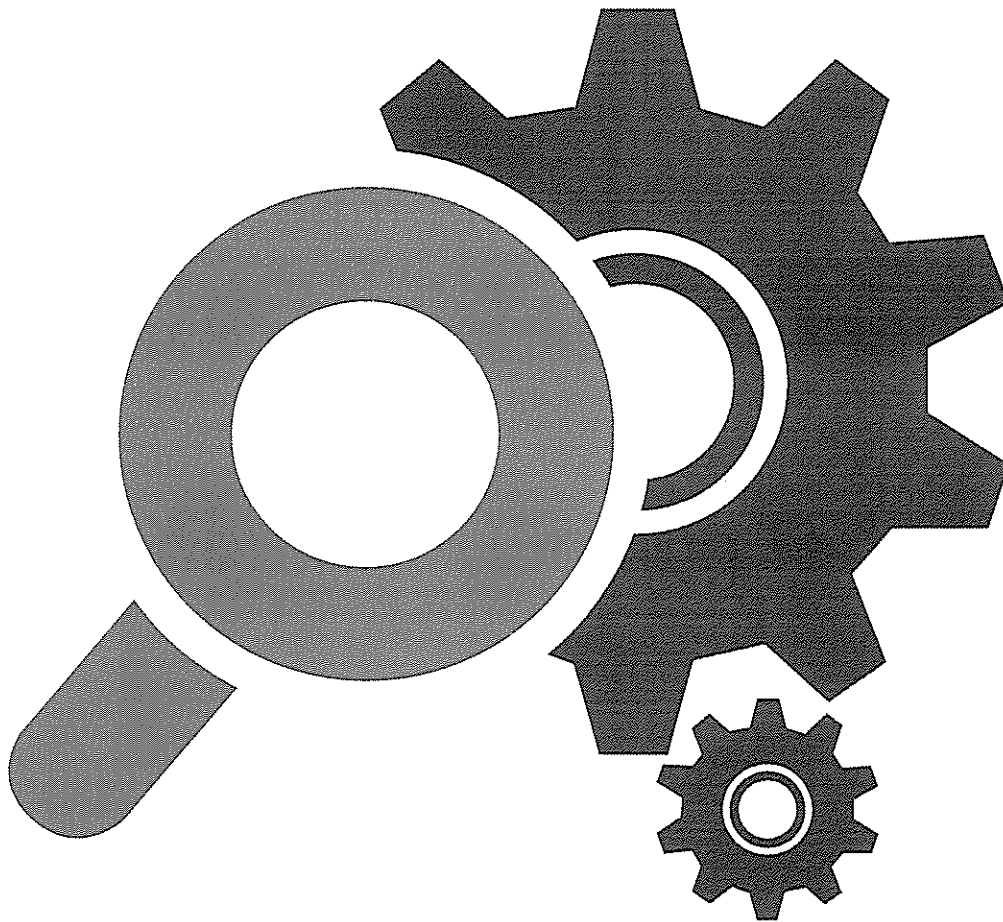


# Leadership: Getting Results



## The Leadership Model



## The Five Laws of Leadership

### 1. Leadership is a Process:

6 Criteria of Personal Credibility  
Consistently:

Appear Warm & Friendly

Express Intentions & Motives

Demonstrate Trustworthiness

Be an Information Source

Develop Relevant Expertise

Project Dynamism

### 2. Leadership is Complex:

6 Perceptions:

Who I think I am

Who I believe you think I am

And really who you think I am

Who you think you are

Who you believe I think you are

And really who I think you are

# Exercise



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## Enhancing Your Personal Brand

Powerful brands focus on “owning” a single relevant benefit or value that differentiates it from all others in the market. Brands allow you to succeed and get credit for what you do (or preclude you from getting that success/credit).



**Identify and Improve Your Points of Encounter**

**1. First Hears about you or becomes Aware of what you do.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

**2. Makes contact with you by Phone.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

**3. Makes contact with you in Person.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

**4. Waits to be served.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

**5. Is Introduced to your products or services.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

**6. Tries your product or service.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

**7. Experiences your Follow Up.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

**8. Encounters the way you Handle Problems.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_

### 3. Messages Not Meanings are Communicated

Messages are in words.

Meanings are in people and how they interpret those words.

Accuracy

Simplicity

Coherence

Language Intensity

Appropriateness

Statement

Explanation

Examples

Restatement

Purpose

Picture

Plan

Part they'll Play

### 4. One Cannot Not Communicate

No matter what you say or don't say - people apply a meaning to it.  
It's also what you say and how you say it.

Squarely face the other person

Tip your head occasionally when following along

Attentive facial expressions

Barrier-free environment

Lean forward slightly

Eye Contact (normal)

### 5. Two Elements: Content and the Relationship

Achievement & Display, Acquisition & Saving, Adventure &  
Change, Companionship & Affiliation, Creativity &  
Curiosity, Endurance & Tradition, Independence &  
Autonomy, Imitation & Conformity, Power & Authority,  
Reverence & Worship, Sympathy & Generosity

## Monroe's Motivated Sequence

### **Persuasion – Common Emotional Appeals**

Achievement & Display, Acquisition & Saving, Adventure & Change, Companionship & Affiliation, Creativity & Curiosity, Destructiveness & Revulsion, Endurance and Tradition, Fear, Fighting & Aggression, Imitation & Conformity, Independence & Autonomy, Loyalty, Personal Enjoyment, Power, Authority & Dominance, Pride, Reverence & Worship, Sympathy & Generosity, The Vital (Employment / Property / Reputation / Health)

### **Attention:**

Gain their attention? How?

(Referring to the Subject of Occasion, using a Personal Reference or Greeting, asking a Rhetorical Question, making a Startling Statement or Shocking Statistic, using a Quotation, telling a Humorous Anecdote, using an Illustration)

### **Need:**

Statement of the need

Illustrations or examples to clarify the need

Ramification – show the extent of the problem

Pointing – how the problem directly affects them

Made it clear \_ why what you propose is needed?

### **Satisfaction:**

Presented the Solution?

