Executive Leadership Institute

VIRGINIA BANKERS ASSOCIATION

Session 4: Leading Teams, Causing Results Through Others

April 25-26, 2023

Communication- Slides?

- Why was it hard to get the story together?
- What type of communication was used in attempting to solve the problem?
- What communication methods might have worked better?
- What kind of leadership was used to tackle the problem?
- Who were the leaders? Why?
- What style of leadership might have worked best?
- If you were to tackle a similar activity again what do you think this group could do differently?
- What real life activities are similar to this activity?

Leading Teams – Strategies & Tools

Gallup's Engagement

Q^{12}® Survey

I know what is expected of me in my job.
I have the materials and equipment I need to do my work right.
At work I have the opportunity to do what I do best every day.
In the last seven days I have received recognition or praise for doing good work.
My supervisor or someone at work seems to care about me as a person.
There is someone at work who encourages my development.
At work my opinions seem to count.
The mission or purpose of my company makes me feel my job is important.
My associates or fellow employees are committed to doing quality work.
I have a best friend at work.
In the last six months someone at work has talked to me about my progress.
This last year I have had opportunities at work to learn and grow.

1:1 Guidelines

Activity: Customize Your 1:1 Agenda

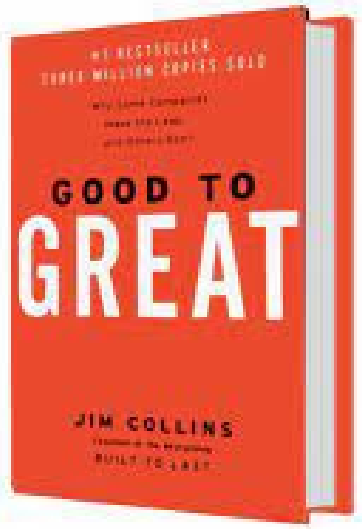
BUILDUP. . .

BREAKTHROUGH

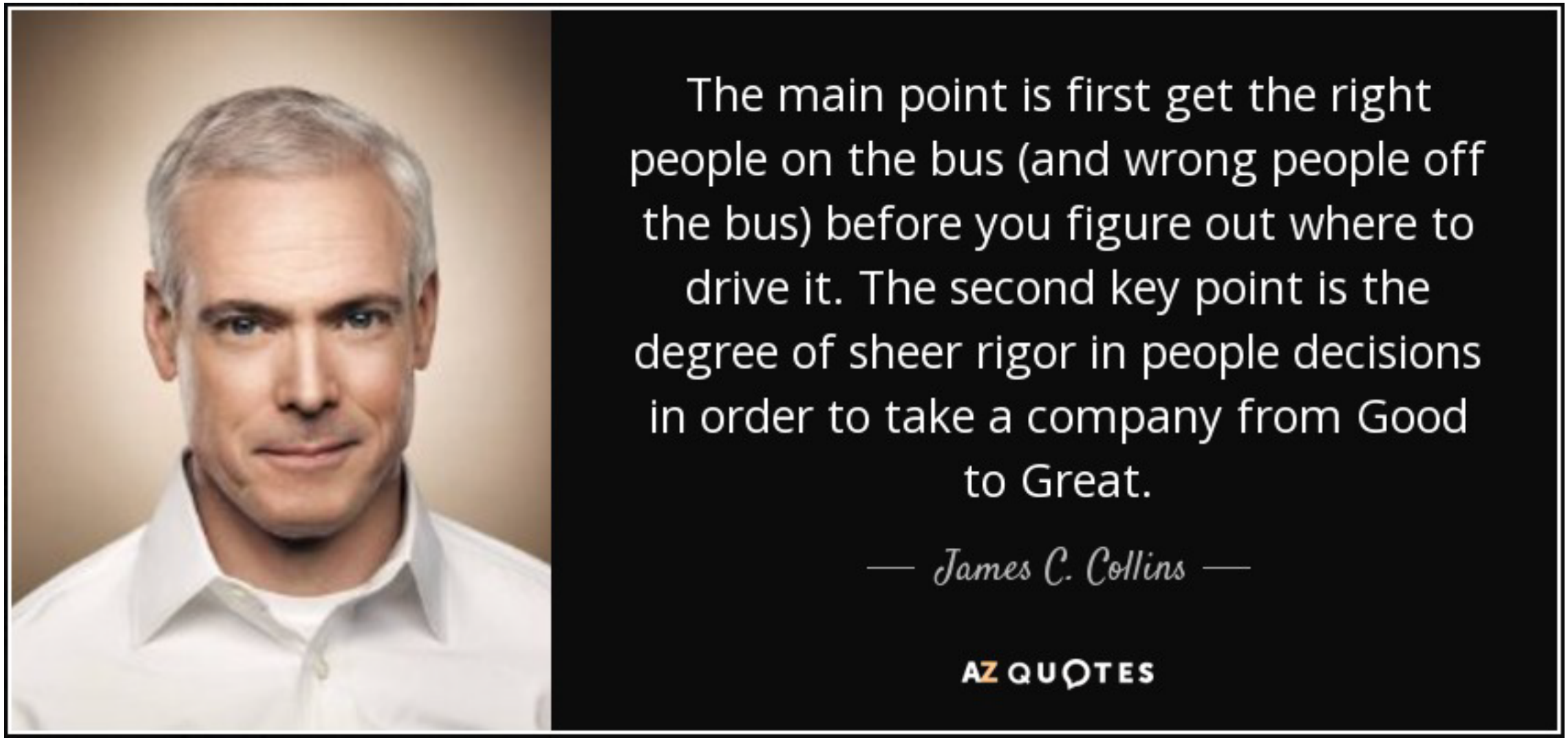
LEVEL 5 LEADERSHIP	FIRST WHO... THEN WHAT	CONFRONT THE BRUTAL FACTS	HEDGEHOG CONCEPT	CULTURE OF DISCIPLINE	TECHNOLOGY ACCELERATORS
DISCIPLINED PEOPLE		DISCIPLINED THOUGHT		DISCIPLINED ACTION	

