Executive Leadership Skills that Make a Difference

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Objectives

Time Management Review

Effective Communication

Engaging Employees from across the Generations.

Action Planning

Housekeeping & Ground Rules

Please RESPECT the diverse thoughts, opinions and backgrounds of your colleagues.

Parking Lot

Any issues that we can't address or answer immediately--will go in the parking lot.

Questions
&
Comments

Any questions or comments, please use post-it notes.

A leader is one who
knows the way,
goes the way, and
shows the way.

—JOHN MAXWELL

Time Management Review

Are you Spinning too Many Plates?

Over a lifetime, the average American spends

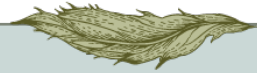6 months waiting at red lights (and 2.5 years driving).

5 years waiting in line and 6 years eating.

One year looking for misplaced objects.

23 years in bed and 7 years in the bathroom.

How other cultures think of time...

- *"Think of many things. Do one."* Portuguese proverb

- *"There is no hand to catch time."* Bengali proverb

- *"Today can't catch tomorrow."* Jamaican proverb

- *"Haste has no blessing."* Swahili proverb

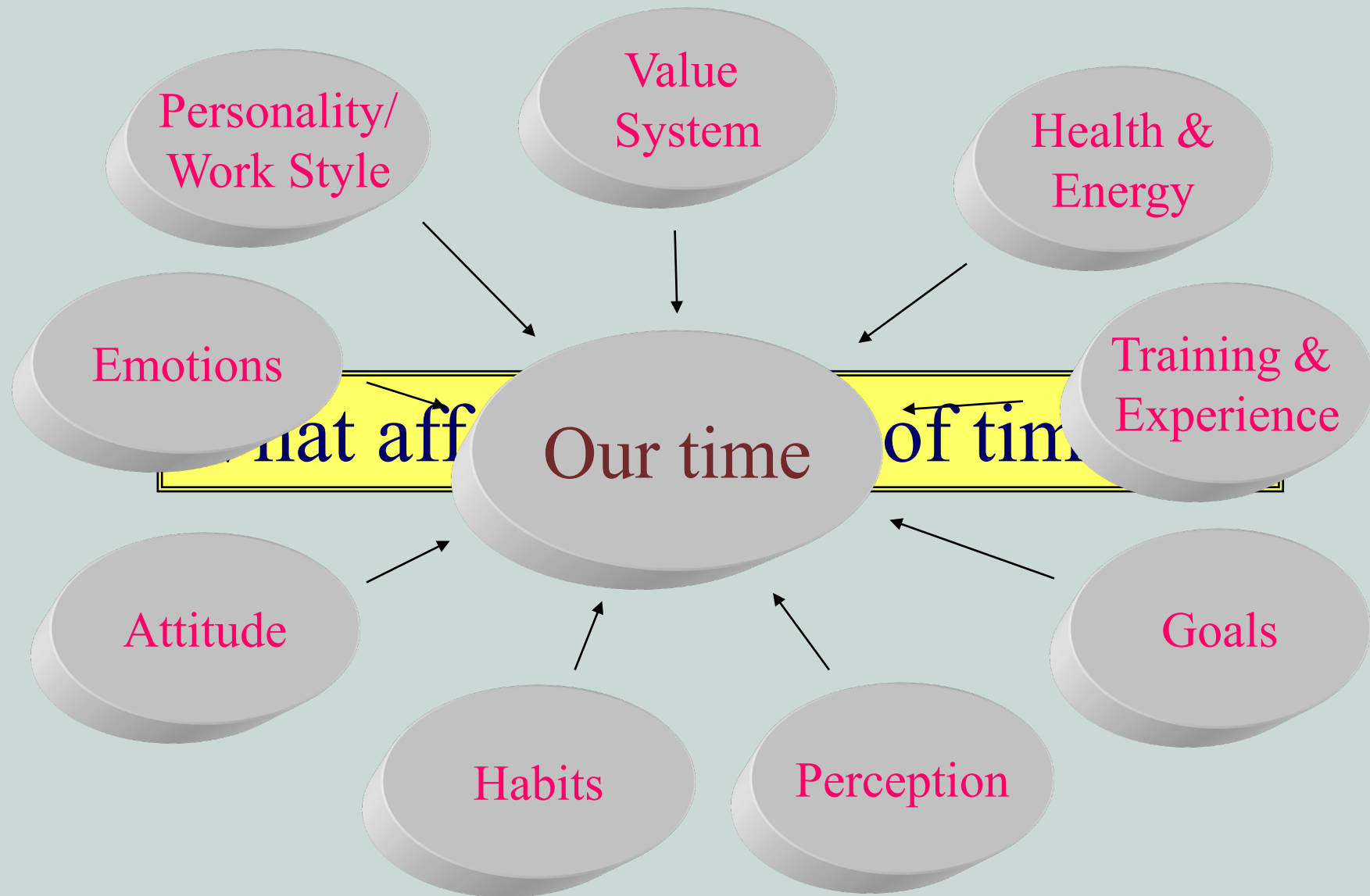- *"Haste makes waste."* English proverb

Time Warp

What does time mean to you? We all have 1440 minutes in each day! Do you spend your time wisely?

- Everyone has the same allotment of time, but we all look at time differently.
- Can we change our time-use patterns?
- What factors affect how we use our time?

