



LEADING WITH EXTREME OWNERSHIP

Leadership Training Program

NAME:

DATE:

THE 4 OUTCOMES



Building Trust

LEARNING



Communicating Frequently

ENGAGING



Getting Rid of Ego

ACCOUNTABILITY



Leading by Example

DEMONSTRATE

FIRST THINGS FIRST...

01

ABOUT YOU

Favourite Leader?
Why?
Favourite Movie?

02

ABOUT ME

Resilience Coach
Married 28 years
Triathlete

03

ABOUT US

Open
Honest
Safe

IN AN EMERGENCY

TRADITIONAL OWNERS

MENTALLY HEALTHY

BEFORE WE START...

8 10 12 2

WORKSHOP SLIDES

Expectations

What do you hope to learn, over the next two days?

Leadership Plan

Leadership is about service, and giving

Take this money please
This is not a tease
It is about being giving
And creating storytelling

Antony Guinsa 

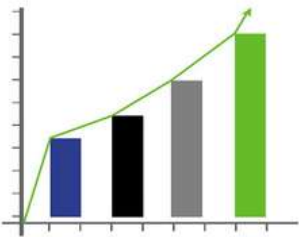



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NOTES / REFLECTION

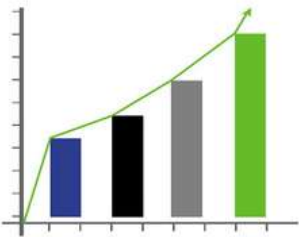
Current Leadership Evaluation



Where are you starting?

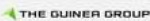
It is important to evaluate where you feel you are at, currently, as what can be measured, can be managed and improved!

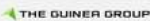
Upgraded Leadership Evaluation



Where did you get to?

We will do this survey again at the end of the program, to see how far we have all come!

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WORKSHOP SLIDES

— **Extreme Ownership Leadership (Owning your mistakes)** 9

1. Extreme Ownership
2. No Bad Teams, Only Bad Leaders
3. Believe
4. Check the Ego
5. Cover and Move
6. Simple
7. Prioritize and Execute
8. Decentralized Command
9. Plan
10. Leading Up and Down the Chain of Command.
11. Decisiveness and Uncertainty
12. Discipline Equals Freedom – The Dichotomy of Leadership



<https://www.sanculeadership.com/extreme-ownership-13-lessons-for-leaders-and-managers/>

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1. Building Trust

"Your team must see you as a dependable person."
– Extreme Ownership

- What's your Why?
- Understanding Behaviour
- The people business

NOTES / REFLECTION

— **What's your Why** 11

- How have you come to be in a leadership role?
- Most people didn't plan to be leaders
- If you did, congratulations!

Leaders should be able to explain what leadership means to them



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— **Understanding why you do leadership** 12

What's your why?



<https://www.youtube.com/watch?v=1PYeCtXpkw>

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WORKSHOP SLIDES

— Others buying into why you do leadership

Sharing your why?



Activity

In your Workbook:

Why do you do leadership?



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NOTES / REFLECTION

ACTIVITY



Why do you do leadership?

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WORKSHOP SLIDES

Understanding Behaviour

- Beliefs drive unconscious behaviour
- Values are how others describe us
- Emotions cause a reaction or a response

A B C



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Most leaders have never listed their values

• Authenticity	• Determination	• Love	• Spirituality
• Achievement	• Fairness	• Loyalty	• Stability
• Adventure	• Faith	• Meaningful Work	• Success
• Authority	• Fame	• Openness	• Status
• Autonomy	• Friendships	• Optimism	• Trustworthiness
• Balance	• Fun	• Peace	• Wealth
• Beauty	• Growth	• Pleasure	• Wisdom
• Boldness	• Happiness	• Poise	
• Compassion	• Honesty	• Popularity	
• Challenge	• Humor	• Recognition	
• Citizenship	• Influence	• Religion	
• Community	• Inner Harmony	• Reputation	
• Competency	• Justice	• Respect	
• Contribution	• Kindness	• Responsibility	
• Creativity	• Knowledge	• Security	
• Curiosity	• Leadership	• Self-Respect	
• Determination	• Learning	• Service	


<https://jamesclear.com/core-values>

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What are the Tasman values?

