

# Exemplary Team-Leadership & Management-Skills Workshop

## Welcome to Exemplary Team-Leadership and Management-Skills Workshop



Applying  
**Harvard University**  
**Global System™ Tools**

1. Please meet someone you don't know. Introduce yourself to each other (10 minutes).
2. Be ready to present each other to the class in a minute, or 100 words. Focus on your professional lives.

Thanks.



## Program

1. Introduction: What is Exemplary Leadership?
2. Universal Practical Skills Essential to Every Leader
3. Setting and Validating Goals and Mission
4. Decision Value and Leadership: Introduction
5. Understanding Power and Authority
6. Chart Responsibility, Accountability. Prevent Role Conflict
7. Managing Change for Top Performance
8. Managing Difficult People
9. FIRO-B: Prepare Your Team to Succeed Beyond Measure
10. The Framework and Tools
11. How to Motivate and Empower Teams
12. How to Delegate
13. Managing the Boss: Understanding Behavior: 360° Tool
14. Managing Conflict and Difficult Situations
15. Time Management: Knowing Where Your Time Goes
16. Priority Setting: Validity Tests
17. Managing Time and Organizing Your Team
18. How to Conduct Effective Performance Reviews
19. Exemplary Leadership

## Working Together

1. Schedule: Questions, Breaks, Lunch, Videos, Photo Session, Messages
2. Extensive Course Materials:
  - Workbooks plus Bibliography Continuously Updated at [www.eharvard.org](http://www.eharvard.org)
  - Focus on Usage Long after the Seminar
  - PPT Slides: Emailed after the Seminar.
3. Yellow Area
4. Drivers Wanted



## Exemplary Team Leadership

Throughout  
the Workbook

### 7 Critical Success Factors (7C)

Pages 5 to 102 Summarized in Chapter 26, Pages 103-106

#### 1. Competence: Knowledge, Skills (Not Necessarily Diplomas)

Summarized in Chapter 27, Pages 107-113



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# Exemplary Team-Leadership & Management-Skills Workshop

## Exemplary Team Leadership (7C)

Throughout  
the Workbook

1. **Competence: Knowledge, Skills**
2. **Commitment: Mission-Driven Behavior**
3. **Conscience & Ethics: Attitudes (Values)**
4. **Compassion & Passionate Caring**
5. **Selfless Courage & Resilience**
6. **Constructive Collaboration  
& Clarity of Roles**
7. **Compatibility and Context**

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Page 5 +  
HANDOUT in  
15 Minutes

## Universal Competencies

**to lead in an exemplary manner,  
i.e., understand People, negotiate, motivate  
delegate, deal with anger, manage conflicts  
and difficult people**

**People: staff, colleagues, bosses,  
clients and other stakeholders**

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7

## Universal Competencies

**to lead in an exemplary manner,  
i.e., understand People, negotiate, motivate  
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## Universal Competencies

Workbook  
page 5

### 1. Why Do We Do Things We Regret?

#### Lesson One

Example: 2006 Soccer World Cup



# Exemplary Team-Leadership & Management-Skills Workshop

**Universal Practical Skills**


Page 5 +  
HANDOUT  
15 Minutes

Lesson 1

Remind Yourself and Your Staff to

**ALWAYS Be Mission Driven**

Not Reactive to Events, Anger  
or the Anxiety of the Moment.



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**2. Dealing with  
Difficult Situations**

Page 5 +  
HANDOUT  
5 Minutes

Lesson 2

**Be Soft on People  
and Firm on Issues.**

Both Respectful on Relationships and Mission Driven.



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**2. Dealing with  
Difficult Situations**

Page 5 +  
HANDOUT  
5 Minutes

Do You Prefer to Compromise,  
Be Tough or Soft?

