

Fury of Leadership Training

A detailed illustration of a green dragon with large, translucent wings, breathing a powerful stream of fire. The dragon is set against a dark, stormy background with swirling blue and grey clouds and a full moon. The fire is bright yellow and orange, creating a strong contrast with the dark background and the green of the dragon.

Everything you might need to know about
leadership in as short as time possible

Fury of Leadership Training

- Being a leader is tough but can be learned
- Requires training & experience
- Good followers can become excellent leaders
- Need to think for yourself
- Need to develop your expertise to a high level
- Need to know how to use resources
- Need to make tough decisions (usually by yourself; maybe the advice of those you trust)

Topics

- Goal Setting
- Time Management
- Setting Priorities
- 7 Habits of Effectiveness
- 10 Tips for Thinking for Yourself
- 5 More Habits of Effectiveness
- 17 Laws of Teamwork
- 15 Rules of Negotiation
- 8 Success Secrets from Motivational Experts



the seven habits
of highly gullible
people

#1. buying books
to tell you to work
better and waste
less time

OK Kids – Are you Ready?!



* Remember, you don't have to drink the Kool-Aid, especially if it's grape flavored Kool-Aid laced with Potassium Chloride or if the group is just way too wacked out and goes against your own personal philosophy. The goal here is for you to **Think For Yourself**.

Leadership Training Can Teach You How To Be More Effective

Learn to set
SMART Goals



The Acid Test for Goals

Is it a SMART Goal?

SMART Goals

are

Specific

Measurable

Attainable

Relevant

Time-Based

Specific – your goal should have its expected outcome stated as simply, concisely and explicitly as possible. This answers questions such as; how much, for whom, for what?

Measurable – a measurable goal has an outcome that can be assessed either on a sliding scale (1-10), or as a hit or miss, success or failure.

Achievable – an achievable goal has an outcome that is realistic given your current situation, resources and time available. Goal achievement may be more of a “stretch” if the outcome is tough or you have a weak starting position.

Relevant – a relevant goal should help you on your mission or your “bigger” objectives.

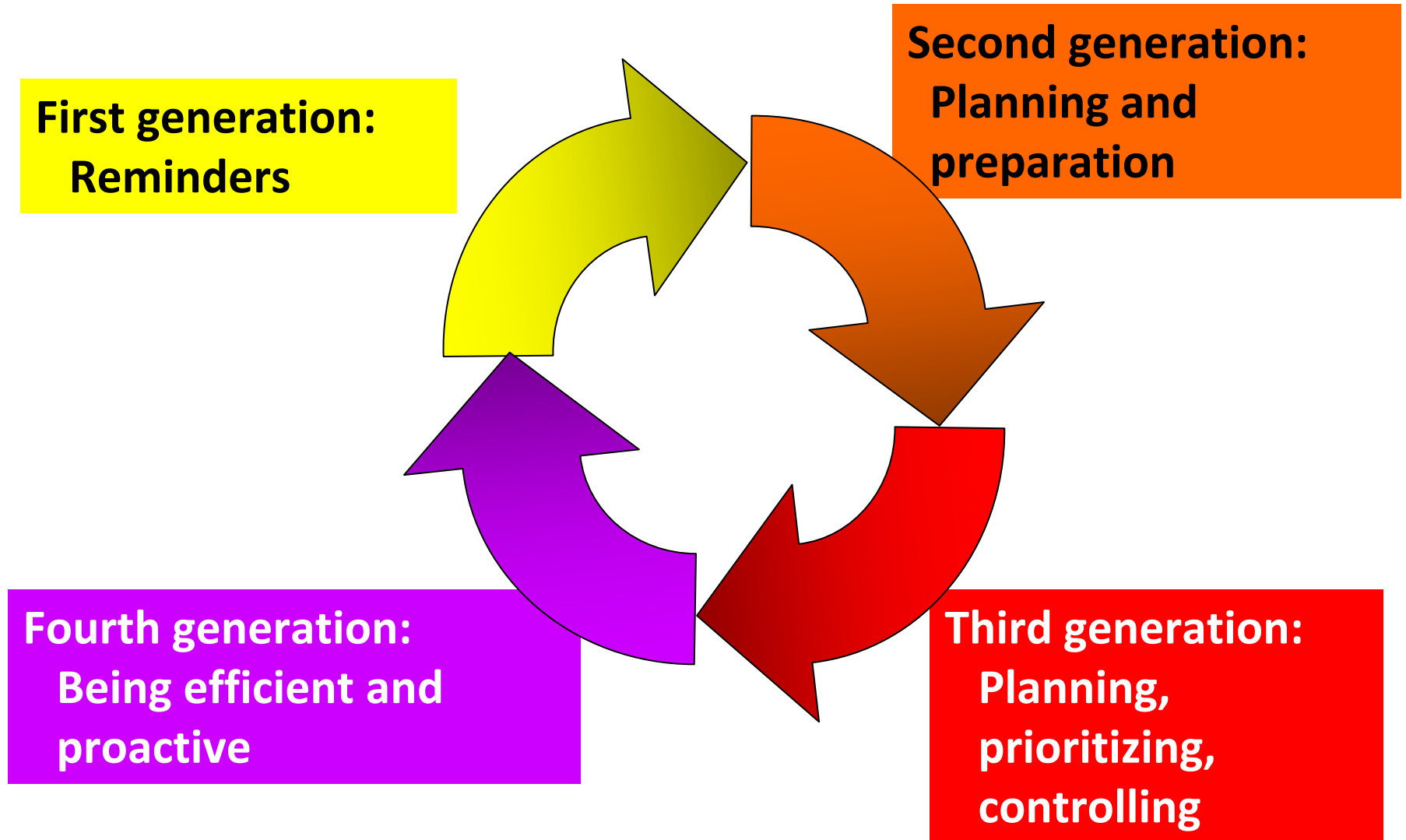
Time-bound – a time-bound goal includes realistic timeframes.

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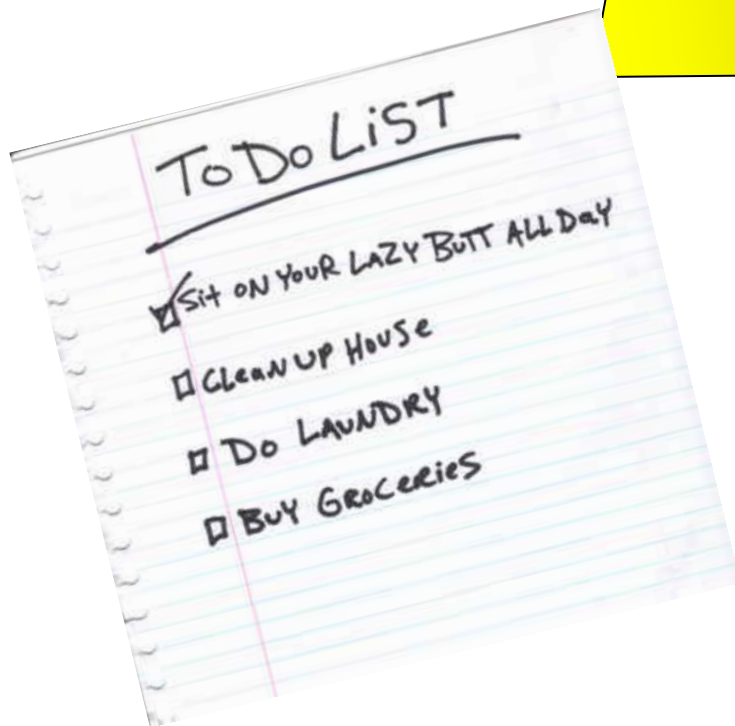
Learn about
**Time
Management**

The Four Generations of Time Management



The Four Generations of Time Management

First generation: Reminders

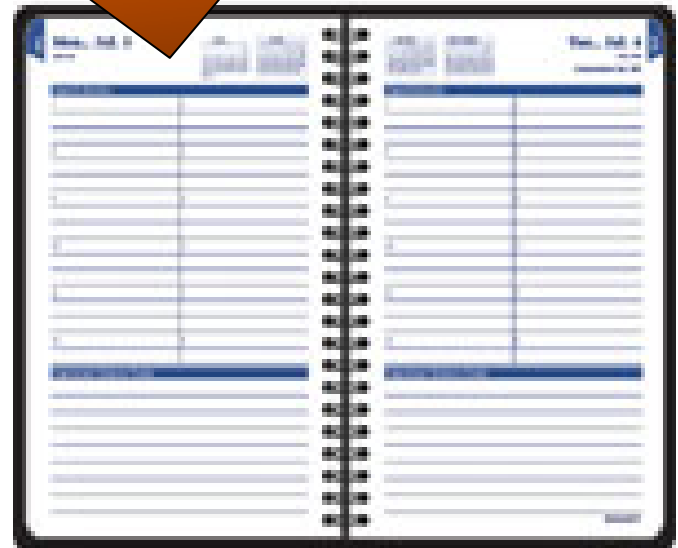


- Users of this approach limit their time management efforts to keeping lists and notes.
- They see these papers as reminders.
- Items that are not done by the end of the day are transferred to the next day's list in the evening.
- Covey calls this type of style the "Far Eastern, Go with the Flow".

The Four Generations of Time Management

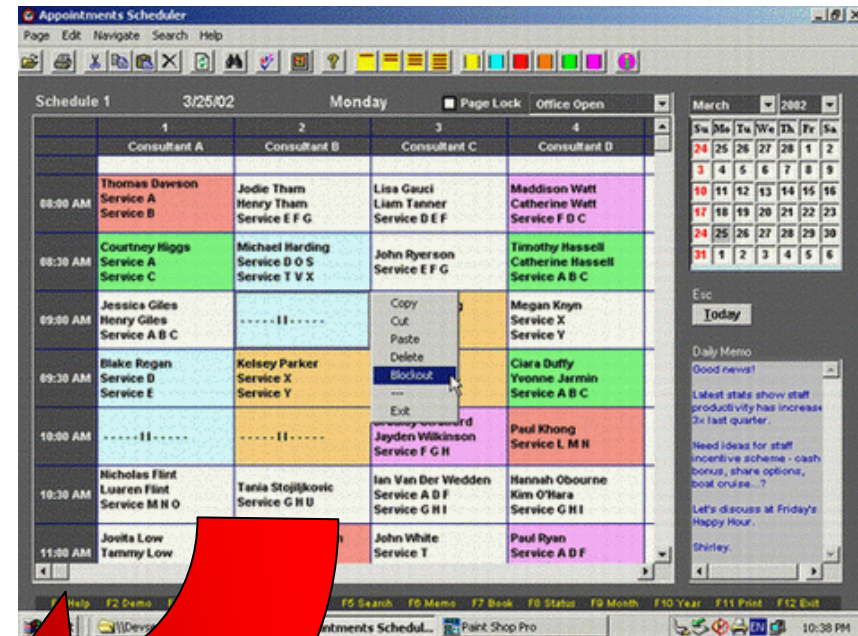
- People in the second generation use calendars and appointment books.
- They will note where meetings are held and identify deadlines; this is sometimes even done on a computer.
- As opposed to the first generation, the second generation plans and prepares, schedules future appointments, and sets goals.

**Second generation:
Planning and
preparation**



The Four Generations of Time Management

- Third generation time managers prioritize their activities on a daily basis.
- They tend to use detailed forms of daily planning on a computer or on a paper-based organizer.
- This approach implies spending some time in clarifying values and priorities.



