



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. It is designed and set up to help you improve your personal leadership and take your performance to new heights. Over the course of this session, you will participate in a dynamic environment that will improve and develop your performance and the performance of those around you. ***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:

- Strengthen your working relationships.
- 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.

This foundation session is designed to give you the necessary skills and tools to reach even greater success. Think of this session as a blueprint for future success. If you follow this blueprint and stay the course, we guarantee it will get you from where you are today to where you want to be!

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

Leading From Within – How We Impact Results

Let's define LEADER:

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

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:

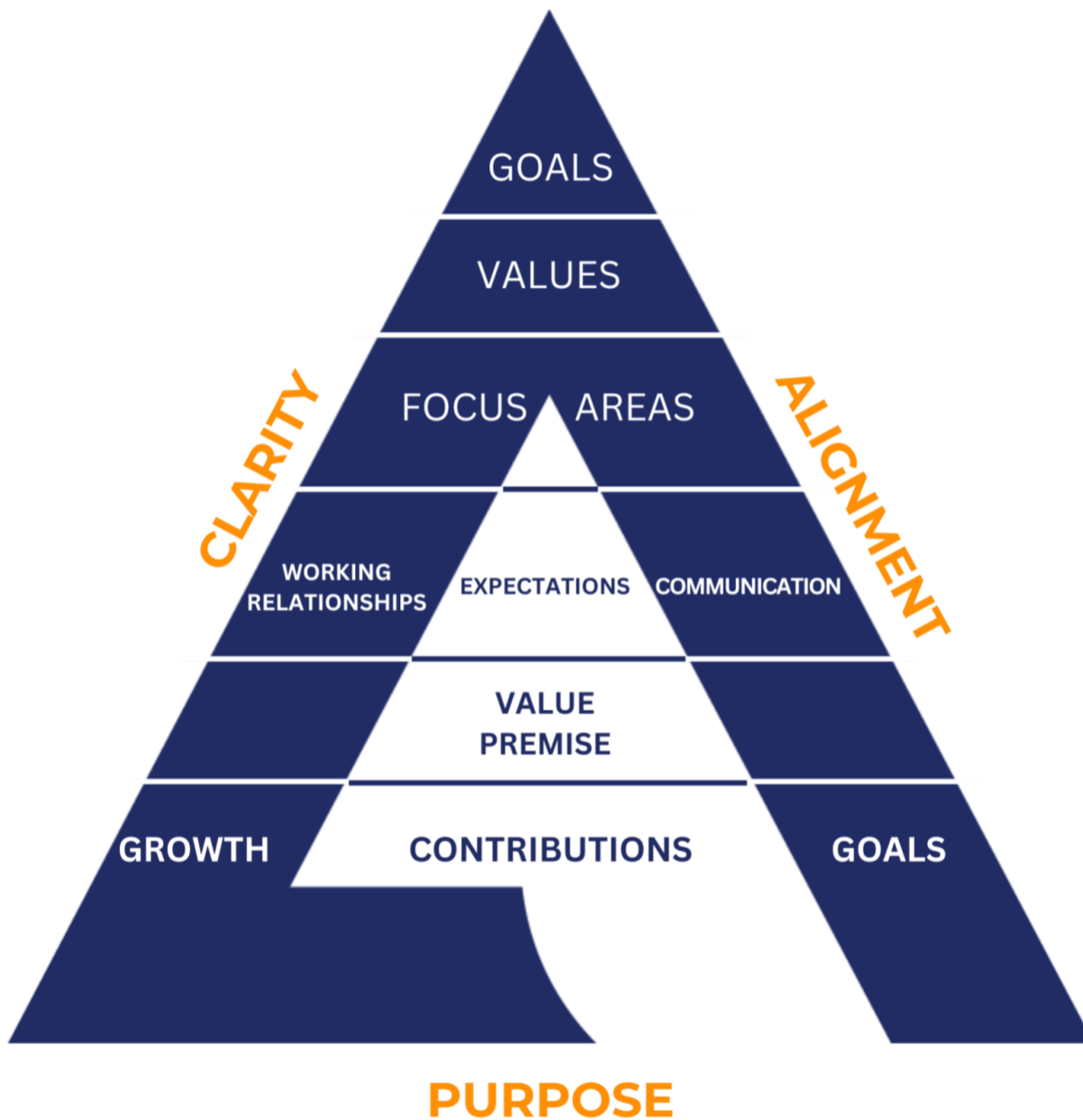
- Share all proper information
- Involve others in decisions and future plans
- Share in the results/consequences

