Are You Leading At Your Personal Best
by Glenn Tecker

February 28, 2016
8:00 – 9:30 am
COMPETENCY: Governance & Leadership

Levels 1, 2, & 3

Primary Themes Addressed:

– Effectively executes governance & leadership responsibilities
– Establishes and maintains collaborative, effective relationships
– Advances the organization by internalizing its mission, vision, and core values
– Sets strategic objectives to guide long-term goals
– Develops self and others as leaders
Your Model of Leadership Behavior?

Where does your “mental model” for leader come from? (such as experience within NEA, another association, corporate, community organization, service organizations, academic institution, etc.)

What attributes and behaviors helped shape that “mental model” of leader?
Your Model of Leadership Behavior?

Please list the major differences between your “mental models” and your current leadership style:

What are the implications of those differences for your personal style of leadership?
Why People Behave the Way They Do

• What is perceived is.

• Perceptions are based on available information.

• In the absence of information we assume.

• Behavior, no matter how crazy, has a logical basis.
A Leadership Strategy Cycle

Thinking with foresight

Intent

Behavior

Effect

Adjustment
The Four Competencies of Leadership

- Management of Attention
- Management of Meaning
- Management of Trust
- Management of Self

- From Warren Bennis Four Competencies of Leadership
Management of Attention
Leaders communicate with a focus of commitment; a compelling vision that brings others to a place they have not been before.
A set of intentions or a vision
A sense of outcome, goal or direction

- From Warren Bennis Four Competencies of Leadership
Management of Attention

What is the goal or key initiative you must lead your organization through?

________________________________________________________________
________________________________________________________________

Who are the stakeholders involved or affected?

________________________________________________________________
________________________________________________________________

For each stakeholder, what are the formal and informal communication opportunities?

________________________________________________________________
________________________________________________________________

What are the primary messages; the most important things they need to understand about the initiative?

________________________________________________________________
________________________________________________________________
Management of Meaning
In order to make dreams apparent to others, and to align people with them, leaders are able to communicate a vision. Leaders integrate facts, concepts, and anecdotes into meaning and get people to understand and support goals in a variety of ways.

- From Warren Bennis Four Competencies of Leadership
Management of Meaning

What would be the value/benefit to each stakeholder group if the goal were achieved or the initiative implemented?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

How would they be affected by the initiative (positively and negatively?)

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

How can we as leaders ask them to support the initiative? What should we ask them to do?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________
What are the self-interests of each group of stakeholders regarding this initiative?

<table>
<thead>
<tr>
<th>Key Stakeholders</th>
<th>Interest/Concern</th>
<th>Implications for the Initiative</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
Management of Trust

• Reliability
• Constancy
• Focus
• Authenticity

People would much rather follow individuals they can count on, even when they disagree with their viewpoint...

- From Warren Bennis Four Competencies of Leadership
Management of Trust

For this goal, or initiative what are the leader behaviors that can earn and enhance trust?

For this goal, what are the leader behaviors that can inhibit or diminish trust?
Management of Self
Knowing one’s skills - Deploying them effectively. Leaders know themselves; they know their strengths and nurture them. They have the ability to accept risk and learn from and use something that doesn’t go well. Mistakes are simply another way of doing things. They are not viewed as failures but simply as the next steps.

- From Warren Bennis Four Competencies of Leadership
Management of Self

For this goal, or initiative, what are the primary strengths that we as leaders need to bring to pursuit of this initiative? What do we need to do effectively in order to lead the change?

For this goal, what are other strengths or competencies, skills or abilities will we as leaders need to pursue this goal, and what are the sources for obtaining them?
<table>
<thead>
<tr>
<th>Inspirational</th>
<th>Never</th>
<th>Sometimes</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>I reveal my hopes and dreams for the future.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I engage others in dialogue about their dreams and hopes.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I skillfully build consensus around a shared vision.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I respect and value differences as opportunity for growth and innovation.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I am forward looking and spend the majority of my time on external future issues.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenging</th>
<th>Never</th>
<th>Sometimes</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am self-aware of my personal values and leadership philosophy -- my voice.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I seek and support new models and ways of doing things.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I am able to look beyond obstacles to see possibility and help others do the same.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I am willing to risk success and support others taking risks.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
<tr>
<td>I view mistakes as a healthy outcome of risk taking and I am able to learn from the mistake and move on.</td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
</tr>
</tbody>
</table>
### Enabling

