

Governing Excellence

through
Civility, Engagement & Influential Leadership

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Through Civility, Engagement, and Influential Leadership



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**Why should
you care
about civility?**



**At age 14, George Washington compiled a list of
“110 Rules of Civility & Decent Behaviour”...**



Rule #6 –

Sleep not when others speak...

Sit not when others stand,

Speak not when you should hold your peace,

Walk not on when others stop.



Civility

**Be kind, for everyone you meet
is fighting a hard battle.**

-- Plato



Policy on Workplace Civility

In summation:



Be respectful in what you say (*verbal*)

Be respectful in what you show (*visual*)

Be respectful in what you do (*physical*)



What is Civility?

- **Definition**
 1. A polite act or expression
 2. Formal or perfunctory politeness
 3. The act of showing regard for others
 4. A courteous act or acts that contribute to smoothness & ease in dealings, and social relationships
- **How you treat people...**
- *Life-enhancer* or *Well-poisoner*?



US News: Civility Survey

- **89% of people interviewed said that it was a serious problem in today's society.**
- **90% of these same people said they were not personally rude.**
- 50% say it is extremely serious.
- 78% said civility has deteriorated considerably over the past ten years.
- 90% of those polled believe it contributes to the increasing violence in this country.
- 85% believe it contributes to eroding crucial values such as respecting others.





STAKEHOLDERS

Board of Directors



Executive/Executive Team



Staff



Members/Clients/Customers

Perception of Engagement

When the perception is:

Bureaucratic
Poor Service
Poor Customer
Responsiveness
Lack of Transparency
Will Not Listen



The response is:

Disengagement
Indifference
Apathy
Rejection
Anger
Frustrations

Are anger and frustration
issues real?



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Engagement is Relationship Building



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From Customer Service to Customer Experience



Going from "Good" to "Great" as you serve your internal & external Customers!



Customer Experience Definition

Customer "Experience" differs from Customer "Service" in that it is the sum of all experiences & perceptions a customer has with a services provider for the duration of their on-going business relationship. Customer Service is essential because *it is the foundation of the total customer experience!*

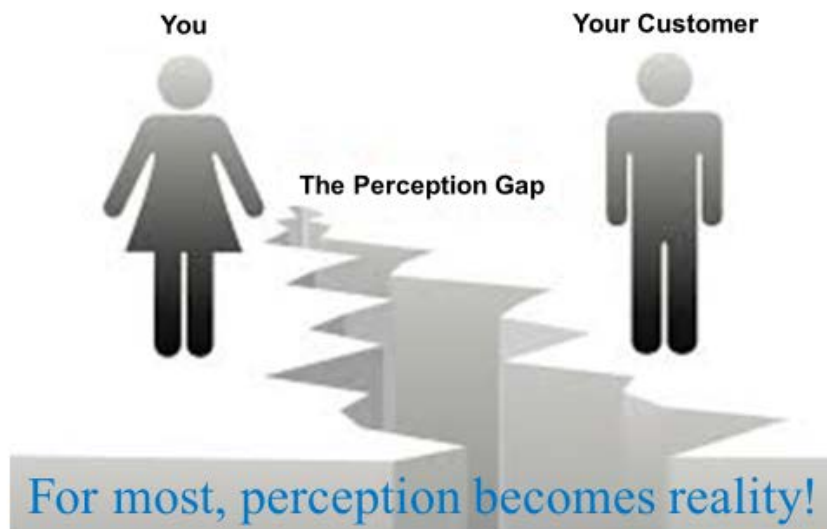


Customer Experience

The more we focus on the *Total Experience*, the more we are doing to pull the “reasonable people” to our side.



Bridge the Perception Gap



Engaging Your Customer

Understand that customers usually have two basic needs:

Rational – The basic assistance needed

Emotional – How the customer “feels” about the service they receive.

