

Friday, March 10<sup>th</sup>, 2023

12:00pm to 1:00pm ET

## How to Be a Leader, Not a Boss

HOSTED AND PRESENTED BY:  
Joel Silverstone



THE GREAT  
**CANADIAN**  
TRAINING & CONSULTING CO.

# WEBINAR OUTLINE

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## What is covered in this webinar?

- Leadership Overview
- LEAD Framework
- Lead Teams, Tasks and Individuals
- Lead the Growth





## Joel Silverstone

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**Senior Professional Skills  
Facilitator and Coach**

The Great Canadian Training &  
Consulting Company

I started as a professional actor, then moved to teaching acting and was surprised to see business professionals coming to the classes. It became obvious there was a communication skills gap in business.

Now fast forward 20+ years, I have been helping participants, from Fortune 500 companies to entrepreneurs around the world, build their awareness, confidence and influencing skills to be better communicators.

# LEAD



- Leadership - Set the tone
- Effective - Balance tasks, teams, individuals
- Achieve - Team purpose & goals
- Develop - Growth, motivate

# Leadership Styles

## The Director



## The Coach



## The Delegator



## The Supporter



# The Leadership Formula



- **Direction** refers to providing information about the task, assigning responsibilities, indicating deadlines, instructions, etc.
- **Support** refers to things such as encouraging, expressing confidence, dealing with conflict within the group, expressing appreciation, maintaining a positive spirit

# Fundamental Needs

Protection	Affection	Understanding	Participation
<ul style="list-style-type: none"><li>▪ Safety</li><li>▪ Stability</li></ul>	<ul style="list-style-type: none"><li>▪ Appreciation</li><li>▪ Empathy</li></ul>	<ul style="list-style-type: none"><li>▪ Knowledge</li><li>▪ Learning</li></ul>	<ul style="list-style-type: none"><li>▪ Cooperation</li><li>▪ Inclusion</li></ul>

Creation	Identity	Freedom
<ul style="list-style-type: none"><li>▪ Growth</li><li>▪ Stimulation</li></ul>	<ul style="list-style-type: none"><li>▪ Meaning</li><li>▪ Purpose</li></ul>	<ul style="list-style-type: none"><li>▪ Autonomy</li><li>▪ Choice</li></ul>

# LEAD



- **Leadership - Set the tone**
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# The Leadership Formula

## Defining Leadership

### Two Major Dimensions To Leadership

- The level or amount of emphasis devoted to getting the work done.
- The amount of attention given to providing support and encouragement to the people doing the work.

