



Peak Performing LSCs

“Achieving & Sustaining Peak Performance”

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Are you “motivated” to be here today?



A Few Thoughts on Peak Performance

For Peak Performers...
the details matter!



High Performance Teams?

The Best Leaders?



What does it take?





Objectives

Increase your influence as a leader of an LSC

To Improve the Effectiveness of the Board

To enhance the probability of achieving
excellence as a club



CCL Basic Leadership Sequence

Leading self



Leading a group/team




Leading the organization



Important Lessons From 35 Years of Research

- People can learn, grow, and change.
- Self-awareness is the cornerstone of development.
- Creating a plan for your development greatly increases your odds for success.



Research Highlights

Leadership At the Peak (LAP)

July 2007

The following LAP data were collected January 1, 2001 through July 1, 2007. They are excerpts from a larger database on LAP participants. To learn more, please contact Michael Campbell at campbellm@leaders.ccl.org.

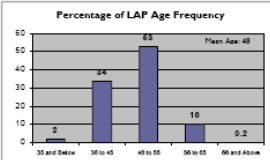
Demographics:

Gender, N=1775
 Male 85%
 Female 15%

Race/Ethnicity, N=1,682
 African American 2%
 American Indian or Alaskan Native 0.2%
 Asian or Pacific Islander 3%
 Caucasian 87%
 Hispanic 1%
 Multiracial 1%
 Other 5%

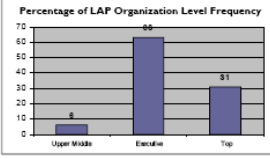
Native Country
 Participants from 64 countries have attended LAP with the majority of them coming from the following 10 countries:

Austria	0.8%
Belgium	0.8%
Canada	3.2%
France	1.5%
Germany	2.1%
India	2.1%
Netherlands	1.0%
Saudi Arabia	1.1%
United Kingdom	3.3%
United States	74.8%

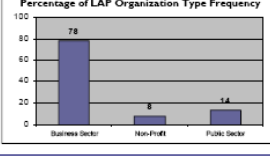


Age Group	Percentage
30 and Below	2
30 to 45	34
45 to 55	63
55 to 65	10
65 and Above	0.2

Mean Age: 48



Organization Level	Percentage
Upper Middle	8
Executive	66
Top	26



Organization Type	Percentage
Business Sector	78
Non-Profit	8
Public Sector	14

Inside this issue:

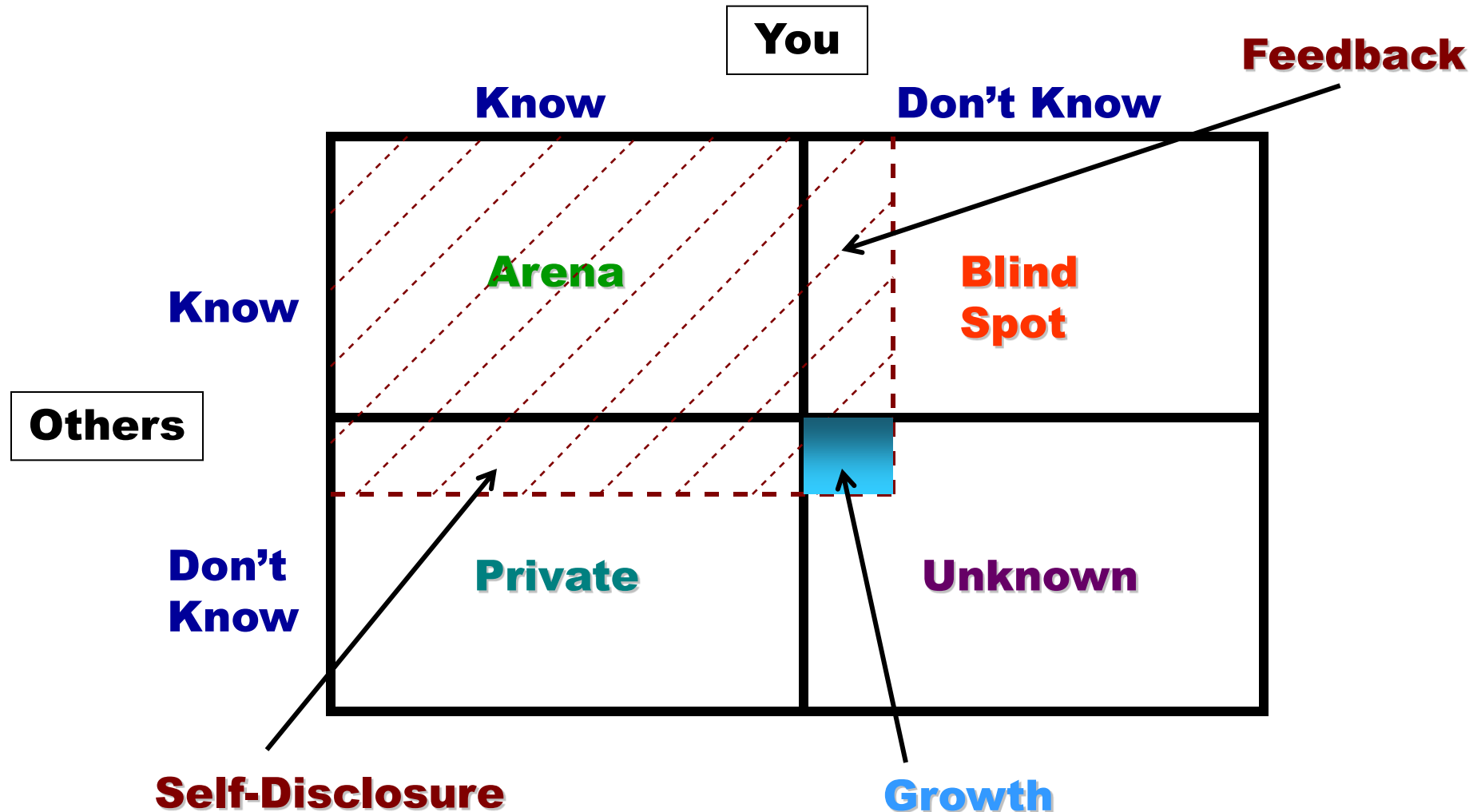
Topical Issues on Leadership	2
Health and Fitness Data	3
Campbell™ Leadership Index (CLI™)	5
Campbell™ Organizational Survey (COS™)	5
Executive Dimensions (ED)	6

"A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say, we did it ourselves."
 ~ Lao Tzu
 Chinese Taoist Philosopher/Founder of Taoism, circa "Tao Te Ching" and "The Book of the Way" 400 BC-350 B.C.

