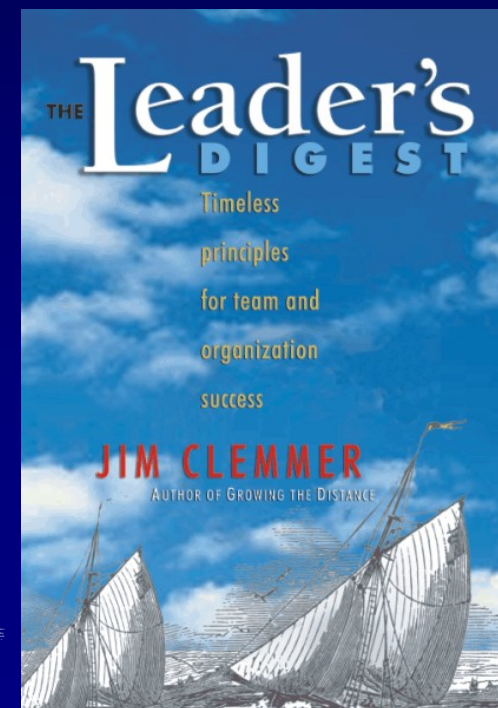
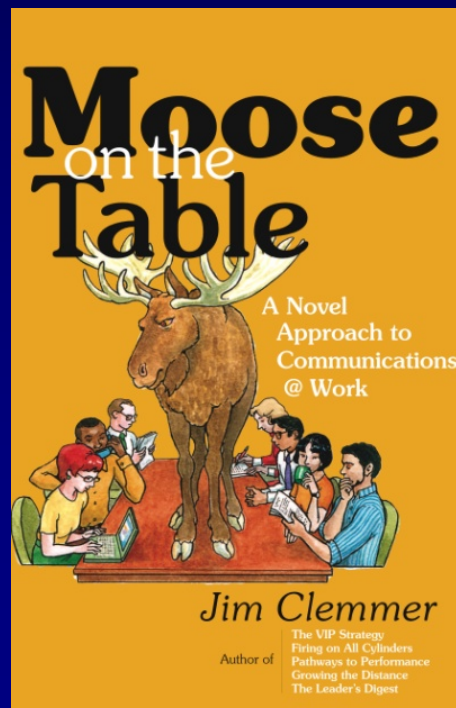
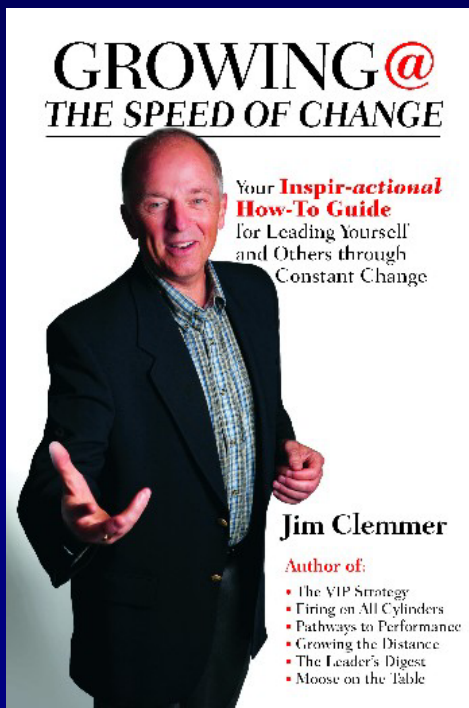


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JIM CLEMMER

Practical Leadership: From Inspiration to Application

# Practical Leadership Development for Peak Performance



# Webcast Agenda

- Changes Challenges and Choices
- Keys to Leading Change
- The High Performance Balance: Managing Things and Leading People
- Soft Skills, Hard Results
- Timeless Leadership Principles for Enduring Team and Organizational Success
- Leadership Development Workshops



# Deal with Change by Growing For It

Whether sudden and unexpected changes are deadly threats or growth opportunities depends on how we respond.

There's no "getting through this crazy period" to some mythical place of predictable stability.