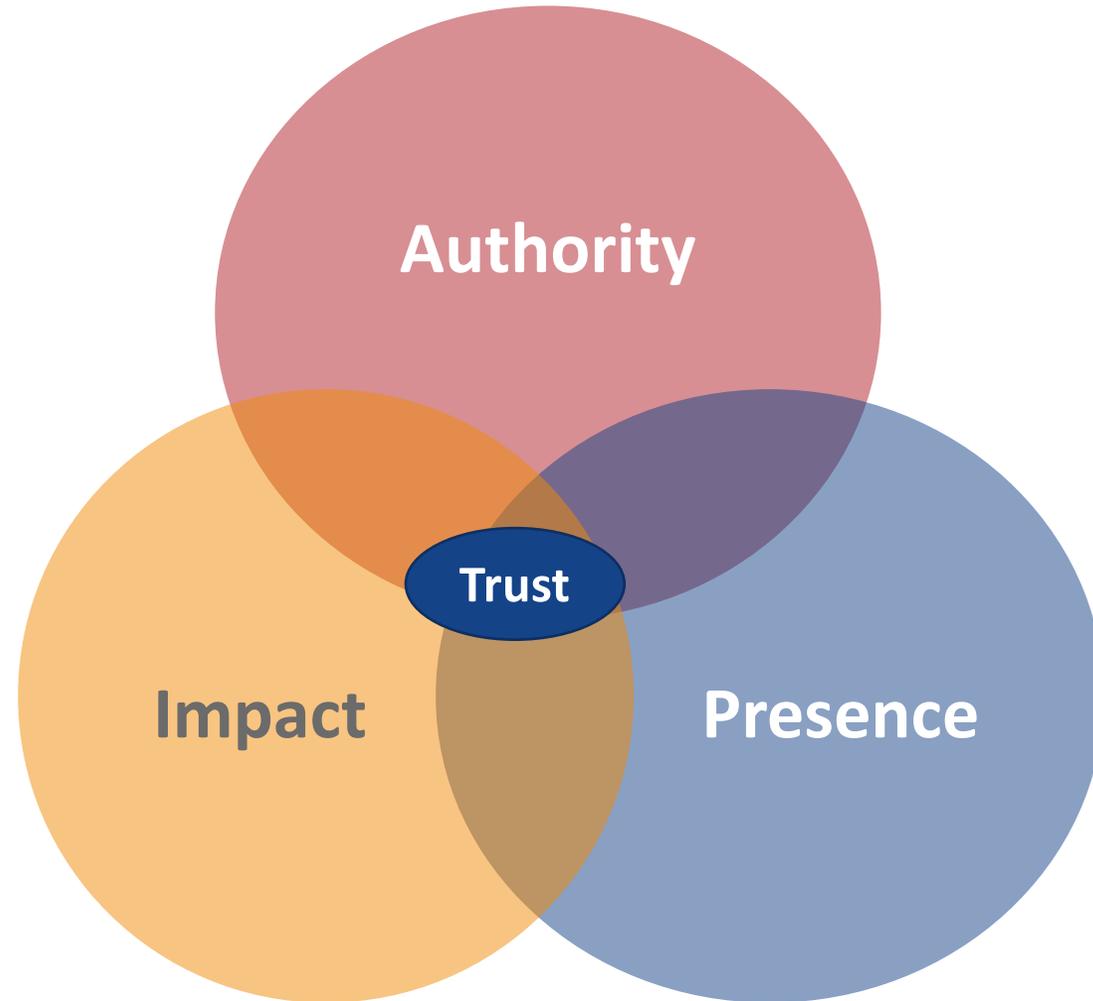


# Key Leadership Characteristics

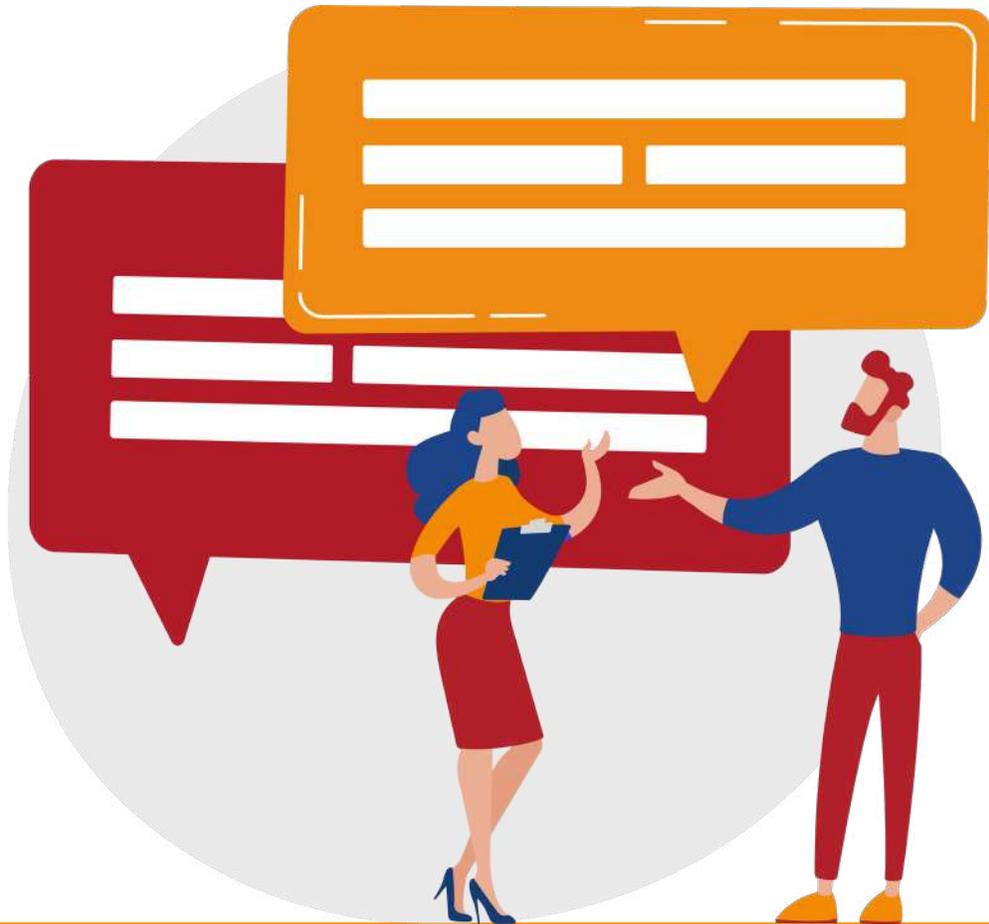


- **Business aptitude**
- **Flexibility**
- **Empathy**
- **Trustworthiness**
- **Emotional Intelligence**
- **Clarity**
- **Coaching / Feedback**

