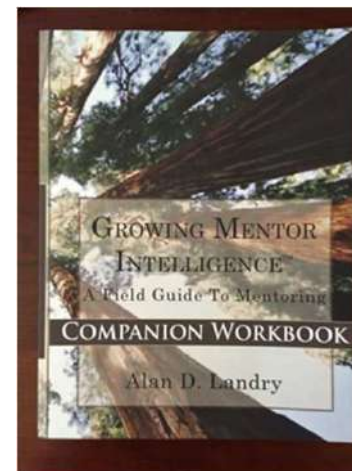
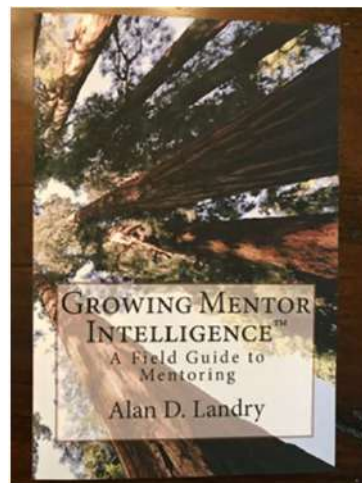


ANSO Symposium Leadership Masterclass

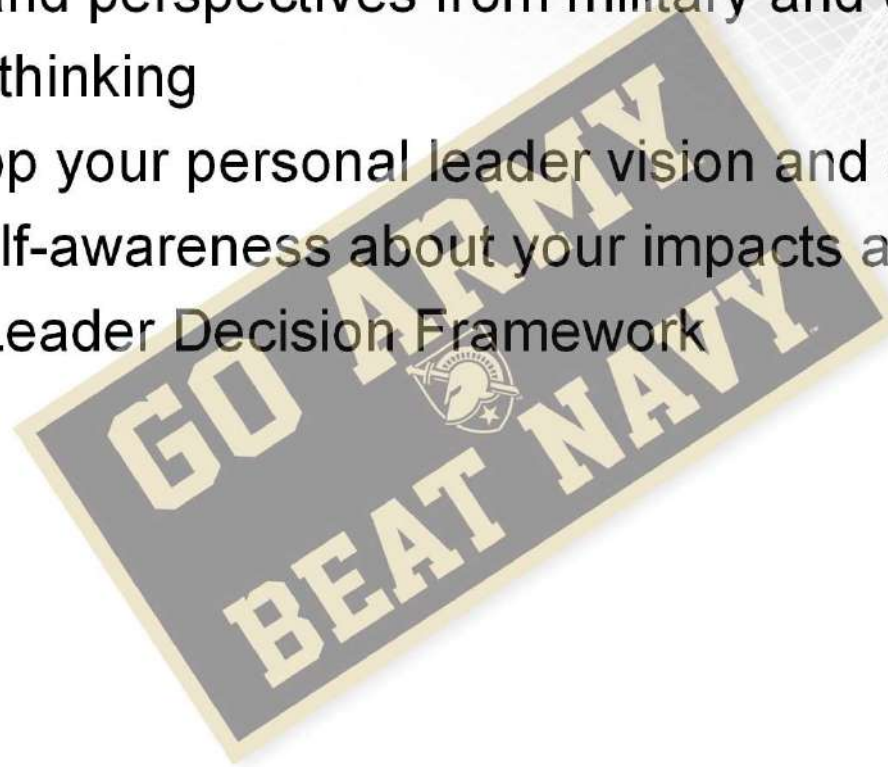
5 December 2023

COL (RET) Alan D. Landry



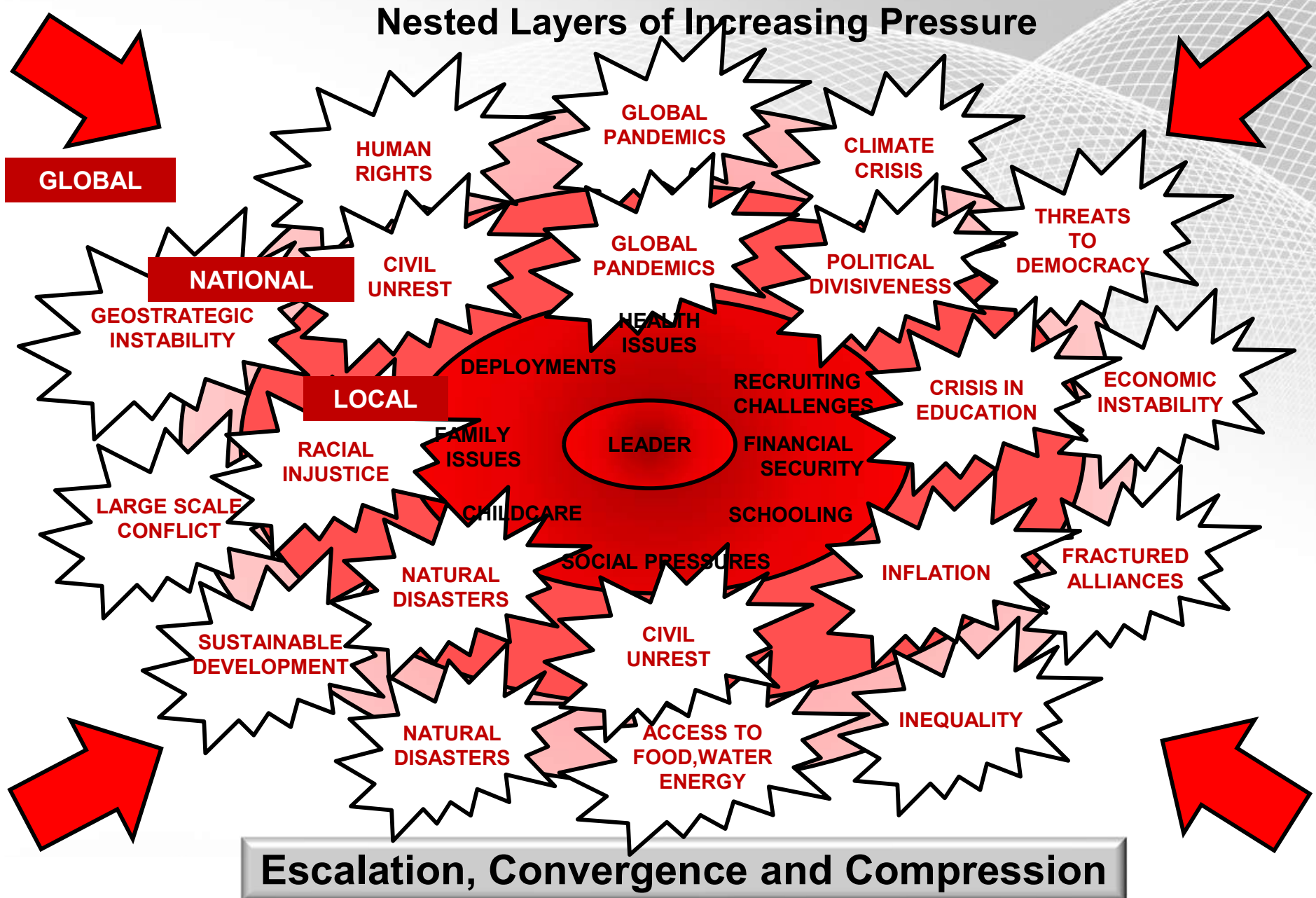
Objectives

- Offer questions for reflection in core leadership areas
- Share insights and perspectives from military and civilian careers
- Challenge your thinking
- Help you develop your personal leader vision and style
- Drive deeper self-awareness about your impacts as leaders
- Gift you with a Leader Decision Framework



This will be an interactive

The Leader's Environment



Service Member and Family Stresses

- Cascading pressures
- Instability and unpredictability
- 24/7 availability
- Multiple extended deployments
- Distributed virtual environments
- Work-life imbalance
- Multi-generational workforce
- Financial worries
- Attractiveness of civilian opportunities
- Other?



