

The Arena of Leadership

Being a Leader in the Real World



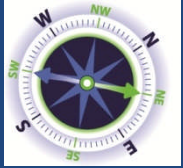
Dave Hasenbalg
President, Customized Solutions, LLC



Profile: David Hasenbalg

ABRIDGED

- 19+ years as a Leader, Executive Coach, Change Agent, Consultant, Process Improvement Expert, and Problem Solver
 - U.S. Army Armor Officer (Captain)- M1 Abrams Tanks
 - Platoon Leader, Company Executive Officer
 - Personnel Officer for 600 person M1 Tank Battalion
 - Corporate Executive
 - Accenture (Andersen Consulting), Software Start-up company, Hartford Financial Services Group
 - Adjunct Faculty (Rensselaer Poly Tech, CT Quality Council, Berkshire Comm. College)
 - Six Sigma Black Belt
 - **President, Customized Solutions**
 - Specializing in Leadership Development, Interpersonal Effectiveness, Continuous Improvement and Business Development
 - Member of International Coach Federation (ICF) and American Society for Training and Development (ASTD)
- Education
 - BA-University of Colorado
 - Master of Business Administration (MBA) in Marketing-University of Connecticut

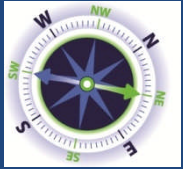


Leadership Writings

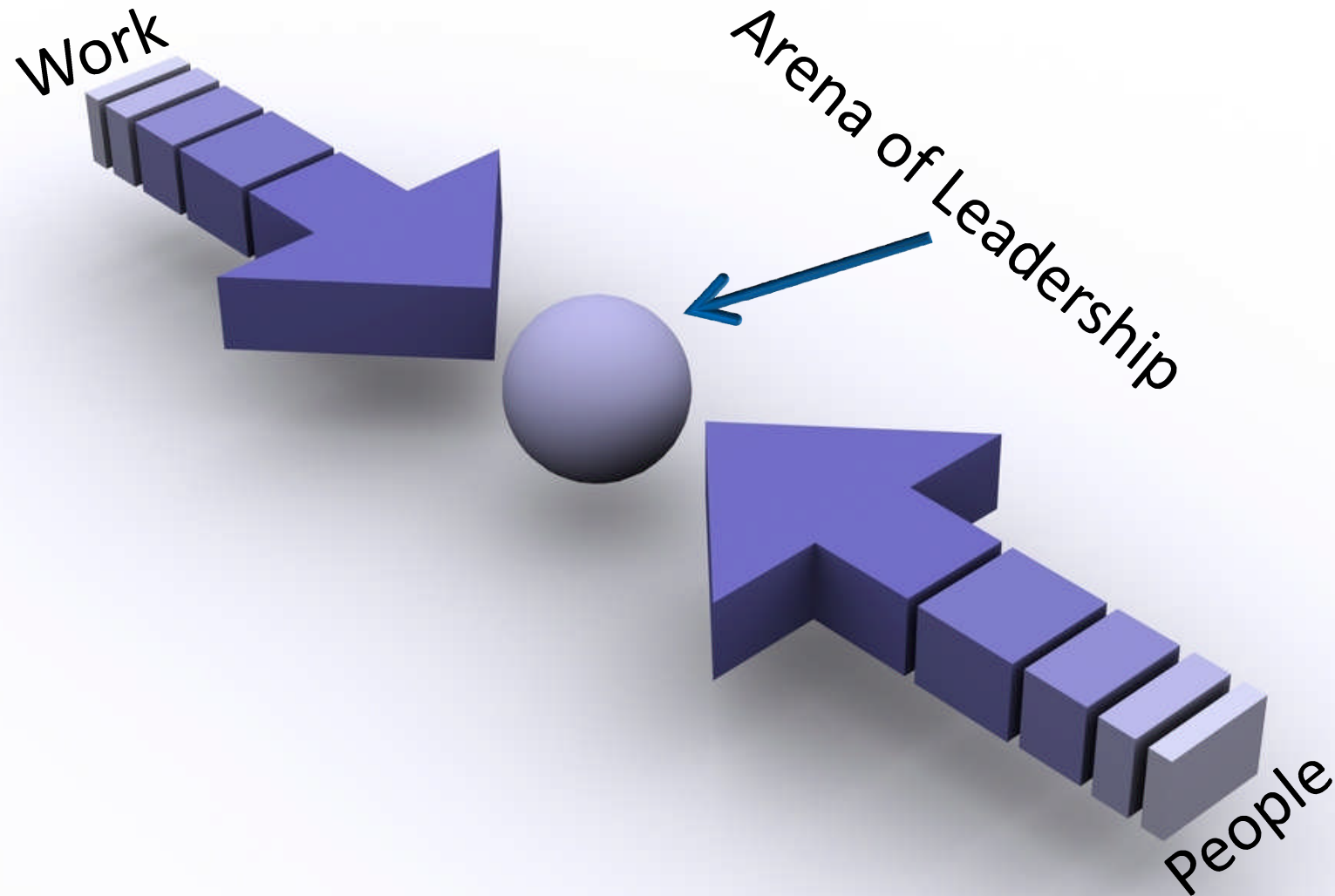
Thousands of books

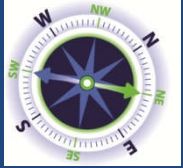
- Many are interesting
- Several theoretical
- Some are wrong
- Most don't help you in the real world





Leadership Opportunity





Arena of Leadership

- Environment DEMANDS a leader
 - For BIG and small things
- Someone will be a leader
 - Appointed
 - Assumed
 - Situationally selected
- The Leader is the one who **influences the outcomes**



