

Exemplary Team-Leadership & Management-Skills Workshop

Welcome to Exemplary Team-Leadership and Management-Skills Workshop



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
 - Focus on Usage Long after the Seminar
 - PPT Slides: Emailed after the Seminar.
3. **Yellow Area**
4. **Drivers Wanted**

Throughout
the Workbook

Exemplary Team Leadership

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

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 delegate, deal with anger, manage conflicts and difficult people

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



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Page 5 +
HANDOUT in
15 Minutes

Universal Competencies

Workbook
page 5

1. Why Do We Do Things We Regret?

Lesson One

Example: 2006 Soccer World Cup



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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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9

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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11

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

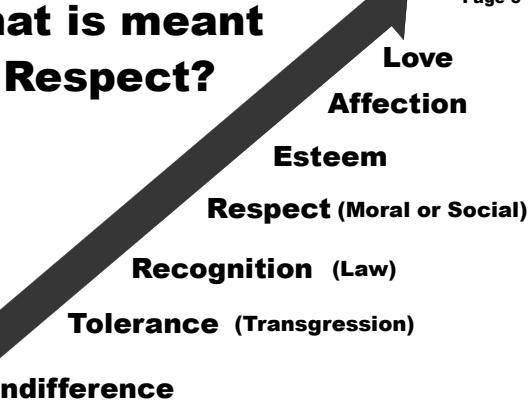


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What is meant by Respect?

Page 6



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Universal Competencies Page 7

Handout Titled:
"How to Be Soft on People and Firm on Issues"



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FIRO-B
Handout

Reminder

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



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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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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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Workbook 9
Section 5

First Lesson: Validate Relentlessly

- 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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Workbook 9
Section 5

How to Validate Goals & Objectives

- 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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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
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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 1st**
- **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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Time Management **How to Validate Deadlines**

Renovation Project

PDI Recommends:

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

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

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.)**

Workbook
11

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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

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



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Exercise

Your First Day

Workbook
13

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How Should We Plan?

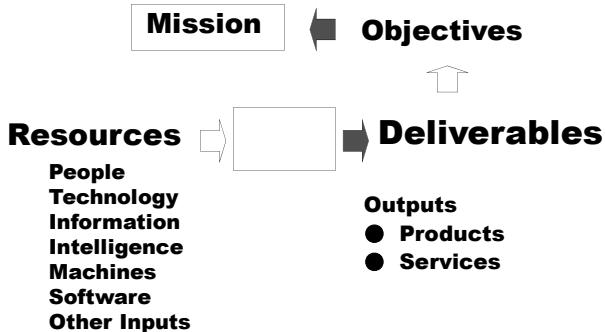


Workbook
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Value Chain

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**

$$\text{Mission} = \int (\text{Goals})$$

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How Should We Plan?

Workbook 15

```
graph TD; Mission[Mission] --> Vision[Vision]; Vision --> Goals[Goals]; Goals --> Strategy[Strategy]; Strategy --> Deliverables[Deliverables]; Deliverables --> Activities[Activities]; Activities --> Resources[Resources]; Resources --> Activities;
```

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Workbook 24
+ Pre-readings

Fundamental Drivers of Good Decisions & Policies

Decision Value = $(\text{Quality} \times \text{Acceptance} \times \text{Execution}) - \text{Risk}$