# Life is an Optical Illusion



Wearing C.R.A.P Glasses Ruins Our I-sight

Can't *Readily Absorb Positivity*

# Change Challenges and Choices

Following

*Hopeful Skepticism*

*Helpless Cynicism*

“Let’s wait and  
see what  
happens.”

# Change Challenges and Choices

+ 100

**Leading**

“How can we capitalize on these changes?”

**Following**

*Hopeful Skepticism*

*Helpless Cynicism*

“Let’s wait and see what happens.”

**Wallowing**

“They are doing it to us again.”

- 100

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**DANGER**

**PITY CITY**

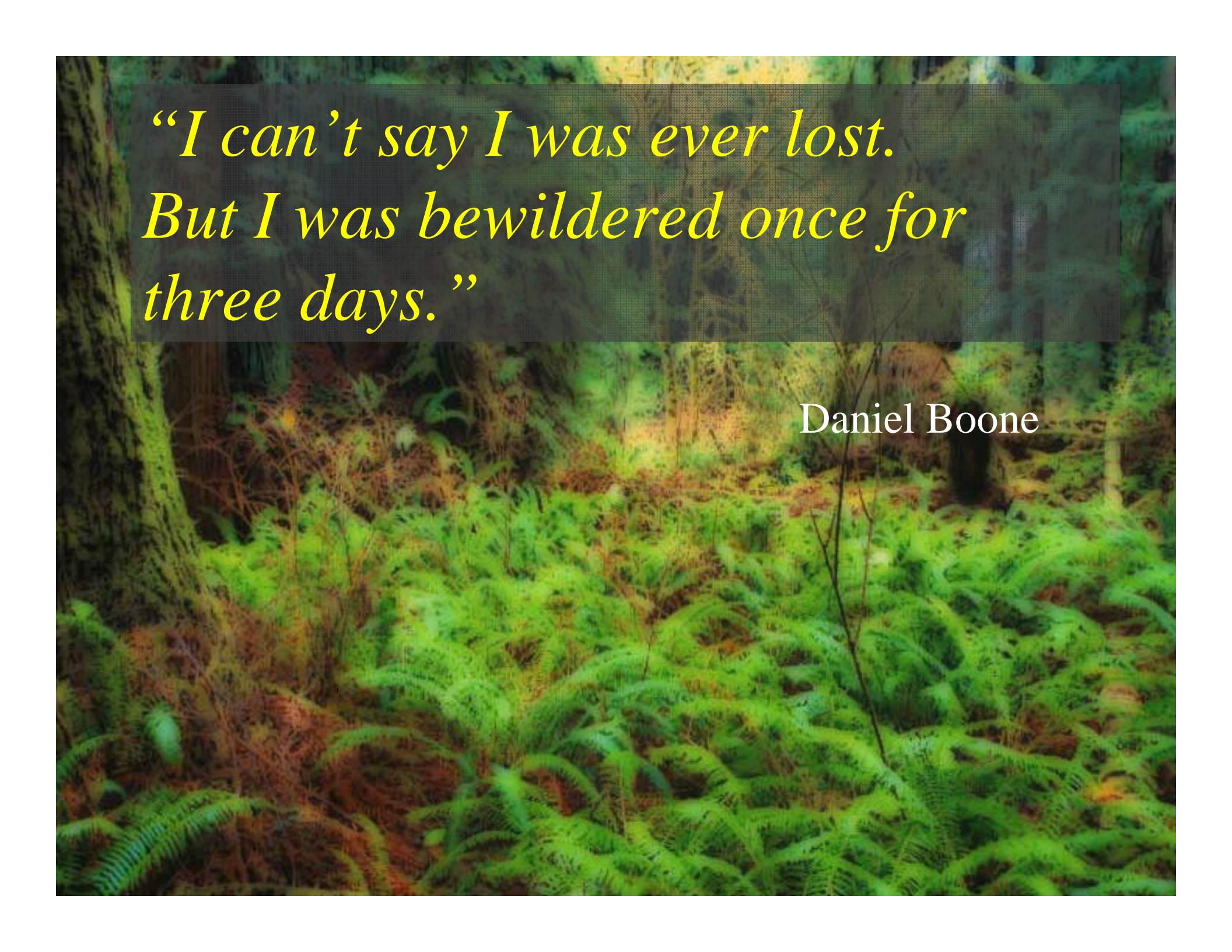


**BITTER BUS**

A close-up photograph of a yellow sign with the words "BITTER BUS" in large, bold, black, sans-serif capital letters. The sign is mounted on a metal structure with horizontal slats and is secured with several screws along its edges. The background is a solid dark blue.







