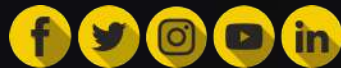


# Managers Who MOTIVATE

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@JPinspires





A person is captured mid-jump into a body of water. They are wearing dark swim trunks and large black flippers, but they are not wearing a diving mask or snorkel. The water is a deep blue, and the person's body is silhouetted against the lighter water. A semi-transparent white circle is overlaid on the lower left portion of the image, containing the text.

***Don't Jump In  
Without the Tools  
to be Successful!***

assess and improve your authentic

# LEADERSHIP STYLE



# Why It Matters

---

***Determines the quality of your***

*Relationships*

*Brand*

*Competitiveness*



# BREAKOUT SESSION

8

minutes



## DIRECTIONS:

---

- Share your key take-away from the HBR article, ***Discovering Your Authentic Leadership.***
- How can it be applied to your role today?
- Choose a spokesperson who will share for your group.



# Instructions:

---

Think about a leader you admire.

What made him/her so effective?

Write down the top 3 actions.

# Credibility Elements



*image*



*competence*



*character*







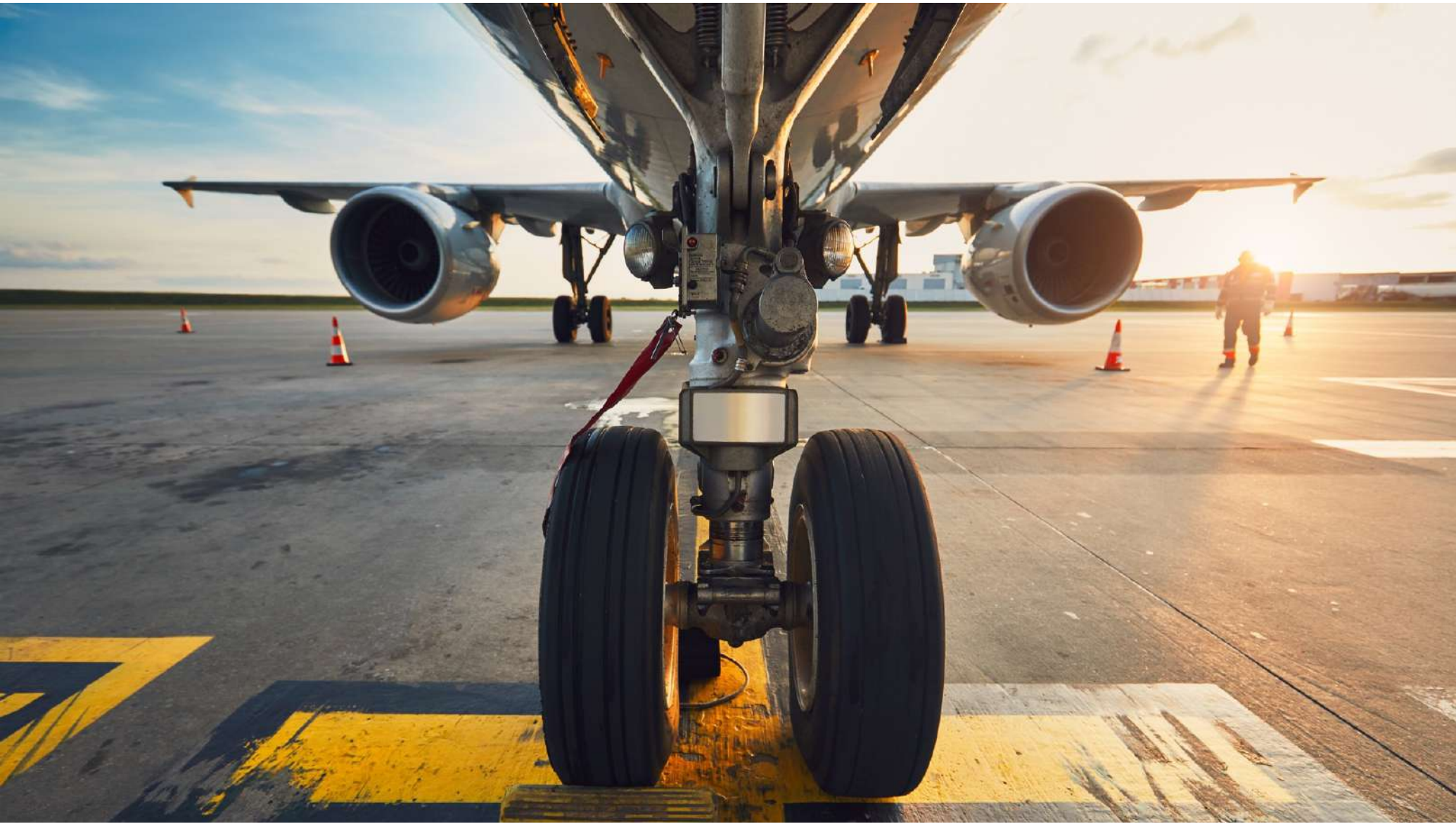
what are people  
saying about  
**YOU?**