Actions and Commitments:

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

Notes:

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

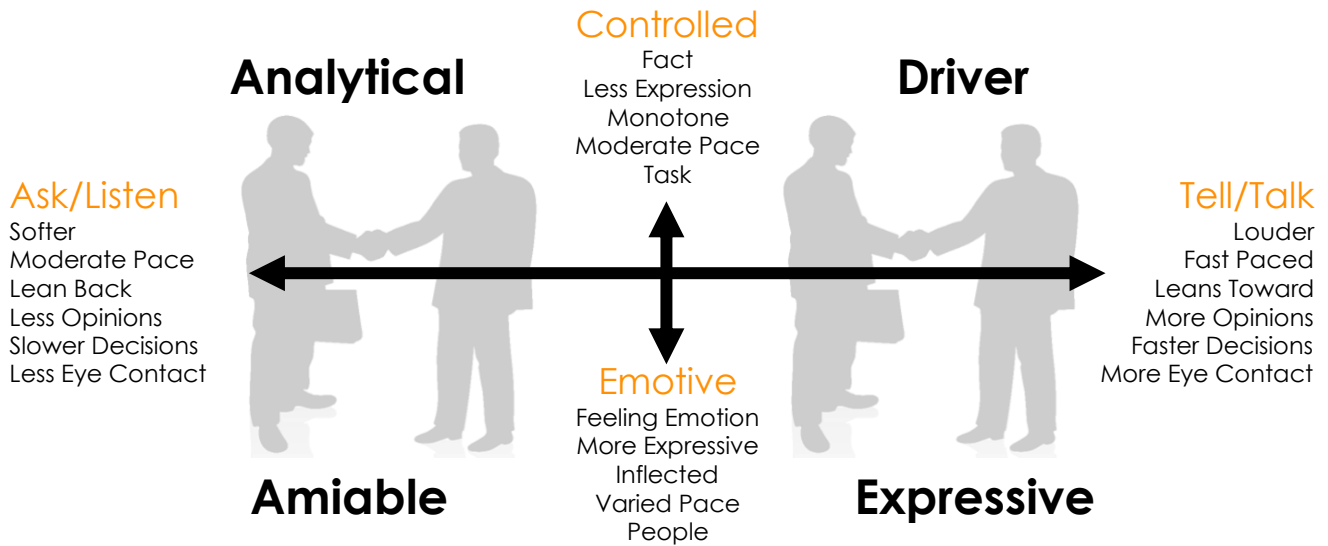
- **Overview:**
 - All styles are successful and get results
 - We all have a “range” and ability to “flex”
 - Observable behaviors (actions, seen/heard)
 - Not the rationale behind those actions
 - All styles have “tells” to look out for (observation)
- **Three quarters of people with whom you work:**
 - 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?

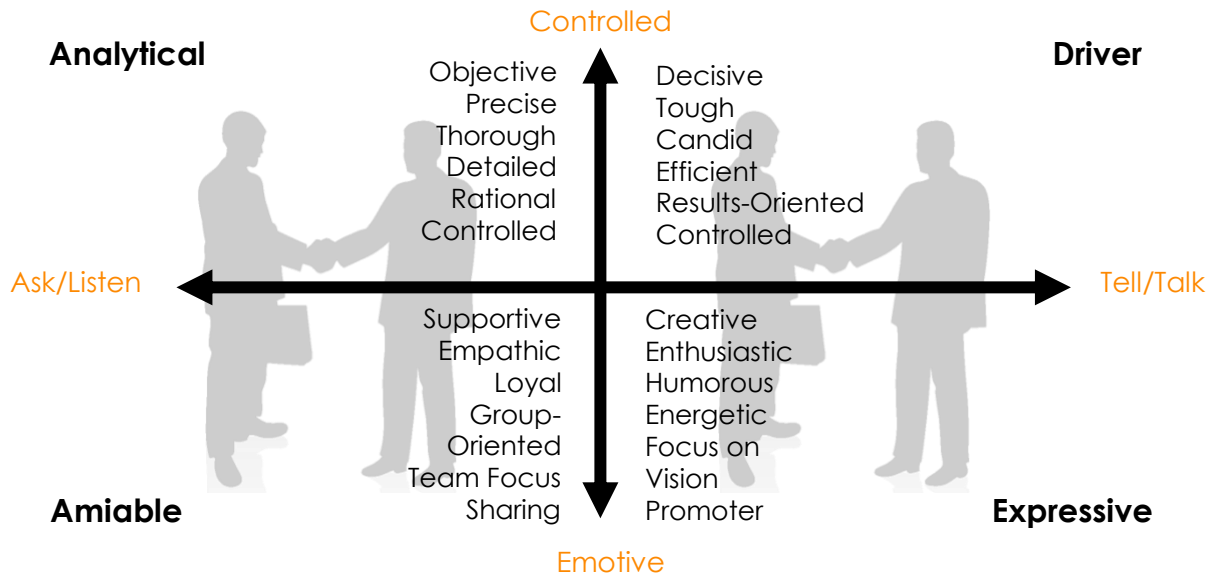
Why is it important to “flex” to others when communicating and not expect them to “flex” to us?