Statement of what you want them to agree to

Explanation to make sure your proposal is understood

Theoretical or Practical Demonstrations

### **Visualization:**

Paint a picture of the results – picture conditions in the future

Negative Consequence – if your proposal is not carried out

Positive Benefits – if your proposal is carried out

### **Action:**

Clearly stated action they're supposed to take

Statement of personal intention?

Offer any special inducement?

### **Visual Aid**

### **2 Sources Other than Yourself**

## How to Influence Without Power

*We May Not Have Positional Power:* arises from the title one holds in the lodge

*But We Have More Power Than We Think:*

### **Reward Power:**

- Influence by granting desirable consequences
- Praise someone you respect
- Spend time with lodge members

### **Expert Power:**

- Influence by what people believe you know
- Subtle mention of your qualifications
- Comes from a member's knowledge than can help the lodge reach its goal

### **Referent Power:**

- Comes from respect, liking and trust others have for a member
- Lodge members believe in you
- Listening to others' ideas and honoring their contributions
- Taking a win/win approach to meeting others' needs

*Share with table partners experiences related to reward power, expert power, and referent power.*

# The Situational Leader

by  
Dr. Paul Hersey

## Managing People

### Leadership

Leadership is any attempt to influence the behavior of another individual or group.

### Management

Management is working with and through others to accomplish organizational goals.

## Three Skills to Long-Term Effectiveness

### **1. Understanding**

Recognizing why people did what they did... what motivated them... what evoked the behavior.

### **2. Predicting**

Having the ability to predict how they will behave in the future under the same conditions.

### **3. Directing, Changing, and Controlling**

Accepting the responsibility for influencing the behavior of others in accomplishing tasks and reaching goals.

## Leadership Style

The patterns of behavior (words and actions) of the leader as perceived by others.

## Leadership Styles

**Autocratic (Task Behavior) vs. Democratic (Relationship Behavior)**

**Task Behavior** is the extent to which the leader engages in spelling out the duties and responsibilities of an individual or group. The behaviors include telling people what to do, how to do it, when to do it, where to do it, and who's to do it.

**Relationship Behavior** is the extent to which the leader engages in two-way communication. The behaviors include listening, encouraging, facilitating, providing clarification, and giving socioemotional support.

## Leadership Styles

1. High Task and Low Relationship
2. High Task and High Relationship
3. High Relationship and Low Task
4. Low Relationship and Low Task



**Leading**  
by Philip B. Crosby

**Leaders are:**

**Willing to Learn**

The world we are making plans about today will not exist tomorrow. The constant flow of information and the altering of ideas require that the leader keep learning.

**Ethical**

The best reputation a leader can possess relates to displaying ethical conduct in all things. Those who are known for demonstrating such behavior are trusted and respected.

**Available**

People who are influenced or controlled by a leader need to feel that they can have personal access, if necessary. Face-to-face discussions are not always possible in huge organizations, but access in written form is a viable option.

**Determined**

The difference between winning and losing is not skill, it is the will to win-determination. People establish their personal determination level based on what they see in their leader.

**Energetic**

Leaders exude energy. This provides a confidence-building source for others.

**Reliable**

Performance over time is the key to reliability. The leader doesn't forget promises or change midstream. Nothing makes an organization ineffective as quickly as having to wonder what is going to please or displease the boss. It changes everyone's concentration.

**Sensible**

Reasonable. Deals with reality. Some who become leaders feel that the power thus given to them grants permission to quit dealing with reality.

**Humble**

Leaders do not dominate every meeting or every relationship. Leaders understand that great ideas come from anyone anywhere in the organization.

**Intense**

Leaders concentrate on the task. A competent ship captain is a good example of properly managed and directed intensity: he or she makes certain that the crew is eating well while planning a letter home and ensuring proper functioning of the ship-all at the same time.

**Pleasant**

Leaders always have time for courtesy and personal concern. They greet people; they ask about families; they listen. They are welcome everywhere.

## **Action Plan**

Which strategy do I want to implement or improve?

Why? What will be the payoff?

What potential obstacles stand in the way?

What are the specific things I will do to overcome the obstacles?

When will I do them?

How will I measure my success?

# Characteristics of Effective Listening

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1. Be M \_\_\_\_\_.
2. Make E \_\_\_\_\_ contact.
3. Show I \_\_\_\_\_.
4. Avoid Distracting A \_\_\_\_\_.
5. Demonstrate E \_\_\_\_\_.
6. Take in the W \_\_\_\_\_ picture.
7. Ask Q \_\_\_\_\_.
8. P \_\_\_\_\_.
9. Don't I \_\_\_\_\_.
10. I \_\_\_\_\_ what is being said.
11. Don't O \_\_\_\_\_.
12. Confront your B \_\_\_\_\_.
13. Make smooth T \_\_\_\_\_ between talking and listening.
14. Be N \_\_\_\_\_.

1

100 YD

2

HURRICANE

3

ALONDSM  
PENACS ACSWESSH

4

CHARACTERS  
CHRYCLEB

1

wonder

2

MY LI1111FE

3

RAEG

4

CC FIRE

1

CCCCCC

2

STOTHERY

3

HOWARD UU

4

E Y E D

1

HEART/HART

2

FEELING

3

FESSHARKTED  
H<sub>2</sub>O H<sub>2</sub>O

4

APPLE

# Four Phases of Team Development

## 1. Orientation (Forming)

- people get to know each other
- get used to the setting
- talk about the problem
- look at the problem definitions
- decide on appropriate evaluation criteria
- take stock of the resources and limitations of the group
- may assign, elect, or take on various roles



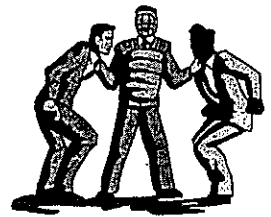
## 2. Conflict (Storming)

- evaluation of ideas
- consider the positive and negative aspects
- speak up about concerns, reservations and hesitations
- possibly assign the role of critic or critical thinker
- re-examine the team's goals, definitions, resources, criteria, or personal attributes of team members



## 3. Norm Emergence (Norming)

- members begin to compromise
- merge ideas
- select from among the alternative ideas and solutions
- apply information to a decisions-making model
- decisions are reached

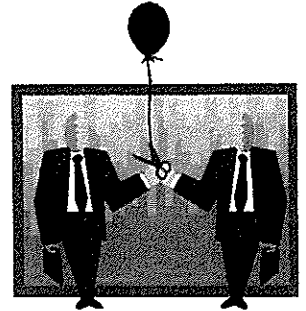


## 4. Closure (Performing)

- the final decision is brought forth
- restatement of the group goal and the group consensus
- people reaffirm their support of the final decision
- follow-through work is assigned and accepted



# Understanding Dangers of Conformity and Groupthink



## □ *Conformity*

The pressure many people feel to go along with the rest of the group.

