

**This message brought to you by:  
Montana LTAP**

**BOBCAT PRIDE**  
MONTANA STATE UNIVERSITY

A stylized bobcat head logo in gold and white, positioned between the words 'BOBCAT' and 'PRIDE' in the 'BOBCAT PRIDE' text.

# This is MONTANA



# Introduction

- Who are you?
- Who am I?
- Why am I here?
- How can I help?

# Introduction

Who are you?

- ND NACE! Fantastic!
- Quite a few Engineers....
- We can solve anything as long as we have a good attitude and the right approach!

# Introduction

A few answers to the questions “Engineers are..?”

- Describe you favorite engineers in a few words...
- If you are one, describe yourself... (in you own head...)

# Some possible answers...

- “Some of the finest people I know”
- “Great when working within their areas of strength!”
- “brilliant problem solvers when you can keep them from finding more problems than solutions..”
- Rarely wrong....

## More answers....

- “Cantankerous cuss’s that wouldn’t know a good thing if it ran them over.”
- “Can say find fault in anything they didn’t think of first – a problem for every solution”
- “...not good managers of people...”

## Even more.....

- “... disaffected, dissatisfied, preoccupied and disengaged – chronic malcontents.”
- “... has a problem for every solution”



# Who I am...



# Who am I?

BS and MS in Civil from MSU-Bozeman

One of 2 “first” employees at WTI”

WTI Research Associate in Grad School

19+ years with DJ&A in Private consulting

Montana LTAP Director - 2 yrs in April

# Who am I?

ITE, ASCE Student Chapter President

ITE Montana Chapter President and Charter member

ACEC Montana President

SCI Western MT Chapter President

# Why am I here?

Some of what I will cover:

- Observations in the last 2 years.
- What gets you excited about work?
- What makes you tick...
- Why we are the way we are...

# Why am I here?

- Who are you? Does that change at work and why?
- What do you really know about yourself?
- Do you believe that you have internal, inherent strengths?
- What have you done to take a personal inventory of your strengths?

# Why am I here?

- For the rest of this time we have together, I am going to talk about things to get you to think about You. Your Life, Your Responsibilities and Your Happiness.
- Let's Start with smart phones!

# What gets you excited about work?

## Employee Engagement

National Statistics are horrendous!

- Are you good at what you do?
- Is it what you WANT to do?
- Do you enjoy your job?
- Like your Boss?
- Like your coworkers?

# Google Search: Engagement, engineering

## Engineering Principles Put to Work in Employee Engagement

[www.daviscos.com/engineering-principles-put-to-work-in-employee-engagement/](http://www.daviscos.com/engineering-principles-put-to-work-in-employee-engagement/) ▼

Aug 17, 2017 - **Engineering** Principles Put to Work in **Employee Engagement** Just how important is building an engaged and cohesive team? If you were to ...

## 3 Reasons Employee Engagement Matters In Your Engineering ...

[commsmasters.com/.../3-reasons-employee-engagement-matters-in-your-engineering-...](http://commsmasters.com/.../3-reasons-employee-engagement-matters-in-your-engineering-...) ▼

Aug 4, 2015 - They're not alone in seeking to increase their business success through engaging their **employees**. This is one of the most common challenges ...

## Who Is Responsible for Employee Engagement in Engineering Firms ...

[commsmasters.com/.../who-is-responsible-for-employee-engagement-in-engineering-f...](http://commsmasters.com/.../who-is-responsible-for-employee-engagement-in-engineering-f...) ▼

Aug 25, 2015 - Who Is Responsible for **Employee Engagement** in **Engineering** Firms? ... I find that **employee engagement** builds most quickly if leaders take ...

## Employee engagement in the engineering and construction industry ...

<https://www.towerswatson.com/.../Employee-engagement-in-the-engineering-and-con...> ▼

**Employee engagement** in the **engineering** and construction industry, compared to high-performing companies.



# What makes you tick?

What gets you excited about work?

## Employee Engagement

- Are you good at what you do?
- Is it what you WANT to do?
- Do you enjoy your job?
- Like your Boss?
- Like your coworkers?

# Do we evaluate our engagement?

1. I can see myself working here in five years.
2. I have a clear understanding of my company's strategic goals.
3. I can easily see how my work affects the company's overall success.
4. I always know what is expected of me when it comes to my goals and objectives.

# Do we evaluate our engagement?

5. It really feels like everyone is on the same team at my company.
6. My manager recognizes my full potential and capitalizes on my strengths.
7. I always want to give my best whenever I'm at work.
8. I'm proud to be part of this company.
9. I always recommend my company to others.

# Do we evaluate our engagement?

10. The leaders of my company really know what they're doing.
11. I believe in my company's mission.
12. I believe in the approach my leaders take to reach our objectives.
13. My company's core values are . . .
14. My company's mission and objective are . . .
15. If you were to be president of the company, what is the first thing you would change?

# Do we evaluate our satisfaction?

01. On a scale of 1 to 10, how happy are you at work?
02. Would you refer someone to work here?
03. Do you have a clear understanding of your career or promotion path?
04. On a scale of 1 to 10, how would you rate your work-life balance?
05. Hypothetically, if you were to quit tomorrow, what would your reason be?

