Are You Ready to Lead in this Historic Economic Time

Bob Wohlsen
Leadership Coach
Leadership Development Consultant
Are you?

Your Leadership is the **prime** factor for your company’s **success**!
Are You?
What experience can you bring forward?

• 1920’s and 30’s
• How about the 1980’s
• Post dot-com boom

What experience can your team bring forward? Or is it all new ground?

More Important to LEAD
What are the challenges for leaders today - May 19?

• Public watching like never before – accountability
• Limited $ available – prudence
• Projects long anticipated – schedule acceleration
• Complex projects
• New partners to meet and integrate into team – Short Ramp – Up time!
And guess what

It’s nice to have the funds we have been waiting for, but now we have to produce and, oh yes, make a profit! - Change in mindset. What will you do to energize your team?

LEAD
What skills do leaders need to Effectively lead Today?

- Create and lead Highly Effective teams
  - Working Agreements
- Move issues Forward - more efficiently
- Language - speak and listen effectively
- Presence - How you show up
- Sustainable Leadership Energy/Balance
- Establish and lead a coaching culture
- Other skills? What do you think?
Communications Wheel

- Define the issue - Data Mining
- Who else will be involved
- What do you want
- What are you willing to do
- What do you commit to do
Requests and Offers

Effective Requests/Offer:
- Are specific and concrete regarding “what:
- Are directed at a “who”
- State what will create satisfaction:
  - Time-frame
  - Outcome
- Establish a shared context (e.g., terminology used).
Initial team meeting

Working agreements--
1. Team meetings--regular meetings to measure progress or informal check-ins.
2. How to communicate?
3. Requests and Offers
4. How to ask for assistance?
5. How to report problems?
6. How to address conflicts?
7. How to provide feedback to team members and leader?
Outer Presence

✓ Congruence
  ✓ Is my language, emotion and body congruent?
  ✓ Am I confident? Flexible?

✓ Authenticity
  ✓ Is what I am saying something I believe or hold as true?
  ✓ Am I genuine, honest, and acting in integrity?

✓ Awareness
  ✓ Am I fully here, or is my mind somewhere else?
  ✓ Am I listening? Am I listening to hear what is not being said?
Leader Demands, Recovery and Performance*

Leadership Demands

- Total Work Hours
- Travel
- Stress
- Intense Mental Demands

Recovery

- Exercise
- Diet
- Sleep
- Relationships
- Leisure Activities

Genetic Tolerance
Age
Personality
Environment

*Center for Creative Leadership, 2006, Relationship of Leadership Demands to Recovery and Performance
Coaching Culture Characteristics

- Invites all participants to express their ideas
- Encourages all to contribute according to their talents
- Explores possibilities and co-develops strategies
- Leader and team members practice leadership skills
- Team is known for its innovative spirit
- Team continually self-improves
- Action happens
- Team has courage to move issues forward on their own
- The team behaves as a dynamic improving system
- Your goals are reached effectively and sustainably
- Bottom line is maximized
Leaders have told me

Greg Bonfiglio
Challenge

“I must work to keep all my constituents economically whole – student families, faculty and staff. Families are facing frozen salaries or loss of jobs. But at the same time the faculty and staff want raises and benefit increases.”
Greg Bonfiglio

Skill

“communication – keeping people apprised of events, changes which affect them - the more information given the better. The people “get it”. People have been reasonable. Giving people the information they need to understand their own situation in the larger context. (is key and the roll of the leader)”
Leadership Coaches Say

Roz Kaye

• financial, “Utilizing human, and environmental resources effectively – getting more with less Innovation and Creativity – designing organizations that will tap Knowledge sharing (in the next 5 years, baby boomers will begin to disappear from the workforce so how do we tap this)
Roz Kaye

• The ability to see the shifts on the verge of their happening rather than when they hit - being open to not knowing. The ability to see the sprouts of life in the midst of the news of failure – see opportunity in the face of adversity. The ability to tap the potential across the systems they work in – to make structural changes in their organizations that support, initiate, create, and empower collaboration (utilization of resources across boundaries), strategic partnerships, etc.
many of my clients are trying to encourage new behaviors along with skills. When I think behavior... I hear that client’s want people to be more collaborative and to be so it requires often a change in behavior. They might learn the skills of collaboration – listening, visualizing success, feedback, getting results, etc., but then changing behavior to actually do this is another matter.
Leadership Coaches Say

Michael McDermott

• “the business and political landscape is in constant flux. Leaders need to be flexible and adaptable. Command and control is dead. Empowerment, delegation of responsibilities and decisions is critical. Leaders need to connect with their people at the heart level and compel them toward a common goal. There will always be moments where a leader needs to make the difficult decision, where a more 'democratic' approach is unwieldy,
but there will be many more moments where the decision is best made by the local leader.

