

MARK **S** KENNY

Standing Alone Leadership That Matters

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Standing Alone: Definition #1

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 burned out.
- Stands alone in a way that alienates or is ineffective with others.



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

Brian Dodd

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Standing Alone: Definition #2



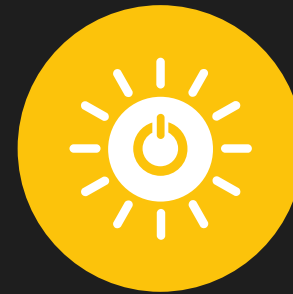
My ultimate job is to make a decision.

Bill Walsh

Standing Alone Definition #2

Doing what leaders
must do.

Today's Agenda



Adopt the Right Motive

Why do you lead?



Lead Individuals

How leaders stand alone when leading individuals.

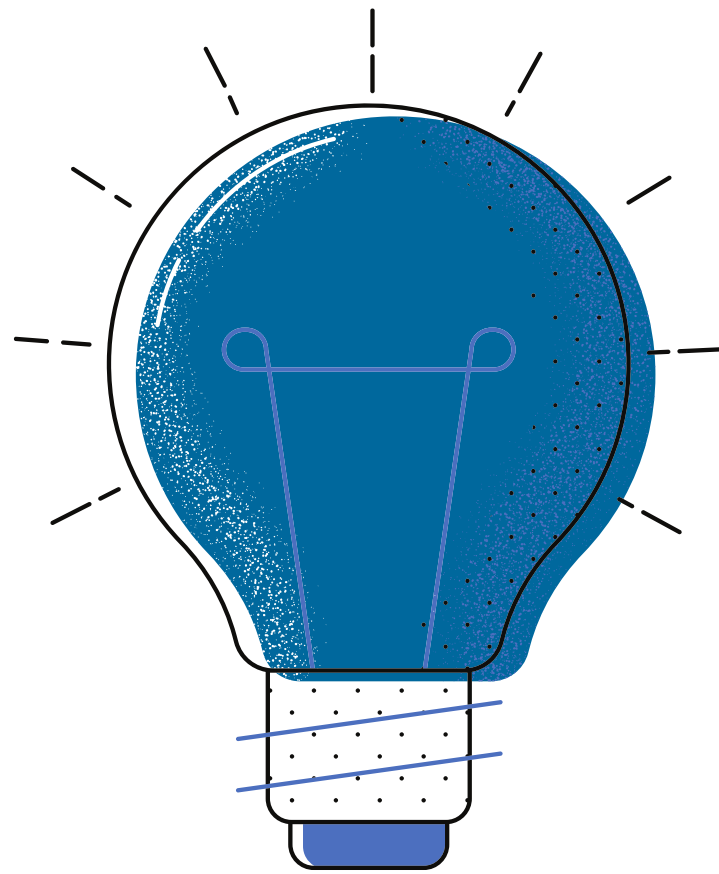


Lead Your Team

How leaders stand alone when leading their teams.

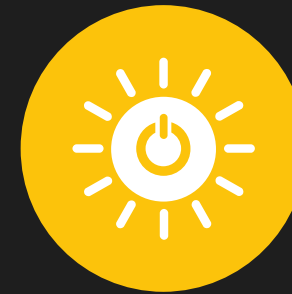
How *You* See It

Interview each other with these questions. As a leader, in your role and context...



1. What does Standing Alone mean to you?
2. What are some reasons why it is important for leaders to stand alone?
3. What is leadership?
4. What are some reasons that you lead?
5. What are examples of actions and stands that an effective leader must take?

Today's Agenda



Adopt the Right Motive

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Lead Individuals

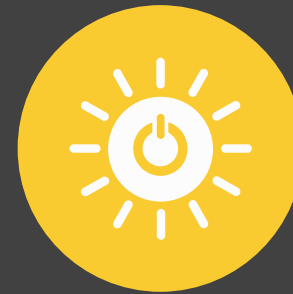
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What is Leadership?