**Third generation:
Planning,
prioritizing,
controlling**

The Four Generations of Time Management



**Fourth generation:
Being efficient and
proactive**

- Emphasizes the difference between urgency and importance in planning.
- For example: some people may go their entire lives completely missing out on important things (like spending time with their children before they have grown up) because it was never "urgent."
- The point is not to ignore urgent things, but to embrace important things without waiting for them to become urgent.

Time Management for the Rest of Us

How about this time management model:

the Hamburger of Time

Hamburger:	Sample:	Your Turn:
Bun	Family time	
Mustard	Catch up on the news	
Catsup	Homework	
Pickles	Pet Care	
Tomato	Exercise	
Onion	Chores	
Lettuce	Shower	
Cheese	E-mail/Webmaster	
Burger	Work/School	
Bun	Sleep	



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**How to
Set
Priorities**

Techniques for SETTING PRIORITIES

➤ ABC analysis

A

Homework
Chores
Pet Care
Taking care of
yourself

High Priority

B

Sports
School Clubs
Reading
Practicing (Music,
Sports, etc.)

Medium Priority

C

IMing your friends
Watching TV
Playing Video Games
Calling your friends
Surfing the Internet

Low Priority

Techniques for setting priorities

- Pareto analysis – increase productivity

**80% of the productivity can be
achieved by doing 20% of the tasks**

If productivity is the aim of time management,
then these tasks should be prioritized higher.

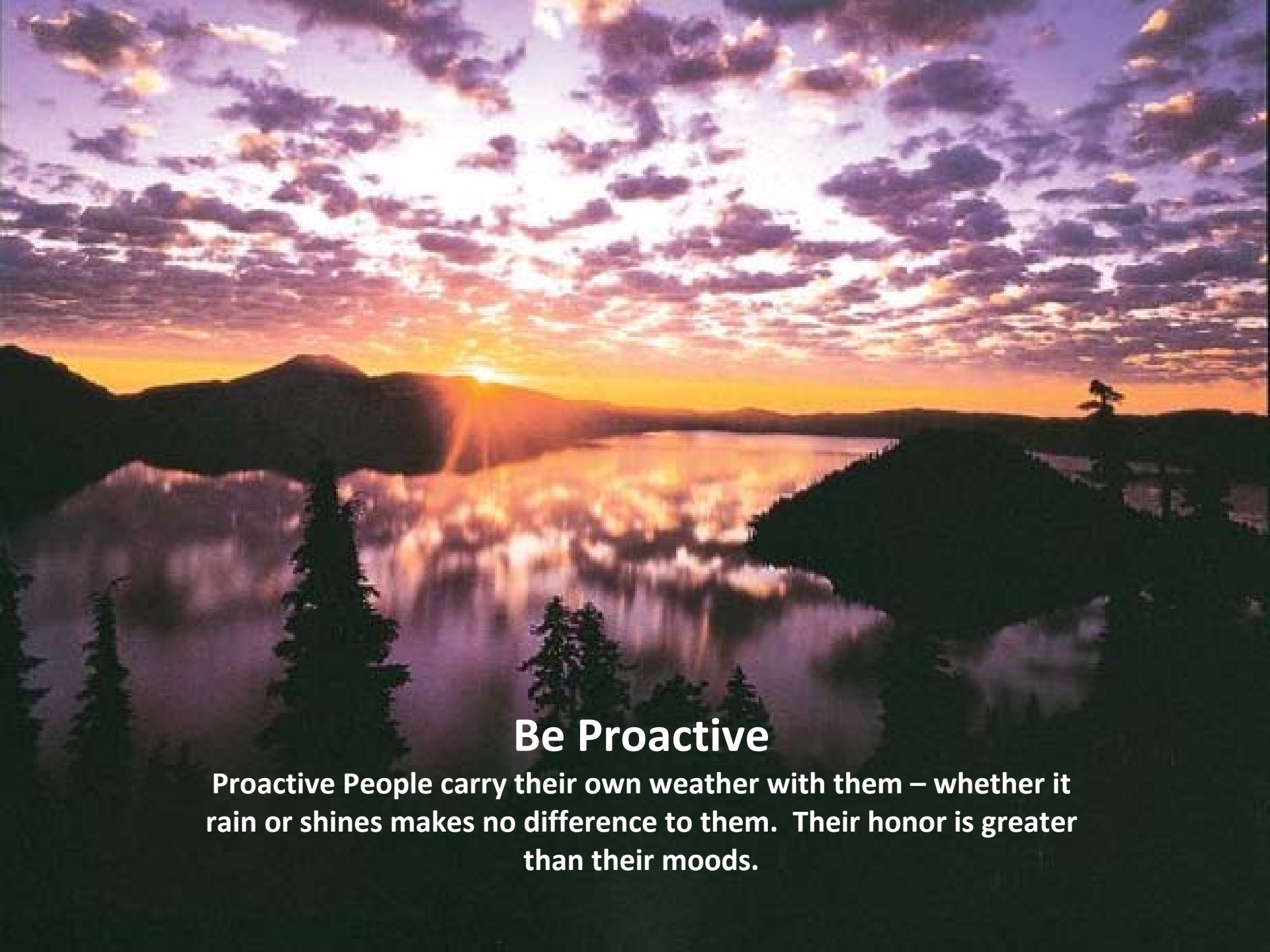
Leadership Training Can Teach You How To Be More Effective

7 Habits for Effectiveness



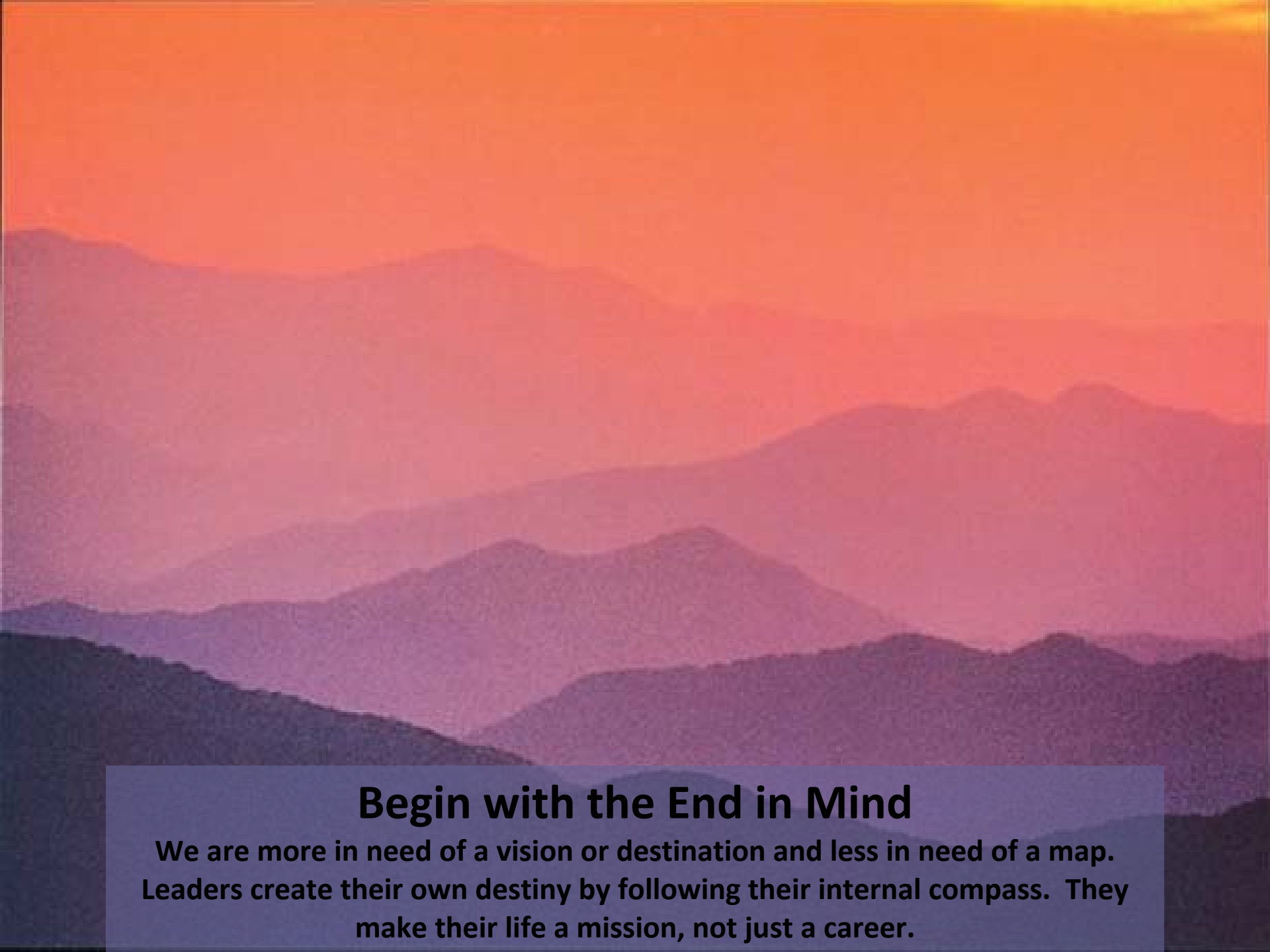
7 Habits for Effectiveness

- Habit 1: Be Proactive
- Habit 2: Begin with the End in Mind
- Habit 3: First Things First
- Habit 4: Think Win Win
- Habit 5: Seek First to Understand then to be Understood
- Habit 6: Synergize
- Habit 7: Sharpen the Saw



Be Proactive

Proactive People carry their own weather with them – whether it rain or shines makes no difference to them. Their honor is greater than their moods.