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A

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B

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X

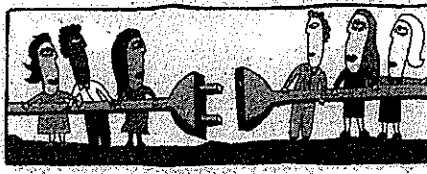
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C

## □ *Groupthink*



The pressure to conform even if the group decision is a poor one.



# Understanding the Positive Role of Conflict

## *Potentially Constructive Nature of Conflicts*

1. Conflicts make us more REAAW of problems within our relationship that need to be solved.
2. Conflicts encourage HNEGAC.
3. Conflict energizes and increases TNAOITIOVM to deal with problems.
4. Conflicts make life/work more SREETIINNG.
5. Better SISICONED are generally made when there are MENERETGASSID.
6. Conflicts DCEUER the day-to-day irritations of relating to someone.
7. Conflicts help you RATDUDNENS what you are like as a person.
8. Conflicts can be UNF when they are not taken too seriously.
9. Conflicts can NPEEED and enrich a relationship.
10. Conflict can lead to HOWRTG and MOPELNETEDV as an individual and in relationships.

# How to Actively Participate in Team Meetings



## *Keys To Meeting Participation*

- **MAINTAIN OR ENHANCE SELF-ESTEEM**

It is important that each participant feels respected by other team members, and that his or her opinions and suggestions will be valued. You can help create this feeling of respect by sincerely and specifically praising individual team member's useful suggestions and recognizing their contributions.

- **LISTEN AND RESPOND WITH EMPATHY**

Everyone wants to be heard, understood, and accepted. You can show participants you understand their feelings by listening carefully to them and responding with empathy to their suggestions and concerns.

- **CHECK FOR UNDERSTANDING**

It is important that each participant walks away with a clear understanding of exactly what was discussed, accomplished or assigned.

*"We seem to agree (disagree) that ..."* *"Am I right in saying ..."*

- **MAKE PROCEDURAL SUGGESTIONS**

Procedural suggestions help you return the team to the appropriate agenda item in such a way that you don't appear to be "taking over" the meeting or blaming any particular individual(s).

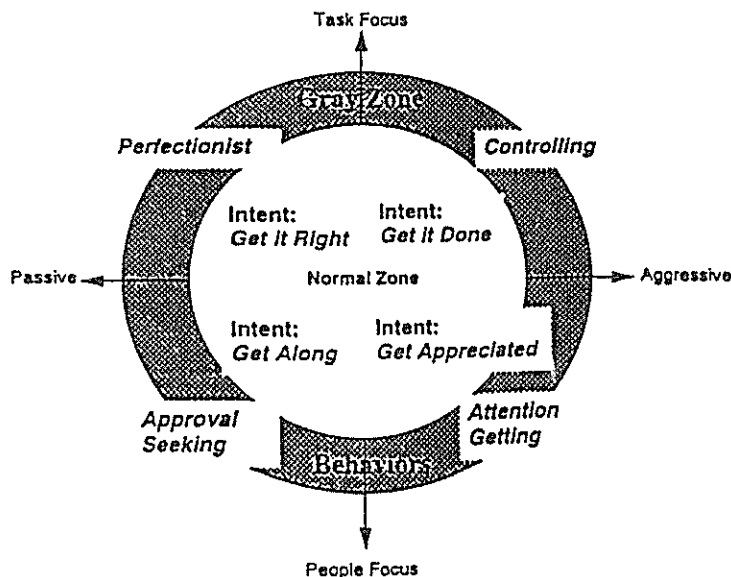
*"May I suggest that ..."* *"Do you think it would be a good idea to ...?"*



- *Someone you work with on a project wants to get it done.* You focus on the task, you're getting it done, and your communications with them are brief and to the point.
- *Someone you work with wants to get it right.* You focus on the task, paying great attention to the details, and your reports to them are well documented.
- *Someone you know wants to get along with you.* You let them know that you care about them and like them with your friendly chit chat and considerate communications.
- *Someone you know wants to get appreciation for what they're doing.* You let them know that you recognize their contribution with your enthusiasm and words of gratitude.

### What Happens When the Intent Isn't Fulfilled?

Let's look at what happens when a person's intent is not met. When people want to *get it done* and fear it is not getting done, their behavior naturally becomes more *controlling*, as they try to take over and push ahead. When people want to *get it right* and fear it will be done wrong, their behavior



becomes more *perfectionistic*, finding every flaw and potential error. When people want to *get along* and they fear they will be left out, their behavior becomes more *approval seeking*, sacrificing their personal needs to please others. When people want to *get appreciation*, and fear they are not, their behavior becomes more *attention getting*, forcing others to notice them. And so it begins. These four changes are only the beginning of a metamorphosis into people you can't stand. Using our lens, these changes are represented by the area just outside the normal zone.

**What Could You Say So They Know:**

**You're Going to Get It Done:**

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**You're Going to Get It Done Right:**

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**You're Getting Along:**

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**You Appreciate Them:**

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# TALK TO ME

Good meeting participants know how to get participation. They say the right things in the right ways to invite input and keep it coming.