To add value to others

1. Value others
2. Think about ways to add value to others
3. Look for ways to add value to others
4. Actually add value to others
5. Encourage others to add value

Me Centered Leadership Motive

Responsibility Centered Leadership 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 Me Centered Leaders

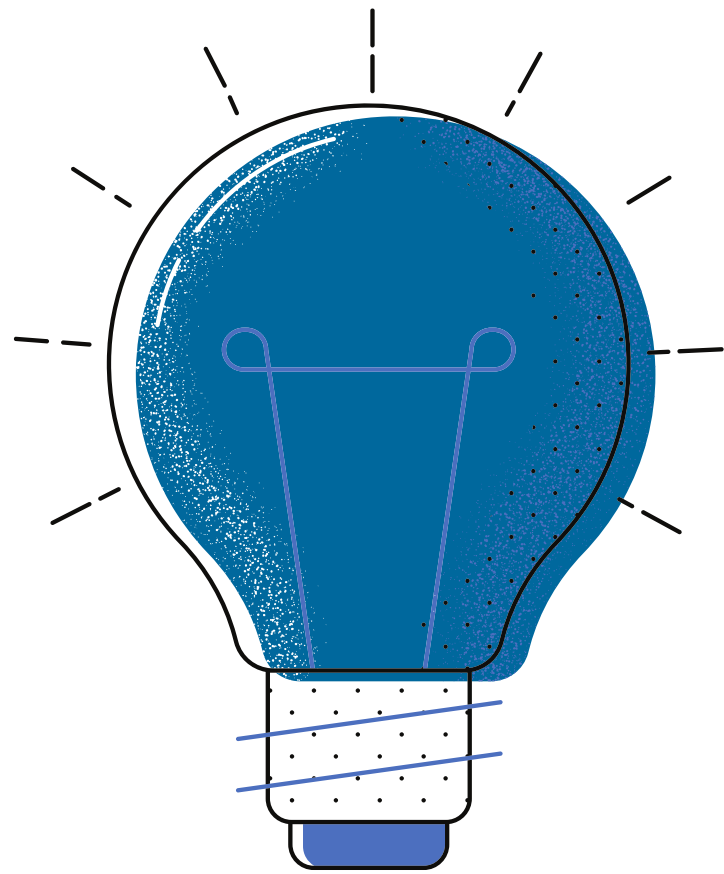
DEVELOPING THE TEAM

MANAGING SUBORDINATES (AND MAKING THEM MANAGE THEIRS)

HAVING DIFFICULT AND UNCOMFORTABLE CONVERSATIONS

RUNNING GREAT MEETINGS

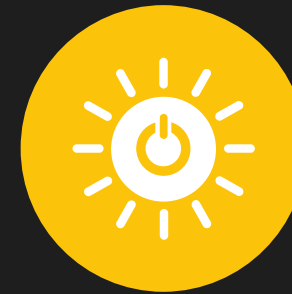
COMMUNICATING CONSTANTLY AND REPETITIVELY



Reflection

How might I need to change my leadership motive to effectively do what leaders must do?

