

Leadership Through People Skills™
and its application in a global legal firm

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Leadership Through People Skills™
...what is it?

Let's find out....

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Management Functions



- Planning
- Organizing
- Leading
- Controlling

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Leadership

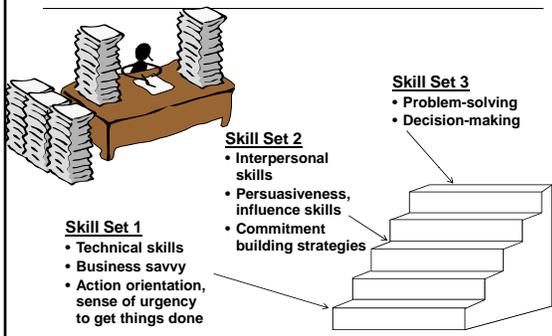


- Creating attention through vision
- Communicating the vision
- Gaining trust and cooperation
- Being willing to take risks

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Executive Skill Sets



Skill Set 1

- Technical skills
- Business savvy
- Action orientation, sense of urgency to get things done

Skill Set 2

- Interpersonal skills
- Persuasiveness, influence skills
- Commitment building strategies

Skill Set 3

- Problem-solving
- Decision-making

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Executive Derailers

Unproductive or damaging relationship

- Arrogant, abrasive, attacking, and intimidating style
- Cold, aloof, withdrawn, guarded, and distant
- High consideration; low task
- Too much of a Perfectionist; attentive to detail; deliberating
- Excessive reliance on position power
- Inability to adapt to peer with a different style.

Primarily Interpersonal/Interactional Issues

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Effective Leaders . . .

- Let People Know what's Expected
- Regularly let people know how they are doing
- Give People Opportunities to Develop and Grow



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Leadership Competencies

- Capacity to give feedback (coaching)
- Ability to empower
- Teamwork and collaboration
- Trust and respect (both directions)
- Vision, purpose, and direction
- Idea presentation - Thinking skills
- Technical/Administrative skills
- Drive and motivation

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Key to Effective Leadership



Productive one-on-one interactions



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What Employees Want . . .

Bosses Say:

- Compensation
- Job Security
- Promotions



Employees Say:

- Challenging Work
- Appreciation
- Recognition
- Being well Informed

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Leadership People Skills



1. Sizing-up
2. Organizing
3. Motivating
4. Communicating
5. Adapting

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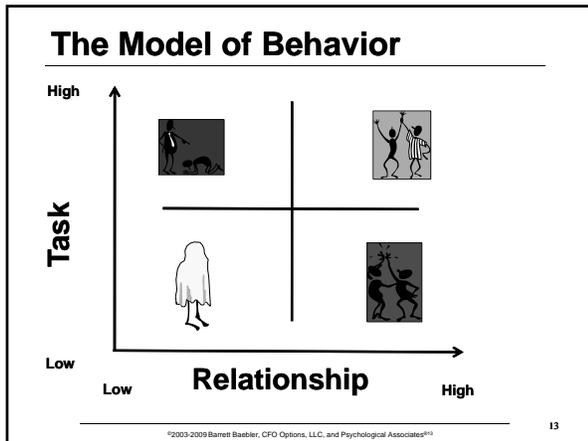
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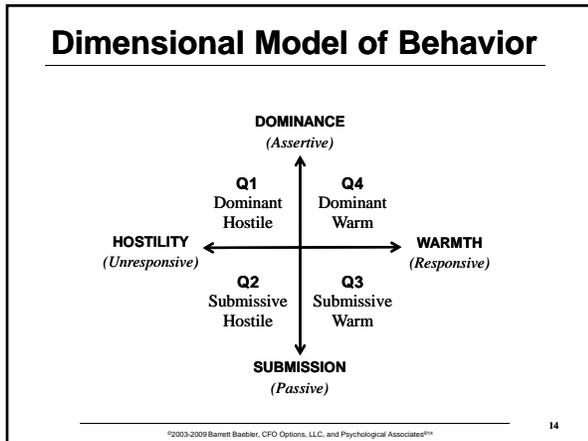
LPS #1 - Sizing Up Skills



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Q1 Manager Behavior




Hi-Way for the Hi-Way!

- Decisions None
- Delegation Edicts
- Control Tight
- Communication One-way
- Motivation Threatens
- Disagreements Silences
- New ideas Discourages

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Q2 Manager Behavior



status Quo!

- Decisions Avoids
- Delegation Too much/too little
- Control Loose
- Communication Little
- Motivation Little
- Disagreements Avoids
- New ideas Rejects



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Q3 Manager Behavior



lets be Buddies!

- Decisions Popular
- Delegation unclear
- Control Loose
- Communication Positive, partial
- Motivation Praise, friendship
- Disagreements Smooths over
- New ideas Accepts, does nothing



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Q4 Manager Behavior



What we Aim to be!

- Decisions Seeks input
- Delegation Clear
- Control Appropriate
- Communication Two-way
- Motivation Focuses on needs, benefits
- Disagreements Confronts, resolves
- New ideas Evaluates, accepts, gives credit



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Behavior - Outcome Connection

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Dimensional Model of Direct Report Behavior

<p>Q1</p> <ul style="list-style-type: none"> • Aggressive • Demanding • Close-minded • Seizes control • Forces ideas 	<p>Q4</p> <ul style="list-style-type: none"> • Forceful • Open • Inquiring • Task-oriented • Responsive
<p>Q2</p> <ul style="list-style-type: none"> • Aloof • Unresponsive • Cautious • Neutral • Guarded 	<p>Q3</p> <ul style="list-style-type: none"> • Over-agreeable • Meandering • Appeasing • Compromises quickly • Over-friendly

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Interaction

MANAGER	DIRECT REPORT
Q1	Q2 or Q3
Q2	Q1 or Q2
Q3	Q3 or Q1
Q4	Q4 (or shift in that direction)

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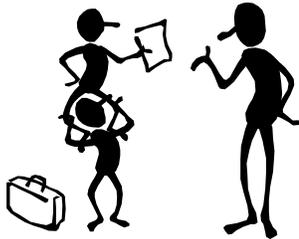
Interaction – People act Differently...

