THE
OHIO SOCIETY
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ADVANCING THE STATE OF BUSINESS

DEVELOPING LEADERS TOOLKIT

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INTRODUCTION

What do you think of when you think of a leader? Do you think of a politician or a business executive? How about a teacher or a janitor? One of the formal (dictionary) definitions of a leader is, "the person who leads or commands a group, organization, or country." However, what this definition misses is the idea of **influence.** Leadership is not about a position or title but about influence. And influence can be wielded by anyone at any level.

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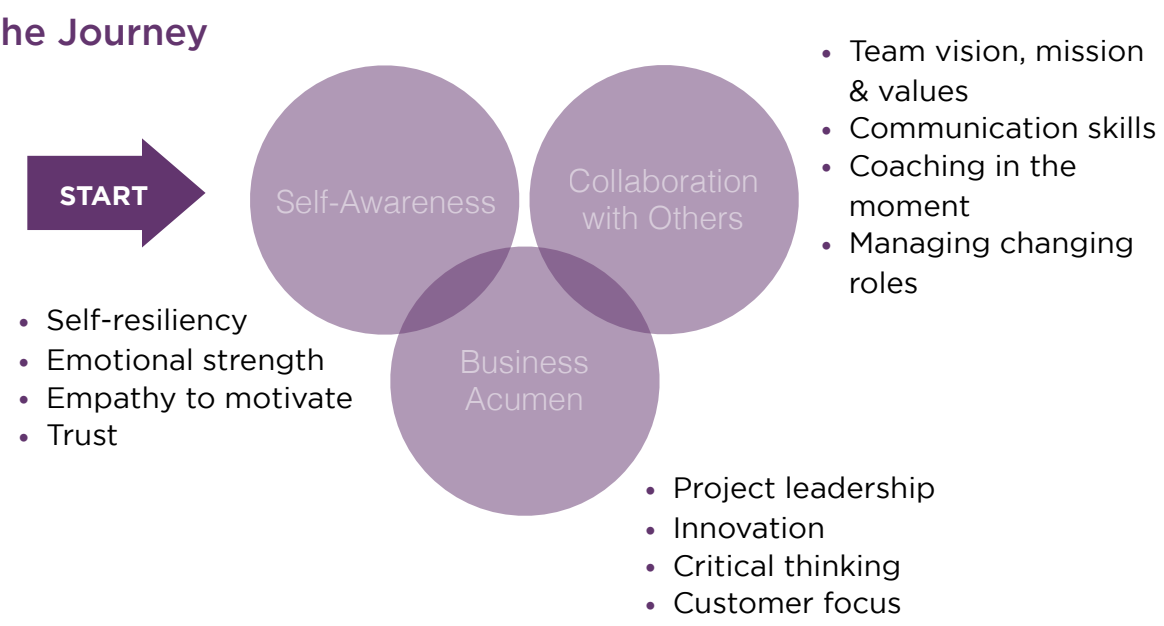
What is Leadership?

Influence, which is at the heart of leadership, is gained by demonstrating leadership behaviors. There is a core set of competencies that begin to develop the influence that makes people want to follow you.