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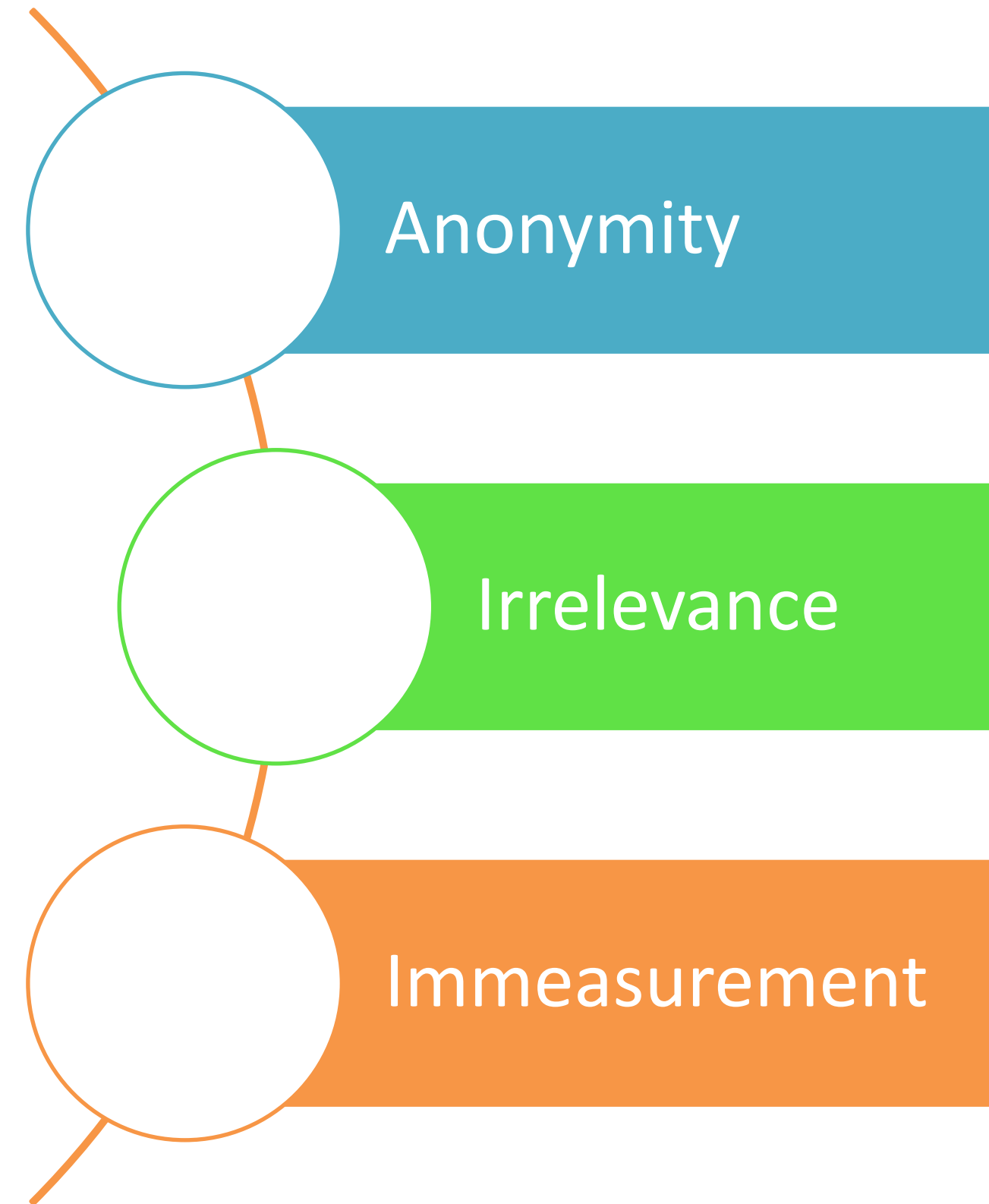
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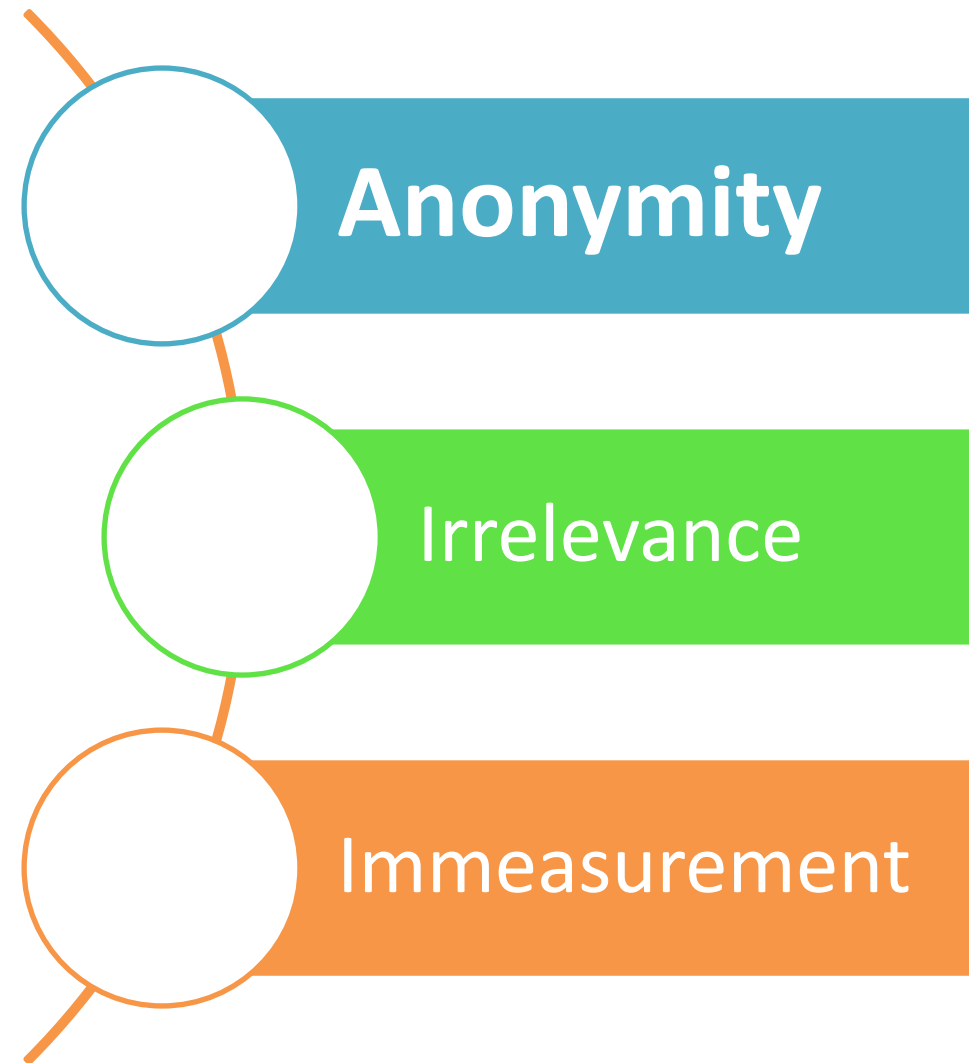