# TRUST



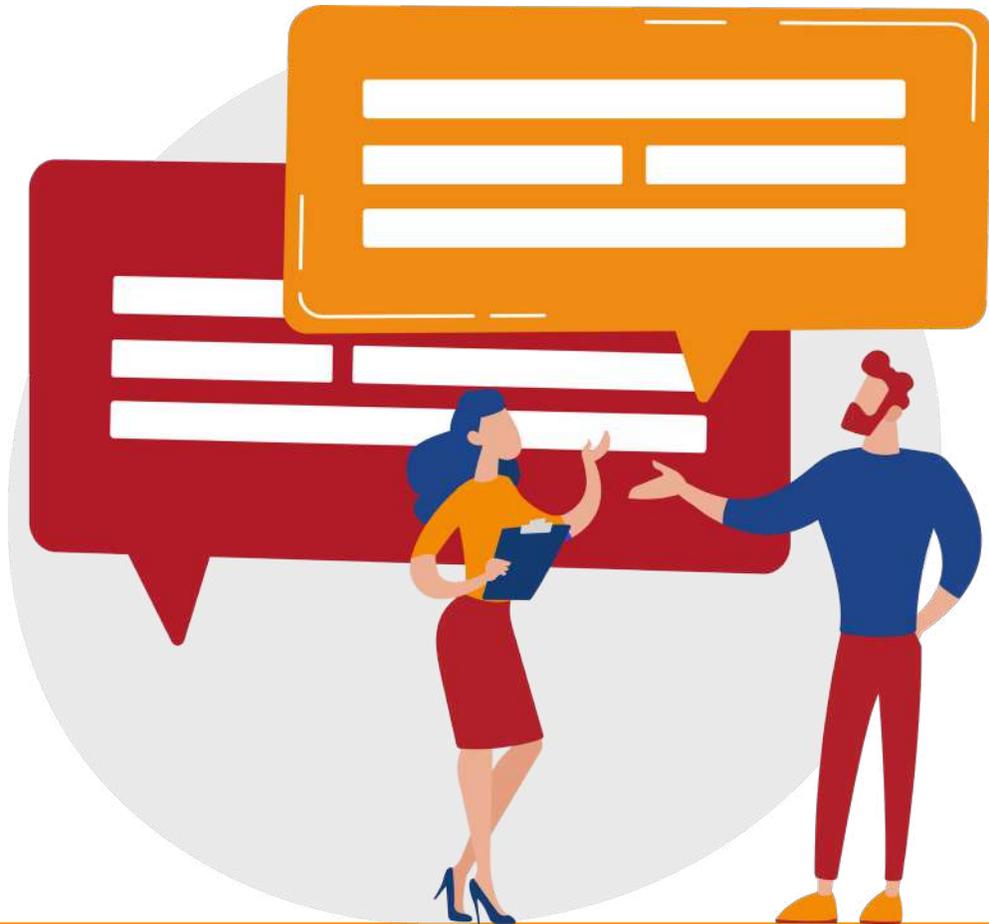
# TRUST



**Trust is produced in a climate that includes:**

- Honesty
- Openness
- Consistency
- Treating people with dignity and fairness

# TRUST



## What happens when teams trust each other?

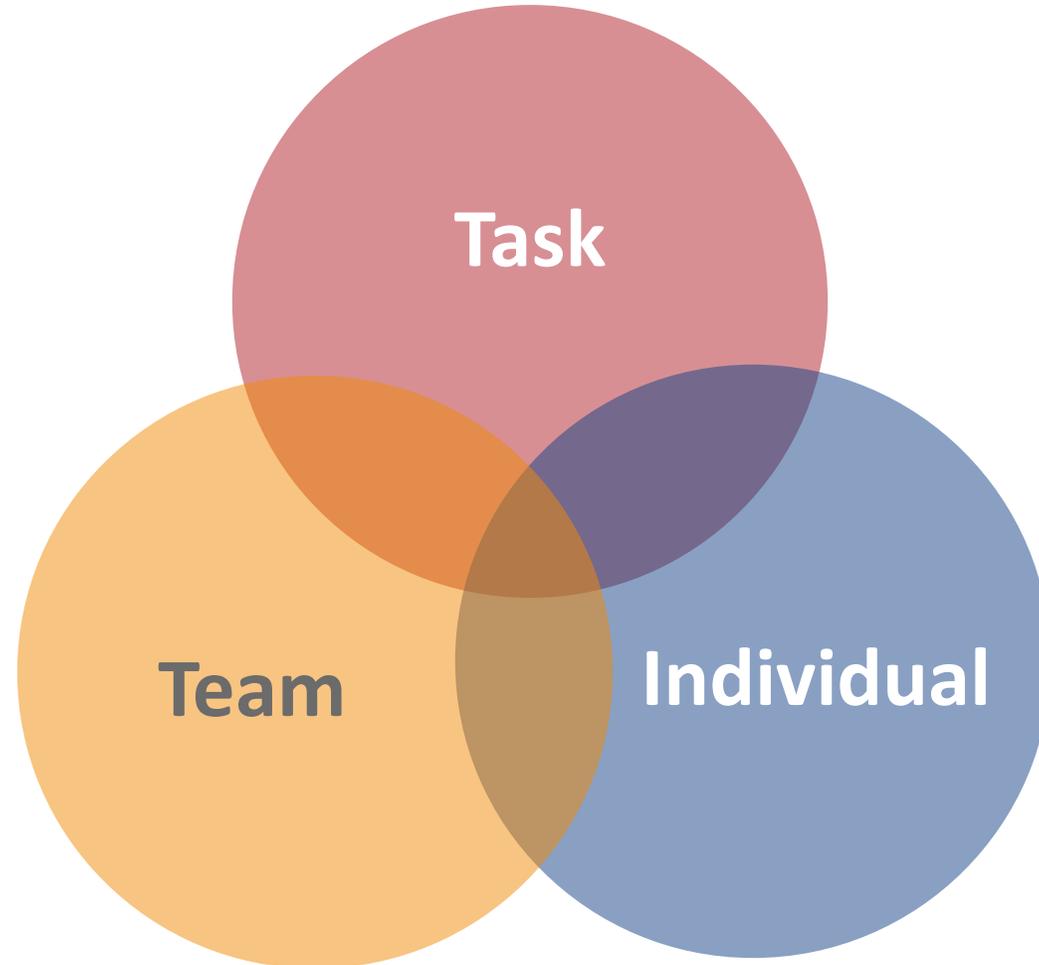
- Can focus on the issues at hand
- Team members are more likely to take risks
- Can devote their energies to problem solving
- Experience a greater level of synergy