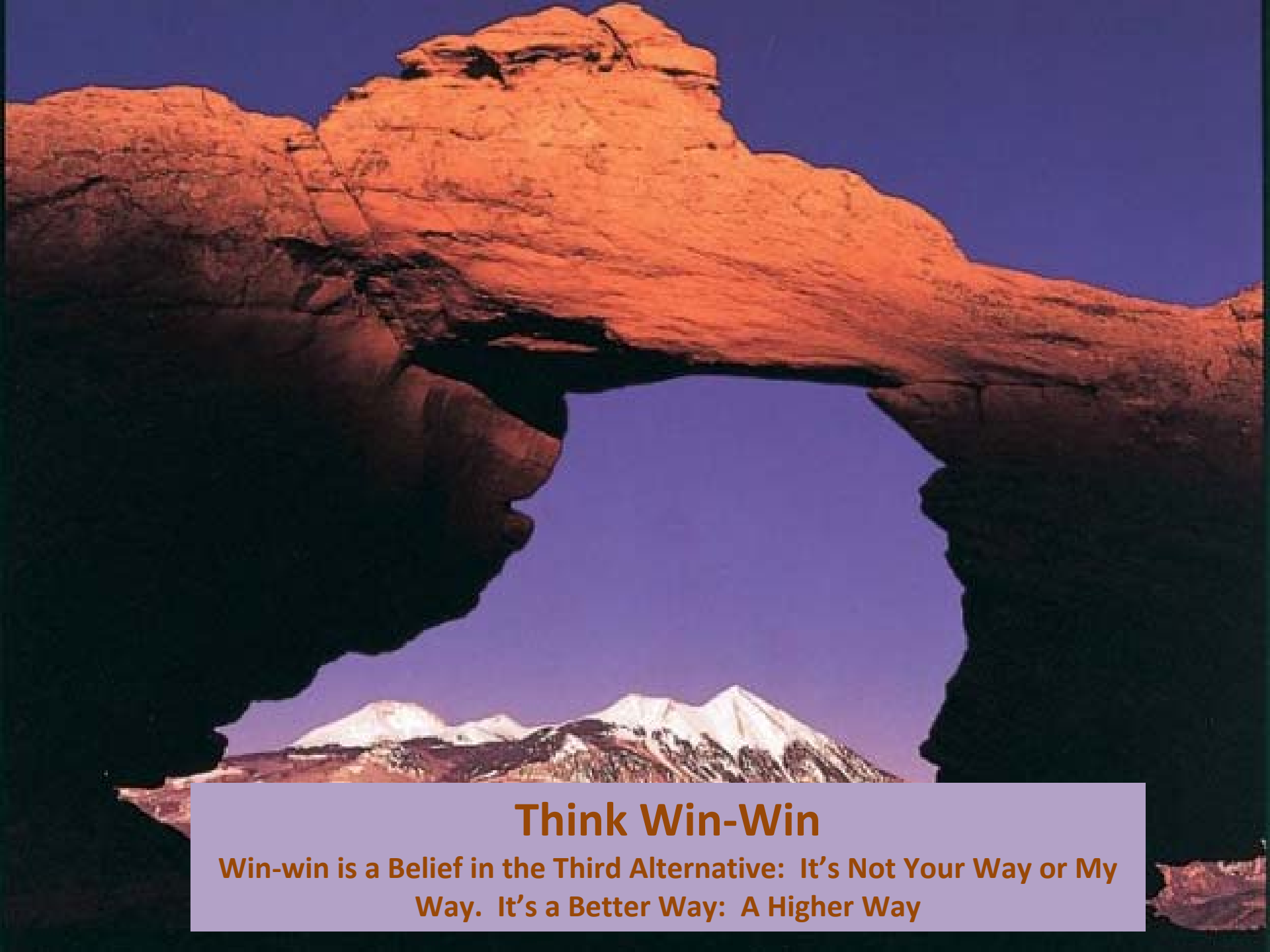
Begin with the End in Mind

We are more in need of a vision or destination and less in need of a map. Leaders create their own destiny by following their internal compass. They make their life a mission, not just a career.

A photograph of a narrow dirt path winding through a dense forest. The path is covered in fallen leaves and small twigs. On either side of the path, there is a thick carpet of green ferns. Several tall, slender tree trunks are visible, some in the foreground and others further back, creating a sense of depth. The lighting is soft, suggesting a shaded forest environment.

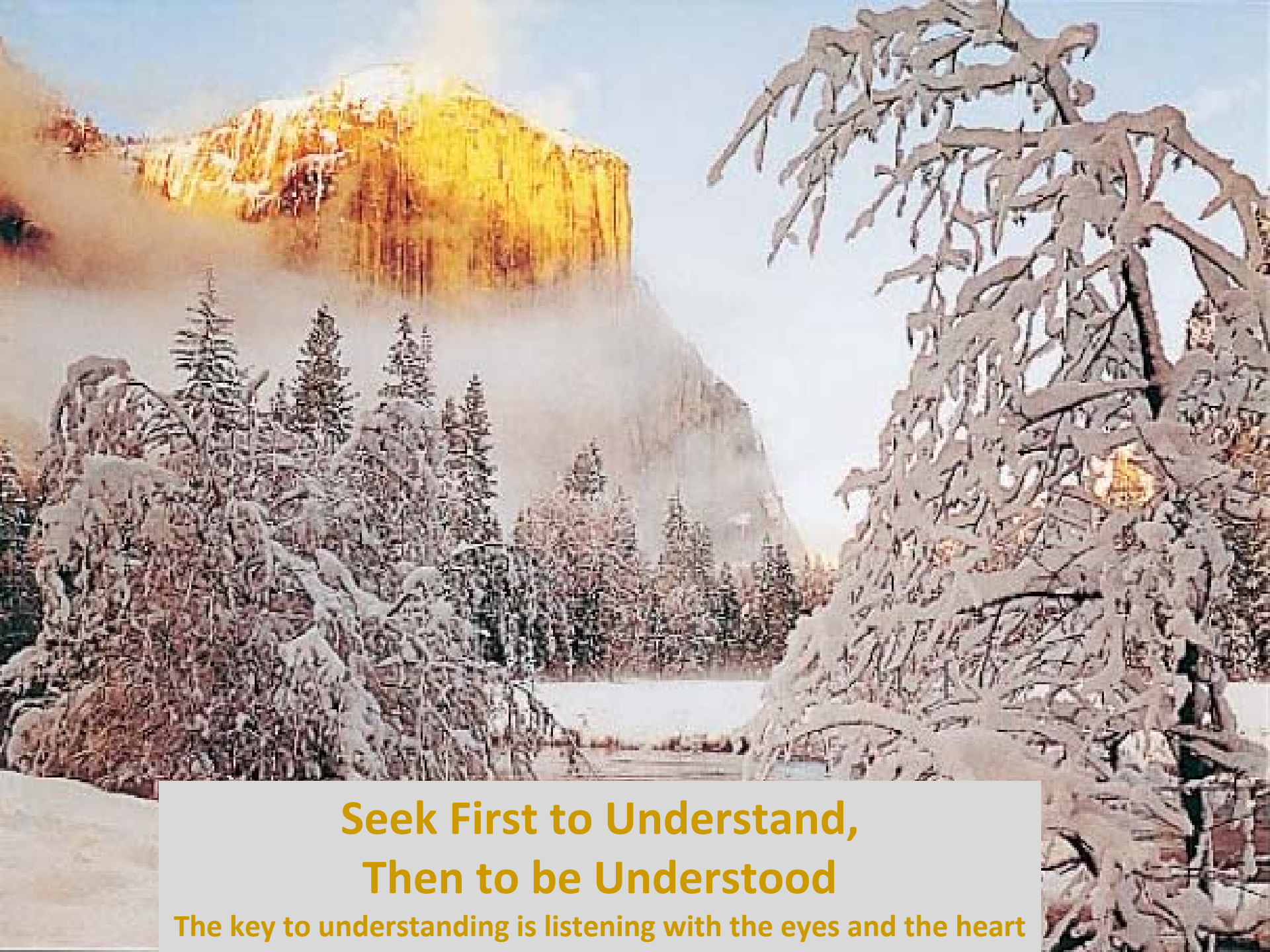
Put First Things First

The key is not to prioritize your schedule, but to schedule your priorities. Do important things first – because where you are headed is more important than how fast you are going



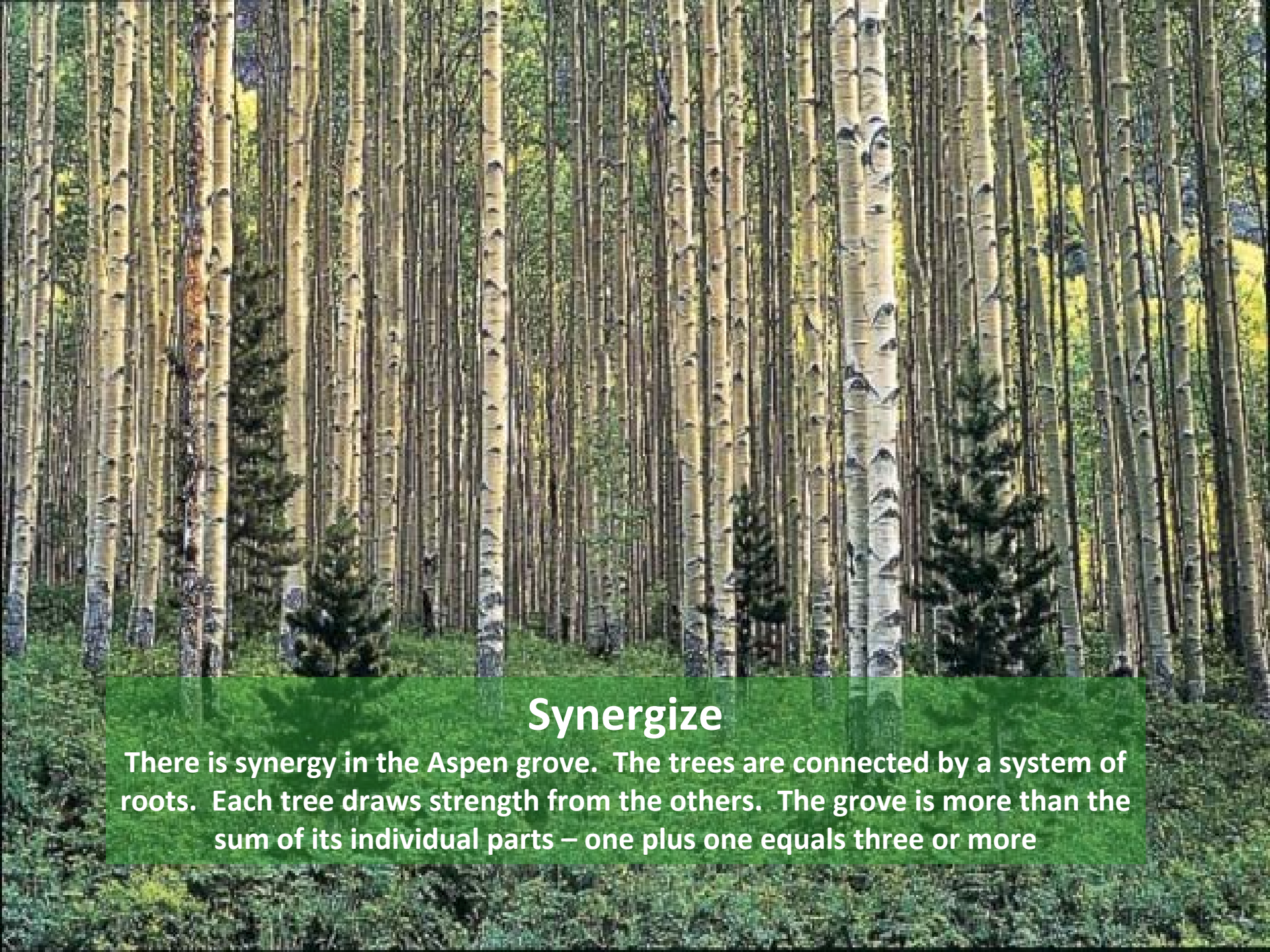
Think Win-Win

Win-win is a Belief in the Third Alternative: It's Not Your Way or My Way. It's a Better Way: A Higher Way



