

Resilient Leadership in Turbulent Times



California Trucking Association
AMC 2022 – Paris Hotel – Las Vegas
January 20, 2022

Designed & Facilitated by: Dr. Steven Swafford, IOM
Los Angeles/Ft. Lauderdale/Washington DC/Boston/Hartford
www.leadershipoutfitters.com





Leadership Myths

Myth 1 – *Leaders Are Born, Not Made.*

Leadership is not a rare gift given to a few people. Most people have the potential to become good leaders. But, like any learned skill, it's training, practice, and coaching.

Myth 2 – *Leaders are charismatic.*

In *Good to Great*, best-selling business author Jim Collins found that the best companies – those that were growing financially— were those led by humble leaders. Leaders who cared more for the organization than for themselves.

Myth 3 – *Title or Position equals Leadership.*

Author John Maxwell in *The 21 Irrefutable Laws of Leadership* tells us that true leadership is not based on position or rank. Leadership is action not position.

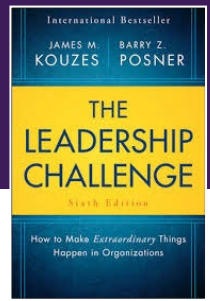
Myth 4 – *Leaders Call The Shots.*

Effective leadership is not about control and its not about leading from the top down. Good leaders find that they build respect from their ability to work with people and give people an opportunity to contribute and lead themselves. Authors Jim Kouzes and Barry Posner include “enabling others to act” as one of the five practices of effective leaders in their book “The Leadership Challenge”.

Characteristics of Effective Leadership in Turbulent Times



Five Resilient Practices of Leadership from



Model the Way

- **Clarify Values**
 - *Find Your Voice & Affirm Shared Values*
- **Set the Example**
 - *Appeal to Common Ideals & Animate the Vision*



Inspire a Shared Vision

- **Envision the Future**
 - *Imagine Possibilities & Find a Common Purpose*
- **Enlist Others**
 - *Appeal to Common Ideals & Animate the Vision*



Challenge the Process

- **Search for Opportunities**
 - *Seize Initiative & Exercise Outsight*
- **Experiment and Take Risks**
 - *Generate Small Wins and Learn from Experience*



Enable Others to Act

- **Foster Collaboration**
 - *Climate of Trust & Facilitate Relationships*
- **Strengthen Others**
 - *Enhance Self-Determination & Develop Competence and Confidence*



Encourage the Heart

- **Recognize Contributions**
 - *Expect the Best & Personalize Recognition*
- **Celebrate the Values and Victories**
 - *Create a Spirit of Community & Be Personally Involved*

From The Leadership Challenge, James Kouzes and Barry Posner, Jossey-Bass Publishers, San Francisco, CA.

Leadership Self-Assessment



	Strengths	Areas for Development
Model The Way	Self Aware – personal aptitudes, values, motivators, challenges and needs.	
	Self Manages – demonstrates self discipline, accountability of actions, commitment to self mastery and goals.	
	Integrity - models behavior that is consistent with beliefs and values. High degree of personal responsibility.	
	High personal & professional standards - commands respect through actions. Encourages this behavior of team members.	
Inspire A Shared Vision	Inspirational - inspires a compelling vision and ensures that the team works towards the organization's mission & goals.	
	Transformational leader - anticipates changes in customer and employee needs and changing market conditions and changes business practices and organizational culture.	
	Manages results - collaboratively establishes short-and-long goals.	
	Strategist - demonstrates business acumen in core business areas including profitability, customer service and organizational planning.	

Adapted from Cynder Niemela and Rachael Lewis, Leading High Impact Teams: The Coach-Approach to Peak Performance, 2001, High Impact Publishing and The Leadership Challenge, Jim Koozes & Barry Posner, Jossey-Bass Publishers, San Francisco, CA.

Leadership Self-Assessment



	Strengths	Areas for Development
Enable Others To Act {	<i>Communicates effectively</i> - uses language that is respectful and unbiased, non-judgmental. Listens intently. Truthful. Encourages self expression.	
	<i>Follows through</i> - can be counted on to do what promised. Builds relationships and trust with others.	
	<i>Delegates</i> - trusts others to act and encourages growth.	
Challenge the Process {	<i>Mentors</i> - helps others reach leadership potential.	
	<i>Curious</i> - takes calculated risks and realizes that disappointments and failures can be our greatest opportunities for learning.	
Encourage the Heart {	<i>Rewards & Acknowledges</i> - celebrates successes and empowers team members.	

