Michael Newman
Innovations In Leadership

Culture
Habits
Attitudes
New Ideas
Generational
Environment
Change Requires

VISION + SKILLS + INCENTIVES + RESOURCES + ACTION PLAN = CHANGE
VISION + SKILLS + INCENTIVES + RESOURCES + ACTION PLAN = CONFUSION
VISION + INCENTIVES + RESOURCES + ACTION PLAN = ANXIETY
VISION + ACTION PLAN = RESISTANCE
VISION + INCENTIVES + RESOURCES + ACTION PLAN = FRUSTRATION
VISION + INCENTIVES + RESOURCES + ACTION PLAN = TREADMILL

Managing Complex Change

(Adapted by Knoster from Enterprise Group Ltd.)
Culture -
the behaviors and beliefs characteristic of a particular social, ethnic, or age group.

“Culture Eats Strategy for Breakfast”

.........EVERY DAY!
Organizational Culture

Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.

Aspects of Organizational Culture

Also called corporate culture, it's shown in:
(1) the ways the organization conducts its business, treats its employees, customers, and the wider community,
(2) the extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
(3) how power and information flow through its hierarchy, and
(4) how committed employees are towards collective objectives.
Effects of Organizational Culture

- It affects the organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment. It also extends to production-methods, marketing and advertising practices, and to new product creation. Organizational culture is unique for every organization and one of the hardest things to change.

BusinessDictionary.com

Culture

Single Most Important Characteristic Needed by Those in Leadership Positions......

“The ability to work with people.”
**How is organizational culture created?**

1. The actions and **behaviors** of the leaders.

2. What leaders **pay attention** to.

3. What gets **rewarded** and what gets **punished**.

4. The allocation and attention of **resources**.

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**Four Keys Areas**

1. **Strategic clarity**
   
   How well are the strategic direction and objectives understood by the **people**?

2. **Goal alignment**
   
   Without the ability to be extremely specific on the **who**, the **what** may not align to the true measurement you are trying to achieve.
Four Keys Areas

3. **Clarify expectations**
   As a cultural indicator, it’s the *assumptions and norms* that can create an essential foundation or ruin an organization.

4. **Accountability**
   – Who is being held responsible for delivering those *strategic goals*?
   – How is that being *communicated* when there are positive and negative consequences to actions and behaviors?

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Habits

Successful people are always looking for opportunities to help others. Unsuccessful people are always asking, “What’s in it for me?”

*Brian Tracy*
10 Habits That Separate Successful And Unsuccessful People

1. Strong sense of **self-awareness**
2. A desire to **improve**
3. Expressed **appreciation** for the team
4. Sense of **ownership**, even in failure
5. Target and **goal-oriented**

6. **Confidence** to face any problem
7. **Big-picture** thinking ability
8. Approach towards **work** – focus on essentials
9. Value of **time**
10. Ability to **delay gratification**
Habits of Unsuccessful People

- Act Before They Think
- Take the Easy Way Out
- Think, Say and Do Negative Things
- Get Distracted Everyday
- Stop Learning
- Try to Bring Others Down
- Hold Grudges
- Blame Others
- Talk More Than They Listen
- Waste Time
- Fear Change
- Secretly Hope Others Fail
- Think They Know It All
- Give Up Easily
- Give Up

Habits of Successful People

- Track Progress
- Learn from Mistakes
- Spend Time with the Right People
- Write Down Goals and Targets
- Think Long Term
- Compliment Others
- Make To-Do Lists
- Know Purpose and Mission
- Want Others to Succeed
- Accept Responsibility for Their Failure
- Have a Burning Desire
- Work with Passion and Commitment
- Learn, Improve, Read Everyday
- Take Risks
- Handle Problems Well
- Being Humble
- Share Information and Data
- Exude Joy
- Forgive Others
- Talk About Ideas
- Embrace Change
Chances of Success

- 0% - I Won’t
- 10% - I Can’t
- 20% - I Don’t Know How
- 30% - I Wish I Could
- 40% - I Want To
- 50% - I Think I Might
- 60% - I Might
- 70% - I Think I Can
- 80% - I Can
- 90% - I Am
- 100% - I Did

Move from CAN I? To HOW CAN I?