Social Style®

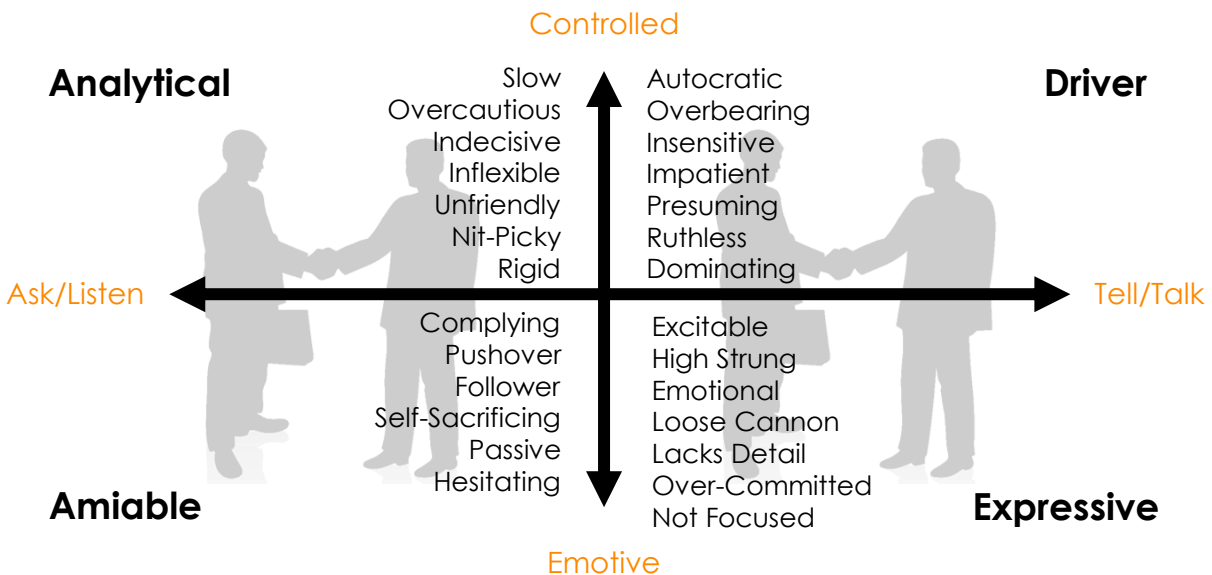
Identifying My Behaviors



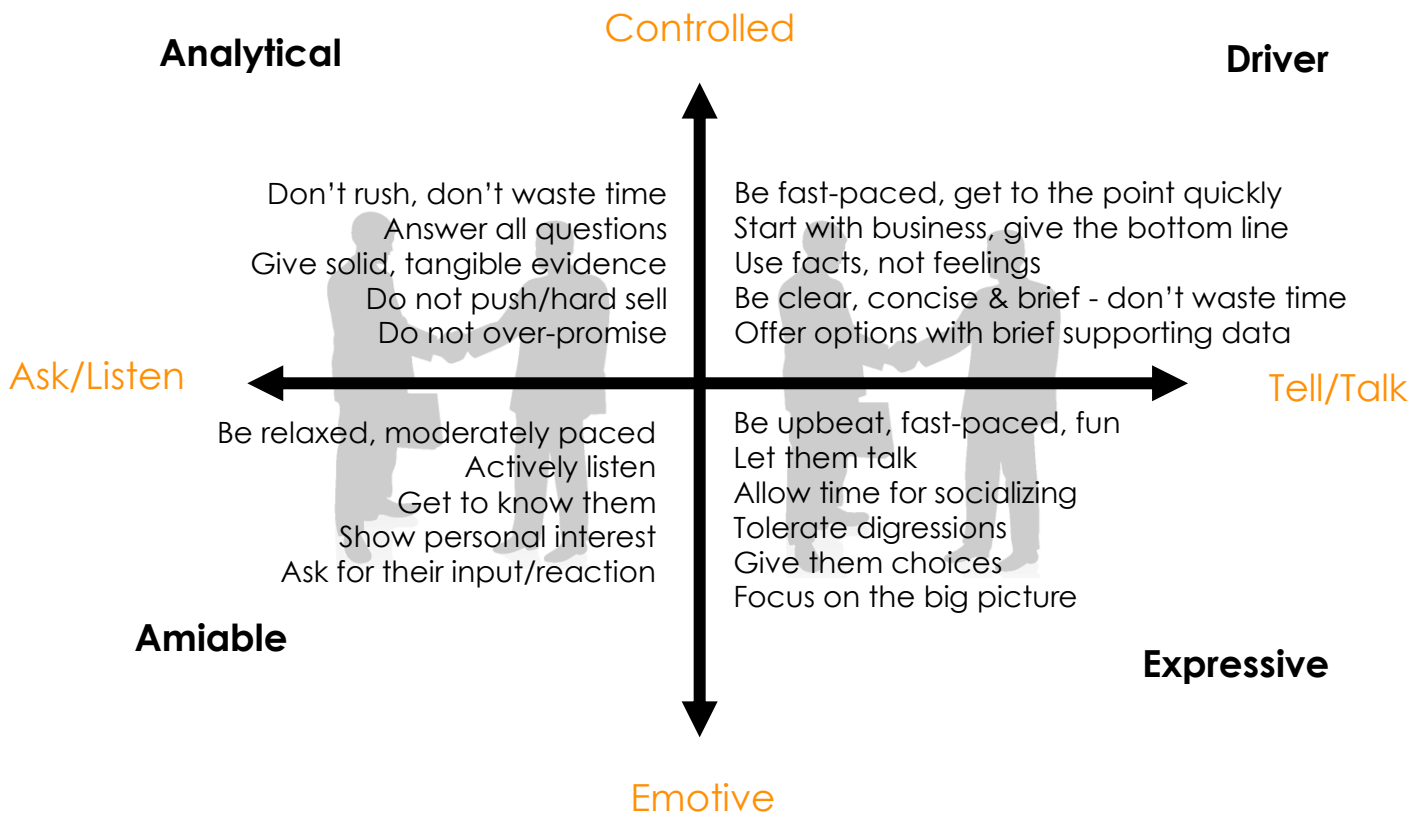
Communication Style Strengths



Communication Style Gaps

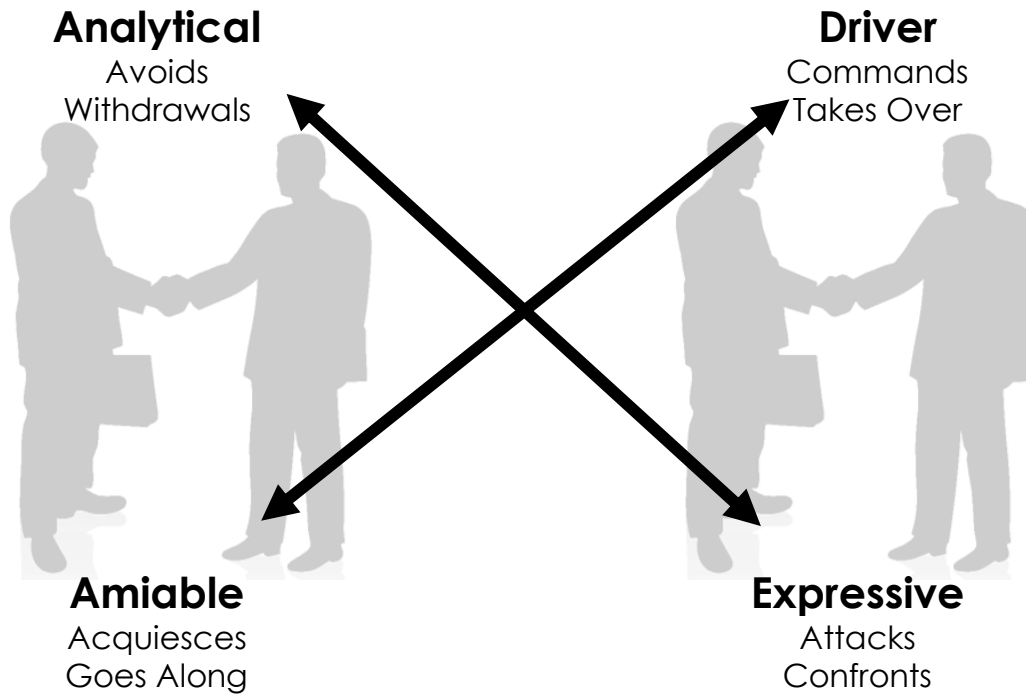


Flexing to Style Preferences

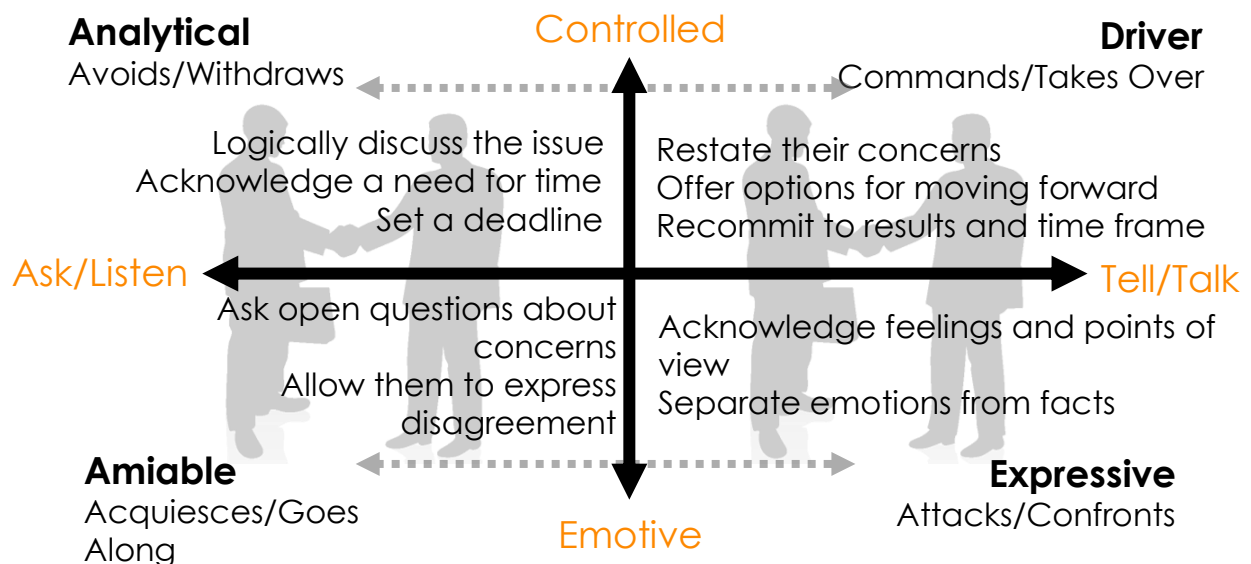


Social Style®

Styles Under Stress

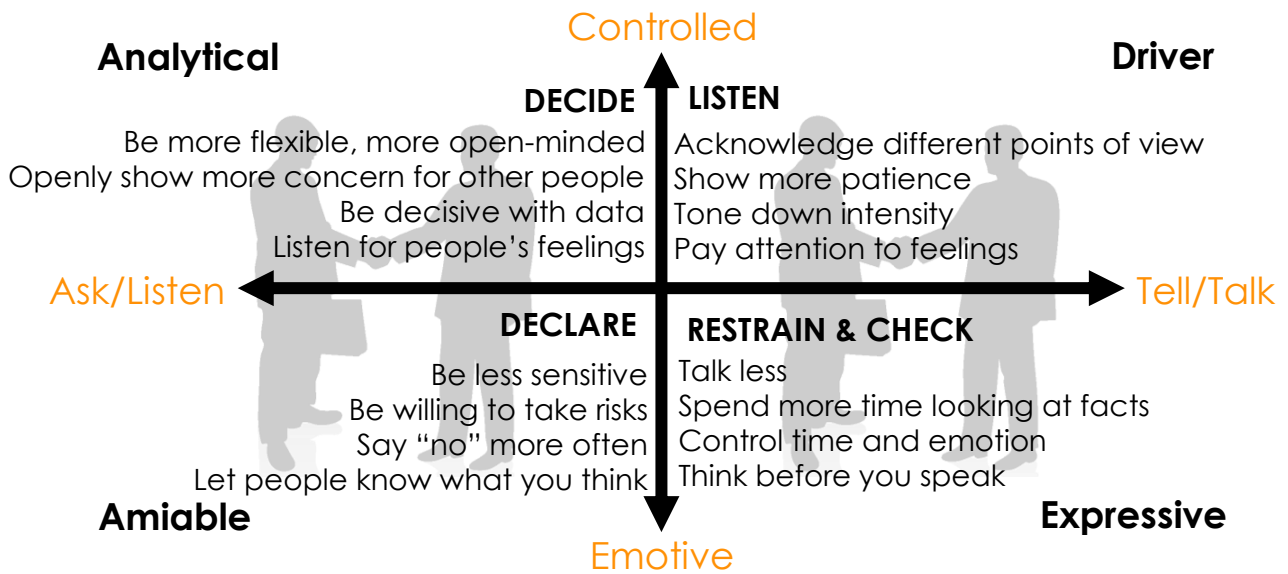


Styles Removing Stress



Social Style®

Improving Your Versatility



Pulling: TIDES

As you work with others to create clarity and alignment around goals and plans for even better results, it is critical that they feel as if you are working with them to create the path forward. Make sure you inquire and allow