# Do we evaluate our satisfaction?

## Questions to your manager:

06. Do you feel valued at work?
07. How frequently do you receive recognition from your manager?
08. The last time you accomplished a big project, did you receive any recognition?

# Employee Retention

09. Do you believe you'll be able to reach your full potential here?
10. If you were given the chance, would you reapply to your current job?
11. Do you foresee yourself working here one year from now?
12. Do you believe the leadership team takes your feedback seriously?

## Employee survey questions about culture

13. Do you feel like the management team here is transparent?

14. With eyes closed, can you recite our organization's values?

15. What three words would you use to describe our culture?

16. On a scale of 1 to 10, how comfortable do you feel giving upwards feedback to your supervisor?



## Employee survey questions about culture

17. Do you feel like coworkers give each other respect here?
18. Do you believe we live authentically by our organizational values?
19. Does our executive team contribute to a positive work culture?
20. Do you have fun at work?

# What about that work-life balance thing?

- Does your work life affect your home life?
- Are you more engaged at home, or more engaged at work?
- Why might there be a difference?
- Why employee engagement?

# 3 Reasons Employee Engagement Matters In Your Engineering Organization

## 1. It will help you retain existing talent

Turnover, even in public sector is a huge issue with morale, effectiveness and the ability to achieve your mission.

# 3 Reasons Employee Engagement Matters In Your Engineering Organization

1. It will help you retain existing talent
- 2. It increases safe working practices**

Safety in the workplace is a primary concern to all. Engaged employees are significantly more safe.

# 3 Reasons Employee Engagement Matters In Your Engineering Organization

*“At beverage giant Molson Coors, engaged employees were **five times less likely** than nonengaged employees to have a safety incident and seven times less likely to have a lost-time safety incident...”*

# 3 Reasons Employee Engagement Matters In Your Engineering Organization

1. It will help you retain existing talent
2. It increases safe working practices
- 3. It will differentiate you from the competition**

Competition is real. There are other options, probably better options. You need to up your game.

# 3 Reasons Employee Engagement Matters In Your Engineering Organization

- ... **levels of productivity that are 70% higher** than in companies where the workforce is not engaged?
- ... **44% higher profitability?**

# Working within our area of strength

How about we find out **who we are** first?

How do we do that?

- Self-assessments
- Personality tests
- Gallup Clifton Strengths/StrengthsFinder 2.0



# Why am I here?

Some of what I will cover:

- ~~What gets you excited about work?~~
- ~~What makes you tick...~~
- **Why we are the way we are...**

# Do you know yourself?

## ACEC-MT Ski Conference

- Focus on business topics, personal and professional development, management, etc.
- Strengthsfinder 2.0
- Who I am....?

# Do you know yourself?

Pre-Test, this is what I would have said:

- Definitely “Analytical”
- “Deliberative”
- “Discipline”d
- I love to learn, so “Learner”

All pretty engineer-ish, right? A case of training to improve on our weaknesses...

# Do you know you?

What have you done to evaluate not only who you are, but how YOUR strengths can make you the best at what you do?

OR

Change what you do to better take advantage of your strengths?

# My 5 strengths

## 1. Strategic

STRATEGIC THINKING

People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

## 2. Woo

INFLUENCING

People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

## 3. Ideation

STRATEGIC THINKING

People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

## 4. Self Assurance

INFLUENCING

People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

## 5. Positivity

RELATIONSHIP BUILDING

People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.

# Know your strengths

## STRETEGIC THINKING

- These themes answer the question “How do you absorb, think about and analyze information and situations?” They may help you make better decisions and create better outcomes.
- When teams need to focus on what could be, they turn to people with Strategic Thinking themes to stretch the team’s thinking for the future.

# Know your strengths

## Strategic

People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

## STRETEGIC THINKING

# Know your strengths

## Ideation

People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

## STRETEGIC THINKING



# Know your strengths

## INFLUENCING

- These themes answer the question “How do you influence others?” They may help you take charge, speak up and make sure others are heard.
- When teams need to sell their ideas inside and outside the organization, they turn to people with Influencing themes to convince others.

# Know your strengths

## **Woo** (Winning others over)

People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

## INFLUENCING

# Know your strengths

## Self Assurance

People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

## INFLUENCING

# Know your strengths

## RELATIONSHIP BUILDING

- These themes answer the question “How do you build and nurture strong relationships?” They may help you hold a team together.
- When teams need to be greater than the sum of their parts, they turn to people with Relationship Building themes to strengthen their bonds.

# Know your strengths

## Positivity

People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.

## RELATIONSHIP BUILDING

# Do you know yourself?

Pre-Test, this is what I would have said:

- Analytical
- Deliberative
- Discipline
- Learner

All pretty engineer-ish, right?

# Do you know yourself?

My pre-test view of myself did not line up with who I really am. My friends, family and co-workers saw it easily. I did not.

I thought I had become who I wanted to be – I minimized my weaknesses.

Who I am is enough! I needed to spend **MORE** time working on developing my strengths, **and LESS** time minimizing my weaknesses.

# Do you know you?

What have you done to evaluate not only who you are, but how YOUR strengths can make you the best at what you do?

OR

Change what you do to better take advantage of your strengths?