# LEAD



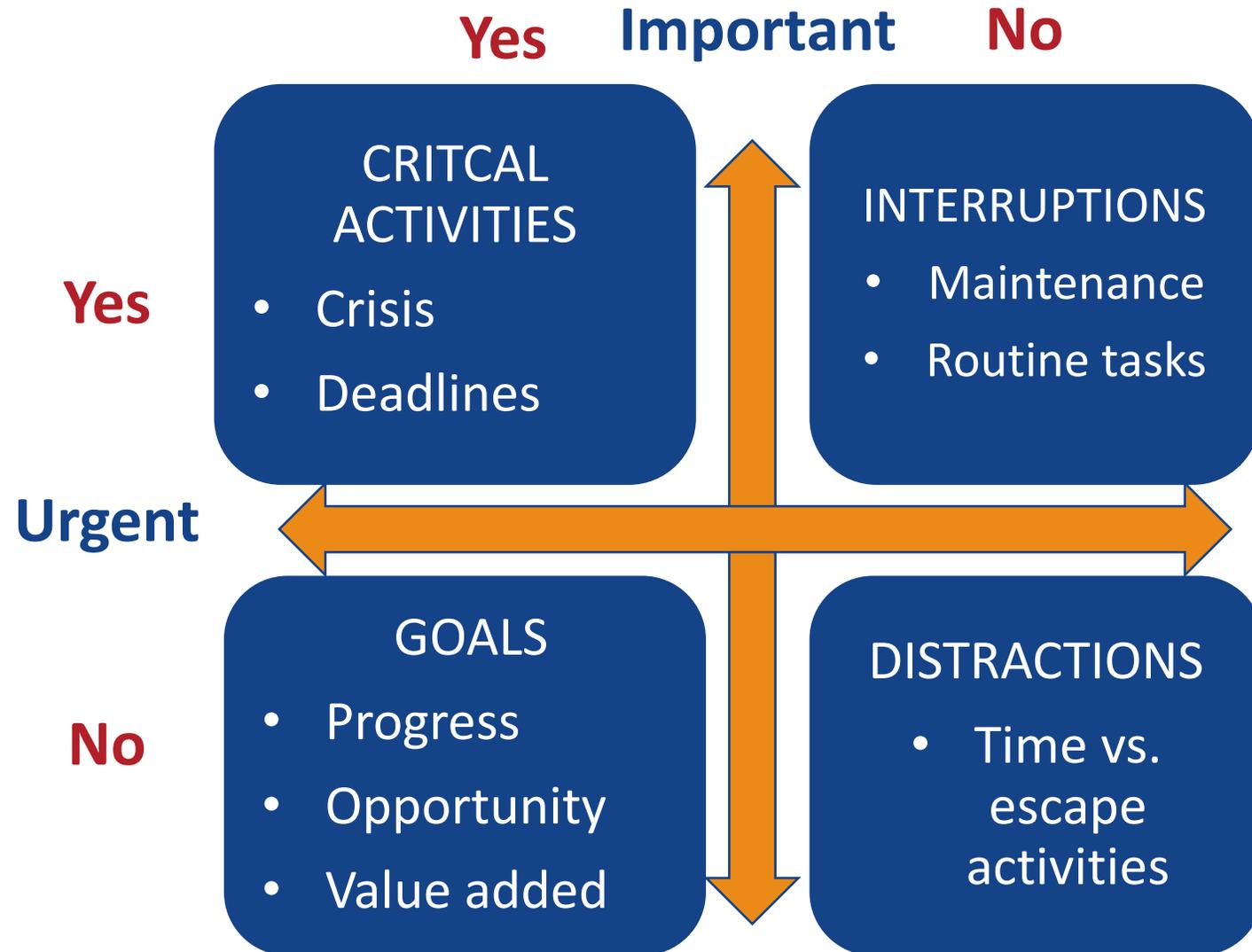
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# Effective-Balance



