

FOUR SKILLS THAT MAKE OR BREAK LEADERS

Includes:

60 Minute MP3, Fully Edited Transcript, 13 page Fast Action Workbook – All Designed to Help You Replicate and Do What Great Leaders Do...



wake up
eager!



The Leader I Liked Best



The Leader I Liked the Least...





Strong Leadership and Communication: Gives You Competitive Advantage



Per 25
person team...



Increased profitability
Higher monthly revenue (\$80,000)



Increased customer loyalty
Lower turnover

Gallup Q 12 – Core Elements of Engagement – Twelve Questions Employees Ask:
Base Camp – “What do I get?”

1. Do I know what is expected of me at work?
2. Do I have the materials I need to do my work right?

Camp 1 – “What do I give?”

3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, boss or mentor at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?

Camp 2 – “Do I belong here?”

7. At work do my opinions count?
8. Does the vision/purpose of my company make me feel that my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?

Camp 3 – “How can we all grow?”

11. In the last six months, has someone at work talked to me about my progress?
12. This year, have I had opportunities at work to learn and grow?

First Break All the Rules, What Great Managers Do Differently by Marcus Buckingham

Order the book via this affiliate link on my site:

<http://www.pricelessprofessional.com/free-book-review-summaries.html>

“If you can create the kind of environment where employees answer positively to all twelve questions, then you will have built a great place to work.”

First Break All the Rules



What is Communication?

Three horizontal lines for writing an answer to the question above.

What is Leadership?

Three horizontal lines for writing an answer to the question above.

Four Foundational Skills: C. A. L. L.

Cultivate a *Positive Sense of Self* in Others

Address Problems Quickly by Focusing on *Intentions and Facts*

Lead by Inviting Input and Participation

Listen Aggressively

Have someone who will be honest with take the free online C.A.L.L. survey to give you feedback <http://www.pricelessprofessional.com/characteristic-of-leadership.html>

For a true 360 feedback report on this skills contact Suzie, suzie@pricelessprofessional.com



Cultivate a Positive Sense of Self in Others

Definition: The ability to sustain or build self-confidence in others

Exercise: Sustaining or Undermining Sense of Self?

Here are twelve statements made by leaders to team members. Put a (+) by the statements that will sustain the team member's sense of self. Put a (-) by the statements that will undermine a team member's sense of self and put a zero (0) by the statements that will neither sustain nor undermine the team member's sense of self.

- _____ 1. I think you may be right
- _____ 2. I just don't understand how someone with your experience could do a thing like that.
- _____ 3. We tried that a couple years ago, it never work.
- _____ 4. How do you think we should handle it?
- _____ 5. You've been late three times this month.
- _____ 6. Tell me more.
- _____ 7. I really blew that one, I'm sorry.
- _____ 8. What makes you think that would work?
- _____ 9. If you put your mind to it, you could do a bang-up job.
- _____ 10. You missed your quote this week by almost 10 percent.
- _____ 11. Please, take off your safety goggles.
- _____ 12. Don't get in my way.

Sense of Self: A measure of a person's awareness of "who" they are—the ability to discern one's own self-worth



Address Problems Quickly, Focus on Behaviors and Facts

Definition: The ability to quickly, specifically and factually discuss team member's performance

Behavior	Attitude
Facts	Opinion
Specific	General
Objective	Subjective
Rational	Emotional
Creates More Openness to Discussion...	Will Create Defensiveness...
What you see someone do –things you can see and hear	What you think someone is feeling or thinking...
Address this area, you can make more progress.	Address this area, you'll create more arguments.

*Self Test to Help You Stay Focused on Behaviors:
Did I actually see it? Did I actually hear it?*



Address Problems Quickly, Focus on Behaviors and Facts

Exercise: Practice Focusing on Behaviors and Facts

Below are leader descriptions of performance problems. Put a (B) next to the clear description of behavior by applying the self test.

Is this something I can actually see? Hear?

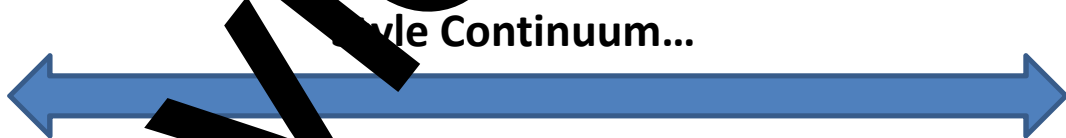
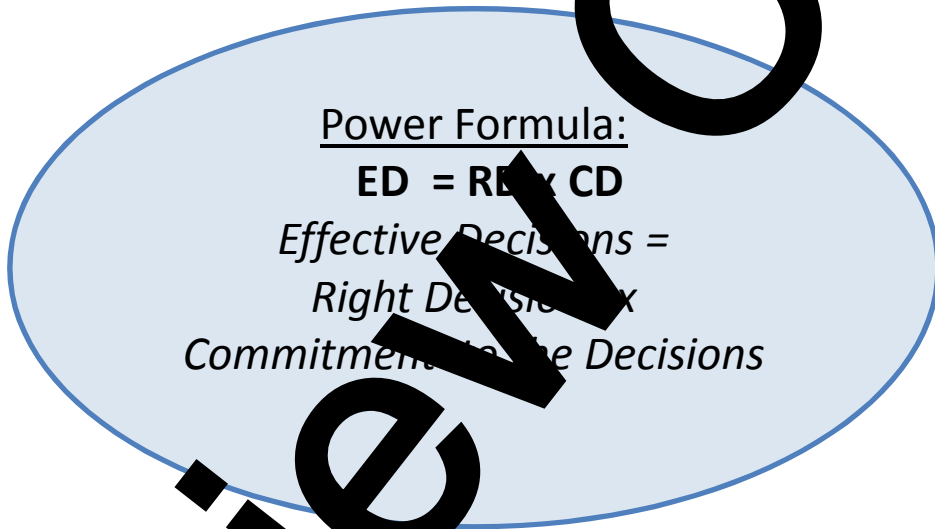
Review the guidelines for behaviors on the previous page.

