

NIGP Leadership Summit 2024



DAY 1



Francis Jay Caputo

- Co-Founder of **4D Associates International** with 27 years of experience designing and delivering leadership development programs for Fortune 1000 companies, government agencies and NGO's throughout the Americas, Europe, Asia and Africa.
- Certified Master Coach and Creator of the **4D Transformative Coaching Certification Program™** accredited by the *Certified Coaches Alliance (CCA)*, developing the coaching competencies of global leaders.
- Certified Radical Honesty® Trainer & Coach mentored by Dr. Brad Blanton, expert in Gestalt Therapy and best selling author of Radical Honesty®.
- Holds a Masters of Science Degree in Conflict Analysis & Resolution from George Mason University and a former Certified District Court Mediator in Washington D.C.
- Serves as Board Co-President for Education Rocks, an international non-profit committed to ending global poverty through education and leadership development.



Elizabeth Lara Caputo

- Co-Founder of **4D Associates International** with 20 years of experience in delivering and managing transformative leadership programs throughout the U.S., Latin America and Europe in both Spanish and English.
- **4D CCA Certified Master Coach** and creator of the Sensitivity Coaching Program for corporate executives.
- Certified Radical Honesty® Trainer & Coach mentored by Dr. Brad Blanton, expert in Gestalt Therapy and best selling author of Radical Honesty®.
- Partner of Women Elevated®, a unique women's empowerment organization committed to create personal and professional leadership.
- Former Director of Finance & Management for the Greater Dallas Chamber of Commerce having worked with a wide range of corporate clients and small business entrepreneurs.
- Sigma Cum Laude in Business Management from the University of Panama.



Christin Webb

- Founder of The Greater You Leadership Series with five years of 5 years experience in delivering leadership programming and business consulting to local, national, and global audiences.
- Founder of Women Leaders Walk the Talk, an online talk show and community helping to amplify the voices of women leaders to create connection, collaboration, and empowerment.
- Former Chief Procurement Officer for the largest County in the State of Tennessee with 15+ years in government and procurement.
- Former NIGP Talent Council member and President of the Tennessee Association of Public Purchasing.
- Certified Procurement Professional (NIGP-CPP) and NIGP Instructor.
- International speaker and best-selling author of "31 Days of Confidence", "Salt & Light", and "Enough Time."
- Holds a Master of Business Administration from Webster University.

SITUATION:

- ▶ Your heart is beating very fast.
- ▶ You're sweating.
- ▶ Your breathing is heavy.
- ▶ Your muscles are aching.
- ▶ Your mouth is dry.
- ▶ You're somewhat dizzy.

Is this good or bad?

Waking up in the
middle of the night



BAD

Working out
at the gym



GOOD

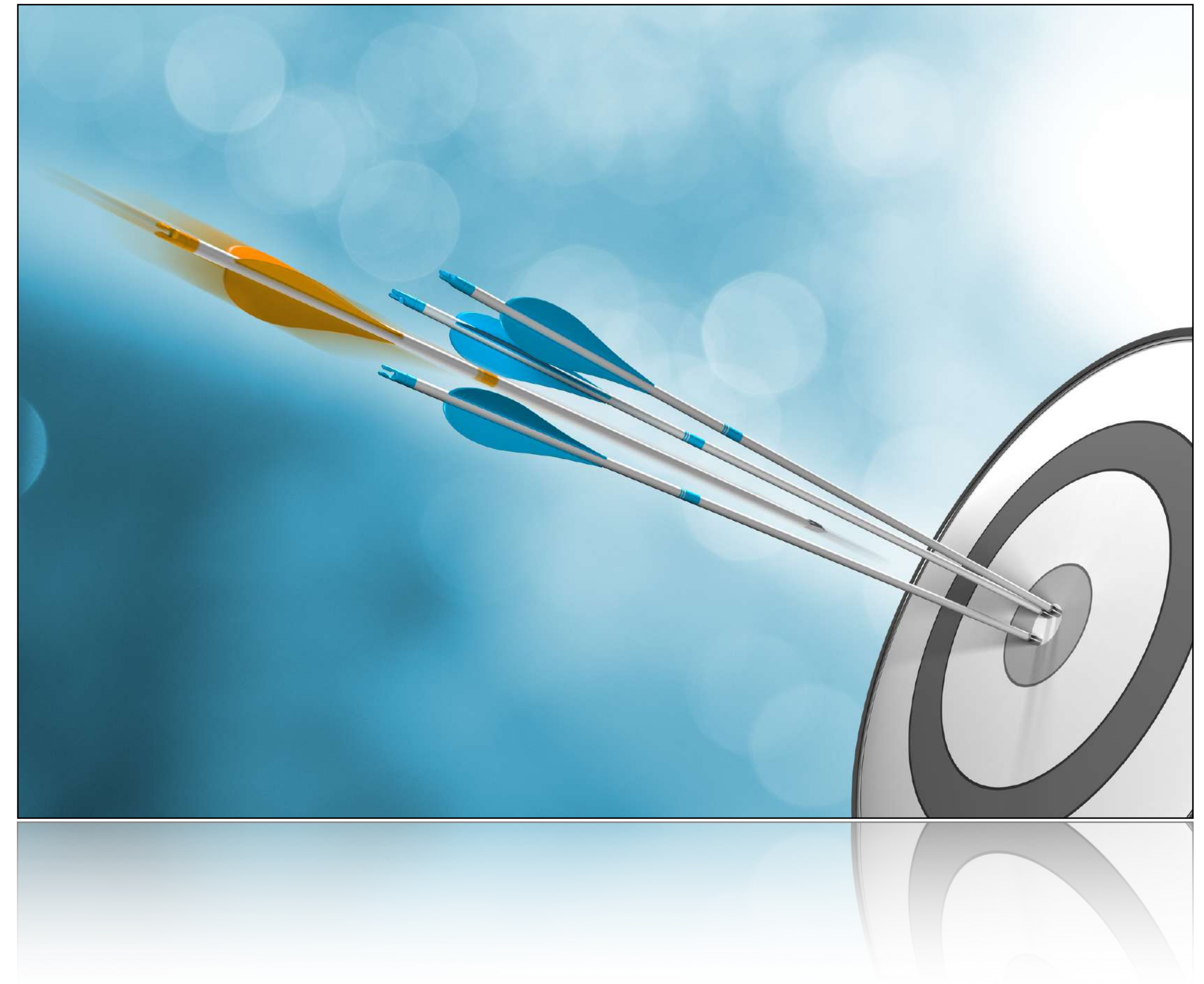
Developing Transformational Leadership

A Context for Leadership



Plenary Session Objectives

- ➔ Learning key frameworks that distinguish traditional approaches in leadership with **Transformational Leadership** and applying those lessons in meaningful ways.
- ➔ Understanding the root causes of interpersonal conflict that inhibit **Building Partnership-Oriented Relationships**.
- ➔ Recognizing the **4 Choices in Every Leadership Situation** and exploring ways to make the most effective choice.
- ➔ Navigating the Emotional Intelligence Map and learning to practice the **Keys to Emotional Agility** in real world situations.



Ways to Create Value

- ➡ Be fully present... no distractions or side talking.
- ➡ Be open minded... consider the perspectives / experiences of others.
- ➡ Be intentional and responsible in your communication (*“I” Statements*).
- ➡ Be both challenging and supportive to your team.
- ➡ Commit to conversational turn-taking.
- ➡ Be here as a *“noticer”* rather than simply a “watcher.”
- ➡ Maintain confidentiality... what is shared is held sacred.

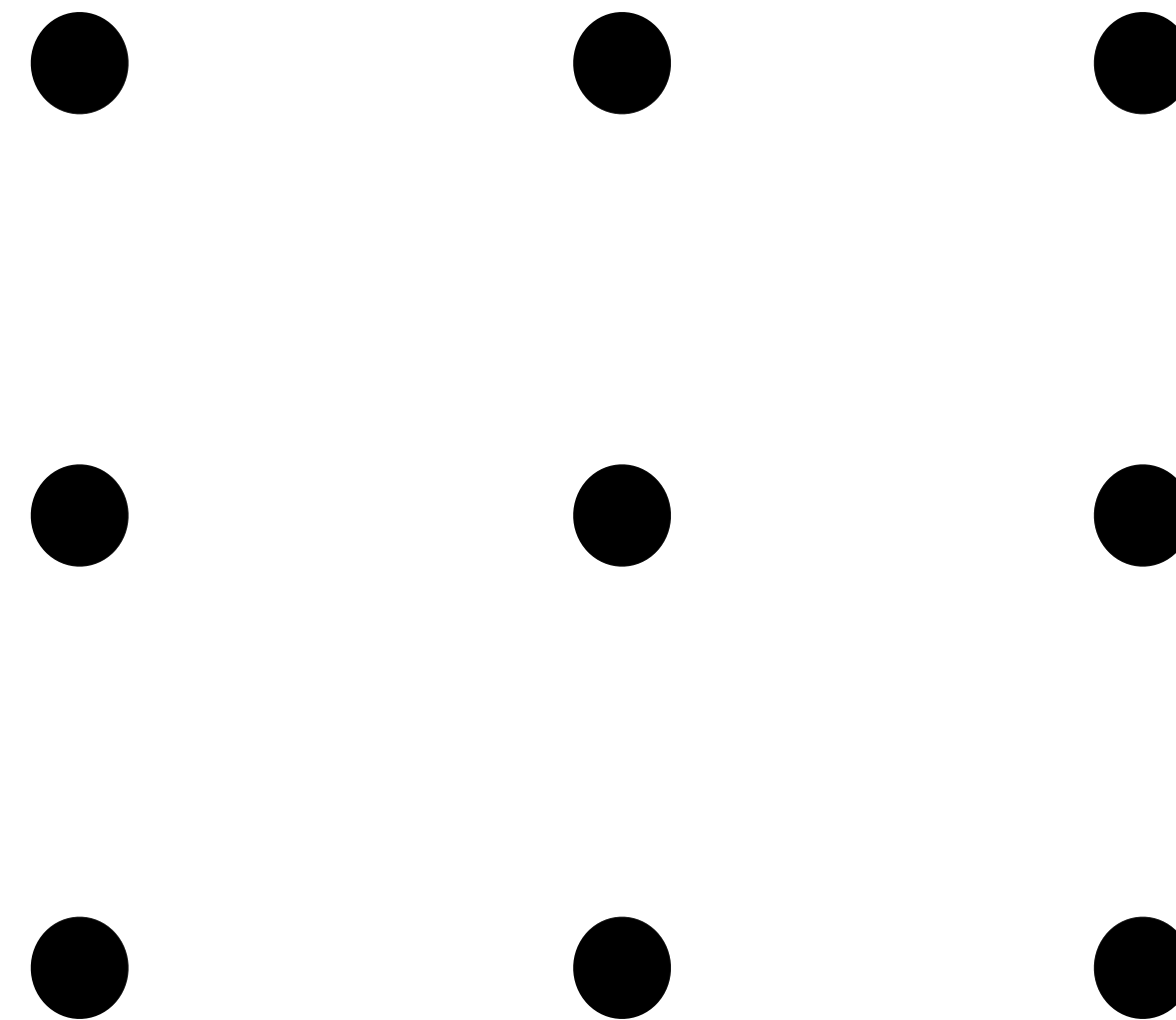
Key Question

What is your **Intention** for
being here?

On a sheet of paper... Connect all 9 Dots using
4 straight lines without lifting your pen.

