



THE MCGAW YMCA Emerging Leader Program Managing Self

October 19, 2016



MANAGING SELF

What are my strengths?

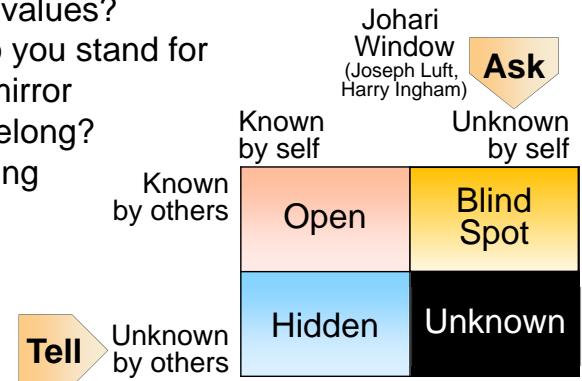
- The green tail
 - If someone says you have a green tail, that person is crazy.
 - If two people say you have a green tail, it's a conspiracy.
 - If seven people say you have a green tail, you turn around and look.

What are my values?

- What do you stand for
- Mirror, mirror

Where do I belong?

Begin by asking



Four Frame Thinking

Frames and Rapid Cognition

The capacity to quickly and accurately size up situations

- Nonconscious
- Fast
- Renders affective judgments

Frame determine

- The questions we ask
- The information we gather
- How we define problems
- What actions we take



- Mental map to read and negotiate a "territory"
- The better the map the easier to get around.
- Frames enable you to see some things, but not others.
- Effectiveness depends on using the right frames and multiple frames

What's Your Frame?

Take the Quiz

Example: People see me as: Engaging 3 Helpful 4 Prepared 1 Energetic 2 =10

STRUCTURAL

The **RATIONAL** side

Someone who thinks clearly, makes the right decisions, has good analytical skills, and can design structures and systems that **get the job done.**



HUMAN RESOURCE

The **PEOPLE** side

A facilitator and participative manager who supports and **empowers others.**



POLITICAL

The **ADVOCACY** side

An advocate and negotiator who understands politics and is **comfortable with conflict.**



SYMBOLIC

The **MEANING** side

A prophet and visionary, who uses symbols, tells stories and frames experience in ways that give people **hope and meaning.**



Play to your strengths

Deficit Approach

Two ways of looking at the world **Strengths Based Approach**

- You cannot be good at everything
- Focus and develop strengths to offset weaknesses
- Find ways to minimize your weaknesses

Strengths Algebra: **Talent x Investment = Strength**

Why teams should to play to member's strengths?

Five clues to talent

- What are you naturally inquisitive about?
- What activity are you engaged in when the time flies by?
- What activity gives you a great deal of satisfaction?
- What do you pick up rapidly?
- What can you do to near perfection?

Two great questions

- What was your best day at work in the last 3 months?
- What was your worst day at work in the last 3 months?

Strengths Finder 2.0

Name **Claim** **Aim**

<ul style="list-style-type: none"> Achiever Arranger <ul style="list-style-type: none"> Belief Consistency Deliberative Discipline <ul style="list-style-type: none"> Focus Responsibility Restorative 	<ul style="list-style-type: none"> Activator Command Communication Competition Maximizer Self-Assurance Significance Winning others over (woo) 	<ul style="list-style-type: none"> Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator 	<ul style="list-style-type: none"> Analytical Context Futuristic Ideation <ul style="list-style-type: none"> Input Intellecion Learner Strategic
Executing	Influencing	Relationship Building	Strategic Thinking

Implement a solution, and work tirelessly to get it done.

