



STD National Convention 2017

**Building a Learning Organization
for Peak Performance**



Creating a High Impact Learning Organization: Self Leadership in Action

Resource Speakers:
Paul Murphy & Cedric Weisse

What are your strategies for SUCCESS?



What sometimes keeps us from being successful?





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*Things I wish
people I manage
would do more*

*Things I wish people
I manage would
stop doing*



*Things I wish my
manager would do
more*

*Things I wish my
manager would
stop doing*



Empathy is

Seeing with the eyes of another,

Listening with the ears of another,

And feeling with the heart of another

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What keeps us from sharing or
asking for what we need?

Assumed Constraints

Asking for what I need might make me look incompetent.

I don't want to inconvenience anyone.

It takes too much time to get the details
– I'll figure it out soon enough



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Outcomes for Today's Session

Learn
a new language
of leadership

Initiate conversations
to get what you need
to succeed

Gain the mind-set of
a Self Leader



Self Leadership means ...

Having the mind-set and skill set to take the initiative and proactively seek the direction and support you need



Goal Setting

1

Aligning on what
needs to be done, when

Diagnosing

2

Assessing our competence and
commitment on a specific goal
or task

Matching

3

Getting the leadership style that provides
individuals with what they need

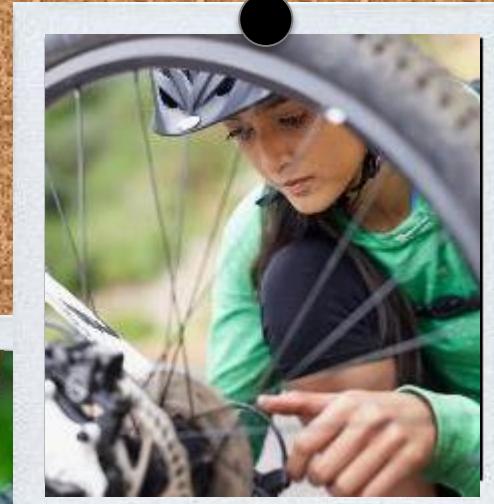
Three Skills of a Self Leader

Goal Setting: WHAT needs to get done, by WHEN



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Stages of Learning to Ride a Road Bike

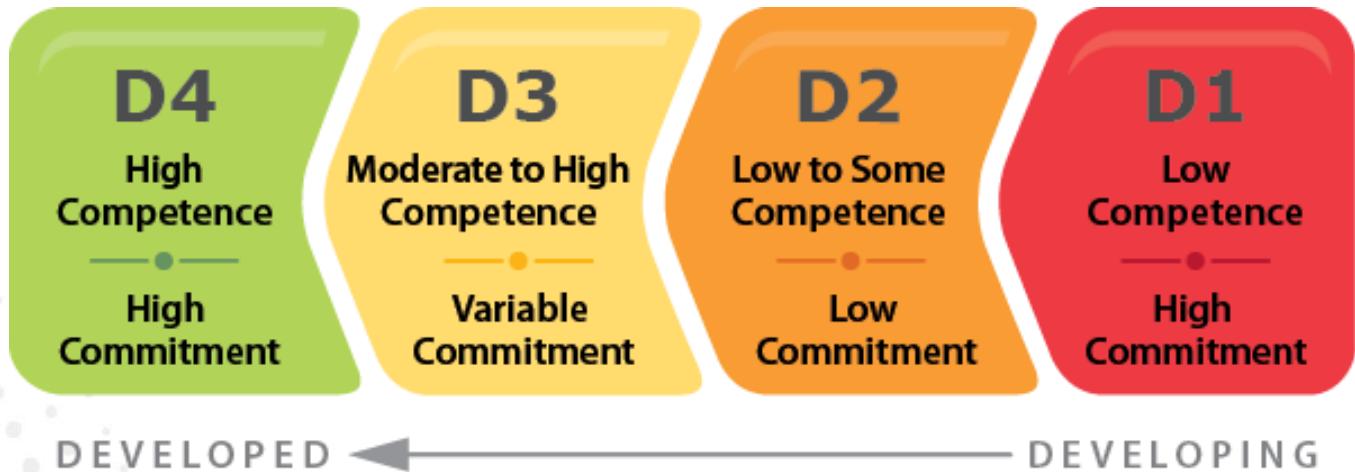


2 Diagnosing

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Development Levels



Development level is **goal** or **task** specific!

Development Level is a combination of two factors.