“Target-Rich Environment”

Role of the Leader

- Take care of your families and your people
- Achieve tactical and strategic results w/o collateral damage
- Build, motivate and inspire your teams
- Solve problems at the lowest level
- Manage your bosses
- Set the example in word and action



“Lead and grow the precious treasure of our great nation”

Critical Leader Topics

Mastering Yourself to Master Leadership



Leader Trust Equation

Trust is earned by your actions



Without trust you have nothing

What's More Important?



Points to Ponder

- Leaders are accountable for both
- My experience: if you take care of your people there is no mission they cannot accomplish. If you don't take care of your people there is no mission they will accomplish.

Leader Behaviors

Supportive

- Optimistic
- Sincere
- Transparent
- Empathic
- Authentic
- Consistent
- Courageous
- Serves others
- Humble
- Open Minded



**GOOD LEADERS
BUILD UP**



**LEADER
DECISIONS**

Destructive

- Pessimistic
- Disingenuous
- Opaque
- Apathetic
- Fake
- Inconsistent
- Cowardly
- Serves self
- Arrogant
- Close Minded



**TOXIC LEADERS
TEAR DOWN**

Every leader action fits one or both sides

The Rise of Anti-Leaders

- Tear down rather than build up
- Focus on deficiencies and inadequacies
- Belittle, embarrass and humiliate
- Often play at levels below senior leadership
- Always have their own internal “support group”
- Erode organizational trust
- Thrive in virtual environment

Polling Question

Do you believe there are anti-leaders in your organization?

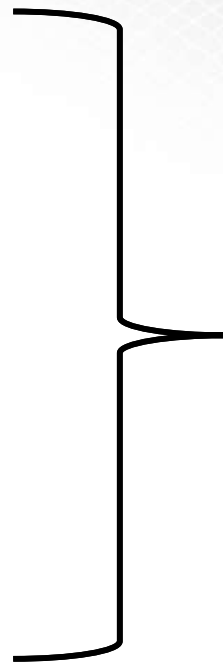
Polling Question

Does your organization effectively manage them?

Work to be done - what role can you play?

Failed Leader Strategies

- “Fake It Till You Make It”
- “Ends Justifies the Means”
- “Blind to Biases”
- “Blame Game”
- “Credit Hog”
- “Never Sorry”
- “Non-Delegator”
- “Shoot the Messenger”
- “Divider / Taker”
- “Waffler”
- “Winner Takes All”
- “Eternal Pessimist”



Destructive Behaviors

- Pessimistic
- Disingenuous
- Opaque
- Apathetic
- Fake
- Inconsistent
- Cowardly
- Serves
- Arro
- C-Minded

DESTRUCTIVE RESULTS



**TOXIC LEADERS
TEAR DOWN**

Have you experienced any of these?

Understanding Toxic Culture

- What is it?
- What causes it?
- How to prevent it?
- How to confront it?
- How to overcome it?



Questions for Reflection

- Does your organization create a safe environment where every person can bring their whole-self to work?
- Does your organization have clear and open communication channels?
- Are your leaders' Open-Door policies really open?
- Does your organization address HMW issues head-on?
- Does your organization actively mitigate destructive behaviors?

One Certainty: The leader defines the organizational culture

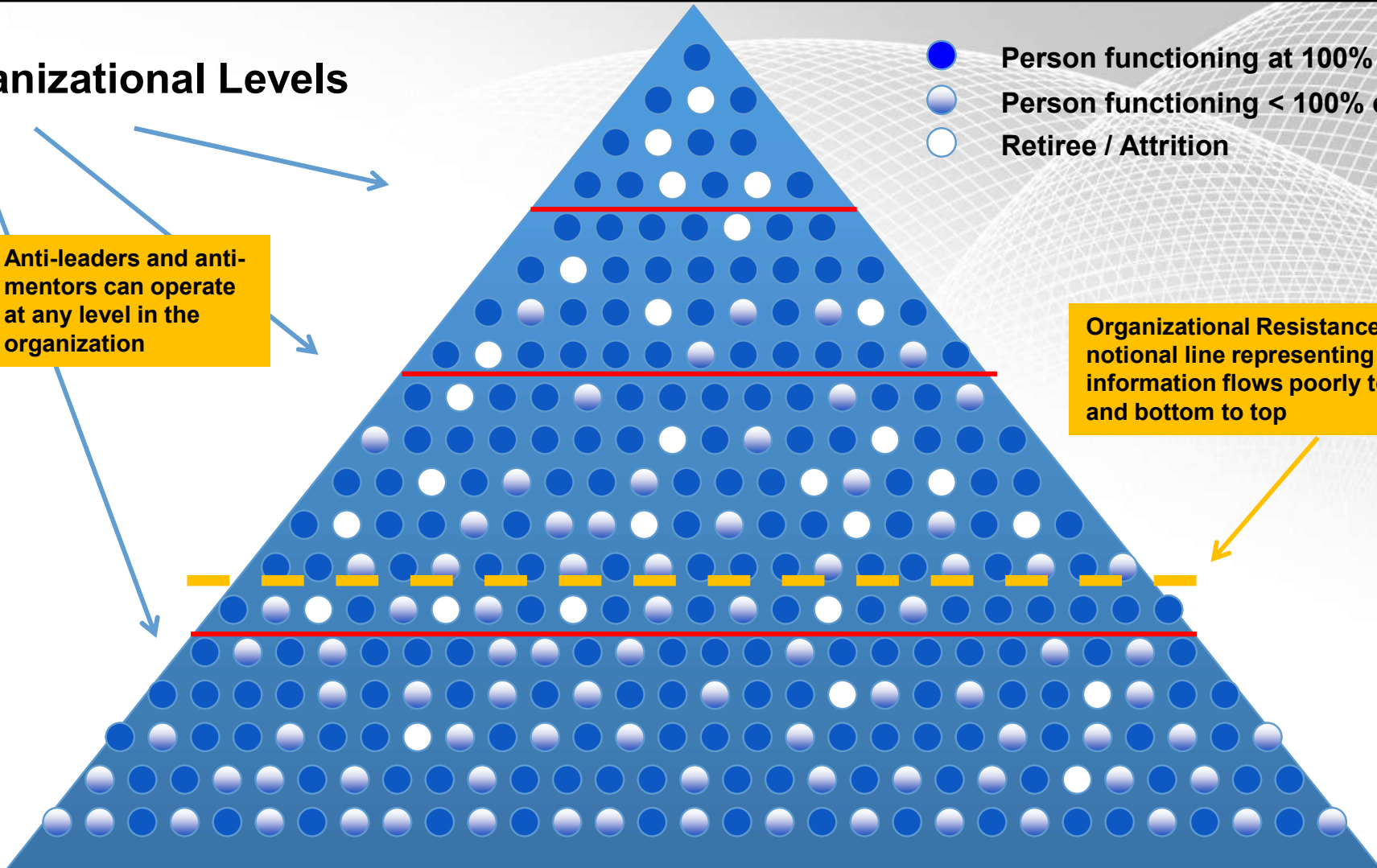
The Organizational Resistance Line (ORL)

