

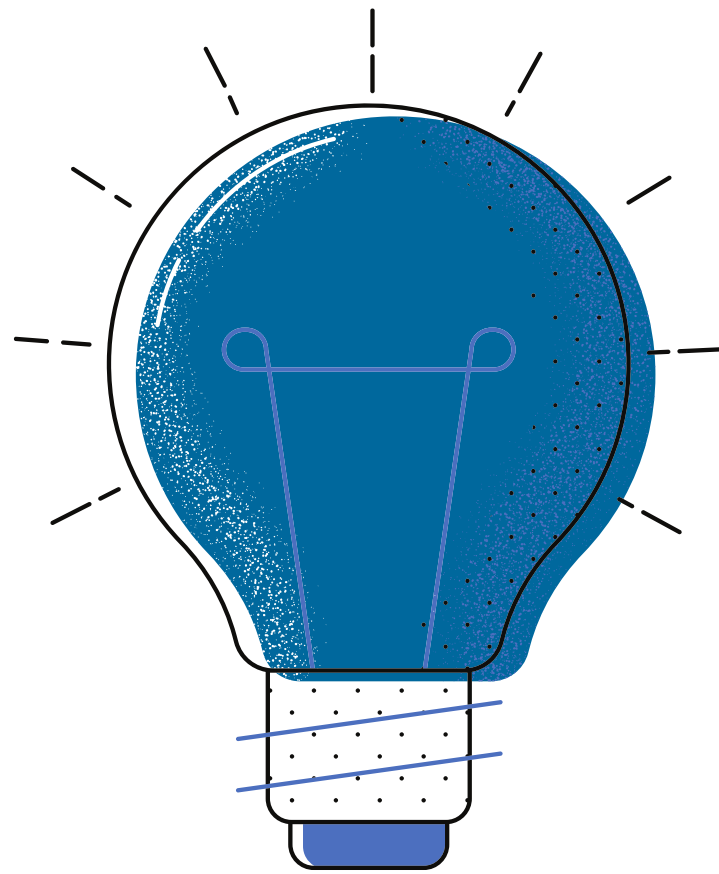
MARK **S** KENNY

# Standing Alone

[markskenny.com](https://markskenny.com) | [mark@markskenny.com](mailto:mark@markskenny.com)

# How *You* See It

Interview each other with these questions:



1. How would you define Standing Alone, as a leader?
2. What are some reasons why it is important to stand alone, as a leader?
3. What are examples of situations where a leader *should* stand alone?
4. What are examples of situations where a leader should *not* stand alone?
5. What may keep leaders from standing alone?

MARK **S** KENNY

# Standing Alone

Staking out tough and  
lonely positions, speaking  
out as a lone voice, and  
taking the buffeting that  
comes with that.