Competence

- Demonstrated goal- or task-specific knowledge and skills

Commitment

- Motivation-Enthusiasm
- Confidence-Feeling you CAN do the task without help/supervision

Fine-Tuning Your Diagnostic Skills

1	Goal/Task	What is the specific goal/task?
2	Level of Competence	<ul style="list-style-type: none">• How strong/good are your demonstrated technical knowledge and skills on the goal/task?• How strong/good are your transferable skills?
3	Level of Commitment	<ul style="list-style-type: none">• How motivated/interested/enthusiastic are you?• How confident/self-assured are you?

Quick Diagnosis Chart

D4	D3	D2	D1
Doing Can do goal or task without direction		Learning Cannot do goal or task without direction	
Commitment / Attitude			
+	-	-	+
D4	D3	D2	D1

D1

Enthusiastic Beginner

Competence

- New to the goal or task
- Inexperienced
- Don't know what they don't know

Commitment

- Eager to learn; curious; willing to take direction
- Enthusiastic; excited
- Confident about transferable skills; confident learning won't be difficult



Competence

- Has some knowledge and skills; learning; not competent yet
- Doesn't know how to move forward
- Inconsistent performance and progress

Commitment

- Discouraged and frustrated; may be ready to quit
- Overwhelmed; demotivated
- Confused and concerned; afraid of making mistakes



D3

Capable, but Cautious, Contributor

Competence

- Demonstrated competence; experienced
- Makes productive contributions
- Generally skillful and adept

Commitment

- Sometimes hesitant, unsure, tentative
- Not always confident; self-critical
- May be bored or apathetic



Competence

- Accomplished
- Consistently competent
- Recognized by others as an expert

Commitment

- Self-reliant; autonomous
- Justifiably confident; self-assured
- Inspired; inspires others



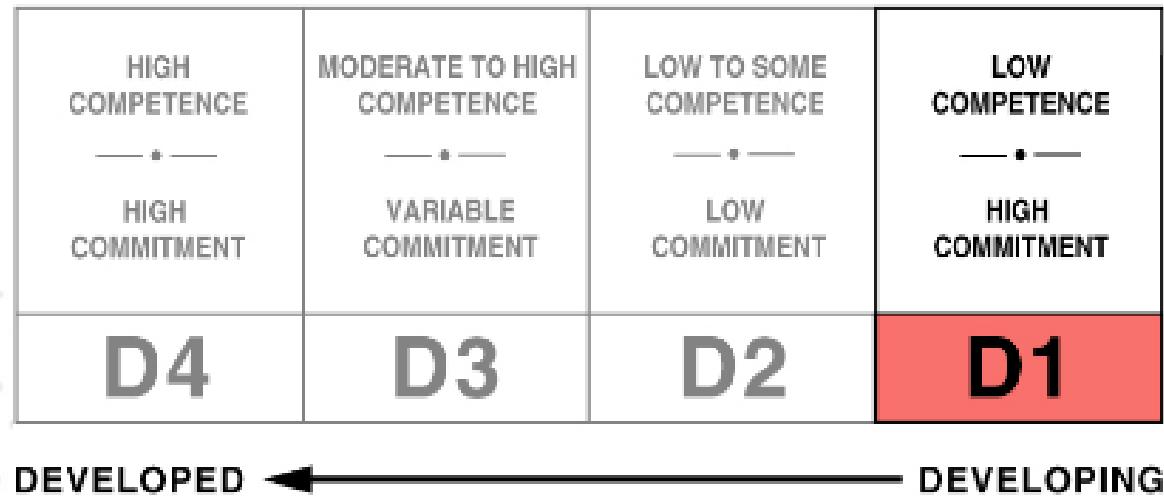
Diagnosis Case Study 1

Nicholas is a new and highly motivated sales representative. He recently compiled his first top 20 list of qualified buyers, but he didn't know how to distinguish between a good prospect and a bad one. He is eager to rectify the situation and learn all there is to know.

Task Competence	LOW/SOME	HIGH		
Task Commitment	LOW/VARIABLE	HIGH		
Development Level	D1	D2	D3	D4

Cost of Misdiagnosis

What's wrong with someone who is at D1 on a goal or task to just try to figure it out for himself or herself?