ABOUT SERVICES INDUSTRIES CASE STUDIES CAREERS NEWS CONTACT

ACCESS, RESCUE AND WORKING AT HEIGHT SOLUTIONS


Trade-qualified, motivated, and professional IRATA-accredited rope access experts

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DELIVERING VALUE. ALWAYS!

<h3>PEOPLE</h3> <p>People are our greatest asset. We employ a diverse expert workforce and advocate for learning through development. We foster a teamwork culture to empower and encourage accountability & respect.</p>	<h3>FOCUS ON SERVICE</h3> <p>We listen to understand and commit to deliver a wholesome customer experience by assigning attainable urgency.</p>
<h3>SAFETY</h3> <p>Safety first in everything we do. As an organization we are committed to the highest implementation of highest safety protocols. As individuals, we are accountable for our own safety and those around us.</p>	<h3>CARE</h3> <p>Important to our customer focused operations is maintaining a human perspective. We build strong working relationships by demonstrating care in every interaction.</p>
<h3>EXCEPTIONAL SKILL</h3> <p>Our teams are skilled and experienced, forward thinking solution providers utilizing niche sector knowledge to expertly fulfil client needs.</p>	<h3>COMMON SYSTEMS & PROCESS</h3> <p>We are committed to innovation improvement in systems and processes that lead to accurate & fluent reporting, crucial for internal and external operations.</p>



NOTES / REFLECTION

ACTIVITY



What are your values, and what does values alignment mean to you?

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— **The people business**

What business are you in?

The People Business!

So, what does that mean?
It means learning about people! Your people.



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— **What does that really mean?**

- It means to understand other humans
- It means communicating with others in their style
- It means having an impact other humans




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— **Inspiring high performance**

Know your team well enough that you know what motivates or inspires each of your team members!



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— **Understanding reputation**

- What does your brand say?
- You are always a representative of your brand
- Does your behaviour demonstrate that?




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Creating continuity

Your business will thrive if you can provide continuous employment for your team members!



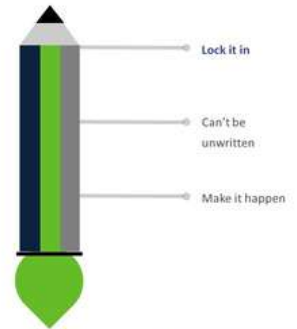
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
— **Activity**

In your Workbook: Can't be

How will your leadership create inspiration, develop reputation, or create continuity?



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ACTIVITY



How will your leadership create inspiration, develop reputation, or create continuity?

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WORKSHOP SLIDES




"Provide regular updates on the mission and needs of the team."
– *Extreme Ownership*

2. Communicating Frequently

- Communication styles matter
- Interdependence
- Transformational Leadership

Communication styles matter

- WIIFM
- Make it a priority
- Watch for what works




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Your DISC Profile helps you understand yourself



Part I Understanding DISC

BEHAVIOURAL STYLES

Historical and contemporary research reveal more than a dozen various models of our behavioural differences, but many share one common thread: the grouping of behaviour into four basic categories.

The DISC styles are Dominance, Influence, Steadiness, and Conscientious. There is no "best" style. Each style has its unique strengths and opportunities for continuing improvement and growth.

The DISCstyles™ assessment examines external and easily observable behaviours and measures tendencies using scales of directness and openness that each style exhibits.

Page 4

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Your DISC Profile

- What is your style?
- How can you connect?
- Check out pages 9, 13, 15



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— And service matters

- Turn up in service
- Change your style
- Make a connection



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— Other's DISC Profile

- What is their style?
- How can you connect?
- Check out pages 19, 29



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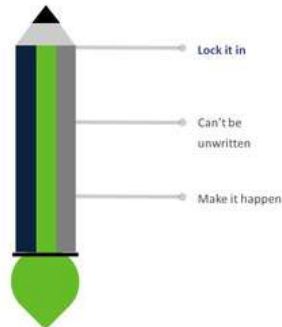
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— Activity

In your Workbook:

Reflect on what your DISC means, and how you can apply what you have learnt to your leadership



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— Interdependence



Interdependence = Willingness
(to care and connect)
Interdependence =
Communication
Interdependence =
We, not me

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Credit: DuPont Bradley Curve

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ACTIVITY



Reflect on what your DISC means, and how you can apply what you have learnt to your leadership