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Patrick Lencioni's 3 Types of Job Misery

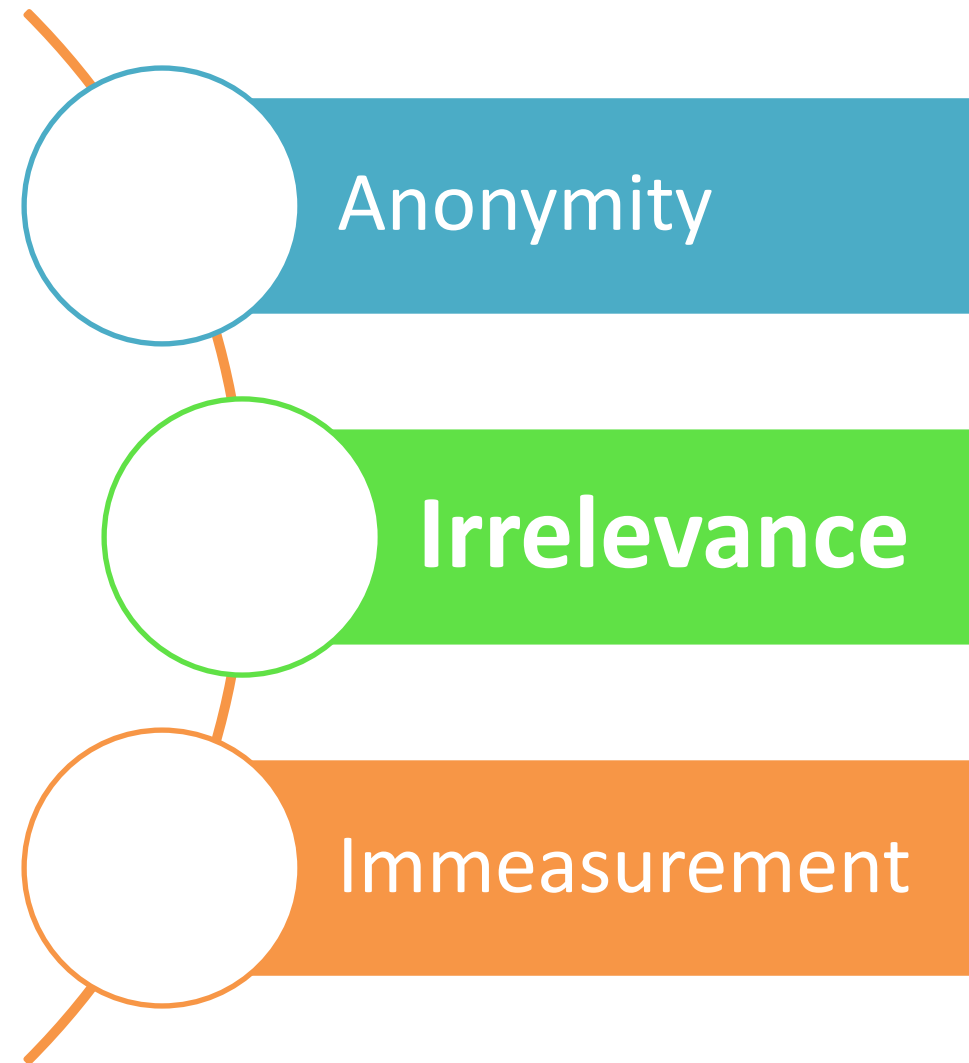




Activity: On Your Own

Write down:

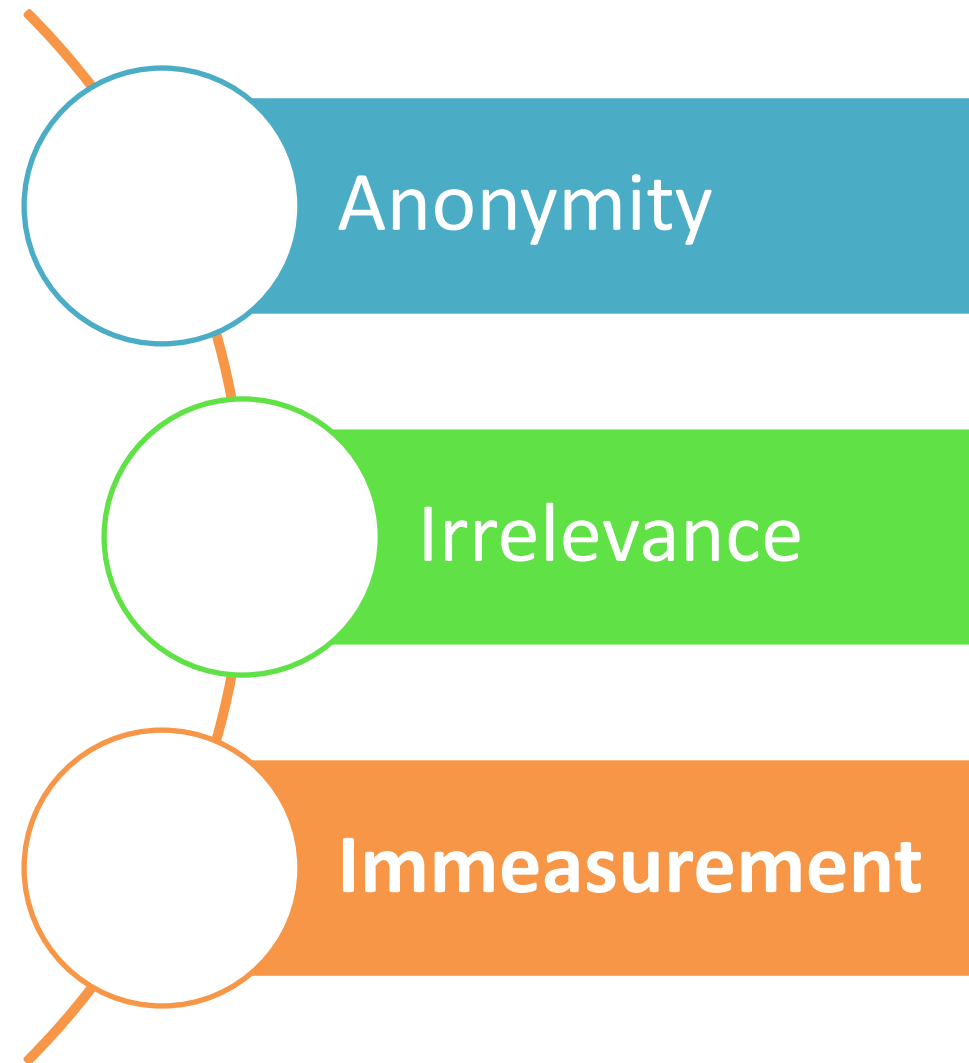
1. The names of your employees (or teammates).
2. How much you know about them.
3. Make a list of practical ways to increase connection with them.



Activity: On Your Own

Write down:

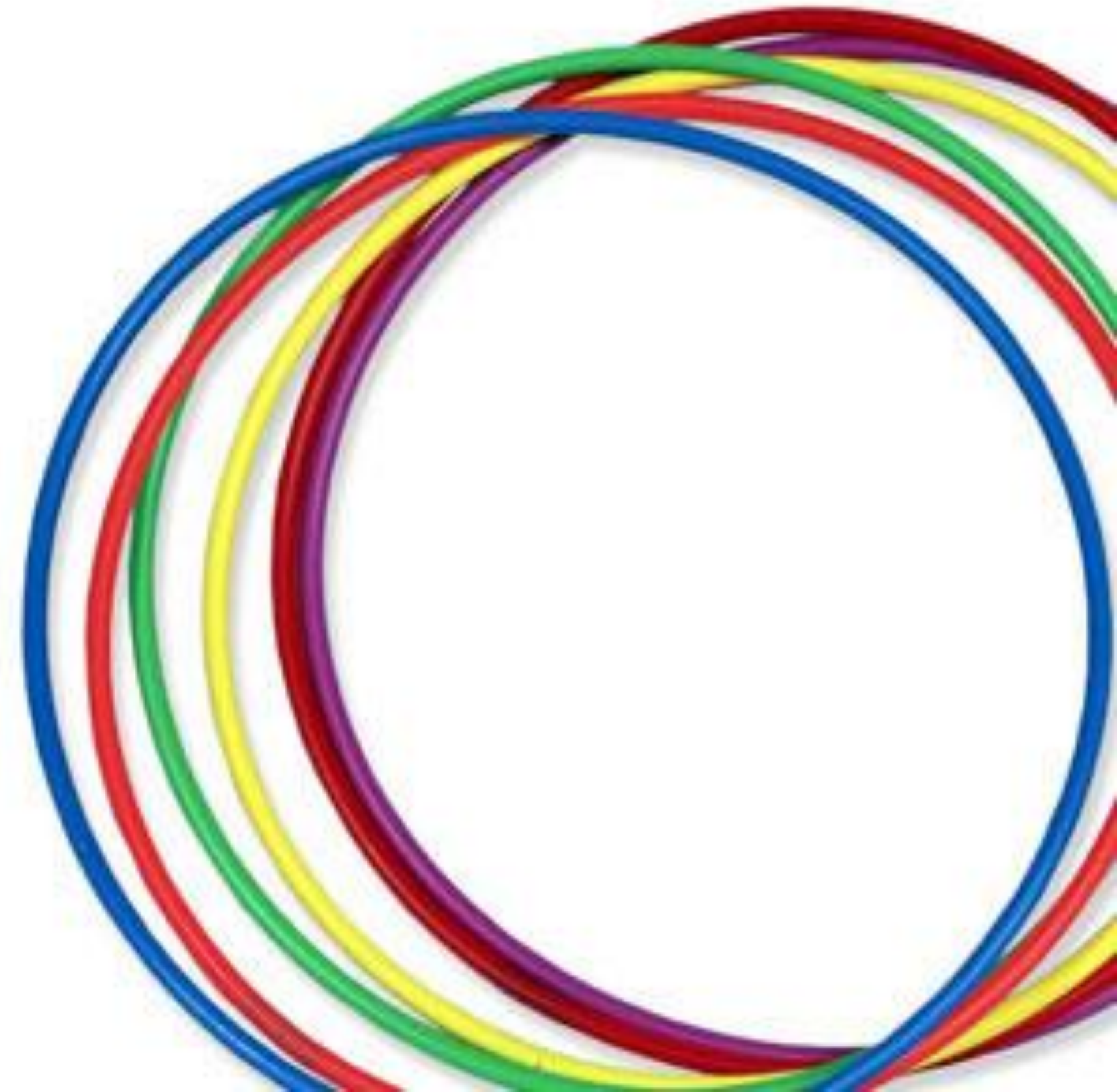
For each employee, write down “who they are helping” and “how they are helping.”



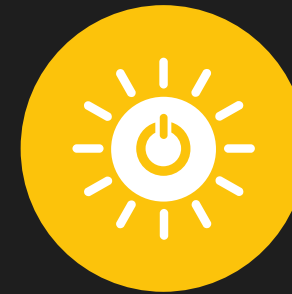
Activity: On Your Own

Write down:

One practical way you can provide a simple measurement of success for the people on your team.



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4 Disciplines of a Healthy Team (or Organization)



Clarity Questions

1

WHY DO
WE EXIST?

2

HOW IS OUR TEAM
RELEVANT?

3

WHAT IS MOST
IMPORTANT RIGHT
NOW?

