Leadership BootCamp

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Harris Corporation
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Overview

The Four Parts of Leadership

- Know Yourself
  - Meyers Briggs, Six Pillars of Self Esteem, 7 Habits
- Be a Good Team Player
  - Being a Team Player, Team Building
- Communicate Effectively
  - Presentation Skills, How to Win Friends & Influence People
- Continuous Improvement
Preliminary Evaluation

- Do a quick Preliminary Evaluation in the Leadership BootCamp Workbook.
- Present to the group one of your listed strengths and one of your weaknesses.
Know Yourself

- The Meyers Briggs Test
- 7 Habits of Highly Effective People
- Organization & Discipline
- Six Pillars of Self Esteem
Taking the Jung Personality Test

- Head to F2 Computer Lab
- http://www.humanmetrics.com/cgi-win/JTypes2.asp
The first preference has to do with how you're **ENERGIZED**.

<table>
<thead>
<tr>
<th><strong>Column A</strong></th>
<th><strong>Column B</strong></th>
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</thead>
<tbody>
<tr>
<td>Tolerate noise and crowds.</td>
<td>Avoid crowds and seek quiet.</td>
</tr>
<tr>
<td>Talk more than listen.</td>
<td>Listen more than talk.</td>
</tr>
<tr>
<td>Communicate with enthusiasm.</td>
<td>Keep enthusiasm to self.</td>
</tr>
<tr>
<td>Be distracted easily.</td>
<td>Concentrate well.</td>
</tr>
<tr>
<td>Meet people readily and participate in many activities.</td>
<td>Proceed cautiously in meeting people &amp; participate in selected activities.</td>
</tr>
<tr>
<td>Blurt things out w/o thinking.</td>
<td>Think carefully before speaking.</td>
</tr>
<tr>
<td>Hates to do nothing. On the go.</td>
<td>Time alone to recharges batteries.</td>
</tr>
<tr>
<td>Likes working or talking in groups</td>
<td>Would prefer to socialize in small groups or just do job &quot;by myself.&quot;</td>
</tr>
<tr>
<td>Likes to be center of attention.</td>
<td>Content being on the sidelines.</td>
</tr>
</tbody>
</table>
Meyers Briggs (slide 2)

These preferences have to do with how you **GATHER information**... or what you pay attention to.

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learn new things by imitation and observation.</td>
<td>Learns new things through general concepts.</td>
</tr>
<tr>
<td>Value solid, recognizable methods achieved in step-by-step manner.</td>
<td>Value different or unusual methods achieved via inspiration.</td>
</tr>
<tr>
<td>Focus on actual experience</td>
<td>Focus on possibilities.</td>
</tr>
<tr>
<td>Tend to be specific and literal; give detailed descriptions.</td>
<td>Tend to be general and figurative; use metaphors and analogies.</td>
</tr>
<tr>
<td>Behave practically.</td>
<td>Behave imaginatively.</td>
</tr>
<tr>
<td>Rely on past experiences.</td>
<td>Rely on hunches.</td>
</tr>
<tr>
<td>Likes predictable relationships.</td>
<td>Values change in relationships.</td>
</tr>
<tr>
<td>Appreciates standard ways to solve problems.</td>
<td>Use new and different ways to solve problems and teach solutions.</td>
</tr>
<tr>
<td>Methodical.</td>
<td>Leap around in a roundabout way.</td>
</tr>
<tr>
<td>Value realism and common sense.</td>
<td>Value imagination and innovation.</td>
</tr>
</tbody>
</table>
This category deals with how we *make decisions and reach conclusions*...

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have truth as an objective.</td>
<td>Have harmony as a goal.</td>
</tr>
<tr>
<td>Decide more with my head.</td>
<td>Decide more with my heart.</td>
</tr>
<tr>
<td>Question others' findings, 'cause they might be wrong.</td>
<td>Agree more with others' findings, 'cause people are worth listening to.</td>
</tr>
<tr>
<td>Notice ineffective reasoning.</td>
<td>Notice when people need support.</td>
</tr>
<tr>
<td>Choose truthfulness over tactfulness.</td>
<td>Choose tactfulness over truthfulness.</td>
</tr>
<tr>
<td>Deal with people firmly, as needed</td>
<td>Deal with people compassionately.</td>
</tr>
<tr>
<td>Expect world to run on logical principles.</td>
<td>Expect the world to recognize individual differences.</td>
</tr>
<tr>
<td>Notice pros &amp; cons of each option.</td>
<td>Note how an option has value and it affects people.</td>
</tr>
<tr>
<td>See others' flaws... critical.</td>
<td>Like to please others; show appreciation.</td>
</tr>
<tr>
<td>Feelings valid if they're logical.</td>
<td>ANY feeling is valid.</td>
</tr>
<tr>
<td>Tolerate occasional queries as to my emotional state in relationships</td>
<td>Appreciate frequent queries as to my emotional state</td>
</tr>
</tbody>
</table>
Meyers Briggs (slide 4)

