

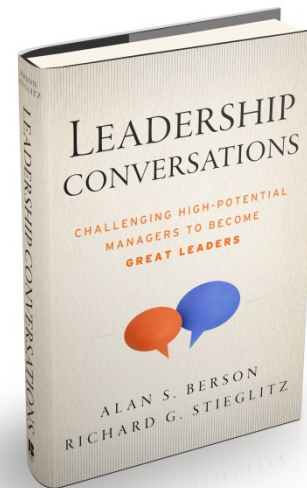
Thank you for joining:

***Management Mindset vs. Leadership Mindset***

***Create Your Unique Balance to go from Merely Surviving to  
Consistently Thriving.***

The webinar will begin shortly.

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## ***Management Mindset vs. Leadership Mindset***

***Presented by: Alan S. Berson***

**June 16, 2014**

**12 pm – 1pm EDT**

*“People will forget what you said.  
People will forget what you did.  
But people will never forget how  
you made them feel.”*

- Maya Angelou





# Today's Agenda

## Leadership and Conversations



"Leadership is the art of empowering enhanced results, while Management is the science of replicating previous successes."

Upon completing today's discussion, you will be able to:

- Be a **more effective leader** and **grow leaders** around you.
- Improve your ability to **Connect, Align and Inspire**
- Differentiate between the **management and leadership mindsets** and behaviors and balance them effectively.
- **Communicate** your leadership both verbally and in writing using the 3 perspectives and the 4 conversation types

# Great Leaders:





# Curiosity, Learning, and Leadership



## Curiosity is the Foundation of Leadership

- Curiosity Drives Learning
- Curiosity Empowers Leaders to Ask Great Questions and grow their Comfort Zone and **people**
- Learning leads to improved **thought leadership** and **vision**
- ❖ **Leaders are made, not just Born!**

# Conversation Philosophy/Brand



- As a starting point, here a few components to a proven Leadership Conversation philosophy:
  - Be **Direct**.
  - Be **Open**.
  - Be **Honest**.
  - Be **Caring**.



*How would you like to revise or add to this philosophy?*

# Setting the Tone



- The following represents not only a solid leadership tone but a choice you have to make as a leader:

- 1) Avoid Assumptions
- 2) Create Clarity
- 3) Positive Intentions
- 4) Impact of Mood
- 5) Courage and Character

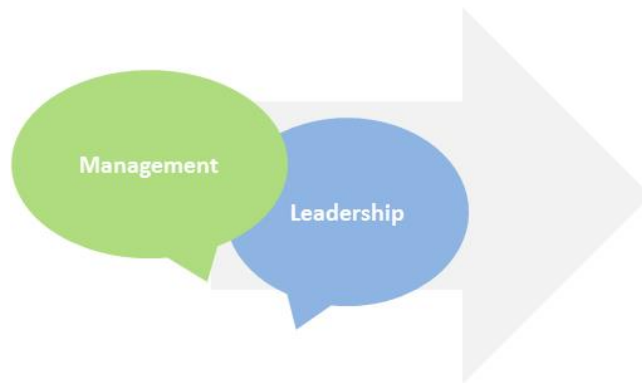


# The Leadership Conversations Model

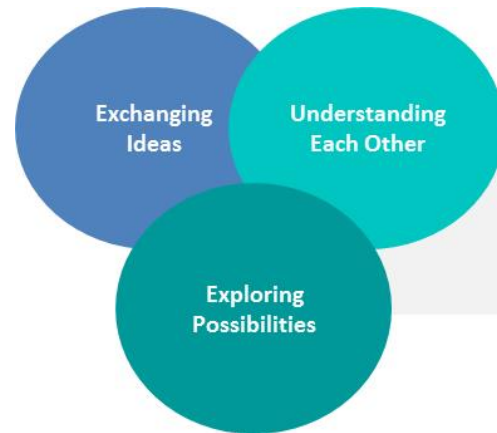


- Ensuring that you, your team and your organization achieve the best short- and long-term results through strategic use of Leadership Conversations.

