

rick's leadership adventures, part 1

# leading *through* change



*six principles for leading people  
in unpredictable times*

carla schnitker



# The Resources

## Welcome!

Thank you for reading “Leading through Change: Six Principles for Leading People in Unpredictable Times”.

I hope that you’re enjoying it and are implementing the tips.

This resources kit gives you additional information. Please let me know if you have any questions.

Yours in Change,

Carla

<b>Chapter 2</b>	p.
- Your copy of the Connection Contract	
- Overview of the four components of active listening	
- Quotes on Communication	
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- Links to videos on awareness	
<b>Chapter 6</b>	p.
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# Resources

# Chapter 2

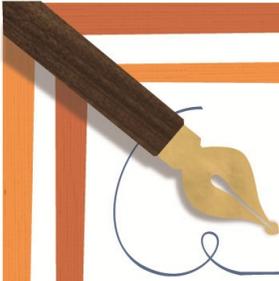
- Connection Contract
- Active Listening
- Communication Quotes



# Book Chapter 2:

# Your copy of the

# Connection Contract



For the next 30-day period, starting on ----- and ending on -----, I, -----,

---

hereby commit to focus on connecting with people and to give up the following:

trying to change the way other people communicate with me.

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The moment I notice that I try to change the way people communicate with me, I'll remind myself that I've signed this contract. I'll tell myself that it takes time to change a habit and I'll start over from day one.

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Signature \_\_\_\_\_ Date \_\_\_\_\_

# Book Chapter 2: Overview of the four components of Active Listening

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1 Listening  
Gestures.

2 Listening  
Sounds.  
("uhhh",  
"tell me more",  
"continue")

3 Repeat  
content and  
emotions.

("You are angry  
because you didn't  
get the project.")

4 Check if you  
got it right.  
("Did I understand  
you correctly?")

# Book Chapter 2:

## Quotes on communication

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“ “ Communication is everyone's panacea for everything.

**Tom Peters**

“ “ Number one, cash is king... number two, communicate... number three, buy or bury the competition.

**Jack Welch**

“ “ The art of communication is the language of leadership.

**James Humes**

“ “ The void created by the failure to communicate is soon filled with poison, drivel and misrepresentation.

**C. Northcote Parkinson**

“ “ First Principle of Building Trust:  
Talk straight: Be honest. Tell the truth. Let people know where you stand. Use simple language.

**Stephen M.R. Covey**

# Resources

# Chapter 4

Links to videos on awareness



## Book Chapter 4:

# Links to videos on awareness

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### **Link to video that Christine showed Rick:**

<http://www.youtube.com/watch?v=ubNF9QNEQLA>

### **Visual awareness test:**

<http://www.youtube.com/watch?v=MUi8eMkf0KM>

### **Spot the pickpocket:**

<http://www.youtube.com/watch?v=1a6W6fXqDhg>

### **And of course the moon walking bear:**

<http://www.youtube.com/watch?v=47LCLoidJh4>

# Resources

# Chapter 6

Strategies to Handle Stress



# Book Chapter 6: Strategies to Handle Stress

## 1

### Your Thoughts: Self-Talk

All humans talk to themselves. There is nothing wrong with that. What you say to yourself matters. It can be positive like I did that crucial conversation with Paul really well. I was clear and direct. Or it can be negative like I didn't present the project well. The whole team was asleep.

Decrease your stress by watching your negative self-talk. Challenge yourself to turn those negative thoughts into positive ones.

For example:

#### **You might turn:**

"The resistance to the change process is huge. It's going to fail."

**in:**

"It's great that people are so involved and express their ideas. Let's see where I can use those."



# 2

## Slam on your breaks

Take a break and take yourself away from the stress. Even if you can only do it for a few minutes, just do it. A few minutes are better than nothing. Some ideas:

**A.** Go for a little walk.



**B.** Look at pictures of something or someone you love.



**C.** Laugh. Find something to laugh. Ask your colleague to tell a joke. Think of something funny that happen to you. Laugh and release that stress.



**D.** Find a couch and take a 10-minute nap. (I know not every workplace allows this).



**E.** Do certain yoga postures like the tree pose.



and my favorite:

**F.** take a little break with a cup of tea and a small piece of chocolate.

and of course Rick's favorite:

**G.** take a deep breath (or two or four).



# Resources

# Chapter 8

Tips on How to Handle Emotions  
at Work



## Book Chapter 8:

# Tips on how to Handle Emotions at Work

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“ Everything can be taken from a man but the last of human freedoms – the ability to choose one's attitude in a given set of circumstances, to choose one's way.