Video Learning:

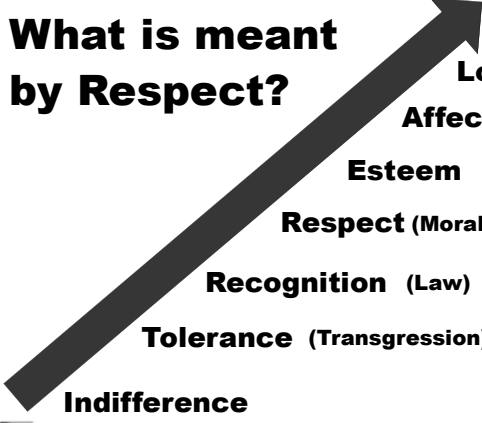
1. Negotiating with Irate Clients or Staff:  
Francine & Irma
2. Negotiating without the Benefit of Authority:  
Seeking a Deserved Raise with a Difficult Boss




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**What is meant  
by Respect?**

Page 6



Love  
Affection  
Esteem  
Respect (Moral or Social)  
Recognition (Law)  
Tolerance (Transgression)  
Indifference



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# Exemplary Team-Leadership & Management-Skills Workshop

## Universal Competencies Page 7

**Handout Titled:**

**“How to Be Soft on People and Firm on Issues”**

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**13**

## Reminder

**FIRO-B  
Handout**

**Personal Work on  
Team & Leader's Compatibility  
With FIRO-B Instrument**

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19. **Exemplary Leadership**

**Workbook  
8**

## Teamwork The First Order of Business

**Over the phone, your boss gave you the goal of your assignment prior to the first 30-minute meeting. A second meeting is planned in a week.**

**“Evaluate the performance of X”.**

**► What questions should you ask during the first meeting?**

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# Exemplary Team-Leadership & Management-Skills Workshop


**What is a Goal?**

Workbook 9

Please Read the Definition.

There are 2 Classes of Goals:


- **Class I: Stay in-Business Goals**
- **Class II: Stay out-of-Jail Goals**

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**First Lesson:  
Validate Relentlessly**

Workbook 9  
Section 5

1. **This is the foundation of any management exercise.**
2. **Without Validity Tests, decision-makers are flying blind.**

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**What is a Goal?**

Workbook 9

**Characteristics of Goals**


1. **Finite Life Cycle (Unlike Missions)**
2. **Subjective: Serve a Specific Clientele**
3. **Risk Prone**
4. **Issue Centered**

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**How to Validate Goals & Objectives**

Workbook 9  
Section 5

1. **Working on invalid goals is both a disservice to your organization and reputation.**
2. **Validating the objectives builds trust, reduces risk and ultimately improves overall performance.**


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**Validity Tests**

Workbook 9  
Section 5

- 1. Operational Validity**  
(Based on Factual Evidence)
- 2. Subjective Validity**  
(Based on Perceptions)

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**Goals Must Be Specific  
S.M.A.R.T.E.**

Workbook 10


- 1. Specific = Clear Terminology**  
  
Use words with  
a High Power of Designation and  
a Low Power of Connotation.

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**Operational  
or Factual Validity**

Workbook 10

**Specific: Clear Terminology**  
**Measurable: Expressed in Benefits**  
**Action-Oriented**  
**Realistic with Manageable Risk**  
**Time-Framed (Deadlines)**  
**Ethical**


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**Goals Must Be Measurable  
S.M.A.R.T.E.**

Example

**Example: Best Filing System**

- 2. Measurable = Expressed in Benefits:**
  - Integrate filing systems
  - Eliminate duplication
  - Speedup search
  - Access from remote locations
  - Reduce cost or space or risk of loss
  - All of the above

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# Exemplary Team-Leadership & Management-Skills Workshop

**S.M.A.R.T.E.**

Workbook 10

**3. Action-oriented?**

- What are the deliverables?
- What are the activities?
- Who does what?
- In what sequence?


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**S.M.A.R.T.E.**

Workbook 11

**5. Time-Framed**

- Validate the Deadline


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**S.M.A.R.T.E.**

Workbook 11

**4. Realistic?**

- Dream versus reality?
- Challenges and Risks?
- Can we afford it?
- Budget?