The 9 Dots Challenge

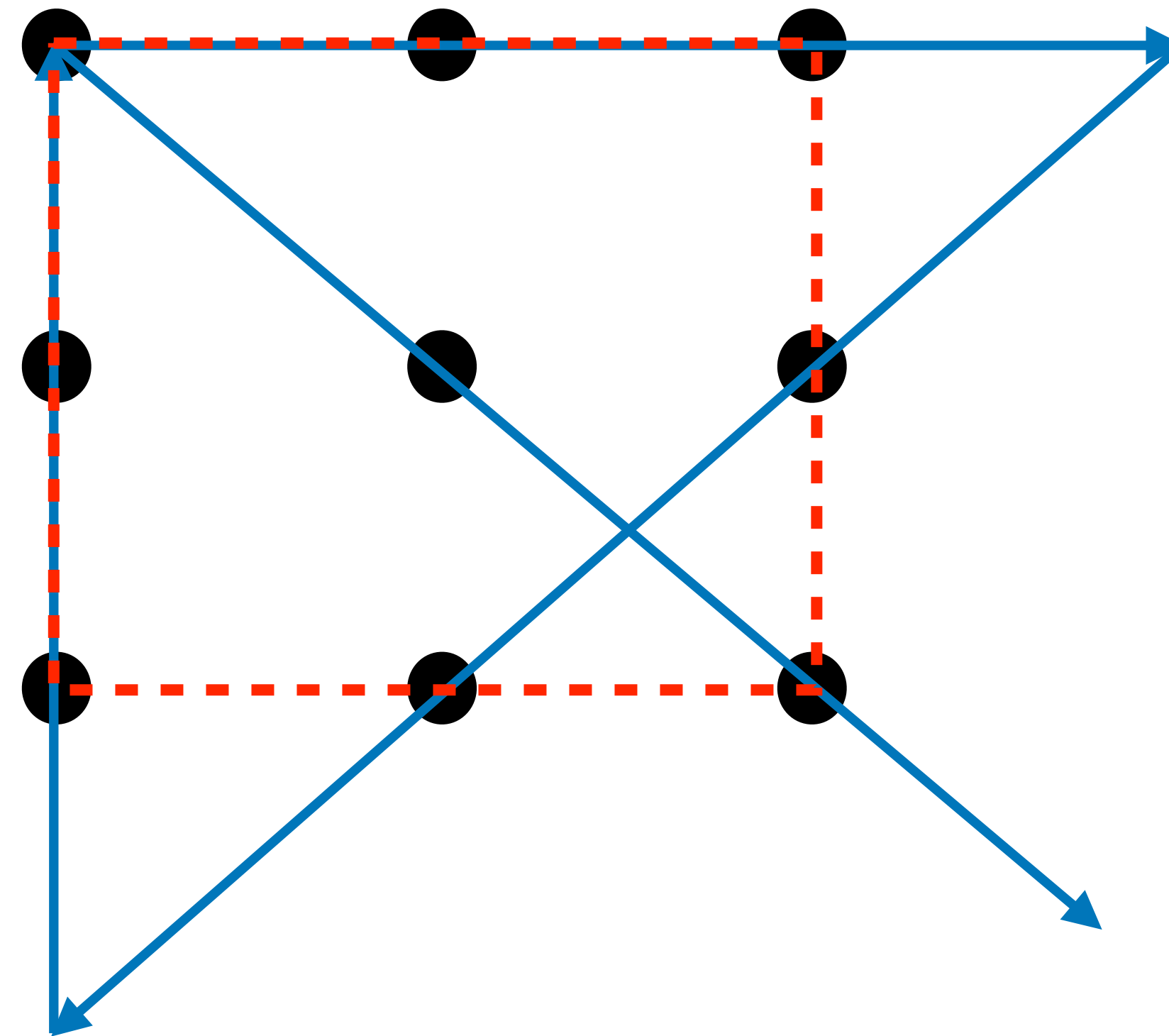
A Context
for
LEADERSHIP



On a sheet of paper... Connect all 9 Dots using
4 straight lines without lifting your pen.

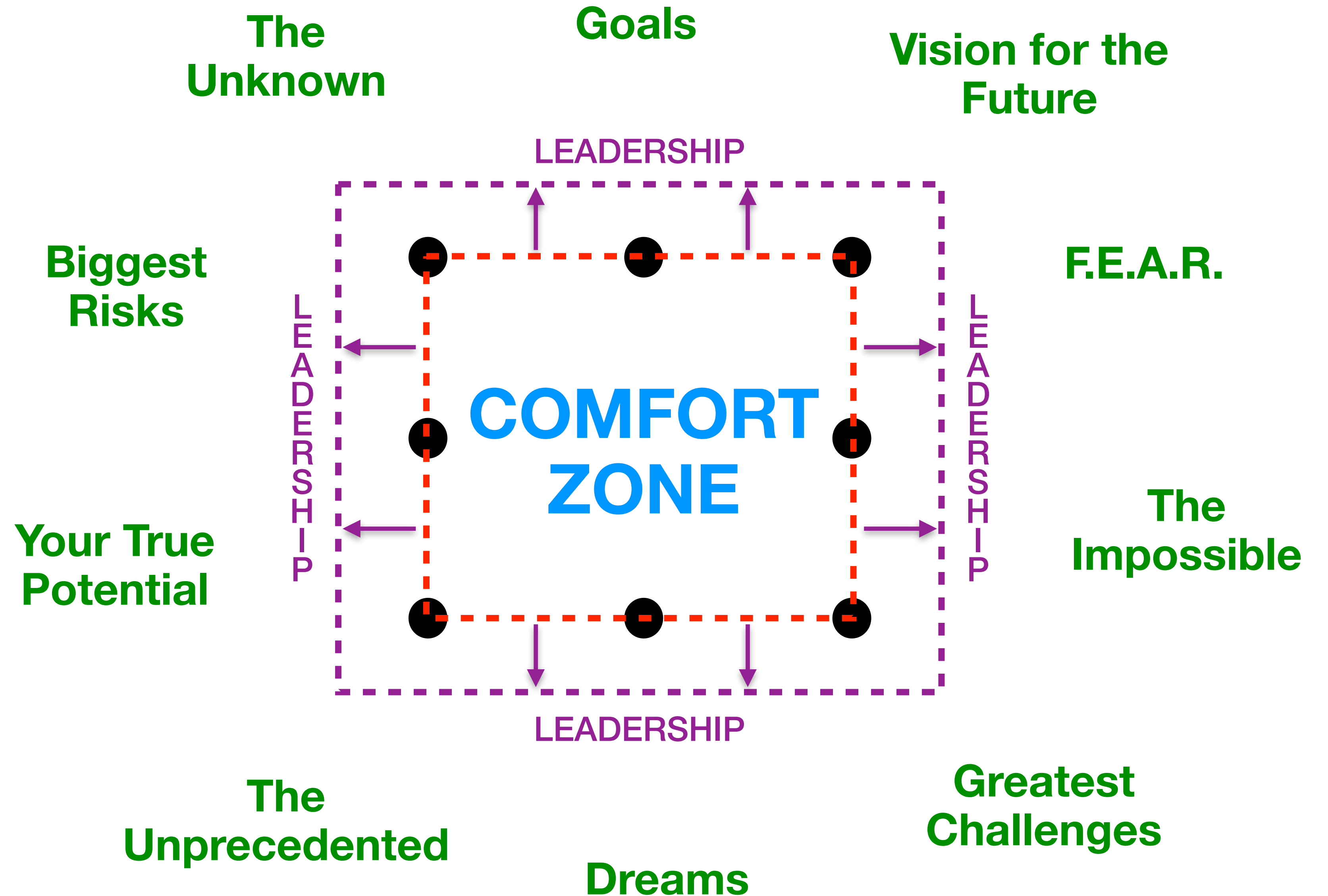
The 9 Dots Challenge

A Context
for
LEADERSHIP



The 9 Dots Challenge

A Context
for
LEADERSHIP



Key Question

How do you define **Leadership**?

Leadership in Practice

Sara is a well-respected employee on your team. Her strong interpersonal skills, along with solid technical skills, lead you to believe she could be an effective manager; you plan to discuss this with her soon. You just received an email from her updating you on a project she is leading. As you scroll down, you see a string of emails between her and another employee. Something catches your eye: Sara and the other employee were joking back and forth about how ‘clueless’ you and others are. Sara wrote: *“He’s just set in his ways and doesn’t realize it’s time to move on! I’m working on getting his job!”*

As a leader, what do you do?

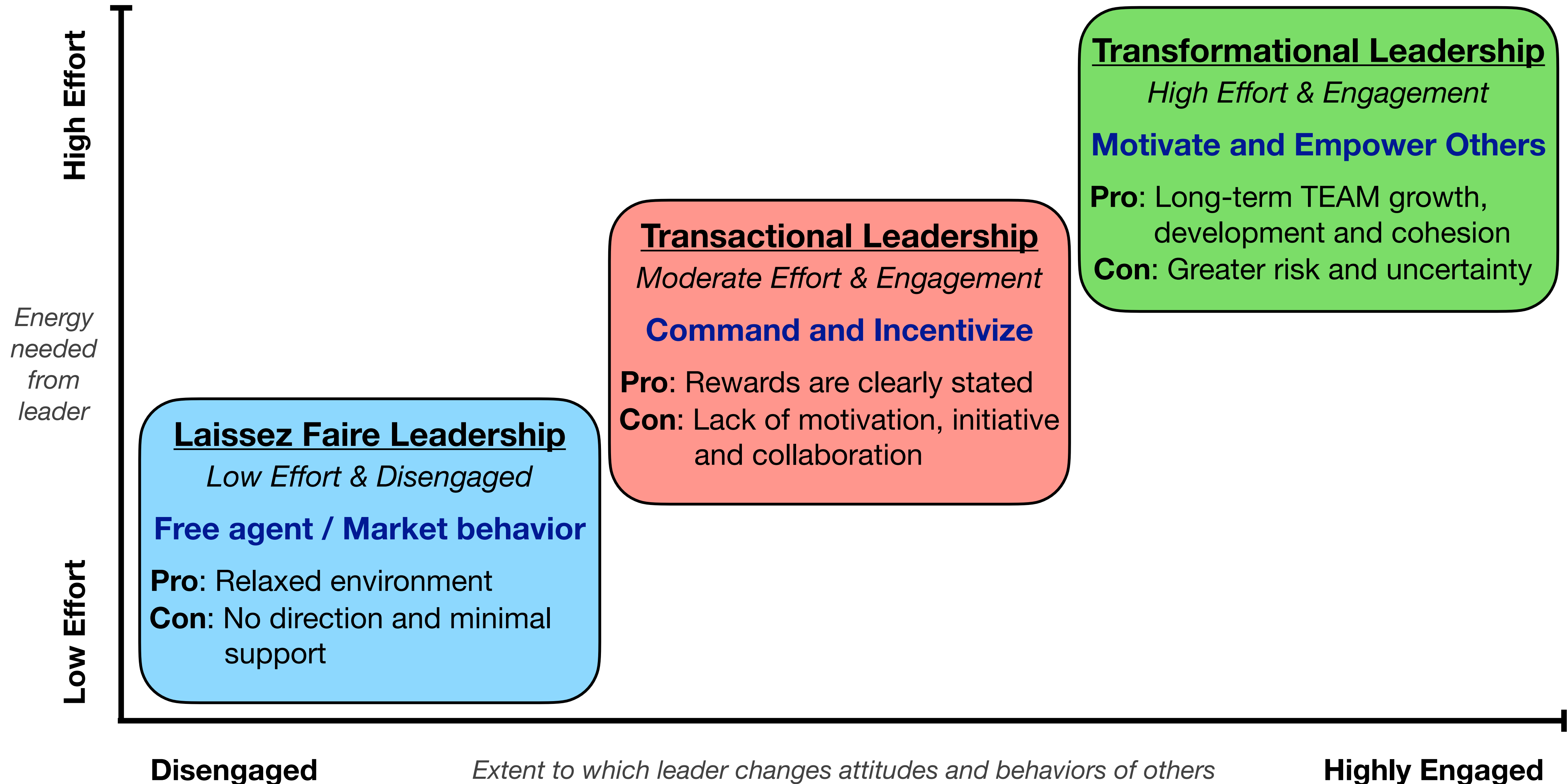
Leadership is a process whereby
an individual *influences* a group
of individuals to achieve a
common goal.