# Urgent-Important Tasks

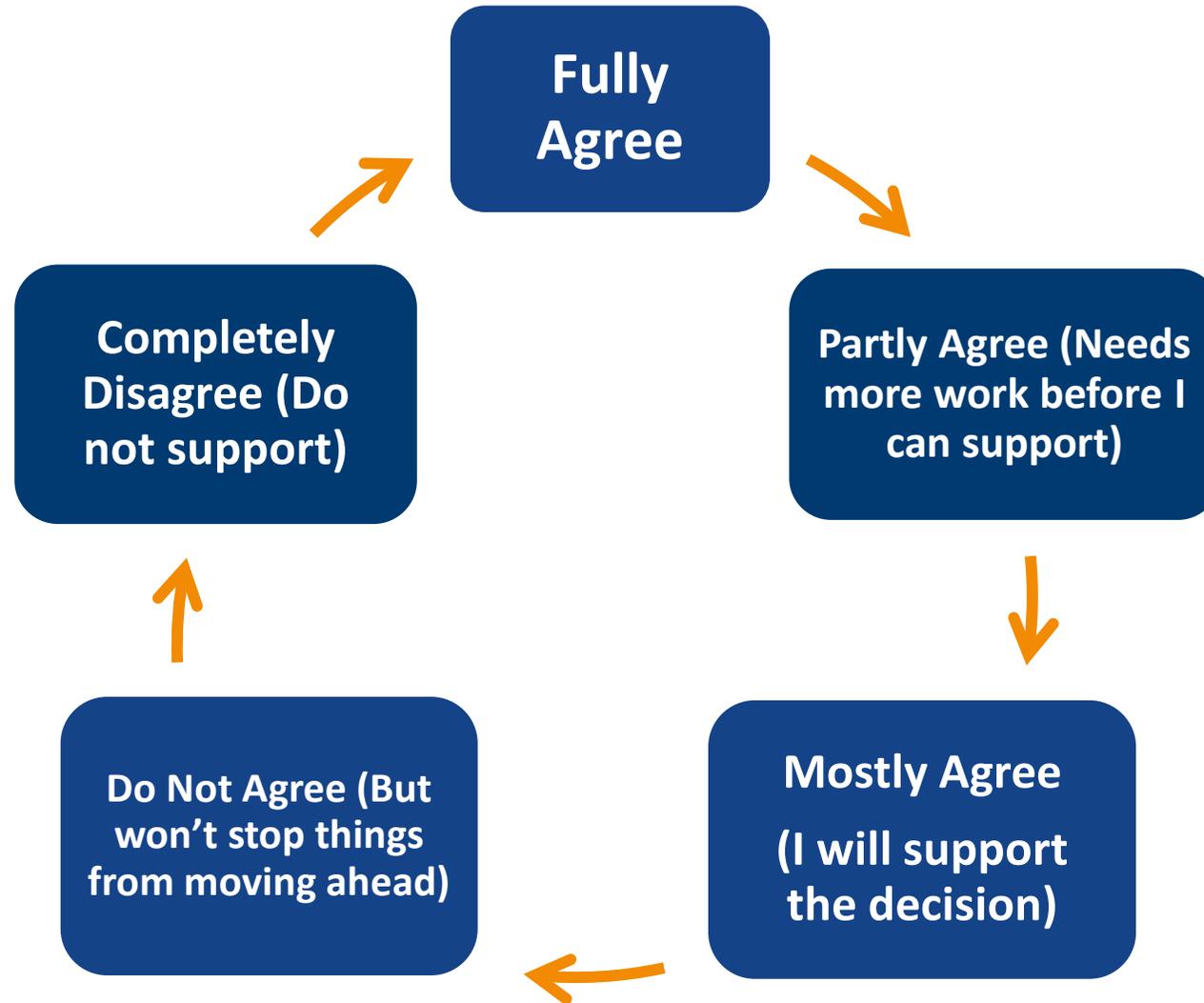
## Making Plans



# Mutually Agreed Upon Ground Rules



# Degree of Support



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# Team Purpose

What drives us to work together

What is our job  
as a team?

What impact do we want to create  
in the organization and beyond?

**Team Purpose** (Write your team purpose statement)

Our Team \_\_\_\_\_ to/of \_\_\_\_\_  
(how/what we do) (specific audience)

So that \_\_\_\_\_  
(intended impact)

# Individual Objectives: Twice as SMART

**Specific**

**Stretching**

Requiring individuals to reach beyond obvious boundaries

**Measurable**

**Mixed**

Across quantitative & qualitative objectives

**Achievable**

**Aligned**

With business, manager & peers' objectives

**Relevant**

**Reviewed**

Regularly between employee & manager

**Timebound**

**Two-way**

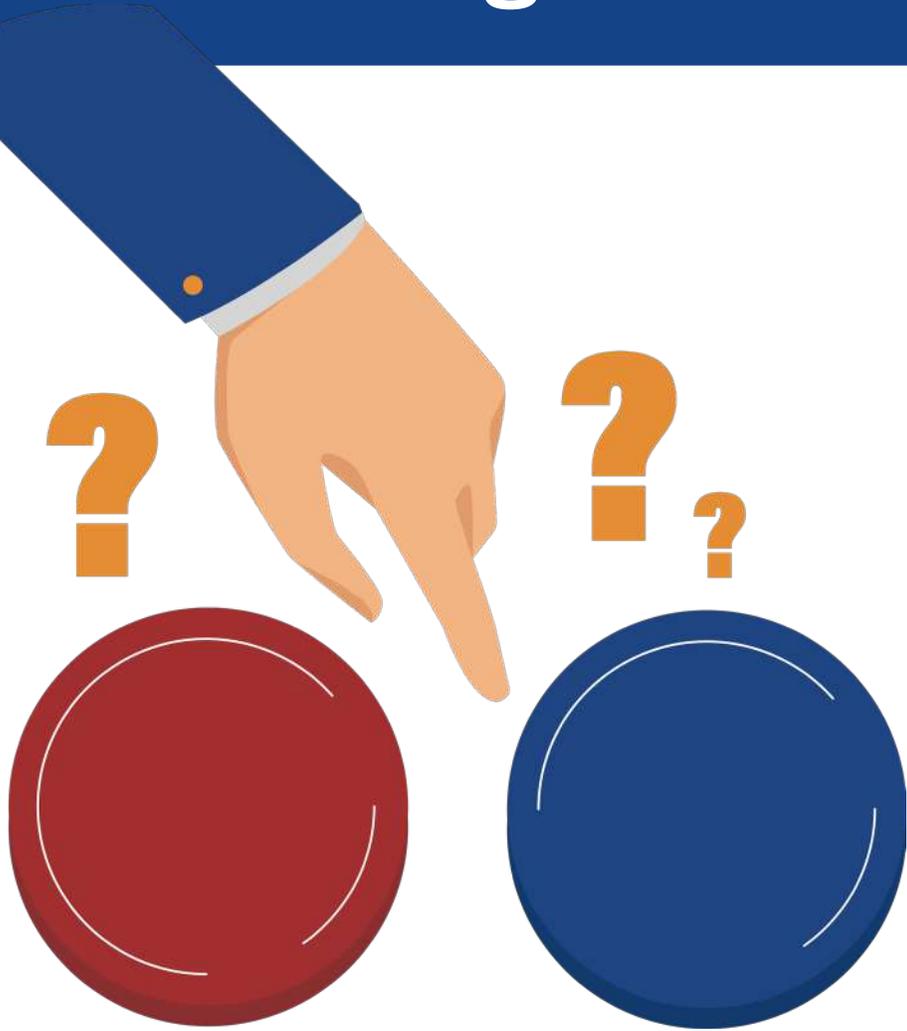
Mutually agreed between employee & manager