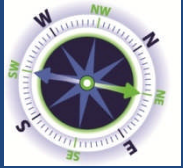


Step into the Arena

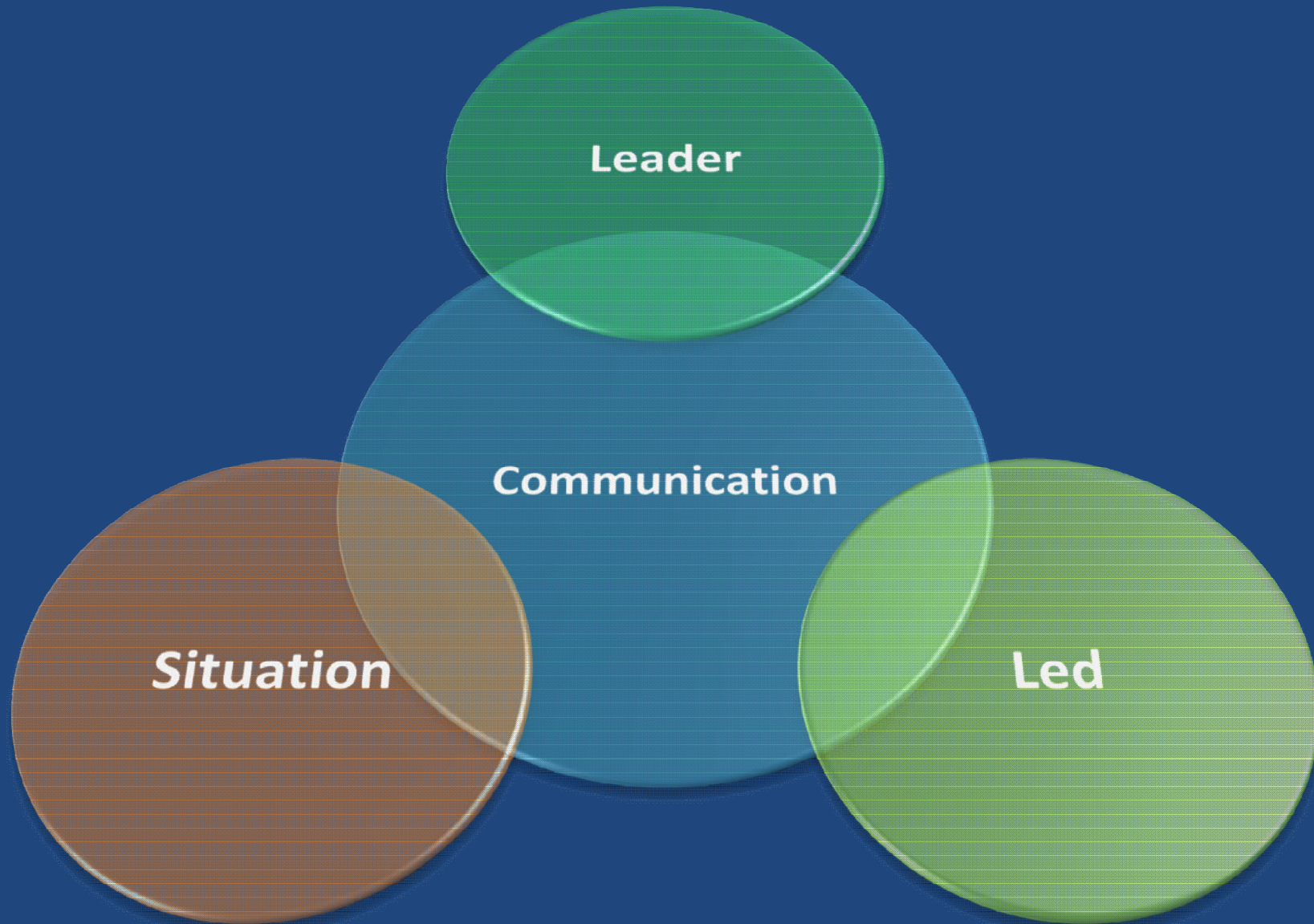


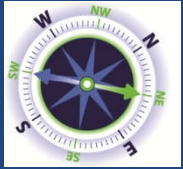
CONFIDENTIAL





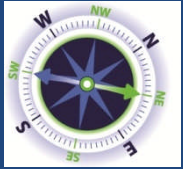
4 Undeniable Elements of Leadership





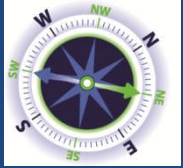
The Leader





The Leader





The Leader

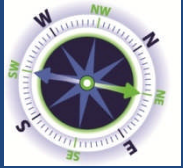
- This is you
- Pattern of behavior
- How do you treat those around you
- Handle stress
- What is important to you
- How do you like to work (pace, priority)
- How aware are you of your surroundings?
- How quick are you to judge?



The Led

- Behavior
- How do they like to work (pace, priority)
- Treat others
- Handle stress
- What is important?
- What leadership do they need?
- Can you speak their language
- Can you walk the walk **AND** talk the talk





The Situation

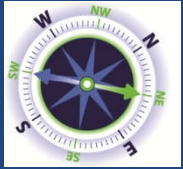




The Situation

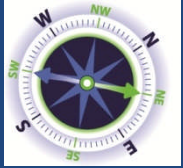
- Leadership Roles
 - Protector: Crisis Manager
 - Achiever: Motivator
 - Team Builder: Negotiator
 - Nurturer: Counselor
 - Innovator: Catalyst
 - Transformer: Inspirer
