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Tactical Leadership

Training Manual



Tactical Leadership Training

Strengthening Leadership Capabilities
for Organizational Advancement



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House Rules

- This is a thinking person's course
- This is a participative training session
- Respect everyone's insight and opinions
- Neutralize distractions
- Have fun while learning



Learning Objectives

- Define Leadership and understand how it differs from Management
- Build familiarity with the organizational objectives of a tactical leader
- Understand the Six Principles of Influence and how to leverage these in your role
- Learn the importance of Emotional Intelligence in a leadership role
- Understand the Six Emotional Leadership Styles
- Learn approaches to empowering your people and building their business acumen through the Leadership Behavior Continuum
- Understand the importance of Change Leadership in an organization
- Learn the required leadership competencies in crisis situations
- Define how to deliver results through well-rounded leadership

Icebreaker: Getting to Know You

Group A

- Name and description of what you do
- Favorite movie
- What is your definition of leadership?




Group B

- Name and description of what you do
- Favorite leisure activity
- What is your definition of leadership?



Words to Live By, Pt. 1

A person is shown in silhouette from the side, looking through a telescope. The background is a city skyline at sunset, with the sun low on the horizon, casting a warm glow. The sky transitions from orange near the sun to a darker blue at the top. The city buildings are dark silhouettes against the bright sky. A semi-transparent blue box is overlaid on the right side of the image, containing the quote and the author's name.

“The True Measure of Leadership is Influence – Nothing More, Nothing Less”

John C. Maxwell



Fun Fact #1

In a global survey, 86% of businesses consider leadership to be the number 1 talent issue.



What is Leadership?

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.