# Skilled Behaviors: Standing Alone

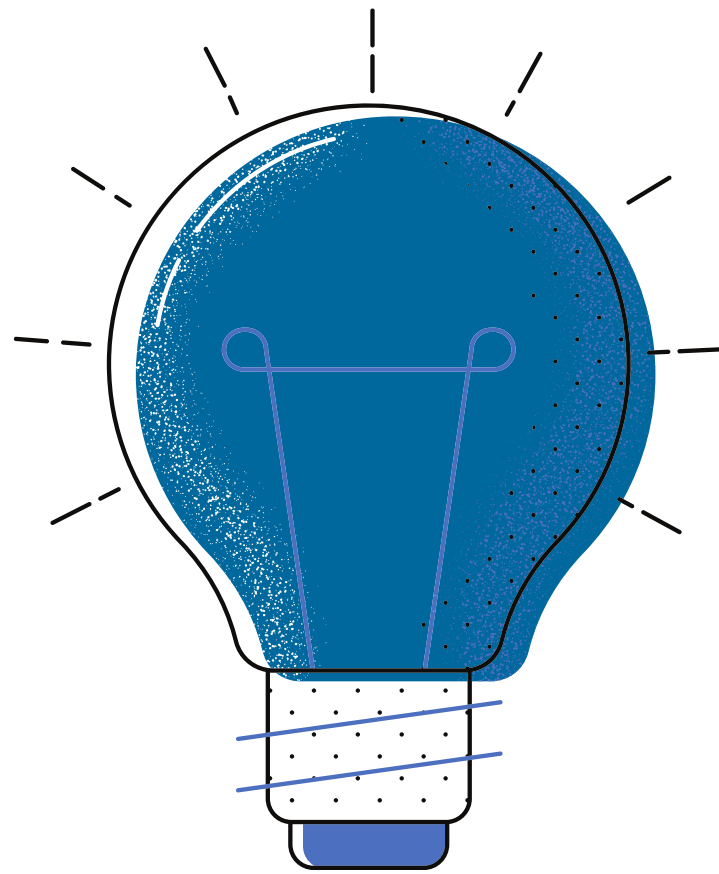
- Will stand up and be counted.
- Doesn't shirk personal responsibility.
- Can be counted on when times are tough.
- Willing to be the only champion for an idea or position.
- Is comfortable working alone on a tough assignment.

# Unskilled Behaviors: Standing Alone

- Isn't comfortable going it alone.
- Prefers to be in the background.
- May prefer to be one of many or be part of a team.
- Doesn't take the lead on unpopular stands.
- Doesn't take on controversial issues by him/herself.
- May avoid and shrink from dispute and conflict.
- May not have a passion, may be turned out.
- Stands alone in a way that alienates or is ineffective with others.

# How *You* See It

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When you go through the crucible of standing alone is when you discover your mettle as a leader.

Brian Dodd



My ultimate job is to make a decision.

Bill Walsh



# Today's Agenda



Be

Who we need to be as leaders to stand alone effectively.

---



Do

What we need to consistently do as leaders to stand alone effectively.

---



Sell

How to sell our stand effectively.



SUPER  
STARS

Be



## Perspective

Our leadership  
perspective.



## Motive

Our leadership  
motive.



## Goals

Our true  
leadership goals.

Be



# Perspective

Our leadership  
perspective.

Be



Perspective

Our leadership perspective.



Motive

Our leadership motive.

## Reward Centered Motive

LEADERSHIP IS A RIGHT, A REWARD

DESIRE TO BE REWARDED

LEADERSHIP IS A PRIZE FOR YEARS OF HARD WORK

AVOID UNPLEASANT SITUATIONS, ACTIVITIES, AND WORK

DELEGATE, ABDICATE, OR IGNORE SITUATIONS THAT ONLY THE LEADER CAN ADDRESS

## Responsibility Centered Motive

LEADERSHIP IS A PRIVILEGE, A DUTY

DESIRE TO SERVE OTHERS

LEADERSHIP IS A RESPONSIBILITY

UNDERSTAND THAT SACRIFICE AND SUFFERING ARE INEVITABLE

EMBRACE SITUATIONS THAT ONLY THE LEADER CAN ADDRESS

## Five Omissions of Reward Centered Leaders

DEVELOPING THE TEAM

MANAGING SUBORDINATES (AND MAKING THEM MANAGE THEIR COMMITTEES)

HAVING DIFFICULT AND UNCOMFORTABLE CONVERSATIONS

RUNNING GREAT MEETINGS

COMMUNICATING CONSTANTLY AND REPETITIVELY



who we need to  
**Be**



## Perspective

Our leadership  
perspective.



