

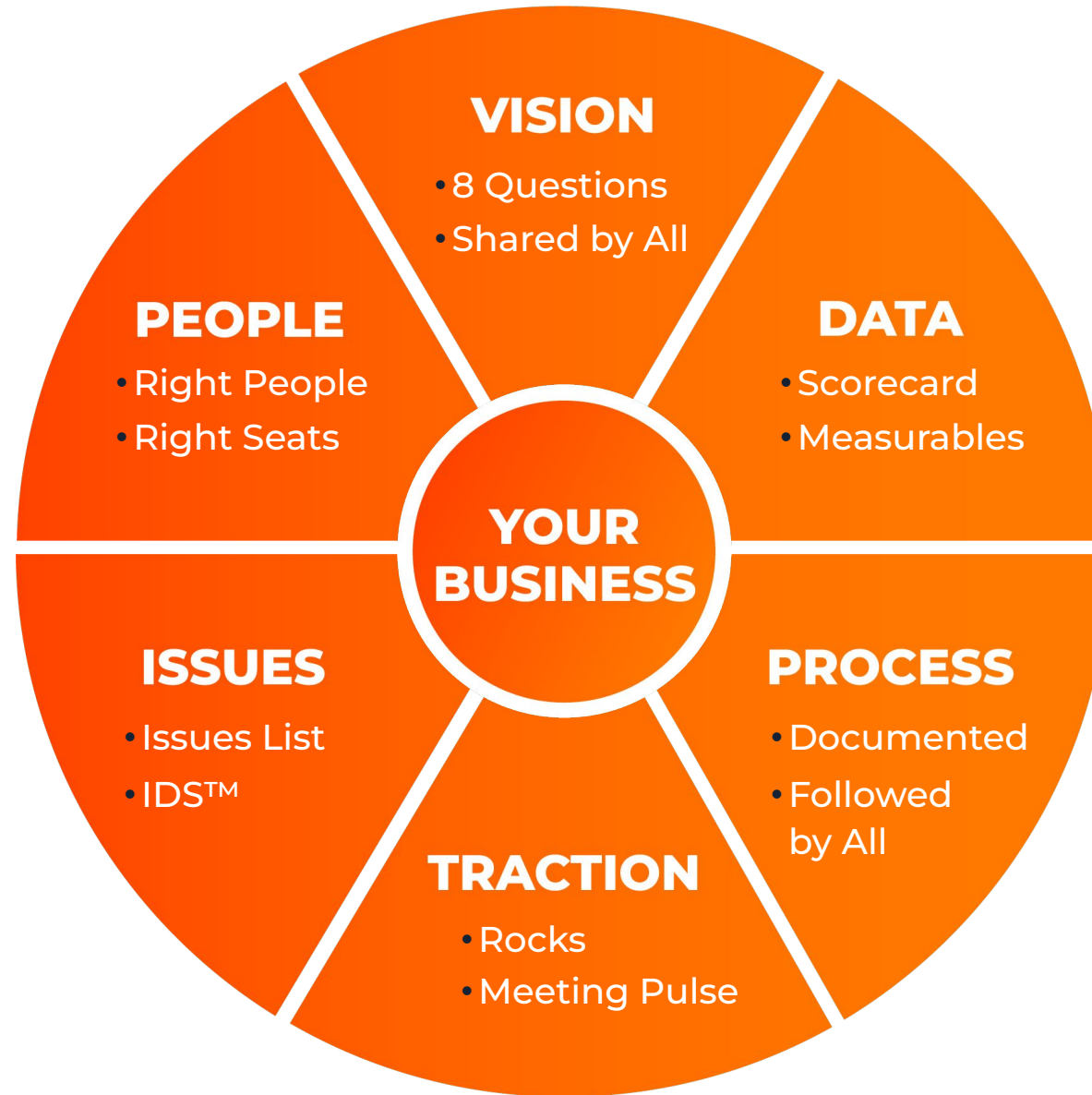
Leading and Managing Your People

Scott Morin

Certified EOS Implementer ®



THE EOS MODEL





GRATION

VRHUNSKE OPREME, INTEGRIRAN

svećenost

uzdanost

overenje



Is Leadership More Important Than Management?



Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— Steve Jobs —

News & Insights

WHY LEADERSHIP, NOT MANAGEMENT, MATTERS.



