

Leadership Fresh Strategies for **Success** *A Brain-Friendly Guide*



Stephen C. Moulton



***“Leadership is about making others better
as a result of your engagement with them
and inspiring them to succeed
in your absence.”***



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Introduction

Good economy, bad economy, and everything in between, no matter how the economy is doing, today's leaders face the same challenges, attracting and retaining not just employees, but the best employees. Just as important, is knowing how to motivate those employees so that they are engaged and work with passion, energy, and enthusiasm.

Today's Leadership Challenges

According to several different studies:

- **78% of people in leadership positions are ill-suited for the role.**
- **Four in 10 people cannot work cooperatively with others.**
- **More than 50% of employees lack the motivation to keep learning and improving.**

In recent history, we have learned that Emotional Intelligence plays a huge roll in, effective leadership. In a study conducted by Travis Bradberry and Jean Greaves, authors of Emotional Intelligence 2.0, they found that 90% of high performers are also high in Emotional Intelligence and only 20% of low performers are high in Emotional Intelligence. If high levels of Emotional Intelligence are a good predictor of high performance it should be easy to pick high performers, right?

In one study, conducted by the Hay Group, assessing 4000 leaders against 12 Emotional Intelligence competencies over half, 52%, had 3 or less of the 12 Emotional Intelligence competencies. Amazingly, 20% had none of the competencies.

Another 21% only had four to six of the Emotional Intelligence competencies. So 73% of the population had 6 or less of the 12 competencies.

Here is the kicker only 16% had nine or more of the 12 Emotional Intelligence competencies!

Other studies reveal similar results.

In the next few pages, we will look at some of the competencies leaders need to be effective and successful.



Emotional Intelligence

What's Hard is Easy, What's Soft is Hard

Accounting is considered a **Hard** business discipline in the context of it being quantifiable, hence with systems you gather the numbers and see the results, there they are in black and white. People skills are **Soft** because they aren't particularly quantifiable and easy to get your arms around.

What's hard is easy, what's soft is hard.

For instance, in a study conducted at Cornell University that took place over five years, the findings challenged the conventional view that leaders who "drive for results at all costs" are most successful. The chart below shows the differences in leadership skills necessary for success.

Most likely to deliver positive business results	Less likely to deliver positive business results
self-aware leaders	arrogant, hard driving
strong interpersonal skills	impatient and stubborn
high emotional intelligence	low emotional intelligence

The research also reinforced the belief that an executive's experiences and leadership style are directly linked to performance.

One major reason leaders fail is in not understanding the importance of building effective relationships.

For example, a new chief executive will fail if he or she doesn't take time to construct effective relationships and partnerships with the board, his or her leadership team, and even with employees. Command and control leadership doesn't build organizations anymore, if it ever did.

Relationships are critical, and before they can be established, leaders must understand what partnership means and what must be personally done to build an organization. Leaders must be able not only to develop the trust and respect of those around them they must also demonstrate trust and respect for others.

Organizations that do their due diligence in the selection process will assess Emotional Intelligence and get verifiable examples of when a leader has done it.

Is your organization hiring leaders with the right Emotional Intelligence?

Are your leaders hiring people with the right Attitude, Alignment, and Aptitude?



Lead by Example

It's Funny How Often the Problem is the Leader

Should leaders be subject to the same rules they set for the employees? Or are they special? To some extent, there are privileges and benefits to being in a leadership position. However, employees notice when leaders break the rules and are hypocritical in their actions, just as children notice the behaviors and actions of their parents.

If the problem is us, the solution is also us. Two of the key emotional Intelligence competencies are Self-Awareness and Social-Awareness. Effective Leaders have a high level of self-awareness and social-awareness.

Research shows that the exercise of Emotional Intelligence drops off the cliff when leaders reach the executive level with CEO's being the worst offenders. Lending credence to the saying that, "power corrupts and absolute power corrupts absolutely."

Self-Awareness is the ability to recognize and understand our own emotions and behaviors and how those emotions affect others along with accurate self-assessment and self-confidence. When a leader is self-absorbed and oblivious to others they are no longer leading they are just the boss.

Dr. Stephen Covey wrote that: "You can't talk your way out of something you have behaved yourself into."

Two contrasting examples.

The first, I refer to as the Iron Nun. This CEO of a hospital had such an iron grip on the organization, you literally could not switch two pictures on a wall, without her approval. The way she treated physicians resulted in half of the physicians moving to other hospitals.

Compare her to a CEO who for the 17 days on the job had bad news headlined the local newspaper, including having a patient call 911 for assistance because they could not get the attention of nurses! A year later that culture had changed so significantly, that because of the CEO's efforts, there was renewed innovation and service by the employees.

