



Leading From  
Within

# LEADING FROM WITHIN

# PLAYBOOK

	<b>Lead</b>
	<b>Empathy</b>
	<b>Action</b>
	<b>Develop</b>
	<b>Empowerment</b>
	<b>Recognition</b>



## IDOC: Impacting People And Results

**“LEADING FROM WITHIN” –  
OUR IDOC. OUR FUTURE.**



**Leading From  
Within**

# Impacting People and Results

## “Leading From Within” by TCG

Congratulations! You are about to begin a foundation session that is going to take your ability to work with others to a higher level. The genesis of “Leading from Within” came upon thoughtful review of the results from the Culture Surveys, along with feedback provided by you and observations from your administration teams. In evaluating our culture, practices and behaviors, everyone has collaborated to map where we were, where we are now and where we will be when aligned to a higher standard of communication built around a core of common values.

***The main goals of this session are to help create even stronger working relationships, higher levels of engagement, and create fulfillment within your role in positive ways.***

**You know this foundation session is for you if you want to:**

- Be a part of, and contribute to, our transformation.
- Understand how to create better engagement for you and others.
- Create even greater value in the work that you and others do every day.
- Continue building a strong culture within your role.

In this session you will gain:

- A better understanding of “Leading From Within” and what it means to you.
- A stronger awareness about “people” and how they communicate.
- Clarity for the personal value and impact you bring to IDOC.
- Skills to improve communication with others to work better together as a team.

*You get the best effort from others not by lighting a fire beneath them,  
but by building a fire within.*

Bob Nelson

# Managing Change for Predictable Success

As we work to strengthen your culture and retention, the focus shifts to you and how well you work with others. It's important to create a game-plan for change and sustainment. How well you manage this change is key to the continued success of this initiative.

## Stronger Retention Culture

### **Stronger Relationships:**

- Trust
- Respect
- Rapport

### **Engagement:**

- Creating “opportunity” mindset and eliminating “obligation” mindset

### **Fulfillment:**

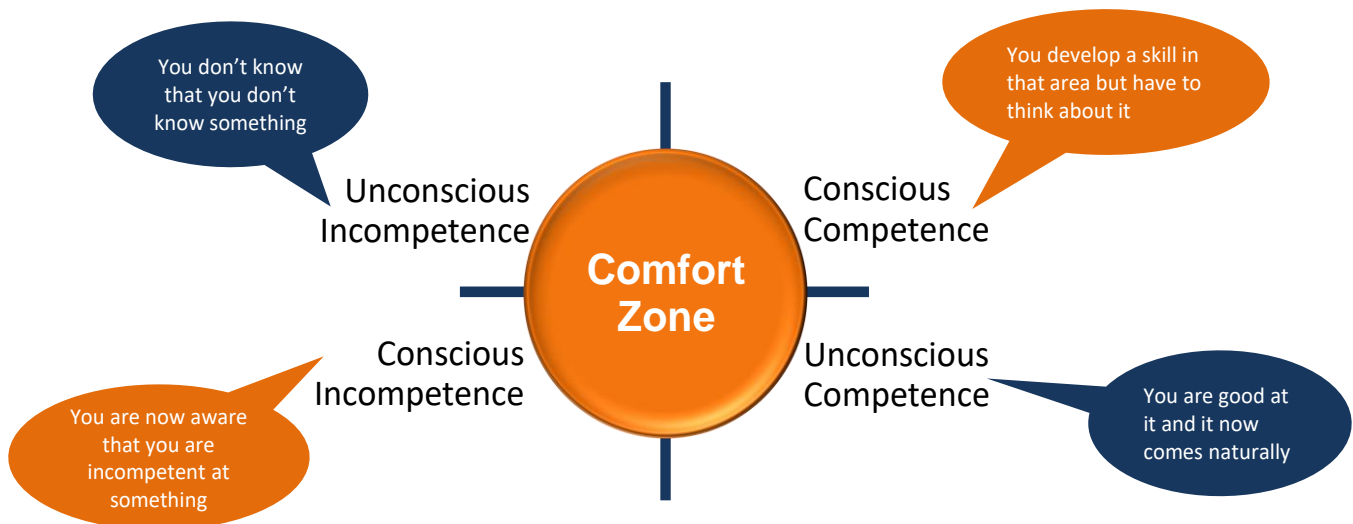
- Ensuring growth in their career and role and understanding value/impact

# ***IT DEFINES WHO WE ARE***

# Comfort Zones

Abraham Maslow wrote about the four levels of learning. As we push ourselves beyond the comfort in learning, we progress through the four levels.