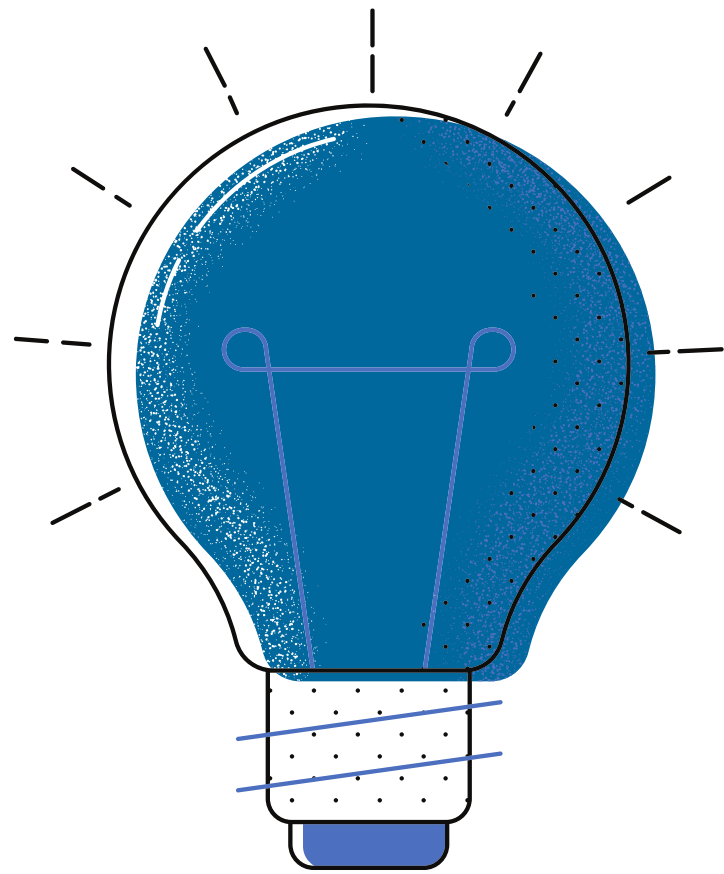
4

WHO MUST DO WHAT?

Four Types of Meetings

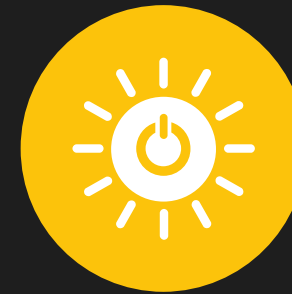
1. Daily check-in
2. Weekly tactical meeting
3. Ad-hoc strategic meeting
4. Quarterly Offsite

The Four Disciplines



What is one action you will take from the four disciplines of a healthy team?

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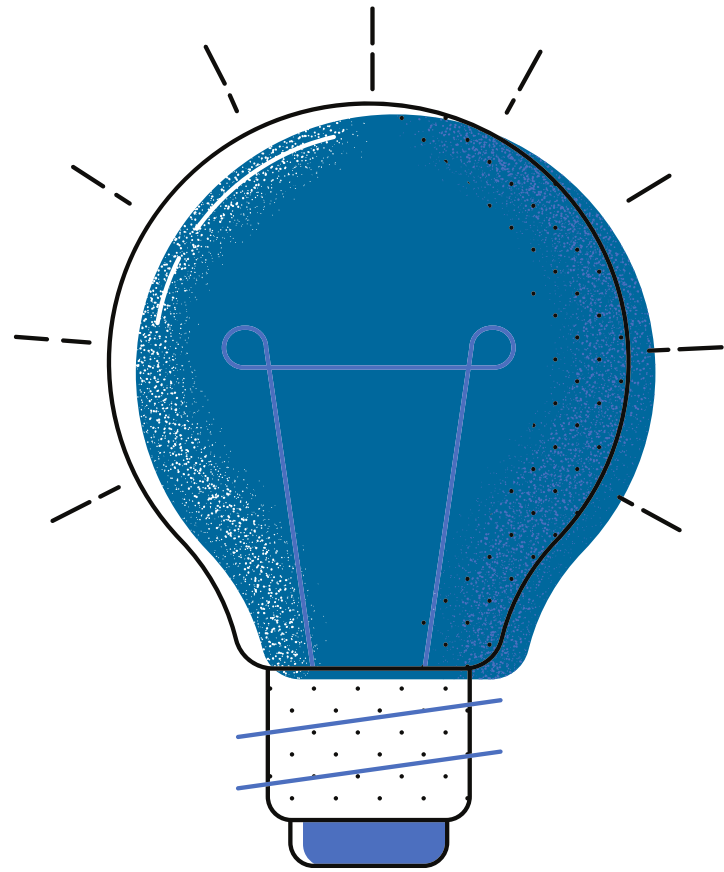
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Takeaways

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