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**Time Management**  
**How to Validate Deadlines**

Workbook 11

**Renovation Project**

- Budget: \$2.8M; Duration: 26 months
- Deadline: July 1<sup>st</sup>
- Project status: 3-month slippage six months before the deadline. Original deadline can be met at an extra \$XXX,XXX acceleration cost.

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# Exemplary Team-Leadership & Management-Skills Workshop

## Time Management How to Validate Deadlines

Workbook  
11

### Renovation Project

#### PDI Recommends:

1. **Three Deadlines**
  - ✓ Ceremonial: July 1<sup>st</sup>
  - ✓ Functional: September 30
  - ✓ Fiscal: March 31<sup>st</sup> Following Year
2. **Maintain Original Budget**
3. **Privilege Student Work**  
During the Summer Between the Ceremonial and the Functional Deadlines.

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## S.M.A.R.T.E.: Ethics Tests

Workbook  
11

### At the Very least, Spot Check for Ethical Risks.

1. **Communication Clues: Cynicism and Aggressive Language Dilute Ethical Integrity.**
2. **Quick & Inexpensive Virtual Tool**
  - Archive.org
3. **Human Intelligence (Security Checks, Contacts)**
4. **Secondary Sources (Archives, PC, etc.)**

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## 5. Time-Framed: Ask for Clear Deadlines

Workbook 11

1. **Minimum to launch the job (e.g. Ceremonial)**
2. **Strategic**
3. **Pilot Test**
4. **Partially Functional**
5. **Final Delivery or Operational**
6. **Fiscal**
7. **Total Completion**

Including Evaluation and Final Release

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## Subjective-Validity Tests

Workbook  
11

1. **Acceptable to Clients, End Users, Board, Performers and Management**
2. **Manageable Perceptions of Partners and Other Stakeholders**

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# Exemplary Team-Leadership & Management-Skills Workshop

**Exercise**

**Your First Day**

Workbook  
13

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**How Should We Plan?**

**Mission** **Vision** **5 Groups Of Goals**

**Expressed in Values** **Expressed in Benefits**

Workbook  
15

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**Value Chain**

**Mission** **Objectives**

**Resources** **Deliverables**

People  
Technology  
Information  
Intelligence  
Machines  
Software  
Other Inputs

Outputs  
● Products  
● Services

Workbook  
14

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**NOTES**

**Mission-Centered Goals**

**Five Clusters of Goals**

1. Bread & Butter: Daily Operations
2. Future: Projects
3. Pilot Experiments
4. Operational Policies
5. Strategic Policies

**Mission = ∫ (Goals)**

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# Exemplary Team-Leadership & Management-Skills Workshop



**Workbook 24  
+ Pre-readings**

## Fundamental Drivers of Good Decisions & Policies

**Decision Value = (Quality x Acceptance x Execution) - Risk**

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- Workbook 24  
+ Pre-readings**
- ## How to Get Quality
1. Decisions based on Knowledge NOT Position.
  2. Go as Close as Possible to the Sources of Expertise and Intelligence.
  3. Validate All Intelligence.
    - Opportunity & Risk
    - Intelligence from Unexpected Sources is an Early Warning of Scanning Flaws?
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# Exemplary Team-Leadership & Management-Skills Workshop



Workbook 27

**Neglected Issues  
in Managing & Leading Teams**

**How to Lead  
Without the Benefit of Authority**

**Authority & Power**

- Definition
- Characteristics
- Role
- Forms
- Sources

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- Program**
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Workbook 27

**The Question:**

If authority is a deterrent,

**How to Get Job Done  
Without the Benefit of Authority?**

➡ **Personal Power**

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# Exemplary Team-Leadership & Management-Skills Workshop