Adapted from Cynder Niemela and Rachael Lewis, *Leading High Impact Teams: The Coach-Approach to Peak Performance*, 2001, High Impact Publishing and *The Leadership Challenge*, Jim Koozes & Barry Posner, Jossey-Bass Publishers, San Francisco, CA.

In life, change is inevitable. In business, change is vital.

Warren G. Bennis

What Is Changing?

Need to know or understand the facts and bottom line.

When Must It Change?

Need to know timeframe, preparation and implementation.

Why Is It Changing?

Need to see the big picture and get high level, conceptual info.

How Is It Changing?

Need to know the details, lots of details.

Who Changed It?

Need to know who decided and who has been told.

Reasons for Resistance to Change

- Loss of Control
- Excess Uncertainty
- Loss of Face
- Concerns About the Future
- Competence
- More Work
- Past Resentments
- Threat is Real
- Self-Interest
- Lack of Understanding
- Minimal Trust
- Others?

Salerno, Ann & Brock, Lillie. *The Change Cycle* (San Francisco: BK Publishers, 2008)

8 Factors that Create Organizational Transformation & Purposeful Change

John Kotter

1. Establishing a Sense of Urgency

5. Planning & Creating Short-Term Wins

2. Form Guiding Coalitions

6. Leveraging Successes for More Change

3. Creating & Articulating a Vision

7. Sustaining Momentum & Reinforcing Changes

4. Empowering Others to Act on the Vision

8. Institutionalizing Changes

Thoughts:

Followers' Basic Needs



Effective leaders understand and strive to meet the four basic needs of those whom they lead

Trust

"One of the leaders we interviewed said, 'The truth is your bond – you die keeping your promises. If you send the message that your word is not worth much, you'll be paid back on that.' As various political and business scandals have illustrated, followers will not tolerate dishonesty. At any level, whether you are a manager, CEO, or head of state, trust might be the 'do or die' foundation for leading."

Compassion

"Unfortunately, most leaders are hesitant to show genuine compassion for the people they lead, at least in the same way they would with a friend or family member . . . *Caring, friendship, happiness, and love* were other frequently mentioned words followers used when asked what leaders contribute to their lives."

Stability

"Followers want a leader who will provide a solid foundation. They reported that the best leaders were the ones they could always count on in times of need. The people we surveyed also mentioned works *security, strength, support, and peace* . . . In the workplace, while it's critical for organizations to evolve, change, and grow over time, they must also offer employees stability and confidence."

Hope

"This higher level need poses an interesting challenge; it appears that followers want stability in the moment *and* hope for the future. Followers also mentioned the words *direction, faith, and guidance* when describing this basic need . . . Instilling hope may seem like an obvious requirement for leading other people . . . Knowing that things can and will be better in the future is a powerful motivator. When hope is absent, people lose confidence, disengagement, and often feel helpless."

All quotes from: Tom Rath & Barry Conchi, *Strengths Based Leadership* p. 82-89 (2008).



101 Ways to Recognize Co-Workers & Volunteers

1. Gold Stars on goal board
2. Letters of thanks
3. Email, text, Facebook, or voice mail thanks
4. Posters of encouragement (personalized)
5. Pizza lunch on the company



6. Spontaneous humor or fun break
7. A round of golf during working hours
8. Crazy socks, ugly tie, weird hat day
9. Staff meeting off site with refreshments
10. Call in well days
11. Balloons
12. Take pictures of staff or volunteers and have a caption contest
13. Free subscription to favorite publication
14. Remember family birthdays, anniversaries, and big events
15. TREATS!!! Candy, cookies, ice cream, fresh fruit, funny stickers
16. Encouraging emails, Facebook messages, or bulletin board posters
17. Pass-it-on message – e-mail or special note (you are appreciated, pass on to someone you appreciate)
18. Cards-- birthday, thank you, anniversary, thinking of you, etc.
19. Certificates for round of golf, truck detailing, sporting goods store, etc.
20. Health club subsidy or free membership
21. Exercise equipment/room at company
22. Support groups
23. Potluck lunches



