

City of Madison

Women's Leadership Series

DAY 1: April 12, 2016

**ENHANCED COMMUNICATION
&
EFFECTIVE LEADERSHIP**

Presented by: Krista R. Morrissey
CHOICES Coaching & Consulting

OWN IT!

- Your Behavior
- Your Growth
- Your Leadership
- Your Confidence
- Your Success

Relationship Management

The first relationship you need to manage is your relationship with yourself.

~ Krista Morrissey ~

The most important person you'll ever talk to is you. Be careful what you say.

~ John Maxwell ~

Meet Krista...

- Dixon, IL
- University of Wisconsin-Platteville
- Alverno College: MAE-OD
- University of Wisconsin-Madison: Professional Life Coaching Certification
- Certificates: Master Lean Facilitator, Project Management, Kirkpatrick Business Partners Model, Myers-Briggs Type Indicator Facilitator, Stephen Covey – The Speed of Trust
- Quad/Graphics: Leadership, Continuous Improvement, Coaching, Program Development, Project Management (U.S, Latin America, Poland, South Africa)
- CHOICES Coaching & Consulting







WHERE ARE WE GOING TODAY?

- Designed Alliance
- The Balanced Leader (Masculine & Feminine Energy)
- Self-Leadership and Leadership Presence
- Coach Style Leadership
- Confidence
- The Speed of Trust



Sharing honest feedback to your cohorts

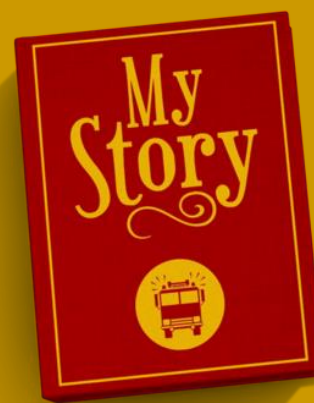
DRESS FOR YOU!





COLORFUL INTRODUCTIONS

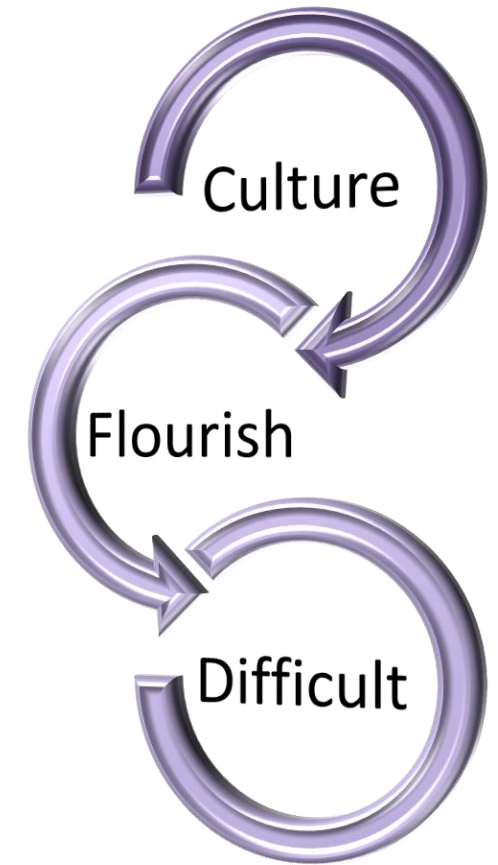


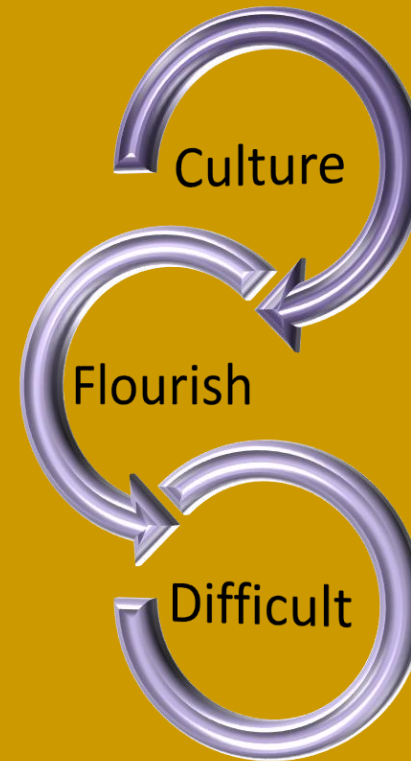


Share a story

Designing Our Alliance

- What atmosphere/culture do you want to create for this workshop series?
- What will help you flourish/succeed?
- How do you want to be together when it gets difficult?





Why Focus On Women's Leadership

- Of 197 heads of state, only 22 are women
- 21 of the Fortune 500 CEO's are women
- In politics, women hold just 18% of congressional offices
- Women hold 16% of board seats and 14% of executive officer positions
- In 1970, women were paid \$0.59 for every dollar men made.
In 2015 it was \$0.77.

Source: Lean In: Sheryl Sandberg

Times Have Changed – Women In Leadership

- Only one in three working Americans say they have a female boss
- 1953: Two thirds said they preferred a male boss
5% said they preferred a female boss
25% said it made no difference to them
- 2015: One third said they preferred a male boss
20% said they preferred a female boss
46% said it made no difference

Source: Gallup

Female Leaders Are More Engaged

- 41% of female leaders are engaged
- 35% of male leaders are engaged

Female managers of every working-age generation are more engaged than their male counterparts, regardless of whether they have children in their household. These findings have profound implications for the workplace.

= Higher Performing Work Teams

Source: Gallup

Female Leaders Are More Engaged

= High Performing Work Teams

- Employees who work for female managers = 33% engagement
- Employees who work for male managers = 27% engagement
- Female employees who work for female managers = 35% engagement
- Male employees who work for male managers = 25% engagement