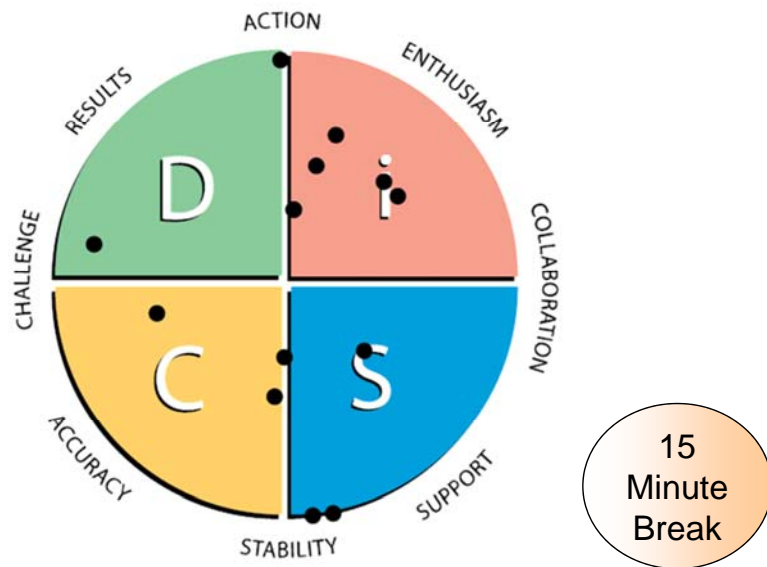


Take charge, speak up, and make sure the group is heard.

Create groups and organizations that are much greater than the sum of their parts.

Keep us all focused on what *could be* and continually stretch our thinking for the future.

DiSC



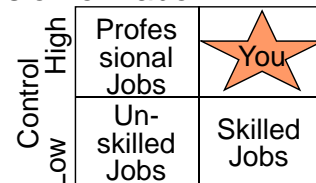
15 Minute Break

What are your strengths? _____

Structural Frame

Getting Organized

Division of Labor



Coordination of Labor

What's your mission?

I am a (role) coach and teacher
 who (does what) empowers you to do good great
 by using my (strengths) symbolic frame strengths

Toolkit

- Authority**
 - Chain of command
 - Job descriptions
 - Organizational charts
- Rules**
 - Rules, regulations, SOPs
 - Incentives, rewards
 - Degree of formalization
- Planning**
 - Purpose
 - Strategy
 - Vision
 - Operations
- Coordination**
 - Meetings
 - Coordinators

Human Resource Frame

Peoples and Organizations

Organizations exist to serve human needs.


All about the FIT: (People + Job) + (People + Organization)

- The three elements of fit
 - Responds to your need for useful work **Self-respect**
 - Enables you to express yourself **Intrinsic motivation**
 - Fulfills your financial, life needs **Extrinsic motivation**

Toolkit

Hire the right people
 Keep them: Meet their needs
 Invest in them: Training
 Empower them

- Meaning
- Autonomy
- Feedback



What do you need to learn?

Institute for Professional Coaching cert.
International Coach Federation cert.

Political Frame

Getting What You Want

Organizational realities

- Organizations are coalitions.
- Members have lasting differences.
- Power is the most important asset.
- Goals and decisions arise from bargaining, negotiation and jockeying for position.

Does power corrupt?

Toolkit

What do you want?
 Whose help do you need?
 Networking/building coalitions
 Bargaining and negotiating

“The basic point is simple: you need friends and allies to get things done. To sew up their support, you need to build coalitions.”
 (Bolman & Deal, 2013, p. 214)

Whose help do you need?


My spouse _____
 My clients _____
 My boss _____

Symbolic Frame

Focuses on how humans make sense of the chaotic, ambiguous world.

- Meaning, belief, and faith are its central concerns.”
- And symbols are the tools

Meaning is not given to us; we create it. (Bolman & Deal, 2013, p. 244)



Performance and appearance matter more than data and logic.

Toolkit

Values
 Vision
 Heroes
 Stories
 Ritual
 Ceremony



“A symbol is something that stands for or suggests something else”
 (Zoe & Huy, 2007, p. 72)

What's your vision for 12/2017?

Certified coach (iPEC and ICF)
2 introductory trainings per month
20 clients yr x 6 sessions