

The Blueprint For High-Performing Leaders

Self Study Course



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HELPING
GOOD LEADERS
BECOME GREAT

Session 10: Pulling It All Together

LEARNING OBJECTIVES

By the end of Session 10, you will:

- Quickly refresh and anchor what you have learned in Sessions 1-9
- Fine tune these practices to accelerate yourself and your team into higher levels of success

Reality Check

1. What are you going to change or focus on based on your S.W.O.T. analysis? How will you bring your strengths into regular play?

2. Who on your team will you spend more time with? Who needs your help to raise their levels of readiness, willingness, ability or fit? How might you partner people on your team to coach each other?

3. Given your work on Sessions 1- 9, where are you year-to-date (YTD) with your goals or expectations for success? What needs to be stepped up?

4. Practice the C.O.R.E. Performance Coaching Model daily, and be sure to bring what is important from Sessions 1 through 8 into your leadership practice. Also note any successes, updates, and challenges you've encountered from **Session 9: Ready, Willing, Able and Fit**. Jot down any improvements you'd like to make.

Session 10 Lesson – Pulling It All Together

- Watch the video

The purpose of this session is to embed what you've learned from Blueprint and keep you focused on the high impact actions that will deliver results!

Let's begin our review...

Session 1: Your Leadership Blueprint

In Session 1, you learned to:

- Create your Leadership Blueprint
- Apply the 3 leadership imperatives, Vision, Alignment and Execution
- Purposefully allocate your time and attention
- Be clear and specific about how you will measure your success as a leader

Your Leadership Blueprint answers the questions:

- What are you trying to create as a leader?
- What do you want to accomplish as a leader?
- How do you want to be known as a leader?
- Where do you stand now vs. where you know you could be, given your talent, experience and potential?
- What is it you know you can achieve?
- What do you *really* want?

As you reflect on and measure your progress on these questions, don't get stuck on perfection. Remember, any progress is a win.

Over a half million business books deal with defining leadership, but when authors and researchers Julie Straw, Mark Scullard, Susie Kukkonen and Barry Davis did an extensive analysis of the ideas of the most respected experts on leadership development, their findings

fell into three key areas that leaders must attend to; **creating a vision, building alignment** and **championing execution**.

No matter your industry, you need to put effort on:

- **Envisioning an improved future state that people will make a reality through their work**
- **Getting everyone in the group to understand and feel committed to the vision**
- **Ensuring that people have what they need to turn the imagined future into reality**

Session 2: Create a Culture of Innovation

In Session 2, you learned to:

- Trust, expand and practice your professional creative abilities
- Lay the groundwork for a more creative, adaptive and resourceful culture
- Confidently discuss creativity and innovation with your team
- Facilitate new ideas and breakthrough thinking that leads to improved results

In a recent study, IBM asked 1500 corporate leaders in various industries to name the single most important leadership skill required in today's rapidly changing economy. The most frequent answer was "Creativity and Innovation".

The good news is, successful creative leaders aren't focused on promoting their own ideas; they are focused instead on helping their entire team come up with the best ideas. In other words, you don't have to be a prolific idea "generator," as long as you are willing to become an open and collaborative idea "facilitator" for your team.

Session 3: Lead Your Team through Right Action

In Session 3, you learned to:

- Identify where your team is in or out of alignment with your Leadership Blueprint
- Use the right action model to improve employee engagement
- Be clear and specific on how you will measure your success as a leader and who can help you

What would it mean to you and your team if all of you were showing up and doing your best every day? That's Right Action: *The right people, doing the right things, in the right way, at the right time, for the right reasons.*

The Right Action formula can be used to improve all areas of your life. Begin self-coaching and get into the habit of asking "Where do I stand against my ideal of right action?" Ask the members of your team to do the same thing.

Break the cycle of faulty assumptions with the Ladder of Inference! Look back at the model in Session 3. People tend to climb the Ladder of Inference too fast, almost instantaneously taking what they observe, putting it into their existing set of assumptions, and acting in a way that is far removed from the reality of the situation.

Question their assumptions and you can transform how people think, which in turn will impact how they behave and what they do!

Session 4: C.O.R.E. Performance: Coaching for Optimal Results & Effectiveness

In Session 4, you learned to:

- Identify your "go to" Leadership Styles and preferences
- Apply the five step C.O.R.E. Performance Coaching Model
- Improve your self-awareness and initiate self-coaching
- Understand the three competencies of coaching and five key coaching abilities

5 Stages of the C.O.R.E. Performance Coaching Model

1. Initiate discovery
2. Explore assumptions and possibilities
3. Develop plans and action steps
4. Preview best and worst case scenarios
5. Take right action

6 Leadership styles

- *Directive*: Immediate compliance. Giving orders, or telling someone what to do.
- *Visionary*: Providing long-term direction and vision for employees. Inspiring action through creating buy-in and passion about the vision.

- *Affiliative*: Creating harmony among employees and between the manager and employees. Fostering a harmonious environment.
- *Participative*: Building active involvement among employees that results in generating new ideas and solutions. Collaborating to achieve a goal.
- *Pace-setting*: Accomplishing tasks to high standards of excellence. Setting high standards that challenge the team to keep up.
- *Coaching*: Long-term professional development of employees. Determining how to help people address their strengths and challenges and create a development plan to help them achieve their potential.

Being a leader that people are compelled to follow can be achieved using our C.O.R.E. Performance Coaching Model and three key competencies; *connection*, *clarification* and *commitment*. Be sure to include listening, observing, discerning, modeling, and delivery when you are having a coaching conversation.

Commit to using these models and ideas to lead and coach others to achieve optimal results. And ask your Board of Directors to give you feedback. Remember, you don't have to do it alone!

