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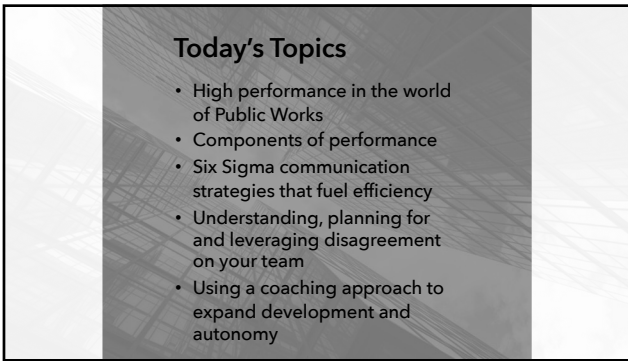
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**Leadership...**



Leadership is a process of influence, which catalyzes the efforts of others, towards the achievement of a goal.

~UPenn Leadership Institute

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**Components**

- Effective communication
- Ability to navigate conflict
- Coaching and development of team



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**Communication**

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**Communication Is Key**

The leading cause of success on a team is strong communication.

~Stanford School for Executive Leadership




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**A clear understanding of a situation is your key to problem solving...and achieving BUY-IN**

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**TYPES OF QUESTIONS**

<p><b>Closed</b></p> <p>Can be answered with one or two words. Usually:</p> <ul style="list-style-type: none"> <li>• Yes or No</li> <li>• A choice among alternatives</li> </ul>	<p><b>Open</b></p> <p>Invite and prompt expanded answers</p> <p>Often start with:</p> <ul style="list-style-type: none"> <li>• How...</li> <li>• Why...</li> <li>• Describe...</li> </ul>
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**Ideal model for great communication**

- Begin with open ended questions...they yield a lot of information and they fuel rapport
- Use closed probes to fine tune and clarify/confirm

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Most people don't listen with the intent to **understand**; they listen with the intent to **reply**.

**Huh?**

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**Ensuring understanding**

- Leverage repetition
- Highlight most important takeaways
- Have your listener recap
- Allow time for Q&A

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“The single biggest problem with communication is the illusion that it has taken place.”

George Bernard Shaw  
~Playwright and author

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Conflict

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DEFINITION



**Conflict (noun)**  
Difference of opinion(s) or value(s); disagreement

~Merriam-Webster Dictionary

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### Meaningful Anchors

- Assume positive intent - choose to believe in the goodness of your colleagues
- Curiosity is key - be curious about where others are coming from
- Listen with the intent to truly understand

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### Sample Ground Rules

- Talk about results and outcomes, not personalities
- View mistakes as a learning opportunity
- Listen to each other
- Prioritize the team (or city) over individual goals
- If we have something to say, we say it



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### Ground Rules

What are yours...?  
Great exercise to do with your team



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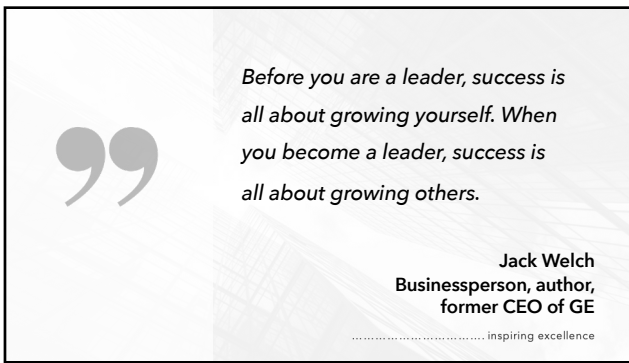
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**Demonstrated Impact**

1. Talent attraction
2. Retention
3. Succession planning
4. Faster and better decision-making
5. Higher degree of ownership (linked to engagement)

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Coaching through observation and feedback

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**The Power of Observation**



