

The Influential Leader

Using Restorative Concepts and Approaches for
More Effective Employee Engagement

IIRP European Conference
Sharon Mast June 10, 2015

FACT or FICTION

- According to two Gallup Poll studies in 2010 & 2012, **70%** of American workers are disengaged from their jobs.
- The Washington Business Journal estimates managers spend **approximately 15%** of their time dealing with workplace conflict.
- **81%** of managers avoid challenging issues with direct reports according to Vital Smarts research.

Daniel Goleman, PhD

**The rules for work are changing.
We are being judged by a new yardstick:
not just how smart we are,
but by how we handle ourselves
and each other.**



Leader vs. Manager

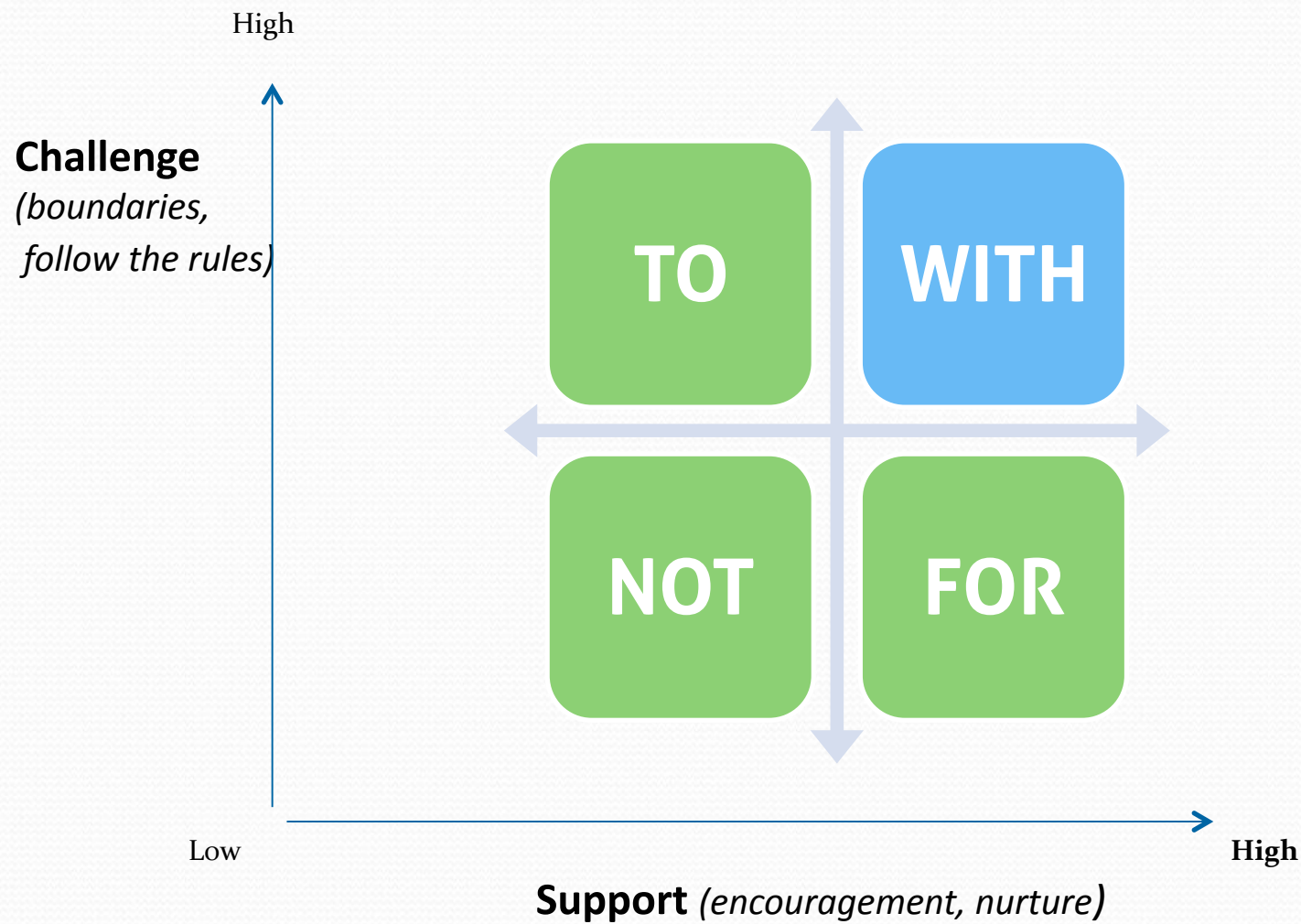
Leadership

- Communicates organization direction
- Develops key relationships
- Inspires & influences others