Social-Awareness is about empathy, sensing others emotions, meeting other people's needs plus awareness of and reading the organization's mood and politics.

To have empathy toward others, a leader needs to know and understand the people in their responsibility. This requires getting to know them, their families, dreams, goals, recognizing their emotional ups and downs, and taking an active role in meeting their needs.

What example do you want to send?

Organizationally Challenged



"We call it 'behavior modification' ...
I can now give you instant feedback when
you make mistakes."

Leadership

Being the Boss Doesn't Make a Leader

At a fundamental level, why do employees leave? In exit surveys, the results are surprising to most leaders. The top four reasons have nothing to do with money.

Top 5 reasons employees leave:

1. **Not being treated with respect or dignity**
2. **Being prevented from making an impact on the organization**
3. **Not being listened to**
4. **Not being rewarded with more responsibility**
5. **Pay/Advancement**

If a leader's job is to attract and retain the best employees and knowing how to motivate those employees so that they are engaged and work with passion, energy, and enthusiasm, ignoring this information is a recipe for low performance.

So what does it mean to be a leader?

One of the things we need to do when we become leaders is to remember that being a leader and being a boss is not the same.

Being a boss means you have authority.

Being a leader means you have taken responsibility for those in your charge.

It is a challenge for many people to stop doing the things they loved to do before they were put in a leadership position. There is a comfort to doing what you know and often discomfort in doing what you don't know.

Very few organizations teach, coach, and mentor new leaders actually to be leaders. Sure, some organizations may send a new leader to charm school, but when they return to the pressure of the real world, they revert to business as usual.

So to build on the definition of leadership – It means that when we become leaders, we are no longer personally responsible for generating the numbers. Let me explain.

We become responsible for the people who now generate the numbers and get the results. It is now your responsibility to grow and engage your team members to help them develop their competence, generate the numbers, to feel part of the team, and be valued for their efforts.

That is the definition of leadership. Seldom are the skills necessary to be a leader taught and positively reinforced on an ongoing basis.

Organizationally Challenged



"I know what it looks like...but it's the actual DNA sequence found in people with MP (Management Potential)!"



Listen, Listen, Listen

Know Them, Learn from Them, Lead Them

One challenge we face is today's tech society. Too much communication is happening in bits and pieces electronically. The third reason people leave is not feeling heard.

In the 360 feedback assessments I have conducted many leaders seem to struggle with listening. Are we having conversations or a series of monologues? So how can we listen better?

First, did you know that an anagram for the word listen is silent?

Second, stop doing other things, be respectful, give your attention, and take the time to understand what they share.

Third, ask questions about what was said rather than quickly moving on.

Fourth, reframe what you just heard from the speaker, to demonstrate you understand and to be sure you got their perspective.

I remember trying to share what I was looking for in a complex program I wanted, and the programmer kept saying "I got it" before I even felt I had explained what I wanted. I didn't feel he was listening, of course, he didn't get the business.

It is obvious that listening is important for success as is getting to know your people. Spend one-on-one time talking with not only your direct reports but as many of your team as you can.

Here are several ideas:

1. How are you and your family doing? (take time to get to know them)
2. Tell me what's going on in your life?
3. What challenges are you and/or your family dealing with?
4. How can I help you?
5. What do you like most about your job? Like least? (gain insight into where they are.)
6. What would you change if you could?
7. Talk about successes and achievements.
8. Get updates and examples of how they are doing with performance expectations whether performance goals or behavioral expectations.
9. Follow-up on action items from last meeting.
10. Summarize action items generated during this meeting

Start with relationship building and getting to know them. Write down birthdates of spouse and children, etc. (have a system to remember and recognize them).

People want to follow leaders they know, like and trust and will do so with loyalty and commitment. They will flee from those they don't like or trust.



Select Winners

The Best Way to Build a Great Team, is to Hire the Right People in the First Place.

Quick question: are you biased? New research in Neuroscience has revealed that if you have a brain you are biased and so is everyone around you. Though many people like you and I, we try not to bring our biases to work and let them impact our decisions about people. The problem is that 95% of our biases are subconscious and we don't realize that they are impacting our decisions.

Neuroscience has also discovered that the only way to minimize the impact of our biases is to have a structured selection process. A process that not only includes preselected interview questions but a process that includes others in defining the requirements and the interview questions, with rating guides.

Do your managers have an objective process for selecting what interview questions they ask candidates for a specific job?

Do your managers know how to get a balanced picture of strengths and weakness as they relate to a job?

It is amazing how much information you can gain from candidates when you know how.

There are easily five reasons new employees fail.

Lack of Skill Fit - Skill has to do with the technical competencies and capabilities of the employee.