Attitude

“A happy person is not a person with a certain set of circumstances, but rather a person with a certain set of attitudes.”

- Hugh Downs
Company executives look at a person’s:

1. Ambition
2. Skills
3. Attitude towards the company.
4. Attitude toward people.
5. Attitude toward excessive demands on time and energy.

“Leadership has less to do with position than it does with disposition.”
1. Our attitude is a choice.

2. Our attitude determines our approach to life.

3. Our attitude can turn our problems into opportunities.

“The major difference between successful and unsuccessful people... is how they think!”

- Thesis: Thinking For a Change
Leadership Laws:

- The Law of the **LID** - Leadership ability determines a person’s level of effectiveness.

- The Law of **PROCESS** - Leaders develop daily, not in a day.

We **Overestimate** the event and we **Underestimate** the process!

The secret of our success is discovered in our **Daily** agenda.
What Leaders Do
- The Leadership Challenge, Kouzes and Posner

Challenge the Process
Inspire a Shared Vision
Enable Others to Act
Model the Way
Encourage the Heart

Generational

Definition of a Millennial employee:
Any employee born between 1982 and 2001 (approximately).

Millennial employees are also sometimes referred to as: Gen Y, Generation Y, the Net Generation, Generation We, Generation Next and Echo Boomers
**Tips to Lead and Manage**

1. Manage each employee (no matter the age!) as **individuals**.

2. Develop the **leadership skills** of frontline managers.

3. Adopt talent management best practices, ensures employees receive frequent **feedback**.

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**Environment**

**Growth Thrives In Conducive Surroundings**

Time For A **Change**?

Change Depends On **Your Choices**

A. Change Yourself and Your Environment
B. Change The **People** You Spend Time With
C. Challenge **Yourself** In Your New Environment
D. Focus On **The Moment**
E. Move Forward **Despite Criticism**
Environment

Leaders will always take responsibility for the growth of their organizations.

Creating the Environment

Leaders should create a culture in their organization where:

• Others are ahead of some
• Each person is individually challenged;
• The focus is always forward;
• The atmosphere is affirming;
• Creating a place designed to keep people out of their comfort zone;
• Helping everyone stay excited;
• Remembering that failure is not their enemy;
• Keep others growing;
• A place where change is desired;
• Growth is modeled and expected.
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IF YOU WANT SOMETHING YOU’VE NEVER HAD, THEN YOU’VE GOT TO DO SOMETHING YOU’VE NEVER DONE.
• Resources
- 21 Irrefutable Laws of Leadership – John C. Maxwell
- Developing the Leader Within You – John C. Maxwell
- 15 Invaluable Laws of Growth – John C. Maxwell
- The Leadership Challenge – Kouzes and Posner
- Power of Nice – Linda Kaplin Thaler
- Leading Change – John Kotter

• About Mike Newman
- Mike Newman has invested the past 34 years into making a difference in public education. As a teacher, coach, building administrator and central office administrator, he has a unique perspective on the world of education and leadership. He is successful educational practitioner and leader having significant success on both the teaching and learning and operations side of the school district.
- As the Deputy Superintendent for the Auburn School District; one of the 20 largest school districts in Washington State; a district that has seen rapid growth, major shifts in demographics over the past decade and at the same time made significant gains in academic achievement. Mike was an integral part of the work to change the culture to focus on leadership and learning and to increase communication and grow the talent of the organization.
- As a certified teacher, speaker and coach with the John Maxwell Team, Mike has worked directly with leadership expert John C. Maxwell and has leveraged those leadership concepts to develop a leadership program in the district.

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