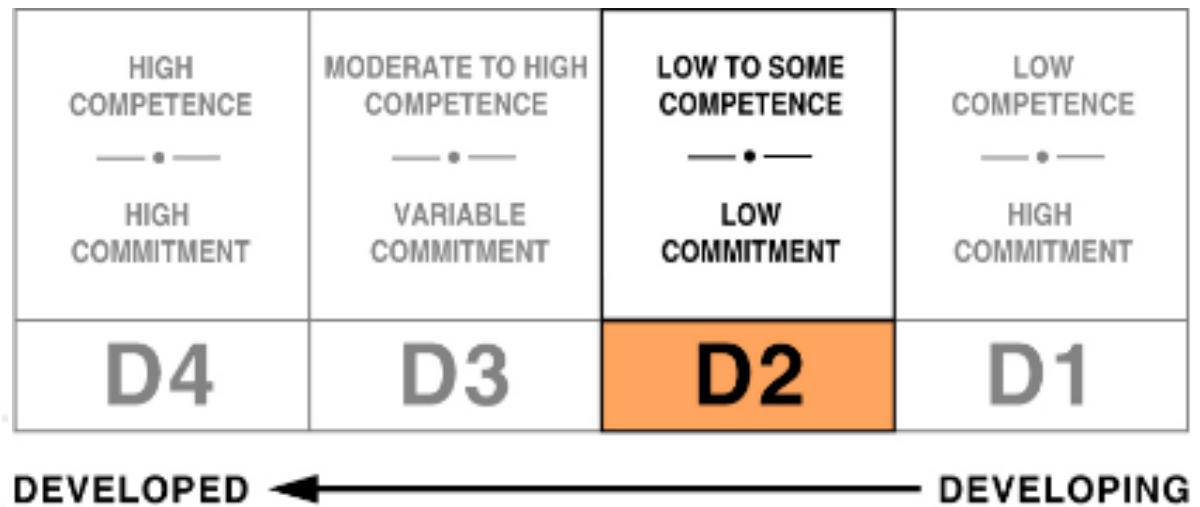
Diagnosis Case Study 2

Lisa took over management of a brand-new department five months ago. She is articulate and intelligent, and had been very successful at managing a department in her previous role. Now she is tasked with creating a budget from scratch, and she is becoming frustrated. There are several unfamiliar projects where costs will be difficult to estimate. She is starting to think she isn't qualified to complete the budget.

Task Competence	LOW/SOME	HIGH		
Task Commitment	LOW/VARIABLE	HIGH		
Development Level	D1	D2	D3	D4

Cost of Misdiagnosis

What causes disillusionment when someone is at D2 on a goal or task?



Diagnosis Case Study 3

Kate, an experienced marketing director, is feeling a bit ill. She has been up for three nights straight working on the usual quarterly executive report. Feedback on her presentations has always been positive because she does an excellent job. Even though she is always successful, she agonizes over these presentations, seeing her reputation on the line each time she presents.