Emotions are directly related to the way customers rate your service. For instance, feelings of:

- Delight, relief, and sense of belonging – Good Service
- Frustration, anger, being unwelcome – Poor Service

In many situations, customers want service and assurance



Influential Leadership as opposed to **Positional Leadership**



LEADERSHIP...

*“Leadership is the art of leading others
to deliberately create a result
that wouldn’t have happened otherwise.”*

- Peter Drucker



INFLUENTIAL LEADERSHIP...

Positional or
Authentic/Influential Leadership?

*Positional “leader” derives authority simply from
the position or title they hold*

*The key to successful leadership today
is influence, not authority.*

– Ken Blanchard –



INFLUENTIAL LEADERSHIP...

... understands that
the mission and organizational goals
are accomplished through the efforts of others.

Positional Leader says: "We don't really have a succession plan... there's no one here who can run this organization but me."

- ❖ What does this say about the "staff"?
- ❖ What does this say about the "leader"?



INFLUENTIAL LEADERSHIP...

... understands that
the mission and organizational goals
are accomplished through the efforts of others.

Therefore, **authentic leadership** takes the time to:

- ❖ engage your key directors/managers to clearly define the organizational mission
- ❖ develop & cultivate work relationships built on trust and respect
- ❖ maximize the investment the organization makes in its staff members





INFLUENTIAL LEADERSHIP...

MISSION-DRIVEN, INFLUENTIAL LEADERSHIP
understands that it takes **motivated and inspired employees** to **sustain organizational success**.

Therefore, leadership ensures that employees are **engaged at every level** to enable discretionary efforts to be directed towards the mission of the organization.



TAKING PEOPLE WITH YOU

Conversely, Positional Leaders...

- Have followers based solely on the position itself*
- Often have poor interpersonal skills or are socially awkward*
- Rely on rules, regulations, policies and organizational charts to control people*
- Have trouble working with educated employees*



"How Successful People Lead"
- John C. Maxwell



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TAKING PEOPLE WITH YOU

What does this all mean?

- Effective LEADERSHIP is about relationships
- People will follow a positional leader only because it is required
- People will passionately follow an effective, authentic leader based on trust & respect
- All leaders need followers to execute the mission
- Effective leaders understand that passionate followers are needed to execute and sustain the mission

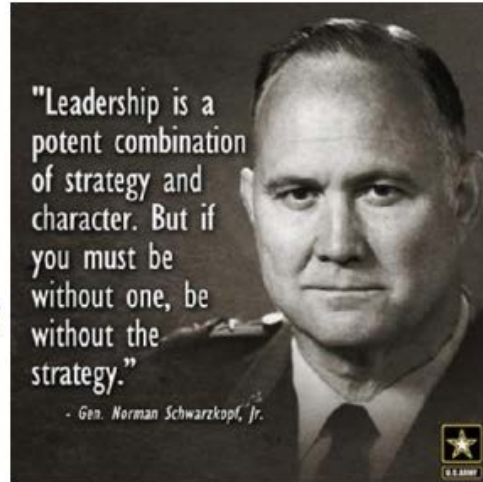


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Getting First Things First

- Get Your Thinking Right
- Then Get Your Program/Approach/Strategy Right
- Then EXECUTE



A leader must lead...

"Only three things happen naturally in organizations: friction, confusion, and underperformance. Everything else requires leadership."

Peter Drucker



Hiring & Retention

Hire the Right People

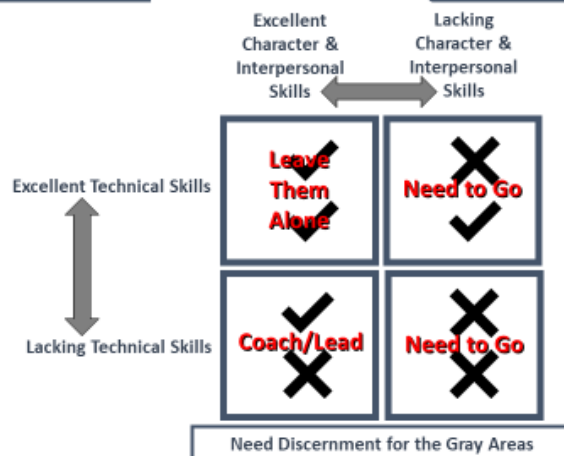
You're Looking for 3 Things ... in this order...