*“I can’t say I was ever lost.  
But I was bewildered once for  
three days.”*

Daniel Boone

# Keys to Leading Change

- *Engage everyone in decision making.*
- *Make them part of the team. Seek their input.*
- *Set engaging goals and give feedback on progress.*
- *Tell success stories.*
- *Fear is driven by the unknown. Share financials to give staff a true understanding of the business and the impact their work has on results.*
- *Provide perspective to the bad information spread by mainstream media.*

# The Change Balance

- Heritage
- Lessons
- Strengths
- Values

- Pruning
- Changing
- Innovating
- Improving

**(Renewed)  
Vision**

# Keys to Leading Change

- Increase shared leadership throughout your entire organization – “leadership is action, not position”
- Help staff at all levels deal with change, uncertainty, and turbulence – “stay off the Bitter Bus and out of Pity City”
- Strengthen buy-in and personal commitment to organizational change and improvement efforts
- Provide practical approaches and shared language to improve morale, increase engagement, and boost energy
- Bring alive organizational values and culture with experiential learning/reinforcement programs
- Anchor learning and development programs
- Foster personal growth and development with “edutaining” approaches, especially for people who often don’t participate in these activities

# The High Performance Balance

Management  
Systems and  
Processes

Technology  
and Technical  
Expertise



Leadership



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# Managing Things and Leading People

## **IQ** **Management**

- Processes
- Facts
- Head
- Position Power
- Control
- Problem Solving
- Reactive
- Doing Things Right
- Rules
- Goals
- Light Fire Under
- Written Communications
- Standardization

## **EQ** **Leadership**

- | People
- | Feelings
- | Heart
- | Persuasion Power
- | Commitment
- | Possibility Thinking
- | Proactive
- | Doing the Right Things
- | Values
- | Vision
- | Stoke Fire Within
- | Verbal Communications
- | Innovation

*The Leader's Digest, Jim Clemmer*

# Emotional Competence Framework

## Personal Competence

### **Self-Awareness**

- Emotional Awareness
- Accurate Self-assessment
- Self-Confidence

### **Self-Regulation**

- Self-Control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovativeness

### **Self-Motivation**

- Achievement
- Commitment
- Initiative
- Optimism

# Emotional Competence Framework

## Social Competence

### **Social Awareness**

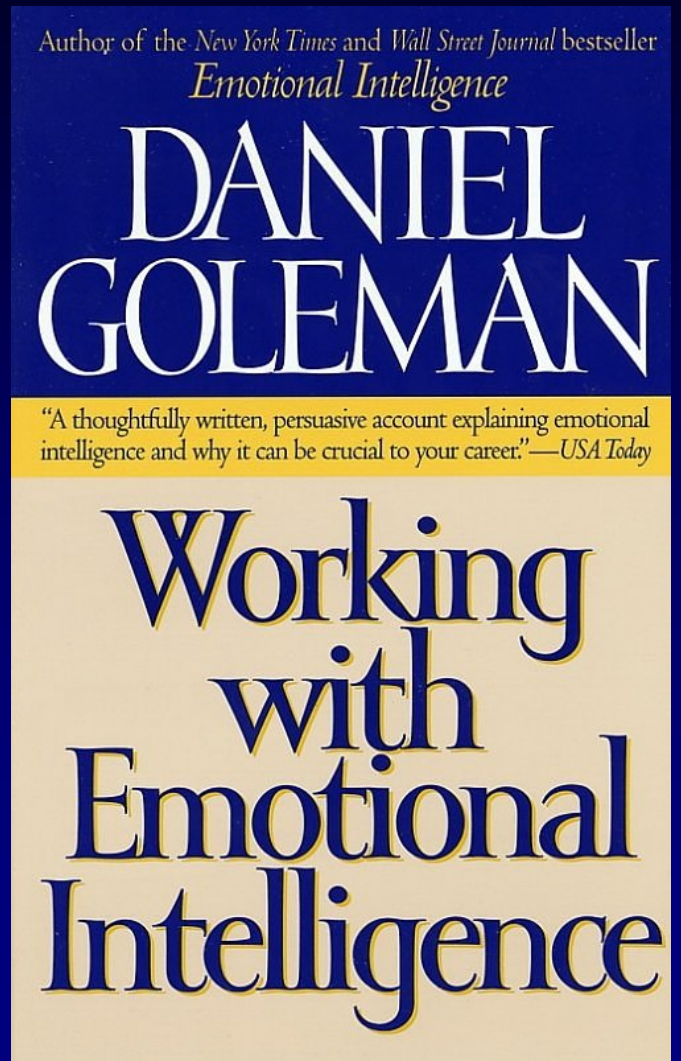
- Empathy
- Service orientation
- Developing Others
- Leveraging Diversity
- Political Awareness