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# Influencing Skills



## PULL

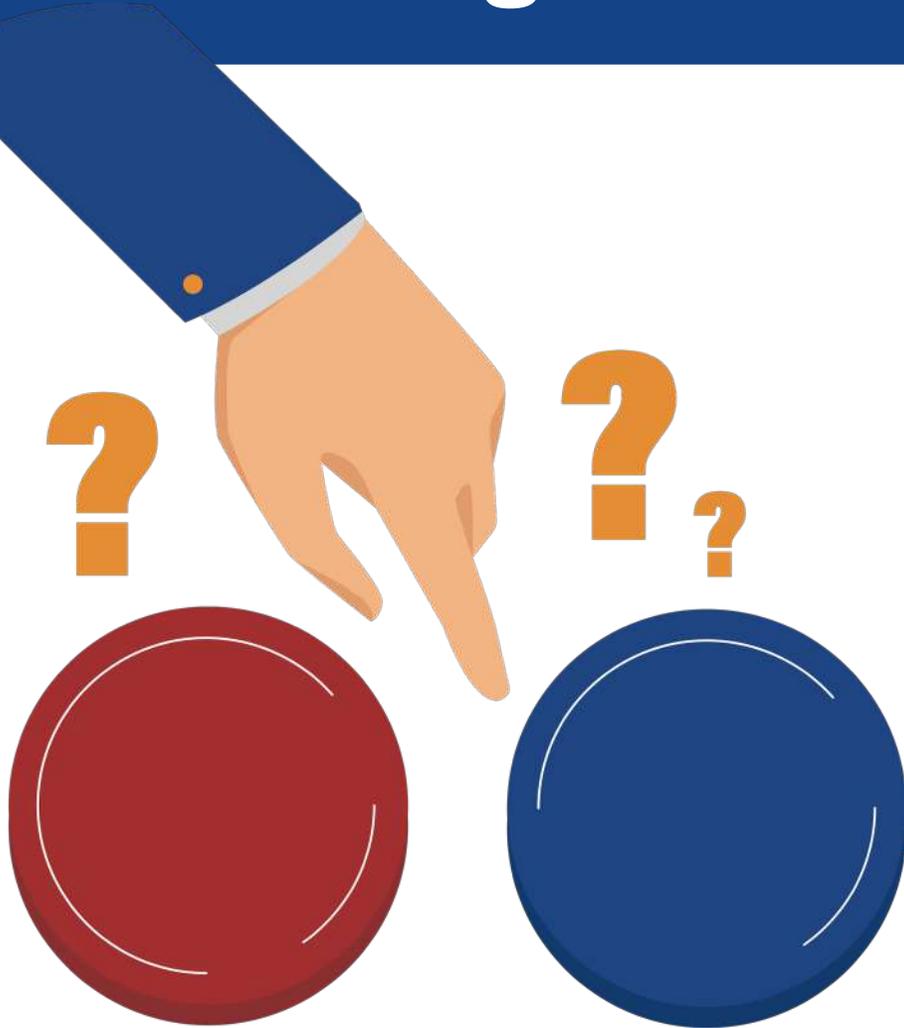
### CONNECTING

- Involving
- Listening

### VISIONING

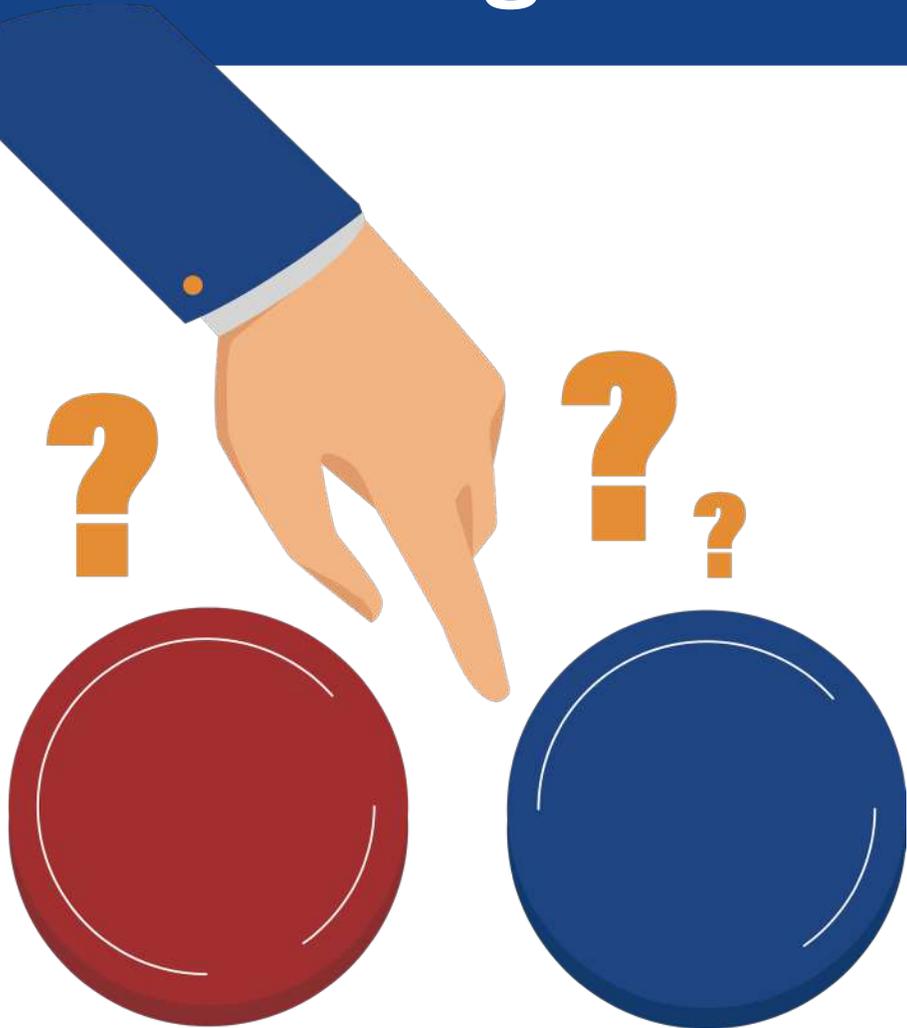
- Finding common ground
- Sharing vision

