PARTICIPANT WORKBOOK

Year 1
Leadership vs. Management

16th Annual Center
for Chamber of Commerce Excellence
Tuesday, March 3, 2015

Great Wolf Lodge • Grapevine, Texas

Kent Hutchison
Facilitator
Check out our client video testimonials & videos on

YouTube

http://tinyurl.com/CJBvideos
# Preliminary Self Check

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
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<tr>
<td>1. I feel that my primary job as a manager is to get things done through other people.</td>
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<td>2. I try my hardest to help my team be as successful as possible.</td>
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<td>3. I communicate through both words and actions that my direct reports (employees) are valuable to the organization.</td>
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<td>4. My Chamber has a strong orientation program for both new employees and promoted employees.</td>
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<td>5. My Chamber encourages employees to help solve company problems.</td>
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<td>6. My Chamber knows that the “team” structure is not ideal for every organization.</td>
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<td>7. At my Chamber, we follow the recommended practices and guidelines for team building.</td>
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<td>8. I make a concerted effort to make coming to work a comfortable, inviting experience for my team.</td>
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<td>9. I know how to successfully modify an employee’s behavior in order to let the attitude change come naturally.</td>
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<td>10. I know how to conduct a formal coaching session that involves the employee in the problem solving as much as the manager.</td>
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"The secret to success is good leadership, and good leadership is all about making the lives of your team members or workers better."

Tony Dungy
American football player and coach
Leadership Qualities/Behaviors

Instructions

**Individual Activity**

1. Spend a few moments thinking about one individual you respect as a leader. **The best leader you have ever known.**

2. This person must be someone that you admire and have had personal experience with – either by being a constituent of that leader or by personally observing the leader in action.

3. After you have named the person whom you most respect as a leader, list five behaviors/qualities that you recognize this leader possesses.

**Small Group Activity**

4. Gather together in a small group and share your “leader” and their respective qualities/behaviors.

5. Have someone in the group take notes making a list of the group’s findings. Be prepared to report out to the entire class afterwards.

6. Circle those qualities/behaviors that show up on multiple individual lists.

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Leadership Qualities Behaviors

The person I most admire as a leader is: ________________________________________

The qualities/behaviors that I recognize this person possesses that I want to emulate include:

1. _______________________________________________________________________
2. _______________________________________________________________________
3. _______________________________________________________________________
4. _______________________________________________________________________
5. _______________________________________________________________________  

List Group Findings:

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CibaxterGroup LLC
www.cibaxtergroup.com
“It is no longer possible to solve today’s problems with yesterday’s solutions. People are finding out that what worked two years ago won’t work next week...They can either bemoan the fact to be or they can use their creative abilities to find new answers, new solutions, and new ideas.”

~ Benjamin B. Tregoe
Author, *The New Rational Manager*
Modern Leadership

A leader shares the values of their organization. Their purposes are very much like those of the people in their group and they take the initiative to reach their goals. They want to take action to accomplish what interests their people. A real leader is a person of action. He/she does something, says something, or writes something that will influence the behavior of other people.

The leader has to know how to get along with people. They may not always be able to get along with everyone, but they must have the ability to get along with the people they work with.

While it is true that it would be difficult, if not impossible to make a list of traits or qualities that all leaders must possess, the following are considered important:

- Ability to get along with people
- Imagination
- Sense of responsibility
- Intelligence
- Firmness
- Fairness
Leadership Competencies

What is a competency?
In brief, competencies include a broad collection of knowledge, skills, abilities, and characteristics. Competencies are not something learned from a day-long training workshop or a class. They are more accurately described as improving slowly over time as a result of mindful practice, feedback, and more practice.

1. Persuades other to accept a desired point of view; gains support and commitment from others; effects change in others’ behavior.

2. Leads meetings or group efforts without directing the outcome; creates an environment of openness and trust; leads groups to decision in which all participants feel a sense of ownership.

3. Develops comprehensive project plans; monitors progress against goals; assigns clear responsibilities; breaks work down into manageable portions.

4. Gathers relevant information; considers broad range of issues and factors; perceives relationships among diverse information; uses logic effectively.