Leadership and Management

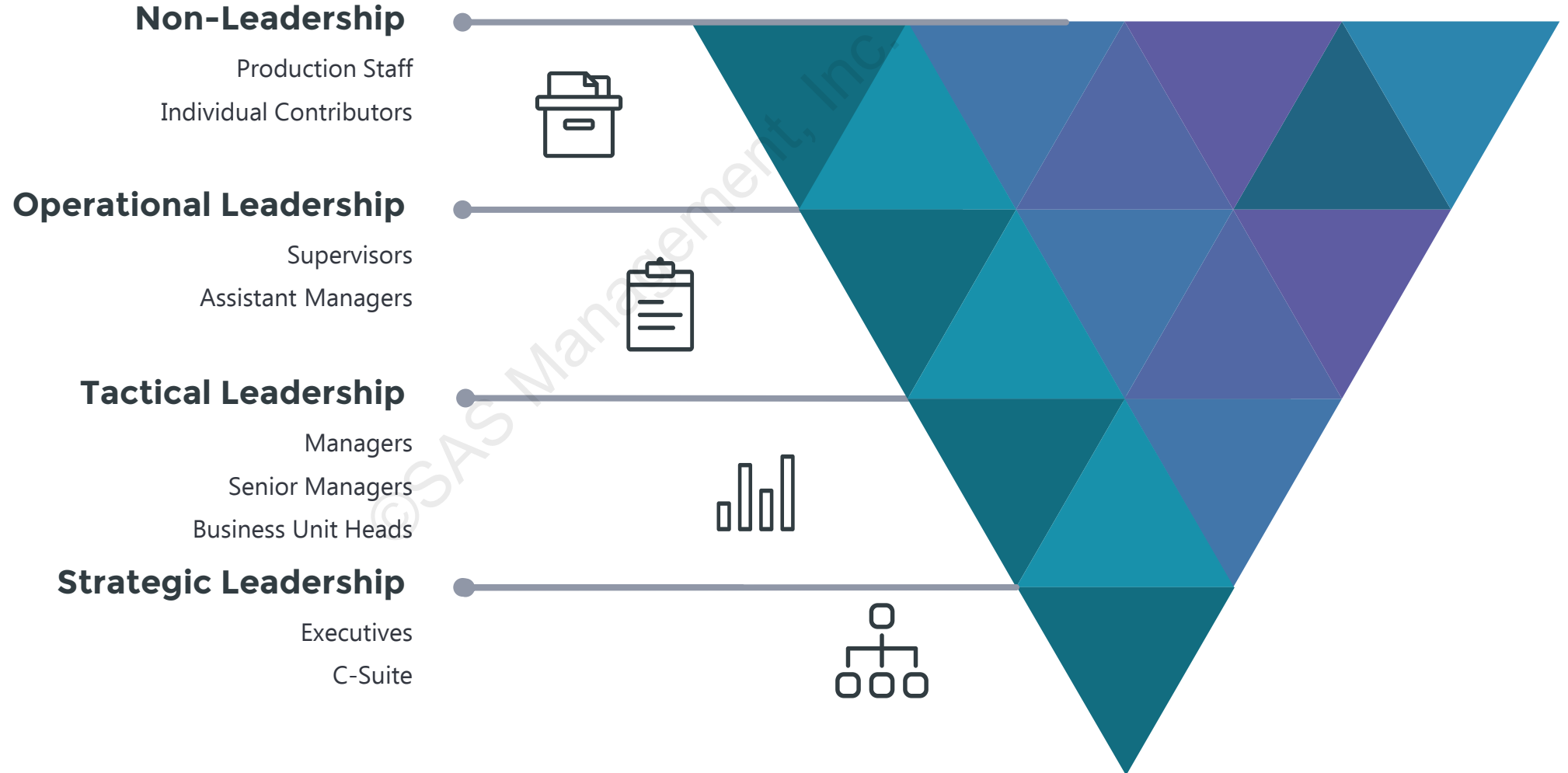


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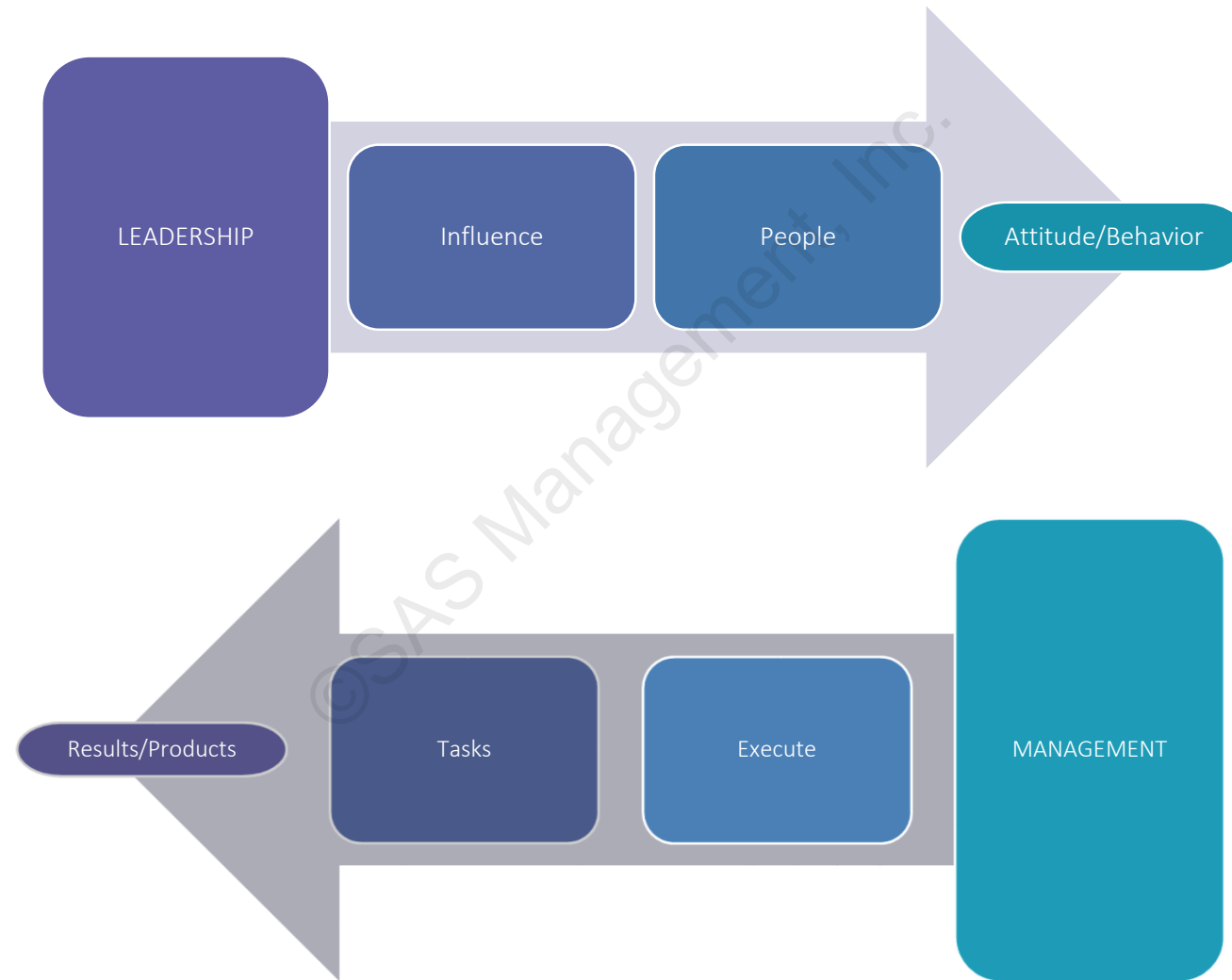
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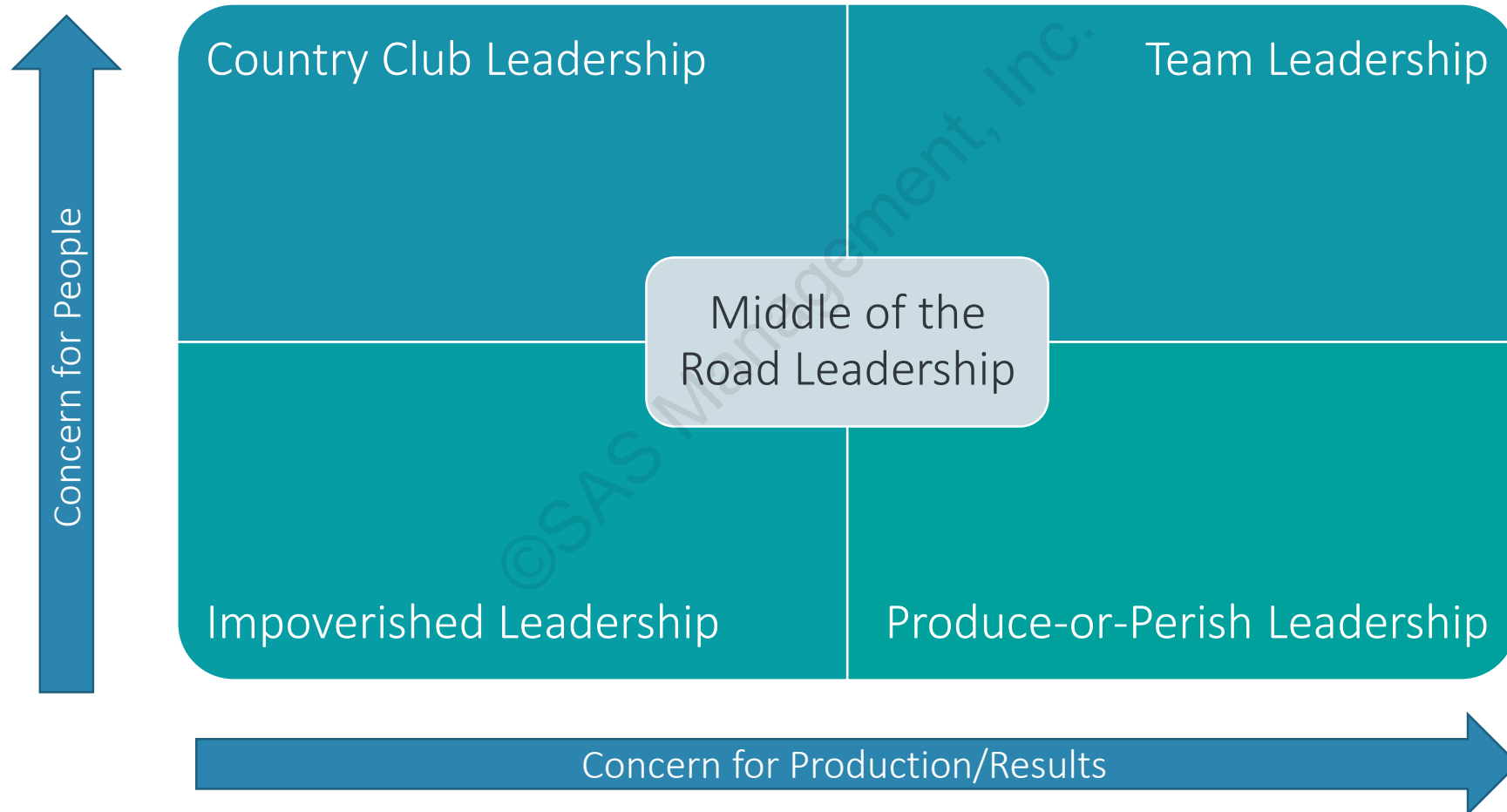
Levels of Leadership in the Organization



Leadership and Management



The Blake Mouton Managerial Grid



Leadership and Power

REFERENT POWER

Based on followers' identification and liking for the leader.



REWARD POWER

Derived from having the capacity to provide rewards to others



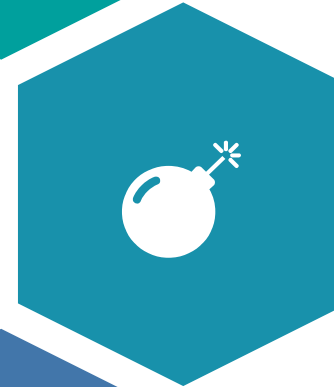
EXPERT POWER

Based on followers' perceptions of the leader's competence



COERCIVE POWER

Derived from having the capacity to penalize or punish others.