# Influencing Skills



<b>PUSH</b>	<b>PERSUADING</b>	<ul style="list-style-type: none"><li>▪ Proposing</li><li>▪ Reasoning</li></ul>
	<b>DIRECTING</b>	<ul style="list-style-type: none"><li>▪ Stating expectations</li><li>▪ Specific tasks</li></ul>

# Influencing Skills



## PULL

### CONNECTING

- Involving
- Listening

### VISIONING

- Finding common ground
- Sharing vision

## PUSH

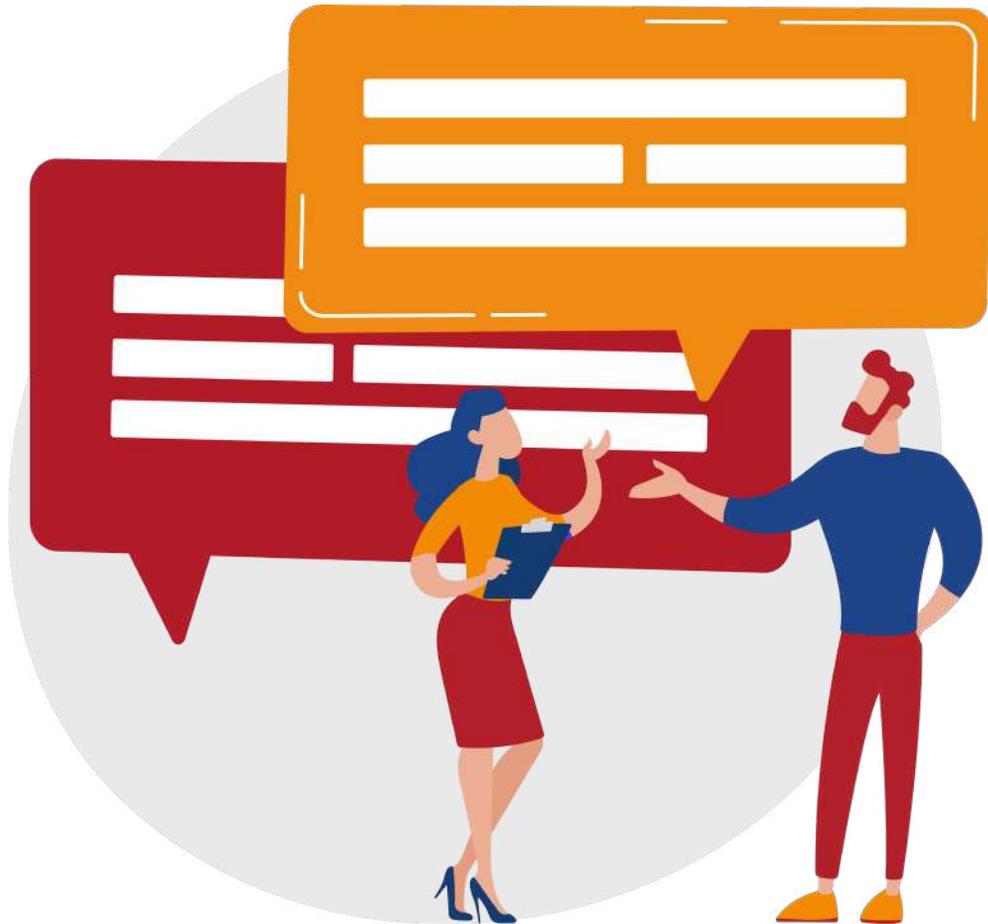
### PERSUADING

- Proposing
- Reasoning

### DIRECTING

- Stating expectations
- Specific tasks

# Listening - 3 Levels



- Level 1: Listening for the Gist.
- Level 2: Listening for Emotion.
- Level 3: Listening for Their Point of View.

# Rate Your Listening 1-10



- Do you **stop listening** when you strongly disagree with the speaker on one point?
- Do you **assume** or **anticipate** regarding the other person's views?
- Do you feel **you can judge** most people quite quickly before hearing them out?
- Do you encourage others to **elaborate** or clarify points you have misunderstood?

# Practice Listening

**Next conversation:  
Rate yourself on a scale of 1-10**

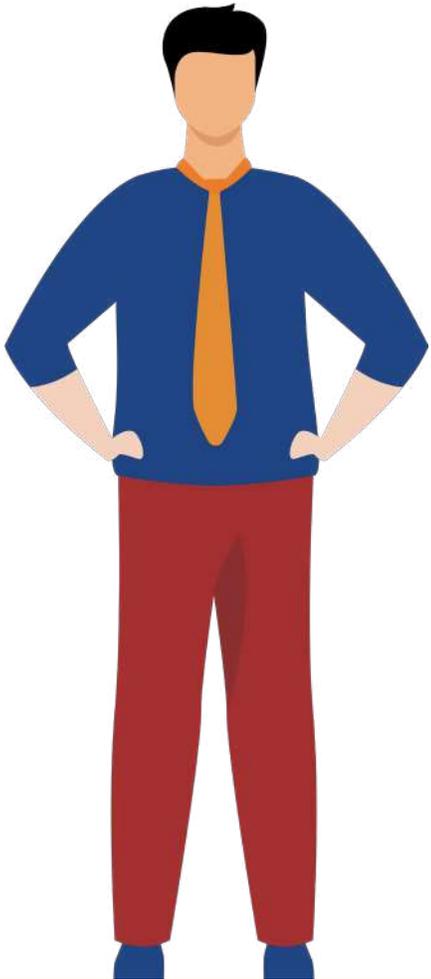


Did I make them feel heard?