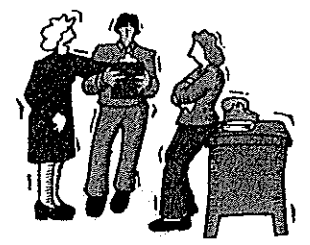
**SAY:**



- ❖ “I’m glad you brought that up.”
- ❖ “That’s an interesting thought.”
- ❖ “Okay, let’s build on that.”
- ❖ “Let’s keep going with this.”
- ❖ “You’re on the right track. What else?”
- ❖ “Good idea. Who else has a suggestion?”

**DON’T SAY:** These “No No” phrases close the doors on communication.

- ❖ “Too risky. Let someone else try that first.”
- ❖ “We tried that once and it didn’t work.”



*With the people at your table:  
Write down all of the  
“no no” phrases you have heard.*

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*How could you respond professionally in a meeting if someone says this to you?*

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## YOUR BLANK TEAM

Directions: Complete the description of your lodge by inserting words in the blank spaces in the paragraphs below.

1. Our lodge is one of the \_\_\_\_\_ lodges in this organization. We have \_\_\_\_\_ goals and a \_\_\_\_\_ plan to accomplish those goals.
2. The members of our lodge are \_\_\_\_\_ committed to working hard to accomplish those goals by implementing the plan. Roles of the lodge members are \_\_\_\_\_ defined. We make our decisions by the \_\_\_\_\_ method. Problems are addressed by \_\_\_\_\_. Our operating guidelines or norms are \_\_\_\_\_.
3. Interpersonal Relationships among lodge members may be described as \_\_\_\_\_. Members often \_\_\_\_\_ one another. Members \_\_\_\_\_ active listening to ensure accurate communication. Conflict is resolved by \_\_\_\_\_.
4. Lodge meetings always start \_\_\_\_\_. There is \_\_\_\_\_ an agenda for the meeting. Meetings are opportunities for members to \_\_\_\_\_. Members usually feel meetings are a \_\_\_\_\_ experience.
5. The Sons of Norway Headquarters' support for the lodge is characterized by \_\_\_\_\_. When the lodge needs resources to get the job done, it can count on the Sons of Norway Headquarters to \_\_\_\_\_. The lodge is empowered by the Sons of Norway Headquarters to \_\_\_\_\_.
6. The future of the lodge is \_\_\_\_\_. At this point the lodge should \_\_\_\_\_. I am personally very \_\_\_\_\_ with my participation in the lodge and look forward to \_\_\_\_\_ in the future.

## **Action Plan**

Which strategy do I want to implement or improve?

Why? What will be the payoff?

What potential obstacles stand in the way?

What are the specific things I will do to overcome the obstacles?

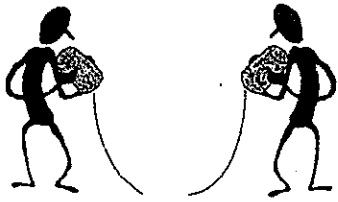
When will I do them?

How will I measure my success?

## "Moon Landing"

**Instructions:** You are in a space crew originally scheduled to rendezvous with a mother ship on the lighted surface of the moon. Due to mechanical difficulties, however, your ship was forced to land at a spot 200 miles from the rendezvous point. During reentry and landing, much of the equipment aboard was damaged and since survival depends on reaching the mother ship, the most crucial items available must be chosen for the 200 mile trip. Below are listed the 15 items left intact and undamaged after landing. Your crew is to rank order them in terms of their importance in allowing your crew to reach the rendezvous point. Place the number 1 by the most important item and so on through number 15.

- \_\_\_ box of matches
- \_\_\_ food concentrate
- \_\_\_ 50 feet of nylon rope
- \_\_\_ portable heating unit
- \_\_\_ two .45 caliber pistols
- \_\_\_ one case dehydrated milk
- \_\_\_ 2 - 100 lb. tanks of oxygen
- \_\_\_ stellar map (of moon's constellations)
- \_\_\_ life raft
- \_\_\_ magnetic compass
- \_\_\_ 5 gallons of water
- \_\_\_ signal flares
- \_\_\_ first-aid kit, containing injection needles
- \_\_\_ solar powered FM receiver-transmitter
- \_\_\_ parachute silk



## How I Act in Conflicts

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The comments listed below can be thought of as descriptions of some of the different strategies for resolving conflict. These phrases reflect traditional wisdom for resolving conflicts. Using the scale given below indicate how typical each proverb is of your actions in a conflict.

- 5 = Very typical of the way I act in a conflict*
- 4 = Frequently the way I act in a conflict.*
- 3 = Sometimes the way I act in a conflict.*
- 2 = Seldom the way I act in a conflict.*
- 1 = Never typical of the way I act in a conflict.*

1. \_\_\_\_ It is easier to avoid than to retreat from a quarrel.
2. \_\_\_\_ If you cannot make a person think as you do, try to make him or her do as you think.
3. \_\_\_\_ Kind words win cruel hearts.
4. \_\_\_\_ You scratch my back, I'll scratch yours.
5. \_\_\_\_ Come now and let us reason together.
6. \_\_\_\_ When two argue, the person who keeps silent first is the most praiseworthy.
7. \_\_\_\_ Might overcomes right.
8. \_\_\_\_ Soft words make smooth ways.

9. \_\_\_\_ Better half a loaf of bread than no bread at all.
10. \_\_\_\_ Truth lies in knowledge, not majority rule.
11. \_\_\_\_ He who fights and runs away lives to fight another day.
12. \_\_\_\_ He has conquered well when making his enemies flee.
13. \_\_\_\_ Kill your enemies with kindness.
14. \_\_\_\_ A fair exchange brings no disagreement.
15. \_\_\_\_ No person has the final answer but every person has a piece to contribute.
16. \_\_\_\_ Stay away from people who quarrel with you.
17. \_\_\_\_ Always put agreements in writing.
18. \_\_\_\_ Kind words are worth much and cost little.
19. \_\_\_\_ Tit for tat is fair play.
20. \_\_\_\_ Only the person willing to give up his or her monopoly on truth can ever profit from the truths that others hold.
21. \_\_\_\_ Avoid quarrelsome people, as they will only make your life miserable.
22. \_\_\_\_ A person who will not flee will make others flee.
23. \_\_\_\_ Soft words ensure harmony.
24. \_\_\_\_ One gift for another makes good friends.



