

Leadership Tools for Conservation Leaders Making a Difference in Pennsylvania



Prepared for:
Pennsylvania Association of
Conservation Districts
September 5, 2019



**66 districts help communities and people
take care of natural resources**

**County conservation districts are
efficient & effective**

**Thank you for your
leadership
preserving natural
resources**







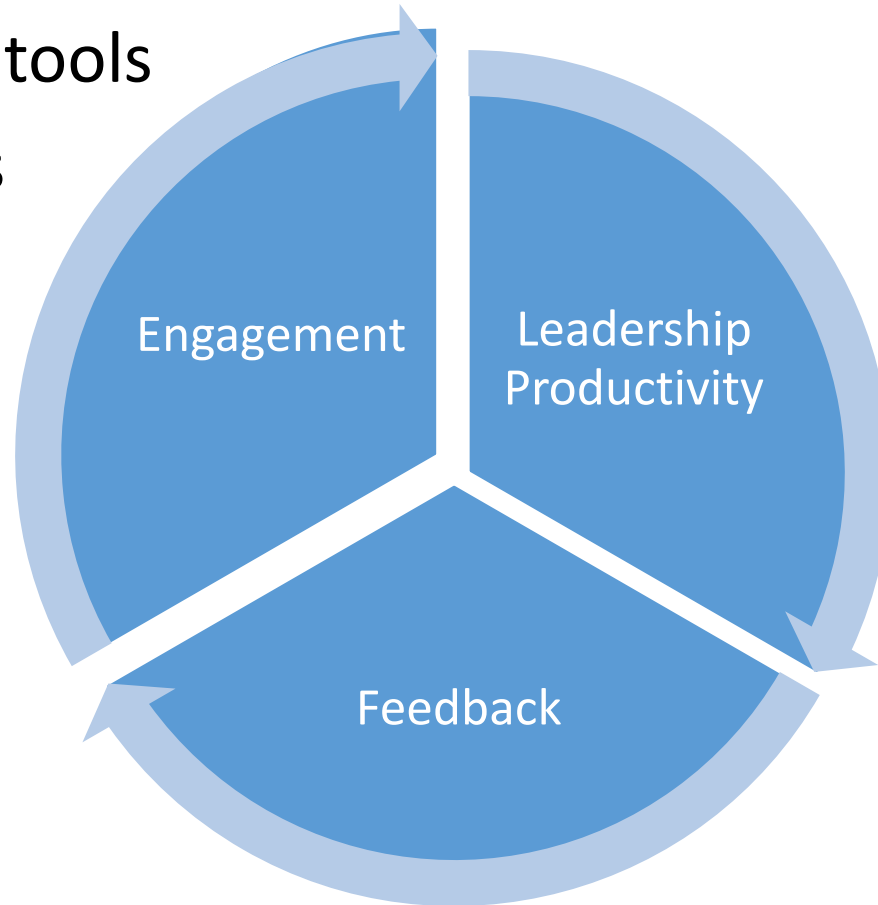
Warm Up

- Critical Thinking Exercise

- How do you put a giraffe into your refrigerator?
- How do you put an elephant into your refrigerator?
- The Lion King is hosting an animal conference. All the animals attend – except one. Which animal does not attend?
- There is a river you must cross but it is used by crocodiles and you do not have a boat. How do you manage it?

