

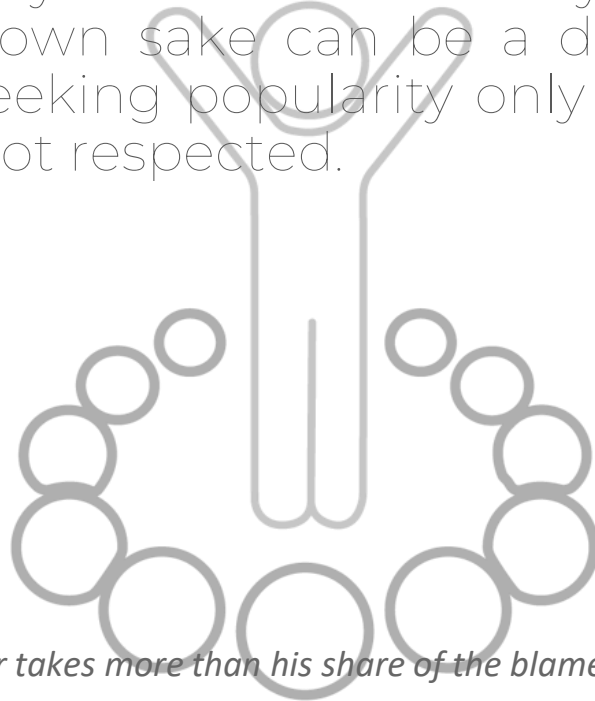
Being a likeable boss

Training material



Module One: Getting Started

- While many in management and leadership want to be genuinely liked by the workers they supervise, seeking popularity for its own sake can be a dead end. Many have tried to lead by seeking popularity only to find that they are indeed liked but not respected.

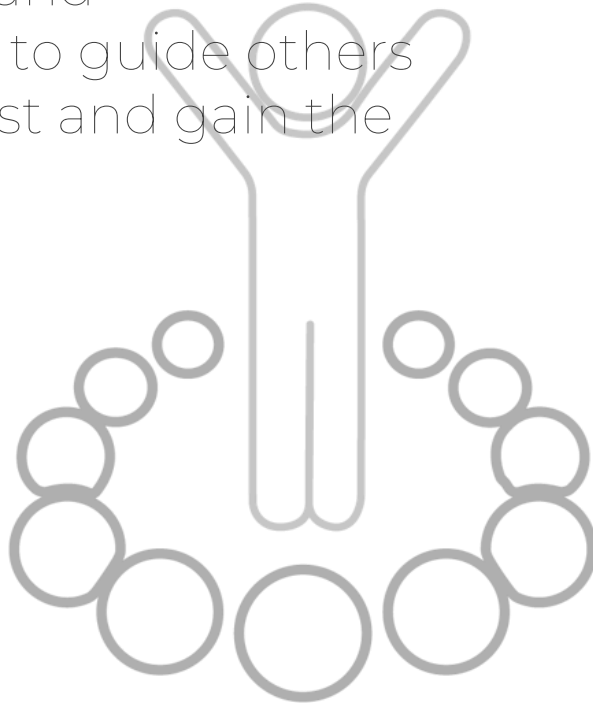


A good leader takes more than his share of the blame and less than his share of the credit.

Arnold H. Glasgow

Objectives of the workshop

- Understanding how to develop leadership qualities
- Using wisdom and understanding to guide others
- Learning to trust and gain the trust of others

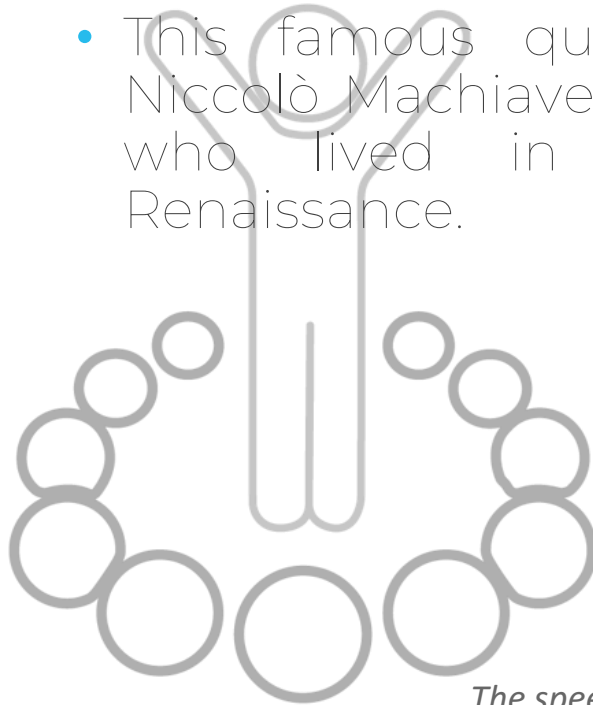


Module two:

Is it better to be loved or feared?



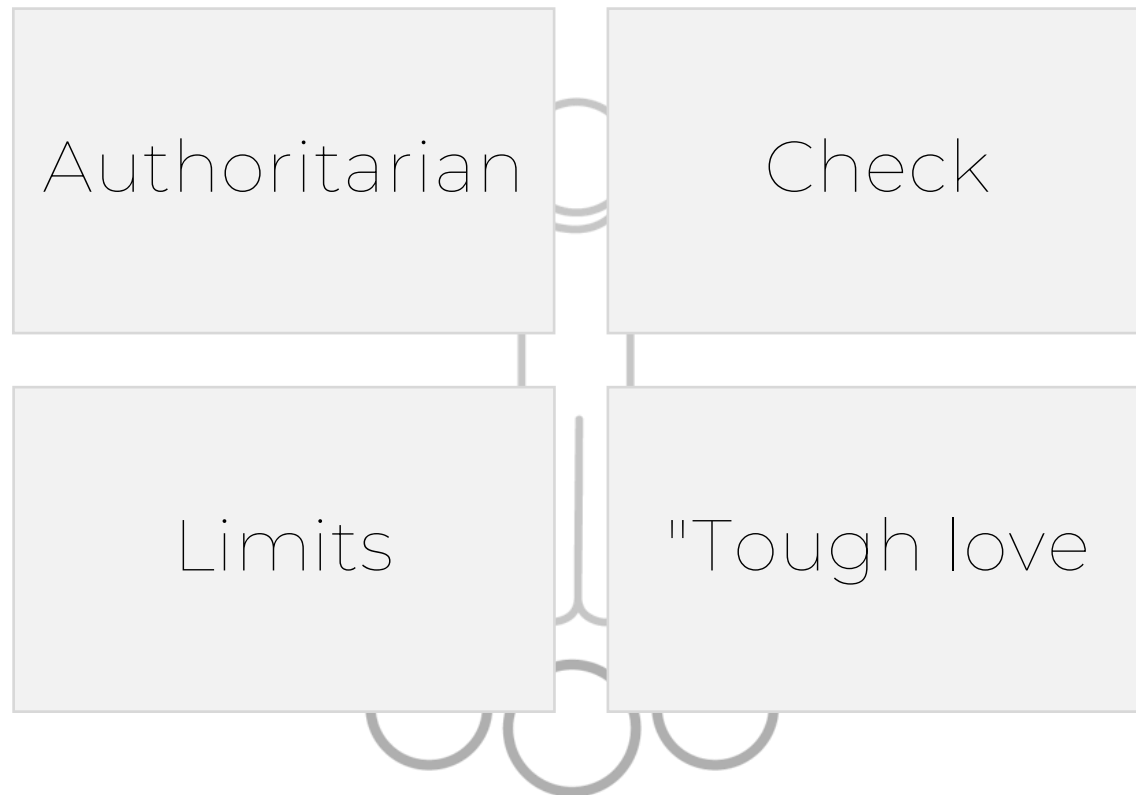
- This famous question comes from Niccolò Machiavelli, a political theorist who lived in Italy during the Renaissance.



The speed of the leader is the speed of the band.

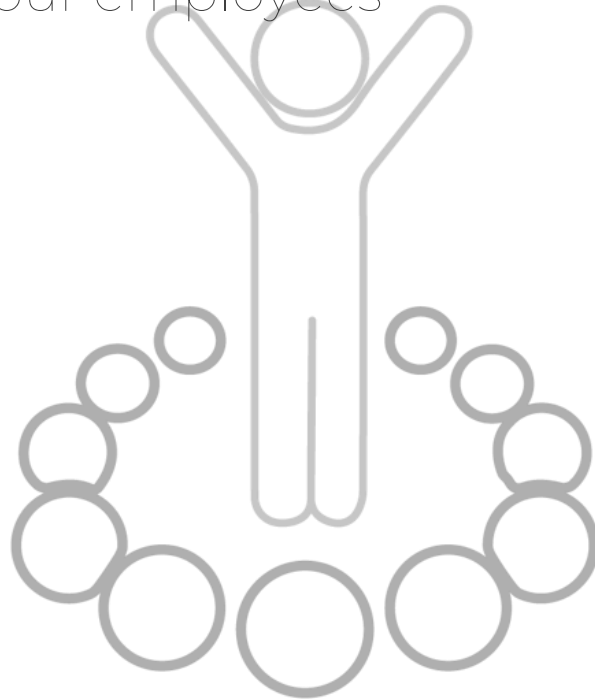
Mary Kay Ash

The case of fear



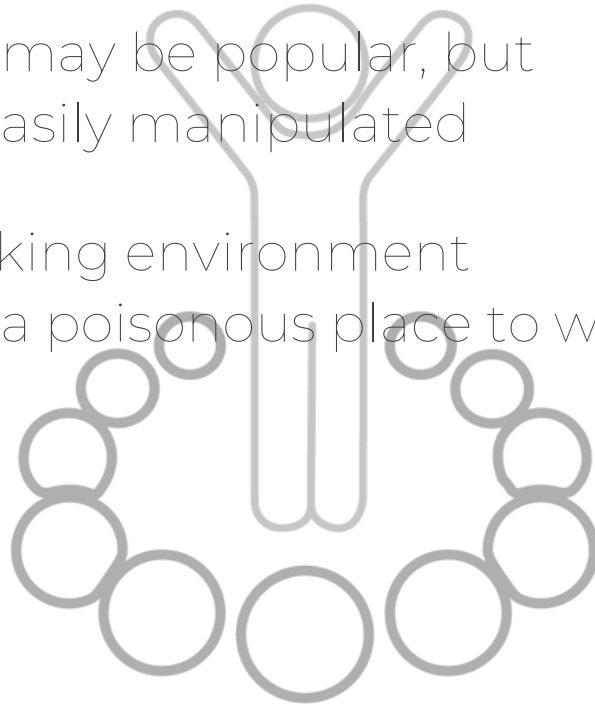
The case of love

- Respecting others
- True respect has to be earned
- Really care about your employees



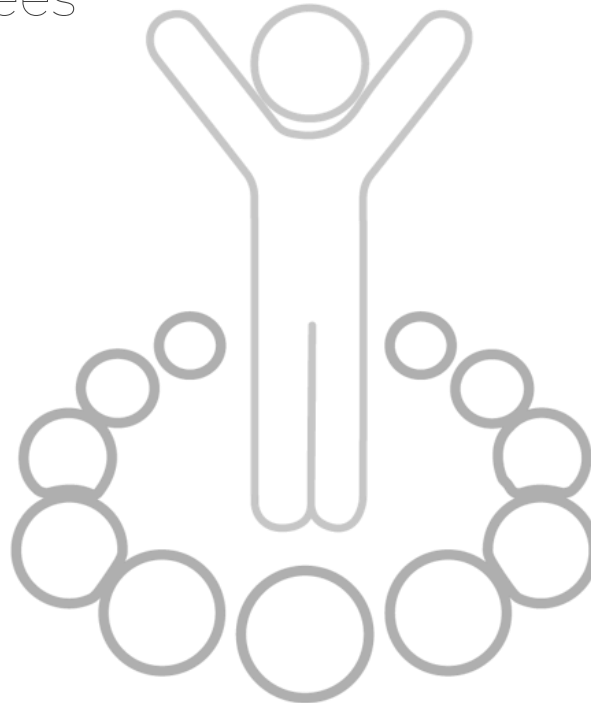
The counter-arguments

- Both have their advantages, but also their disadvantages:
- Beloved leaders may be popular, but could also be easily manipulated
- Fear-ridden working environment it can become a poisonous place to work.



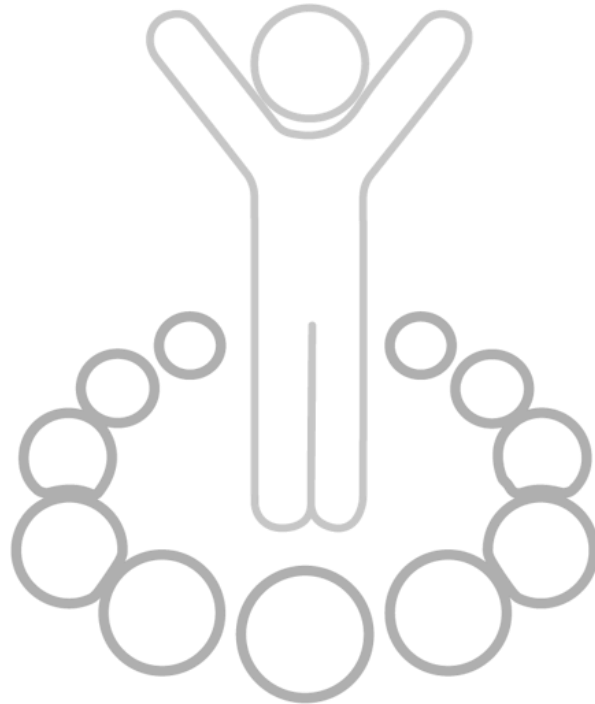
The middle ground

- Clear boundaries
- Understand
- Value your employees



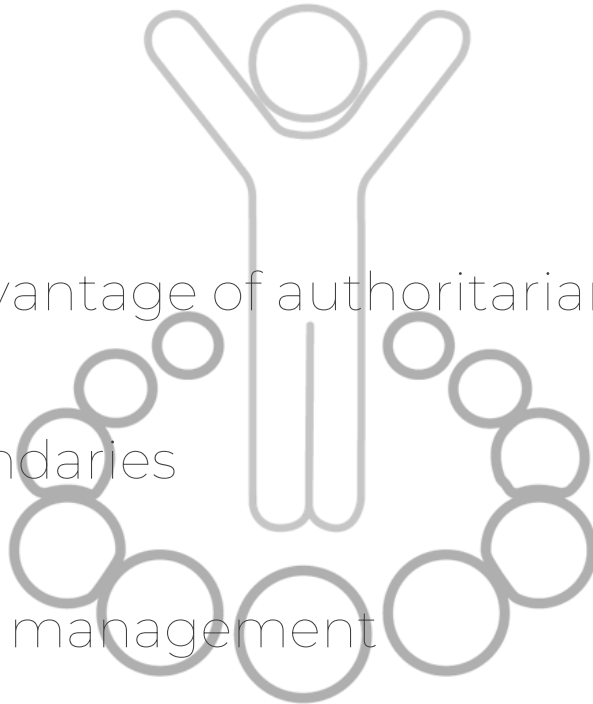
Practical illustration

- Steve has recently been promoted to manager of his bookshop.



Module two: Review questions

- 1.) Who first posed the question of whether it is better to be feared or loved?
 - a) Shakespeare
 - b) Da Vinci
 - c) Columbus
 - d) Machiavelli
- 2.) What is one advantage of authoritarian leadership?
 - a) Employee loyalty
 - b) Well-defined boundaries
 - c) Lack of conflict
 - d) Respect for senior management



Module two: Review questions

- 3.) Genuine respect _____.
 - a) Must be earned
 - b) It is achieved through fear
 - c) It can only be given to people who are higher up than you.
 - d) All of the above
- 4.) What is NOT an effect of a more forgiving and understanding leadership style?
 - a) Less conflict between management and employees
 - b) Employees tend to be more loyal
 - c) Clearly defined boundaries
 - d) It is easier to motivate employees to cooperate

Module two: Review questions

- 5.) What is the disadvantage of authoritarian style leadership?
 - a) Clear boundaries
 - b) High staff turnover
 - c) Lack of discipline
 - d) None of the above
- 6.) What is detrimental to a relaxed leadership style?
 - a) Poisoned working environment
 - b) High staff turnover
 - c) Clear consequences of boundary violations
 - d) A chaotic working environment



Module two: Review questions

- 7.) When determining whether to adopt an authoritarian or a lenient style, what should you consider?
 - a) The big picture
 - b) Long-term consequences
 - c) What will be effective
 - d) All of the above
- 8.) What should an intermediate approach to leadership include?
 - a) A poisoned working environment
 - b) A chaotic working environment
 - c) An indifferent working environment
 - d) An environment where all employees are respected irrespective of status

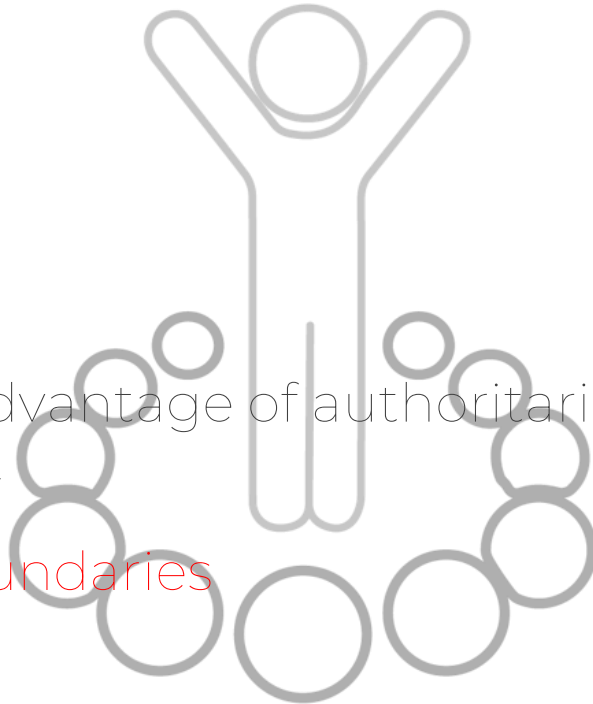
Module two: Review questions

- 9.) Why did Machiavelli say what he said about leadership?
 - a) He lived in a different era
 - b) He was loved by all
 - c) He did not like it at all
 - d) None of the above

- 10.) What does *an intermediate form of leadership* mean?
 - a) Someone has to be in charge
 - b) Employees love their boss
 - c) An effective leader can also be loved by his or her employees.
 - d) None of the above

Module two: Review questions

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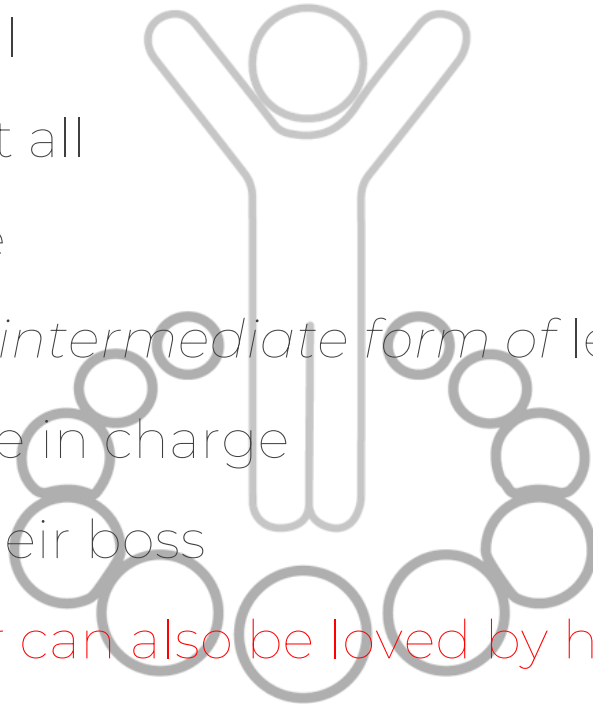


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Module three: Leadership as service

- Whether you prefer an authoritarian or an indulgent leadership style, or something in between, one factor that can really enhance your leadership effectiveness is to see yourself serving the needs of your employees even as you serve the needs of your company or organisation.



To lead, one must first learn to serve. The I Ching

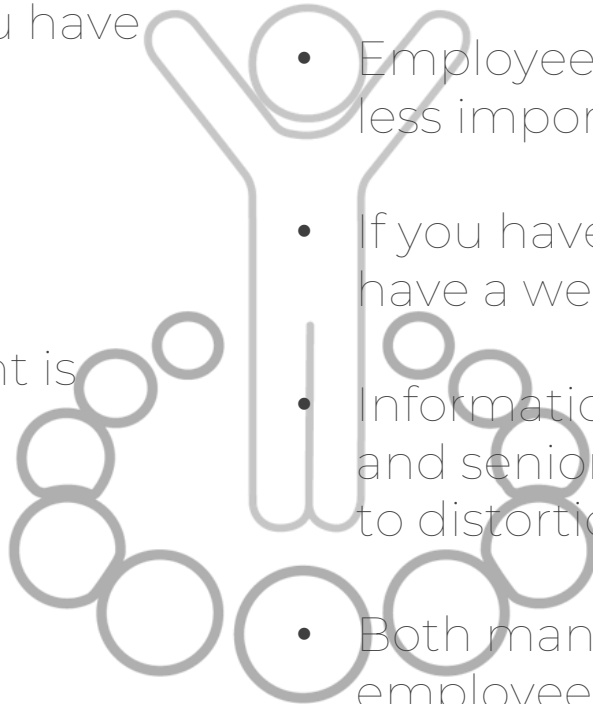
Top-down hierarchies

Advantages:

- You always know who is in charge and who you have to report to.
- Decision-making is effective.
- Career advancement is clearly defined.