# Emotional Wake

- Susan Scott, *Fierce Conversations*

**WHAT PEOPLE REMEMBER ABOUT YOU AFTER YOU'RE GONE**





# My 3 Words

---

*At My Best, I Am. . .*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

*This is the Key to Authenticity*

**Our job in this life is not**

*To Shape Ourselves*

**into some ideal we imagine we ought to be,  
but to find out who we already are and**

*Become It.*

**- Steven Pressfield**



**Do you feel that you can clearly  
articulate your purpose?**



**A. Yes**

**B. No**

**C. What is purpose?**

**D. I feel attacked right now!**

# SUCCESS

*is an inside job*



A hand holds a wooden frame in front of a scenic landscape. The frame captures a sunset over a mountainous landscape with a small town in the valley. The sky is a mix of orange, yellow, and grey clouds. The mountains are dark and silhouetted against the bright sky. The foreground shows green foliage and a hand holding the frame.

*Word/Phrase that  
Summarizes Your Life*



**Power of Words**

**Fear**

**Perseverance**

**Love**

**Courage**

**Mistakes**

**Hard Work**

**Bravery**

**Happiness**

**Resilience**

**HOW**

*verb*

+

**WHO**

*audience*

+

**IMPACT**

*your mark*

The background of the image is a photograph of the Aurora Borealis (Northern Lights) over a dark, snowy landscape. The aurora displays vibrant green and purple light curtains against a starry night sky. The foreground shows a dark, flat expanse of snow or ice.

**Transform**

**Teach**

**Inspire**

**Help**

**Grow**

**Motivate**

**Give**

**Build**

**Ignite**

**Empower**

**Connect**

**Provide**

**Create**

**Encourage**

# HOW + WHO + IMPACT

*empower*

*teach*

*inspire*

*motivate*

*encourage*

*people*

*people*

*people*

*people*

*people*

*to make their voice matter*

*that love is a choice*

*to dream bigger and work hard*

*to kick fear's ass*

*to always look forward in life*

what is the #1

**TRAIT**

that holds leaders back



# ***BREAKOUT SESSION***

**5**

minutes



## **DIRECTIONS:**

---

- What do you believe is the #1 trait that holds leaders back and prevents them from being authentic?
- Be prepared to share.