Organizational Levels

- Person functioning at 100% capacity
- Person functioning < 100% capacity
- Retiree / Attrition

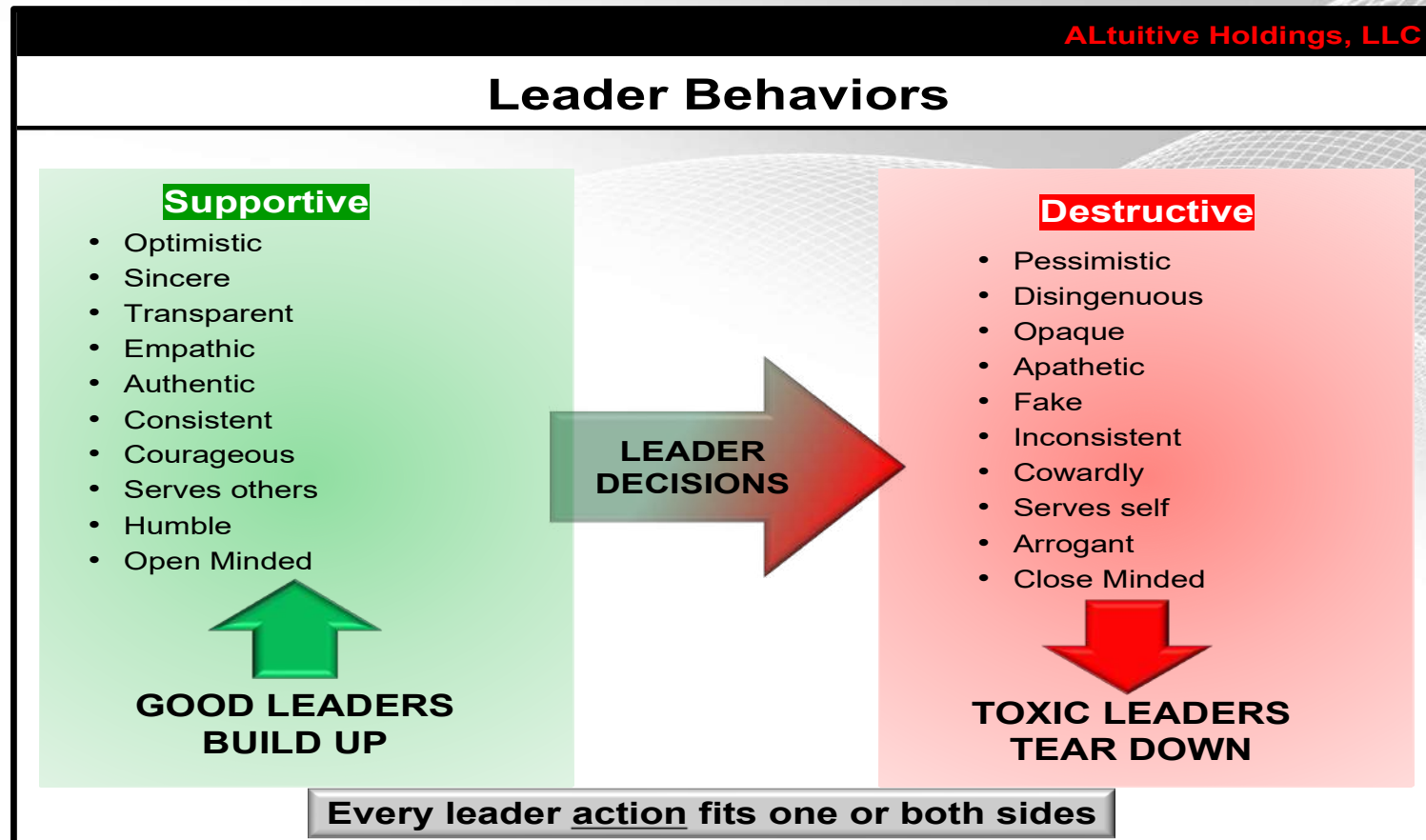
Anti-leaders and anti-mentors can operate at any level in the organization

Organizational Resistance Line (ORL): notional line representing level at which information flows poorly top to bottom and bottom to top



Do you know where your anti-leaders and your ORL are?

Leading For Effect

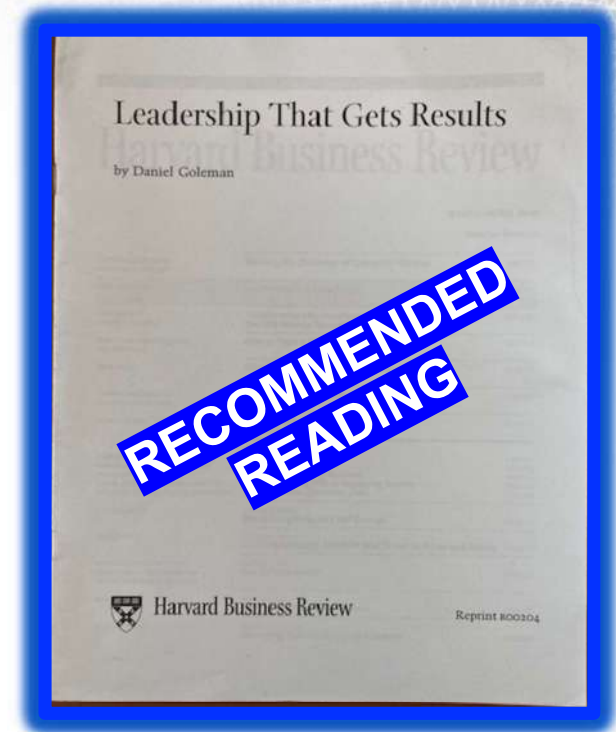


- Poor leaders focus on intent
- Good leaders focus on effect

Know the difference

Kinds of Authority*

- **Positional:** accrues to a leader based on position
- **Moral:** accrues to a leader due to their moral character
- **Coercive:** accrues to a leader based on threats of punishment
- **Referent:** accrues to a leader by displaying integrity, fairness and respect