The danger zone is getting comfortable, the Unconscious Competence, and not pushing ourselves out of our comfort zone to learn more. As in the levels of martial arts, there are continual levels of learning.



*The only thing that is stopping you from where you are to where you want to go is your comfort zone.*

Dhaval Gaudier

# Leading From Within – How We Impact Results

Let's define LEADER:

		<b>Definition</b>	<b>Actions to Demonstrate</b>
<b>L</b>	<b>Lead (by example)</b>	<ul style="list-style-type: none"> <li>• Model the desired behavior</li> <li>• Embody the values you expect</li> <li>• Come to work with energy</li> <li>• Follow through on your promises</li> <li>• Work alongside your team</li> </ul>	
<b>E</b>	<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Listening to understand</li> <li>• Being open to other viewpoints</li> <li>• Authentic</li> <li>• Positive intent</li> <li>• Transparent</li> <li>• Self-awareness</li> </ul>	
<b>A</b>	<b>Action</b>	<ul style="list-style-type: none"> <li>• Solution-focused</li> <li>• Productive</li> <li>• Impactful</li> <li>• Results-oriented (proactive)</li> <li>• Intentional</li> <li>• Follow through</li> <li>• Consistency</li> </ul>	
<b>D</b>	<b>Develop</b>	<ul style="list-style-type: none"> <li>• Develop yourself and others</li> <li>• Stay focused on being proactive</li> <li>• Communicate clearly</li> <li>• Demonstrate and practice</li> </ul>	
<b>E</b>	<b>Empowerment</b>	<ul style="list-style-type: none"> <li>• Delegate</li> <li>• Trust / autonomy</li> <li>• Growth mindset</li> <li>• Success</li> <li>• Allow failure</li> <li>• Ownership / accountability</li> <li>• Confidence</li> <li>• Meaningful feedback</li> </ul>	
<b>R</b>	<b>Recognition</b>	<ul style="list-style-type: none"> <li>• Seeing worth</li> <li>• Know your team</li> <li>• Positive acknowledgement</li> <li>• Intentional (positive)</li> <li>• Be authentic</li> <li>• Evidence-based</li> </ul>	

# Shared Experience: Action and Commitment

Having a shared experience is vital to building stronger relationships, creating action steps and commitment, working better as a team and building accountability for an even better path forward.

## Shared Experience:

- Share all proper information
- Involve others in decisions and future plans
- Share in the results/consequences

## Actions and Commitments:

- Your action items
- Their action items
- Timeframes
- Accountability
- Expectations
- Personal Achievement

