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Exceptional Leadership in Crucial Moments

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Objectives

- Participants will be able to identify:
 - The role culture plays in how we handle crucial moments
 - Leadership style under stress
 - Three elements of a crucial moment in order to be more effective in communication
 - Strategies to improve the way difficult situations are handled

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Culture Defines Your Organization

- The sum of all that you and your team members think, say, and do as you work together
- Remains strong, even in the face of crucial moments
- Create an environment where people can thrive
- A vibrant culture will help you attract and retain top talent

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“ Our belief is that if you get the culture right, most of the other stuff, like great customer service or building a great long-term brand, or empowering passionate employees and customers will happen on its own. ”

Tony Hsieh, CEO, Zappos

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Defining Your Culture

Research in Harvard Business Review (HBR) has identified eight distinct culture styles:

1. Caring, collaborative, and supportive
2. Purposeful, idealistic, and altruistic
3. Learning, inventive, and innovative
4. Enjoyable, fun, and stimulating

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Defining Your Culture

5. Results-oriented, driven by achievement and winning
6. Authoritative, competitive and controlling
7. Safe, predictable, and risk-averse
8. Orderly, methodical, and cooperative

No matter what your style, each of these influences how you handle crucial moments.

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“

Real leaders are ordinary people with extraordinary determinations.

”

John Seaman Garns



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“

People on your team want two things:

- 1) Make me feel a part of something bigger than me.
- 2) Make me feel special.

”

Marcus Buckingham

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The Power of Dialogue

Dialogue:

The free flow of meaning between two or more people

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How Do Leaders Rate as Communicators?

Executives

- Very Effective – 47%
- Somewhat Effective – 46%

Middle Managers

- Very Effective – 8%
- Somewhat Effective – 21%

Middle Managers

- Not Too Effective – 32%
- Not Effective At All – 38%



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Assumptions Made by Leaders

- As leaders we sometimes have the illusion that communication occurred
- We assume our employees and customers:
 - Understand
 - Agree
 - Care
 - Act Accordingly

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Three Channels of Communication



FACTS



EMOTIONS



SYMBOLS

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Facts

- We love facts
- Can have multiple interpretations
- Communicating facts well is challenging
- Communicating effectively requires the same skill as story telling



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Facts

- Create a memorable moment
- Use humor
- Display facts as appropriate
- Turn them into a story
- Add sparkle by using little known facts

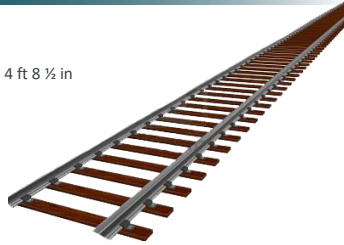


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Facts

- The standard railroad gauge is 4 ft 8 ½ in



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Emotions

- Learn how to tune in to your employees' emotions
- Basic set of emotions:
 - Love, hope, anger, sadness, and happiness
- Leadership is a relationship
- Inspire, encourage, and engage
- Remember...actions speak louder than words



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Symbols

- Symbols can be shortcuts to the great truths that guide our lives
- Examples of symbols:
 - Logos, word pictures, mottos, pictures, music
- If you do not define your vision symbolically, employees will



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But we all need to start with the heart



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Employee Engagement

- Do they feel you care about them as a person?
- Consistent feedback
- Recognition
- Ongoing training

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Stress Assessment

Your Style Under Stress™ (VitalSmarts, 2019)

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Style Under Stress

- What are your natural tendencies when under stress?
 - Silence
 - Avoidance
 - Masking
 - Withdrawing
 - Aggression
 - Labeling
 - Controlling
 - Attacking (insulting, sarcasm, etc.)

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Common Forms of Silence

- Avoidance** – steering completely away from sensitive subjects
- Masking** – understating or selectively sharing our true opinions
- Withdrawing** – exiting the conversation or the room

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Common Forms of Aggression

- **Labeling** – stereotyping people or ideas
- **Controlling** – coercing others to your way of thinking
- **Attacking** – moving from winning the argument to making people suffer through belittling or threatening tactics



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Look for Your Style Under Stress

- Become a vigilant self-monitor
 - Content and conditions
 - When do crucial moments happen?
 - Are others moving towards silence or aggression?