 - Sage and Seer: Visionary

Adapted from “The Leadership Vacuum” by Deepak Chopra



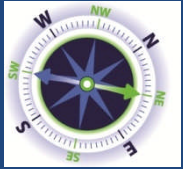
Communication





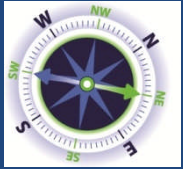
Communication

- Can you send and receive messages
- Can you adjust your messages to fit the people
- Can you adjust your messages to fit the situation
- Are you listening to the feedback you are being given



Tools



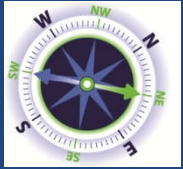


SOCIALSTYLESM

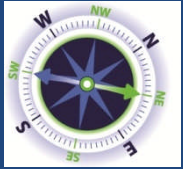


 TRACOM GROUP

Introduction to Social Style and Versatility

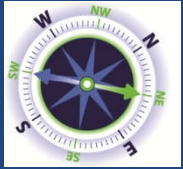


Describe This



Personality Pie





Personality Pie

- **Personality** — The combination of ideas, values, hopes, dreams, attitudes, abilities, as well as the behavior that others can observe that encompasses everything a person is
- **SOCIAL STYLE** — A particular pattern of actions that others can observe and agree upon for describing one's behavior
- **Behavior** — What you say (verbal) and do (non-verbal)
- **Interpersonal Behavior** — What you say and do when interacting with one or more people



