

Language of Leadership

Frameworks for Everyday Life

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Your Dreams. Our Mission.



Welcome!

- Introductions
- Purpose of this session
 - Leadership refreshment
 - Takeaways you can use to inspire progress (food for thought and action)
- First refreshment: gratitude

Disclaimer: *The presenters have no real or perceived relevant financial relationships to the content of this presentation.*

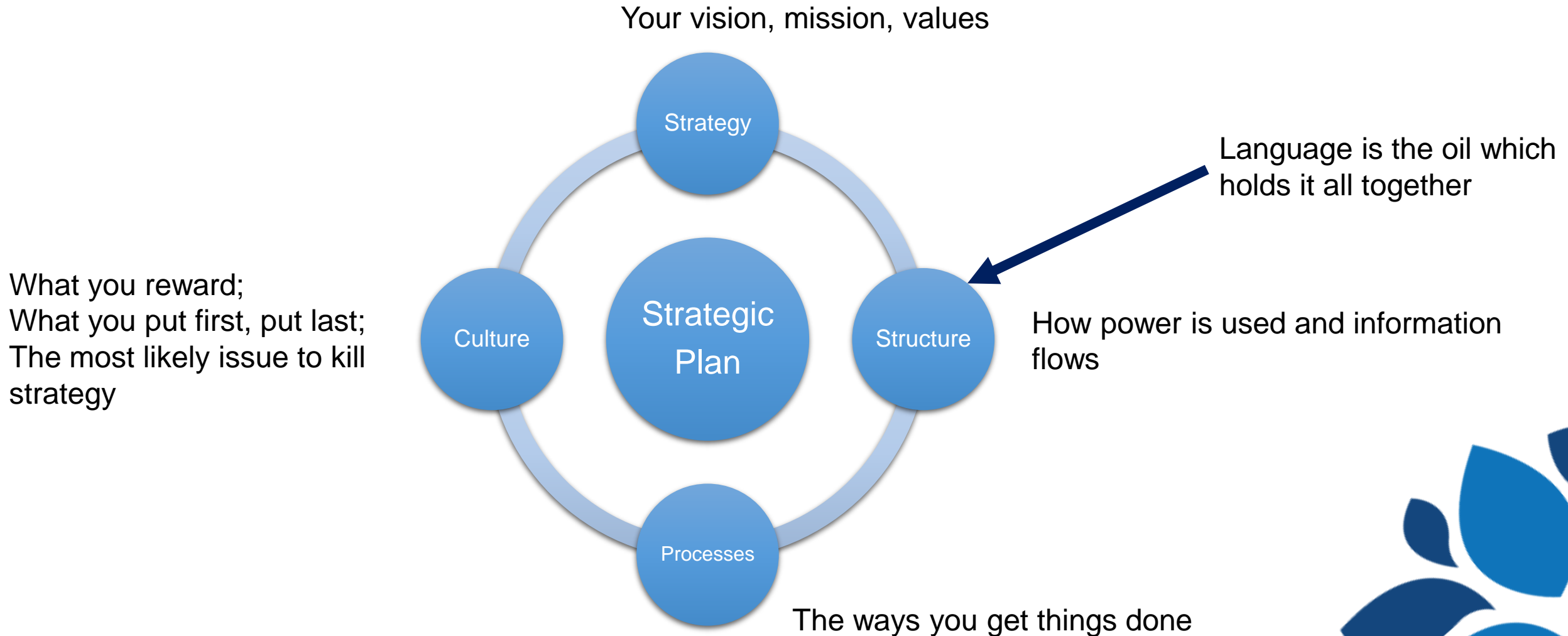


Finding Our Way

- We know change is constant
- We know there are pitfalls everywhere
- We need some way to organize our thoughts and turn them into language



Architecture



Why are These Important?

- Generally we will act on what we believe
- Our beliefs are expressed in language
- The words we use reflect our intention to be understood
- As leaders it reflects our intentions
 - To make fuzzy things clear
 - To call to the “WHY” in our work
 - To credential people for the tasks they are expected to perform



Three Language Frames and an Option

- The Leadership Ladder of Intent
 - A framework for emancipation/liberation of talent
- Red and Blue Work
 - How the combo of red and blue improves outcomes
- Liability versus Possibility Language
 - A way of refocusing conversations



Ladder of Intent:

You're Not the Boss of Me!