Focus for Today's Session

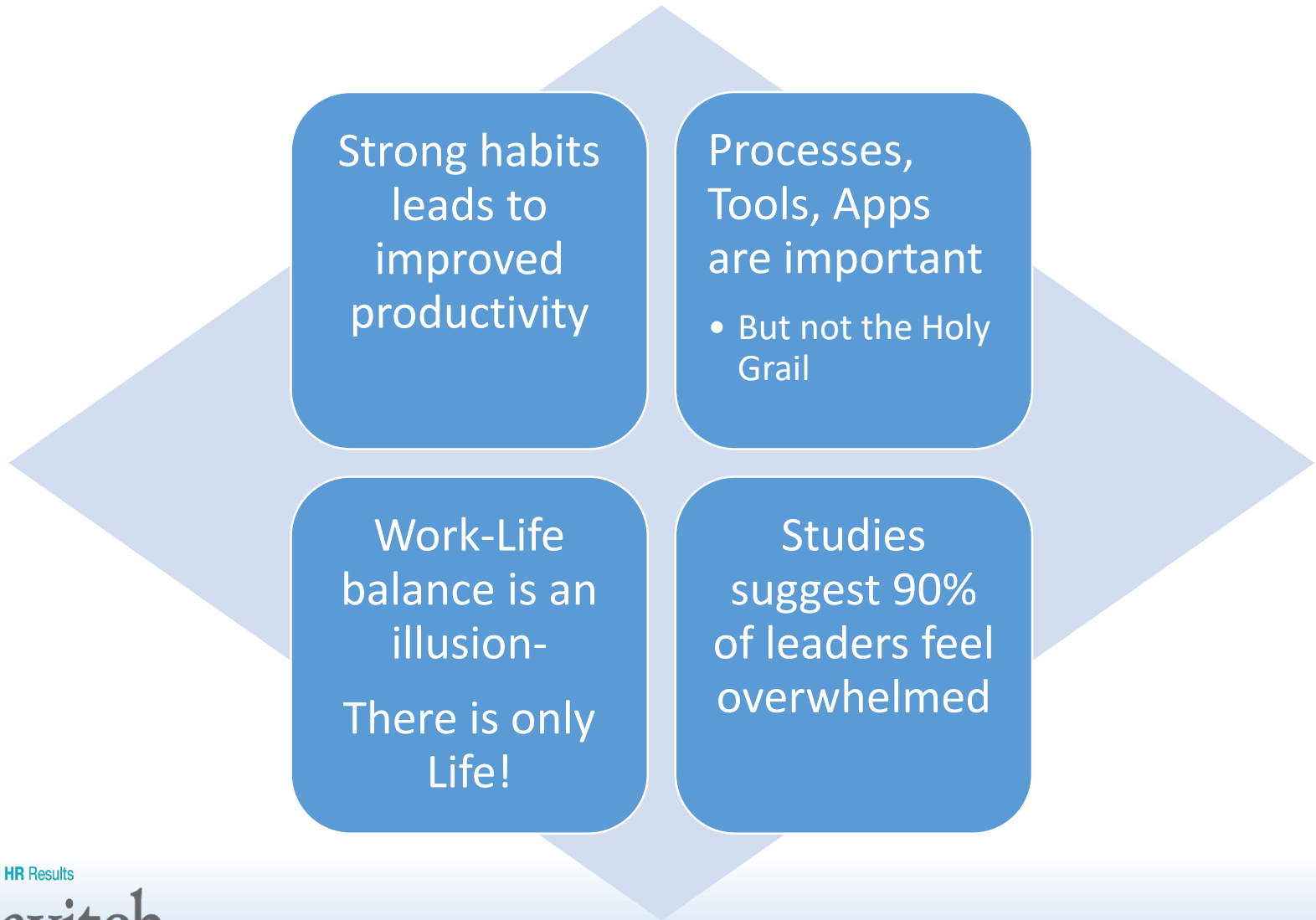
- Introduce proven concepts
- Share pragmatic tools
- Build capabilities