## Notes:

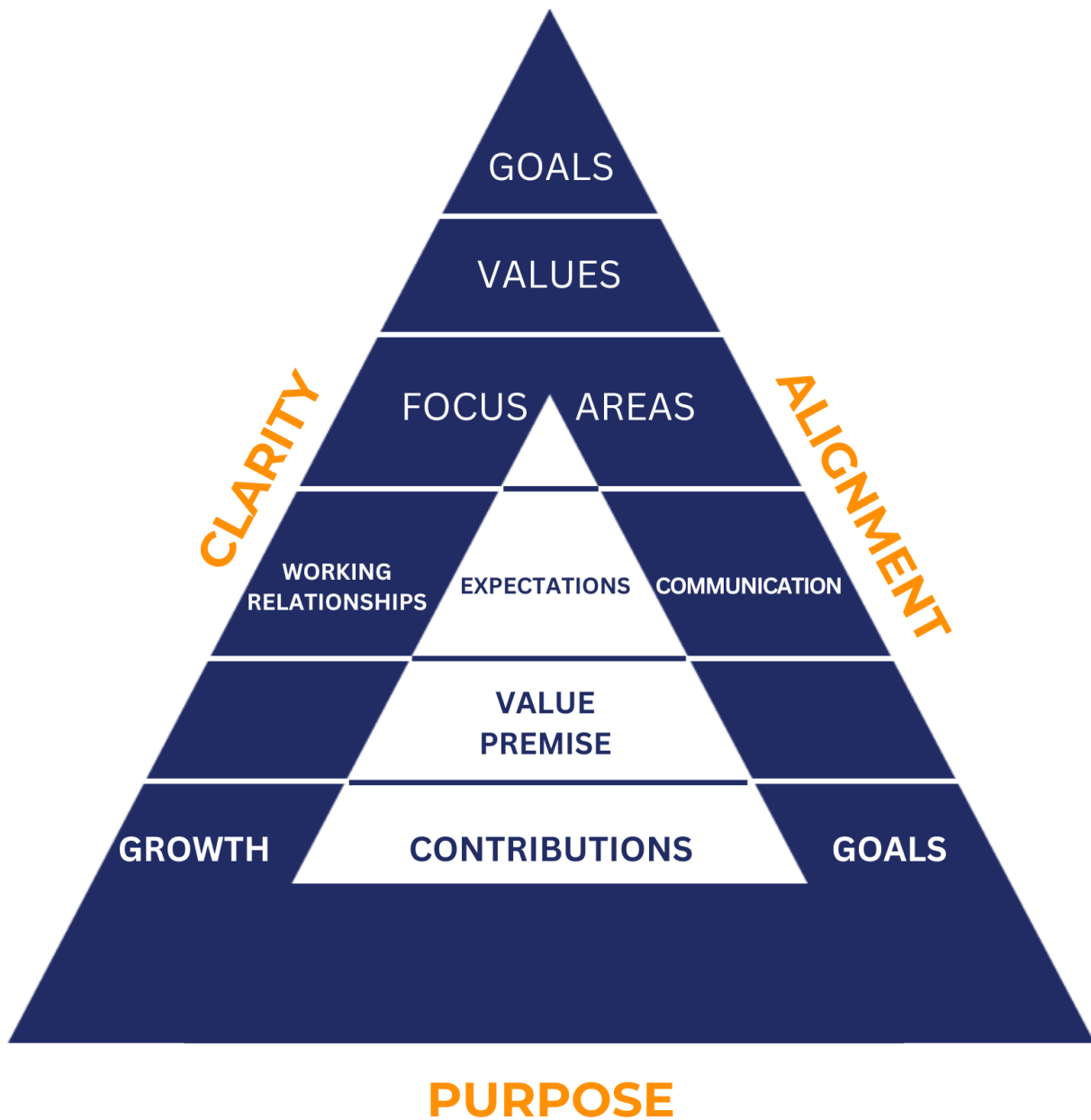
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# Creating Engagement





# Communication Is A 360 Approach

As you work with others, it's important to keep in mind who is holding the "microphone" and work with them through a push/pull conversation. It's vital to understand that you must get through six layers of communication for clarity and alignment to expected actions and results moving forward.

- 1. Hearing**
- 2. Listening**
- 3. Understanding**
- 4. Agreeing**
- 5. Ability To**
- 6. Action**

# Communication Styles

- **Overview:**
  - All styles are successful and get results
  - We all have a “range” and ability to “flex”
  - Observable behaviors (actions, seen/heard)
  - Not the rationale behind those actions
  - All styles have “tells” to look out for (observation)
- **Three quarters of people with whom you work:**
  - Work differently from you when in groups
  - Plan differently when with others
  - Are motivated for different reasons
  - Differ in willingness to take risks
  - Make use of their time differently
  - Make decisions differently
  - Manage time and tasks differently

Why is it important to understand communication styles?