## Motive

Our leadership  
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## Goals

Our true  
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# Our Invisible Goals

- To feel right
- To feel liked
- To feel in control
- To feel safe

who we need to  
**Be**



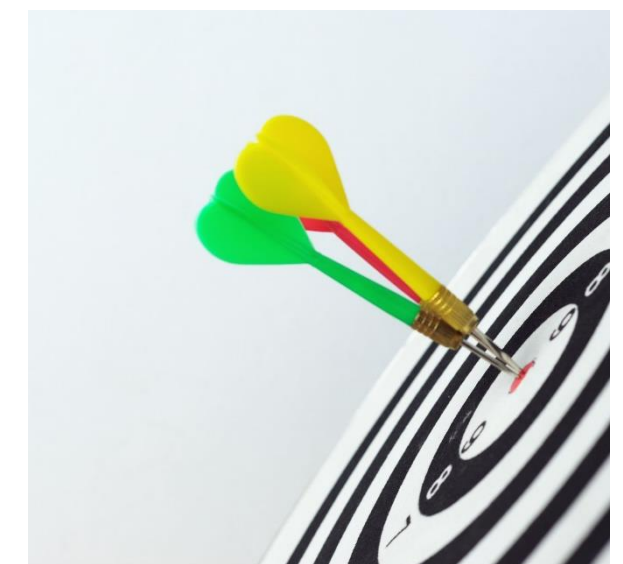
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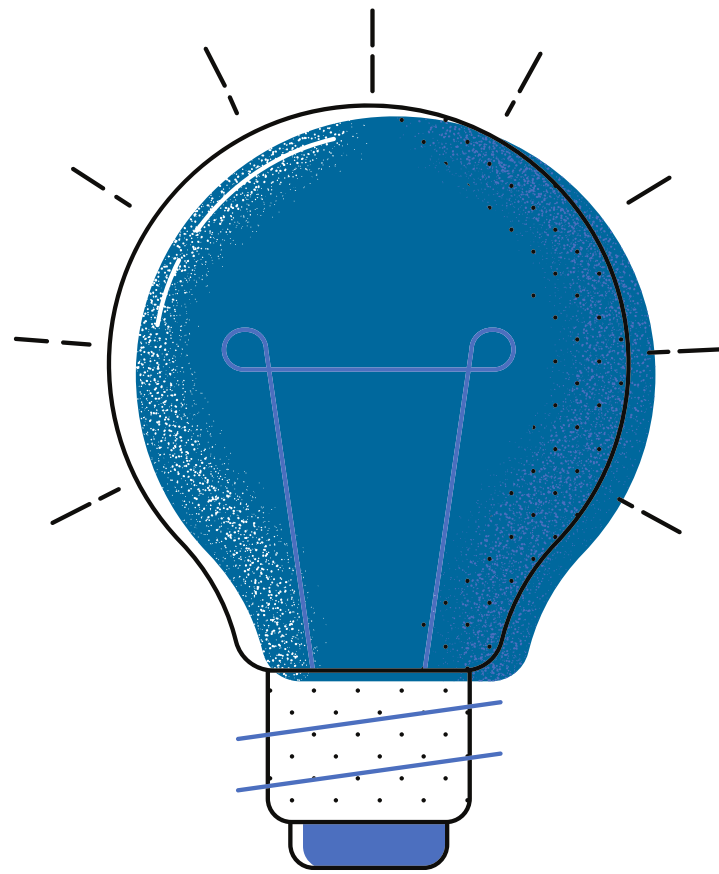


# Reflection

How insights are beginning to  
emerge about yourself?