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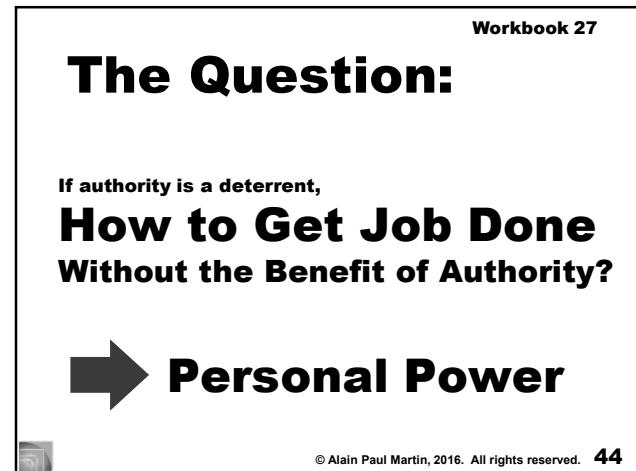
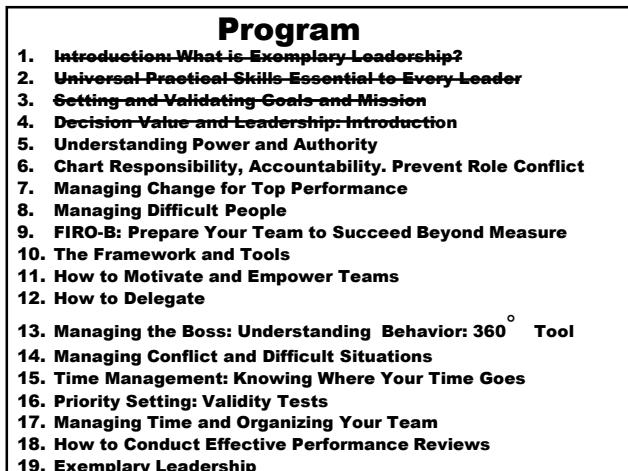
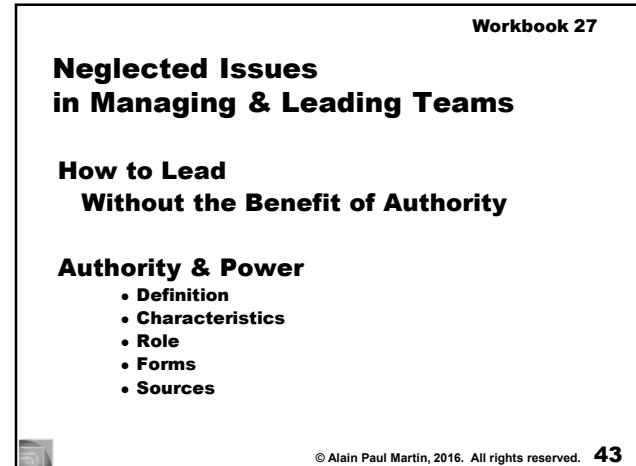
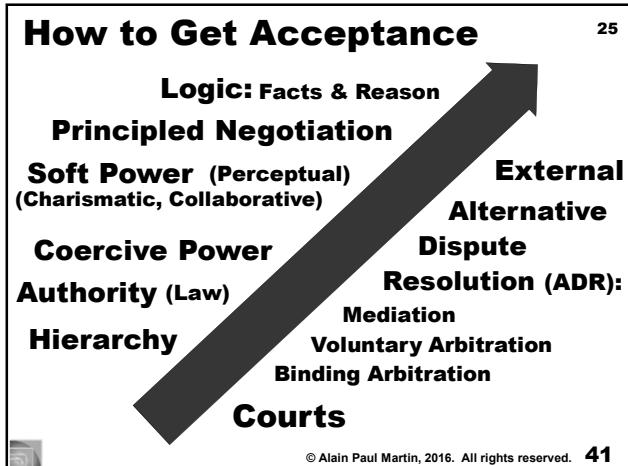
Workbook 24
+ Pre-readings

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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The Art of Building and Using Constructive Power

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Personal Power

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



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Understanding Power in the Workplace and Elsewhere

Workbook 27

Characteristics

- Perceptual
- Territorial
- Temporary
- Cannot Be Delegated



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Role of Power

Power Facilitates Acceptance.



$$\text{Value} = f(\text{Quality} \times \text{Acceptance} \times \text{Execution}) - \text{Risks}$$



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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
5th 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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How to Empower Others Workbook 32-33

Ways to Nurture Power through Teamwork

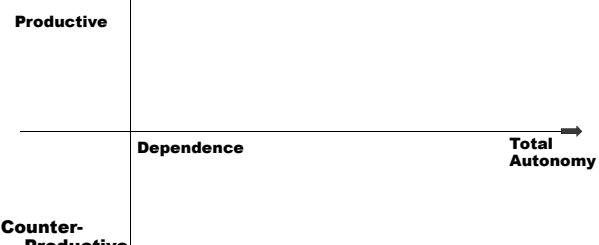
1. Lead by Example. Use Valued Rewards.
2. Inform promptly, ethically and discreetly.
3. Help others fulfill their goals. Offer genuine choices and remove roadblocks.
4. Delegate Responsibility. Coach. Build talent.
5. Empower: Share power no matter how small. Facilitate access. Offer visibility.
6. 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

