

# ENHANCED COMMUNICATION & EFFECTIVE LEADERSHIP

City of Madison  
Women's Leadership Series Session #1  
July 22, 2015  
Presented by Darcy Luoma

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**"Girls don't make breakfast!"**

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**"Do you have energy all the way  
up to your eyeballs?"**

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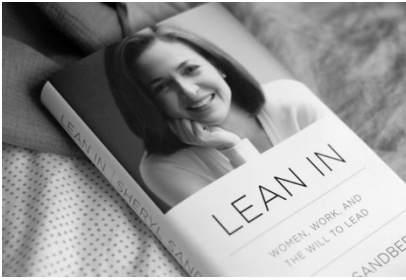
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Find a mate who...

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...supports you and does their share at home!

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Mom, athlete, adventure traveler

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### MY BACKGROUND

- Former Director, U.S. Sen. Kohl's Office
- Master Certified Coach, International Coach Federation
- Lead Instructor, UW-Madison Professional Life Coaching Certificate Program
- Owner, Darcy Luoma Coaching & Consulting
- Voted Madison, Wisconsin's Favorite Life Coach

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### ROADMAP: WHERE ARE WE GOING!

- Icebreaker to warm up!
- Design the Alliance
- The Balanced Leader (Masculine vs. Feminine Energy)
- Self Leadership and Leadership Presence (Emotional Intelligence)
- Expanding Your Range as a Leader
- Active Listening & Powerful Questions
- Forward the Action



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### ICEBREAKER

1. Create a single file line based on who has been in their current position the **shortest** to **longest**.
2. Now clump together in groups of 4-5 and introduce yourself.

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## INTRODUCTIONS

Introduce yourself:

- ◆ Name, title and organization
- ◆ Current role and how long you've been in this role
- ◆ What you hope to get out of this leadership series



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## ICEBREAKER

1. Get back in your single file line.
2. Now count off 1-10
3. Create small groups around the room
  - 1's together
  - 2's together
  - Etc.
4. Discuss the following questions together in small groups

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## DESIGNING OUR ALLIANCE

1. What's the **atmosphere/culture** you want to create for this workshop series?
2. What will help you **flourish/succeed**?
3. How do you want to be together when it **gets difficult**?

Be prepared to share the essence of your answers with the full group!



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## WHY FOCUS ON WOMEN'S LEADERSHIP

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## BY THE NUMBERS

1. Of 197 heads of state, only 22 are women.
2. 21 of the Fortune 500 CEO's are women.
3. In politics, women hold just 18% of congressional offices.
4. Women hold 16% of board seats and 14% of executive officer positions.
5. In 1970, women were paid \$0.59 for every dollar men made. It's now \$0.77.

*— Lean In, Sheryl Sandberg*

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## MEN VS. WOMEN

- ◆ When **men** fail, they say it's because they weren't interested.
  - **Women** blame their lack of ability.
- ◆ **Men** attribute their success to innate qualities and skills.
  - **Women** attribute their success to luck and help from others.

*— Lean In, Sheryl Sandberg*

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## MASCULINE VS. FEMININE

- Let's explore the dynamics of masculine vs. feminine styles or "archetypes."
- Within each style there are different preferences.
- It isn't men vs. women, necessarily.

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## SELF ANALYSIS: Where do you fall?

- Select how much you identify with feminine vs. masculine qualities by voting with your FEET!
- The stronger you identify with that quality, the further to the extreme you will stand.

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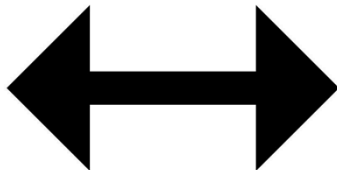
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**MASCULINE  
ARCHETYPE**