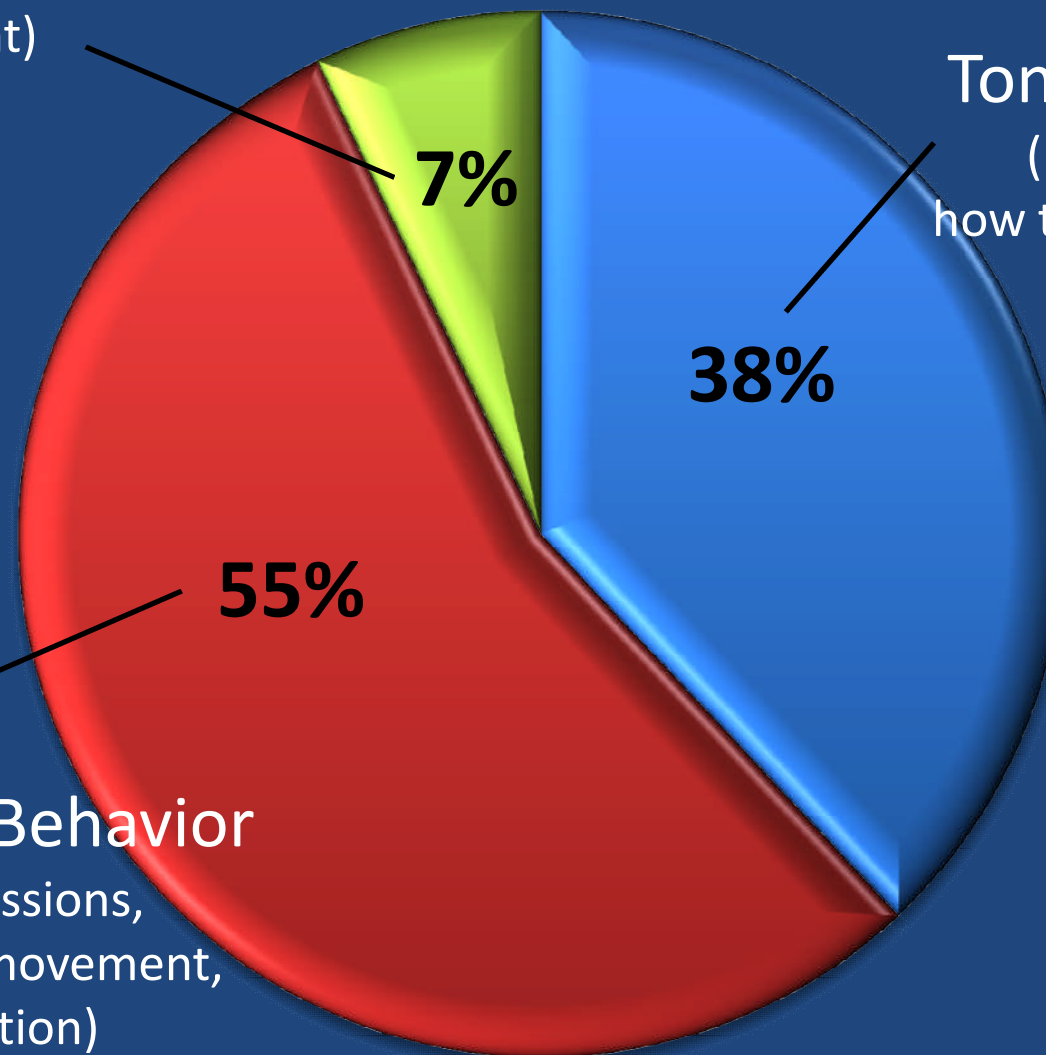


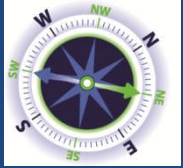
Total Behavior

Actual Spoken Words
(Content)