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The Johari Window

Managing information *about you* as a leader:





Volunteer Boards...

Why do you do what you do?

What keeps you up at night (relative to the LSC)?



Great, Good & Not so Good...

Identify 1 thing that your LSC does great
(best practice)?

Identify 1 thing that your LSC is not
doing well (need some help) ?

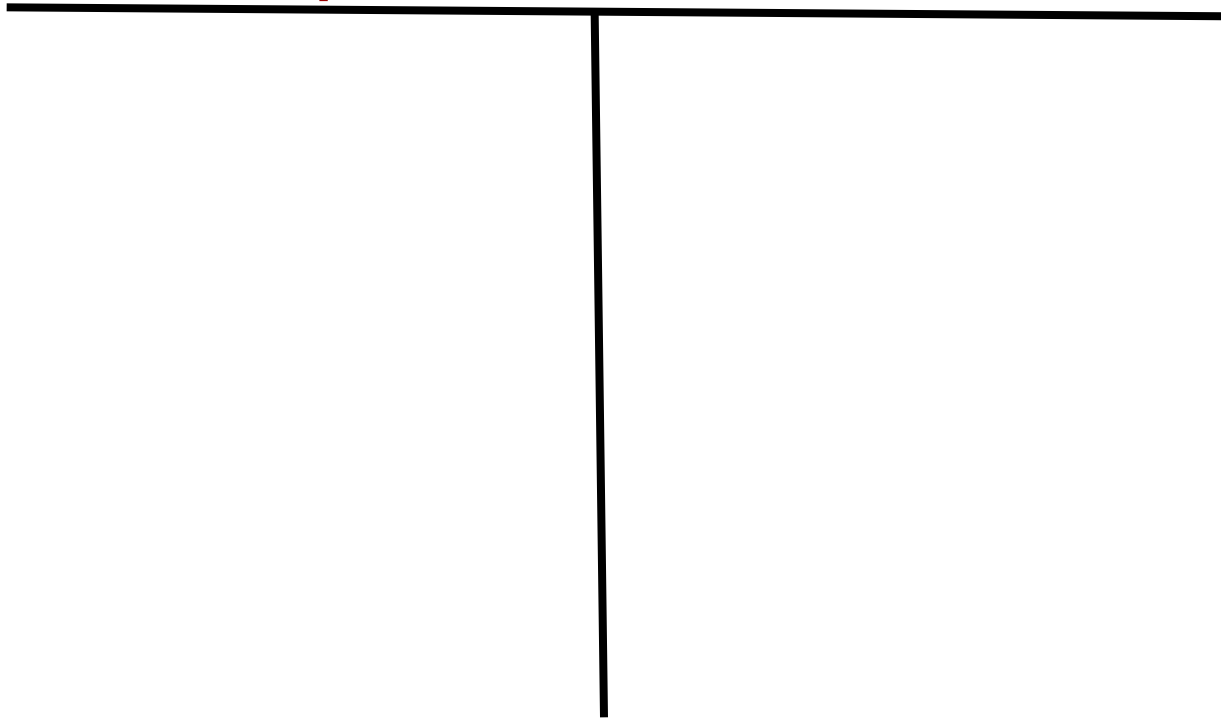


Peak Performance & Leading Transformation

Peak Performing Leaders

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When Leaders Fail

Blind spots matter:

- strengths may become weaknesses
- flaws may suddenly matter





Faulty Leadership Behavior

20 Interpersonal Transactional Flaws:

- Winning too much
- Adding too much value
- Passing judgment
- Making destructive comments
- Starting with “No”, “But”, or “However”
- Telling the world how smart we are
- Speaking when angry
- Negativity
- Withholding information
- Failing to give proper recognition

Marshall Goldsmith, What Got you Here Won't Get You There



Faulty Leadership Behavior

20 Interpersonal Transactional Flaws (cont.):

- Claiming credit we don't deserve
- Making excuses
- Clinging to the past
- Playing Favorites
- Refusing to express regret
- Not listening
- Failing to express gratitude
- Punishing the messenger
- Passing the buck
- An excessive need to be "me"

Marshall Goldsmith, What Got you Here Won't Get You There



Leading Self

- Courage
- Executive Presence
- Learning from Experience
- Credibility





Leading (and Coaching) Others

- Inspiring Commitment
- Forging Synergy
- Developing and Empowering
- Leveraging Differences
- Communicating Effectively
- Interpersonal Savvy





Leading the Organization

- Sound Judgment
- Strategic Planning
- Leading Change
- Results Orientation
- Global Awareness
- Business Perspective