**FEMININE  
ARCHETYPE**

Outcome oriented

Process oriented



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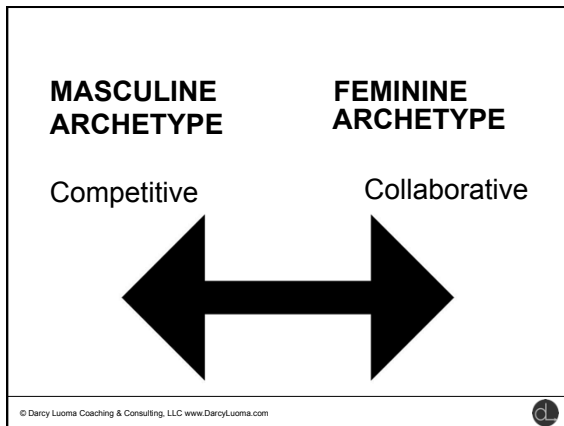
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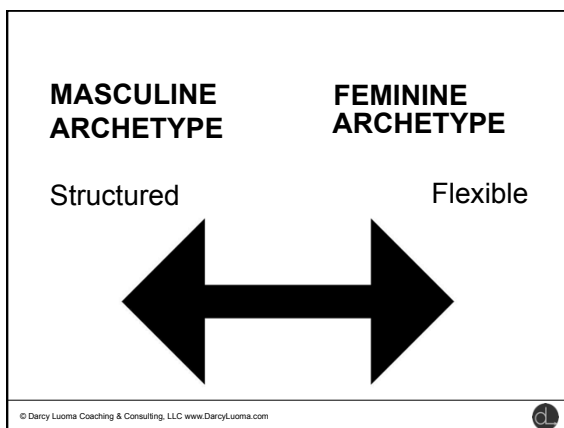
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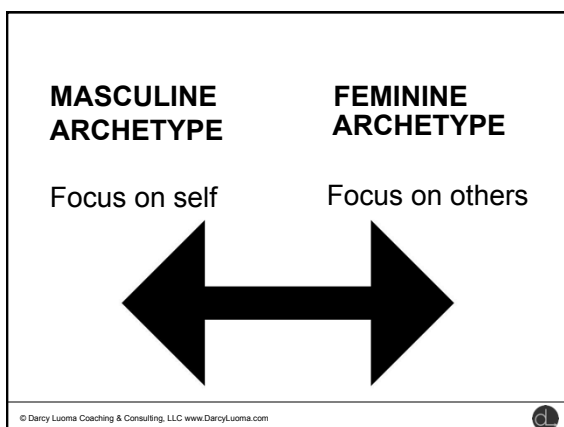
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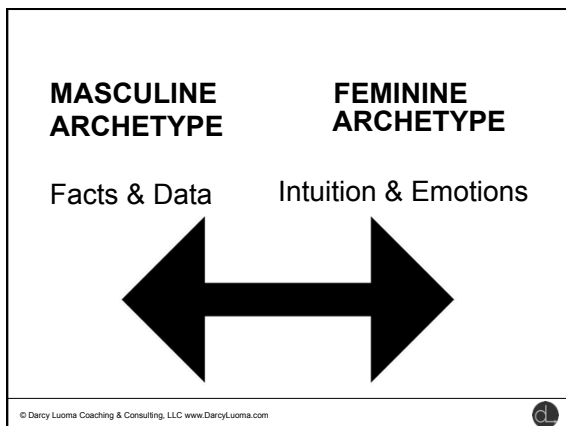
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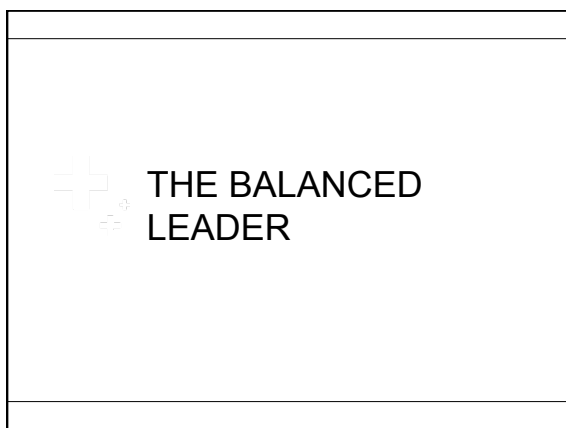
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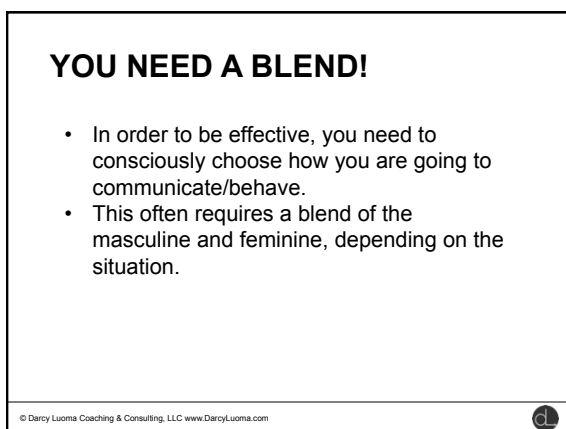
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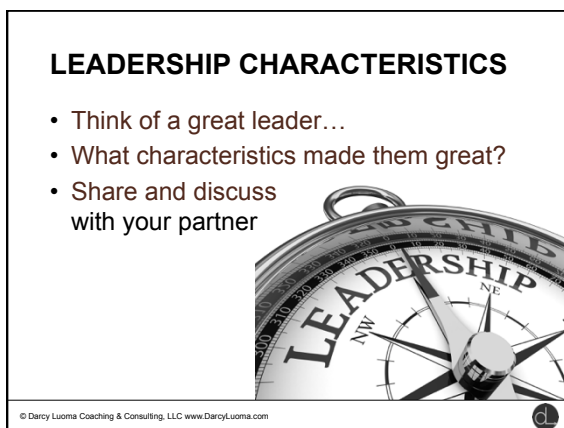
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**COACHING AS A CARRIAGE METAPHOR**  
 Coaching helps people get from where they are now to where they want to be.