- 1) Helen is not conscientious about filling out the sales staff's weekly sales reports.
- 2) Frank's weakness as a salesman is mainly as a result of his inability to close a sale.
- 3) Judy produces more assemblies with fewer rejects than any other person on the line.
- 4) Don has been late six times this month, and that is not acceptable performance.
- 5) The trouble with Harry is that he never listens.



Lead by Inviting Input and Participation

Definition: The ability to improve connections, personal rapport and commitment by inviting participation and exchange of information and opinions



DICTATOR



Tightly Controlled
 Manager Decides
 Creates Enthusiasm & Low
 Commitment

INVOLVEMENT



Opinions are Shared & Heard
 Leader Makes Final Decision
 Creates Engagement &
 Commitment

DEMOCRATIC



Everybody Votes
 Majority Rules
 Creates Frustration &
 Confusion

Preview



Lead by Inviting Input and Participation

Here are eight sample leader actions.

Put a (+) by the actions that encourage team member participation. Then assign a grade (A+ to F) what you think your team would give around that action.

- ___ 1. Sharing information with team members.
- ___ 2. Solving team members' problems for them.
- ___ 3. Giving team members recognition for their contributions.
- ___ 4. Delegating a task to a team member.
- ___ 5. Involving team members in decision making.
- ___ 6. Asking team members for their ideas about a problem.
- ___ 7. Teasing team members, in a good-natured way, about their ideas.
- ___ 8. Asking team members for help.



Listen Aggressively

To hear with determination and energetic pursuit, demonstrating a desire to understand.

The best listener I've ever known is/was...

Here's how his/her listening well impacted me...

"The greatest compliment that was ever paid to me was when one asked me what I thought, and attended to my answer."

-Henry David Thoreau

Preview Copy



Listen Aggressively Exercise...

These are the habits we can unconsciously get into – see if you have any of this...

Rate Yourself: 1= Oops, I do this a lot; 2= I do this sometimes; 3= I never do this.

Pay attention to stopping your self @ anything you rate 1 or 2.

Rate Yourself	Top Negative Listening Habits for All
	<p>Faker --- All the outward signs are there: nodding, making eye contact giving the occasional uh- huh. However, the faker isn't concentrating on the speaker. His mind is elsewhere.</p>
	<p>The Interrupter ---- The interrupter doesn't allow the speaker to finish and doesn't ask clarifying questions or seek for more information from the speaker. He's too anxious to speak his words and shows little concern for the speaker.</p>
	<p>The Happy Hooker ---- The happy hooker uses the speaker's words only as a way to get to his message. Whenever the speaker says something, and frankly it could be anything, the happy hooker steals the focus and then changes to his own point of view, opinion, story or facts. Favorite hooker lines are, "Oh that's <i>nothing</i>, here's what happened to me..." "I remember when I was..."</p>
	<p>The Advice Giver --- Giving advice is sometimes helpful; however, at other times, this behavior interferes with good listening, because it does not allow the speaker to fully articulate his feelings or thoughts; it doesn't help the speaker solve her own problems, it cuts off her venting; it could also belittle the speaker by minimizing a concern with a quick solution. Well-placed advice is an important function in counseling and leading. However, advice given too quickly and at the wrong time is a barrier to the speaker.</p>
	<p>The Rebuttal Maker --- This listener only listens long enough to form a rebuttal. His point is to use the speaker's words against him. At his worst, he's argumentative and wants to prove you wrong. At the least, this person always wants to make the speaker see his point of view.</p>
	<p>The Intellectual or Logical Listener --- This person is always trying to interpret what the speaker is saying and why. He's judging the speaker's words and trying to fit them into his logic box. He rarely asks about the underlying feeling or emotion attached to a message.</p>



Listen Aggressively Skill Steps R.P.S.A.

REFLECT

Verify and Clarify

PROBE

Ask questions

SUPPORT

Express feelings of that you understand

ADVISE

Provide facts about situation



To learn more about **listening aggressively** and to hear an audio example, go to this article:

**The Forgotten Charismatic Leadership Skill:
Listening Aggressively**

<http://www.pricelessprofessional.com/charismatic-leadership.html>



My Action Plan

Three things I want to remember and/or actions I plan to take...

- 1)
- 2)
- 3)

Wake Up Eager Resources Pages:

- Comments, Questions and Suggestions About this Program:
<http://www.pricelessprofessional.com/what-is-communication.html>
- Free C. A. L. L. Online Skill Survey
<http://www.pricelessprofessional.com/characteristic-of-leadership.html>
- C. A. L. L. Articles, Memory Jogger Card & More...
<http://www.pricelessprofessional.com/characteristic-of-leadership.html>
- 360 Feedback Survey Tool/Software:
<http://www.pricelessprofessional.com/small-business-management-software.html>
- Additional Wake Up Eager Mastermind Mini-Workshops:
<http://www.pricelessprofessional.com/motivation-in-the-workplace-interviews.html>
- Free Online Wake Up Eager Quiz:
<http://www.pricelessprofessional.com/motivation-techniques.html>
- Free Team Building Activities:
<http://www.pricelessprofessional.com/free-team-building-activities.html>
- Contact Suzie Price, Wake Up Eager
<http://www.pricelessprofessional.com/contact.html>