LEGITIMATE POWER

Associated with having status or formal job authority



INFORMATION POWER

Derived from possessing knowledge that others want or need





Influence in Leadership

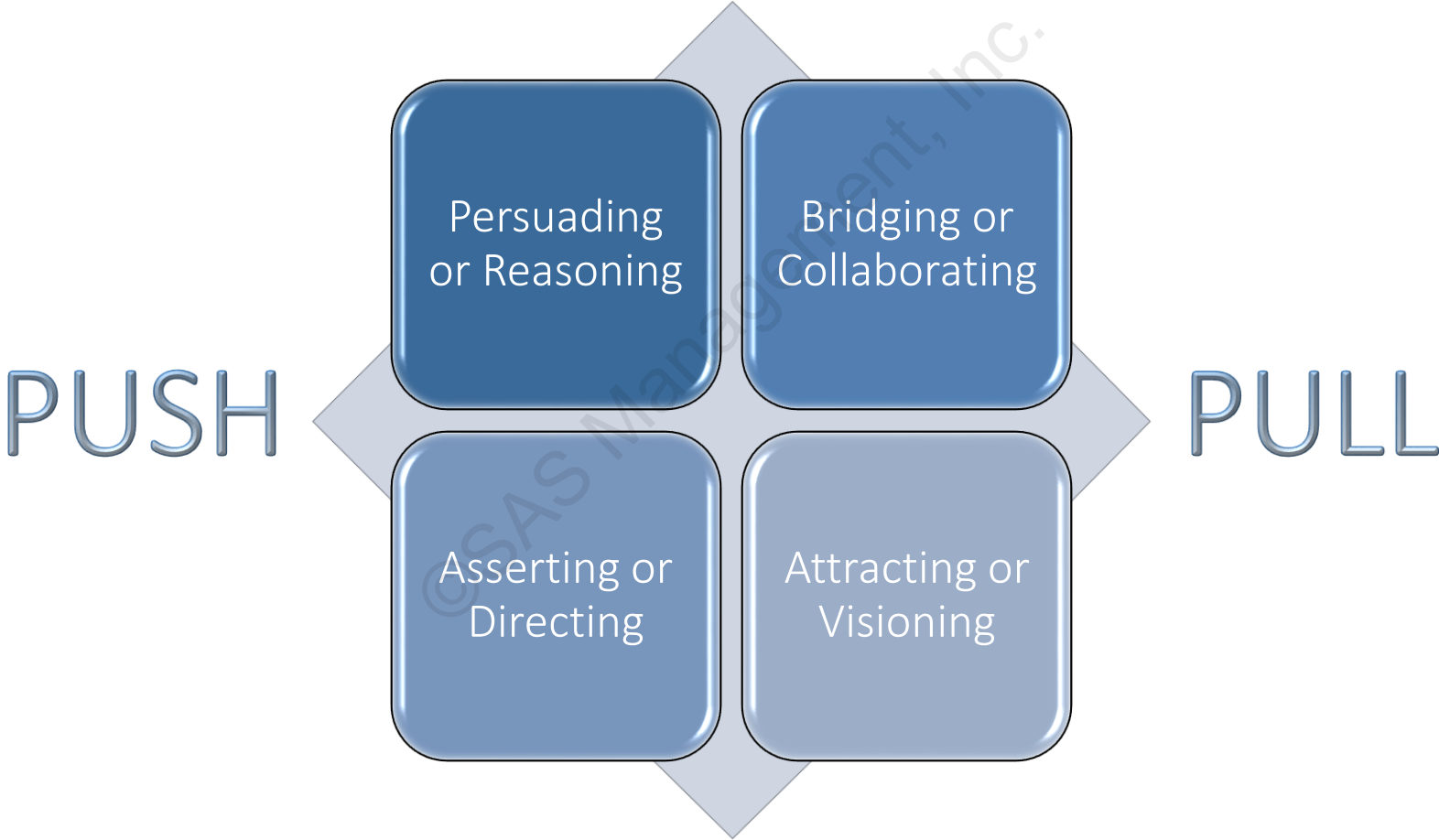


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Influence Styles



Influence Styles



Persuading or Reasoning

Power Source: Expert, Personal

When Effective: When in an advisory position



Asserting or Directing

Power Source: Personal, Position

When Effective: When there is a good relationship or obvious rank/hierarchy



Bridging or Collaborating

Power Source: Personal

When Effective: When there is room for error and time to achieve change

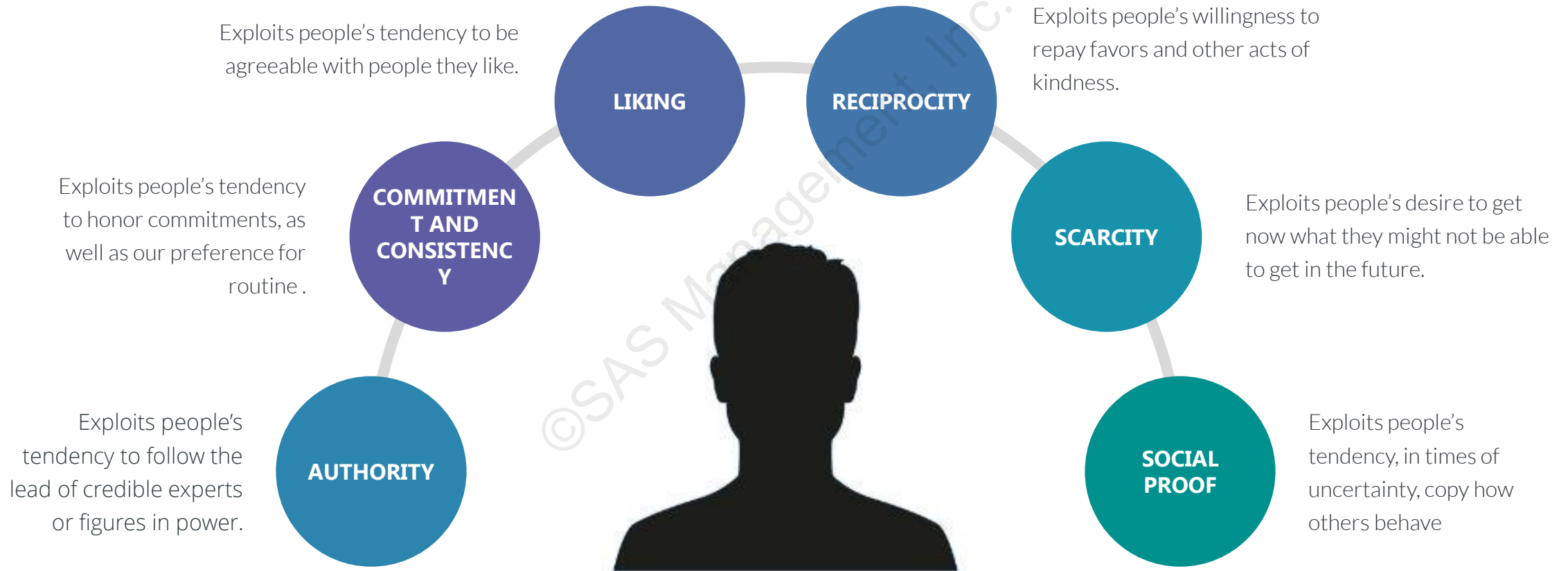


Attracting or Visioning

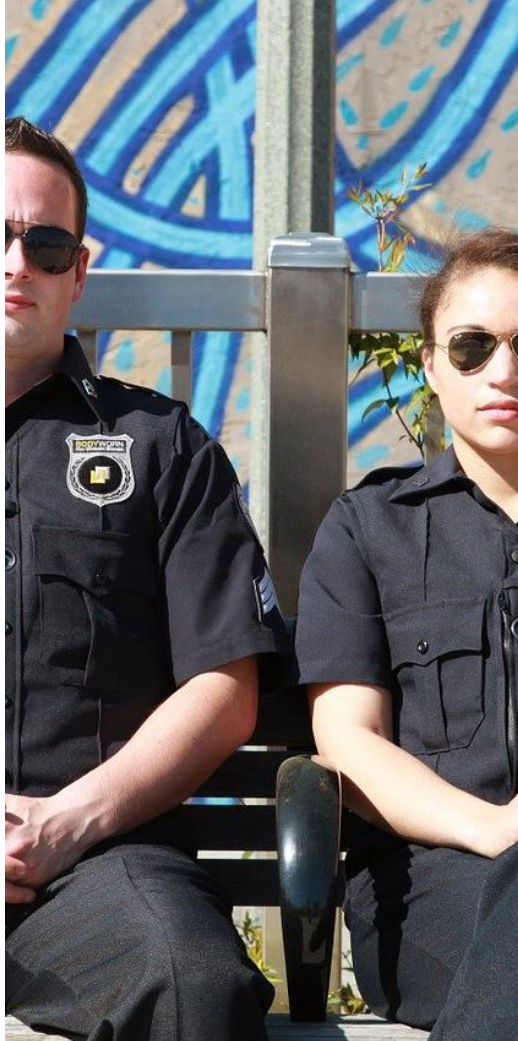
Power Source: Personal, moral, position, expert

When Effective: Where there is a clear idea for the future

The Six Influence Principles



The Six Influence Principles



Authority

This principle is leveraged when:

- Displaying diplomas, degrees, certifications on the office wall
- A person is introduced by first mentioning his/her credentials, experience and expertise
- A person in uniform projects that he/she is far more credible than someone who isn't



Commitment and Consistency

These principles are leveraged when:

- Having someone write down date and time of appointments instead of having staff do it for them
- Giving away free samples, because customers, after using the item, are more inclined to buy it

The Six Influence Principles



Liking

This principle is leveraged when:

- Influencers continuously praise their direct reports
- Influencers establish an emotional connection with other people and try to find common interests
- Influencers invest in ways to enhance their physical appearance and personality



Reciprocity

This principle is leveraged when:

- Giving items to solicit donations
- Waiters leave mints or complementary desserts to get a bigger tip
- People openly do favors for others to receive a future favor in return

The Six Influence Principles



Scarcity

This principle is leveraged when:

- Shops use signs that say “Special Offer today only” or “Limited stock”
- Manufacturers market a product as “Limited Edition”
- Bartenders yell out “Last Call”



Social Proof

This principle is leveraged when:

- A TV Comedy uses canned laughter to encourage audiences to find it funny
- Commercials tell you x out of 10 people use this product

When to use influence styles and principles

The exercise sheet lists eight (8) scenarios you may or may not face while at your job as a supervisor. List down the influence style and principle you would use to address the situation. You may have more than one (1) influence style or principle for each scenario



Utilizing influence in common scenarios (Example)

Scenario	Influence Style	Influence Principle	Example
Coaching: Disciplinary Action	Asserting	Authority, Commitment	"I know your intentions may have been good, but we're human and commit mistakes."
Coaching: Discussing Techniques to Optimize Work Output	Persuading, Bridging	Authority, Commitment, Liking	"There's a great opportunity to improve your performance by simply doing "x."
Coaching: Poor Work Quality	Asserting	Authority, Reciprocity, Scarcity	"I'll provide you with another chance to meet the results we set out to achieve, but if you don't, we may not have another opportunity to do so in the future."

Utilizing influence in common scenarios

Scenario	Influence Style	Influence Principle	Example
New process roll-out	Persuading, Asserting	Authority, Social Proof, Commitment, Reciprocity	"The other teams showed better sales numbers after implementation. Wouldn't we want the same?"
Coaching/ Mentoring	Persuading, Bridging	Authority, Commitment, Liking	"There's a great opportunity to improve your performance by simply doing "x."
Disciplinary Action	Asserting	Authority, Commitment	"I know your intentions may have been good, but we're human and commit mistakes."
Career Path Guidance	Attracting	Authority, Commitment, Liking	"Your success is my success too. Let's succeed together."
Conflict Resolution	Bridging, Persuading	Authority	"I know that you may not agree with me, but I've done this so many times in the past with much success."

Utilizing influence in common scenarios

Scenario	Influence Style	Influence Principle	Example
Appraisal Discussions	Persuading, Bridging	Authority, Commitment	"I know it may not be what you expected, but with the action plans we agreed on, we should expect a much better outcome next time."
Inter-departmental coordination	Bridging	Reciprocity	Provide little tokens of appreciation to IT or HR staff so when you need some new laptops or a new batch of employees you can get your requests bumped up in priority
Performance Feedback	Asserting	Authority, Reciprocity, Scarcity	"I'll provide you with another chance to meet the results we set out to achieve, but if you don't, we may not have another opportunity to do so in the future."



