

120

**SERVANT LEADERSHIP THAT
#GSD**



PROJECT & PROGRAM MANAGEMENT
PRODUCT MANAGEMENT
CHANGE MANAGEMENT



**WE BELIEVE IN THE
TRANSFORMATIVE POWER OF
GETTING SH*T DONE.**

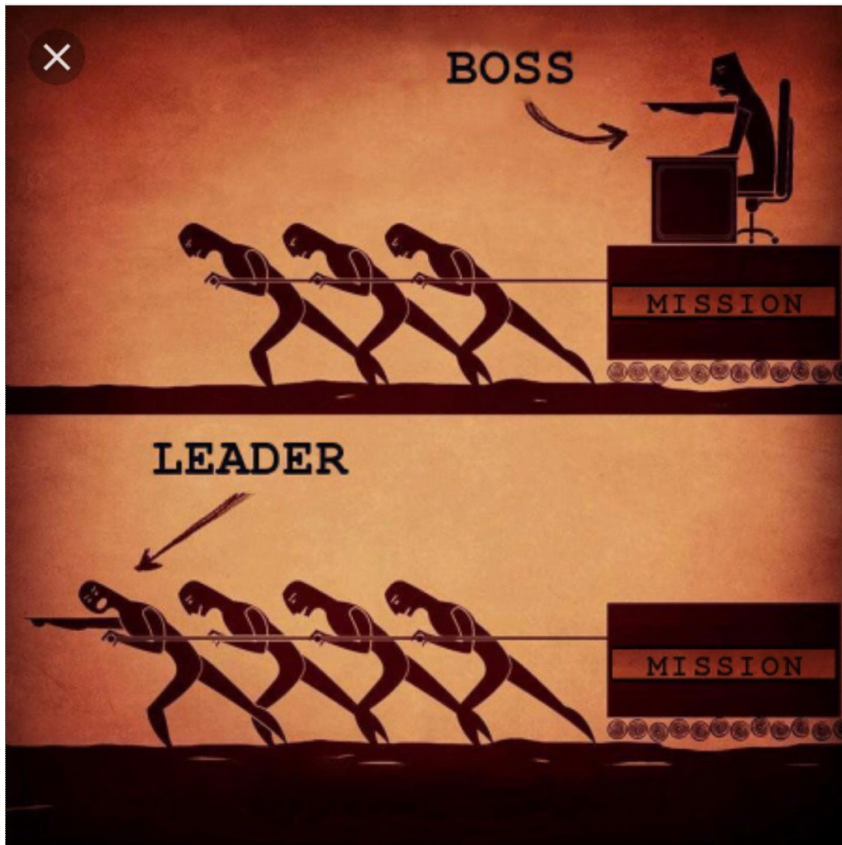
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LEADERSHIP PRINCIPLES

The Difference between a Boss and a Leader

BOSS VS. LEADER



- Dictator
- Exploitive
- Self Centered
- Results = 1X Boss IQ
- Coach | Mentor
- Plays for the Team
- Emotionally Intelligent
- Results = 4⁴X Team IQ

THE HIERARCHY OF SERVANT LEADERSHIP

*The **difference** between a **leader** and a tyrant is that a leader works hard for the sake of **everyone** else, while a tyrant makes others work hard for them*

- 1. Team**
- 2. Project / Mission / Company**
- 3. Self**

*Cuz... Leadership isn't about **YOU!***

WE COMMUNICATE TO LEAD

Communication is spelled "LEAD"

THE REASON WE COMMUNICATE

What is **communication**?

Answer: A means to an end.

What are **leaders** responsible for?

Answer: Helping the team
#GSD.

WHY do we communicate?

Answer: TO LEAD

If I **focus** on improving my communication will I be a better leader?

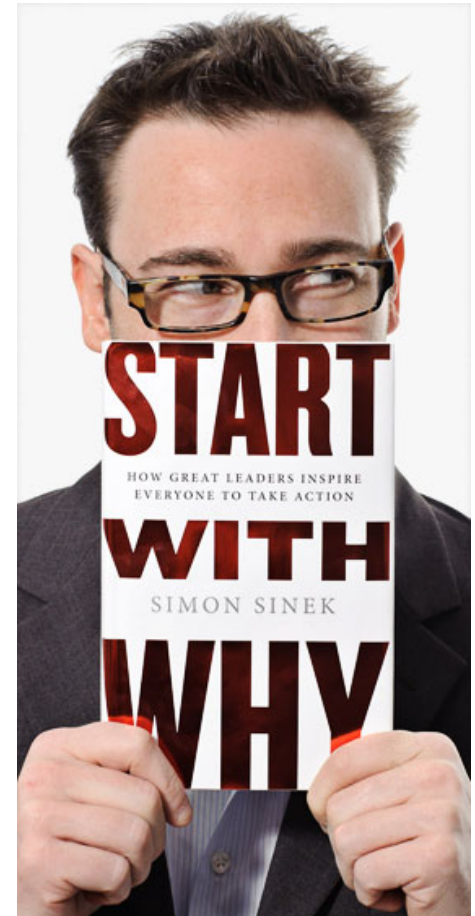
Answer: Maybe?