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Why is it important to “flex” to others when communicating and not expect them to “flex” to us?

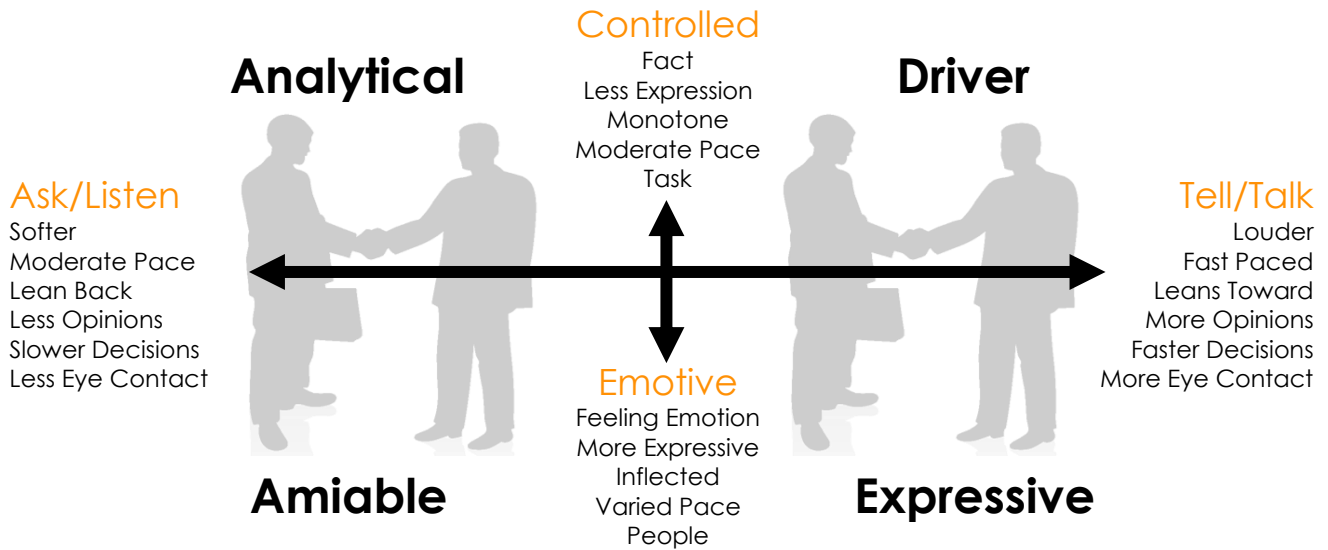
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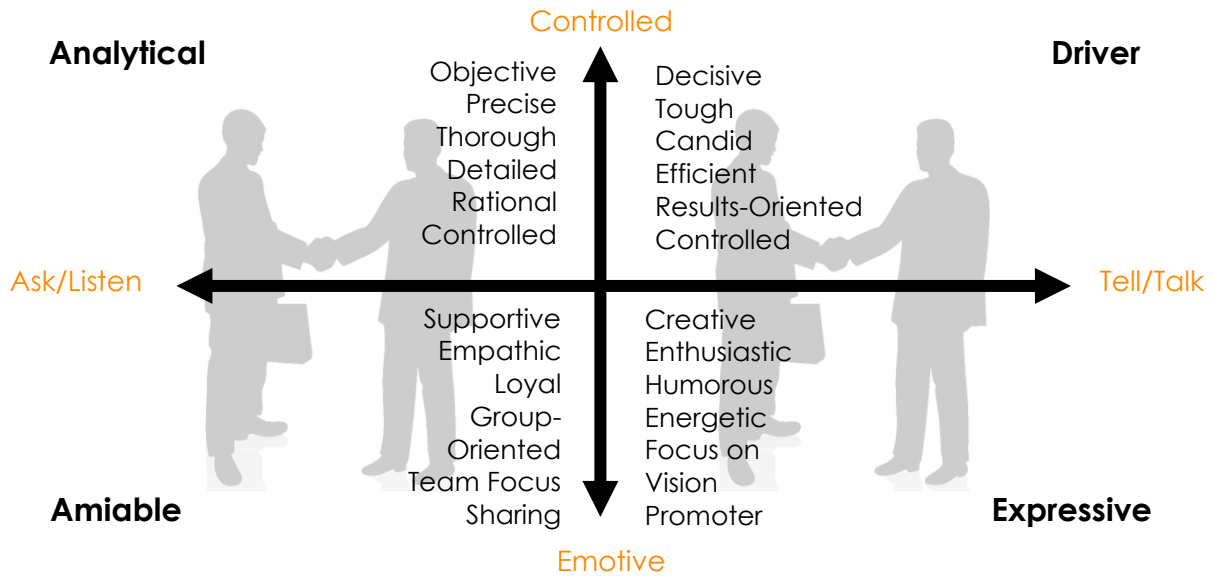
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# Social Style®