**Viktor Frankl**, "Man's Search for Meaning."

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### How to handle your own emotions at work:

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It's amazing how fast it can happen. One moment you are doing fine, the next moment negative emotions have taken over.

All kinds of circumstances can trigger that. Maybe you haven't gotten that client you have been hoping for. Maybe the employee is late with providing the information you so desperately need. Or maybe a member of your management team says something that triggers you.

Changes in the workplace especially trigger all kinds of emotions. Long term employees are used to certain work processes that they don't want to change; people don't understand why their budgets are being cut; or the new software is full of flaws that mess up the productivity. The list of triggers can go on and on.

No matter what the trigger is, you need to be able to choose your attitude as so clearly pointed out by Viktor Frankl in the quote above.

So, let's look at some ways to handle negative emotions in the workplace. The following negative emotions will be discussed:

- Anger
  - Dislike
  - Frustration
  - Worry
-

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## Strategy for any emotion:

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### **Body Scan:**

Find a quiet location. Shut your eyes for a moment and connect with the emotion. Where in your body does the emotion show up? Maybe when you are afraid, you can find it around your stomach area. Or when you are angry, maybe you locate it around your mouth. As soon as you have located the emotion in your body, just be with that sensation. See what happens.

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## Strategies for specific emotions:

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Strategies for **Anger:**

### **1 Be assertive.**

Don't let anger build up. Communicate assertively the moment you become aware of the early signs.

### **2 Stop.**

Stop what you are doing. Take a break. Go to the bathroom. Take a few deep breaths.

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Strategies for **Dislike**:

**3 Stay respectful.**  
Let your own values guide you; not someone else's.

**4 Focus on tasks, not on the person.**  
Focus on the work that needs to be done. Set clear mutual expectations for that work.

Strategies for **Frustration**:

**5 Refocus**  
Refocus your attention on something else. Don't revisit the frustrating issue before one hour has passed.

**6 Does it help?**  
Ask yourself if your feelings of frustration help to solve the issue.

Strategies for **Worry**

**7 Choose your company.**  
Surround yourself with people who are positive, see changes as a challenge, and support you.

**8 Use physical relaxation techniques.**  
Focus your attention on relaxing each part of your body one by one.

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## How to handle other people's emotions at work:

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Even though you have been working hard to avoid people getting upset, it happens. Some people will get upset or will be negative about your change process.

### Some tips:

1. Take care that you stay calm. Connect to your breath.
  2. Listen: use your active listening skills.
  3. The moment you sense that you are about to become negative or defensive yourself postpone the conversation.
  4. Avoid coaching a person for solutions when they are very emotional. First focus on creating circumstances that would calm them down.
  5. Set clear boundaries and expectations.
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# Resources

# Chapter 10

- Methods to Connect to the Present
- Intention Kit



## Book Chapter 10:

# Methods to Connect to the Present

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### The Present Moment

Connecting to the present moment is a skill. Like every other skill it takes time to develop. You will slip back into the past or accelerate forward into the future. If you practice you will be able to stay longer in the present moment. Here are three methods to connect to the present moment. These are different than the ones mentioned in *Leading through Change*.

#### **1 Look at things as for the first time.**

Think of the enthusiasm, that amazement of little children when they see a dog, snow, or a big truck for the first time. Use your imagination and take that role.

#### **2 Focus on your feet.**

This is a great one when you are in a meeting. Go with your attention to your feet. Are both feet on the floor or just your toes? Put both feet next to each other on the floor. Imagine that your feet are very heavy. Make them so heavy that when you try to lift them, they won't come off the floor for one inch.

#### **3 The invisibility cloak.**

I first heard mentioning this method by Christine Kane. This is a great one for you if you are a Harry Potter fan. You imagine that the famous invisibility cloak covers you. Little by little you take off the cloak. Start by making your hands visible and then the rest of your upper body. Then let the cloak slip off your waist, hips, legs, and feet.

# Book Chapter 10:

## Intention Resource Kit

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### Who are you going to be?

An intention is the foundation for real connection with someone, productive meetings, and engagement in your daily tasks. An intention allows you to be pro-active. It is a powerful tool.