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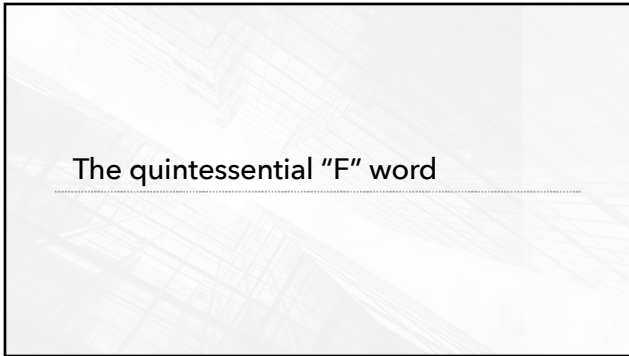
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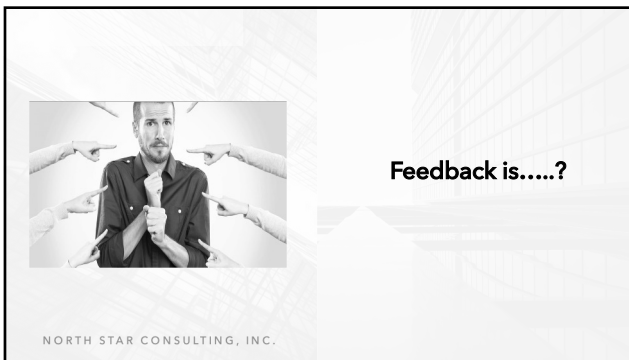
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### Discouraging Feedback

**Do you have any questions?**

**What do you think of the plan?**

**Does this sound like it would work?**

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### Encouraging Feedback

**What questions do you have?**

**What are some things I've missed?**

**What are three ways this could fail?**

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<b>If you want to get in the excellence business, here is some language to try</b>	
<b>Instead of</b>	<b>Try</b>
Can I give you some feedback?	Here's my reaction.
Good job!	Here are three things you did that really worked for me... What were you thinking about when you did them?
You need to improve your communication skills.	Here's where I got lost.
You lack strategic thinking.	I'm struggling to understand your plan.
You should do x (in response to a request for advice).	What's the biggest challenge for you here? What have you done in the past that's worked in a similar situation?

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**Debriefs as a Strategy**



- What were we trying to accomplish?
- Where did we hit or miss our objectives
- What caused our results?
- What should we stop, start and continue doing? (Capture and codify the learning)

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Coaching through strategic inquiry

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**Top 3**

Factors Driving Engagement

1. Competency and the ability to measure our own performance
2. Relatedness - to know and be known - especially by our boss
3. Contribution - to have impact

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*“It is not the answer that enlightens, but the question.”*

~Eugene Ionesco

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**What effect do questions have on our brain?**



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**A COACHING APPROACH**



1. What are we aiming for; what's the outcome we want? (Or - here is what success looks like.)
2. Where are you in relation to the target?
3. What do you need to resolve in order to hit the mark?
4. What are the steps in the process?
5. Where should you start?
6. When will you take that step?
7. What support do you need?

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**Observation + Question Model for Correction**

- Begin with the standard or expectation
- Describe the performance gap
- Explain the significance of the gap
- Ask your employee what they will do to bridge the gap? By when?
- Set a date to review progress




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**Coaching ourselves**

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**Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.**

Viktor E. Frankl

Consider: How do I want to respond?

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**Leveraging the 'space'**

- What's in the best interest of the department/city/community?
- What would make us better?
- If I do/say this, what will the impact be? Does it move us forward? Backward? Keep us stuck?
- What's the most impactful thing I could do right now?



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**A coaching story...**



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**Q&A**

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**Resources**

- "Greatness" - Captain L. David Marquet (TED)
- *Turn the Ship Around* - Captain L. David Marquet (Amazon)
- "Leaders who coach are creating better workplaces, and so can you" - Saba Imru-Mathieu (TED)
- "The Difference Between Coaching and Teaching" - Atul Gawande (HBR)
- *The Coaching Habit: Say Less, Ask More and Change the Way You Lead Forever* - Michael Bungay Stanier (Amazon)

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Thank you for having me here today...



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