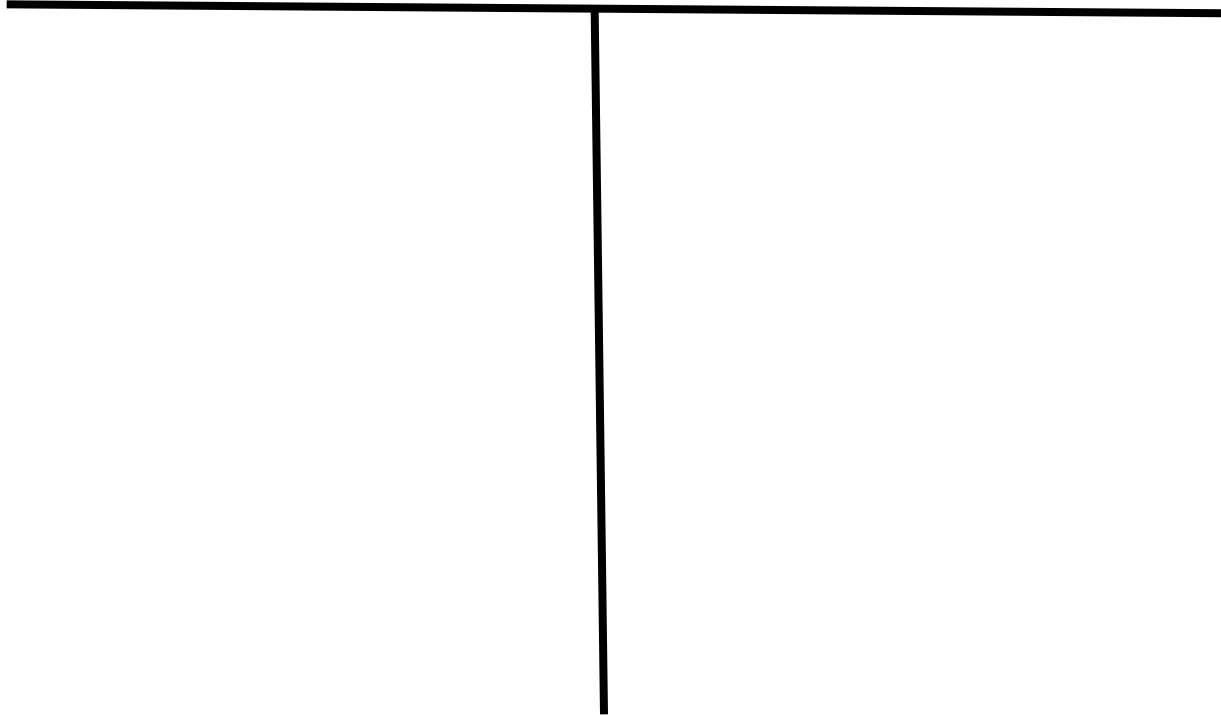


Peak Performance & Leading Transformation

Peak Performing Teams

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5 Functions of a Team

- They trust one another.
- They engage in unfiltered conflict around ideas.
- They commit to decisions and plans of actions.
- They hold one another accountable for delivering against those plans.
- They focus on the achievement of collective results.



Peak Performing Board

How Does your Board Measure Up?

1 thing your Board needs to do more of
or start doing...

1 thing your Board needs to do less of
or stop doing altogether...

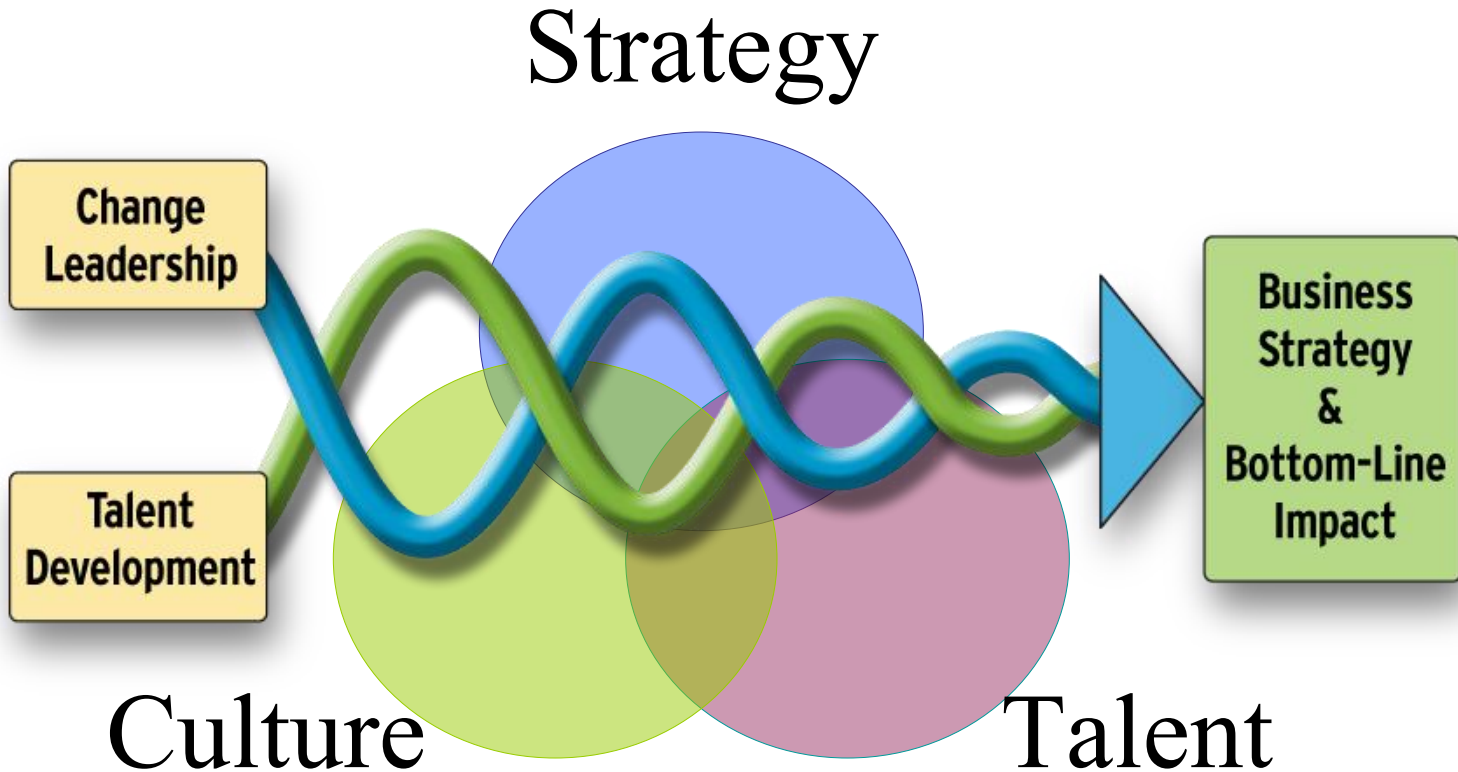


Hijackers

Let's talk about
Hijackers and what
to do...



Elements of Transformation & Excellence





Leaders...

- are able to clearly “see” the future state.

(Direction)

*The first task of a leader is
to define the vision.*
-Peter Drucker

- are able to create a “shared” vision of the future that gets people moving in the same direction.