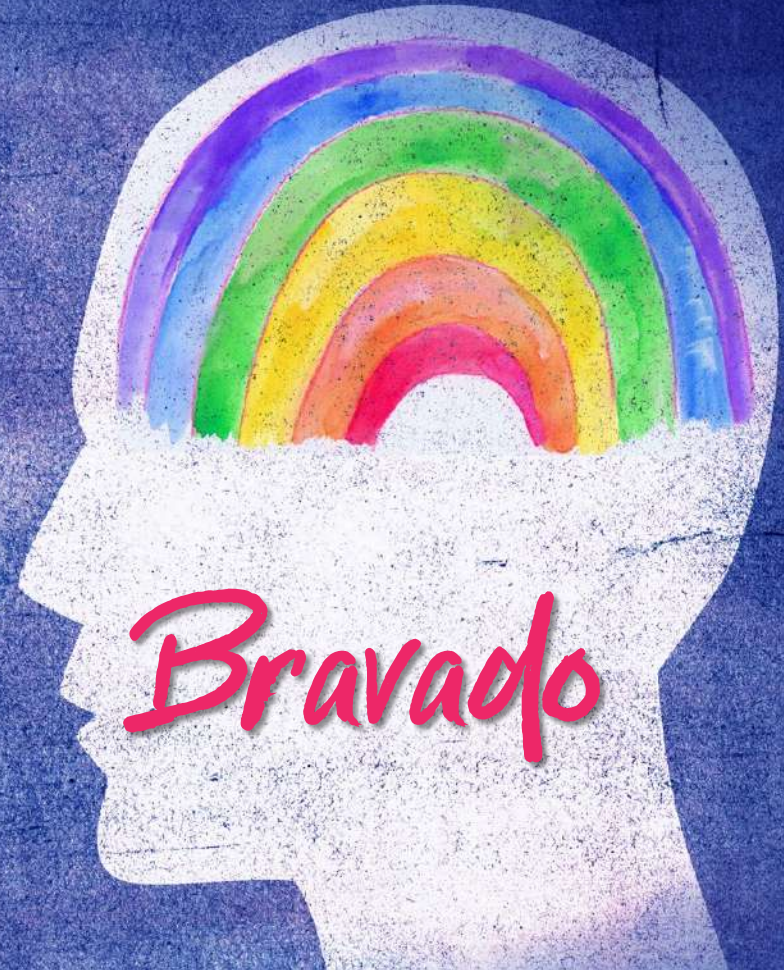
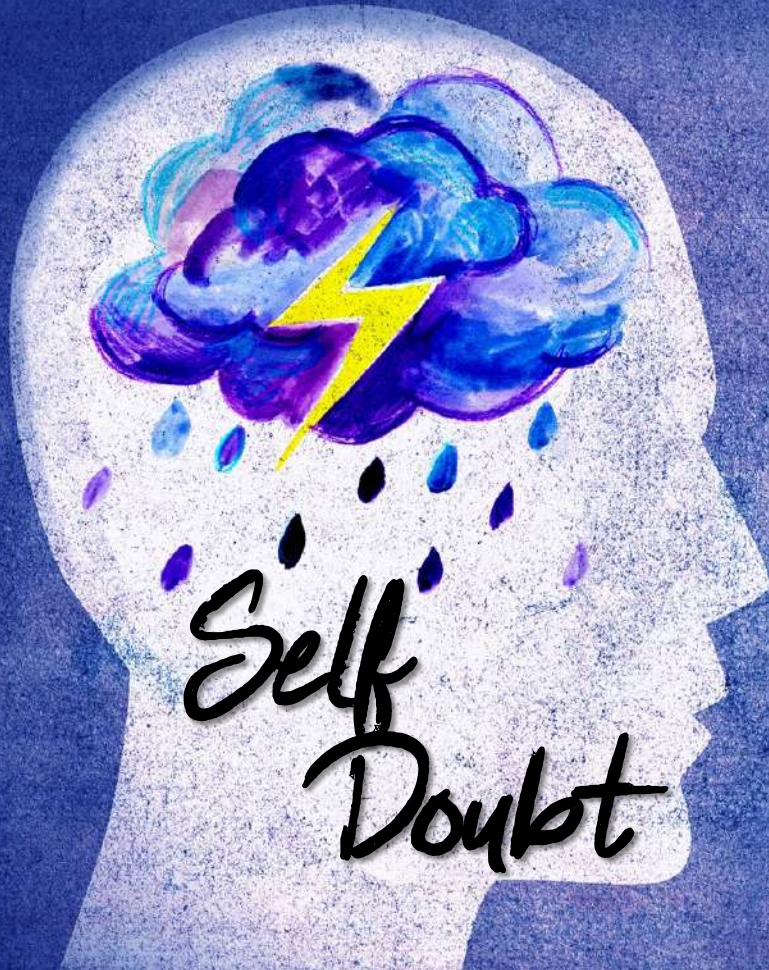
# EGO

---

***any fear-based  
thought that pulls  
you out of the truth  
of who you are.***



# YOUR EGO ONLY OPERATES IN EXTREMES



# CONFIDENCE

- Define yourself by who you are/values
- Play the long-term game
- They believe they're good, regardless of a failure