The ladder of intent is based on a simple belief that...

- Most of us do not want to be told what to do
- Most of us want to be included in how to get things done
- Engagement matters!



Employee Engagement: More than Satisfaction

What is engagement?

- I know my job
 - I know how to make a difference
 - My supervisor supports me in my work
-
- Not a guarantee of retention against economic or other forces
 - Is a guarantee of feeling good about your work, being energized to do it, and wanting to stay



Desired Outcome: All Jobs, All Titles

Competence over compliance

- Uses tools, knowledges and abilities when no one is looking
- Embraces the inspector as a partner for excellence
- Moves under their own steam
- Imagine this: the person tells themselves in that moment what they need to do



Ladder of Intent : Simple Words, Big Meaning

The Ladder of Leadership – Capt. Marquet



Worker

7. I've been doing...

6. I've done...

5. I INTEND to...

5. I INTEND to...

4. I would LIKE to ...

3. I RECOMMED...

2. I THINK...

1. TELL me what to do.

Leader

7. What have you been doing?

6. What have you done?

5. What do you intend?

5. What do you intend..

4. What would you like..

3. What .. recommend?

2. What do you think?

1. Do this.



The Ladder in Action is a Beautiful Thing

- Builds on the foundation of basic skills and knowledge
- Then calls upon the supervisor to coach the person's development
- Is very clear: the employees is in charge of their growth
- You can see the development of the employee over time, and so can the employee
- Frees you to do other work... frees you to hone new skills
 - Especially as it relates to Level 4: Judging a plan which an employee submits to be sure they have the right elements covered



Why is This Model is Good?

- The words are simple
- Applies to all work...and you can take it home with you
- It is easy to practice
- Starts with a little self-reflection:
 - In what moment are you likely to start telling someone what to do?
 - In what moment, in the interest of health and safety, is it essential that you tell something?



Example: Direct Support Worker Sees

Help up the ladder

- Employee sees a change in a client's behavior.
- Employee reaches out to tell you.
- You ask:
 - What do you think?
 - What do you want to do?
 - Do you need my support?
 - When will you do it?
 - How to get in touch and report back?

Holding someone down

- Employee sees a change in a client's behavior.
- Employee reaches out to tell you.
- You take action:
 - Say thanks
 - Pick up the phone
 - Call the nurse/who calls the doctor
 - A few days later you remember to tell the employee



Example: Training Director and No Room at the Inn

Help up the ladder

“That location we used for CPR classes is no longer available. We have a class scheduled three weeks from now, and no room.”

- You:
 - What do you think?
 - What do you want to do?
 - Do you need my support?
 - When will you do it?
 - Let me know by Friday because we may need to put our heads together if that solution doesn't work out.

Holding them down the ladder

“That location we used for CPR classes is no longer available. We have a class scheduled three weeks from now, and no room.”

- You:
 - Say “rats, I will get right on it.”
 - You get your administrative assistant to start making calls but she is delayed because she need to get the Training Director on the phone and he is not picking up.



Example: Director “I’d Need a New Model”

Helping the person up the ladder

“We are seeing some good results with enabling tech applications but very few referrals. I want to move this along.”

- You:
 - What do you recommend?
 - What would you like to do next?
 - Check for details of a good plan/process/clarity of outcomes
 - Determine if you need to back the plan up in any way
 - Ask when the person will start
 - Schedule a follow-up

Holding the person on the ladder

“We are seeing some good results with enabling tech applications but very few referrals. I want to move this along.”

- You:
 - Thanks for letting me know
 - I’ll get back to you in our meeting next month.



Imagine a Challenge

- Something has gone wrong
- You have just received the news
- Pick some event and describe your first thoughts about the team, the problem, the situation at hand

Keep these notes for later...