Leadership Impact Zone



Maximize Leadership Productivity



Four Leadership Habits to Maximize Productivity



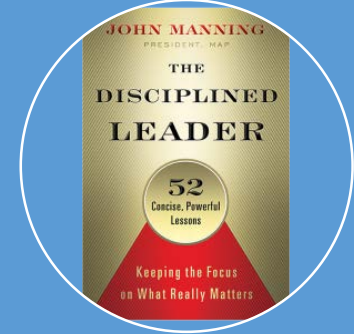
Plan Your
Work, Work
Your Plan



Manage
Energy vs.
Time



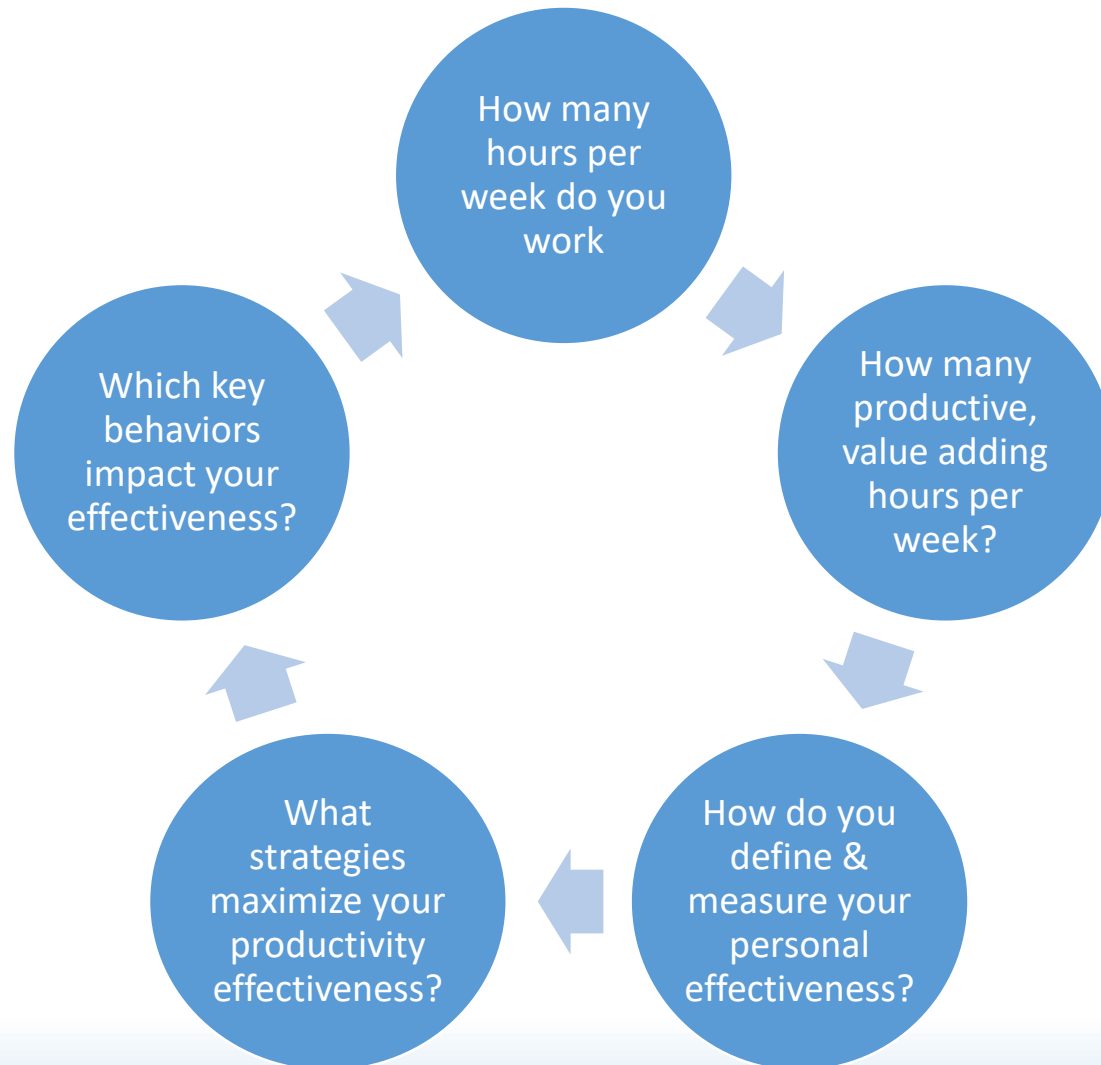
Focus on
the Things
that Matter
Most



Relentless
Self
Discipline



Questions - Leadership Productivity & Time



Opportunity #1: Plan Your Work, Work Your Plan

- Evaluate how you currently plan your daily work
- Align work with your strategy to achieve your mission
- Establish a daily planning ritual that delivers value
 - 1 minute planning saves 10 minutes in execution
 - Brian Tracy

Opportunity #2: Manage Energy, Not Time

- Time is a Finite Resource, Energy is Not
 - Body
 - Emotions
 - Mind
 - Spirit
- Observations from 35 years experience
 - Successful leaders are self aware, build rituals, and develop habits to maximize their energy
- Energy crisis audit (HBR Article – Schwartz & McCarthy)