**"A boss creates fear, a leader confidence.
A boss fixes blame, a leader corrects mistakes.
A boss knows all, a leader asks questions.**

My Objectives:

- **Get you thinking about the importance of leadership and management**
- **Help you understand the difference between the two and why they are both important**
- **Get you thinking about what intentional leadership and management really is**

Leadership + Management
= Accountability

L+M=A

- **Leadership**

- “On”
- Clear direction
- Creating the opening
- Thinking

- **Management**

- “In”
- Expectations
- Communication
- Doing (Execution)

Leadership





An Inspirational and
Practical Approach for
High-Performance Leaders

MICHAEL
MORIN

DEBORAH
DICKSON

Leadership Defined (Mike Morin)

Leadership is an art and is the **direct** and **intentional** application of influence to cause achievement where otherwise it would not occur.

Leadership is always based upon a vision for the future and can only be effective with those who agree to share the same values, behaviour and character foundation.

NEW YORK TIMES BESTSELLING AUTHOR

JOHN C.
MAXWELL

PROVEN
STEPS TO
MAXIMIZE
YOUR
POTENTIAL

ANNIVERSARY
10TH
EDITION

THE

LEVELS
— OF —
LEADERSHIP

THE 5 LEVELS OF LEADERSHIP



“Leadership is influence. Nothing more, nothing less.” – JOHN C. MAXWELL

PATRICK LENCIONI

NEW YORK TIMES BEST-SELLING AUTHOR

The **FIVE**
DYSFUNCTIONS
of a **TEAM**

A LEADERSHIP FABLE



20TH ANNIVERSARY EDITION

NEW FOREWORD FROM THE AUTHOR

TEAM HEALTH—LENCIONI PYRAMID



The **FIVE** DYSFUNCTIONS *of a* TEAM

by PATRICK LENCIONI



Inattention
to Results

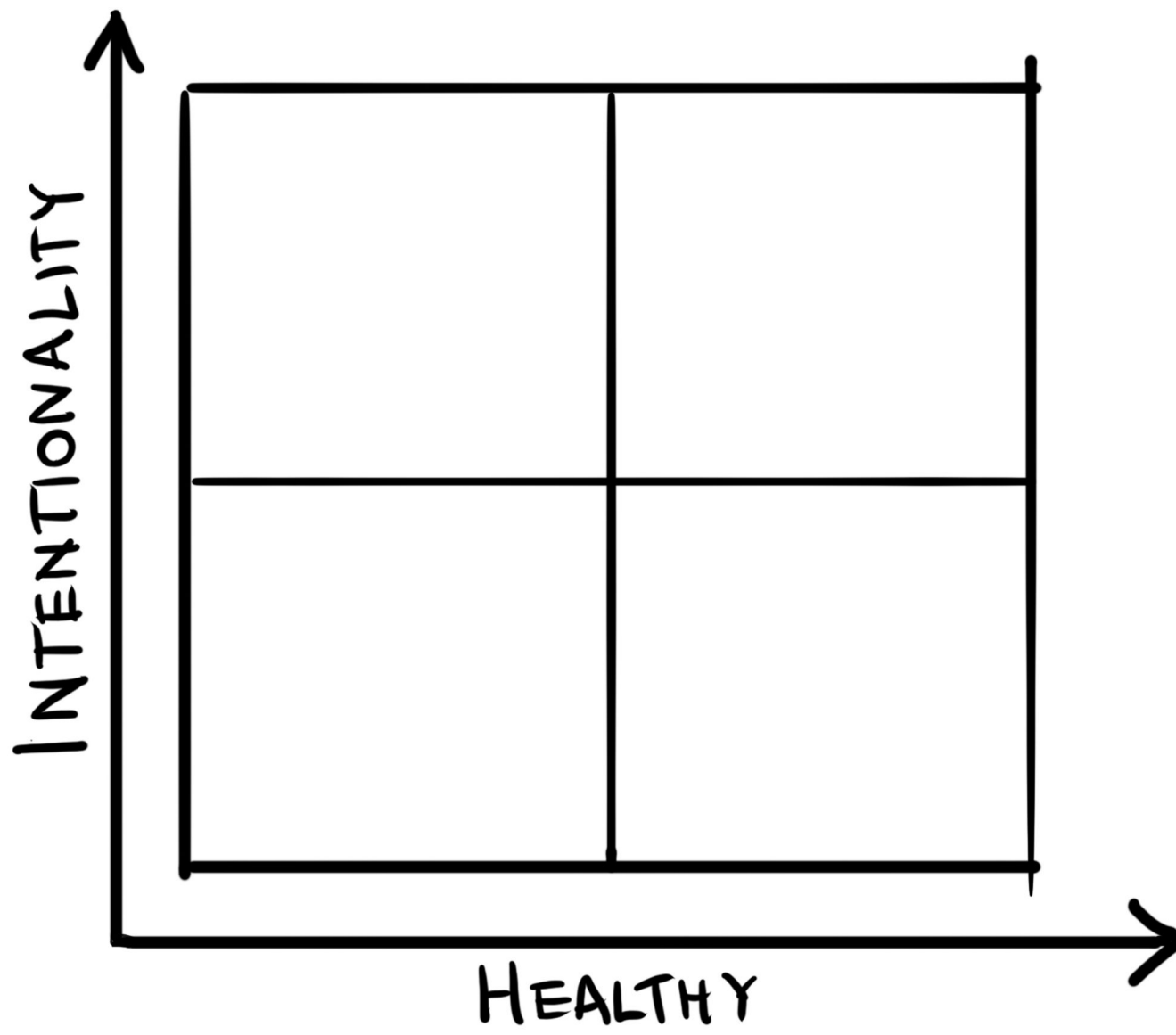
Avoidance of
Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

