



YOUNG PROFESSIONAL ADVISORY COMMITTEE (YPAC)

LEADERSHIP IMPACT: DEVELOPING YOURSELF AND YOUR TEAM

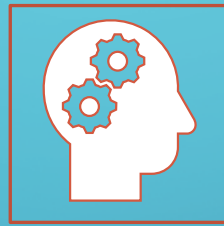
STEPHEN HUNT | DIRECTOR, CORPORATE TALENT DEVELOPMENT

JACOBSEN CONSTRUCTION

KICKOFF

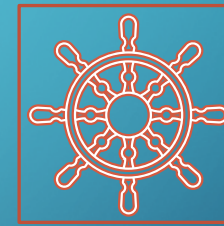


LEADERSHIP OVERVIEW



LEADING SELF

Own Your Outcome
The Benefits of Followership



LEADING OTHERS

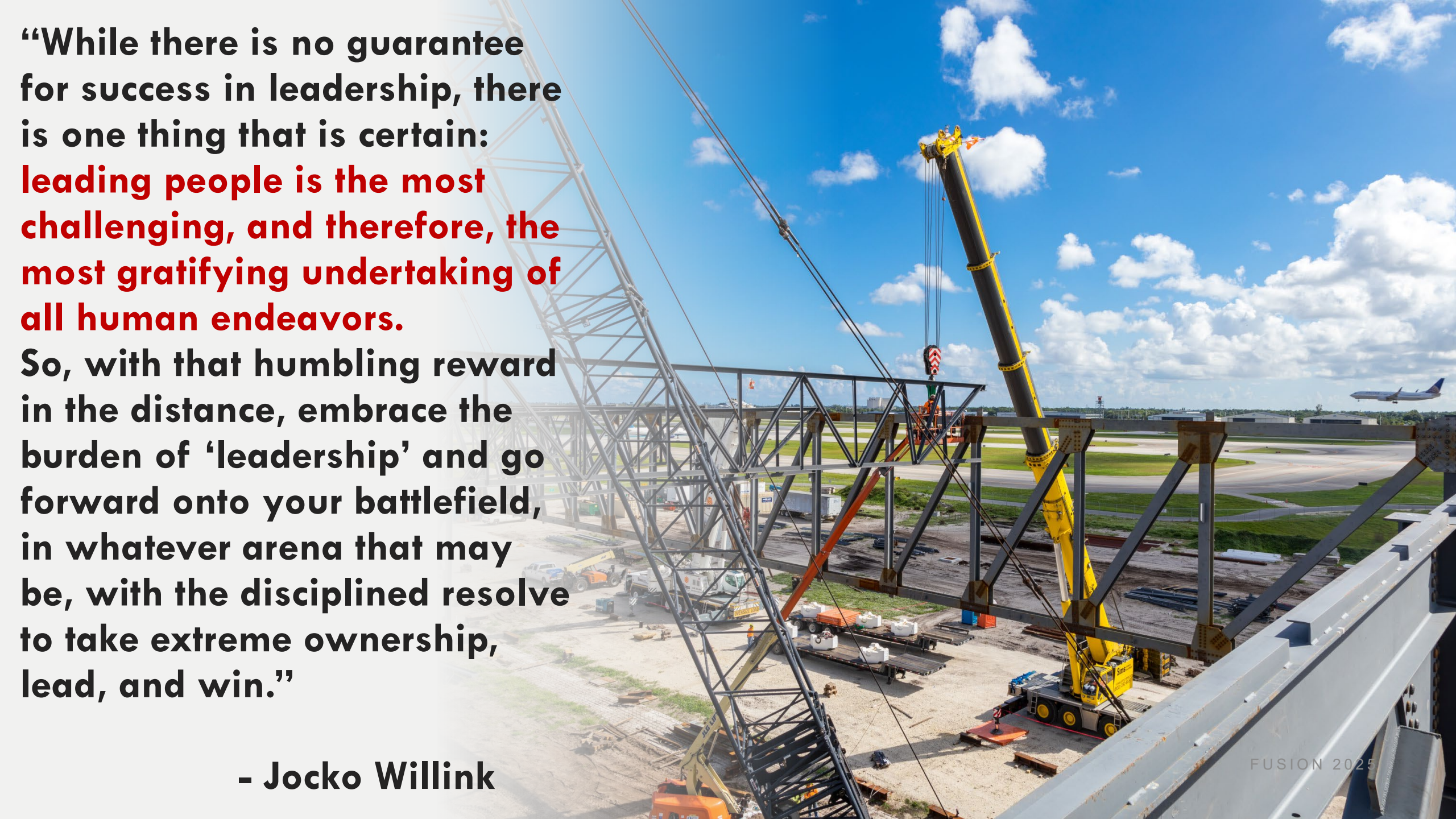
The Language of Leadership
How to Develop Leaders and
Teams



INTRO DISCUSSION

In groups, discuss:

- What is the most essential leadership trait? Why?
- In your experience thus far, is doubt ridiculed as a weakness?