Disadvantages:

- Potential for power-based politics
- Employees at the bottom may feel less important.
- If you have a weak leader, you will have a weak organisation.
- Information from management and senior management is prone to distortion.
- Both management and employees may have a misunderstanding of what the other group is about.



A lateral perspective

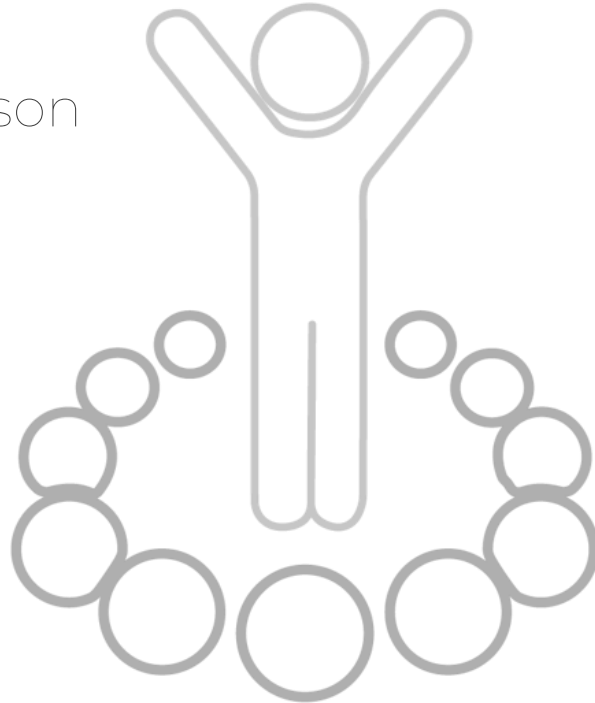
The different departments are managed by project managers.

Communication does not have to go through so many filters.

Senior management serves as a conduit between the team and managers.

Get to know your employees

- On a personal and professional level
- Understanding what it means to work on the frontline
- Address each person as an individual

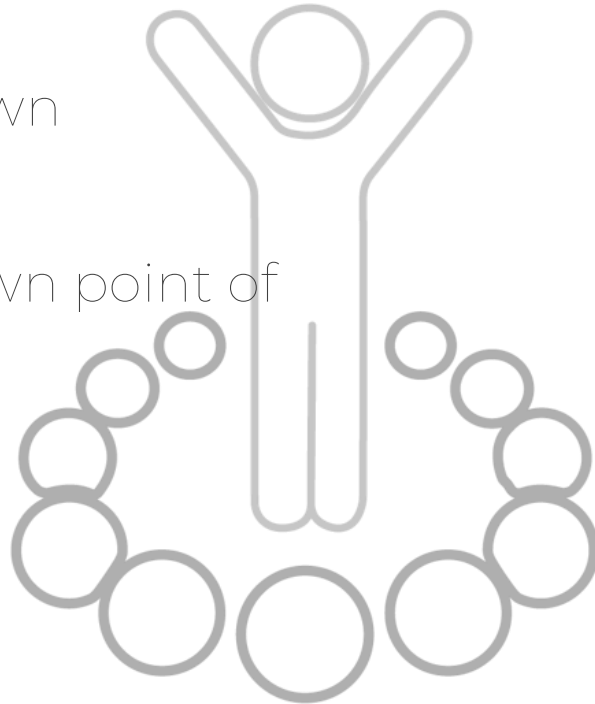


Genuine empathy and the power to lead

Listen
to

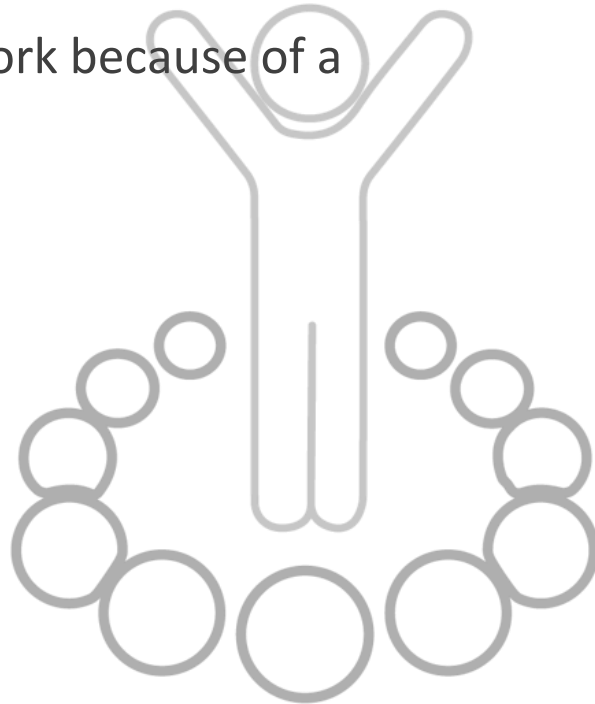
Consider your own
attitude

Suspend your own point of
view



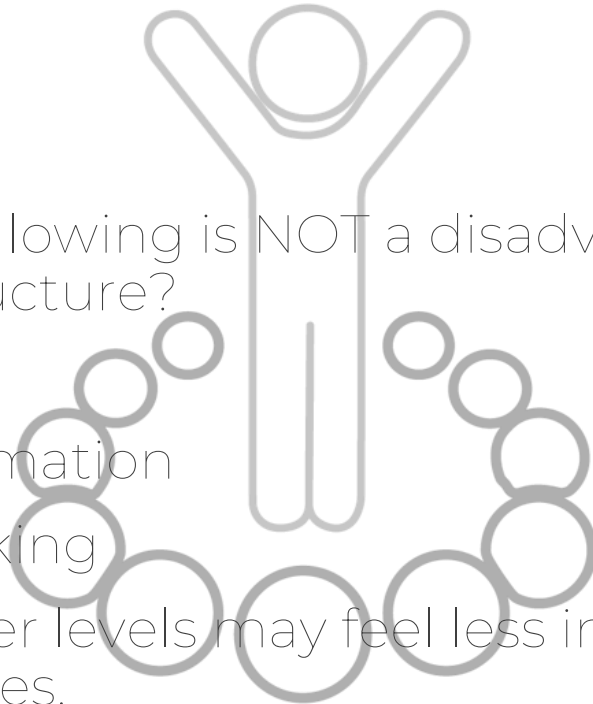
Practical illustration

Alice was late for work because of a horrible traffic jam.



Module three: Review questions

- 1.) What is a top-down organisational structure?
 - a) Vertical
 - b) Lateral
 - c) Horizontal
 - d) Inverted
- 2.) Which of the following is NOT a disadvantage of a top-down organisational structure?
 - a) Office policy
 - b) Distortion of information
 - c) Slow decision-making
 - d) Employees at lower levels may feel less involved in the company's objectives.



Module three: Review questions

- 3.) Another term for a horizontal organisational structure is _____.

- a) Vertical
- b) Lateral
- c) Inverted
- d) Anarchy

- 4.) Which of the following is NOT a disadvantage of a horizontal organisational structure?

- a) Pointing fingers when something goes wrong
- b) Chaotic working environment
- c) Slow decision-making
- d) Office policy

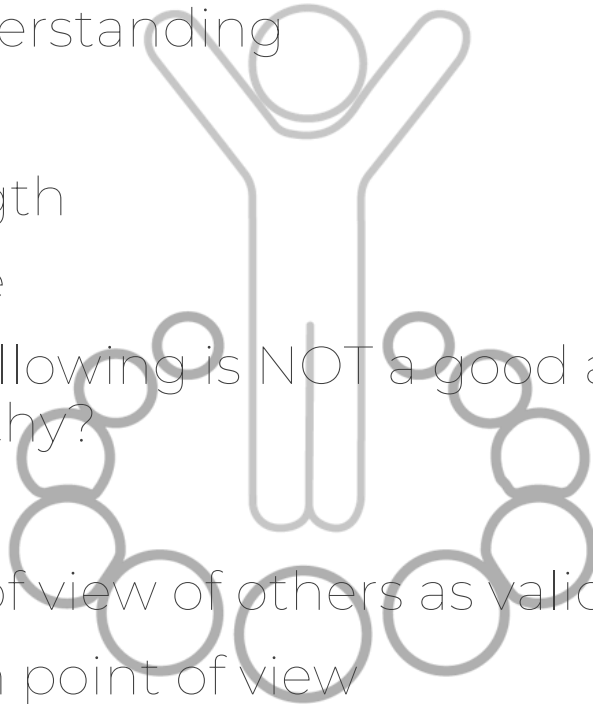


Module three: Review questions

- 5.) According to this module, which of the following is a good reason to get to know your employees?
 - a) Blackmail purposes
 - b) Improve employee morale
 - c) So you know what gifts to buy them for their birthdays.
 - d) None of the above
- 6.) Which of the following is NOT a good reason to get to know your employees?
 - a) Enables you to develop effective policies
 - b) It allows you to understand what motivates your employees
 - c) It allows you to avoid creating more or bigger problems when making policies.
 - d) Allows you to plan the perfect appointment

Module three: Review questions

- 7.) According to the *I Ching*, what qualities are useful for developing in others an "unconscious willingness to be guided"?
 - a) Kindness and understanding
 - b) Awe and fear
 - c) Dignity and strength
 - d) None of the above
- 8.) Which of the following is NOT a good approach to developing empathy?
 - a) Active listening
 - b) Seeing the point of view of others as valid
 - c) Suspend your own point of view
 - d) Giving advice



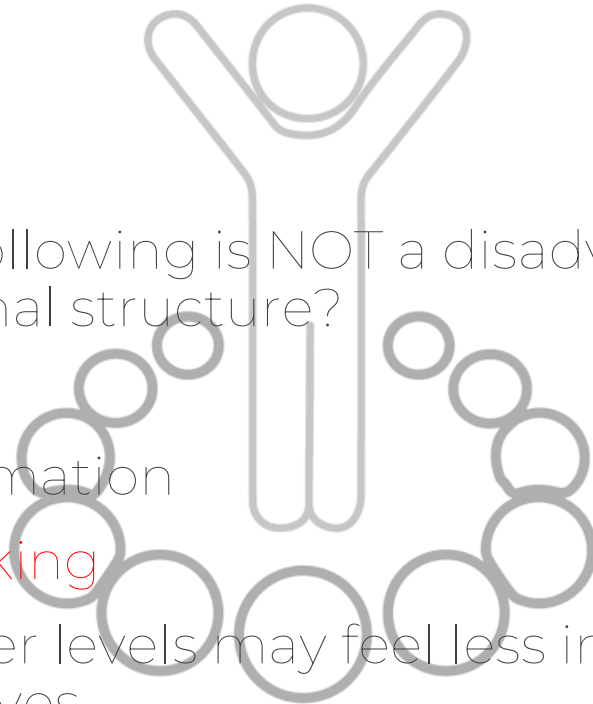
Module three: Review questions

- 9.) How can you improve your effectiveness as a leader?
 - a) Being humiliated in front of them
 - b) Consider yourself in their service
 - c) Allow them to arrive late
 - d) None of the above

 - 10.) What is one advantage of the traditional hierarchy?
 - a) You always know who's in charge
 - b) Decisions are made effectively
 - c) Career advancement is clear
 - d) All of the above
- 
- A large, faint, grey outline of a person with their arms raised in a 'V' shape, positioned centrally behind the text. The person's head is a circle, and their torso and limbs are simple lines. Below the person's feet, there is a cluster of several overlapping circles of varying sizes, suggesting a group or a foundation.

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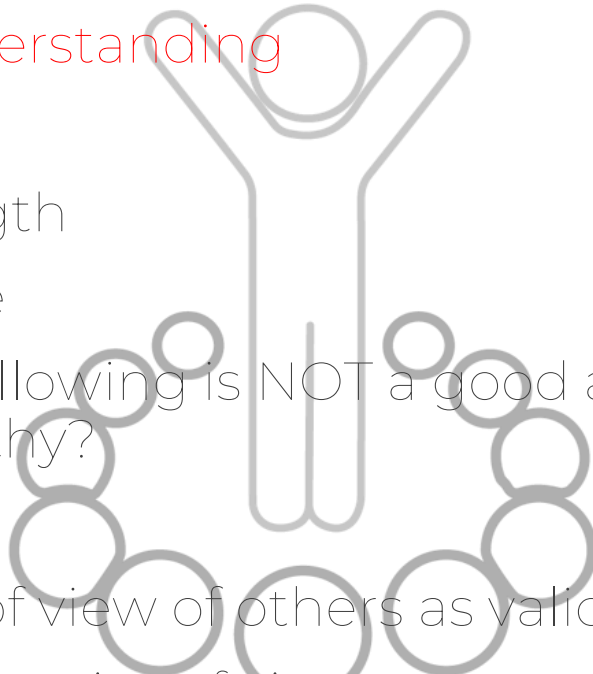


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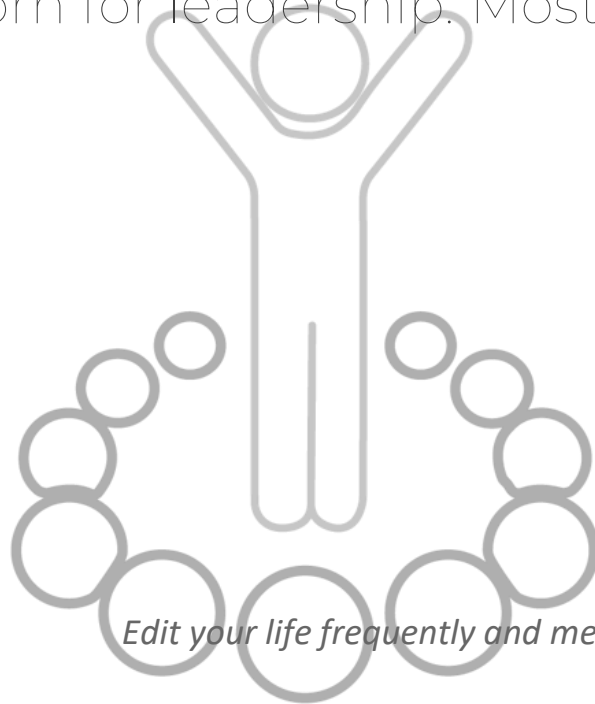
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Module four: Leadership by design

- Few people are born for leadership. Most have to learn how to be a good leader.



Edit your life frequently and mercilessly. After all, it is your masterpiece.

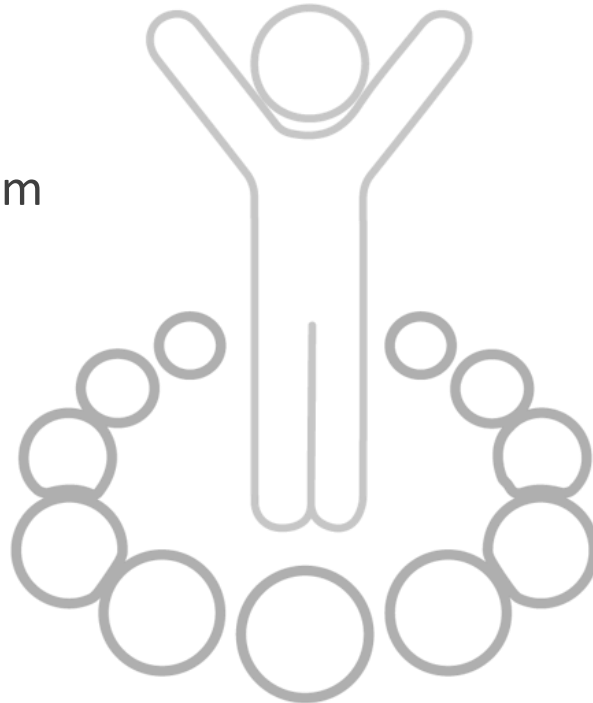
Nathan W. Morris

Start with the end in mind

What you want from your employees

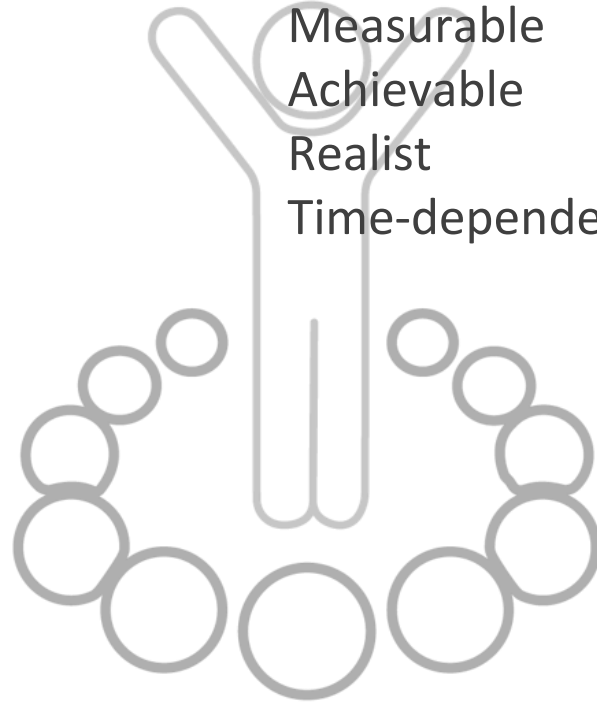
What he wants from himself

Final result



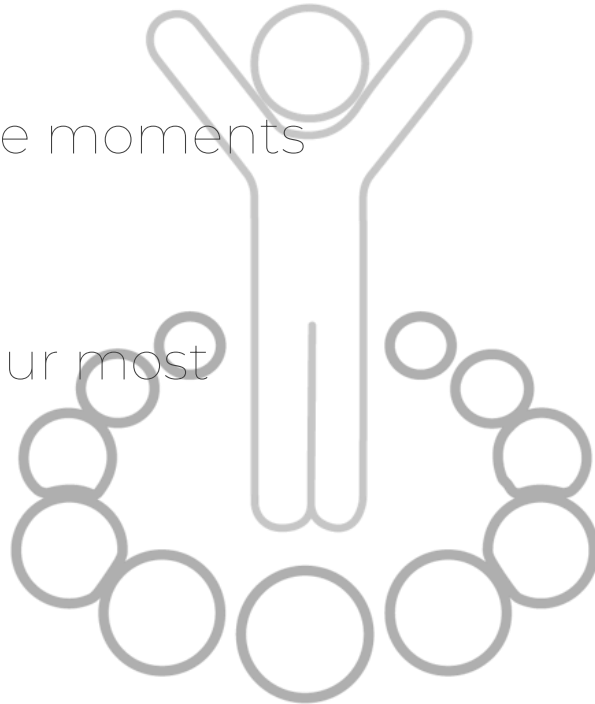
Setting targets

Specific
Measurable
Achievable
Realist
Time-dependent



Determination of values

- Identify one of the happiest moments of your life
your life
- Identify one of the moments
of your life
- Identify one of your most
most rewarding

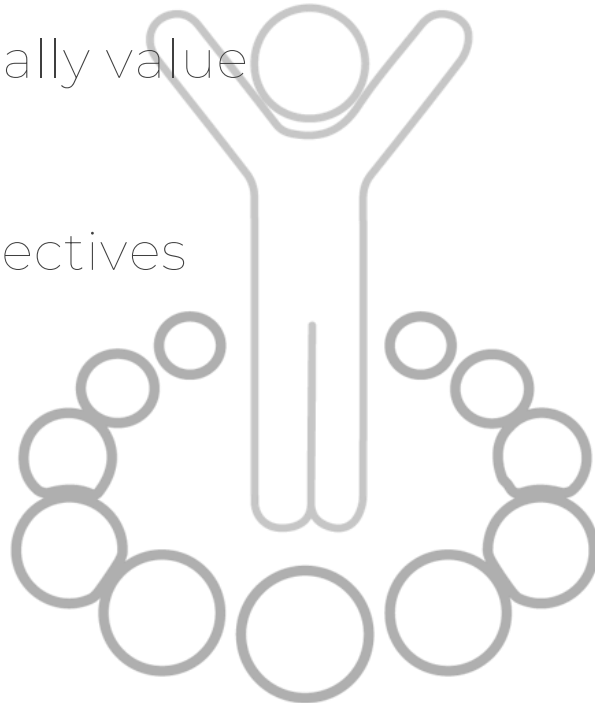


A mission statement

A personal constitution

Identify what you really value

Starting points for
developing your objectives

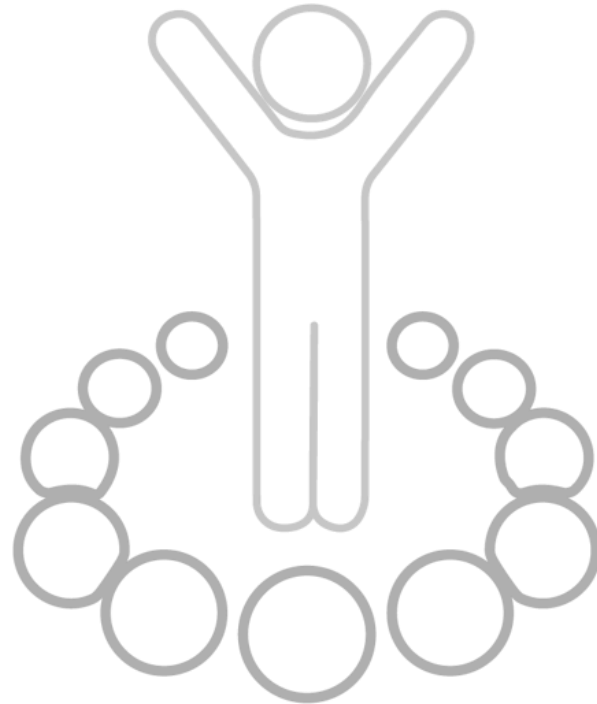


- 1.....
- 2.....
- 3.....
- 4.....