It happens. You were not planning on becoming reactive or defensive but suddenly you have become exactly that. This can happen in just a second. You react. You react to something a person said, did, didn't say or didn't do.

An intention prevents that you become reactive.  
An intention allows you to become creative.  
Through an intention you make the shift from  
being REACTIVE to being PROACTIVE AND  
CREATIVE.

But what is an intention? What is the  
difference between an intention  
and a goal? And how to create an  
intention?

Let's answer those questions  
here and now.





## What is an intention?

An intention is the outcome of a process in which you design yourself for a particular goal. By setting an intention you create who you will be. An intention determines how you show up. And although you might not be able to be that person all the time during the day or a meeting (hey, we are humans, aren't we?), you start with being that person.

## What is the difference between an intention and a goal?

A goal is the object of your efforts or the destination of your journey. Your goal is your desired outcome. Your intention is whom you need to be to reach that goal.

## How to create an intention?

Please turn the page and use the Intention Creation Tool.

# The Intention Creation Tool

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Before a meeting, a presentation, a trip or another circumstance you need to be clear about who you are going to be. The following four questions will help you to create an intention. You can write down your answers in the space provided.

Circumstance: \_\_\_\_\_ Date: \_\_\_\_\_

## 1. How do you want to feel at the end of the circumstance?

The first step in creating a great intention is answering the question: "How do I want to feel at the end of the circumstance?" Do I want to feel angry, stressful, a victim or empowered, calm, or cheerful?

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## 2. How do you want the other person(s) to feel at the end of the circumstance?

An intention can be used for any circumstance. A lot people set an intention in preparation for a meeting with another person(s). So how do you want the people in the meeting to feel? Overwhelmed, criticized, heard, or engaged?

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### 3. Who do you need to be?

Looking at the answers you gave to the questions one and two, who do you need to be?

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### 4. Who do you choose to be?

There are times when you know you need to be the engaging leader or the servant leader. However, you are too tired to be that person. Accept that. Take care that you don't go for perfectionism and create an intentions that doesn't fit you at this moment. Don't set yourself up for failure. Ask yourself what is your second best? Maybe you could be aAn active listener or a compassionate leader? Who do you choose to be?

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### An example:

One of my clients, let's call her Ann, needed to meet with one of her employees and set some boundaries. Ann's challenge was that she often softened her words. In the past she had communicated the expectation and immediately added something like "But you were probably very busy." or "But you did the other task really well." Ann decided to set the intention to be as direct and clear as a State Trooper.

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# Resources

# Chapter 12

- Overview of the four components of Situational Adjustment.
- Information on Communication Assessments.



# Book Chapter 12: Overview of the four components of Situational Adjustment

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1

## **Impact**

What will be the impact of your message?

2

## **Person**

Who are you connecting with?

What generation?

How much trust is there between the person and you?

3

## **Urgency**

How fast do you need to communicate your message?

4

## **Medium**

What medium leads to the biggest connection?

What medium is most efficient?

# Book Chapter 12:

## Information on Communication Assessments.

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### Personal Coaching Inventory Style (PSCI)

From the PSCI booklet:

“As we communicate in a faster paced and more crowded world, we can no longer rely on our ability to connect with just a few people and not others. The mastery of skills to communicate in a much more sophisticated and knowledgeable way is critical to bringing about the results we desire in our world, both personally and professionally. Whether you are working in a large company, an entrepreneurial business, or you are self-employed, such understanding of others will serve you and the people you interact with very well.”

I have worked with the PSCI for over six years now. It is a great tool for creating awareness of not only your own communication but also the communication of others.

If you or your team would like to do this assessment, please call me at 303-586 1725.

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## Communication Assessment: Let the elements guide you.

This is a new assessment. It creates clarity by using the elements earth, water, fire, and earth as metaphors. This is the assessment that Rick did. He discovered that he had a lot of the element “Fire” in his communication.

If you or your team would like to do this assessment, please call me at 303-586 1725.

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# Resources

# Chapter 14

Examples of Vision Statements



## Book Chapter 14:

# Examples of Vision Statements

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### San Diego Zoo:

To become a world leader at connecting people to wildlife and conservation.

### Avon:

To be the company that best understands and satisfies the product, service and self-fulfillment needs of women - globally.

### Alzheimer's Association:

Our vision is a world without Alzheimer's.

### Ford:

To become the world's leading Consumer Company for automotive products and services.

### Habitat for Humanity:

A world where everyone has a decent place to live.