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**LEADERSHIP**  
 Leaders help individuals and teams get from where they are now to where they want to be.



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**SELF LEADERSHIP**  
 The self process of getting from where you are now to where you want to be.



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## Self Leadership

(INTERNAL FOCUS)

*translates into...*

## Leadership Presence

(EXTERNAL FOCUS)

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## LEADERSHIP AND PRESENCE



Your ability to **ENGAGE**, **CONNECT**, and **INFLUENCE** others by being **present** in the moment and noticing your **impact**.

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## How do others **FEEL** when they are interacting with you?



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Leadership presence and self leadership isn't about power and being in charge.



In fact, it's more about connecting with and empowering others.



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**WHAT IS EMOTIONAL INTELLIGENCE (EQ)?**



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**MEET TIMMY...**



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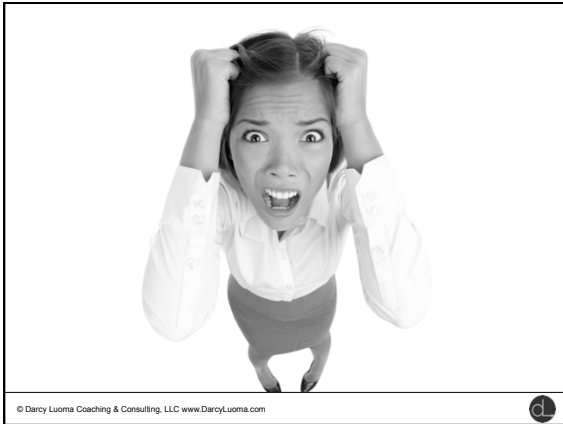
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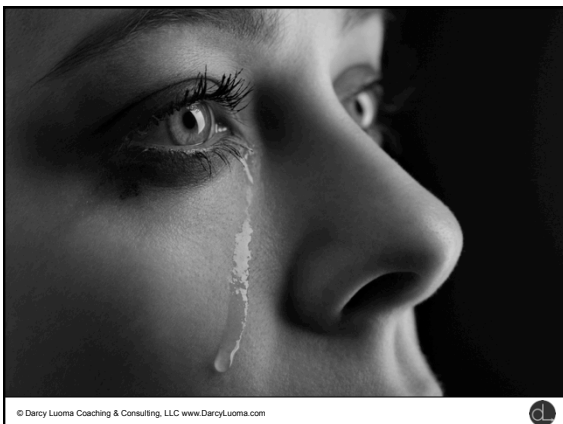
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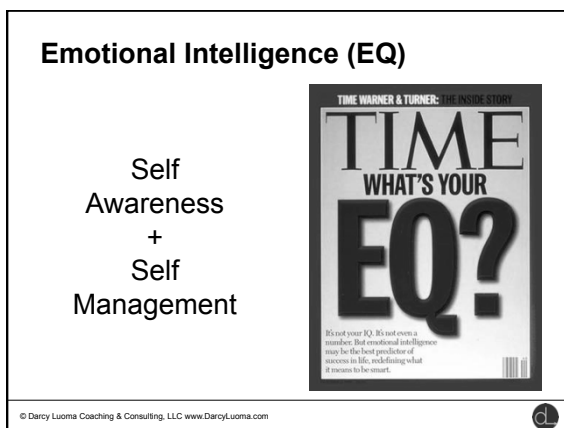
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**SELF-AWARENESS**

- The more self-aware you, the more potential you have for conscious choice around how you react to challenging circumstances in life and work!