### **Relationship Management**

- Influence
- Communication
- Leadership
- Change Catalyst
- Conflict Management
- Building Bonds
- Collaboration and Cooperation
- Team Capabilities

*“High IQ & technical expertise can have a paradoxical effect among seemingly promising people who fail.*

*In a study of once-successful managers who failed, most were technically brilliant. And their technical skills were often the very reason they were promoted into management in the first place. But once they reached higher positions, their technical strength became a liability.”*



# Finding the Right Balance

**Is**      **Should**  
**Now**    **Be**  
**%**        **%**

Technical		
Management		
Leadership		
	100%	100%

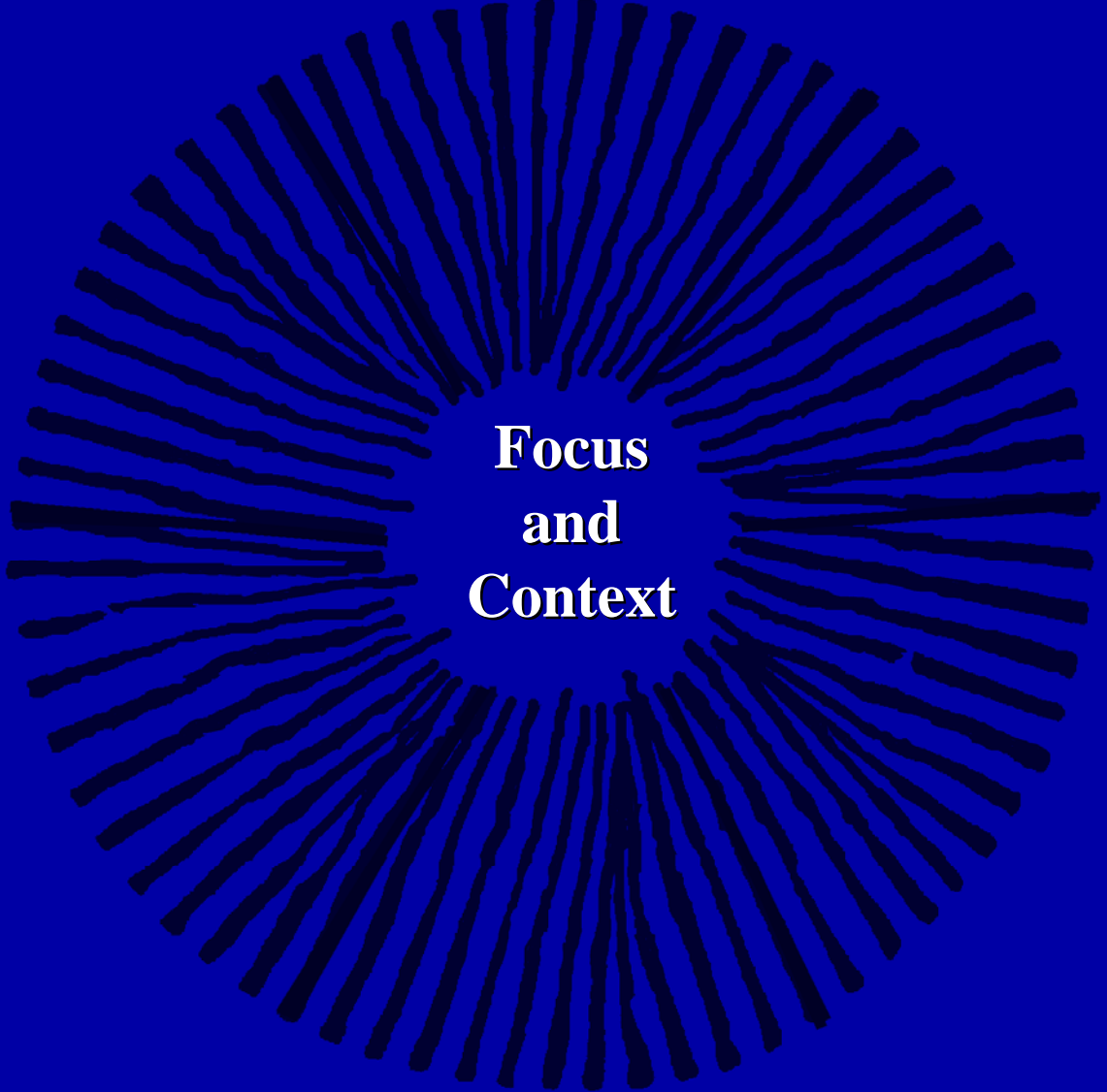
Why aren't you spending as much  
time leading as you'd like to?