Top Ten Time Management Mistakes

1. _____ Keeping too many things in your head.
2. _____ Doing whatever grabs your attention next.
3. _____ Doing very efficiently that which need not be done at all.
4. _____ Not spending enough time on your top priorities.
5. _____ Poor planning or non at all.
6. _____ Working in a disorganized and distracting work environment.
7. _____ Attempting to do too much.
8. _____ Always saying yes.
9. _____ Not managing your inflows.
10. _____ Confusing activity with productivity.

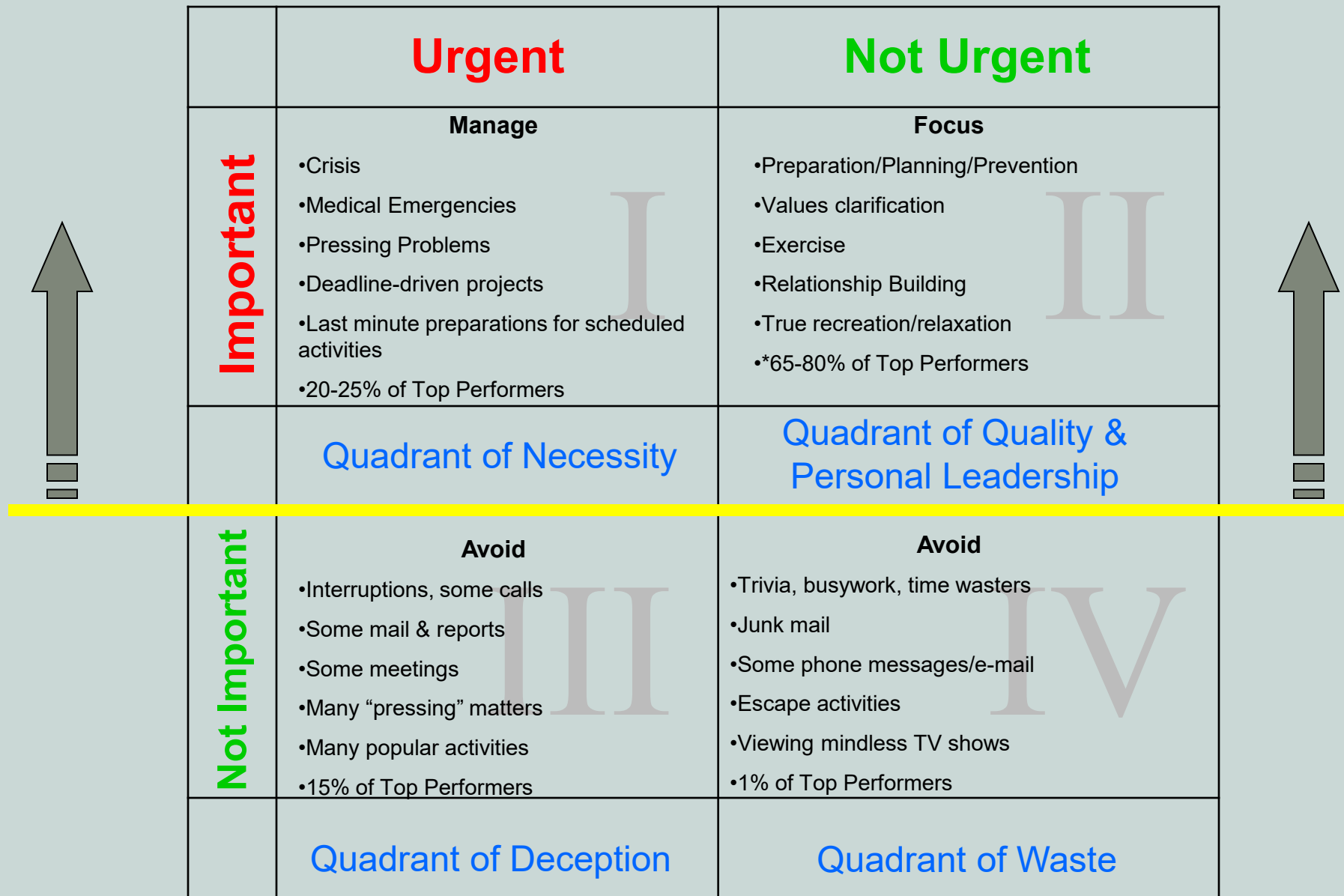Choose your top three please.

Time Management Matrix
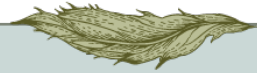
- URGENT: requires immediate attention, usually visible, pressing, someone else's *'stuff'*, sometimes what is popular – REACT!

- IMPORTANT: Get results!!! – Contributes to your mission, your values, and your high priority goals – ACT!

  - Focus on activities with the biggest *'impact'* versus activities that seem to be the most urgent.

