

**ASBO IOWA 2018**

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TOOLS TO

**MAXIMIZE YOUR  
LEADERSHIP SKILLS**

March 29, 2018



# The Beginning

*Where are you?*

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*Your Leadership Journey*

01



# Presenters

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*What's the difference between an effective leader and an extraordinary leader?*



# Tools to be Shared

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*Situational Leadership*  
(Goldsmith & Shriver)

*Life Orientation (LIFO)*  
(Atkins)



# No Return

*The only way is up!*

*Situational Leadership*

*By Marshall Goldsmith and Sam Shriver*

02

# Situational Leadership: Goals

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- Understand Management & Leadership Difference
- Match Leadership & Employee Performance
- Understand Work Conditions
- Assess Employee Readiness

# Effective Leadership is:

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## Task-Relevant:

The most successful leaders are those that adapt their leadership style to the maturity of the individual or group they are attempting to lead or influence.



## Adaptable

- Varies by person/group
- Varies by task, job or function

No single "best" style of leadership

# How Do You Direct (Lead) ?

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## *Task Dependent*

- Tell & Show, When & How
- Goals
- Expectations
- Supervise
- Monitor
- Evaluate



# How Do You Direct (Lead) ?

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## *Relationship Dependent*

- Support & Encourage
- Be Present
- Celebrate
- Shared Decisions
- Delegate & Supervise



# Dream Big

*Make it happen!*

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*Understanding How Situational Leadership Works*

