

## Managing Your Primary Asset - Yourself

RRC Lunch and Learn

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## Managing Your Primary Asset (Yourself)

This session will....

- Reflect on the strengths of your leadership style
- Explore the unintended shadow side of your leadership style/strengths
- Learn tips to increase the effectiveness of your leadership style.

*"We all want to know how to make other people effective. But that's not the place to start. The place to start is 'how do I make myself effective?'"*  
Peter Drucker

## The Leader

Clear / Flexible  
Directive / Participatory  
Critical Analysis / Encouragement  
Conditional Respect / Unconditional Respect  
Management of Tasks / Leadership of People

## Work Styles

Individual - Team  
 Task - Relationship  
 Accuracy – Completion of Task  
 Competition - Collaboration  
 Planning - Taking Action  
 Stress – Tranquility  
 Individual Responsibility – Organizational Responsibility

## Types of issues (individual) you will face as a manager.

1. Misunderstanding
2. Disagreement
3. Problems that need to be managed (can't be resolved permanently)

## Case Study Reflection

Identify a manager/supervisor from your past that did not bring out the best in you and possibly your team.

1. What did the manager do well?
2. What did they do that did not work for you?

## Strength to Excess

Clever Sympathetic Flexible Affectionate Innovative		
Lead Challenge Stimulate Self-assured Eager		
Reserved Careful Even Cautious Systematic		
Responsive Concerned Innocent Hopeful Contemplative		

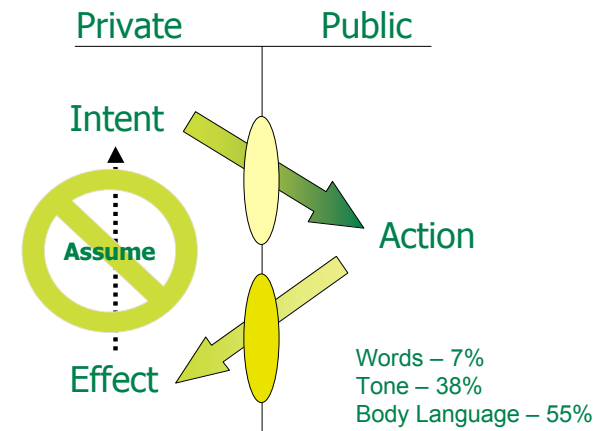
### Strength to Excess

	Tricky Fickle Inconsistent Fawning Changeable	Deceptive Wishy-washy Unreliable Groveling Erratic
	Dominate Argue Jar Unsympathetic Impatient	Oppress Fight Overwhelm Ruthless Driven
	Guard Inflexible Unfriendly Pessimistic Ritualistic	Unresponsive Obsessive Rejecting Defeated Compulsive
	Critical Fussy Gullible Disillusioned Defensive	Righteous Furious Victimized Despairing Martyred

### Strength to Excess

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1. All leadership styles have their strengths
2. Our style may change as stress increases ('stress shift').
3. All styles can move into 'too much of a good thing'.
4. We believe we are in our strength and others experience us in our excess.



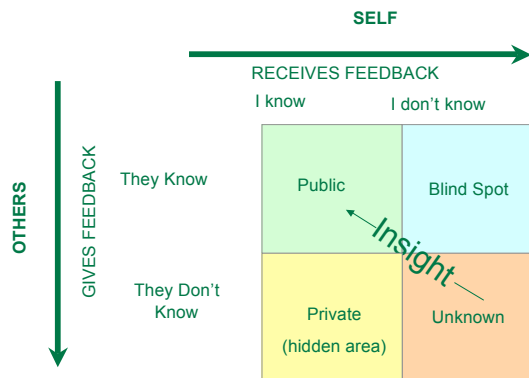
## Reflection

1. How do you lead? Does this change in ordinary times versus times of significant stress?
2. What do you excel at? (i.e. what do people affirm about your management style)?

## Reflection

1. Reflect on one or two times where you discovered (or hunch in retrospect) that you were overdoing your strength.

## Johari Window Model



## Value Orientations

- Action – getting things done
- Process – including people
- People – connecting + relating to people
- Idea – new possibilities

“We have to undo a 100 year old concept and convince our managers that their role is not to control people and stay ‘on top’ of things, but rather to guide, energize and excite.”