Practical illustration

- Jennifer and Marie had been promoted at the same time.



Module Four: Review Questions

- 1.) Which of the following statements about leadership is NOT true?
 - a) Most leaders are born into it.
 - b) Most leaders have to develop the role of leader.
 - c) To lead, you must have an idea of where and to what end you are leading others.
 - d) None of the above statements is true.
- 2.) Starting with the end in mind means _____
 - a) You control the situation
 - b) Can predict the future
 - c) You have a defined plan for what you want to achieve
 - d) None of the above

Module Four: Review Questions

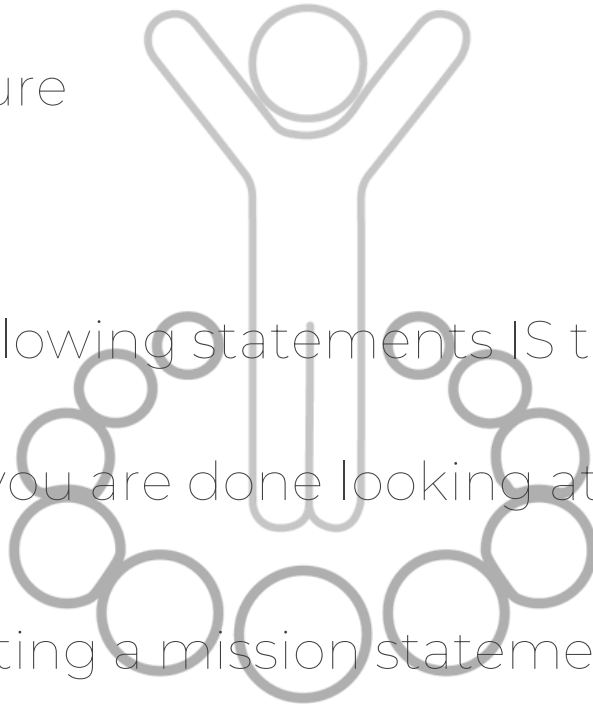
- 3.) SMART stands for _____
 - a) Simple, meaningful, adequate, appropriate, correct, specific
 - b) Specific, measurable, achievable, realistic and time-bound.
 - c) An acronym invented while roasting toads
 - d) None of the above
- 4.) Which of the following is NOT a useful approach to target setting?
 - a) Tell someone about your goal
 - b) Break down complex objectives into milestones
 - c) Choose a goal that you can't afford to miss
 - d) Choose an objective that makes sense

Module Four: Review Questions

- 5.) Which of the following statements about values is NOT true?
 - a) Values are the same as ethics and morals.
 - b) Values may change over time
 - c) Values are unique to each person
 - d) Values must be discovered from your life story.
- 6.) Which of the following life moments help you determine your core values?
 - a) Proudest moment
 - b) Happiest moment
 - c) Most satisfying moment
 - d) All of the above

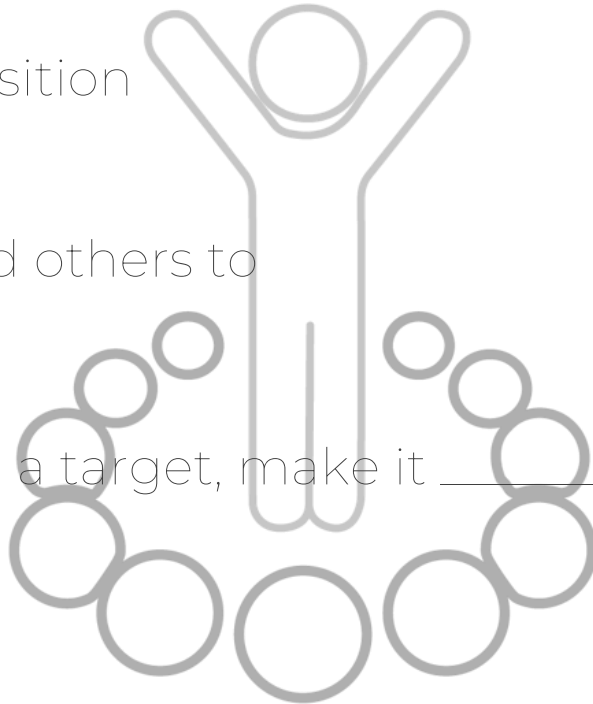
Module Four: Review Questions

- 7.) According to this module, what is another term for your mission statement?
 - a) Your Bible
 - b) Its rules of procedure
 - c) Your trainer
 - d) Your Constitution
- 8.) Which of the following statements IS true about a mission statement?
 - a) Once you write it, you are done looking at it.
 - b) It never changes
 - c) You can finish drafting a mission statement in a few hours.
 - d) Writing a mission statement is a long and continuous process.



Module Four: Review Questions

- 9.) An important aspect of good leadership is to know what you are _____.
- a) Do in your new position
- b) Planning
- c) Attempting to lead others to
- d) None of the above
- 10.) When choosing a target, make it _____.
- a) Smart
- b) Competitive
- c) Powerful
- d) Significant



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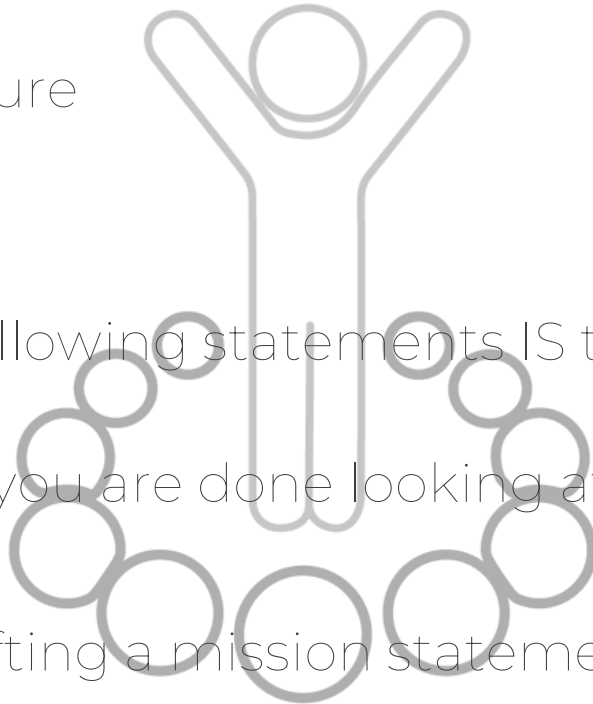
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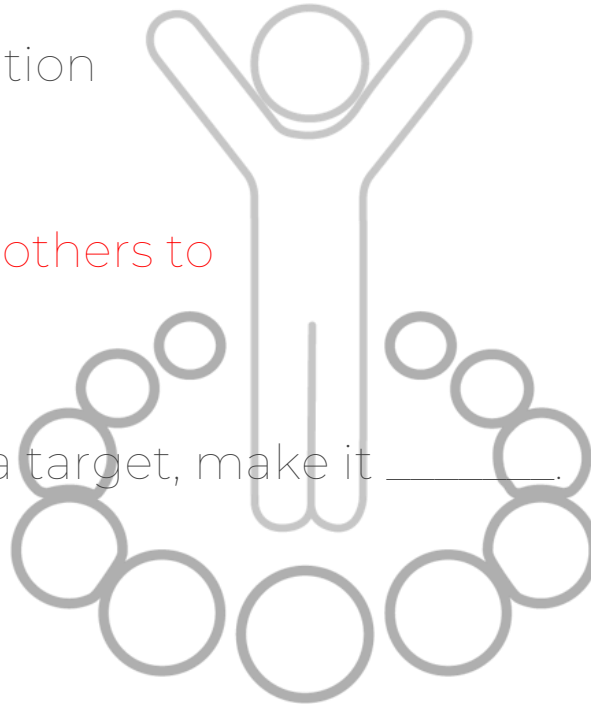
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- a) Smart
- b) Competitive
- c) Powerful
- d) Significant



Module five: Understanding motivation

- It is not always possible to get inside another person's head. Even if it were possible, understanding what motivates another person may be so complex that even that person is unaware of his or her motivations. However, to some extent, the essence of leadership is to get others to do what you need them to do, as if it were their original plan.



He who is good with a hammer tends to think that everything is a nail.

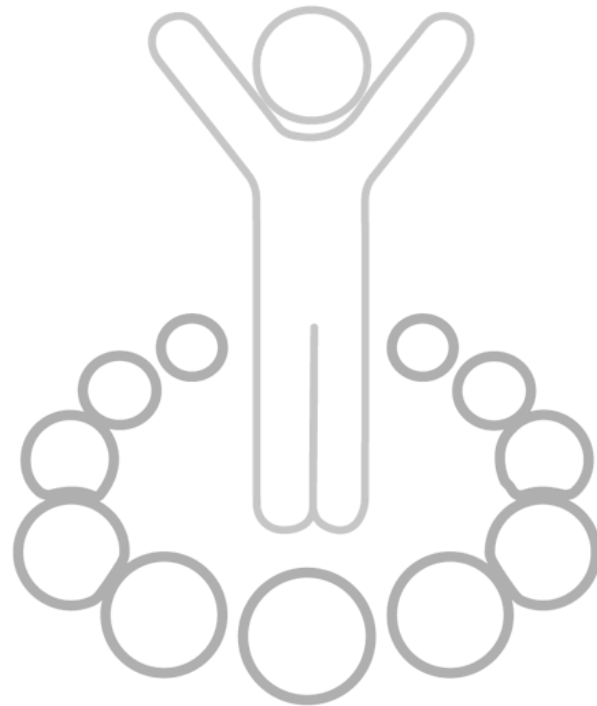
Abraham Maslow

Drama

Actors

Motivation

Compassion



The pentada

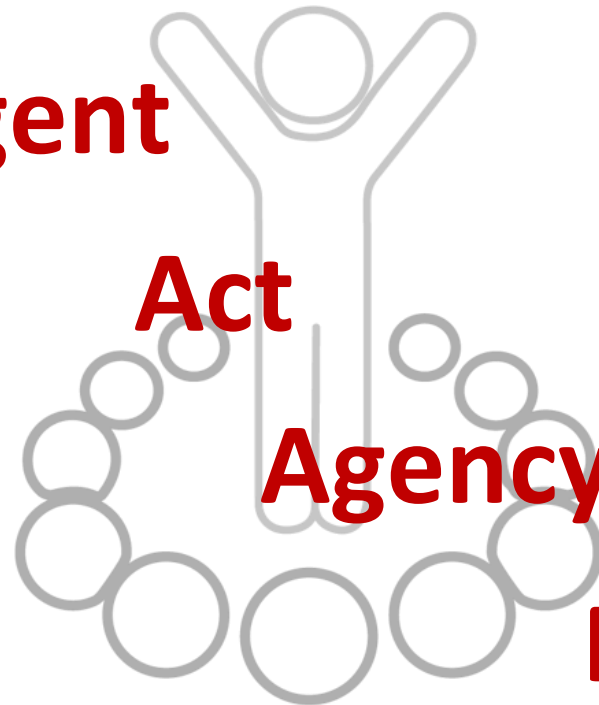
Scene

Agent

Act

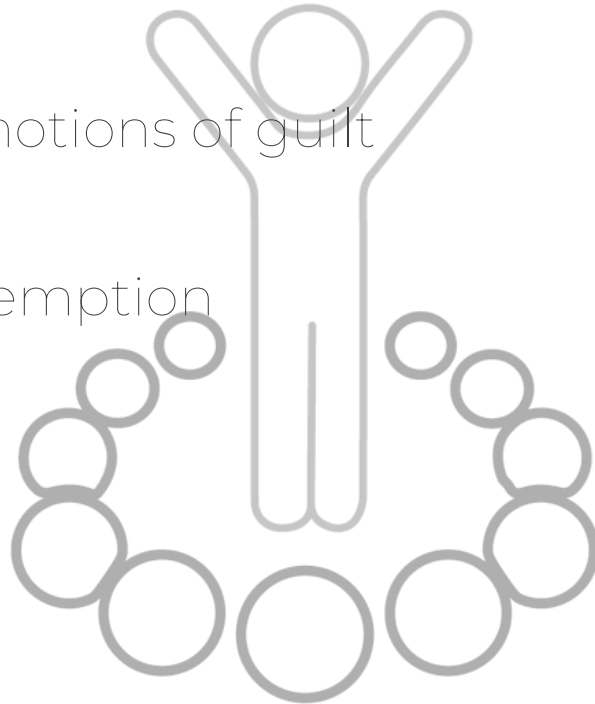
Agency

Purpose



Guilt and redemption

- Our society and culture are motivated by guilt.
- Avoiding emotions of guilt
- Finding redemption

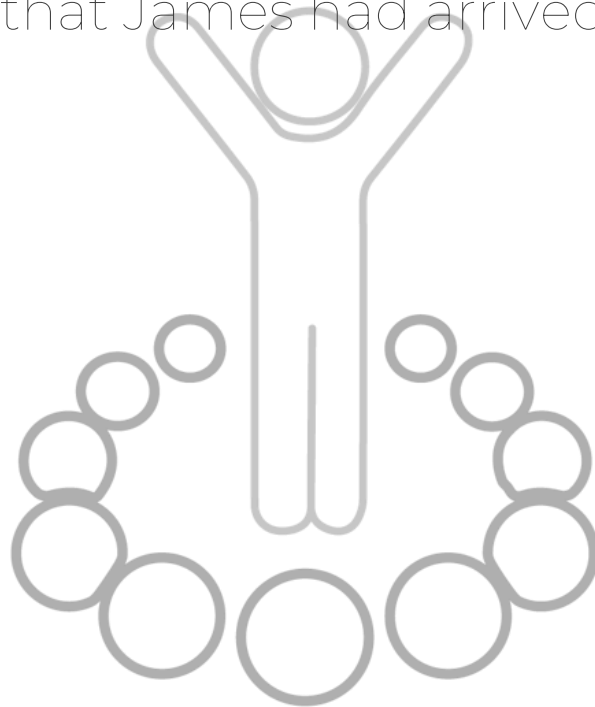


Identification



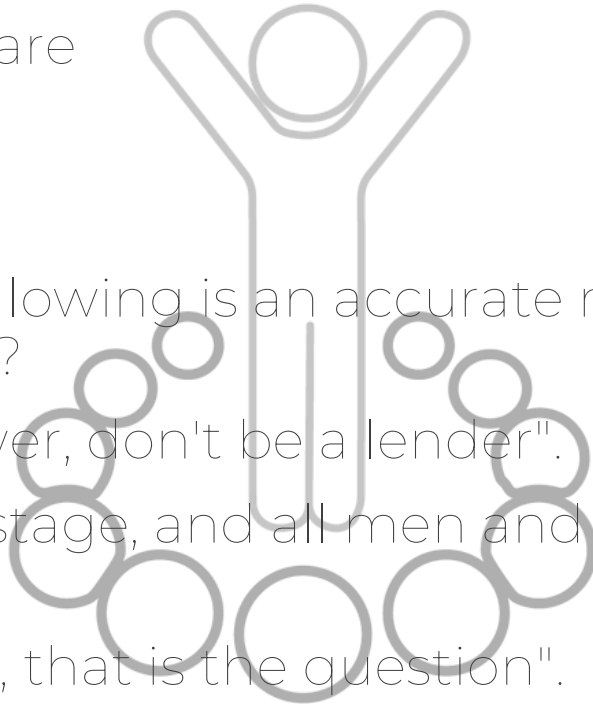
Practical illustration

- Marjorie noticed that James had arrived at work in disgust.



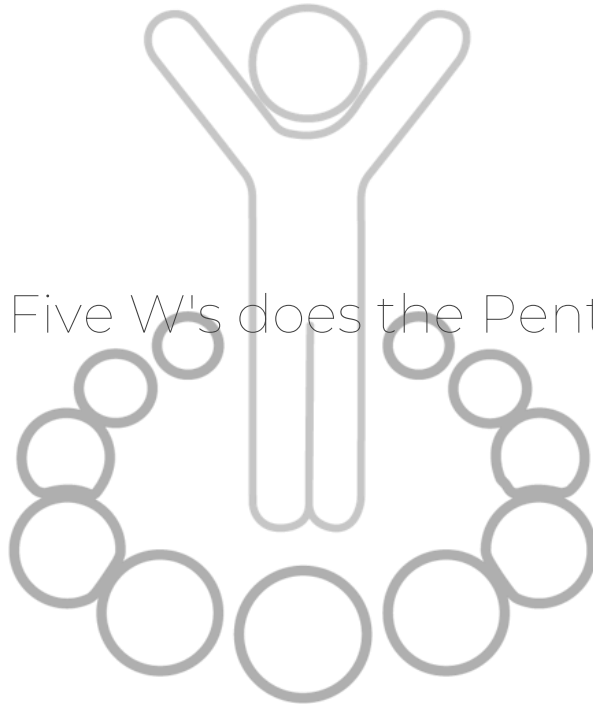
Module Five: Review Questions

- 1.) Who developed the theory of dramatism?
 - a) Kenneth Burke
 - b) William Shakespeare
 - c) Geddy Lee
 - d) Neil Peart
- 2.) Which of the following is an accurate representation of dramatism theory?
 - a) "Don't be a borrower, don't be a lender".
 - b) "All the world is a stage, and all men and women mere actors".
 - c) "To be or not to be, that is the question".
 - d) "Away, away, brief candle! Life is but a walking shadow..."