## 2 Complementary Mindsets



## 3 Integrated Perspectives



## 4 Conversation Frameworks



# Human Beings & Human Doings



## Management Focus:

- Accomplishing Goals
- Following Processes
- Utilizing Best Practices

## Leadership Focus:

- People
- Vision
- Thought Leadership

# Two Complementary Mindsets

## *Conversation Mindsets*



Management Mindset		Leadership Mindset
Tightly Knit Team	M.....L	Large Stakeholder Group
Transactional Relationships	M.....L	Trusted Relationships
Leveraging Resources	M.....L	Leveraging People
Investing in Technology	M.....L	Investing in Developing People
Objectives and Tactics	M.....L	Global Vision and Strategy
Problem Oriented	M.....L	Opportunity Driven
Clearly Defined Boundaries	M.....L	Unlimited Possibilities
Executing the Agreed-on Plan	M.....L	Introducing New Action
Using Resources Efficiently	M.....L	Creating Additional Resources
Making the Numbers	M.....L	Focusing on People

# Two Complementary Mindsets

## Focus: *Last Three Months*



Management Mindset		Leadership Mindset
Tightly Knit Team	M.....X.....L	Large Stakeholder Group
Transactional Relationships	M.....X.....L	Trusted Relationships
Leveraging Resources	M.....X.....L	Leveraging People
Investing in Technology	M.....L	Investing in Developing People
Objectives and Tactics	M.....L	Global Vision and Strategy
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Using Resources Efficiently	M.....L	Creating Additional Resources
Making the Numbers	M.....L	Focusing on People

# Exercise: Who Is This?

## Part 1



Management Mindset		Leadership Mindset
Tightly Knit Team	M... <b>X</b> .....L	Large Stakeholder Group
Transactional Relationships	M..... <b>X</b> .....L	Trusted Relationships
Leveraging Resources	M... <b>X</b> .....L	Leveraging People
Investing in Technology	M..... <b>X</b> .....L	Investing in Developing People
Objectives and Tactics	M... <b>X</b> .....L	Global Vision and Strategy
Problem Oriented	M... <b>X</b> .....L	Opportunity Driven
Clearly Defined Boundaries	M... <b>X</b> .....L	Unlimited Possibilities
Executing the Agreed-on Plan	M... <b>X</b> .....L	Introducing New Action
Using Resources Efficiently	M.. <b>X</b> .....L	Creating Additional Resources
Making the Numbers	M.. <b>X</b> .....L	Focusing on People

# Exercise: Who Is This?

## Part 2



Management Mindset		Leadership Mindset
Tightly Knit Team	M.....X...L	Large Stakeholder Group
Transactional Relationships	M.....X.....L	Trusted Relationships
Leveraging Resources	M.....X..L	Leveraging People
Investing in Technology	M.....X.....L	Investing in Developing People
Objectives and Tactics	M.....X..L	Global Vision and Strategy
Problem Oriented	M.....X..L	Opportunity Driven
Clearly Defined Boundaries	M.....X.....L	Unlimited Possibilities
Executing the Agreed-on Plan	M.....X..L	Introducing New Action
Using Resources Efficiently	M.....X.....L	Creating Additional Resources
Making the Numbers	M.....X..L	Focusing on People

# Problems/Opportunities



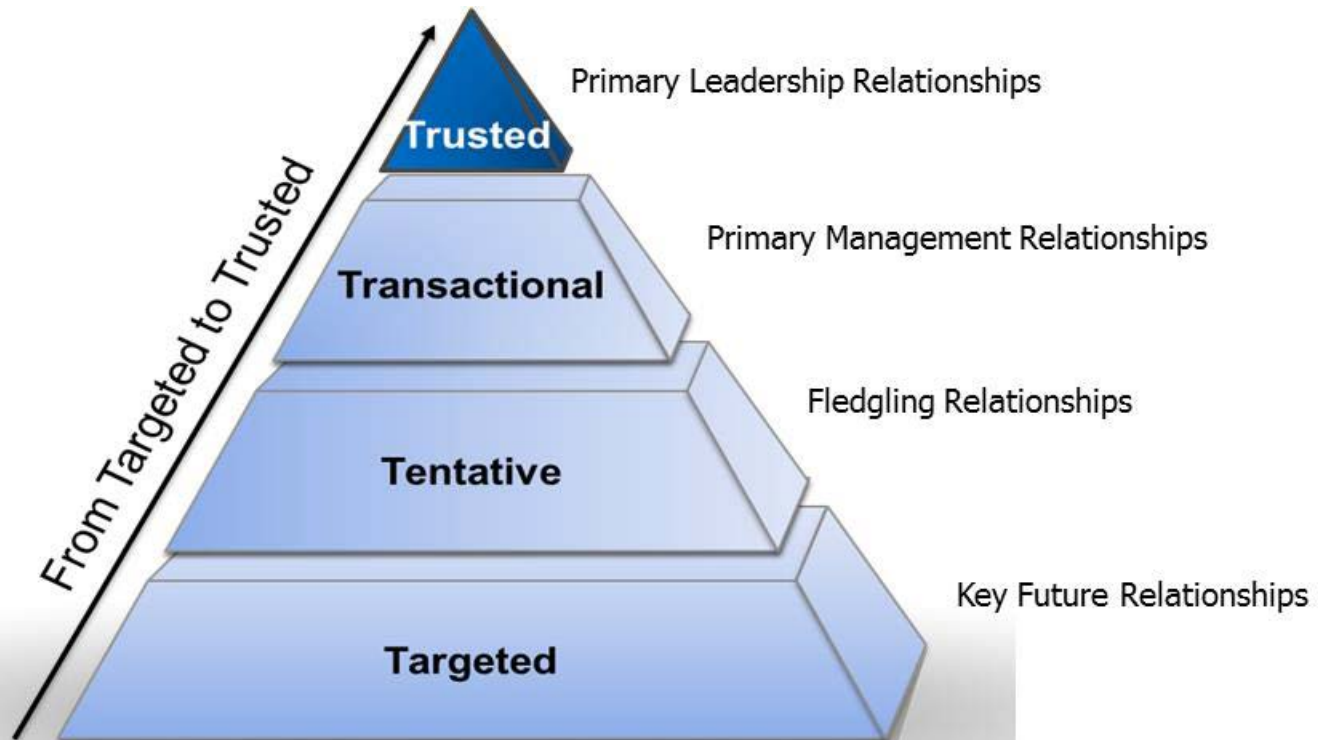
1) Write down your biggest business problem.

