Today’s Seminar

- Mindset
- EQ v IQ
- Diversity
- Communication
- Differences
- Active Listening
- Leading
- Change
- Authority
- Lifelong Learning
- Influence
- Soft Skills
- Active Listening
- Authority
- Lifelong Learning
- Influence
So much is changing... And faster!
Your future as an Emerging Leader

Generations in the trades

And Management as well...

Baby Boomers are 51 to 70 years old (1946-64)
Gen X’rs are 38 to 50 years old (1965-84)
Millennials are 17 to 37 years old (82-2000)

Apprentice – Journeyperson relationships are essential

Entry Level PM’s are “apprentices”

It’s a must that you help build capacity for the future

AND, to build relationships

Mentoring is a learned skill – hard and soft – a must for transfer of knowledge and skills

DENNIS DORAN AT FCA INTERNATIONAL LEADERSHIP COUNCIL ON MAY 20, 2017
Choose your Mindset

“...the view you adopt for yourself profoundly affects the way you lead your life.”

C. Dweck PhD
What do we mean?

**A Fixed Mindset individual**

- Believes their qualities are carved in stone
- Urgency is to prove themselves over and over
- Believes they only have a certain amount of intelligence, a certain personality, a certain moral character
- And they better prove they have a healthy dose of them

**A Growth Mindset individual**

- Believes their qualities are things to cultivate through
  - Effort
  - Strategies
  - AND help from others
- Everyone can change and grow through application and experience
- A person’s true potential is unknown and unknowable
- With Passion, toil, and training
A few questions about Intelligence

Read each statement and decide whether you mostly Agree with it or Disagree with it

1. Your intelligence is something very basic about you that you can’t change very much.
2. You can learn new things, but you can’t really change how intelligent you are.
3. No matter how much intelligence you have, you can always change it quite a bit.
4. You can always substantially change how intelligent you are.
A few questions about Personality and Character

Read each statement and decide whether you mostly Agree with it or Disagree with it

1. You are a certain kind of person, and there is not much that can be done to really change that.
2. No matter what kind of person you are, you can always change substantially.
3. You can do things differently, but the important parts of who you are can’t really be changed.
4. You can always change basic things about the kind of person you are.
EQ is the foundation For Skills we need every day!
How important is EQ?

- **58%** of performance on all types of jobs involve EQ
- **Biggest** Predictor of Performance
- **STRONGEST** driver of leadership and personal excellence

90% of the highest performers (only 20% of low performers)
Play a role in daily living

2/3 of us are controlled by our emotions
- We are NOT skilled at spotting them and using them to our advantage

Good decisions require a lot more than just facts
- Self knowledge and emotional mastery are vital

Understanding ourselves and managing our emotions is vital to get better results in everything we do every day.
Enters your brain at the base near your spinal chord as electrical signals...

Passes through the Limbic System
Where Emotions are Produced

Then to the Front of Your Brain
Where rational thinking takes place
Here’s the thing...

The 2 parts of the brain are in constant contact
That constant contact is the physical source of your Emotional Intelligence
Our brains are hard wired to give *EMOTION* the upper hand over Rational Thinking

*Is this worth understanding?*
Emotional Intelligence Critical Skills

PERSONAL COMPETENCE + SOCIAL COMPETENCE

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Personal Competence

• **Self-Awareness** is your ability to accurately perceive your emotions and stay aware of them as they happen.

• **Self-Management** is your ability to use awareness of your emotions to stay flexible and positively direct your behavior.
Social Competence

- **Social Awareness** is your ability to accurately pick up on emotions in other people and understand what is really going on.

- **Relationship Management** is your ability to use awareness of your emotions and the others’ emotions to manage interactions successfully.
Observe the ‘ripple effect’ from your emotions
- The tirade
- Toxic people
- Ask others how they are affected by your emotions

Notice how emotions affect you physically
- Close your eyes and check yourself
  - Breathing, heartbeat, tension in legs/neck/back
  - Think about a strong positive and negative emotion event
Know who and what pushes your buttons
- The ‘drama queen’
- Caught off guard
- Scared
- Noisy offices

Keep a journal
- What triggered strong emotion
- What you did about
- Be objective/Honest
Check yourself
- How you feel affects
  - how you act
  - what you say
  - how people see you

Seek feedback
Self Management

KEY QUALITIES

SELF-CONTROL: Manages disruptive emotions and impulses.

TRUSTWORTHINESS: Conducts self with honesty and integrity.