The Objectives of Organizational Leadership



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The Foundations of your Organization



Mission



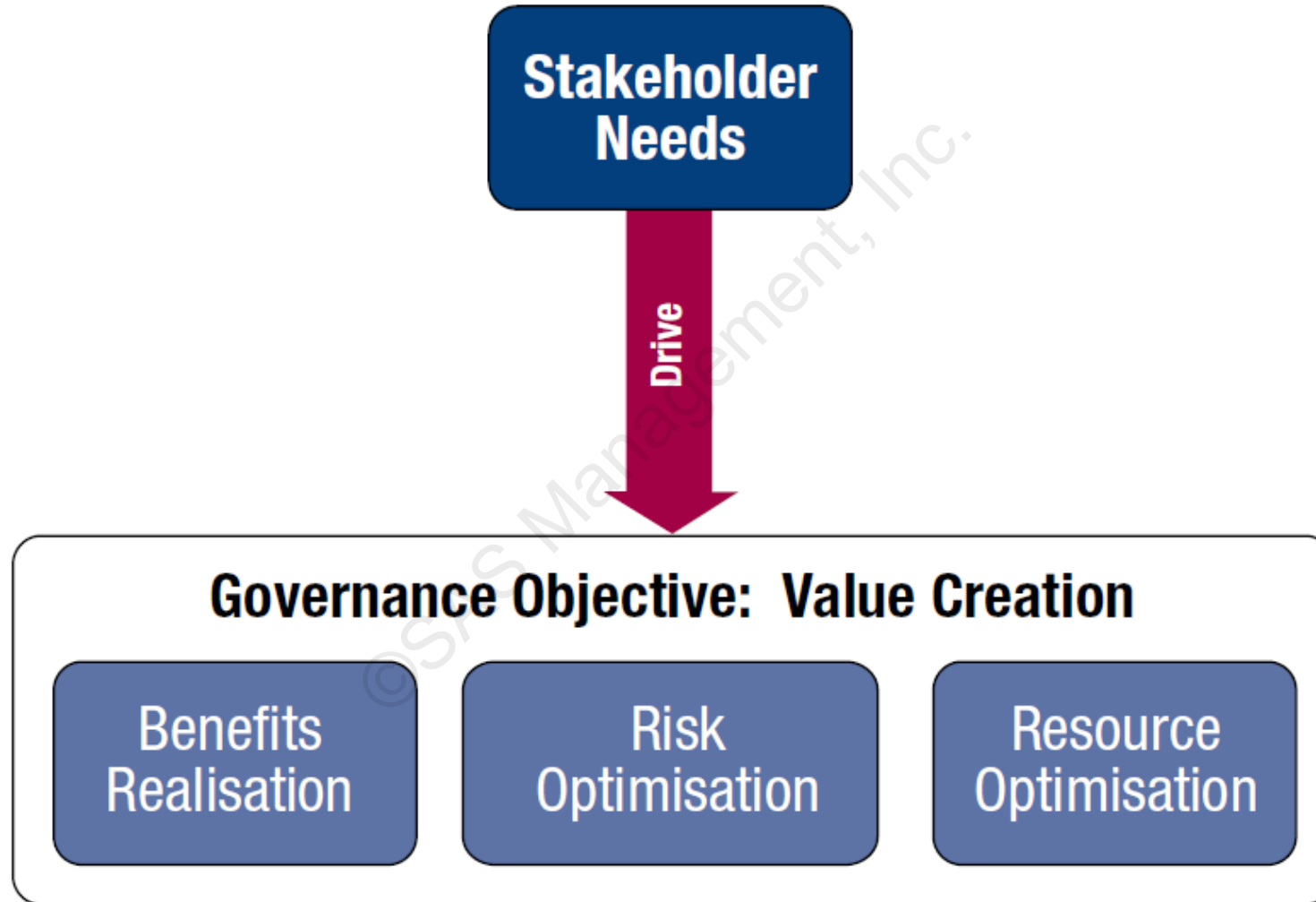
Vision



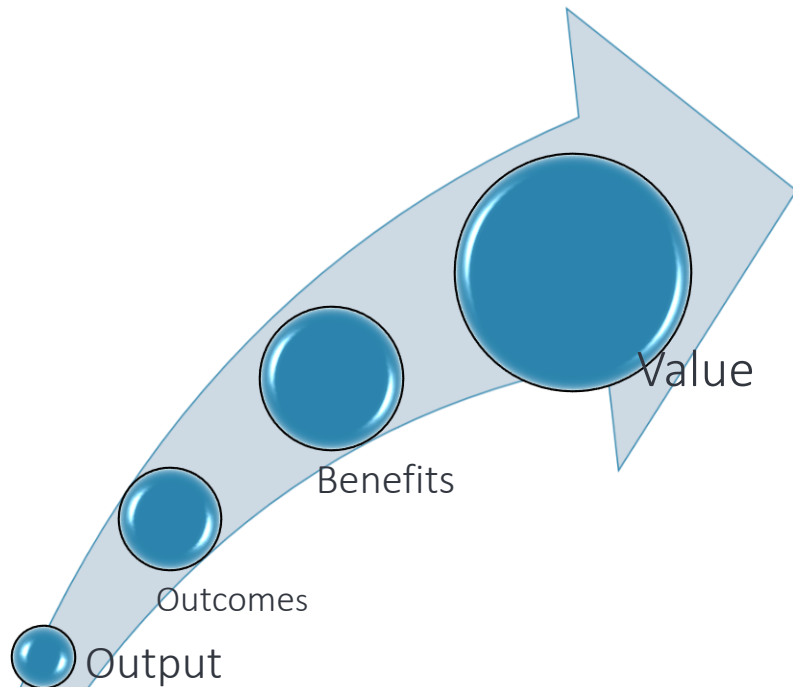
Core Values



Strategic Objectives



The Path to Value



Output

The deliverables of a planned activity or project



Outcomes

The new operational states resulting from using the output of an iteration



Benefits

The measurable improvements resulting from outcomes, perceived as advantages by one or more stakeholders