LEADERSHIP

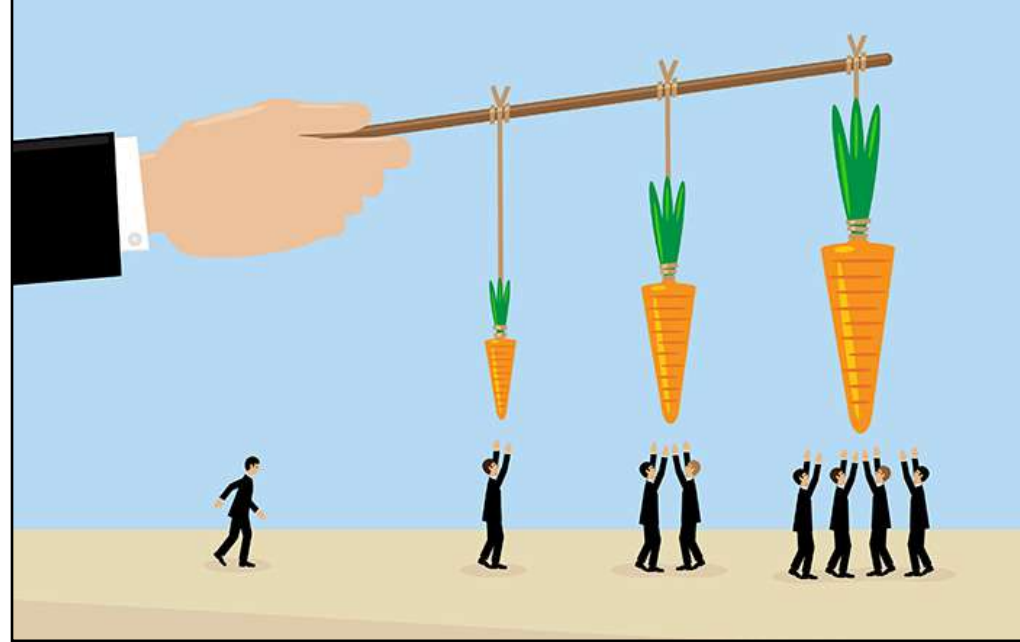
THEORY AND PRACTICE • SEVENTH EDITION

PETER G. NORTHOUSE

Three Approaches to Leadership



The Leader's Mindset



Transactional Leadership

- Not concerned with achieving long-term growth but instead seeks to **retain the status quo**.
- Uses incentives and disciplinary measures to **“transact”** with **followers** and eventually achieve **compliance**.
- Managing operations through **rewards and punishments**.
- Followers are incentivized primarily through **material rewards** (i.e. pay, promotions).
- Leader's **rank / position** is their source of power.
- Feedback is primarily **evaluation** based.

Transformational Leadership



- Creates a **shared vision for the future** inspiring followers to surpass expectations.
- Seeks to elevate performance by **“transforming”** how **followers** see themselves and their work raising their level of **commitment**.
- Managing operations through **collaborative, synergistic partnerships**.
- Followers are motivated through **intrinsic rewards** (pride, self-esteem, autonomy, responsibility, etc).
- Leader's **character / competence** is their source of power.
- Feedback is primarily **development** based.

BREAKOUT DISCUSSION

TABLE Groups

Discuss ways the *Transactional* and *Transformational* approaches to Leadership show up on your teams and within your organizational culture.

Everyone gets to share



Use “I” Statements

The Johari Window... *Frames of Awareness*



Source: Luft, 1969

The Johari Window... *Frames of Awareness*



Source: Luft, 1969

What's Your Story? / What's Your Difference?



WHY

Gather your Stories:

- Choose two to three stories that had an impact on your life
- Must be specific time, place or moment



Note

Happy Memories...
Peaks and **Valleys**...

Not Happy Memories
(but impacted your life)

Gather Your Stories



Happy Memories

- Promotion
 - Graduation
 - New girlfriend/boyfriend
 - Birthday
 - Straight A's
 - Summer Vacation
-



Unhappy Memories

- Lost Job
 - Breakup
 - Accident
 - Moved Away
 - Death of Love One
-

• Peaks and Valleys •

What's Your Story? / What's Your Difference?

Share Your Stories

Each listener pays attention to specific *facts* and identifies *meaning* in the events.



NIGP Leadership Summit 2024



DAY 2

TEAM ACTIVITY

The Paper Chase

The Paper Chase

LESSON 1:

How you play the game is
a mirror for how you play
the *game of LIFE*.

The Paper Chase

LESSON 2:

In all moments of life
you have one of four choices...

Win - Lose

Lose - Win

Lose - Lose

Win - Win

NIGP Leadership Summit 2024



DAY 3

Leadership in Practice

Sara is a well-respected employee on your team. Her strong interpersonal skills, along with solid technical skills, lead you to believe she could be an effective manager; you plan to discuss this with her soon. You just received an email from her updating you on a project she is leading. As you scroll down, you see a string of emails between her and another employee. Something catches your eye: Sara and the other employee were joking back and forth about how ‘clueless’ you and others are. Sara wrote: *“He’s just set in his ways and doesn’t realize it’s time to move on! I’m working on getting his job!”*

As a leader, what do you do? *Who would you BE?*

Three Aspects of All Relationships

DOING

“**DOING**”... the quantity and quality of our measurable actions including the objective aspects of our verbal and non-verbal communication... what we actually say.

BEING

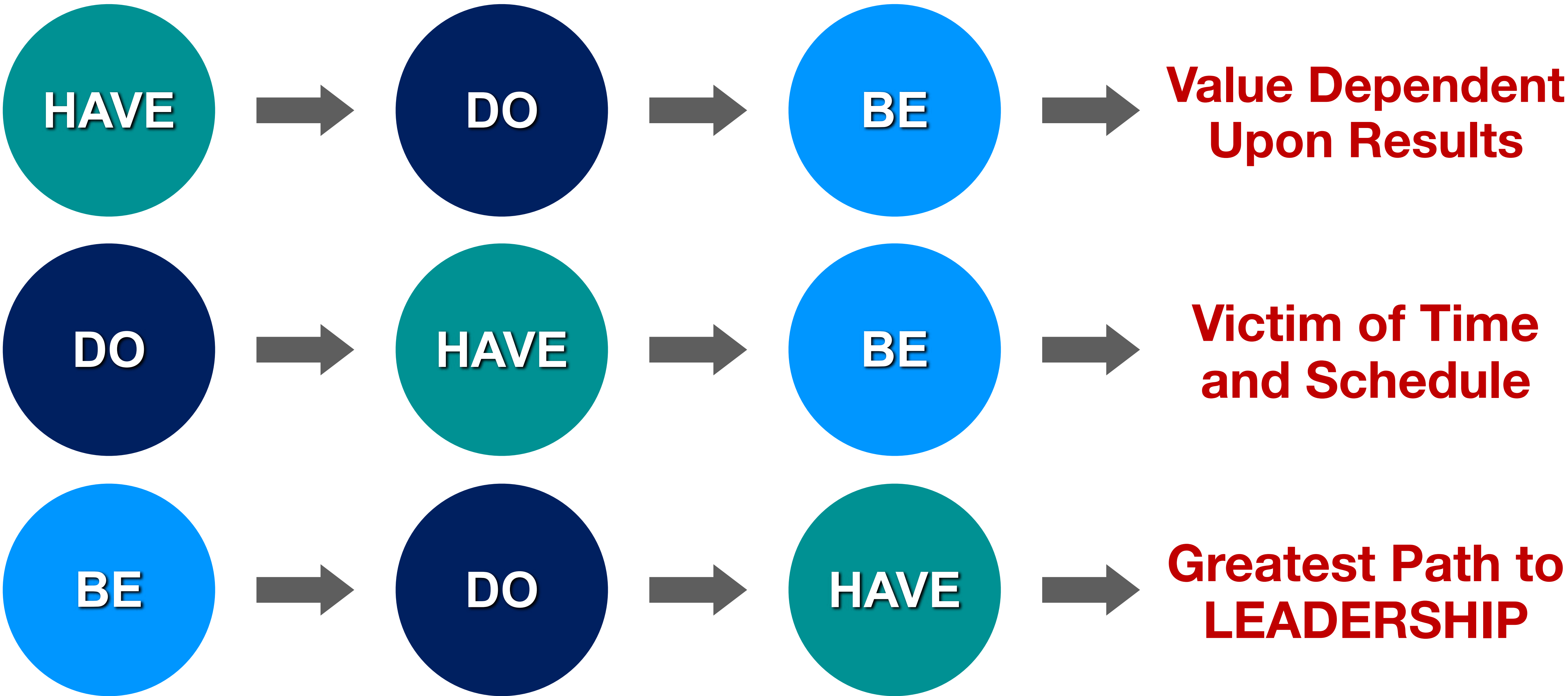
“**BEING**”... all the many ways we experience and express ourselves based on our internal reality (*our brain*) including:

1. Beliefs and attitudes (i.e. Growth vs. Fixed Mindset)
 2. Feelings, emotions and intuitions
 3. Thoughts and interpretations (including memories)
-

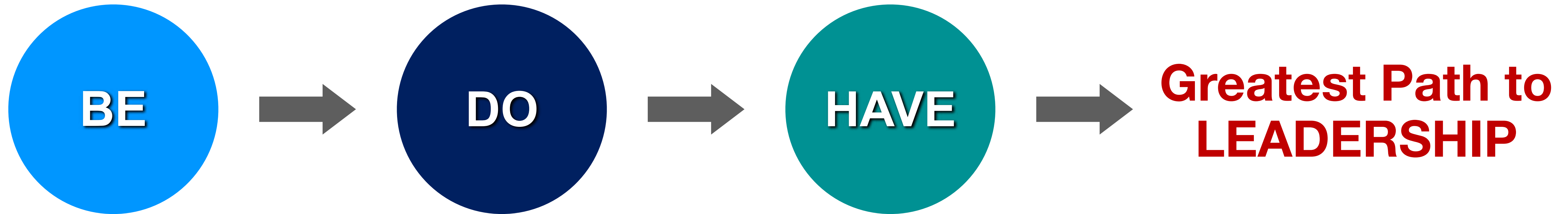
HAVING

“**HAVING**”... the results and outcomes that occur in our life that are connected to various combination of our various “*Ways of BEING*” and the actions we take - what we actually “**DO**” - over time.

Three Ways to Go About Life and Leadership



Three Ways to Go About Life and Leadership



*What makes this approach
so challenging?*

“A human brain runs an internal model of the world using past experiences as predictions. These predictions guide our actions and *determine our experiences and perceptions* by continually constructing possible representations of the immediate future based on their prior probabilities relative to the present context.”

– Lisa Feldman Barrett
Neuroscientist / Psychologist
Harvard Medical School

Translation... We struggle with
present moment listening.

Self Reflection: For each Scenario, quickly write down your first thoughts about what you think is going on.

Scenario 1:

You are walking down the street when someone comes rushing out of a store and bumps into you, causing him to clumsily drop some coins on the ground. As you begin to apologize, you realize the man is none other than your old friend, Kevin. Kevin recognizes you and is pleased to see you; however, his demeanor changes when a man emerges from the store and hands Kevin a wallet, mentioning to Kevin that he left it inside. As the man returns to the store you look up and notice that it is a seedy-looking adult video outlet.

Scenario 2:

You are visiting your spouse in the hospital. As you enter the hospital room, you see two men in white coats standing over your spouse lying in bed. One of them is holding a clipboard while the other is holding defibrillator paddles. The man with the paddles looks down toward your spouse and says, "*That killed 'em.*" Suddenly both men look up to see you standing there.