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**How does your self leadership translate to leadership presence?**

- You have conscious CHOICE about how you will behave and communicate.
- This increases your influence and instills trust and confidence in others.



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**CONSCIOUS CHOICE = SELF MANAGING**

- Not reacting based on your emotions!



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## SELF-MANAGEMENT

- **Choose** responses instead of being led by emotion



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## WHAT ARE YOU LEARNING?

What new awareness  
are you having?

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## PARTNER ACTIVITY: PART #1

- Partner A: Share a story about a relationship that doesn't have strong communication (2 minutes).
  - Partner B: LISTEN and write down 5 questions as your partner is sharing.
    - Note: Don't ask the questions, just listen.
- Switch directions!



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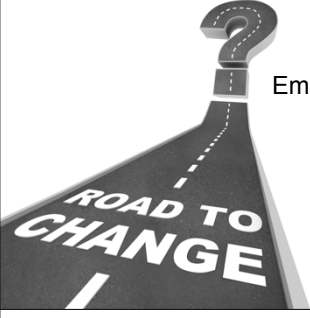
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**2 WAYS TO ENHANCE YOUR EQ:**



Empowering questions  
and  
Active listening

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**INDIVIDUAL REFLECTION**

- How present are you with others?
- Do you try to solve problems, offer advice, and fix problems?
- Or do you ask powerful questions and practice active listening to build capacity and invest in others?



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**WHAT DOES THE RESEARCH SAY?**



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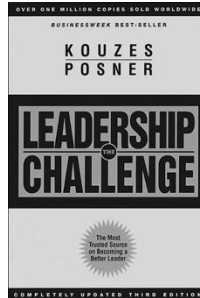
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**“THE LEADERSHIP CHALLENGE”**

- By James Kouzes and Barry Posner
- Ask questions, listen and take advice
- The best way to get the conversation going so that you can listen is to ask a question.



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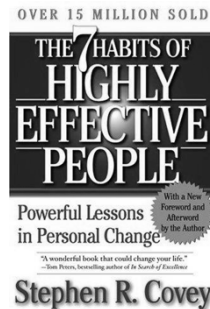
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**“THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE”**

- By Stephen Covey
- Habit 5: Seek First to Understand, then be Understood
- This is the key to interpersonal communication



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“Most people do not  
listen with the intent  
to understand;  
they listen with the  
intent to reply.”

Stephen R. Covey  
(1932-2012)  
InspirationBoost.com

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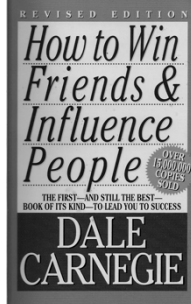
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**“HOW TO WIN FRIENDS AND INFLUENCE PEOPLE”**

- By Dale Carnegie
- The secret, the mystery...listen intently.
- Encourage others to talk about themselves. Pay exclusive attention.



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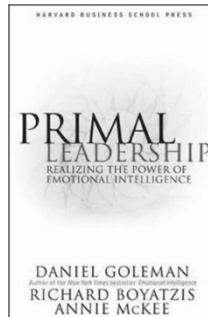
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**“PRIMAL LEADERSHIP”**

- By Daniel Goleman
- Dynamic Inquiry – ask open ended questions designed to get at people's feelings.
- Discover what people care about, what's helping them to succeed and what's getting in the way.



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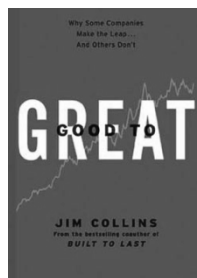
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**“GOOD TO GREAT”**

- By Jim Collins
- Lead with questions, not answers.
- Create a culture where people have a tremendous opportunity to be heard.



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**EXPANDING YOUR RANGE AS A LEADER**

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**LEARN WHAT ROLE TO TAKE:**

- Expert – provide information
- Doctor – diagnose the problem and offer a prescription and/or solution
- Coach – enable the person to solve their own problem



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**EXPANDING YOUR RANGE**

- It's about being able to switch between roles depending on what the situation calls for.
- Sometimes being the “expert” is best...
- Other times using a “coach” approach will be most effective.
- Let's take a closer look!



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**SELF-ANALYSIS**

- What role do I take on most often in my position?
- Expert – provide information
- Doctor – diagnose the problem/offer solution
- Coach – enable person to solve own problem



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**COACHING CORE BELIEFS**

1. The person is innately creative, capable and competent.
2. The person is the expert in their own life.
3. Self reflection is key to learning, growth and fulfillment.