2) Reframe this problem as an opportunity.

3) What steps might you take next in either the Management or the Leadership Mindsets?



# Trusted Relationship Lead to Transformational Results



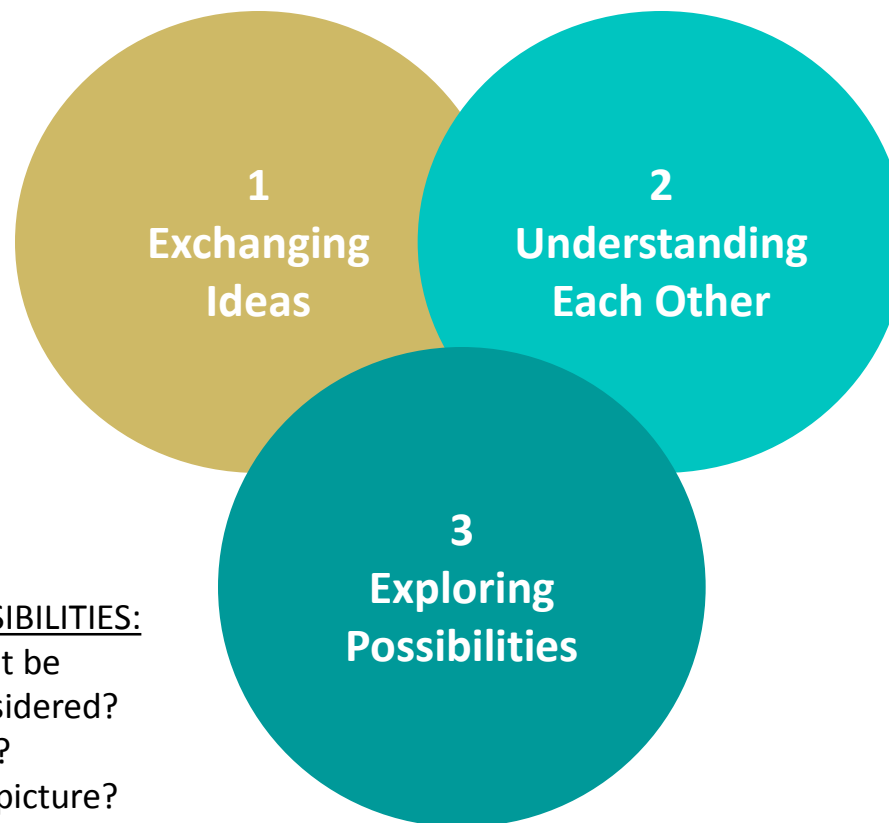


# Hold the Entire Conversation: Three Integrated Perspectives



## 1) EXCHANGING IDEAS:

- What I am feeling
- My potential reaction
- What I want to say next
- How I want to solve the problem
- What advice I want to give
- What I will do in the future
- What I need to know or understand