# Balance

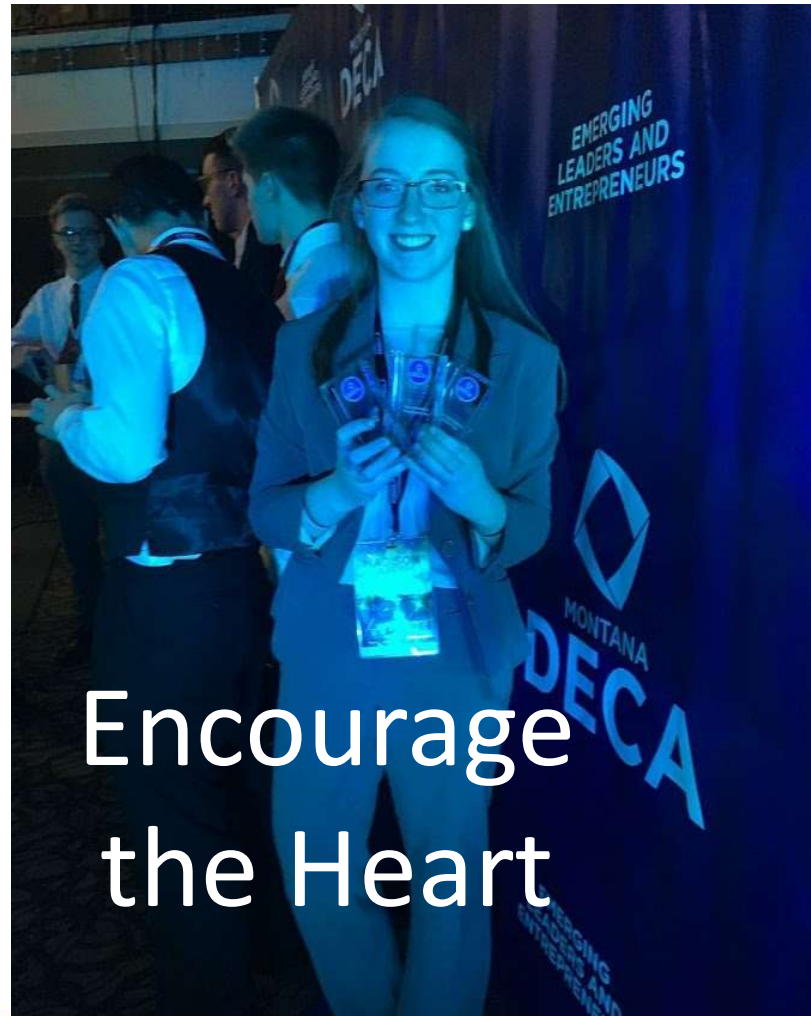
- **Your happiness** is YOUR responsibility. If you cannot be happy within yourself and your interests, a job, profession, boss, bonus, salary, etc. will not get you there – ever.

# Balance

- **Determine your strengths and work to emphasize them in everything you do**
- **Engaged at work and at home - or change what you are doing.... Or HOW you approach what you are doing**
- **Set down the Cell Phone**

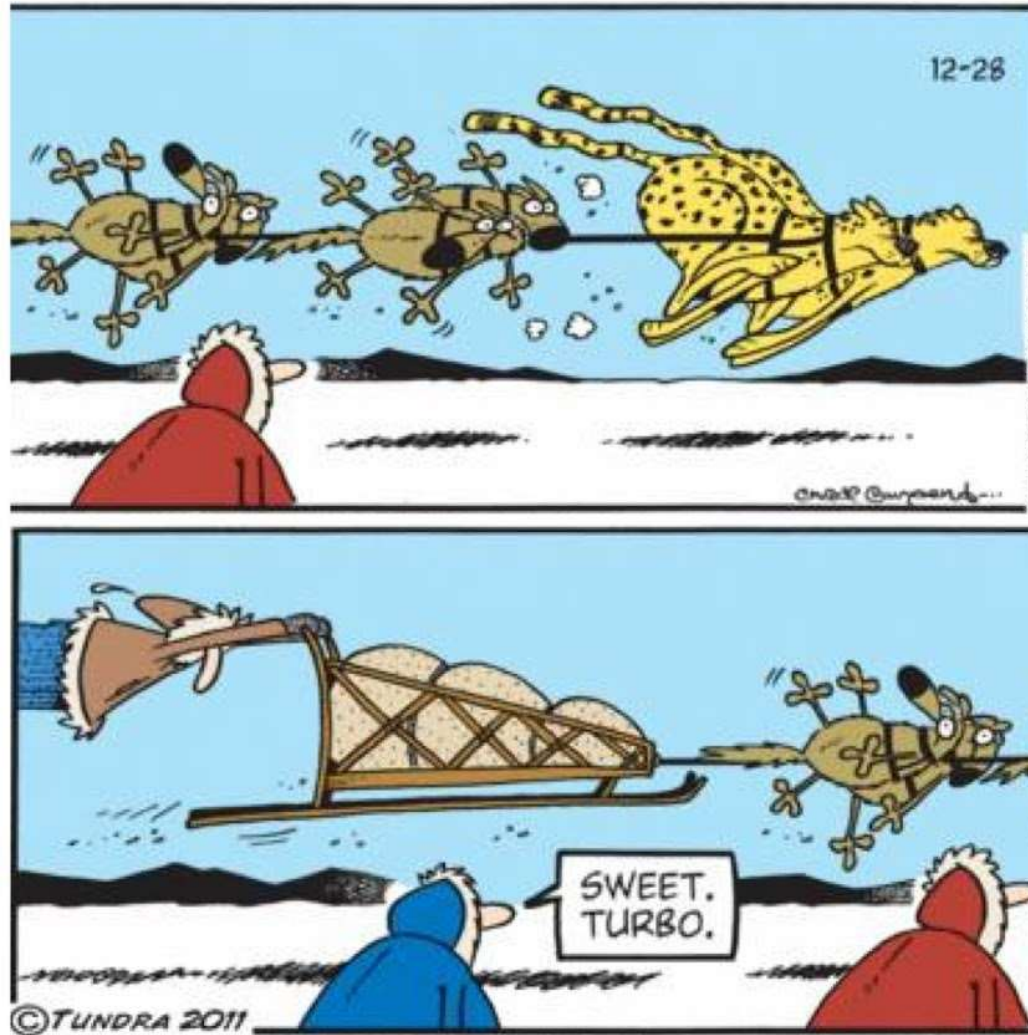
# Montana LTAP Also offers:

# Leadership Behaviors



Encourage  
the Heart

# Challenge the Status Quo



# Organizational Growth



and succession  
planning

2006-2014



# Ten Things

That Will Never Fail You<sup>®</sup>

1. Honesty
2. Integrity
3. Hard Work
4. Being nice
5. Being excellent at what you do
6. Exceeding expectations
7. Spending less than you earn
8. Saving as much as you possibly can
9. Being charitable with your time, talents and money
10. Your sense of humor

[www.LarryWinget.com](http://www.LarryWinget.com)

# Thank you from Montana LTAP





# Warmest wishes for a glorious construction season!

Matt Ulberg, PE – Director

Montana LTAP

CELL: 406-531-1142

[matthew.ulberg@montana.edu](mailto:matthew.ulberg@montana.edu)



**END**

END

# Effective Leadership Behaviors



# Effective Leadership Behaviors

- Inspire the Vision
- Model the Way
- Challenge the Status Quo
- Encourage the Heart
- Enabling Others to Act

# Effective Leadership Behaviors 1 of 3

Leadership Behaviors are easy to understand, though perhaps requiring effort to perform consistently.

Behavior change gives every leader a path forward to increasing effectiveness.

# Effective Leadership Behaviors 2 of 3

Behaviors can be learned whereas characteristics, such as charisma, seem inborn and more difficult to practice.

Kouzes and Posner have developed a straightforward series of leadership practices (behaviors) that we will discuss in more depth...

# Effective Leadership Behaviors 3 of 3

- Inspire the Vision
- Model the Way
- Challenge the Status Quo
- Encourage the Heart
- Enabling Others to Act



# Inspire the Vision

Inspiring a vision is telling a compelling story.

It is giving people a reason to WANT to work hard bringing the vision to reality.

This leadership behavior sets the tone of the organization and expectations for right behavior.

# Inspire the Vision

## Tips

- Brain science shows that people naturally remember **stories** better than lists, dates, data, etc. To inspire your vision, be sure you have a clear vision and then tell a great story of the good things that happen when your vision is realized.

# Inspire the Vision

## Tips - Vision Paths

There are two paths toward enacting this [leadership behavior](#):

- 1. Have a vision; build the organization or company to enact the vision
- 2. Have an organization or business; craft a new vision.

# This is Business, Why Use Myth?

- Myths are great and more importantly, MEMORABLE stories with a point. Dull, dry corporate visions are forgotten. You know the ones--straight out of a jargon generator.
- Real visions have heart and brains and heroism. Real visions excite passion. When you are ready to lead a passionate workforce, consider Feinstein's model of transformation.

# David Feinstein's five-stage model for transformation:

- Recognize when a guiding myth is no longer an ally
- Bring conflicting myths into focus
- Spawn a new mythic vision
- Move from vision to commitment
- Weave the renewed myth into daily life

**Make your myth the stuff of Hercules or Athena.**

# Model the Way



# Model the Way

- [Leadership behavior](#)
- The leader doing what he or she expects the followers to do.
- If you expect people to speak respectfully to each other, speak respectfully to them.

# Model the Way

- Leadership behaviors and organizational values should be spelled out
- Every leader be **held accountable** for modeling them.
- Behavior will **always** outweigh a list of values hung on the wall.



# Model the Way

- Clarify values by finding your voice and affirming shared values.
- Set the example by aligning actions with shared values.

# SOURCE CREDIBILITY

- *“A source of information is considered believable when he or she is considered to possess these following three characteristics: **Trustworthiness, Expertise, and Dynamism.**”*
  - D.K. Berlo, J.B. Lemert, and R.J. Mertz, “Dimensions for Evaluating the Acceptability of Message Sources,”

# SOURCE CREDIBILITY

- Trustworthiness
- Expertise
- Dynamism

# SOURCE CREDIBILITY AND MOST ADMIRABLE CHARACTERISTICS

- Trustworthiness = Honesty
- Expertise = Competence
- Dynamism = Inspiring
- Forward-Looking = Vision

What do people consistently say they most look for in a leader?

