



Balancing People, Profit, and Self

*Lead yourself, lead your team, and lead your
business in harmony*

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Seth A. Pitts has been President and Chief Executive Officer of Bay State Savings Bank, and a member of its Board of Directors since September 2023. As President and CEO, Seth is responsible for leading and managing the company and bank's strategic direction and operations, including establishing and executing long-term goals, plans, and corporate vision. He previously served as Executive Vice President and Chief Financial Officer at the Bank since 2020.

With broad-based financial services experience, Seth previously spent more than a decade in financial services roles with the federal government serving at the FDIC and the United States Department of Agriculture's Rural Development Agency. He received multiple awards and formal recognition for his distinguished work in public service. Throughout his career, he has held various leadership roles and specialized in a variety of financial services, risk, and banking areas.

Seth is passionate about the communities he serves and enjoys identifying community-based banking solutions to challenges. Seth seeks to make public outreach and dialogue a priority to help build stronger communities through inspiring the next generation of local leaders. Through community banking, Seth aims to be a voice for positive change and regularly engages with a wide variety of audiences to discuss ways to increase impact and connect local people to local financial solutions.

- Today's best leaders not only run their businesses well but also have a high degree of self-mastery and are gifted developers of effective teams.
- Leadership is a skill that everyone can develop by practicing the three spheres of leadership.
- It's completely normal for the harmony of our work-life to become out of tune or imbalanced. Recognizing it and addressing it are critical to long-term success.
- By better leading yourself and your team, you can strengthen your business in both the short- and long-term.

At the end of this presentation, you should be able to:

- Define leadership and distinguish it from management.
- Identify the three spheres of leadership.
- Strengthen your self leadership.
- Better understand how you can more effectively function as a leader of others.
- Identify the leadership skills that are critical for building strong teams.
- Have more insight into how your manager or boss strives to motivate you through his or her own leadership.
- Better identify and resolve imbalances in your professional and personal life.



Leadership Defined

Leadership is not like riding a bike, it is more like steering a ship...

- What Is Leadership?

The art of social influence (with or without authority), which motivates, inspires, and maximizes the efforts of others (or self), towards the achievement of common goals.

- Are Leadership and Management the Same?

No. A person can be a manager, a leader, both, or neither.

A group of workers and their leaders are set a task of clearing a road through a dense jungle on a remote island. Their task is to get to the coast where an opening provides a perfect site for a port.

The leaders organize the labor into efficient units and monitor the distribution and use of capital assets – progress is excellent. The leaders continue to monitor and evaluate progress, making adjustments along the way to ensure the progress is maintained and efficiency increased wherever possible.

Then, one day amidst all the hustle and bustle and activity, one worker climbs up a nearby tree. The worker surveys the scene from the top of the tree and shouts down to the assembled group below...

....“Wrong Way!”

From Stephen Covey (2004): *The Seven Habits of Highly Effective People*

Leaders: *“Do the right thing”*

- Innovate
- Ask what and why
- Are not afraid to engage conflict and work through it to accomplish change
- Initiate transformations, endings, transitions, new beginnings

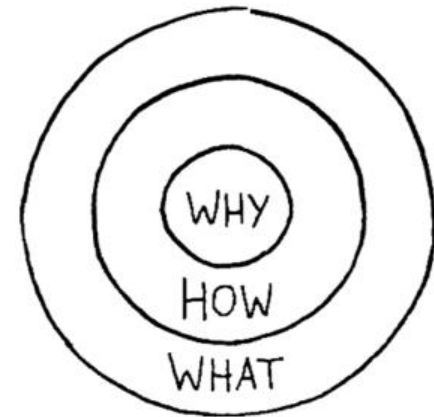
Managers: *“Do things right”*

- Implement
- Ask how and when
- View conflict as counter-productive and prefer cooperation to accomplish procedures
- Maintain order, consistency, harmony

*Skillful management is very important to ensure things run efficiently and effectively, but **leadership is about setting the direction.***

Effective leaders:

- Set direction
- Challenge the process; they are innovators
- Inspire a shared vision; they focus on goals
- Enable others to act; they are team builders
- Model the way; they walk the talk
- Encourage the heart with visible signs of support; they are advocates for their teams



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A man came across three masons who were working at chipping chunks of granite from large blocks. The first seemed unhappy at his job, chipping away and frequently looking at his watch. When the man asked what it was that he was doing, the first mason responded, rather curtly, "I'm hammering this stupid rock, and I can't wait 'til 5 when I can go home."