## 2) UNDERSTANDING EACH OTHER:

- What the other person is saying
- The meaning behind the words
- The other person's emotions, beliefs, experiences, ideas, fears, and concerns
- Who the other person is being

## 3) EXPLORING POSSIBILITIES:

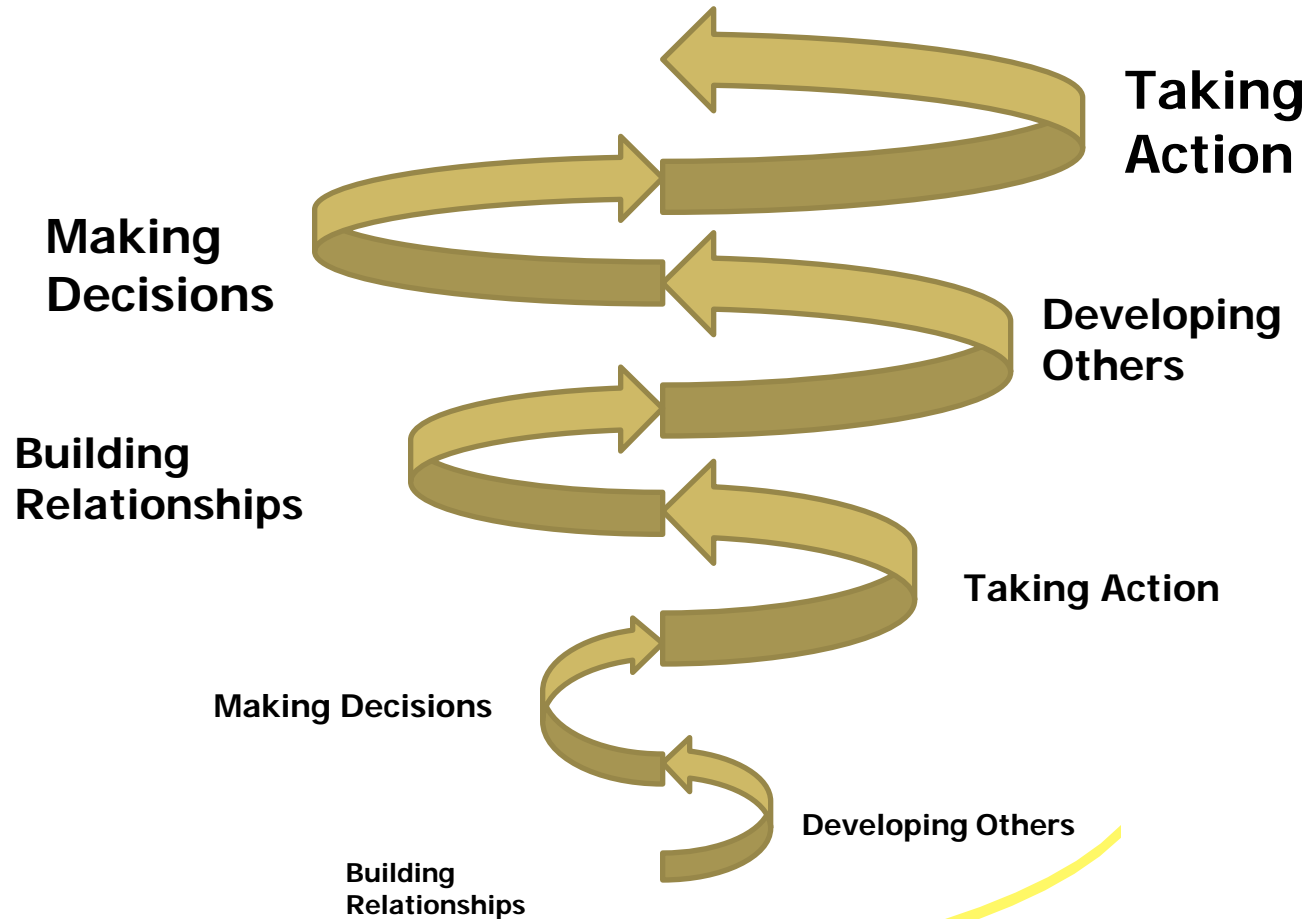
- What else might be addressed/considered?
- What's missing?
- What's the big picture?