# On your own

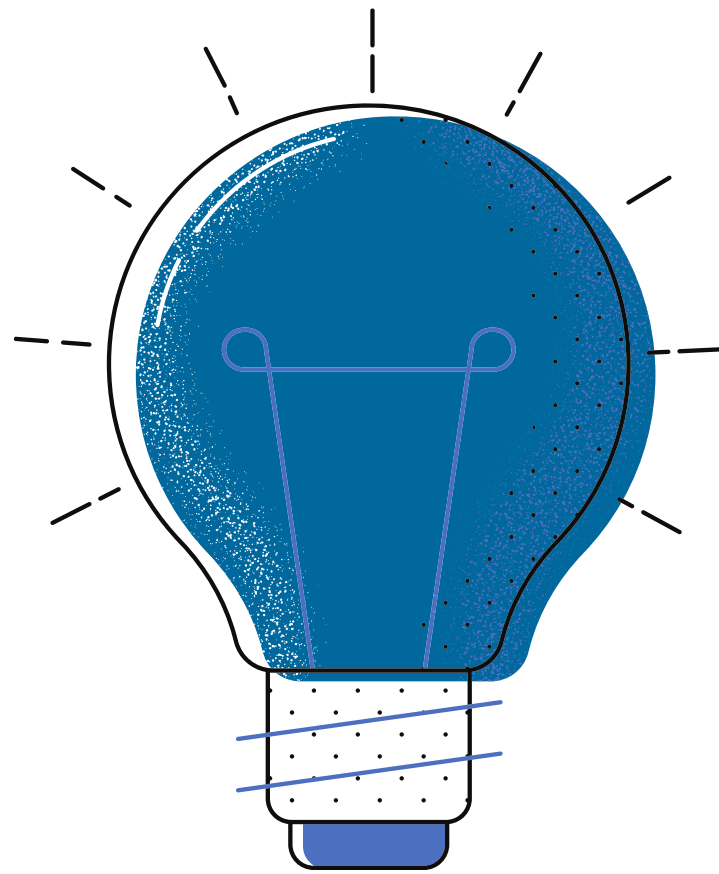
What is one change that you want to see implemented at DOS?



(examples: how work is currently done, how data is processed, a specific initiative, a specific point of emphasis, etc.)

# Change Proposal

Complete the following information regarding your desired change at DOS:



1. **Description**
2. **Situation Appraisal** (in one paragraph, summarize the current condition that needs to be improved)
3. **Objectives** (in bullets, what are the expected outcomes from this change)
4. **Value** (in bullets, what is the value of completing the objectives)?

## Example: Change Proposal

1. **Description:** Create a process to disseminate vital information about vulnerable recipients across divisions.
2. **Situation Appraisal:** Currently, recipients of department services may request services from a different division. The team members in that division do not have visibility into the existing services received by the recipient.
3. **Objectives**
  - Create a central information system
  - Develop a process to notify of existing case records
  - Conduct continuous process improvement
4. **Value**
  - Recipients get what they need without having to re-communicate basic info.
  - Reduction in duplicate and erroneous data.
  - Produces data to help move people to independence.
5. **Stakeholders**
  - My Director, Asst. Commissioner, ...

# Today's Agenda



Be

Who we need to be as leaders to stand alone effectively.