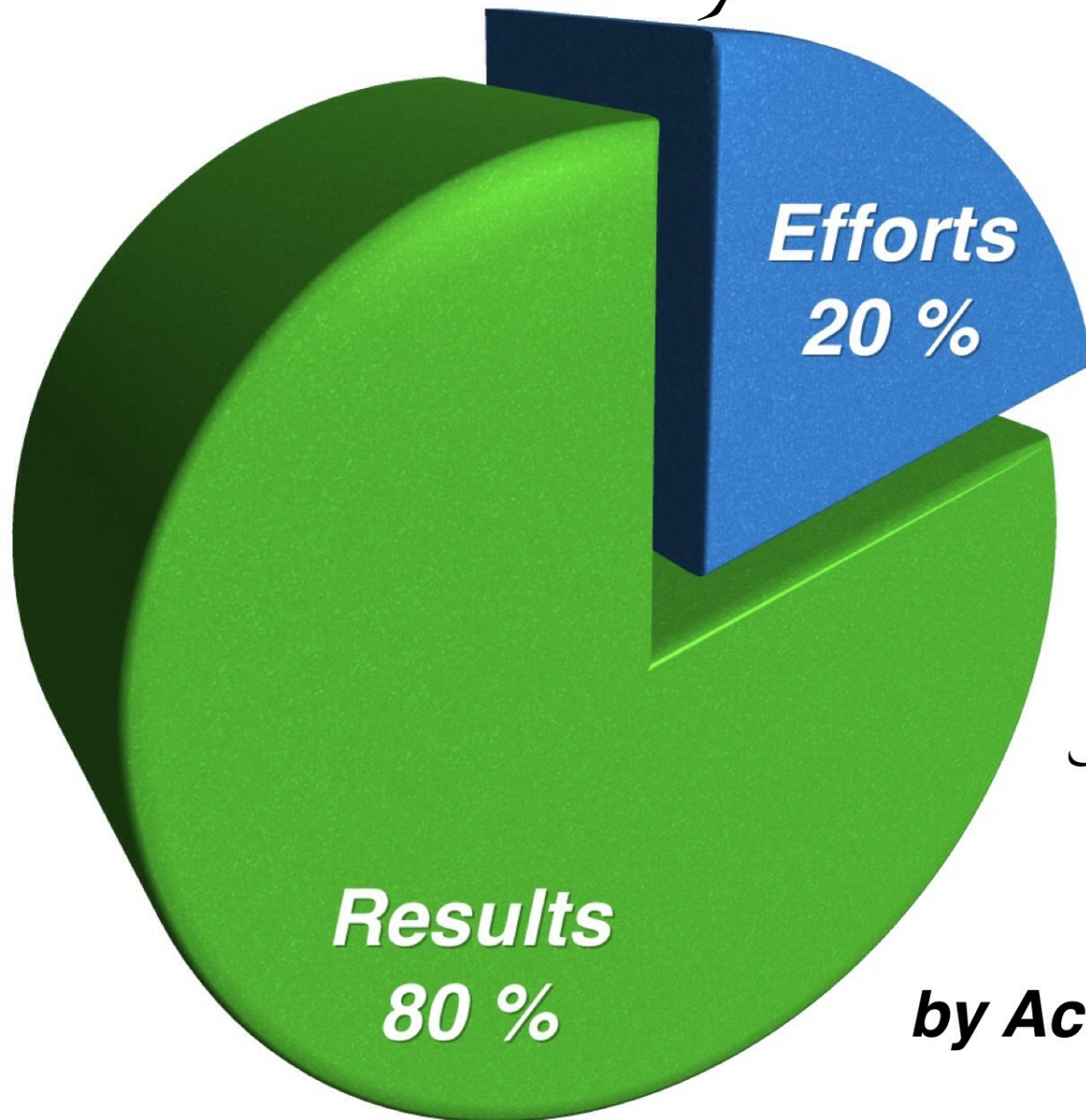
Leadership Energy & Time Assessment

- Energy & Time Inventory
 - Is your energy focused on the most important topics?
- Value Creation
 - How is your energy aligned with most critical goals that impact customer, operational, and financial performance?
- Patterns
 - What personal behaviors impact your energy & productivity?
- <https://youtu.be/q6RcFY0Tgro>

Opportunity # 3: Focus on Things that Matter Most

- Apply Pareto's Principle to maximize results
 - 80/20 Rule - roughly 80% of the effects come from 20% of the causes or effort
- Focus energy on the top deliverables
- Seek the Simplest Solutions (Occam's Razor)
 - Fewest steps in a process
 - Retain only what is necessary

The Pareto Principle



by Vilfredo Pareto
1848-1923

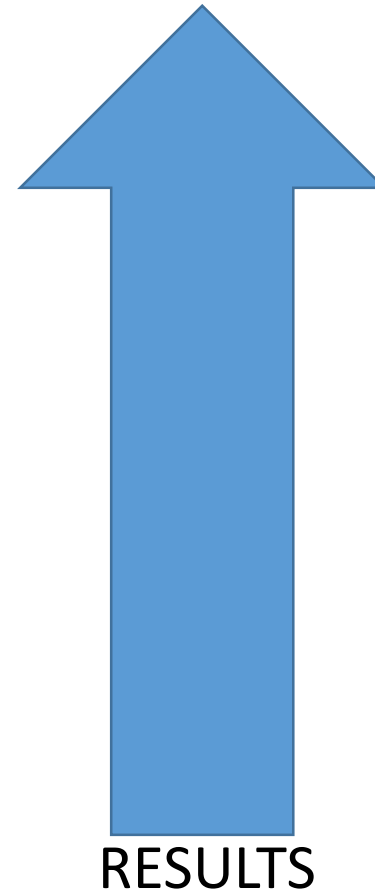
***The Secret to Success
by Achieving More with Less***