Jack Welch, CEO, General Electric

## The ‘What’ and ‘How’ of Leadership

### The What....

Strategic – Positioning the organization for the future  
 Operational – Focusing the organization on short-term results

### The How....

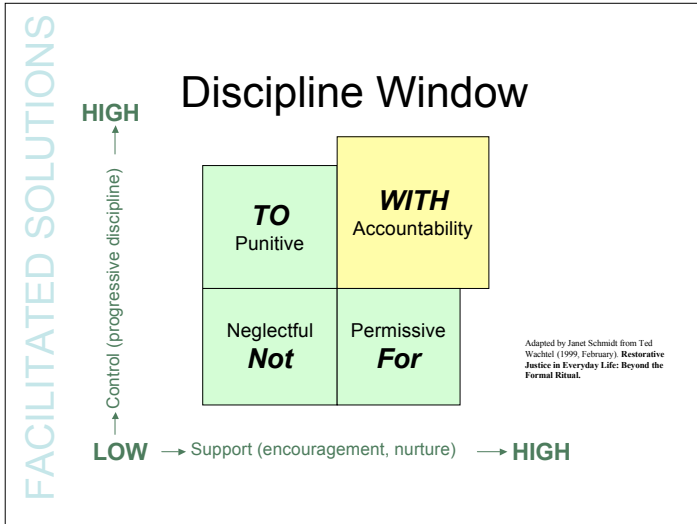
Forceful – Exercising influence on the basis of one’s own intellect and energy  
 Enabling – Creating conditions for other people to contribute

## The ‘How’ of Leadership

<p><b>Forceful:</b> Exercising influence on the basis of one’s own intellect and energy</p> <ul style="list-style-type: none"> <li>• Takes charge: takes initiative, gives direction</li> <li>• Declares/decides: takes a position and defends it</li> <li>• Pushes: sets high expectations and holds people accountable</li> </ul>	<p><b>Enabling:</b> Creating conditions for other people to contribute</p> <ul style="list-style-type: none"> <li>• Empowers: gives other people latitude to do their jobs</li> <li>• Listens/includes: seeks input, is open to influence</li> <li>• Supports: shows appreciation and sensitivity</li> </ul>
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Robert E. Kaplan + Robert B. Kaiser, Stop Overdoing Your Strengths, Harvard Business Review, 2009





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## Accountability

LOW	HEALTHY	EXCESS
-Freedom until you fail -No or superficial feedback -Fear of offending others	-Empowered in your role -Constructive feedback -Courage to engage others	-Do as I say -Critical feedback -Fear of other's agenda
-Disengaged -What's good for you -Hands off -Value unclear?	-Overseeing -What's good for us -Hand's joined -Relationship, process and product are valued	-Dictating -What's good for me -Hand's on -Product is valued

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## Acknowledge Your Overused Strengths

It's hard to spot strengths you're overdoing. The following practices can help:

- When coworkers give you the highest rating on a leadership behavior, this may indicate you're taking the behavior too far. 360-degree feedback doesn't capture overkill. Review the highest ratings on your most recent 360-degree report and ask yourself, "Is this too much of a good thing?"
- Ask coworkers three questions: "What should I do more? What should I do less? What should I continue unchanged?"
- Ask yourself, "Do I privately pride myself on being superior to other leaders in any way?" If so, this is precisely the attribute you're at risk of overdoing.
- If you're still not sure, ask your manager, honest employee, spouse/partner whether you're overdoing any strengths.
- Kaplan and Kaiser

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## Redirect Your Strengths

- Try to balance the strengths you're overdoing by doing a bit more of their opposite.

Example: A manager's strong preference for consensus building made for overly long meetings that tired her team's patience. Beyond a certain point, they wanted her to step in and decide. When she stopped shooting for agreement among the entire team and began settling for eight out of ten instead, her meetings became much more productive. The people who didn't agree accepted the majority's opinion and appreciated that their views had been considered. The entire team was glad that meetings no longer took so much time from their day.

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- Communication at Work
- Dealing with Difficult People
- Effective Feedback
- Coaching for Resolution
- High-Stakes Conversations