"A second mason, seemingly more interested in his work, was hammering diligently and when asked what it was that he was doing, answered, "Well, I'm molding this block of rock so that it can be used with others to construct a wall. It's not bad work, but I'll sure be glad when it's done."

"A third mason was hammering at his block fervently, taking time to stand back and admire his work. He chipped off small pieces until he was satisfied that it was the best he could do. When he was questioned about his work he stopped, gazed skyward and proudly proclaimed, "I...am building a cathedral!"

“You can’t lead a cavalry charge if you think you look funny on a horse.”

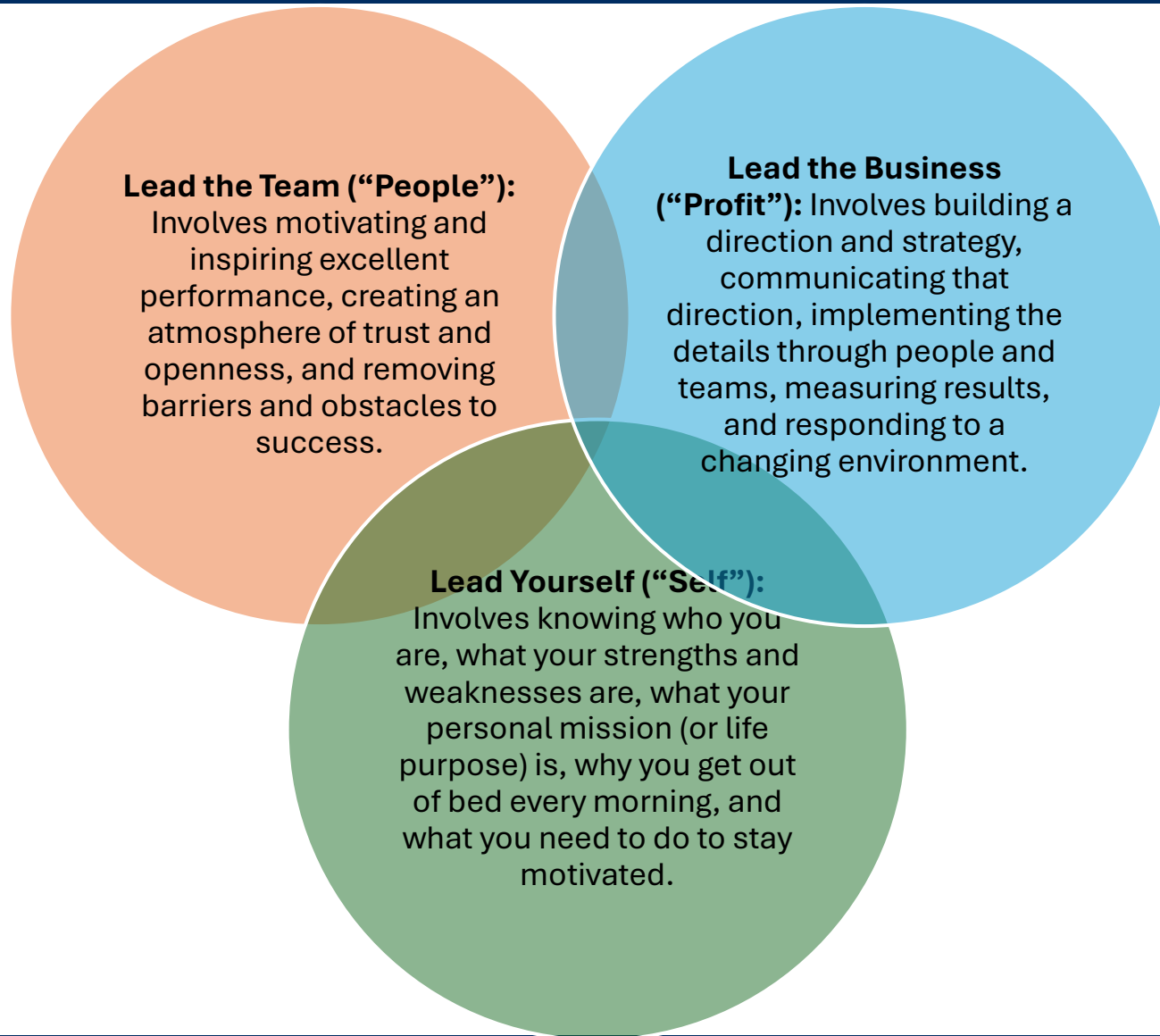
—John Peers, President, Logical Machine Corporation