Culture and Vision



Intentional Cultures

- Operate with an abundance mindset
- Believe in the greater good (of their company)
- Have their people act as their best recruiters

How do we create an Intentional Culture?

- Starts with core values
- You already have them
- Enron is a bad example!



Core Values

- A small set of essential and timeless guiding principles
- 3-7 is the rule, less is more
- They are what define your culture (and what make you unique)
- They attract the right people to your organization
- Repel the wrong ones
- Hire, fire, review, reward and recognize

Core Values: **Watch For These Traps**



Facilitating Core Values

- 3 employees we would clone
- What makes them great
- Keep, kill and combine
- Test against leadership
- Test against best and 'most challenging'

Less is More

The Most Fatal Value Trap

- When the leadership team and specifically our visionary leader do not embody these values

**“It’s Not What You
Preach, It’s What
You Tolerate”**

Jocko Wilink

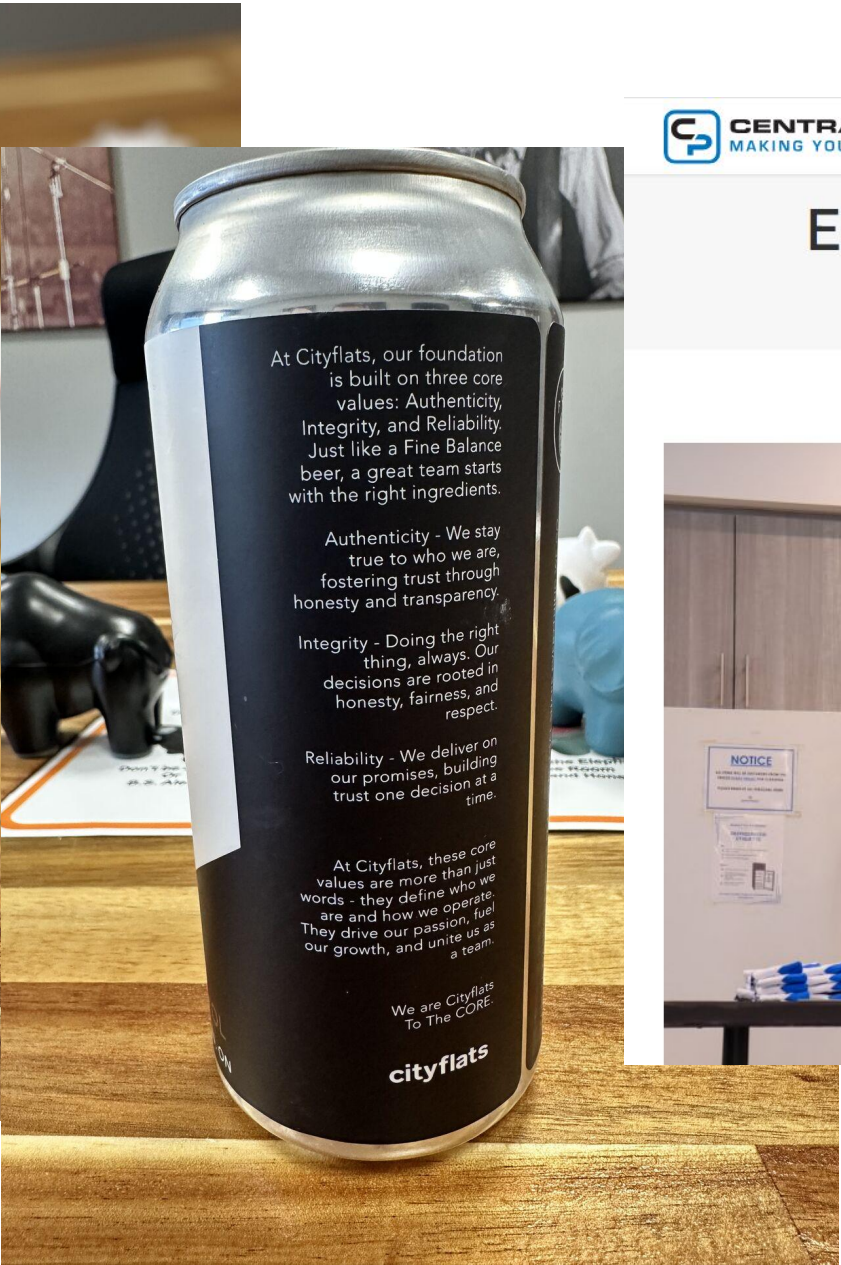
THE PEOPLE ANALYZER TM

NAME	<i>Humbly confident</i>	<i>Serious without suits</i>	<i>Of Service</i>	<i>Be brave</i>				
Sara Brixby	+	+	+	+				
James Taylor	-	+/-	+/-	+				