CONSCIENTIOUSNESS: Takes responsibility for personal performance.

ADAPTABILITY: Has flexibility in handling change.

INNOVATIVENESS: Is comfortable with and open to new ideas and information.

What you do or say

OR

Don’t do or say
A couple of questions

Think about someone in your business life that you consider a great leader-

What words would you use to describe what makes that person a great leader?

Now think about someone in your business life that you DO NOT consider a great leader-

What words would you use to describe that person leader?
What is the most important characteristic of a leader?

- Sets a compelling vision
- Motivational and inspiring
- Listens actively
- Knows people as individuals

170,000 Business Leaders Surveyed

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We are talking about Soft Skills...

“...personal qualities, habits, attitudes and social graces that make someone a good employee and compatible to work with.”

“...personal attributes that enhance an individual's interactions, job performance and career prospects.”
Embracing Diversity is a Must

The organization model adds further clarity to the valid and urgent nature of diversity.

- Seniority
- Union affiliation
- Management status
Effective communication is a two-way street where information flows back and forth between sender and receiver.
Communication
Active Listening *Visual, Non-Verbal*

- Eye Contact
- Smiling
- Nodding
- Open Posture
- Gestures
Active Listening

Verbal

- **Restatement, paraphrasing**
  - To confirm your understanding
  - “Let me see if I understand what you just said.”

- **Checking questions**
  - To make sure your understanding is correct
  - “Will you share with me your understanding of what we just discussed?”

- **Responsive listening**
  - Lets the other person know you are interested
  - “That’s a good point”

- **Reflective understanding**
  - Sends the message that you are thinking
  - “Tell me a little more about...”

- **Caring and empathy**
  - More a matter of **wanting** to listen, rather than a specific skill
  - “How did you react to that price?”
So the most essential, foundational skill for all and particularly leaders is Communication...

It involves both talking and listening

It is the core skill required to get to know people and to help people get to know you!
Leading or Managing?

Leading is about **Change** for better results

Managing is about **Consistency** for better results
Authority v. Influence

Authority – the power or right to give orders, make decisions, and enforce obedience.

Influence – the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

Leaders influence as a matter of daily routine
Authority v. Influence

**Authority**
- Immediate change but it's not long-lived.
- Causes people to act on orders/tasks.

**Influence**
- Working with people to understand and solve the problem collaboratively together.
- Others accept your ideas or direction.
- Means that people have internalized your message.
- They believe it.
- They might even be excited about it.
Leading Involves

Setting a direction for the business – overall and for each project

Aligning resources, especially your people, to successfully serve customers

Motivating and Inspiring the people we work with to serve customers

Demonstrate the qualities we value

Work every day to communicate to the people we work with
Today’s Seminar is a learning event

Without a commitment to use what you learn it’s only an event

Your plan forward is essential to sustain your growth and development as an emerging leader.
There are two kinds of failures....

...those who thought and never did

...those who did and never thought

Laurence J. Peter
Choosing the Right Goals

Ease of Implementation

Impact

High

Low

Easy  Difficult

Ease of Implementation
Qualities of Good Action Plans

- Goals
- Realistic
- Outcomes
- Timeline
- Goals
Plan to accomplish your goals

S  pecific
M  easurable
A  chievable
R  ealistic
T  ime-based
SMART Action Plan Ingredients

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<th>What are the steps or strategies I will take?</th>
<th>What is the realistic timeframe to accomplish the step or strategy?</th>
<th>How will I evaluate each step or strategy?</th>
<th>How will I know the step or strategy has been accomplished?</th>
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Goal: ________________________________________________________________

Relevance – how will this goal help me: _______________________________
______________________________________________________________________
Your Plan

Personal Development that benefits you begins with GOALS
You will have 20 minutes to start this practice.

Tasks

1. Write at least 3 goals using what you have learned today
2. Create a Personal Action Plan for 1 of the goals you identified
Emerging Leaders must learn to hear *BEFORE* being heard
‘Suggested’ Reading for Emerging Leaders

Emotional Intelligence 2.0 – Bradberry & Greaves
The Radical Leap – Farber
Mindset - Dweck
Don’t forget…

It’s not about WHO I am

It’s not about WHAT I know
It’s about HOW I am..
    With myself, With my family, With my friends,
    With the people I work for and with

It’s about starting, building, and maintaining good RELATIONSHIPS in all parts of your life.

And this all starts with knowing yourself. Really knowing yourself!
“Do what you love in the service of people who love what you do.”

Steve Farber
Good luck in your Journey!

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