Task Competence

LOW/SOME

HIGH

Task Commitment

LOW/VARIABLE

HIGH

Development Level

D1

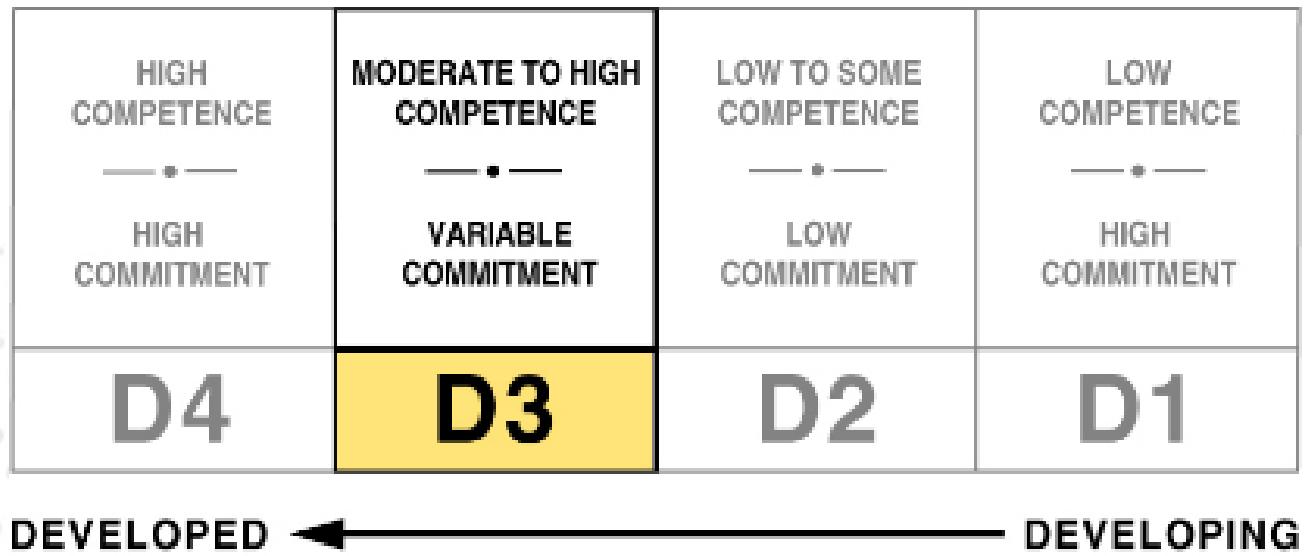
D2

D3

D4

Cost of Misdiagnosis

What is the best strategy to build confidence when someone is at D3 on a goal or task?



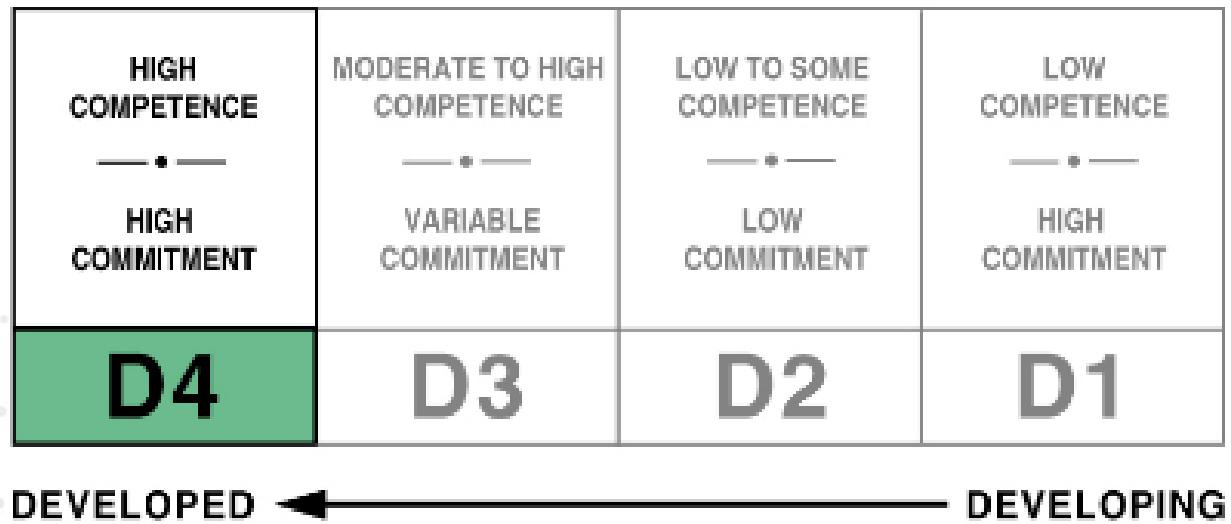
Diagnosis Case Study 4

Jake, an experienced VP, has a team of positive, capable managers. His Executive VP, Alisha, leaves him alone to manage his highly productive team. Jake knows that he can often let the team manage itself. At times, it's difficult to tell who the team leader is and that is very energizing to him. Jake is about to challenge the team and himself to produce even more.

Task Competence	LOW/SOME	HIGH		
Task Commitment	LOW/VARIABLE	HIGH		
Development Level	D1	D2	D3	D4

Cost of Misdiagnosis

What keeps someone who is at the top of their competence and commitment on a task to STAY ENERGIZED on that task?





D4

D3

D2

D1



Your Own Development Level Story

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Which stage of Development are you at on your tasks? **Diagnose** your TO DO list

D3



D2



D4



D1



3 Matching

SELF LEADERSHIP IN ACTION

SELF LEADERS TAKE THE INITIATIVE TO:

- Draw and write what motivates you.
- Understand what it is you need to lead yourself.
- Get what you need to achieve peak performance.
- Take responsibility to diagnose your current level of any given problem.
- Use One-on-One to get the attention and support you need.