JP Fortin	+	+/-	+	+/-				
THE BAR	+	+/-	+	+/-				

The Core Values Speech

- Unpack it
- Be anecdotal
- Describe the opposite
- Repeat 7x (at least once a quarter)
- Embed it in hiring process and....





EMBRACING OUR NEW CORE VALUES



Vision Building

THE VISION/TRACTION ORGANIZER

TM

<p>CORE VALUES</p>	<p>1. 2. 3. 4. 5.</p>	<p>3-YEAR PICTURE™</p>
<p>CORE FOCUS™</p>	<p>Purpose/Cause/Passion:</p> <p>Our Niche:</p>	<p>Future Date:</p> <p>Revenue:</p> <p>Profit:</p> <p>Measurables:</p>
<p>10-YEAR TARGET™</p>	<p>_____</p> <p>_____</p>	<p>What does it look like?</p> <p>-</p> <p>-</p>
<p>MARKETING STRATEGY</p>	<p>Target Market/The List™:</p> <p>3 Uniques™: 1. 2. 3.</p> <p>Proven Process:</p> <p>Guarantee:</p>	<p>-</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p>

When Leading My Direct Reports

- Am I giving clear direction?
- Am I providing the necessary tools?
- Am I letting go of the vine?
- Am I acting with the greater good in mind?
- Am I taking clarity breaks?

Management

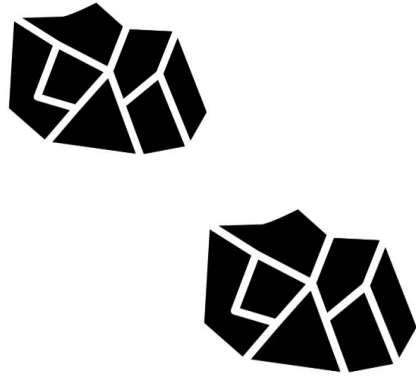
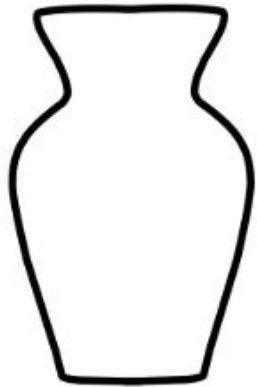
Management is the administration and coordination of organizational activities, resources, and people to achieve specific goals efficiently.

