

National Management Institute 3





Welcome Back !!!

National Management Institute 3

Leadership Skills

The Journey Is Ending . . .



National Management Institute 3

- 1** Mission Statement
- 2** Integrity, Credibility & Ethics
- 3** Planning for Success
- 4** Leader and Coach
- 5** Driving for Results



National Management Institute Mission Statement

**The National Management Institute (NMI)
develops leaders and their skills to communicate
effectively, manage volunteers, and administer
the programs of the
Sons of The American Legion**

Quick Review

NMI-1

Basics of Leadership

- *Qualities of a Leader*
- *Art of Leadership*
- *Becoming a Leader*

Effective Communications

- *Non-verbal*
- *Verbal*
- *Written*



Quick Review

NMI-2

Time Management

- *Get yourself Organized*
- *Prioritize your Goals*
- *Manage Schedules*
- *Work Efficiently*

Personal Administrative Skills

- *Setting goals*
- *Delegating*
- *Team Dynamics*
- *Gaining Consensus*



Introductions !!!

- ***Name***
- ***Detachment***
- ***How long have you been a S.A.L. Member?***
- ***What is your current position?***
- ***What is the best thing you will take with you from your NMI experience?***





National Management Institute 3

- ***Integrity, Credibility & Ethics***
- ***Planning for Success***
- ***Leader & Coach***
- ***Driving for Results***