Value

The benefits delivered in proportion to the resources put into acquiring them



Emotional Intelligence in Leadership

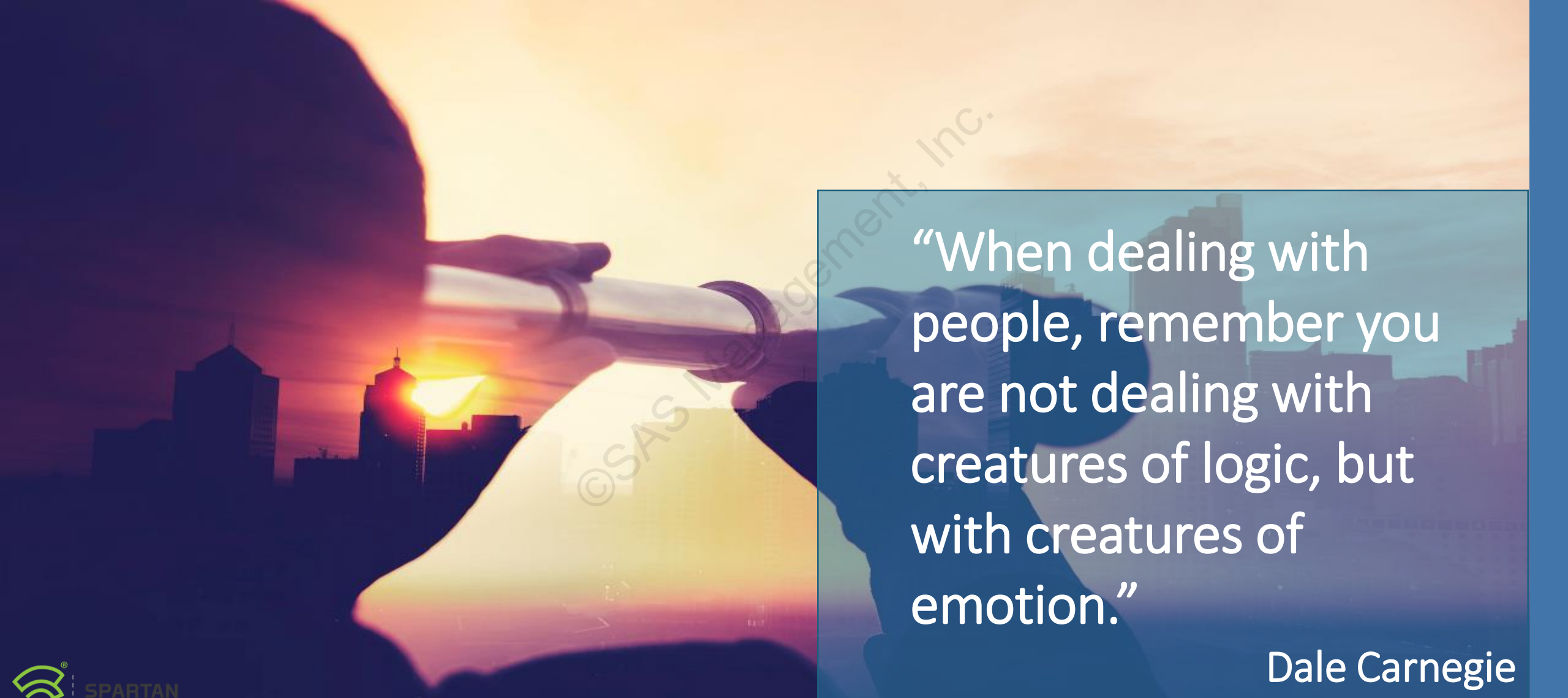


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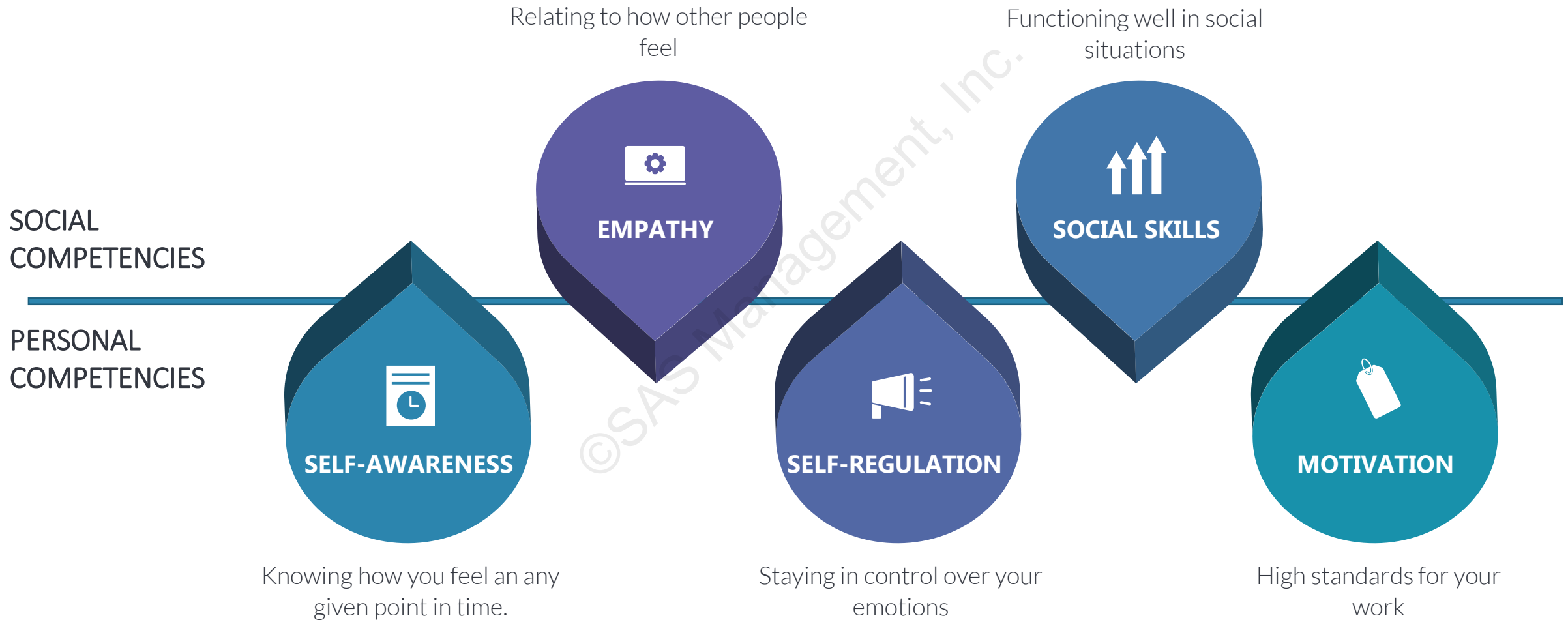
Words to Live By, Pt. 2

A person is shown in silhouette from the side, looking through a telescope. The background is a city skyline at sunset, with the sun low on the horizon, casting a warm glow over the buildings. The scene is framed by a blue border on the right and top.

“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.”

Dale Carnegie

The Five Components of Emotional Intelligence



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The Five Components of Emotional Intelligence

Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence



Self-Regulation

- Self-Control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation



The Five Components of Emotional Intelligence

Intrinsic Motivation

- Achievement Drive
- Commitment
- Initiative
- Optimism



Empathy

- Understanding Others
- Developing Others
- Service Orientation
- Leveraging Diversity
- Political Awareness

The Five Components of Emotional Intelligence

Social Skills

- Influence
- Communication
- Conflict Management
- Leadership
- Change Catalyst
- Building Bonds
- Collaboration and Cooperation
- Team Capabilities and Synergy



Goleman's Six Emotional Leadership Styles

The Authoritative Leader

The Coaching Leader

The Affiliative Leader



The Democratic Leader

The Pacesetter Leader

The Coercive Leader

Goleman's Six Emotional Leadership Styles

The Authoritative Leader

- Leads with a clear vision
- Self-confidence, empathy
- **Key phrase:** "Come with me"
- Most positive impact

The Coaching Leader

- Develops skills in other people
- Developing others, empathy, self-awareness
- **Key phrase:** "Try this"
- Positive impact



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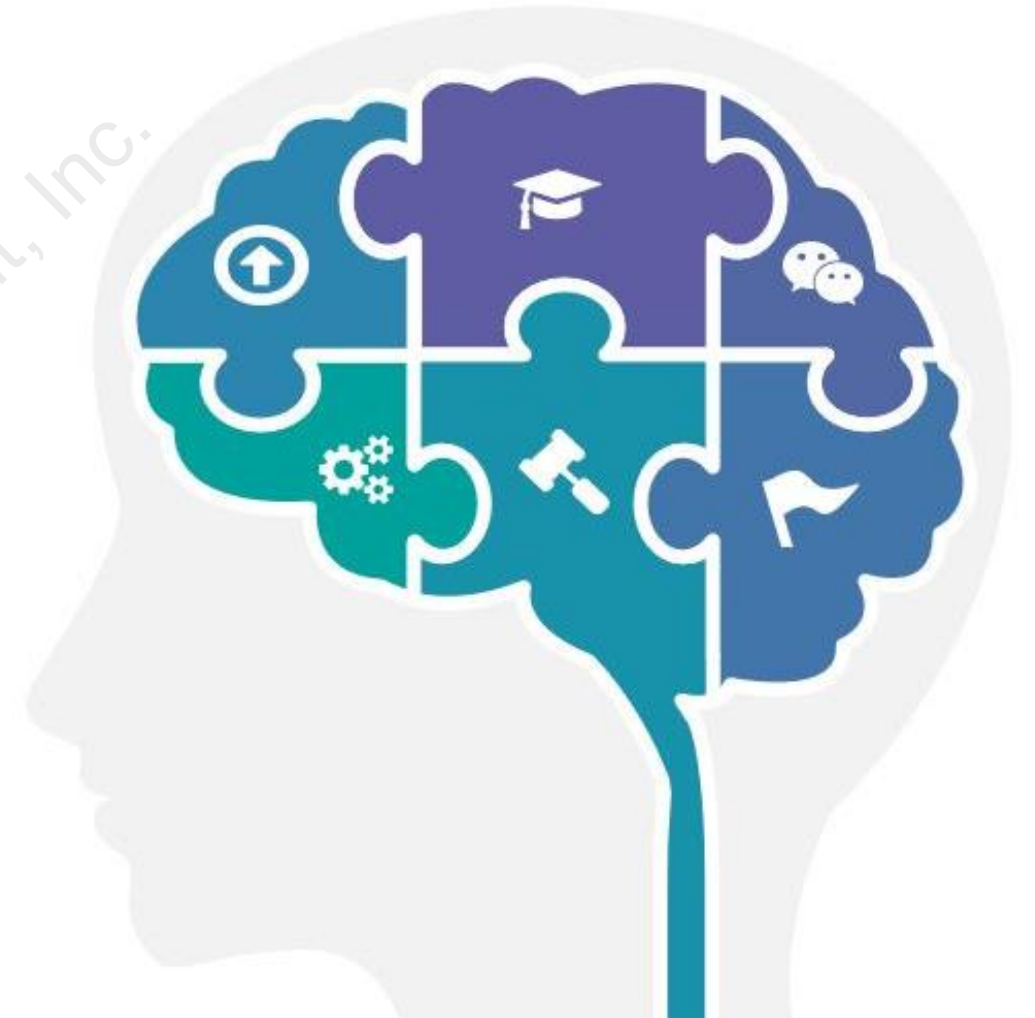
Goleman's Six Emotional Leadership Styles

The Affiliative Leader

- Creates harmony, builds bonds
- Empathy, good relationships, and communication skills
- **Key phrase:** "People come first"
- Positive impact

The Democratic Leader

- Consensus through participation
- Collaboration, team spirit, and communication skills
- **Key phrase:** "What do you think?"
- Positive impact



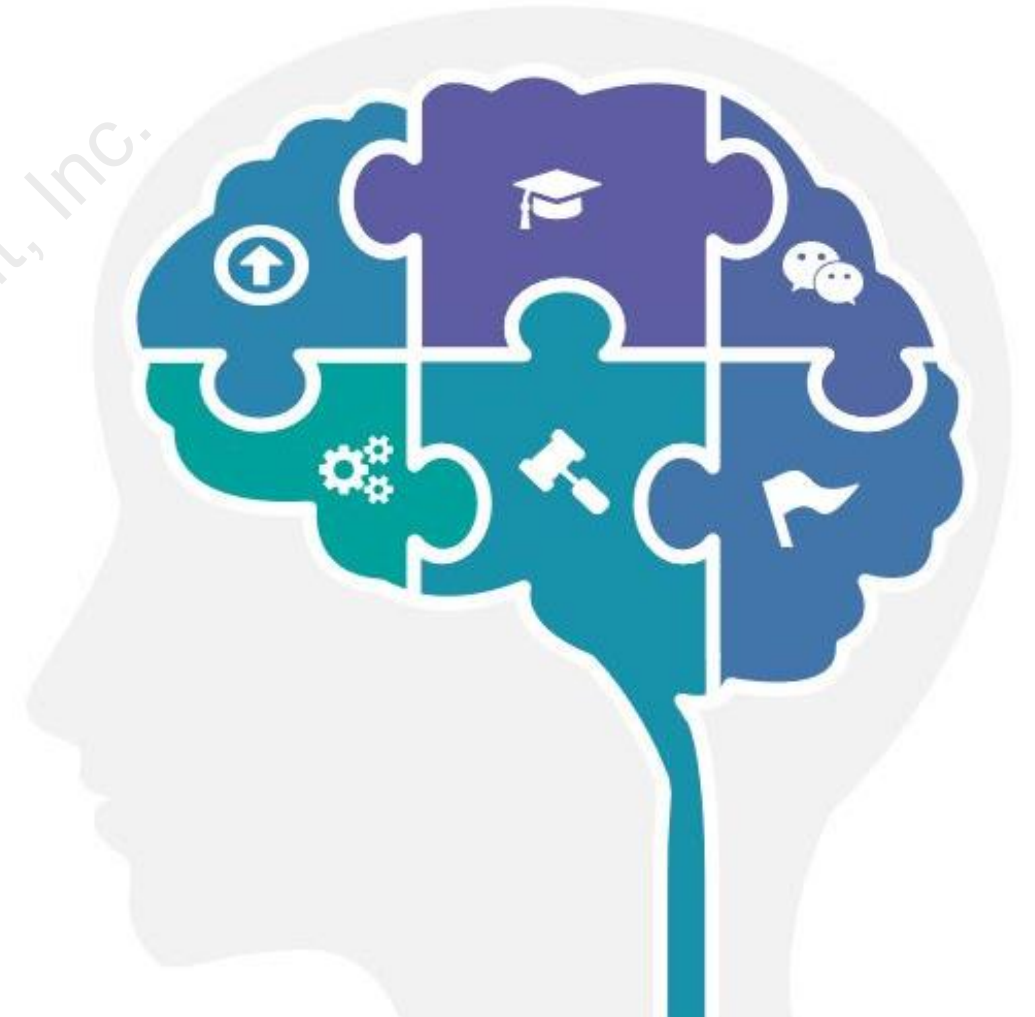
Goleman's Six Emotional Leadership Styles