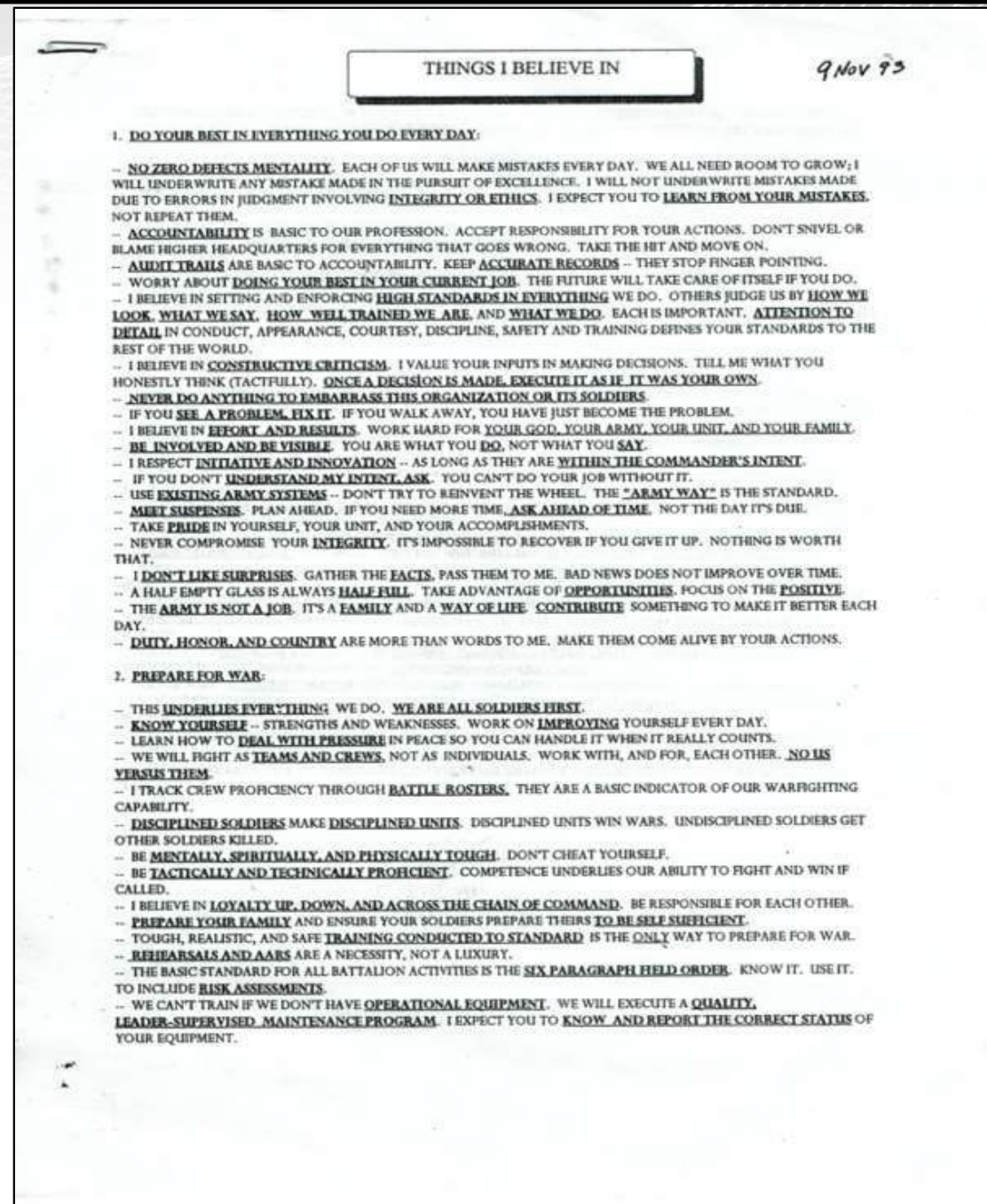
No single answer...but adaptive leaders have the edge

Leader Vision and Philosophy

- What is it?
- Why is it important?
- How should it be shared?
- How can it be used?

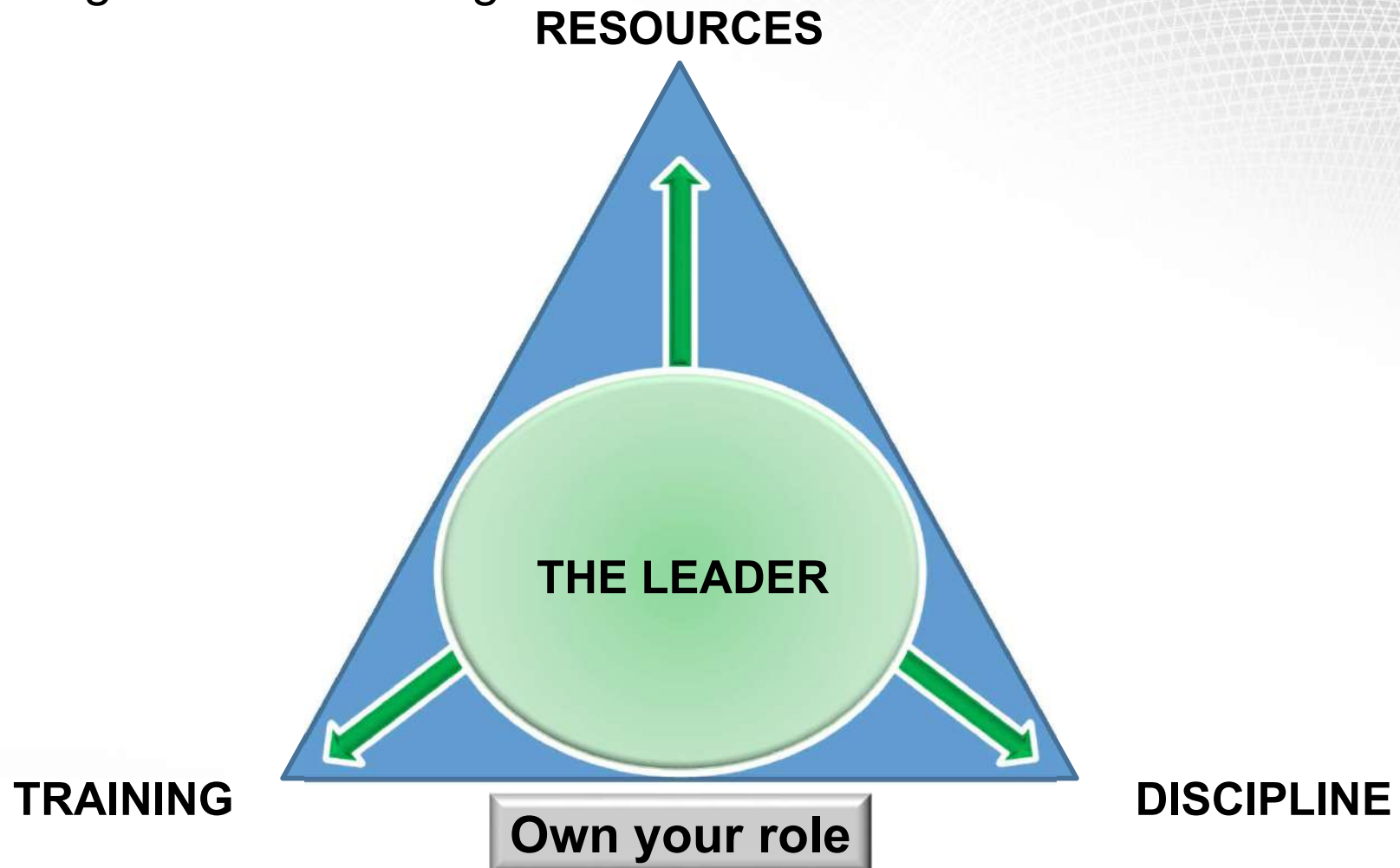
Commander 2-43 ADA (PATRIOT) XVIIIth ABN Corps Vision