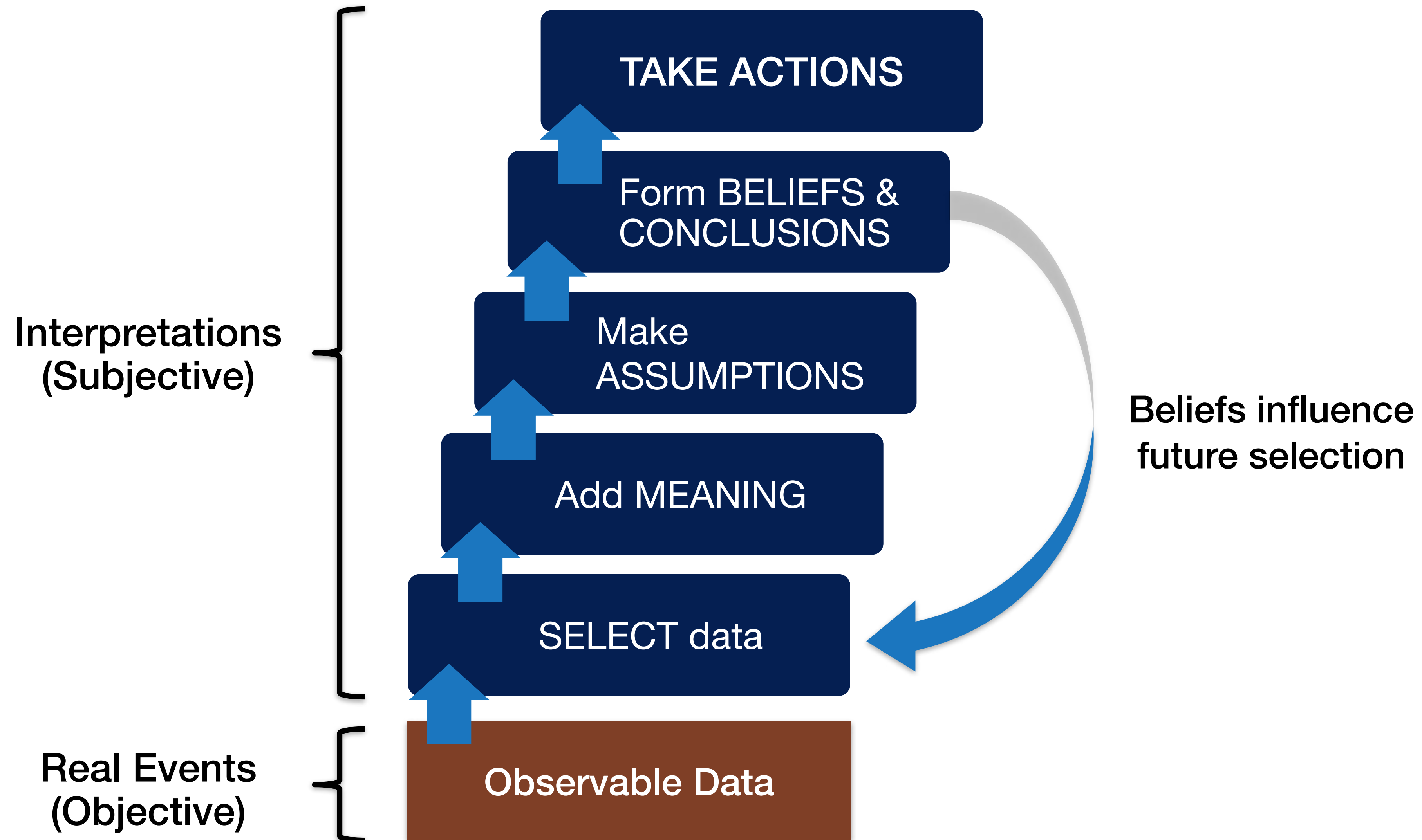
Scenario 3:

You're a police officer on patrol in your car. As you approach an intersection, you notice a young woman leaning into the passenger side window of a car idling outside a convenience store. The young woman appears to be talking to the driver of the car. As you shine a light on the vehicle, you clearly see a man in the driver's seat handing money to this young woman, who suddenly appears very concerned by your presence.

Scenario 4:

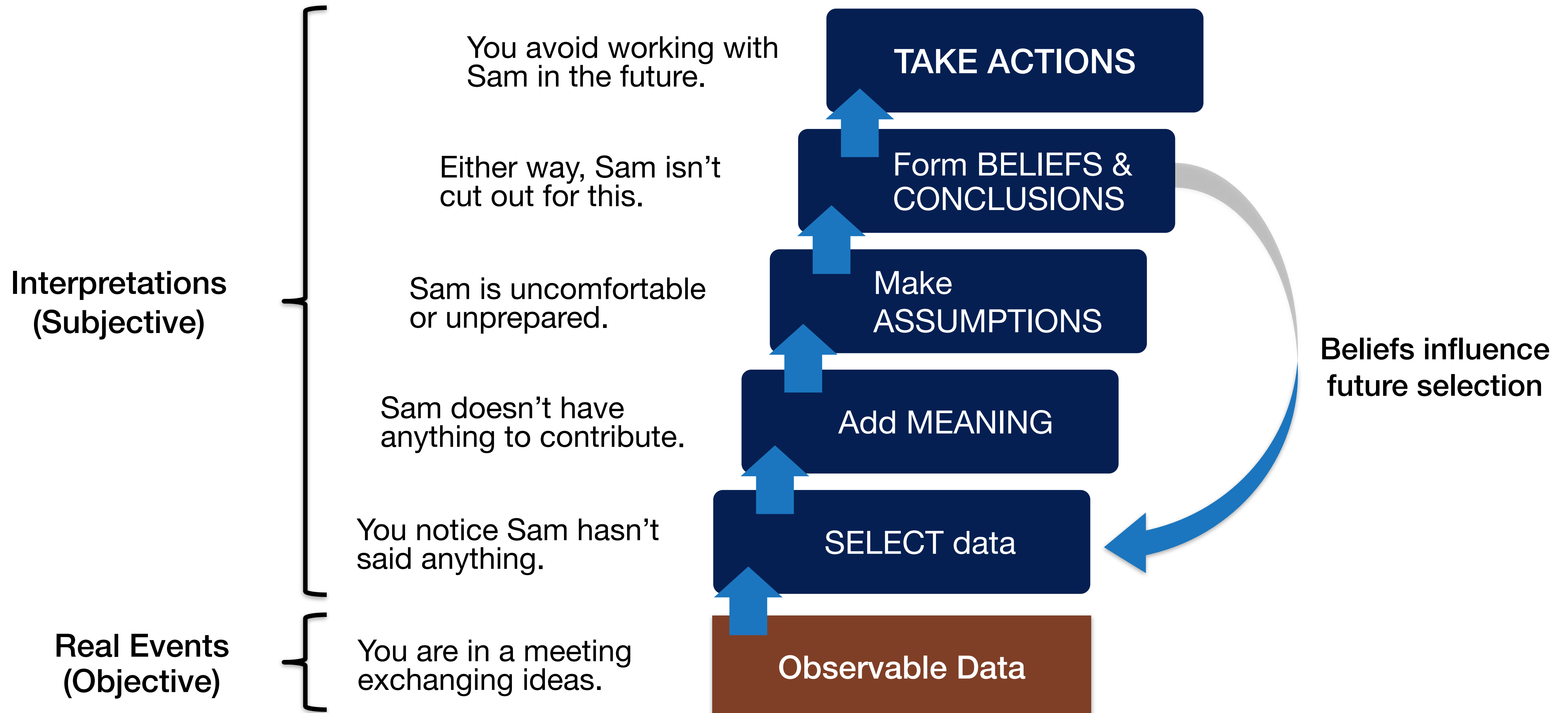
You come home and open the door to your apartment. As you open the door, you see a man standing in your kitchen holding a cat by the scruff in one hand, and a knife in the other hand. There is red liquid splattered all over the kitchen.

The Ladder of Inference



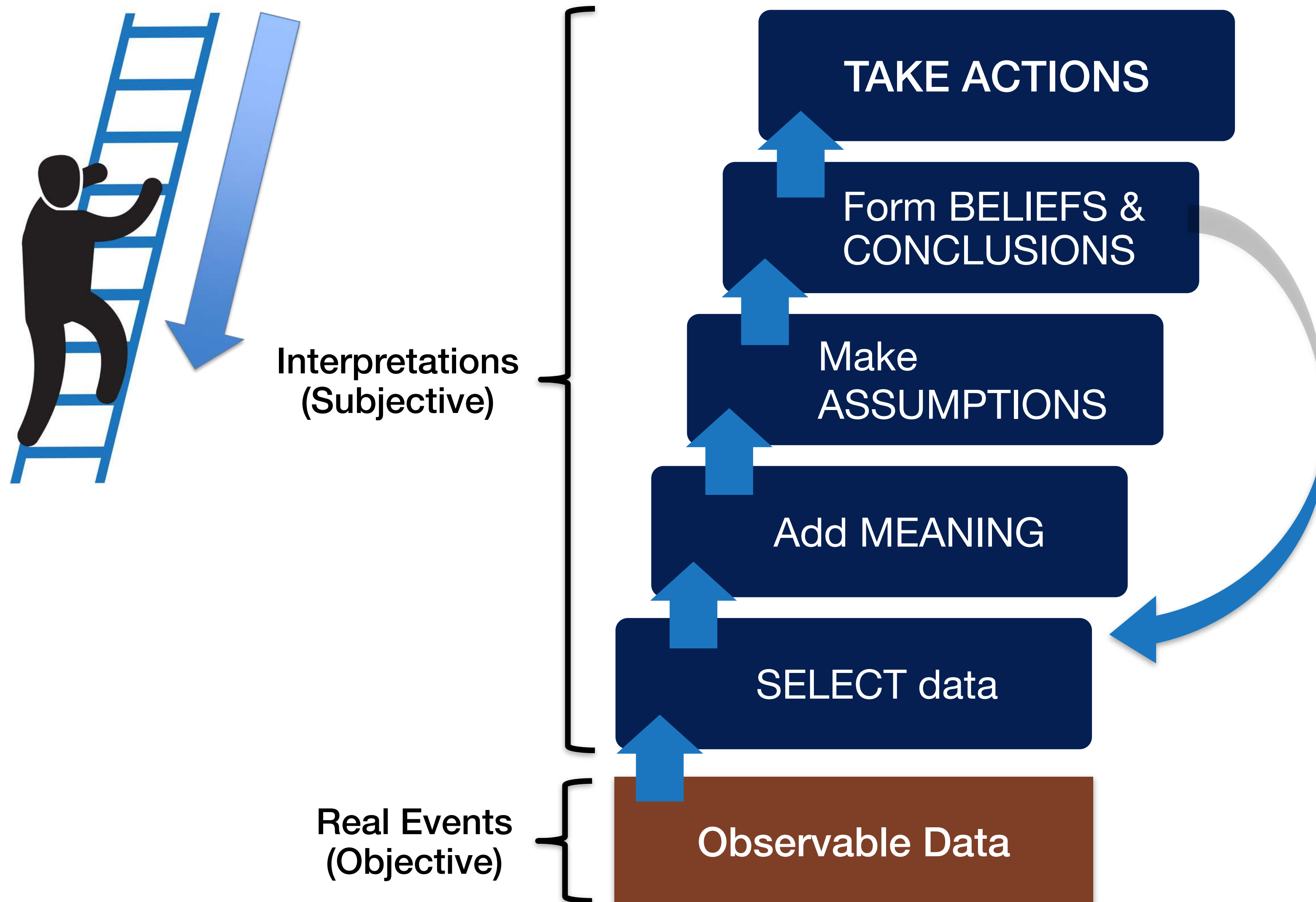
Source: The Fifth Discipline: The Art and Practice of the Learning Organization: PM Senge, 2006

The Ladder of Inference (Example)



Source: The Fifth Discipline: The Art and Practice of the Learning Organization: PM Senge, 2006

Climbing Down The Ladder



Responsible Questions:

- What beliefs determined my/your course of action?
- What are they based on?
- What are my/your underlying assumptions about _____?
- What are different assumptions others might have?