The Pacesetter Leader

- Sets high performance standards
- Drive to achieve, conscientiousness
- **Key phrase:** "Do as I do"
- Negative impact

The Coercive Leader

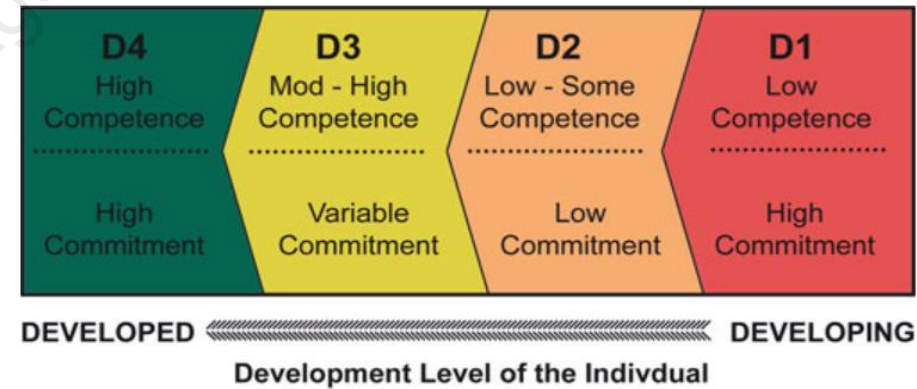
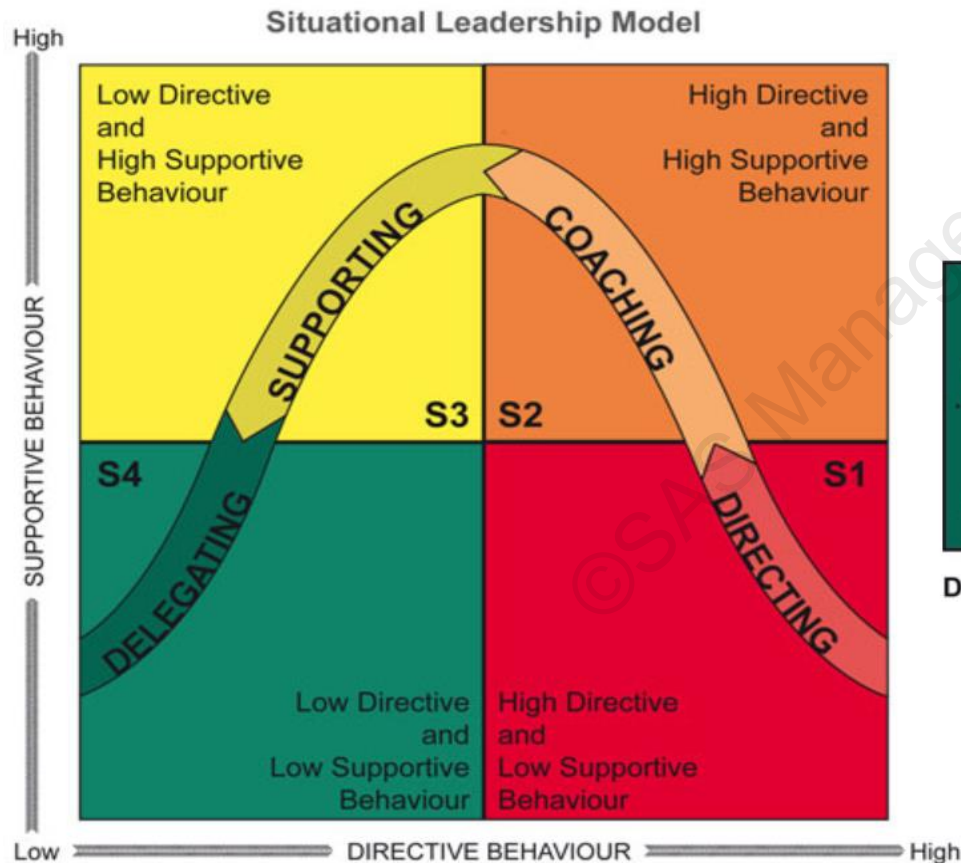
- Demands that people comply
- Drive to achieve, self-control
- **Key phrase:** "Do what I tell you"
- Negative impact



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Coaching Models:

The Skill-Will Matrix (Hersey-Blanchard Model)





Mentoring and Empowering your People



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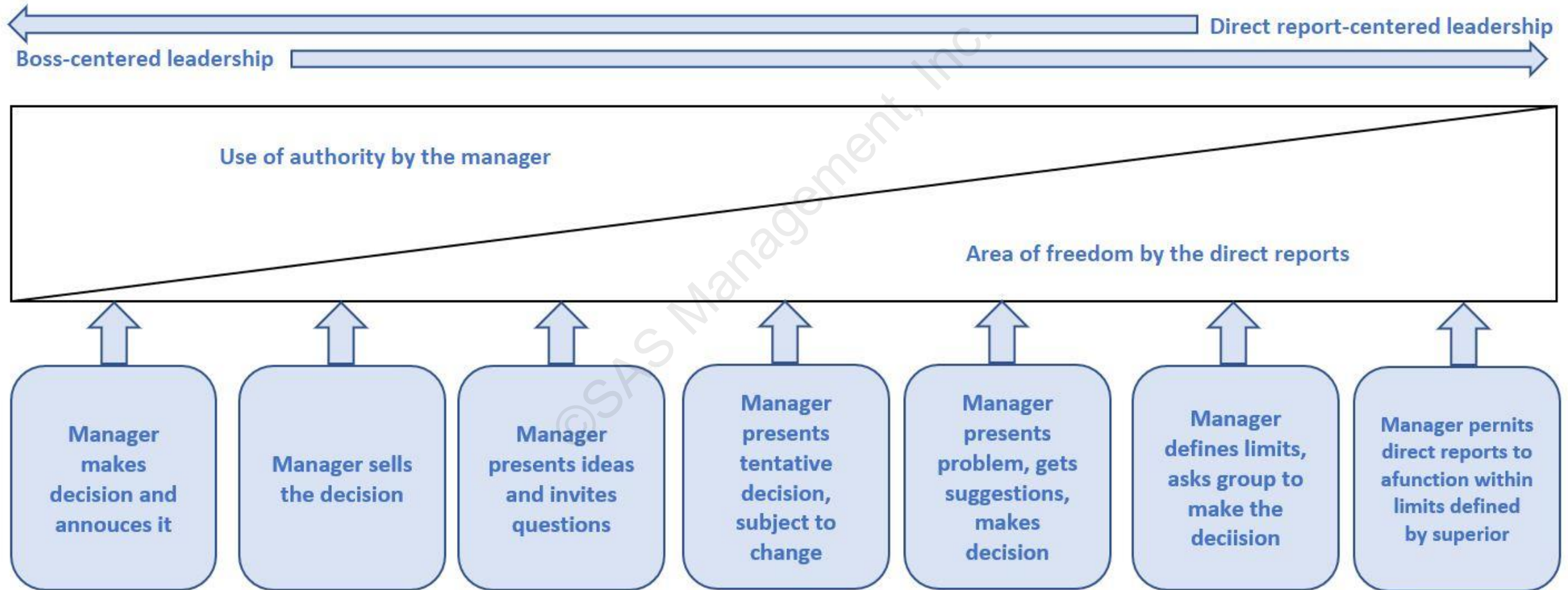
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Fun Fact #2

61% of employees who have input in decisions are engaged at work.