“While there is no guarantee for success in leadership, there is one thing that is certain: leading people is the most challenging, and therefore, the most gratifying undertaking of all human endeavors.

So, with that humbling reward in the distance, embrace the burden of ‘leadership’ and go forward onto your battlefield, in whatever arena that may be, with the disciplined resolve to take extreme ownership, lead, and win.”

- Jocko Willink



LEADING SELF



WE EACH HAVE A STORY...



BEST/WORST LEADER

Visualize the BEST leader you've worked for (or with) in the last 10 years.

What makes them great?

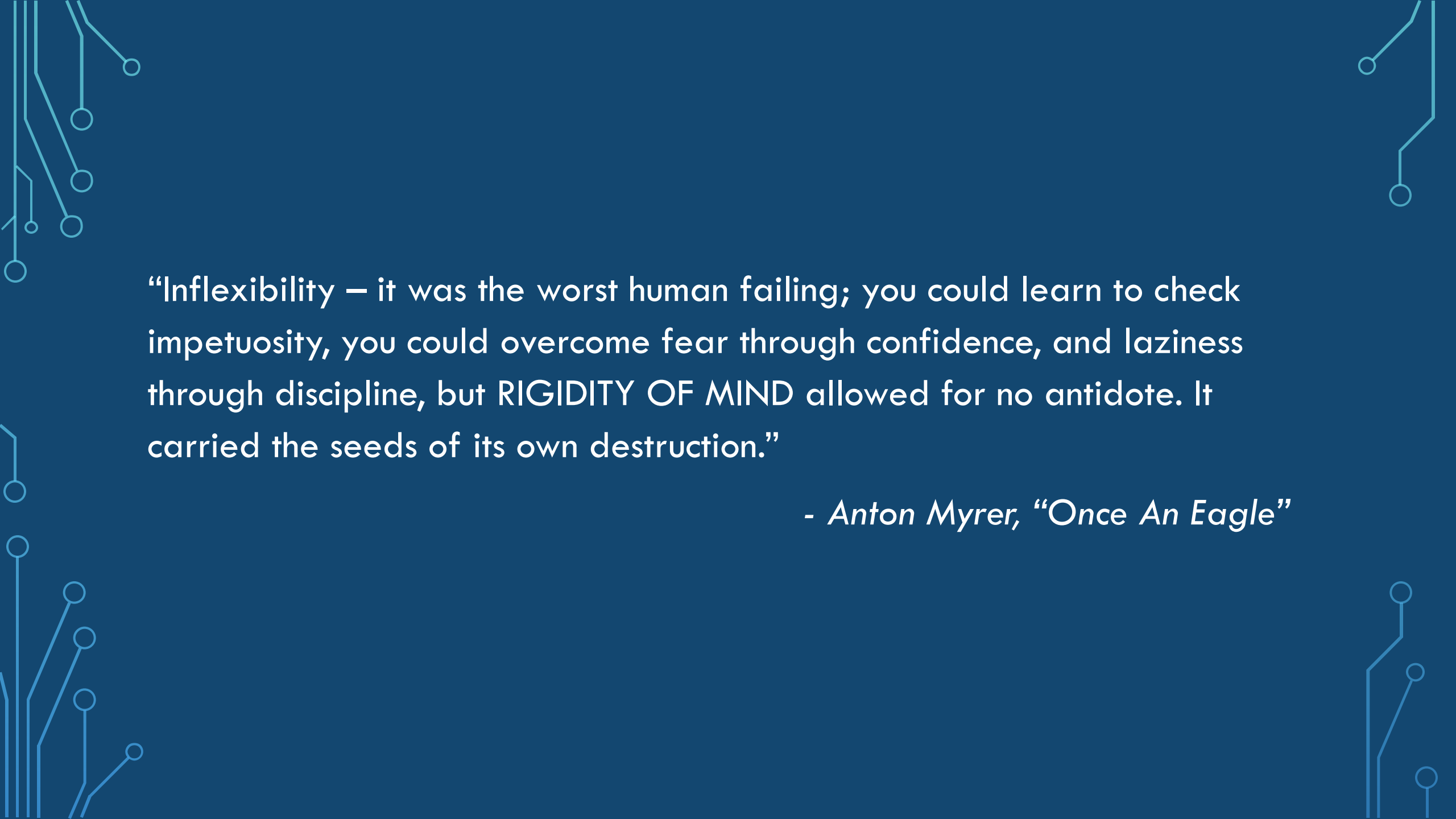
Share the characteristics that come to mind.