The Journey



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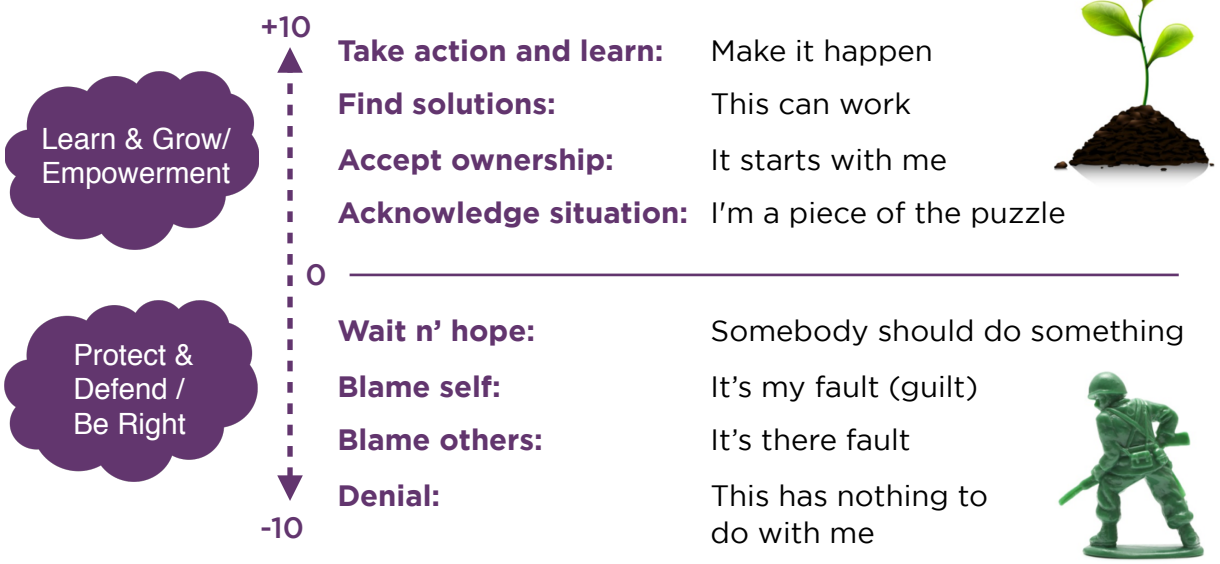
The responsibilities of leaders are many. Leaders must be able to communicate mission, vision, and values. How well can you answer those questions for your organization, function, and team?

Mission:	Why do we exist?
Vision or Strategy:	What must we do?
Values:	How must we behave?
Projects:	How will we get it done?

MISSION	
VISION	
VALUES	
PROJECTS	

Leaders set the example in how they navigate they're environment. Their response to change, their ability to steer a team or organization through transition, and their level of communication contributes to the culture of an organization. Leaders understand their own strengths and weaknesses, surrounds themselves with people who complement them, and delegate appropriately. Leaders are accountable.



WHAT TYPE OF LEADER ARE YOU?

There are numerous assessment tools available to help you understand your personality type. Those tools are not referenced here. The overarching question of this section is simply – "how emotionally intelligent are you"?

INTRAPERSONAL	**Self-awareness:** Recognizing your feelings and behaviors **Self-regulation:** Managing your feelings and behaviors appropriately and staying motivated in spite of setbacks and obstacles **Motivation:** The desire to improve
INTERPERSONAL	**Empathy:** Understanding what others feel **Social skills:** Building rapport and collaborating with others

An emotionally intelligent leader has a distinct advantage as this person is able to weather the storms of leadership. They're able to handle the setbacks and obstacles that inevitably come and bounce back from failure. They're able to establish meaningful relationships with others based on real connection. Behavioral assessments in the hands of emotionally intelligent leaders are gold mines as these types of leaders are able to use the results to improve their leadership competence.

If you take no other step to improve your leadership ability, improve your EQ.

TOOL #1: THE LEADERSHIP COMPETENCY SELF-ASSESSMENT

COMPETENCY	SUB-COMPETENCY	RATING 1 - 4
Self-Resiliency		
	Leverages a personal mission to stay the course during times of change	
	Adopts and maintains an empowered attitude in the face of adversity	
	Able to navigate change personally using attitude and focus	
	Chooses to find time to process, review, and think to improve resiliency	
	Identifies personal values, purpose, and vision and explores their interplay and alignment with actions as a leader	
	Designs a strategy for receiving honest feedback regarding his or her leadership style from those within leadership sphere	
	Builds own personal brand as a leader	
Emotional Strength		
	Grows self-awareness of emotions to improve decision making	
	Seeks to grow performance through a clear understanding of EQ, cognition, behaviors, motivators, and competencies	
	Assesses personal strengths and areas for development around emotional regulation	
	Manages emotions to work through conflict constructively	
Team Vision, Mission and Values		
	Gains new insights and different perspectives on vision as a process	
	Learns and explores the power of compelling vision	
	Applies vision as a management tool in an unpredictable world	
	Creates a business unit vision through a co-creation process	