The Tannenbaum-Schmidt Continuum of Leadership Behavior

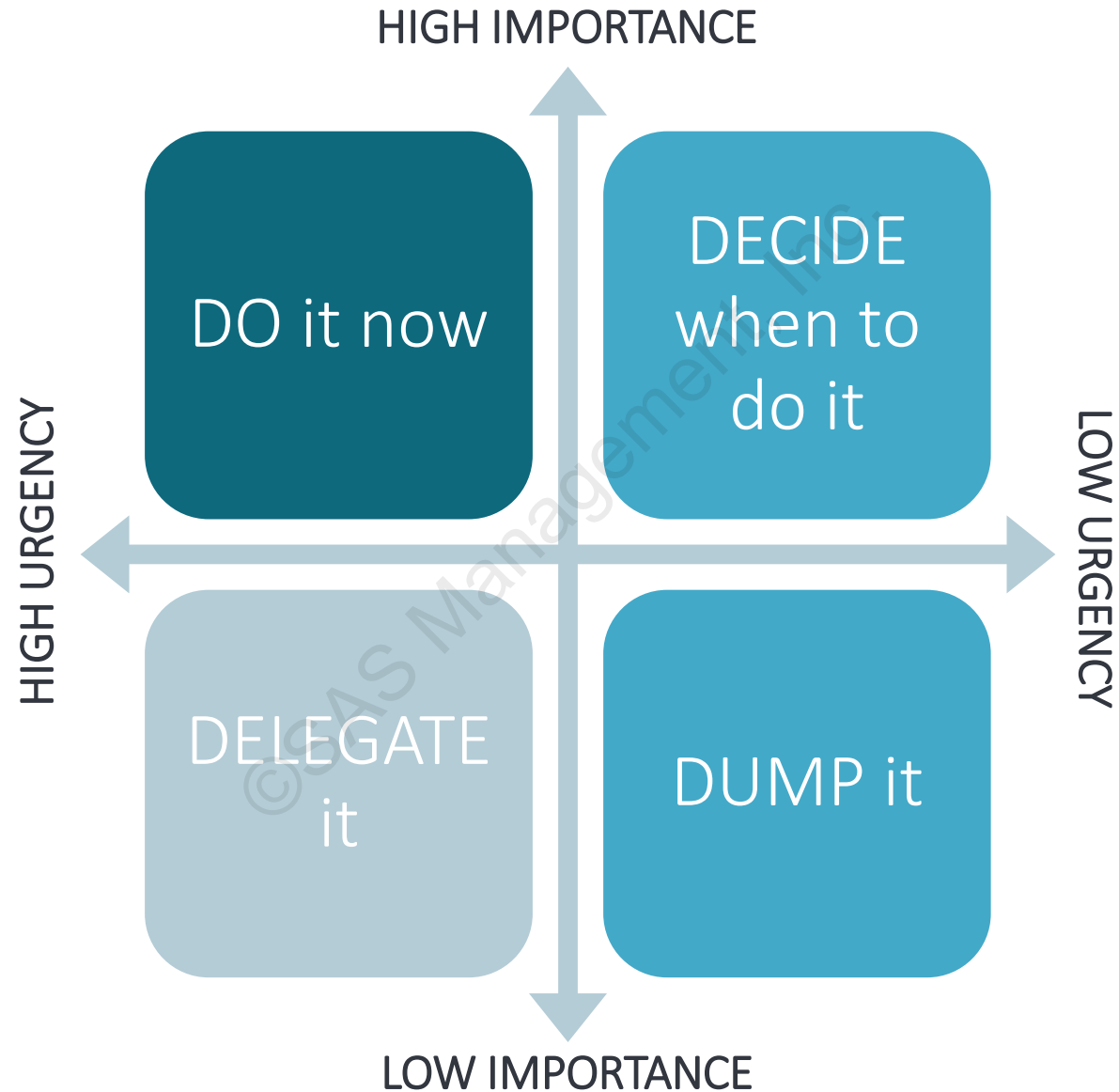


Benefits of Delegation

- It frees you up to work on tasks that are either of higher priority or that only you can do
- It develops your team's individual skill set and business acumen
- It drives motivation among your team members, as each person is being challenged and stimulated, working on tasks that gives them a sense of responsibility and recognition
- It promotes synergy and helps you achieve results through your team
- It helps you give time to your own development and growth
- It helps you manage your time more effectively



The Eisenhower Matrix

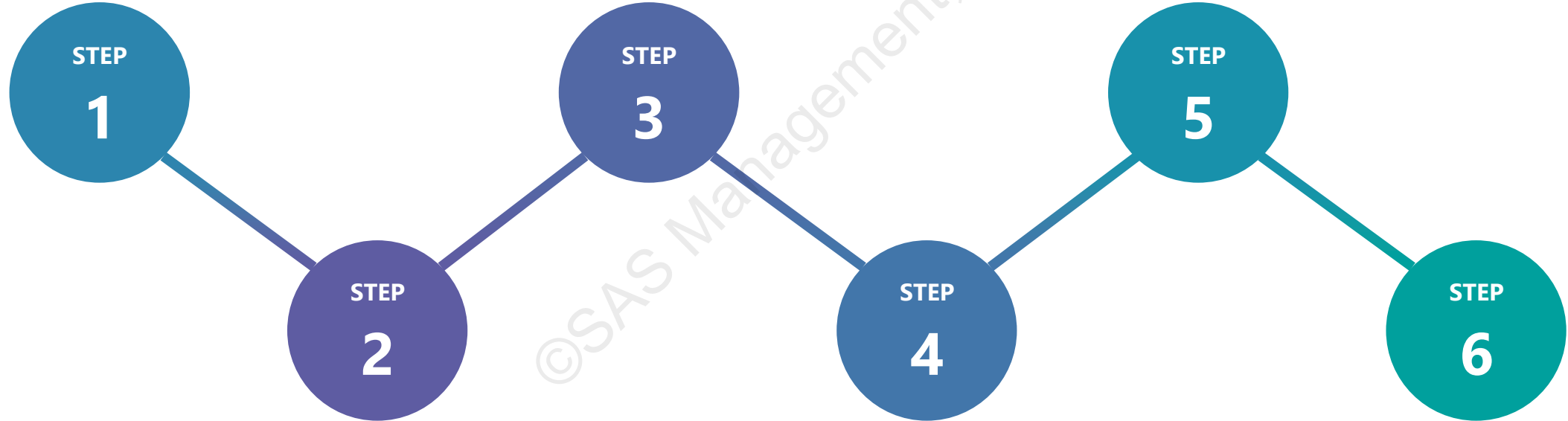


The IDEALS Approach to Delegation

Introduce the task

Ensure understanding

Let go



Demonstrate clearly what needs to be done

Allocate authority, information, and resources

Support and monitor

Delegation

Consider the following before deciding whom to delegate:

- Their ability and experience
- Their reliability
- Their attitude
- Their current work load
- Their source of motivation





Change and Crisis Leadership



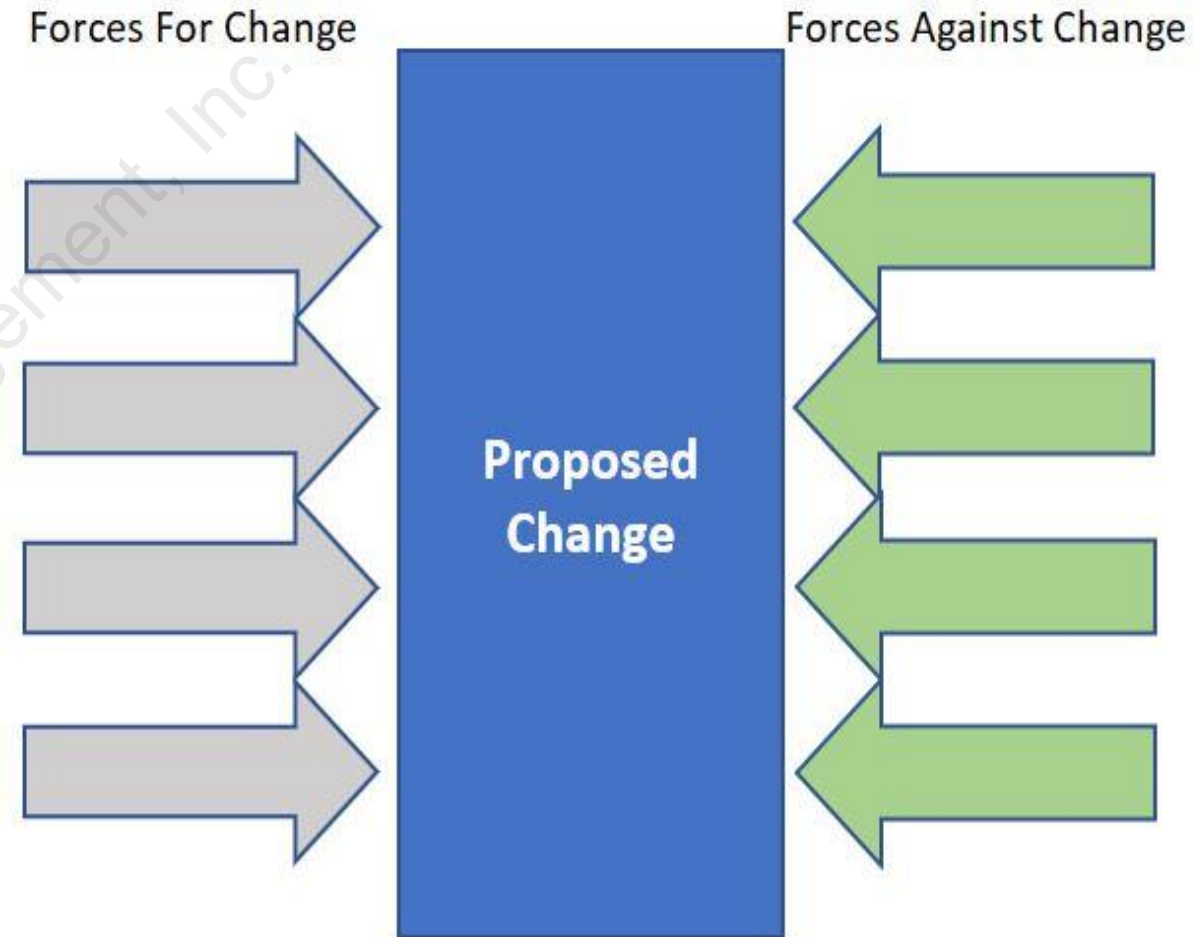
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Lewin's Force Field Analysis

- The idea behind Force Field Analysis is that situations are maintained by an equilibrium between forces that drive change and others that resist change.
- For change to happen, the driving forces must be strengthened or the resisting forces weakened.