### Oxfam:

A just world without poverty.

## Examples of Vision Statements (Contd.)

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### **Make-A-Wish:**

Our vision is that people everywhere will share the power of a wish.

### **IKEA:**

The IKEA vision is to create a better everyday life for the many people. We make this possible by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

### **The Nature Conservancy:**

Our vision is to leave a sustainable world for future generations.

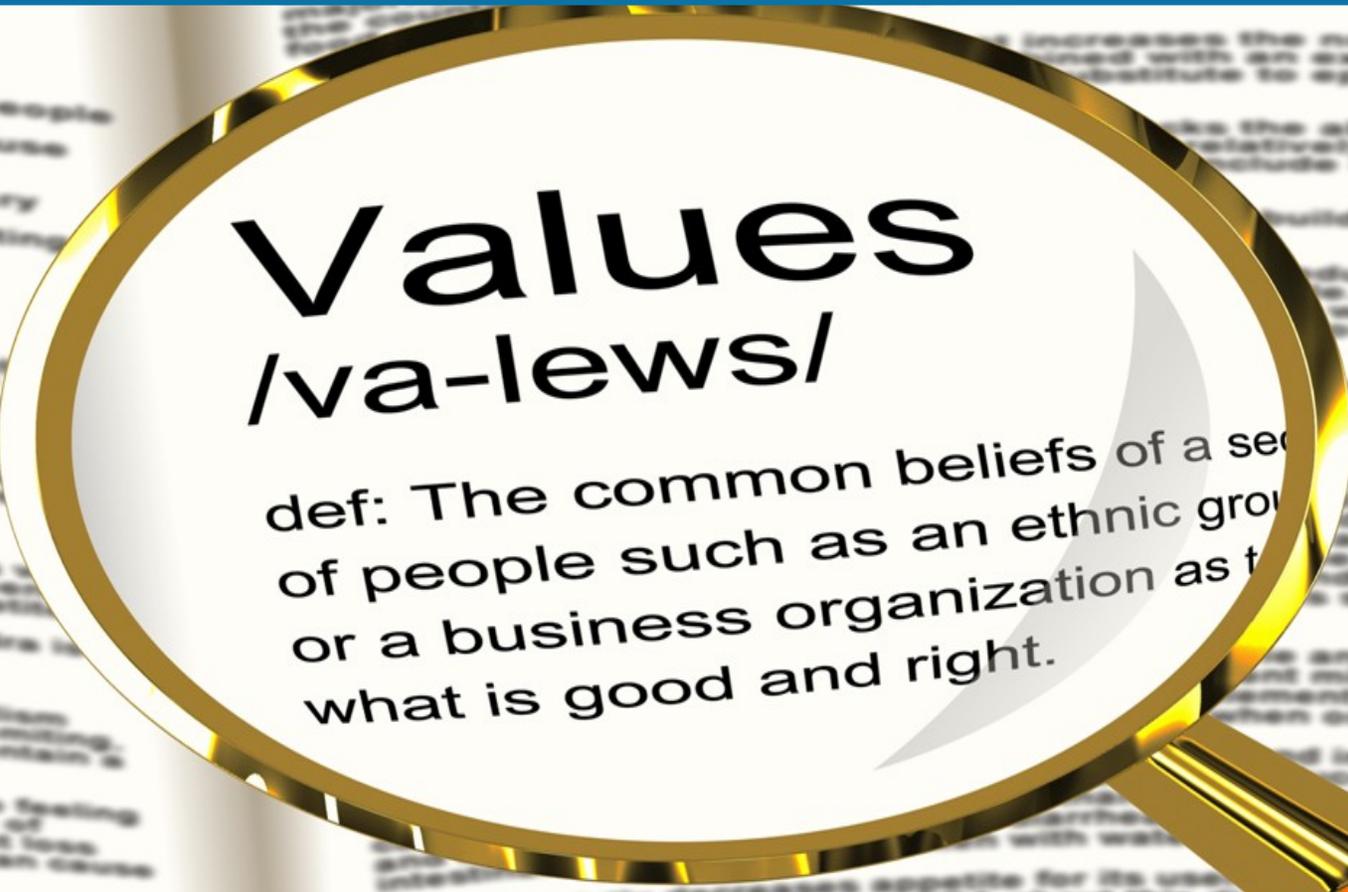
### **Ducks Unlimited:**

Wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.