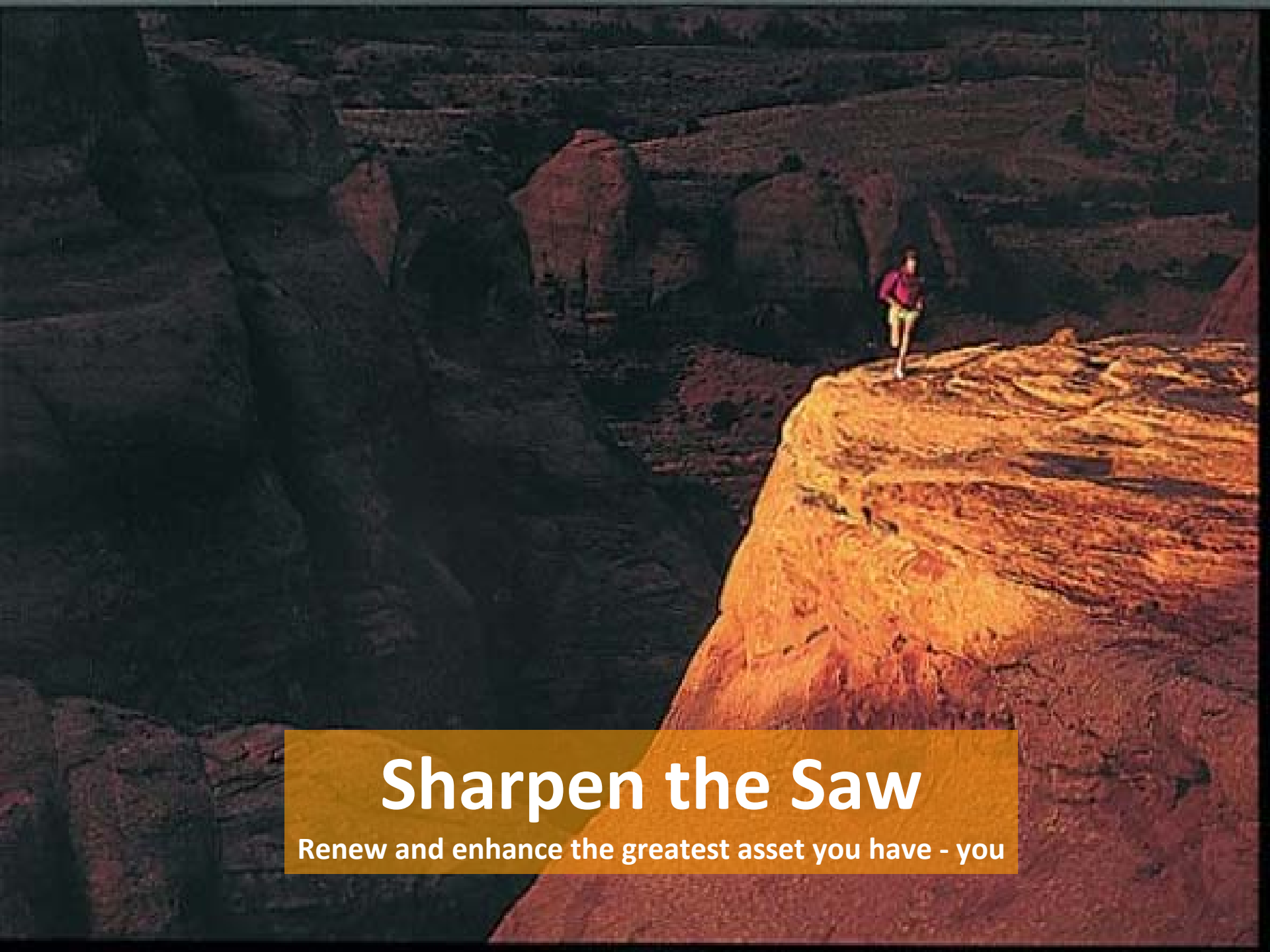
Seek First to Understand, Then to be Understood

The key to understanding is listening with the eyes and the heart



Synergize

There is synergy in the Aspen grove. The trees are connected by a system of roots. Each tree draws strength from the others. The grove is more than the sum of its individual parts – one plus one equals three or more

A person is running along the edge of a high, reddish-brown rock formation. The scene is illuminated by the warm, golden light of a setting or rising sun, creating a dramatic silhouette effect. The background shows a vast, rugged landscape with more rock formations and a deep canyon.

Sharpen the Saw

Renew and enhance the greatest asset you have - you

Leadership Training Can Teach You How To Be More Effective

10 Tips to **Think For Yourself**



Think for Yourself

- **Tip #1: If in doubt - ask a question**
 - Don't be afraid to question things.
- **Tip #2: Place experience over authority**
 - If someone tells you all red heads are moody... have you experienced this in your life?
- **Tip #3: Understand People**
 - Does the person communicating have an agenda? What motivates this person?

Think for Yourself

A man in a green shirt is practicing Tai Chi on a red wooden structure. The structure has a central vertical pole with several horizontal arms. The man is in a crouched position, with his hands near the central pole. The background is a green fence and some trees.

- **Tip #4: Don't feel you have to follow the crowd**
- **Tip #5: Trust your feelings**
 - “gut instinct” is an over looked trait
 - If something does not feel right to you there is probably something wrong
- **Tip #6: Remain Calm**
 - This helps you remain objective and think clearly

Think for Yourself



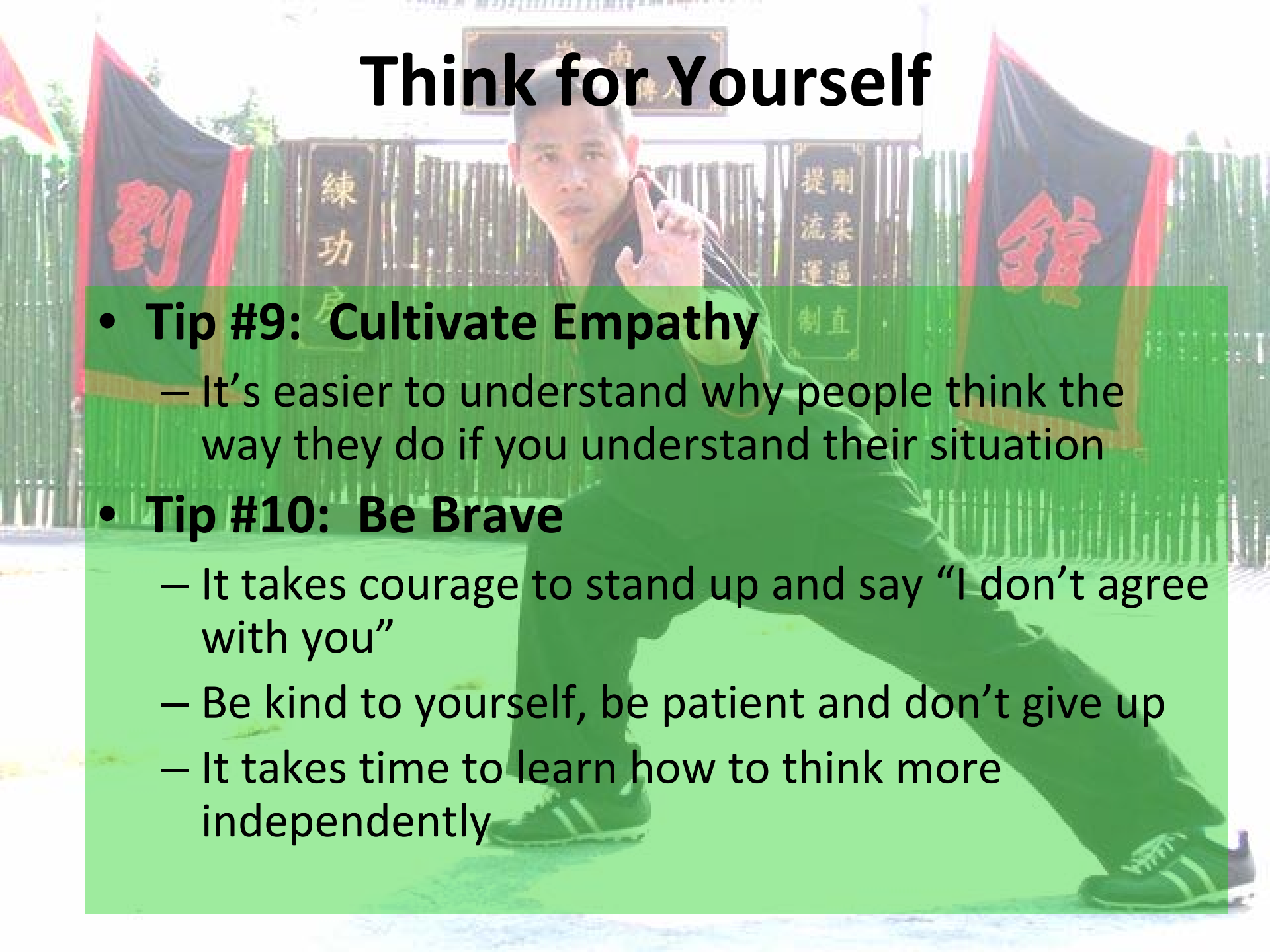
- **Tip #7: Gather the Facts**

- Are there gaps in your knowledge that is keeping you from the truth or from the solution to a problem

- **Tip #8: Look at Things from Different Perspectives**

- When trying to solve a problem, try coming at it in a different way

Think for Yourself

A man in a black martial arts uniform is in a dynamic pose, with one leg raised and arms extended. He is looking directly at the camera. The background features a wooden fence with Chinese calligraphy and two large red and black flags with Chinese characters. The scene is outdoors, likely at a martial arts training facility.

- **Tip #9: Cultivate Empathy**
 - It's easier to understand why people think the way they do if you understand their situation
- **Tip #10: Be Brave**
 - It takes courage to stand up and say "I don't agree with you"
 - Be kind to yourself, be patient and don't give up
 - It takes time to learn how to think more independently

Leadership Training Can Teach You How To Be More Effective

5 Habits of Effectiveness



5 Habits of Effectiveness

The background image shows four individuals in white martial arts uniforms (likely Taekwondo) practicing in a gym. One person is in a high kick, another is in a defensive stance, and two others are in lower positions. The gym has a wooden wall with many small holes, possibly for climbing or training equipment.

#1: Know Thy Time

- Know how you spend your time
- Be results oriented – deliver things that are not necessarily perfect but finished enough
- Learn to prioritize

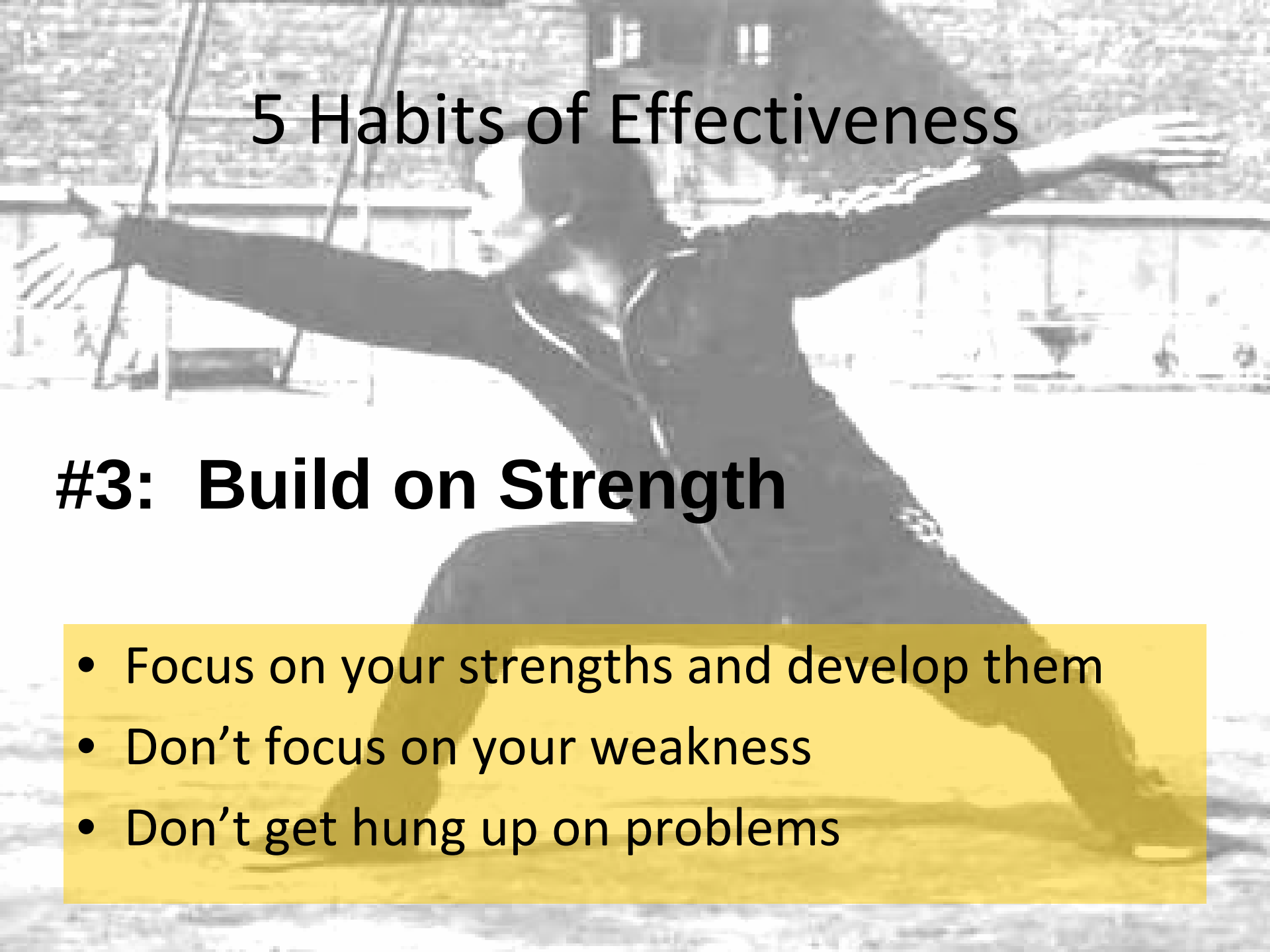
5 Habits of Effectiveness



#2: Begin With The End in Mind

- Develop a Personal Mission Statement
- Create Affirmation to improve
 - Must be personal, positive, present tense, visual, and emotional
- Use visualization techniques