Create the best Patriot Air Defense Artillery Battalion in the US Army, deploy them to Saudi Arabia and bring every one of my soldiers back home safe and sound to their families



Analyzing Failures

- The Blame Game
- The Training/Resources/Discipline Model
- The Mirror Test
- Minimizing collateral damage



Setting Standards

- Discipline: adherence to standards in the absence of orders
- If you walk past a problem, you own it
- The only standards that count are the ones you choose to enforce
- Do what's right because it's right
- Stay on the moral high ground (MHG)
- Know that someone is always watching
- Protect your reputation

MEN'S RESTROOM HAND TOWEL STORY



The Little Things Do Matter and Always Will!

Delegation

- It's not about tossing something over the fence
- Begins with trust
- Learning HOW to delegate:
 - Go to the lowest trained level (YOU create that!)
- Leading vs micro-managing?
 - Our profession is one of life and death
 - Verification is not micromanaging
- Underwriting honest mistakes
- The Strategic Leader “Bridge”



Empowerment

ALtuitive Holdings, LLC

Leader Self-Empowerment

- **Leader Traits:**
 - Integrity
 - Technical Competence
 - Emotional Intelligence
 - Courage
 - Discernment
 - Trust in leadership
 - Organizational loyalty
 - Resilience/Grit
 - Discipline
 - Self-care
 - Humility
 - Strength of character



Empowerment begins with your example

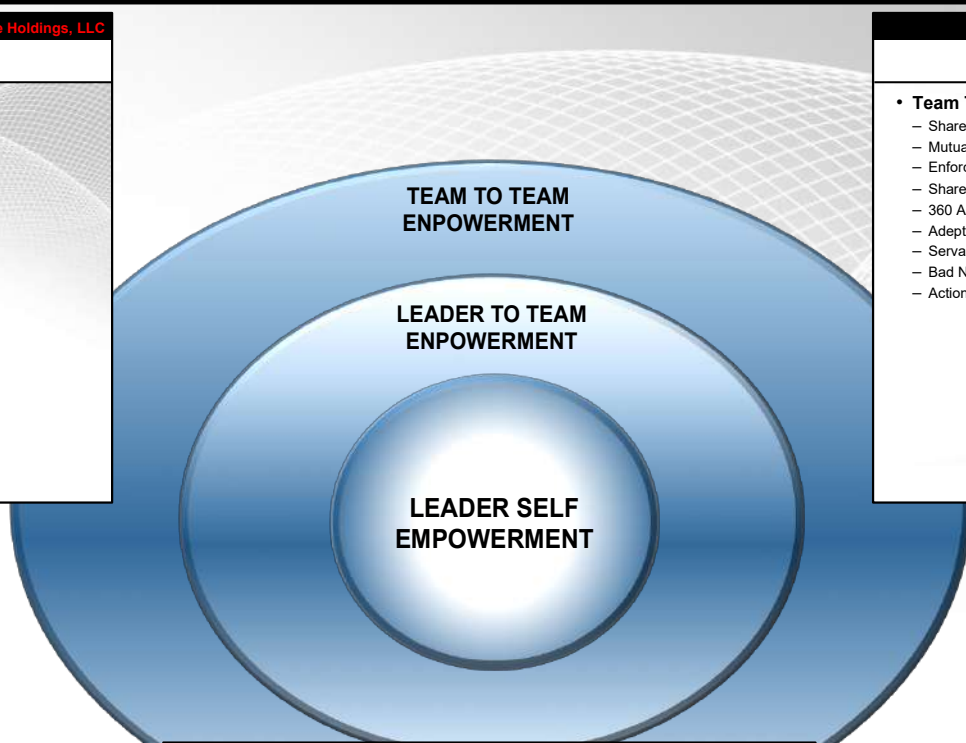
ALtuitive Holdings, LLC

Leader-to-Team Empowerment

- **Team Traits:**
 - Shared Organizational Vision
 - Mutual Emotional Intelligence
 - Enforced Standards
 - Shared Ownership of Failures
 - 360 Accountability
 - Adept Communication Skills
 - Servant Loyalty (team before self)
 - Bad News Open Door
 - Actions That Match Words



Empowerment must flow from leader to team and back



ALtuitive Holdings, LLC

Team to Team Empowerment

- **Organizational Traits:**
 - Operationalized vision
 - Organizational integrity
 - Organizational loyalty (team before self)
 - Discipline in the absence of orders
 - Mission-type order execution
 - Ownership of execution culture
 - Peer to peer accountability
 - Resilience: ability to absorb failures



HIGH PERFORMING TEAM

Organizational empowerment requires three nested mutually supporting layers

Creating High Performing Teams

Discretion and Judgement

- Don't pole vault over mouse turds
- Know the risks of zealotry
- Create win-win situations
- “Be smarter than what you are messing with” (CSM Verle Williams)
- Mitigate collateral damage
- Don't be a “Right Fighter”

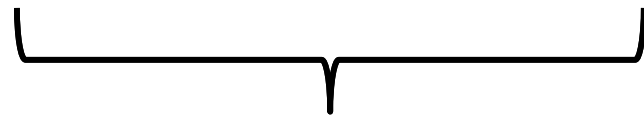


Pick your battles, protect your reputation

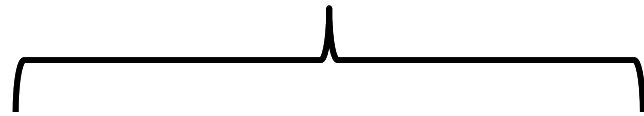
Leader Knowledge Gaps

What you see and know

- Technical Competence
- Emotional Intelligence
- Mentor Intelligence™
- Communication skills
- Preferences, biases
- Reports

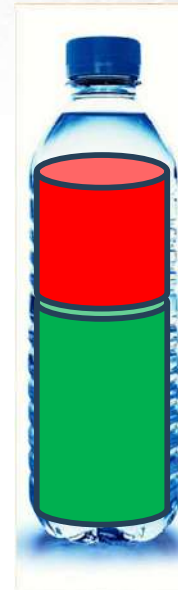


THE WATER BOTTLE TEST



What limits what you see or know

- Gaps in your training
- Emotional intelligence
- Biases and prejudices
- Inaccurate or incomplete reports
- Lack of trust in your team



WHAT DO YOU VALUE MORE?