Management

- Directs operations
- Develops the organization
- Reinforces performance

SOCIAL DISCIPLINE WINDOW



Adapted by Mast 2011 from McCold & Wachtel, 1990 & Glaser, 1969

Aristotle

We are what we repeatedly do.

**Excellence then,
is a habit,**



not an act.

The Daily Do's of Influential Leaders

Consciousness

Choice

Values

Personal Power

CONSCIOUSNESS

- Simply means, we live with *intention* for the kind of life we want to live. Our mindset is growth oriented.
- As a result of self awareness, we have a direct influence on what happens.

Food for Thought: Think about what you want.

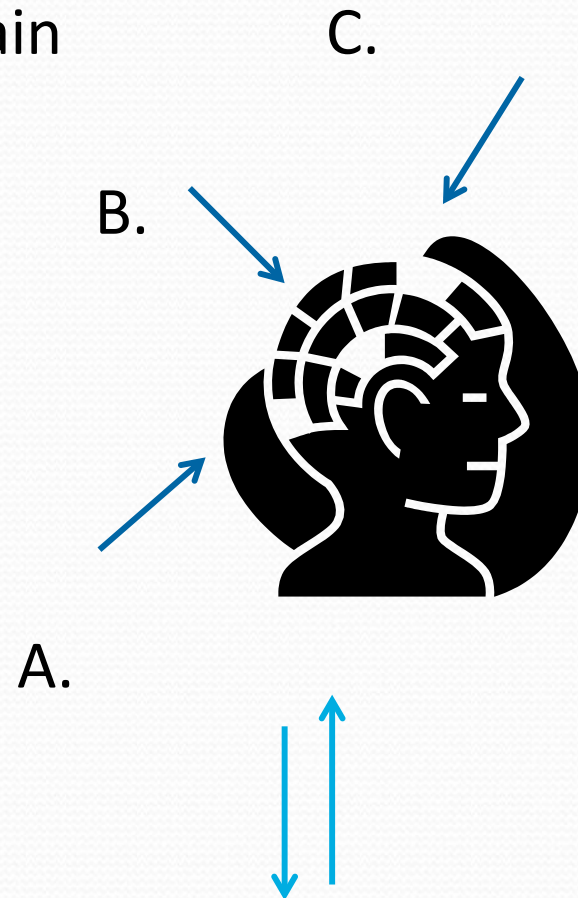
- What actions do you already take to make these intentions happen?
- What's missing?
- Do you possess a fixed or growth mindset?

CHOICE

- Our choices determine the quality of satisfaction in our lives.
 - We must acknowledge that we have choices - not only over our actions - *but over our thoughts and feelings.*
- **Questions to Ponder:**
 - Why might changing your mindset be an important choice?
 - When have you made a choice that you regretted? Why? What do you wish you would have done differently?
 - *This is a perfect time to take yourself through the RP questions.*

The Power of PAUSE

- A. Old Brain, aka **Reptilian** brain
 - Can I eat it?
 - Can I have sex with it?
 - Will it kill me?
- B. Mid Brain: **Amygdala**
 - Processes emotions
 - Decision making
- C. New Brain, aka **Neo Cortex**
 - Conscious reasoning, logic





Intent

- What is my intent?
- Intent = WHY

Outcome

- What do I want/need?
- What don't I want?