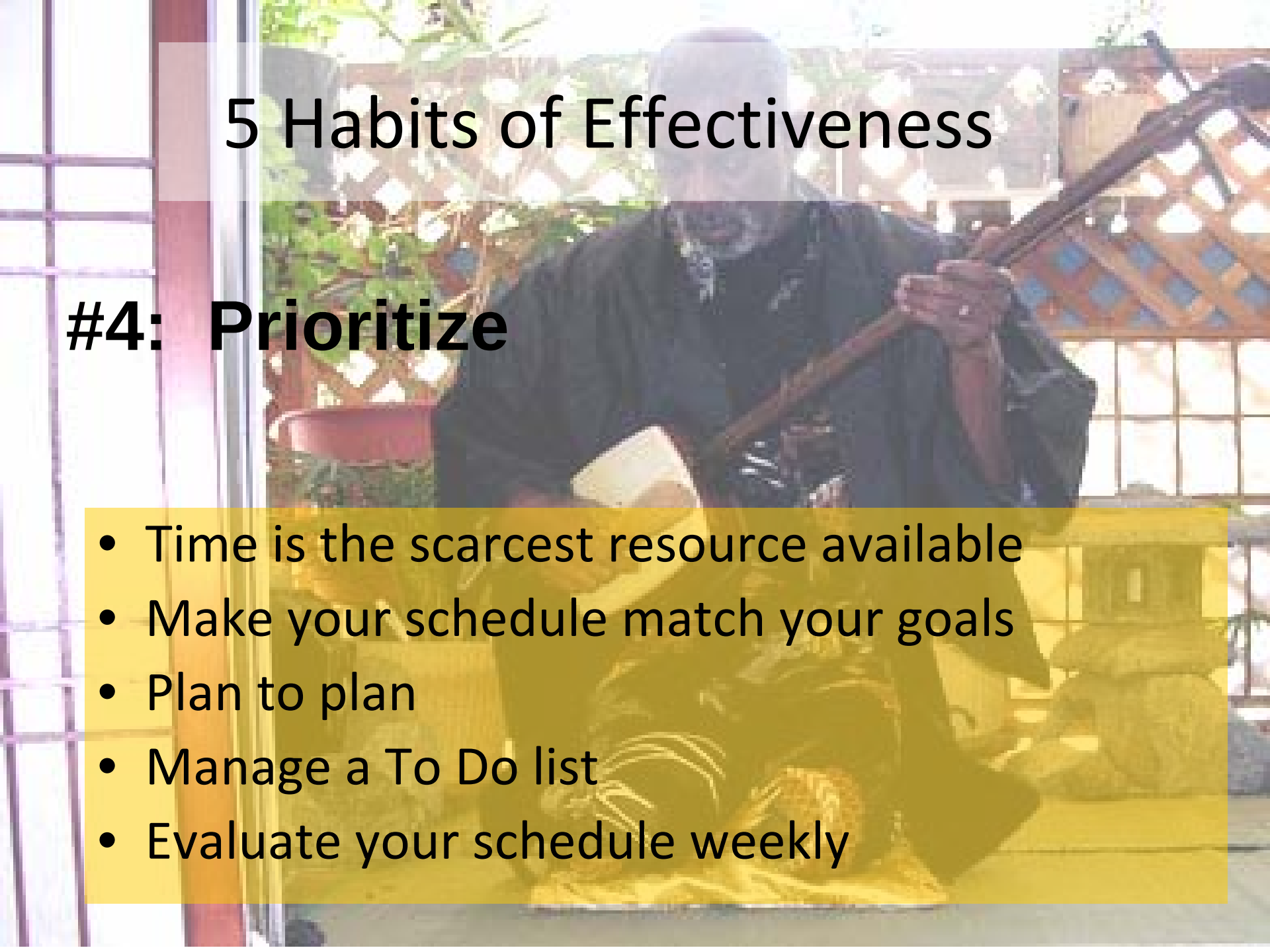
5 Habits of Effectiveness



#3: Build on Strength

- Focus on your strengths and develop them
- Don't focus on your weakness
- Don't get hung up on problems

5 Habits of Effectiveness



#4: Prioritize

- Time is the scarcest resource available
- Make your schedule match your goals
- Plan to plan
- Manage a To Do list
- Evaluate your schedule weekly

5 Habits of Effectiveness

#5: Make few, but effective decisions

- Make few, but fundamental decisions
- Avoid making many decisions fast
- Strategize

Leadership Training Can Teach You How To Be More Effective

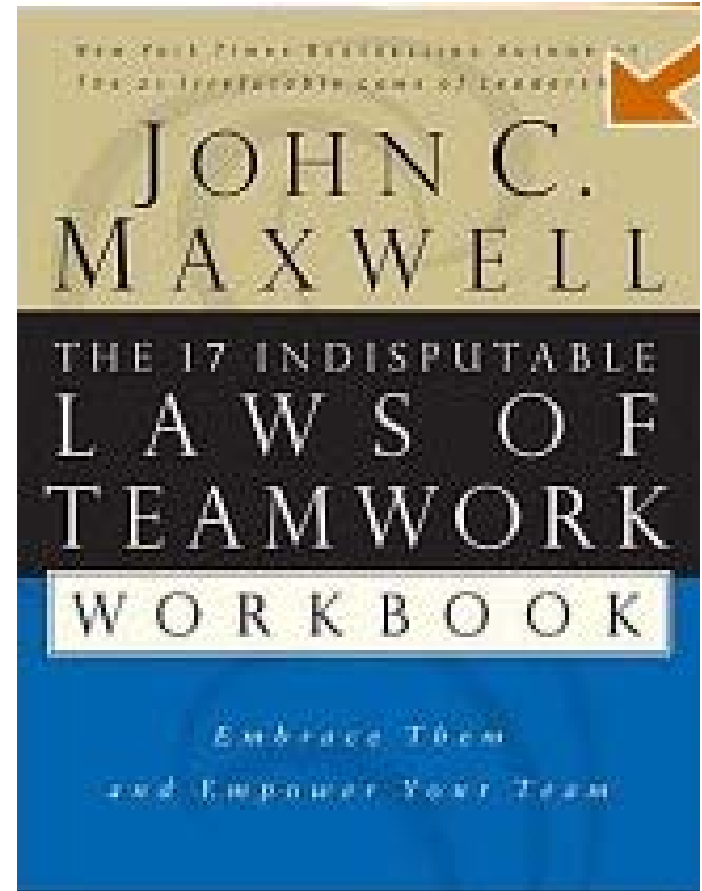


Uhm...
What flavor
is that?

Learn the
Laws
of
Teamwork

The 17 Indisputable Laws of Teamwork

- This article is based on the following book “***The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team***” by John C. Maxwell published in 2001
- John C. Maxwell is also the author of ‘The 21 Irrefutable Laws of Leadership’



The 17 Indisputable Laws of Teamwork

- To achieve great things, you need a team.
- Building a winning team requires understanding of these principles.
- Whatever your goal or project, you need to add value and invest in your team so the end product benefits from more ideas, energy, resources, and perspectives.



1. The Law of Significance

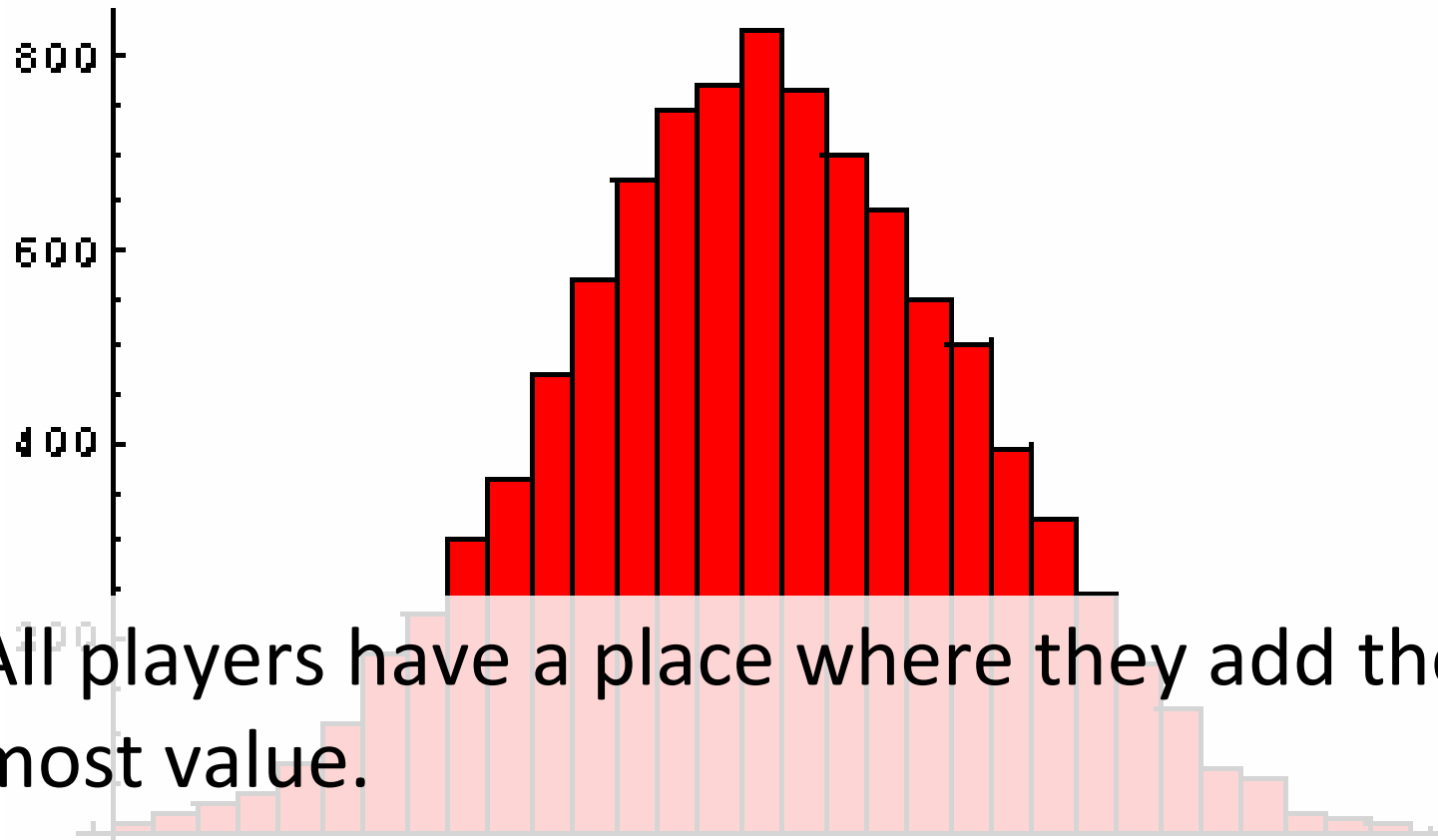


- People try to achieve great things by themselves mainly because of:
 - The size of their ego
 - Their level of insecurity
 - Or simple naiveté and temperament.
- One is too small a number to achieve greatness.