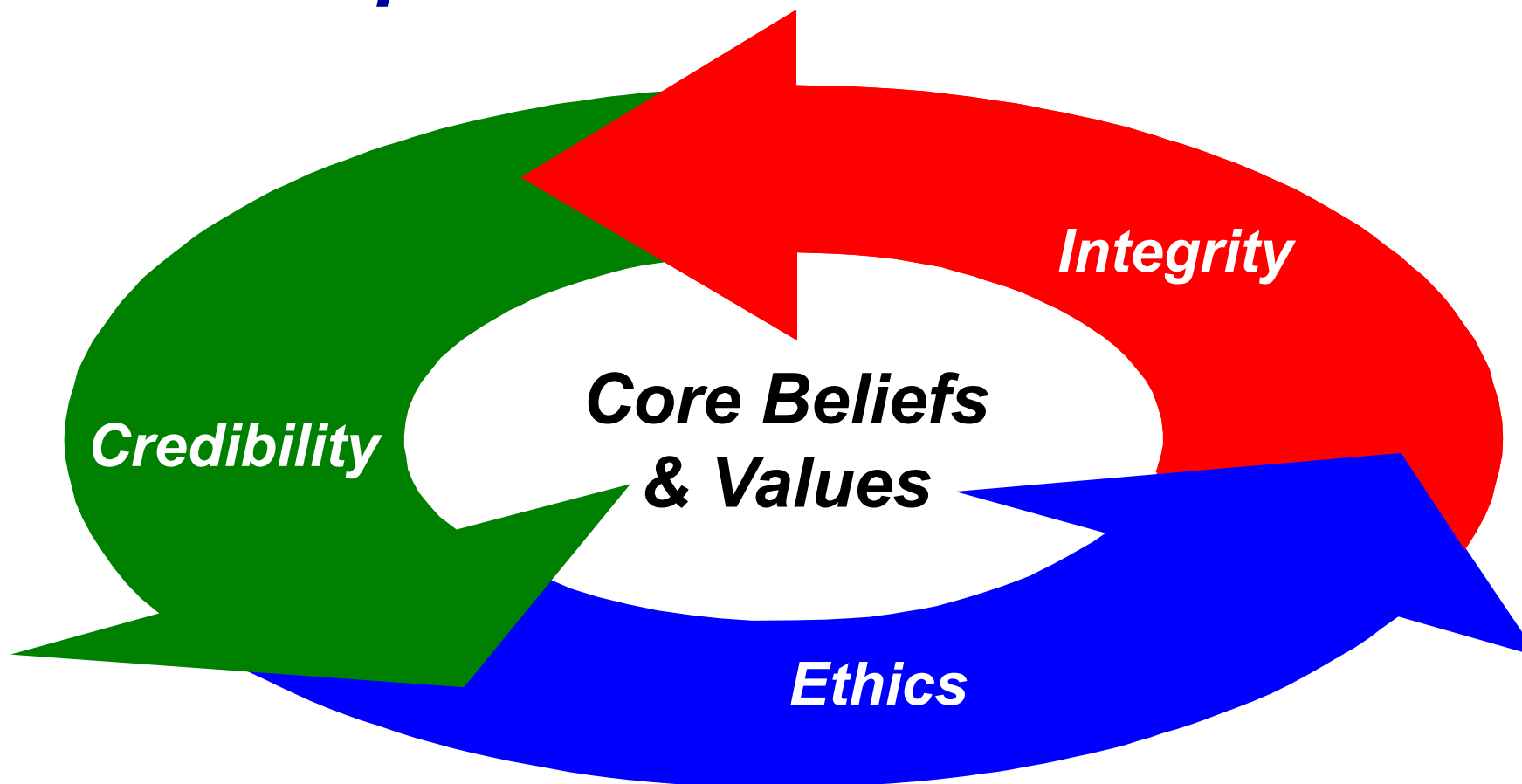
National Management Institute 3

Integrity, Credibility, & Ethics

**Your personal
“Rules of Engagement”...**



***How you are perceived,
Both as a person and as Leader...***



Integrity...

- ***Refers to a person's character, respectability and being consistent in standing up for what is right.***
- ***It is your daily actions having the will to consistently speak the truth.***

In short:

***Integrity is what we do,
what we say,
and what we say we do !!!***





Evaluating Integrity

- ***Make realistic promises and keep them?***
- ***Give honest answers to questions / challenges?***
- ***Protect confidential information?***
- ***Admit when you make a mistake?***
- ***Consider truth and confidence to be important?***
- ***Foster open, honest and sincere communication?***
- ***Encourage others to question practices they cannot support?***
- ***Words and actions are the same?***
- ***Allow others to ask questions?***



***“Integrity is not a 90 % thing,
not a 95% thing;***

Either you have it or you don’t.”

*Peter Scotese
Retired Industry C.E.O., Author*



Credibility . . .

***The quality, or power, . . .
. . . of inspiring belief and trust***



Credibility has to be earned

- ***Build and defend credibility***
- ***Understand what builds and destroys it***
- ***Takes a lot to Earn***
- ***It is very easy to lose***
- ***To Restore it is even Harder***

Class Exercise # 1

Class / Table Exercise

- ***Make a list of :***
 - ***3 Positive Credibility points***
 - ***3 Negative Credibility points***





Class Exercise # 1

Positive Credibility

- ***Respect***
- ***Trustworthiness***
- ***Attitude***
- ***Encouragement***
- ***Integrity***
- ***Priorities***



Class Exercise # 1

Negative Credibility

- ***Not truthful***
- ***Complain***
- ***Blames others***
- ***Excuses***

Ethics...

Industry research shows that people everywhere articulate some version of the same 5 core values:

- ***Trustworthiness***
(truthfulness, sincerity, honesty)
- ***Respect (autonomy, courtesy)***
- ***Responsibility (diligence, self-restraint)***
- ***Justice (fairness, impartiality, equity)***
- ***Caring (kindness, compassion)***

These values become the basis for creating our ethical principles which can be applied when searching for the “right thing to do.”





Integrity, Credibility, Ethics

In Summary:

- ***Effective Leaders not only “Talk the Talk” but they also “Walk the Walk”...***
- ***Successful Leaders that “walk the walk” work programs that:***
 - ***attract volunteers, donors, supporters***
 - ***maintain the public trust***
 - ***sustain a helping environment***
 - ***at lower risk for legal action***

Do you consistently “walk the walk”...?



BRAIN TEASER





Planning for Success





Planning for Success

- *Your team just “volunteered” for an assignment*
- *You’ve been given a date the assignment is expected to be complete...*
- *Now what...?*



Planning for Success . . .