“Vision without execution is
hallucination”

Thomas Edison

What is really important?

- This year
- Over the next 90 days?





1-YEAR PLAN	ROCKS	ISSUES LIST																
<p>Future Date:</p> <p>Revenue:</p> <p>Profit:</p> <p>Measurables:</p> <p>Goals for the Year:</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p> <p>6. _____</p> <p>7. _____</p>	<p>Future Date:</p> <p>Revenue:</p> <p>Profit:</p> <p>Measurables:</p> <table border="1"> <thead> <tr> <th data-bbox="1009 696 1454 722">Rocks for the Quarter:</th> <th data-bbox="1454 696 1531 722">Who</th> </tr> </thead> <tbody> <tr><td>1. _____</td><td>_____</td></tr> <tr><td>2. _____</td><td>_____</td></tr> <tr><td>3. _____</td><td>_____</td></tr> <tr><td>4. _____</td><td>_____</td></tr> <tr><td>5. _____</td><td>_____</td></tr> <tr><td>6. _____</td><td>_____</td></tr> <tr><td>7. _____</td><td>_____</td></tr> </tbody> </table>	Rocks for the Quarter:	Who	1. _____	_____	2. _____	_____	3. _____	_____	4. _____	_____	5. _____	_____	6. _____	_____	7. _____	_____	<p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p> <p>6. _____</p> <p>7. _____</p> <p>8. _____</p> <p>9. _____</p> <p>10. _____</p> <p>Prioritize</p> <ul style="list-style-type: none"> - Identify - Discuss - Solve
Rocks for the Quarter:	Who																	
1. _____	_____																	
2. _____	_____																	
3. _____	_____																	
4. _____	_____																	
5. _____	_____																	
6. _____	_____																	
7. _____	_____																	

How's the pulse?