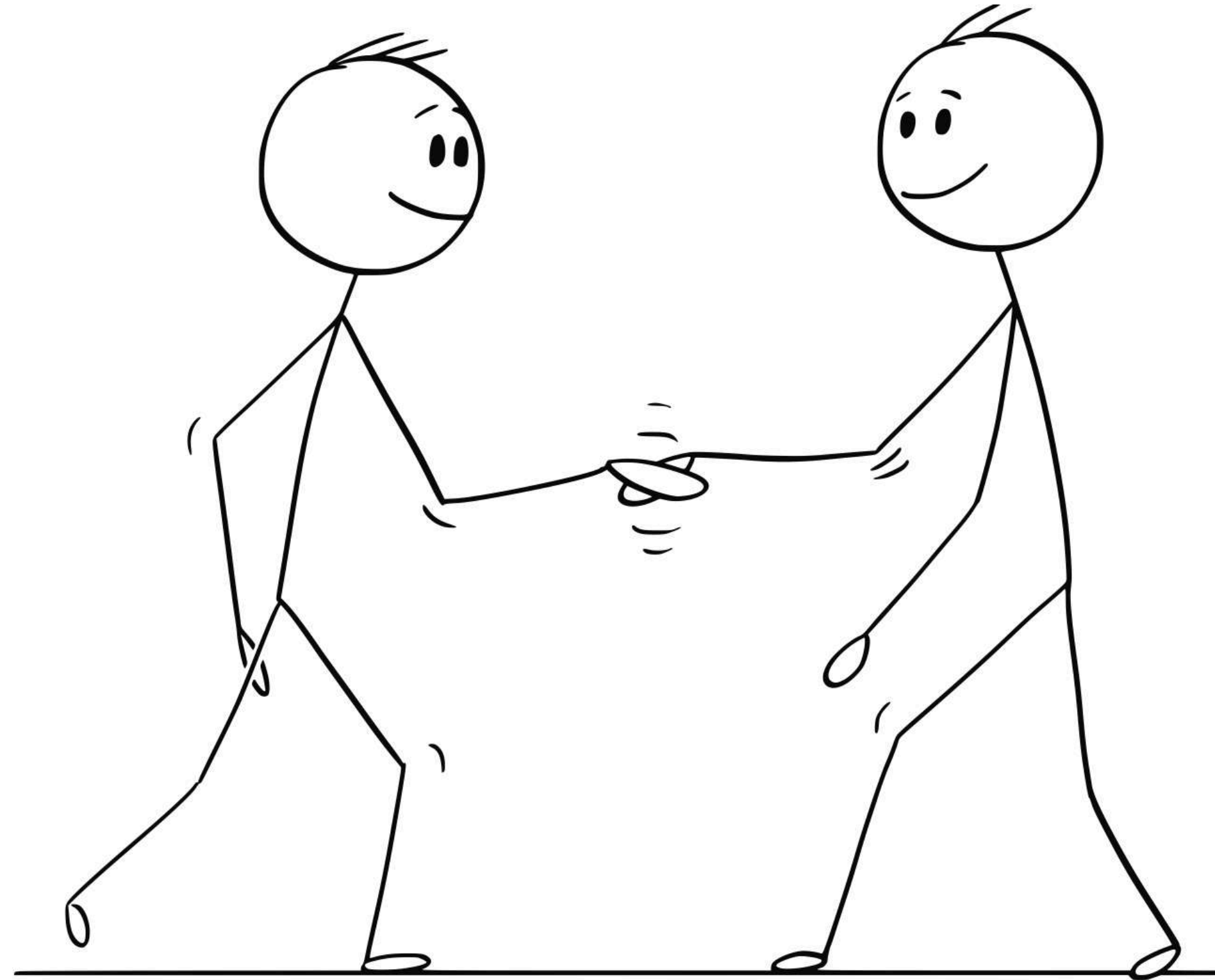
Situationally:

- What “data” did I/you select?
- What “data” did I/you ignore or simply not see at all?
- What contrary “data” might help build a more complete/accurate picture of *others* reality?

What is Conflict?

Interpersonal Conflict is the result
of a perceived divergence of the
Styles, **P**ositions, **I**nterests and **N**eeds
of the people involved.

DYAD ACTIVITY



**In all moments of life
you have one of four choices...**

Win - Lose

Lose - Win

Lose - Lose

Win - Win

Emotional Intelligence & Agility

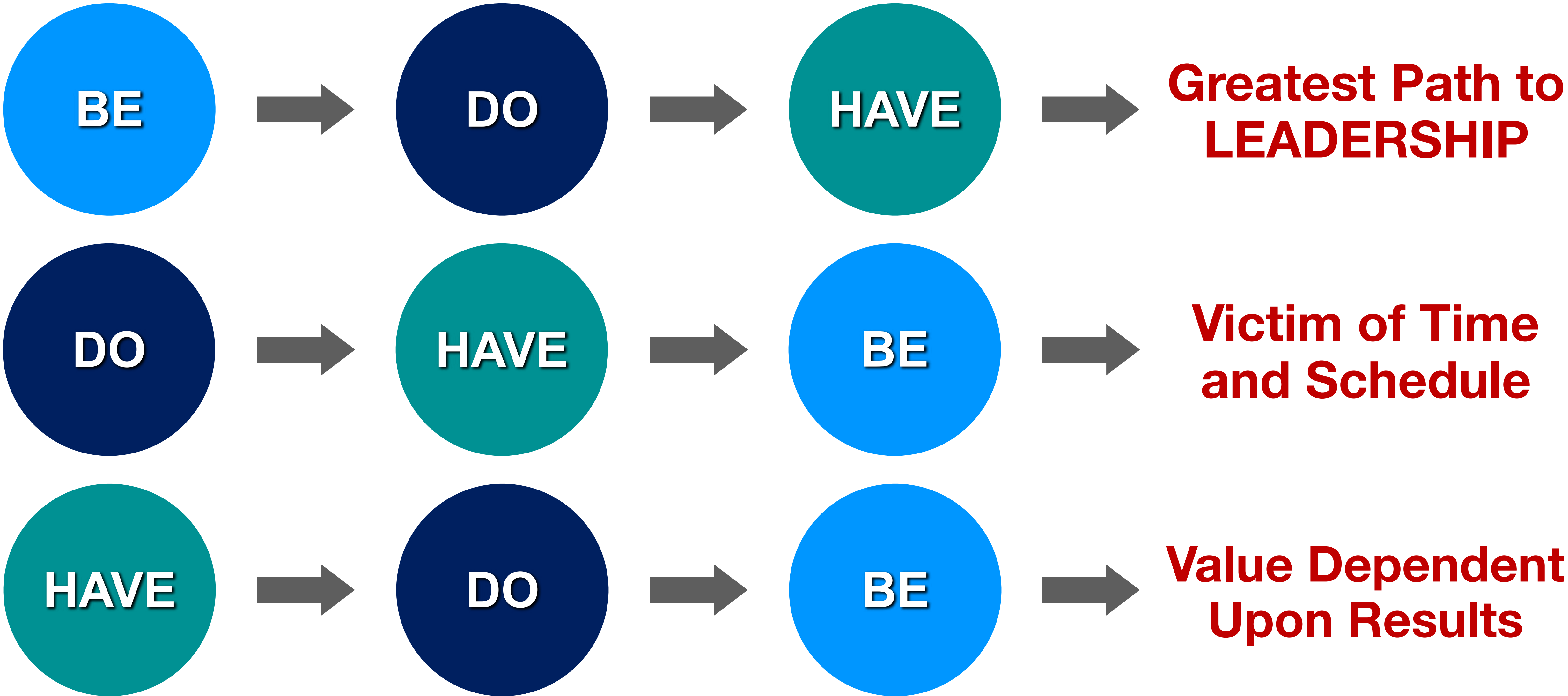


Emotional Intelligence in Practice

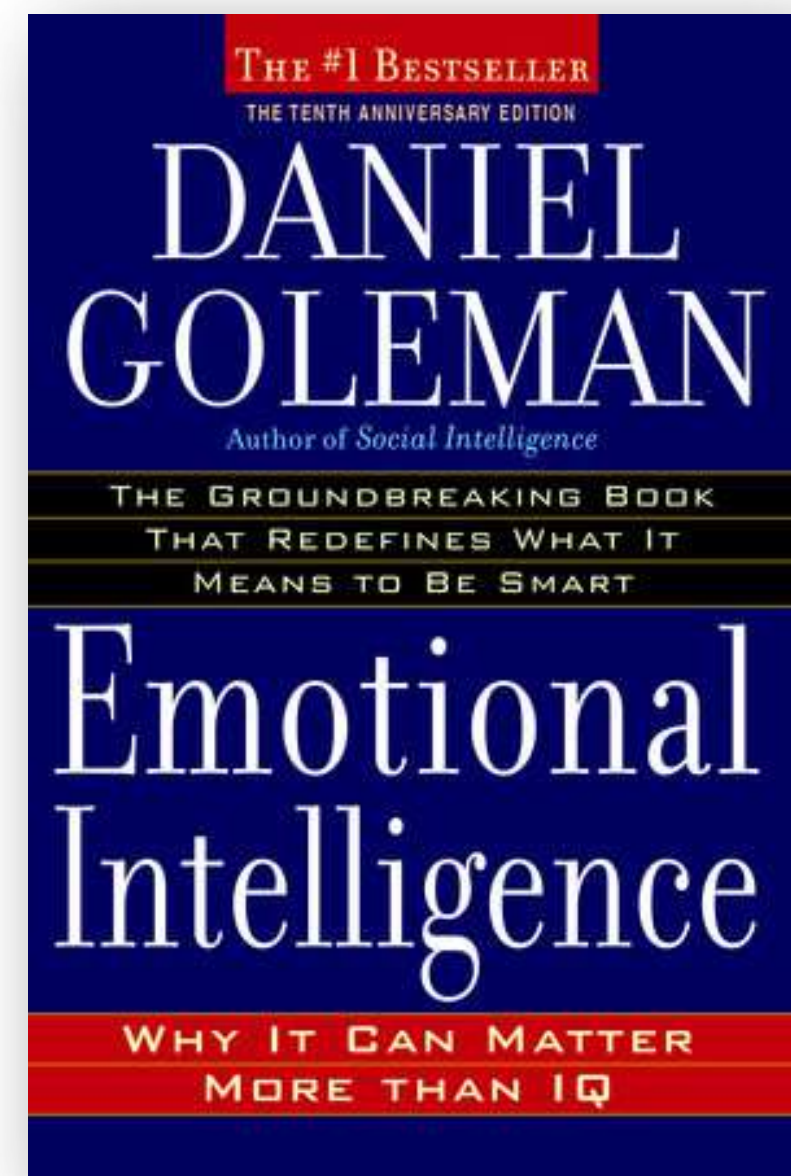
HR calls you and your Director to a meeting. A concern has been raised about you via the Ethics Hotline claiming that you discriminated against one of your employees. You immediately know who it is: an under-performer who you spoke to recently about her performance gaps. She reacted quite strongly, and as she walked out of your office, she said that she was going to make sure everyone knew what a bad manager you are. Your blood is boiling as you listen to these absolutely false allegations about discrimination!

As a leader, what do you do? Who would you *BE*?

Three Ways to Go About Life and Leadership



How Do We Define Emotional Intelligence (EI)?



“I have found that for jobs of all kinds, **emotional competencies are twice as important as technical skills** and purely cognitive abilities combined.

In general the higher a position in an organization, the more EI mattered.

For individuals in **leadership positions, more than 80 percent** of their competencies were in the EI domain.”

- Daniel Goleman, Ph.D

How Do We Define Emotional Intelligence (EI)?

Emotional Intelligence is...

- the capability of individuals to **recognize** their own emotions and those of others,
- **discern** between different feelings and label them appropriately,
- **use** emotional information to guide thinking and behavior,
- **manage and/or adjust** emotions to adapt to environments or achieve one's goal(s).

