



# Soar<sup>to</sup> Great Heights

NEW  
LOCATION

Renaissance St. Louis Airport Hotel

May 20, 2014

Quickly!

Write down three words that come to mind  
when you hear the word:

# Circus

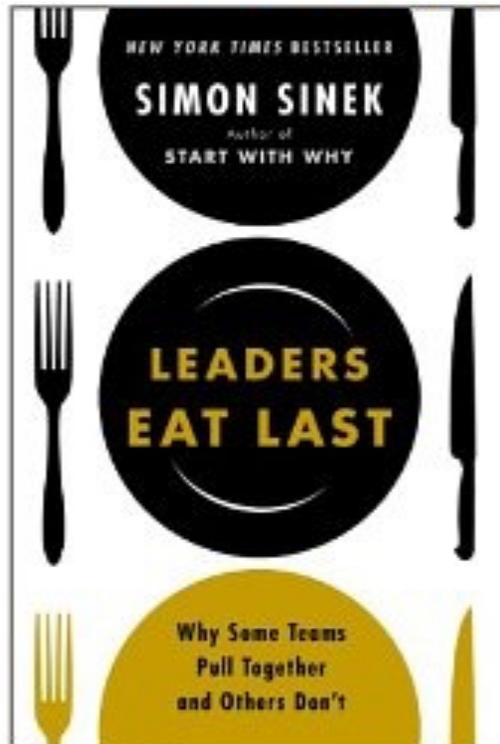
Quickly!

Write down three words that come to mind when you hear the word:

# Leadership



# The Leadership Buffet



“I know of no case study in history that describes an organization that has been managed out of a crisis. Every single one of them was led. Yet a good number of our educational institutions and training programs today are focused not on developing great leaders but on training effective managers.”

--Simon Sinek  
“Leaders Eat Last”

## The challenge of learning to lead:

- \$14 billion spent annually on leadership development
- Colleges, universities offer hundreds of courses
- A customized leadership development programs by a top business school can reach upwards of \$150,000

-McKinsey Quarterly, January 2014

“Why leadership-development programs fail”

Pierre Gurdjian, Thomas Halbeisen, Kevin Lane

## The challenge of learning to lead:

- In a survey of 500 top executives,
  - one in three rated leadership development as a current and future priority.
  - More than 60 percent said leadership development was their top concern
  - 30% of companies admit a failure due to a lack of leaders with the right capabilities.

McKinsey Quarterly, January 2014

“Why leadership-development programs fail”

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# Leadership Defined

“Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.”

--Kevin Kruse  
Forbes.com, April 9, 2013

- Leadership stems from *social* influence, not authority or power
- Leadership requires others, and that implies they don't need to be “direct reports”
- No mention of personality traits, attributes, or even a title; there are many styles, many paths, to effective leadership
- It includes *a goal*, not influence with no intended outcome

“Executive presence is not just a measure of performance: After all, it’s a given that every entry-level hire is ready to work hard and excel – that’s why you all were hired. Rather, executive presence is a measure of image: whether you signal to others that you ‘have what it takes,’ that you’re leadership material.”

--Sylvia Ann Hewlett  
Chairman and CEO of the Center for Talent  
Innovation  
Harvard Business Review Blog

April 29, 2014  
 MUELLER  
COMMUNICATIONS

# Research from the Center for Talent Innovation:

- **Gravitas**

- 67% of the 268 senior executives said gravitas is what really matters to move to a leadership position.
- Gravitas is about signaling that you have the confidence and credibility to get your point across, create buy-in.

# Research from the Center for Talent Innovation:

- **Communication**

- People know you have gravitas because you *communicate* the authority of a leader through your bearing, speaking skills, and ability to command a room.
- 28% of executives surveyed put communication at the top of the list of leadership materials.



# Managing Conflict

- Awareness: Examine yourself, then ask if your team trusts you
- Communicate: Be aware of vocal tones,
  - What do you want?
  - What do you want?
  - What do you want?
  - What do you want?

Sometimes conflict can unify, create great ideas.

# 5 Steps For Team-Based Project Planning

1. Overview that summarizes goals, objectives
2. Work divided into tasks and order for completion
3. Tasks assigned to each team member
4. Execute the plan, track progress
5. Closeout report that compares goals, objectives to final outcome

# Inclusiveness

When a team appreciates diversity, everyone is included:

- Skills, experiences contribute to success
- A more fulfilling, satisfying experience will be recognized, appreciated by the team

When you lead,

- Make sure everyone has opportunity to contribute
- Recognize individual, team achievements

# Leading Change

- Recognize that change happens:
  - Anticipate change
  - Accept change
  - Move along with change
- Empower others to help you lead change:
  - Consider who needs to be involved
  - Build relationships through shared experiences

# 5 Stages of Team Development

1. **Forming:** Anxiety about trusting, demands of project.
2. **Storming:** Difficulties lead to confusion, frustration
3. **Norming:** Morale rises as issues are addressed and resolved
4. **Performing:** Clear roles, high performance, productivity and morale
5. **Adjourning:** Close out project, recognize accomplishment and contributions

# Teaching

- All leaders must teach, determine what and how team members need to learn
- Use EDGER method:
  - **E**xplain
  - **D**emonstrate
  - **G**uide
  - **E**nable
  - **R**einforce

# Problem Solving and Decision Making

- 5 steps of systematic problem solving:
  1. Clearly, simply describe the problem
  2. Gather data, information
  3. Determine most important factors contributing to the problem
  4. Determine what success looks like
  5. Create action steps that will lead to that success
- Three types of meetings:
  1. Brainstorm
  2. Informational
  3. Decision making

# Coaching and Mentoring

- Coaches...
  - Develop skills, capabilities
  - Provide resources
  - Support growth, progress
- Mentors...
  - Advise, support and/or guide
  - Provide trusted counsel, broader perspective
  - Provide focus on attitudes, emotional intelligence, individual and team values

# Communication

“Effective communication includes three parts: a speaker, a speech and a listener.”

--Aristotle

- Create a strategy and prepare your messages
- Be aware for barriers to effectiveness—lack of clarity, sincerity, authority
- Seek feedback

# Self Assessment

- **360-degree assessments:** help people discover differences between how they perceive themselves, how others perceive them
- **Giving feedback:** Ask if it's desired! Be helpful, specific, deal only with changeable behavior
- **Receiving feedback:** Seek it! Listen carefully, actively and empathetically.

# Valuing People, Leveraging Diversity

- Consider the nature of diversity and its importance.
- Value people who are outside our usual areas of comfort
- Encourage all to contribute talents, strengths
- Out of differences come inspirations, new ideas and new solutions.

# Listening to Learn

“Seek first to understand, then to be understood.”

--Steven Covey

- Listening is primary means for connecting with other people
- Listening provides the means to make decisions and solve problems





**Which leadership  
skill(s) are you  
strongest in?**

**In what areas do you  
need improvement?**

Change is inevitable, but...  
growth is optional.

Choose to lead and...  
grow!

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