**V** **S**

# EGO

- Define yourself by your success
- Caught up in the short-term moment
- Focus is on perfection

**“ME” Focused**

**blame**

**Ignore Feedback**

**WARNING  
EGO**

**Critical**

**Play short-term game**

**Unaware of Impact**

**No Accountability**

A woman with dark hair in a bun, wearing a red cape and a blue top, stands on a rooftop. She is pointing her right fist towards a city skyline in the distance. The sky is a mix of blue and orange, suggesting sunset or sunrise. The city below is densely packed with buildings.

**what is your #1**  
*Strength?*

# EGO TRANSFORMS

**STRENGTHS** *into* **LIABILITIES**

---

assertiveness



pushy

self-confident



self-absorbed

directive



dictatorial

passionate



overzealous

independent



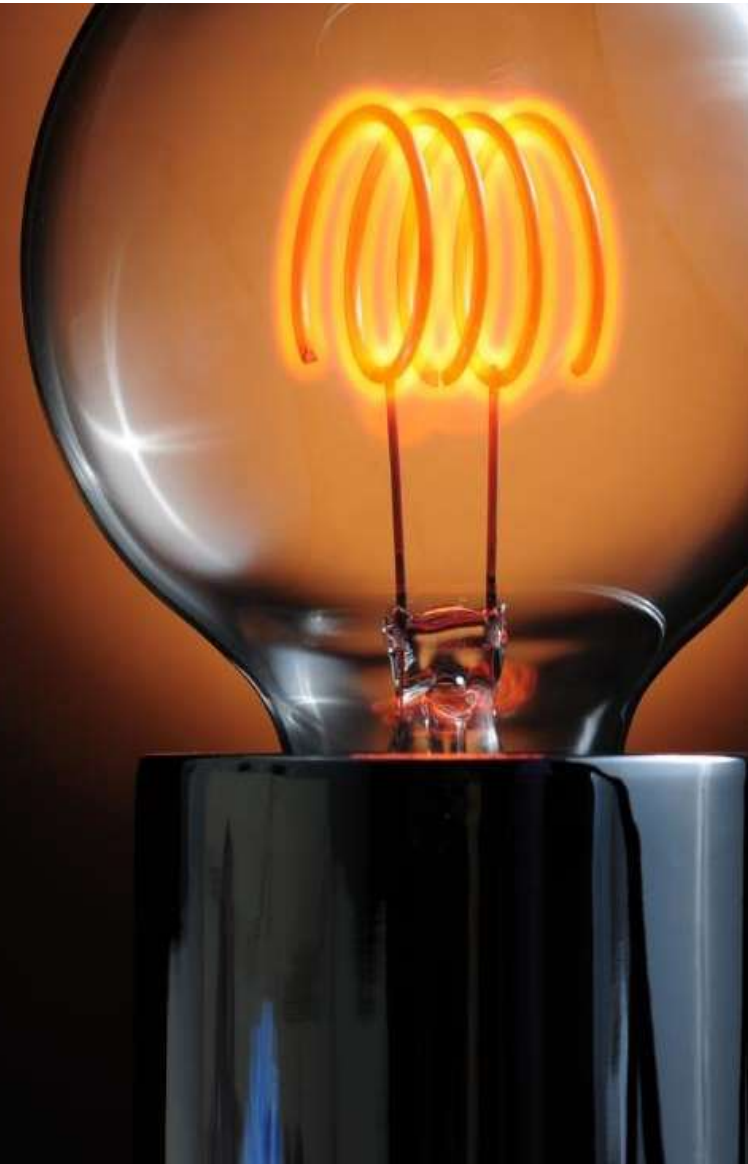
detached

smart



know-it-all

Source: *Economics*, David Marcum & Steven Smith



A woman with dark hair in a bun, wearing a red cape and a blue top, stands on a rooftop. She is pointing her right fist towards a sprawling city skyline under a clear sky at sunset. The city is filled with numerous buildings of varying heights, and the sun is low on the horizon, casting a warm glow over the scene.