This one has to do with the LIFESTYLE you adopt

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prefer my life to be decisive, imposing my will on it</td>
<td>Seek to adapt my life and experience to what comes along.</td>
</tr>
<tr>
<td>Prefer knowing what they're getting themselves into</td>
<td>Like adapting to new situations.</td>
</tr>
<tr>
<td>Feel better after making decisions</td>
<td>Prefer to keep things open.</td>
</tr>
<tr>
<td>Enjoy finishing things.</td>
<td>Enjoy starting things.</td>
</tr>
<tr>
<td>Work for a settled life, with my plans in order.</td>
<td>Keep my life as flexible as possible so that nothing's missed.</td>
</tr>
<tr>
<td>Dislike surprises &amp; want advance warnings.</td>
<td>Enjoy surprises and like adapting and like adapting to last-minute changes.</td>
</tr>
<tr>
<td>See time as a finite resource, and take deadlines seriously.</td>
<td>See time as a renewable resource, and see deadlines as elastic.</td>
</tr>
<tr>
<td>Like checking off &quot;to do&quot; list.</td>
<td>Ignore &quot;to do&quot; list, even if made one.</td>
</tr>
<tr>
<td>Feel better with things planned.</td>
<td>Would rather do whatever comes along.</td>
</tr>
</tbody>
</table>
Meyers Briggs Summary

Slide 1
- Column A: E  Extrovert
- Column B: I  Introvert

Slide 2
- Column A: S  Sensing
- Column B: N  Intuition

Slide 3
- Column A: T  Thinking
- Column B: F  Feeling

Slide 4
- Column A: J  Judging
- Column B: P  Perceiving

Other Versions of the Test

- Jung: http://www.humanmetrics.com/cgi-win/JTypes1.htm
- Keirsey: http://www.keirsey.com/
- Jobs: http://www.doi.gov/octc/typescar.html
The Six Pillars of Self Esteem

- Focus on Action
  1. The Practice of Living Consciously
  2. The Practice of Self Acceptance
  3. The Practice of Self Responsibility
  4. The Practice of Self Assertiveness
  5. The Practice of Living Purposefully
  6. The Practice of Personal Integrity
The 7 Habits of Highly Effective People

1. Be Proactive
2. Begin with the End in Mind
3. Put First things First
4. Think Win/Win
5. Seek First to Understand, then to be Understood
6. Synergize
7. Sharpen the Saw
Habits

- Knowledge (what to, why to)
- Skills (how to)
- Desire (want to)
1. Be Proactive

- The Social Mirror
- Between Stimulus & Response
- The Freedom to Choose
- Taking the Initiative
- Act or Be Acted Upon
- Circle of Concern/Circle of Influence
Proactive/Reactive Language

**Reactive**
- There’s nothing I can do
- That’s just the way I am
- He makes me so mad!
- They won’t allow that
- I have to do this
- I can’t
- I must
- If only

**Proactive**
- Let’s look at the alternatives
- I can choose a different approach
- I control my own feelings
- I can create an effective presentation
- I will choose an appropriate response
- I choose
- I prefer
- I will
Proactive Applications

- Take a situation where you are normally reactive (homework, papers, athletics) and come up with 3 ways to be proactive.
- Listen to your language for a full day. See how much of your language is reactive vs. proactive.
2. Begin with the End in Mind

- A Personal Mission Statement
  - Think about your Eulogy
- Defining Roles & Goals
- Define Your Center
Personal Centers

- Significant Other
- Family
- Money
- Work
- Possession
- Pleasure/Thrill

- Enemy
- Church
- Self
- Friend

**Principle Centered**
End in Mind Applications

- Write your Own Eulogy
- Define all the Roles that you fill and the major Goals that you have
- Write a Personal Mission Statement
3. Put First Things First

- **Time Management**
  - The Quadrants
- **The Quadrant II**
  - Calendar
- **Long Term & Weekly Organization**