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**COACHING AS A LEADERSHIP STYLE**

- Leaders learn to ask the right questions
- Different questions have different impacts
- It takes confidence to not have to always have the answer!



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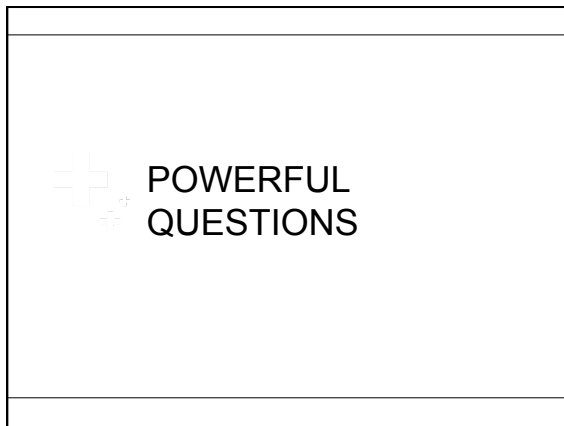
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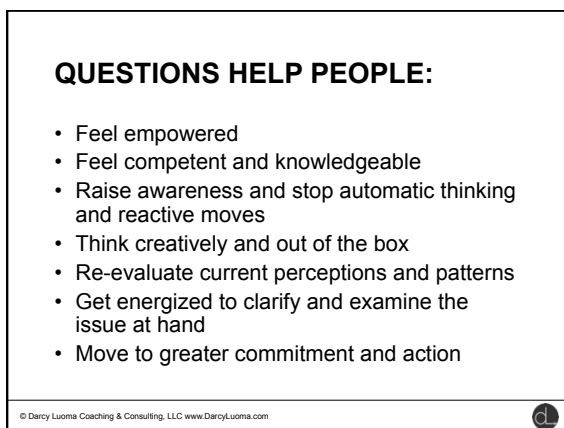
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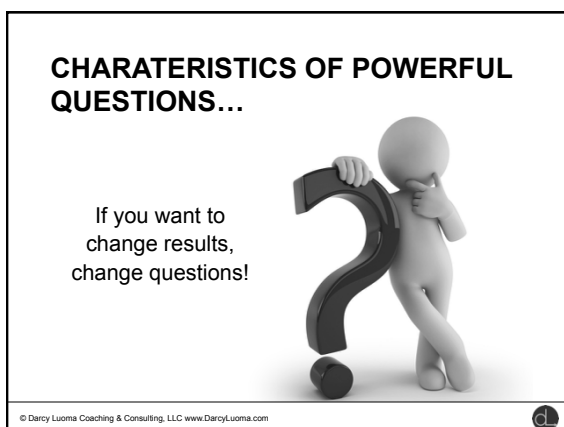
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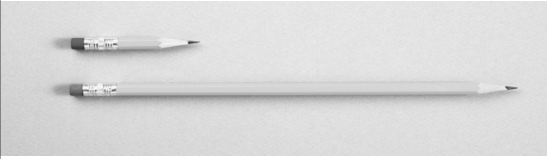
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### CHARATERISTICS OF POWERFUL QUESTIONS...

- Short! Usually 5-7 words or less.
- Longer questions often include your opinion.



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### CHARATERISTICS OF POWERFUL QUESTIONS...

- Open-ended.
- Start with “what” or “how” often.
- “Why” can put someone on the defensive



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### CHARATERISTICS OF POWERFUL QUESTIONS...

- All about looking for the resonance



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**CHARATERISTICS OF POWERFUL QUESTIONS...**

- Focus on the person talking, not the person they are talking about.



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**CHARATERISTICS OF POWERFUL QUESTIONS...**

- Require curiosity & self-management.



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**BEING CURIOUS REQUIRES:**

- Non-attachment: not being attached to a particular path, destination or solution.



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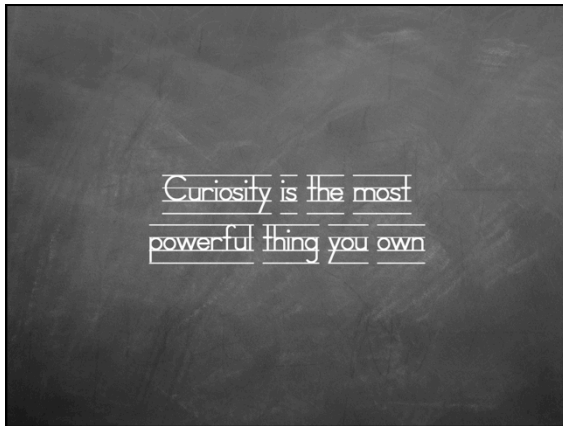
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**PARTNER ACTIVITY: PART 2**

- Review your list of questions from earlier.
- Rewrite any to make them more powerful.