Module Five: Review Questions

- 3.) Which of the following is NOT part of the péxada?
 - a) Act
 - b) Intention
 - c) Purpose
 - d) Agency
- 4.) To which of the Five W's does the Pent Act correspond?
 - a) Who
 - b) Why
 - c) When and where
 - d) What



Module Five: Review Questions

- 5.) Which of the following is NOT a stage of the Guilt to Redemption cycle?

a) Claim

b) Victim

c) The negative

d) The old hierarchy

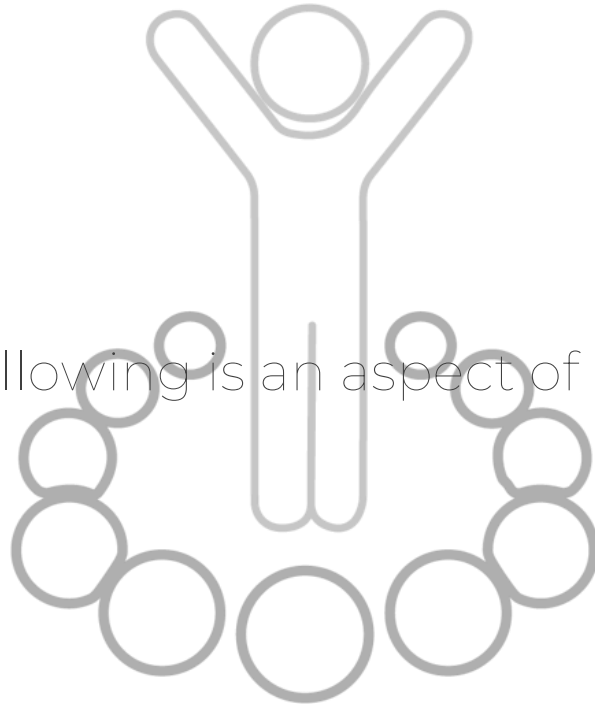
- 6.) Which of the following is an aspect of redemption?

a) Claim

b) The positive

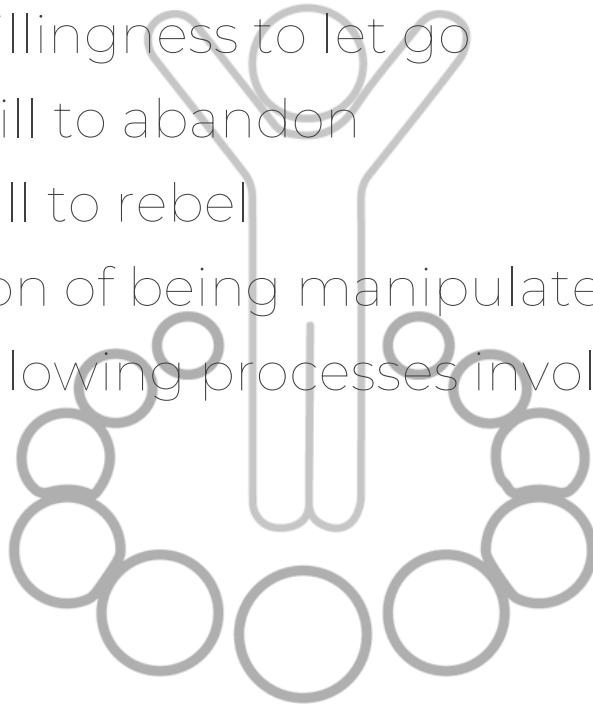
c) Confession

d) Acquittal



Module Five: Review Questions

- 7.) What can identifying with your motives and needs create in another person?
 - a) An unconscious willingness to let go
 - b) An unconscious will to abandon
 - c) An unconscious will to rebel
 - d) Conscious suspicion of being manipulated
- 8.) Which of the following processes involves identification?
 - a) Imitation
 - b) Manipulation
 - c) Compassion
 - d) Arrogance



Module Five: Review Questions

•9.) We are very conscious of what motivates us.

a) True

b) False

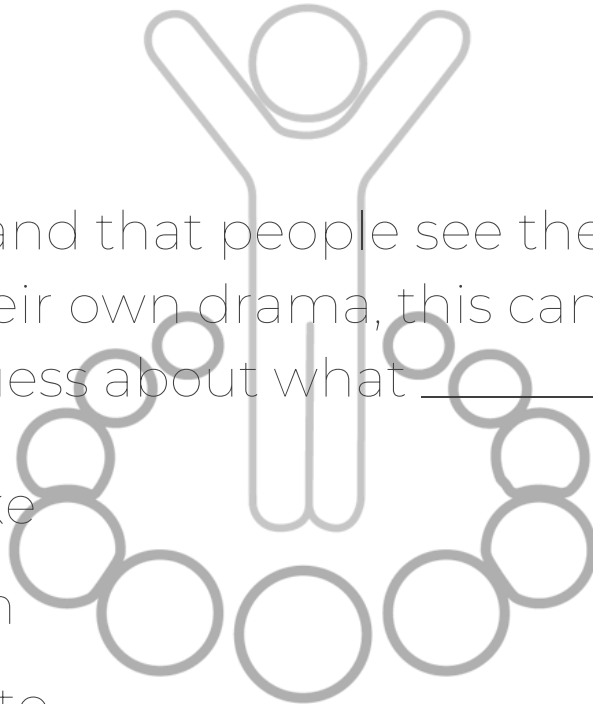
•10.) If you understand that people see themselves as the protagonists of their own drama, this can be the first step in making a good guess about what _____.

a) Its future looks like

b) It motivates them

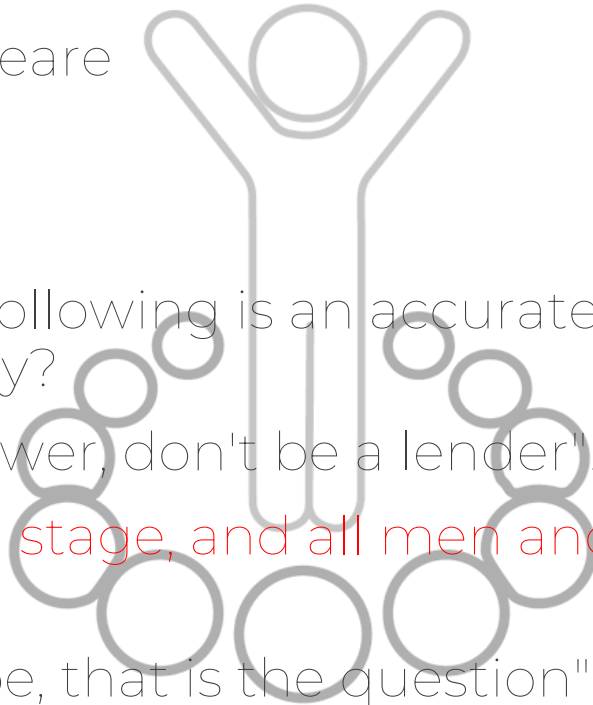
c) Its objectives are to

d) All of the above



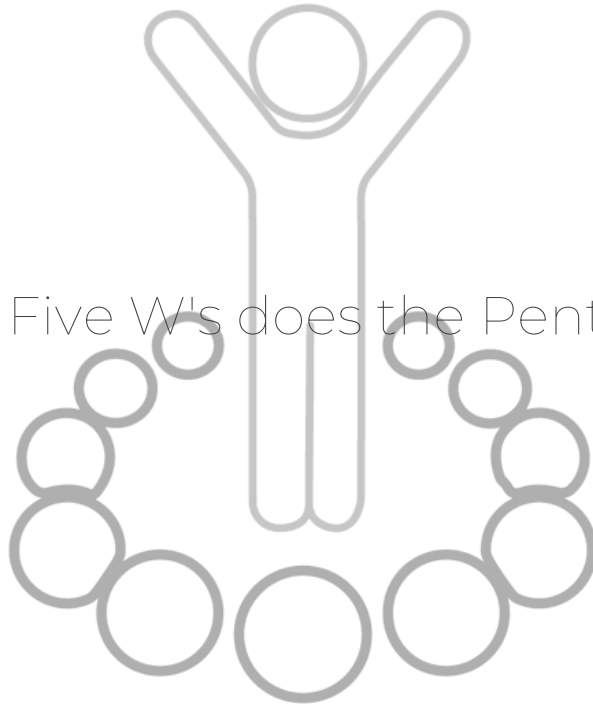
Module Five: Review Questions

- 1.) Who developed the theory of dramatism?
 - a) Kenneth Burke
 - b) William Shakespeare
 - c) Geddy Lee
 - d) Neil Peart
- 2.) Which of the following is an accurate representation of dramatism theory?
 - a) "Don't be a borrower, don't be a lender".
 - b) "All the world is a stage, and all men and women mere actors".
 - c) "To be or not to be, that is the question".
 - d) "Away, away, brief candle! Life is but a walking shadow..."



Module Five: Review Questions

- 3.) Which of the following is NOT part of the péñada?
 - a) Act
 - b) Intention
 - c) Purpose
 - d) Agency
- 4.) To which of the Five W's does the Pent Act correspond?
 - a) Who
 - b) Why
 - c) When and where
 - d) What



Module Five: Review Questions

- 5.) Which of the following is NOT a stage of the Guilt to Redemption cycle?

a) Claim

b) Victim

c) The negative

d) The old hierarchy

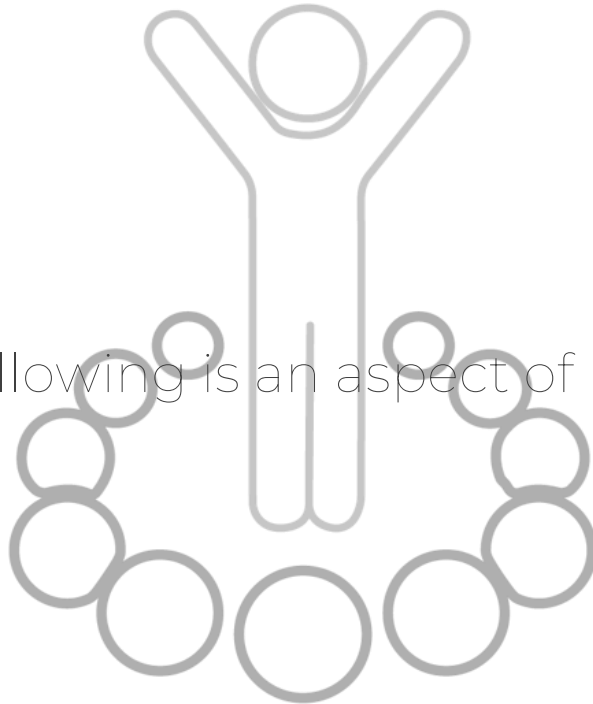
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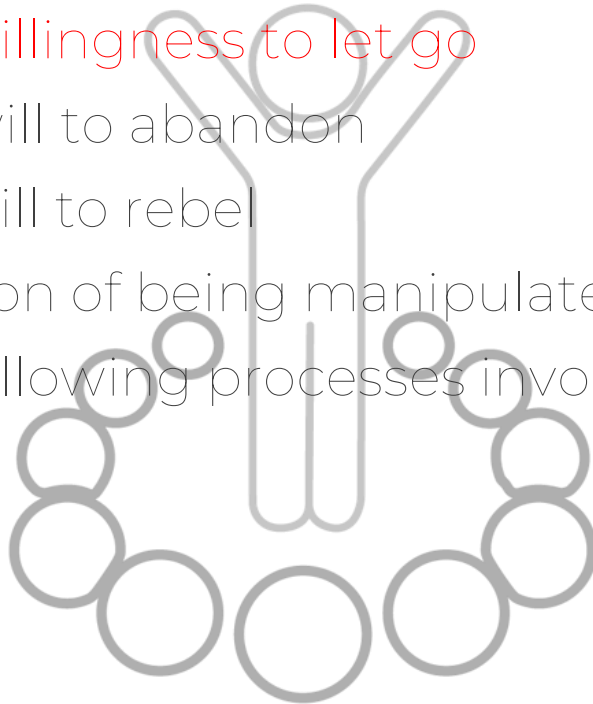
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Module Five: Review Questions

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Module Five: Review Questions

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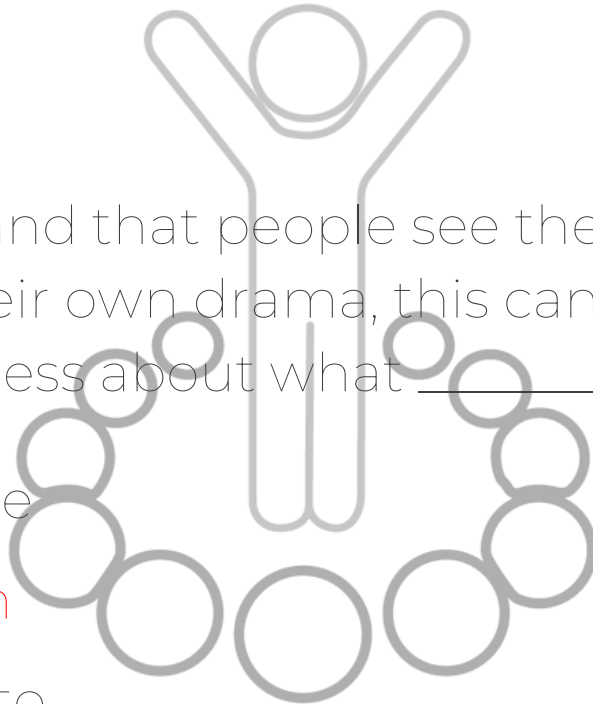
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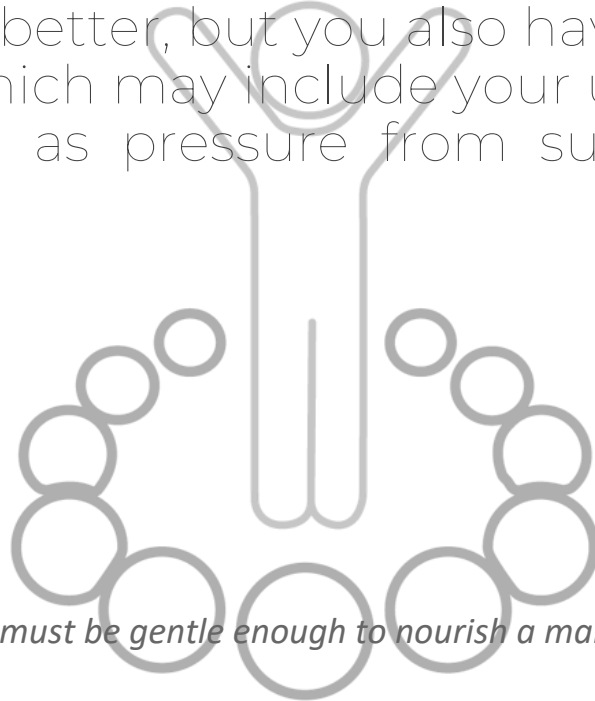
c) Its objectives are to

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Module six: Constructive criticism

- Understanding what motivates the people you lead is a good way to help them better, but you also have other pressures on you as a leader, which may include your ultimate goal for your company, as well as pressure from superiors in your own hierarchy.

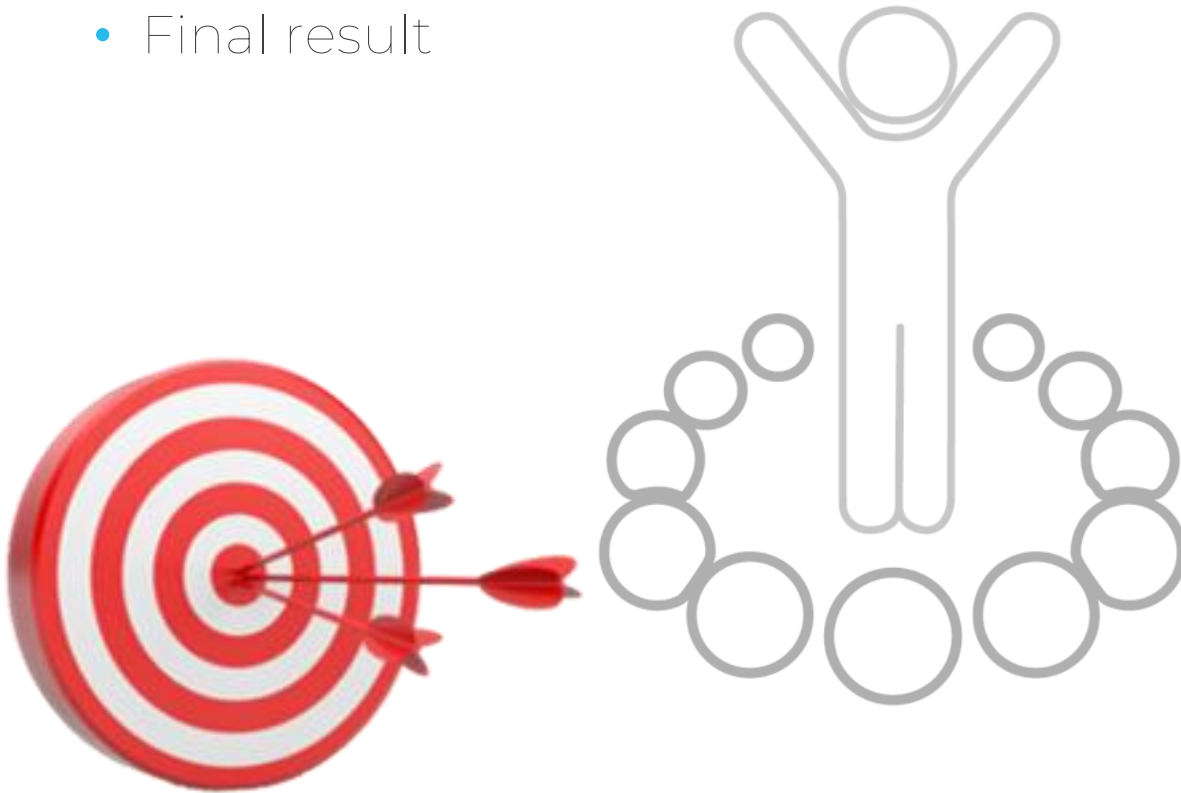


Criticism, like rain, must be gentle enough to nourish a man's growth without destroying his roots.

Frank A. Clarke

What are your intentions?

- Purpose
- Expectations
- Final result



A positive view of success

- Anticipate the situation
- Everyone has a chance
- The employee can assume greater responsibility
responsibility in his or her life



ANALYSIS
SOLUTION
PROCESS
OBJECTIVES
TEAMWORK
VISION
SALES



Feedback Sandwich

Mixing the negative with genuine positive comments

Have something good to say

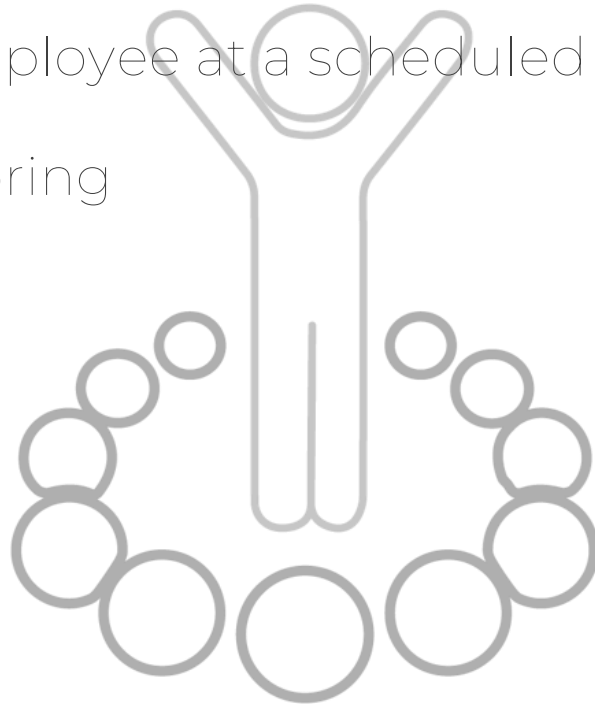
Find something positive to say about an employee who needs correction.

Monitoring (against harassment)

Set an achievable goal

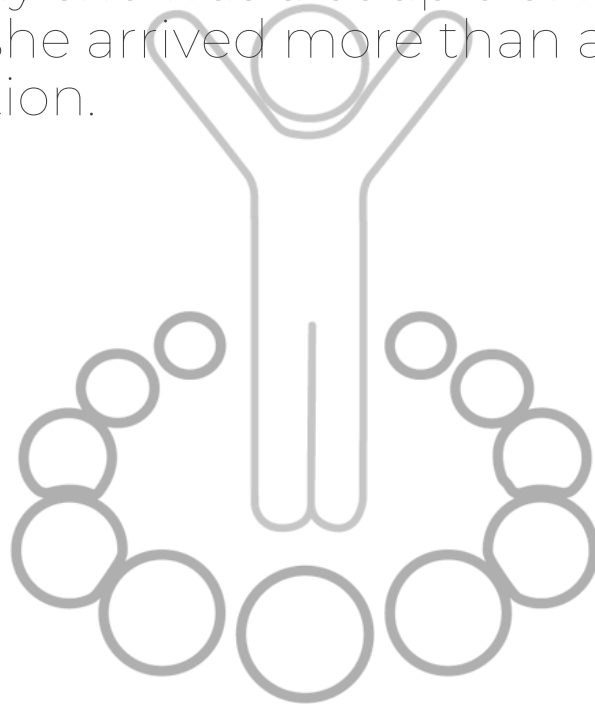
Follow up your employee at a scheduled time

Structured monitoring



Practical illustration

- At first, Cedric was angry with Ginny, one of his employees, because every day she was a couple of minutes late for work, but today she arrived more than an hour late and without explanation.



Module Six: Review Questions

- 1.) When an employee does not meet an expectation, what is an effective way to proceed?
 - a) Offer constructive comments in private
 - b) Punish the employee by humiliating him/her in front of the rest of the team.
 - c) Ignore it in the interest of being a nice boss
 - d) Fire the employee immediately to set an example to other employees that you are nobody's fool.
- 2.) Which of the following, according to the module, is NOT a consequence of punishment?
 - a) Create a parent-child dynamic
 - b) Create an orderly working environment
 - c) Encourages rebellion
 - d) Creates a poisoned working environment

Module Six: Review Questions

- 3.) Which of the following is NOT a result of having a positive view of success?
 - a) You create a win-win situation
 - b) It can help your employee in the long term
 - c) You have a clear winner and a clear loser
 - d) You avoid developing a punishment mentality
- 4.) What tends to sabotage good intentions?
 - a) Win-lose mentality
 - b) Blame mentality
 - c) An orientation towards punishment
 - d) All of the above



Module Six: Review Questions

- 5.) In a feedback sandwich, what do you mix with criticism?
 - a) New regulations
 - b) Really positive comments
 - c) His own experience as a rebel
 - d) All of the above
- 6.) Besides helping to soften the experience of criticism for an employee, what is an additional effect of thinking about positive comments?
 - a) Encourage the employee to embrace the false positivity until it becomes real
 - b) Convince the employee to continue to like you as a boss.
 - c) You allow the employee to ignore constructive criticism.
 - d) You help to calm your own negativity towards the employee.

