



I Build Companies
& Develop Leaders...
Let Me Help You Build Yours.



Jeff Deckman



DEVELOPING THE
CONSCIOUS
LEADERSHIP
MINDSET
FOR THE 21ST CENTURY
JEFFREY S. DECKMAN

INSIGHT FOR LEADING CHANGE, IMPROVING EMPLOYEE ENGAGEMENT,
AND ACHIEVING EXTRAORDINARY RESULTS

Developing the Conscious
Leadership Mindset for the 21st
Century

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WINNING CHALLENGING CONVERSATIONS WITH THE 3 MOST CHALLENGING EMPLOYEES



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AGENDA

- The Catalysts
- The Characters
- The Challenge
- The Tactics and Tools
- Language Tips



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THE CATALYSTS

Poor Performance

Repeated Policy Infractions

Working Against Co-Workers or
Company



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THE CHARACTERS

The Arguer



The Avoider



The Eddie Haskell



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THE ARGUER



Argue against there being an issue

- Or feign ignorance

Argue against its seriousness

- Accuse others of overreacting

Argue against their role/involvement

- Feign innocence – “Wazn’t me”



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THE AVOIDER



Avoids you

- You can't pin them down to discuss

Avoids acknowledging issues exist

- Or any type of conflict

Avoids taking responsibility

- Fluent in "victim-eze"
- Can become passive-aggressive/self righteous



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THE EDDIE HASKELL

"Plays Up" well

- Two faced

Manipulative

- Deflects
- "Yeah buts"

Damages the culture

- Disruptive
- Disliked
- Distrusted



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EXAMPLES

The Arguer



The Avoider



The Eddie Haskell



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THE CHALLENGE



POWER SHIFT



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UNDERSTAND THEIR GAME TO STOP THE GAME

The Arguer

- Has to be dominant – Is egotistical and confrontational - Makes you doubt yourself

Immature Consciousness

The Avoider

- Is subversive – Tends to gossip – Slippery – Recruits allies

Advantage - Them

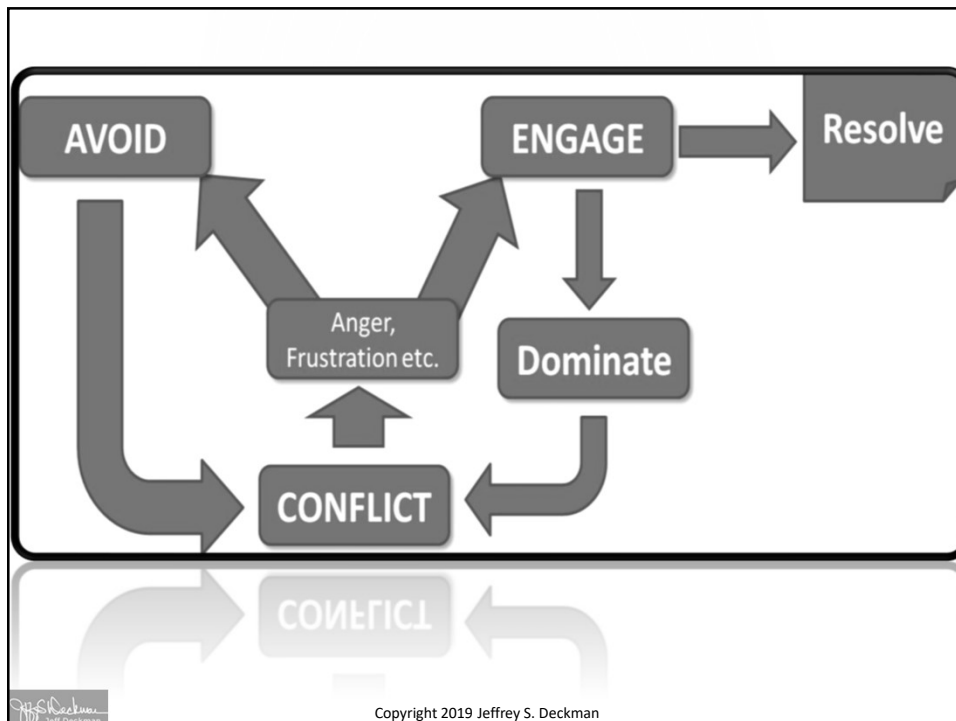
Eddie

- Wears masks - Undermines and weakens your leadership and the culture – Recruits allies