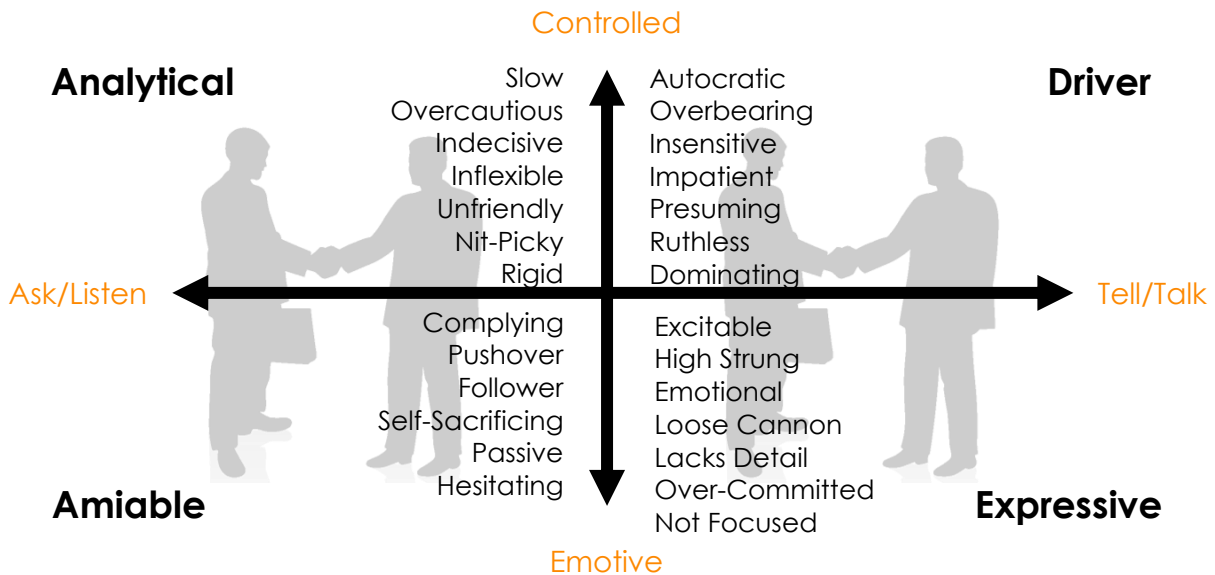
## Identifying My Behaviors



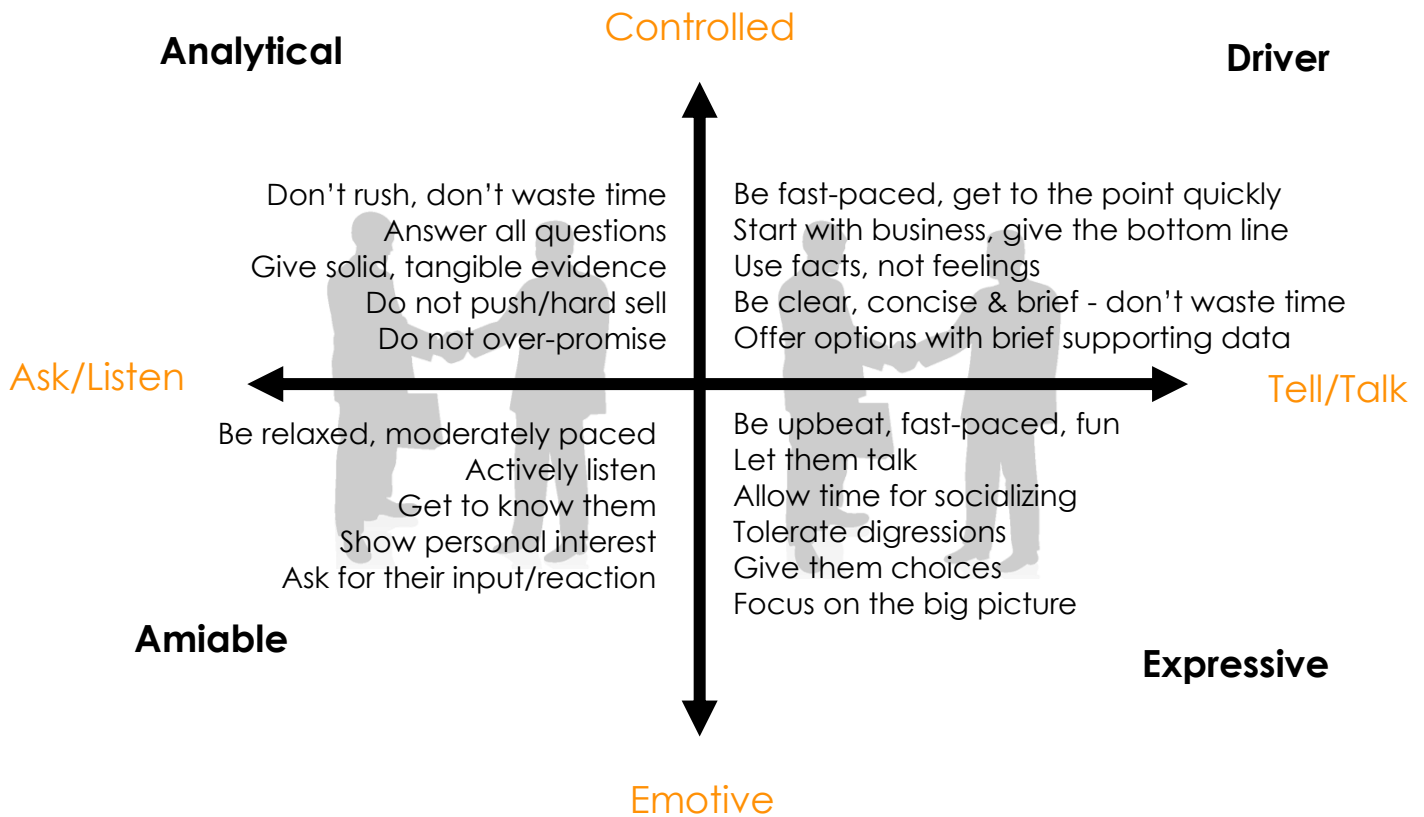
## Communication Style Strengths



## Communication Style Gaps

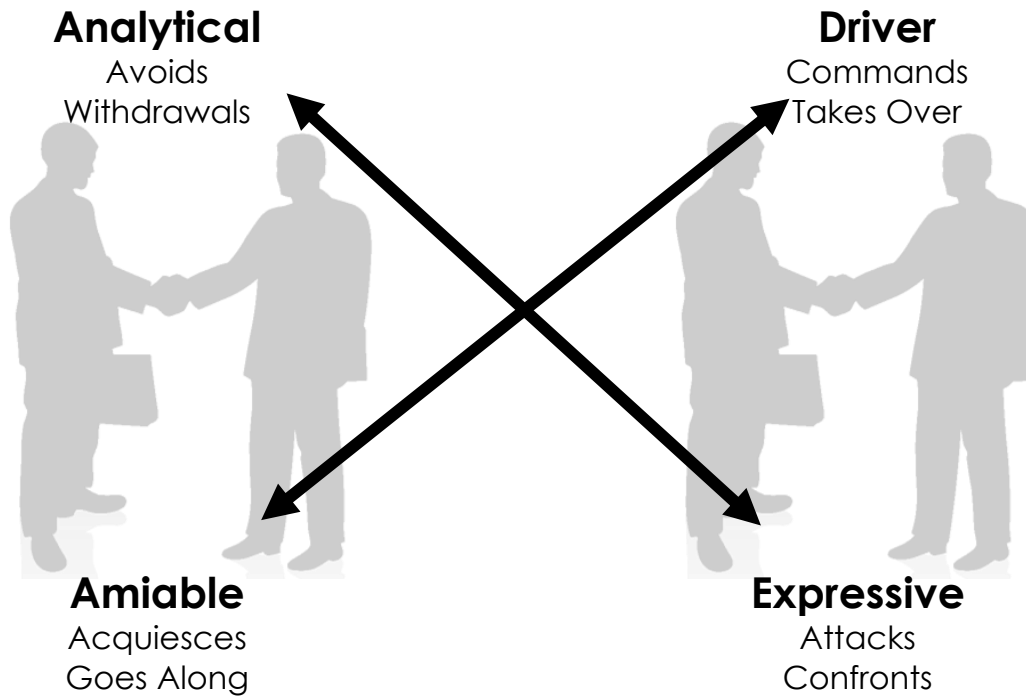


## Flexing to Style Preferences

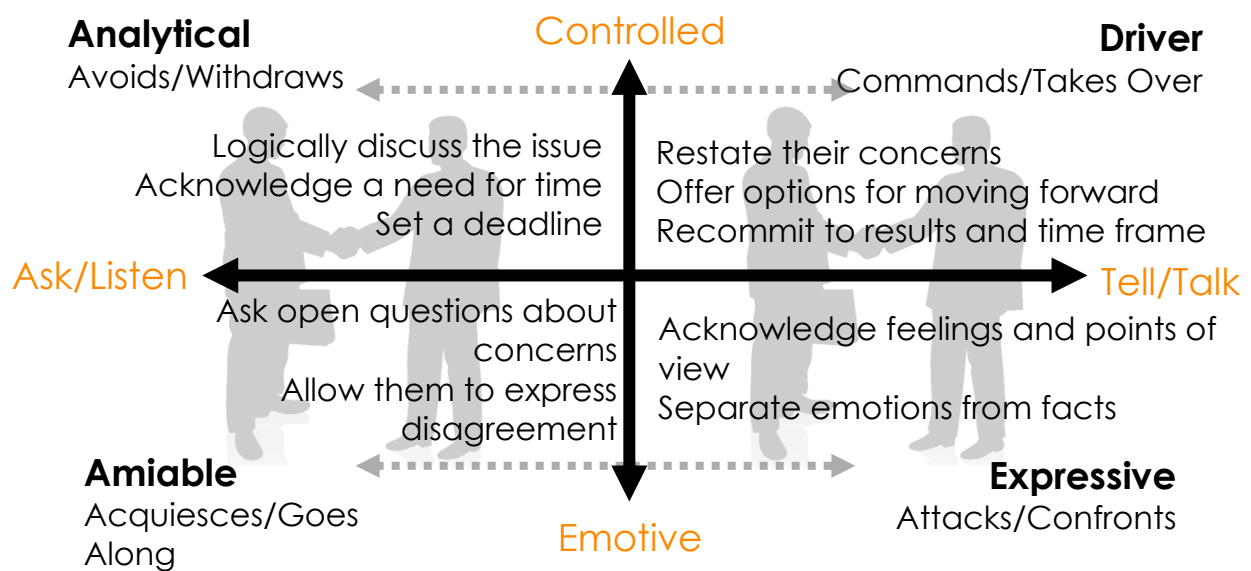


# Social Style®

## Styles Under Stress

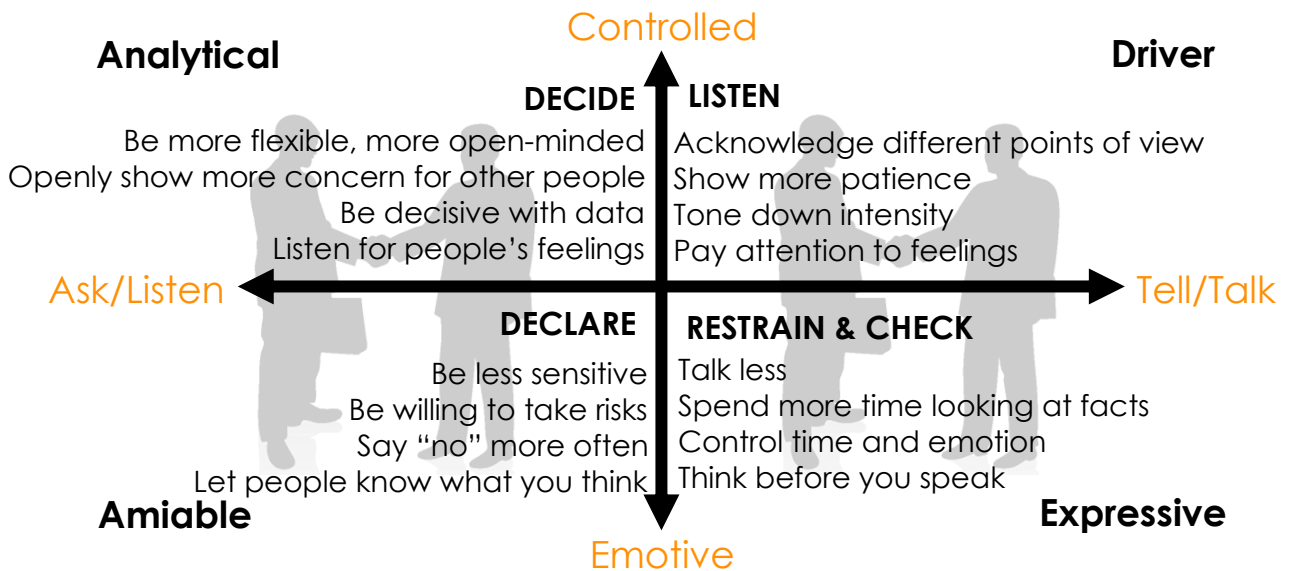


## Styles Removing Stress



# Social Style®

## Improving Your Versatility







## Value Premise

Finding and defining our personal value premise creates a solid foundation and can provide a number of benefits that include:

- Reducing stress
- Making better decisions
- Finding environments and people that support your aspirations
- Increasing joy and happiness
- Supporting your growth and development
- Helping in times of conflict or confusion
- Growing contribution and value
- Providing motivation

### Growth Contributions And Goals (GCG):

- **Growth**– In what ways do you want to grow? How do you see yourself growing within the department?
- **Contributions** – (Value) What is it that you really do? Who is impacted by what you do? How do others benefit by what you do?
- **Goals**– What goals do you have with your role within IDOC. How can I/we help support those goals?

***Growth, contributions, and goals can be used formally or informally, as an entire framework or in fragments. Leverage GCG how it best fits in the right situation at the right time with the right person.***

*Alone we can do so little. Together, we can do so much!.*  
Helen Keller

# Your Value Premise

Step One – Describe the work you do at IDOC

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Step Two – Who is impacted by your work?

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Step Three – How do those impacted benefit from your work?

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# Your 30-Day Action Plan

**Focus  
Area:**

<b>Action #1</b>	
<b>Action #2</b>	
<b>Personal Achievement</b>	

## Homework

- Share your 30-day plan with your immediate supervisor to ensure clarity and alignment around your focus areas
- Engage your supervisor in an expectations conversation to ensure clarity and alignment
  - Your expectations of them
  - Their expectations of you
  - Share two things about how you want to grow, contribute and/or experience in your role
- Layer these tools into your everyday role to build better and even stronger relationships