

INTRODUCTION

Leading With Impact: Your Ripple Effect is divided into 8 sections

1. **Introduction:** This contains the introductory activities for the full program.
2. **Personal Mastery:** This is **MODULE 1**. Its focus is squarely on the Leader. The session topics include, in this order:
 - Myers-Briggs Type Indicator
 - Emotional Intelligence
 - Personal Values
 - Personal Mission
 - Personal Vision
3. **Personal Mastery Tool Kit 360° Feedback:** This is a stand-alone TOOL for those leaders who choose to include the 360° Feedback instrument as part of the course. This is an enhancement of Personal Mastery and highly recommended for every leader who has not had the opportunity to receive anonymous feedback about his/her impact from direct reports, peers, and other stakeholders within the last two years or more. The in-depth instrument we utilize is called "Everything DiSC 363 for Leaders – Assessment to Action"
4. **Interpersonal Mastery:** This is **MODULE 2**. Its focus is on leadership communication skills. The session topics include, in this order:
 - Dialogue Skills
 - Deep Listening
 - Constructive Feedback
 - Managing Up
 - Conflict Management
5. **Team Mastery:** This is **MODULE 3**. Its focus is on leading highly effective teams. The session topics include, in this order:
 - Step Ladder of Group Dynamics
 - Team Mission, Vision, and Values
 - Decision making
 - Delegation
 - Effective Meetings
 - Trust Building and Mutual Expectations

Introduction

Personal
Mastery

Personal
Mastery Toolkit

Interpersonal
Mastery

Team
Mastery

Culture &
Systems Mastery

Additional
Resources

Journal

6. **Culture and Systems Mastery:** This is **MODULE 4**. Its focus is on leading within the organization.

The session topics include, in this order:

- Creating and Leading Your Culture
- Leading Change
- Accountability
- Courage

7. **Resources:** This section contains additional reference materials such as leadership quotes, articles, suggested reading, etc.

8. **Journal:** This section is to keep notes and reminders.

Best Boss	Worst Boss
Characteristics & Behaviors	

IMPACT VS. INTENT

Fact #1: Other peoples' behaviors IMPACT you – and when they are a leader, even more so.

Fact #2: Your behaviors IMPACT other people – and when you are a leader, even more so.

The 3 Intent vs. Impact Questions:

1. When was the last time you absolutely knew your intention and your impact did not match at home or at work?
2. What did you do about it?
3. What happened next?

The Goal: Is to become aware of **YOUR IMPACT** on others.

- It is important to be aware of “our” impact and its ripple effect on others.
- What you INTEND to happen does not always happen.
- Leaders often mean well but, at times, words and actions do not come across to the receiver as we intended.
- If your intentions and impact do not match, you can RECOVER! Use deep listening, constructive feedback, and conflict management skills to resolve the situation.

THE FIVE INSIGHTS

1. Leadership is a discipline, like any other, engineering, teaching, constructing, there are no short cuts to learning the best methods and tools to lead. Most of us have learned very little about the actual discipline of leadership no matter how many books we've read or how much education we have. Leadership is not rocket science; it's a LOT HARDER than rocket science. People are messy and groups are messy. When you are leading, you are in the operating room of life, poking around in peoples' lives.

2. Leadership skills and competencies are opposite those needed to be an individual contributor. We are very good at being individual contributors. That's what we have been rewarded for since we were born. Somehow you were tapped, anointed, appointed, or promoted from an individual contributor role to being in a leadership role. No one gave you the rulebook or if they did, you were just lucky if you got the right one. It's not a good idea to lead by luck rather than by design.

3. Leadership is not a spectator or solo sport. If no one is following, you probably are not leading. It's that simple. It's about the way you help others succeed, and thereby succeed with them, not in spite of them, on their backs, and definitely not without them.

4. Leadership skills and competencies can be taught and learned. Leaders are born AND they are made just like dancers, or singers, or any other talent. Most leaders, natural or not, need to continuously hone their skills and practice the discipline of leadership. It's not about what leadership IS that matters; it's what leaders DO that matters. It's practice, not theory. It is far more effective to focus on practical leadership that you can apply immediately to your work and home life.

5. Wherever you go...there you are. You bring ALL of you to the table whether you know it or not, want to or not. You are unique on the planet – no one ever has been or ever will be exactly like you as a person or as a leader. Focus on how you can best utilize your strengths and mitigate your challenges. First you need to be clear about what those are.

VALUE PROPOSITION QUESTIONS

Is it worth YOUR or your organization's time and money for you to take a course that actually increases your leadership skill set and adds significantly to your 'tool box'?

- How many hours a week do you waste in meetings now? What if you could cut that in half or even more?
- How much time are you devoting to interpersonal conflicts? What if you could prevent them?
- How much time and money do you waste when decisions are made poorly? How much would you value having decisions be clear, timely and aligned to your purpose?

And...

- How much does a bad hire cost you?
- How much does an unhappy or disengaged employee cost you?
- How much does low trust cost you and the organization?
- How much does a low trust, toxic culture cost you in ideas, innovation, and low/no risk taking behaviors?
- How many successful vs. unsuccessful changes efforts have you've witnessed? What has been the cost of failed change initiatives?
- What does turnover of good employees cost you?

KEY LEARNINGS

- We all know what a great boss and a lousy boss looks and feels like, and no one wants to be a lousy boss.
- Whether we are seasoned leaders or new leaders, we all have challenges, and when we address them, we can become much more effective.
- Our intent IS NOT what people pay attention to; our impact IS and our impact generates our “ripple effect” to the boundaries of our influence and then back again.
- A leader’s #1 role is to consciously create and nurture the work environment he/she wishes to see flourish.
- Leadership is a discipline.
- Leadership skills are the opposite of individual contributor skills.
- Leadership is not a spectator or solo sport.
- Leadership competencies can be taught and learned.
- Wherever you go, there you are.
- Investing in enhancing and deepening your leadership skills is a great value proposition.

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ACTION

1. **Before** moving on to Personal Mastery, complete the FREE on-line short version of the Myers-Briggs Type Indicator utilizing the tool: Carl Jung and Isabel Myers Typology, created by Humanmetrics.com at:

<http://www.humanmetrics.com/hr/you/personalitytype.aspx>

Click on the upper left circle that says “Your Type click to find out”

This is a self-validating instrument that will take you under 10 minutes. There are no right or wrong, better or worse answers. Answer the questions candidly about what you really prefer most of the time, not specifically at work or home, and not what you think people want you to be or that you think you “should” be. Tell yourself the truth – that’s the only way this will have any value to you.

2. Print off a copy and put it in your notebook to get the most out of the program and to be ready for MODULE 1: Personal Mastery.