24. Brown bag lunches with a speaker or staff that shares expertise
25. Develop team principles
26. Write a thank you, team chant or song
27. Flex time



28. Office theme days - Spring Break, St. Patrick's Day, first day of summer
29. Quiet or time-out room
30. Company or volunteer softball team with team name shirts
31. Spark Plug Award for creative ideas
32. Breakfast cooked and served by the owner or CEO
33. Picnic – boss or president cooks the burgers
34. VIP parking space for top sales performance or customer service

35. Toys - use plush animals, oversized items, or other toys as awards
36. Leave an anonymous thank you
37. Serenade a co-worker or volunteer
38. Send flowers or a room service treat to someone out-of-town on business
39. Mobile phones
40. Traveling flower bouquet -- first recipient keeps for 30min then passes on as a gift to someone else -- and so on...
41. Surprise day off
42. Montage of photos on bulletin board of latest event
43. Candid photos of "Stars" for the day
44. King or Queen of the day elected by co-workers
45. CEO or supervisor calls and says thank you for your support
46. Time with a mentor, senior executive, respected professional, industry guru or career coach
47. Adopt a community service project and work as a team
48. Coffee made and served by manager, CEO, etc.
49. Airline upgrade coupons or airline club for frequent travelers
50. Anniversary or birthday - day off and coupon for dinner or event.
51. Tickets to a play, concert, or sporting event
52. Have an actual star (in the sky, not Hollywood) named after your Star Staff
53. Photo scavenger hunt of items related to your industry (make into a learning opportunity)



54. Design and/or ride in company float in a parade

55. Education programs

56. Make a company video for you tube



57. Post customer comments or letters on bulletin board

58. Birthday celebrations

59. Flowers to employees or close relatives in hospital

60. Praise in front of customers or members

61. Managers adjust office hours to accommodate different shifts

62. Allow employees to decorate their offices/cubicles

64. Lottery tickets

63. Distribute education CDs/DVDs

65. CEO and managers wash all staff cars

66. Barbecue in parking lot at lunch

67. Bulletin board with thank you letters and other recognition

68. A monthly outing with all levels of staff

69. Hold a staff retreat -- include all staff

70. Celebrate even the smallest success

71. Design a department logo or coat of arms



72. Adopt an office pet or allow staff to bring in pets

73. Throw a first day of work party (why wait until they retire?)

74. Put surprise thank you's on staff cars in parking lot

75. Involve office in community service project that they select

76. Sneak a stuffed animal into the luggage of staff leaving for a business trip

77. Public recognition in front of others

78. Tape coupons or certificates under chairs in a meeting

79. Glue chocolate bar to boring memos

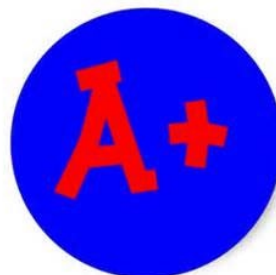
80. Have a surprise gift card drawing

81. Place an ad in the paper thanking your whole staff or committee

82. Place an ad in industry association newsletter/magazine thanking staff or committee

83. Recognize at meetings

84. Give a recognition or A+ button to be worn all day





- 85. Early out Fridays -- let staff leave early on Fridays
- 86. Send a welcome card to new employee before they start work
- 87. Encourage all levels of staff to be leaders - rotate meeting responsibilities
- 88. Use the profit from vending machines for staff treats or outings
- 89. Surprise staff with a greeter at the front door in the morning
- 90. Start a thank you card, allow staff to pass it on

Our top eleven favorites...

- 91. **"Staff U."** -- kudos to Tom Swartz, the owner of a remodeling company in Decatur, IL for giving us this idea. He gives his project managers the opportunity to attend in-house education programs on topics such as business management, scheduling, blueprints, computer estimating, and history and strategic plan of the company. Instructors are other employees at J.J. Swartz Co. who give of their time in the evenings to teach the classes.
- 92. **Bonus shopping spree** -- a company executive determined that he could give each of his staff a \$200 bonus, but instead of giving them an envelope with a check or cash he took them to a local shopping mall. He gave each an envelope with \$200 cash and told them they had one hour to use the cash. There were several rules; they had to spend it on themselves, they had to buy five items with the money, any money they didn't use went back to the executive.