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Elements of a Crucial Moment

- Emotions run high
- Strong opposing opinions
- Stakes are high

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Common Situations in the Workplace

- Approaching a colleague who is breaking quality policies
- Dealing with an angry family member
- Giving an unfavorable performance review
- Talking to a colleague about a personal hygiene problem
- Letting a resident's family know about a problem



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Crucial Moments

Emotions



Opposing Opinions



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How Do We Handle Difficult Situations?

- Many believe they have only two options when they have a differing opinion
- **Option 1:** Speak up and face turning that person into an enemy
- **Option 2:** Suffer in silence and let the person make a bad decision or continue a bad behavior

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How Do We Handle Difficult Situations?

- Skilled people start with the heart
 - Start with the right motives
 - Stay focused no matter what happens
- The moment of truth
- What do you really want for
 - Yourself, others and the relationship
- Search for healthy options

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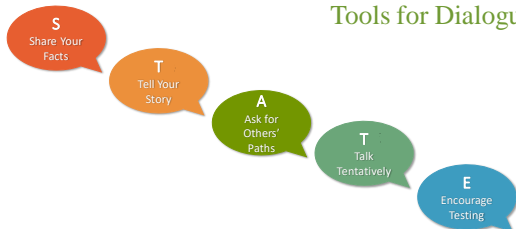
How Do We Handle Difficult Situations?

- Make people feel safe to speak honestly and openly
- Decide what is at risk
 - Mutual Purpose
 - Do they believe that you care about their goals? Do they trust your motives?
 - Mutual Respect
- Apologize when appropriate

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Tools for Dialogue



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S - Share Your Facts

- Facts are the least controversial
- Facts are the most persuasive
- Facts are the least insulting



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T – Tell Your Story

- It take confidence
- Don't pile it on
- Look for safety problems
- Use contrasting



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A - Ask for Others' Paths

- The key to sharing sensitive ideas is a blend of confidence and humility
- Ask them to share their point of view and mean it



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T – Talk Tentatively

- Tentative, not wimpy
- Speaking in absolute terms does not increase your influence. It does not.
- People become open to your opinions



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E – Encourage Testing

- Invite opposing views
- Mean it
- Play devil's advocate
- Do it until your motive becomes obvious

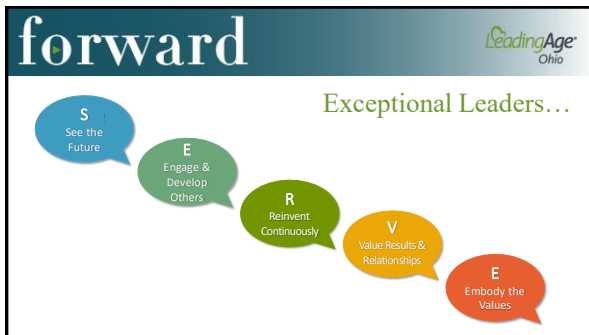


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Three Virtues

- **Humble** – emphasizes team over self, interested in the good of the organization over individual praise, self-sacrificing, lacks excessive ego
- **Hungry** – self-motivated, shows perseverance, resourceful
- **Smart** – high emotional quotient, common sense about people, good interpersonal skills





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Resources

- "Crucial Conversations" - Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler
- "Difficult Conversations" - Doug Stone, Bruce Patton and Sheila Heen
- "Live, Love, Lead" - Brian Houston
- "Rock Solid Leadership" - Robin Crow
- "The Essence of Leadership" - Mac Anderson
- "The Ideal Team Player" - Patrick Lencioni
- "The Leader's Voice" - Boyd Clarke and Ron Crossland
- "The Secret" - Ken Blanchard and Mark Mill
- "The Definitive Guide to Company Culture" eBook, Bamboo HR