03

Relationship Behaviors

High  
↑  
↓  
Low

**Participating Style**  
*Share Ideas*



**Selling Style**  
*Explain Ideas*



**Delegating Style**  
*Turn Over Decisions*



**Telling Style**  
*Give Instructions*



Low

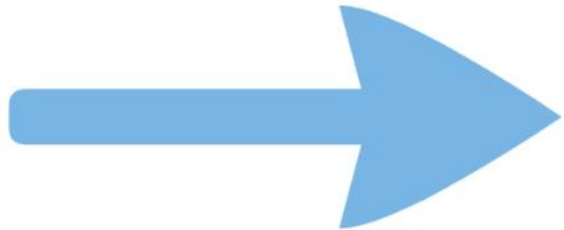


High

**Task Behaviors**

Relationship Behaviors

High  
Low



**Telling Style**  
*Give Instructions*

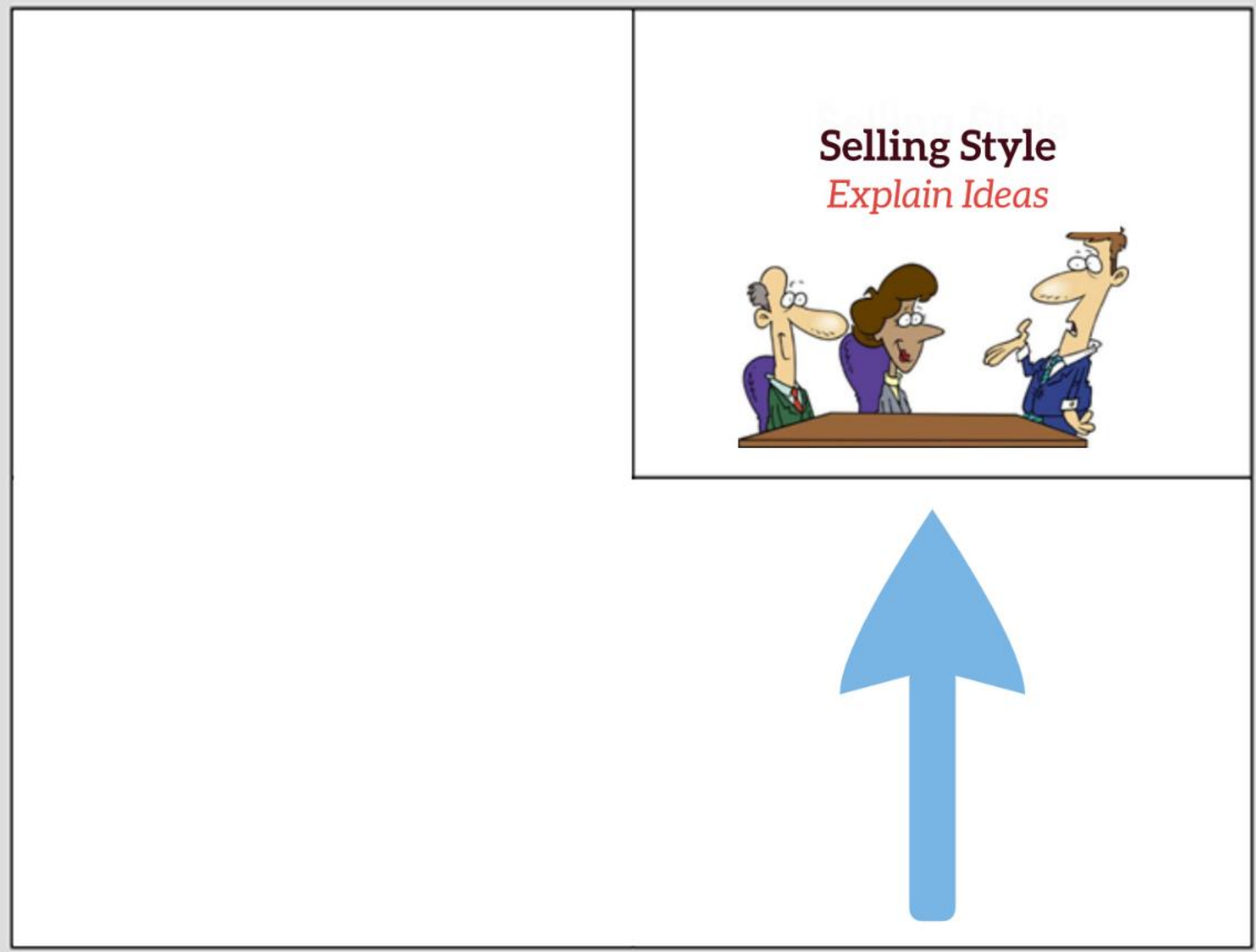


Low High

Task Behaviors

Relationship Behaviors

High  
Low



**Selling Style**  
*Explain Ideas*



Low High

Task Behaviors

Relationship Behaviors

High  
Low

**Participating Style**  
*Share Ideas*



Low

Task Behaviors

High

Relationship Behaviors

High  
Low



**Delegating Style**  
*Turn Over Decisions*



Low High

Task Behaviors

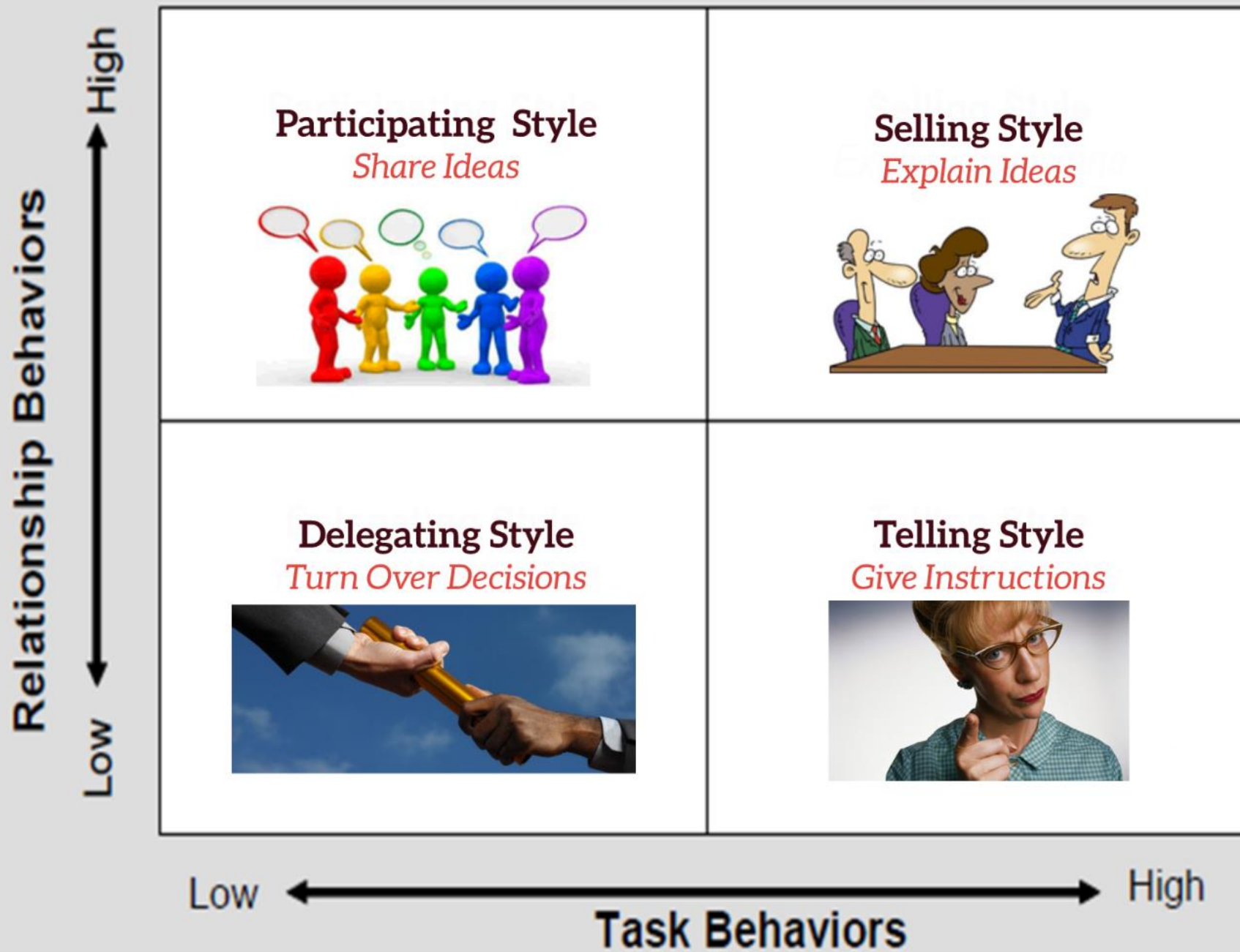
**Your**

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**Leadership**



# How do you lead a new employee?



# ACTIVITY: Difficult employee?

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Relationship Behaviors

High  
↑  
↓  
Low

**Participating Style**

*Share Ideas*

*Followers able,  
unwilling,  
not confident*

**Selling Style**

*Explain Ideas*

*Followers unable,  
willing,  
confident*

**Delegating Style**

*Turn Over Decisions*

*Followers able,  
willing,  
confident*

**Telling Style**

*Give Instructions*

*Followers unable,  
unwilling,  
not confident*

Low

High

Task Behaviors

Relationship Behaviors

High  
Low



Can you get here?

**Delegating Style**  
*Turn Over Decisions*



Low

Task Behaviors

High

# Assessing Difficult Employees

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## Performance Readiness®

HIGH	MODERATE		LOW
R4	R3	R2	R1

Unable and  
Unwilling or  
Insecure

Unable but  
Willing or  
Confident

Able but  
Unwilling or  
Insecure

Able  
Willing  
and  
Confident

If you are spending too much time trying to transition an employee from **R4**, you may need to evaluate other employment alternatives for this employee.

# Teamwork

*What is Lifo?*

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*Life Orientation*

*By The Schutz Company*

04

# How Do You Direct (Lead) ?

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- Provide an overview of the LIFO model
- Understand your LIFO
- Understand how to approach others successfully



# LIFO

“As an antidote to what is wrong with us - the negative approach to improvement - LIFO® Training focuses on **strengths**: what is right about us.”