Do

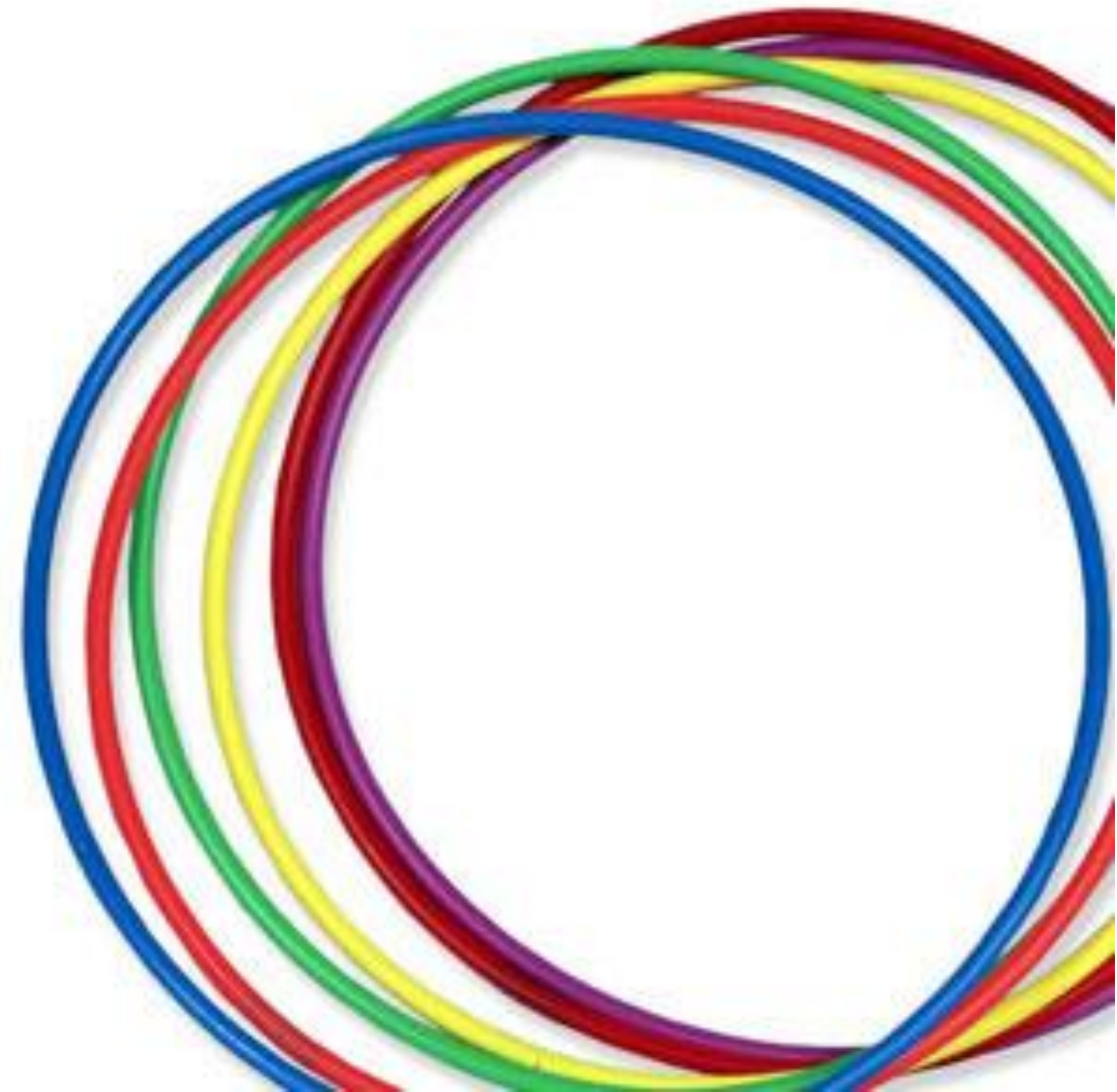
What we need to consistently do as leaders to stand alone effectively.



Sell

How to sell our stand effectively.







what we must consistently

Do



Know and  
be known



Stop  
reacting



Let go of  
your agenda

what we must consistently

Do



Know and  
be known

# Stakeholder / Decision Maker Map

1. Map out the stakeholders / crucial decision makers at DOS.
2. Circle the ones with whom you want to develop a good relationship.
3. Reach out for a meeting.