Module Six: Review Questions

- 7.) Which of the following statements IS true regarding the effectiveness of monitoring?
 - a) The lack of follow-up makes the criticism seem unimportant.
 - b) Consistent follow-up at every opportunity shows the employee that you really care.
 - c) Failure to follow up allows the employee to overcome the shame and guilt of being corrected.
 - d) Effective monitoring means doing it publicly so that humiliation can be used as a way to motivate the employee.
- 8.) Which of the following is an example of an effective follow-up conversation style?
 - a) Ask publicly: "Have you done what I told you to do?"
 - b) Ask publicly: "How's that working out for you?"
 - c) Ask him privately: "How's that working out for you?"
 - d) Ask him privately: "Have you done what I told you to do?"

Module Six: Review Questions

- 9.) What is a good way to help the people you manage?
 - a) Talk to them about their daily behaviour
 - b) Finding things to criticise
 - c) Understanding what motivates them
 - d) None of the above

- 10.) What is important to remember when criticising or correcting an employee?
 - a) The tone he uses
 - b) Office rules
 - c) Your own motivation for doing so
 - d) None of the above



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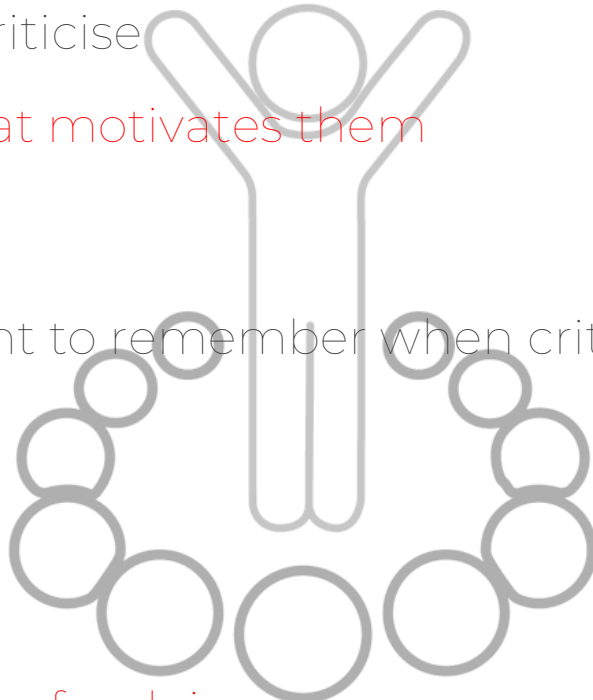
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Module Six: Review Questions

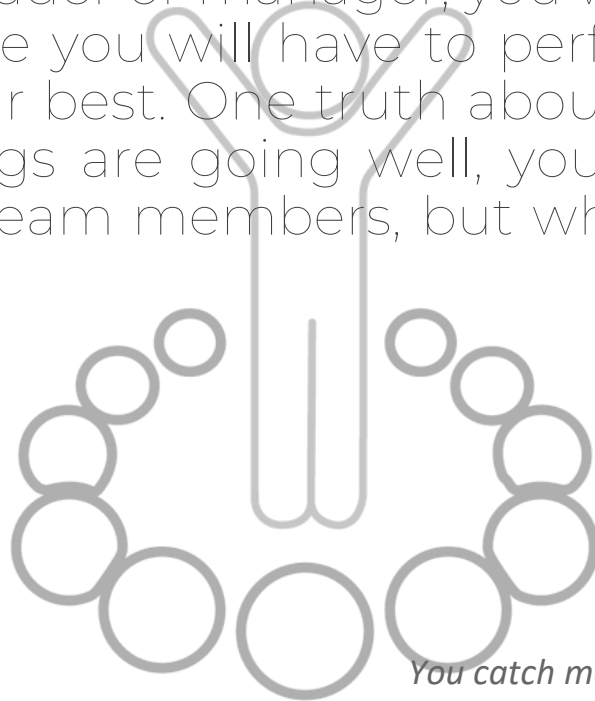
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Module seven: The importance of tone

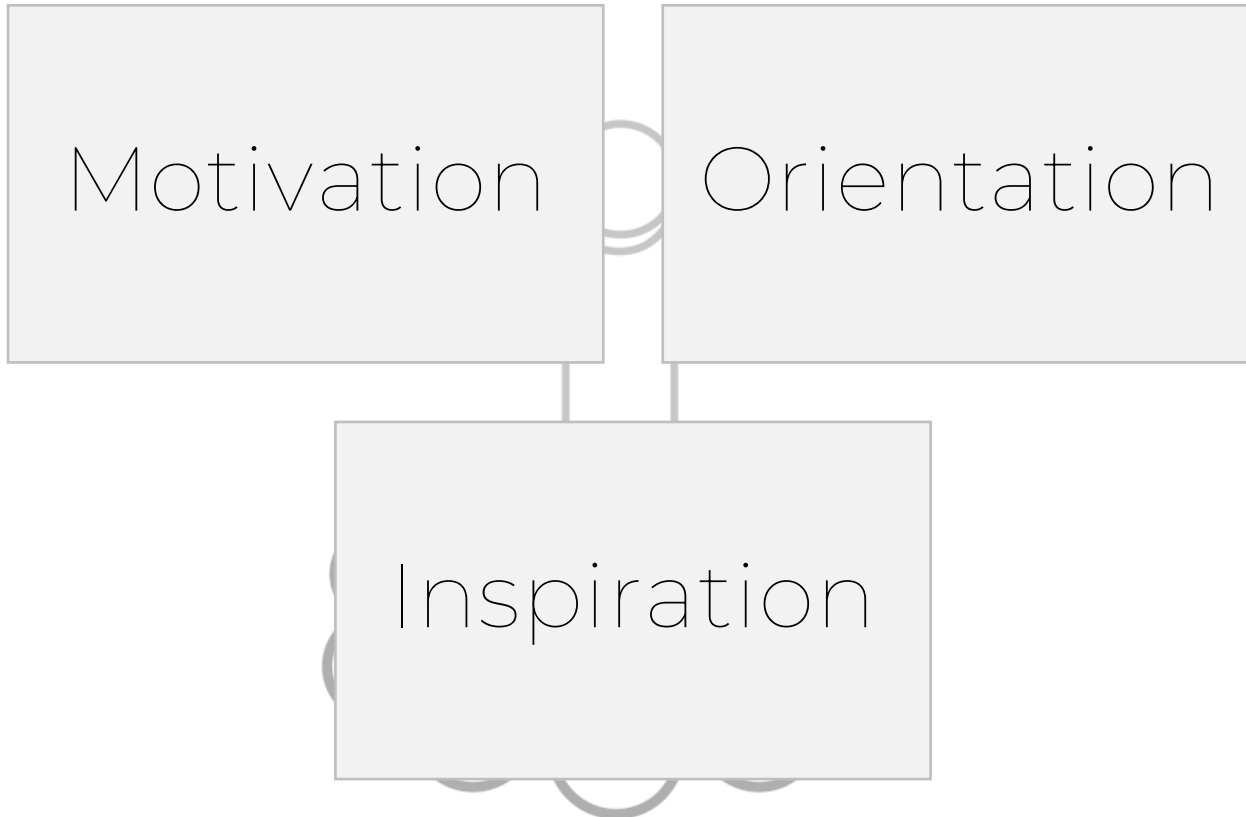
- In your role as a leader or manager, you will often find yourself in situations where you will have to perform well even when you are not at your best. One truth about effective leadership is that when things are going well, you will want to deflect praise onto your team members, but when things go wrong, it is all your fault.



You catch more flies with honey than with vinegar.

Proverb

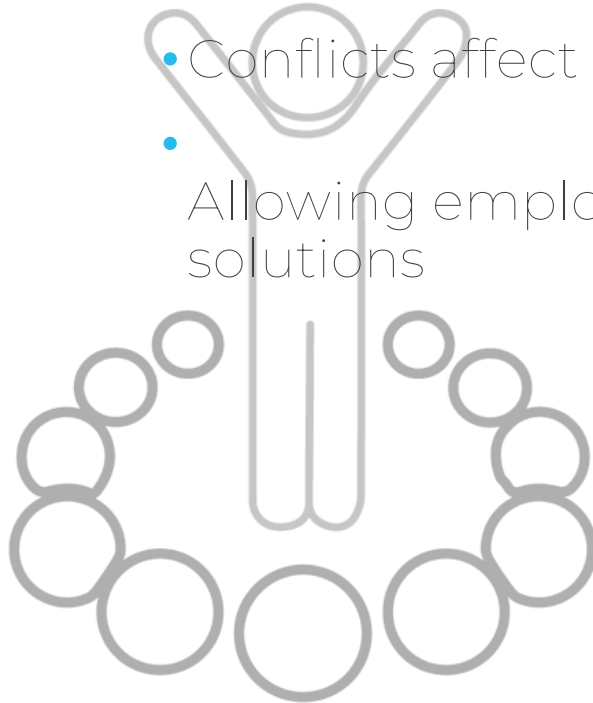
Lighting the fire



Calming a storm

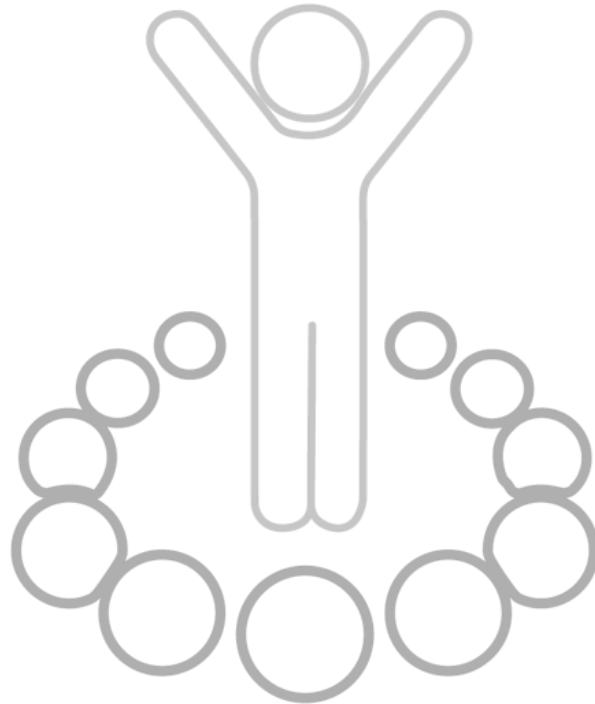


- Addressing conflict in a calm manner
- Conflicts affect the rest of the team
- Allowing employees to propose solutions



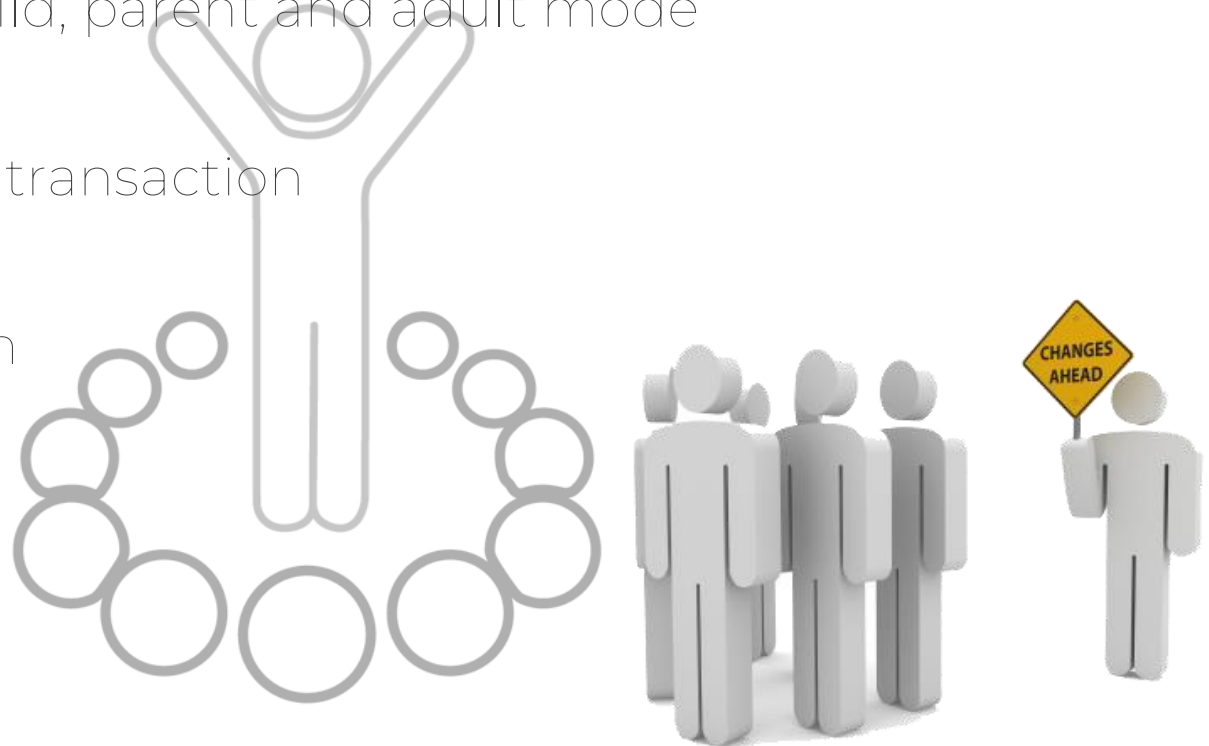
Adult vs. parent

- Child Mode
- Parent mode
- Adult Mode



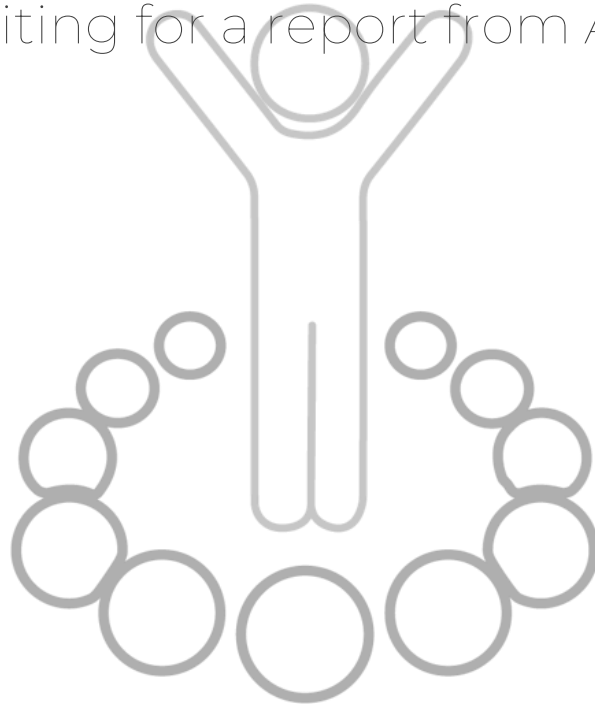
Changing the script

- Behaviours in child, parent and adult mode
- Complementary transaction
- Cross-transaction



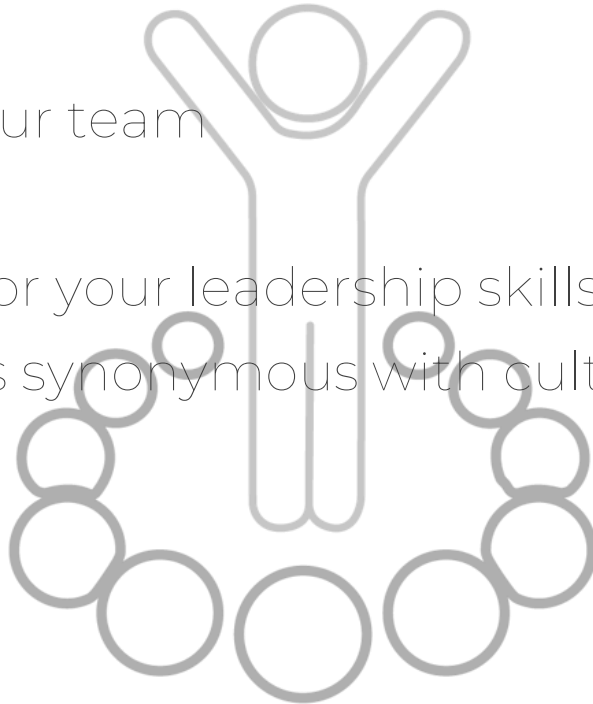
Practical illustration

- Heath was waiting for a report from Alex.



Module Seven: Review Questions

- 1.) When your team is successful, as an effective leader you should _____.
 - a) Accept praise
 - b) Divert praise to your team
 - c) Ignoring praise
 - d) Praising yourself for your leadership skills
- 2.) Lighting a fire is synonymous with cultivating what emotion?
 - a) Fear
 - b) Jealousy
 - c) Enthusiasm
 - d) Calm

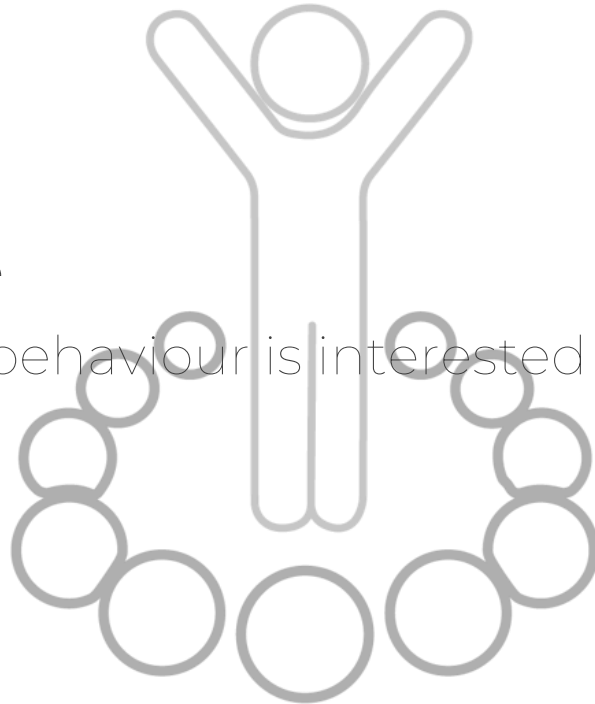


Module Seven: Review Questions

- 3.) When conflicts and anger arise in your team, it is useful and effective to see yourself as _____.
 - a) A raging storm
 - b) A rough ocean
 - c) A ray of sunshine
 - d) The eye of calm at the centre of the storm
- 4.) Which of the following is an example of what NOT to do to manage conflict with employees?
 - a) Have everyone take some time until they are calmer.
 - b) Identify the effects of the conflict on the rest of the team.
 - c) Enable the employees involved to identify the cause and solution of the conflict.
 - d) None of the above

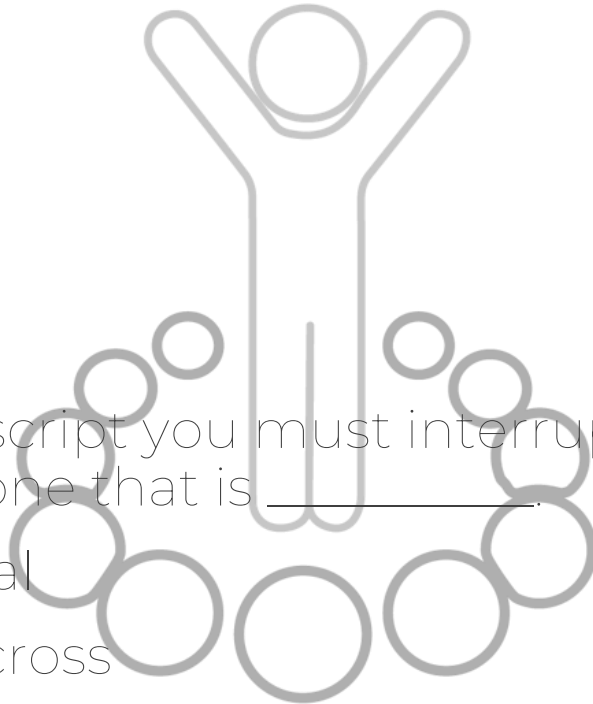
Module Seven: Review Questions

- 5.) What mode or style of behaviour seeks to assert control over the situation?
 - a) Adults
 - b) Child
 - c) Parents
 - d) None of the above
- 6.) What mode of behaviour is interested in dealing with reality as it is?
 - a) Parents
 - b) Adults
 - c) Child
 - d) None of the above



Module Seven: Review Questions

- 7.) When two modes of behaviour feed into each other and allow the two modes to continue indefinitely, they are said to be _____.
 - a) Complement
 - b) Crusader
 - c) Cyclical
 - d) Contiguous
- 8.) To change the script you must interrupt a transaction that is _____ with one that is _____.
 - a) Contiguous, cyclical
 - b) Complementary, cross
 - c) Crossed, Complementary
 - d) Crossed, contiguous



Module Seven: Review Questions

- 9.) In your role as a leader or manager, you will often find yourself in situations where you will have to perform well even at _____.
 - a) Not at its best
 - b) Not an adult
 - c) A father
 - d) None of the above

- 10.) How could you increase employee enthusiasm?
 - a) Hanging inspirational posters in the office
 - b) Play upbeat music
 - c) Celebrating success
 - d) All of the above