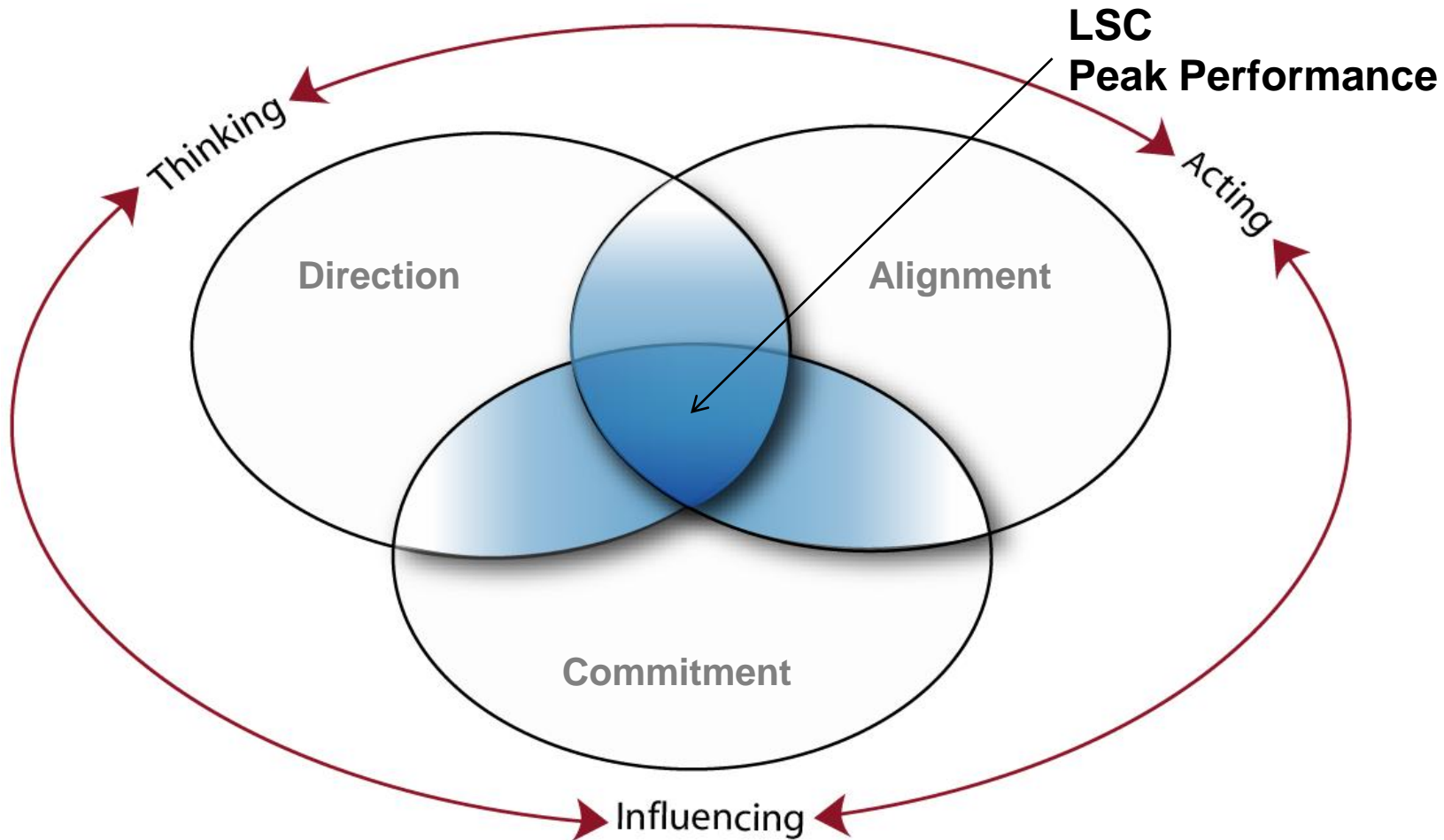
(Alignment)

- move (inspire) people to sustained levels of engagement and action.

(Commitment)



Vision is Critical: What is Your Role?





Direction....

What is the vision of USA
Swimming relative to LSCs?

What is the vision for your
LSC?



Visual Explorer

Current State versus Future State?

How do you see your organization at this time?

How do you see the future?



Navigating the Rapids of Change

“Being in business today is being in a state of perpetual white water” Peter Vail

Understanding the Current:

- You are not just tossing randomly, you can be partly in control, using your experience, intelligence and skills to navigate the currents towards your goal. Knowing your **preferences** and the **preferences** of others



Change Style Indicator[®]

The CSI is a continuum-based model
divided into three styles:

CONSERVER • PRAGMATIST • ORIGINATOR

Change Style Continuum



How Understanding Your Score Will Help You

- Manage your response to change.
- Recognize and appreciate the contributions that each change style offers.
- Increase productivity through effective responses to change style differences.



CONSERVERS

Style Characteristics

- Appear disciplined, precise, methodical, cautious.
- Prefer solutions that are tested and proven.
- Accept conventional assumptions.
- Enjoy predictability.
- May confuse the means with the end.



ORIGINATORS

Style Characteristics

- Appear undisciplined, unorganized, abstract, spontaneous.
- Prefer quick and expansive change.
- Challenge assumptions.
- Enjoy risks.
- May treat accepted policies/procedures with little regard.



PRAGMATISTS

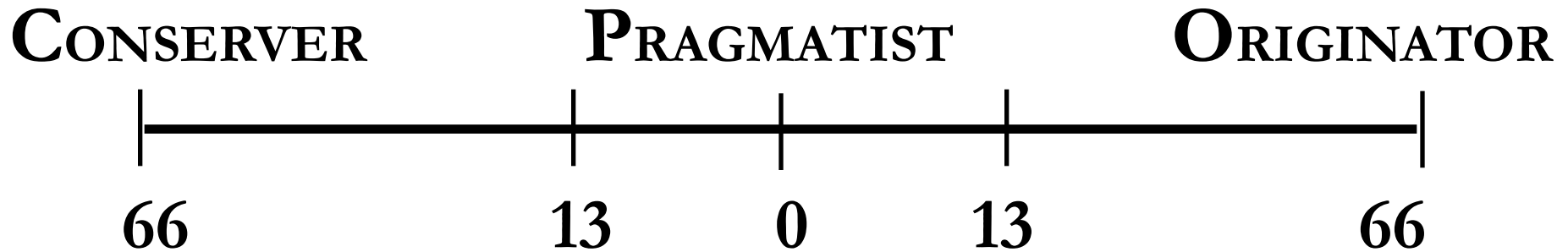
Style Characteristics

- Appear practical, agreeable, flexible.
- Are more focused on results than structure/organization.
- Serve as mediators.
- See both sides of an argument.
- May take a middle-of-the-road approach.



Where Do You See Yourself?