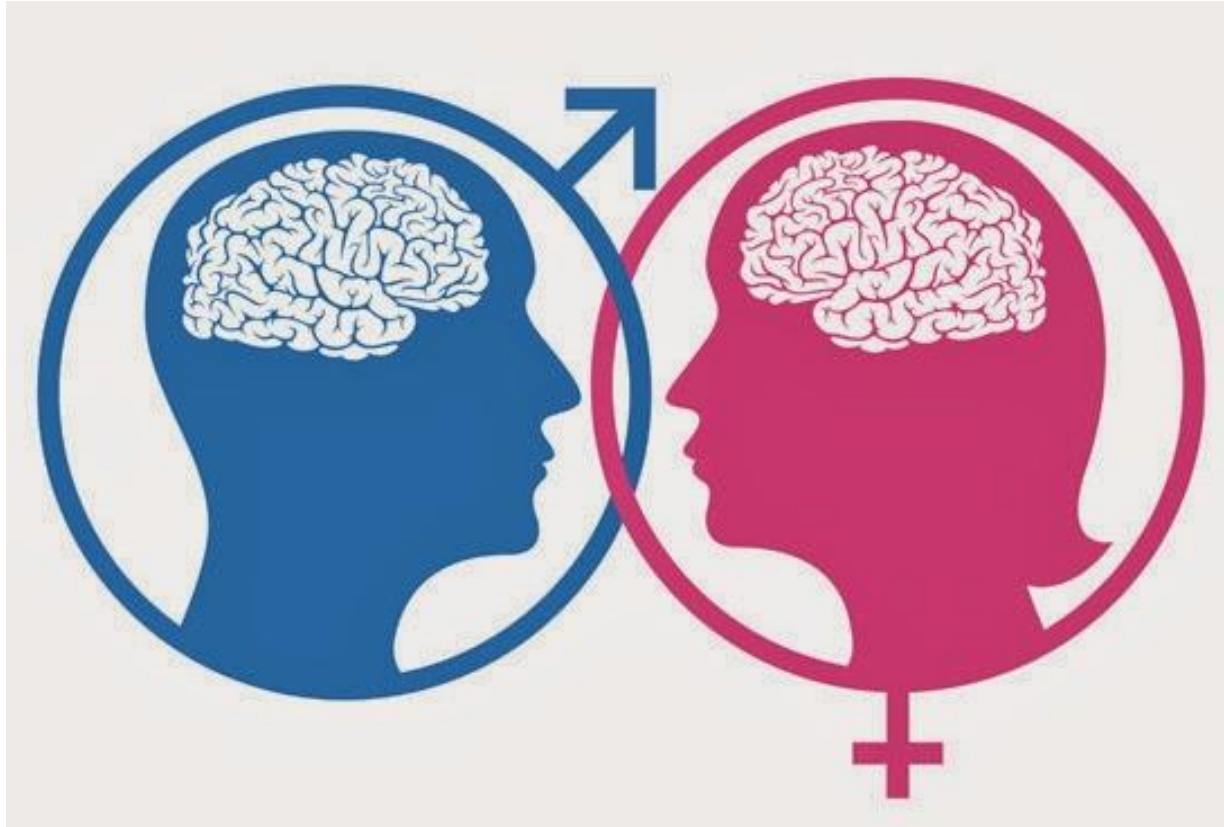
Source: Gallup

Men versus Women

- When **men** fail, they say it is 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

Source: Lean In, Sheryl Sandberg

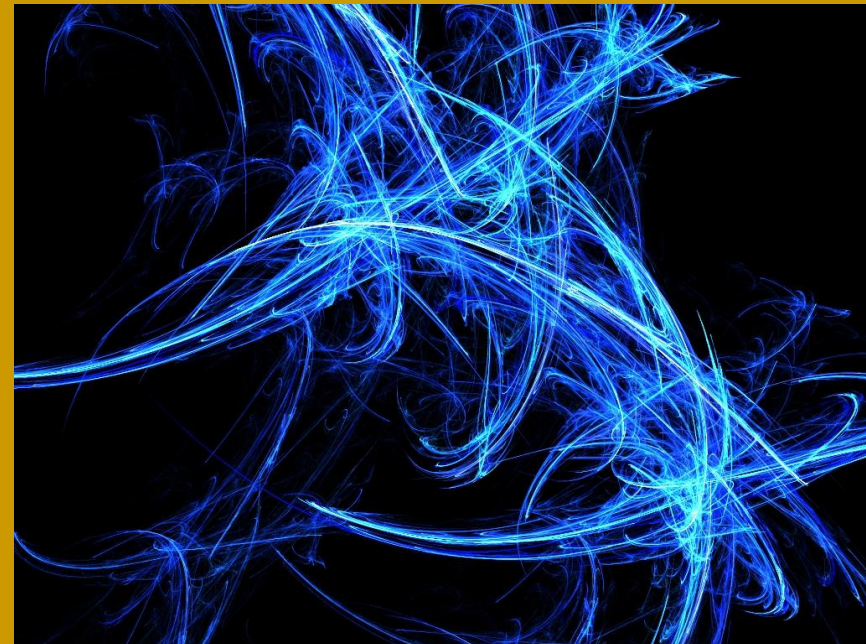
WHY The Difference In Thinking?



‘Archetypes’ - Masculine *versus* Feminine

- Each style has preferences
- Each individual has a dominant preference BUT contains both masculine and feminine
- It IS NOT men *versus* women

Masculine and Feminine Energy





CALL TO ACTION

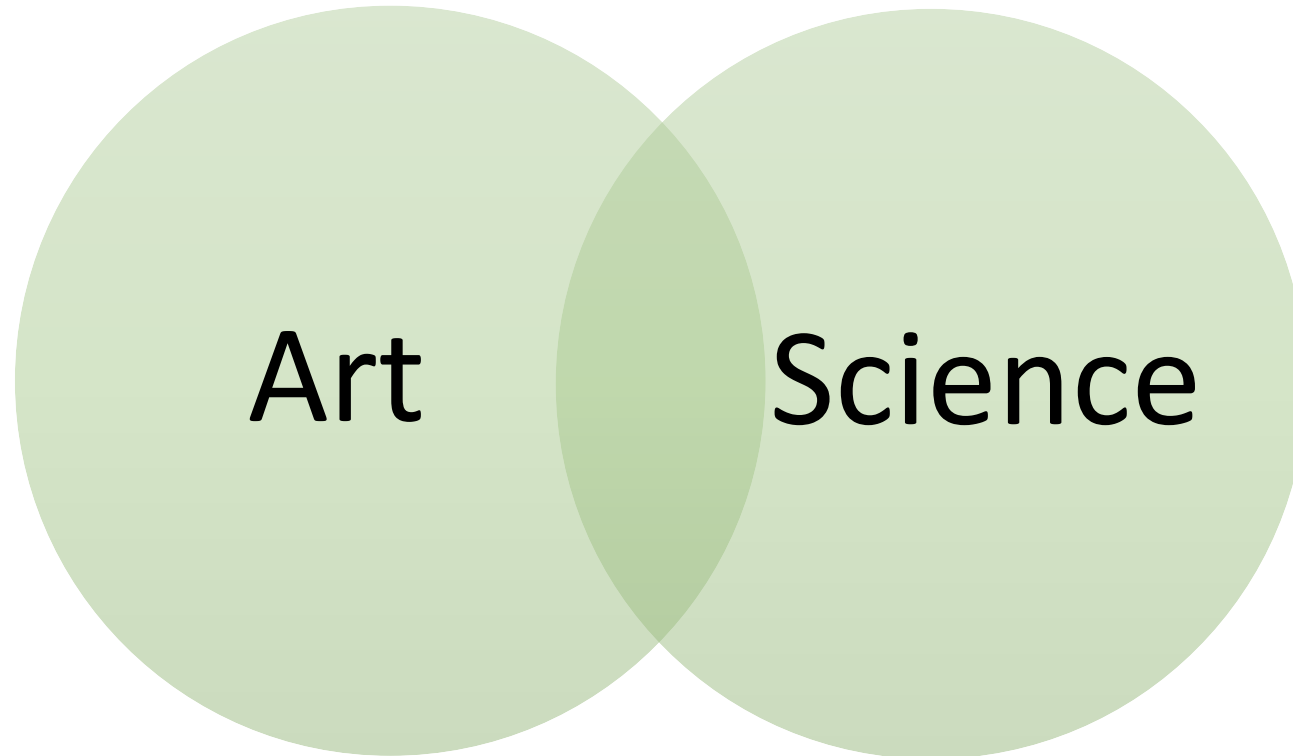
With your new awareness, what do you commit to?