# Timeless Leadership Principles



# Timeless Leadership Principles



Focus  
and  
Context



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# Focus and Context

Where are you going (picture of your **preferred** future or vision)?

What do you believe in (your principles or values)?

Why do you exist (your purpose or niche)?

# Values Live in Key People Decisions

- Make “values fit” a key hiring criteria
- Promote role models
- Recognize/reinforce good examples of values in action
- Deal with problem behaviors

# Timeless Leadership Principles

Responsibility  
for  
Choices

Focus  
and  
Context



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# From Groaning to Growing

1. Common “Victim Speak” used in our organization?
2. How might we be modeling/reinforcing Victimitis?
3. Are we building an organization full of leaders, followers, or wallowers?



# Degrees of Control

Direct  
Control

Influence

No  
Control

High

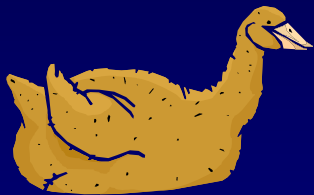
Moderate

Low



*“The person who waits for a roast duck to fly into his or her mouth must wait a very long time.”*

Chinese Proverb



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# Timeless Leadership Principles

Responsibility  
for  
Choices

Authenticity

Focus  
and  
Context



# You Can't Build a Team or Organization Different From You

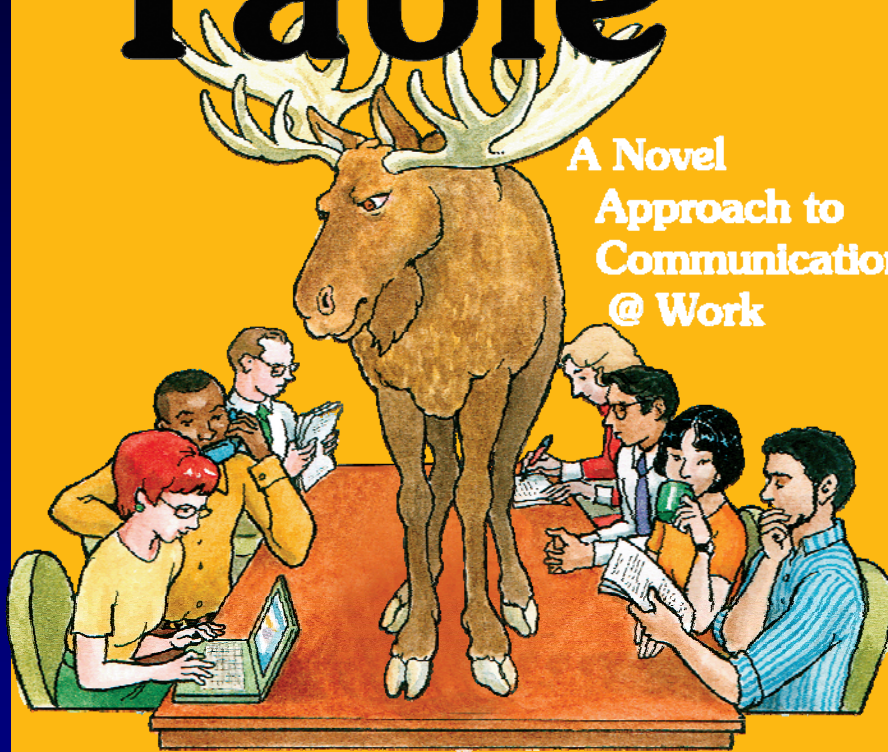


You Can't Make Them Into  
Something You're Not



# Moose on the Table

A Novel  
Approach to  
Communications  
@ Work



**Jim Clemmer**

Author of

The VIP Strategy  
Firing on All Cylinders  
Pathways to Performance  