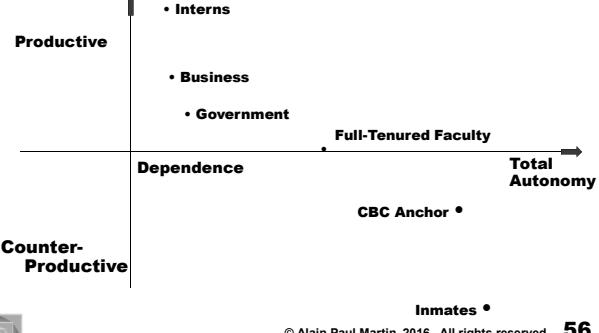
1. **Definition**
Legitimate right to enforce decisions
2. **Two Sources**
3. **Characteristics**
4. **Role**



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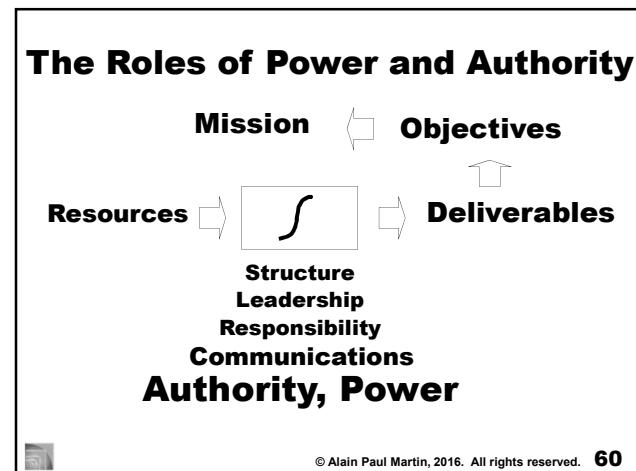
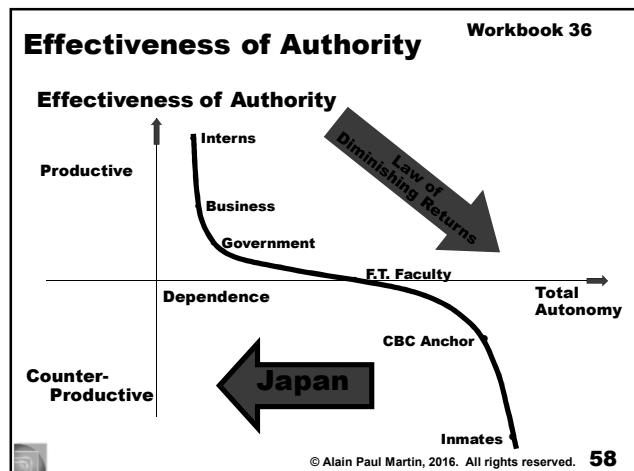
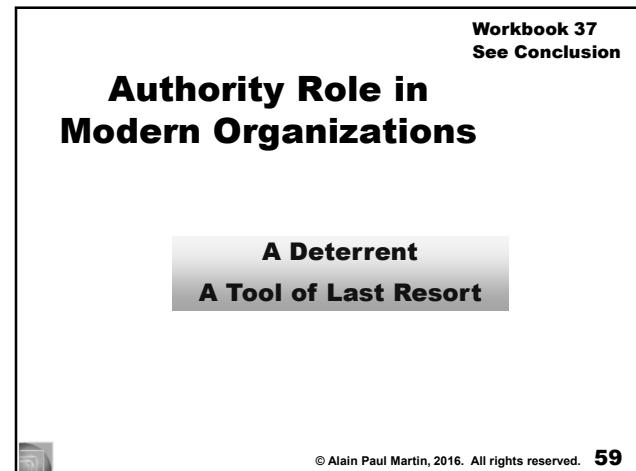
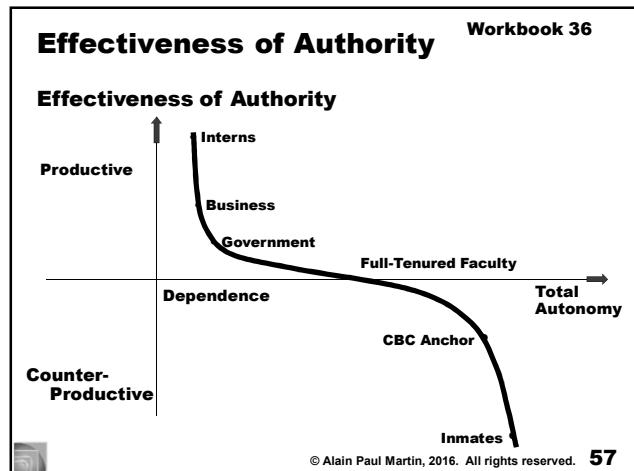
Effectiveness of Authority Workbook 36