**Great Leaders
Are Effective
Communicators!**

Leadership

Unless someone like you cares a whole awful lot, nothing is going to get better. It's not. ~ *Dr. Seuss* ~





Leadership Characteristics +

Self-Leadership

Discovery Thy Self

Know Thy Self

Grow Thy Self

Lead Thy Self



SELF LEADERSHIP

(Internal Focus)

Translate Into...

LEADERSHIP PRESENCE

(External Focus)

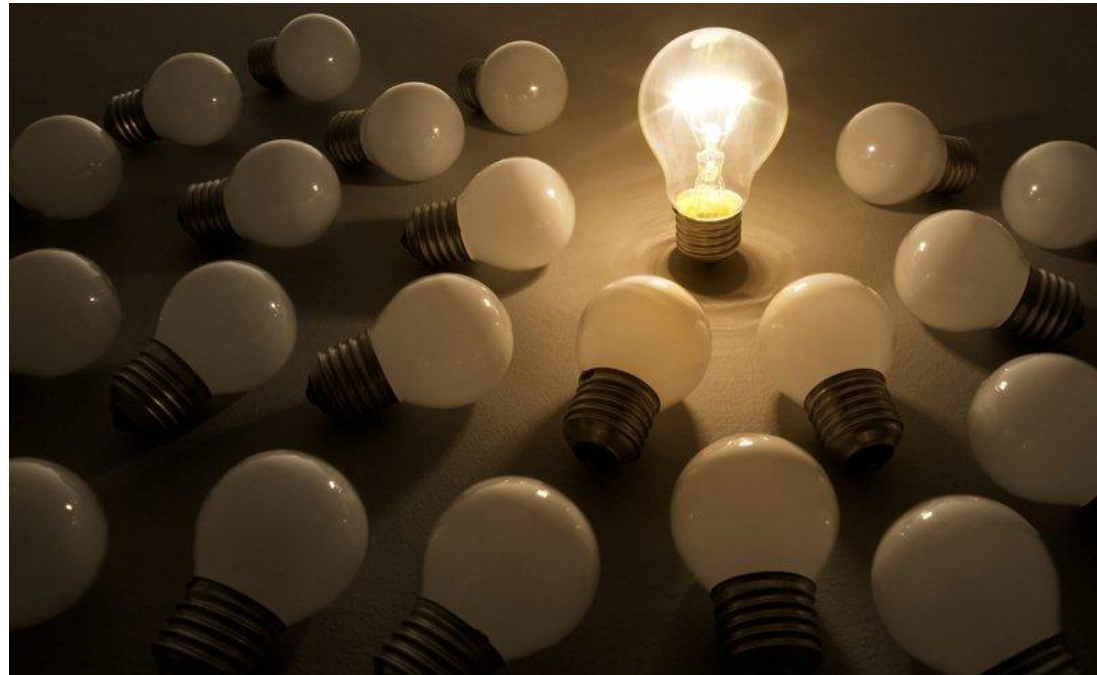
**You can't give what you don't
have!**

**Focus Inward so you can give
Outward**

**Lead Self so you can Lead
Others**

Leadership and Presence

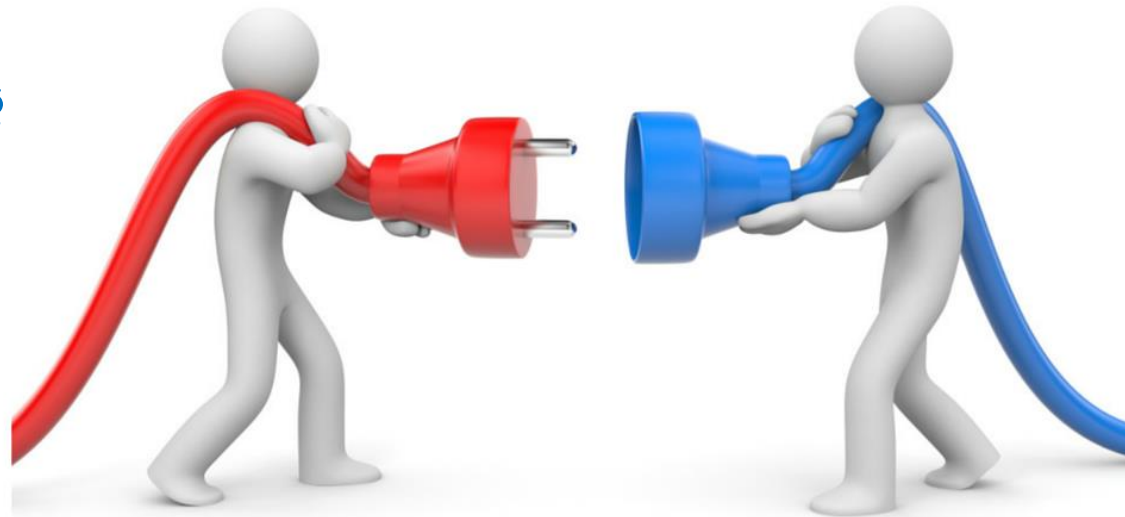
Your ability to ENGAGE, CONNECT and INFLUENCE others through being present in the moment and noticing your impact.



Leadership Presence

Empowering

Respect



Contagious

•Want To'

— THE —

POWER

Of Connections

MOTIVATING

Growth

*I have learned
that people will
forget what you
said, people will
forget what you
did, but people
will never forget
how you made
them feel.*

Maya Angelou
1928-2014



Photo by Michael Collopy

Everything Creates a Story



The Path to Action; Patterson, Grenny, McMillan, Switzler,
Crucial Conversations, 2012

When people have finished interacting with you

- ❖ How do you want them to feel?
- ❖ What do you want them to say?

Is this happening now?

Why?

OWN IT!

- Your Behavior
- Your Growth
- Your Leadership
- Your Confidence
- Your Success

CHOICES!

Relationship Management

The first relationship you need to manage is your relationship with yourself.

~ Krista Morrissey ~

The most important person you'll ever talk to is you. Be careful what you say.

~ John Maxwell ~

Self-Leadership is Self-Awareness

Discovery Thy Self

Know Thy Self

Grow Thy Self

Lead Thy Self

Accept Thy Self

Love Thy Self



INDIVIDUAL REFLECTION

- How present are you with others?
- Do you try to solve problems and offer advice?
- Do you ask powerful questions and practice active listening to invest in the growth of others?





CALL TO ACTION

With your new awareness, what do you commit to?

Coaching As A Leadership Style

WHAT IS IT?