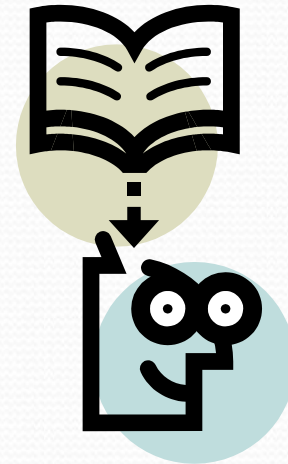
Impact

- Positive
- Negative

Self Regulation

Skills for Mastering Your Story

- Slow down
- Retrace your path
- Notice your behavior
- Identify what you are feeling
- Challenge your story/ your assumptions
- Get back to the facts –what evidence do I have that my story is real?
- Tell the rest of the story (*re-write the story*)



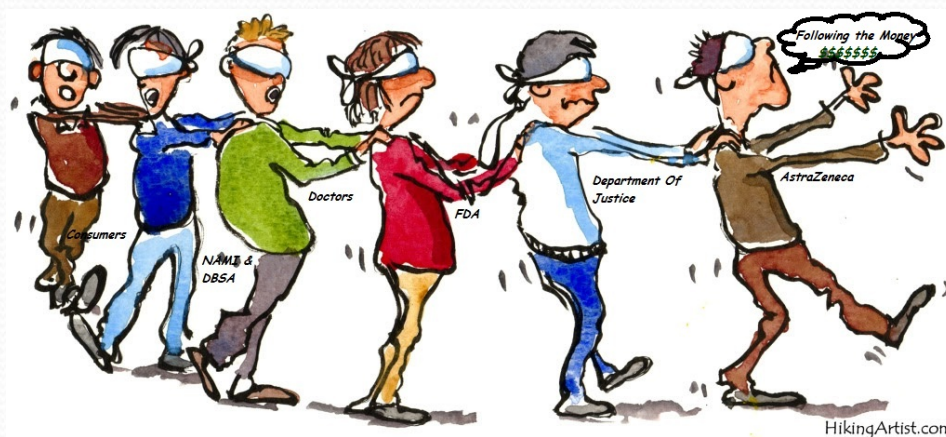
Live Your Values

- Consider 5 values that are important to you.
 - For each value, rate yourself on how well you live that value. 1 = not well 5 = everyone can see this in me.
- What would others see or hear that says you live that value?
- What benefits would you have if you improved your rating?
- What specific steps can you take to improve your rating?
- Who models this value that you can emulate?

ROB LIANO

Each day you are leading by example
whether you realize it or not.

Whether it's positive or negative,
you are influencing those around you.



Personal Power

Personal Power is the ability to trust yourself
and take action,
even when you are not sure of the outcome.

WHY?

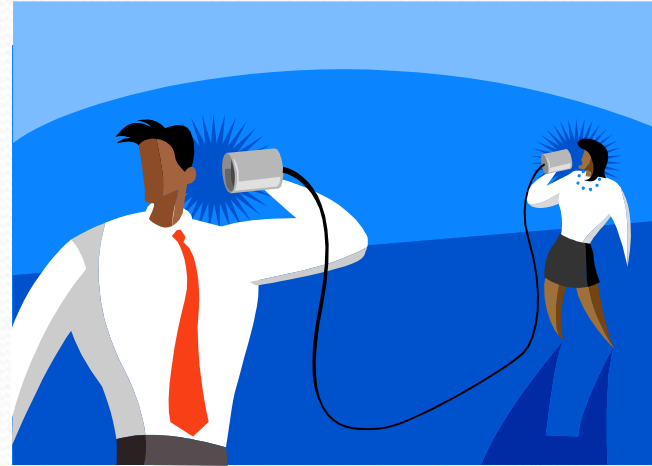
Because when you work “WITH” others, when you engage in Fair Process, when you understand the impact of shame, and focus on being growth oriented, curious, caring, you model what an Influential Leader is for others.

The Art of Active Listening

Be present. Be curious.

Make eye contact.

Listen to the whole story
before you respond.



Mirror to confirm feelings.

Paraphrase to acknowledge the story.

Allow for silence.

Prime when you are
getting nowhere.

The Importance of Questions

Questions lay the foundation for – and build - critical thinking and problem solving skills which are essential to succeed in the workplace and in life.

Posing questions can help employees to “think like experts” which increases their value within the organization. As a result, confidence grows, ownership deepens and pride is felt leading to a more productive workplace environment.