<table>
<thead>
<tr>
<th>Quadrant</th>
<th>Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Urgent</td>
<td>Not Urgent</td>
</tr>
<tr>
<td>Activities:</td>
<td>Crises</td>
<td>Prevention</td>
</tr>
<tr>
<td></td>
<td>Pressing Problems</td>
<td>PC Activities</td>
</tr>
<tr>
<td></td>
<td>Deadline driven</td>
<td>Relationship Building</td>
</tr>
<tr>
<td></td>
<td>Projects</td>
<td>New Opportunities</td>
</tr>
<tr>
<td>III</td>
<td>Urgent</td>
<td>Not Urgent</td>
</tr>
<tr>
<td>Activities:</td>
<td>Interruptions</td>
<td>Trivia, Busy Work</td>
</tr>
<tr>
<td></td>
<td>Phone Calls</td>
<td>Mail, Phone Calls</td>
</tr>
<tr>
<td></td>
<td>Mail, Reports, Meetings</td>
<td>Time Wasters</td>
</tr>
<tr>
<td></td>
<td>Popular Activities</td>
<td>Pleasant Activities</td>
</tr>
<tr>
<td>IV</td>
<td>Urgent</td>
<td>Not Urgent</td>
</tr>
</tbody>
</table>
# The Quadrant II Calendar

<table>
<thead>
<tr>
<th>The Weekly Schedule</th>
<th>Weekly Priorities</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
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</thead>
<tbody>
<tr>
<td>Roles</td>
<td>Weekly Goals</td>
<td>J</td>
<td>J</td>
<td>J</td>
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<tr>
<td>Individual</td>
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<td>Partner</td>
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<td>Engineer</td>
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<td>Business</td>
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<td>Student</td>
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<td>Healthy</td>
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<td>Family</td>
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<tr>
<td>Friend</td>
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<tr>
<td>Volunteer</td>
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<tr>
<td>Evening</td>
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</tbody>
</table>

**Today's Priorities**

<table>
<thead>
<tr>
<th>Appointments / Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
</tr>
<tr>
<td>8</td>
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<tr>
<td>9</td>
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<td>5</td>
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<tr>
<td>6</td>
</tr>
<tr>
<td>7</td>
</tr>
<tr>
<td>8</td>
</tr>
</tbody>
</table>

**Notes:**

1. **INDIVIDUAL:** I will strive to become an individual, increase my knowledge, and know what to do.
2. **PARTNER:** I will love to love and honor my partners (both partners) and help them develop their lives and careers.
3. **BUSINESS:** Each day I will apply my engineering skills, learn from the engineer, and develop a new understanding of engineering knowledge.
4. **BUSINESSwoman:** I will strive to be a productive, efficient, and goal-oriented entrepreneur.
5. **STUDENT:** I will strive to learn each day to become my knowledge and be a good student.
6. **HEALTHY PERSON:** Each day I will exercise to maintain and improve my health.
7. **ATHLETE:** I will take time to improve my skills and build through exercises and sport.
8. **FAMILY MEMBER:** I will take time to keep in touch with family and friends, maintain bonds.
9. **HUSBAND:** I will do myself as a contributor and partner to ensure that all job activities are accomplished in equal, shared manner.
First Things First Applications

- Identify a Quadrant II Activity that you have neglected, that would have a significant impact on your life, write it down and commit to it.

- Organize your next week, start with roles & goals, and develop specific actions around them.

- Find a time weekly that you can organize your upcoming week. Plan to do it every week.
Lunch Break
~12:00-1:00
4. Think Win/Win

- Win/Win
- Win/Lose, Lose/Win
- Lose/Lose
- Win
- Win/Win or No Deal
- Emotional Bank Accounts
Think Win/Win Applications

- Think of a situation where you are often in a win/lose or lose/win situation. Determine how you can make it a win/win.
- Next discussion you are in, come up with 4 ways you agree with the other person’s point of view.
- Identify 3 key relationships in your life. What format are they? Figure out 3 ways to make deposits in their emotional bank accounts.
5. Seek First to Understand, Then to be Understood

Principles of Empathic Communication

- Empathic Listening (in the other person’s shoes)
- Diagnose before you Prescribe
- Autobiographical Responses
- Understanding & Perception
- THEN Seek to be Understood
Understand/Understood Exercises

- Empathic Listening Practice
- Pick a relationship in which you think you have a negative emotional bank account. REALLY try to understand the other person’s perspective.
- Try and watch two people who are communicating, and cover your ears. Watch their “language”, see what you can learn from it.
Synergize & Sharpen the Saw

- **Synergize: Practice Creative Cooperation**
  - Trust & Cooperation are HIGH
  - Find the 3rd Alternative

- **Sharpen the Saw: Balanced Self Renewal**
  - Production (P)/Production Capability (PC)
  - Personal PC
The 8th Habit

- Find your **Voice and Inspire** others to find theirs
  - Leadership is a choice to deal with people in a way that will communicate to them their worth and potential so clearly they will come to see it in themselves.
  - Establish trust, find the 3rd alternative, develop a shared Vision
Be a Good Team Player

- The 17 Essential Qualities of a Team Player
- Teambuilding
- Knowing Your Team
The 17 Essential Qualities of a Team Player

- Adaptable
- Collaborative
- Committed
- Communicative
- Competent
- Dependable
- Disciplined
- Enlarging (adding value)
- Enthusiastic
- Intentional
- Mission Conscious
- Prepared
- Relational
- Self-Improving
- Selfless
- Solution Oriented
- Tenacious (Never Quit!)
Exercise

- Rate Yourself
  - Do you know how much of a team player you really are? Be HONEST in your answers!