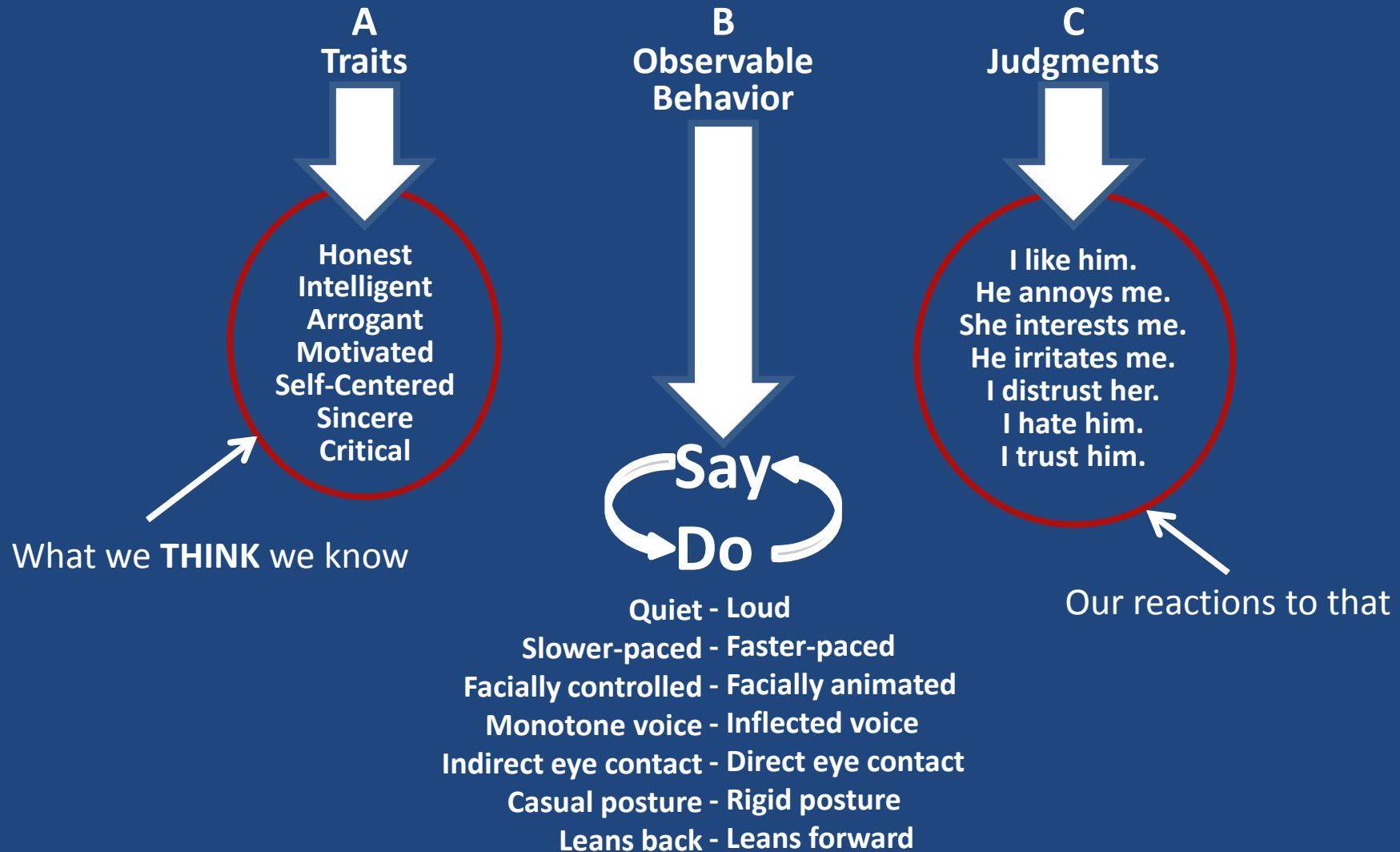
Tone of Voice
(Inflection,
how things are said)

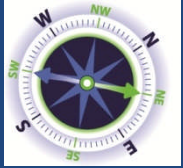
Non-verbal Behavior
(Facial expressions,
arm and body movement,
body position)