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**EXAMPLES OF POWERFUL QUESTIONS...**



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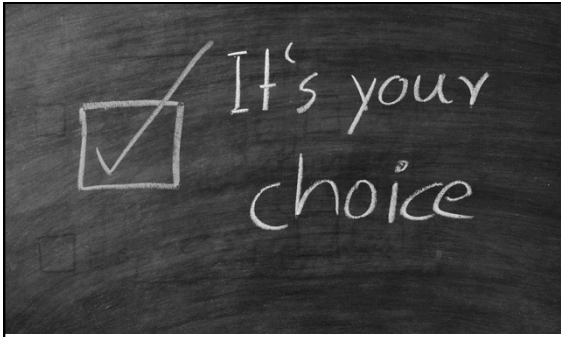
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What do you want to consciously choose?

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**YOU CAN DO ANYTHING  
YOU WANT TO  
FOLLOW YOUR DREAMS**  
BECAUSE IF YOU SAY YOU CAN'T DO IT  
YOU'LL SPEND THE REST OF YOUR LIFE PROVING IT

What would you do, if you  
knew you could not fail?

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**HOW CAN I BEST SUPPORT YOU?**



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**WHAT DO YOU WANT TO ACCOMPLISH?**



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**WHAT'S NEXT?**



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**GENIE RESONAGTOR ACTIVITY**

- Ask powerful questions
- Rate each question
- DON'T answer them



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### THE GREAT NEWS...

Similar to an athlete, you can strengthen this muscle and improve, with practice!



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### NOW IT'S YOUR TURN...

- Share a brief recap of your story from earlier.
  - Listen and rate the questions
  - Don't answer them though!
- Ask powerful questions



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### LARGE GROUP DEBRIEF

- What was that experience like?
- What are you learning?
- Where do you see these skills being useful in your role?



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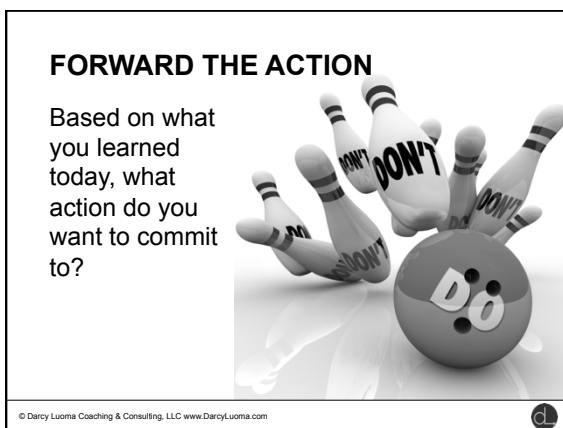
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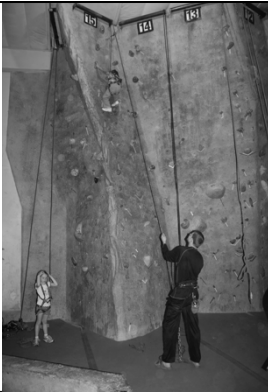
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**SUPPORT AND  
ACCOUNTABILITY**

Who or what can  
support you to  
make these positive  
changes?



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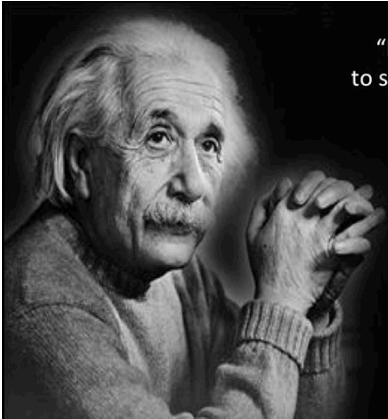
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"If I had an hour  
to solve a problem  
I'd spend  
55 minutes  
thinking about  
the problem  
and 5 minutes  
thinking about  
solutions."

— Albert Einstein

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**Thank you!**

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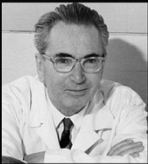
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**FINAL QUOTE**



When we are no longer able to change a situation  
- we are challenged to change ourselves.  
(Viktor E. Frankl)

ixquotes.com

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- Are effective communicators!

COMmUNiCation

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