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Unlocking The Power Of Transformational Leadership

Shannon Waller: Hi, Shannon Waller here, and welcome to Team Success. Today I am very excited to share with you a framework, you could even call it a model, about leadership. And I'm kind of excited because I've had this in my mind for a long time, I've drawn kind of a triangle shape on paper. But until recently, I didn't have the insight to think of what it actually meant.

And I've been finding it really useful because I'm coaching someone on developing their leadership capabilities. And it kind of struck me that there are three key elements to what's important. So of course, I wanted to share those with you.

So what the heck are the three key elements? Number one is to know thyself. Number two is to know the other person. So know your team member, your colleague. And number three is to know the goal, know the project, the result, the impact that you want to make.

And when I say know, I mean be excited about it and be incredibly clear about it. So let's dive into each one of these individually, and then we'll talk about what happens if any of them are missing. Because that's really the proof in the pudding.

So know thyself. If you've been listening to this podcast, you know that I'm a huge fan, I am certified in all the things, as many as I can get my hands on. So I'm certified in Kolbe. Love that for 26, 27 years. Now, holy mackerel. That's been a huge gift in my life.

I'm also certified in DiSC. I have a very strong working knowledge of CliftonStrengths. I'm certified in Print and as of last week, also certified now in Working Genius, which I'm incredibly fond of. It's the only Unique Ability Teamwork tool I've ever found, to put it into my language.

I highly recommend it. And just to give you a little context about Working Genius, it is 20% a personality profile and 80% a productivity tool. How much do you love that? It is 10 minutes and \$25. And seriously, it may not even take you 10 minutes. It's designed to be simple, it's designed to be effective. It identifies your working genius, identifies your working competency and your working frustration.

So it's definitely in that personality heart realm, in terms of what you care about. But it educates your teamwork incredibly well and what is fun for you, the parts of a project that you love doing. So it's WIDGET, which describes the whole stages of a project. Wonder is asking the big questions. Invention is coming up with ideas to answer those questions. Discernment is figuring out which of these ideas should we actually take action on, which ones make sense and which ones are practical and strategic.

Galvanizing, getting people to take action and rallied around this idea. Enablement, supporting people to get what they need to be able to do their portion of it. And finally, Tenacity, getting that sucker across the finish line. Getting it done.



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So obviously there's a few other dimensions that were really, really fun to learn about at the certification and good to practice. But this whole idea of, what are the stages of a process and where do you fit, where do you want to do it, what gives you energy, is incredibly insightful, great take on Unique Ability.

And then how you do each of your two favorites is of course all of the other tools that I just mentioned. So I'm finding that one incredibly useful, integrative, fascinating, all the things. It explains so much, especially meetings. They have a whole section on meetings on how to make meetings better. It's worth it for that alone. It's so good.

So this is all in the context of know thyself. Obviously it also applies to knowing the other person with whom you work, which means you have to be interested. There's a mindset shift here. If you have the assumption that everyone is basically the same, and that your success is not because of your own innate capabilities or strengths, but really it's because just of what you've learned, you're really focused only on the cognitive, and that if other people aren't doing it, it's because they're not applying themselves well enough, they're not smart enough, they're kind of just a not so smart version of you. And then you get super frustrated, because you think everyone should be able to do it the same.

Now, the more I've learned about strengths and capabilities, non-strengths, I'm just incredibly aware that people are very uniquely constructed. Everyone is unique, including you. And so I need to respect that about myself, that I'm unique. How I'm put together is, there's no one else quite like it. And then other people, I need to give them the same grace. I need to share the same mindset with them.

So your uniqueness plus their uniqueness. Now, that's nice. But just because intellectually what they're interested in from a heart-affective context, what they're passionate about and then how they strive, that's what Kolbe measures. Just because you know all that still doesn't make sure anything's going to happen. There's nothing there to lead. You haven't determined where you're going yet.

And that's why that third element, other part of the triangle is really being incredibly clear on where are you going. What is important? And some Coach tools are phenomenal for this. There's Impact Filter, Certainty/Uncertainty.

Impact Filter, if you haven't already downloaded it, please do. It's available off strategiccoach.com. Phenomenal tool, the fact that we give it away for free is awesome. Yeah, there's so much you can do with that. It's ridiculous. But it really helps you set your intentionality and understand the success criteria. What's the best and worst? What's the ideal outcome? Importance? It's the what, the why. It's all the things.