- flexibility of style, adaptability of strategy to the fluid environment, tactical flexibility, resilience, the ability to learn from mistakes and continue to take risks and the support of your teams to do the same. Paralysis and fear equal failure.
Leaders need to define their own authentic leadership style, be truthful, open and honest, treat people as people, as adults. Admit when you are wrong and learn from it. Let go of the need to control or have all the information and answers. HIRE THE BEST PEOPLE AND SUPPORT AND DEVELOP THEM!

• I teach all the above to my clients and much more!”
Adam Chalker

- Uncertainty, market risk, employee engagement and morale, rapid change, mergers and acquisitions, accounting regulations, financial challenges - doing more with less, customer loyalty, lack of credit and many more!
Adam Chalker

• **Vision**, strategy, risk management, workforce management, motivating employees, executing effectively, harnessing creativity and innovation
Adam Chalker

• I'm running a leadership development program now for the government and we're focusing on: **Vision and strategy, Creativity and innovation, Managing change, and Communicating Effectively**
What do you Say?

Challenges?

Leadership Skills?

What are you teaching?
Let’s ask our Round Table Leaders

- Atul Apte
- Mark Ballard
- Darrell Fernandez
- Christine Flaherty
- Kenny Kubiak

contact info in handout
What does your neighbor say?

- What are the challenges for leaders today May 19, 2009?
- What skills do leaders need to lead effectively in May 2009 to meet these challenges?
- What Leadership Skills are you teaching in your company?
Leadership Development Resources

Books

- **The Seven Habits of Highly Effective People**, Stephen R. Covey.
- **Fit Soul, Fit Body: Nine Keys to a Healthier Happier You**, Brant Secunda and Mark Allen.
Leadership Development

Resources

Books

• **Being Human at Work: Bringing Somatic Intelligence Into Your Professional Life** – edited by Richard Heckler
• **Holding the Center**, by Richard Strozzi Heckler
• **Leadership Presence** by Belle Linda Halpern and Kathy Lubar
• **The Power of Full Engagement**, by Jim Loehr and Tony Schwartz
• **Co-Active Coaching**, by Whitworth, Kimsey-House, and Sandahl
Leadership Development Resources

Books

• Retooling on the Run, by Stuart Heller and David Sheppard Surrenda
• The Team Handbook, by Peter R. Scholtes, Brian L. Joiner, and Barbara J. Streibel, Oriel Incorporated, 2003
• Teambuilding That Gets Results, by Linda Eve Diamond and Harriet Diamond, Sourcebooks, Inc, 2007
Leadership Development Resources

Books

• Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time, by Susan Scott
• Language and the Pursuit of Happiness, by Chalmers Brothers
• Coaching, Evoking Excellence in Others, by James Flaherty
• On Becoming a Leadership Coach - A Holistic Approach to Coaching Excellence, by Christine Wahl, Clarice Sribor, and Beth Bloomfield
Leadership Development Resources

Articles

- Making of a Corporate Athlete – Harvard Business Review by Jim Loehr and Tony Schwartz
- Listening to the Music Beneath the Words: The Practice of Presence: Teaching Adaptive Leadership (HBR) by Sharon Daloz Parks
- Leadership Presence: How to get it and how to keep it (HBR) by Linda Halpern and Kathy Lubar
Leadership Development Resources

Organizations

- International Coaching Federation
  www.coachfederation.org
- Society for Organizational Learning
  www.solonline.org
- Construction Management Association of America
  www.cmaanet.org/professional-development-home
Leadership Development Resources

Journals

- **Choice** - The *Magazine* of Professional Coaching [www.choice-online.com](http://www.choice-online.com)
Leadership Development Resources

Institutes of Learning

- **Strozzi Institute** - [www.strozziinstitute.com](http://www.strozziinstitute.com)
  Richard Strozzi Heckler teaches various Leadership Development programs designed to build strong presence, connection to authenticity and increase action.
Leadership Development Resources

Leadership Coaches & Consultants

- Roselyn Kaye - rkay@innovationpartners.com
- Michael McDermott - michaelmcdermott3@mac.com
- Donna Boltz - dgboltz@att.net
- Neil Strohl - nstroul@ix.netcom.com
- Miriam Casey - mlcasey7@yahoo.com
- Bob Wohlsen - bob.wohlsen@gmail.com
My Challenge to You

“What Leadership skill will you practice 1st thing in the morning. You have a choice to go in and manage or Breathe, Look Around, and LEAD.”
LEAD
Bob Wohlsen
Leadership Coach

www.bobwohlsen.com