## What is missing?

# CREDIBILITY VS. COMPETENCY

WHAT DOES IT LOOK LIKE WHEN SOMEONE  
IS BEHAVING IN A CREDIBLE WAY?

DWYSYWD

Credibility “Maintenance Plan”

# Model the Way

What is trust?

Why is it important for a LEADER  
to be trustworthy?

Discuss

# MY VALUES HANDOUT

- Review the values on the **My Values** handout
- Fill in the circles next to your TEN “Most Important” values
- Then narrow your list down and circle your top FIVE “Most Important” values
- Homework: With someone else, discuss your results. Describe what each value means to you and why it is so important to you.



# Characteristics of an Admired Leader

- From the Leadership Traits handout, identify 7 attributes you look for in a leader.
- How many selected:
  - Competent
  - Forward-Looking
  - Honest
  - Inspiring

# CHARACTERISTICS OF ADMIRABLE LEADERS

| NORMS | CHARACTERISTIC  | THIS GROUP | NORMS | CHARACTERISTIC  |
|-------|-----------------|------------|-------|-----------------|
| 16    | Ambitious       |            | 89    | Honest          |
| 35    | Broad-Minded    |            | 17    | Imaginative     |
| 22    | Caring          |            | 4     | Independent     |
| 68    | Competent       |            | 69    | Inspiring       |
| 25    | Cooperative     |            | 48    | Intelligent     |
| 25    | Courageous      |            | 18    | Loyal           |
| 34    | Dependable      |            | 15    | Mature          |
| 25    | Determined      |            | 10    | Self-Controlled |
| 39    | Fair-Minded     |            | 36    | Straightforward |
| 71    | Forward-Looking |            | 35    | Supportive      |

>65%

The numbers next to each characteristic represent the percentage of people who selected that characteristic among the seven they most look for.



## Most admired Leadership qualities

- Honesty
- Forward Looking
- Competent
- Inspiring

\* Research by James Kouzes and Barry Posner

# VALUE ALIGNMENT

- Personal Values & Organizational Core Values
- These values clarify the standards of behavior that individuals and associates are expected to live by.
- Shared values result in higher performance and more satisfaction.
- Leaders set the standards in action and expectation.

# WORKING FOR MANAGERS WITH HIGH CREDIBILITY

- Proud to tell others they're part of the organization
- Feel a strong sense of team spirit
- See their own personal values as consistent with those of the organization
- Feel attached and committed to the organization
- Have a sense of ownership of the organization

# Model the Way

- "Do as I say, not as I do" versus "I will go, and I will do as I say"

Example: If you expect people to be on time for meetings, as the leader, always be there a few minutes ahead and begin exactly on time, every time, no exceptions.

# Model the Way

- If you aspire to be a leader, look and act like the level of leadership above you in order to be perceived as "management material."
- As Gandhi said, "Be the change you seek."

# Model the Way

Being the change you seek

- This is particularly important during large scale organizational change initiatives, such as a merger, enterprise-wide system upgrade, regulatory change or move.
- Leaders who are positive about the change will help the organization overcome the natural resistance to change.



# Why Modeling Works as a Leadership Behavior

The human brain is wired to learn by imitation. This brain wiring has two important applications in business:

1: Adults copy the behaviors of those they deem of higher status.

- That means most employees look at their boss to determine how to behave in the organization and what it takes to be promoted, if the employee is interested in moving up. That is good news if each supervisor or manager is modeling behavior that contributes to the organization.

