

A black and white photograph of a woman with curly hair and glasses, smiling and looking towards a man whose back is to the camera. They are in an office setting. A teal banner is overlaid across the middle of the image.

THE SIX B's of BALANCED LEADERSHIP

Leadership is...

Getting **RESULTS**

with and through

OTHER PEOPLE

PEOPLE

RESULTS

What specific things do you do to...

Enhance your relationships with your people?

Drive results through your people?

Which side do you naturally lean toward?

Zenger/Folkman Study

“Tough” Driver

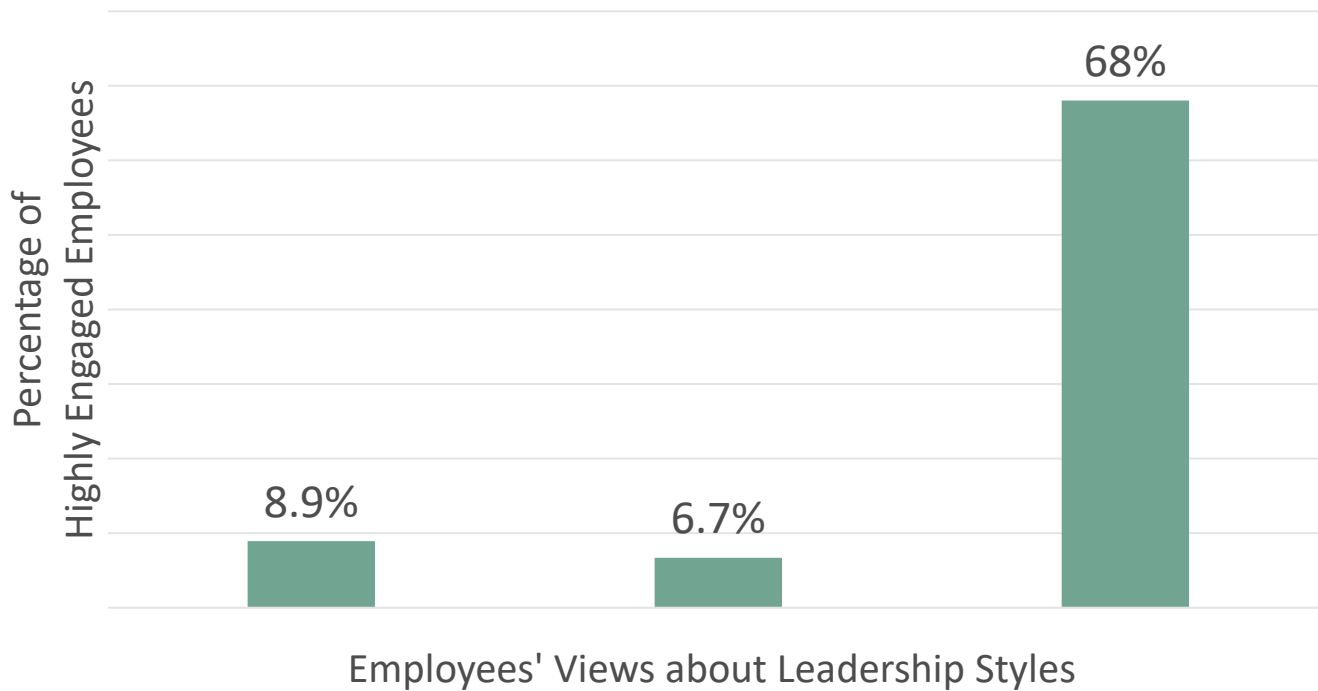
- Establishes high standards and clear expectations
- Gets people to stretch for goals
- Keeps people focused on the highest priorities
- Drives results

“Nice” Enhancer

- Stays in touch with people’s issues and concerns
- Gives honest, respectful feedback and praise
- Develops people
- Maintains trust
- Enhances relationships

Tough or Nice?

Which type of leader has the most engaged, committed employees?