25. \_\_\_\_ Bring your conflicts into the open and face them directly; then the best solution be discovered.
26. \_\_\_\_ The best way of handling conflicts is to avoid them.
27. \_\_\_\_ Put your foot down where you mean to stand.
28. \_\_\_\_ Gentleness will triumph over anger.
29. \_\_\_\_ Getting part of what you want is better than not getting anything at all.
30. \_\_\_\_ Frankness, honesty, and trust will move mountains.
31. \_\_\_\_ There is nothing so important you have to fight for it.
32. \_\_\_\_ There are two kinds of people in the world, the winners and the losers.
33. \_\_\_\_ When one hits you with a stone, hit him or her with a piece of cotton.
34. \_\_\_\_ When both people give in halfway, a fair settlement is achieved.
35. \_\_\_\_ By digging and digging, the truth is discovered.



# How I Act in Conflicts

## Scoring

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<u>Turtle</u>	<u>Shark</u>	<u>Teddy Bear</u>	<u>Fox</u>	<u>Owl</u>
_____1.	_____2.	_____3.	_____4.	_____5.
_____6.	_____7.	_____8.	_____9.	_____10.
_____11.	_____12.	_____13.	_____14.	_____15.
_____16.	_____17.	_____18.	_____19.	_____20.
_____21.	_____22.	_____23.	_____24.	_____25.
_____26.	_____27.	_____28.	_____29.	_____30.
_____31.	_____32.	_____33.	_____34.	_____35.
_____TL.	_____TL.	_____TL.	_____TL.	_____TL.

**TURTLE:**                      AVOIDING                      (LOSE/LOSE)

**SHARK:**                      FORCING                      (WIN/LOSE)

**TEDDY BEAR:**              SMOOTHING                      (POSSIBLY  
LOSE/WIN)

**FOX:**                      COMPROMISING              (PARTIAL WIN/  
PARTIAL WIN)

**OWL:**                      NEGOTIATING              (WIN/WIN)

# How To Adjust To Others' Conflict Styles

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## When Dealing With:

- Turtle:** Make it safe for them to be honest. Ask open-ended questions expectantly. Tell them how much you respect people that tell you what they think and how they feel. Tell them you need their input so that things get done and get done right.
- Shark:** Hold your ground. Don't change your position. Interrupt their attack by saying their name over and over again. Tell them you would like to reach an agreement. Use "I" language and tell them "the way "I" see it . . . and when "I" am through . . . "I" will be happy to hear your feedback." Point out to them that their escalating demands are getting you farther apart rather than closer together.
- Teddy Bear:** Establish and maintain a comfort zone. Take your time and be considerate. Surface conflicts and clarify options. Share with them an objective decision making system. Promote the idea of a better future for the both of you as a result of their honesty with you.
- Fox:** Ask for more than you expect to get. Ask them to make a concession first. Never accept their first counteroffer. Ask them to split the difference. Reluctantly accept their counteroffer. Tell them you appreciate and respect their flexibility.
- Owl:** Plan enough time. Be prepared and know your stuff. Blend with their doubts and desires. Present your views indirectly with words like "maybe" or "perhaps". Share with them an objective decision-making system that yields a decision.
-

## **Describe Your Own and the Other Generations**

**Veterans / Traditionals: 71 years old and older**

**Baby Boomers: 53 – 70 years old**

**Generation Xers: 34 – 53 years old**

**Millennials / Gen Y: 34 years old and younger**

## Communicating Across the Generations

Veterans/Traditionals 1922-1943

Baby Boomers 1943-1960

Generation xers 1960-1980

Millennials/Gen Y 1980-present

## Defining Events and Trends

Veterans/Traditionals

Patriotism – The Great Depression – WWII

Baby Boomers

Vietnam – Civil Rights Movement – Women's Liberation

Generation Xers

Watergate – Single-Parent Homes – MYV – AIDS

Millennials/Gen Y

School Violence – Oklahoma City – Multiculturalism

## **Attitude Toward Authority**

Traditionals – Chain of Command  
Boomers – Change of Command  
Gen Xers – Self-Command  
Millennials – Don't Command – Collaborate

## **Career Goals**

Traditionals – Build a Legacy  
Boomers – Build a stellar career  
Gen Xers – Build a portable career  
Millennials – build parallel careers

## **Rewards**

Traditionals – The satisfaction of a job well-done  
Boomers – Money, title, recognition  
Gen Xers – Freedom is the ultimate award  
Millennials – Work has to have meaning for me

## **Balance**

Traditionals – Support me in my shifting balance  
Boomers – Help me balance everyone else and meaning myself  
Gen Xers - Give me balance now, not when I'm sixty-five  
Millennials – Work isn't everything, I need flexibility so I can balance all of my activities.

## **Changing Jobs**

Traditionals – Job changing carries a stigma

Boomers – Job changing puts you behind

Gen Xers – Job changing is necessary to stay current

Millennials – Job changing is part of my daily routine

## **Feedback**

Traditionals – No news is good news

Boomers – Feedback once per year with lots of documentation

Gen Xers – Sorry to interrupt, but how am I doing

Millennials – Feedback whenever I want it at the push of a button

## **Training**

Traditionals – I learned it the hard way – on the job training

Boomers – Train them too much and they will leave

Gen Xers – The more they learn, the more they will stay

Millennials – continuous learning is a way of life

## **Retirement**

Traditionals - Reward

Boomers - Retool

Gen Xers - Renew

Millennials – Recycle

## The Veterans/Traditions

### **Core Values:**

Dedication – Hard work – Respect for authority – Honor

### **Personality:**

Like things done on a grand scale  
Past-oriented and history-absorbed  
Believe in law and order

### **Assets:**

Stable – Thorough – Loyal – Dedicated

### **Liabilities:**

Inept with ambiguity and change  
Uncomfortable with conflict

### **Messages that Motivate:**

“Your experience is respected here.”

“It’s valuable to the rest of us to hear what has and hasn’t worked”

### **Recruiting:**

“I could really use your help and experience on this project.”