- What you know?
- What you don't know?

How do you fill the gaps?

Being Vulnerable

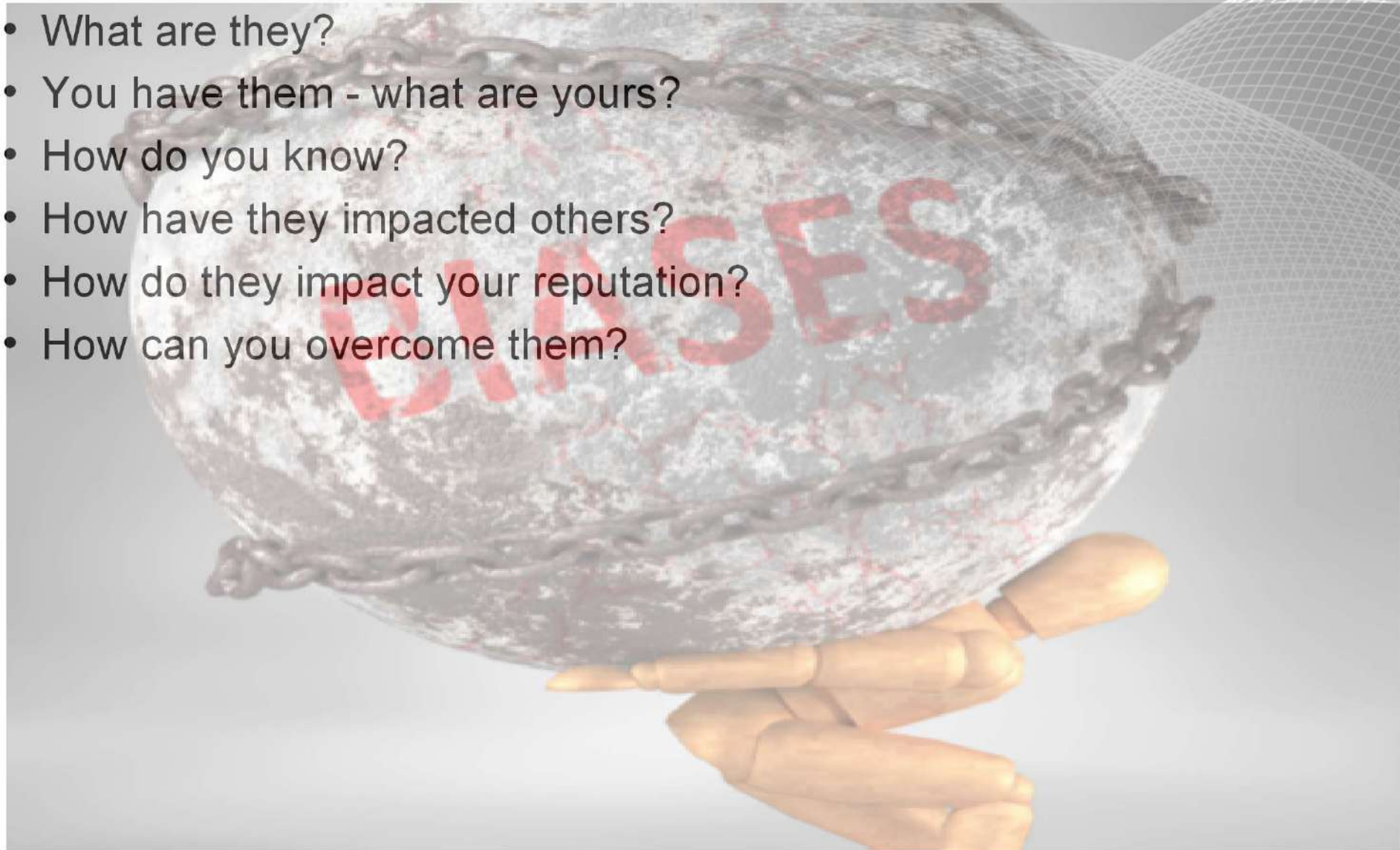
- Core leader strength
- Admit what you do not know and value it
- Always seek input from your team
- Have the courage to ask for help
- Seek mentors - be willing to listen and learn
- Own your mistakes - learn to say “I was wrong”
- Learn to say “I’m sorry”
- Be present in your humanity



The strongest link in your leadership chain

Leader Biases

- What are they?
- You have them - what are yours?
- How do you know?
- How have they impacted others?
- How do they impact your reputation?
- How can you overcome them?



Get an accountability partner!

Creating Diverse Teams

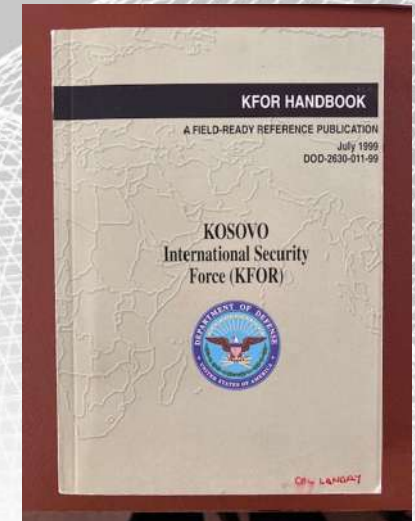
- The Mini-Me Leader
- Normal and average are math terms
- Strength lies in the differences
- Riddle of the “problem child”
- There are no lazy generations, only lazy leaders
- Tapestry or rope, what’s your brand?
- The life-giving power of mentoring and advocacy



Stronger together than apart

The Kosovo Stories

- Task Force Falcon (TFF): Multi-National Brigade East (MNBE)
- Nine-nation TF under command of US Army BG; I served as COS
- Provide safe and secure environment for all



“Dignity and Respect For All”

There is no room for extremism or hate in the military

A Higher Loyalty

Questions for Reflection

- What does loyalty mean to you?
- Who are you loyal to?
- How do you demonstrate loyalty?
- How does integrity play in loyalty?
- What is the most disloyal thing you can do as a leader?
- What is the most disloyal thing you can do as a subordinate?