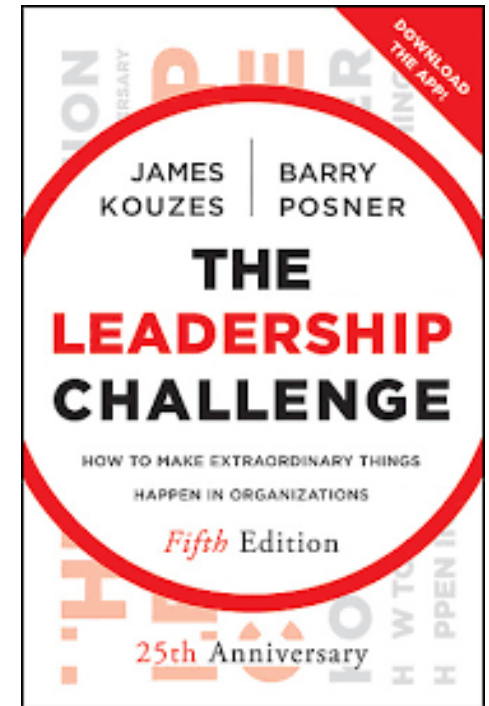
Source: hbr.org/2013/09/nice-or-tough-what-engages-emp

The Six B's of Balanced Leadership

INSPIRATION Relationship-focused “Nice Enhancer”	ACCOUNTABILITY Results-focused “Tough Driver”
1. Be Honest	4.
2.	5.
3.	6.

Thoughts on Honesty

- Honesty breeds TRUST
- Practice truth-telling and candor
- ACT in honest ways
- Be transparent – share everything you can



An Exercise in Honesty

“Interview Your People”

“I’m working on being candid and transparent.”

“What are 2 or 3 things I can do going forward to be more candid and transparent with others?”

Capture their ideas and put them into practice.

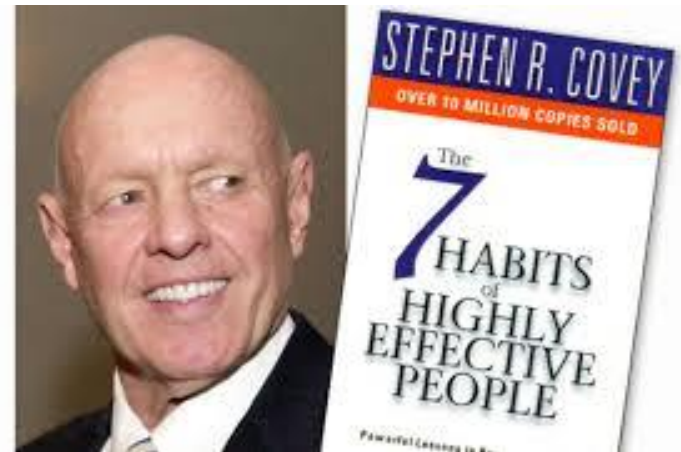
The Six B's of Balanced Leadership

INSPIRATION Relationship-focused “Nice Enhancer”	ACCOUNTABILITY Results-focused “Tough Driver”
1. Be Honest	4.
2. Be Kind	5.
3.	6.

Thoughts on Kindness

“Always treat your *employees* exactly as you want them to treat your *best customers*.”

– Stephen R. Covey



Thoughts on Kindness

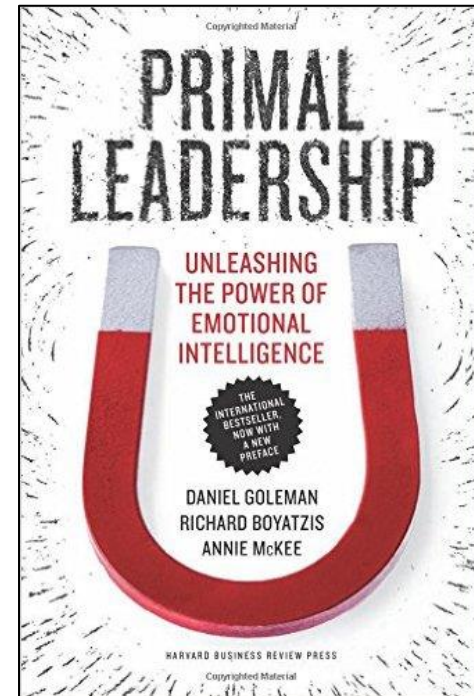
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Kindness matters because...

“The leader acts as the group’s emotional guide.”

– Goleman, Boyatzis & McKee



An Exercise in Kindness

“What Would Your People Say?”

What is the worst story your people could tell about the way you’ve “shown up” emotionally as the boss?

Imagine it’s a year from now. What story would you like them to be telling then?

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2. Be Kind	5.
3. Be Curious	6.