Three Spheres of Leadership

“Start where you are. Use what you have. Do what you can.”

– Arthur Ashe



- Of the three leadership spheres, the natural tendency is to focus primarily on **Lead the Business** since this is where many of the more immediate and reputational issues surface and demand our attention.
- However, the first two spheres **Lead Yourself** and **Lead the Team** have equally *important* issues that, if understood, amended, and solved, lead to greater efficiencies, productivity, and profits in the **Lead the Business** sphere.
- Today we focus mostly on the first two spheres, **Lead Yourself** and **Lead the Team**.



Lead Yourself

“You must be the change you wish to see in the world.”

-Gandhi

“Don’t be afraid to give up the good to go for the great.”

-John D. Rockefeller

Self awareness is critical:

- What are your primary motivators?
- What are your intentions and do they get fulfilled by what you say and do?
- Are you in touch with your emotions? Can you control them effectively?
- Do you understand the impact your words and actions have on others?

Key things you should know about yourself:

- The purpose for your life (some would call it your life's calling).
- Your vision of the ideal future (where you are going).
- Your core values or the principles by which you live your life.
- Your unique strengths, talents, and gifts.
- Your weaknesses, how your role/business is impacted by them, and how you compensate for them.
- The type of environments which cause you to thrive (environmental factors, supportive people, and good habits).
- Your personal definition of success.

Use Reflection and Stillness to Discover the Answers:

- Make 10 minutes of stillness a priority every day.
- Buy a journal and begin recording your unedited thoughts.
- Spend time in nature – walk in the woods, listen to water moving/running/falling.
- Read inspirational books that help you reflect.
- Utilize deep breathing – taking deep breaths can help bring calmness when life is the busiest and can also help relax you when life is more still.

Key feedback you need from others (trusted sources):

- Do your actions match your intentions?
- Are you doing what you say you do?
- Are there areas where you are being ineffective? If so, what is causing that?
- The truth about yourself will ground you as you decide and choose how to spend your time and energy.

As a Leader of Self, Remember:

- If you never meet a challenge, you will never find out what you are worth
- Everything that happens to you results in a situation that is in your control
- The attitude you convey is how you will be perceived
- What you think and do in your private life is what you will reap in your public or corporate life

As a Leader of Self, Remember:

- You are in control of your environment. You can make every setback an opportunity for success
- You are what you think and believe
- You can be anything you can be! Whatever you want to be is entirely up to you
- You can become the person you want to be. Dress like that person, talk like that person, act like that person, write like that person, and that will be you.



Lead the Team

A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say, "We did it ourselves".

- Lao Tzu

A guest conductor who was rehearsing a symphony orchestra for an upcoming pops concert....