Workbook 27

## The Art of Building and Using Constructive Power

### Personal Power

1. Definition: Ability to Influence
2. Characteristics
3. Forms
4. Sources
5. Role in Modern Organizations


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Workbook 27

## Understanding Power in the Workplace and Elsewhere

### Characteristics

- Perceptual
- Territorial
- Temporary
- Cannot Be Delegated


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## Role of Power

**Power Facilitates Acceptance.**

↙

**Value = f (Quality x Acceptance x Execution) – Risks**


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Workbook 27-31

## How to Get the Job Done using Personal Power

### Three Forms

- Charismatic – Catalytic
- Collaborative – Synergistic
- Coercive – Competitive

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## Coercive Power

Workbook 28

- **Double-Edged:**  
Can Be Damaging to One or Both  
the Perpetrator and the Target
- **Works at Best in Short-Term**
- **Impact: Almost as Limited as Authority**



### Why Discuss It?

1. **Widely Perpetrated against Innocents**
2. **Vital Deterrence Skill Especially at the Top**



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## Using Coercive Power Prerequisites

Workbook 28

1. **When You Clearly Face Lose or Win-Lose Attacks that Cannot Be Turned into Win-Win Cases**
2. **ONLY Aim Peers or Hierarchically-Close Targets.**
3. **Users Must Be Articulate, Sharp on Their Feet and Skilled in Deadpan Humor against the Subject i.e. Perpetrator Remains Serious**
4. **Variable Ratio of Intervention: Surprise Element**
5. **Must Be Democratic, at Least in Appearance.**



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## Coercive Power

Workbook 28  
5<sup>th</sup> paragraph

### Seminar Focus How Do You Manage It When You Are the Target?



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## How to Get Charismatic Power

Workbook 30

1. **Build trust. Walk the high road.**
2. **Gracefully exit abrasive relationships.**
3. **Acquire knowledge and information.**
4. **Develop competence.**
5. **Gain access to other powers (affiliations).**
6. **Articulate achievement and success.**
7. **Be ready to hitch-hike on surprise events.**
8. **Cultivate a professional look (handshake, posture, smile, eye contact, energy level).**



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# Exemplary Team-Leadership & Management-Skills Workshop

## How to Empower Others

Workbook  
32-33

Ways to Nurture Power through Teamwork

1. Lead by Example. Use Valued Rewards.
2. Inform promptly, ethically and discreetly.
3. Help others fulfill their goals. Offer genuine choices and remove roadblocks.
4. Delegate Responsibility. Coach. Build talent.
5. Empower: Share power no matter how small. Facilitate access. Offer visibility.
6. Avoid adversity.
7. Show respect and appreciation. Recognize every a contribution, even the smallest.
8. Value differences.

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## Effectiveness of Authority

Workbook 36

Effectiveness of Authority



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## Understanding Authority and Its Impact on You

Workbook 35

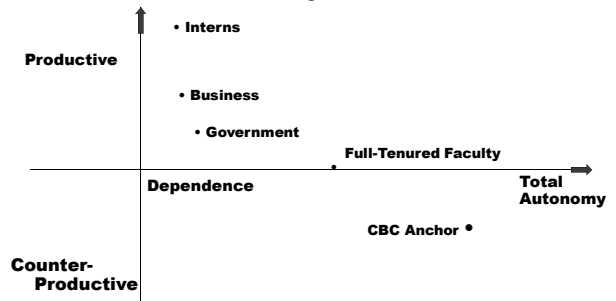
1. Definition  
Legitimate right to enforce decisions
2. Two Sources
3. Characteristics
4. Role

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## Effectiveness of Authority

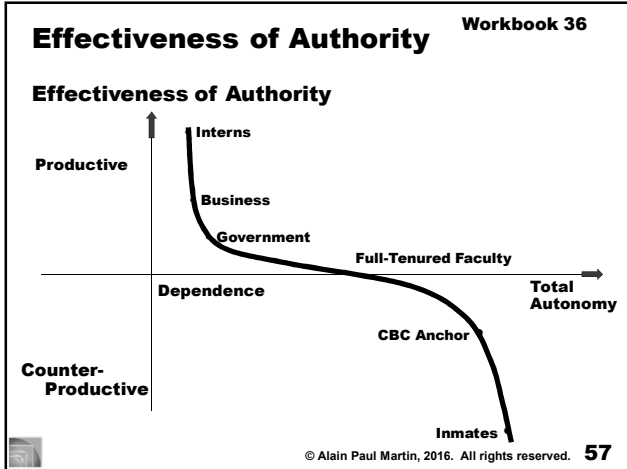
Workbook 36

Effectiveness of Authority



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# Exemplary Team-Leadership & Management-Skills Workshop