Coaching Core Beliefs

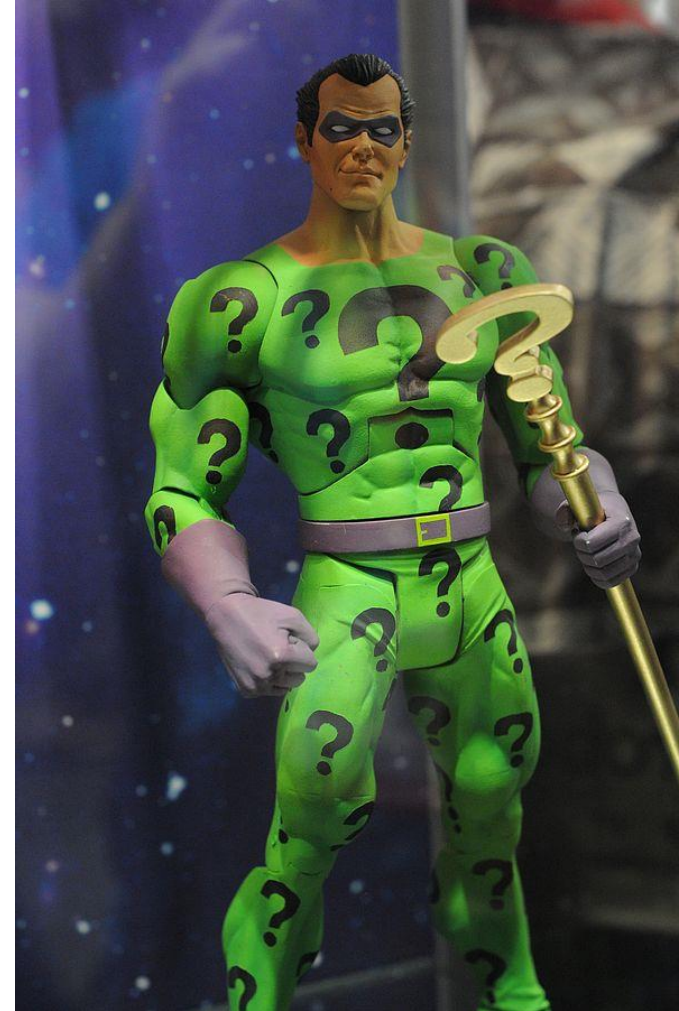
- The person is innately creative, capable and competent.
- The person is the expert in their own life.
- Self reflection is key to learning, growth and fulfillment



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!

Powerful Questions



Questions Help People

- Feel empowered
- Feel competent and knowledgeable
- Raise awareness and stop automatic thinking and moving
- Think creatively
- Re-evaluate current perceptions and patterns
- Get energized to clarity and examine the issue at hand
- Move to greater commitment and action

Characteristics of Powerful Questions

If you want to change results,
Change the questions!



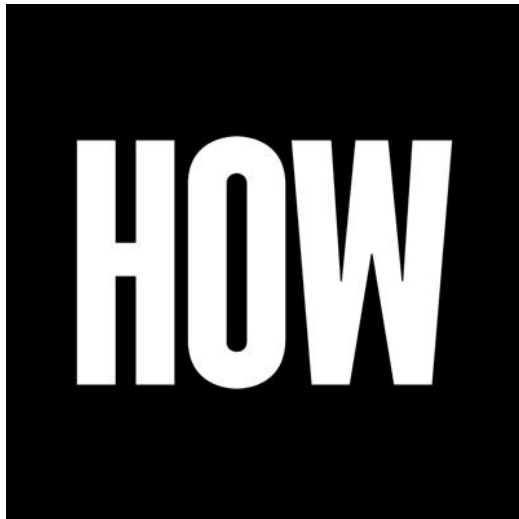
Characteristics of Powerful Questions

- Short! Usually 5-7 words or less



- Longer questions often include your opinion

Characteristics of Powerful Questions



- Open Ended
- Often start with “what’ or “how”
- “Why” can put someone on the defense

Characteristics of Powerful Questions

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



Characteristics of Powerful Questions

- Require curiosity and self-management



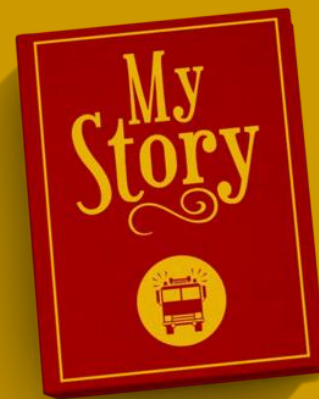
Characteristics of Powerful Questions

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



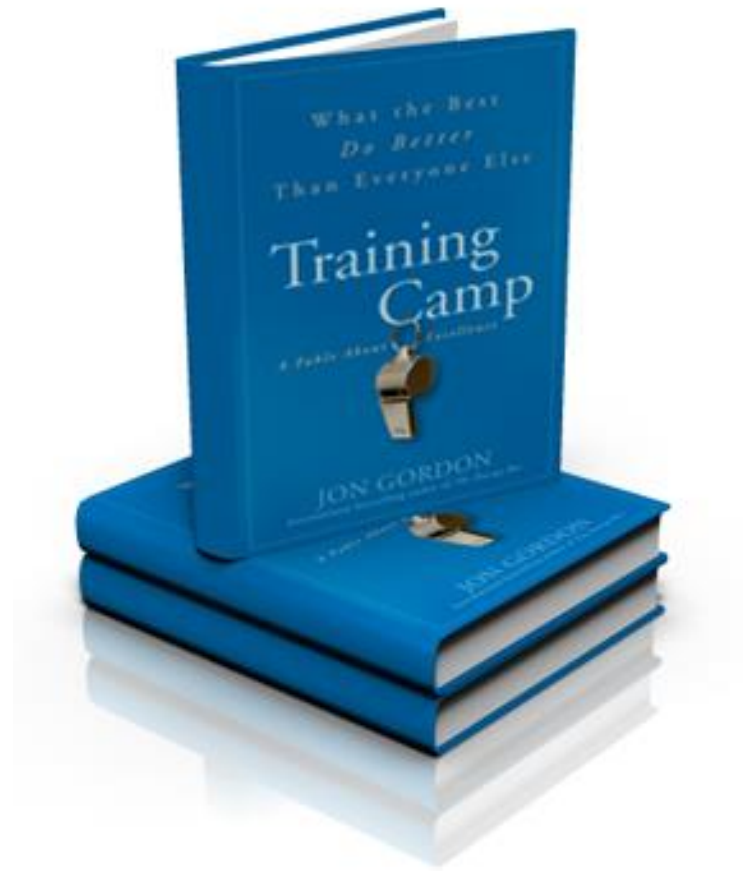
Powerful Questions

- What do you want?
- What is the struggle right now?
- What is important about this?
- How do you want to feel?
- What is your perspective?
- What will that cost you?
- How is this serving you?
- What are you noticing?
- How can you change?



Share a story

Ask 'what' & 'how'





CALL TO ACTION

With your new awareness, what do you commit to?

LUNCH

13 BEHAVIORS of the INDIVIDUAL		
	BEHAVIOR	CURRENT PERFORMANCE OPPORTUNITIES / COMMENT
1	Task Design	Do you set the priorities, allocate tasks, deliver?
2	Communication Respect	Do you make or expect others to make others responsible or others respect only? Do others give you the opportunity to speak?
3	Debate Transparency	Do you make information, data, results, results, results, results?
4	Open Change	Do you make it or expect others to make it?
5	Other Security	Do you make it or expect others to make it?
6	Deliver Results	Do you make it or expect others to make it?
7	Cost Behavior	Do you make it or expect others to make it?
8	Confident Reality	Do you make it or expect others to make it?
9	Quality Expectations	Do you make it or expect others to make it?
10	Practice Accountability	Do you make it or expect others to make it?
11	Other Risk	Do you make it or expect others to make it?
12	Long Commitments	Do you make it or expect others to make it?
13	Personal Trust	Do you make it or expect others to make it?

The Balanced Leader



What Is Your Balance?