“You people know this music better than I do,” he said, “so just go ahead and play it. I’ll wave my arms around a lot at the concert to please the audience, but don’t pay attention to what I’m doing.”

- Leading Teams: Setting the Stage for Great Performances, J. Richard Hackman

- Motivating and inspiring a team requires a different skill set than the “managerial” functions of planning, organizing, and controlling.
- Two critical leadership skills:
 1. The **ability to be vulnerable** – a willingness to admit mistakes and acknowledge your weaknesses to others.
 2. The **ability to invite a dialogue of opposing viewpoints** – a desire to learn from others and to hear their truths.

Leaders who are comfortable with these two skills can help their teams overcome the Five Dysfunctions of a Team as defined by Patrick Lencioni:

1. **Absence of Trust** – everyone stays guarded, operates in “cover yourself” mode.
2. **Fear of Conflict** – team avoids confronting the elephant in the room.
3. **Lack of Commitment** – because individuals didn’t agree with the decision, they don’t feel obligated to support it fully.
4. **Avoidance of Accountability** – no one calls each other out on counter-productive actions or behaviors.
5. **Inattention to Results** – team members put their own interests ahead of the team even when it negatively impacts results.

When the Team performs at a high level, the members:

1. Are clear on team goals and are committed to them
2. Talk more about “we” and less about “I” and “me”
3. Make decisions based on facts not on emotion or personalities
4. Feel ownership for problems rather than blaming them on others
5. Recognize and deal with differences and disagreements
6. Share ideas with, listen to, and show respect for others
7. Play a variety of roles – serve as leader, member, or coach
8. Give each other help and support
9. Show appreciation for help received
10. Are loyal to the group, its members, the leader and the organization

- In a highly cohesive and effective team, the leader sets the example for establishing trust and inviting constructive conflict.
- Anyone who is willing to learn and grow is capable of building strong teams – it just takes commitment, practice, and personal courage.
- Try practicing the exercises in Patrick Lencioni's Field Guide for Overcoming the Five Dysfunctions of a Team with your teams, whether personal or professional
- Remember to attribute success to appropriate team members. Do all members of your team get credit for their work and their results? Do all team members take the credit they are due? Share praise and recognition with all members of the team.



Lead the Business

"If you're not getting better, you're getting worse."

- Joe Paterno

Seven Rules to Remember:

1. What gets measured gets done
2. If you don't measure results, you can't tell success from failure
3. If you can't recognize failure, you can't correct it
4. If you can't see success, you can't learn from it
5. If you can't see success, you can't reward it
6. If you can't reward success, you're probably rewarding failure
7. If you can demonstrate results, you can prove success and gain momentum.

Kaizen means continuous improvement:

- A culture and way of life focusing on eliminating waste that begins and ends with people
- A mindful strategy for performance excellence. Kaizen also means continuing improvement in personal life, home life, social life, and working life.
- When applied to the workplace Kaizen means continuing improvement involving everyone – leaders, managers, and workers alike.
- Total system focus – not just one department

Kai - gradual and orderly change
Zen - for the better

10 Tips for Kaizen:

1. Discard conventional fixed ideas.
2. Think of how to do it, not why it cannot be done.
3. Do not make excuses. Start by questioning current practices.
4. Do not seek perfection. Do it right away even if for only 50% of target.
5. Correct it right away, if you make mistake.
6. Do not spend money for Kaizen, use your wisdom.
7. Wisdom is brought out when faced with hardship.
8. Ask “**Why?**” five times and seek root causes.
9. Seek the wisdom of ten people rather than the knowledge of one.
10. Kaizen ideas never end.