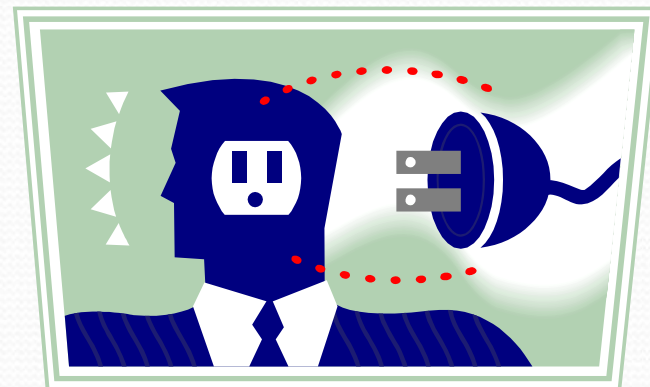
The Importance of Questions

- Questions require employees to consider alternatives, weigh evidence, support their ideas, and justify their answers.
- Questions stimulate vital, ongoing re-thinking of big ideas and assumptions.



The Importance of Questions

- Questions spark meaningful connections with prior learning and personal experiences.
- Questions allow for a natural development of skill thereby creating the opportunity for transfer to other situations and subjects.



The Art of *Contrasting*

Contrasting is a **DON'T/DO** statement that:

Addresses others' conclusions that you don't respect them or that you have a malicious purpose

(the don't part)

&

Confirms your respect or clarifies your real purpose

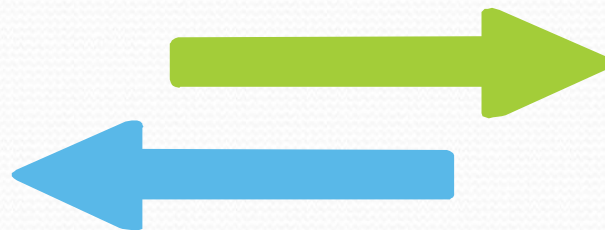
(the do part)

Contrasting

*“I **don’t** want you to think I’m saying
that I can’t count on you.*

I find you to be quite reliable.

*I **do**, however, have concerns over what happened with
yesterday’s deadline.”*



Types of Feedback

Evaluative

Based on a one-sided judgment about a person's behavior.

- It can be positive or negative.
- Evaluative feedback includes labeling, blaming, psycho-analyzing, or pontificating.

Types of Feedback

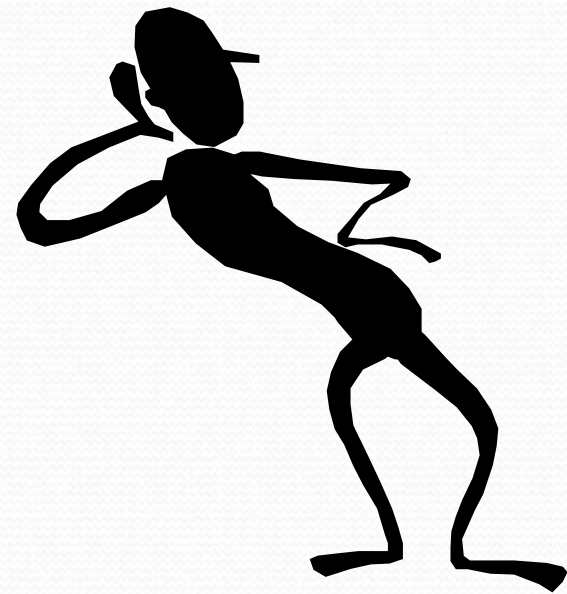
Descriptive

A clear, non-judgmental description of another person's behavior.

- It's observed effects & the responses of others including yourself.

Your Goals

- Show deep respect, make it safe to explore.
- Seek 1st to understand. Listen.
- Invite the other person to broaden his or her awareness, reflect and discuss behavior.
- Stay focused, no matter what on the outcome you desire.



Your Goals

- Focus on the behavior that can be changed or is of concern.
- Be specific. Make it timely.
- Assume your fair share of the responsibility.
- Provide choices, options, and opportunities.
- Apply a 'coach' approach.

Feedback Reflections

Why is it important to reflect on your approach to giving and receiving feedback?