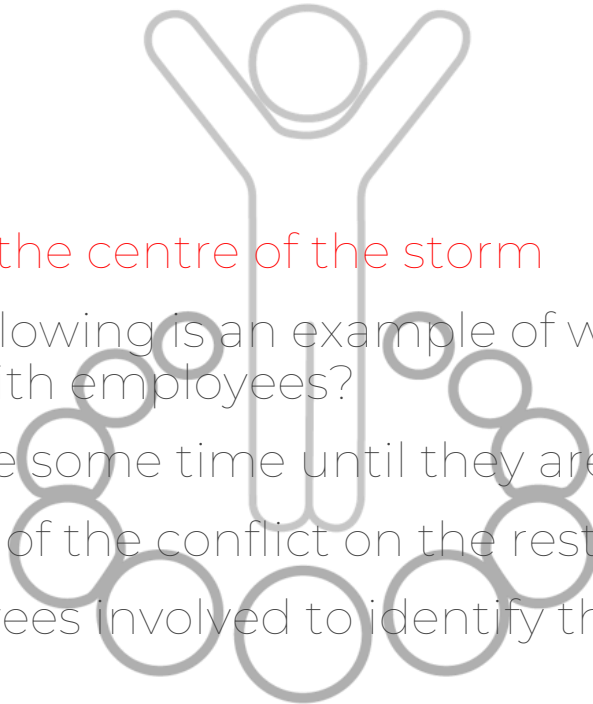
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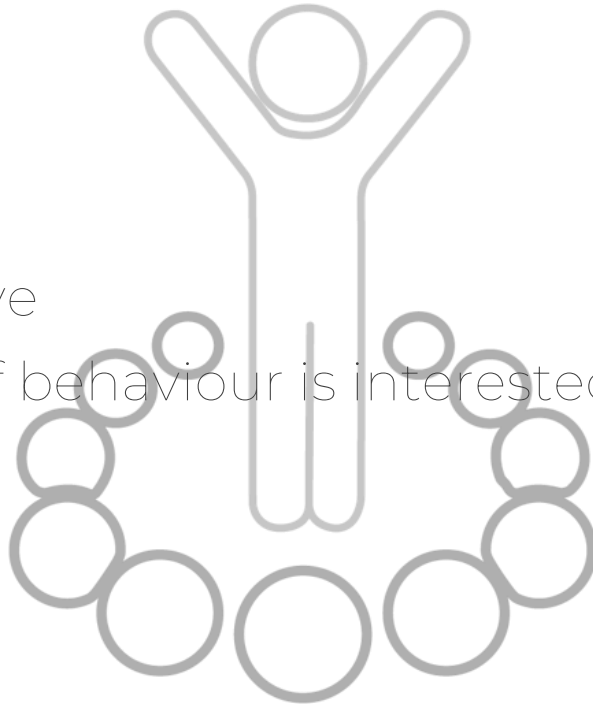
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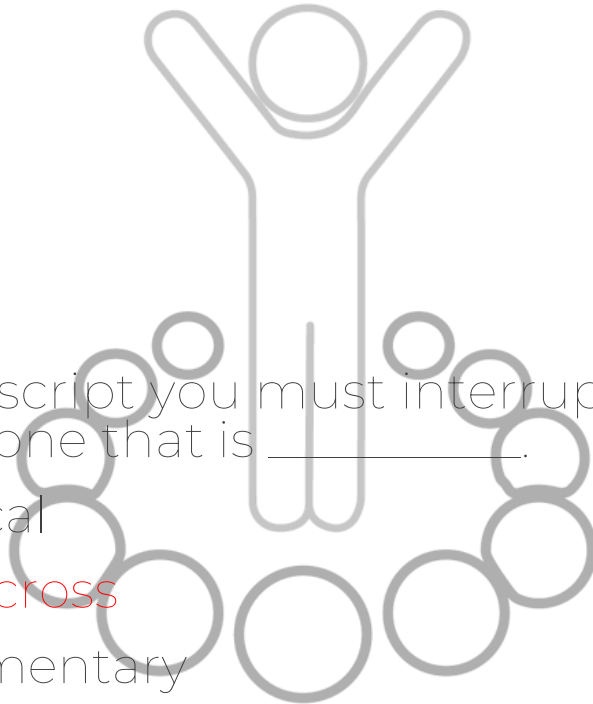
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Module Eight: Trusting your team

- When you manage others, you will find that they will rise and fall according to the expectations you place on them.



If you want others to believe in you, you must first convince them that you believe in them.

Harvey Mackay

Dangers of micro-management

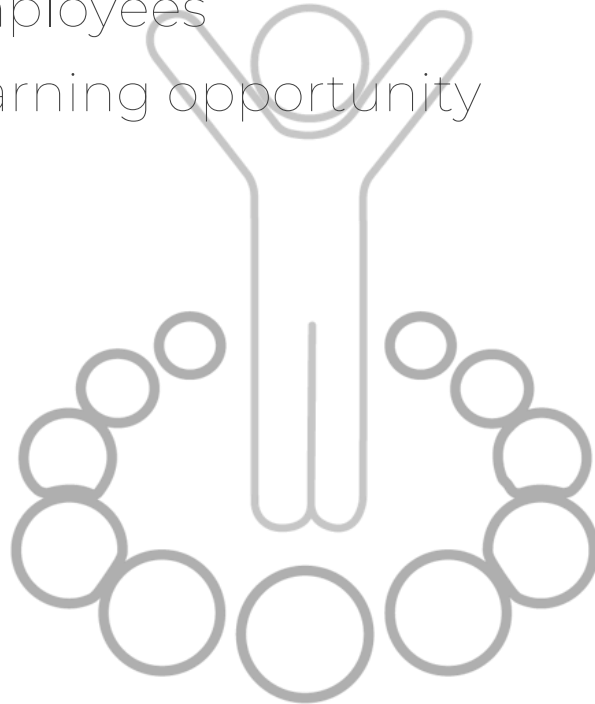
The kiss of death to be an effective leader

Employees will suffer in the end

Impeding the growth of your employees

Delegation and anxiety

- Fear of employee failure
- Distrust in our employees
- See failure as a learning opportunity



Aces in place

Tailor tasks to your employees' strengths

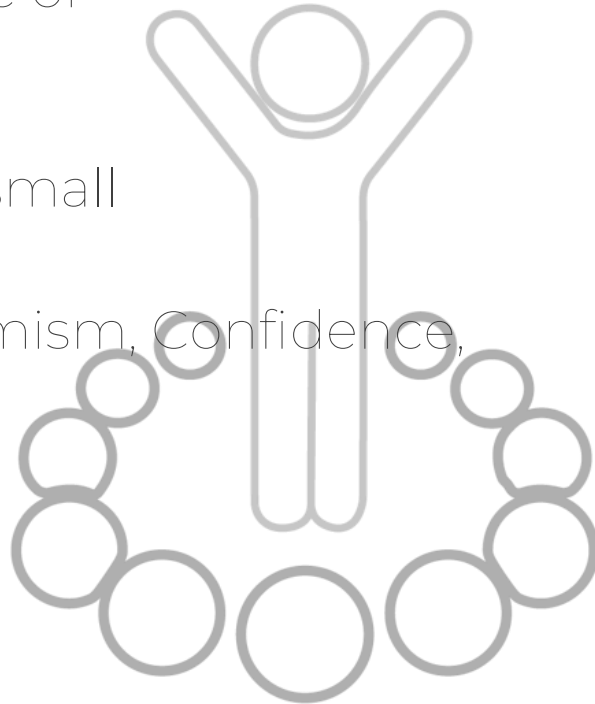
Maximising your performance

Fostering a sense of belonging

Their success is ultimately your success.

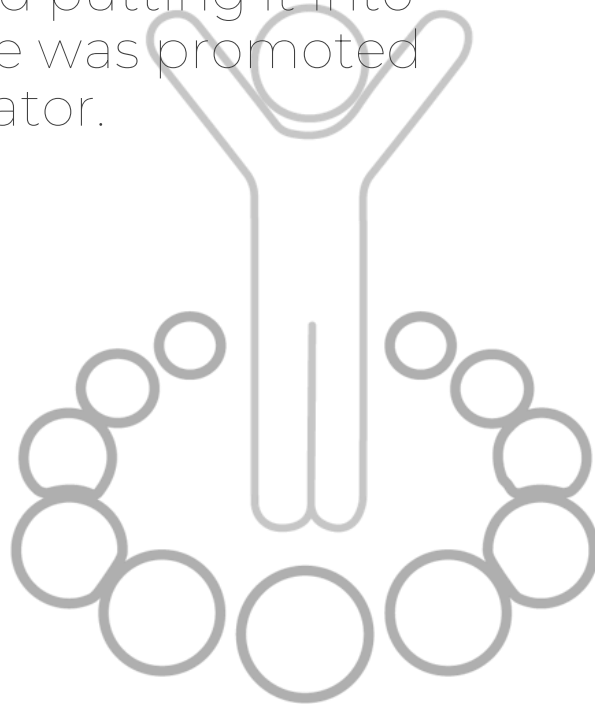
Celebrating success

- Fostering a culture of Celebration
- No success is too small
- Enthusiasm, Optimism, Confidence, Tenacity



Practical illustration

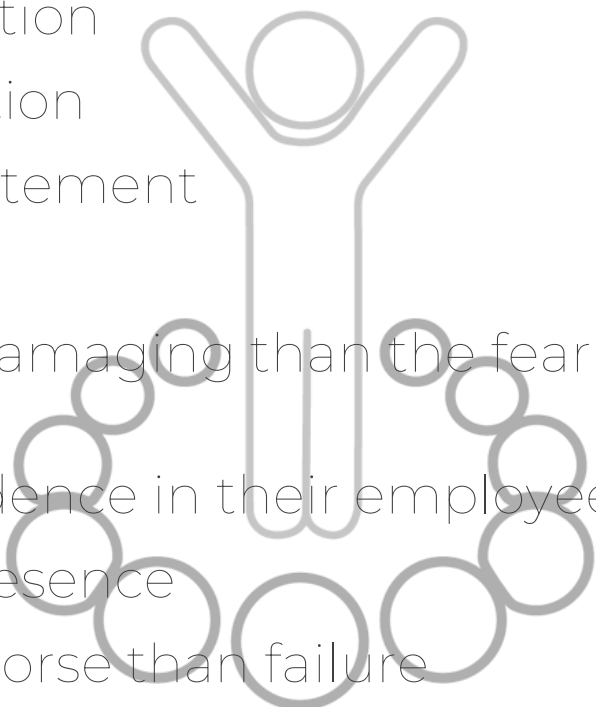
- Theresa had always been good at taking a theory and putting it into practice before she was promoted to project coordinator.



Module Eight: Review Questions

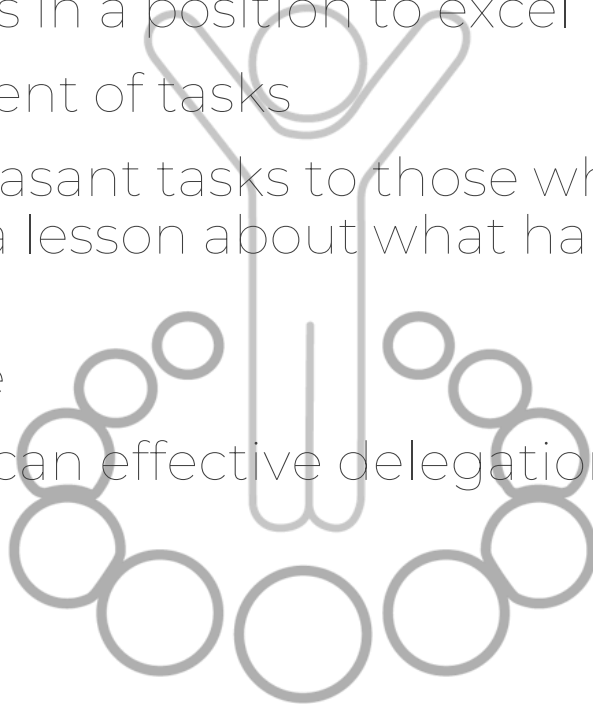
- 1.) Why can micromanagement be ineffective?
 - a) Adds more work for your employees
 - b) It makes it easier for your bosses to blame you for things that go wrong.
 - c) It makes employees work too hard
 - d) It prevents employees from growing
- 2.) What does excessive micromanagement communicate to your employees?
 - a) That you think you are not as effective as they are
 - b) That he does not trust his employees
 - c) That there really isn't enough work for everyone in this job.
 - d) That the work of employees is important

Module Eight: Review Questions

- 3.) What kind of emotion is anxiety?
 - a) A low arousal emotion
 - b) A reassuring emotion
 - c) A thrill of high excitement
 - d) None of the above
 - 4.) What is more damaging than the fear that your employees will fail you?
 - a) Their lack of confidence in their employees' capabilities
 - b) Your dominant presence
 - c) There is nothing worse than failure
 - d) None of the above
- 
- A large, light gray, stylized outline of a human figure with arms raised, positioned in the center of the slide. The figure is composed of simple lines and circles, and is partially overlaid by the text of the second question.

Module Eight: Review Questions

- 5.) Effective delegation means _____.
 - a) Putting employees in a position to excel
 - b) Random assignment of tasks
 - c) Assign the less pleasant tasks to those who have offended you to teach everyone a lesson about what happens when they mess with you.
 - d) None of the above
- 6.) What emotion can effective delegation instill?
 - a) Mistrust
 - b) Trust
 - c) Frustration
 - d) Boredom



Module Eight: Review Questions

- 7.) Which of the following emotions does NOT lead to higher performance?
 - a) Optimism
 - b) Disappointment
 - c) Trust
 - d) Tenacity
- 8.) Which successes are the most appropriate to celebrate?
 - a) The little ones; let the big successes go unrecognised
 - b) The big ones; let the small successes go unrecognised
 - c) Successes should not be celebrated; employees should not get to feel too good about themselves because they become more difficult to control.
 - d) All successes are worth celebrating

Module Eight: Review Questions

- 9.) Why should you set high expectations for your employees?
 - a) Because they need to be challenged
 - b) Because they will live up to what is expected of them.
 - c) Because they need a lot of direction
 - d) None of the above

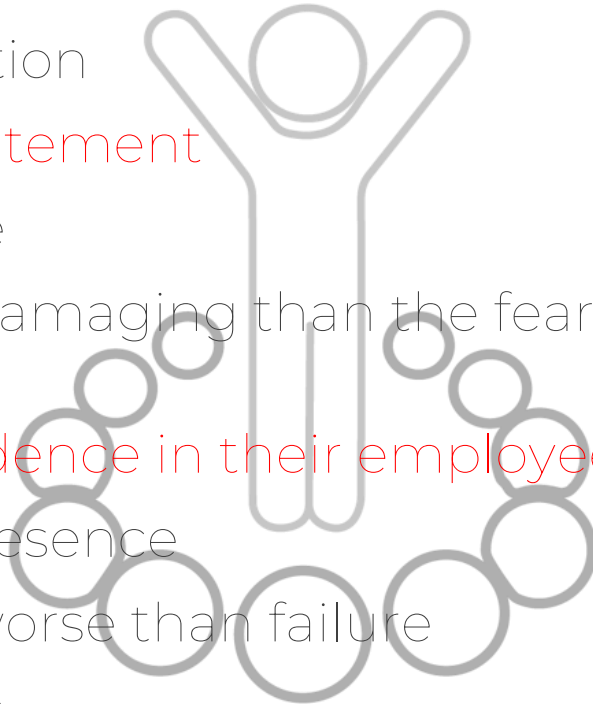
- 10.) One of the most difficult habits to keep under control when addressing other people is _____.
 - a) Being too optimistic
 - b) The trend towards micro-management
 - c) Being too permissive
 - d) Allowing others to question your direction

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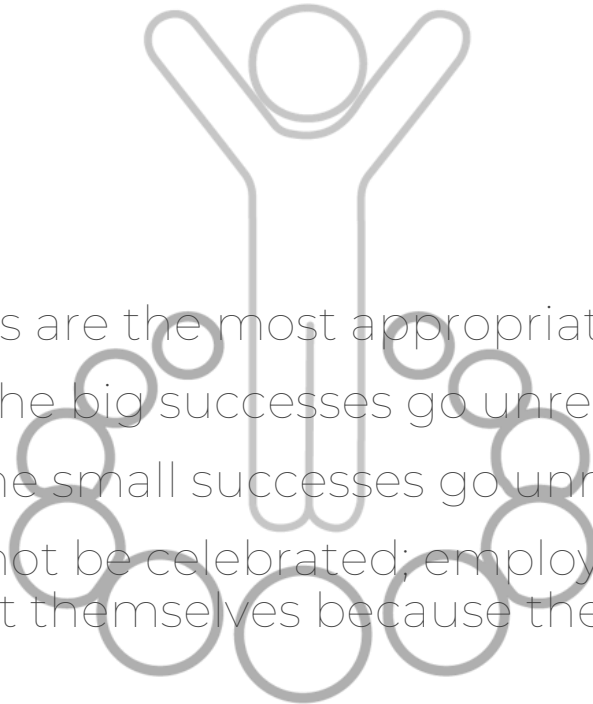


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 - c) Trust
 - d) Tenacity
- 8.) Which successes are the most appropriate to celebrate?
 - a) The little ones; let the big successes go unrecognized
 - b) The big ones; let the small successes go unrecognized
 - c) Successes should not be celebrated; employees should not get too good about themselves because they become more difficult to control.
 - d) All successes are worth celebrating



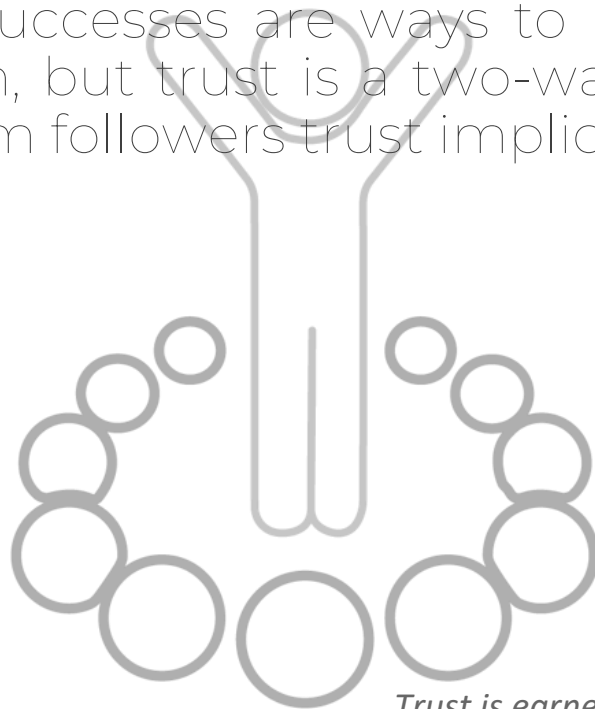
Module Eight: Review Questions

- 9.) Why should you set high expectations for your employees?
 - a) Because they need to be challenged
 - b) Because they will live up to what is expected of them.
 - c) Because they need a lot of direction
 - d) None of the above

- 10.) One of the most difficult habits to keep under control when addressing other people is _____.
 - a) Being too optimistic
 - b) The trend towards micro-management
 - c) Being too permissive
 - d) Allowing others to question your direction

Module Nine: Gaining the trust of your team

- Avoiding micromanagement, delegating tasks appropriately and celebrating successes are ways to increase esteem and trust in your team, but trust is a two-way street. An effective leader is one whom followers trust implicitly.

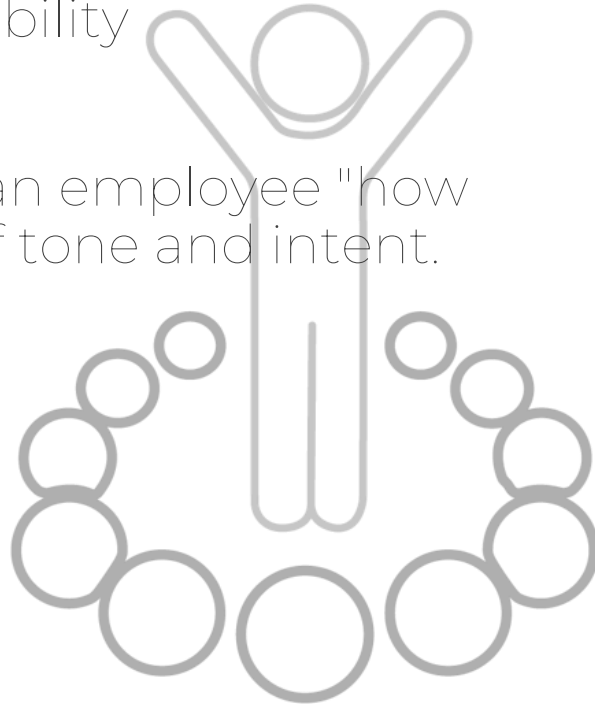


Trust is earned by earning it, not by waiting for it.

Katie Kacvinsky

Honesty

- Gaining trust
- Admitting vulnerability
- If you have to tell an employee "how it is", be mindful of tone and intent.