Feel understood?

Did I add value or was I being competitive?

# Empathy Impact



## **Innovation.**

When people reported their leaders were empathetic, they were able to be innovative

**61%** of employees compared to **13%** of employees with less empathetic leaders.

## **Engagement.**

**76%** of people who experienced empathy from their leaders were engaged compared to **32%** who experienced less empathy.

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# 92%

Employees agree that when they're recognized for a specific action, they're more likely to take that action again in the future.



# 5 Criteria for Effective Feedback



1. The feedback is conveyed with good intentions
2. The timing and circumstances of giving feedback are appropriate
3. The feedback is given in an interactive manner
4. The feedback message is clear
5. The feedback is helpful to the recipient

# MORE Feedback Framework



**M**

**MINDSET**

Lead with Intention, Not  
Criticism



**O**

**OFFER**

Observed Behaviour/  
Facts



**R**

**Relationship**

Discuss/ Listen/ Trust



**E**

**Exchange**

Agree to Act

# Safety – Ways to Open



- I have something I'd like to discuss with you that I think will help us work together more effectively.
- I think we have different perceptions about \_\_\_\_\_. I'd like to hear your thinking on this.
- I'd like to see if we might reach a better understanding about \_\_\_\_\_. I really want to hear your feelings about this and share my perspective as well.

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# Upcoming Webinars

**April 20, 2023**

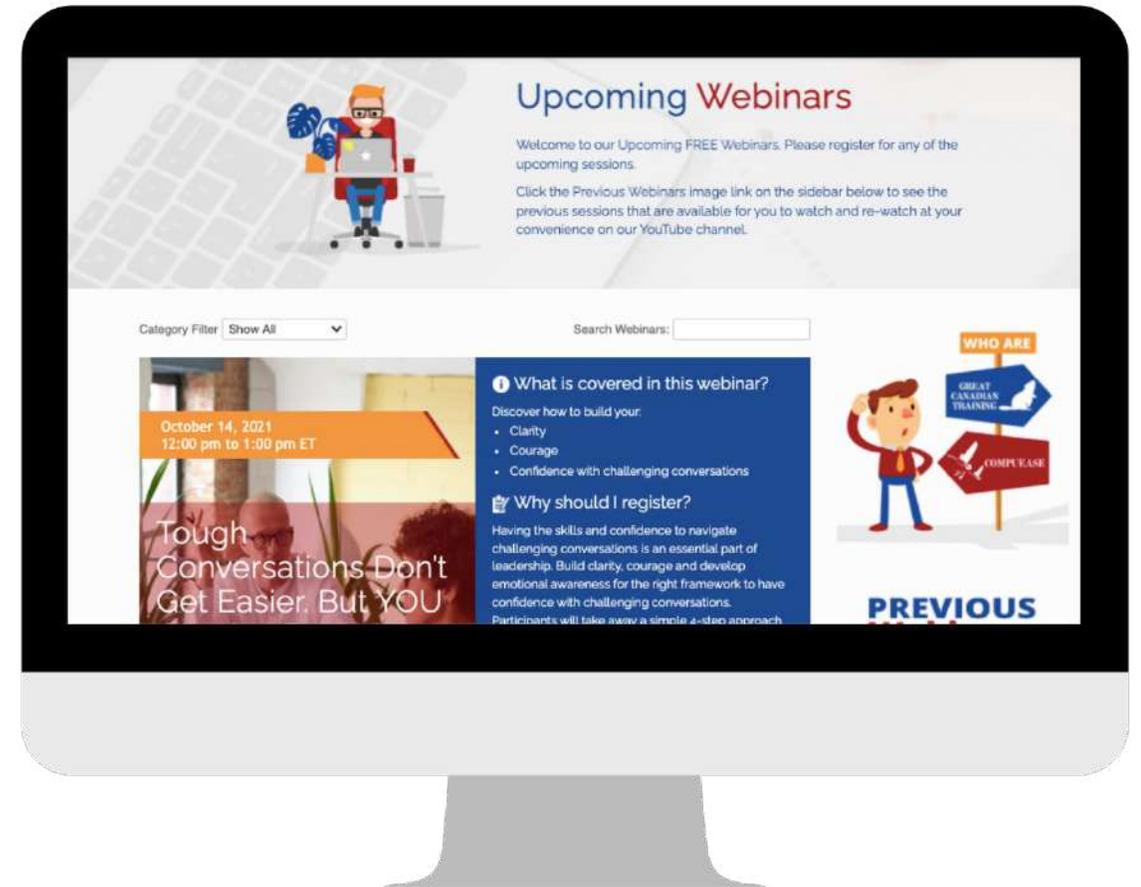
**Be a Great Presenter with Microsoft PowerPoint and Presentation Skills**

**May 16, 2023**

**10 Cool Features You Should Be Using in Microsoft 365**

**June 21, 2023**

**Change Management – Turn Resistance into Resilience**





# TALK TO US

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