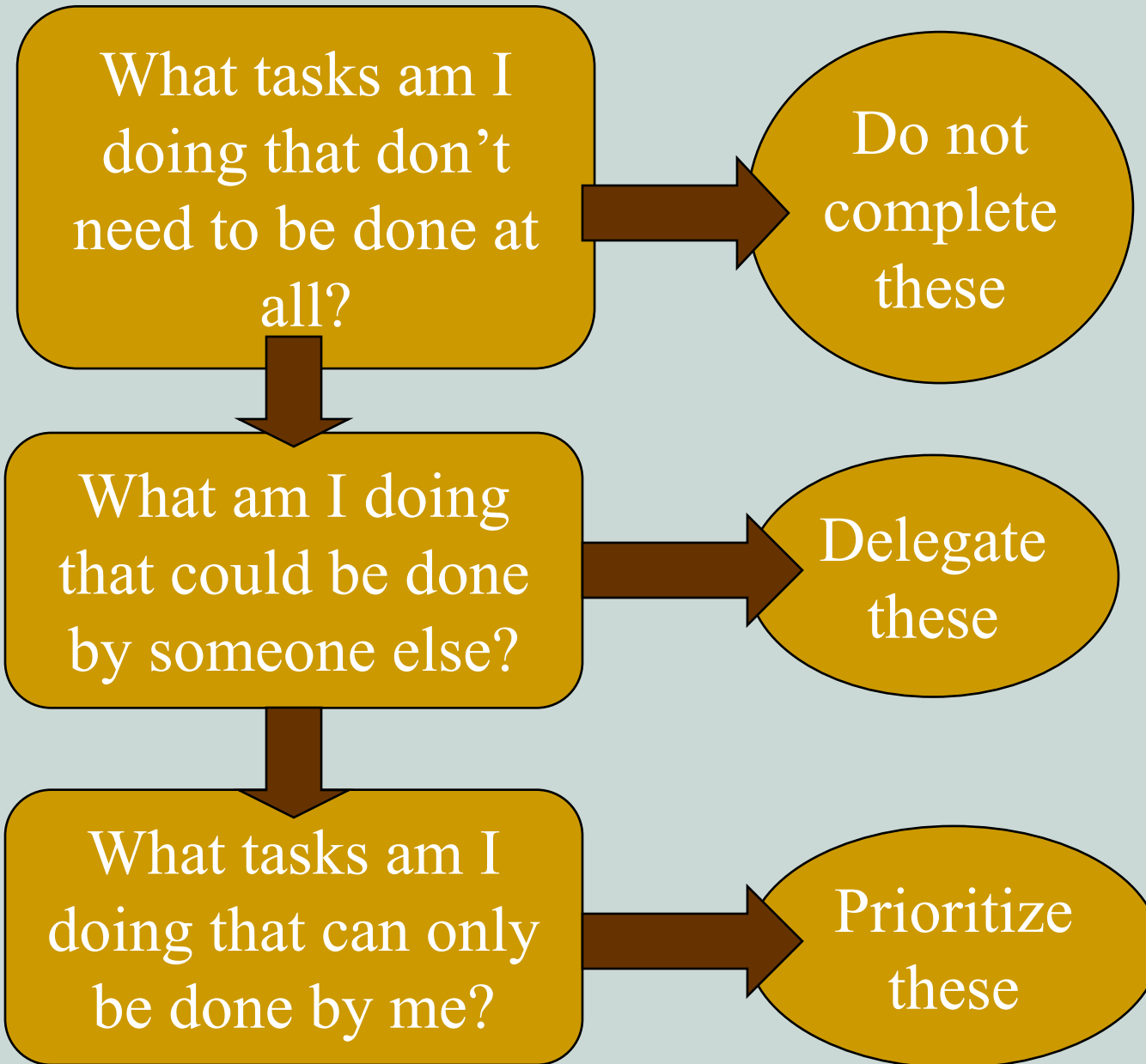|	**Urgent**	**Not Urgent**
Important	**Manage** •Crisis •Medical Emergencies •Pressing Problems •Deadline-driven projects •Last minute preparations for scheduled activities •20-25% of Top Performers I	**Focus** •Preparation/Planning/Prevention •Values clarification •Exercise •Relationship Building •True recreation/relaxation •*65-80% of Top Performers II
	Quadrant of Necessity	Quadrant of Quality & Personal Leadership
Not Important	**Avoid** •Interruptions, some calls •Some mail & reports •Some meetings •Many "pressing" matters •Many popular activities •15% of Top Performers III	**Avoid** •Trivia, busywork, time wasters •Junk mail •Some phone messages/e-mail •Escape activities •Viewing mindless TV shows •1% of Top Performers IV
	Quadrant of Deception	Quadrant of Waste

Your Top Work Priorities

Based on this matrix, what are your primary work goals; the goals that you are entirely responsible? What quadrant do you spend most of your time?
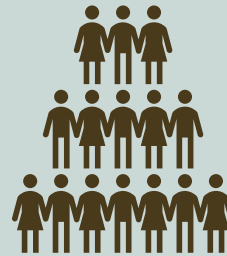
As leaders, work with your teams to establish their critical work priorities.
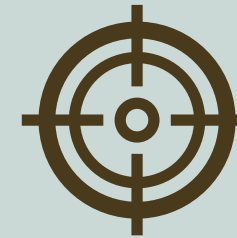
Are your day-day activities consistent with your conservation districts guiding principles.

What tasks am I doing that don't need to be done at all? → Do not complete these

What am I doing that could be done by someone else? → Delegate these

What tasks am I doing that can only be done by me? → Prioritize these

Planning Tips and Techniques

STOP: Take a deep breath and ask yourself…

- Is this what I want <u>or</u> need to be doing right now?

- What has to be done?

- How much of it has to be done? When?

- How fast does it have to be done?

- How much will it 'cost' to do it?

Plan Weekly

- At the beginning of each week, set aside 20-30 minutes to determine the priorities for your week.