Change Style Continuum





Originators May See Conservers As:

- dogmatic
- hesitant to share new ideas
- compliant to authority
- stuck within the system
- defenders of the status quo



Conservers May See Originators As:

- disruptive
- disrespectful of tradition and history
- generating turbulence in the work environment
- insensitive to the feelings of others
- wanting change for the sake of change



Conservers and Originators May See Pragmatists As:

- compromising
- mediating
- indecisive
- easily influenced
- noncommittal



CSI Profile

	Conservers	Pragmatists	Originators
CCL Norm	17%	62%	21%
Sen. Exec.	11%	58%	31%

Compiled 1/13/2009 by MC

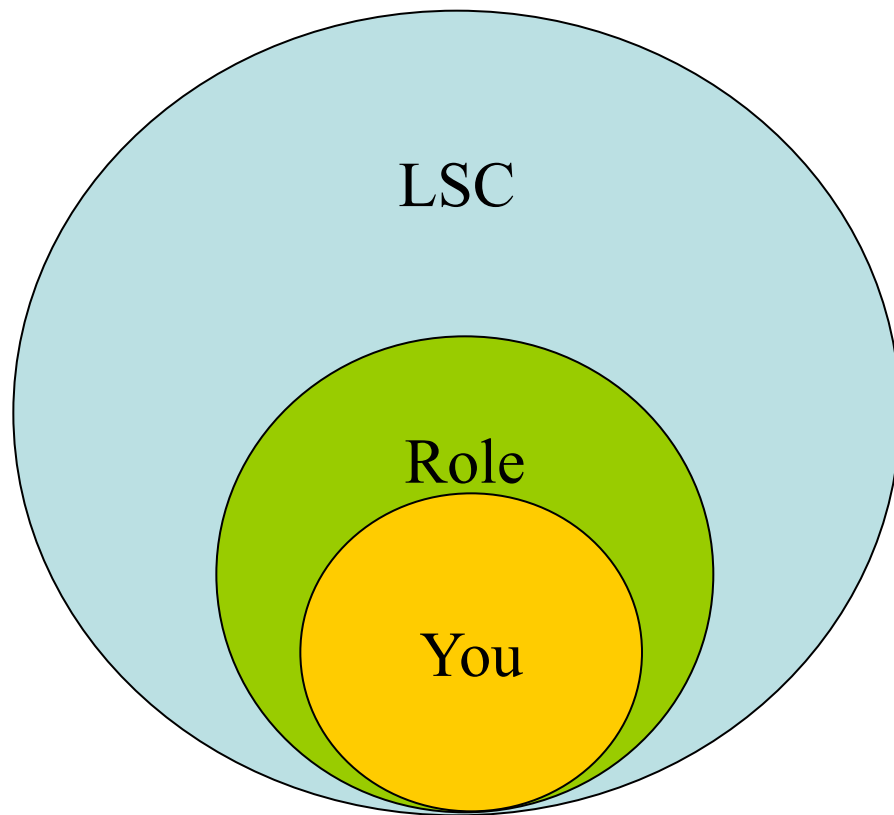
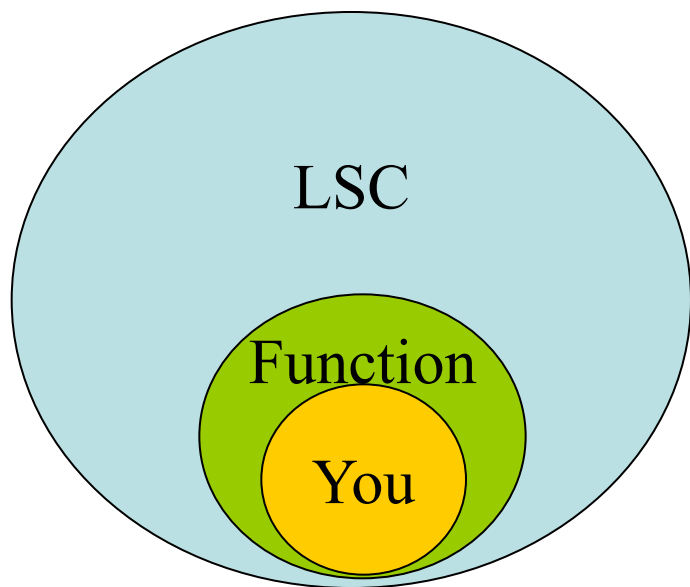


Influence

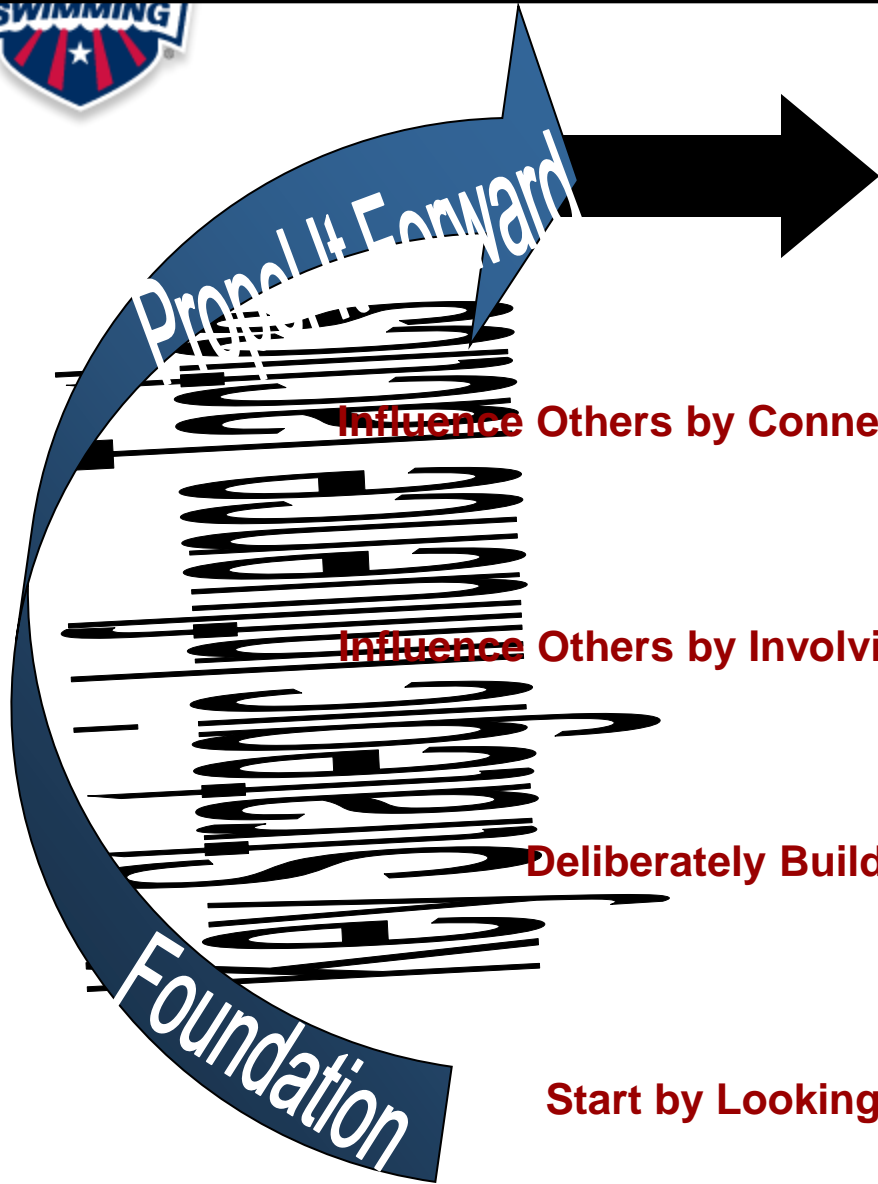
When you positively influence other people,
you engage in the act of leadership