Keeping it all in Harmony

The Mindful Leader

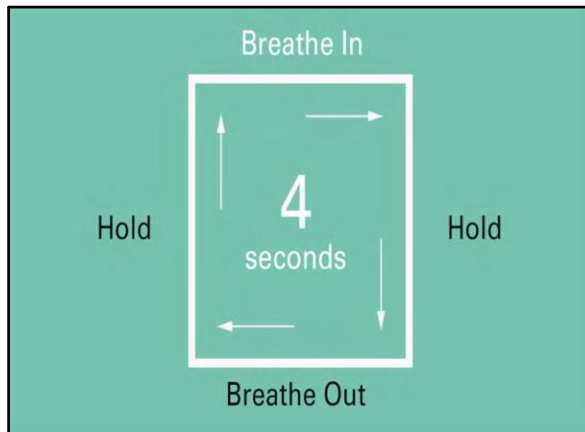
Mindfulness is a state of being fully present, aware of oneself, and sensitive to one's reactions to stressful situations.

Leaders who are mindful tend to be more effective in understanding and relating to others and motivating them toward shared goals.

*-Prof. Bill George, Executive education fellow at
Harvard Business School*

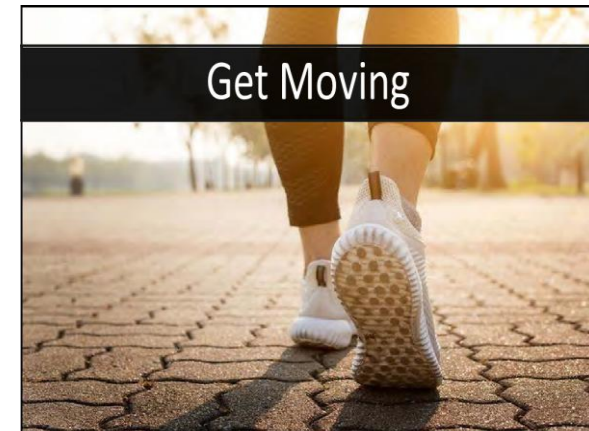
Mindfulness Tip:

- If you are getting frustrated, unfocused, or your mind is running wild, try to take a moment to tap into your favorite mindfulness technique.
- This can be a video, music, relaxation exercise, attention to your breathing or meditation— whatever works for you in the moment.