	IF ON THIS TASK OR GOAL I'M	I NEED:	I NEED TO:
D1 Initiator	<input type="checkbox"/> Your friends encourage you to succeed. <input type="checkbox"/> You're optimistic about your future.	<input type="checkbox"/> Already know what you desire, how to acquire them <input type="checkbox"/> Know how to achieve your desires without wasting your time <input type="checkbox"/> Know what motivates you <input type="checkbox"/> Know what you need to achieve peak performance.	<input type="checkbox"/> Able to define long-term goals <input type="checkbox"/> Set clear, specific objectives <input type="checkbox"/> Develop a plan to reach your goals <input type="checkbox"/> Know what you need to achieve peak performance.
D2 Influencer	<input type="checkbox"/> You've been assigned to lead a difficult team project. <input type="checkbox"/> Encouraged by others to succeed. <input type="checkbox"/> Determined Study to quit smoking. <input type="checkbox"/> Optimized Yourself to succeed. <input type="checkbox"/> Motivated by your team members.	<input type="checkbox"/> Handle your personal actions <input type="checkbox"/> Be responsible for the actions of your team <input type="checkbox"/> Develop your personal abilities <input type="checkbox"/> Help others achieve their goals <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Know what you need to succeed.	<input type="checkbox"/> Able to communicate with others <input type="checkbox"/> Develop the right team <input type="checkbox"/> Share your knowledge <input type="checkbox"/> Use the right method <ul style="list-style-type: none"> - Feedback or progress - Encouragement - Skills transfer - Practices - Motivation - Personal growth - Personal development - Personal success - Positive feedback - Shared learning - Shared success - Strong example
D3 Creator	<input type="checkbox"/> Constantly able to perform well. <input type="checkbox"/> Deeply involved in their work. <input type="checkbox"/> Determined to succeed. <input type="checkbox"/> Optimized Yourself to succeed. <input type="checkbox"/> Motivated by your team members.	<input type="checkbox"/> Set limits <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Know what you need to succeed.	<input type="checkbox"/> Speak and think with bold confidence <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Know what you need to succeed.
D4 Relayer	<input type="checkbox"/> Experienced in the industry. <input type="checkbox"/> Deeply involved in their work. <input type="checkbox"/> Determined to succeed. <input type="checkbox"/> Optimized Yourself to succeed.	<input type="checkbox"/> Take charge <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Know what you need to succeed.	<input type="checkbox"/> Set a clear plan to keep them on track <input type="checkbox"/> Share what they need to succeed <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Develop a plan to achieve your goals <input type="checkbox"/> Know what you need to succeed.



Choose Success:

Asking for what you
need to progress,
succeed and get the
results you, your
team, and
organization needs

When you have LOW Competence you need Direction

Do you have an
example of a good job?

Priorities?

Structure

Training/Teaching

Showing How

Feedback/Monitoring



Builds your
Competence

Show me
how.

By when do you
want what?

When you have LOW commitment, you need Support

Encouragement

Recognition

Being heard

Praise



Builds your
Commitment

Share with me
“why this task is
important?”

*Listen to me/my
ideas for HOW to
achieve this task?*

*Praise
progress?*

Remember: A Leader is Anyone Who ...

- Gives you the support and direction you need
- Takes the initiative to create change
- Inspires self and others to greatness





Have You Ever Been Over- or Under-supervised?

Over-supervision
makes me feel ...

-
-
-

Under-supervision
makes me feel ...

-
-
-

What's in in for you to get the exact amount of direction and support you need on your tasks and goals?



Getting what you need to SUCCEED

What's in it for you to ask for
exactly what you need?



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D1

Needs

- ✓ Acknowledgment
- ✓ SMART Goals
- ✓ Timelines and check-in points
- ✓ Priorities
- ✓ Role clarity
- ✓ Limits to autonomy/authority
- ✓ A step-by-step plan for learning



“I need high direction and low support.”

- ✓ Direction about what and how; training
- ✓ Concrete examples/templates
- ✓ Solutions to problems
- ✓ Opportunities to practice
- ✓ Access to resources and information
- ✓ Lots of feedback on progress



D2

Needs

- ✓ Someone to listen to concerns
- ✓ More clarity on goals and roles
- ✓ Perspective
- ✓ Explanations of why; rationale
- ✓ Opportunities to be involved in problem solving and decision making

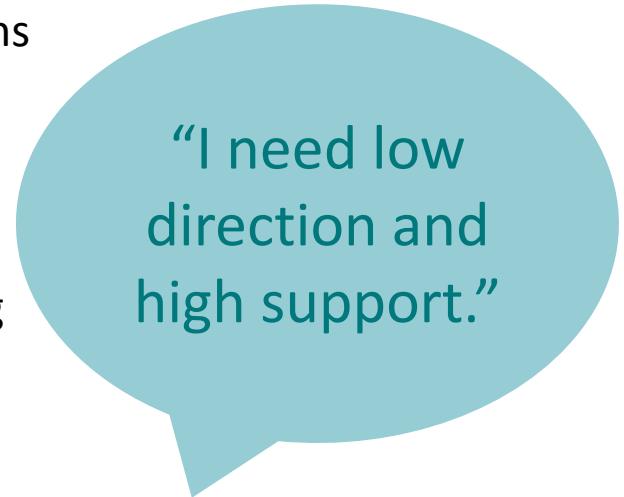
“I need high direction and high support.”