Locus of Influence



Gravitas: Components of Strategic Influence



Build and Sustain Momentum

- Set appropriate expectations
- Search out and celebrate successes
- Send consistent messages

Influence Others by Connecting at an Emotional Level

Influence Others by Involving Them In the Process

Deliberately Build a Foundation with Others

Start by Looking at Yourself



Definitions of Power and Influence

Power:

The potential of an individual or group to influence another individual or group.



Influence:

The exercise of power to adjust/effect the behavior, attitudes, and/or values of an individual, group or the firm.

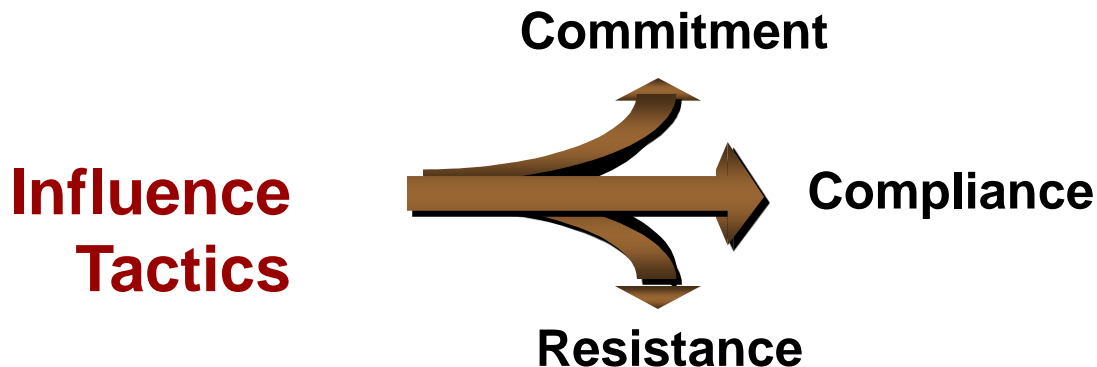


Potential Outcomes of Influence Tactics

Commitment: Enthusiastic response with high-level effort

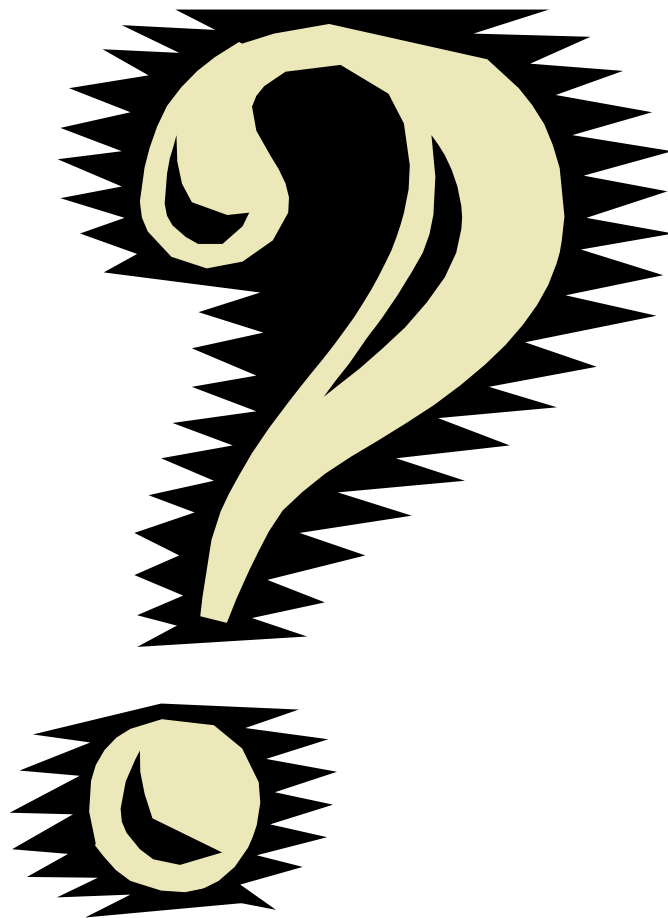
Compliance: Moderate response with minimal effort

Resistance: Minimal, if any, response **with** delayed effort





How Do You Influence Others?





Influence Tactics





Influence Tactics

Primary Influence Tactics

- **Rational Persuasion:** Using logical arguments and factual evidence
- **Inspirational Appeals:** Making a request or proposal that arouses the person's enthusiasm
- **Consultation:** Seeking participation & support