# Why Modeling Works as a Leadership Behavior

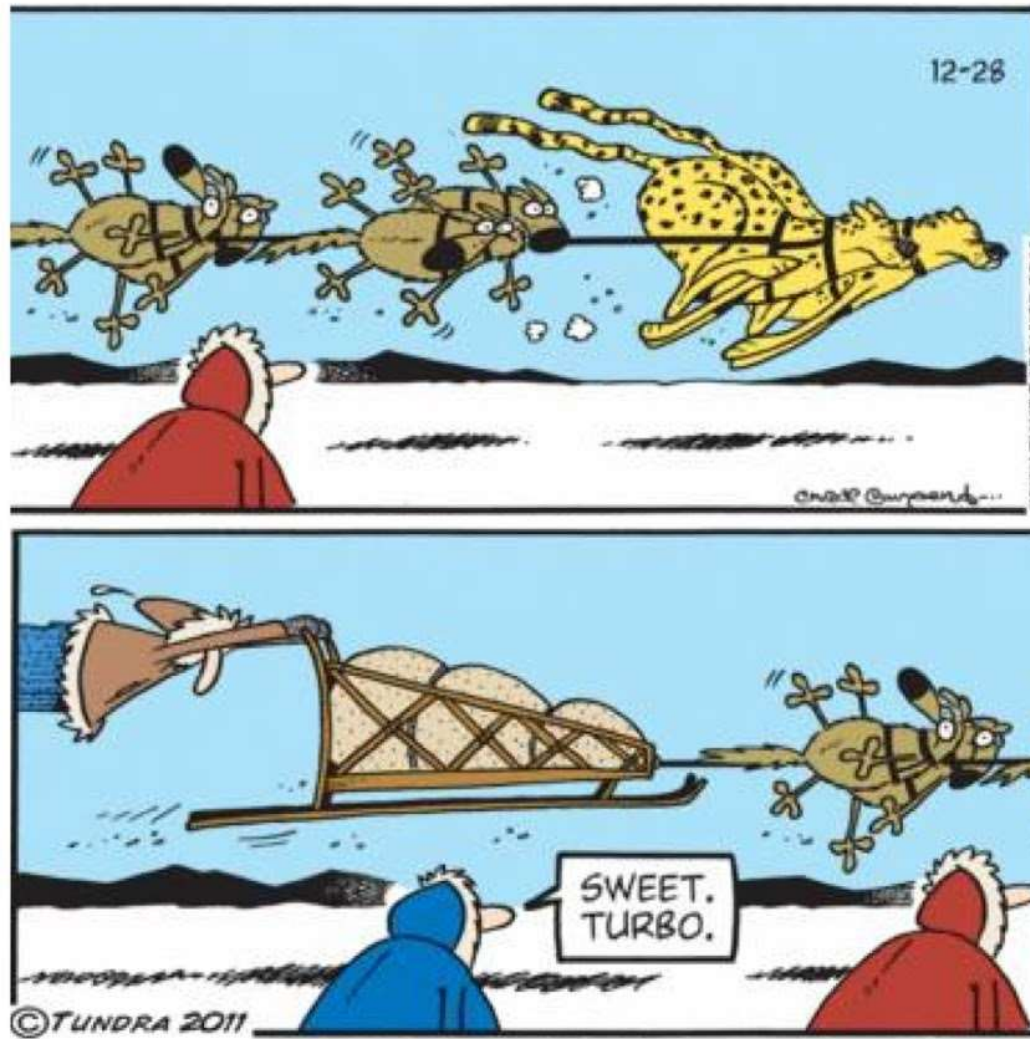
2: Employees choose the persons they deem to be of higher status.

In the case of a weak or disliked boss, the employee may choose a fellow employee, who may or may not be modeling the expected behavior.

# Why Modeling Works as a Leadership Behavior

- It is in the organization's best interest to have an unbroken chain of accountability for behaving according to the organization's stated values and policies.
- To facilitate this accountability, focus on the few key and critical values and policies.
  - Long lists virtually guarantee that people will miss a few or simply pick and choose because "nobody can do all of that."

# Challenge the Status Quo



# Challenge the Status Quo

- Challenging the Status Quo as a [leadership behavior](#) requires some finesse on the leader's part.
- The leaders must strike a balance between challenging the status quo respectfully and being a team player.

# Tips - Challenge the Status Quo

- Leaders who are open to new ideas are more effective than leaders who close off new information or approaches.
- Openness to other's ideas invites participation and increases the quality of interaction between leader and follower.

# Challenge the Status Quo

- Men and women who lead challenge differently and are perceived differently when they do.
- Brain science show that male brain patterns and female brain patterns differ. More men are wired to take risks in both leadership decision making and in their career choices.

# Challenge the Status Quo

- More women are wired to consider options more deeply and to use information and options to then choose a more certain path. This also holds for both leadership and career decisions.



# Challenge the Status Quo

The situation will inform about which approach or combination and timing of approaches will provide the best business option and likelihood of success.

# Challenge the Status Quo

- **Why Challenge the Status Quo?**
- Taking calculated risk is perceived as a leadership behavior that can lead to innovation, process improvement and perhaps transformational leadership.

# Challenge the Status Quo

- Research shows that individuals will risk challenging the status quo only when two conditions are met:
  1. They have a high quality relationship with their leader
  2. They know it's their job to bring up new ideas

# Challenge the Status Quo

- The status quo is to keep individuals who produce financially, *even when they violate corporate values.*
- Leaders who challenge that and bring that person to heel or *make them available to industry*, gain the respect of followers.

# Limits to Challenging the Status Quo

- How is it to be the internal person to consistently challenge the status quo, and still be perceived as a good employee?
- Maybe the boss doesn't see the long term consequences of decisions.
- The boss may be frustrated with the employee's constant challenges.

# Limits to Challenging the Status Quo

Some leaders are not open to challenge,

- choose carefully those issues worth challenging and to what degree.
- Another technique is to bring in an external person, such as a consultant to deliver the challenging news.
- The consultant can then play the role of the loyal opposition.

# Challenge the Status Quo

- Challenging the Status Quo is a "Goldilocks" behavior, not too much and not too little, get it just right.

# Encourage the Heart

Encouraging the Heart is a [leadership behavior](#) that has benefits on both personal and organizational levels.

- It builds positive working relationships which increases productivity.
- On a personal level, feeling good about one's work and accomplishments feed **engagement** which in turn feeds **productivity** and the bottom line.



# Leadership Behavior: Encourage the Heart



# Encourage the Heart

## Why Encouraging the Heart Works

- Positive emotion has numerous benefits. In the work environment, it perpetuates itself and multiplies enthusiasm and commitment. When people want to work, the leader's job is easier and more is accomplished.