<table>
<thead>
<tr>
<th>Statement</th>
<th>Never 1 2 3</th>
<th>Sometimes 4 5 6</th>
<th>Always 7 8 9 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>I look for ways to support and enhance other’s strengths and provide them with the tools and resources needed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I support continual investment in training and development.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
<tr>
<td>I understand information is power and share it freely.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
<tr>
<td>I give others the freedom and authority to contribute creatively.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
<tr>
<td>I understand the interdependence of people and the impact of relationship on results.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
</tbody>
</table>

### Modeling

<table>
<thead>
<tr>
<th>Statement</th>
<th>Never 1 2 3</th>
<th>Sometimes 4 5 6</th>
<th>Always 7 8 9 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am self-aware of my personal values and leadership philosophy -- my voice is clear.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
<tr>
<td>I readily reveal my true feelings and what is important to me.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
<tr>
<td>I am congruent in words and actions - I say what I mean and do what I say.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
<tr>
<td>I help people to think well of themselves.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
<tr>
<td>I engage others in dialogue about values.</td>
<td>Never 1 2 3</td>
<td>Sometimes 4 5 6</td>
<td>Always 7 8 9 10</td>
</tr>
</tbody>
</table>
**Are you leading at your personal best?**

<table>
<thead>
<tr>
<th>Encouraging</th>
<th>Never 1 2 3</th>
<th>Sometimes 4 5 6</th>
<th>Always 7 8 9 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>I frequently recognize individual contributions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I celebrate team victories.</td>
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<tr>
<td>I tell compelling stories that feature desired behaviors.</td>
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<tr>
<td>I reward desired behaviors by linking rewards to performance.</td>
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<tr>
<td>I provide for informal support such as coaching or mentoring</td>
<td></td>
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</tbody>
</table>

**Instructions:**

1. Record individual scores below and total columns
2. Circle the 3-5 highest scores
3. Circle the 3-5 lowest scores

<table>
<thead>
<tr>
<th>Inspire</th>
<th>Challenge</th>
<th>Enable</th>
<th>Model</th>
<th>Encourage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Record Individual Scores</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total for the category</td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>
In Summary...

1. What will I do differently as a result of this conversation?

2. What will I direct/assist others to do differently as a result of this conversation?
Glenn Tecker

Glenn Tecker is Chairman and Co-CEO of Tecker International, LLC, an international consulting practice that has completed projects for over 2000 groups in the U.S., Europe, Canada, Asia, Mexico, and Central America.

Consulting Accomplishments

- Guiding member and staff leadership of the National Collegiate Athletic Association [NCAA] through a broadly participative and transparent process that redefined the organization’s core purpose and values, developed vision based strategy and action plans, and realigned the NCAA’s priorities to lead a re-focusing of the university athletic experience for the 21st Century.
- Developing new organizational, program, and operational strategy with the United States Green Building Council [USGBC]-enabling a diverse association serving the construction industry, facility management profession, government agencies and environmentalists with innovative practical solutions to global ecological concerns to successfully navigate through a period of multiple opportunities, complex demands and rapid growth.
- Redesigning the governance, operations, and cultures of national trade and professional associations to better fit today’s demanding high speed, rapidly shifting environments.
- Designing and conducting an institute for an international philanthropic organization to train representatives leading non-governmental ventures from 10 Asian nations with a tradition of conflict.
- Guiding engineering and technical associations through strategic planning and management systems to optimize the contributions of the nation’s infrastructure professionals dealing with increasing complexity, technology, and regulation.
- Devising strategy and developing competencies with school districts, educational agencies, and school board and teacher associations working to improve teaching, learning, and organization.
- Assisting the United States Environmental Protection Agency, the American Water Works Association, the Technical Institute of the Pulp and Paper Industry and other environmental advocacy organizations to foster global use of technologies that contribute to quality of life.
- Developing strategies and institutional competencies with members of the American Health Care Association and the American Association of Homes for the Aging for improving delivery of care to America’s expanding older population.
- Counseling real estate, credit union, savings and loan, insurance, and commercial bank leadership addressing dramatic changes affecting the property and financial industries.
- Working with community action agency leaders across the US to develop the competencies and knowledge needed to contribute to success of the nationwide welfare reform initiative.
- Providing research, training, and consultation to healthcare delivery, physician, and nursing organizations developing strategies to improve quality of care and access to services while containing costs.
- Facilitating planning activities of information, telecommunications and entertainment related organizations in high technology industries challenged by tough competition and constant dramatic change.
- Supporting research and program planning efforts of agricultural organizations addressing complex issues related to food safety, industry prosperity, and shifts in the demography and economics of agriculture.