If I focus on improving my **leadership** skills will I be a better leader?

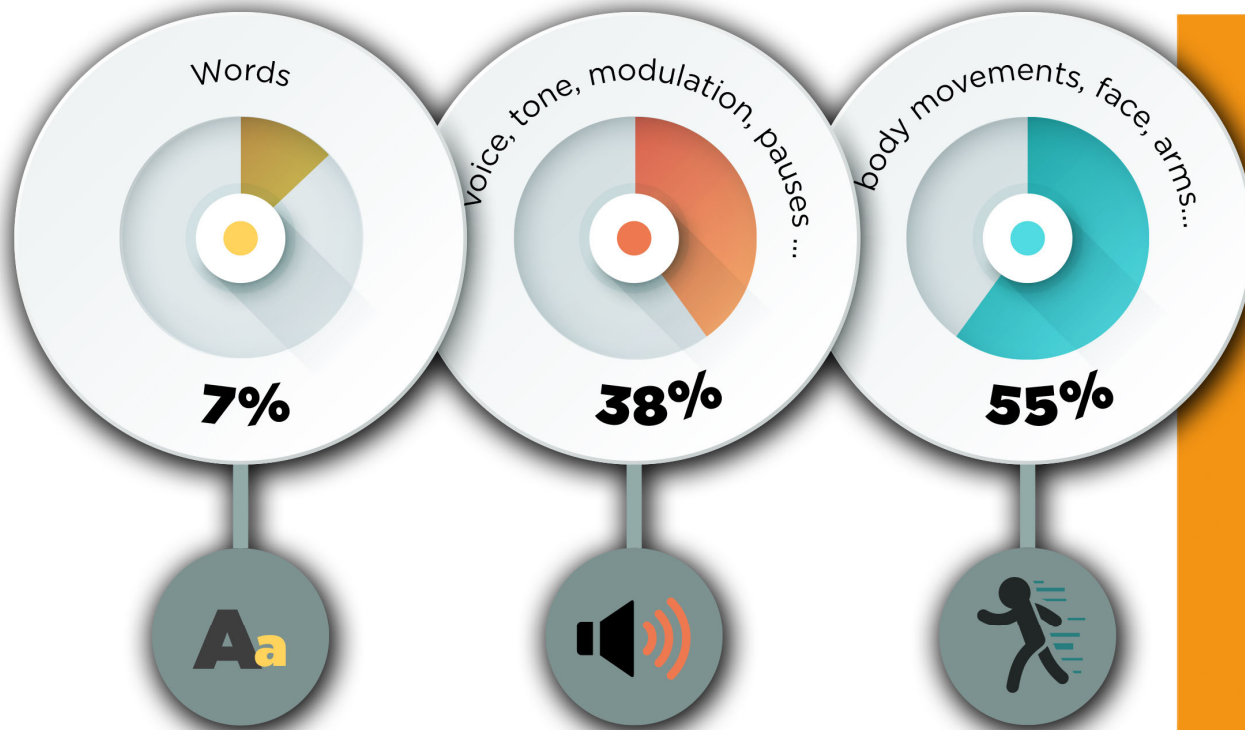
Answer: Hells to the Yes!

Q: What Do You Call a Misunderstanding That Leads to Unexpected Results?

A: A Miscommunication? Or... B: Poor Leadership?



THE WAY WE COMMUNICATE



SITUATIONAL LEADERSHIP

LEADERSHIP VEHICLE	EFFICACY
TEXT/EMAIL	7%
PHONE	45%
FACE TO FACE	100%

WHY EMAIL ISN'T A LEADERSHIP TOOL

I didn't say that you were beautiful.

I **didn't** say that you were beautiful.

I didn't **say** that you were beautiful.

I didn't say **that** you were beautiful.

I didn't say that **you** were beautiful.

I didn't say that you **were** beautiful.

I didn't say that you were **beautiful**.

Nuf Said?

THE EXCUSES

I **THOUGHT** THE
DEADLINE WAS
TOMORROW ...

I THOUGHT THAT'S
WHAT **YOU ASKED**
FOR!

I THOUGHT THE
OTHER PROJECT WAS
THE PRIORITY ...

I TOTALLY **FORGOT** ...

I **DIDN'T REALIZE** THIS
WAS THE #1
PRIORITY ...

I WAS AFRAID THE
EXECUTIVE WOULD
GET MAD ...



WHAT'S THE ROOT **CAUSE**?

A: Poor Communication? Or... **B:** Poor Leadership?

TAKING RESPONSIBILITY FOR WHAT'S HEARD

Leadership KPI: Effective Leaders Enable Their Team to Accomplish the **Expected Outcomes.**

- What was your role in the outcome?
- Did you deliver the vision / expectations and then ask a yes or no question?