# Encourage the Heart

- Positive emotions have a positive impact on the health of employees by reducing stress levels.
- Reduced stress leads to reduced illness and reduces healthcare costs.
- This leadership behavior has a bottom line impact on both productivity and reduced costs.

# Tips: Encourage the Heart

Modeling the Way includes emotional modeling. A leader who is positive and encouraging models those for others to follow.

# Tips: Encourage the Heart

Focus your language on what **will** work rather than what won't work. For example, "**We will succeed**" focuses people in the right direction while "We will not fail" focuses them on fear of failure. The human brain tends to ignore the word "not" therefore people hear "We will fail."

# Encourage the Heart

Celebrate small wins.

Celebrating small wins allows people to recognize progress which encourages people to keep going.

A recent Harvard Business Review article by noted that 76% of days people label "good days" are characterized by the description "meaningful progress."

# Encourage the Heart

The act of celebrating, even something as small as a high five or a fist pump, releases brain chemicals that give people, energy, enthusiasm, determination, optimism and alertness.

These are all great in the workplace.

# Encourage the Heart

More good news is that those emotions carry into the next workday.

Celebrate early and often to Encourage the Heart.



# Encourage the Heart - Limits

It is the leader's responsibility to choose a responsible direction in which to encourage the heart and to carry through on that direction.

The Heart should be encouraged in the direction of the vision.

# Encourage the Heart

Lacking a clear vision, leaders may encourage the heart but do so chasing a current fad or copying another organization.

People will enlist their enthusiasm only so many times before they loose heart.

# Break

- Coming Up... Enabling others to act and Effective management



# Leadership Behavior: Enabling Others to Act

This is the behavior of a confident leader.

Leaders who understand the strengths of their employees and their potential for more responsibility feel confident in enabling others to take control and initiative.

# Enabling others to act

Enabling is a leadership behavior while controlling and directing is a management behavior.

While there are times when leaders control and direct, the best behavior is to shift toward enabling.

# Tips - Enabling others to act

Hire well, orient well and get out of the way.

If you ask for input, act on the input or explain how you will use the input.

When employees are asked for their ideas, they have a reasonable expectation that the ideas will be used.

# Enabling others to act - Why it works

- Employees' brains consistently show higher stress in the presence of the boss.
- Employees also rate any interaction with the boss as more stressful than interactions with colleagues.
- Therefore, employees are more calm and focused when they are in charge of their own work and not under the constantly evaluative eye of a boss.

# Enabling others to act - Why it works

- Enabling Others to Act is a leadership behavior in line with how the human brain works in processing information and relationships. Remember that in the course of human history, assembly line and factory type work is recent. Implementing assembly line work took persuasion, coercion and a certain amount of force to implement and maintain; it still does.



# Enabling others to act

Motivation Factors:

Autonomy is identified as one of five motivation factors with Status, Certainty, Relatedness and Fairness.

In short, **every person wants to be captain of ship "me"** or at least some decisions about where the ship is going.

# Enabling others to act

- Enlisting people's brains and **commitment to their own work** has a higher return.
- Every person has some level of autonomy as a motivator, although the positioning among the five and the strength of each motivator varies from person to person.

# Limits - Enabling others to act

Enabling only happens well when several conditions are met, as employees must:

- Clearly understand expectations
- Have the necessary skills, knowledge and ability,
- and.....

# Limits - Enabling others to act

- Know when they need to call on the leader to remove roadblocks or provide resources, and
- when to get an assist with internal and external relationships

# Limits - Enabling others to act

If an employee is learning the job or learning a new task/process on the job, consider using [Situational Leadership](#).

# Limits - Enabling others to act

The **Situational Leadership** model provides a quick, usable tool to prepare the employee and the manager to be ready for delegation. Only when the employee is fully prepared, will enabling be successful.

# BREAK



# Can we get an example?



# Gunnar's Odyssey



2006-2014





# Inspire the Vision...



# Model the Way...



# Challenge the Status Quo



# Encourage the Heart



# Enable others to ACT!











# Nearly Move-in ready!

Inspire the Vision

Model the Way

Challenge the Status Quo

Encourage the Heart

Enable others to act



# We all want to have more influence as leaders

How do we accomplish this?

Be vulnerable.

“Daring greatly: How the courage to be vulnerable transforms the way we live, love, parent and lead” – Brene Brown

# Vulnerability

- Requires emotional risk.
- It is the most accurate measure of courage.
- THE Birth place of all innovation, creativity and real change.
- Vulnerability underlies all influence.
- The ONLY pathway to each other and to long-term effective leadership.

# Emotionally Integrated Leadership

- We work on life and life works on us
- We learn to be comfortably uncomfortable
- We need to develop a user-friendly attitude when we look in the mirror
- Leaders are self-confident and Humble
- Self-awareness does not equal self-criticism
- Leadership is less about our career and more a way of being in the world

# FUNDAMENTALS

- Leadership is **everyone's** business.
- Leadership is a **relationship**.
- Leadership development is **self-development**.
- The best leaders are the best **learners**.
- Leadership development is an **ongoing process**.