them to **empty their bucket** to ensure clarity and alignment moving forward. We must use TIDES with an authentic, curious tone to create a comfort level for others. This creates a “shared experience”.

TIDES:

Tell me more

In what ways

Describe for me

Explain

Say more

Skills Transfer Process (Mentoring/Training)

STEP ONE→	Explain	
STEP TWO→	Demonstrate	
STEP THREE→	Practice with Coaching	
STEP FOUR→	Observe/Listen	
STEP FIVE→	Feedback	
BACK TO STEP 1, 2 OR 3	Positive Reinforcement	

THE FOUR LAWS OF LEARNING ARE EXPLANATION, DEMONSTRATION, IMITATION, AND REPETITION. THE GOAL IS TO CREATE A CORRECT HABIT THAT CAN BE PRODUCED INSTINCTIVELY UNDER GREAT PRESSURE. TO MAKE SURE THIS GOAL WAS ACHIEVED, I CREATED EIGHT LAWS OF LEARNING NAMELY: EXPLANATION, DEMONSTRATION, IMITATION, REPETITION, REPETITION, REPETITION, REPETITION AND REPETITION.

--JOHN WOODEN

3x3 Communication

One way to communicate messages effectively is to work with the 3x3.

Selection	Main Points
<p>Tell Them What You Are Going to Tell Them</p> <p>(Preview/Headline)</p>	<p>1. _____</p> <p>2. _____</p> <p>3. _____</p>
<p>Tell Them</p> <p>(What & Why in Detail)</p>	<p>Expectation #1</p> <p>Expectation #2</p> <p>Expectation #3</p>
<p>Tell Them What You Told them</p> <p>(Review/Recap)</p>	<p>1. _____</p> <p>2. _____</p> <p>3. _____</p>

Headline-tell them what you are going to tell them...or preview your key points

Details-give them a more in-depth understanding or tell them

Recap-tell them what you told them or review your key points

Coaching on the Fly - Leadership Walks

As a leader you are always on the move. It could be on your way to a meeting, walking the facility, the break room, or countless other reasons you are moving. During these movements or walks, we have the opportunity to impact others and engage with them, even if it's in passing. **Top leaders are intentional with these Leadership Walks.** A great Leadership Walk will enable you to get the pulse of what's going on, see how everyone is feeling, and help you decide whom you need to spend more time with.