# Skip Level Meeting Questions

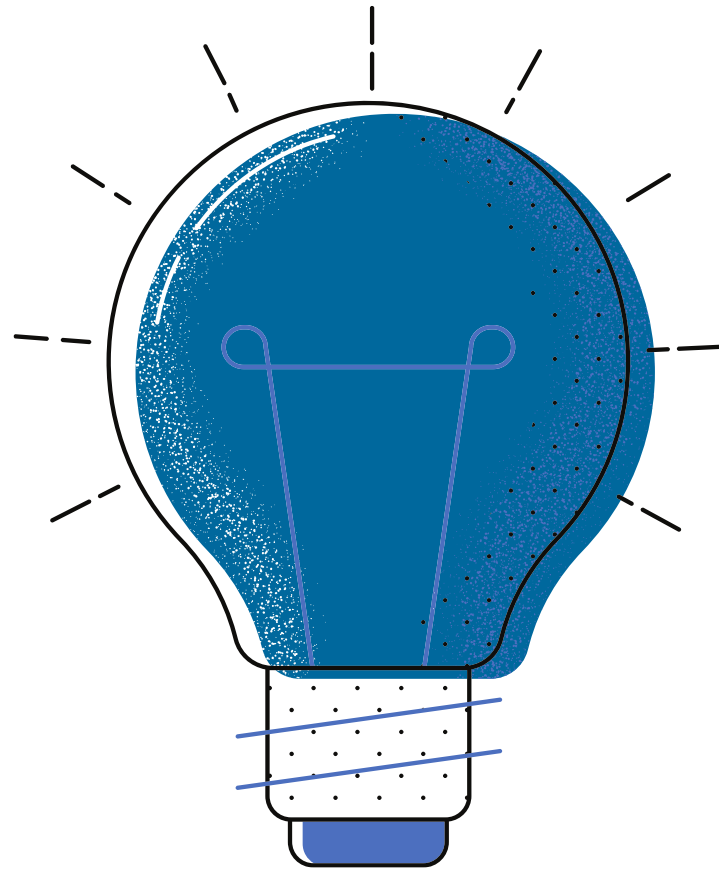
1. How did you get to where you are now?
2. How do you think the department is going to change in the next year? 3 years?
3. What's worrying senior leadership right now?
4. How does our team support the company's overall mission?
5. What is most important for our team to prioritize?
6. Do you have any feedback on the {last project} our team finished?
7. How best do you think I can win over executive support when proposing a project?
8. How do you want to stay informed?
9. How do you like to be approached?
10. Who in the company do you think I can learn the most from?

# Language Obstacles

- Blame others (instead of taking responsibility)
- Exaggerate
- Make up excuses
- Push your statements to the extreme to make a point.
- Too direct / say things that cause problems
- Don't speak up / stay quiet
- Overstate negative views
- Trash talk to fit in
- Use demeaning words
- Shade the truth
- Sarcastic

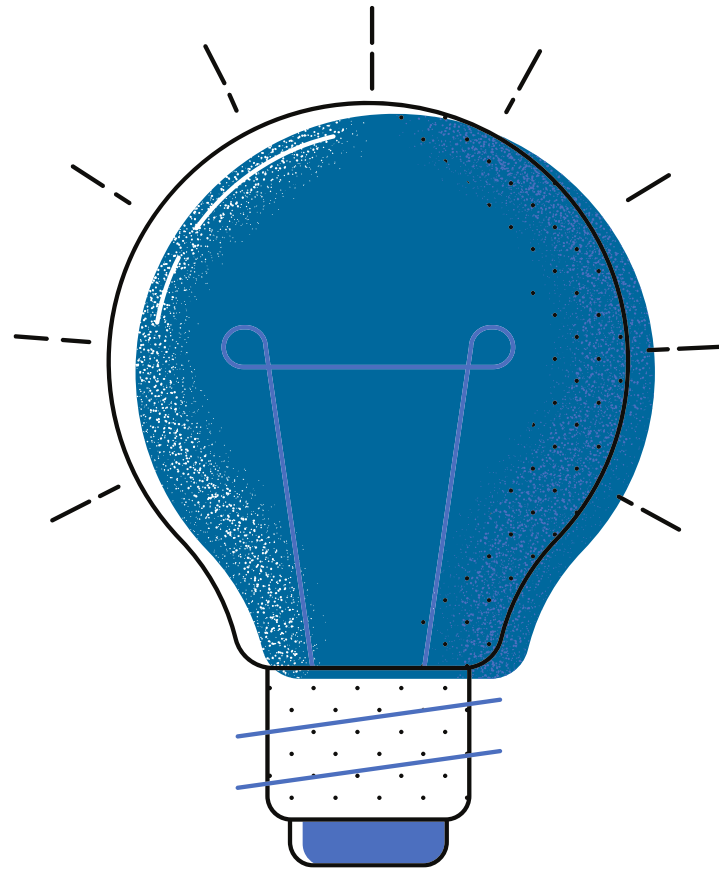
# Behavior Obstacles

- Cutting corners
- Viewed as a loner
- Pushing narrow / personal interests
- Don't listen
- Hedge on tough questions
- Try to make everyone happy
- Make rivals look bad
- Don't communicate
- Indicate little or no concern for others
- Nervous or freeze with upper management
- Dis-engage: reject politics



