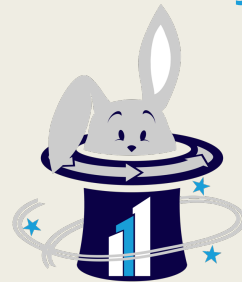


HOW DO YOU LEAD?

Jeff Kosciejew



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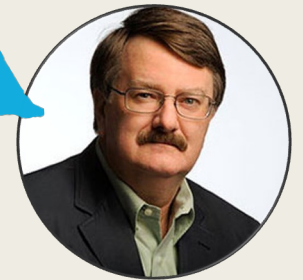


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How Do You Lead?

Built upon *Leaders' Actions Speak but Their Talk Matters* articles and workshops by David Verble

- <http://www.verbleworthverble.com/our-team/david-verble-m-s/>
- <http://www.lean-transform.com/our-partners/david-verble/>
- <https://www.lean.org/the-lean-post/articles/want-to-be-a-better-leader-and-coach-listen-to-yourself/>
- <https://lean.org.hu/wp-content/uploads/2022/02/How-Lean-leaders-lead-david-verble.pdf>



Possible Outcomes Today

- Something you can apply with your own teams and colleagues to enhance current team dynamics & communication
- Opportunity to identify where you are now
- Gain a better understanding into your own style
- Gain awareness of how others see you
- But I'm curious why you're here...



Today's Workshop Format

- Triad Activity
- Coding of Statements
 - *3 rounds + debrief*
- Open Discussion





ACTIVITY

How Do You Lead? – Activity

- Organize yourselves into groups of three
- Determine who will start in each of the following roles:
 - *Observer*
 - *Manager / Coach*
 - *Problem Owner*
- Don't worry, we'll do this three times, so you'll have a chance to be in each of the roles!



How Do You Lead? – Activity

■ Problem Owner:

- *Talk about a real problem / situation in your professional life*

■ Manager / Coach:

- *Talk about the problem with the Problem Owner as you normally would; don't do anything that doesn't come naturally to you*

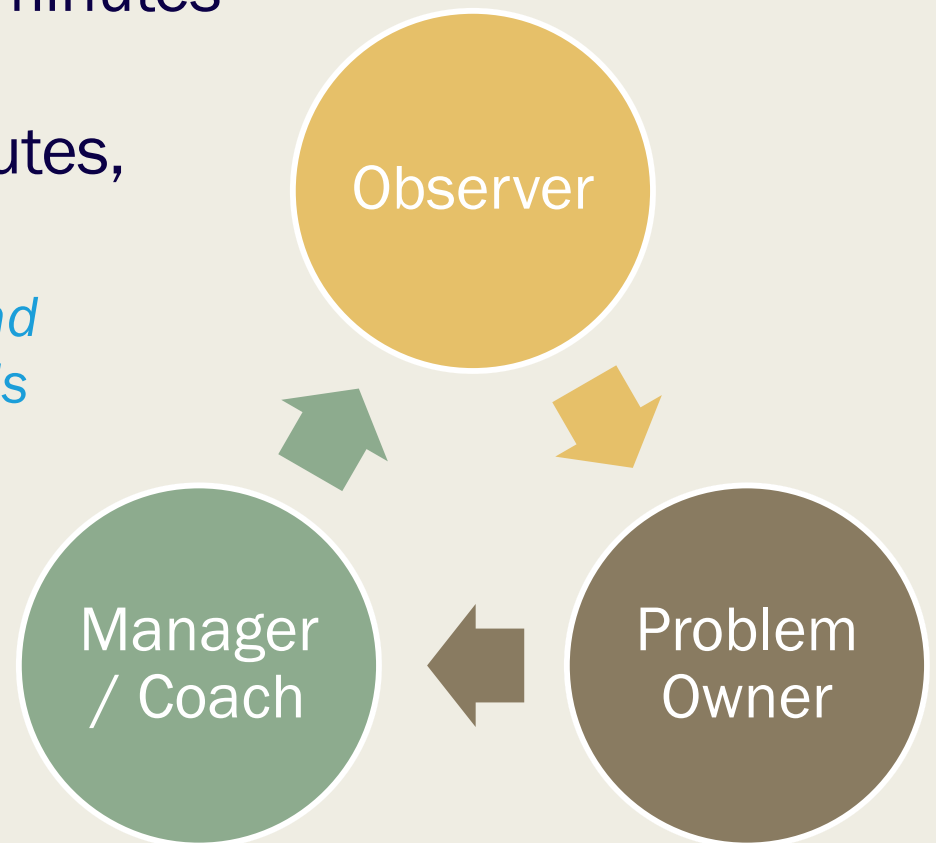
■ Observer:

- *Record, verbatim, the first 10-15 things the Manager / Coach says in the discussion on the Observation Log*



How Do You Lead? – Round 1

- Each round will last for 5 minutes
- At the end of the five minutes, switch roles and continue
 - *There is no discussion, and no debrief between rounds*



- Problem Owner:
 - Talk about a real problem / situation in your professional life
- Manager / Coach:
 - Talk to the Problem Owner as you normally would

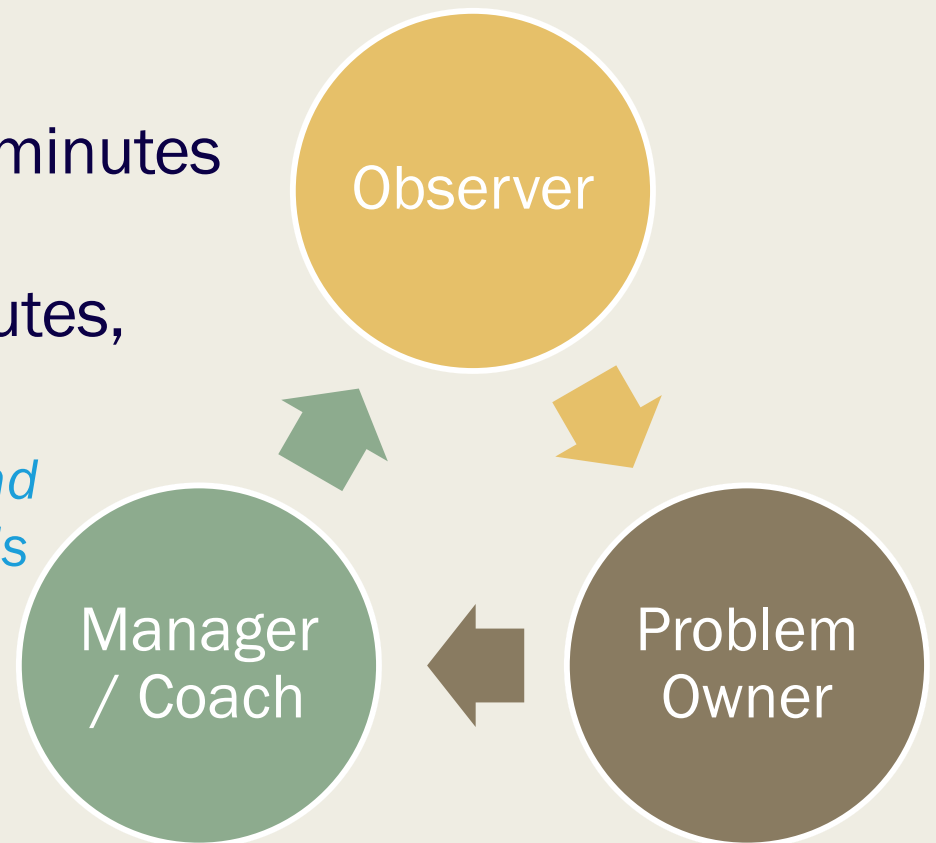
Time's Up!