Reliability

- Being reliable also means being consistent
- It is vital to comply with everything that is said
- Don't over-promise and under-deliver



Availability

Allow time for employees to approach you.

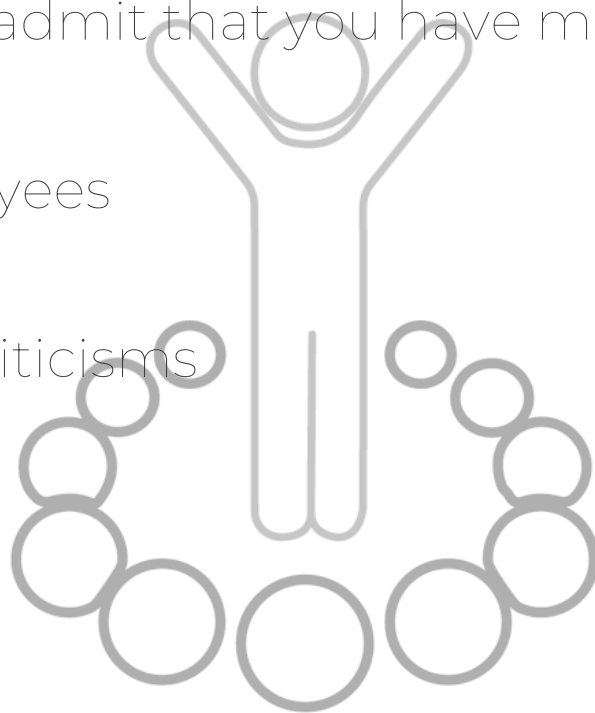
You want employees to feel that they can come to you when they need you.

Finding the right balance can take time



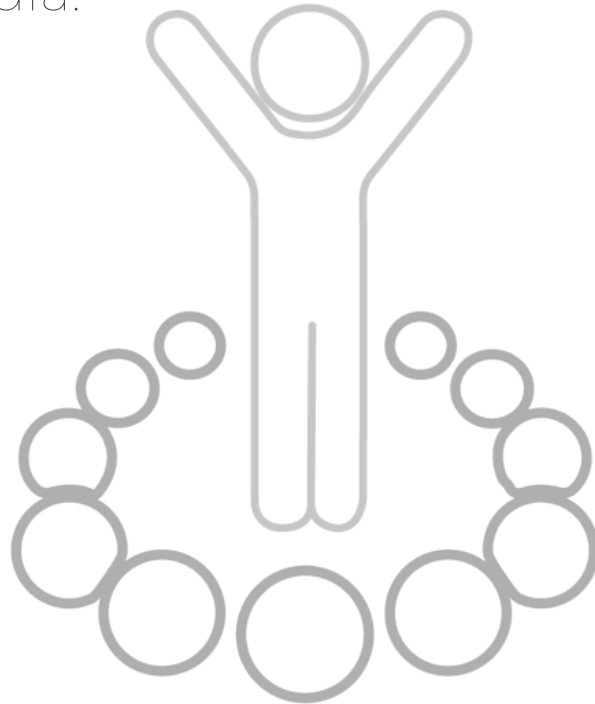
Opening

- Being open is a dual characteristic
- Don't be afraid to admit that you have made a mistake.
- Be open to employees
- Comments and criticisms



Practical illustration

- Darla had received a request from Sara for a week off in January, so that Sara could visit her family in India.



Module Nine: Review Questions

- 1.) When you tell someone a painful truth, what two things should you keep in mind?
 - a) His tone and intentions
 - b) How talented the employee is and how much you like him/her
 - c) The Law and the Agency
 - d) None of the above
- 2.) What kind of leader commands the most respect?
 - a) The perfect leader
 - b) A leader who never makes mistakes
 - c) A vulnerable leader
 - d) A leader who uses honesty as a weapon

Module Nine: Review Questions

- 3.) Which of the following practices does NOT help to be more reliable?
 - a) Require all applications to be submitted in writing
 - b) Avoid making promises you may not be able to keep
 - c) Immediately inform someone if they are unable to fulfil an obligation and schedule a new time to fulfil that obligation.
 - d) Never admit that you are not sure
- 4.) Ignore the misdeeds of an employee _____.
 - a) Gives an impression of favouritism
 - b) It makes that employee think that the rules only apply to others.
 - c) It is the same or worse than ignoring all the misdeeds of the employees.
 - d) All of the above


Module Nine: Review Questions

- 5.) It is better to be more available at _____.
 - a) New employees
 - b) Your boss
 - c) Its most experienced employees
 - d) None of the above
- 6.) Which of the following statements about availability is NOT true?
 - a) Always leave some time for availability.
 - b) While it is important to be more available to new employees, at some point you have to stop teaching them.
 - c) It must strike a balance between being available and accessible and being too available and micromanaging.
 - d) You should never be available

Module Nine: Review Questions

- 7.) What are two aspects of openness?
 - a) Be open about your vision and receptive to feedback.
 - b) Be frank about what senior management tells you and be open in giving your opinion.
 - c) Be open about how horrible an employee is both to your boss and to that employee.
 - d) None of the above
- 8.) What should you do if you feel angry or defensive about an employee's criticism?
 - a) Ignore it
 - b) Insist that they are wrong
 - c) Punishing the employee for insolence
 - d) Schedule a follow-up conversation to allow time to seriously consider the employee's concern.

Module Nine: Review Questions

- 9.) How can you build trust in your team?
 - a) Avoiding micromanagement
 - b) Celebrating success
 - c) Delegate
 - d) All of the above
 - 10.) What is the best way to gain the trust of your team?
 - a) Empathy
 - b) Cynicism
 - c) Personal power
 - d) Honesty
- 
- A large, light gray illustration is centered on the page. It depicts a central figure with arms raised in a 'V' shape, standing on a circular base. Surrounding this central figure are several smaller circles of varying sizes, arranged in a semi-circle, representing a group of people or a team.

Module Nine: Review Questions

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 - d) You should never be available

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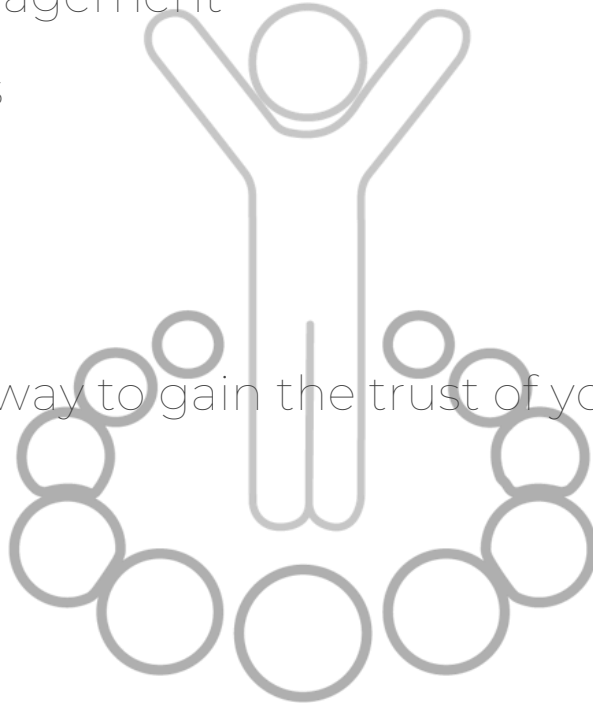
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- c) Personal power
- d) Honesty



Module ten: Building and strengthening your team

- Teams do not immediately come together and experience success overnight. In fact, it takes a good leader to turn a group of people into an effective team.



Alone we can do very little; together we can do a lot.

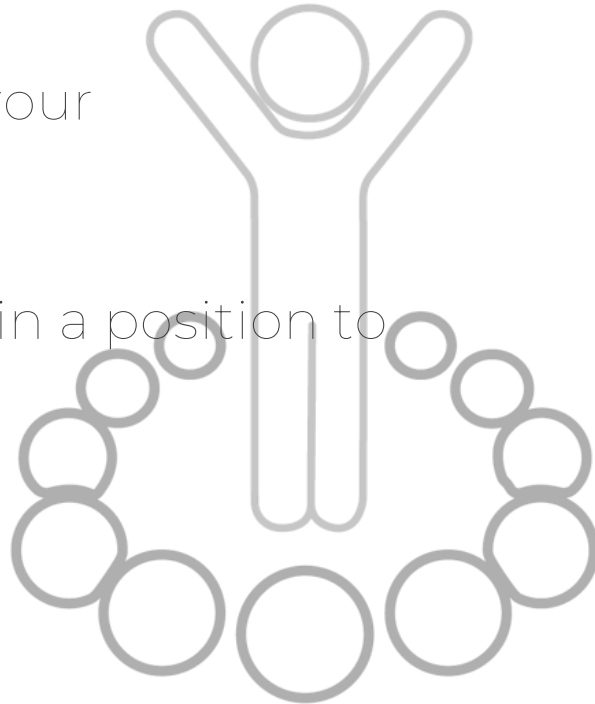
Helen Keller

Identification of the strengths and weaknesses of the team and weaknesses

Assess the state of your equipment

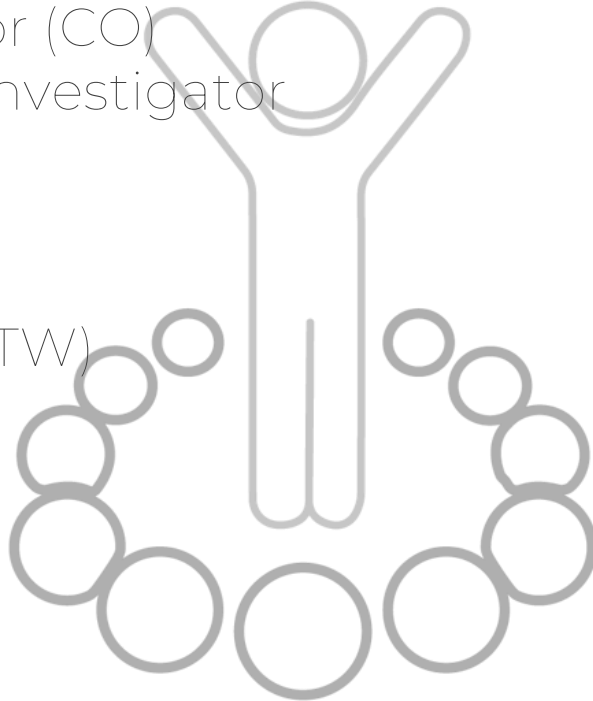
Putting employees in a position to succeed

Evaluation process



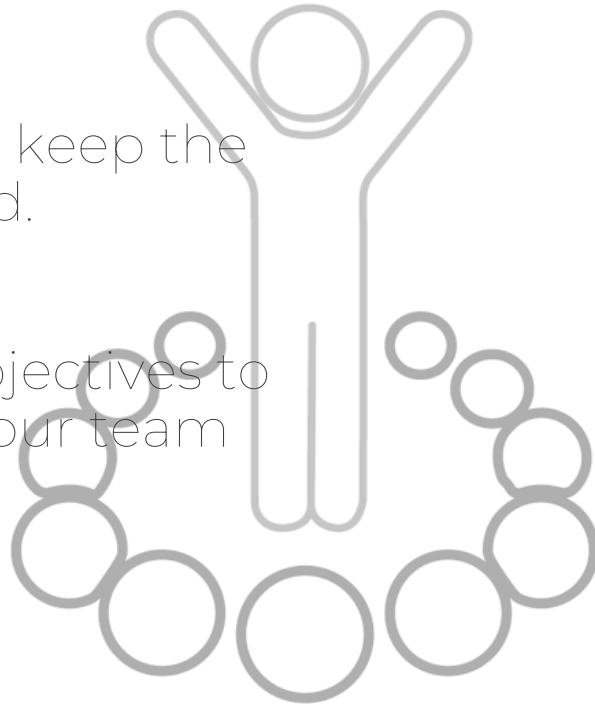
Identify the functions of the team

- The plant
- The Evaluating Monitor (EM)
- The Coordinator (CO)
- The Resource Investigator (RI)
- The executor
- Finishers
- Teamworkers (TW)
- Trainers
- The specialist



Design exercises with specific objectives

- Identify why the meeting is necessary
- Plan an agenda to keep the meeting organised.
- Point out these objectives to the members of your team

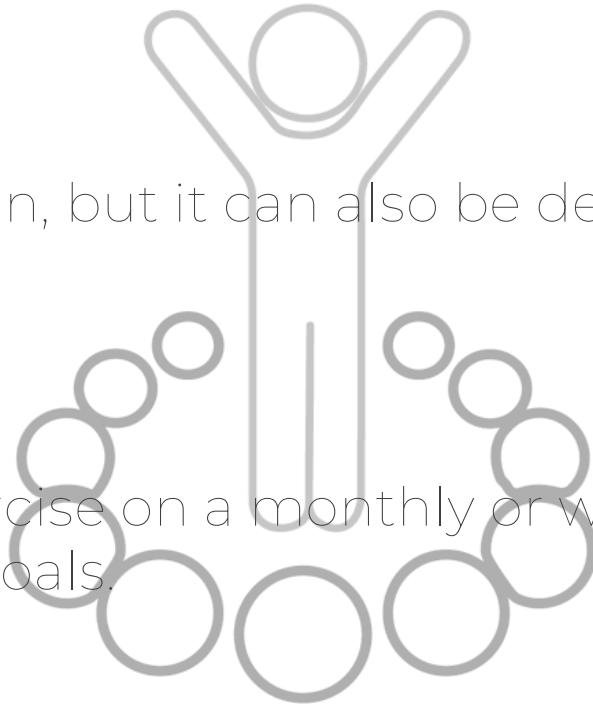


What to avoid

Make sure your team-building objectives are relevant

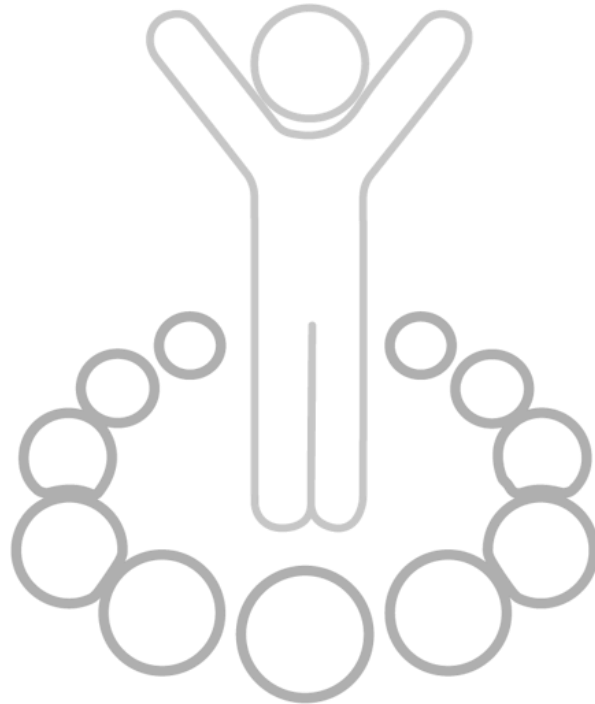
Athletics can be fun, but it can also be destructive.

Incorporating exercise on a monthly or weekly basis helps to reinforce your goals.



Practical illustration

- Gus reviewed his employees' records on the previous project.

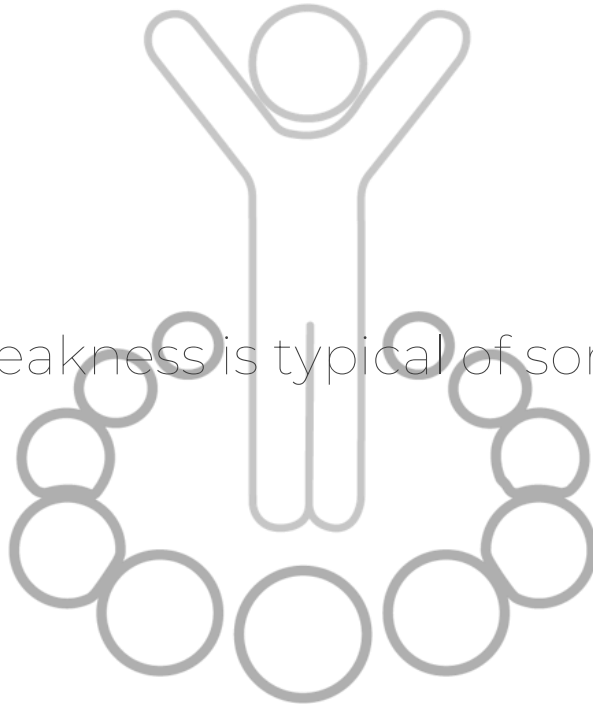


Module ten: Review questions

- 1.) Which of the following statements is NOT true about allowing other employees to help assess the strengths and weaknesses of team members?
 - a) You should ask team members to publicly assess each other's weaknesses.
 - b) It should allow team members to assess each other's strengths and weaknesses.
 - c) Allowing other employees to assess the strengths and weaknesses of team members allows you to compare your assessments with those of others.
 - d) Allowing an employee to identify his or her strengths and weaknesses encourages self-reflection.
- 2.) Which of the following is a good guideline for evaluating employees?
 - a) Make sure you are on top of them all the time to stimulate their performance under pressure.
 - b) Correcting mistakes in front of other people in order to use public humiliation as a form of motivation.
 - c) Determine what factors caused someone to fail or succeed at a given task.
 - d) Determine who to blame for failure on a given task

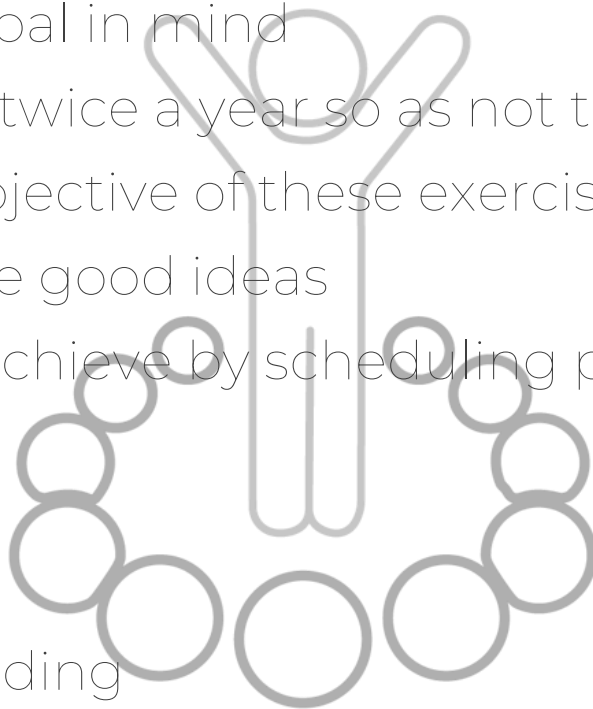
Module ten: Review questions

- 3.) What kind of weakness is typical of someone in a plant role?
 - a) Bad temper
 - b) Absent mentality
 - c) Wishy-washiness
 - d) Lack of follow-up
- 4.) What kind of weakness is typical of someone in a training role?
 - a) Absent mentality
 - b) Wishy-washiness
 - c) Lack of follow-up
 - d) Bad temper



Module ten: Review questions

- 5.) Which of the following is NOT a good idea for designing team building exercises?
 - a) Have a concrete goal in mind
 - b) Do it only once or twice a year so as not to disrupt work
 - c) Ensure that the objective of these exercises is reinforced.
 - d) All of the above are good ideas
- 6.) What can you achieve by scheduling play activities with your team?
 - a) Broken bones
 - b) Benefits for you
 - c) Greater understanding
 - d) HR issues



Module ten: Review questions

- 7.) Why can sporting competition be detrimental to team building?
 - a) There are winners and losers
 - b) Not everyone is athletic
 - c) Establishing competition between team members can undermine cooperation.
 - d) All of the above
- 8.) How often should you incorporate team building exercises?
 - a) Annually
 - b) Daily
 - c) Per hour
 - d) Monthly



Module ten: Review questions

- 9.) It takes a _____ to turn a group of people into an effective team.
 - a) Resource Investigator
 - b) Team worker
 - c) Plant
 - d) Good leader

-) What is one of the most important things you will have to do as a leader?
 - a) Selecting the weakest employees
 - b) Assess your team
 - c) Give more work to your strongest employees
 - d) None of the above



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Module ten: Review questions

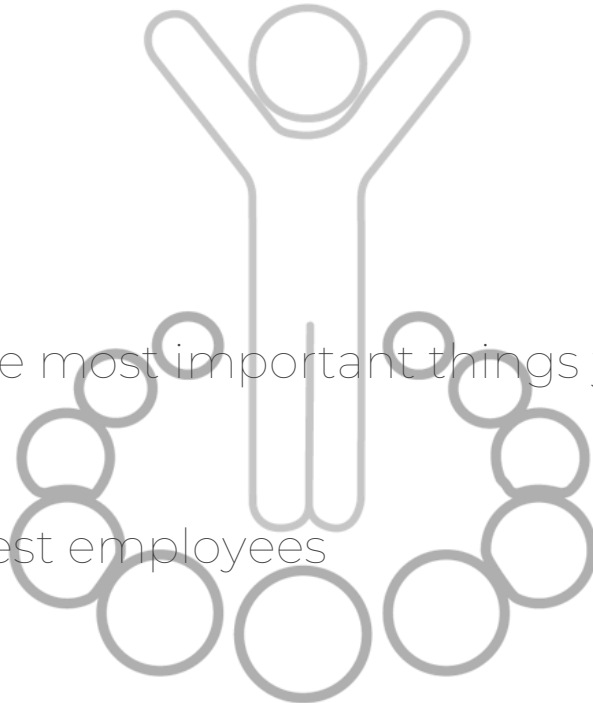
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Module ten: Review questions

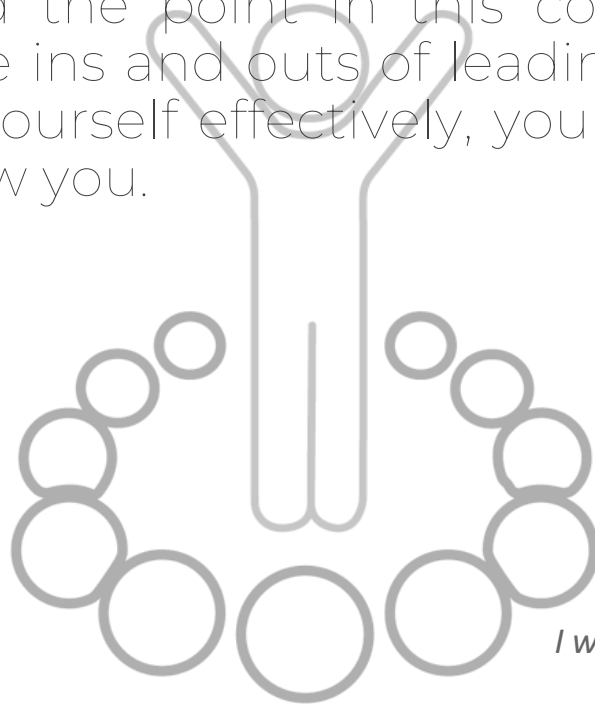
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 - a) Selecting the weakest employees
 - b) **Assess your team**
 - c) Give more work to your strongest employees
 - d) None of the above



Module Eleven: You are your boss

- We have reached the point in this course where you can understand all the ins and outs of leading others. However, if you cannot lead yourself effectively, you will never be able to get others to follow you.