Lack of Team Fit - Some organizations want teamwork and unity, others want tension to keep their employees on their toes. Employees must be a fit.

Lack of Motivational Fit – Highly productive people are internally motivated, you can see it in how they get things done.

Lack of Cultural Fit – This means conforming to the policies and values of your organization. Be very careful if they don't have the same perspective as you.

Lack of Behavioral Fit - This is the most important area in deciding success or failure in the job. These competencies have a huge effect on success and failing to have just one of the required behaviors of the job can lead to failure.

One question I recommend employers ask is: has this person done things in the past the way I would want them done here? If they have done things in a way that make you uncomfortable, don't hire them.

Organizationally Challenged



"We don't bother interviewing anymore."



Building Your Team

People Want to Be Competent and Grow

Employees and leaders alike want leaders that will add value to them. Here are three areas that employees struggle with: Status, Autonomy, and Fairness.

How Status affects our Self-Perceptions.

In just being human, we are constantly aware of how events and interactions either diminish or enhance our status. When we consider the laws of survival, we are programmed to care about status. Why? Our survival may depend on it.

Think about it, when you hear the phrase "may I give you some advice?" do you get warm and fuzzy or a bit defensive. Why? Because the person that is bringing you this advice is claiming a position of superiority. When we receive praise, we feel an increase in our status.

Hence when leaders attempt making changes in an organization, if they ignore status, resistance will be significant.

Organizationally Challenged



"First, we teach them the basics ..."

How Autonomy affects Stress and Productivity.

Research has shown that when confronted by a stressful situation, one factor that determines our effectiveness in dealing with it, is the amount of control we have in dealing with it.

Strange as it may seem - Micromanagement can easily create a threat response because of a lack of Autonomy.

On the flip side, greater autonomy increases the feeling of certainty and reduces stress.

Leaders who want to improve performance reduce uncertainty by supporting their people's need for Autonomy. How do we do that? Provide people with options or allow

them to organize their work.

How Fairness affects Loyalty and Commitment

The world isn't fair, but leaders shouldn't make matters worse by ignoring the need for Fairness in the workplace. By the way Fairness doesn't mean sameness.

The perception that an event isn't fair it generates a response of hostility, anger, and distrust. The need for fairness is so strong that some people are willing to fight and die for causes they believe in or commit themselves to an organization they recognize as being fair.



Harnessing Conflict

The Elephant in the Room

Is conflict in organizations good or bad? The answer is yes.

Negative conflict can be caustic and costly. Positive conflict managed well can generate better solutions, profits, and morale.

Negative conflict can range from gossip and petty issues to total workplace disruption. This kind of conflict results in strained relationships there is accompanying stress, frustration, and anxiety. Negative conflict leads to increased sick leave, absenteeism, loss of productivity due to preoccupation, and injury and accidents that are more likely to occur. The result of all this chaos is an increase in turnover.

In 2008 the publishers of the Myers-Briggs Assessment and the Thomas-Kilmann Conflict Mode Instrument--commissioned a study on workplace conflict, they found that U.S. employees spent 2.8 hours per week dealing with conflict. This time spent amounts to approximately \$359 billion in paid hours wasted.

Organizations with too much negative conflict often have the following characteristics:

- Confusing organizational design and authority limits
- CEO and other leaders are not modeling the correct behavior
- Lack of clear objectives, strategy, and vision
- Lack of established or unclear Values.
- Lack of trust
- Leaders or employees unwilling to hold others accountable
- Hallway reversals allowed (lack of commitment)
- Some bad apples on the team
- Rewards are misaligned

Organizationally Challenged



Learning to understand conflict, acquire the tools for conflict resolution, and appreciate the gains from successful conflict resolution is a money making, money saving proposition.

What if you have too much negative conflict?

1. **Make sure that objectives are clear**
2. **Don't allow personal attacks**
3. **Enforce agreements**
4. **Leaders must model and reward correct behavior**

Want to learn how to develop skills in reducing negative conflict and optimizing positive conflict?



Testimonies

“I didn’t feel I was strong enough in my performance evaluations or that I was an effective leader coach. When I approached Steve for help, I was a bit skeptical about the outcome.

I really appreciated the insights I gained from the 360 feedback, but it did not stop there, through coaching with Steve, I am continually honing my skills.

He helped me to create a culture and habit of feedback and coaching starting with myself and then extending to my staff.

I can honestly say I’m much more discerning with regards to what I expect now. The expectations I’m setting are higher, more specific and are more honest.

As with anything giving candid and honest feedback is like exercising a muscle. Things improve through exercise and coaching.”

Eric Decker
IT Director

“ActionPlus is more than just a software package to make your life easier. It is a way to develop and maintain your company’s culture and performance, plus provide you with the time to impact the bottom line. In our first year of implementation, we believe that your approach has played a significant role in reducing turnover by over 10%.”