Next Up: Word Choice Matters

- We need words everyday and in every moment
- While we can start with the very best intentions...words can have some unexpected impacts
- Consider the trend in performance management:
 - Does not meet
 - Meets
 - Exceeds
- This model was used and may still be used to define performance
- Which one of us would like to be told we “meet” expectations? Most of us jump right away to “just meets.”



Opposites Sides

Liability Language

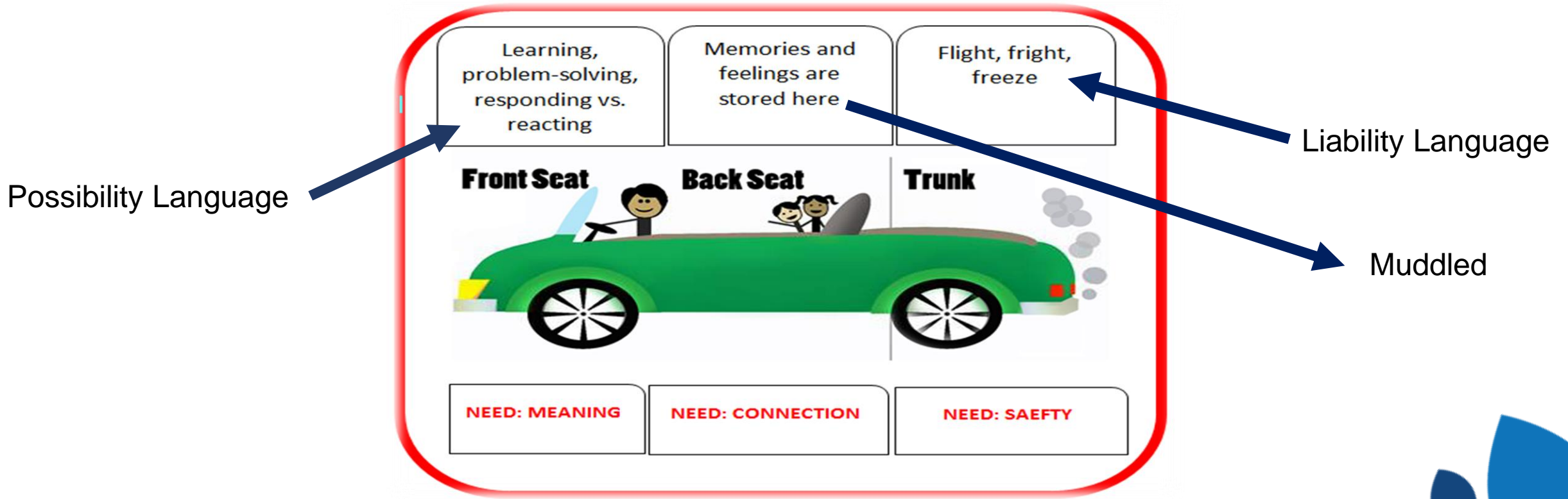
- Expressions which drain energy
- Expressions which cement your feet
- Expressions of despair, often personal, sometimes lonely
- Expressions of limitations, conclusions often without data
- Expressions in the trunk or back seat

Possibility Language

- Expressions evoking energy
- Expressions which engage your creativity
- Expressions of hope, often personal but more often collaborative, cooperative
- Expressions from the driver seat



Trauma Informed, and Smart



Source: www.traumasmart.com



We Have Favorites

- We have favorite expressions
- We have default expressions
- We need to be mindful of the punch those expressions pack!



Examples of Each

Liability Language:

- I am overwhelmed.
- I have too many priorities.
- Morale is terrible.

Possibility Language:

- Let's see what we can do
- What is another way to think about that?
- How can we get a better handle on that?



What is the Impact of Liability Language?

- On your overall energy level
- On your relationships with co-workers
- In your planning for meetings
- In your willingness to have someone on your team



How Can You Manage Liability Language?