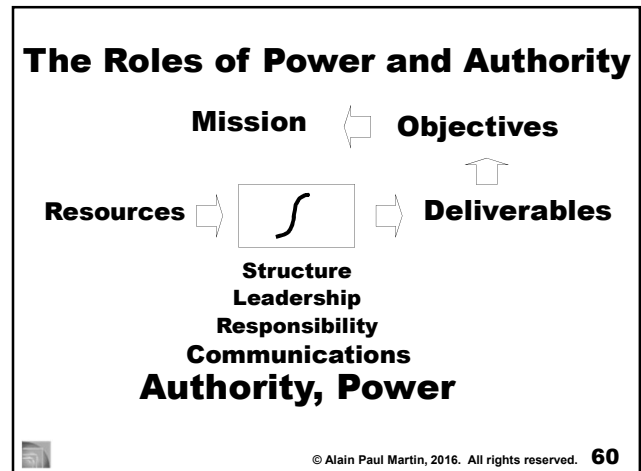
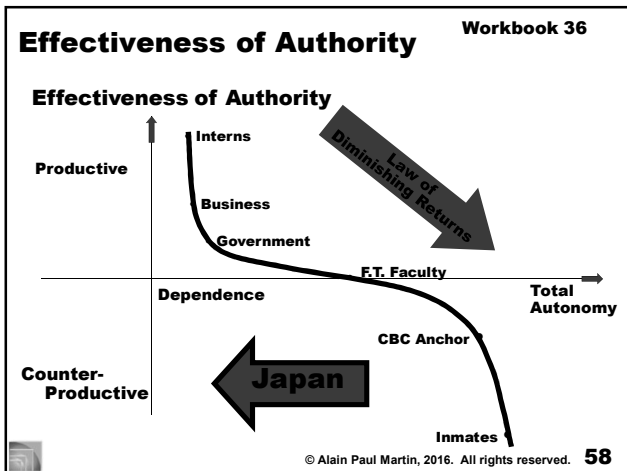


Workbook 37  
See Conclusion

## Authority Role in Modern Organizations

**A Deterrent  
A Tool of Last Resort**

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## Workbook 39

Participant - actor	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
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<b>TEAMWORK</b>		41	
Complete one task at a time. Specify who should be:			
		<b>R: Responsible</b>	<b>A: Approval</b>
		<b>S: Support</b>	<b>I: Informed</b>
Activities Decisions or Phases	Participants	Owner (Single)	Architect
		City Hall	Contractor
		Neighbor	Suppliers
Objectives			
Drawings			
Call for Proposals			
Negotiate & Contract			
Order Materials			
Build			
Use			

<b>Manager's Balance Sheet</b>	NOT in YOUR BOOK
<b>What Are the Assets &amp; Liabilities?</b>	
<ul style="list-style-type: none"> <li>• Authority</li> <li>• Responsibility</li> <li>• Power</li> <li>• Accountability</li> </ul>	
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<b>Responsibility &amp; Accountability</b>
<ol style="list-style-type: none"> <li><del>1. Role-Validity Exercise</del></li> <li><del>2. Responsibility Charting Theory</del></li> <li><del>3. Best-Practice Exercise</del></li> <li>4. Accountability</li> <li>5. Integration of Learned Skills               <ul style="list-style-type: none"> <li>• Balance Sheet of the 4 Instruments</li> </ul> </li> </ol>
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<b>Manager's Balance Sheet</b>	Short Exercise. Please Take Notes
<ol style="list-style-type: none"> <li>1. What are the liquid and fixed assets?               <ul style="list-style-type: none"> <li>• Authority</li> <li>• Power</li> </ul> </li> <li>2. What are the short &amp; long term liabilities?               <ul style="list-style-type: none"> <li>• Responsibility</li> <li>• Accountability</li> </ul> </li> </ol>	
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# Exemplary Team-Leadership & Management-Skills Workshop

## Accountability

Workbook  
42-44

1. General accountability
2. Professional accountability
3. Managerial accountability
4. Presidential or ministerial Accountability (managerial subset)
5. Collective accountability  
(e.g. EthicsPoint)

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## Managing Change

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Understand Each Party's

# Interests.

Validate Relentlessly.

