

Welcome

It's all happening at the Zoo!

Zoos are an incredible gathering of diverse sets of animals along with their behaviors from social to anti-social - smiling, sniffing, scratching, yelling, laughing, napping, and more!

Sound familiar? How do you shape and lead your zoo?

This is the 26th edition of the ABC series, and today it is dedicated to "Z" for ZOO.

Runner-up names for "Z" were suggested by Zany Janie (Zigzag) and by DeAun (Zamboni). Zzzz (sleeping), and Zero Sum Game were also mentioned.

It's hard to believe - it's been 10 years and I've finally reached Z. Where do I go from here?

I tried to pull all the topics together in a book, The ABC's of Leadership. After a few months I realized how bad my initial writing and stories are, that is why they don't appear on my website anymore. I am going to start back at the beginning and clean up and prepare the Leadership ABC's for a book called, "Leadership ABC's: Pithy Platitudes for your Personal Leadership Path and Plan" - or something like that! My initial offering is a free one hour webinar, A is for Awareness: Strategies & Resources from the Leadership ABC's. [Click here to sign up.](#) It will be November 6th at 2pm ET.

The intention is to make ongoing learning about leadership fun, informal, interesting, and as a workbook that applies to a wide range of experienced and new leaders who believe in ongoing learning. Parts will appear in future newsletters and some in my workshops. Put the ABC's together any way that works for you! It's a foundation for you - the ever-evolving and dynamic leader.

Suggestions, feedback, and coffee chats are always welcome!

Here's to your wonderful and challenging Zoo,

Star
(978) 486-4603 or www.starleadershipllc.com

PS. My new office at 250 Commercial Street, Manchester, NH is available for client visits as well as small training groups. To find out more contact me!

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ZOO Animals (and the Zoo includes you!)



Leaders work with all types of people. The larger the group, the more likely there is diversity and the more important it is for a leader to effectively know how to influence different perspectives and behaviors to achieve the greatest impact.

How do successful leaders inspire and motivate and move forward all the different and challenging personalities in their zoos? Here are some basic strategies and beliefs that help:

1. Separate the behaviors from the individual. Each of us is more than our behaviors.
2. Needing to modify behaviors that impede a good outcome is not about personal likes or dislikes. It's about alignment and successful contribution to the larger

vision.

3. There is something positive and helpful in everyone (even though sometimes it might be a little hard to find.)

Imagine a person with a behavior you find disrupting: being overly dramatic, being late, gossiping, constant phone-checking, having a negative attitude, even nose-picking!

Now imagine that undesirable behavior coming from the person you respect the most. Does that behavior distract and lessen your opinion of them? What if Wonder Woman was a public farter or George Washington picked his nose in public? Imagine if George and Wonder Woman were part of your zoo. When you can separate out their negatives, it allows their positives to come through. In most cases what you perceive as their annoying behaviors have nothing to do with you personally. If you fired George or Wonder Woman because of those behaviors you would lose significant bench strength to stop crime and build a nation!

The **first step** in leading a well-functioning zoo, is to classify and describe the not-helpful behaviors. For example: A person who doesn't listen.

The **second step** is to identify the specific behaviors. For example:

- They interrupt, cut me off, and sometimes finish my sentences.
- They don't look at me when they talk; they are looking at their computer, or phone.
- They don't acknowledge what I said and just jump right into their point.
- They don't nod their head, say yes, or mmm, or do anything to indicate that they are listening.
- They never ask me a question in response to what I say.

The **third step** is to address the *behavior* with the individual. This makes it less personal and something that can actually be respectfully addressed. An example statement might be, "When I can't finish my sentences, I am not sure I am being heard."

In our Challenging Meetings Workshops we use animals to describe common difficult behaviors, and also the upside you might also find with them. Here are some typical examples of behaviors and skills that the difficult behaviors might be masking.

Owls - Philosophers who like to hear themselves talk. These people can be brilliant observers, often with forward-thinking ideas.

Black Widow Spiders - Discriminates overtly or covertly by not including, calling on, or acknowledging certain others. They can be highly results oriented and focused

Laughing Hyenas - Joking all the time and they never take anything seriously. They lighten things up.

Love birds - They engage in sidebar conversations and ignore everyone else. They are capable of great compassion.