Growing the Distance  
The Leader's Digest



IN THE EVENT OF AN  
ISSUE.....  
GRAB MOOSE!



# Courageous Conversations: Facing the Bull



**Are you enabling or reducing the moose?**

# Timeless Leadership Principles

Responsibility  
for  
Choices

Authenticity

Focus  
and  
Context

Passion  
and  
Commitment



Leadership is the stuff of dreams,  
inspiration, excitement, desire, pride,  
care, passion, and love.

Am I a carrier?  
Do I let my face know about it?  
Do I impassion others?



*“According to James K. Harter, Ph.D., Gallup’s chief scientist for workplace management, people leave companies because of factors that filter through the local work environment.*

*At least 75% of the reasons for voluntary turnover can be influenced by managers.”*

*“Turning Around Employee Turnover,” Jennifer Robison,  
Gallup Management Journal*

# Timeless Leadership Principles

Responsibility  
for  
Choices

Authenticity

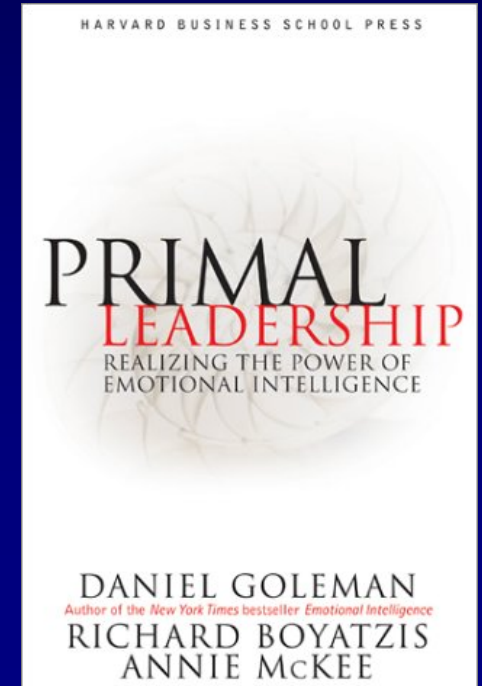
Focus  
and  
Context

Passion  
and  
Commitment

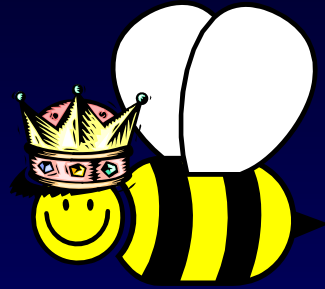
Spirit  
and  
Meaning



*“Now we have results for a range of industries that link leadership to climate and to business performance, making it possible to quantify the hard difference for performance made by something as soft as the ‘feel’ of a company.”*



# Strong Leaders Care for the Context



*Queen bees don't make decisions and run operations.*

*Their primary role is to exude a chemical substance that keeps the system together.*

*It's called the spirit of the hive.*

# Timeless Leadership Principles





Management is seeing people as they are.