Opportunity #4: Develop Relentless Self Discipline

- Time Vampires: Eliminate behaviors and environmental cues that take your brain off task
 - Studies demonstrate that an *interruption results in a loss of 20 minutes* of effective work
- Examples that take our brain off task
 - Email
 - Text Messages
 - Phone Calls
 - Drop Ins
- Extreme Productivity Article - protect your time

Leadership Productivity - Key Takeaways

- Plan
- Manage energy
- 80/20 Rule
- Self Discipline



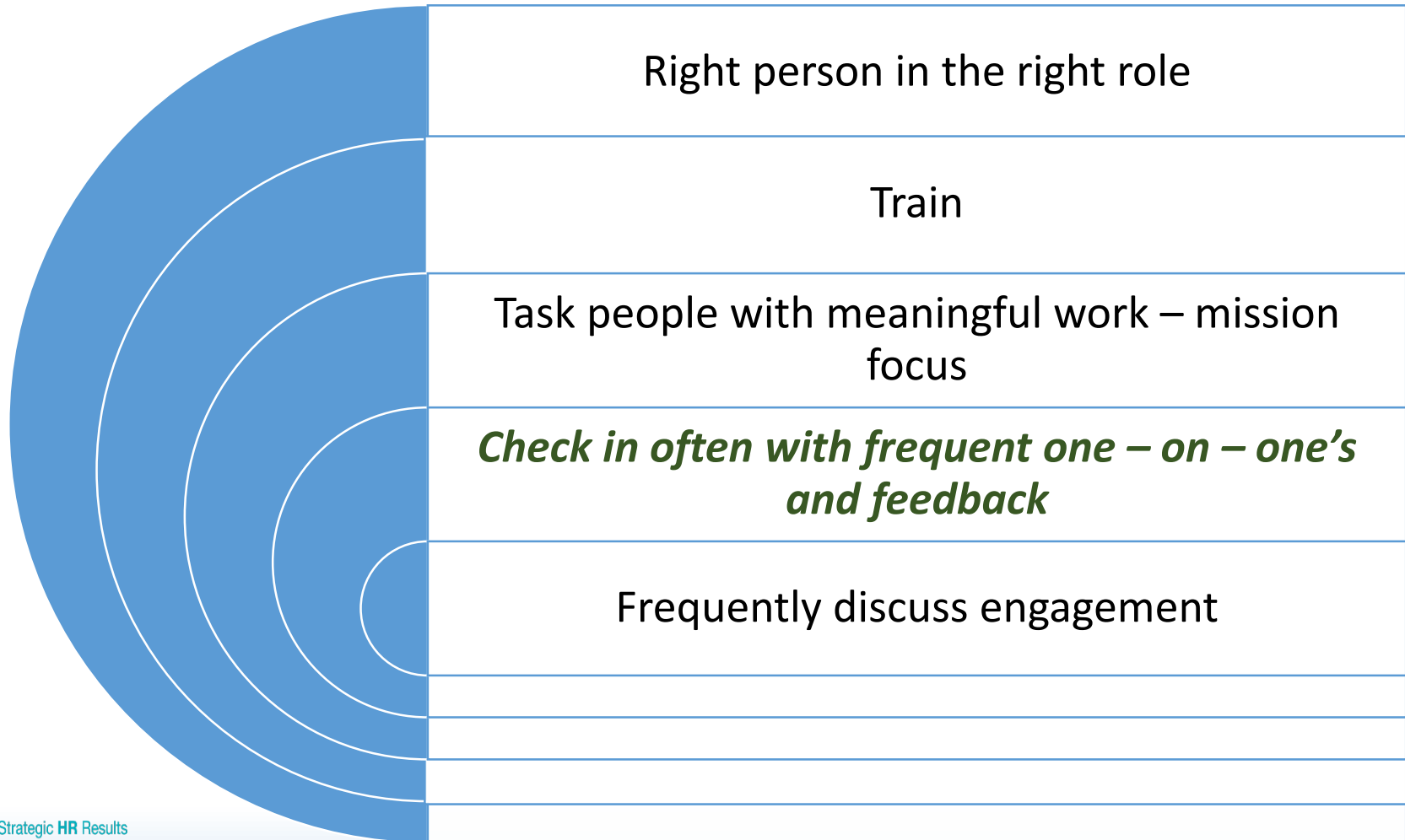
Leadership Impact Zone



A Few Words about Engagement

- According to *Gallup's State of the Global Workplace* report, only 15% of employees worldwide are engaged in their jobs – meaning that they are emotionally invested in committing their time, talent and energy in adding value to their team and advancing the organization's initiatives. More Gallup research shows that employee disengagement costs the United States upwards of \$550 billion a year in lost productivity. So one could see why this is both a serious problem that most leaders and managers face with today's workforce — but also an amazing opportunity for companies that learn to master the art of engagement.


Steps to Increase Engagement - & Results



Leadership Impact Zone



Effective Performance Feedback



Basics for Productive Feedback to Improve Results

- Build trust & improve retention through **weekly 1:1 discussions**
- Use a **4 step process** to deliver **feedback in real time** situations
- 91% of 90,000 managers studied report improved performance

What is a Manager's Role?

- “The Talk”
 - <https://youtu.be/rgwpr31CSx0>
- Leadership - Simon Sinek
 - Culture Wins, Values Matter, Managers Engage
 - https://youtu.be/nDFQ_KNB4BU
- Daily Mission of a Manager

Achieve Results & Retain Your Staff

Mark Horstman
The Effective Manager

Investment to build trust & provide feedback

Process	Time Investment Required
Assume 2080 hours available for work & average employee takes 3 weeks vacation	
Conduct 1:1 meeting (30 minutes - 49 X per year)	1,470 minutes = 24.5 hours