- Look at your top priorities and see if they are part of your week.

- What can I do this week to have the most impact on……..?

- Look at your Time Management Matrix Quadrant II and determine what is Important and Not Urgent and plan some activities to support these activities.

- During the week, place the Quad II items in your planner/calendar to get your week planned.

Plan Daily

- Take 5-10 minutes each day to plan your day. If you are not a morning person, conduct the planning time at the end of the day.

- Check your daily appointments and allow for your meetings and appointments.

- Develop a realistic list of tasks and projects to be completed.

Plan Daily

- Prioritize the list by the following method:
  - Prioritize the list of items that are of High Priority (A): MUST be done!
  - Medium Priority (B): Should be done!
  - Low Priority (C): Could be done!
  - Work them in this order.
  - Once you have the A, B, C order, establish a number for each letter. Such as A1 for most important. For tasks of medium importance label them, B1, B2, etc.

Plan Daily

By each item use the following symbols to help you throughout the day:

☑ (✓)   Check mark for completed tasks.

●   A dot to identify a call or task in progress.

MKW   If a task is delegated, write the person's name next to the item.

X   Place an 'X' if the task gets deleted.

➡   An arrow identifies to transfer the task to the next day.

The Clock & the Compass

"The clock represents our commitments, appointments, schedules, goals, activities – *what we do with, and how we* manage our time. The compass represents our vision, values, principles, mission, conscience, direction – what we feel is important and *how we lead our* lives."

Stephen Covey

Final Thoughts

1

The key to effective time management is to make sure you are doing the RIGHT things, and not just staying busy.

2

"Working SMARTER, not harder," is a common phrase. Listen to this advice. ☺

Remember...

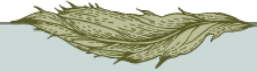*"Today is the tomorrow we worried about yesterday."*

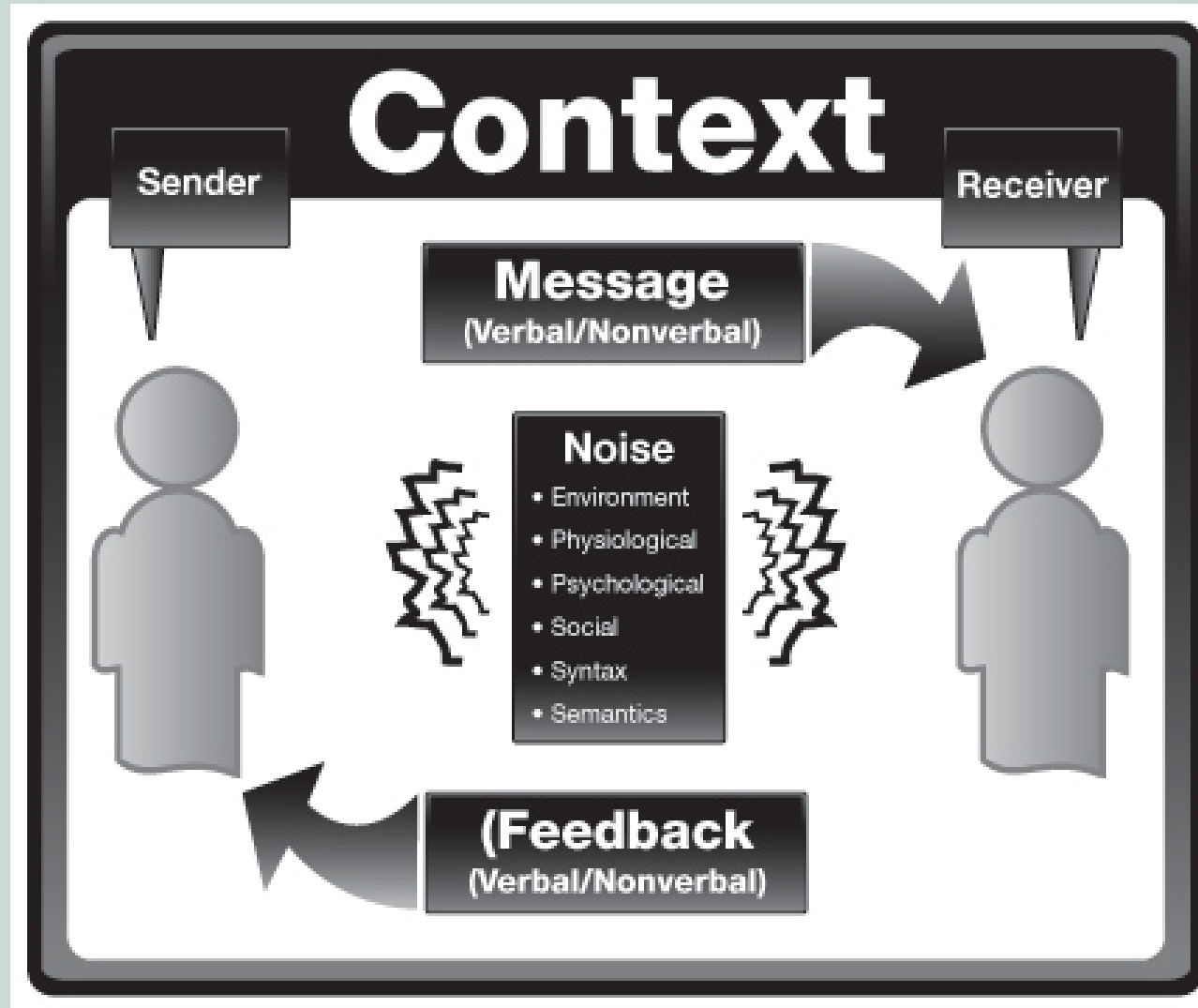Fortune Cookie

Effective Communication

Four Basic Communication Goals

As we communicate, we try to accomplish four basic goals:

1. Be understood

2. Understand others

3. Be accepted

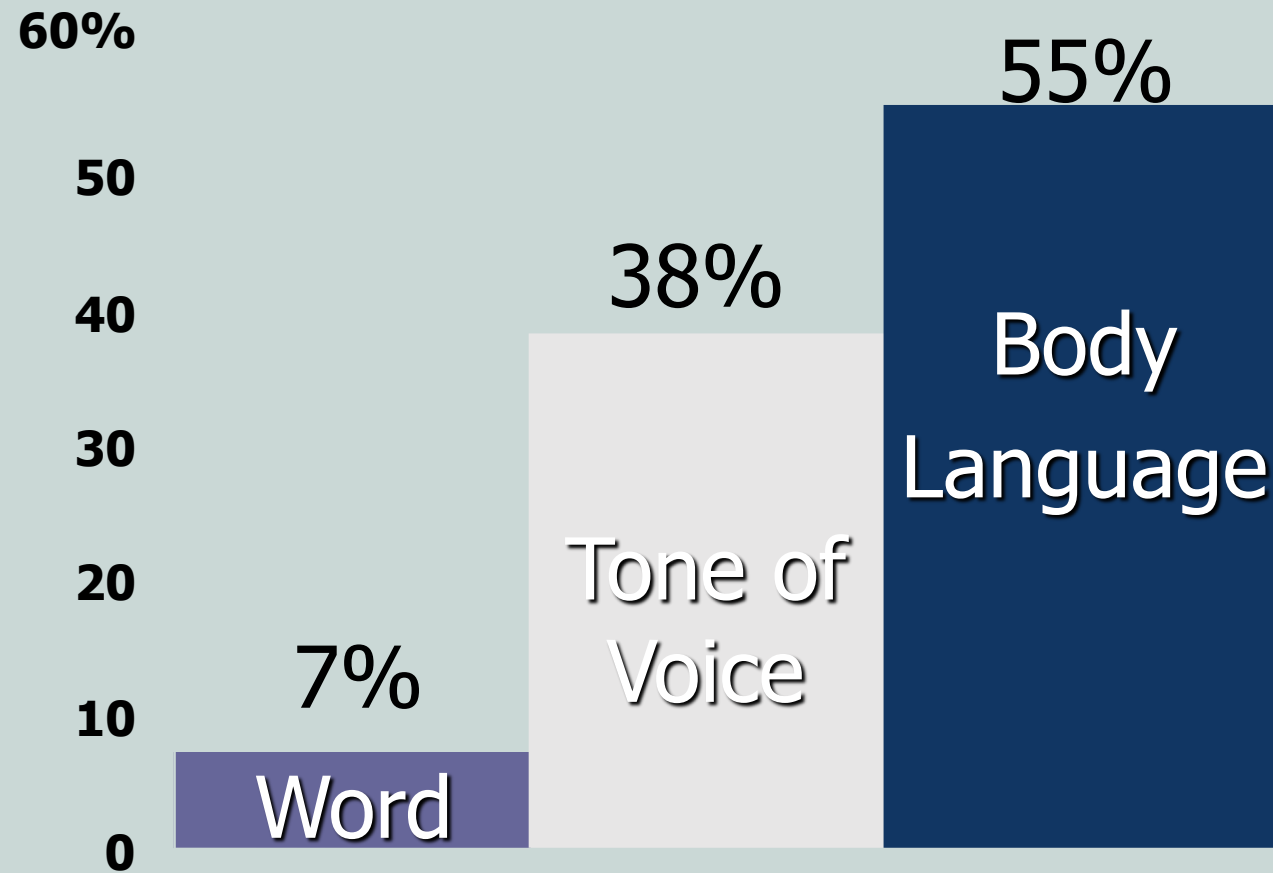4. Get something done

Communication Process

Some of the 'noise' may be our CliftonStrengths in action!

Verbal & Non-Verbal Communication

100%

Word | Tone of Voice | Body Language

0%

Verbal & Non-Verbal Communication

Mehrabian, Albert. (1981). Silent messages: Implicit communication of emotions and attitudes. Belmont, CA: Wadsworth

Non-verbal:

Visual

What we see!

What our body 'says' to others.
Facial expression
Eye contact
Body movement and gestures
Stance
Personal space
Physical appearance
Clothing and jewelry

How does our CliftonStrengths 'present' in our non-verbal/Visual communication?

Visual Communication
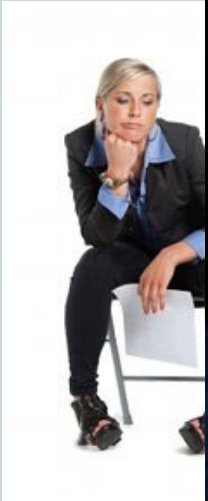
Non-verbal:

Vocal/Tone

How we speak!