This Photo by Unknown Author is licensed under [CC BY-NC-ND](#)

-Dr. Stuart Atkins



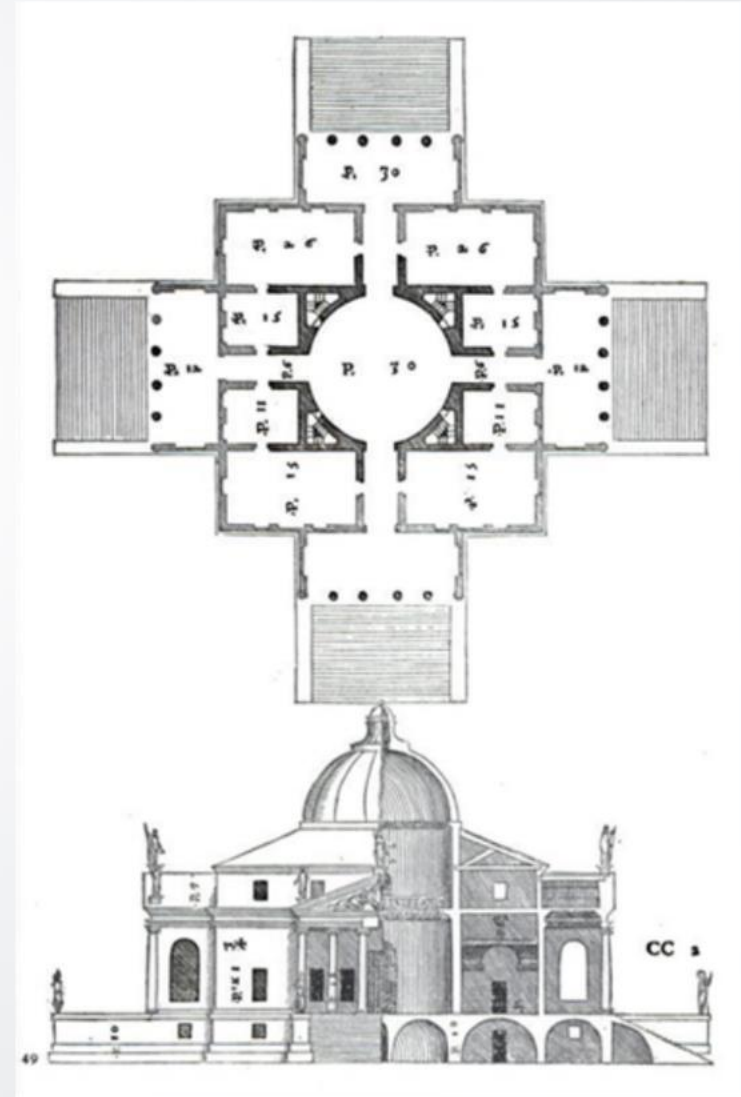
# Life Orientation (LIFO)