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So the Impact Filter is a great way to get literally on the same page about what the project is. So really being clear on that means that all of a sudden you've got to focus, you've got to channel, your energy is directed. Your cognitive, your affective, and your conative energy is all directed towards a result. That is the point of leadership. You have to be going somewhere. It involves leading.

Then that means helping direct people to how to use their best strengths, protecting them and yourself from where you're not strong or don't have a lot of energy. So really, really key to have all of these elements.

So let's talk about what happens if you are missing any of these. So if you don't know yourself very well, you're probably going to surprise yourself. And well, my personal rule is, I trust people to the degree that I think they know themselves. If someone doesn't know themselves, they're incredibly unpredictable to me. They don't know what they're going to do, so how do I know what they're going to do?

And if someone says, oh, I'm not the right person for you, guess what? I believe them. I don't try and convince them differently. I don't try and cajole them, personally or professionally. It's like, oh, you know yourself. I trust you.

If someone says I'm dishonest, I'm like, I believe you. I trust that you're dishonest. That works, right? I'm kind of making light of it, but is such a key point. People who know themselves are trustworthy to a degree, even if you know what not to trust them for.

I think that's vital. So if you don't know yourself, it's going to be very challenging to find the uniqueness of anybody else. Even if you're brilliant at being super clear on the goal, but you're missing that insight into yourself for other people, I don't see, frankly, how you can be an effective leader. At least over time.

You might for one project, you might get some wins because you're super smart, or you're really capable on the tactical side. But unless you know how to engage people's, again, mental, emotional, and conative energy, striving energy, I don't see how you can be successful over the long term.

So that's why that's key. If you know yourself and you know the goal, but you don't know or care about the other person, hard to engage them. If you're not clear on the end result, you're just mulling around, you're not actually doing anything. You might by the way really enjoy it, because you like the other person. But you're not going to be directing those energies or talents towards an impactful outcome. And that, again, is not a good sign of leadership.

And I do see this. I see people who don't know themselves well, don't know their team well, and then are really fuzzy on the end result. And all nice, good people. But completely



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ineffective. And it's annoying. As someone who's committed to teamwork and productivity, and that's my passion, it's like, oh, I hate seeing that.

So anyway, I've been finding this framework, this structure, which is not complicated. It's not a complex structure, but there is still a lot of depth to it, having said that. Because knowing yourself, that's a lifelong passion. Understanding other people? Ditto. Getting skilled at getting very clear on the end result that you're striving for also is a skill to keep developing. All of these things you can get endlessly better at.

Doesn't mean you're not good already, but you can always maximize and get better. So I don't think this is static. I think this expands and grows. Especially in different types of situations with different types of challenges, different types of projects, all of the things.

So I've been having fun using it with my team, my team leaders, sharing this with other people. And they're like, oh yeah, this really seems to make sense. I'm like, me too. So I want you to go test it, try it, experiment with it. Reflect back on your own experience. That project went well, were these elements in place or not?

And that project did not go well, were one of these elements missing? What have you learned? Sometimes we learn about ourselves by things that did not work. And I think that's an excellent source of learning. Our tool called the Experience Transformer is based on a mindset about the greatest teacher, are actually those things that did not go according to plan versus the things that did.

We don't always learn that much when things go as we expected, because we already had it in our head. We learn a lot about ourselves, about other people, about how clear we were on the goal when things did not work. And that wakes us up. And we can use that, as Dan Sullivan says, intense negative energy. We can use it to whine and complain and be reactive, or we can use it for learning and growth and development. So we get to choose how we want to do that.

So I'm sure you have learned a lot about yourself from situations that actually did not work, and there's so much to be appreciated about this. Our path of self-discovery is very much discerned through situations where it's like, oh no, I thought I could do that, but I couldn't. Or I thought I had this figured out, but I didn't. Or I thought this person was like this, but they weren't. Or, I thought this goal was worthwhile, it wasn't.

This is how we learn. So appreciate those circumstances, because this is how you got to where you are now. And where you are now, or who you are now, is fabulous. So I just want you to appreciate all of your experience so far.

So please go out and play with this. I would love to know your thoughts. I'd love to know your thinking. I'd love to know your experience. So if you're up to it, email me at



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questions@strategiccoach.com. I hope you find this a useful way of thinking about things. And as always, here's to your team's success.