- ✓ Alternatives; advice
- ✓ More direction about how
- ✓ Coaching to refine skills
- ✓ Feedback on work
- ✓ Reassurance and encouragement

**D3**

Needs

- ✓ Opportunities to demonstrate competence
- ✓ Opportunities to express feelings and concerns
- ✓ Opportunities to test ideas; a sounding board
- ✓ Good questions about the work being done
- ✓ A vote of confidence and encouragement
- ✓ Opinions about ideas, if asked; help in getting something done, if needed



“I need low direction and high support.”

- ✓ Reminders of past successes
- ✓ Acknowledgment of high levels of competence and contribution
- ✓ Suggestions for making the goal more interesting or challenging



D4

Needs

- ✓ Trust
- ✓ Visibility as a contributor/an expert
- ✓ Opportunities to be creative and innovative
- ✓ Autonomy; influence

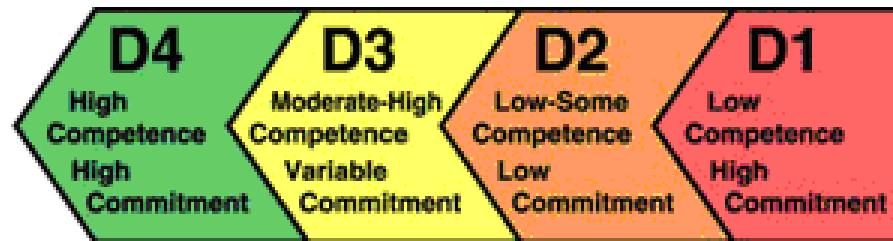
“I need low direction and low support.”

- ✓ Opportunities to grow
- ✓ Opportunities to teach and mentor others
- ✓ Resources to perform at D4
- ✓ To be valued for contributions



Managers are not
mind readers.

The Situational Self Leadership Model

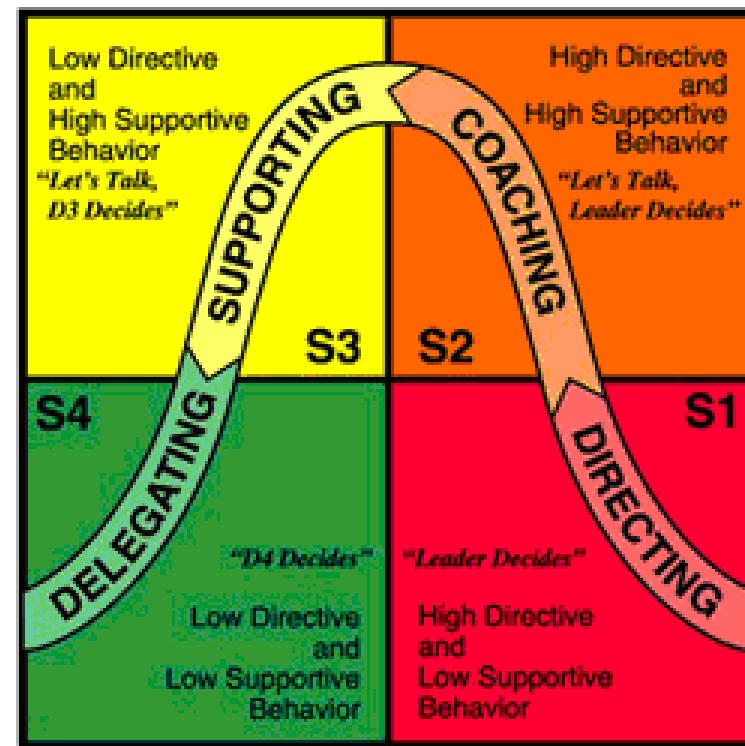


High

SUPPORTIVE BEHAVIOR

Low

DIRECTIVE BEHAVIOR → High





Proactively
seeking what you **need**

is in everyone's best interest—
especially yours.



In a world crying out for effective leadership, you need to begin with the most obvious source ...

yourself

Only then can you create a
'High Impact Learning Organization'