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Workbook 46

## Factional Analysis

Intelligence Instrument for  
Identification of Risks and  
Opportunities Related to the  
Stakeholders' Perception of  
Your Goal or Mission.


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## Factional Analysis

- **3 Classes of Natural Allies**
- **1 Class of Uncommitted Players**
- **3 Threatening Classes**

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## The Uncommitted: A Vast Reservoir of Opportunities

**Vested Interest?**

**F4  
Fence  
Sitters**

**Neutral by Choice,  
Necessity  
or Ignorance.**

**Either Intuitive,  
orchestrated  
or Cognitive**


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## The Natural Allies

**They See  
Your Goal As:**

**F1: Family** —————> **Vital**  
**F2: Friends** —————> **Important**  
**F3: Fellow Travelers** **Nice-to-Have**

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## Potential Allies: The Rational Adversaries

**Vested Interest**

**F5  
Foes**

**Either Born or Acquired.  
Foes Avoid Direct Attack;  
Engage F<sub>6</sub> and F<sub>7</sub> as  
Covert or Overt Proxies**

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## Dangerous by Accident

**F6**  
**Fumblers**  
Loose Cannons

**Unpredictable,  
Volatile, Erratic,  
Fragile Loyalty**

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## Understanding Each Party Factional Analysis

**Vested Interest (Perceptual)**

<b>F1: Family</b>	<b>Vital</b>
<b>F2: Friends</b>	<b>Important</b>
<b>F3: Fellow Travelers</b>	<b>Nice-to-Have</b>
<b>F4: Fence Sitters</b>	<b>Neutral</b>
<b>F5: Foes</b>	<b>Rational Opposition</b>
<b>F6: Fumblers</b>	<b>Unpredictable, Volatile, Erratic, Fragile Loyalty</b>
<b>F7: Fiascos</b>	<b>Systematic Obstruction</b>

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## Dangerous by Design

**F7**  
**Fiascos**  
**Fanatics**

**Vested Interest:  
Systematic  
Obstruction**

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## Important Goal

### Understanding Each Party

**Explore the cost/Benefits of Moving Stakeholders Up in the F-Scale**

(e.g. Via the Critical Mass or Contingent Offers).

**Keep an Open Mind Particularly Toward the F5s.**

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## HUGS Planning Tools

### Understanding Clients, Peers & Other Stakeholders

#### Stakeholders' Analysis Tools

- **Factional Analysis**

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### Stakeholder's Positioning

47

P: Present Position. T: Current trend. R: Required position

Stakeholder	F1	F2	F3	F4	F5	F6	F7	Intervention
Lyn Bud				<b>R</b> ← <b>P</b>				Co-enterprise (joint venture)
					<b>T</b> ↓			
Bob Ali			<b>R</b> ← <b>P</b>					Laissez-faire
			<b>T</b> ↓					
Gil Ho		<b>R</b> ← <b>P</b>						Cross-selling
				<b>T</b> ↓				
Jo Cash				<b>P</b> → <b>T</b>				Reciprocity
				<b>R</b> ↓				