Effectiveness of Authority



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Responsibility Charting

Workbook 38

- 1. Function**
Clarify your Role and Mandate
Prevent Communication & Role
- 2. Four Generic Roles**
 - **R: Responsible**
Ensures that the Job Gets Done
 - **A: Approval or veto**
 - **S: Support, Expertise**
 - **I: Must Be Informed**
- 3. Practice Exercise:**
How to Allocate and Validate Roles

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How to Clarify Your Role and Avoid Role Conflicts

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		Participants						
		Executive Assistant	Secretary	Engineer	Clerk	Director	General Publisher	Press
		A	S	R				
Draft Report		I	R					
Proofread		R	S	S	A ₂	A ₁	I ₃	
Finalize Rep.		I ₁	S		I ₂	I ₂	R	I _{0-1W}
Publish								

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TEAMWORK

41

Complete one task at a time. Specify who should be:

R: Responsible A: Approval
S: Support I: Informed

Participants	Activities Decisions or Phases					
	Owner (Single)	Architect	City/Hall	Contractor	Neighbor	Suppliers
Objectives						
Drawings						
Call for Proposals						
Negotiate & Contract						
Order Materials						
Build						
Use						

Manager's Balance Sheet

NOT in
YOUR BOOK

What Are the Assets & Liabilities?

- Authority
- Responsibility
- Power
- Accountability

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Responsibility & Accountability

1. **Role Validity Exercise**
2. **Responsibility Charting Theory**
3. **Best Practice Exercise**
4. **Accountability**
5. **Integration of Learned Skills**
 - Balance Sheet of the 4 Instruments

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Manager's Balance Sheet

Short Exercise.
Please Take Notes

1. **What are the liquid and fixed assets?**
 - Authority
 - Power
2. **What are the short & long term liabilities?**
 - Responsibility
 - Accountability

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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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Page 46

Managing Change

**Understand Each Party's
Interests.
Validate Relentlessly.**



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Intelligence
155-162
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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Intelligence
155-162
Workbook 46

Factional Analysis

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

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Intelligence
155-162
Workbook 46

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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Intelligence
155-162
Workbook 46

The Natural Allies

They See
Your Goal As:

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

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Intelligence
155-162
Workbook 46

Potential Allies: The Rational Adversaries

Vested Interest

F5
Foes

Either Born or Acquired.
Foes Avoid Direct Attack;
Engage **F₆** and **F₇** as
Covert or Overt Proxies

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Dangerous by Accident

Intelligence 155-162 Workbook 46

F6 Fumblers
Loose Cannons

Unpredictable, Volatile, Erratic, Fragile Loyalty

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Understanding Each Party Fractional Analysis

Intelligence 155-162 Workbook 46

Vested Interest (Perceptual)

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

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Dangerous by Design

Intelligence 155-162 Workbook 46

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.