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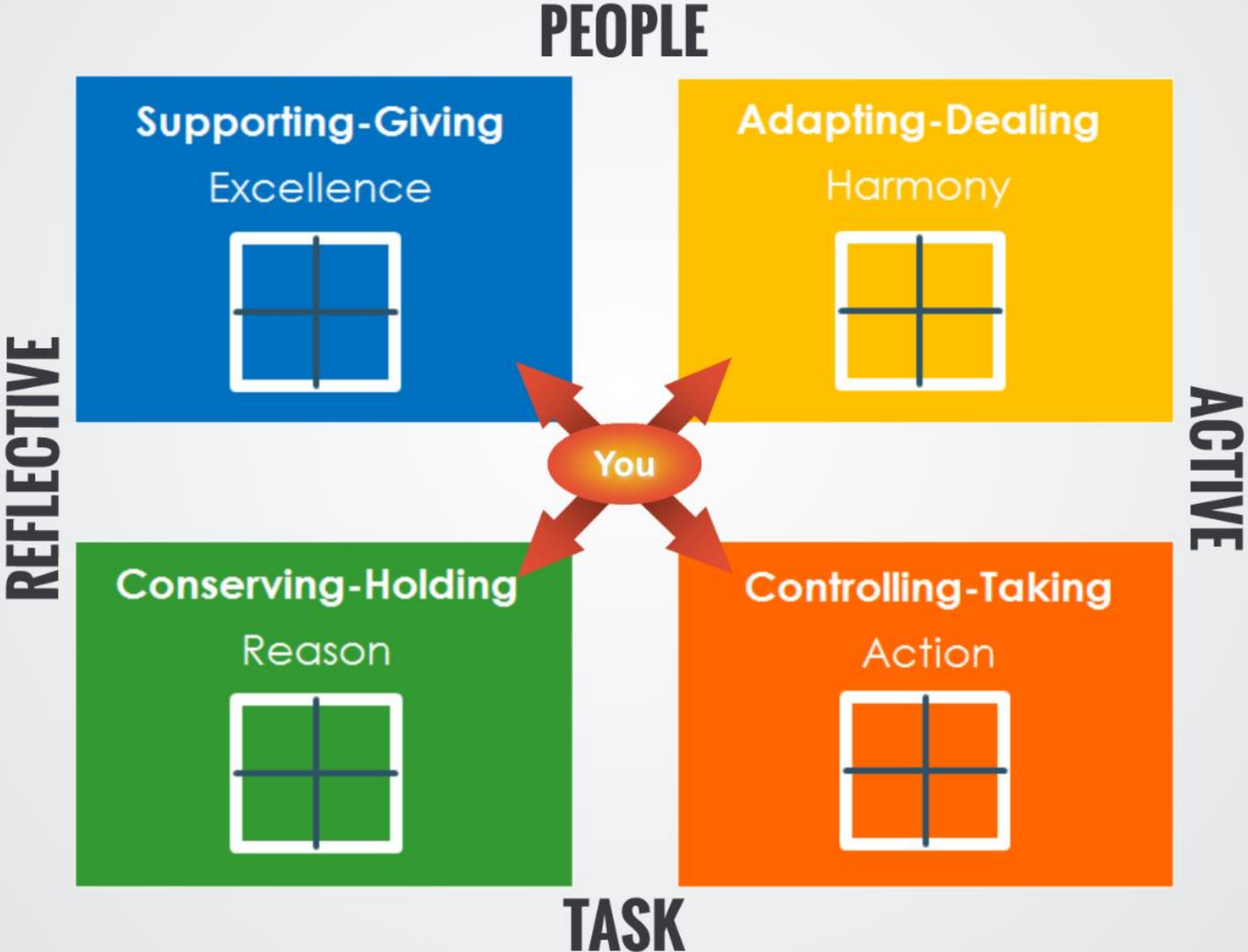
## Four Windows to the World



La Rotunda  
Vicenza, Italy  
Andrea Palladio  
1565



# Four Windows to the World



Controlling  
Taking

Conserving  
Holding

Supporting  
Giving

Adaptive  
Dealing

- ~~“Do unto others as you would have done to you.”~~
- “Do unto others as they want to be done unto.”



# Controlling/Taking Action



# Controlling/Taking Action



"Now, I need you to be careful and efficient.  
And remember: If I am harsh with you, it's  
only because you're doing it wrong."

Monica Geller, Friends



# Controlling/Taking Action



"There's a reason I'm the best person."

Claire Dunphy, Modern Family

# Controlling/Taking Action



"Look, your worshipfulness, let's get one thing straight. I take orders from just one person: me."

Han Solo, Star Wars

# Controlling/Taking Action

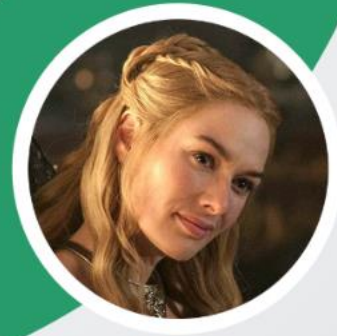


“I will take what is mine with fire and blood.”