Quarterly review - 3x per year (note: these reviews take place of the weekly 1:1 discussion)	90 minutes = 1.5 hours
Annual review - 1x per year (note: this review takes the place of a weekly 1:1)	45 minutes = .75 hours
Planning & Documentation for 1:1 and reviews	360 minutes = 6 hours
Total time invested	Approximately 30.5 hours
30.5 hours/1960 hours worked	.015 per employee

Conducting Weekly One – on – One's

Effective Manager O3 Model

Key Steps for Effective O3's

Potential watch outs

Conducting Weekly One – on – One's

- Build relationships with a purpose
- Process (O3 Template)
- Diligently followed =



Definition of Feedback

- Return of Information about a Result
- Exchange with a Manager and Employee about Expected Performance and Actual Performance
- Giving and Receiving Information

Feedback for Daily Improvement

- Help direct reports succeed & improve future results
- Applies to both positive and constructive situations
- If you desire high performance, you have to talk about it with your direct reports
- Focus on future results

Potential Roadblocks to Giving Feedback

- No model to follow
- Focus
- Time
- Complacency
- Stress/Pressure
- Failure to listen or paying attention to others

Feedback Key Principles – Keep it Simple

- Timely
- Specific
- No Surprise Rule
- Words & Music of Feedback – No “crap sandwiches”

Reasons that People Resist Feedback

- Lack of trust
- Lack of frequent communication
- Power of the Paycheck
- Avoidance of Conflict

WE CAN LEARN FROM OUR MISTAKES. LET'S MAKE A LIST OF THE THINGS THAT EACH OF YOU DID WRONG THIS YEAR.



Dilbert.com DilbertCartoonist@gmail.com

IS IT JUST A COINCIDENCE THAT OUR ANNUAL PERFORMANCE REVIEWS ARE DUE NEXT WEEK?

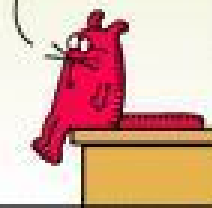


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IT WOULD HAVE BEEN THE STUFF OF MANAGEMENT LEGENDS.



VERY NICE TRY.



SEVEN STAGES OF A PERFORMANCE REVIEW

IT'S TIME.



DENIAL

WHAT THE...? THESE AREN'T EVEN MY OBJECTIVES!



ANGER

WHO SAID THESE THINGS ABOUT ME?!



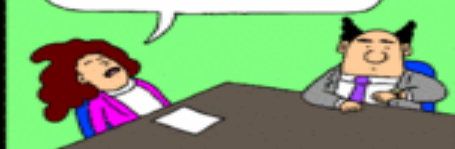
BARGAINING

WHAT IF I MAKE SOMEONE WRITE A GLOWING E-MAIL ABOUT ME?