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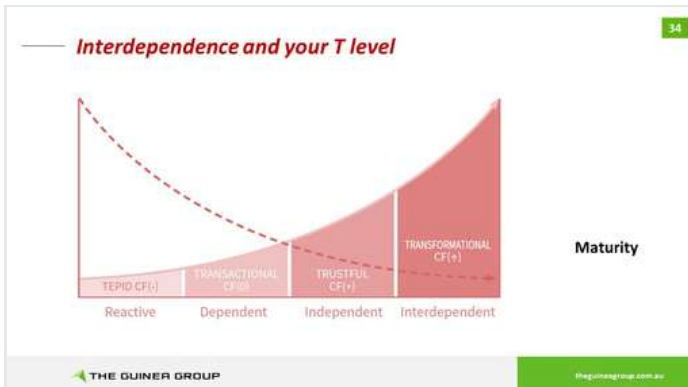
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WORKSHOP SLIDES



Transformational Leadership (Decentralise Command)

Transactional	Vs	Transformational
Leadership is reactive		Leadership is proactive
Works within organisational culture		Works to change the organisational culture by implementing new ideas
Motivates team members by appealing to their own self interest		Motivates followers by encouraging them to put team interests first
Management by Exception: Maintain the status quo, corrective actions to change behaviour		Leadership by Observation: Behaviours are considered, corrective actions to coach behaviour
DIRECTION		CONNECTION

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Transformational leadership in a nutshell

Transformational Leadership defined:

"A leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders"

<https://www.kimpton.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf>

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Interdependence skills – Planning

- Make time to plan for tomorrow
- The planning process is symbolic
- It tells your team you are organised
- It sets you and your team up for success
- The best leaders do "tomorrow planning" today

Write it down



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Interdependence skills – Questions

For leaders, why you ask the question is more important than the question itself.

Ask questions because you are genuinely **curious** about your team members, and what is important to them.

Remember the person's DISC style when you are asking questions!



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Interdependence skills – Listening

"When you practice active listening, you make the other person feel heard and valued. In this way, active listening is the foundation for any successful conversation.

Active listening involves more than just hearing someone speak. When you practice active listening, you are fully concentrating on what is being said. You listen with all of your senses and give your full attention to the person speaking."



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<https://hr.nj/2USK3OY>

[theguinagroup.com.au](https://hr.nj/2USK3OY)

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Interdependence skills – Caring

Some people don't know how to care, or it doesn't come naturally.

Caring is about time.

Give people some of your time, to help them feel cared for.



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<https://hr.nj/2USK3OY>

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Interdependence skills – EQ

"The **amygdala** is a collection of cells near the base of the brain. There are two, one in each hemisphere or side of the brain. This is where emotions are given meaning, remembered, and attached to associations and responses to them (emotional memories). The amygdala is part of the brain's limbic system."

Know your **triggers** ...

Presume positive intent



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<https://www.healthline.com/health/stress/amygdala-hijack#overview>

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WORKSHOP SLIDES

Regulating your emotions

Know your triggers

Emotional Intelligence

	Self	Social	
Triggers	Awareness	Awareness	Asking
	Control	Composure	
	Feel	Focus	

Credit: Daniel Goleman – Emotional Intelligence

Emotions and Triggers

“As a protection against predators, triggerfish can erect the first two dorsal spines: The first (anterior) spine is locked in place by erection of the short second spine, and can be unlocked only by depressing the second, “trigger” spine, hence the family name “triggerfish”.”




Credit: <https://en.wikipedia.org/wiki/Triggerfish>

NOTES / REFLECTION

Emotions and Triggers

If you are triggered by something, you can prepare for that, and be ready to manage your emotional state

Regulate your emotions

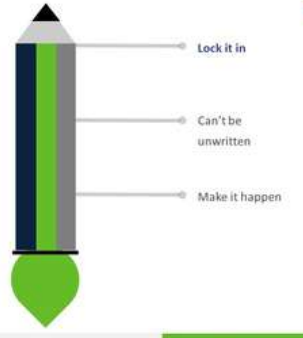


Credit: <https://en.wikipedia.org/wiki/Triggerfish>

Activity

In your Workbook:

What are your emotional triggers, and how could you respond not react ...



Credit: <https://en.wikipedia.org/wiki/Triggerfish>

NOTES / REFLECTION

ACTIVITY



What are your emotional triggers, and how could you respond not react ...

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ACTIVITY



What is the first key action that you are willing to commit to, based on what you have learnt, as part of your Leadership Action Plan?