LOUD *loud*

quiet **QUIET**

HARD hard

soft **SOFT**

What we sound like to others. Messages we send by how we communicate through our voice/tone. The ability of the voice to affect how something is said. It often expresses our emotions.

How does our CliftonStrengths 'present' in our non-verbal/ Vocal/Tone communication?

Your Strengths & How YOU Communicate

- Work with a partner and consider how your key Strengths *'show up'* in your communication (both verbally/non-verbally):

  EX: **Achiever**
    - **Verbal:** May come across demanding;
    - **Non-Verbal**: impatient listener if you aren't talking about gaining results on the project that I want completed.

  EX: **Empathy**
    - **Verbal:** May ask many a lot of questions (may be too many at times) to find ways to support.
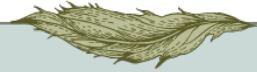   - **Non-Verbal:** Good eye contact, good listening for details and your emotions.

CliftonStrengths

1. Discover what you naturally do best.

2. Learn how to develop your greatest talents.

3. Use your customized results to live your best life.

Strengths Based Communication

- Represents people positively, in a way that feels true and empowering to them.

- Acknowledges and celebrates the ability and desire of individuals to overcome obstacles and shape their own futures.

- Uses facts not stereotypes.

- Uses gender neutral pronouns or individually preferred pronouns.

- Focuses on what we all need to be successful.

Strengths Based Communication

1. Everyone possesses a uniqueness that helps them evolve and move along their journey. These characteristics may include potential strengths and capabilities.

2. What receives attention or focus becomes what the client strives for and, eventually, a reality.

3. Be careful with your words and language. Our language creates our reality.

4. Accept change. Life and our world are ever evolving; don't resist.

5. Support others as authentically as you can. You will see that your relationships are deeper and more meaningful.

6. The client is the storyteller of their own story.

7. Build upon what you know and experience to dream of the future.

8. Capacity building has multiple facets and organizations. Be flexible.

9. Be collaborative. Be adaptive and value differences.

Hammond, 2010

Engaging Employees Across the Generations

Brief Overview of DE &I

Diversity

Diversity is defined as the collective mixture of differences and similarities.
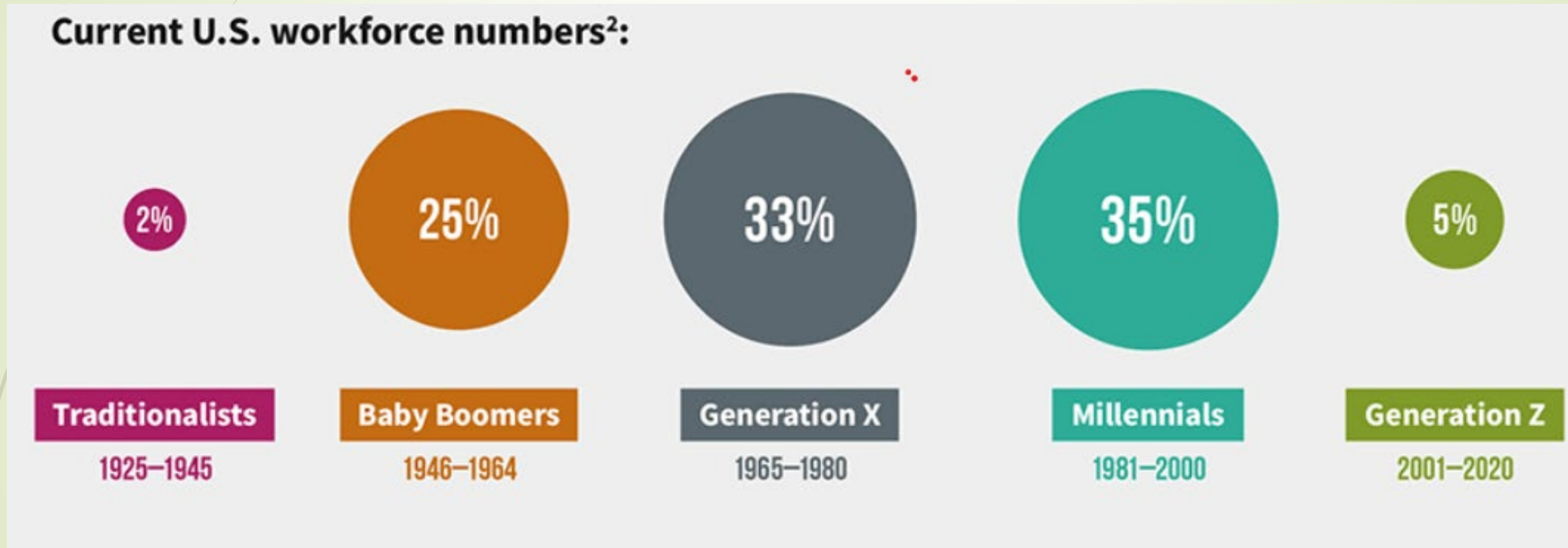
Equity

Equity in the workplace refers to fair treatment, access, opportunity and advancement for all individuals.

Inclusion

Inclusion describes the extent to which each person feels welcomed, respected, supported and valued as a team member.