COMPETENCY	SUB-COMPETENCY	RATING 1 - 4
Team Vision, Mission and Values, continued		
	Aligns business unit visions with the larger organization	
	Enrolls stakeholders in the business unit vision	
	Converts vision into action	
	Enacts the leadership role of vision keeper	
	Aligns decisions with needs of business and organizational/team values	
Communication Skills		
	Is clear as to the intentions of communications	
	Recognizes the two messages comprising every communication	
	Selects the appropriate communications channel for sending messages	
	Manages interference for clear communication	
	Strengthens presentation performance	
	Practices multiple levels of listening	
Coaching in the Moment		
	Motivates employees to high performance at all times	
	Coaches for development and improved performance	
	Manages with appreciation/respect for diversity of individual values and needs	
	Delegates tasks as needed and with awareness of employee development opportunities	
	Identifies the key elements of healthy relationships	

COMPETENCY	SUB-COMPETENCY	RATING 1 - 4
Empathy to Motivate		
	Manages own personal leadership transformation	
	Develops strategy for leading individuals with different change styles	
	Builds the skills necessary for leading change	
Customer Focus		
	Understands and applies customer needs and expectations	
	Gathers customer requirements and input	
	Partners with customer in gathering requirements, maintaining communication flow, and managing work	
	Sets and monitors performance standards	
	Demonstrates ability to ethically build support for a perspective he or she feels strongly about	
Critical Thinking		
	Thinks in terms of the entire system and the affects and consequences of actions and decisions (holistic view)	
	Operates with an awareness of marketplace competition and general landscape of related business arenas	
	Possesses general business acumen (functions of strategic planning, finance, marketing, manufacturing, research and development, and so on)	
	Makes timely decision in alignment with customer and business pace	

COMPETENCY	SUB-COMPETENCY	RATING 1 - 4
Innovation		
	Builds a flexible thinking approach to challenges	
	Balances the modes of "doing" in the present, plans for the future, and processes learning from the past	
	Recognizes and seizes the opportunities hidden within challenging situations	
	Manages risk versus reward and ROI equations	
	Balances established standards with need for exceptions in decision making	
Project Leadership		
	Builds cohesive teams with shared purpose and high performance	
	Sets, communicates, and monitors milestones and objectives	
	Gains and maintains buy-in from sponsors and customers	
	Prioritizes and allocates resources	
	Manages multiple, potentially conflicting priorities across various and diverse disciplines	
	Creates and defines systems and processes to translate vision into action	
	Maintains effective, interactive, and productive team culture	
	Manages budget and projects progress	
	Gathers and analyzes appropriate data and input and manages "noise" of information overload	

COMPETENCY	SUB-COMPETENCY	RATING 1 - 4
Managing Changing Roles		
	Reinforces accountability through clear goals and feedback	
	Creates and holds a vision as a guide through uncertain times	
	Utilizes a process for effective decision making and establishment of priority actions	
	Selects appropriate staff to fulfill specific project needs and responsibilities	
	Understands the essential nature of strong relationships for effective leadership	
	Maps the human journey of transition	
	Assesses the challenges of the transitional journey	
Trust		
	Develops strategies for building trust as the foundation of strong relationships	
	Applies effective communication strategies as an expression of interpersonal caring	
	Builds skills for more effective conflict management	
	Recognizes and leverages the value of individual diversity	

TOOL #2: ASKING POWERFUL LEADERSHIP QUESTIONS

- What is currently impossible to do that would change everything?
- What would awesome look like?
- What are you trying to prove to yourself and how might it be hindering you?
- What (responsibility) are you avoiding? We can neither challenge nor transform what we ignore, what we will not explore.
- What topic were you hoping I wouldn't bring up today?
- What causes you? What propels your cause? What constrains it?
- What prevents me from making the changes I need to make?
- What stands in your way of doing what needs to be done?
- What reality are you trying to create?
- What do you get if you win that argument?
- What does this bring you? What happens/doesn't happen when…
- How is your behavior opening or shutting down possibilities?
- Where else does that show up?
- What keeps you awake at night, threatening your peace/your biz?
- If this is resolved, what difference will it make? What else?
- How do you go about creating urgency?
- Why do people follow you?
- How are you changing your world this week?
- In what area of your life/business are you least satisfied?
- What assumptions do you need to test/challenge here?
- What's possible here and who cares? Why do they care?
- What have you learned from this? How will you react next time?
- What would someone with a different set of beliefs say?
- What trophy do we want on the company mantle?
- What is it like to work for me?
- Who/what needs your immediate attention?
- DO we have any bad profits?
- If this person quit, you'd do the dance of joy. Who is s/he?
- What one word do we want to own in the minds of our customers?
- What do we need to start doing?