5. Makes timely and effective decisions.

6. Effectively assigns tasks to others while maintaining responsibility for results; considers skill level of employee and challenge level of assignment.

7. Follows plans through to closure; persists despite obstacle; keeps one’s word.

8. Speaks clearly and expresses self well in groups; conveys ideas in terms the listener can understand.
9. Demonstrates attentive listening; conveys understanding to others.

10. Identifies sources of conflict; uses conflict as a constructive means to exchange ideas; keeps energy focused on desired outcomes.

11. Clarifies workers’ roles and responsibilities.

12. Possesses current knowledge of profession and industry; is regarded as an expert.

13. Sets efficient work priorities; can work on many tasks simultaneously; balances importance and urgency of tasks.

14. Encourages others to achieve desired results; creates enthusiasm and commitment in others.

15. Provides timely, specific, constructive feedback; gives challenging, developmental assignments.

16. Provides clear direction; sets clear priorities; fosters a common vision.

SOURCE: Society for Human Resource Management
Leadership Competency | One of my strengths | Doing OK on this | Need to develop this more | Definitely need to develop this
--- | --- | --- | --- | ---
1. Influence: Persuades other to accept a desired point of view; gains support and commitment from others; effects change in others’ behavior. | ❑ | ❑ | ❑ | ❑
2. Facilitation: Leads meetings or group efforts without directing the outcome; creates an environment of openness and trust; leads groups to decision in which all participants feel a sense of ownership. | ❑ | ❑ | ❑ | ❑
3. Planning and Organizing: Develops comprehensive project plans; monitors progress against goals; assigns clear responsibilities; breaks work down into manageable portions. | ❑ | ❑ | ❑ | ❑
4. Analysis: Gathers relevant information; considers broad range of issues and factors; perceives relationships among diverse information; uses logic effectively. | ❑ | ❑ | ❑ | ❑
5. Decision making: makes timely and effective decisions. | ❑ | ❑ | ❑ | ❑
6. Delegating: Effectively assigns tasks to others while maintaining responsibility for results; considers skill level of employee and challenge level of assignment. | ❑ | ❑ | ❑ | ❑
7. Follow-up and commitment: Follows plans through to closure; persists despite obstacle; keeps one’s word. | ❑ | ❑ | ❑ | ❑
### Leadership Competency continued...

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<tr>
<th>Leadership Competency</th>
<th>One of my strengths</th>
<th>Doing OK on this</th>
<th>Need to develop this more</th>
<th>Definitely need to develop this</th>
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<td>8. Communication:</td>
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<td>9. Listening:</td>
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<td>10. Managing conflict:</td>
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<td>11. Fostering teamwork:</td>
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<td>12. Technical and functional expertise:</td>
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<td>13. Time management:</td>
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<td>14. Channeling motivation:</td>
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<td>15. Coaching and developing:</td>
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<td>16. Providing direction:</td>
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1. Which two or three competency areas do you most need to improve at this time?

2. What do you stand to gain by bettering yourself in these areas?

3. What have you tried before?

4. What steps can you personally take to improve in those areas?

5. What help and support do you need to improve in those competencies?
6. How will you monitor your progress in self-improvement?

7. Who needs to know about your action plan for improvement?

8. How will you tell them?

9. What are your first few steps?
“Being a leader might be a role you’re given or a position that has been handed to you. You might be extremely well paid to lead or manage people. However, I believe that the more connected you are to yourself and the more comfortable you are, the better you will lead and inspire others.

I have seen leadership in a person who is not recognized by title or salary. Leadership occurs where there is inspiration from within, when you have self-worth and are at peace. When you are clear on what you stand for and you live your life congruent with your values.”

~Unknown
It is very difficult for businesses, whether large or small, to survive in today's marketplace.

- The life span of an average multi-billion corporation is about 17 years.
- A million new businesses start each year and 40% fail that year.
- Only 12% survive the first five years.
- Only 2-3% survive 10 years.

"Why is the survival of a business so difficult?"

Leadership is the pivotal force behind successful organizations. To create vital and viable organizations, leadership is necessary to develop a new vision of what they can be, and then mobilize the organization to change towards that vision.”