**what does your *Ego***  
**do to your *Strength?***



# 30 Minute RECHARGE



# 4 FUNDAMENTALS OF MANAGEMENT

**Build  
Authentic  
Relationships**



**Set  
Clear  
Expectations**



**Coach  
For  
Performance**



**Recognize  
What  
Is Right**





**IMPORTANCE OF SETTING EXPECTATIONS?**

A hand holding a silver stopwatch against a cloudy sky background. The stopwatch has a white face with black numbers and hands. The main dial ranges from 0 to 30, and the sub-dial ranges from 0 to 10. The hand is holding the stopwatch from the side, with the thumb on the top button and the index finger on the side button.

## **STEPS TO SETTING EXPECTATIONS:**

---

- 1. Be Clear on the “WHAT”**
- 2. Ask Clarifying Questions**
- 3. Avoid Managing the “HOW”**
- 4. Remove Barriers**
- 5. Manage the Outcome**

**Source:** *Management 101: Set Clear Expectations* by Wayne Madden

# DEFINE OUTCOMES, NOT STEPS!

---

- End Result
- Medium for Delivery
- In and Out of Scope
- Desired Timeline
- Communication Style
- What Gets Elevated Up
- Rules of Conduct



*Tools* *Resources* *Knowledge*

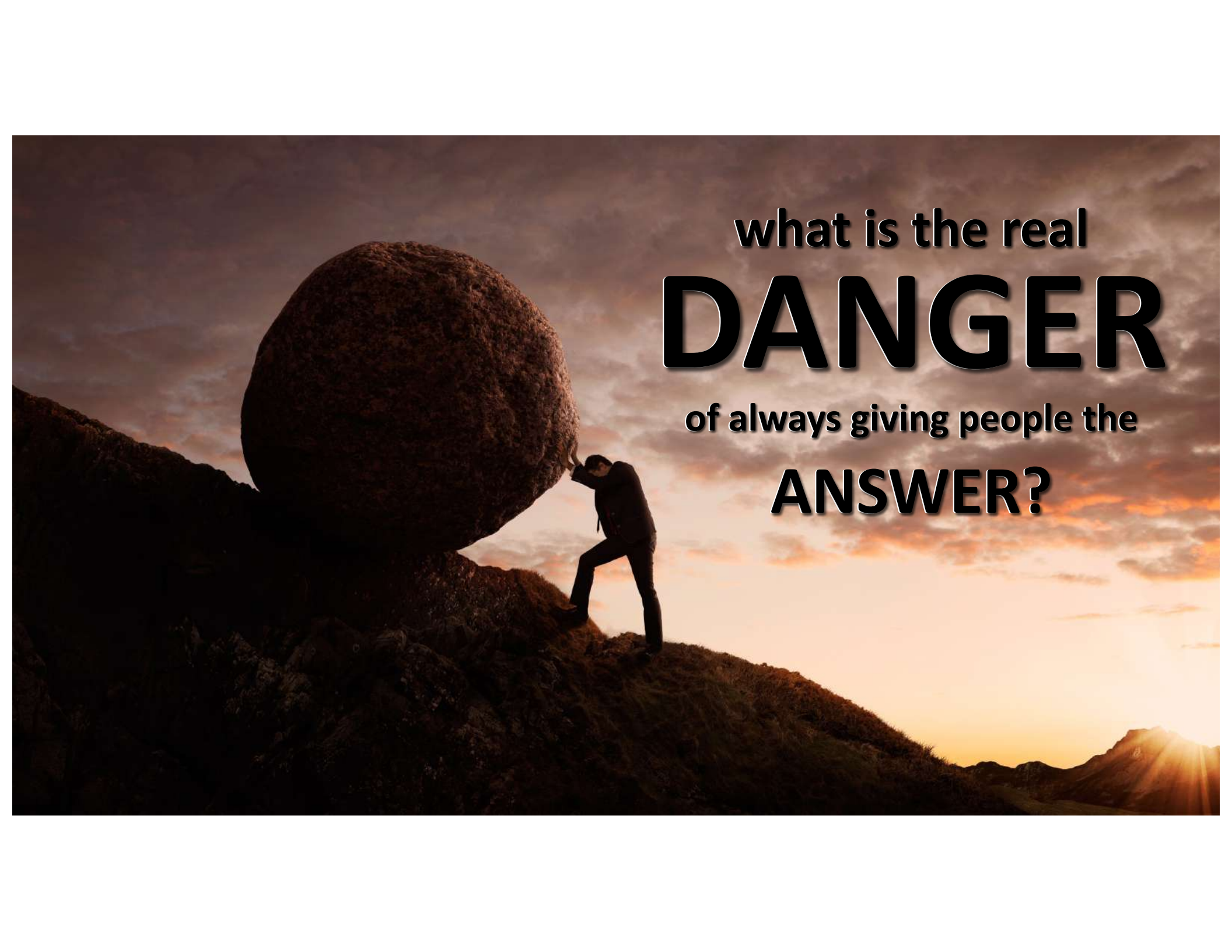
*Are you setting people up for*  
***SUCCESS?***