Current Workforce

Current U.S. workforce numbers[2]:

Traditionalists 1925–1945	Baby Boomers 1946–1964	Generation X 1965–1980	Millennials 1981–2000	Generation Z 2001–2020
2%	25%	33%	35%	5%

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The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025
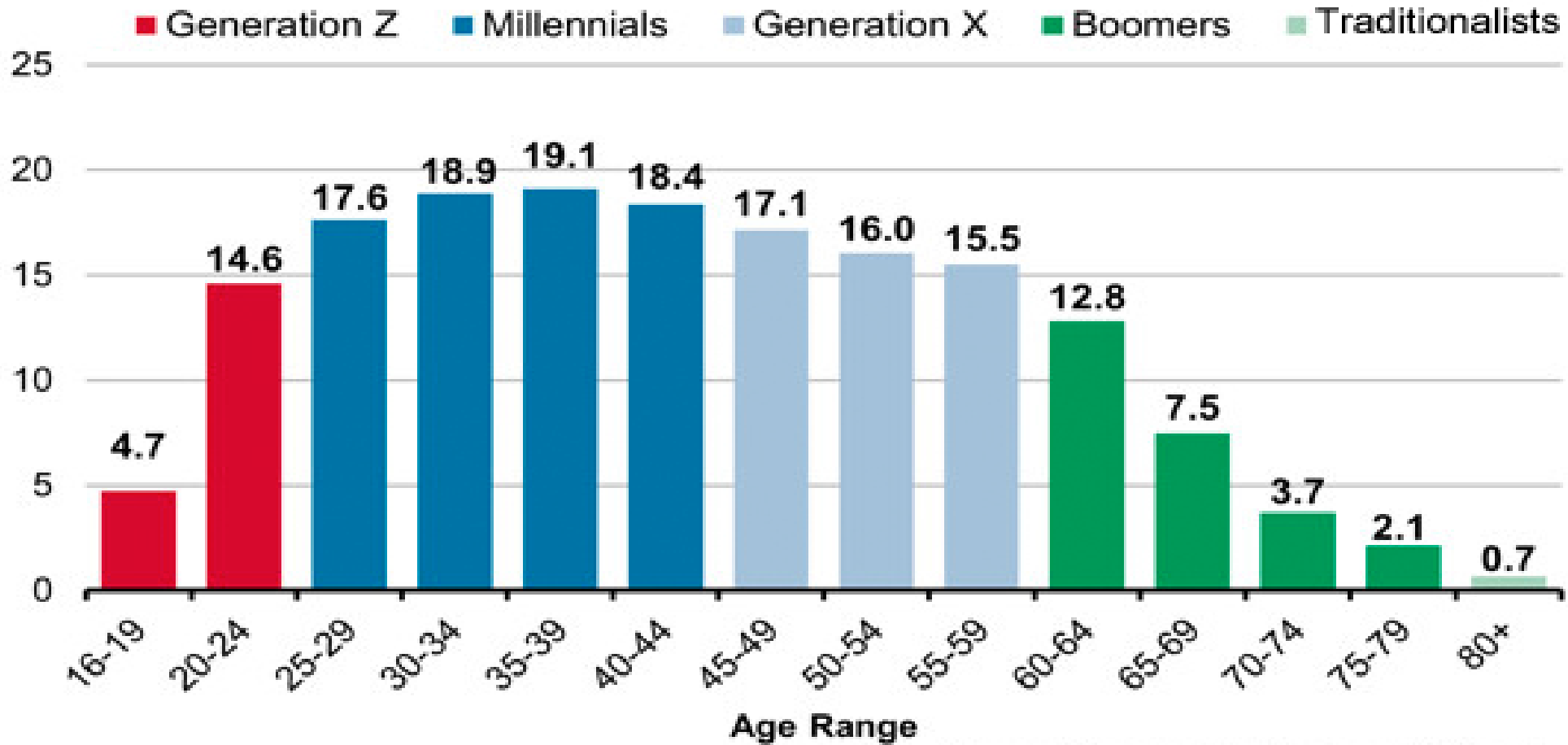
Source: Department of Labor | WSJ.com

Traditionalists: Ages 98 - 78

TRADITIONALISTS BORN: 1925 – 1945

DEPENDABLE | STRAIGHTFORWARD | TACTFUL | LOYAL

Shaped by: The Great Depression, World War II, radio and movies

Motivated by: Respect, recognition, providing long-term value to the company

Communication style: Personal touch, handwritten notes instead of email

Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy

Employers should:
Provide satisfying work and opportunities to contribute; emphasize stability

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Baby Boomers: Ages 77- 59

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Gen X: Ages 58 - 43

GENERATION X   BORN: 1965 – 1980

FLEXIBLE | INFORMAL | SKEPTICAL | INDEPENDENT

Shaped by: The AIDs epidemic, the fall of the Berlin Wall, the dot-com boom

Motivated by: Diversity, work-life balance, their personal-professional interests rather than the company's interests

Communication style: Whatever is most efficient, including phone calls and face to face

Worldview: Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

Employers should:

Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development

55%

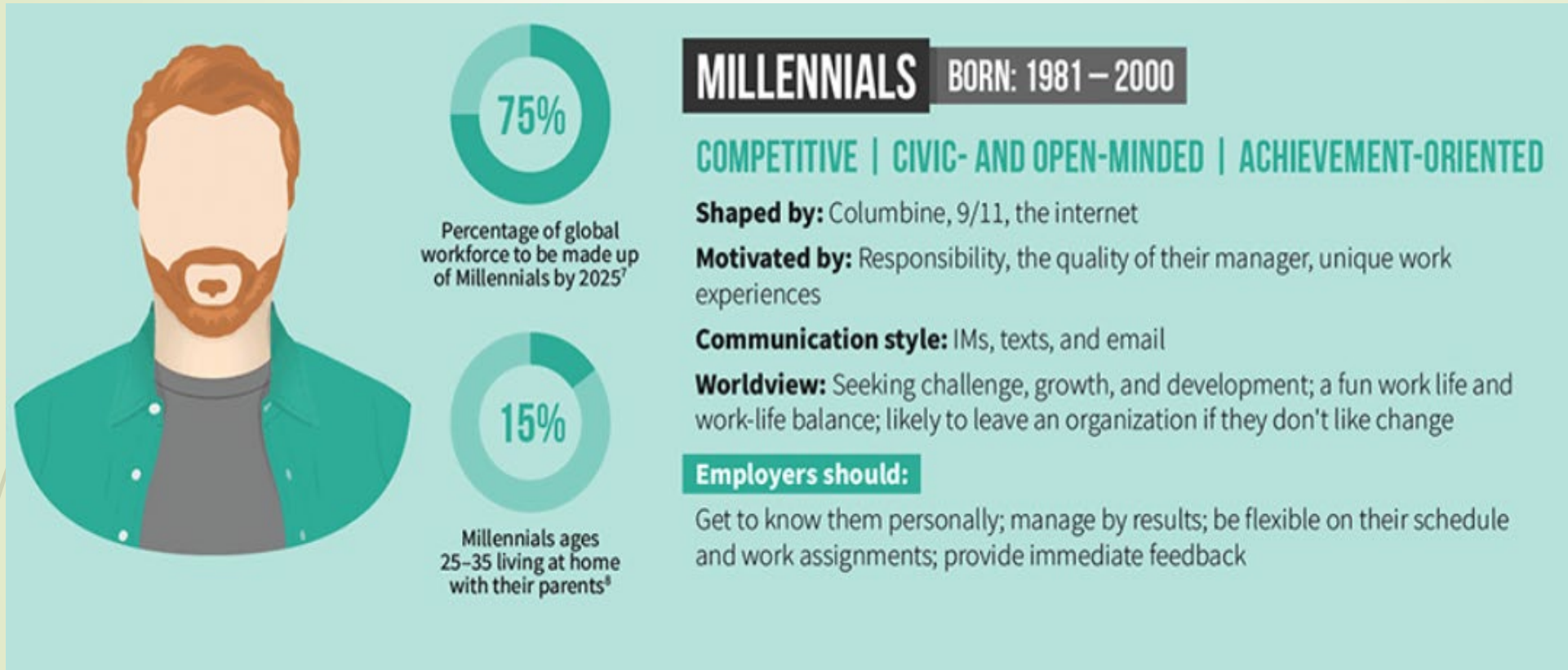Startup founders who are Gen Xers—the highest percentage[5]

BY 2028

Gen Xers will outnumber Baby Boomers[6]

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Millennials: Ages 42 – 23

Percentage of global workforce to be made up of Millennials by 2025[7]: 75%

Millennials ages 25–35 living at home with their parents[8]: 15%

MILLENNIALS BORN: 1981 – 2000

COMPETITIVE | CIVIC- AND OPEN-MINDED | ACHIEVEMENT-ORIENTED

Shaped by: Columbine, 9/11, the internet

Motivated by: Responsibility, the quality of their manager, unique work experiences

Communication style: IMs, texts, and email

Worldview: Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

Employers should:

Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback

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Gen Z: Ages 22 - 3

GENERATION Z BORN: 2001 – 2020

GLOBAL | ENTREPRENEURIAL | PROGRESSIVE | LESS FOCUSED

Shaped by: Life after 9/11, the Great Recession, access to technology from a young age

Motivated by: Diversity, personalization, individuality, creativity

Communication style: IMs, texts, social media

Worldview: Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

Employers should:

Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent

40%
Gen Zers who want to interact with their boss daily or several times each day[9]

84%
Gen Zers who expect their employer to provide formal training[10]

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Walk About

Go with your small teams to provide some ideas of how to motivate and engage each of the generations. What can you do to make a difference in their satisfaction to encourage retention? What do you do? What has worked, what has NOT worked?

- Baby Boomers: 1946 – 1964 (ages: 77- 59)

- Gen X: 1965 – 1980 (ages: 58 – 43)

- Millennials: 1981 – 2000 (ages: 42 – 23)

- Gen Z: 2001 – 2020 (ages: 22 – 3)

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Create Multi-Generation Teams

*Encourage diverse teams to drive collaboration and build relationships.

*Don't allow *'the brain drain'* to happen, connect Millennials with Boomers, etc.

*Use experiences to drive strategies and innovation.

*Use CliftonStrenghts as a way to engage ALL employees—regardless of their generations.

Eliminate Biases

*Avoid making assumptions.

*Get to know your employees as individuals (CliftonStrengths).

*Value each employee for their unique skillset and what they offer to others.

*Watch your references to 'time bound' movies, shows, commercials, etc.

"Opportunities are like buses. There's always another one coming.

Richard Branson

Action Planning

Start	Stop	Continue
Start doing that would make a positive difference to myself and others?	Stop doing that would make a help myself and others achieve more while in harmony?	Continue doing that which is working and is helping our team.