

CSMFO 2016 ANNUAL CONFERENCE

**MAXIMIZING YOUR PERSONAL
LEADERSHIP PRODUCTIVITY:
BECOMING THE LEADER YOU WANT TO BE**

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Successful Leaders...

1. Set standards of excellence
2. Capitalize on employee's strengths
3. Provide freedom to do job
4. Communicate organizational values
5. Hold everyone accountable
6. Protect others from stress
7. Encourage employees when they face challenges
8. Make expectations & priorities clear
9. Clarify roles and responsibilities
10. Help others identify career goals/action plans
11. Provide needed training
12. Solicit and listen to ideas
13. See employees as vital to success
14. Are positive role models
15. Share information
16. Maintain confidences
17. Encourage others to persevere
18. Explain decisions/changes
19. Provide regular feedback on performance
20. Give credit and recognize strong performance

DEVELOPING YOUR PERSONAL LEADERSHIP VISION

People are drawn to and will follow leaders who:

- Have a clear vision for their team and themselves
- Have a strong sense of commitment
- Make others want to join them by painting a positive picture of the future
- Can manage the dream from compelling vision into reality

Commitment + Urgency + Communication = Results Oriented Leaders

Your Leadership Vision should be:

- A picture of the future you are committed to
- Articulation of your values, beliefs, hopes and dreams
- Inspiring and empowering to you and others
- Asserts what you and your team want to create and accomplish
- Short, direct, to the point, clear, easy to communicate and understand

I. Creating Your Leadership Vision

Describe the Leader you wish to become in the future.

Vision Key Concepts/Ideas:

-
-
-
-

My Leadership Vision (broad, general statement):

“I am a leader who will...”

II. Creating Your Leadership Mission

Your Leadership Mission Statement should take into account issues like:

-Why are you a leader?

-Whom do you serve?

-What do you want to produce?

-How do you want to operate? (Values, beliefs, core competencies, technology, etc.)

My Leadership Mission (specific, detailed statement):

“My mission as a leader is to...”

LEADERSHIP CORE STRATEGY DEVELOPMENT

Core Strategy Development

Developing core leadership strategies bridges the gap between your ideal future vision and your current state as a leader. Develop 4-6 core strategies you can implement to achieve your future vision.

Begin each strategy with an action verb and write it as a complete sentence in the active tense.

Examples:

“Build a collaborative and highly communicative team.”

“Motivate and inspire direct reports through recognition and feedback.”

Core Leadership Strategies

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

MAXIMIZING YOUR PERSONAL LEADERSHIP PRODUCTIVITY GOAL DEVELOPMENT

Goal and Strategic Actions Development

For each Core Strategy you have identified, develop goals that when accomplished will help you achieve that strategy. The goal statements should be short and to the point, and begin with an action verb.

“SMART” Goals:

Specific – Measureable – Achievable – Realistic – Time Based

Examples:

“Rotate facilitation/leadership of staff meetings.”

“Involve team in defining yearly goals.”

Once you have identified your goals for each Core Strategy, you are ready to list the actions that will need to be taken for you to successfully accomplish each goal. These actions/Action Plans should be very specific and identify exactly what will be done.

Examples:

“Discuss concept of rotating leadership with team.”

“Ask for comments/ideas.”

“Determine best method for rotating leadership through group discussion.”

“Pass out yearly calendar and have team select dates.”

“Schedule facilitation training for the entire team before we begin rotation.”

Core Strategy:

Goal	Action Plan	Target Dates

SETTING PRIORITIES & MANAGING YOUR TIME IN A GOAL ORIENTED SYSTEM

Time is a most valuable organizational resource.

Effective time managers make strategic choices about how they spend their time. Time should be spent on activities which get us closer to the accomplishment of our goals. Mission based and vision based activities deserve our full attention.

The ability to say “no” and limit the amount of time spent on non value added activities is critical to the success of the individual & the organization. Setting strategic priorities that add value to the goals of the organization is an important action for every employee.

The following list of strategic time management diagnostic questions should be used to help set time management priorities. Time is a most valuable organizational resource. Use it to make choices that add value.

Strategic Time Management Diagnostic Questions:

1. How is this activity connected to our vision, mission and goals?
2. How urgent is this activity?
3. Who are the appropriate people to be involved in this activity?
4. Are we doing the right thing? If not, what should we be doing?
5. When is the appropriate time and where is the appropriate place to work this issue?
6. Why are we working on this activity? What is our goal?
7. How important is this issue/activity to me/my team/our organization?
8. Is there a better process to use to work this issue?
9. Are the target dates realistic or do they need adjusting?
10. Is the amount of time traditionally dedicated to this activity appropriate?
11. What should my involvement in this activity be?
12. Should I be spending any time on this at all?

STRATEGIC TIME MANAGEMENT EXERCISE

Use this exercise to help determine how you should be spending your time and what changes you may want to make on various activities. Select activities from your typical weekly calendar and assess if they are currently adding value, and if not, what changes would you recommend.

ACTIVITY	GOOD USE OF TIME – WHY?	POOR USE OF TIME – WHY?	RECOMMENDED CHANGES
1.			
2.			
3.			
4.			
5.			

- **Downplay Your Position/Role Power**

- Role power is a temporary franchise, whoever is in the position gets the power. Be humble, you haven't earned anything yet.
- Let your actions and activities speak for themselves.
- When they respect the person you are, they'll respect the role you are filling.

- **Play Up Your Knowledge Power**

- Be a mentor, teacher, leader, coach.
- Share your information, give clear and complete instructions.
- Continue learning, use practical experience (in the field) to gain more knowledge power.
- Be careful not to be viewed as a "know-it-all."

- **Capitalize on Your Physical Traits**

- Feature your distinguishing features.
- Followers want their leaders to be different. They want their leaders to stand out.
- Analyze your posture, smile, bearing, grooming, eyes, facial expressions, etc. and highlight advantageous features.

- **Use Your Best Mental/Personality Characteristics**

- Identify those traits that make followers feel more secure.
- Is it integrity, patience, courage, tact, consistency, decisiveness, willingness to risk, positive attitude, fairness, determination? Or others?
- Select those that are you and play them up.
- You will be accepted as a leader by people when they recognize valued mental/personality traits in you.

- **Use a More Authoritative Voice**

- Effective public speaking is a requirement of leadership.
- Believe in what you are saying. No excuses, no blame. Keep a smile on your face. Don't over talk.
- Eliminate non-words, throat clearing, indirect eye-contact.

- **Play Up Your Positive Attitude**

- A positive attitude conveys a winning leadership image and organization.
- Attitude is the way you view the world around you, and yourself.
- When you are positive, followers are positively influenced.
- All behavior is contagious.
- Cultivate a positive self-fulfilling prophecy.

Develop your own leadership theme, value and positions, Stick to them. Let people know what you stand for, if you want them to follow you.