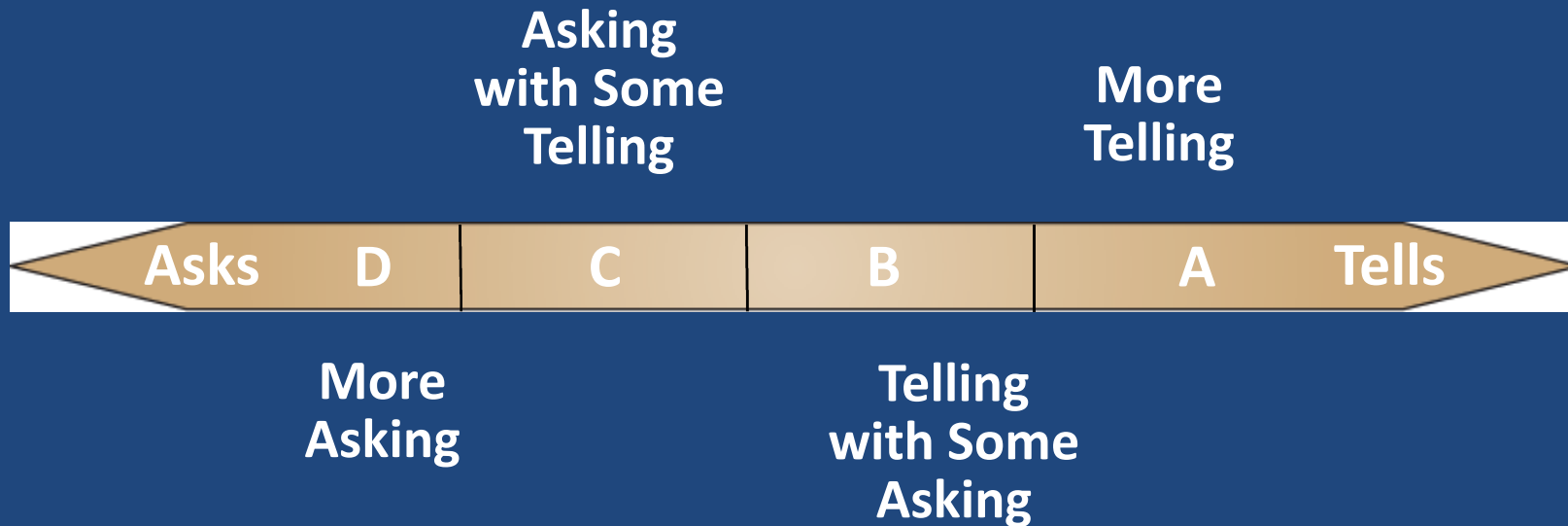


Say and Do Behavior





Assertiveness

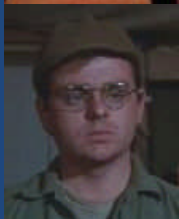


A dimension of behavior that measures the degree to which others perceive a person as tending to **ask or tell** in **interactions** with others.



Assertive Behaviors

Bob Newhart,
Princess Diana,
Radar O'Reilly,
Bill Gates



“Say” - Verbal Behaviors

Ask Assertive

Tell Assertive

Slower Pace of Speech *Faster*

Less Quantity of Speech *More*

Quieter Volume of Speech *Louder*

Asks

Tells

Relaxed Use of Hands Directive

Lean Back Body Posture Lean Forward

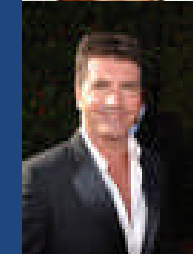
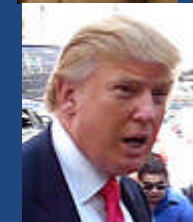
Indirect Eye Contact Direct

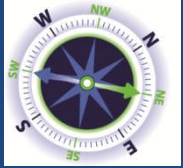
Ask Assertive

Tell Assertive

“Do” - Non-Verbal Behaviors

Martha Stewart,
Donald Trump,
Jack Welch,
Simon Cowell





Responsiveness

More
Controlling

Emoting
With Some
Controlling

Controls

Controlling
with Some
Emoting

More
Emoting

Emotes

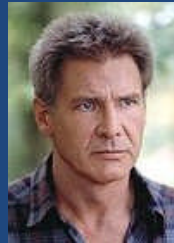
A dimension of behavior that measures the degree to which others perceive a person as tending to **control** or **display emotions** in interactions with others.



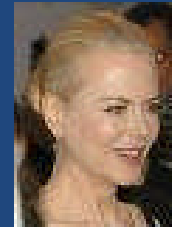
Responsiveness Behaviors



Warren Buffett



Harrison Ford



Nicole Kidman



Clint Eastwood

Verbal Behaviors

More Controlling

Monotone

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Emotion
in
Voice

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Inflection

Task

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Subjects
of
Speech

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.

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People

More Emoting

Facts/Data

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Form
of
Descriptives

.

.

.

*Opinions/
Stories*

Controls

Emotes

Non-Verbal Behaviors

More Controlling

Less

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Use of
Hands

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More

Rigid

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Body
Posture

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Casual

Controlled

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Facial
Expression

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.