- Psychology Today

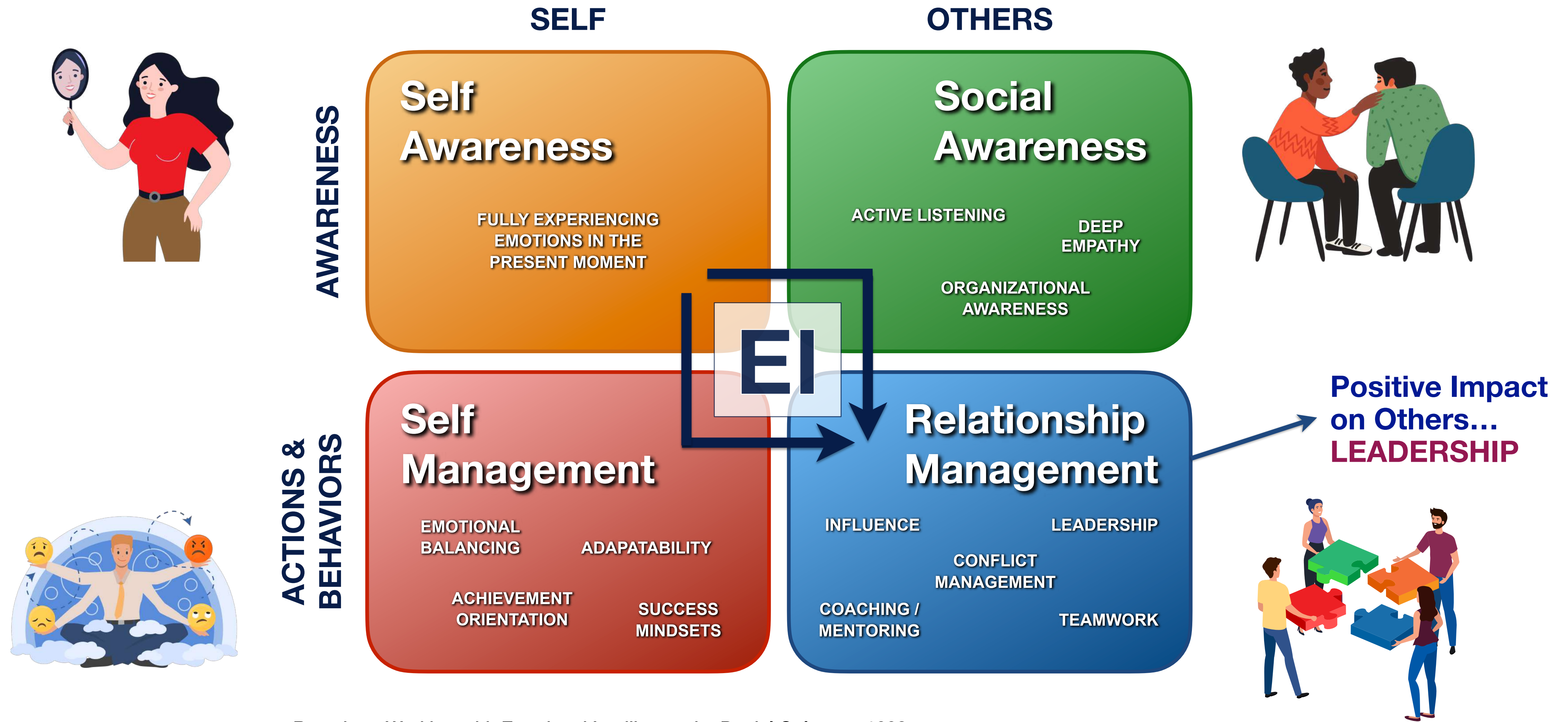
How Do We Define Emotional Intelligence (EI)?

Emotional Intelligence impacts how we...

- ➔ Perceive and express ourselves on an emotional level.
- ➔ Leverage emotional connections to develop and maintain relationships (motivating).
- ➔ Cope with challenges that require more than IQ to resolve (resilience).
- ➔ Use emotional information in an effective and meaningful way (conflict management).

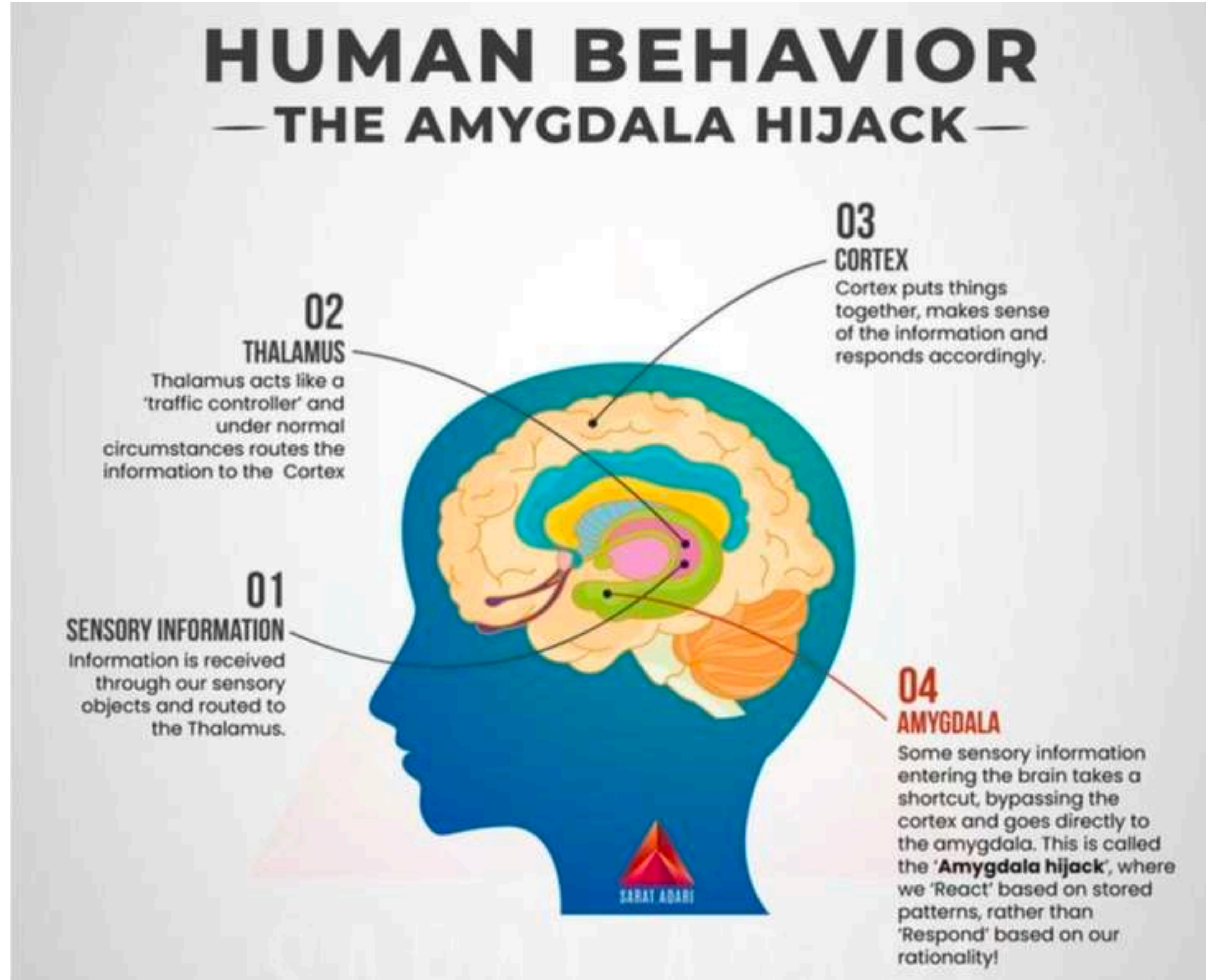
- Psychology Today

The Emotional Intelligence Map



Based on: *Working with Emotional Intelligence* by Daniel Goleman, 1998.

The Brain's Influence



The Brain's Influence on EI

FIGHT

FLIGHT

FREEZE

*Our survival instincts have
the potential to “hijack”
our emotional control.*



The Brain's Influence on EI

You know you've been emotionally hijacked when...



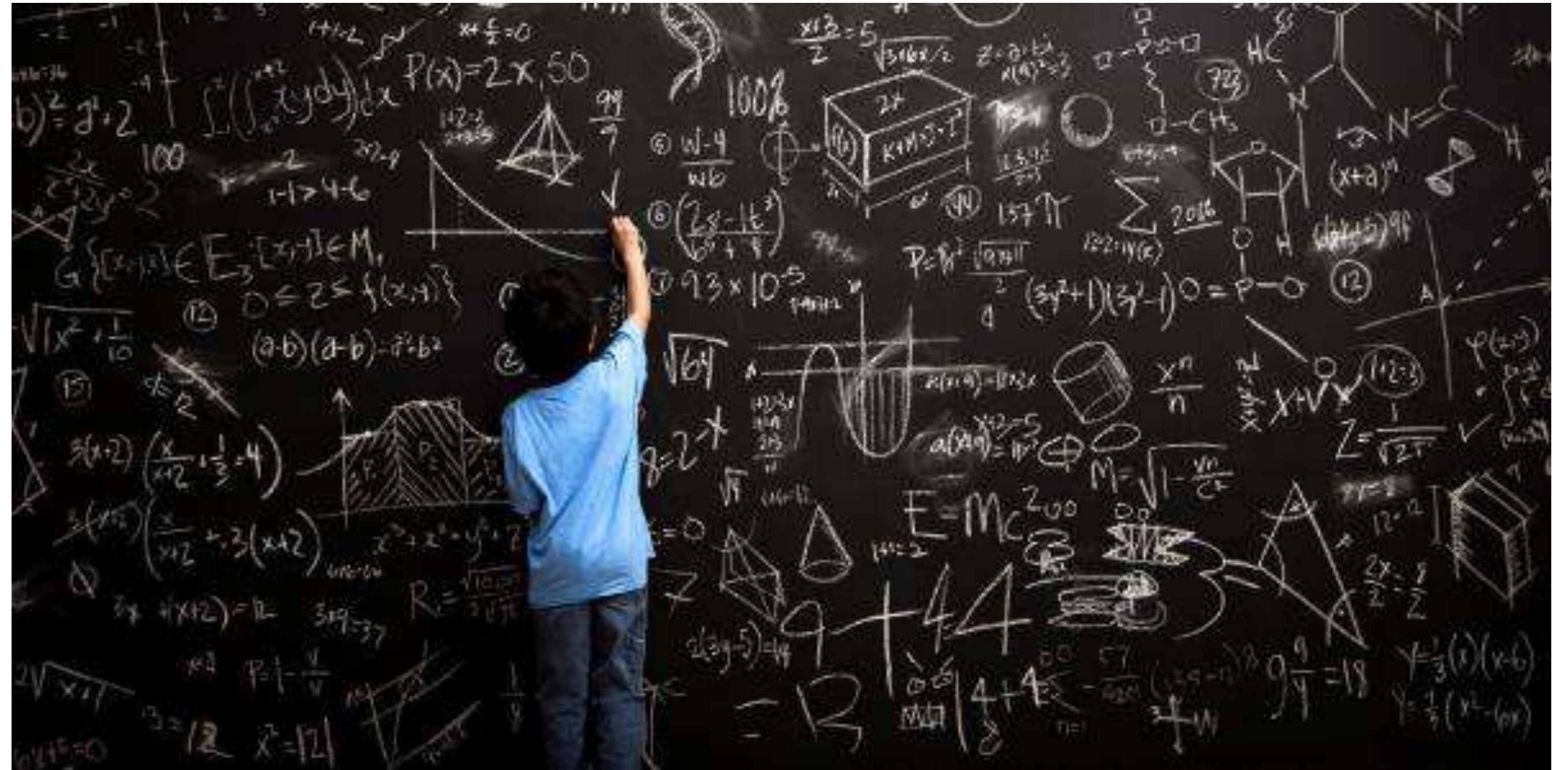
- ➔ Your emotions become overwhelming and unpredictable.
- ➔ Your emotions make focused thinking and decision-making very difficult.
- ➔ You seem to be thinking and behaving against your own “will.”
- ➔ You're unable to accurately read the emotions of others.
- ➔ You can't find the right words to fully express yourself.

The Brain's Influence on EI

When we're emotionally hijacked...

Our Amygdala overrides our ability to *think clearly* and we lose up to...

50% of our mathematical and language acuity skills and **~20** IQ points.



Top Five Emotional Hijacking “Triggers”

1. Being talked to in a condescending manner.
2. Perception of being treated unfairly.
3. Feeling unappreciated.
4. Having a sense of not being heard or listened to.
5. Others having unrealistic expectations of you.