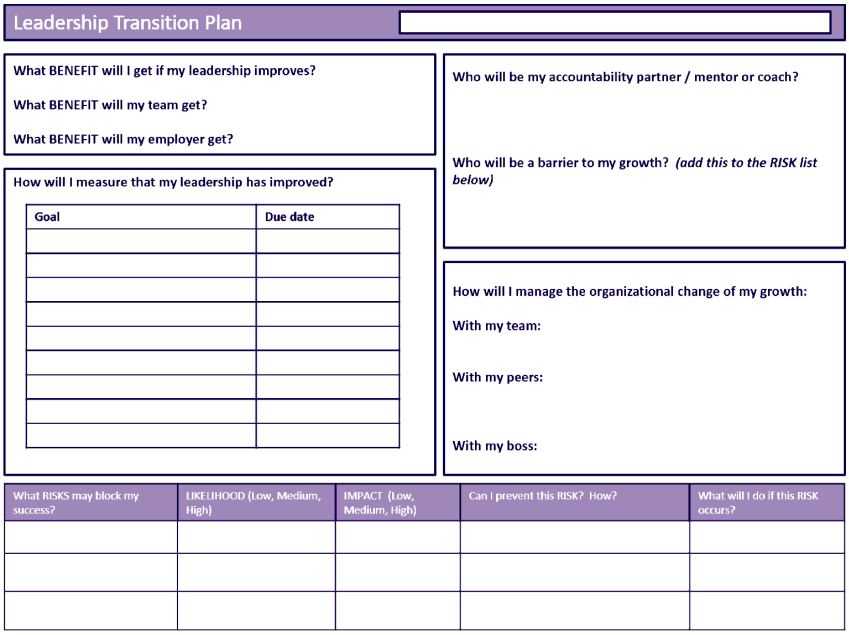
JOB AID: STEPS TO GREAT PROJECTS

Managing projects well is another way of showcasing leadership skills. Managing projects combines many of the leadership attributes reflected on the competency self-assessment with strong organizational and communication skills. This visual provides a highlight of what it takes to manage projects well. As you review it, note the different leadership competencies at work.

	Define	*Plan*	*Manage*	*Review*	
START	**INITIATE**	**PLAN**	**MONITOR**	**CLOSE**	END
	1. Set business objectives	1. Determine milestones	1. Control work in progress	1. Close the project	
	2. Establish project scope	2. Schedule task dependencies	2. Provide status and feedback	2. Transition, turn over deliverables	
	3. Set project objectives	3. Adjust for resource dependencies	3. Leverage governance	3. Hold project review	
	4. Mitigate risk	4. Create budget	4. Resolve conflict	4. Celebrate accomplishments	
	5. Establish constraints				
	6. Plan communications				
	7. Establish governance plan				

JOB AID: DEVELOPING A LEADERSHIP IMPROVEMENT PLAN

All change starts with a commitment to act. This commitment must be followed by a documented action plan with clear steps and a timeline. Use this template to document your own leadership development plan.



Leadership Transition Plan

What BENEFIT will I get if my leadership improves?

What BENEFIT will my team get?

What BENEFIT will my employer get?

Who will be my accountability partner / mentor or coach?

Who will be a barrier to my growth? *(add this to the RISK list below)*

How will I measure that my leadership has improved?

Goal	Due date

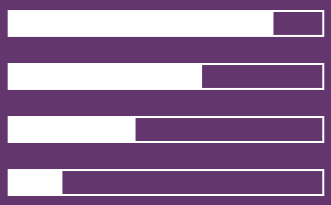
How will I manage the organizational change of my growth:

With my team:

With my peers:

With my boss:

What RISKS may block my success?	LIKELIHOOD (Low, Medium, High)	IMPACT (Low, Medium, High)	Can I prevent this RISK? How?	What will I do if this RISK occurs?



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