Animated

More Emoting



Jim Cramer



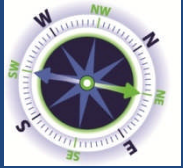
Oprah Winfrey



Bill Clinton

Robin Williams

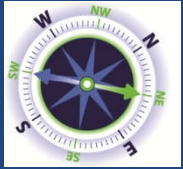




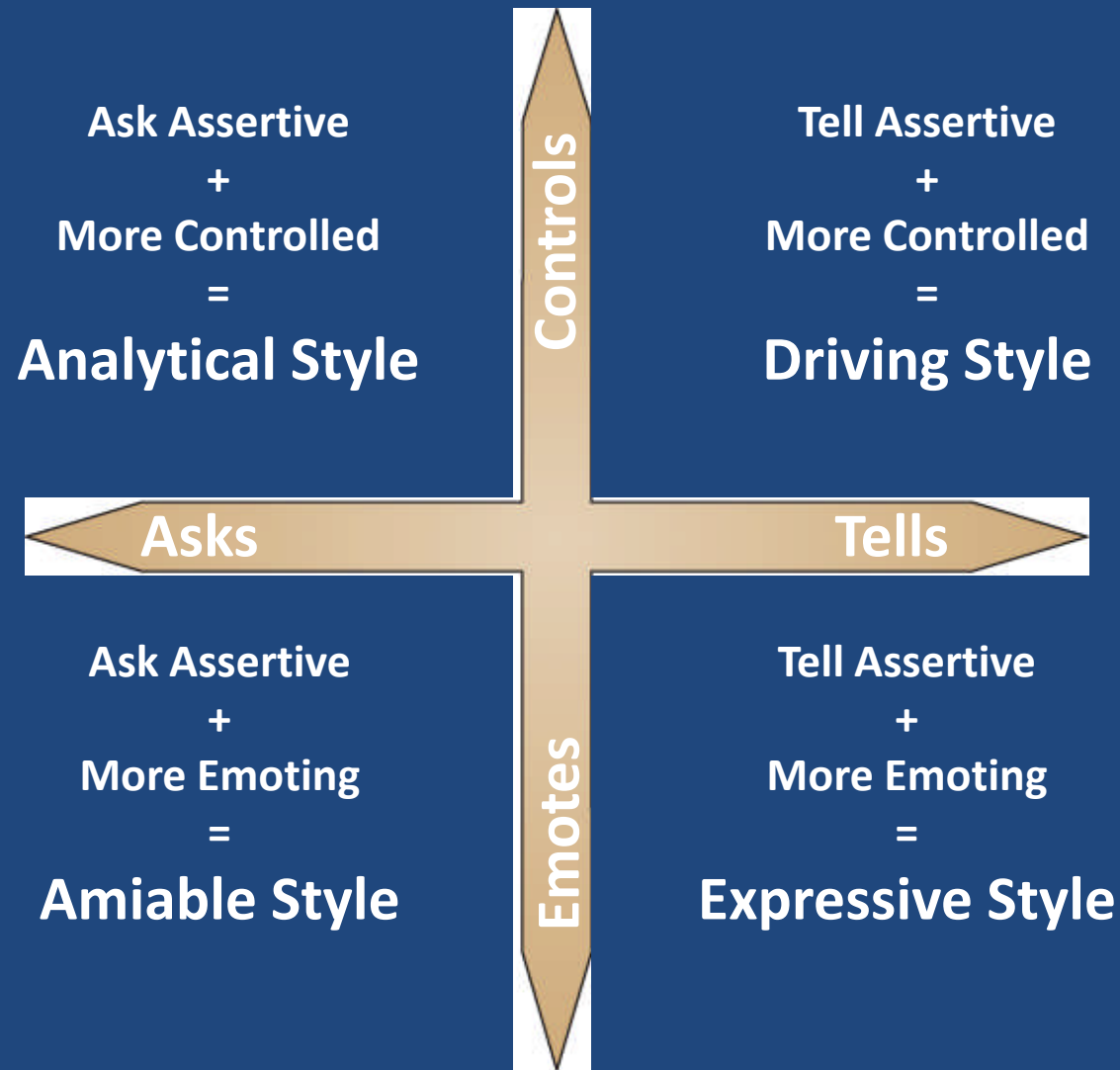
SOCIAL STYLE MODEL™

In Social Style Training

- Build the Social Style Model using the assertiveness and responsiveness dimensions.
 - These dimensions are independent of each other
- Identify the four Social Styles.
- Identify the unique characteristics of each of the four Styles in terms of strengths and weaknesses.