Dignity Violations

Amygdala Hijack



The Amygdala Hijack: <https://www.bing.com/videos/search?q=Amygdala+Hijack+Animated&&view=detail&mid=5B1635F69C10E4E4860F5B1635F69C10E4E4860F&&FORM=VRDGAR>

Notice Your Experience

1. How do you feel? What's the emotion? Check body.
2. What are your thoughts? Interpretation.
3. What is your behavior, attitude, action?
4. Where is the emotion coming from? Past
5. What could be another interpretation?
6. What would be your behavior, attitude and actions with the new interpretation?

Building Emotional Agility

Coping with Amygdala Hijack



Name the emotion



6-second rule



Breathing



Change the setting

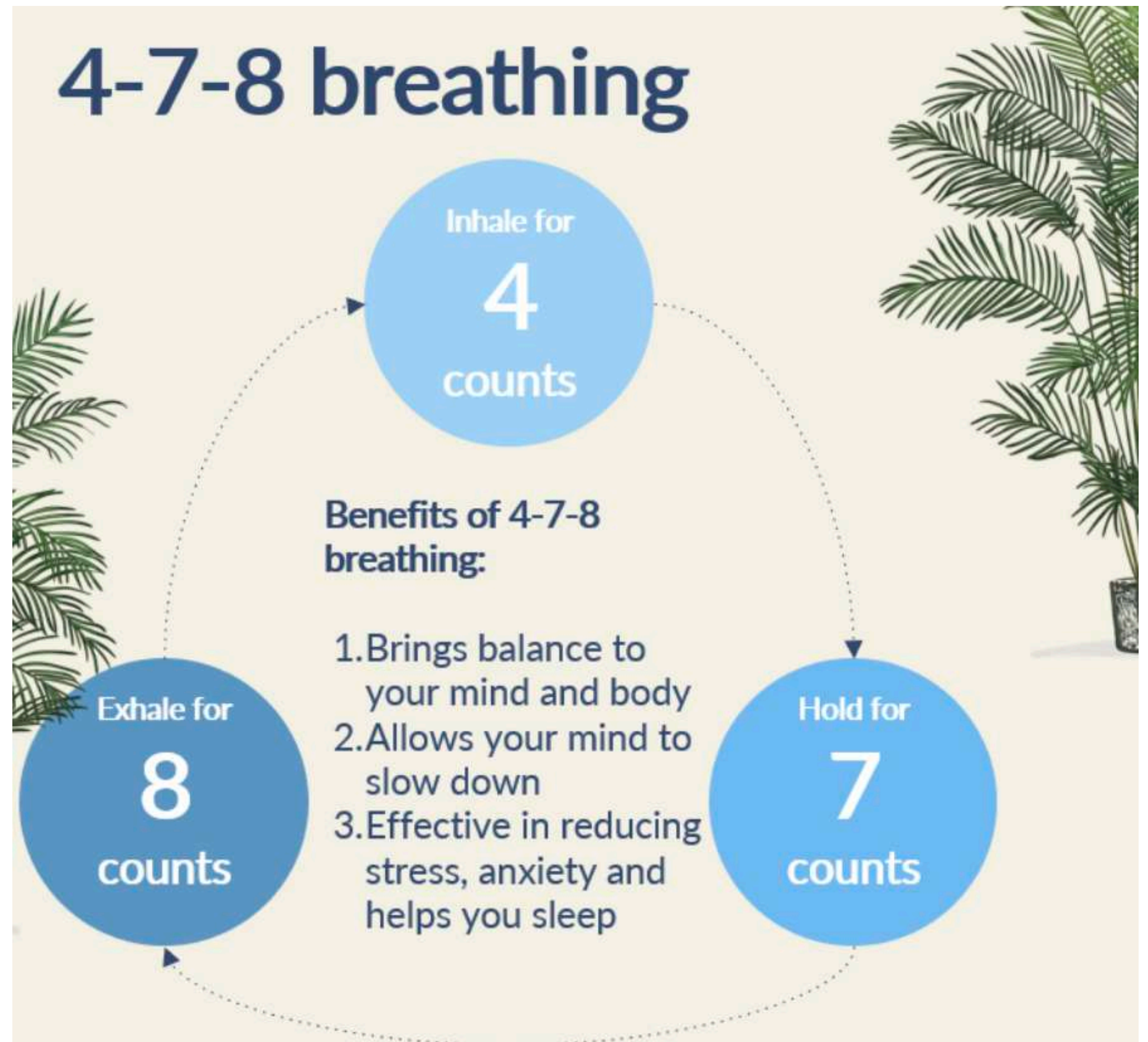


Share the mental load

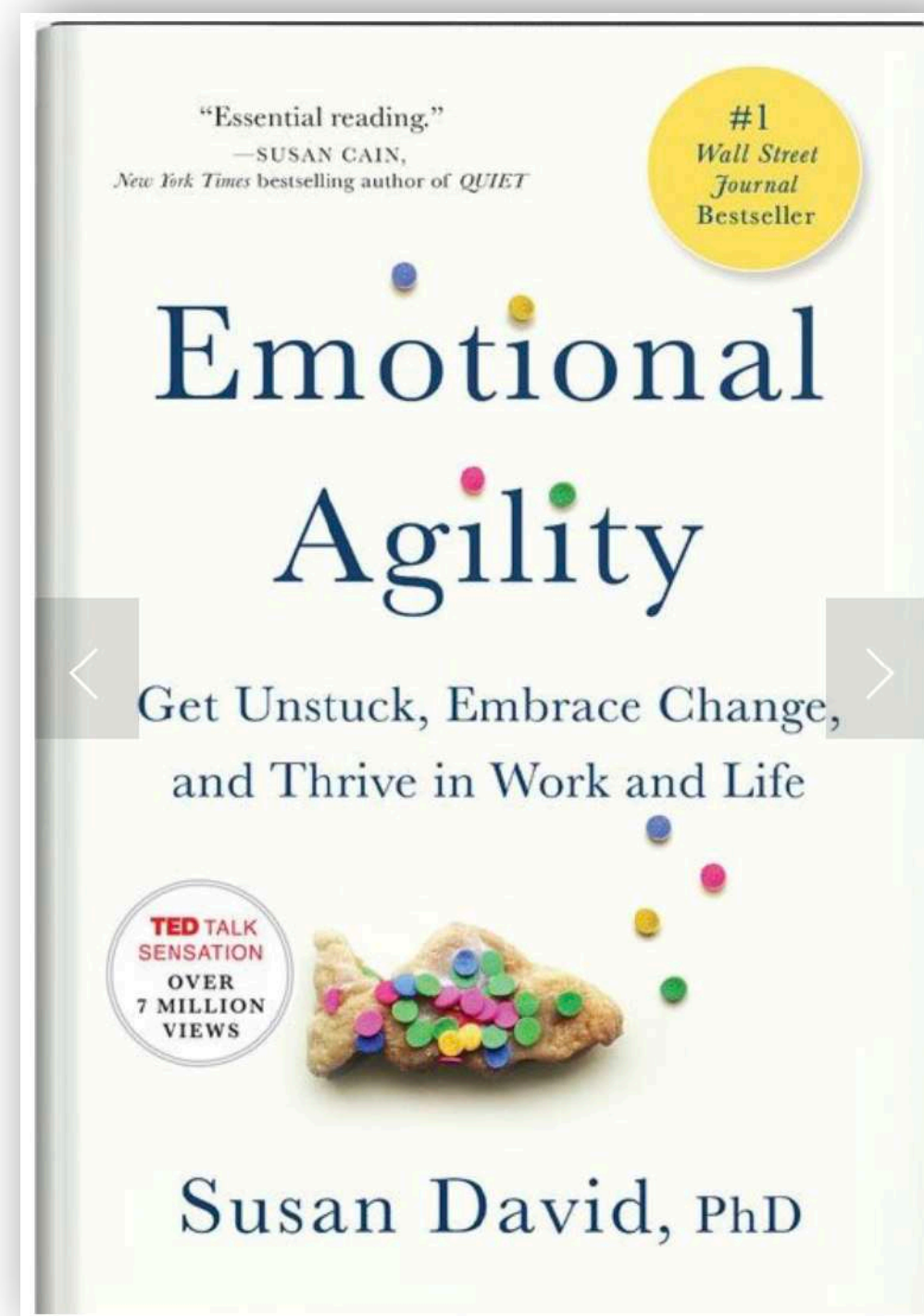


Draw on mindfulness

Building Emotional Agility



Emotional Agility



Susan David, Ph.D.
Harvard Medical School

“**Emotional Agility** is the ability to be with one’s emotions in ways that are compassionate and courageous...

Emotions are signposts for what you value...

Emotional Agility

How to build emotional agility

1. Foster the **courage and compassion** to face your difficult emotions.
2. **Shift perspective**—zoom out to take the broader view.
3. **Let go of “being right.”** Choose curiosity instead.
4. **Identify your why**—your values.
5. **Walk your why.** Make daily choices that reflect what matters to you.
6. **Grow.** Take on challenges that push you to the edge of your ability, even when it’s uncomfortable.
7. **Be open to change.** Life changes. You change. Know when to **grit** and when to **quit**.