Clear enunciation, good grammar, please, thank you, avoid profanity

### **Orienting:**

Inform them about what to expect, what the procedures are, who’s who

Tell them about the history of the organization and the lodge

Share the long-term goals and how they will contribute

### **Opportunities:**

Stress the long haul; communicate in years, not weeks or months

Keep gender roles in mind – lifestyles of men and women differ

### **Developing:**

Avoid situations where older members could “lose face”

Used larger text in printed materials

### **Motivating:**

Use the personal touch – phone calls – handwritten thank you notes

Provide traditional gestures: plaques, photos, and pins...

### **Mentoring:**

Acknowledge and appreciate their background and experience



## Baby Boomers

### **Core Values:**

Optimism – Team-oriented, personal gratification – Personal growth

### **Personality:**

Pursued their own personal gratification, uncompromisingly  
Searched their souls, repeatedly, and believe they are “cool”

### **Assets:**

Service-oriented – Driven – Good team players

### **Liabilities:**

Not naturally budget-minded putting process ahead of result  
Uncomfortable with conflict – reluctant to go against their peers  
Overly sensitive to feedback – self-centered

### **Messages that Motivate:**

“You’re important to our success.”  
“Your contribution is unique and valued here.”

### **Recruiting:**

Tell them they can be a change agent and make a difference  
Show them how they can be a star  
Stress this is a warm, humane, and dynamic organization

### **Orienting:**

Discuss the near future – weeks and months  
Focus on challenges: “We really need your talent here.”

### **Opportunities:**

Get to know your Boomers as individuals – their hobbies and interests  
Build personal relationship and provide unique personalized treatment

### **Developing:**

Provide developmental experiences and give them gold stars  
Encourage Boomers to read books or watch DVDs

### **Motivating:**

Try the personal touch, “I really need you to do this for me.”  
Give them lots of public recognition - hard work and long hours

### **Mentoring:**

Be nice and warm and ask questions to get to the issues  
Respect them. Don’t call Boomers “sir” or “ma’am”

## Gen Xers

### **Core Values:**

Techno-literacy – Informality – Self-reliance

### **Personality:**

Gen Xers want balance. Approach to authority is casual. Skeptical

### **Assets:**

Independent – Not intimidated by authority – Creative

### **Liabilities:**

Impatient – Poor people skills – Inexperienced – Cynical

### **Messages that Motivate:**

“Do it your way.”

“There aren’t a lot of rules here.”

### **Recruiting:**

“We want you to have a life here and spend some time with us.”

Make it a fun and relaxed place to be

### **Orienting:**

Give them a list of people to call or email if they have questions

### **Opportunities:**

Be there when they have questions and then back off

Xers are nomads and like a broad range of activities

### **Developing:**

Tap into their ability to multi-task – so they learn as they do

Keep printed materials brief and scannable – use bullet points

### **Motivating:**

Delegate – gives them the feeling they have more control

### **Mentoring:**

Ask Questions:

“How do you plan to go about solving this?”

“What do you think the best approach would be?”

## Millennials/Gen Y

### **Core Values:**

Optimism – Confidence – Achievement-oriented – Diversity-oriented

### **Assets:**

Heroic spirit – Multi-tasking capabilities – Techno-savvy

### **Liabilities:**

Need for supervision and structure

Inexperienced, particularly handling difficult people issues

### **Messages that Motivate:**

“You will be spending time with other bright, creative people.”

“You can help this organization.” “You can be a hero/heroine here.”

### **Recruiting:**

Ask current millennial members why they chose you

Use social media to show positive community impact

### **Orienting:**

Talk about loyalty, making a difference, and the mission

Inform them that you welcome diversity in the organization

### **Opportunities:**

Encourage them to network with all members

Encourage them to participate fully and provide feedback

### **Developing:**

Ask them to share their observations

Welcome their comments and ideas about community involvement

### **Motivating:**

See your Millennials as Rock Stars

Life of the party, seat at the head table, given opportunities to perform

### **Mentoring:**

Be pleasant, understanding, caring, open-minded, and respectful



# Techniques in Problem Solving

As a team member, insist on using a problem solving formula.

- **Step 1 – State what appears to be the problem**  
The real problem may not surface until facts have been gathered and analyzed. Therefore, start with a supposition that can later be confirmed or corrected.
- **Step 2 – Gather facts, feelings and opinions**  
What happened? Where, when, and how did it occur? What is its size, scope, and severity? Who and what is affected? It is likely to happen again? Does it need to be corrected?
- **Step 3 – Restate the problem**  
The facts help make this possible, and provide supporting data. The actual problem may, or may not be the same as stated in Step 1.
- **Step 4 – Identify alternative solutions**  
Generate ideas. Do not eliminate any possible solutions until several have been discussed.
- **Step 5 – Evaluate alternatives**  
Which will provide the optimum solution? What are the risks? Are costs in keeping with the benefits? Will the solution create new problems?
- **Step 6 – Implement the decision**  
Who must be involved? To what extent? How, when and where? Who will the decision impact? What might go wrong? How will results be reported and verified?
- **Step 7 – Evaluate the results**  
Test the solution against the desired results. Modify the solution if better results are needed.

## Carl

You are a member in a lodge that is maintaining membership and is enjoying pretty good attendance at your events. However, one of your leadership members (Carl) consistently misses deadlines, is late for lodge meetings, and provides sloppy committee reports. Carl routinely blames his computer or his printer for the mistakes and other lodge members for the confusion. Carl often criticizes new ideas and expresses concerns about changing any programming or events. Two of your most popular lodge members are considering dropping out.

## **Action Plan**

Which strategy do I want to implement or improve?

Why? What will be the payoff?

What potential obstacles stand in the way?

What are the specific things I will do to overcome the obstacles?

When will I do them?

How will I measure my success?

## **Making the Most of Change**

**It Is not just the Changes : It's also the Transitions.**

**Change:** Physical / External

**Transitions:** Psychological / Internal

**Unless Transition occurs, Change will not work.**

## **Stages of Transition**

1. Transition Starts with an Ending
2. Managing the Neutral Zone
3. Launching a New Beginning
4. Taking Care of Yourself

Before you can begin something **new**, you have to **end** what used to be.