- Two ideas:
 - Look to the work of participatory decision making for tips, activities like
 - Catastrophizing
 - Visioning: In an ideal world...when we get there, it will look like....
- Simply make the concept known and start, labeling it



How to Catastrophize AKA *“We’re doomed no matter what we do”*

- Ask everyone to think about the problem
- Have each person state their worst case scenario
- Encourage the next speaker to build on the doom. Complain and whine as much as you like. Encourage as much doom as you can.
- When the humor subsides, find the obstacles that deserve discussion.
- Go down the list and ask:
 - Is this one capable of producing a catastrophe?
 - If so, what can be done to reduce the impact?



Last Refreshment: The Power of Red and Blue

- Introduced by David Marquet
- Based on his work on nuclear submarine
- Became clear to him
 - To be effective
 - We as leaders need to recognize
 - All work can be classified into two types
 - All people need to be able to do both



Red Work and Blue Work

- Red work is technical
- Blue work is creating work, thinking, problem solving
- All jobs have both maybe in different proportions



Story of How This Dawned on Him

- Fire on a submarine
- Very dangerous...they are underwater...oxygen is limited
- Protocol about fire was very clear...problem was, it wasn't right



Side Effects of Word Choices

- Words have enormous power
- They can help energize and they can deactivate efforts
- One word or phrase can be the beginning of a big mistake
 - Like “I thought you were taking care of that”



Red Work and Blue Work

(50) Leadership Framework #1: Managing the Two Kinds of Work - YouTube

REDWORK <i>Doing</i>	vs	BLUEWORK <i>Thinking</i>
Avoid Variability		Embrace Variability
Prove		Improve
Do		Decide
Individual		Team
Performance		Planning
Compliant		Creative
Narrow Focus		Broad Focus
Steep Hierarchy		Flat Hierarchy



Examples of Red Work

- For a DSP: following the protocol for special diets
- For a Case Manager: gathering data from multiple sources to assess progress
- For a Executive: making sure the board packet gets posted on time

What about you? What is **red** in your work?



Getting Better at Red Work

- Don't brief, certify
- Feedback
- Look backs: Learning from reflecting on what went well and what didn't
- Evaluation of new methods

- *What else?*



Examples of Blue Work

- For a DSP: how to engage an individual in healthy eating
- For Interdisciplinary Teams: pulling multiple disciplines together to create plans
- For the Executive Alignment Council (leadership team): planning in a flat way (not a hierarchy)

What **blue** work do you perform?



Getting Better at Blue Work

- Trying new creative methods
- Evaluating plans
 - For example: If you guess how long something will take...when it is done, how well did you guess?
- Using tools like charters



Go Back to the Notes You Made at the Beginning

- Do you see any words which relate to:
 - Ladder of Intent
 - Liability Language
 - Red and Blue Work

NOW: Using that language in your next exercise is possible



Practice Time!

- Pick a partner
- Then make choices what you would like to practice
- A worksheet is available for you to practice any one of the four choices
- Let me know if you have questions
- Have a little fun!



A Little Final Humor



Resources

More about Red and Blue Work and the Ladder of Intent

- Books by David Marquet
 - *Turn the Ship Around*
 - *Leadership is Language*
- *Videos by David Marquet*
 - Subscribe to Leadership Nudges by David Marquet (*on YouTube*)



Resources

Liability versus Possibility (and related topics)

- *Facilitators Guide to Participatory Decision Making*, by Sam Kaner, et al
- *Ten Traps to Brilliant Decision Making*, by J. Edward Russo and Paul J.H. Shoemaker
- *Mindset, the new psychology of success*, by Carol Dweck
- *Getting past No, Negotiating in difficult situations*, by William Ury
- *Getting to Yes with Yourself*, by William Ury



Resources

Consulting and Workshops

- Gap International
 - 700 Old Marple Rd, Springfield, PA 19064
 - Breakthrough Intensive and other workshops
 - Highlights the power of language in all their work
 - Email for information mary.henry@gapinternational.com
- BCAT Partners, LLC
 - Al Cini
 - 320 Haddon Ave, Haddon Township, NJ 08108-2825
 - Helps you compare where you are to where you want to be, helps construct your success language
 - Email for information al.cini@getbcat.com



Questions?



Thanks for joining me!

Stay in touch, marian.baldini@kencrest.org