FLYWHEEL

Jim Collins



Let's Listen:
Is "Level 5" learnable?



Let’s Listen:

5 Key Questions to Determine if Someone is “Right for the Bus”

1. Does the person share the core values of the organization? *[they have a predisposition for the core values]*
2. Do I need to manage this person?
3. Do they have exceptional capability? *[In the seat that they hold, could they potentially be one of the best in the industry?]*
4. Do they understand the difference between having a job and holding a responsibility?
5. Given everything that you know, would you still hire?

*** Reminder: Be fair. ***

Do you have a “bus problem” or do you have a “seat problem”?

THE 4 DISCIPLINES OF ORGANIZATIONAL HEALTH

READINGGRAPHICS
Ideas Come Alive

1. Build a Cohesive Leadership Team

Build a small leadership team with the 5 essential components.

2. Create Clarity

Define your playbook using the 6 key questions.

4. Reinforce Clarity

Institutionalize the playbook answers by integrating them into every human system.

3. Overcommunicate Clarity

Communicate the playbook answers repeatedly until they stick.

The single most untapped competitive advantage is teamwork.

To gain this advantage, teams must:

- **Trust** One Another
  When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.
- Engage in **Conflict** Around Ideas
  When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.
- **Commit** to Decisions
  When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- Hold One Another **Accountable**
  When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
- Focus on Achieving Collective **Results**
  The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

CONFLICT TOOLS:

Mining for Conflict

Real Time Permission

CONFLICT TOOLS:

Clarity re: how/when decisions will be reached before asking for input

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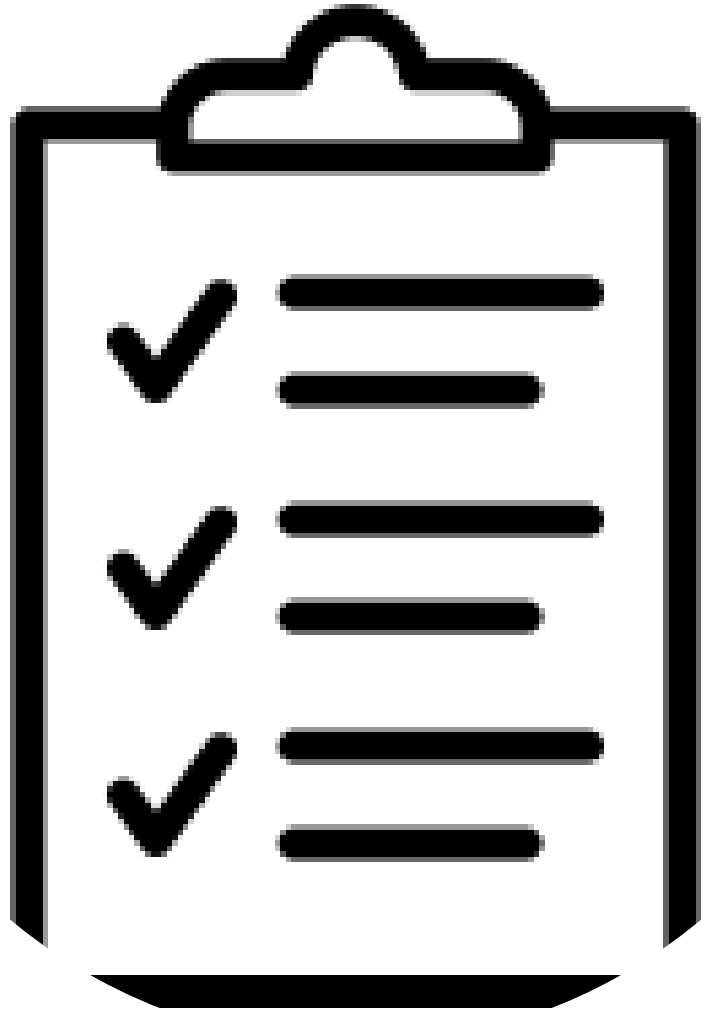
Commitment vs. Consensus



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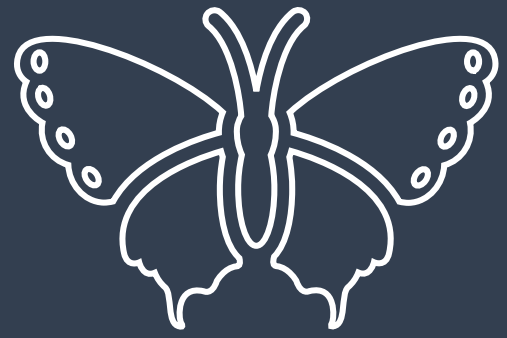
Butterfly Story

- https://youtu.be/erQul7v4Ols



No struggle, no wings.

The Coach's Role

- Listen deeply
- Clarify coachee's goals, needs, and interests
- Help coachee get unstuck
- Make a connection
- Reframe the coachee's situation as "What's possible?"
- Increase coachee's awareness
- Create forward momentum

Key Strategies for Coaching

- Create the Space
- Purposeful Preparation
- Balance the Beam
- Be the Guide, not the Traveler