Before you can become a **different** kind of person you must **let go** of the old identity.

## **Transition Starts with an Ending**

What is actually ending and who is, in fact, losing what? Beyond the specific losses, ask ***What Is Over For Everyone?***

**Don't Be Surprised by Overreaction: Expect and Accept the Signs of Grief**

**Acknowledge the Losses Openly and Sympathetically**

**Give people information; and do it again, and again.**

**Define What's Over and What Isn't**

**Treat the Past with Respect**

**Look for How Endings Ensure Continuity of What Really Matters**

**Mark the Endings**

## **Managing the Neutral Zone - a nowhere between two somewheres.**

### **Anxiety Rises and Motivation Falls.**

People in the neutral zone miss more workdays than at any other times. In the neutral zone, personnel are overloaded, signals are often mixed, and systems are in flux and therefore unreliable. **The Neutral Zone is Also a Creative Zone.**

**The Task:** Capitalize on the confusion by fostering **Innovation.**

**Normalize** the Neutral Zone. **Redefine** the Neutral Zone.

It's a time to **question the "usual,"** and a time to come up with new and creative solutions to the organization's difficulties. **Encourage Experiment.** Look for opportunities to **Brainstorm** new answers to old problems.

## **Launching a New Beginning**

**Beginnings Feel Frightening.** The new way of doing things represents a **Gamble:** There is always the possibility it won't work. The prospect of a risky new beginning triggers old memories of failures.

Clarify and Communicate the **Purpose, Plan, Picture, Part** they Play.

### **Reinforcing the New Beginning: Ensure Quick Successes**

Quick successes reassure the believers, convince the doubters, and confound the critics. Successes can come from small tasks, sure wins, and from ongoing efforts. **Celebrate the Successes.**

## **Taking Care of Yourself**

### **Figure out What Is Actually Changing: Decide What Is Really Over for You**

It could be a **Dream** that has motivated you thus far in your life and career. It could be an **Understanding about your value** to the organization. It could be a **Belief** you held about your boss or the organization. It could be the **Image** you have had of yourself.

**Identify Your Continuities:** Interests, relationships, recreational activities.

**Experiment a Little Every Day: Design a Learning Adventure**

### **MAKING THE MOST OF CHANGE IN A NUTSHELL:**

Show Up / Be Present / Tell the Truth / Let Go



## *Mistakes in Dealing with Change*

**Failing to manage the stress**

**Joining the anti-change crowd**

**Acting like a victim**

**Playing the new game the old way**

**Trying to control the uncontrollable**

**Pacing yourself**

**Continuing to do the old and the new**

**Being cautious**

**Being afraid of the unknown**

**Making a big deal out of little things**

**Psychologically disengaging**

**Avoiding new challenges**

**Trying to get all the answers and directions**

## **1. Set Goals and Take Action** **Become a Quick-Change Artist**

Resistance to change is almost always a dead-end street. Being a quick-change artist can build your reputation, while resisting change can ruin it. Mobility, not mourning, makes you a valuable member of the group.

**SMART** Goal Setting

Specific / Measurable / Action-oriented / Realistic / Timely

## **2. Develop the Right Image** **Commit Fully to the Objective**

In today's world, success belongs to the committed. To those who work from the heart...who invest themselves passionately in their objectives...and who recommit quickly when change reshapes their work.

### **Six Criteria of Personal Credibility**

Consistently:      Appear Warm and Friendly  
                            Express Intentions and Motives  
                            Demonstrate Trustworthiness  
                            Be an Information Source  
                            Develop Relevant Expertise  
                            Demonstrate Dynamism

## **3. Master Time Management** **Speed Up**

Emphasize action. Seek radical breakthroughs – quantum leaps – rather than relying solely on incremental, step-by-step adjustments. It doesn't work to leap a twenty-foot chasm in two ten-foot jumps. Develop the reputation as one who pushes change along.

### **Self-Generated Time Wasters**

Disorganization / Procrastination / Inability to Say No / Lack of Interest / Burnout / Gossip / Unnecessary Perfectionism

### **Environmental Time Wasters**

Visitors / Telephone Calls / Mail and Email / Waiting for Someone / Unproductive Meetings / Crises (other people's problems) / Coffee Conversations / Unused or Unnecessary Reports

#### **4. Write Your Own Personal Mission Statement** **Accept Ambiguity and Uncertainty**

Since you'll be going on guesswork to some extent, your ability to tolerate ambiguity and uncertainty will stand as a critical skill. Be willing to wing it. Take personal responsibility for figuring out the top priorities, then point yourself in that direction.

**What do you do for people? Really**

**What do you do for the organization overall? Really?**

Prioritize Only Two Tasks at a Time

Most Urgent? Most Important?

#### **5. Behave Like a Consultant and Make Suggestions** **Act Like You're in Business for Yourself**

Become more entrepreneurial. You'll need to assume more personal responsibility for the success of the entire organization. Consider how you personally can help cut costs, serve members better, improve activities and events, and innovate.

**If You Were the Boss, What Would You Do Differently?**

Equipment / Volunteers / Materials / Aesthetics / Decorations / Environment  
/ Meetings / Relationship Building / Information Sharing / Hours / Activities  
/ Events

**How will you pursue these ideas?**

#### **6. Continue Your Education** **Stay in School**

Either you take personal responsibility for continuing your education, or you will end up without the knowledge you need to protect and support your lodge.

**Brainstorm Options:**

Classes / Courses / Seminars / Workshops / Conferences / Other  
Professional Associations / Other Fraternal Organizations / New  
Communication Technology

**Role Models?**

**7. Think Broadly and Consider the Big Picture**  
**Hold Yourself Accountable for Outcomes**

Holding yourself personally accountable for outcomes requires that you think broadly. Consider the big picture. See if you're really doing all you should to bring about the right results. Combine your efforts seamlessly with others.

**Ideas:**

Get Mentors / Be Visible / Change the Metaphor

In your lodge, are you reaching your goals? If not? Why not?