Influence

Secondary Influence Tactics

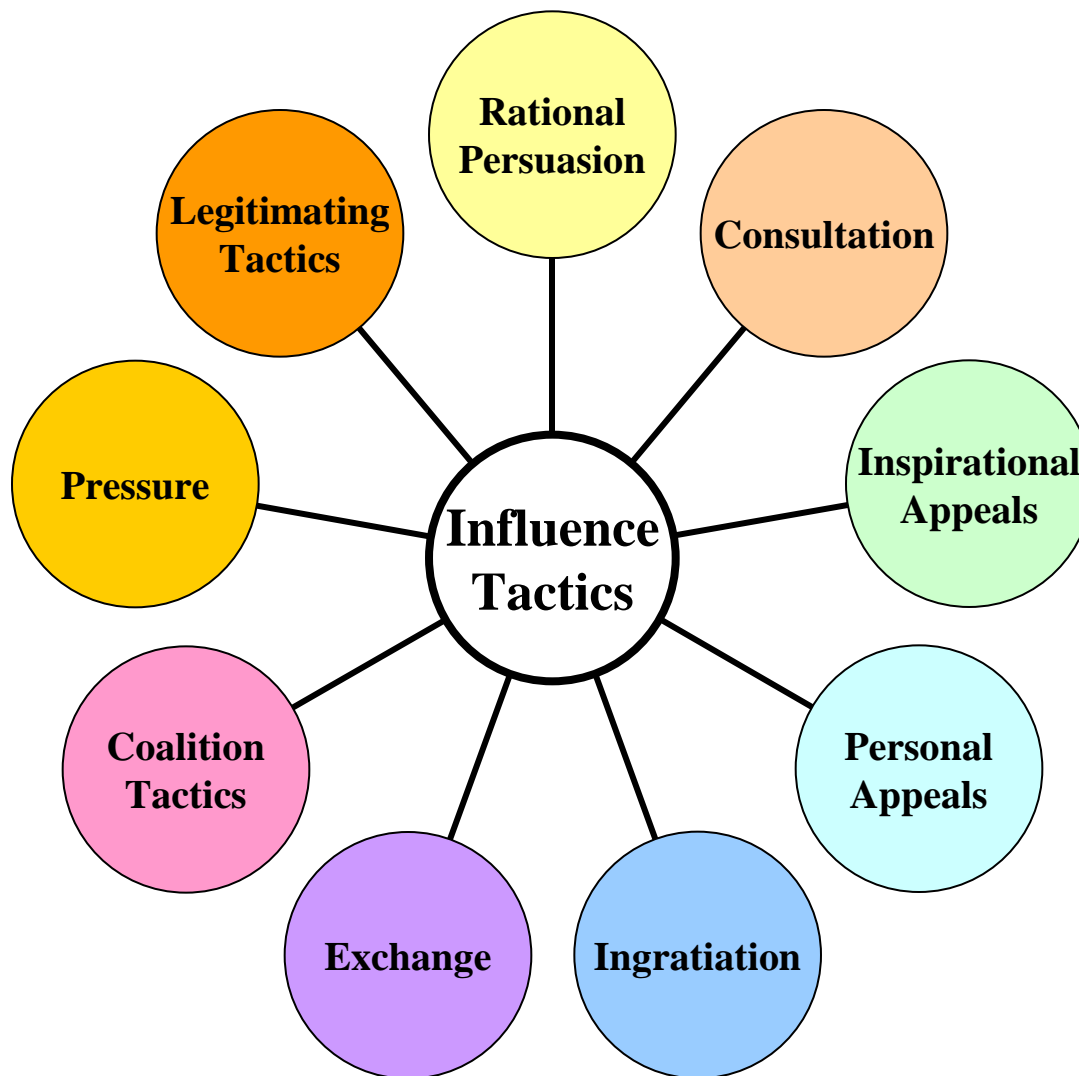
- **Ingratiation:** Using praise, flattery, friendly, helpful behavior
- **Personal Appeals:** Appealing to feelings of loyalty or friendship
- **Exchange:** Exchanging favors, sharing benefits, establishing reciprocity



Influence Tactics

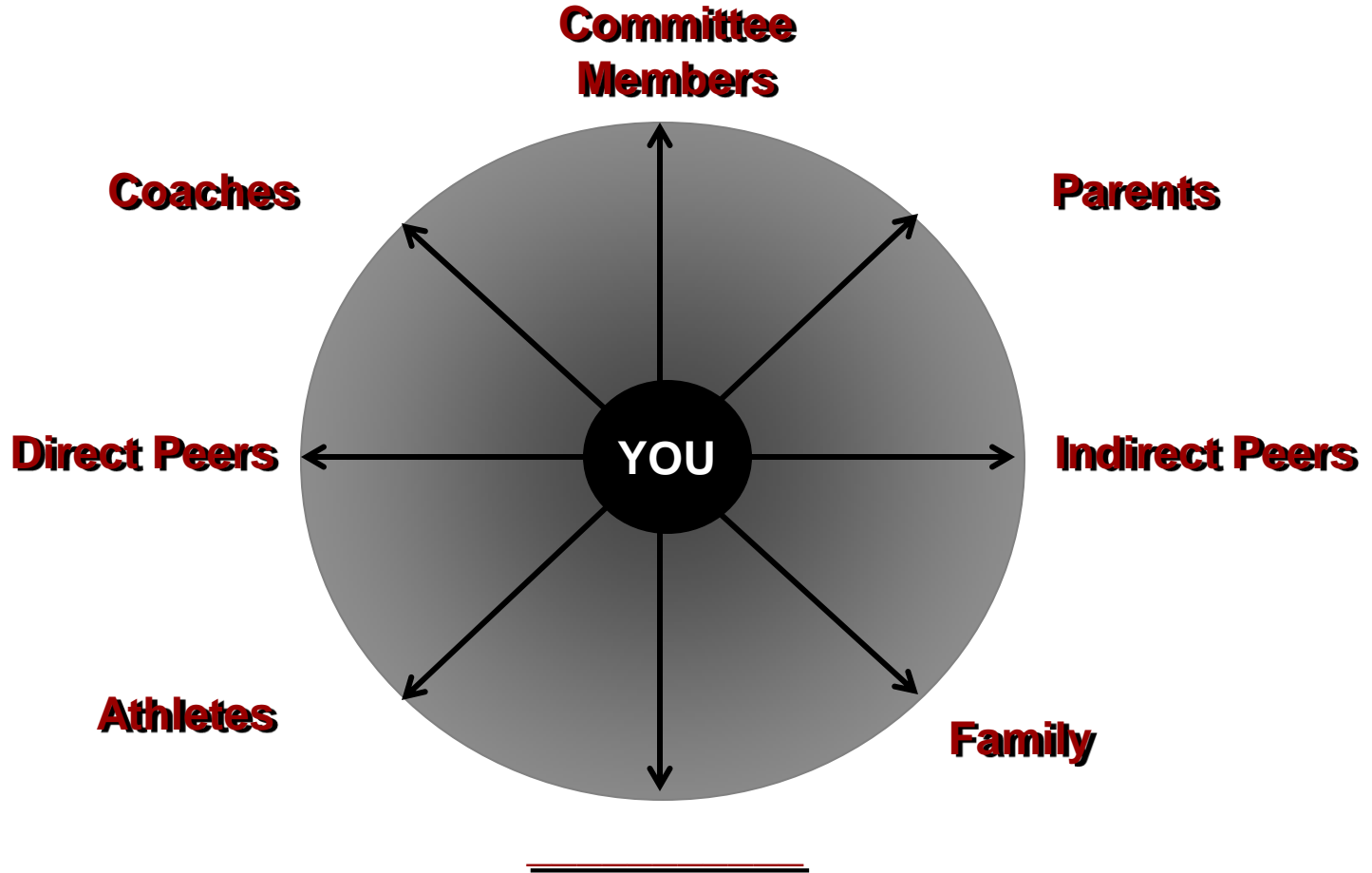
Secondary Influence Tactics

- **Coalition Tactics:** Seeking the aid and support of others to persuade
- **Legitimatizing Tactics:** Claiming authority or consistency with organizational policy
- **Pressure:** Demanding, threatening, persistence





How do your influence tactics change around this wheel?