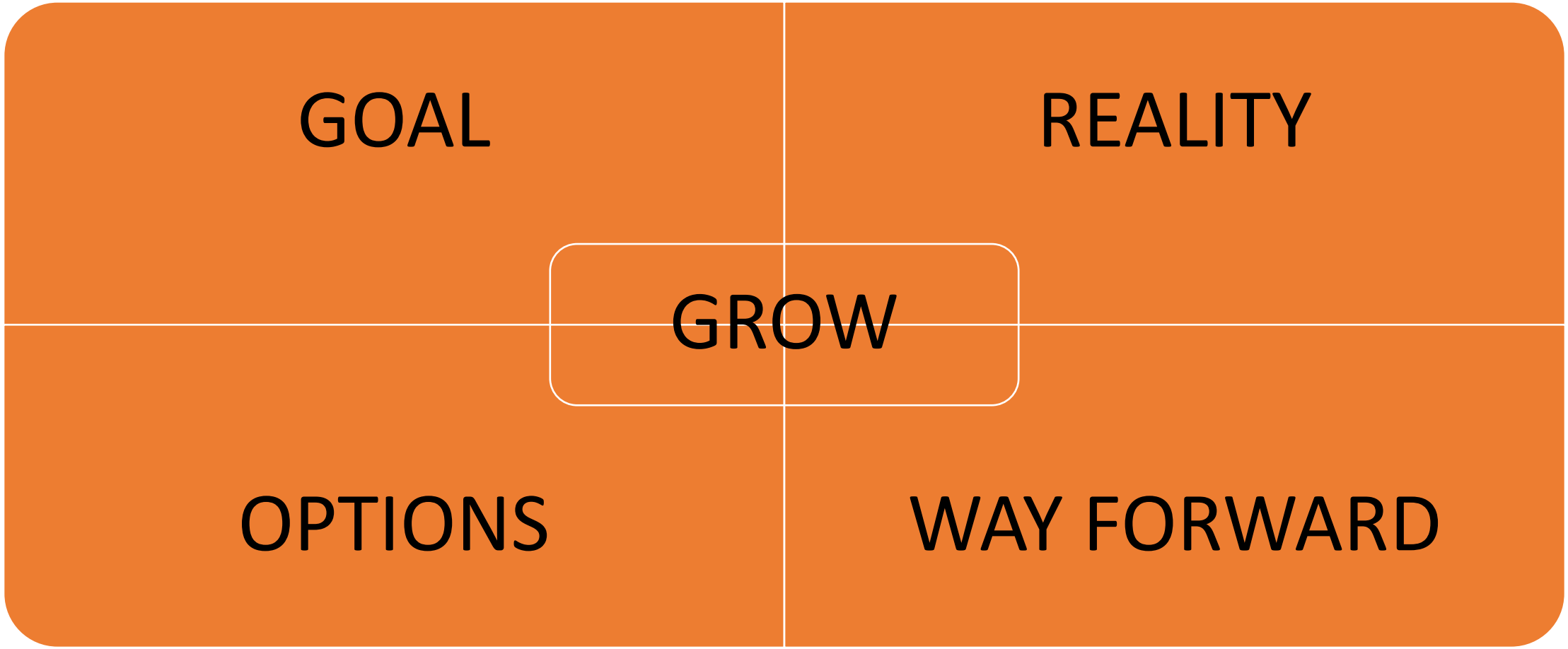
GROW Model

- The GROW Model is an elegantly simple way of *structuring* an effective coaching conversation

GROW Model

- G – What are your Goals?
- R – What is the Reality?
- O – What are your Options?
- W – What will you do?

Grow Coaching Model



Goal

The goal stage is focused on aiming for future results. The goal/s are a result, or even a level of performance that you or your client want to achieve. After setting life priorities, in order to reach levels of satisfaction in these areas, specific goals must be set.

Reality

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Options

- This stage is about figuring out the ‘Options’ available to your client to achieve their goal. It’s about coming up with as many ideas as your client can. There are to be no leading questions, and there’s no need to be confined by realistic ideas. The more ideas, the better, be creative.

Way Forward

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Coaching Role Play

Peer Roundtables

Honor Confidentiality

Speaker Rules:

- I will speak about my own experience rather than give advice.
- I will speak in specifics telling my exact stories rather than generalizing.
- I will avoid using the words “you”, “you should”, “I would”, “one” and “did think of?” Instead, I will focus on saying, “I” when sharing my experiences.

Source: VACEOs Roundtable Ground Rules

Subartic Simulation- KC

Simulation Debrief

Take turns providing feedback to each person in the group:

1) Something I noticed and encourage you to keep doing (or do more of) when teaming …

2) Something you might consider doing differently (or more of/less of) when teaming …

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Closing Comments
Take-a-Ways
Assignments