Daenerys Targaryen, Game of Thrones



# Conserving/Holding Reason



# Conserving/Holding Reason



"One cries because one is sad. For example, I cry because others are stupid, and that makes me sad."

Sheldon Cooper, The Big Bang Theory

# Conserving/Holding Reason



"Sir, the possibility of successfully navigating an asteroid field is approximately three thousand seven hundred and twenty to one!"

C-3PO, Star Wars

# Conserving/Holding Reason



"I'm not a doctor yet, but it seems like you're having some sort of brain episode."

Alex Dunphy, Modern Family



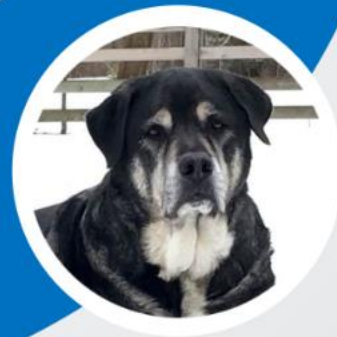
# Conserving/Holding Reason



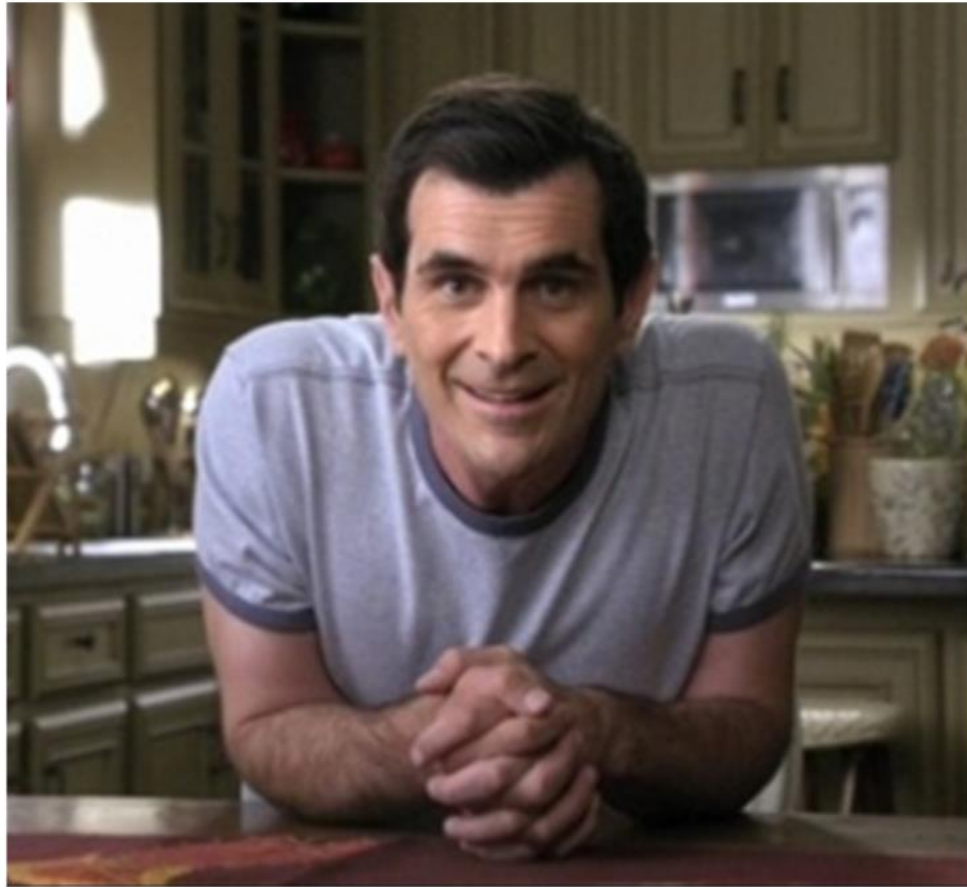
“When you play the game of thrones you win or you die.  
There is no middle ground.”