# How to Get Good Feedback:

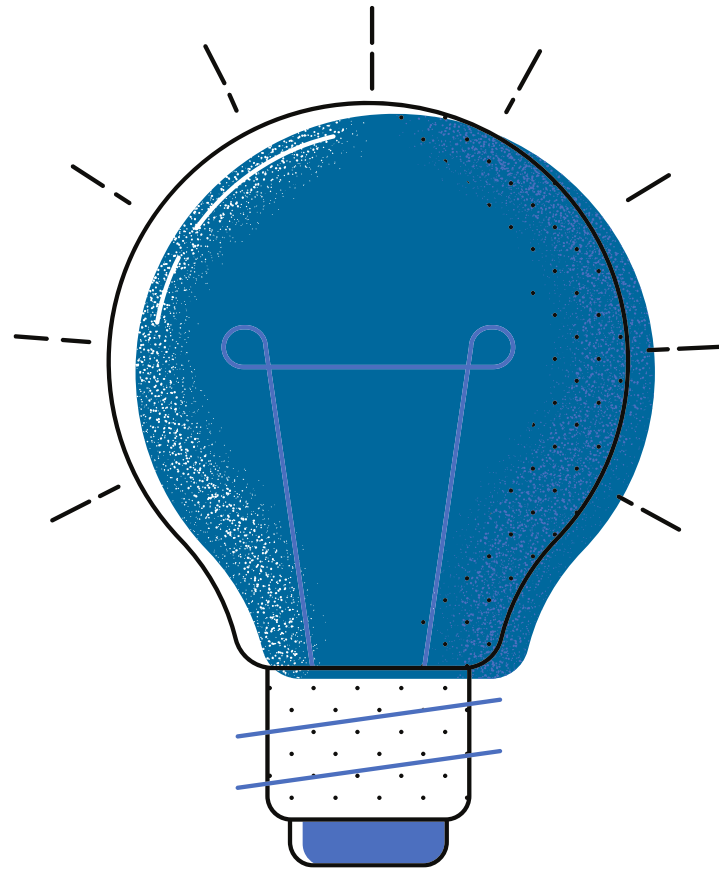
1. Solicit advice rather than criticism.
2. Be directed towards the future rather than obsessed with the past.
3. Couch it in a way that suggests you will act on it – you are indeed trying to get better.



# How to Get Good Feedback:

“How can I do better?”





# Feedforward

1. Write down one behavior that you would like to change.
2. Find one other person.
3. Describe the behavior to them.
4. Ask them for two suggestions for the future that might help you achieve a positive change in your selected behavior.
5. Do this with three different people.