# Resources

# Chapter 16

The Values and Vision Guide



**Values**  
**/va-lews/**

def: The common beliefs of a section of people such as an ethnic group or a business organization as to what is good and right.

# Book Chapter 14:

## The Values and Vision Guide

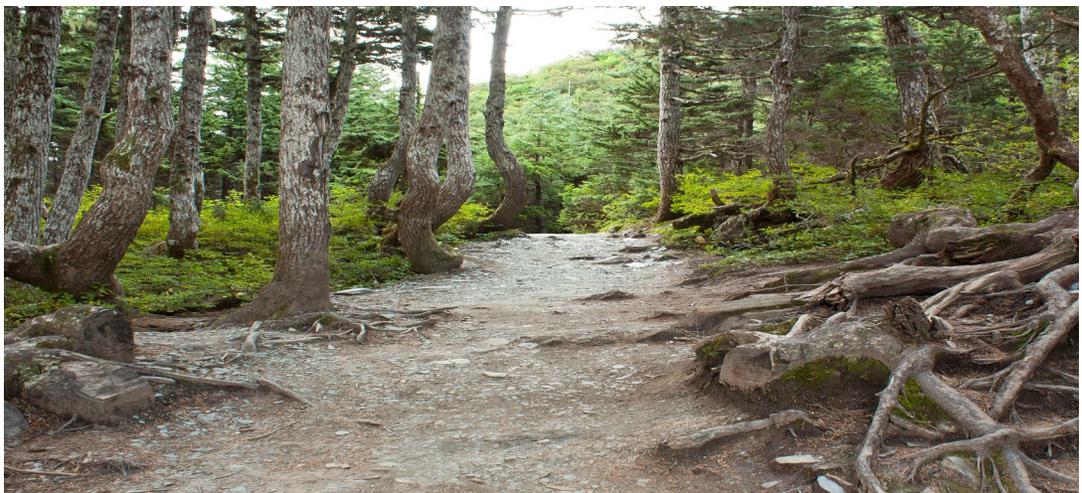
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In *Leading through Change* you have been able to read about mission and vision statements. But where do organizational values come in?

**A definition of an organizational value is:**

An organizational value is the organization's judgment of what behavior is important for the organization. These standard of behavior support the mission (your mission is your answer to the question why the organization exist), the envisioned future (the vision), and of course your organization's strategy and goals

But how do you get to those core values?



That question will be answered on the next page.

# The Values and Vision Guide (Contd. )

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## How do you get to your core values?

Organizations have used all kinds of methods to get to their core values. Here are some methods to get going:

### **1 Start with the history of your organization and its products.**

Start with the history of the organization. Look into what kind of leadership the organization had over the years. How has the leadership lead change? Map the story of the organization. If you have difficulty tracing the history, interview long-time employees.

### **2 Start with the mission and vision of your organization.**

Most organizations have spent a lot of energy and time on creating their mission and vision. Why not start there? Get some initial ideas by looking at your vision and mission statements.

### **3 Start with the organizational goals.**

Your organizational values need to be congruent with your organization's goals. Start with looking at your organizational goals. When you understand those goals, determine what are the core values congruent with those goals.

## The Values and Vision Guide (Contd. )

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### **4 Start with executive leadership.**

As your organization's leadership team need to support and be examples of the core values start with that leadership team.

### **5 Start with employees**

Start with a brainstorm session involving employees at all levels within the organization to take a pulse check on the current state. Once you have core values with examples, you take those to the leadership. Then let the leaders have their own brainstorming session about whether those are the core values

### **6 Start with the owners.**

Have a meeting with the owners of the company. Ask them if they were going to acquire a top company what values would they like to see in that organization.

## Good questions to ask:

- What do you believe?
- How do you do things in your organization?
- What will you do with the core values?

## Enforcement

Of course you don't clarify the core values because you like to have some good looking words on paper. However, that is exactly what often happens.

Core values are values that need to be upheld 'no matter what'. So think about how you are going to enforce the values across your organization. Think beyond incorporating them in the employee handbook; mentioning during Induction, and putting the values in the Reward & Recognition framework of the organization.

Don't forget that the true value is born out of action.



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## Use short sentences:

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Effective values consist of short sentences instead of only nouns. Notice the difference between “Excellent customer service.” and “We serve with passion.” Short sentences give a clear idea on how to act.

### Examples:



- We serve with passion.



- We think big.



- We take fun seriously.

- We embrace openness.