- 1 – Character, Passion and Interpersonal Skills
- 2 – Knowledge of Your Organization, Organization Type, &/or Market
- 3 – Technical Skills within Your Industry



Hiring & Retention

• Food for Thought...



Hire Character.
Train Skill.

– Peter Schutz



Hiring & Retention

In most cases being a good boss means hiring talented people and then getting out of their way.



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12 Habits that Set Ultra Successful People Apart

[Adapted from: Dr. Travis Bradberry, author of "*Emotional Intelligence 2.0*"]

- 1) They're composed
- 2) They're knowledgeable
- 3) They're deliberate
- 4) They speak with certainty
- 5) They use positive body language
- 6) They leave a strong first impression
- 7) They seek out small victories
- 8) They're fearless
- 9) They're graceful
- 10) They're honest
- 11) They're grateful
- 12) They're appreciative



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MISSION-DRIVEN LEADERSHIP...

Four Roles of Leadership

[Covey, S. (2004), *The 8th Habit*]

Modeling

- Develop trust
- Inspire trust
- Creative cooperation
- Established Core values

Pathfinding

- Creates order
- Group involvement in mission & strategic decisions
- Established ownership of modeling
- Emotional connection established

Aligning

- Creates structure, systems & processes that support
- Affirms the spirit of trust, vision & empowerment
- Instills accountability

Empowering

- The fruit of modeling, pathfinding & aligning
- Unleashes human potential without external motivation
- Increases productivity & awareness



Seven Judgments All Leaders Face

Adapted from: "*The Dynamics of Warmth and Competence Judgments, and their Outcomes in Organizations*" by Cuddy, Glick, and Beninger

- 1) **KINDNESS** - Do you care about me?
- 2) **SERVANTHOOD** - Do you seek the best interest of others and our organization?
- 3) **CHARACTER/HONESTY** - Can I trust you?
- 4) **FRIENDLINESS** - Do you connect?
- 5) **POWER** - Can you deliver what you promise?
- 6) **SKILLFULNESS** - Can you lead?
- 7) **INTELLIGENCE** - Do you comprehend challenges & opportunities?

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÷ 7 =

Average
Warmth & Competence
Score

The seven judgements distill into two essential qualities:
warmth and competence.

“Leaders don't create
followers, they create more
leaders.”

- Tom Peters

18. "If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears." --Simon Sinek



**In regard to poor leadership by position rather than influence,
John Maxwell states:**



They have subordinates, not team members.

**They rely on rules, regulations, policies and an organizational chart
to control their people.**

**Their people will only follow them
within the stated boundaries of their authority.
And their people will usually do only what is required of them.
When positional leaders ask for extra effort or time,
they rarely get it.**



**In other words, you cultivate a workforce of
“Compliant Indifference”**



MISSION-DRIVEN, INFLUENTIAL LEADERSHIP...

TAKE-AWAYS... SEVEN DEGREES OF SEPARATION

7 THINGS THAT WILL SEPARATE YOUR ORGANIZATION FROM THE OTHERS

- 1) Commit yourself to cultivating skills aimed at being an **authentic, influential leader**
- 2) Engage the senior leaders in your organization to “**define**” & later “**refine**” the mission of your organization
- 3) Develop & cultivate work relationships built on **trust & respect**
- 4) Take responsibility for the **spirit** of the organization
- 5) Avoid micromanagement like the plague
- 6) Work daily on your “**Warmth & Competence**” Score
- 7) Relentlessly **focus** on your mission and continually **reaffirm** it



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THE END

Questions/Comments?

When you were
made a leader
you weren't
given a crown,
you were given
the responsibility
to bring out the
best in others.

Jack Welch