what we must consistently

Do



Know and  
be known



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Know and  
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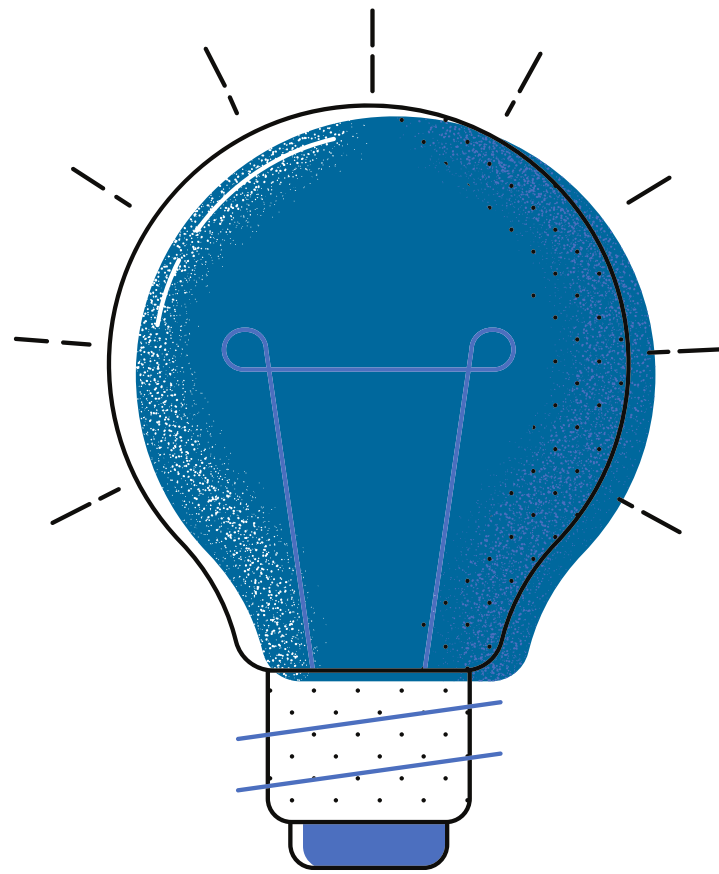
Stop  
reacting



Let go of  
your agenda

# Revised Change Proposal

Re-do the following information regarding your desired change at DOS:



1. **Description**
2. **Situation Appraisal** (in one paragraph, summarize the current condition that needs to be improved, as a senior leader would describe it)
3. **Objectives** (in bullets, what are the expected outcomes from this change, in the language of outcomes that a senior leader desires)
4. **Value** (in bullets, what is the value of completing the objectives, as a senior leader may describe it)?



# Reflection

Where are you confident?

Where are you anxious?

# Today's Agenda



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## Do

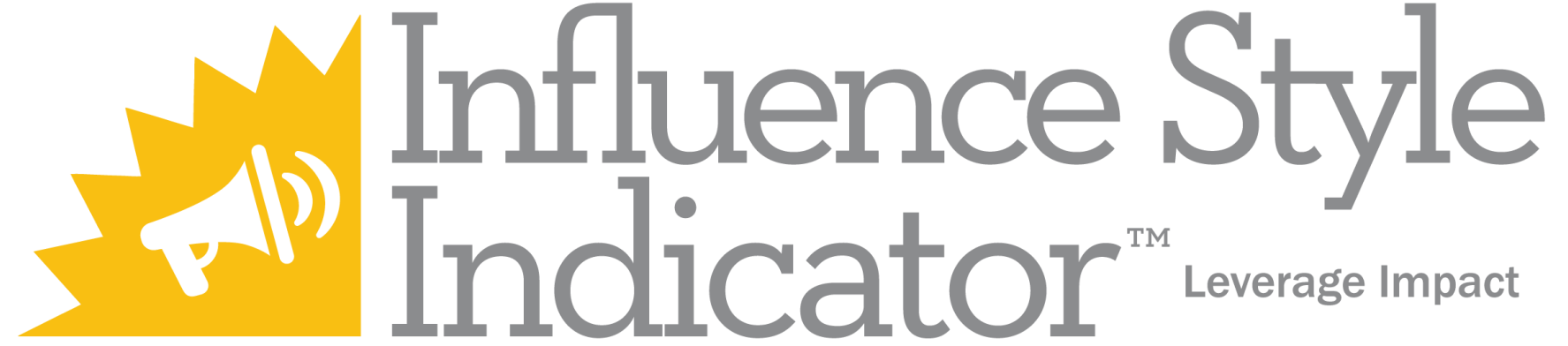
What we need to consistently do as leaders to stand alone effectively.

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## Sell

How to sell our stand effectively.





# Reflection

Write down one key person you will need to influence in order for your change to be implemented at DOS?

What influencing style would work best with that person?



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