Warren Bennis and Burt Nanus
Leaders: Strategies for Taking Charge
What leadership means to me

Take a moment to think of two or three people that you would consider great leaders. Then complete the following sentence as many times as you can. Don’t take a lot of time to think about your responses but write as quickly as possible.

“Leadership is....”

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

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What do Managers do?

What do Leaders do?
Let’s Get Rid of Management!

People don’t want to be managed.

They want to be led.
Two Types of Leaders

Controllers:

Empowerers:

Application: My Behavior

1. What kinds of behaviors do I exhibit that are controlling?

2. What kinds of behaviors do I exhibit that are empowering?

3. What kinds of actions can I take to become a more empowering leader?
“If you keep doing what you have been doing you will keep getting what you have been getting.”
YEA R 1 – MANAGEMENT VS. LEADERSHIP
Tuesday, 3 March 2015

What’s Next?

What did it Learn / Re-Learn in this workshop?

What’s next? What are my next specific action items/steps I need to take?

ACCOUNTABILITY

Having self-discipline to work effectively and efficiently; being results-focused; following the leadership of those responsible for me; being attentive, alert and thorough; scheduling time to develop my team; setting priorities and following through on my responsibilities; being organized, punctual and thrifty; taking initiative and showing commitment.

How can I apply today’s workshop topic back at work?
(Be as specific as possible).
CUSTOMIZED EXPERIENTIAL & INTERACTIVE TRAINING ARE JUST A FEW OF OUR SOLUTIONS FOR YOUR EMPLOYEE DEVELOPMENT NEEDS

Previous training topics include (but not limited to):

**Management Training**
- Effective Supervisory Skills
- First Line Leadership (10 modules)
- Becoming Customer Focused
- Coaching Your Business Team
- Hiring
- The Art of Time Management
- Building Your Team for Success
- Making Meetings Work
- Resolving Conflicts the Right Way
- Becoming and Effective Leader
- Reaching Success through Self-Mastery
- New Employee Orientation
- In Pursuit of Goals
- Leading Through Trust
- The Art of Negotiation
- Speaking in Public
- Leading People Through Change
- How to Manage Projects and Meet Deadlines
- Becoming a High Performance Sales Professional
- Communicating with Skill
- Effective Delegation Skills
- Handling Problem People Successfully
- Winning the Battle Against Negativity
- Learning to Control Stress
- Discovering Excellence as a Supervisor
- How to give and Receive Feedback
- Preventing Workplace Procrastination
- Learning for Life
- Making Work Fun
- The Value of Mentoring
- Creative Thinking And You
- Performance Reviews that Really Work
- Servant Leadership

**Employee Development**
- Customer Service - A strategic advantage
- Coaching Customer Service
- Managing Your Time
- Leading other for effective time management
- Diversity - Valuing the Individual
- Diversity - Managing Diversity
- Conflict Management
- Managing Organizational Conflict
- Communication Basics
- Organizational Communication

**Sales Training**
- Becoming a High Performance Sales Professional
- Communicating with Skill
- Partnership Sales
- Grow Your Business by Developing Your People

**High Performance Teams**
- Team Fundamentals / Team Charter
- Effective Meetings
- Customer Focus
- Managing the Process
- Roles and Responsibilities
- Setting Goals and Keeping Score
- Basic Communication
- Giving & Receiving Feedback
- Group Dynamics
- Team Decision Making / Team Problem Solving
- Conflict Resolution

C.J. Baxter Group does not use the "off-the-shelf" training approach. We customize our programs to meet the specific needs of our clients.
Kent Hutchison
★ Retreat Leader ★
★ Facilitator ★
★ Chamber Member ★

Keynotes
Workshops
Breakout Sessions
Retreats
Meeting Facilitation
Strategic Planning

Leadership Is About
Vision

Kent Hutchison brings humor, along with enthusiasm and
interactive experiences to every retreat.

Since 1992, Kent has facilitated small and large group employee
development programs, training workshops, conference
presentations, keynote presentations and chamber leadership retreats.

One can expect an engaging and interactive program from
Kent Hutchison.

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