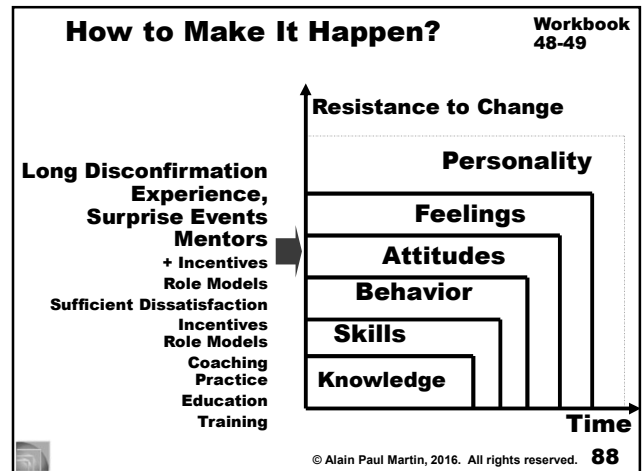
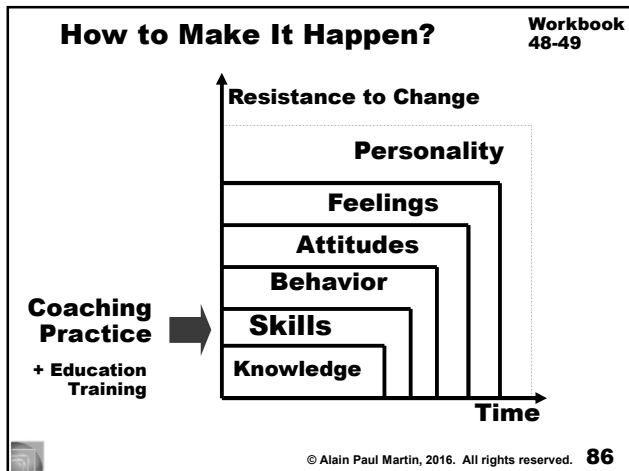
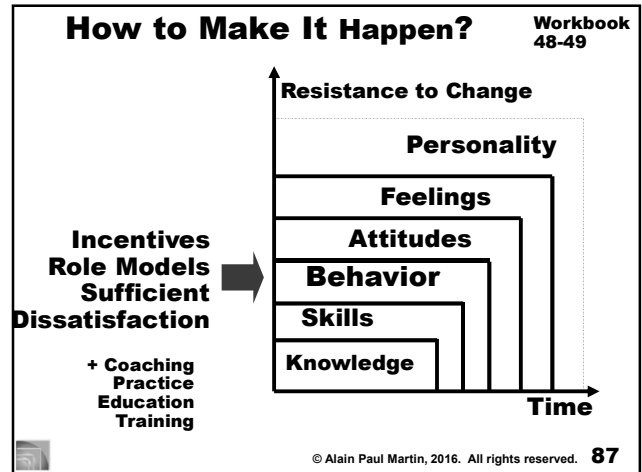
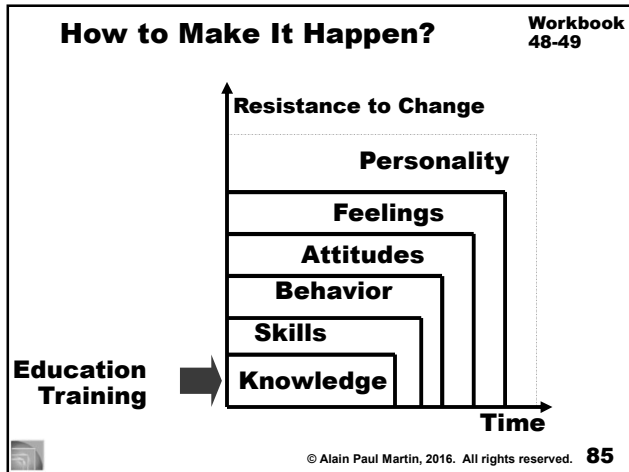
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### Managing Change

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**How to Make It Happen?** Workbook 48-49

**No Middle Ground Intervention**

**Long Sustained Contact**

**Love, Caring, Empathy Or the Opposite**

**+ Long Disconfirmation Exp.**

**Surprise Events**

**Mentors Incentives**

**Role Models**

**Sufficient Dissatisfaction**

**Incentives**

**Role Models**

**Coaching Practice**

**Education**

**Training**

The diagram shows a series of nested rectangles representing layers of change. From top to bottom, the layers are: Resistance to Change, Personality, Feelings, Attitudes, Behavior, Skills, and Knowledge. The x-axis is labeled 'Time' and the y-axis is labeled 'Resistance to Change'. An arrow points from the list of interventions on the left towards the layers.