- We offer solutions.



# Resources

# Chapter 18

The Successful Delegation Tool



# Book Chapter 18:

## The Successful Delegation Tool

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### Contents:

#### Part I. General Info:

- What is delegation?
- Signs that you want to delegate.
- Principles for successful delegation.

#### Part II. Let's delegate:

- I. Decide to Delegate: the delegation decision tree
- II. The Delegation Process

# The Successful Delegation Tool

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## What is Delegation?

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Delegation is a two way process. One way of this process is that you give a task or a project to an employee to complete. The other way is that the employee commits to complete the task or project.

The two main reasons for delegation are:

1. Create more time for your other priorities and
2. Provide a challenge to an employee so the employee will grow.



# The Successful Delegation Tool

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You want to delegate when:

- 1 . Morale is low.
- 2 . You work more hours than you should.
- 3 . You don't have time to lead.
- 4 . There are many tasks that only you can do.
- 5 . Your organization is not longer a start-up.
- 6 . You miss deadlines.
- 7 . You go from one problem to another problem.
- 8 . You want to grow your employees.
- 9 . You answer the question "Should I be doing this?" with "NO".
- 10 . You want to be of service to others.

# The Successful Delegation Tool

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## Nine Principles for successful delegation:

- 1** . Delegate to the lowest possible organizational level.
- 2** . Make the desired outcome very clear.
- 3** . Give the employee the needed authority. Inform others of this authority.
- 4** . Match the amount of responsibility with the amount of authority.
- 5** . Ask the employee what support they need from you.
- 6** . Ensure success through ongoing communication and monitoring.
- 7** . Allow the person to use own methods and processes. Manage the results.
- 8** . If there is a challenge, ask the employee for possible solutions.
- 9** . Build motivation and commitment. Connect the task to purpose.

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## The Delegation Decision Tree:

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1

### **Does the task/project belong to your job?**

Yes, go to question two.

No, *you can't delegate this task.*

2

### **Will the task recur, in a similar form, in the future?**

Yes, go to question three.

No, *ask yourself if it is worth to invest the time. If you answer "yes", go to question three. If you answer "no", decide not to delegate.*

3

### **Is this a task that you can delegate?**

(Don't delegate tasks like performance evaluations or employee disciplining)

Yes, go to question four.

No, *plan time to do it yourself.*

4

### **Is there an employee you can delegate it to right now?**

Yes, go to question 5

No, *postpone, outsource, or simplify the task.*

5

### **Do you have enough time to delegate the job effectively?**

Yes, start delegation process

No, *schedule it for some time in the near future.*

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## The Delegation Process:

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1

### What are the benefits?

Determine how the employee and you will benefit.

### Assess skills

Does the employee have the skills to be successful?

If not, look into what skills need to be developed.



2



3

### Purpose

Connect the task or project to the mission and vision. Explain the reason the task or project is being delegated.

### Desired end result

An employee needs to know up front how you will determine his/her success.- What is the desired end result?

- When should the end result be realized?
- How will progress be measured?



4



5

### Identify required resources

Discuss and agree on resources required to get job done (staffing, physical space, equipment, etc).

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## The Delegation Process Contd.

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### **Agree on a schedule**

Agree on a schedule with milestones and review dates for feedback

### **Support and communicate**

Alert employee to unusual matters within the organization that could impact the task. Inform your manager and colleagues of the delegation if necessary.



### **Provide feedback on result**

Focus on successes. Recognize and applaud successes. Address issues in a timely way. Encourage learning.

### **Keep on delegating.**

Make delegation a continuous instrument for growth and productivity.



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# About Carla

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Carla Schnitker is an international leadership mentor with a passion for igniting change. For the past twenty years, she has been working in the field of leadership development, both as an executive and a mentor. As a teacher and lifelong



student, she continually works to increase and expand her knowledge of the field. Known for her direct and open communication style, insight, and dedication, she has been involved in the turnaround and leadership development processes of many organizations. In a sense, she develops stronger organizations by building better leaders through unique tools and methods. As a result of her work, organizations experience productivity and profitability growth through increased leadership, innovation, and inspiration.

Carla holds a master's degree in law from Erasmus University as well as a master's degree in history from Leiden University. She writes and speaks on leadership, turnaround processes, and management. Carla lives in Colorado with her husband. When she is not working, she loves to have dinner with friends, swim, be in nature, and have tea with a good piece of chocolate.