BEST/WORST LEADER

Visualize the
WORST leader
you've worked for
(or with) in the last
10 years.

What made them
the worst?

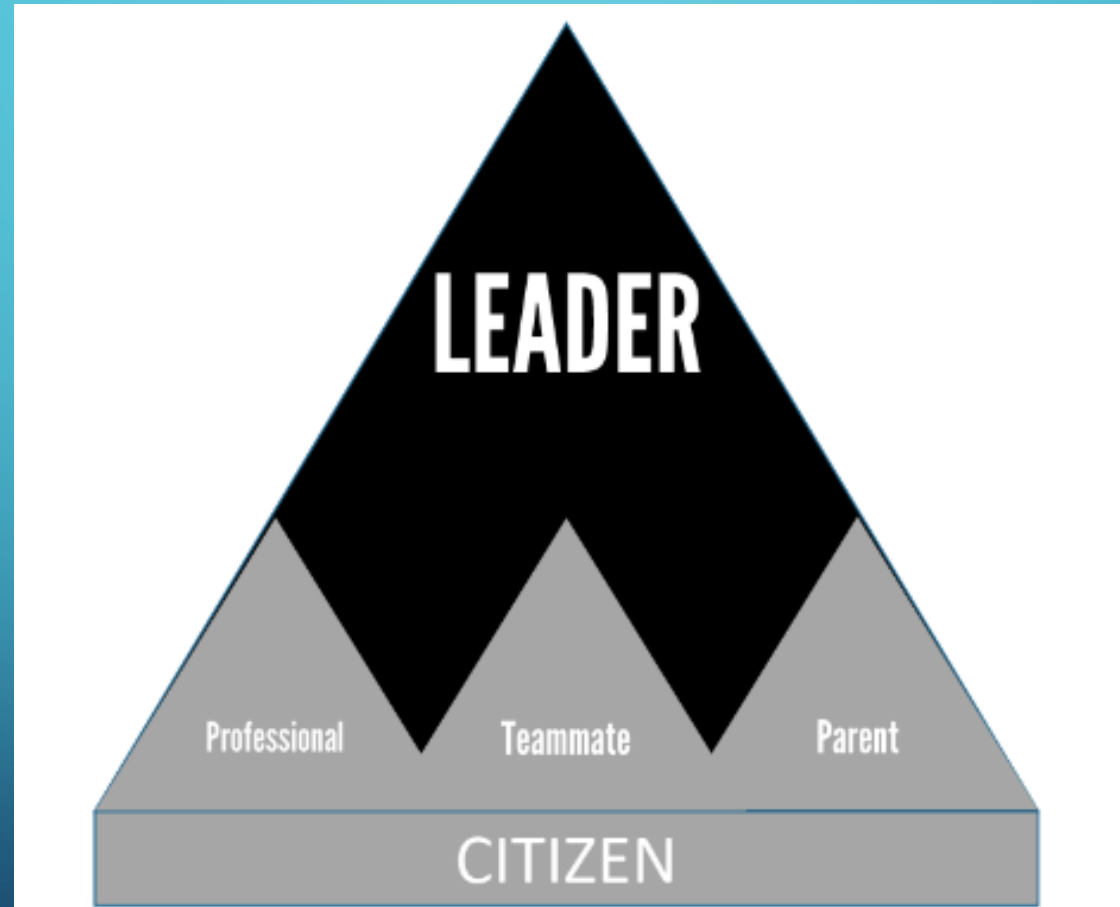
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The background is a solid dark blue. In the four corners, there are decorative white line-art elements resembling circuit traces or neural connections. These lines are thin and connect to small white circles, creating a network-like pattern. The lines are most prominent in the top-left and bottom-left corners, and less so in the top-right and bottom-right corners.

“Inflexibility – it was the worst human failing; you could learn to check impetuosity, you could overcome fear through confidence, and laziness through discipline, but RIGIDITY OF MIND allowed for no antidote. It carried the seeds of its own destruction.”

- Anton Myrer, *“Once An Eagle”*

THE ROLES YOU PLAY



BECOMING A LEADER OF LEADERS – A JOURNEY



Where are you presently? Where do you want to be?



“To excel at leadership, you must first master followership.”
S. Truett Cathy, founder Chick-fil-A

FOLLOWERSHIP

Why does saying “I’m a good follower” seem negative?

What are the characteristics of a good follower?



THE GOOD FOLLOWER

They are clear. They understand their role and they embrace it (everyone has a boss).

They are obedient. They understand standards of acceptable behavior and its essential nature for org effectiveness.

They are servants. They understand what needs to be done to help the leader accomplish goals. Then they do it – joyfully.

They are humble. They understand it is not about them – they are humble. They shine the light on the leader.