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AVOIDING THE SLIPPERY SLOPE

SOLUTION RESPONSES

- Detachment - Clarity – Facts – Authority – Outcomes – Commitment – Calm

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Tactics and Tools for Dealing with the “Problem Child”

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It's not about punishment

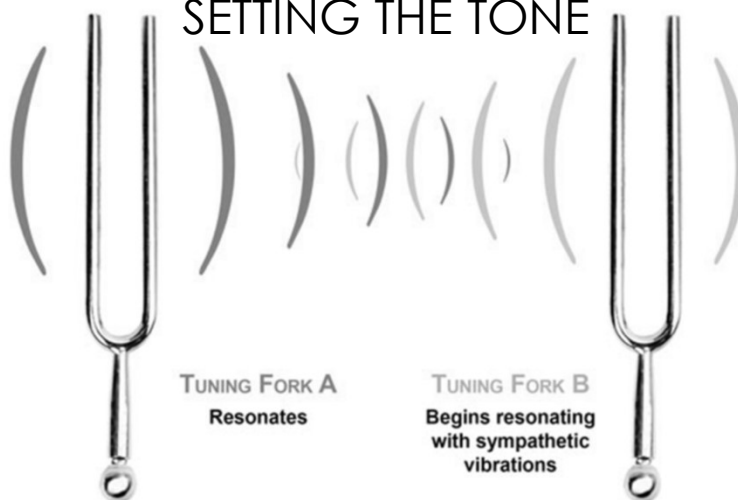


But punishment remains an option



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SETTING THE TONE



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The Centering Conversation

Phase 1: "The Set Up"

Leash your Dog. Expect theirs to be activated

Detach from their Outcome. You are not in charge of their actions

"Presume Innocence". It helps to keep both Dogs on leashes

Present the Situation. Describe what you see and why it is a problem

Establish Agreement. Insure you have a shared understanding of the importance of the issue



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Phase 2: "Influencing"

Ask Defining Questions. Get them to define why they think the problem is occurring

Ask Solution Questions. Get them to present possible solutions to the problem

Offer Help. Ask them if there is anything they need help with to solve their problem

Maintain Clear Boundaries. Be responsible for resolving issues on your end and hold them responsible to resolve issues on theirs



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Phase 3: "Countering Resistance"

Reveal the "Kill Zone". Insure they know one exists and that they determine if they enter it

Stay Detached but Committed. It keeps emotions low and the focus high

Be Determined but Resilient. Hold your ground but respond to improvements

You are Always Teaching. Everyone is watching and everyone is learning.

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Language Tips - 1

Avoiding Flare-Ups

Use I statements. Avoid You statements

I think.... I saw.... I want.... I believe.... I need....

Be assertive – Not aggressive

Be on the lookout for progress and encourage it

Be firm but gracious

Be your inner elder not your ego



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Language Tips - 2

6 Questions to Make Progress

Help me to understand your thinking.

How is this current situation working out for you?

Can you see what is/was your part in this?

What could you have done differently to create a better result?

What do you think the impact of your actions has had on xyz? (Including themselves)

What can I do to support your changing behavior?



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Language Tips -3

Wrapping It Up

Do you understand why this is/was a problem?

What do you think would be a fair way to handle this?

Is there anything you want to communicate that you don't feel you have been able to?

Is there anything you think I could be more clear about?

Are we in agreement that moving forward that "xyz" will happen?



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