When are some good times to conduct a Leadership Walk?

What are you looking and listening for during a Leadership Walk?

What is the desired outcome of a Leadership Walk?

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.

HEAT Conversations

As you work with others it's important to keep a pulse on everything and ensure clarity, alignment and purpose stay front and center, block out noise and ensure focus is where it needs to be. **HEAT can be used formally or informally, as an entire framework or in fragments. Leverage HEAT how it best fits in the right situation at the right time with the right person.**

How Are Things Going

- How are you doing?
- How are things going? **(Use specific and relevant topics)**
- Overall, how are you dealing with your situation ?
- Anything I can do to help create an even better environment/working relationship?

Expectations

- Are we meeting expectations?
- Here are some things to keep in mind (set/remind goals and expectations).

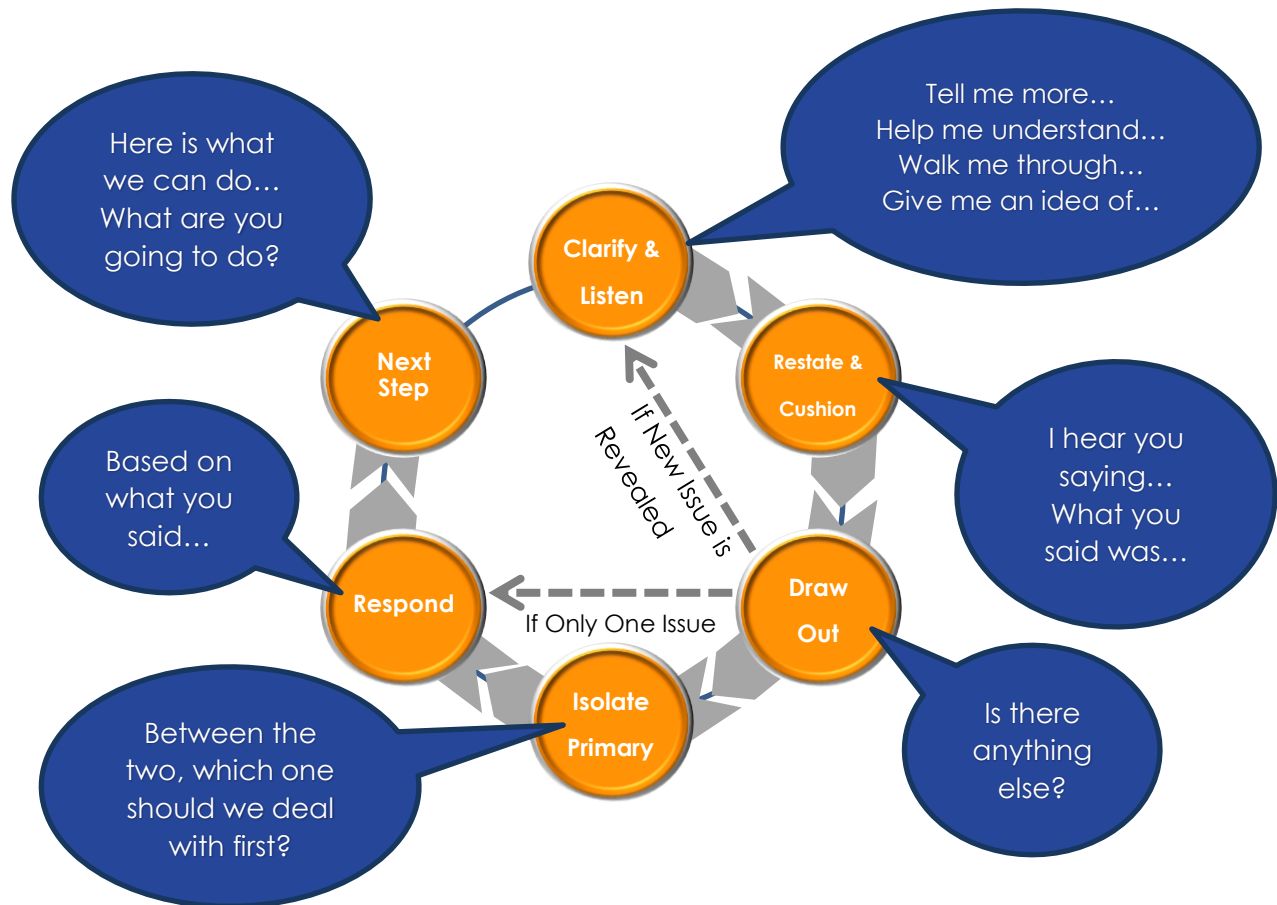
Accountability/ Appreciation

- How are we doing holding each other accountable?
- How do you want me to handle accountability?
- How can we hold ourselves accountable?
- Remind them of things you appreciate **(specific, evidence and encourage more).**