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**Five-Stages Journey to Build High-Performing Teams** Workbook 49

- 1. Forming: Uncertainty & Honeymoon Period**
- 2. Storming: Honeymoon Over; Turbulence In**
- 3. Norming: Tactfulness is IN. Turbulence Over; But Walking on Eggshells**
- 4. Performing: High-Performing Team**
- 5. Adjourning: Au Revoir (Graceful Exit)**

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**How to Make It Happen?** Workbook 48

**Impossible Without Changing the Elements Below!**

The diagram shows a series of nested rectangles representing layers of change. From top to bottom, the layers are: Resistance to Change, Personality, Feelings, Attitudes, Behavior, Skills, and Knowledge. The x-axis is labeled 'Time' and the y-axis is labeled 'Resistance to Change'. An arrow points from the text on the left towards the layers.

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**Program**

- 1. Introduction: What is Exemplary Leadership?**
- 2. Universal Practical Skills Essential to Every Leader**
- 3. Setting and Validating Goals and Mission**
- 4. Decision Value and Leadership: Introduction**
- 5. Understanding Power and Authority**
- 6. Chart Responsibility, Accountability, Prevent Role Conflict**
- 7. Managing Change for Top Performance—**
- 8. Managing Difficult People**
- 9. FIRO-B: Prepare Your Team to Succeed Beyond Measure**
- 10. The Framework and Tools**
- 11. How to Motivate and Empower Teams**
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- 19. Exemplary Leadership**

# Exemplary Team-Leadership & Management-Skills Workshop

## Dealing with Difficult People

Workbook  
50  
+ Video

**Two Types: the Strident (Openly Hostile)  
and the Passive-Aggressive**

**Watch the Film with Your Team.  
Address Two Questions:**

- 1. Jack is Passive-Aggressive. What Would You Do If You Were His Boss?**
- 2. Phyllis Works for Alan, a Hostile Boss. What Should She Do?**



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## Focus on Diagnosis Trace Conflict Incubation

Workbook  
35-41A  
+ Video

- 1. Sooner or Later, an Unresolved Conflict Will Be Interpersonal.**
- 2. No Shortage of Prescriptions.**
- 3. Diagnosis Means Rewinding the Tape Back to the Source and Discovering Each Potential Incubation Path.**



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## Video on Conflict and Difficult People

Video

**Two Types: the strident person  
and the passive aggressive**

**How to Manage a Difficult Person:**

- 1. Identify the Problem.**
- 2. Assess the Relationship: Benefits/Costs**
- 3. Explore Options. Discuss.**
- 4. Implement the Best Solution.**
- 5. If No Progress, Apply Coping Strategies.**



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## Dealing with Difficult People

Workbook 51  
+ Video

### Diagnosis

- 1. Profile the Players: Demographics and Psychometrics**
- 2. Use Decision-Value Grid: Locate Cost/Benefit/Issues**
- 3. Use The Conflict Grid as Checklist for Other Causes of Difficulty**
  - Power of Context**
  - Fundamental Attribution Error: Overemphasizing internal traits (personality) to explain behavior rather than situational factors.**
  - Actor-Observer Bias: Overemphasizing the situation role over personality traits**



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# Exemplary Team-Leadership & Management-Skills Workshop

**Workbook  
51-52**

## **Dealing with Difficult People**

### **How to Bring Difficult Relationships on the High Road**



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## **Difficult-Conversation Tips**

- **Describe a behavior/situation.**  
**Avoid normative words.**
- **Express your feelings about a behavior or a situation; e.g.: “I feel hurt when I am not asked to contribute.”**
- **Spell-out the desired behavior change.**  
**This is a request NOT an order;**  
**e.g.: “Please talk with me in a respectful manner.”**
- **Consequences/Contract: “If you act respectfully, I will be happy to assist you.”**



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