- 93. **"Management By Walking Around"** -- management takes time each day to walk around and ask how staff is doing, if they need support, what issues are pressing.
- 94. **Secret pal** -- everyone in organization puts slip of paper in a hat with name, phone number, birthday, hobby, and favorite things. Everyone gets a slip with someone else's name on it -- that's their secret pal. Over two weeks to three months secret pals are to do creative, spontaneous and fun things for their pals -- anonymously. The fun is in the creativity and anonymity. At the end you can reveal secret pals if you like.

- 95. New Staff Welcome Kit** -- includes company information, facts and trivia, favorite places to eat, best buys; best cleaners and shoe repair, fun things to do within lunch hour nearby (museums, parks, etc).
- 96. Positive Press** -- when you hear a positive remark about someone, repeat it to that person as soon as possible. Seek him or her out if necessary, leave a voice mail message or e-mail if you can't reach personally.
- 97. Staff meetings** -- Make staff meetings opportunity for recognition. Ask for latest accomplishments, new staff, personal news, and new recognition ideas used since the last meeting.
- 98. Time** -- Create a clear afternoon of uninterrupted time to work alone, no meetings, time for paperwork catch-up, etc. Build in time for brainstorming, creativity and research.



- 98. Cross Training** -- Give staff the opportunity to learn other functions in the company by working with other staff.
- 99. Celebration and Accomplishments calendar** -- Post a large calendar in a public place and enter on each day an achievement, a celebration, or recognition of someone. It becomes obvious quickly that there is something to celebrate and recognize (or learn) every day.
- 101. Listen** -- Actively listen, especially when the individual is discussing his or her accomplishments or contribution or is reacting to your recognition.

Recognizing Approaching Change

"Train Whistles Coming Down the Track"



*What Are You Hearing in the Distance?
What Can You See?
What is Glaringly Close?*

<i>Culture/Social</i>	<i>Economy/Financial</i>
<i>Technology/Virtual</i>	<i>Regulations/Legislation</i>



Leading in the Midst of Anxiety

You've set the tone. Now all (\$&*(@*#\$ breaks loose. What type of presence will you have on your team?

Reactive

- **Act immediately**
- **Blame**
- **Criticism**
- **Take offense**
- **Focus on others**
- **Want instant solutions**
- **Don't take responsibility for the issue**
- **Stirs up the anxiety – anxiety is contagious**

Responsive

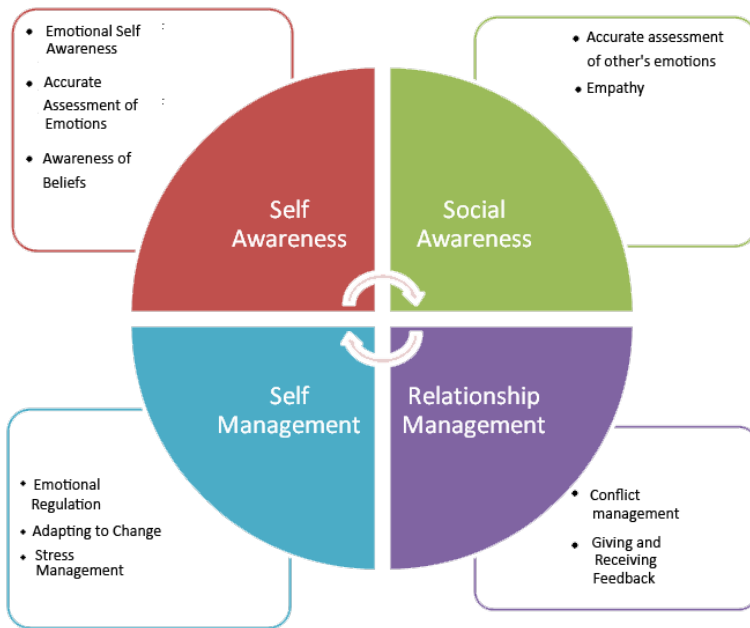
- **Think before acting**
- **Thoughtful and reflective**
- **Act on principle, not instinct**
- **Stand back and observe**
- **Intent and choice characterize their behavior**
- **Has a calming effect**

A non-anxious presence means we are aware of our own anxiety and the anxiety of others, but we will not let either determine our actions. *Peter Steinke, Congregational Leadership in Anxious Times. Alban Institute*

How can you be more “responsive” than “reactive?”