Teamwork

- Remind them this is a team effort, and you are in it together. Ways to work even better.

De-escalation Process – Reactive Approach



How does this process differ from what you typically do when you try to de-escalate situations?

Planning and Conducting Difficult Conversations – Proactive De-escalation

- ✓ **Who**
 - Who will be involved, and do you know their style?
 - What can you do in advance to make each person more comfortable?
 - What signs of tension should you look for?
- ✓ **Purpose**
 - Why do you want to have the discussion/conversation “WIIFM”?
- ✓ **Goals**
 - What you both hope to achieve?
- ✓ **Rationale and/or Issue(s)**
 - What the critical issues are for you or them (or both)?
 - What's the benefit of addressing this?
 - Why it might be a problem?
- ✓ **Ideas**
 - What ideas or solutions do you have, or do they have?
- ✓ **Actions**
 - Follow-up actions to be taken?
 - What you need to get agreement around moving forward?
- ✓ **Reactions**
 - What reactions do you think you'll receive from the other person?
- ✓ **Response Strategy**
 - How do you have to self-manage if these reactions come up?

Planning and Conducting Difficult Conversations

Who:

- Who will be involved?
- What are the communication styles involved, including yours?
- What can you do in advance to make each person more comfortable?
- What signs of tension should you look for?

Purpose:

Goals:

Rationale and/or Issue(s):

Ideas:

Actions:

Reactions:

Response Strategy:

Leading From Within – It's How We Drive Results

Being intentional with your activities is key to driving retention. These activities should be blended into your daily duties. Never pass up the opportunity to build even stronger trust, respect and rapport with your team, your peers, and your leader(s).

Take Action	<i>Be intentional around your approach and the growth of yourself and peers</i>
Recognize	<i>Help others understand their value and impact</i>
Show Initiative	<i>Begin immediately blending these tools into your everyday role, and make this a part of how you work with and impact others</i>
Promote Growth	<i>Help others grow and achieve better results</i>
Sincerity	<i>Provide ongoing communication to ensure clarity and alignment</i>

Retention 90-Day Plan (IDOC)

Key Focus Areas

- Building stronger relationships
- Ensure clarity and alignment to expectations
- Ensure everyone is clear on their purpose and value within IDOC
- Better communication amongst each other
- Recognizing others for the work they do
- Displaying an attitude of willingness to work together
- Focus on the future on IDOC and create positive possibilities
- Neutralize negative attitudes and behaviors
- Adapting to others
- Filter communication and focus on the role at hand

Commitments

- Better attitude
- Commitment to implement
- Committed to helping others see positive possibilities
- Committed to helping create an even better work environment
- Committed to a better IDOC

Specific Actions To Be Taken

- Conducting expectations conversations
- Work on building stronger relationships
- Focus on providing recognition and feedback for others
- Be open to coaching and feedback as this process unfolds
- Adapting my style to best work with others
- Creating clarity with my communication
- Ensure everyone on my shift is clear and aligned around their purpose and value

Expected Result(s)

- **Less turnover / Retention**
- Happier team members
- Better work environment
- Better morale
- Lower team members issues and complaints
- Reduce call ins
- Safer work environment

Personal Achievement

- Happier at work
- Less stress
- Easier to work with others
- Clear on what is expected
- Truly understand my value
- More respect and pride in my work
- Know that I am making a difference

Your 30-Day Action Plan

Focus
Areas:

1.

2.

3.

Commitments	
Actions	
Expected Results	
Personal Achievement	

Homework

- Share your 30-day plan with your immediate supervisor to ensure clarity and alignment around your focus areas
- Communicate your expectations with your team and encourage them to share their expectations with you
- 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