2. The Law of the Big Picture

- The goal is more important than the role.
- Support the team vision
 - Members must be willing to subordinate their roles and personal agendas
- See the big picture
 - effectively communicate the vision to the team
 - provide the needed resources
 - hire the right players to create a more unified team.

3. The Law of the Niche



- All players have a place where they add the most value.
- Essentially, when the right team member is in the right place, everyone benefits.

3. The Law of the Niche

(Cont.)



- To be able to put people in their proper places and fully utilize their talents and maximize potential, you need to know your players and the team situation.
- Evaluate each person's skills, discipline, strengths, emotions, and potential.

4. The Law of Mount Everest

- As the challenge escalates, the need for teamwork elevates.
- Focus on the team and the dream should take care of itself.

4. The Law of Mount Everest

(Cont.)

- The type of challenge determines the type of team you require:
 - A new challenge requires a creative team.
 - An ever-changing challenge requires a fast, flexible team.
 - An Everest-sized challenge requires an experienced team.

4. The Law of Mount Everest

(Cont.)

- See who needs direction, support, coaching, or more responsibility.
- Add members, change leaders to suit the challenge of the moment, and remove ineffective members.

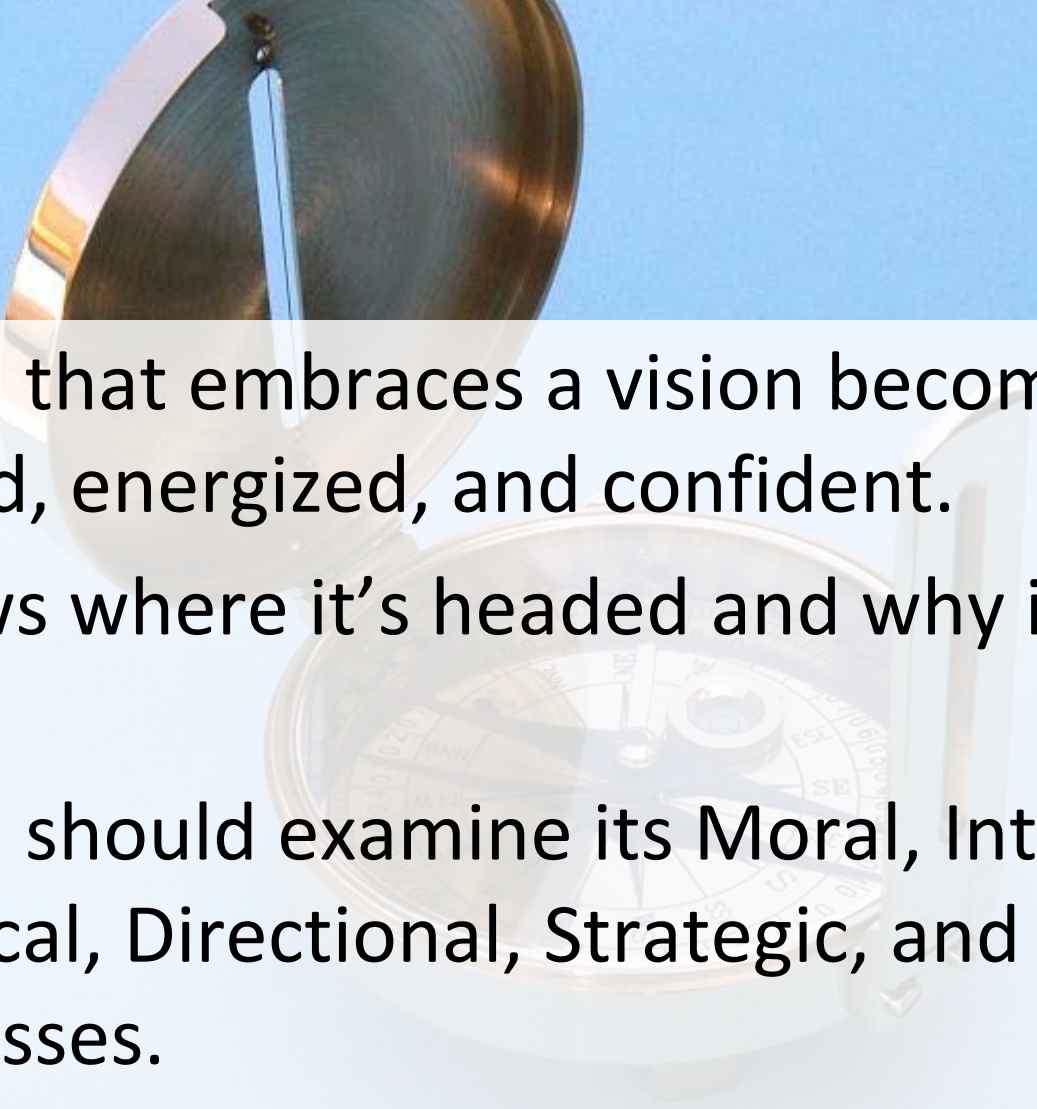
5. The Law of the Chain

- The strength of the team is impacted by its weakest link.
- When a weak link remains on the team the stronger members identify the weak one, end up having to help him, come to resent him, become less effective, and ultimately question their leader's ability.

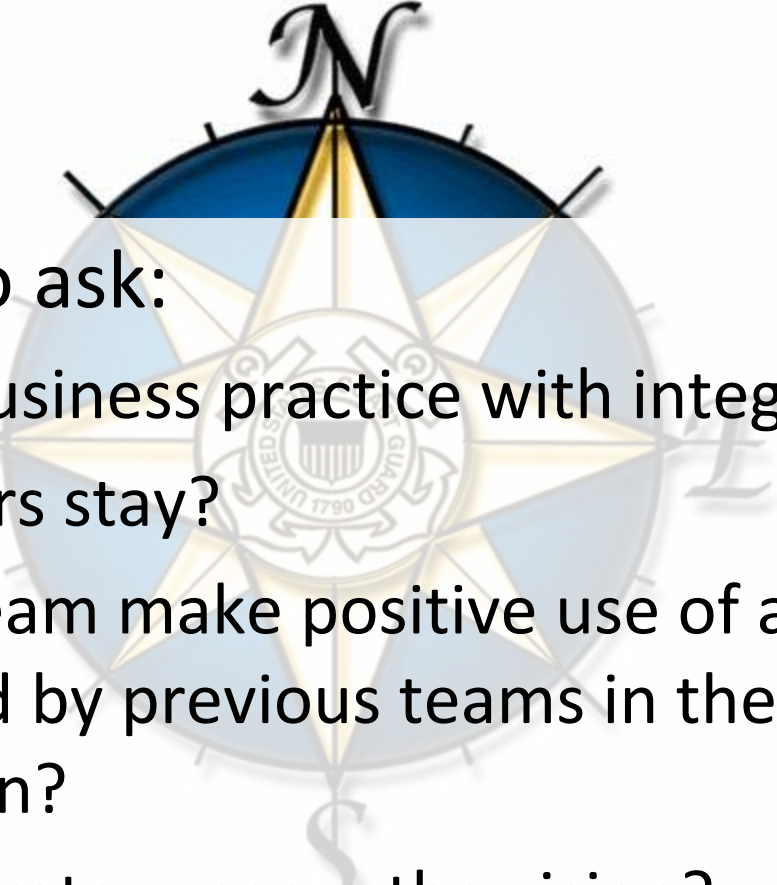
6. The Law of the Catalyst

- Winning teams have players who make things happen.
- These are the catalysts
 - The get-it-done-and-then-some people who are naturally intuitive, communicative, passionate, talented, creative people who take the initiative, are responsible, generous, and influential.

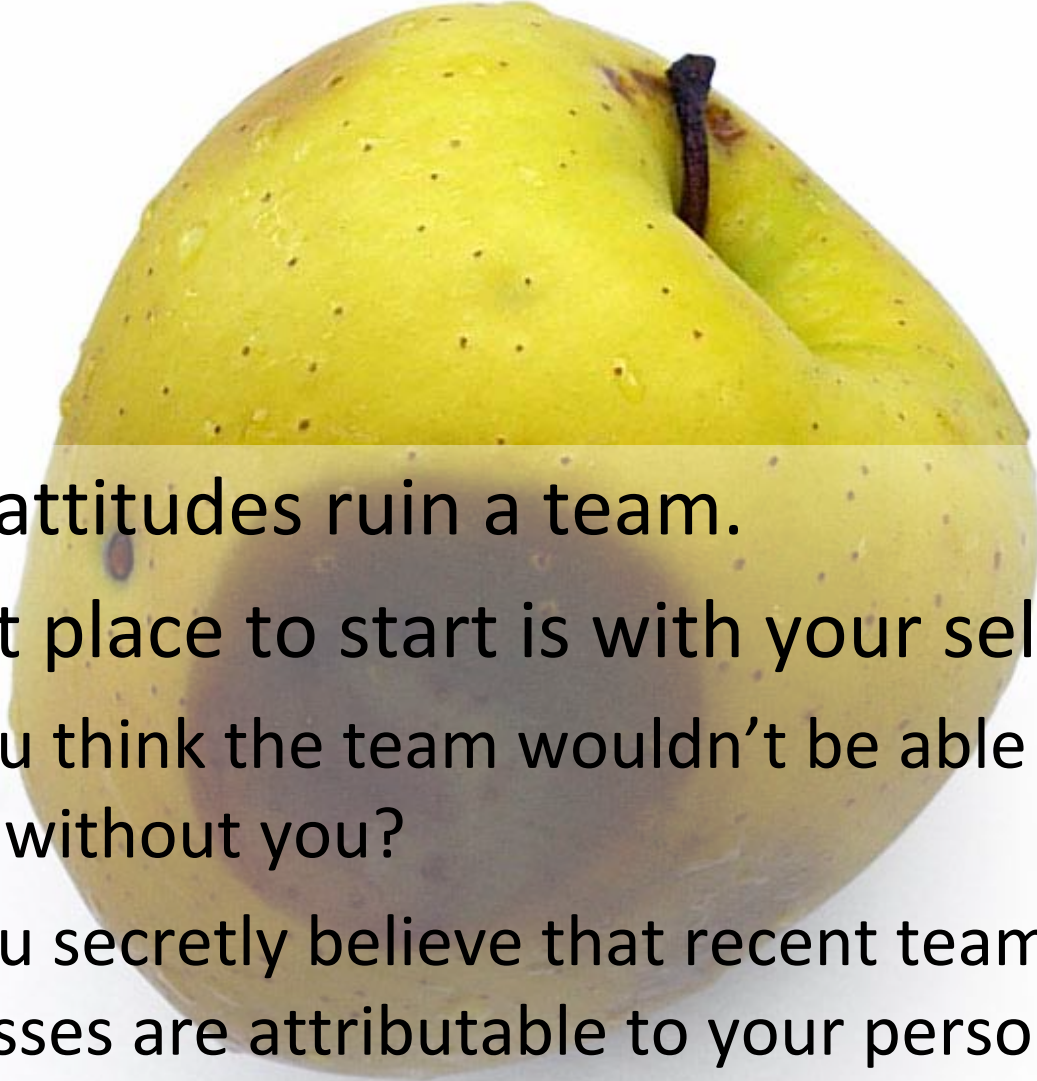
7. The Law of the Compass

- 
- A brass compass rose is visible in the background, showing cardinal and intercardinal directions. In the foreground, a brass bowl is partially visible, with a blue string tied around its rim.
- A team that embraces a vision becomes focused, energized, and confident.
 - It knows where it's headed and why it's going there.
 - A team should examine its Moral, Intuitive, Historical, Directional, Strategic, and Visionary Compasses.