The Balanced Leader – Has Both

You need both
masculine and feminine

You all have both
masculine and feminine

The key is finding the
right combination for
each situation

Consciously choose how
you will behave and how
you will communicate

**Effective leaders know their dominant energy while also knowing how
to flex and adapt their style**

Self-Knowledge and Awareness



Human Motivation

ACTION

behavior

knowledge

skills

Clearly Visible & Seen

Majority of Focus
(Productivity)

THOUGHTS

beliefs

personal standards & values

image

Invisible/Unspoken

Powerful

Impacts what you see above
the waterline & your behavior
(Controls everyday actions)

INTENTIONS

motives

personality

Foundation of ALL you do

Your Internal Compass
(Alignment)

How do you define confidence?



CONFIDENCE

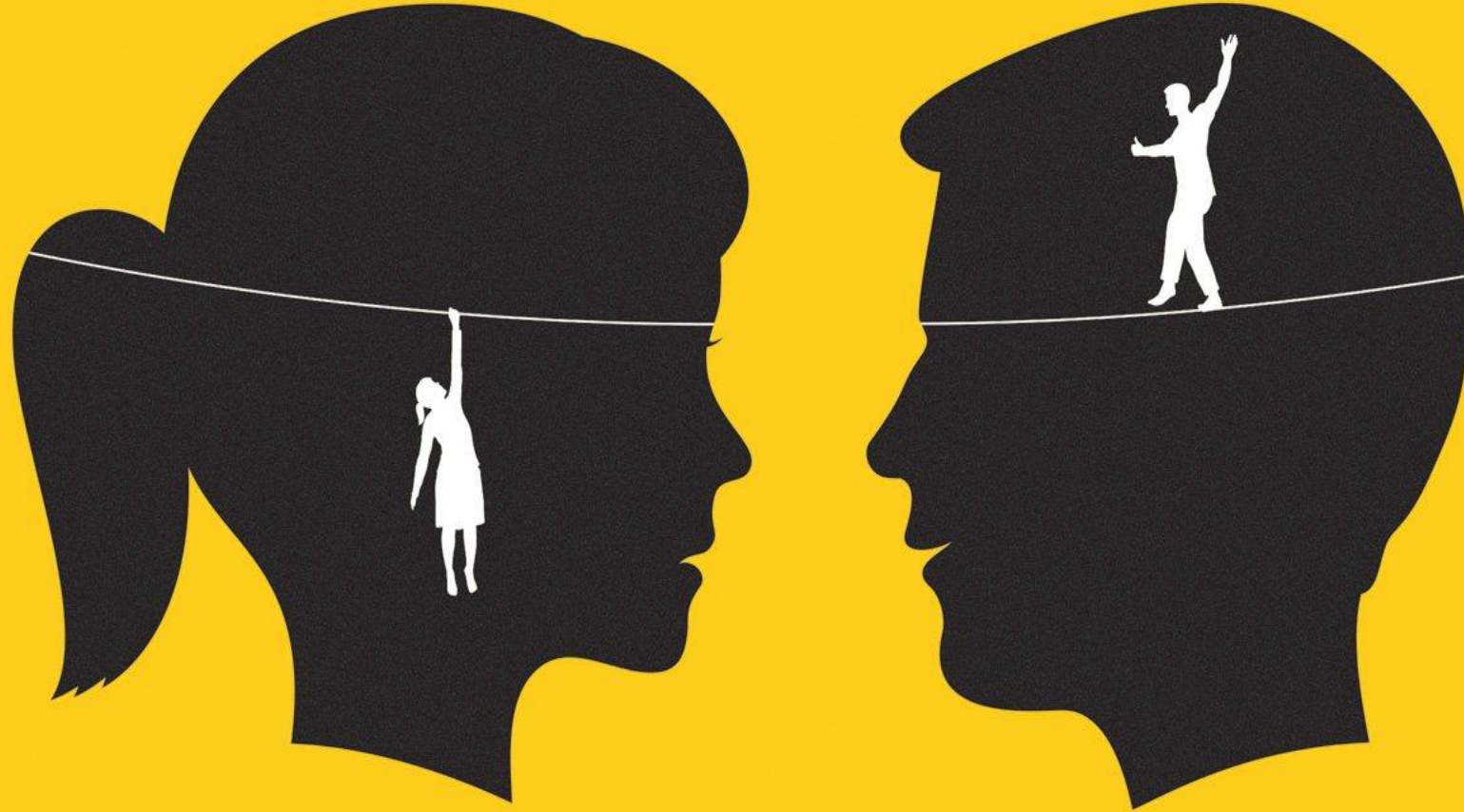


Dependent
on the opinion
of others

Independent
of the opinion
of others

The Atlantic

May 2014



The Confidence Gap

Evidence shows that women are less self-assured than men—and that to succeed, confidence matters as much as competence. Here's why, and what to do about it.

The Confidence Gap

- In studies, men overestimate their abilities and performance, and women underestimate both. Their performances do not differ in quality.
- Do men doubt themselves sometimes? Of course. But they don't let their doubts stop them as often as women do.
- Women applied for a promotion only when they met 100 percent of the qualifications. Men applied when they met 50 percent.

The Confidence Gap

- Girls lose confidence, so they quit competing in sports, thereby depriving themselves of one of the best ways to regain it.
- What doomed the women was not their actual ability to do well on the tests. They were as able as the men were. What held them back was the choice not to try.
- The natural result of low confidence is inaction. When women hesitate because we aren't sure, we hold ourselves back.

STARTS WITH TRUST & CREDIBILITY

Discover Thy Self
Know Thy Self
Grow Thy Self
Lead Thy Self



Comfortable
Consistency
Integrity
Courage
Vulnerability
Authenticity
Self-Acceptance



Internal Confidence



External Confidence

CONFIDENCE

“Owning our STORY and
loving ourselves
through that process
is the **BravEST** thing
that we will ever do.”

-Brené Brown, from The Gifts of Imperfection

-Brené Brown, from The Gifts of Imperfection

IF YOU'RE YOUR
authentic self,
YOU HAVE NO
COMPETITION.

“When people
show you who they are,
believe them.”