*Creating a safe  
space for people  
to turn the mirror  
on themselves, tell  
the truth, and*



*Move Forward.*

A dramatic landscape photograph showing a person in silhouette pushing a massive, rounded boulder off the edge of a cliff. The scene is set against a sunset sky with warm orange and yellow hues. The sun is visible on the right horizon, creating a lens flare. The overall mood is one of struggle and risk.

what is the real  
**DANGER**  
of always giving people the  
**ANSWER?**

what is the  
***“COACHING MOMENT?”***



***The Gap***

between where the person is  
today and where they want to be.

# NOT ALL QUESTIONS



ARE CREATED

EQUAL



# QUESTIONS

***CLOSE-ENDED***

***OPEN ENDED***

***EMPOWERING***

# EMPOWERING QUESTIONS

*teach people about themselves*





Ask ***EMPOWERING*** Questions

Empowering Questions Document

# the wheel of FULFILLMENT?



# ***BEST PRACTICES***

- 1. Only ask one question at a time**
- 2. *Don't ask leading questions***
- 3. *Create space in the conversation.***

# the wheel of FULFILLMENT?



the power of  
**COACHING**  
is not in having the  
**ANSWERS**

---

it is in the quality of your  
**QUESTIONS**



## 1 - GOAL

- *what do you want to get out of our conversation today?*

## 2 - REALITY

- *what's currently getting in the way of you achieving this goal?*

**DO NOT RUSH THIS SECTION!**  
*get below the water line.*

## 3 - OPTIONS

- *what steps would move you closer to your desired goal?*

## 4 – WAY FORWARD

- *what step(s) do you want to commit to taking?*



*Which emotion best describes how you feel going into a difficult conversation?*



# ***BREAKOUT SESSION***

**5**

minutes



## **DIRECTIONS:**

---

- Share your #1 tip on engaging in difficult conversations?
- Describe the value of that communication tip.
- Be prepared to share.

# WHAT MAKES CONVERSATIONS “DIFFICULT”?

**Already a  
Lack of Trust**

**Don't Share  
Emotions**

**We Never Think  
We're the Problem**

**We Want  
to be Right**

**What Happened**



**Feelings**



**Identity**



**there are 3 conversations within every conflict scenario**

- *Difficult Conversations, How to Discuss What Matters Most*



## **costs of not having DIFFICULT CONVERSATION?**

**wasted time**

**absenteeism**

**poor service**

**lower engagement**

**higher turnover**

**eroded culture**

**broken partnerships**

**shattered trust**

discuss the  
**MOST COMMON MISTAKES**  
people make in difficult conversations



**avoid conflict**

**not listening**

**defensive**

**take it  
personally**

**over generalize**

**trying to be right**

**focus on  
blame**



# 4 TYPES OF CONFLICT



RELATIONSHIP



TASKS



PROCESS



STATUS

Source: Harvard Business Review Press

# 4 OPTIONS FOR HANDLING A CONFLICT

1



**Do  
Nothing**

2



**Address  
Indirectly**

3



**Address  
Directly**

4



**Exit the  
Relationship**

*Source: Harvard Business Review Press*

## DIFFICULT CONVERSATIONS PLANNER

### What specific behavior do I want to discuss?

Focus on one issue. Give specific example(s) when the behavior occurred.