7. The Law of the Compass

- 
- Questions to ask:
 - Does the business practice with integrity?
 - Do members stay?
 - Does the team make positive use of anything contributed by previous teams in the organization?
 - Does the strategy serve the vision?
 - Is there a long-range vision to keep the team from being frustrated by short-range failures?

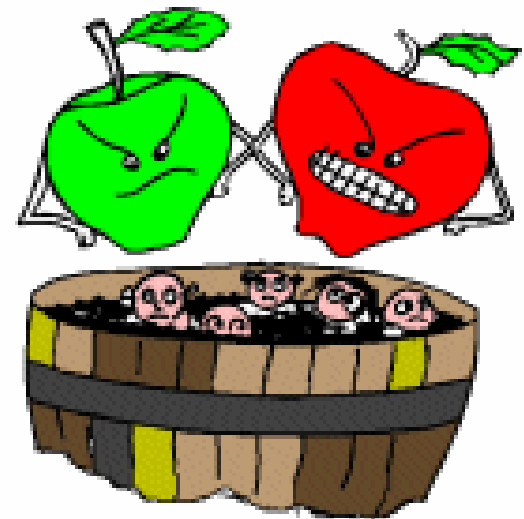
8. The Law of The Bad Apple



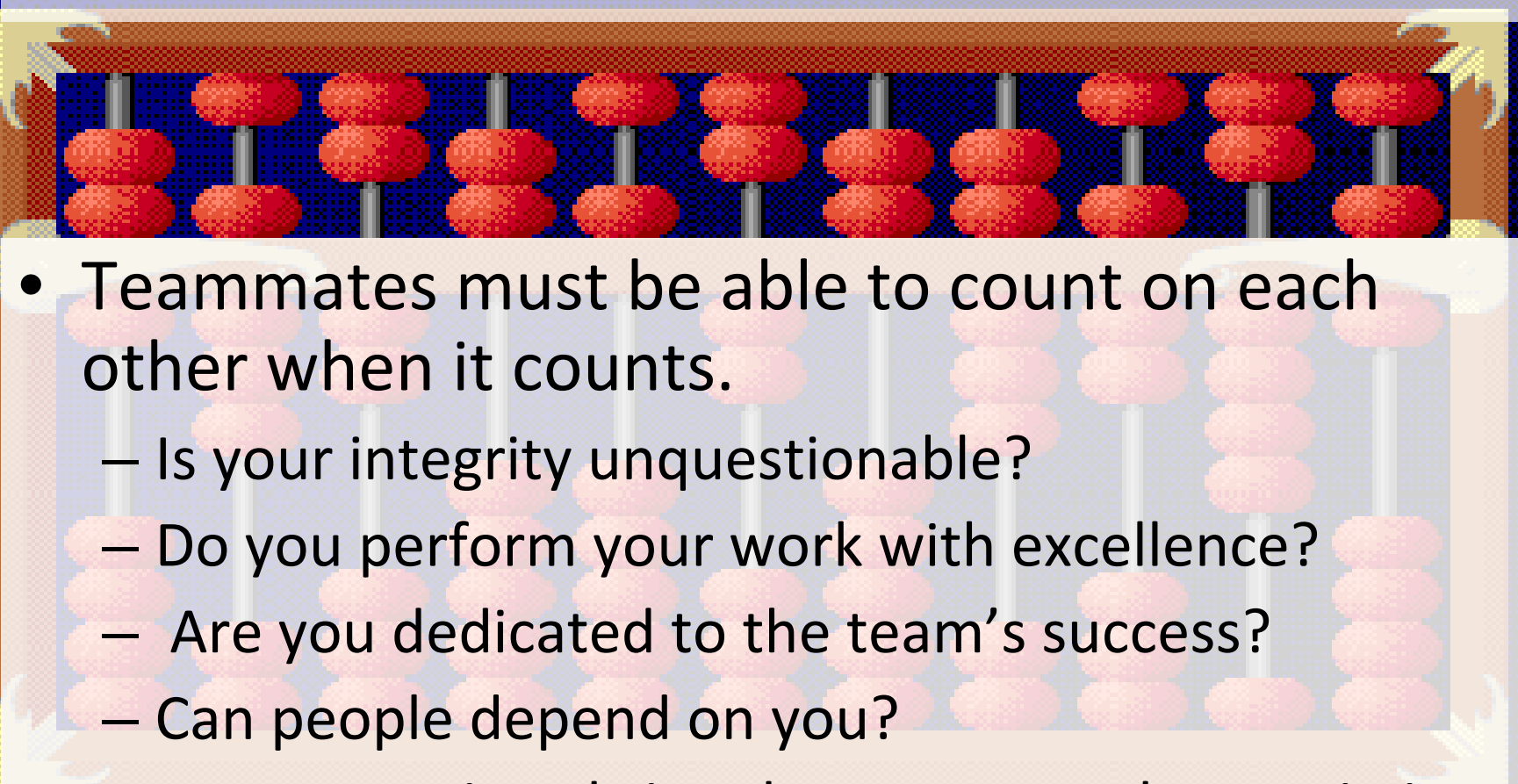
- Rotten attitudes ruin a team.
- The first place to start is with your self.
 - Do you think the team wouldn't be able to get along without you?
 - Do you secretly believe that recent team successes are attributable to your personal efforts, not the work of the whole team?

8. The Law of The Bad Apple (Cont.)

- Do you keep score when it comes to the praise and perks handed out to other team members?
- Do you have a hard time admitting you made a mistake?
- If you answered yes to any of these questions, you need to keep your attitude in check.



9. The Law of Accountability

- 
- Teammates must be able to count on each other when it counts.
 - Is your integrity unquestionable?
 - Do you perform your work with excellence?
 - Are you dedicated to the team's success?
 - Can people depend on you?
 - Do your actions bring the team together or rip it apart?

10. The Law of the Price Tag

- The team fails to reach its potential when it fails to pay the price.
- Sacrifice, time commitment, personal development, and unselfishness are part of the price we pay for team success.

11. The Law of the Scoreboard



- The team can make adjustments when it knows where it stands.
- The scoreboard is essential to evaluating performance at any given time, and is vital to decision-making.

12. The Law of the Bench

- Great teams have great depth.
- Any team that wants to excel must have good substitutes as well as starters.
- The key to making the most of the law of the bench is to continually improve the team.

13. The Law of Identity

- Shared values define the team.
- The type of values you choose for the team will attract the type of members you need.
- Values give the team a unique identity to its members, potential recruits, clients, and the public.
- Values must be constantly stated and restated, practiced, and institutionalized.



14. The Law of Communication



- Interaction fuels action.
- Effective teams have teammates who are constantly talking, and listening to each other.

14. The Law of Communication

(Cont.)



- From leader to teammates, teammates to leader, and among teammates, there should be consistency, clarity and courtesy.

14. The Law of Communication

(Cont.)



- People should be able to disagree openly but with respect.
- Between the team and the public, responsiveness and openness is key.

15. The Law of the Edge

- The difference between two equally talented teams is leadership.
- A good leader can bring a team to success, provided values, work ethic, and vision are in place.

15. The Law of the Edge (Cont.)

- The Myth of the Head Table is the belief that on a team, one person is always in charge in every situation.
 - Understand that in particular situations, maybe another person would be best suited for leading the team.



15. The Law of the Edge (Cont.)



- The Myth of the Round Table is the belief that everyone is equal, which is not true.
 - The person with greater skill, experience, and productivity in a given area is more important to the team in that area.
- Compensate where it is due.

16. The Law of High Morale



- When you're winning, nothing hurts.
- When a team has high morale, it can deal with whatever circumstances are thrown at it.

17. The Law of Dividends

- Investing in the team compounds over time.
- Make the decision to build a team, and decide who among the team are worth developing.
- Gather the best team possible, pay the price to develop the team, do things together, delegate responsibility and authority, and give credit for success.



Leadership Training Can Teach You How To Be More Effective

Learn to
Negotiate



Negotiation – Lecture 1

- Intro
- Learn from your losses
- Recognize Agendas



Intro

- What is negotiation?
- Why learn to negotiate?
 - Life is one negotiation after another
 - Every negotiation is a source of opportunity

What is negotiation?

- Negotiation is the process of two or more individuals or groups reaching an agreement about differing needs or ideas
- Negotiation is about getting through all the obstacles that life throws your way



*Negotiation is like
playing a game of
Ultimate Dodgeball*

The 5 Ds of Intramural Dodgeball

Dodge — Duck — Dip — Dive — Dodge



Photos by Scott Edelman

ready, set, dodgeball!

Check out Tuesday's *Pipe Dream* for the whole story

Just like Dodgeball,

**Negotiation can be
LEARNED!**

Why Learn to Negotiate?

To get through Life

Can I play with that next?

Pre-School:
Negotiating to play with a toy



Sure, It's your foot!

Uhm... Sure

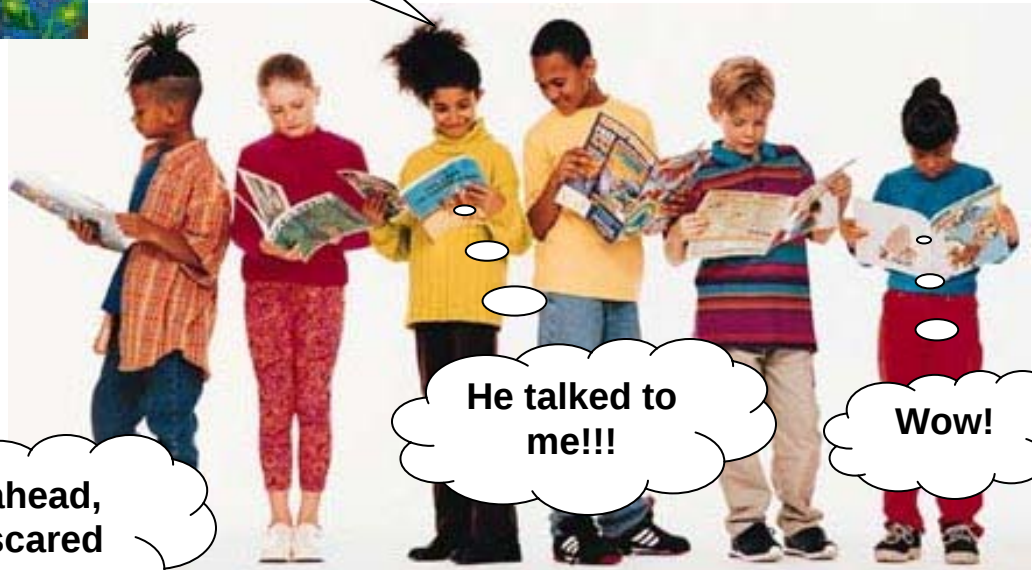
Hey, can I read that next?