DEPRESSION

MORALE SLIPPING AWAY...HAIR... SO...LIMP.



ACCEPTANCE

WHATEVER. THERE'S NO BUDGET FOR RAISES ANYWAY.



TRASH-TALKING

...WOOL-COVERED PILE OF IGNORANT MONKEY SPIT.



LUNCH

A FALAFEL WOULD HIT THE SPOT.



An Honest Conversation About Performance Reviews

- Performance Reviews (Markus Buckingham)

- <https://youtu.be/VPzHCJAuG4c>

- <https://youtu.be/OEyT-a8vQ50>

- <https://youtu.be/JAVCr6rwwv4>

- TedX Future of Feedback

- <https://youtu.be/JAVCr6rwwv4>

A Simple Approach to Consistent Feedback – (Marcus Buckingham)

- <https://youtu.be/P5LNtURkBi0>



Four Step Model for Performance Feedback

Ask

State the Behavior

State the Impact of the Behavior

Encourage Effective Future Behavior

Step 1 - Ask

- Purpose
 - Seeking permission sets the stage for direct to listen
 - Remember to honor their response in the moment
- “Can I give you some feedback?”
- “Can I make an observation?”
- “May I share something with you?”

Source: Mark Horstman

Step 2 – State the Behavior

- Purpose:
 - is to tell the direct what he/she did well or what they did that we would like to change
- Always start with the following words: “ When you (insert the behavior)....”
Example: “When you are late 15 minutes....” When you deliver your report ahead of schedule....
- Do not sugar coat the feedback
- A few words about delivery of the feedback:
 - Use words carefully
 - How use say words matter
 - Facial expressions
 - Body Language
 - Work Product Behavior

Source: Mark Horstman

Step 3 – State the Impact of the Behavior

- Purpose: Provide clarity
 - State the impact to help the direct report understand the effect of the behavior on the organization, the team, and you
- “Here’s what happens”
 - Example: “When you deliver the information ahead of schedule, here’s what happens....the customer signed a new three year contract with a 5% price increase”.

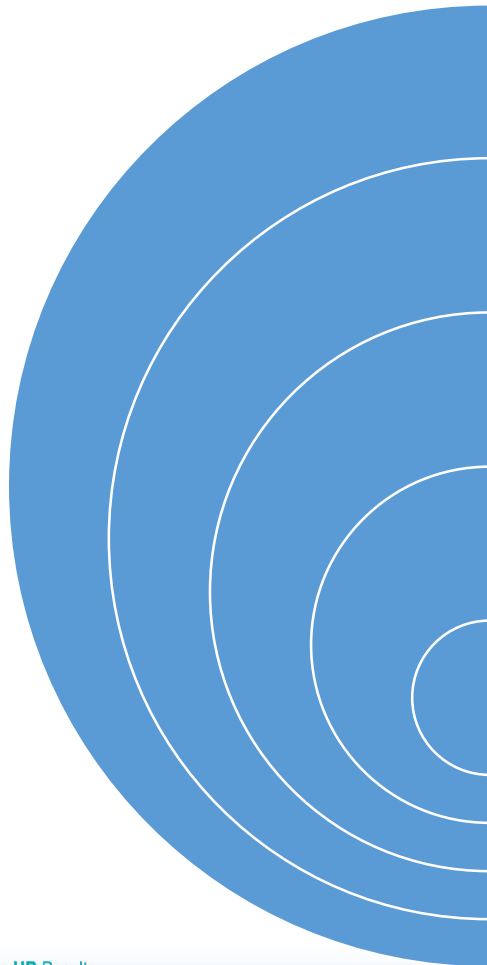
Source: Mark Horstman

Step 4 – Encourage Effective Future Behavior

- Purpose
 - Ask for a change in behavior or thank the person for the behavior
 - Long term positive behavior impact is the goal
- Positive
 - “Thanks” and “Please keep it up”
- Improvement
 - “Can you change that” or “What can you do differently”
- Studies report 91% improvement/change in behavior

Source: Mark Horstman

A Few Words on Documentation



Simple
Fact Based – Not Opinion
Helps you to summarize for annual review
Discoverable
If in doubt, call HR

Official vs. Informal Documentation

Official or Formal	Daily or Operational
Performance Reviews	Daily Log or Journal
Performance Improvement Plans	Desk File – Informal Employee Files
Corrective Action/Discipline	1:1 Updates (Documented)
Commendations	Record of Discussion
Written Letters	Qtly Touch Point Review