Leadership and Influence

- What influence tactics do I use with the Board and other LSC stakeholders?
- How well do I influence others?
- How can I improve my ability to influence?
- Do I share mutual trust and credibility?
- What will I do to improve?

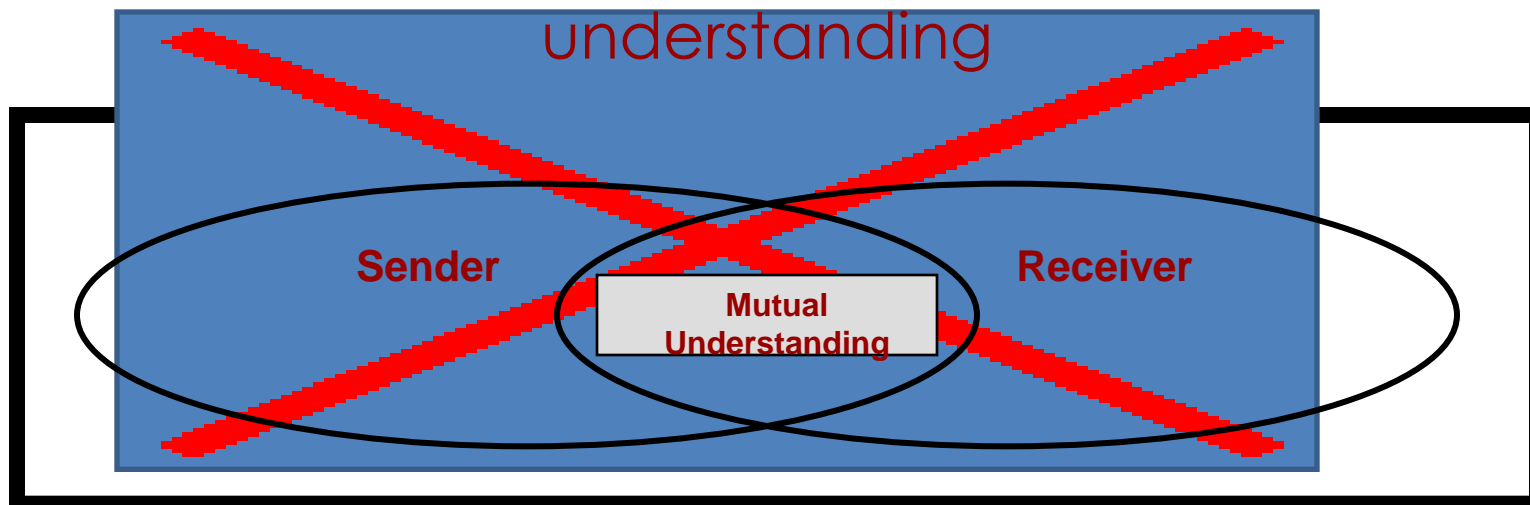


Communication: Intent vs. Impact



Communication Model

Communication is the creation of mutual understanding





Group Questions:

What are some of the things that create issues with communication within any organization (what are the barriers or what impacts effective communication)?

1)

2)

3)



Communication

- What are some of the “costs” of poor communication?
- How effective is communication within my LSC?
- What can be done to improve?



FEEDBACK

GIVING & RECEIVING FEEDBACK

(True/False)

- It is difficult to practice
- We generally don't do it well
- Never receive enough of it in a timely manner
- It can be very powerful



FEEDBACK

FEEDBACK MODEL

Situation

Behavior

Impact



SBI Feedback Process

Situation setting and circumstances- Time
and Place

Behavior observable actions-
What you did and said

Impact

- emotions and feelings you have
- things you do (or the group does) because of the observed behavior
“I thought _____. I felt _____.”



SBI Example #1

Situation

When I met you this morning
in the classroom,

Behavior

you smiled, introduced yourself
and offered to shake hands.

Impact

I felt relieved to make contact with
someone among strangers.



SBI Example #2

Situation During the meeting in Colorado,

Behavior you told us about the challenges
you face at leading your LSC.

Impact I felt comfortable and connected
with you because I face the
same challenges.



Conflict

- What is the difference between constructive criticism and non-value added conversation?
- Is conflict good or bad?



Definition of a crucial conversation:

A crucial conversation is a discussion between two or more people when 1) the stakes are high, 2) opinions vary, 3) emotions run strong.

Choices relative to crucial conversations:

- Avoidance
- Have them but have them go poorly
- Have them and have them go well



Critical/Crucial Conversations

- What is needed for people to feel more comfortable having crucial/critical conversations?
- What is a critical conversation that you need to have relative to the success of the LSC?



Understanding Trust

Trustworthiness (TW) = AI + RC + SI + CE + ME

Do your LSC stakeholders
trust each other enough?



A Few Thoughts on Peak Performance

For Peak Performers...
the details matter!



High Performance Teams?

The Best Leaders?



For Peak Performers...the details matter!

“You might be surprised at all the details that champions have to think about. In my last Olympics, the shortest event was the 100 meter freestyle. This race takes around 50 seconds, and each time I swam it, I had to focus on a long list of details...”



Rowdy Gaines



ROI & ROE

This program represents an investment in you.

What will be the return on “investment”?

What do you need from USA Swimming?

What is one thing you will do differently?



Name the following:

- The 2005 & 2006 Nobel Peace Prize winners
- The 2004 Olympic Gold Medal winners in the 100 meters (male or female)
- The last three winners of the Golden Globe for best picture



Name the following:

- The two people who had the greatest influence in your life
- The two best teachers you ever had
- Your two best friends



Influence

When you positively influence other people,
you engage in the act of leadership.



Action Planning/Re-entry

What will be your...

**Leadership
Legacy?**