Cersei Lannister, Game of Thrones

# Supporting/Giving Excellence



# Supporting/Giving Excellence



When life gives you lemonade, make lemons.  
Life will be all like 'Whaaaat?!' "

Phil Dunphy, Modern Family



# Supporting/Giving Excellence



"I will shield your back and keep your counsel and give my life for yours if need be. I swear it by the old gods and the new."

Brienne of Tarth, Game of Thrones

# Supporting/Giving Excellence



Chewbacca, Star Wars

# Supporting/Giving Excellence



Cooper Matlock

# Adaptive/Dealing Harmony



# Adaptive/Dealing Harmony



"Real strength has to do with helping others".

Fred Rogers

# Adaptive/Dealing Harmony



"Is this kindergarden or The Hunger Games"?

Cameron Tucker, Modern Family

# Adaptive/Dealing Harmony



"Patience you must have, my young Padawan".

Yoda, Star Wars



# Adaptive/Dealing Harmony



"I drink and I know things".

Tyrion Lannister, Game of Thrones



# Reach the Top

*Putting Lifo to Use*

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*Understanding Your Behavioral Style*

05

# What is your preferred behavioral style?



# Controlling/Taking Action

## *What makes them tune in?*

- Competitive
- Enterprising
- Fast-moving
- Pioneering



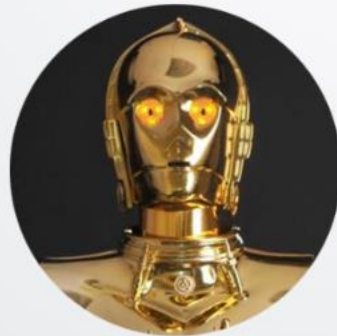
## *What makes them tune out?*

- Resources restricted
- Authority undercut
- Less responsibility
- No Challenges

# Conserving/Holding Reason

*What makes them tune in?*

- Unemotional
- Factual
- Inquiring
- Practical



*What makes them tune out?*

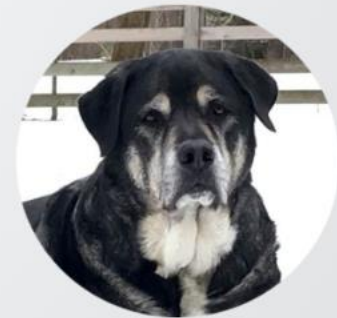
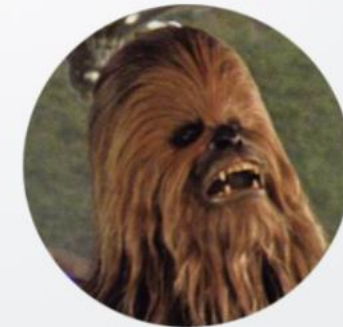
- Constant changes
- Highly emotional
- Fast decisions
- Unplanned action



# Supporting/Giving Excellence

## *What makes them tune in?*

- Respectful
- Accepting
- Reassuring
- Idealistic



## *What makes them tune out?*

- Critical
- Ridiculing
- Failing
- Unhelpful

# Adaptive/Dealing Harmony

## *What makes them tune in?*

- Social
- Flexible
- Informal
- Accepting



## *What makes them tune out?*

- Unfriendly people
- Critical authority
- Routines and details
- Strict schedules



# Success

You made it!

*You can be a great leader*

06

# Conclusion

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- ***Adapt*** your leadership style to the ***situation***, ***employee*** and the ***task*** being undertaken
- Learn to ***speak*** and ***interact*** with others based upon ***their life orientations***
- Find ***leadership models*** that fit you and your team so you can be the best leader for your organization!!!

# References

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Goldsmith, M., & Shriver, S. (2017, August 9). The Center for Leadership Studies. Retrieved from Situational Leadership: <http://situational.com/situational-leadership/situational-leadership-building-leaders/>

The Schutz Company. (2009, August 9). How LIFO Produces Results. Retrieved from LIFO: Life Orientations: <https://lifo.co/introduction-lifo/lifo-produces-results/>

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