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WORKSHOP SLIDES




"Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity."
— Gen. George S. Patton


3. Leading from languaging

- Communication that connects
- High Performing Teams
- Robust Conversations

Leadership is about service, and giving

Take this money please
This is not a tease
It is about being giving
And creating storytelling

Antony Guinisa 



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Regulating your emotions

Know your triggers

Emotional Intelligence		
	Self	Social
Triggers	Awareness	Awareness
Antidotes	Control	Composure
	Feel	Focus


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Credit: Daniel Goleman – Emotional Intelligence

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Emotions and Triggers

"As a protection against predators, triggerfish can erect the first two dorsal spines: The first (anterior) spine is locked in place by erection of the short second spine, and can be unlocked only by depressing the second, "trigger" spine, hence the family name "triggerfish"."



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Credit: <https://en.wikipedia.org/wiki/Triggerfish>

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Make it happen

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NOTES / REFLECTION

ACTIVITY



What are your emotional triggers, and how could you respond not react ...

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WORKSHOP SLIDES

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Communication that connects

Apathy	Empathy	Sympathy
Your care factor is low	Cognitive Emotional Compassionate	Your care factor is high
Automatic Reaction	Non-automatic Reaction	Automatic Reaction
	Caring is time based Valuing is listening Supporting is doing	
	Just be present	

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Leading Meetings

Meetings are:

- An opportunity
- An imperative
- An investment

You **'get to'**
As opposed to 'have to'

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Regulating your emotions

Know your triggers


Emotional Intelligence	
Self	Social
Awareness	Awareness
Control	Composure
Feel	Focus

THE GUINEA GROUP Credit: Daniel Goleman – Emotional Intelligence theguineagroup.com.au

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Emotions and Triggers

"As a protection against predators, triggerfish can erect the first two dorsal spines: The first (anterior) spine is locked in place by erection of the short second spine, and can be unlocked only by depressing the second, "trigger" spine, hence the family name "triggerfish"."



THE GUINEA GROUP Credit: <https://en.wikipedia.org/wiki/Triggerfish> theguineagroup.com.au

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Speaking to groups Public Speaking 57

STATE	PREPARE	ENGAGE	ARTICULATE	KNOW
State your purpose, your process and your promise	Prepare the crap out of it – and do PowerPoint right	Engage your emotions and theirs using high EQ and IQ	Articulate with clarity and certainty – with your words and your body	Know how to communicate through story telling

?


Public Speaking, the vehicle of leadership. Do it like Demosthenes

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Activity 58

In your Workbook:

What could you do to revamp your team meetings and become an engaging facilitator?



Lock it in

Can't be unwritten

Make it happen

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ACTIVITY



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Strong Relationships – Internal (Tasman) and External (clients)

<p>Outputs are:</p> <ul style="list-style-type: none"> • Tangible • Measurable • Activity based <p>Measured through:</p> <ul style="list-style-type: none"> • KPIs • Compliance • Deliverables <p>Leadership Opportunities:</p> <ul style="list-style-type: none"> • Goals • Targets • KPIs 	<p>Relationships are:</p> <ul style="list-style-type: none"> • Intangible • Difficult to measure • People based <p>Measured through:</p> <ul style="list-style-type: none"> • Behaviours • Communication • Harm factor <p>Leadership Opportunities:</p> <ul style="list-style-type: none"> • Systems Leadership • No Harm • Behaviour Charter 	<p>Outputs Relationships</p> <p>What your team does How your team does it</p>  <p>High Performing Teams</p>
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High Performing Teams

"High performing teams are committed to delivering the best possible outcomes for clients. Team members are accountable, agile, lateral thinkers who have each other's backs."

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Robust Conversations



1. Engage, Entertain
2. Coordinate, Collaborate
3. Change, Challenge

What % of your conversations fit each category?

Preparation

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Heal, not hurt

DO NO HARM?




Objectives

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— *Get ready for the conversation*

Preparation



— The 3-bullet point process

- PPP
PPP

Preparation

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What is a robust conversation that you need to have, and what can you apply, based on workshopping the process? And how can you prepare for that?

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WORKSHOP SLIDES



"What you do has far greater impact than what you say."
— Stephen Covey, author, businessman and speaker

4. Leading from behaviour

- Recognition
- Psychological Safety
- Leadership Behaviours

Recognition

MASLOW'S HIERARCHY OF NEEDS



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<https://hbr.org/1962/01/how-to-deal-with-resistance-to-change>

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How important is recognition?