I will be calm. I will be in control of myself.

Jane Austen

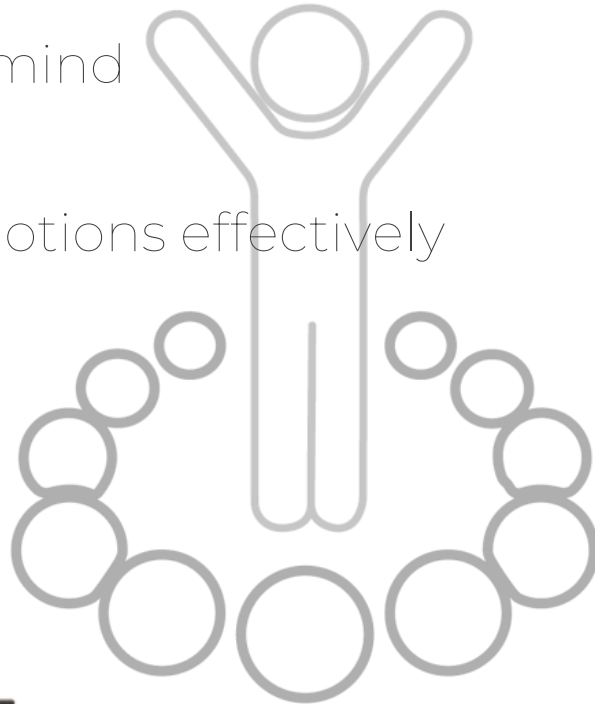
What kind of person would you would you follow?

- Values
- Objectives
- Overall mission



Self-awareness

- Attention to physical needs
- Disciplining the mind
- Manage your emotions effectively



**BE
MINDFUL**

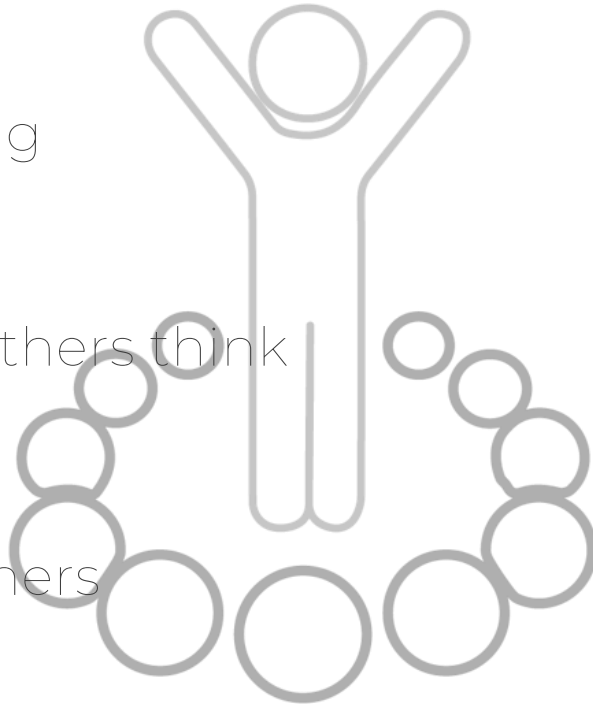
Self-improvement

Allowing others to come first

Don't insist on being right

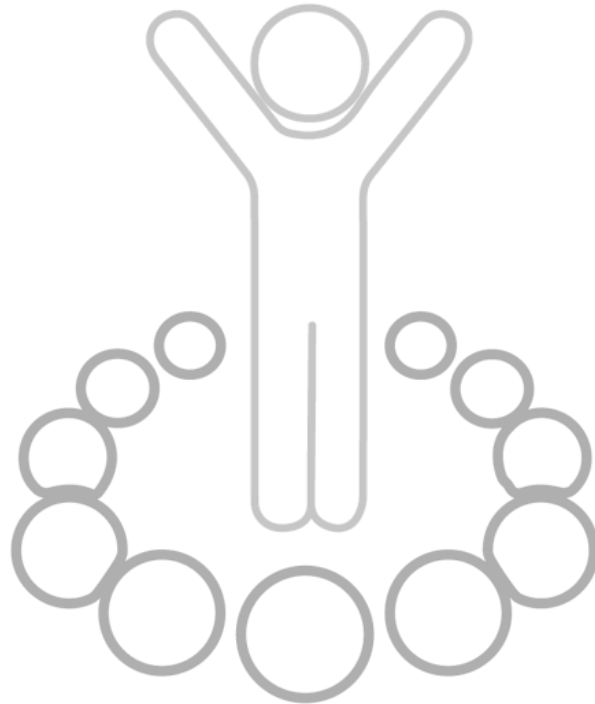
Listening to what others think

Try not to judge others



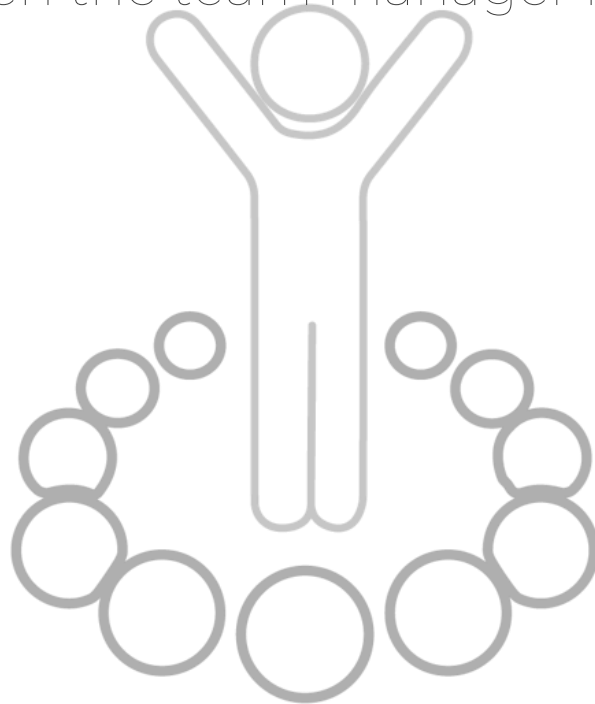
Keeping the balance

- Gratitude
- Play
- Weather
- Positive outlook



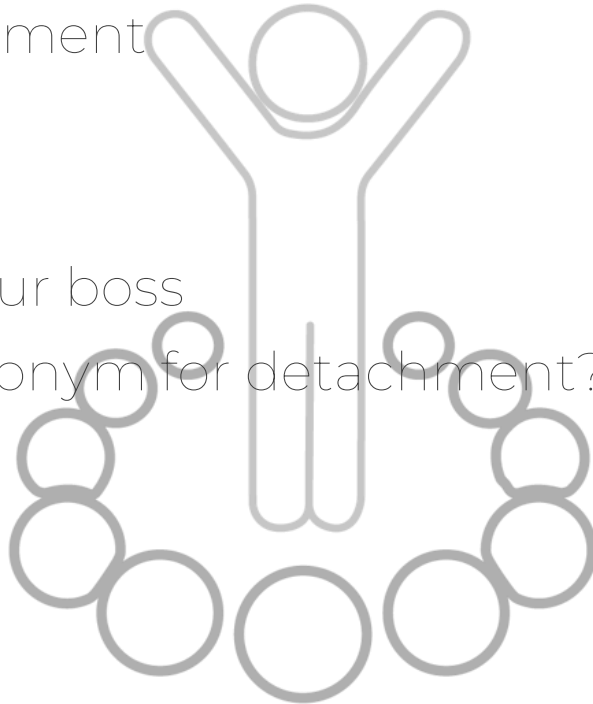
Practical illustration

- Wendell had been the team manager for the past year.



Module Eleven: Review Questions

- 1.) When identifying the qualities you admire in a leader, what can help you identify them?
 - a) Your mission statement
 - b) Fox News
 - c) MSNBC
 - d) The qualities of your boss
- 2.) What is the synonym for detachment?
 - a) Apathy
 - b) Dispassion
 - c) Clarity
 - d) Honesty



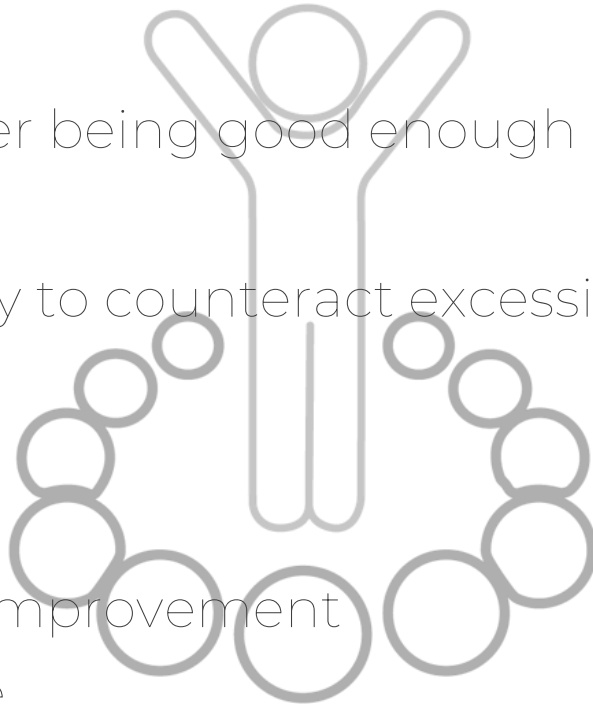
Module Eleven: Review Questions

- 3.) What activities are involved in being physically aware of oneself?
 - a) Analysing your emotions
 - b) Target setting
 - c) Exercise and analyse your diet
 - d) None of the above
- 4.) What is an activity to improve your emotional awareness?
 - a) Exercise
 - b) Discussing politics
 - c) Meditation
 - d) None of the above



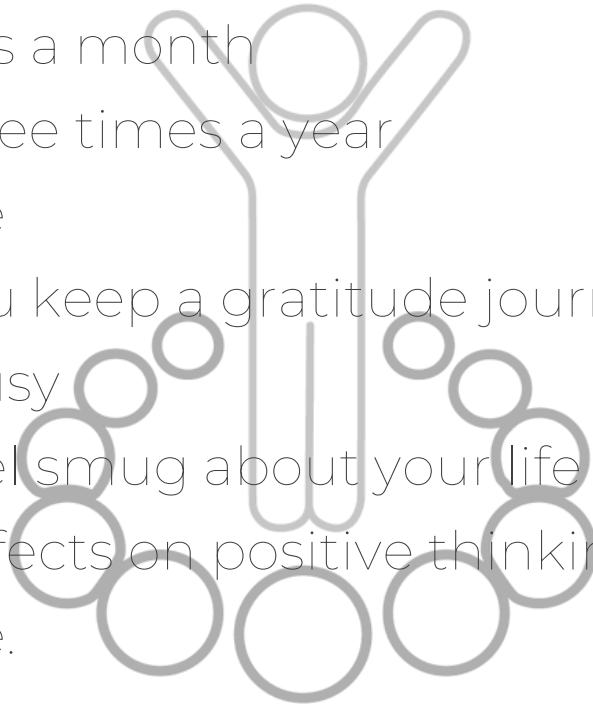
Module Eleven: Review Questions

- 5.) What can excessive self-improvement lead to?
 - a) Naval gaze
 - b) Self-importance
 - c) The feeling of never being good enough
 - d) All of the above
- 6.) What is one way to counteract excessive personal involvement?
 - a) Criticising others
 - b) Helping others
 - c) Giving up on self-improvement
 - d) None of the above



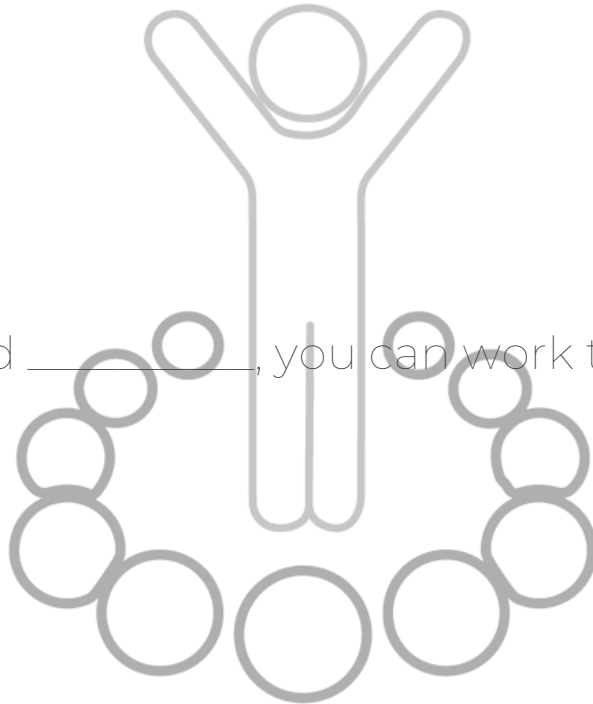
Module Eleven: Review Questions

- 7.) How often should you schedule play time?
 - a) At least two or three times a week
 - b) Two or three times a month
 - c) At most two or three times a year
 - d) None of the above
- 8.) Why should you keep a gratitude journal every day?
 - a) Helps keep you busy
 - b) It allows you to feel smug about your life
 - c) Has cumulative effects on positive thinking
 - d) None of the above.



Module Eleven: Review Questions

- 9.) The most important habit that effective people can have, whether they lead others or not, is to be _____.
 - a) Proactive
 - b) Reagent
 - c) Active
 - d) None of the above
-
- 10.) If you understand _____, you can work to become that kind of leader.
 - a) Pride
 - b) Humility
 - c) Trust
 - d) What you value



Module Eleven: Review Questions

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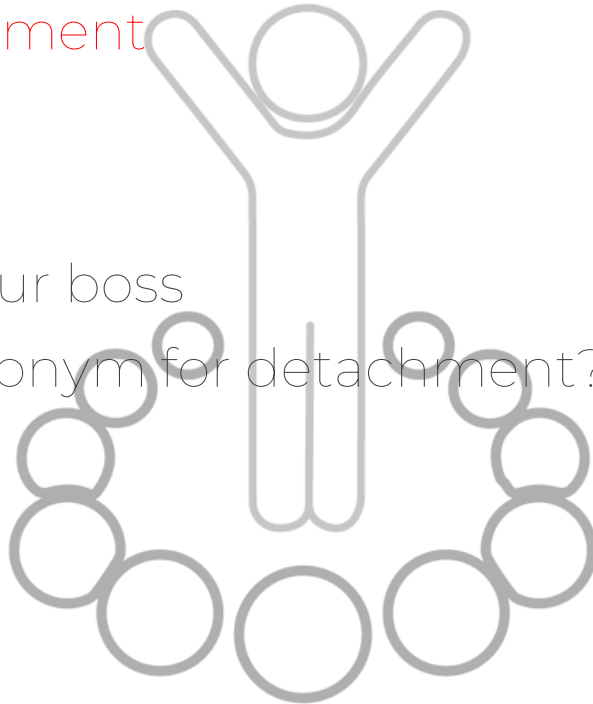
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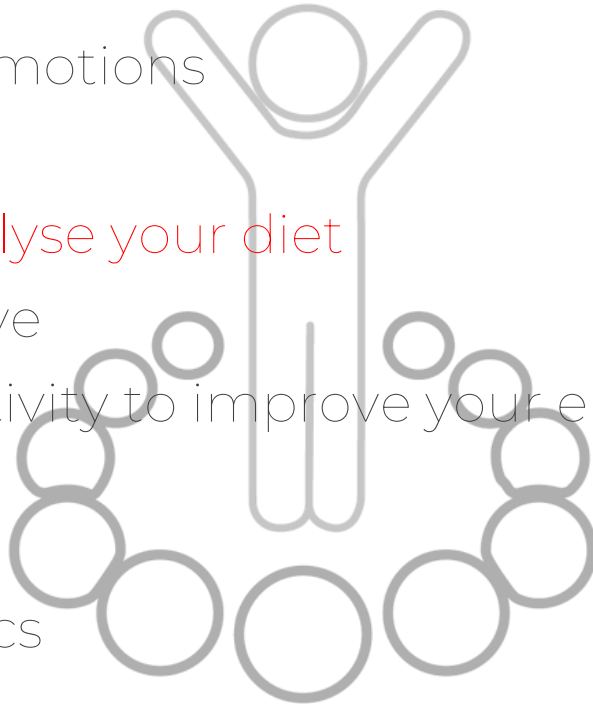
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Module Eleven: Review Questions

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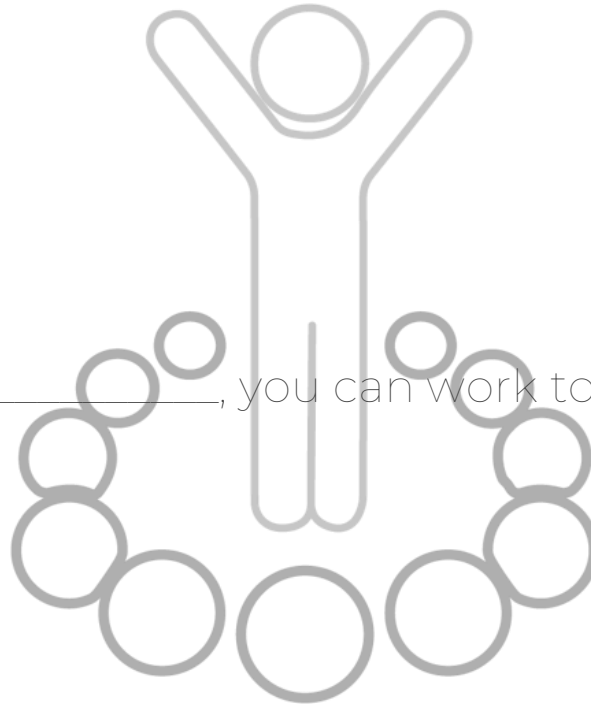
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- c) Trust
- d) What you value



Module twelve: Conclusion

- Although this workshop is coming to an end, we hope that your journey to becoming a quality leader has only just begun.
- Take a moment to review and update your Action Plan. It will be a key tool to guide your progress in the coming days, weeks, months and years.



We may face many defeats, but we must not let ourselves be defeated.

Maya Angelou

Words of the Wise

- **Max Lucado:** *A man who wants to conduct the orchestra must turn his back on the crowd.*
- **John Quincy Adams:** *If your actions inspire others to dream more, learn more, do more and become more, you are a leader.*
- **Lao Tzu:** *A leader is best when people hardly know he exists, when his work is done, his goal accomplished, they will say: we did it ourselves.*
- **Eleanor Roosevelt:** *To manage yourself, use your head; to manage others, use your heart.*



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