— DR. MAYA ANGELOU

super
SOUL
sunday

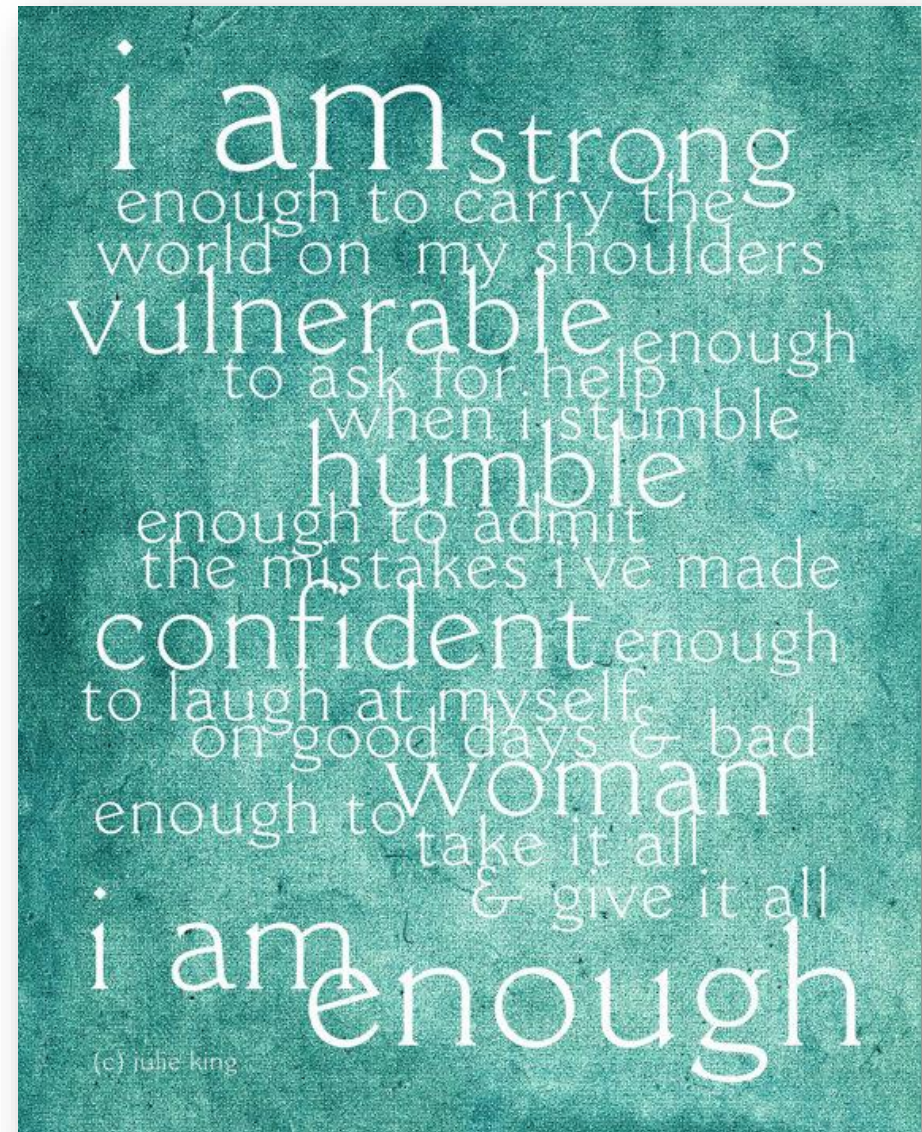
People are never
able to
outperform their
self-image.

John C. Maxwell

maxville.com



Confidence Lies Within





CALL TO ACTION

With your new awareness, what do you commit to?



HOW DO YOU TRUST?

WHO DO YOU TRUST?

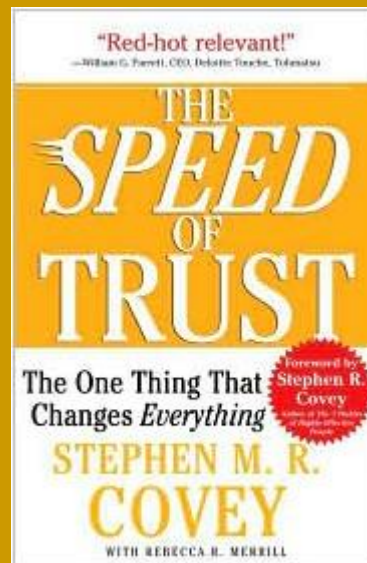
The One Thing that Changes Everything

There is one thing that is common to every individual, relationship, team, family, organization, nation, economy and civilization throughout the world – one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.

That one thing is trust.

A Crisis Of Trust

- Only 51% of employees have trust and confidence in senior management
- Only 36% of employees believe their leaders act with honesty and integrity
- Over the past 12 months, 76% of employees have observed illegal or unethical conduct on the job – conduct which, if exposed, would seriously violate the public trust



Objectives

1. Possess a completed and interpreted “13 Behaviors” questionnaire.
2. Identify the economic drivers of trust in your team and organization.
3. Gauge the personal and professional impact of the ‘5 Waves’ of trust.
4. Assess your level of credibility through each of the four cores of credibility.
5. Describe the paradigm of building or restoring trust.



**YOU CAN'T TALK YOUR WAY OUT OF SOMETHING
YOU ACTED YOUR WAY INTO**

3 BIG IDEAS ABOUT *The Speed of Trust*

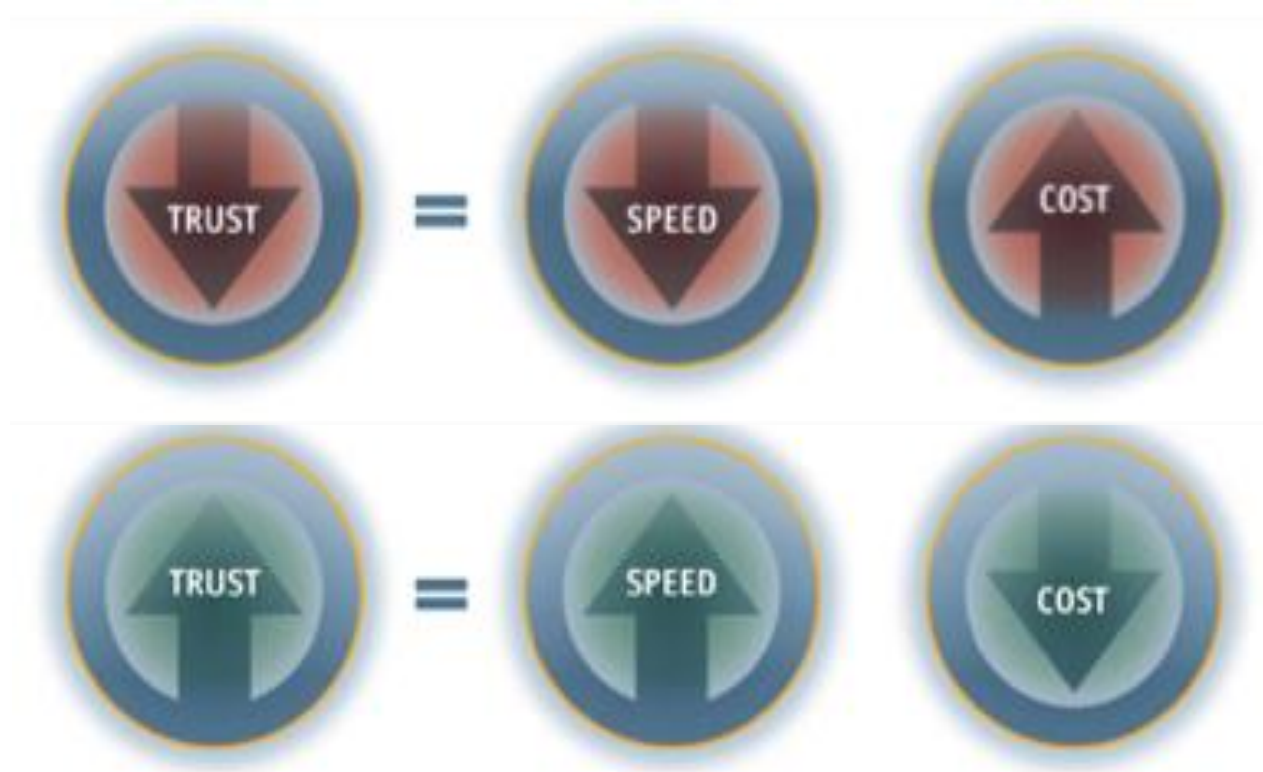
- ❖ Trust is a Measurable Economic Driver
- ❖ Trust is the #1 Competency of Leaders Today
- ❖ Trust is a Learnable Leadership Skill