In a 2013 survey, 1,200 Americans studied responded that:

- 83% of respondents said recognition for contributions was more fulfilling than any rewards or gifts
- "Recognition is proven as among the best method of improving work motivation and employee engagement"



Yet, 2 out of 3 people receive no workplace recognition in a given year

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<https://bit.ly/2H6imux>

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On purpose

1. On point – what specifically
2. On purpose – why specifically
3. On period – when specifically

"According to Charles Taylor, recognition of one's identity is both a fundamental need and a right, and non- or misrecognition is a form of oppression"

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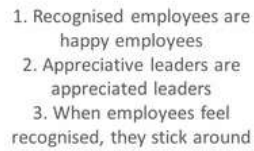
<https://bit.ly/2H6imux>

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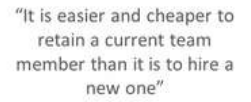
NOTES / REFLECTION

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1



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How do your key team members like to be recognised?

ACTIVITY



Who do you need to recognise for their great contribution to your team?

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Psychological Safety 73



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Psychological Safety Stages 74



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Social Capital 75



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Calling it Out 76



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Leadership Behaviour

Get comfortable telling people how things make you feel ...

Express your emotions



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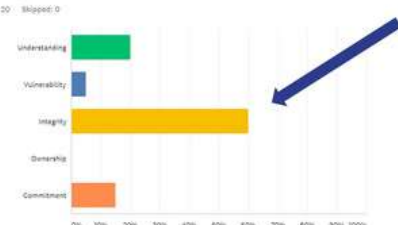
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Integrity

The word that I think best generally describes the concept of leadership is

Answered: 20 Skipped: 0



Word	Percentage
Understanding	20%
Vulnerability	5%
Integrity	65%
Ownership	5%
Commitment	10%

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Care Factor

Which is the most important character trait in your leader?

Answered: 20 Skipped: 0



Trait	Percentage
Clarity	20%
Consistency	25%
Charisma	25%
Commitment	25%
Care Factor	35%

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Transformational

I would describe my leader's style as:

Answered: 20 Skipped: 0



Style	Percentage
Tactical (very hands off)	15%
Transactional (process and...)	30%
Transformational (inspire...)	40%
Truthful (let's be as...)	25%

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Impact

Your team members will generally respect you due to the position that you hold ...

- 1 Position** Rights – People follow you because they have to.
- 2 Permission** Relationships – People follow you because they want to.
- 3 Production** Results – People follow you because of what you have done for the organization.
- 4 People** Development Reproduction – People follow you because of what you have done for them.
- 5 Pinnacle** Respect – People follow you because of who you are and what you represent.

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Influence

Your team members will only trust you when you have earned it, over and over again ... it never ends!

THE GUINEA GROUP https://bit.ly/2017/01/the-neuroscience-of-trust?utm_campaign=fb&utm_medium=social&utm_source=linkedin theguineagroup.com.au

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Intent

“Before you engage with your team, check in with yourself on your intent. If it is not right, wait until it is.”

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Instill

Former Herman Miller CEO Max De Pree once said:
“The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become a servant.”

Leaders look around corners
Leaders embrace the struggle
Leaders are speakers
Leaders are seekers
Leaders are carers

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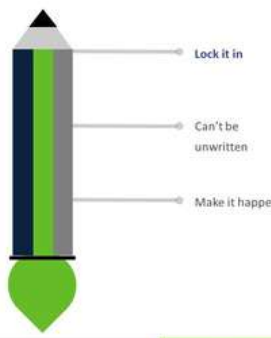
NOTES / REFLECTION

WORKSHOP SLIDES

Activity

In your Workbook:

What else do you need to add to your Personal Leadership Plan?



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Current leadership evaluation



Where did you get to?

We are doing this survey again at the end of the program, to see how far we have all come!

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NOTES / REFLECTION

The great leadership philosophers



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Feedback – In one word



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NOTES / REFLECTION

ACTIVITY



What else do you need to add to your Personal Leadership Plan?

NOTES / REFLECTION

NOTES / REFLECTION



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ANY QUESTIONS? WE'RE HERE TO HELP

We exist to support leaders to upgrade their mindset, upskill their leadership, and uplift their teams, to create psychologically safe and high performing teams!

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