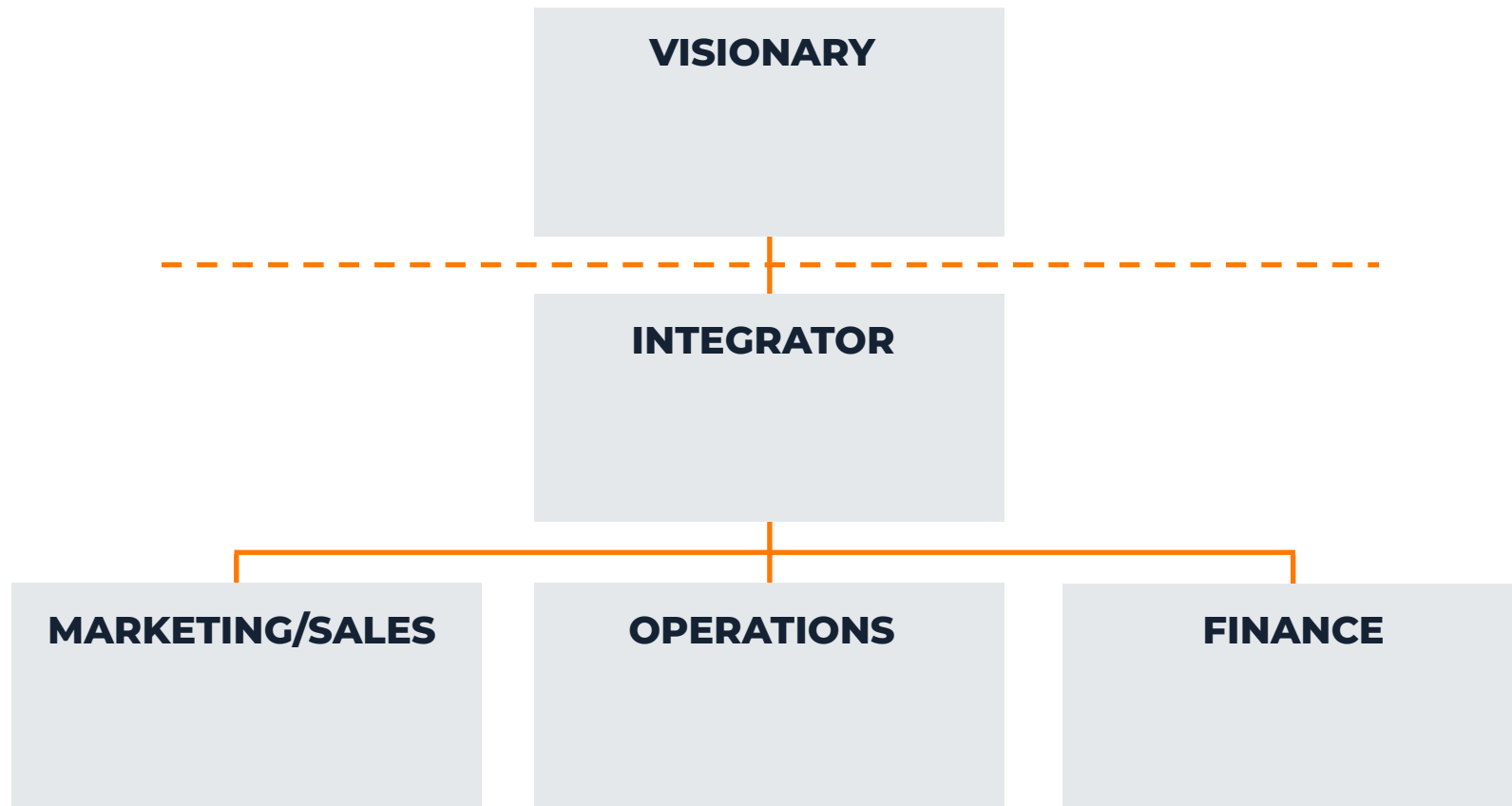


LEVEL 10 MEETING TM

- **Good News** 5 Minutes
- **Scorecard** 5 Minutes
- **Rock Review** 5 Minutes
- **Customer & Employee Headlines** 5 Minutes
- **To Do List** 5 Minutes 
- **Issues List/IDS** 60 Minutes 
- **Conclude** 5 Minutes

ACCOUNTABILITY CHART TM

(not an organizational chart)



RIGHT SEATS

- Gets It
- Wants It
- Capacity to Do It

Operations

Name

- LMA™
- R&D
- Manufacturing
- Customer Success
- Logistics

THE PEOPLE ANALYZER™

NAME	<i>Humbly confident</i>	<i>Serious without suits</i>	<i>Of Service</i>	<i>Be brave</i>		<i>Gets It</i>	<i>Wants it</i>	<i>Capacity to do it</i>
Sara Brixby	+	+	+	+		Y	Y	N
James Taylor	-	+/-	+/-	+		Y	Y	Y
JP Fortin	+	+/-	+	+/-		Y	Y	Y
THE BAR	+	+/-	+	+/-				