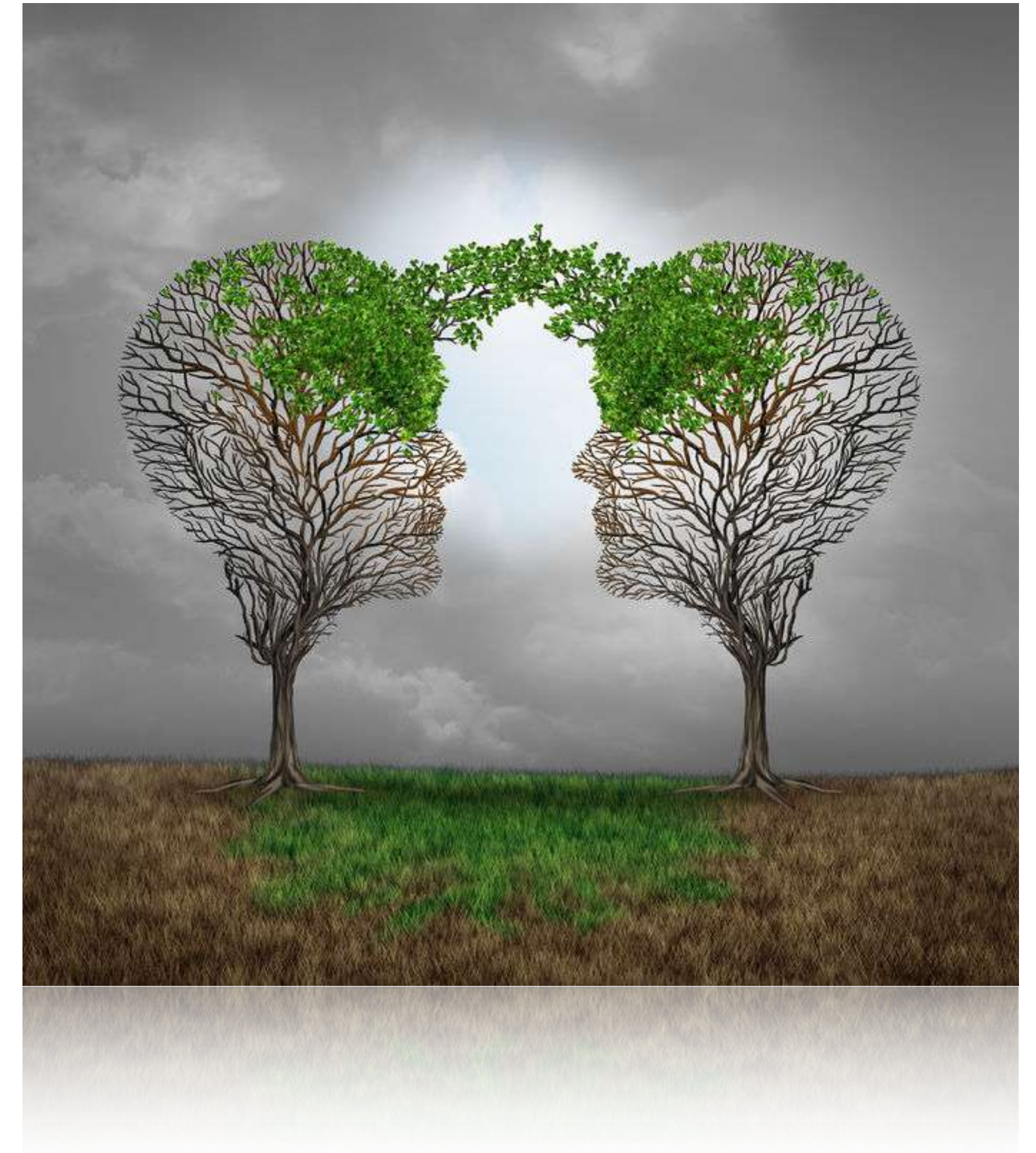
SUSAN DAVID

EMOTIONAL AGILITY

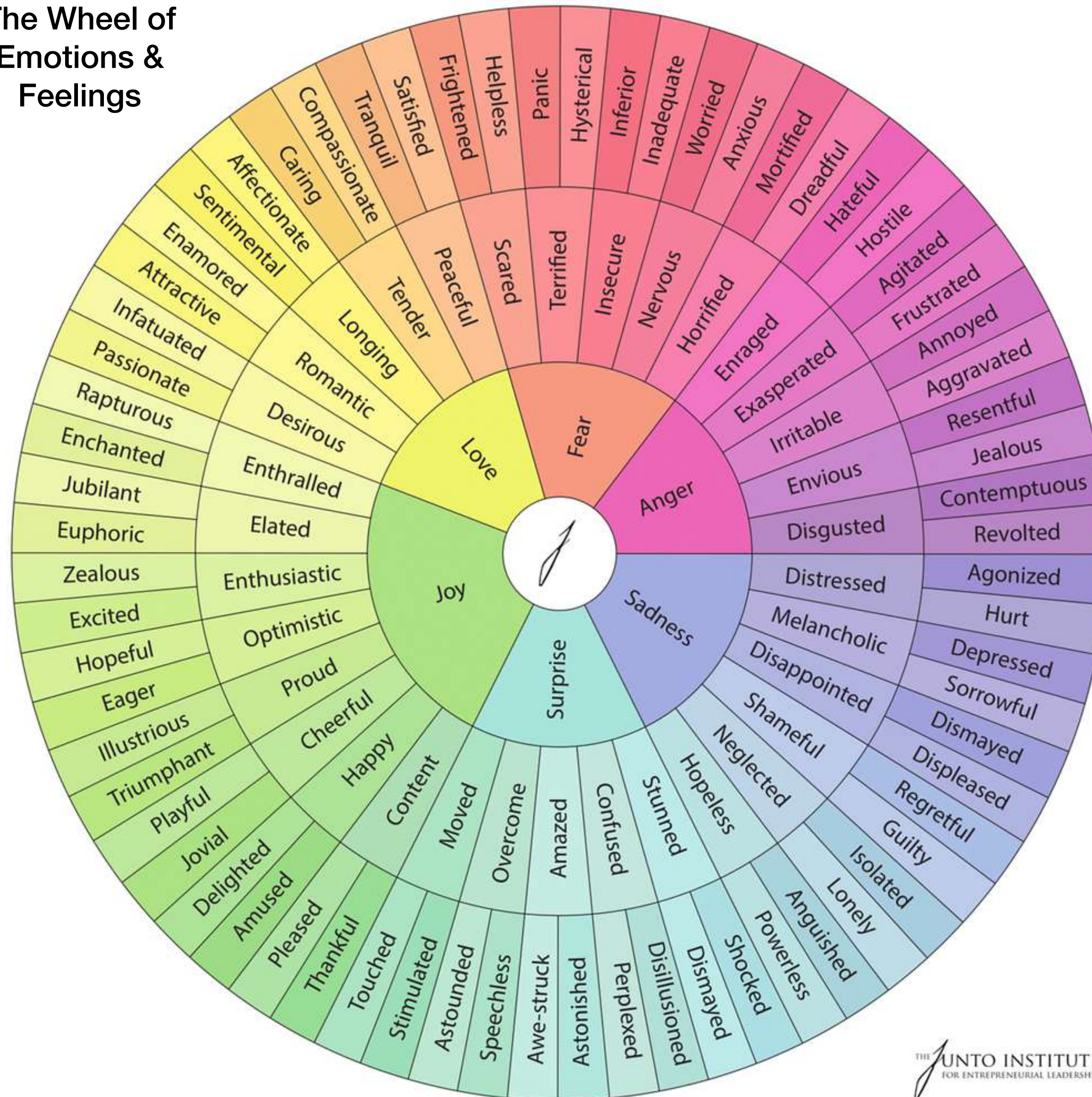
Building Emotional Agility

Showing Up: Instead of ignoring difficult thoughts and emotions or overemphasizing “*positive thinking*”, face into your thoughts, emotions and behaviors willingly, with curiosity and kindness.

- When emotions are pushed aside or ignored, they get stronger.
- Remember that ***Emotions are data***, not directives.



The Wheel of Emotions & Feelings



“People talk about emotional intelligence. But being a respectful and considerate person is not an intelligence; it’s a skill you learn by practice. It’s the skill of taking the time to label your emotions as you feel them. It’s the skill that the neuroscientist Lisa Feldman Barrett calls “emotional granularity,” understanding your emotions and being able to tell them apart. That’s knowing the difference between angry, aggravated, alarmed, spiteful, grumpy. It’s the skill of knowing how to express your emotions openly, and in that naming, to regulate them.”

- David Brooks, Boston College
Commencement Speech, May 24, 2021

A List of Emotions

Go beyond the obvious to identify exactly what you’re feeling.

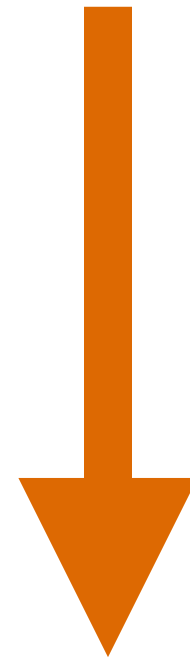
Angry	Sad	Anxious	Hurt	Embarrassed	Happy
Grumpy	Disappointed	Afraid	Jealous	Isolated	Thankful
Frustrated	Mournful	Stressed	Betrayed	Self-conscious	Trusting
Annoyed	Regretful	Vulnerable	Isolated	Lonely	Comfortable
Defensive	Depressed	Confused	Shocked	Inferior	Content
Spiteful	Paralyzed	Bewildered	Deprived	Guilty	Excited
Impatient	Pessimistic	Skeptical	Victimized	Ashamed	Relaxed
Disgusted	Tearful	Worried	Aggrieved	Repugnant	Relieved
Offended	Dismayed	Cautious	Tormented	Pathetic	Elated
Irritated	Disillusioned	Nervous	Abandoned	Confused	Confident

SOURCE SUSAN DAVID

© HBR.ORG

Building Emotional Agility

I AM Stressed



I'M NOTICING I'M
FEELING Stressed

Building Emotional Agility



Building Emotional Agility

- ☒ Have to
- ☒ Goals
- ☐ _____



Building Emotional Agility

Stepping Out: Detaching from, and observing your thoughts and emotions to see them for what they are... just thoughts, just emotions.

- Am I the thought or the thinker?
- What is the emotion telling me?
- Shift from saying, “*I am (name emotion)*” to “*I’m **noticing** I’m feeling (name emotion).*”
- You are the sky!



Building Emotional Agility



Ask yourself 3 Questions:

1. Does this need to be said?
2. Does this need to be said by ME?
3. Does this need to be said by me RIGHT NOW?

Building Emotional Agility

Walking Your Why: Your core values provide the compass that keeps you moving in the right direction.

Discomfort is the price of admission to a meaningful life.

The acceptance of all of our emotions, even the messy, difficult ones, is the cornerstone to resilience, thriving and true authentic happiness.



Building Emotional Agility



- ✓ Communicate emotions with **"I" statements**.
- ✓ Engage in conscious deep **breathing**.
- ✓ Draw on mindfulness... practice daily **meditation**.
- ✓ Press "pause"... Take a timeout or change your environment.
- ✓ Practice **responding** versus **reacting**.
- ✓ Make **empathy** a goal.

Francis Jay Caputo

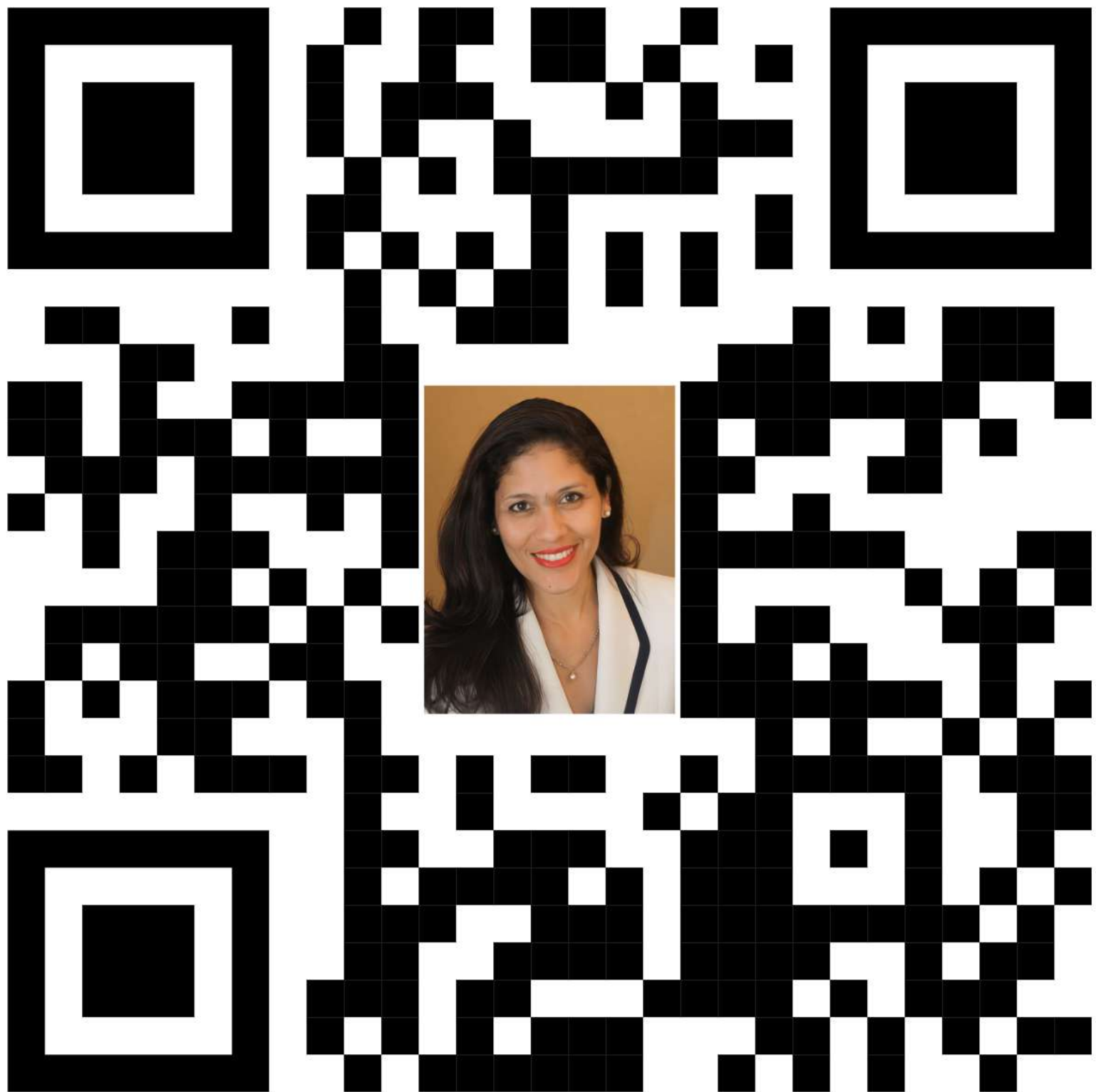
fjcaputo@4dassociates.com

fjcaputo.com



Ely Caputo

elycaputo@4dassociates.com



Christin Webb

info@thegreateryouleadership.com