IF THE OUTCOME IS CERTAIN NO RESPONSIBILITY IS REQUIRED...



LEADERSHIP TECHNIQUES

THE Secret to Effective Leadership, Conflict Resolution, &
Problem Solving

LEADERSHIP IS... ACTIVE LISTENING

QUESTIONING

- Ask open-ended questions.
- Go through the doors they open up.

ADOPT THE ACTIVE LISTENING MINDSET

- Listen without deciding.
- Avoid listening autobiographically.
 - Give undivided attention.
 - Use neutral tone of voice.
- Maintain eye contact and a relaxed posture.

LEADERSHIP IS A FIERCE COMMITMENT TO ALIGNMENT AND CLEAR EXPECTATIONS

SUMMARIZING

- Periodically summarize key themes.
- Summarize and get closure.

REFLECTING

- Restate ideas and facts to show understanding.
- Remain impartial – don't agree or disagree.

CLARIFYING

- Ask powerful questions, seek deep clarity & understanding
 - Bring unclear points into focus.
 - Ensure an accurate understanding.

EMPATHIZING

- Suspend judgment.
- Understand and identify with emotions.
 - Find out what YOU are missing.



LEADERSHIP IS... CULTIVATING GOOD COMMITMENTS

Qualities of a Good Promise

Public. People strive to make good on declarations they've pronounced publicly, because their reputations and trustworthiness are on the line and they can't selectively "forget" what they committed to do.

Active. Skilled promise-crafters actively negotiate their commitment including unearthing conflicting assumptions that could spawn misunderstandings.

Voluntary. People assume personal responsibility when they make promises willingly, versus under duress. Effective promise makers have freedom to decline requests or make counteroffers.

Explicit. To avoid misunderstandings, the parties make requests clear from the start, provide progress reports accurately reflecting the promise's execution, and detail success (or failure) at the time of delivery.

Mission-based. When requestors explain why their request is important, people keep executing when they encounter roadblocks. They also creatively address underlying challenges rather than blindly fulfilling the request.

LEADERSHIP IS... GETTING COMMITTED RESPONSES

NO (I Decline)

"No, I'm not going to be able to attend that meeting."

Yes (I Agree)

"Yes, I will complete that report and send it to you by Wednesday at 5pm."

Promise to Respond

"I'll get back to you with an answer by noon on Friday."

Counteroffer

"Although I can't get the report to you by Wednesday, I can commit to have it to you by end of day Friday."



When **No** Isn't An Option, **Yes** is Meaningless ...

HOW TO STOP HOLDING PEOPLE ACCOUNTABLE

By Helping Team Members Stay Accountable

ACCOUNTABILITY

- Leaders **DON'T** “hold people” accountable.
- People have a weird relationship with **accountability**.
- Leaders help establish **self-**accountability up front...
- Leaders **help** team members stay accountable & **#GSD...**



HOW TO STOP HOLDING PEOPLE ACCOUNTABLE

Establish Self-Accountability Up Front

1. **ACTIVELY LISTEN**
2. Use **PAVEM**
3. Get **COMMITTED RESPONSES**
4. Send **MEETING NOTES**
5. **LOG TASKS** – Use a backlog
6. Use a standing meeting to train the team to **USE THE BACKLOG**

If Your **Too Busy to Help Your Team Change, You Wont Get Different Results...**



LEADING UP

The Leader Isn't Always the Decider ...

THE PSYCHOLOGY OF STRESS

- No one stops by just to say **hello**
- **Fight** or flight response = **Conditioned response**
 - a. **Defensive, Stressed Out, Pissed Off**
 - b. **2 out of 3 brain centers shut-down**
 - c. **Emotional Maturity of an 8 year old**

THE LEADER SETS THE TONE



MANAGING EXPECTATIONS

A Tradition of **F**ear, **U**ncertainty and **D**oubt

- A Story | **Mr.** George Brenner

The **T**echnique:

- 3 steps to **C**redibility | Clear expectations

1. **P**araphrase the request
2. Exuberantly **c**onfirm acceptance
3. Be **g**one

THE **L**EADER SETS THE TONE



COMMUNICATING A PROBLEM

Eliminate Fight or Flight | Be **Consistent**

The **Technique**:

- Rule of 10's
- Prepare to Lead | **BCHB**
- 4 Step Formula
 1. I have everything **under control**
 2. **Briefly** describe the problem
 3. Briefly describe the **solution**
 4. **Stop** talking

THE **LEADER** SETS THE TONE



RESOURCES

- **Email** me with questions | jason@120vc.com – Connect w/ me on [LinkedIn](#)
- Download “It’s Never Just Business, It’s About People” at www.120vc.com/shop. Free with coupon code: **PMISV-LEAD**
- Schedule me to deliver a **#GSD Talk** for your Team – Free!
- Check out upcoming 120VC events & the **TLNetwork** on 120VC.com



THANKS