BECOMING YOUR BEST
TRAINING FOR EXECUTIVE DIRECTORS
AUG 9-AUG 11 | AUSTIN, TX
BECOMING AN OUTSTANDING LEADER

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Getting Results

- Results
- Accountability
- Commitment
- Crucial Communications
- Trust

Lencioni, 2002
Components of Trust

Character

Competence

Benevolence

Resource: Mayer, Davis & Schrooman, 1995
# Results of a Trusted Leader

<table>
<thead>
<tr>
<th>Organizational Productivity</th>
<th>Job Satisfaction</th>
<th>High Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative Teams</td>
<td>Positive Opinions of Leader</td>
<td>Innovative Behavior</td>
</tr>
<tr>
<td>Crucial Communications</td>
<td>Achieved Goals</td>
<td>Organizational Alignment</td>
</tr>
</tbody>
</table>
TRUST
What are the 3 causes of distrust in organizations & teams?
<table>
<thead>
<tr>
<th>suspiciousness</th>
<th>turnover</th>
<th>presenteeism</th>
</tr>
</thead>
<tbody>
<tr>
<td>marginal work</td>
<td>lack of communication</td>
<td>time wasted</td>
</tr>
<tr>
<td>increased operating costs</td>
<td>gossip</td>
<td>fear</td>
</tr>
</tbody>
</table>
TRUST ME
Best Practices for Building Trust

Make & Keep Commitments
Give Recognition
Seek & Implement Feedback
Be Visible
Use Empathy
Acknowledge Errors
Create & Cast the Vision
Engage in Crucial Communications
Drive Success Metrics
3 Things Outstanding Leaders Do

Create & Cast the Vision
Engage in Crucial Communications
Drive Key Success Metrics
Create a Clear Vision
Cast the Vision
Frame the Crucial Conversation

1. Identify the common ground
2. Identify the type of conflict
3. State the goal
4. Get their input
5. Collaboratively layout & evaluate the options
6. Confirm the outcome of the conversation
Types of Conflict

**Relationship:** a personal disagreement

**Task:** disagreement over what the goal is

**Process:** disagreement over the means or process for achieving a goal

**Status:** disagreement over who is in charge or can call the shots
Identify & Drive Key Success Metrics

Quantified by:

– Quantity
– Quality
– Time
– Cost
Best Practices for Key Success Metrics

1. Examine mission, vision, & core values to determine important outcomes

2. Identify 10 or less measures

3. Set ultimate goal(s), then intermediate goals
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