# Learning Questions and Closing Questions



Learning Questions	Qualities	Outcomes	How To Recognize
	Open-ended	Encourages a full response. Creates learning	<u>How to recognize</u> “Who,” “What,” “When,” “Where,” “Which.”
	Expansive	Expands awareness and possibilities. Discuss all three Perspectives	“Tell me more about...” “Explain....” “Give me an example of...” “How is this different...”
	Non-Judgmental	Creates openness, trust and respect.	Tone of voice
	Non-leading	Enables the person to explore options.	Focus on the person speaking and their answer and desires, rather than on your answer
<b>Closing Questions</b>	Close-ended	Encourages either a “yes” or “no” response.	Begin with the verbs: “Are you...?” “Do you...?” “Have you...?” “Will You...?”

# Conversations to Create a Virtuous Cycle - Two Views



# Making Decision Work - 80% Confidence



## **MAKING LEADERSHIP CONVERSATIONS WORK**– Improve a decision:

### **Directions:**

- 1) Ask what percentage confidence they have that the decision made will result in successful actions taken.
- 2) For each person responding at or above 80%, say thank you.
- 3) For each person below 80%, also say thank you and ask them what would get them to 80% confidence
- 4) Answer those concerns, potentially make changes in the decision and ask the percentage again.
- 5) Repeat # 2 and #3 until everyone is at least at 80%.

### **Reflect:**

What learning took place? By Whom? How did the decision change? To what end?

# IC, Manager, and Leader Have Different Jobs Requiring Different Competencies



**Independent Contributor** – “I brought in 12 new clients who represented \$1.2 MM in new sales.”

**Manager** – I led my team to successfully reach corporate objectives of 10% year-to-year sales growth to reach \$7.5 MM in sales.” (Matrix) Or, “My team successfully reached corporate objectives of 10% year-to-year sales growth to reach \$7.5 MM in sales.” (Line)

**Leader** - Utilizing my industry knowledge, I created a new strategy that was enthusiastically implemented by my team to achieve the #1 position in our industry for the first time in 7 years.



# Interviewing



1. The purpose of a resume is not to get a job, it is to get an interview.
2. An interview is a discussion with a person.
3. The purpose of an interview is not to get a job....
  - a. It is to gauge the **fit** between you, the organization and the job being offered.
  - b. Because companies doing a great job of succession planning know that creating a **pipeline of great people** starting with early hires is critical to a company's future success.
  - c. And, individuals know that you take a job because of the allure of a company, its market, customers and potential yet **you leave when you don't fit in** – especially with your boss.
4. The reason to accept a job is that you feel there is a high likelihood that you will enjoy the culture and will trust and respect those with whom and for whom you would be working.

# Two Complementary Mindsets

## Focus: *Next Three Months*



Management Mindset		Leadership Mindset
Tightly Knit Team	M.....X.....→.....L	Large Stakeholder Group
Transactional Relationships	M.....←.....X.....L	Trusted Relationships
Leveraging Resources	M.....(X).....L	Leveraging People
Investing in Technology	M.....L	Investing in Developing People
Objectives and Tactics	M.....L	Global Vision and Strategy
Problem Oriented	M.....L	Opportunity Driven
Clearly Defined Boundaries	M.....L	Unlimited Possibilities
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Making the Numbers	M.....L	Focusing on People

# To Think Differently... AND Act Differently



## What did you capture?

List the most important things you **heard** today that changed your thinking:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List the most important things you will **do** differently because of what you heard today:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_





# Your Unique Leadership Brand



Why Would My Boss Hire Me Today if I interviewed for My Job?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What enables my team to Consistently Produce Extraordinary Results?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

In what ways have I Demonstrated the Ability to Lead Others to Success?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



# Next Steps:



- Reflect and Set Goals:
  - What balance of Mindsets will you use over the next 3 months?
  - What today changed your Thinking and what will you Do differently?
  - Your Unique Leadership Brand
- Resources on [www.MyLeadershipConversations.com](http://www.MyLeadershipConversations.com):
  - Management & Leadership Assessment
  - Leadership Conversations Assessment
  - Personal Action Plan
  - Excerpts from “LEADERSHIP CONVERSATIONS”
  - Information on Keynotes, Team Coaching, Upcoming Events
- Blog: [www.MyLeadershipConversations.Wordpress.com](http://www.MyLeadershipConversations.Wordpress.com)
- Join me on LinkedIn



# When Leadership Conversations Don't Work



When an individual is not responding to your coaching and mentoring:

- Examine the relationship.
- Assess external factors affecting performance.
- Discuss the person's goals.
- Determine if they're seeing the new you.
- Recognize "it takes two to tango."
- Find their WOO.
- Determine the last resort.