- ***It all starts with identifying the tasks which need to be done...***
- ***Next, develop the schedule required to organize and complete the tasks to achieve your Goal (completion date)***
- ***Develop action plans for the tasks...***
- ***Regularly review progress of the action plans against the schedule and adjust your “resources” as may be necessary to insure tasks are completed...***
- ***Celebrate your Team’s success...***
- ***How good were your action plans?***

Planning for Success . . .

Elements of Good Action Plans:

- ***Have specific goals and objectives***
- ***Goals are realistic and achievable***
- ***Clearly defined and time bound***
- ***Measurable against the overall plan and schedule***
- ***Team members assigned have the appropriate skills***
- ***Team members assigned support the plan***
- ***Action plan should include periodic progress reviews***
- ***As the Team Leader you must stay engaged and be ready to resolve issues and make the tough decisions***



Planning for Success . . .

Remember :

Effective action plans are dependent upon:

- ***Keeping your team focused***
- ***Your team clearly understanding priorities***
- ***Your team clearly understanding the timeline***
- ***Your ability to negotiate around “obstacles” that may arise***
- ***Your accessibility... In other words,
Be there when your team needs you***
- ***Sometimes a good idea/plan leads into a
Not so good plan & sometimes not doing it is the
right decision***





NMI Session 3

Case Study 1

It is the beginning of another membership year. Last year was not the best, although your Detachment did meet its target and increase membership by almost 6%. But, there were several Detachments in your region that had much better performances.

You are asked to be the membership committee chairman, and your goal is to increase this year's membership by 15%, and lead the region. You have picked four other people to be on your committee and feel really optimistic about the challenge.

Now you ask yourself how do you get started and not just have the same old results of the past. You really want to drive for results.



NMI Session 3

Case Study 2

You are the Detachment Commander, and it's midway into your year. At the beginning of the year you established Boys State as your project. You wanted to have each District/County sponsor one "Boys Stater". You had great acceptance of your project, and have been communicating it throughout the year. Additionally, you put your best/brightest/most talented Vice Commander in charge of the Detachment Committee. Success was assured!

Now its "Crunch" time! Boys State is only four months away, and less than half the Districts/Counties have raised the money to sponsor a boy to Boys State. You are dazed and confused! What happened? Why didn't your goal get achieved? More importantly, what are you going to do to minimize the degree of **failure of your project** ?



Your Leadership Role as Coach . . .



“The goal of coaching is the goal of good management:

To make the most of an organization’s valuable resources.”

- Harvard Business Review

Class Exercise # 2

Class / Table Exercise

- ***Define “Coach”:***
- ***List 5 Positive Attributes of a Coach...***
- ***List 5 Negative Attributes of a Coach...***



Positive Attributes

- ***Adaptability***
- ***Good Communication***
- ***Constructive Criticism***
- ***Imagination***
- ***Initiative***
- ***Self Confidence***
- ***Clear Thinker***
- ***Positive Attitude***
- ***Team Building Skills***
- ***Self Motivator***
- ***Focused***



Negative Attributes

- ***Blaming Others***
- ***Not taking Ownership***
- ***Not trusting others***
- ***Poor Communication***
- ***Tunnel Vision***
- ***Indirect***





Your role as Coach

- *Every effective Leader has had a role model (s)*
- *The same applies to effective coaches*
- *Your natural skills, enhanced by training, will be further developed by the absorption of the positive attributes of these role models . . .*
- *Your effectiveness as a Leader and Coach is reliant on “your track record” . . .*
 - *Your credibility*
 - *You’re open and honest*
 - *You respect and support your team*
- *Remember: Successful Leaders and Coaches become someone’s role model*

Are you ready to become a Role Model?

Coaching Tips . . .

➤ **Listen more, talk less...**

Great coaches let their people do the talking because they realize that in talking, people process, ponder, and challenge themselves. Then they learn and find sustainable solutions – in their own way.

➤ **Be accessible, and available...**

- As obstacles arise remove them so your people can be successful*
- Keep promises; keep confidences; give credit where it is due*

➤ **Learn from mistakes...**

- “Blame” is not part of a great coach’s vocabulary. Coaches take responsibility for his teams failures*
- Lessons can be learned, things can be done differently, but there has to be a “Blame Free Culture”.*

➤ **Stay focused...**

- Keep your goals and targets in sight,*
- Be prepared to make the tough decisions when necessary.*

➤ **Accept Feedback...**

- Great coaches never stop learning...*



Coaching Tips . . .