- Observer:
 - Record exactly – verbatim – the first 10-15 things the Manager / Coach says on the Observation Log

Round 1

How Do You Lead? – Round 2

- Switch Roles
- Each round will last for 5 minutes
- At the end of the five minutes, switch roles and continue
 - *There is no discussion, and no debrief between rounds*



- Problem Owner:
 - Talk about a real problem / situation in your professional life
- Manager / Coach:
 - Talk to the Problem Owner as you normally would

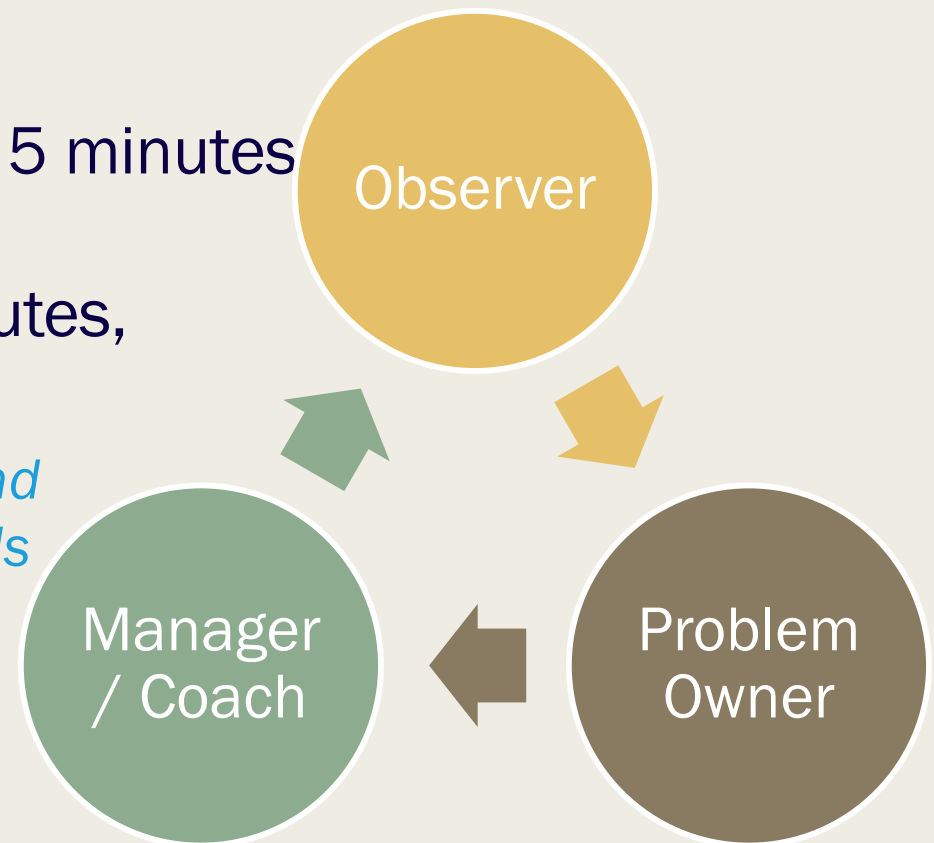
Time's Up!

- Observer:
 - Record exactly – verbatim – the first 10-15 things the Manager / Coach says on the Observation Log

Round 2

How Do You Lead? – Round 3

- Switch Roles
- Second round will last for 5 minutes
- At the end of the five minutes, switch roles and continue
 - *There is no discussion, and no debrief between rounds*



- Problem Owner:
 - Talk about a real problem / situation in your professional life
- Manager / Coach:
 - Talk to the Problem Owner as you normally would

Time's Up!

- Observer:
 - Record exactly – verbatim – the first 10-15 things the Manager / Coach says on the Observation Log

Round 3

You Did It!

- Observers:

- *Give the Observation Log you completed to the Manager / Coach you observed*

- Manager / Coach:

- *Read what you said*

- Now what?