01

### What is the impact of the behavior?

Explain why the behavior is important to discuss. How does it make you feel? What is the impact to you, the individual, team, organization?

02

### What do I need to take accountability for?

Any time there is an issue in a relationship, both people have a part to play. What do you need to take accountability for and own? Examples: didn't set clear boundaries, let it go on too long, put up with it, thought it would resolve itself.

03

### What needs to happen to resolve the issue?

What are you asking for? What specific actions need to happen as a result of the conversation? How will you measure success?

04



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6

your success lies in your  
**PREPARATION**



## STEP1

Initiate the conversation by making it safe. Establish mutual purpose for having the discussion. Explicitly state what you want to discuss. Let the individual know you want to understand their perspective.

## STEP2

Tell your truth as you see it. Share both the facts and feelings. Discuss the impact to the person, you, team, and/or the organization.

## STEP3

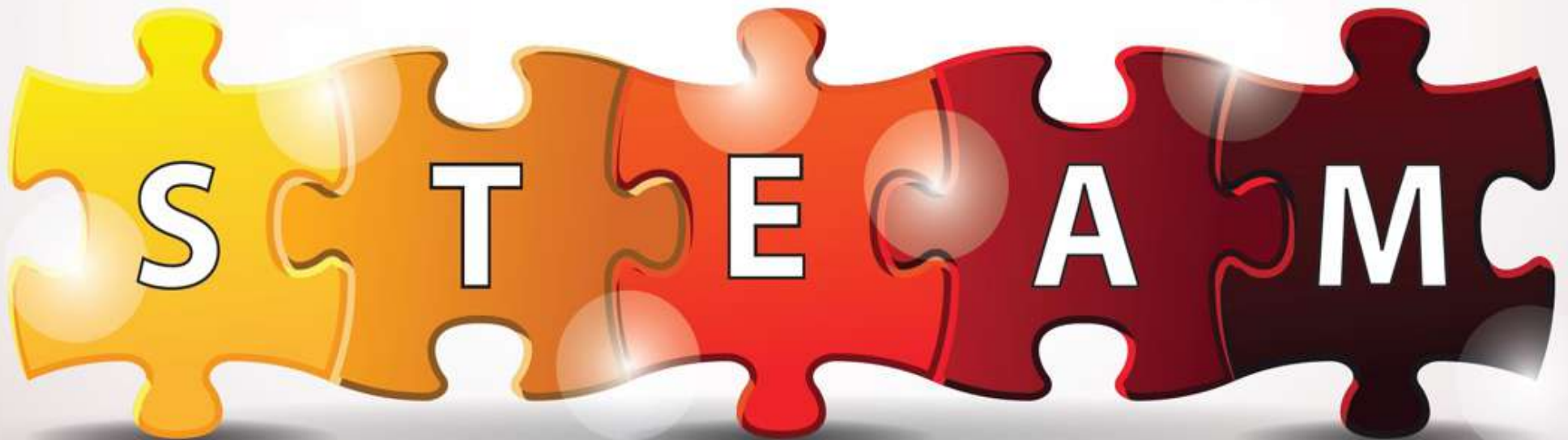
Now stop. Invite the individual to respond and share their truth. Stay curious and listen to understand their perspective. Remain fully present.

## STEP4

Connect by acknowledging that person's experience. Acknowledgment does not mean agreement. Ask questions and paraphrase for clarity. Develop ideas for resolving the issue.

## STEP5

Make mutual agreements based on the discussion. Articulate who will do what by when. Confirm any resources needed to meet the expectation. Thank the individual for engaging in the conversation.