Intelligence
155-162
Workbook 47



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HUGS Planning Tools Understanding Clients, Peers & Other Stakeholders

Stakeholders' Analysis Tools

- **Factional Analysis**

Intelligence Book
pp. 155-162



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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					R	P		Co-enterprise (joint venture)
Bob Ali					R	P	T	Laissez-faire
Gil Ho					R	P	T	Cross-selling
Jo Cash					P	T	R	Reciprocity



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Managing Change

Workbook
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Resistance to Change

Personality

Feelings

Attitudes

Behavior

Skills

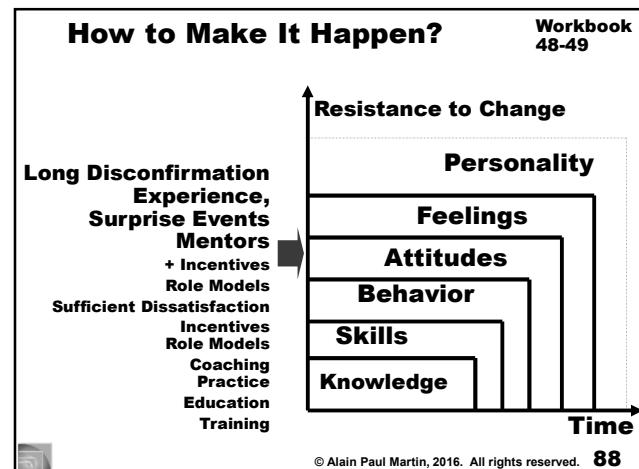
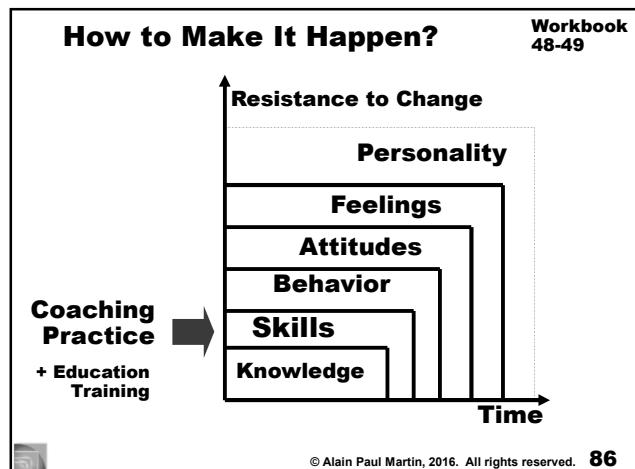
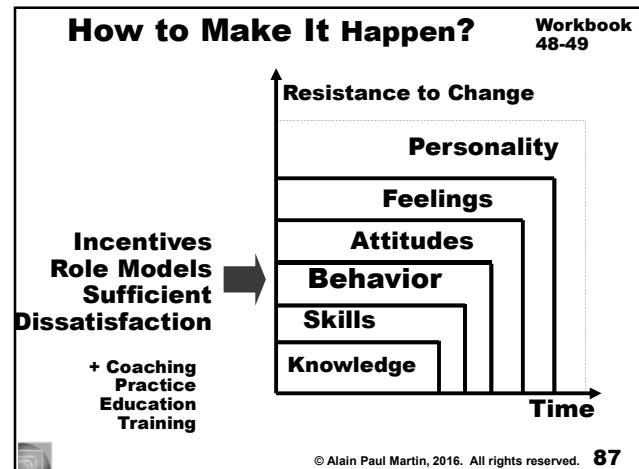
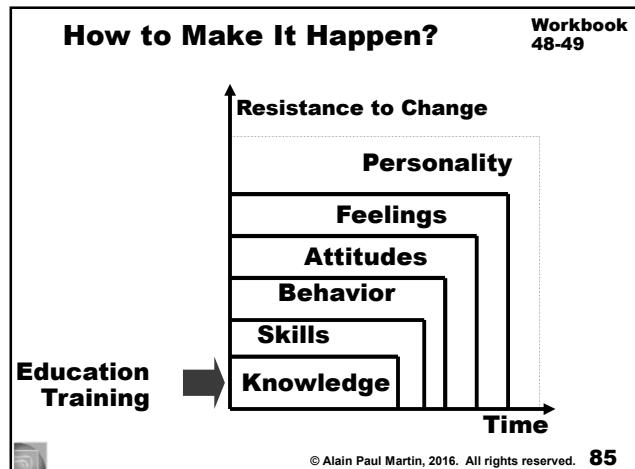
Knowledge

Time



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Exemplary Team-Leadership & Management-Skills Workshop



Exemplary Team-Leadership & Management-Skills Workshop

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

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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!

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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
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

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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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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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Focus on Diagnosis

Workbook
35-41A
+ Video

Trace Conflict Incubation

- 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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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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53

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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