# LEADING YOUNGER PEOPLE WITH EMPATHY

- <https://www.youtube.com/watch?v=RyTQ5-SQYTo>
- 9:15 Practicing Empathy
- Parenting
- Technology
- 18:06 Impatience
- 20:59 Environment



# Ten Things

That Will Never Fail You<sup>®</sup>

1. Honesty
2. Integrity
3. Hard Work
4. Being nice
5. Being excellent at what you do
6. Exceeding expectations
7. Spending less than you earn
8. Saving as much as you possibly can
9. Being charitable with your time, talents and money
10. Your sense of humor

[www.LarryWinget.com](http://www.LarryWinget.com)

## Matt's RULES

- I'd rather have a pocket knife and not need it, than need a pocket knife and not have it.
- **Give credit. Take the blame.**
- Never shake a man's hand sitting down.
- In a negotiation, never make the first offer.
- A sport coat is worth 1000 words.
- When entrusted with a secret, keep it.
- Hold your heroes to a higher standard.
- Return a borrowed item better than you received it.
- Focus on your strengths and minimize your weaknesses
- Don't let a wishbone grow where a backbone should be.
- Be like a duck. Remain calm on the surface and paddle like crazy underneath.
- Never turn down a breath mint.
- Thank a veteran. Then make it up to him.
- Eat lunch with the new kid.
- After writing an angry email, read it carefully. Then delete it.
- Manners say more than your manner of dress.
- Stand up to Bullies. Protect those bullied.
- Call and visit your parents often. They miss you.
- Write down your dreams (and goals).
- Always protect your siblings, (and employees/teammates).
- Be confident and humble at the same time.
- Never pass on an opportunity to share a sincere laugh.
- **Stay true to your values. You can't expect someone to like you if you don't like yourself.**
- **The healthiest relationships are those where you're a team; where you respect, protect, and stand up for each other.**



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# THANK YOU!!

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- Dan Clark, MSU Local Government Center
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- *Greg Vavra, SD LTAP*

**Matt Ulberg, PE**  
*Director*

# Schedule

8:00am Registration Sign-In

8:30am Intro: Leadership Perspectives

9:30am Personal Story & Career Path Career Path • Family Balance

10:00am Leadership Styles

10:15am Managing Different Personalities

10:45am Traits of a Manager

11:00am Skills for Leadership & Customer Service

12:00pm Adjourn



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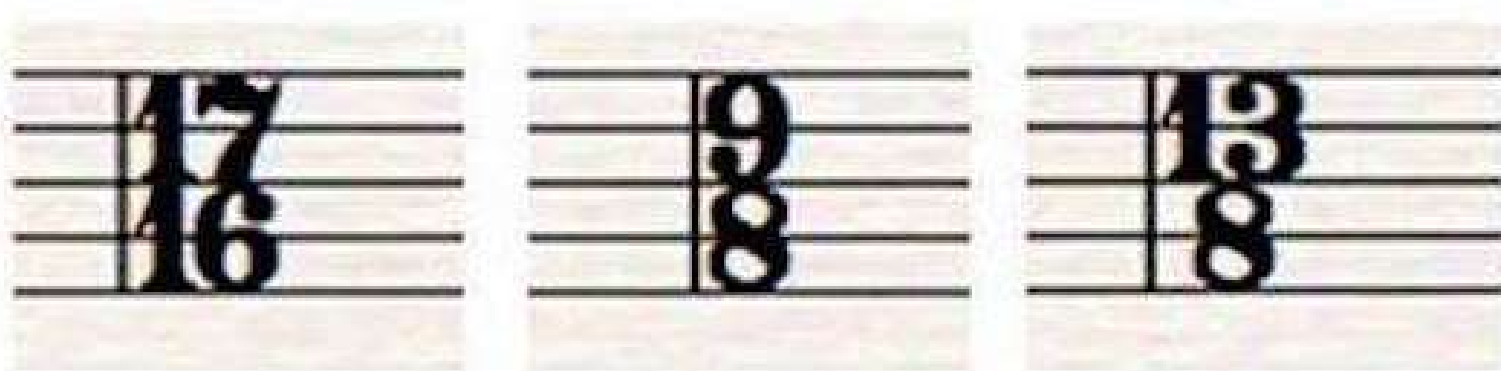
# Review

- Inspire the Vision
- Model the Way
- Challenge the Status Quo
- Encourage the Heart
- Enabling Others to Act

# Wrap up and Evaluations



# Effective Management



**these are difficult times**

# Effective Management

Situational Leadership also relies on a few key behaviors.

However Situational Leadership is more effective management than leadership as it focuses on delegation or learning new tasks, a small part of the overall picture.

# Effective Management

- Situational Leadership points out how the manager can adapt to the follower.
- The manager assesses the follower in terms of the follower's relationship to a particular task.

# Effective Management

Managers must

- Understand where the employee is at and
- What they need to succeed

# Effective Management

Blanchard and Hersey developed a 4 part model:

- Directing - when an employee is new to a task or job
- Coaching - the stage in which the employee is doing the task but tentatively and probably not perfectly

# Effective Management

- Supporting - employee knows the task but lacks some confidence
- Delegating - employee is up to speed and can handle the job

# Effective Management

Blanchard and Hersey eventually parted ways.

- Some models retain the language used here while other versions will have somewhat different names.
- This model is practical and appreciated for its practicality by managers and supervisors. It is a quick tool that can be immediately applied.