Start by Making it Safe | Tell Your Truth & the Impact | Explore Their Truth | Acknowledge Their Experience | Make Mutual Agreements

# MUTUAL

# PURPOSE



- State the intent/purpose for having the conversation
- Start the conversation with something you agree on
- *Optional:* Ask permission to have the conversation

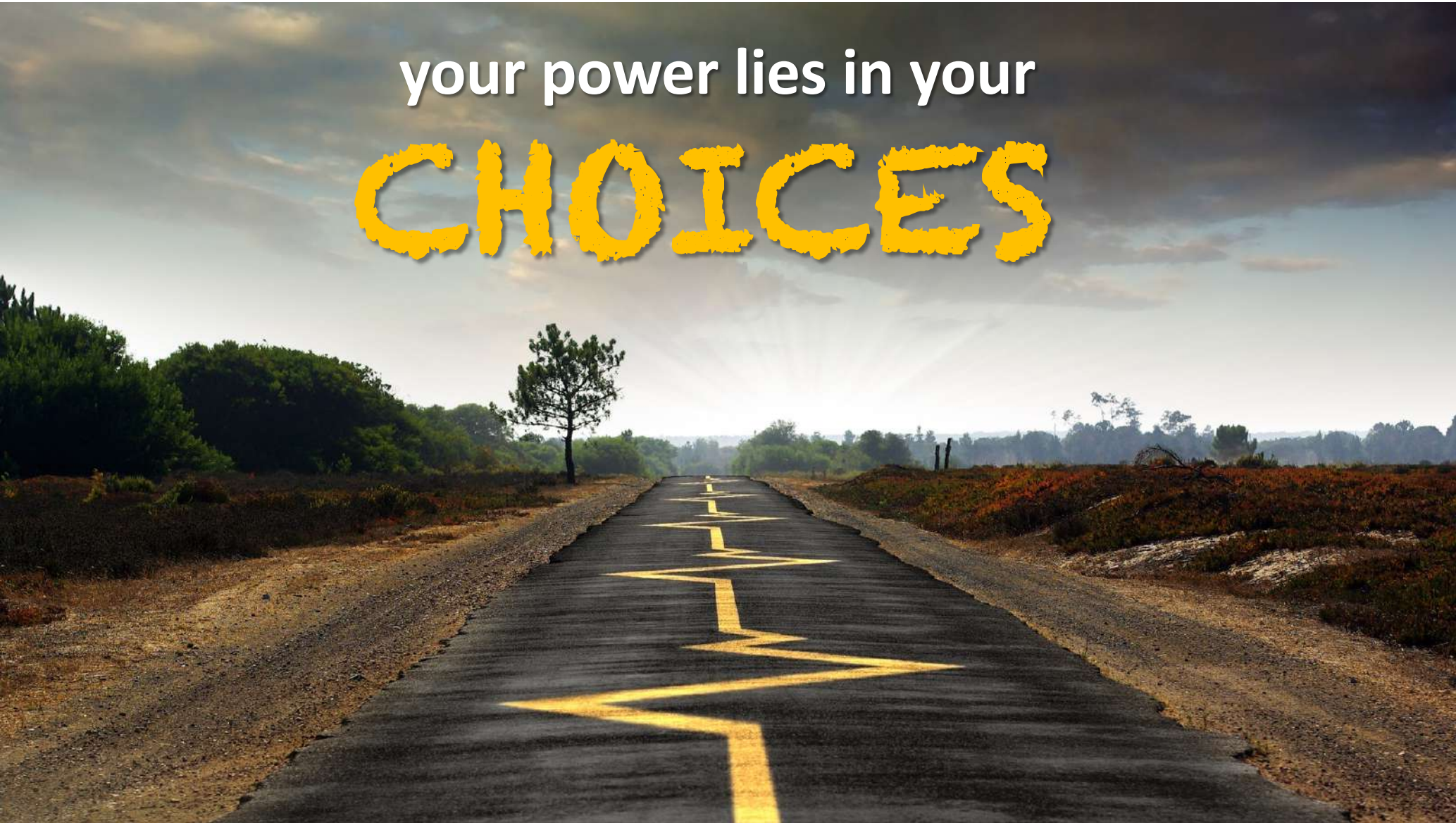


*shifting to. . .*

# LEARNING CONVERSATIONS

- Curious to understand
- NOT about changing person
- Focus on feelings
- Explore each other's stories
- Hear what's not being said

your power lies in your  
**CHOICES**



# Book Recommendations



# Let's Connect

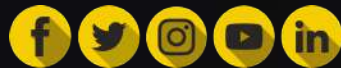


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BoldNewYou

# Managers Who MOTIVATE

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