Keys for Successful Annual Reviews



Surprise
Free Annual
Discussions



Confirms
feedback
collected in
one – on –
one's



Create a
dialogue
about future
performance



Simple
review
format

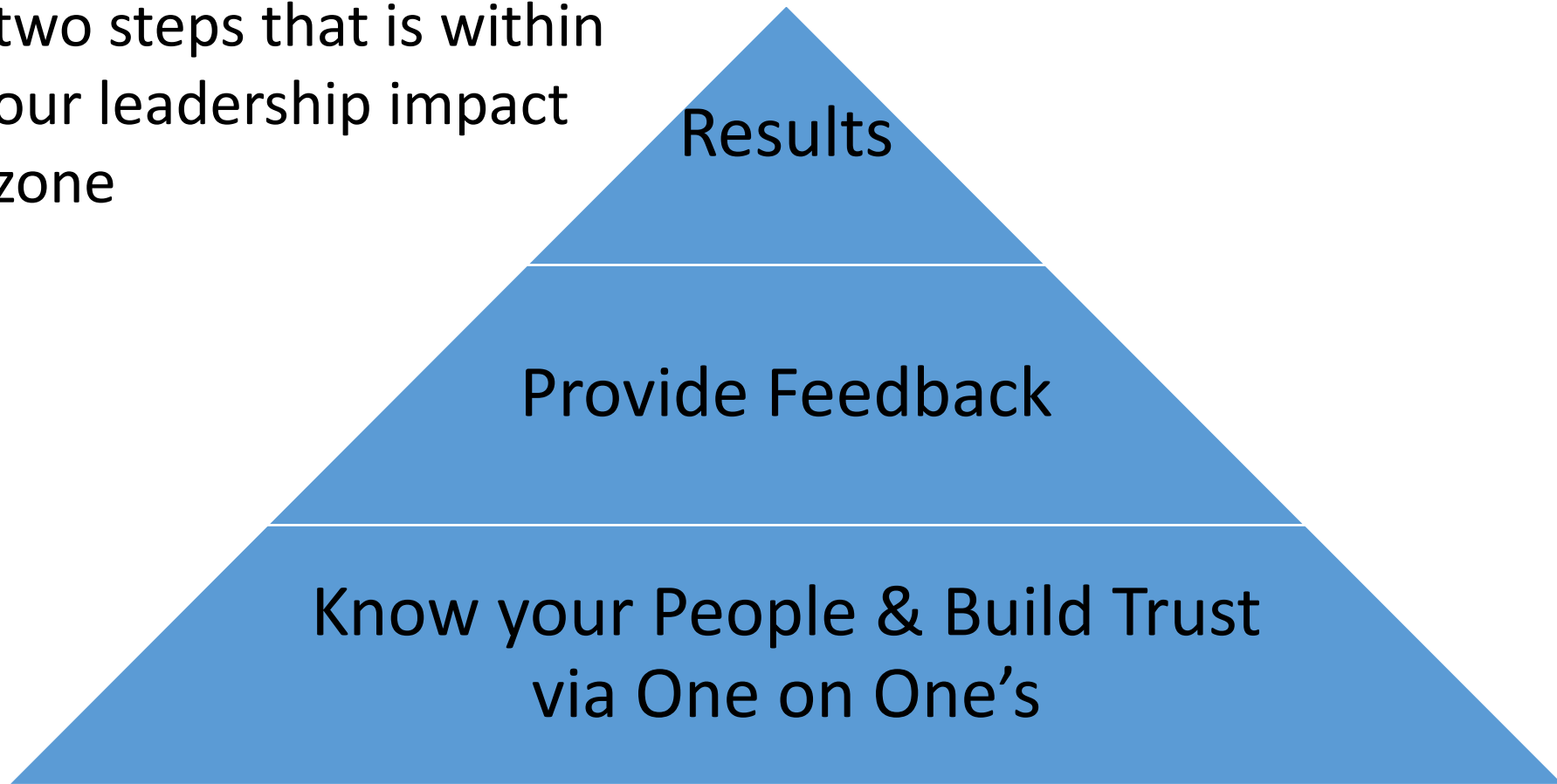


Employee
self feedback
– 1:1's,
quarterly, &
annual



Key Takeaways for Effective Managers

70% value captured in
two steps that is within
our leadership impact
zone



How Will You Build Your Leadership Impact Zone?



WHAT YOU SHOULD FOCUS ON

Leadership
isn't about
getting your own way.
it's about
helping others
find theirs.

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