Emotional Intelligence

Internal and External Stakeholders



Emotional intelligence is the ability to identify, use, understand, and manage your emotions in positive and constructive ways. It's about recognizing your understanding and the understanding of others around you. Emotional intelligence is also about engaging with others in ways that draw people to you. In the simplest form EI is nothing more or less than awareness of self and awareness of others.

Emotional Intelligence Consists Of Four Core Abilities

1. Self Awareness

The ability to recognize your own emotions and how they affect your thoughts and behavior; know your strengths and weaknesses; and have self-confidence.

2. Self Management

The ability to control impulsive feelings and behaviors; manage your emotions in healthy ways; take initiative; follow through on commitments; and adapt to changing circumstances.

3. Social Awareness

The ability to understand the emotions, needs, and concerns of other people; pick up on emotional cues; feel comfortable socially; and recognize the power dynamics in a group or organization.

4. Relationship Management

The ability to develop and maintain good relationships; communicate clearly; inspire and influence others; work well in a team; and manage conflict.

http://www.helpguide.org/mental/eq5_raising_emotional_intelligence.htm



The Components of Emotional Intelligence At Work

	Definition	Hallmarks
Self-Awareness	The ability to recognize your own emotions , moods, and drives and their effect on others.	<ul style="list-style-type: none"> • self confidence • realistic self-assessment • self-deprecating sense of humor
Self-Management/Regulation	<p>The ability to control or redirect disruptive impulses and moods</p> <p>The propensity to suspend judgment- to think before acting</p>	<ul style="list-style-type: none"> • trustworthiness and integrity • comfort with ambiguity • openness to change
Motivation	<p>A passion to work for reasons that go beyond money or status</p> <p>A propensity to pursue goals with energy and persistence</p>	<ul style="list-style-type: none"> • strong drive to achieve • optimism, even in the face of failure • organizational commitment
Empathy	<p>The ability to understand the emotional makeup of other people</p> <p>Skill in treating people according to their emotional reactions</p>	<ul style="list-style-type: none"> • expertise in building and retaining talent • cross-cultural sensitivity • service to clients and customers
Social Skill	<p>Proficiency in managing relationships and building networks</p> <p>An ability to find common ground and build rapport</p>	<ul style="list-style-type: none"> • effectiveness in leading change • persuasiveness • expertise in building and leading teams

Daniel Goleman "What Makes a Leader?" Harvard Business Review Jan. 2004

Our Core Strengths

- **Strategic Thinking/Planning**
- **Leadership Development**
- **Staff Retreats**
- **Communication Skills**
- **Facilitation Training**
- **Convention Breakouts**
- **Conference Keynotes**



Dr. Steve Swafford, IOM, Balance Warrior + CEO, has worked more than 30 years for and with non-profits, trade associations, and professional societies in areas of strategy, leadership development, communication, membership and executive management. He brings a practical knowledge of strategy and executive leadership with past organizations such as the National Association of Home Builders (NAHB), Club Managers Association of America (CMAA), and American Subcontractors Association (ASA) where he most recently served as the executive director. He is active in California Society of Association Executives (CalSAE) and American Society of Association Executives (ASAE) leadership serving on the Board of Directors; Membership Committee Chair; Professional Development Committee Chair (**aka Purple Cow Posse**); Southern California Regional Council; Nominating Committee; University leadership advisor; and volunteer staff pastor. Steve is also a 15-year faculty member for the U.S. Chamber of Commerce's Institute of Management and serves on the Curriculum Committee for the U.S. Chamber of Commerce. A native of Kansas, Steve has a B.S. in journalism from Kansas State University; a M.Div. from Wesley Theological Seminary in Washington, DC; and an Ed.D. from Pepperdine University's School of Education & Psychology focusing on Strategic Organizational Change. Steve is a Full-Time Practitioner Faculty for Pepperdine University's Graziadio Business School creating courses on organization design, organization behavior, change, strategy, and leadership. He is also co-founder of Leadership Outfitters, LLC.

Washington, DC Office

Voice/Text: (301) 404-5323

Email: jill@leadershipoutfitters.com



Los Angeles Office

Voice/Text: (310) 428-6795

Email: steve@leadershipoutfitters.com