Don't just remember your oath, live it

Dealing With Adversity

- Never believe the first report
- Have a real Open-Door policy
- Don't shoot the messenger
- Seek wide stakeholder input
- Ask the right questions; Solve the right problem
- Create win-win outcomes
- Be the calm in the storm
- Demonstrate grit and resilience



Master yourself and inspire your team

Mastering Difficult Conversations

- Have the courage to do the right thing up, across and down!
- Be prepared
- Begin and end with empathy and dignity
- Deliver bad news with grace and class
- Focus on growth; be constructive
- Teach the power of feedback = opportunity
- Be hyper-aware of intent vs effect



Don't be an anti-leader/anti-mentor

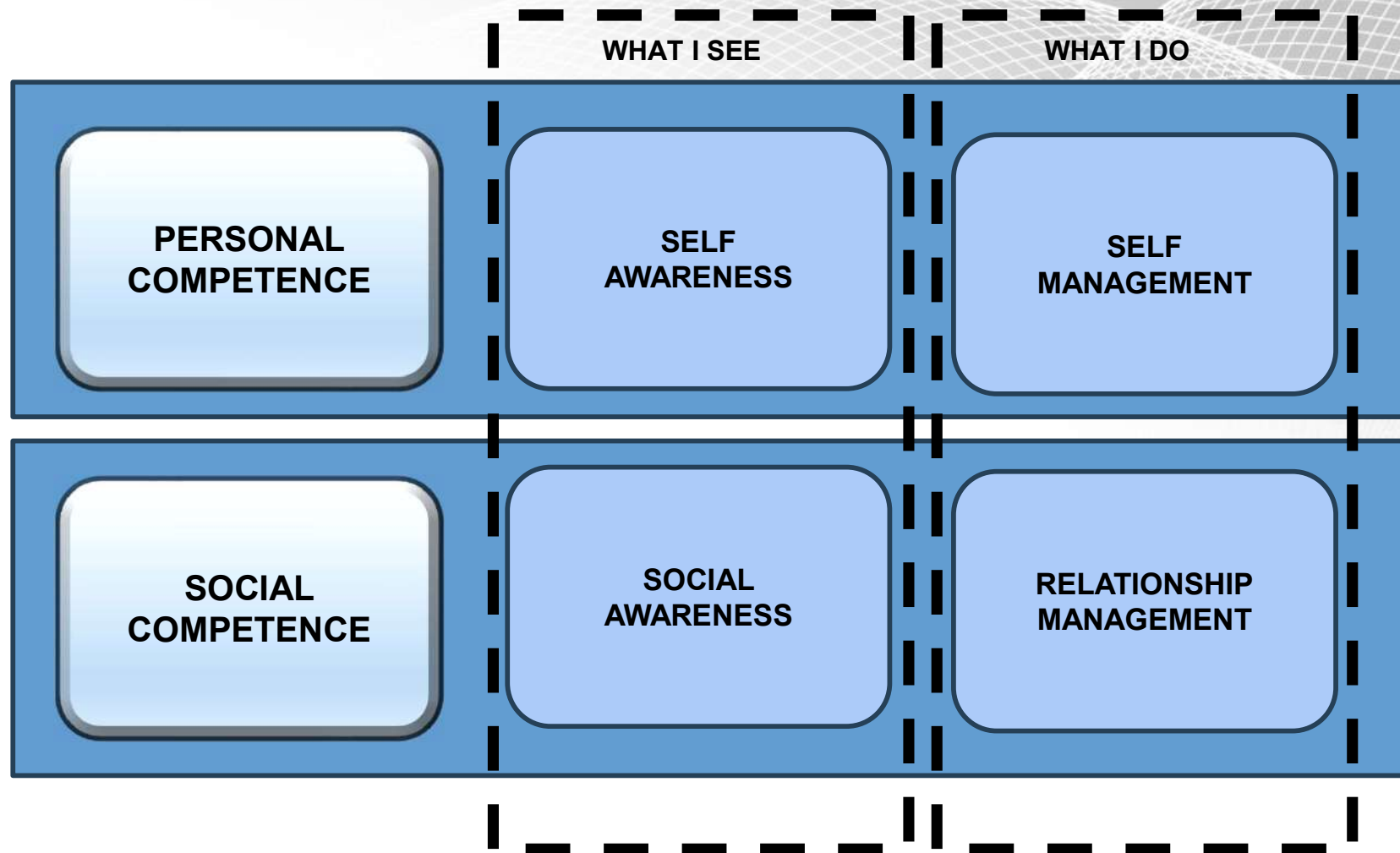
Anti-Leader Language

- **Things leaders should not say:**

- “I didn’t intend for that to happen”
- “You just need to toughen up, get a thicker skin”
- “That’s just the way that I am, get over it!”
- “She/he just took what I said the wrong way”
- “I don’t know why they can’t see that I care about them”
- “Just fake it till you make it!”
- “I don’t have time to be nice”
- “I’m really just too busy for you and your problems”
- “It’s not my fault”
- “I know there is a lot going on, don’t let that be a distraction – just focus on the job and get it done!”
- “If you want to get ahead you need to make this work your priority”

Phrases used by anti-leaders

The Skills of Emotional Intelligence*



Most valuable tool in any leader's toolkit

Achieving Life-Work Balance

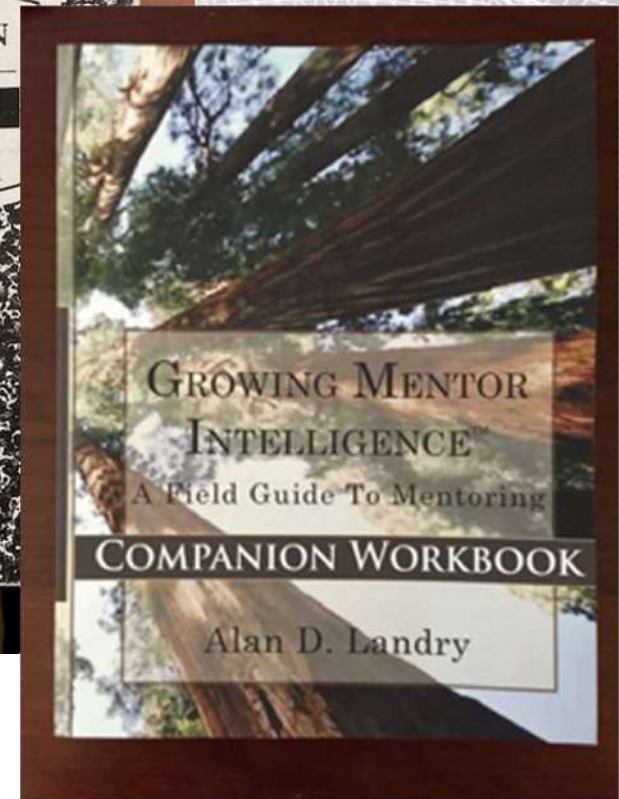
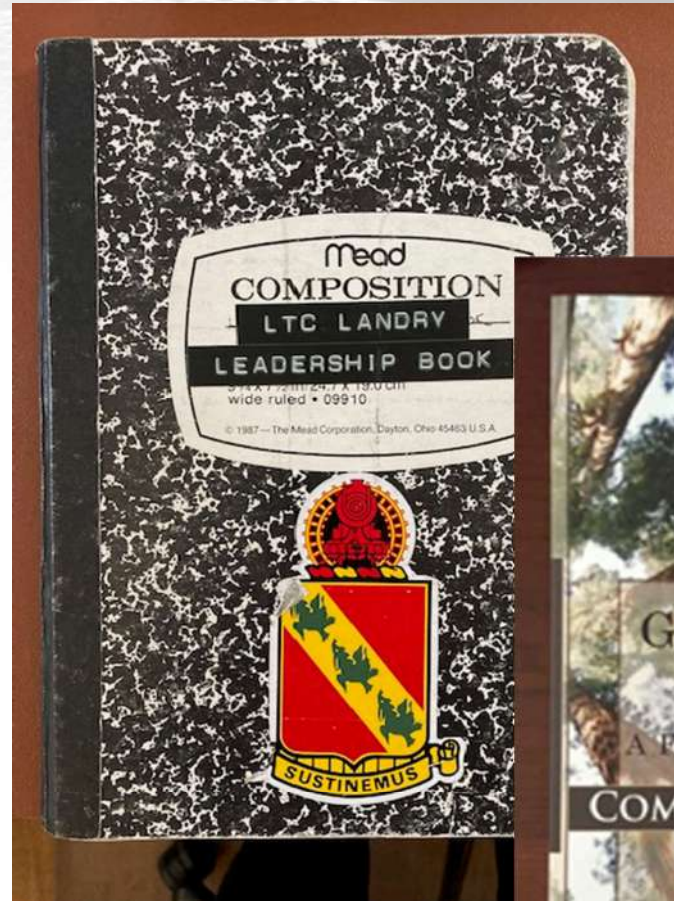
- The order of the words matters
- Track your time for 2 weeks, discover what you really value
- There will always be time for your priorities
- Don't forfeit your family relationships (Nely Galán story)
- Kids spell love, "time"
- Read Richard Boyatzis's "Resonant Leadership"
- Protect your health
- Make yourself dispensable



