What would you do differently?

**Fill out the forms**
- Modify it to fit you

**Continue to Learn**
- Keep observing
- Remember stories to share to help influence
- Ask for feedback
- Change, evolve, grow and constantly, positively impact those around you
#1 The Value Of Creating Culture In Your Company And Using It To Build Success

#2 Leadership Is Exhausting: How To Overcome The Hurdle And Enjoy It

#3 Using Your Culture To Hire, Onboard, Lead And Offboard
Like What You Heard?

Want something more?

Contact us for customized solutions to meet your specific needs

Experiencing pain at work daily?

Flavor of the day
Inconsistent results
Low motivation
Trouble formulating a cohesive, workable plan?
Not sleeping at night, worried about what’s around the corner?
References

1. Oxford Dictionary