They are loyal. They understand that public loyalty leads to private influence. Never speak ill of the boss in public.

FOLLOWING HELPS YOU ACHIEVE A HIGHER PURPOSE



THE TOXIC FOLLOWER

1

Failure to join
the team you
are on.

2

Social media is
the preferred
forum to let the
world know how
bad your boss or
company is.

3

Allowing
disagreement
to lead to
disloyalty.

4

Unethical
behavior.

HOW TO BE A GREAT FOLLOWER

- **Don't make your problem your boss's problem.**
- **If your boss asks for a pizza, bring 'em a pizza.**
- **Do the job you were asked to do, not the job you want to do.**
- **Understand how leaders make decisions and try to think that way.**
- **Solve your boss's problem.**
- **Don't put your boss in a box when it comes to decisions.**

How can I make my boss more successful?



LEADING OTHERS



LEADERSHIP DEFINED | A POINT OF DEPARTURE

Leadership is the art of **influencing** people by providing purpose, direction, and motivation to **accomplish** the mission and **improve** the organization.

INFLUENCING – relationships built on trust and authenticity

ACCOMPLISHING – executing effectively

IMPROVING – growing self, others, and the organization

THE LANGUAGE OF LEADERSHIP



- Leadership is not a position. It is a **DECISION**.
- Leadership is an identifiable set of **SKILLS** and **PRACTICES** that are available to all of us.
- Leaders must **LEARN** the disciplines of leading **SELF** in order to **EARN** the privilege of leading **OTHERS**.
- Leaders seek **COMMITMENT** over **COMPLIANCE**. Then encourage, empower, equip, and guide others to where they dream of going.
- Leadership is a **RELATIONSHIP**.

LEADERSHIP TRUTHS



FLEXING AS A LEADER: GENERATIONS IN ONE WORD

GENERATIONS	KEYWORD
TRADITIONALS (AGE 77+)	RULES
BOOMERS (AGE 57-76)	LEGACY
GEN X (AGE 42-56)	LEVEL
MILLENIALS (AGE 23-41)	IMPACT
GEN Z (AGE 7-22)	CUSTOMIZE

LEADER RESPONSIBILITIES MODEL (LRM)

Strategic Responsibilities

- ✓ Formulate compelling vision
- ✓ Exercise mental agility
- ✓ Make and shape appropriate decisions
- ✓ Set conditions for successful teams
- ✓ Communicate effectively
- ✓ Demonstrate ethical ambition

Operational Responsibilities

- ✓ Lead through directives
- ✓ Negotiate with other leaders and build mutual trust
- ✓ Mentor, coach, and develop leaders
- ✓ Delegate responsibilities
- ✓ Manage multiple plans and responsibilities
- ✓ Translate strategic intent to tactical directives
- ✓ Build successful teams

Direct Responsibilities

- ✓ Take responsibility for yourself and your actions
- ✓ Lead by example
- ✓ Demonstrate disciplined initiative
- ✓ Demonstrate time and priority management
- ✓ Create shared understanding through clear goals and objectives
- ✓ Set expectations
- ✓ Monitor and coordinate team efforts
- ✓ Work through others
- ✓ Cultivate an effective team

A decorative graphic on the left side of the slide, consisting of a network of light blue lines and small circles, resembling a circuit board or a neural network. The lines are vertical and horizontal, with some diagonal connections, and the circles are placed at various points along these lines.

FINAL ACTIVITY & TAKEAWAYS



SCENARIO — THE STALLED TEAM MEMBER

You are a newly appointed team lead. One of your peers, **Jordan**, who is now your direct report, has recently...

- stopped speaking up in meetings
- begun missing small deadlines
- and seems disengaged compared to their usual strong performance.

This morning, you overhear Jordan say quietly to a coworker: **“Ever since the reorg, I’m not sure where I fit anymore.”**


You have **10 minutes before your next meeting**. You can either address it now or delay the conversation. What do you do — as a leader committed to *developing yourself and developing others*?

In groups, answer two questions:

1. What part of my OWN LEADERSHIP do I need to manage in this moment?
2. What is the NEXT BEST LEADERSHIP ACTION I can take to support Jordan’s growth and re-engagement?



**“SMART ISN’T SOMETHING YOU ARE,
SMART IS SOMETHING YOU BECOME.”**



“Your development as a leader is **NOT** someone else’s responsibility, but it certainly helps if your organization and other people take an interest in it. Whether or not they do doesn’t change where the ultimate control must lie, and **YOU** must make the choices that will determine your growth.”

McCall, Lombardo, & Morrison, The Lessons of Experience, 1988



The background is a dark blue gradient. In the four corners, there are white line-art graphics resembling circuit traces or neural network connections. These lines connect to small white circles, creating a sense of connectivity and technology.

Q & A