Lewin's Force Field Analysis

The class will be divided into three groups.

Using the activity sheet, construct your Force Field Analysis.

You will be given 30 minutes for this exercise, after which your group will present the results of the activity to the rest of the training group.



Kotter's Eight Step Model for Change



Establishing a Sense of Urgency



Creating the Guiding Coalition



Developing a Vision and Strategy



Communicating the Change Vision



Empowering Employees for Broad-based Action



Generating Short-Term Wins



Consolidating Gains and Producing More Change



Anchoring New Approaches In the Culture

Change Success Stages



Create a guiding coalition.

result = accountability



Communicate the change vision and strategy.

result = commitment

Establish a sense of urgency.

End result = a shared need



Develop a vision and strategy.

result = anticipation



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Change Success Stages



Generate and recognizing small wins.
result = momentum



Anchor the new approaches in the culture and systems.
result = sustained change


Clear the way for broad-based action.
result = systemic alignment



Consolidate the small wins.
result = a culture of success



Words to Live By, Pt. 2

A person is shown in silhouette, looking through a telescope. The background is a city skyline at sunset, with the sun low on the horizon, casting a warm glow. The scene is framed by a blue border on the right and top.

“The true test of leadership is how well you function in a crisis.”

Brian Tracy

The Crisis Leadership Competency Model



The Crisis Leadership Competency Model

01

Communication

Communicate during times of crisis in a timely, clear, and accurate manner

02

Connectivity

Activate a network of partners that spans organizational domains and multi-jurisdictional agencies and meets the immediate (and changing) needs of the response

03

Courage and Perseverance

Displays strength, confidence and persistence when faced with danger, uncertainty, or intimidation

The Crisis Leadership Competency Model

04

Credibility

Demonstrates expertise and trustworthiness in the midst of crisis, earns the confidence and support of senior leaders, peers and direct reports

05

Decisiveness

Makes critical, timely decision when faced with ambiguous information about the disaster and response efforts

06

Emotional Effectiveness

Recognizes the impact crisis has on one's self and others, and promotes positive interactions under emergency response situations

The Crisis Leadership Competency Model

07

Integrative Thinking

Identifies what is critically important during an emergency and uses the information to strategically lead, balance priorities, and anticipate consequences

08

Situational Awareness

Identifies, processes, and comprehends the critical elements of an emergency with public health consequences

09

Team Leadership

Leads, inspires, motivates, and guides emergency response team members, in a safe and effective manner



Introduction to Handling the W.A.V.E. (Work Attitude and Values Enhancement)



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From Values to Results



The clearer the goal, the greater the likelihood of achievement.

VALUES

What are my core values?

BELIEFS

What are my limiting beliefs?

ATTITUDES

How do my beliefs affect my attitude?

FEELINGS

What is my most effective state?

BEHAVIORS

What do I need to be doing?

RESULTS

What specific outcomes do I want?

The RIGHT Goal

Sir John Whitmore is credited for creating the RIGHT Goal-setting model, where he proposes that for goals to be meaningful, they need to be SMART, PURE, and CLEAR.



Herzberg's Dual Factor Theory

Factors Leading to Satisfaction (Motivation)

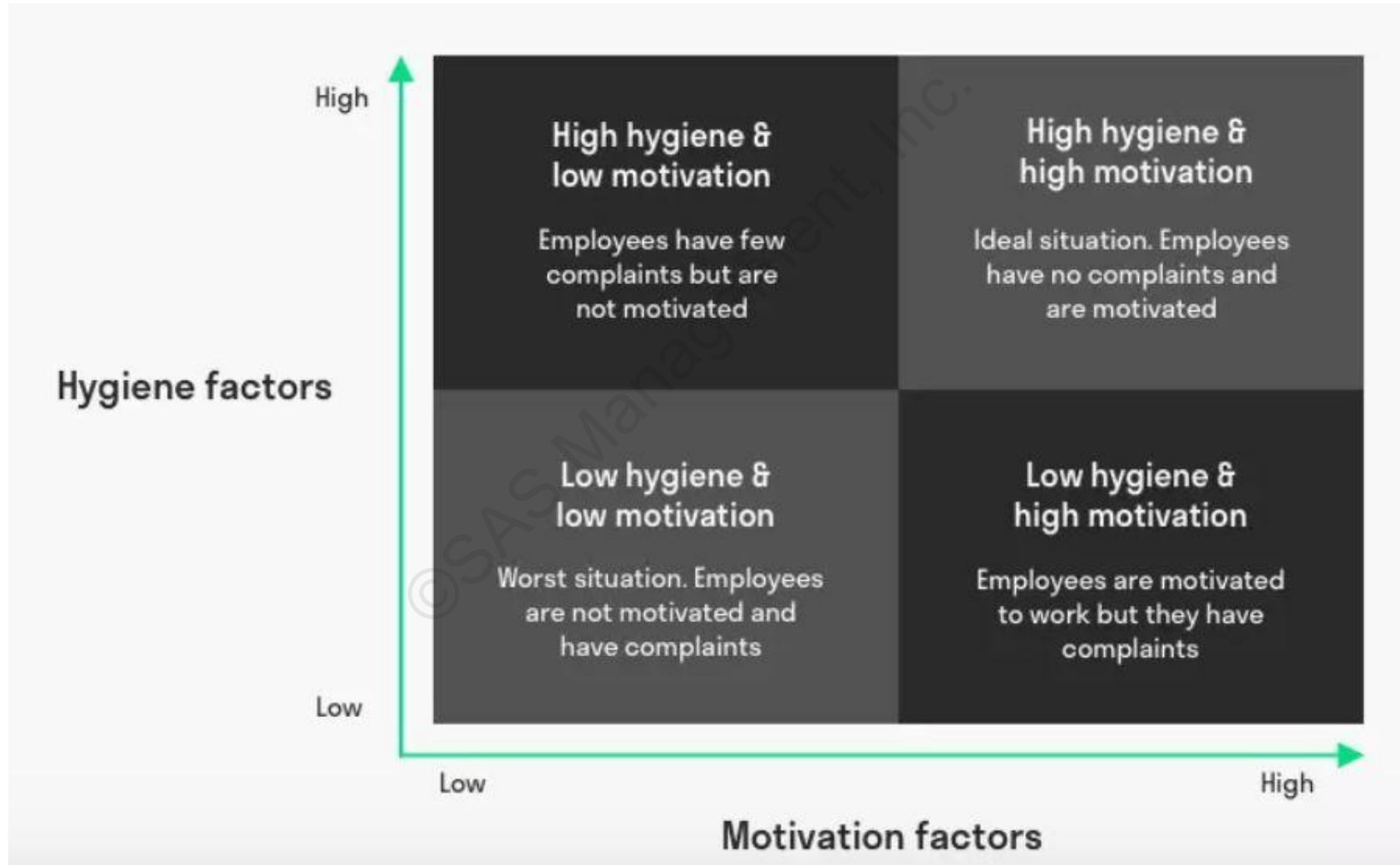
- Company Policy
- Supervision
- Relationship with Management
- Work Conditions
- Salary and Benefits
- Relationship with Peers

Factors Leading to Dissatisfaction (Hygiene)

- Achievement
- Recognition
- Self-Fulfillment
- Responsibility
- Advancement
- Growth

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Herzberg's Dual Factor Theory





Fun Fact #3

Without immediate use, people forget up to 90% of what they learn within 30 days.

Thank You!

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SAS Management Inc. Green Mission Statement

SAS Management Inc., makes efforts to operate business in an environmentally responsible manner. We are committed to comply with all applicable environmental laws and regulations, and recognize that reducing the environmental impact of our operations is an important part of the value we deliver to our clients.

We achieve a high level of performance by incorporating our Environmental “Green” Statement into our business planning and decision-making to ensure our goals are achieved.

“Going green doesn’t start with doing green acts — it starts with a shift in consciousness. This shift allows you to recognize that with every choice you make, you are voting either for or against the kind of world you wish to see. When you assume this as a way of being, your choices become easier. Using a reusable water bottle, recycling and making conscious daily consumer choices are just a few...”

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