TWO KINDS OF PEOPLE ISSUES

- Right Person, Wrong Seat
- Wrong Person, Right Seat

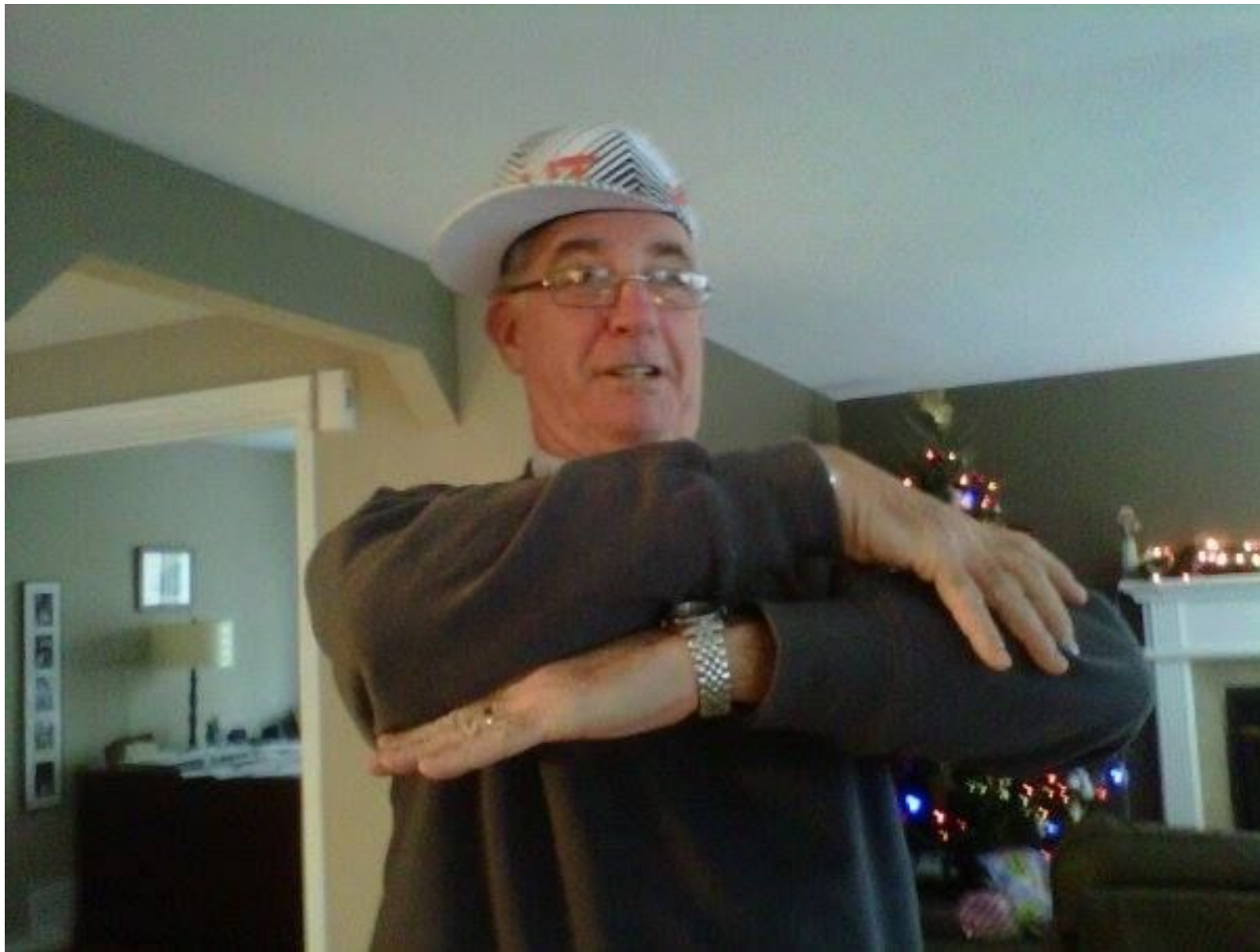
When Managing My Direct Reports

- Am I keeping expectations clear?
- Am I communicating well?
- Do I have the right meeting pulse?
- Am I having quarterly conversations?
- Am I rewarding and recognizing?









L+M=A

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3 Take aways

- **Leadership and management are different (but they are both critical)**
- **Cultural misalignment is one thing, Execution is another**
- **Deal with either methodically and without delay**

Leadership Development

Team Building

1:1 Coaching

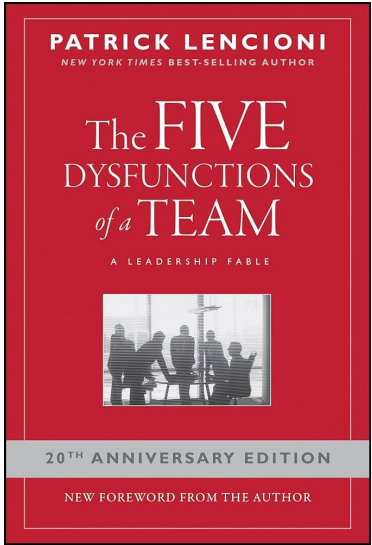
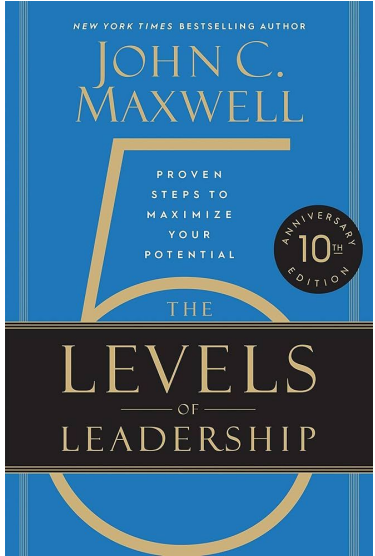


Resources



An Inspirational and
Practical Approach for
High-Performance Leaders

MICHAEL MORIN DEBORAH
DICKSON



QUESTIONS?

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