Take advantage of the resources you have at hand, even if you start with just one person who will give you honest and meaningful feedback.

Session 5: Influence People to Change

In Session 5, you learned to:

- Coach your team to recognize when their walk is out of synch with their talk
- Uncover *Competing Commitments* to create breakthrough performance
- Leverage three stages of learning
- Distinguish behavior vs. belief challenges to get lasting results

Understanding what motivates people to change will help you accelerate your effectiveness with your team. Always be looking at what you can put attention on to engage people to shift their own beliefs around performance, challenges, accomplishments and success.

How regularly are you communicating with your team? Remember, catch people doing things right vs. correcting them for doing it wrong!

Pay attention to how *easy it is to say one thing but do another*, both within yourself and the members of your team. Point out where what people are saying is not aligned with what they are doing.

3 stages of learning

- Stage 3 occurs when a person has completely transformed their way of thinking about a certain situation.
- Stage 2 there is a shift in what they do and how they think, but not a shift in their values and the way they see the world.
- Stage 1 is about what's on the surface, or the practical solutions to a problem.

Be clear about when each type of learning is occurring as you engage with the people on your team. When you get to stage 3 learning, behavior magically transforms!

Session 6: Connect to Encourage Shifts & Success

In Session 6, you learned to:

- Create connection to powerfully impact performance and results
- Shift relationships through connecting with coaching
- Identify the best ways to connect

How can you get more connected? Start with yourself first – what matters most to you? What type of life and legacy are you trying to create? What do you really care about? Answering this for yourself allows you to get more connected with your team.

Find ways to get more connected with family and friends. Show them that you care. You'll never be able to achieve the kind of shifts and success that this program promises without connection on many levels.

When you've made a solid connection with someone, they'll move mountains for you.

Session 7: Get Clear

In Session 7, you learned to:

- Engage in conversations that create clarity and powerfully impact business results
- Shift performance through discovering peoples' true purpose
- Apply the best ways to help people get clarity

Clarity is the number one driver of a good (vs. 'average' or even 'bad') climate. 95% of the time, people are not clear on what they want to achieve, what is expected of them, or how they are measured. Think about it, most companies only ask for an annual performance review. And most confess it's an awful process – loaded with bureaucracy and formulas that don't fit and only serve to frustrate. Managers cannot stand to deliver it, nor sit through one themselves.

Without Clarity, take a look at how many months, years, decades, etc., have gone by without you and/or some of your best hires achieving their full potential. Chances are, a lack of clarity is at the heart of your dilemma.

Session 8: The Ins and Outs of Commitment

In Session 8, you learned to:

- Get true commitment from yourself and your team
- Use commitment to set standards and hold people accountable to their and your expectations for success
- Practice conversations and behaviors necessary to create commitment

The number one reason that CEO's of Fortune 500 companies get fired is because of lack of execution. Commitment is needed for execution and being a leader is about facing reality and doing the hard things, not just focusing on what comes easy. Your job is to encourage your team to do the same. A leader makes sure that ideas are followed through to completion.

Engage Commitment

When working on commitment, tie into what matters most to people. Too often, especially in business, we assume others are just like us and value the same things we do.

Remember the six values that people hold dear:

- *Utilitarian/Economic*: Values practical accomplishments, results and rewards for their investments of time, resources and energy
- *Individualistic/Political*: Values personal recognition, freedom and control over their own destiny and others
- *Social*: Values opportunities to be of service to others and contribute to the progress and well-being of society
- *Theoretical*: Values knowledge for knowledge's sake, continuing education and intellectual growth
- *Traditional/Regulatory*: Values traditions inherent in social structure, rules, regulations and principles
- *Aesthetic*: Values balance in their lives, creative self-expression, beauty and nature

How committed are YOU to achieving your best as a leader? Be clear about what you need to do differently to evoke commitment or realize someone is not committed and help them find a place other than on your team.

Session 9: Ready, Willing, Able and Fit

In Session 9, you learned to:

- Recognize and leverage the states of Ready, Willing, Able and Fit
- Coach and lead your team using the approach of ready, willing, able and fit

When someone is Ready, Willing, Able and Fit, working with them seems effortless. They buy into and add to the vision of your team, are easy to coach, and eager to work through any challenges they face as they accomplish their objectives. They almost seem to lead and coach themselves with minimum feedback and direction from you.

Much of ready, willing, able and fit can be assessed through observation and ongoing interactions — through language, behaviors, actions and mannerisms.

Be aware of these four states:

- Ready – Is the timing right? Are they engaged and productive?
- Willing – Is the person motivated to take on challenge? Are they eager to play?
- Able – Does the person have the capability/skills?
- Fit – Is the person 'right' for the role or for your team?

Remember, there are five main ways you can assess your team member and support them using coaching:

- Feedback – Offering feedback on what's working and what's not
- Questions – Asking intentional, purposeful questions that impact their perspective
- Statements – Offering your perspective on the matter
- Challenges – Don't let people settle, push their limits in an empowering way
- Ideas – Brainstorming on solutions and ideas with them

What's ahead for Session 11

Get ready to **Initiate Discovery**. In the next session you are going to skillfully apply techniques to help you identify the most important and high impact ideas, challenges, distractions and opportunities facing you and your team.

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Exercises:

1. After reviewing this session, what stands out as the most important thing for you to focus on that will impact your effectiveness, success and results as a leader?

Session 10: Pulling It All Together - Notes

The three most important things I learned from Session 10 are:

- 1) _____
- 2) _____
- 3) _____

Here's how I plan to apply what I have learned:

- 1) _____
- 2) _____
- 3) _____

Extra Notes...