TRUST CLOSE TO HOME



The Economics of Trust



Trust Tax



Redundancy

Bureaucracy

Politics

Disengagement

Turnover

Churn

Fraud

- Post 9/11 Airport Security
- Enron = Sarbanes-Oxley Act

Trust Dividend



Increased Value

Accelerated Growth

Enhanced Innovation

Improved Collaboration

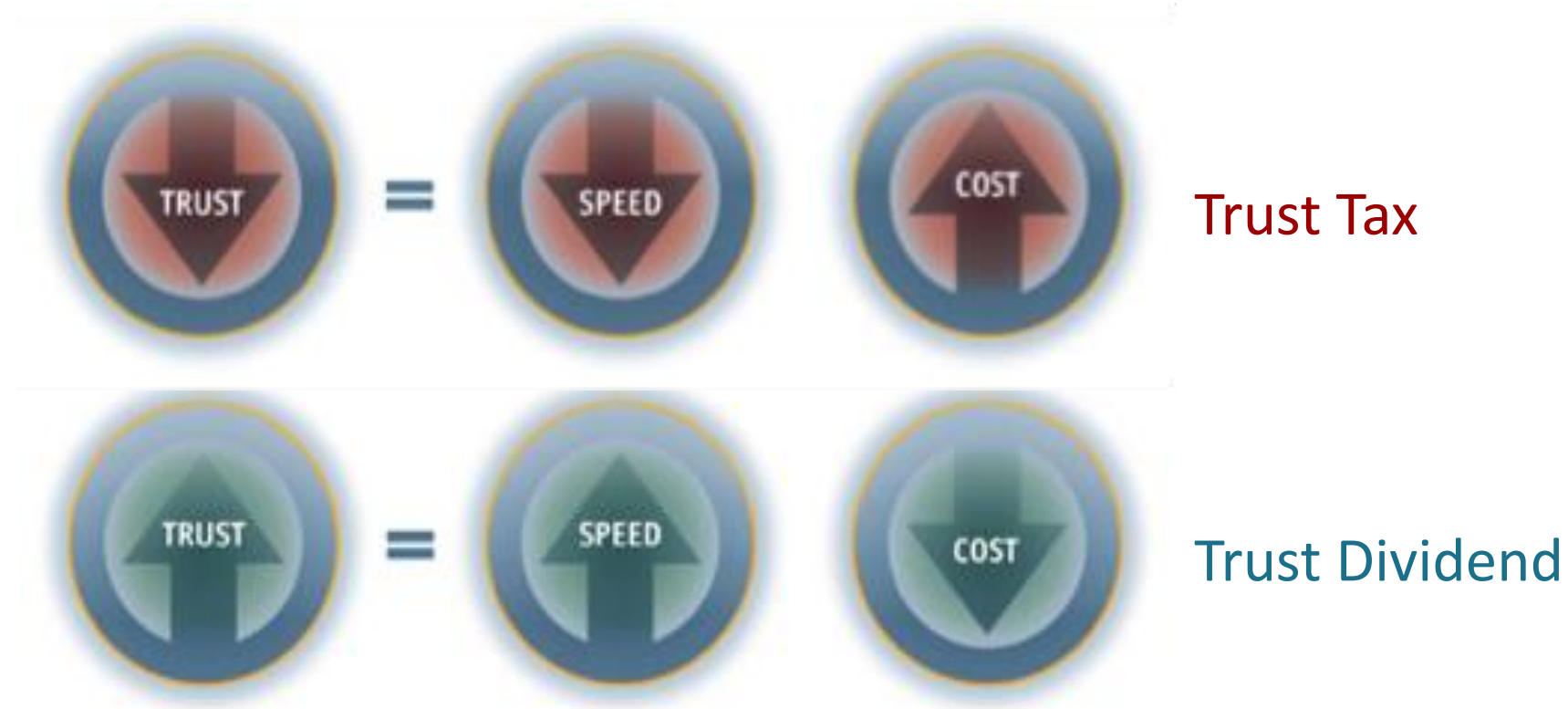
Stronger Partnering

Better Execution

Heightened Loyalty

- Jim the NYC street vendor
- Berkshire Hathaway \$23 Billion
McLane Distribution *(Warren Buffett)*

The Economics of Trust



13 BEHAVIORS of the INDIVIDUAL

	BEHAVIOR	CURRENT PERFORMANCE	OPPOSITE / COUNTERFEIT
C	Talk Straight	_ _ _ _ _	Lie, spin, tell half-truths, double-talk, flatter
H			
A	Demonstrate Respect	_ _ _ _ _	Don't care or don't show you care; show disrespect or show respect only to those who can do something for you.
R			
A	Create Transparency	_ _ _ _ _	Withhold information; keep secrets; create illusions; pretend
C			
T	Right Wrongs	_ _ _ _ _	Don't admit or repair mistakes; cover up mistakes.
R			
E	Show Loyalty	_ _ _ _ _	Set others out; take the credit yourself; pedestal people to their faces and bash-mouth them behind their backs.
R			
O	Deliver Results	_ _ _ _ _	Fail to deliver; deliver on activities, not results.
M			
P	Get Better	_ _ _ _ _	Deteriorate; don't invest in improvement; force every problem into your one solution.
E			
T	Confront Reality	_ _ _ _ _	Bury your head in the sand; focus on busywork while skirting the real issues.
E			
N	Clarify Expectations	_ _ _ _ _	Assume expectations or don't discuss them; create vague and shifting expectations.
E			
C	Practice Accountability	_ _ _ _ _	Don't take responsibility: "It's not my fault!" : don't hold others accountable.
E			
B	Listen First	_ _ _ _ _	Don't listen; speak first; listen just; pretend listen; listen without understanding.
O			
T	Keep Commitments	_ _ _ _ _	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments.
H			
	Extend Trust	_ _ _ _ _	Withhold trust; take trust and then disavow it; give responsibility without authority.

Trust is a Function of Two Things:



The 5 Waves of Trust



Ripples from the inside out

First Wave: Self Trust - Credibility

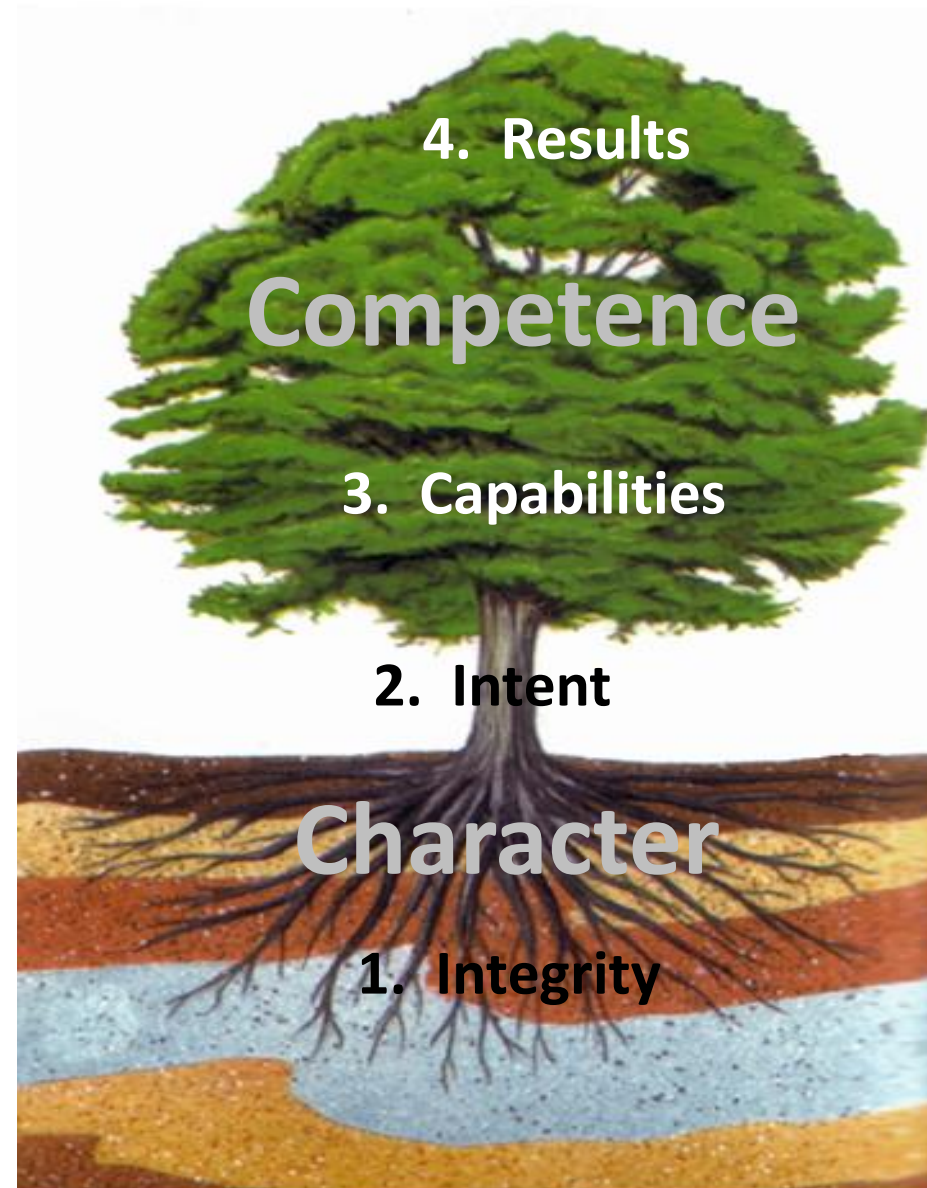


The Principle of Credibility Inside Out

Honesty
Congruence
Humility
Courage

Trusted Leaders have personal credibility

Four Cores of Credibility



Second Wave: Relationship Trust – *Consistent Behavior*



Trusted Leaders know how to establish, extend and restore trust to others.

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

Third Wave: Organizational Trust - Alignment



Ensuring all structures and Systems within the organization are in harmony with the cores and the behaviors.

Creating a shared vision.

Trusted Leaders build credible teams or organizations.

Fourth Wave: Market Trust — *Reputation & Brand*



1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

Trusted Leaders build
reputable brands in
the marketplace.

Fifth Wave: Societal Trust - Contribution



Is the intent to create value instead of destroy it?

To give back instead of take?

Are you making 'IT' better for those who follow you?

Trusted Leaders make distinctive contributions to the world.

The 5 Waves of Trust



Money DOES Grow on Trees



Trust – *Building or Restoring*

SEE

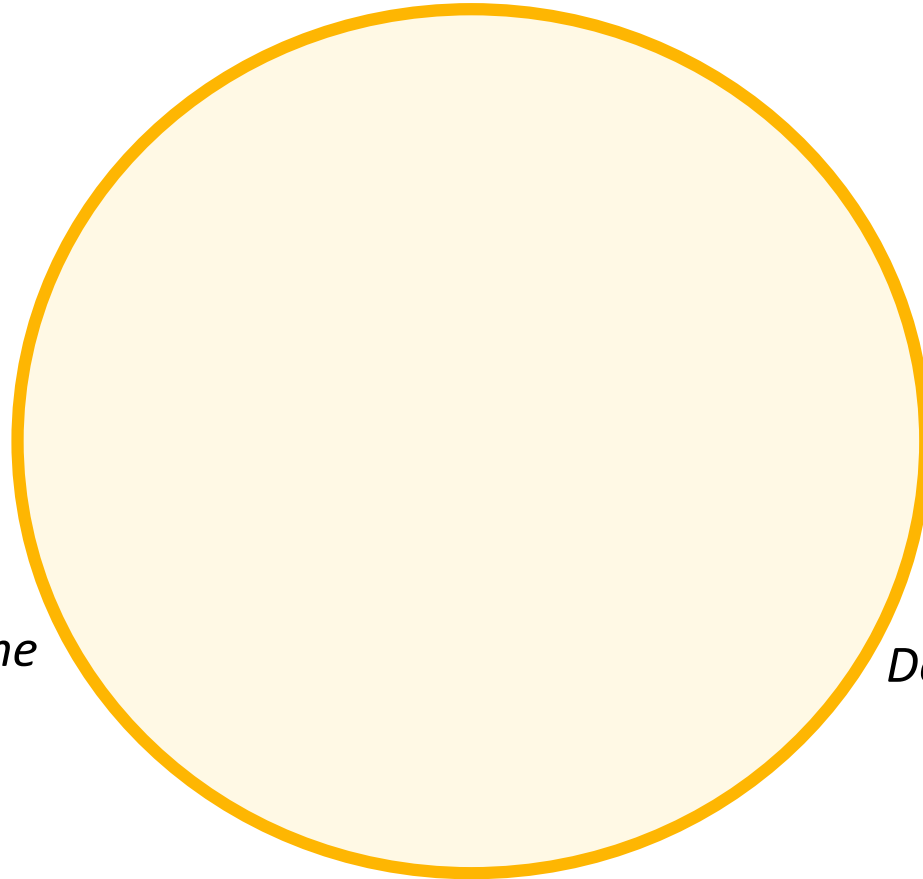
Trust starts with me.

BEHAVE

*Give people someone
they can trust.*

SPEAK

Declare your intent.





CALL TO ACTION

With your new awareness, what do you commit to?

3 BIG IDEAS ABOUT *The Speed of Trust*

- ❖ Trust is a Measurable Economic Driver
- ❖ Trust is the #1 Competency of Leaders Today
- ❖ Trust is a Learnable Leadership Skill

TRUST should be YOUR GREATEST Strength



A decorative vertical strip on the left side of the slide, featuring a dark grey background with a repeating geometric pattern of light grey squares and rectangles.

Trust truly is the one thing that can change anything

**YOU CAN'T TALK YOUR WAY OUT OF SOMETHING
YOU ACTED YOUR WAY INTO**

Low trust is the greatest cost in life, in organizations and in families

**“We as choosers have the right to choose
but once the choice is chosen the choice
controls the chooser.”**

~ Krista Morrissey ~

Krista Morrissey

Chief Growth Officer

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CHOICES

*Improving Ourselves
One Choice At A Time*

*Improving Our Communities
One Person At A Time*

Krista Morrissey
Chief Growth Officer



CHOICES

*Improving Ourselves
One Choice At A Time*

*Improving Our Communities
One Person At A Time*

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