SOCIAL STYLE Model™





Key Behaviors of the SOCIAL STYLESsm

Analytical Style

ACTIONS TOWARD OTHERS

Uncommunicative, Cool, Independent, Cooperative

USE OF TIME

More Disciplined, Slower-Paced, Not an important factor for their work

APPROACH TO DECISION-MAKING

Uses Facts, Avoids Risks, Acts slowly and thoughtfully, Uses reason and logic

Driving Style

ACTIONS TOWARD OTHERS

Uncommunicative, Cool, Independent, Competitive, Initiates contact (focus on goals/objectives)

USE OF TIME

More Disciplined, Faster-Paced, Watch the clock, "Time is money", Challenged by going slow

APPROACH TO DECISION-MAKING

Uses Facts, Takes Risks, Uses logic (their logic), Thinking intuition

Controls

Asks

Tells

Amiable Style

ACTIONS TOWARD OTHERS

Communicative, Warm, Approachable, Cooperative, Personal level of trust is key, People are relationships, Won't often impose views on others

USE OF TIME

Less Disciplined, Slower-Paced, Concerned with others' time

APPROACH TO DECISION-MAKING

Uses Opinions, Avoids Risks, Considers impacts on others

Emotes

Expressive Style

ACTIONS TOWARD OTHERS

Communicative, Warm, Approachable, Competitive

USE OF TIME

Less Disciplined, Faster-Paced, Spontaneous, Works best under pressure, Time either flies-by or is a drag

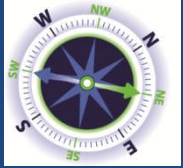
APPROACH TO DECISION-MAKING

Uses Opinions, Takes Risks, Takes time finding shortcuts, Quick decisions on intuition (gut instinct)



Assessing Perception

- Self perception matches others' perception of Style only 47% of the time.
- Self perception matches co-workers perception of Versatility only 35% of the time.
- People who are most likely to misidentify their Style and their Versatility are the ones who need the feedback the most



Versatility

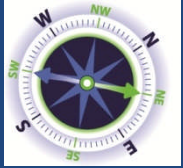
Behaviors Seen as
Focusing on
My Tension

Behaviors Seen as
Focusing on
Others' Tension



Versatility is a measure of interpersonal effectiveness when working with others.

The more versatile you are, the more you are going to get what you want.

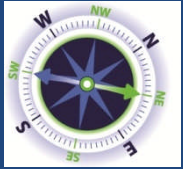


The Case for Better Versatility



- **4 out of 10 newly promoted managers and executives fail within the first 18 months**
 - Inability to understand not just how to lead people, but the type of leadership needed

- **64% of employees will leave their current positions to follow a good manager**



Steps for Increasing Interpersonal Effectiveness

1. Know Yourself

- Know the impression you make on others; how your behavioral preferences can cause tension for others

2. Control Yourself

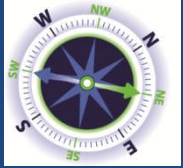
- Learn to be tolerant of others' behavior without becoming tense
- Know your own style tendencies and control them to maintain productive relationships

3. Know Others

- Observe others' behaviors to learn about their tension levels, how they respond to your messages, and what you can do to make the interactions more comfortable and effective
- Observe Say and Do Behaviors
- Avoid judgment

4. Do Something for Others

- Once you know what makes another person comfortable, try to accommodate his/her preferences
- Platinum rule- "Do unto others as they would like to have done unto themselves"



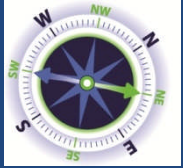
Applicability of Social Style

- Leadership
- Team Building
- Conflict Resolution
- Communication
- Diversity
- Coaching
- Sales



Formats

- Overviews can be done in 2 or 4 hour formats
- Classes can be taught in 8 or 16 hour formats
- Self profile and multi-rater profile
- Very versatile course, can be tailored to specific needs
 - Leadership
 - Communication
 - Conflict Resolution



Succeed in your own Arena





Thank You!

Questions?