In Summary:

Coaching is the key to unlocking the potential of your people, your organization, and yourself. This is based on the concept that individuals learn the most from positive reinforcement / discipline.

➤ **Examples of “Positive reinforcement”**

- **Teaching**
- **Showing**
- **Praising**
- **Inspiring**
- **Rewarding**
- **Sharing the Credit**

➤ **Describe some examples of “Negative reinforcement”**

- **Putting down**
- **Always criticizing**
- **Blaming**
- **Excuses**





*“If your actions inspire others to
dream more,
learn more,
do more and become more,
You are a Leader.”*

- John Quincy Adams



Driving for Results . . .



Driving for Results . . .

“Consistent action with pure persistence and a sense of flexibility in pursuing your goals will ultimately give you what you want, but you must abandon any sense that there is no solution.”

Tony Robbins, Motivational Speaker/Author

So, the lesson is, be persistent if you want to be successful!



Driving for Results...

- Effective leaders focus on achieving results through and with others
- Effective leaders persistently go after goals and measure their success in terms of results achieved
- Effective leaders accomplish results beyond the ordinary
- Effective leaders persistently focus on what is important to the organization/team and work to achieve those goals



Driving for Results . . .

Key elements :

- Strengthening your sense of purpose
- Putting a Top Priority on getting results
- Conveying a sense of urgency
- Persisting in the face of difficulties
- Bringing issues to closure



Driving for Results . . .

Strengthening your sense of purpose...

- Determine what is most important to you ...
What do you want to achieve?
- What results do you value and believe in?
- Consider the importance of achieving your goal – for yourself and your team
- Develop a statement of the results to which you are committed



Driving for Results . . .

Putting a Top Priority on getting results ...

- Make sure your team has measurable goals and objectives, focus on results, not activity
- Monitor results frequently and give feedback
- Keep your team focused on the goals deemed important and critical
- Persistently and positively work to resolve problems
- Be there when your team needs you !



Driving for Results . . .

Conveying a sense of urgency – the appropriate way

- Seek feedback from your team ... what is their impression of the project's status and needs
- Determine which projects and parts of the projects are urgent and less urgent
- Communicate those priorities to your team
- If it is important to you, it will be important to them



Driving for Results . . .

Persisting in the face of difficulties...

- Use pre-established checkpoints to judge success. If it is not being achieved, develop an alternate plan.
- Involve anyone/everyone in solving the problem
- Re-evaluate future targets and goals ... maybe they were not realistic
- Step back... examine it from a new angle, a fresh perspective



Driving for Results . . .

Bringing issues to closure...

- Nothing consumes energy faster than constantly dealing with the same problem
- Sometimes closure means negotiation, and sometimes it means a change of plan
- Bring all people together and insist on a resolution!
- Value all opinions, but establish that issues must be resolved
- It always takes leadership



Driving for Results . . .

Remember . . .

- Getting results is critical for your organization's/team's survival and growth.
- Some goals are difficult to achieve Yet, successful leaders are persistent, even with difficult tasks.
- As a leader, you must be perceived as putting a high priority on getting and achieving results.
- With a strong sense of purpose, and a priority for results, you will be:

Driving for Results!





NMI Session 3

Quick Review

- ***Integrity, Credibility, Ethics***
- ***Planning for Success***
- ***Leader and Coach***
- ***Driving for Results***



Questions



NMI 3 : Leadership Skills – The Journey Continues Questionnaire / Survey

Here is your chance to rate this program.

We need your comments and suggestions to improve this course.

You can and do make a difference!

**Please take a moment to complete the Survey
inserted in this book for improvements and
feedback.**

Thank You!



National Management Institute

Thanks You

For your 3 year Commitment
To the NMI Sessions...



Congratulations !

Class of 2018

***You have just completed all 3 sessions of
The Sons of The American Legion
National Management Institute !***