Education and Professional Involvements

Glenn Tecker is also co-author of three best selling books – The Will To Govern Well – Knowledge, Trust and Nimbleness, Building a Knowledge-Based Culture... Using 21st Century Work and Decision-Making Systems in Associations, and Successful Association Leadership: Dimensions of 21st Century Competency for the CEO; co-designer of a curriculum for training the boards of organizations; editor of an education handbook for executives of non-profit organizations; primary developer of a guide for organizational self-assessment; and author of Merit, Measurement and Money, a book on staff evaluation, incentives and compensation. Tecker has served in an executive capacity with business, public agencies, and non-profit organizations. He has also been a Board member for both non-profit and for-profit corporations. Currently he serves as Board Chair of New Hope Academy – a non profit multi-campus non traditional alternative school in Pa. and as a member of the executive committee of the Board of Guide dogs for the Blind Foundation and America’s Vet Dogs in NY. In 1998, Glenn was honored as the recipient of ASAE’s Academy of Leaders Award - the highest possible recognition awarded by ASAE’s Board of Directors.
About Tecker International

Tecker International, L.L.C. is an international consulting practice focused on meeting the special needs of associations managing through change. The most successful approaches to research, strategy development, thoughtful counsel, facilitation, and education are carefully integrated to help its client’s organizations solve complex problems and reach new goals.

Clients define the attributes that distinguish Tecker International within the marketplace as including:

- Insightful counsel and talented facilitation that inspires thoughtfulness, commitment, and action.
- Expertise in the special dynamics and challenges of leadership in associations, non-profit corporations, and other voluntary environments.
- An unrivaled knowledge base of alternatives and insights gathered through experience with non-profit, for profit, and public organizations.
- Tools and approaches that make strategic thinking and learning both productive and enjoyable.

Glenn Tecker, Chairman and Co-CEO and Paul D. Meyer, President and Co-CEO and the other nationally respected consultants in the practice, have helped leaders to successfully “move ideas” through organizations serving a wide variety of industries, professions, and causes. The collective competencies of Tecker International enable us to provide the talents, skills and expertise needed to achieve each project’s unique objectives. The technical and technological resources of our firm help our clients achieve necessary understanding and support while avoiding unnecessary expenditures of time and money.

Working in partnership, consultant and client identify desired results, roles, responsibilities, and costs. Our commitment to a collaborative approach has enabled us to assist clients to produce thinking, experience, and outcomes widely cited as practical models and successful case studies.

Some recent assignments include:

- **Reshaping an organization’s structure and processes** to be better able to make a greater number of increasingly complex decisions more quickly with greater confidence.
- **Helping member and staff leaders build and sustain a collaborative partnership** and create an enabling culture which supports the organizations’ ability to act on its most important opportunities.
- **Converting an organization’s traditional planning into an ongoing process** for planning strategically and integrating governance, program development, performance assessment and budgeting with that process.
- **Repositioning an organization for success** in a more competitive environment by redefining a brand and value proposition better matched to the needs and preferences of key audiences.
- **Designing processes for managing an organization’s knowledge assets** that enable inventorying, cataloguing, sustaining, and accessing “content” regardless of its original “container”.
- **Defining organization-wide systems for new product and service development** within compressed timelines and appropriate levels of risk.
- **Constructing strategic alliances or consolidations** among like-minded organizations to increase membership value, improve program quality, and obtain cost efficiencies.
Please complete the evaluation for this breakout session!