Coding

- If the item is a “Tell” or “Statement”
 - *A comment, suggestion, impression, idea*
 - *Code it using “TS”*
- If the item is a “Question”
 - *Code it using “Q”*



Coding Questions

- If the item is a “Tell” masquerading as a “Question”
 - *Add the coding “TS”*
 - So it would be “QTS”

- If the “Question” is a “Leading Question”
 - *Add the coding “L”*
 - So it would be “QL”



Coding Questions

- If it is an Open Ended question

- *Add the code “O”*

- So it would be “QO”

- If it is a Closed Ended question

- *Add the code “C”*

- So it would be “QC”



Coding Questions

- For both Open & Closed Questions...
- If the Question is based on what you think, want to suggest, or assume about the situation
 - *Add “MT” to the coding*
 - As in: My Thinking
- If the Question is based on what the other person knows, thinks, or feels
 - *Add “HT”*
 - As in: His/Her/Their Thinking



Coding Summary

Code	Description
TS	Tell
QTS	Tell masquerading as a question
QL	Leading question
QOMT	Open-ended question, reflecting my thinking
QCMT	Close-ended question, reflecting my thinking
QOHT	Open-ended question, reflecting the other person's thinking
QCHT	Close-ended question, reflecting the other person's thinking



Considerations

- Are most of your items Asking or Telling?
- Were your questions Open, Closed, or Leading?
- Were your question based on what you were thinking, or what you wanted to learn about the other person knows and was thinking?
- Did you mostly use questions to confirm things you already knew (or thought), or did you learn and explore about things you did not know?
- Is one approach better than another?





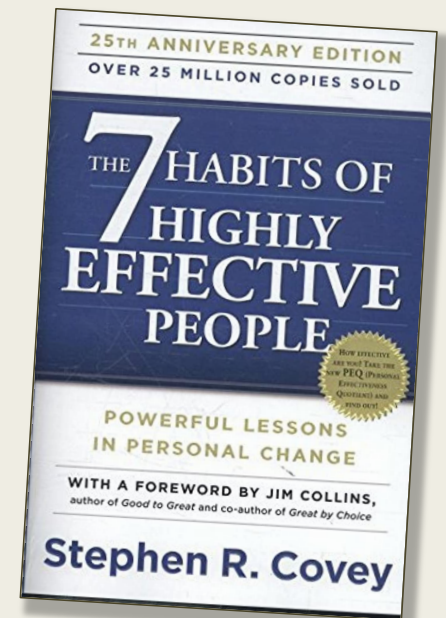
How Do You Lead?

- You can repeat this activity anytime on yourself
- With permission for others in the meeting
 - Seriously, don't do it without others knowing – that's not right!
 - Let them know what you're doing, and why – that's it's only about what you're saying
- On your phone, find the “Voice Memo” (or similar) app
- Open it up and start recording
 - Put the phone in your pocket, or on the desk
- Don't think about it until after the meeting or conversation
- Go back and listen to yourself...



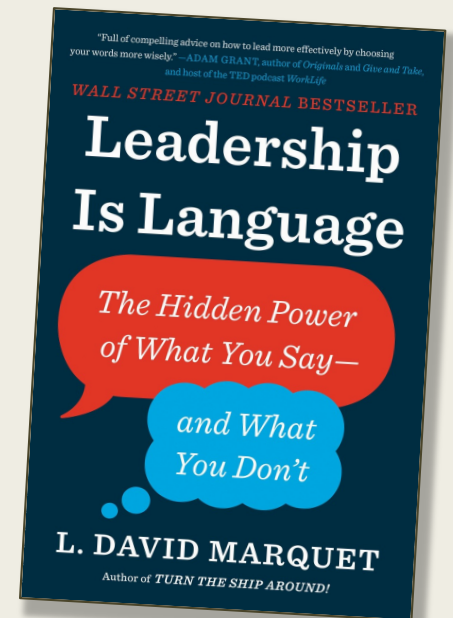
How Do You Lead?

- “Most people do not listen with the intent to understand; they listen with the intent to reply.”



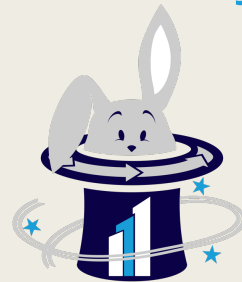
One Other Resource

- I can't complete this without provide a reference to a book by L. David Marquet, "Leadership is Language"
 - *This book is not directly connected to the material or activities we've covered today, directly...*
 - *It's a wonderful source to continue learning about how the language we use can impact others, and impact the outcomes we can achieve*



HOW DO YOU LEAD?

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