Janice Thompson
VP Human Resources

“We had trained all levels of management in each of our regions. Those regions that embraced Action Interviewing reduced turnover and recognizably better associates than those that had not. After a year of implementation, those regions that had not embraced Action Interviewing have done a 180 and what a difference it has made.”

Claudia Patterson
VP Human Resources

“We used to use a couple of other companies for 360’s, and we no longer use them to do that – we have decided to use Action Insight exclusively. He has wonderful follow through.”

Laurie Padron
Director, Organization Development
Memorial Healthcare System



Epilogue

Many Human Resource and leadership techniques were developed in the first half of the 1900's, along with Ford's Model T and Model A and remained unchanged, while even the automobile improved.

In the last 20 years, we have seen such advances in understanding successful leadership as emotional intelligence, fMRIs that give insight into how the brain acts leading to advances in Neuroscience.

Irresistible leadership is about helping people who want not only to be better leaders; they want to be leaders that can engage, develop talent and engenders loyalty.

We believe you deserve something better than 1900's technology and therefore we developed a successful method to help you become an Irresistible Leader. We love to serve those who know that being the boss isn't enough.



Stephen Moulton

P.S. Thank you for taking the time to read this guide, and yes, let's be sure to meet at some event, maybe in one of my books. We may even schedule a Leadership Strategy Session.

The Next Step?

As you head to the last page of this guide, your brain will no doubt be abuzz with all the possibilities in Emotional Intelligence and Leadership.

You'll wonder if there is a system in place to help you in case you get stuck? Is there a system to help you move ahead confidently? What if you wanted to learn skills that go beyond Emotional Intelligence and Leadership?

Effective education isn't just an information dump. Instead, it must be a system. It must be layered so that one layer of learning builds on top of the previous layer. It must anticipate the needs of the client well in advance.

Many people in leadership positions go to workshops, seminars, and even week-long programs and still struggle. That is because knowledge is only the first step. The second step is experiencing and practicing. The third step is becoming a leader.

Look around you, and you'll see how programs such as karate and yoga programs, are organized around a system, with on-going practice. As a result over time, you could become a Black Belt in karate under the very same teachers.

We call this system our 'Service, Protection and Guidance'

Using a dictionary, you will find several definitions of the word "client." Key definition words include, as someone you give service; someone who comes under your protection; someone you guide.

That's what we've done at Action Insight

- 1. We've created a system that you can easily follow.***
- 2. The centerline of the system has a specific predefined sequence.***
- 3. The vertical lines of the system are add-on learning experiences.***
- 4. The system of "Service, Protection, and Guidance."***

To see how we've helped you look far ahead into the future, take a look at the graphic below, You'll see that the progression is not only logical but enables you to absorb what you have learned before moving ahead. This absorption and implementation not only increases your confidence but also your expertise factor.

To learn more go to <https://www.actioninsight.com/> and judge for yourself.



Want to Learn More?

Want to learn more or to see if we can help you and your team?

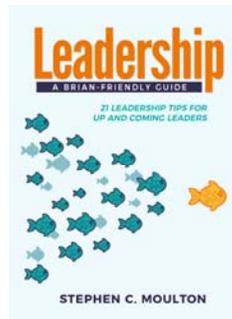


Go to: www.actioninsight.com To Schedule a Call

or check me out at on LinkedIn:

<https://www.linkedin.com/in/scmoulton>

Also, you can get a free copy of my book



Click on the icon below for your favorite format.



About the Author

From Stephen's background in **employee selection, engagement, and leadership**, he knows companies live and die based on their ability to:

- identify and select ideal employees and leaders.
- develop and grow highly engaged employees and leaders.
- empower them with the systems and skills to create and deliver outstanding customer value.

STEPHEN MOULTON, SPHR is founder and president of Action Insight, a leadership training and coaching firm specializing in helping leaders who struggle with hiring, growing, and keeping really good people.

As a trainer, coach, speaker, and software inventor, he has worked with leaders in large and small companies across the country.

With over 20 years of training, coaching and speaking experience, he has helped thousands of leaders in small and large companies become elite interviewers, make better hiring decisions, reduce turnover and avoid serious hiring mistakes.

Stephen has worked with such large companies as Coors-Miller, Cabela's, California Casualty, and City Bank, along with such hospital systems and Memorial Health System, Columbus Regional, Avera Sacred Heart Hospital, and Guthrie Clinic to name a few.

Stephen lives in the beautiful Boulder area of Colorado with his wife, Gayle.

To learn more about Stephen and Action Insight, please visit www.actioninsight.com or call 303-439-2001.



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