George Carlin – Idiots & Maniacs

<https://www.youtube.com/watch?v=XWPCE2tTLZQ>

Thoughts on Curiosity

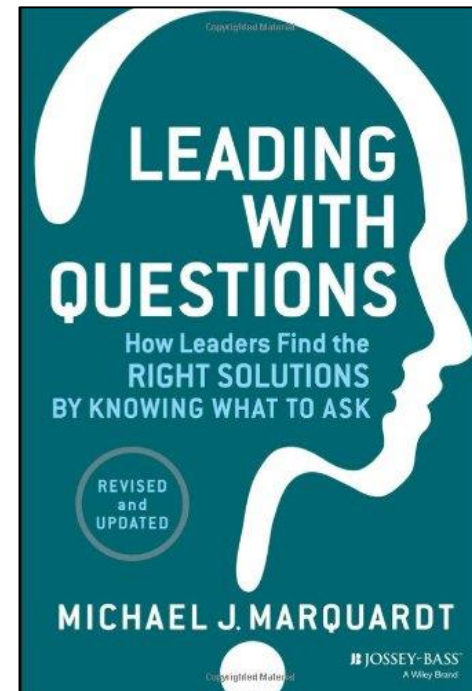
- Cultivate a mindset of curiosity
- Ask more “good questions”
 - Understand and uncover root cause
 - Learn other people’s perspectives
 - People feel valued
 - Questions help you know your people

An Exercise on Curiosity

“Ask 3 Questions”

Whenever someone comes to you with an issue or problem (or any topic of conversation), practice asking three questions before you respond or give direction.

- *What happened?*
- *What’s the background?*
- *What have you done so far?*
- *Who else has been involved?*
- *What else do I need to know?*
- *How can I best help you with this?*
- *What do you think we should do to resolve it?*



The Six B's of Balanced Leadership

INSPIRATION

Relationship-focused “Nice Enhancer”

1. Be Honest
2. Be Kind
3. Be Curious

If you were to choose one of these to work on, which would it be...and why?

The Six B's of Balanced Leadership

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1. Be Honest	4. Be Clear on Expectations
2. Be Kind	5.
3. Be Curious	6.

Thoughts on Clear Expectations

- Be clear for yourself – what DO you expect?
- Be clear with your people about your key expectations
- Communicate often!

An Exercise on Expectations

- Create an “Expectations Charter”
 - Brainstorm your top 3 to 5 **task-related** expectations
 - Brainstorm your top 3 to 5 **behavior-related** expectations
 - Formalize in a document and share with your team

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Relationship-focused “Nice Enhancer”

1. Be Honest

2. Be Kind

3. Be Curious

ACCOUNTABILITY

Results-focused “Tough Driver”

4. Be Clear on
Expectations

5. Be Diligent about
Priorities

6.

Thoughts on Priorities

- Priorities = FOCUS
- Wrong priorities = Frustration
- You must explain the WHY



Exercises to Align Priorities

- Have a “daily huddle” with your team – every day
 - 5 to 10 minutes
 - Stand up
- Make every meeting actionable
 - Never leave a meeting without making action items clearly “defined and assigned”

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Results-focused “Tough Driver”

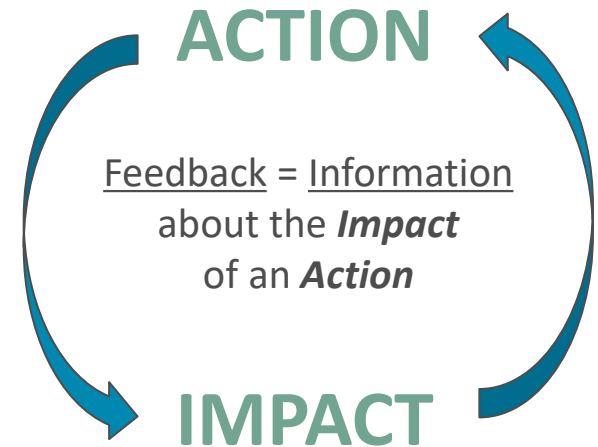
4. Be Clear on
Expectations

5. Be Diligent about
Priorities

6. Be Generous with
Feedback

Thoughts on Feedback

- Get good at *Redirecting Feedback* (-)
- Give more *Positive Feedback* +
- Seek feedback about your people – and about *yourself*



Exercises on Feedback

- Notice and acknowledge the good work your people do
 - Beyond just “thank you”
 - Share the IMPACT
- Have regularly scheduled ***one-on-ones*** with your people



The Six B's of Balanced Leadership

If you were to choose one of these to work on, which would it be...and why?

ACCOUNTABILITY

Results-focused “Tough Driver”

4. Be Clear on Expectations
5. Be Diligent about Priorities
6. Be Generous with Feedback

Your Commitment

- On which side do you need to do your work as a leader?
- Which one of the six B's will be your point of focus?
- What specific actions will you take immediately?



Your Questions?



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Thank you for your participation!