- Build a Team
Getting to Know Your Team

- Listen!!
- Learn NAMES!!
- Try to figure out the “Why’s”
- Interact on a personal level
- Understand Aptitude & Attitude Problems
Attitude vs. Aptitude

What are some Indicators/Differences between the following situations?

- Lack of Knowledge or Skill
  - Aptitude

- Something is keeping them from Performing
  - Enablement

- They Just don’t Want To.
  - Attitude
Attitude vs. Aptitude Exercises

- Come up with the reason each individual did not accomplish the task they were supposed to based on APtitude, ATtitude, or ENablement.
Motivation

What Motivates People???

Positive Incentives
Personal Gain
Money
Food
Good Feelings
Rewards

Fear
Negative Incentives
Buy-In
Recognition
Praise
Loathing
Motivation Exercise

- What Motivates People?
Afternoon Break
~3:00 - 3:30
Communicate Effectively

- Good Presentations
- How to Win Friends & Influence People
- Listening
Presentation Skills

- Know your audience
- Project your voice
- Use Eye Contact & Gestures
- Create a Persuasive Presentation
- Use Visuals
- Locate, Turn, & Talk
- Appropriate Q&A
- NEVER Apologize up front!!
Presentation Skills Exercise

- Take 5 Minutes to jot down an idea

- Evaluate each presenter.
How to Win Friends & Influence People

- Fundamental Techniques in Handling People
- Six Ways to Make People Like You
- How to Win People to Your Way of Thinking
- Be a Leader: How to Change People Without Giving Offense or Arousing Resentment
Fundamental Techniques in Handling People

- "If you want to gather honey, don’t kick over the beehive."
  - Don’t Criticize, Condemn or Complain (1)
  - Try to Understand

- Give Honest & Sincere Appreciation (2)

- "He who can do this, has the whole world with him, he who cannot walks a lonely way."
  - Arouse in the Other Person an Eager Want (3)
Handling People Exercise

- Fill out the workbook sheets on:
  - Don’t Criticize, Condemn or Complain
  - Give Honest & Sincere Appreciation
  - Arouse in the other Person an Eager Want
Six Ways to Make People Like You

- Become Genuinely Interested in Other People
- SMILE!! 😊
- Remember Names!!
- Be a Good Listener. Encourage Others to Talk About Themselves.
- Talk in Terms of the Other Person’s Interests
- Make the Other Person Feel Important, and Do it Sincerely.
The Name Game

- Everyone in the room say your middle name (or a parent's first name if you don't have one).
- Once we have gone around the room, take a minute to write down everyone's first & middle name that you can remember.

Friends Names.
How to Win People to Your Way of Thinking

- The only way to get the best of an argument is to avoid an argument all together.
- Show Respect for the other person’s opinions. Never say “You’re Wrong.”
- If you are wrong, admit it quickly and emphatically.
- Begin in a friendly way.
- Get the other person to say “Yes, Yes.”
- Let the other person do a great deal of the talking.
How to Win People to Your Way of Thinking (cont)

- Let the other person feel the idea is his/hers.
- Try to honestly see things from the other person’s point of view.
- Be sympathetic with the other person’s ideas and desires.
- Appeal to the Nobler motives.
- Dramatize your ideas.
- Throw Down a Challenge!
How to Change People without Giving Offense or Arousing Resentment

In order to change attitudes & behavior:

- Begin with praise & honest appreciation
- Call attention to people’s mistakes indirectly
- Talk about your own mistakes before criticizing the other person
- Ask questions instead of giving direct orders
- Let the other person save face
How to Change People without Giving Offense or Arousing Resentment (cont)

- Praise the slightest improvement and praise EVERY improvement.
- Give the other person a fine reputation to live up to.
- Use encouragement, make the fault seem easy to correct.
- Make the other person happy about doing the thing you suggest.
Listening

- Listen Openly
- Do NOT think autobiographically
- HEAR what the other person is saying
- Put yourself in their shoes
- Pay attention to names & likes/dislikes
- Only speak to note that you are hearing them.
- Try to reiterate what they say in different words to make sure you understand.
Continuous Improvement

- “Sharpen the Saw”
- Read as many books as you can
- Set aside Thinking Time
- Take time to Organize & Reflect
- PRACTICE!!
Q&A!

Thanks for coming!!