Leadership is developing people into  
what they could be.

# Leadership Skills for Growing Others

**From**

**To**

- n Command
- n Solving problems
- n Directing and Controlling
- n Seeing people as they are
- n Empowering
- n Operating
- n Pushing
- n Heroic manager
- n Quick fixes to symptoms
- | Coaching
- | Enabling people to solve problems
- | Teaching and Engaging
- | Seeing people as they could be
- | Partnering
- | Improving
- | Pulling
- | Facilitative leader
- | Search for systemic causes

*The Leader's Digest, Jim Clemmer*

# Timeless Leadership Principles



# Toward Peak Performance

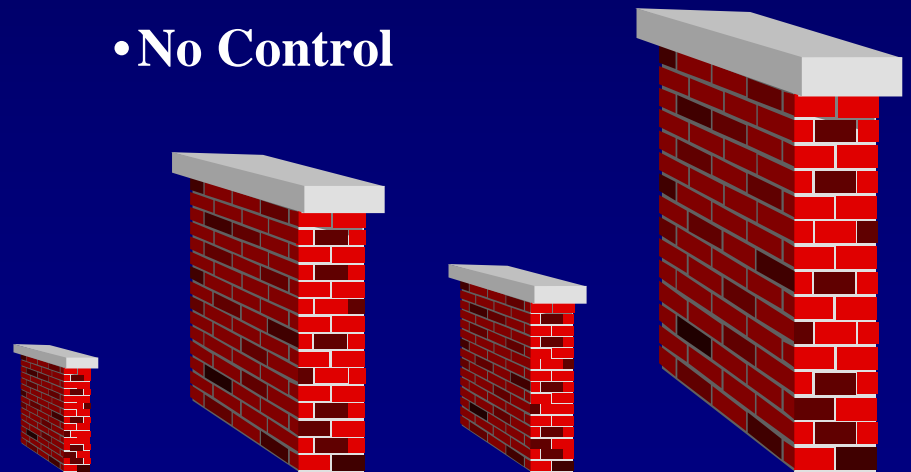
## Drivers



## Resistors

*“What is in the way is the way” – Lao Tse*

- Direct Control
- Influence
- No Control



*“Most of the people who work here do have passion and purpose for the work they do.*

*It’s about respecting that, facilitating their desire to do good work, and removing obstacles from their path that frustrate their efforts.”*

# Information

- n Speaks to the Head
- n Monolog
- n Facts and Results
- n Mostly Written
- n Quantity
- n Provides Updates

# Communication

- | Engages the Heart
- | Dialog
- | Stories and Values
- | Mostly Verbal
- | Quality
- | Builds Communion

# Timeless Leadership Principles



*Leading @ the Speed of Change:  
Practical Leadership for Peak Performance*

**One Day Workshops**

- Vancouver, BC – March 23
- Winnipeg, MB – April 6 –(sponsored by QNET)
- Toronto, ON – April 8
- London, ON – April 29
- Calgary – September 29

Visit [www.JimClemmer.com](http://www.JimClemmer.com) for details and registration

*Leading @ the Speed of Change:  
Practical Leadership for Peak Performance*

**Bring Your Team and Multiply Your Effectiveness**

- Take a rare time out from working in your team to working on your team.
- Assess your collective leadership performance.
- Address your obstacles to peak performance.
- Brainstorm the practical applications most relevant to you.
- Support each other in following through and following up.
- Hold each other accountable.
- Pull together and strengthen your teamwork.

**Visit [www.JimClemmer.com](http://www.JimClemmer.com) for details and registration**

# Customized Half, One, or Two-Day Workshops for Staff and Management Teams

- Highly energizing and *practical* workshops tailored to your team, event, or key change theme, values, or objectives.
- An “edutaining” experience with a balance of rich content, humor, inspiring insights, and *practical* how-to implementation steps.
- Powerful self or team assessments, priority setting, and planning guidance to move participants from inspiration to application.
- Relevant and *practical* follow-up and implementation resources such as best-selling books, how-to workbooks, handouts, audio/video materials, or electronic services.

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