I wanna sit next to the clown!



Go ahead, I'm scared of clowns

Elementary School:
Negotiating a place to sit



He talked to me!!!

Wow!

Pre-Teen: Positioning yourself next to that cute boy or girl

A few more examples



High School: Negotiating Peer Pressure

\$42K Min.



Job Interview:
Negotiating your salary



College: Negotiating your future (more peer pressure)

Negotiation is a Required Skill in Life

- Parents who teach their children to negotiate with them, as well as with other adults and children, enhance their:
 - confidence
 - self-esteem
 - empathy
 - social relationship skills



Learn from Your Losses



- Nobody wins every negotiation.
- Many try to make negotiations a “Win/Win” situation.
- For some, their perception is that there is always a winner and a loser in any settlement.



LOSING

IF AT FIRST YOU DON'T SUCCEED,
FAILURE MAY BE YOUR STYLE.

Learn from Your Losses

- We are raised to expect to win, but we are not taught what to do when we lose.
- A loss should not be a total loss.
- Make every situation, even losses, worth your time and effort.



Lost? Learn from it!

Don't dwell on it



- Losses are excellent training sessions to improve our tactics
 - Make a friend.
 - Even losers have the chance to build a relationship with the other person.
 - This may help to mitigate future conflict or provide unforeseen opportunities.

Make Your Adversary a Friend

- The people we negotiate with can either remain adversaries or become our friends and associates.
- Whenever possible, make an adversary a friend.
- Future networking depends on the relationships you forge along the way.





**15 Rules on the
Process of
NEGOTIATION**



Negotiation Tips

1. Remember, everything is negotiable.

- Don't narrow a negotiation down to just one issue.
- Develop negotiable points then juggle in additional points if you and the other party lock onto one issue.

2. Crystallize your vision of the outcome.

- Visualizing to the end result will most likely guide the negotiation.



Negotiation Tips

3. Prepare in advance.

- Information is power.
- Make sure you understand the value of what you are negotiating
- Very few negotiations begin when the counterparts arrive at the table.

4. Ask questions.

- Clarify information you do not understand.
- Determine both the implicit and explicit needs of your counterpart.



Negotiation Tips

5. Listen.

- You gain new ideas for creating win/win outcomes
- Makes your counterpart feel cared for and valued.
- Find out what the other party wants.
- If you assume that his or her wants and needs are the same as yours, you will have the attitude that only one of you can “win” the negotiation.

6. Set a goal for each deal point.

- Define minimum level of acceptance for each goal.
- If you aren't clear on your goals, you will end up reacting to the propositions of your counterpart.



Negotiation Tips

7. Aim your aspirations high.

- Your aspirations likely to be most important factor in determining the outcome of the negotiation.
- You can aim high just as easily as you can aim low.

8. Develop options and strategies.

- Successful people are those who have the greatest number of viable alternatives.
- Similarly, successful negotiators are those who have the most strategies they can use to turn their options into reality.



Negotiation Tips

9. Think like a dolphin.

- Swim in a sea of sharks or in a sea of carp.
- Dolphins are able to adapt their strategies and behaviors to their counterparts.
- Remember, even when negotiating with a shark, you have an option--you can walk away!



Negotiation Tips

10. Be honest and fair.

- In life, what goes around comes around.
- The goal in creating win/win outcomes is to have both counterparts feel that their needs and goals have been met, so that they will be willing to come back to the table and negotiate again.
- An atmosphere of trust reduces the time required to create win/win outcomes.



Negotiation Tips

11. Never accept the first offer.

- Often, the other party will make an offer that he or she thinks you will refuse just to see how firm you are on key issues.
- Chances are, if you don't have to fight a little for what you want, you won't get the best deal.

12. Deal from strength if you can.

- If that's not possible, at least create the appearance of strength.
- If the other party thinks you have no reason to compromise in your demands, he or she is less likely to ask you to.



Negotiation Tips

13. Find out what the other party wants.

- Concede slowly, and call a concession a concession.
- Giving in too easily tells the other party that you will probably be open to accepting even more concessions.

14. Be cooperative and friendly.

- Avoid being abrasive or combative, which often breaks down negotiations.



Negotiation Tips

15. Use the power of competition.

- Someone who thinks it's necessary to compete for your business may be willing to give away more than he or she originally intended.
- Sometimes just the threat of competition is enough to encourage concessions.

Summary

- Learn from your losses.
- Don't walk away mad.
- Review what went wrong.

A quick word about...

Anger Management

What should you do if you get angry?

- Relax
- Think positively
- Problem-solve
- Communicate with others
- Manage stress
- Change the scene

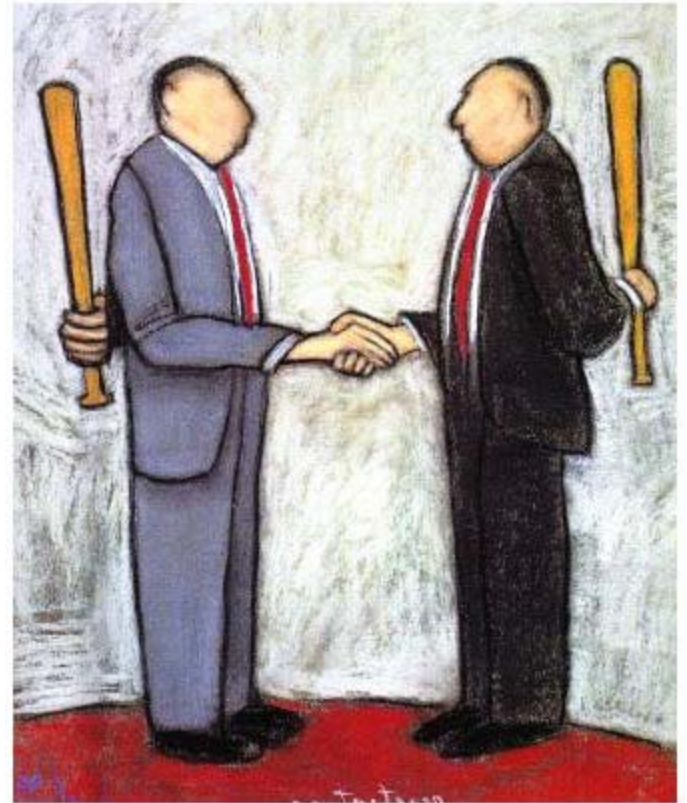


Why should we watch our anger when negotiating??

Ask a Ninja!

Recognize Agendas

- Negotiators use Agendas
 - Hidden: those that are hidden and guide the actual progress of the session
 - Apparent: Those that are public and set the course of a meeting



Recall Okinawan History briefing on two types of truth:

Honne

The real truth, what
people think

Hidden

Tatamae

The official truth;
usually false version of
events

Perception

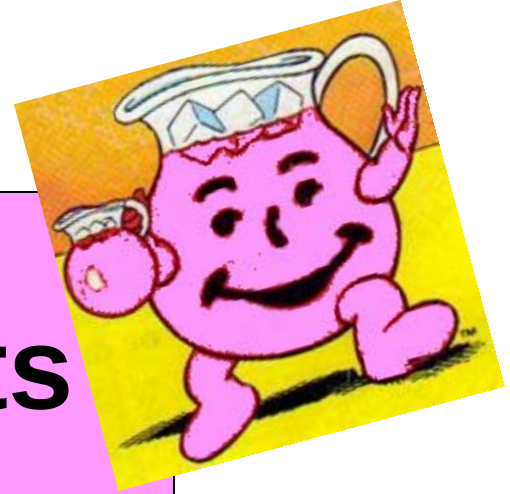
What's the Hidden Agenda?

- Uncovering hidden agendas is an important aspect in any negotiation or mediation.
- It is the hidden agendas that truly impact how a settlement conference will proceed.



Leadership Training Can Teach You How To Be More Effective

8 Success Secrets from Motivational Experts



8 Success Secrets



- How do successful people think?
- What drives them?
- This is a summary from 15 top motivational speakers and authors

8 Success Secrets

- If you use these secrets--you should be able to succeed at anything you put your mind to.



8 Success Secrets

- Take 100 percent responsibility for your life
- Live your life "on purpose"
- Be willing to pay the price for your dreams
- Stay focused
- Become an expert in your field
- Write out a plan for achieving your goals
- Never give up
- Don't delay

1. Take 100 percent responsibility

- Don't let someone or something outside of yourself prevent you from succeeding
- Successful people don't buy into this victim thinking. Rather, their personal credo is "If it's to be, it's up to me!"



2. Live your life "on purpose"



- when you live your life on purpose, your main concern is doing the job right.
- You love what you do--and it shows.
- Your conviction is as evident as it is persuasive.

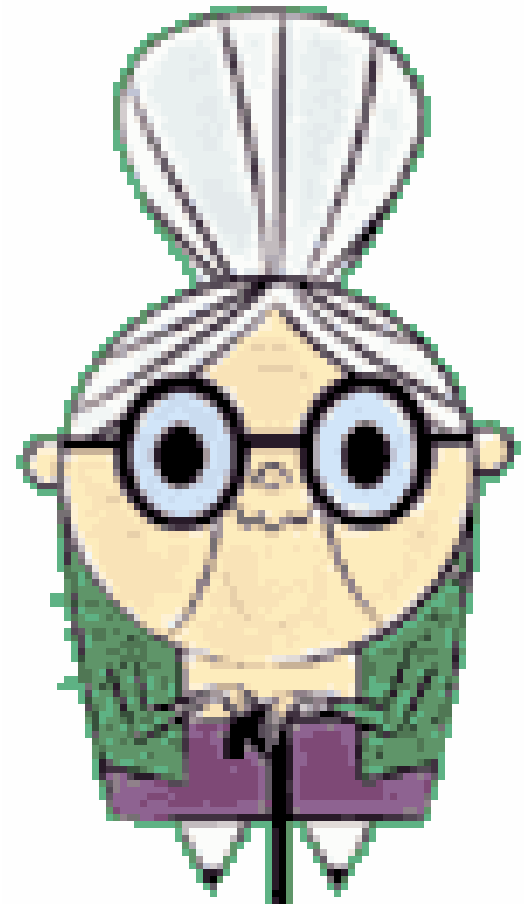
3. Be willing to pay the price for your dreams



- Successful men and women find out what it's going to cost to make their dream come true.
- They find a way to make it happen.
- They don't complain about the work it takes to achieve their dreams.

4. Stay focused

- Requires giving up some things in the present; pays off big-time down the road.
- Ask yourself, "Is what I'm doing right now bringing me closer to my goal?"
- The more you do it, the easier it gets.



5. Become an expert in your field



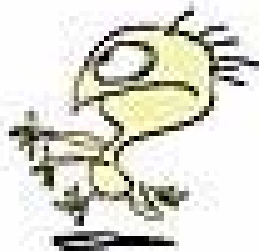
- Strive to be the best at what you do
- How? Study the experts.
- The quickest way to become successful is to find out what the best are doing, then do what they do.

6. Write out a plan for achieving

- Goals that are not in writing are not goals at all. They are merely wishes or fantasies.
- With a map in hand, you're virtually assured of arriving at your destination in the shortest time possible.

7. Never give up

- It may sound simple, even obvious, but when you're truly committed to achieving your goal, giving up isn't even an option.
- You must be willing to do whatever it takes to make it happen.



8. Don't delay



- You don't know how much time you have left to accomplish your dreams
- We don't have forever
- Top achievers know this - it spurs them on to go after what they want

Had enough?



Wait... there's one more...

ATTITUDE

A Positive Attitude is a Powerful Force