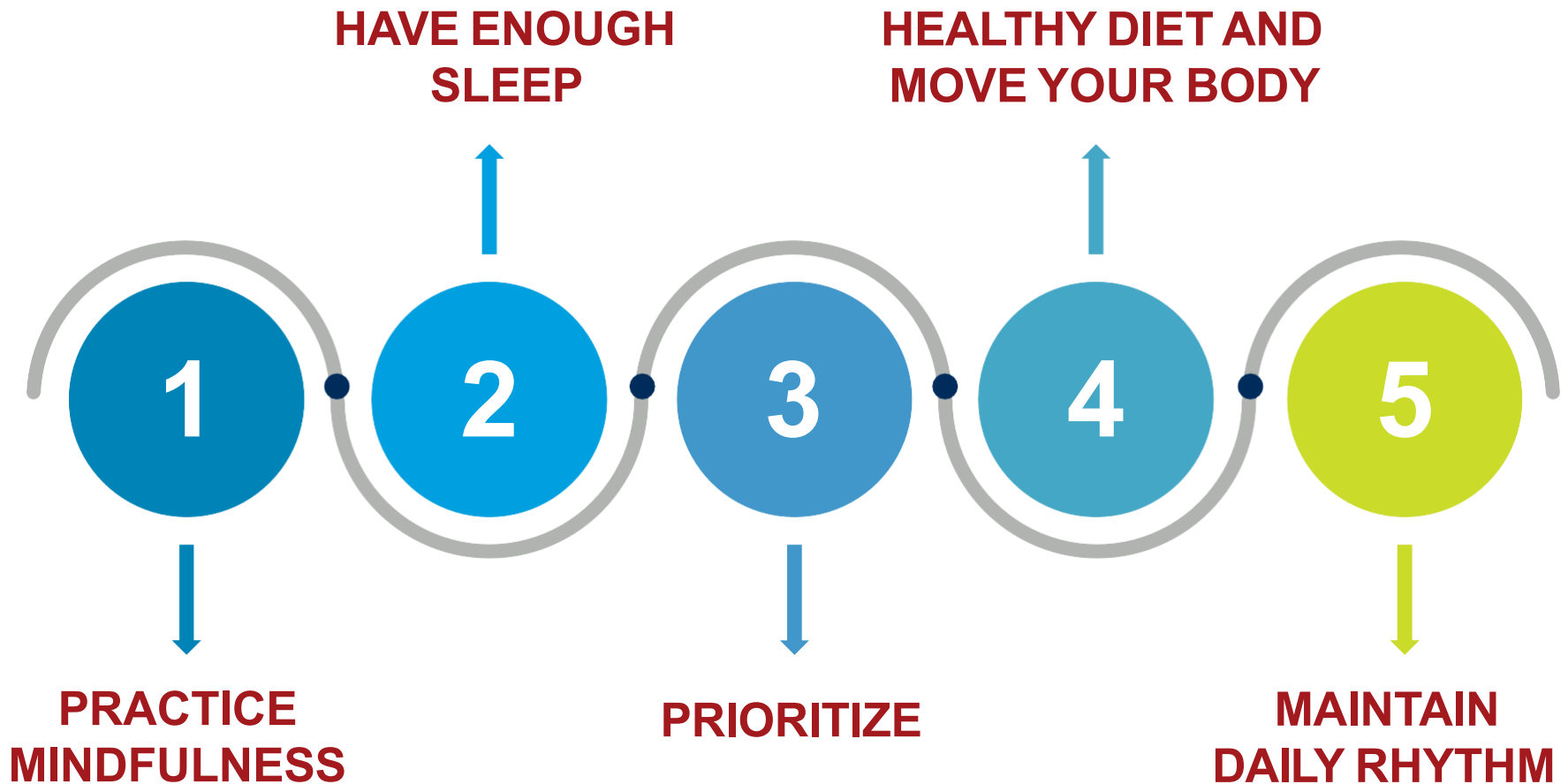
Daily Journal

- 1) I am looking forward to...
- 2) I am grateful for...
- 3) I will let go of...



The Work-Life Harmony:

- How well a person prioritizes personal and career demands and how much work interferes with one's personal life.
- Is usually a personal concept and can differ from one person to another.
- Does not mean a 50/50 balance between work life and personal life.
- Work-life harmony changes all the time and during every stage of life.
- People have their unique work-life harmonies and melodies. Create a personal plan for yourself.