- With Direct Reports (Power)
- With Peers (Unknown Power)
- With “the boss” (Little Power)
- Politic
 - Primary Behavior
 - Secondary Behavior
 - Mask Behavior

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LPS #2 - Organizing Skills



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Five-Step Format

One way to become more Q4

- Facilitates your
- Organization
 - Communication
 - Involvement
 - Motivation

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The Five Steps

1. Create a Positive Climate
2. Obtain Other's Views
3. Add Your Views on Their views
4. Clarify and Resolve Differences
5. Help Develop an Action Plan

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LPS #3 - Motivating Skills

Wiifm?

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Motivation

Motivation/Commitment Defined

Getting people to do willingly
that which they can do
but might not do
spontaneously.

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Motivation

People move toward GAIN

People move away from PAIN

People commit for **their** reasons,
Not necessarily **yours!**

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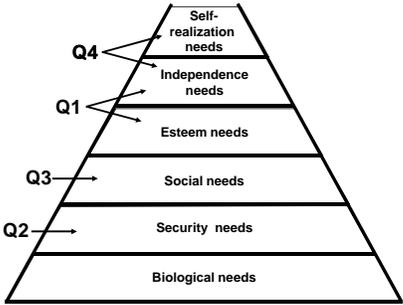
Psychological, Behavioral Rewards - Intangibles



- praise
- contribution
- involvement
- teamwork
- recognition
- structure
- attention
- guidance
- regard
- acceptance
- belonging
- credit

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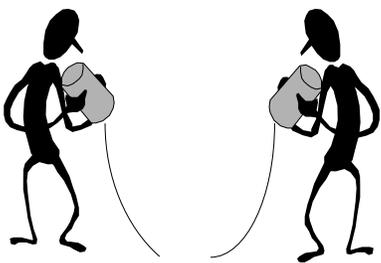
Intangible Needs of the 4 Q's



The diagram is a pyramid divided into six horizontal sections. From top to bottom, the sections are: 'Self-realization needs' (labeled Q4), 'Independence needs' (labeled Q1), 'Esteem needs', 'Social needs' (labeled Q3), 'Security needs' (labeled Q2), and 'Biological needs'.

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Receptivity



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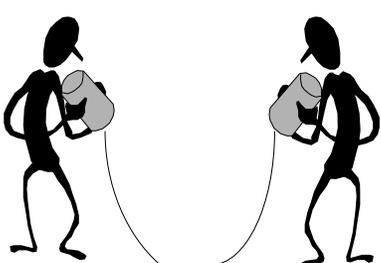
Receptivity and Behavior

Q1 — LOW <ul style="list-style-type: none">• Arguments• Flat assertions• Irritable inattention• Interruptions• Negative emotions	Q4 — HIGH <ul style="list-style-type: none">• Qualified disagreements• Involvement• Agreement after discussion• Questions showing interest• Active listening• Doubts expressed without antagonism
Q2 — LOW <ul style="list-style-type: none">• Silence• Unresponsiveness• Apathy• Remote inattention• Procrastination	Q3 — LOW <ul style="list-style-type: none">• Few questions• Meandering• Unbusinesslike demeanor• Over-agreeability• Over-sociability

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LPS #4 - Communication Skills



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Probes

- What they do
 - Gather information
 - Obtain involvement
 - Spin up receptivity

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8 Types of Probes

- Open-end
"Tell me about the improvements you've made?"
- Pause
Silence (Ask a question and pause for 3 seconds or more.)
- Reflective Statement (You're + emotion + issue)
"You're upset about the audit results."
- Neutral Phrase
"Expand on your remark about the inventory problem."

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8 Types of Probes (continued)

- Brief Assertion
"I see." "Go on."
- Closed
"Do you want me to give a written or oral response?"
- Leading Question
"You do have just a few more minutes to spend with me, don't you?"
- Summary Statement
"To summarize, you have three doubts about my proposal. First, you said . . ."

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The Funnel Effect of the 8 Types of Probes

Open
Pause
Neutral Phrase
Brief Assertion
Summary
Reflective
Closed
Leading

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Communication Activity

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Communication Activity:
Open-ended Probes and Summary Statements...

Two volunteers will now conduct a simple exchange in which person one asks questions and person two responds...

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Communication Activity

The rules...

Person one		Person two
Ask an open-ended probe	→	Respond
↓		↓
Listen	←	Respond
↓		↓
Do a Summary Statement	→	Respond
↓		↓
Listen	←	Respond
↓		↓
Ask another open-ended probe	→	Respond

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LPS #5 - Adapting Skills – Q4 Strategies



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Adapting Skills - Q4 Strategies

- Direct Reports ↓
- Peers ↔
- Superiors (The Boss) ↑

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How long does it take?
Q4 Manager – Q3 Direct Report

Let's time a meeting...

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**Summary –
Leadership Through People Skills
is about...**

1. Sizing-up
2. Organizing
3. Motivating
4. Communicating
5. Adapting

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**Summary –
LTPS is...**

- About **Interpersonal** skills and Interactions
- About **Behaviors** not Personalities
- A **tool** to make us a better leader
- About...

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Questions and Answers



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Thank You

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