**8. Uniquely Add Value**  
**Make Sure You Contribute More than You Take**

It's your contribution that counts, not the hours or years you put in. Think in terms of being "paid" for performance – for the value you add – rather than the years you have been involved, your good intentions, or activity level.

If you were getting "paid" for performance, would you get a bonus or a bill?

What are your personal attributes and what is it like to work with you?

**9. Exceed the Members' and the Community's Expectations**  
**See Yourself as a Service Center**

The success of your lodge depends on how valuable you are to your "customers." The better you serve them, the better you secure your lodge. Keep in mind that there are both **internal customers (lodge members)** and **external customers (the surrounding community)**. Deliver the highest quality service possible and develop a reputation for responsiveness.

**What do they do? How do you fit? What are their needs?**

**What pleases them? How can you contribute to their success?**

**10: Put Yourself in the Right Frame of Mind**  
**Manage Your Own Morale**

If you put someone else in charge of your morale, you disempower yourself. Act upbeat, and you start feeling better. Show resilience – bounce back on your own – rather than allowing yourself to wallow in negative emotions.

**When Things Change – Expect and Accept the Signs of Grief**  
Denial / Anger / Bargaining / Anxiety / Sadness / Disorientation /  
Disappointment  
Then Move On...

**11. Continuously Improve Yourself**  
**Practice Continuous Improvement**

Continuous improvement is the relentless quest for a better way, for higher quality, keeps you reaching, stretching to outdo yesterday. If every lodge member constantly keeps an eye out for improvements, major innovations are more likely to occur.

**Identify Seven Areas of Competency Necessary for Lodge Success**

Become 1% more effective each month in each area.

Be Creative:

Literature / Media / Other Events / Other Activities / the Arts

**12. Point Out Problems and Provide Solutions**  
**Be a Fixer, Not a Finger-Pointer**

Problems are the natural offspring to change. Build a name for yourself as a problem-solver. Assume ownership of problems. Let the solutions start with you. You'll increase your odds of lodge success.

**What's the problem?**

**What's your suggestion? Ask – Suggest – Fail – Try Again**

**Become a good “Failer”**

## **Action Plan**

Which strategy do I want to implement or improve?

Why? What will be the payoff?

What potential obstacles stand in the way?

What are the specific things I will do to overcome the obstacles?

When will I do them?

How will I measure my success?

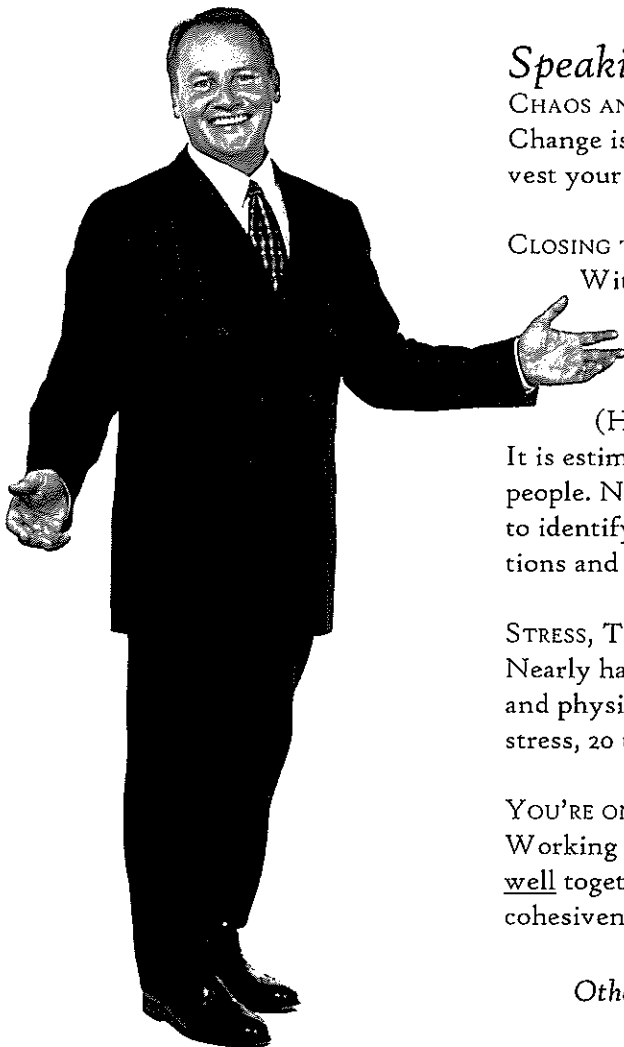


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Kit's gift is his ability to transform his audience to active participants who feel like they've engaged in a conversation. At the end of the speech, workshop or presentation, audiences walk away energized and informed, armed with new tools and strategies, and believe their time with Kit was very well spent.



### *Speaking Topics*

#### CHAOS AND CHANGE: BECOME A QUICK-CHANGE ARTIST

Change is becoming the norm, to resist it can ruin your career. Learn to invest your energy in finding and seizing the opportunities brought by change.

#### CLOSING THE GAPS: GENDER AND GENERATIONAL COMMUNICATION

With four different generations converging on the workplace, everyone needs to be equipped with practical strategies to deal with the differences. Learn to sort through stereotypes, and identify strengths.

#### (HOW TO WORK WITH) BULLIES, TYRANTS AND JERKS

It is estimated that 20 percent of our population can be classified as difficult people. No matter where you go, there will be at least one to deal with. Learn to identify types of difficult people and strategies for controlling your emotions and responding appropriately.

#### STRESS, TIME & PROCRASTINATION: ARE YOU A BURNOUT?

Nearly half the nation's workers say job stress is destroying their mental and physical health, and eroding productivity. Learn 30 techniques to relieve stress, 20 time management techniques and five steps to stop procrastination.

#### YOU'RE ON A TEAM, YOU MAY AS WELL BE GOOD AT IT

Working together is a difficult, complicated communication task. Working well together is a necessity. Learn how to participate effectively and build cohesiveness on a team in this fast-paced & activity-filled program.

*Other topics are available, see [www.welchlin.com](http://www.welchlin.com) for complete list.*

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