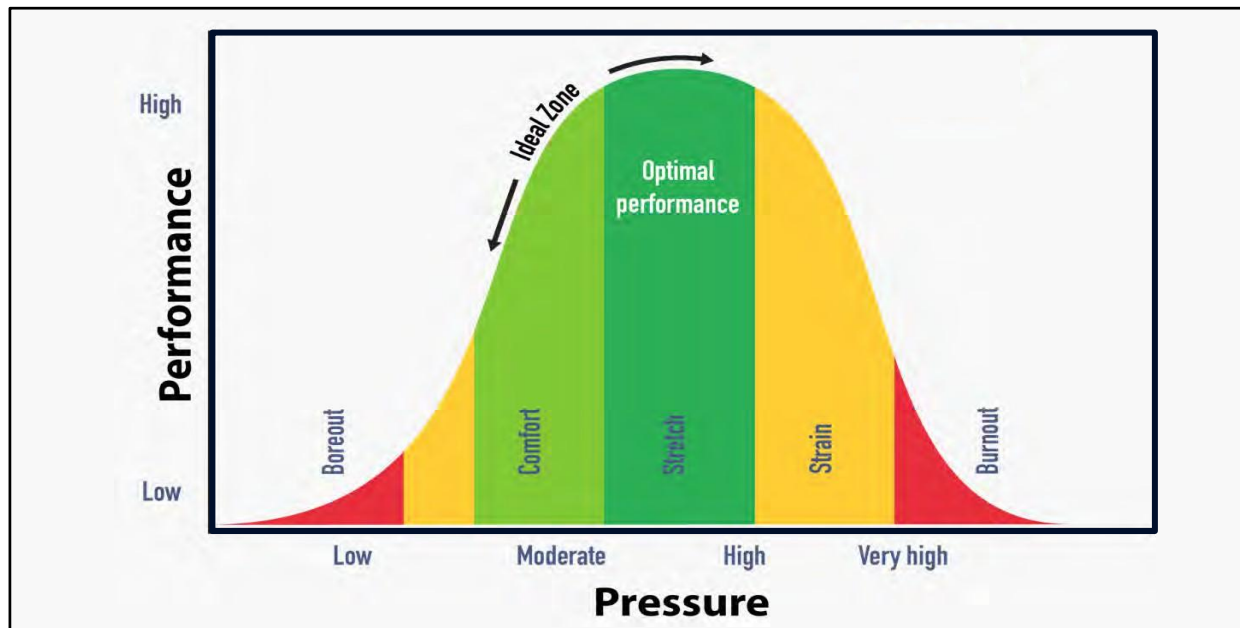


Time Management:

- Start each day with a plan
- **Prioritize**
- Minimize distractions
- Pay attention to where your time is going
- Delegate

The Importance Prioritizing:

- More productivity and efficiency
- Less stress and anxiety
- More opportunities and discretionary time
- Less procrastination
- More focus on your most important work



It happens to the best of us...

Burnout



"We need to do a better job of putting ourselves higher on our own *'to do'* list."

- Michelle Obama

Has any of the following shifted negatively in your life recently:

- Your attitude
- Your interactions with people
- Your effectiveness in personal life
- Your effectiveness at work
- Your creativity
- Your leadership

Set Boundaries:

- Boundaries can take many forms, from being rigid and strict to almost nonexistent. Healthy boundaries fall somewhere in between.
- Healthy boundaries are set to make sure you are mentally and emotionally stable.
- Boundaries are ways to take care of ourselves.
- Boundaries can be physical, emotional, intellectual, or financial.





Stay Positive:

- A positive attitude helps you cope more easily with the daily affairs of life. It brings optimism into your life and makes it easier to avoid worries and negative thinking.
- If you adopt it as a way of life, it will bring constructive changes into your life, and makes them happier, brighter and more successful.
- With a positive attitude you see the bright side of life, become optimistic, and expect the best to happen. It is a state of mind that is well worth developing.



“Staying positive doesn’t mean you have to be happy all the time. It means that even on hard days, you know that there are better days coming.”

Tips to Stay Positive:

1. Surround yourself with positive people and inputs
2. Be nice to other people
3. Create high points in each day and week: “Something wonderful will happen/has happened today”
4. Assume responsibility and stop complaining
5. Reframe your challenges as opportunities
6. Get good at being rejected
7. Use positive language with yourself and others
8. Make someone else smile
9. Have personal and professional long-term goals.
10. Fake it until you make it

Remember:

“With a Bad Attitude You Can Never have a Positive day”

“With a Positive Attitude You Can never have a Bad day”

Get back in tune:

Maintain a plan for a better harmony of work and life demands:

- What current strategies are working well?
- What strategies need to change?
- What resources can I draw from?
- What are three things that I can do immediately to improve my harmony?



Key Takeaways

- The three spheres of leadership can guide you in developing yourself, your team, and your business.
- Self awareness is the foundation of leading yourself well; it takes time and practice to develop.
- As others see you operating from a place of honesty and integrity, they will become more open and honest with you and the team.
- Staying mindful of our internal and external environment and keeping a positive attitude helps improve our work-life harmony.
- By taking the time to understand, improve upon, and resolve important matters regarding yourself and the team, you will find that certain self-imposed business “problems” vanish, and you have more energy (and help) for solving your true business challenges.



Questions?

THANK YOU