*The road to self-insight runs
through other people.*

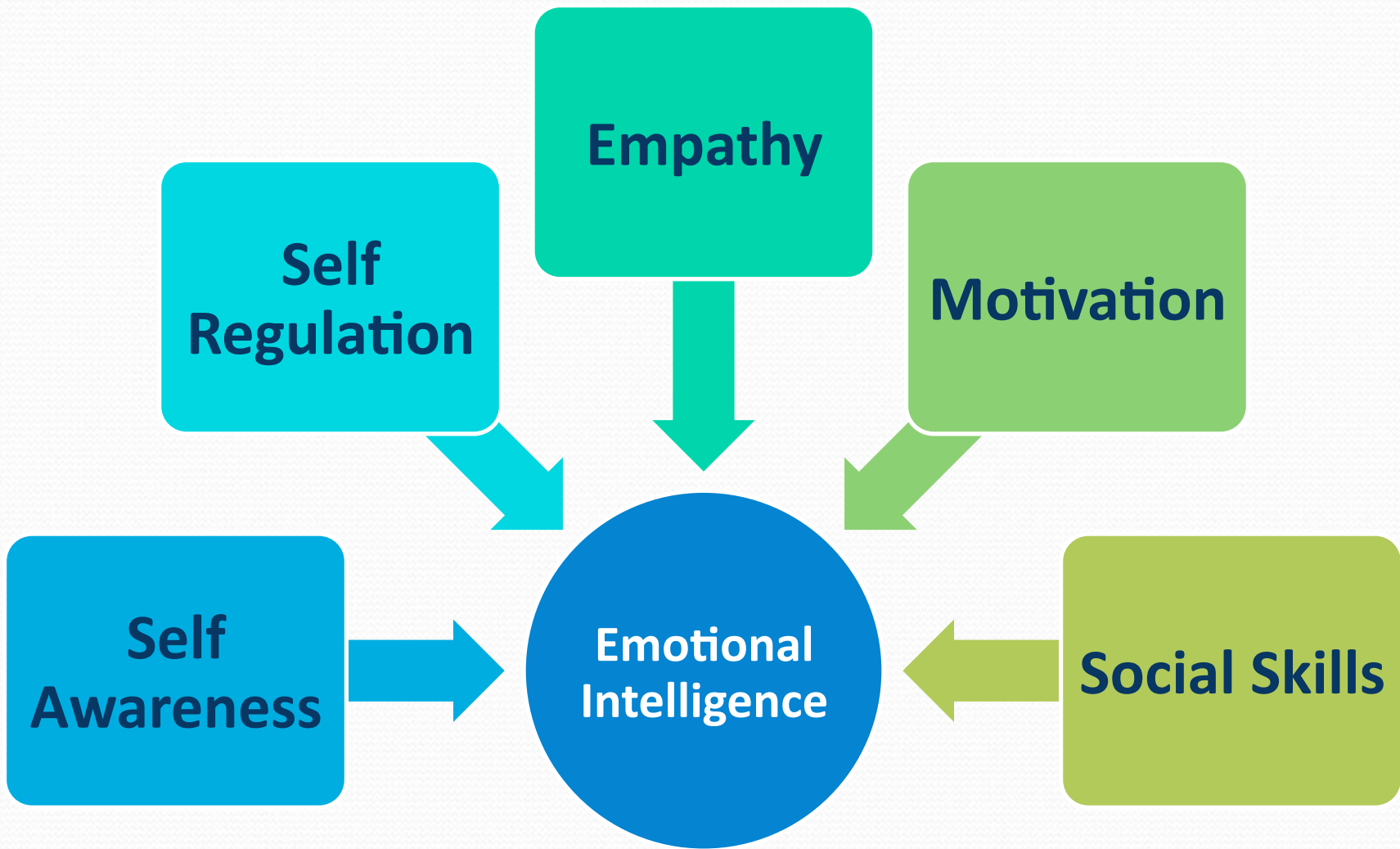
David Dunning

Influential Leaders are

RELATIONSHIP-CENTERED

STRENGTH- BASED

SOLUTION-FOCUSED



The Bottom Line



DEFINE

ALIGN

LEAD

Louis Thun, Industrialist

We are Heirs to an
exceptional past,

Custodians of a
challenging present, and

Architects of a limitless future.



What will you build?



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Workplace Culture, Employee & Leadership
and Personal Growth.

Development