The most important example you can set for your teams

Journaling

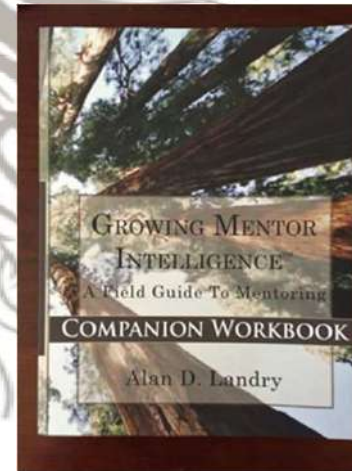
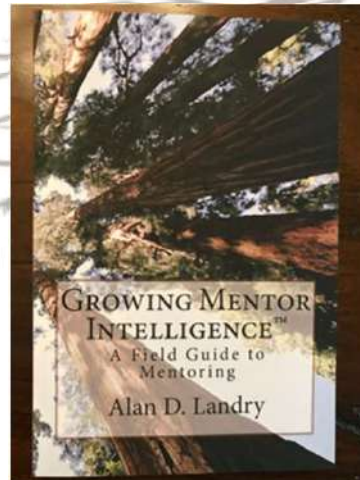
- Power of writing and reflection
- Document your journey
- Solace for the down days
- Capture lessons in the moment
- Empower your “give back”



Important tool in any leader's tool kit

Mentoring

- The most important leader responsibility
- Grow the next generation of leaders
- Give back what you have learned
- Provide expanded opportunity through advocacy and sponsorship
- Teach by your example
- Create enduring legacy



Wealth That Really Matters

The Leader “Expert”

- An expert is someone who has stopped learning because they already have all the answers
- Being a good leader is not something a leader self-declares
- Credentials do not equal good leadership
- Run, run fast and far away from self-proclaimed “leadership experts”
- Be humble in the saddle – leadership is a privilege



Leadership is not a destination – it is a lifelong journey

Integrity

- “A sailor may doubt what you say, they will never doubt what you do!”
- Never ask your subordinates to do something you are unable or unwilling to do yourself
- Watch for blind spots
- Own your mistakes
- Be accountable
- Be humble in the saddle



No one can take it from you...if you lose it it's because you gave it up

30 Leadership Master Class Topics

The Domain of Leadership

- Leader Trust Equation
- People vs. Mission
- Leader Behaviors
- The Rise of Anti-Leaders
- Failed Leader Strategies
- Understanding Toxic Culture
- The Organizational Resistance Line
- Leading For Effect
- Kinds of Authority
- Leader Vision and Philosophy
- Analyzing Failures
- Setting Standards
- Delegation
- Empowerment
- Discretion and Judgement
- Leader Knowledge Gaps
- Being Vulnerable
- Leader Biases
- Creating Diverse Teams
- The Kosovo Stories
- A Higher Loyalty
- Dealing With Adversity
- Mastering Difficult Conversations
- Anti-Leader Language
- The Skills of Emotional Intelligence
- Achieving Life-Work Balance
- Journaling
- Mentoring
- The Leader “Expert”
- Integrity

Mastering yourself to master leadership

Final Thought

No one can make you a better leader but you!

Leader Decision Framework

- ❑ **What direction(s) do you lead from?**
 - Up (looking at what your bosses will think), down (looking at what your team thinks), lateral (looking at what your peers will think) or some combination? Why?
 - Do you lead from the front or from behind? Do you run to, or away from, the crisis when it hits?
 - Do your leadership behaviors reflect courage and integrity?
- ❑ **How do you inform your leadership decisions?**
 - How emotionally intelligent are you? (see “Emotional Intelligence 2.0”, Dr. Travis Bradberry and Dr. Jean Greaves)
 - How do you fill your “blind spots,” the areas that you cannot see but which are important to your decisions?
 - Do you seek and value your team’s inputs before making important decisions?
- ❑ **What do your actions reflect to your team?**
 - Do you reflect their qualities and potential or their shortfalls and weaknesses?
 - Do you invite diversity of thought, or do you surround yourself with sycophants?
 - How “open” is your “open” door? Are you open to respectful challenges and constructive criticism? Do you encourage respectful feedback?
 - Do you “walk the talk”? Example matches words?
- ❑ **How do you wield your power as a leader?**
 - Do you see your leadership opportunity as an entitlement or a privilege?
 - Does your team see competence or ego in your leadership?
 - How do you assess the impact of your decisions on your team?
 - Do you focus on good intent or good result?
 - How do you hold yourself accountable? Do you have a trusted accountability partner who will tell you things you might not want to hear?
- ❑ **Who gets credit for your team’s successes and failures?**
 - Do you give the credit for successes to your team rather than to yourself?
 - Do you advocate for your people to leaders outside of your team?
 - Do you hold yourself as accountable for failures as you do your teammates?
 - Do you admit when you are wrong, own it and to apologize?
- ❑ **What legacy are you creating with your behaviors and decisions?**
 - Do you lift your team up especially when things are not going well?
 - Do you create collateral damage through your leadership behaviors and decisions?
 - Do you mentor your teammates to future possibilities through mentoring that focuses on their strengths and potential?
 - Do you invest your resources as a leader to advocate and sponsor your team?
- ❑ **What is the source of your personal motivation?**
 - Is your centering in yourself or in something larger than yourself?
 - Do you demonstrate gratitude and respect to your team?
 - How do you add to the wealth of your life and the lives of those you lead to the extent that they would follow you anywhere, anytime?
- ❑ **When you are gone, what will be left behind, and will anybody care?**
 - Do you share your gifts with those you lead to help them achieve their life goals, and encourage them to do the same?
 - What are your team members learning about leadership by your example? How will your they reflect on their time with you as their leader?
 - What example of life-work balance do you demonstrate by your decisions and actions?
 - When you reflect on your life will you find fulfillment for what you have given others as a leader, or regret for what you should have given them?

Q & A



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