Monkeys - Interrupt all the time; busybodies; fast workers. Their quick thinking and fast pace can be excellent in a crisis.

The animals and their behaviors below are composites of real people from our workshop. Once the behavior is identified, then a customized plan to address it can be created.

Bulldogs

- Pursue their own agenda
- Persistent
- Say repeatedly, "Well the real issue is ..."
- Negative, they say no and never lots
- Quick to dismiss anything new
- Deliver the highest quality results the first time

Cats

- Not interested
- Look bored - roll their eyes and sigh
- Don't participate in open discussions
- Distracted by minutiae (window, noises)
- Flexible and can research anything

Turtles

- Have opinions and are interested but afraid to speak up
- Shy, speaking quietly and slowly
- Often talked over by others
- Determined, patient, and always finish projects

The challenge for a leader is twofold - to bring together all the animals with their diverse sets of behaviors and skills, and bring out the best in them; and to minimize or reduce the harmful behaviors as far as how they impact the project and others on the team.

Leading and Managing the Zoo

How to do it? It depends.

What does it depend on?

- The intended outcomes or goals of the project or situation
- Who you are and how aware you are of your *own* behaviors and their impact
- The other person's behaviors, skills, and potential
- Your skill in managing challenging behaviors
- Your and the other person's motivation to work together
- Importance of the situation now and in the future

There are many ways to approach managing behaviors, and resources for learning about them. Some assessment tools are helpful in classifying behaviors, creating a common language, and using them can make it fun and less personal. Some of my favorites are:

Leadership 360 -Online feedback for individuals that engages others to anonymously give feedback. [Here's a sample report.](#)

Team Dimensions Profile - CARE V2.0 -- Places individuals along a continuum of these four traits needed in high performing teams: Creator, Advancer, Refiner, Executor. The description of the traits is offered "... to help each person find their niche so that the entire group can benefit. [Here's a sample group report.](#)

Team Dysfunctions- For high performing teams, based on Patrick Lencioni's Five Dysfunctions and DISC Classic. Contact us for a sample report.

Positive Intelligence - Internal "inventory" that has 2 parts - helping you identify your Sage quotient and your top Saboteur. [The assessment is here.](#)

DISC Classic V2.0 -- An assessment that places individuals along a continuum of these four behavior based traits: Direct, Influencer, Steady, and Conscientious. Contact us for a sample report.

Assessments can be life changing, unexpected, powerful, neutral, and sometimes even harmful, so proceed with caution!

Some **negative outcomes** from assessments have been:

- Generalizations are made and then used inappropriately
- Labels and judgments are applied, creating a defensive atmosphere or response
- "Validation" and reinforcement of negative feedback can create barriers to change
- Results being perceived as personally harmful and alienating
- Limiting potential and possibilities if a person is labeled and perceived as only a specific "type"

Some of the **positive outcomes** have been:

- Increased self awareness and personal effectiveness
- Awareness of everyone's strengths and how to best use them
- Awareness and more effective management of differences and challenges
- Stronger relationships
- A more productive and enjoyable environment

Zoo Favorite Quotes

Zoo: An excellent place to study the habits of human beings. - Evan Esar

Someone told me it's all happening at the zoo. - Paul Simon

The city is not a concrete jungle, it is a human zoo. - Desmond Morris

People go to the zoo and they like the lion because it's scary. And the bear because it's intense, but the monkey makes people laugh. - Lorne Michaels

Despite all their flaws, zoos wake us up. They invite us to step outside our most basic assumptions. Offered for our contemplation, the animals remind us of nature's impossibly varied schemes for survival, all the strategies that species rely upon for courtship and mating and protecting the young and establishing dominance and hunting for something to eat and avoiding being eaten. On a good day, zoos shake people into recognizing the manifold possibilities of existence, what it's like to walk across the earth, or swim in its oceans of fly above its forests-even though most animals on display will never have the chance to do any of those things again, at least not in the wild.
- Thomas French



Book Reviews: Take Flight and If I Ran the Zoo

Take Flight!: Master the DISC Style to Transform Your Career, Your Relationship, Your Life - Sometimes we find a pattern so obvious and predictable that we can't believe we haven't noticed it before, say the authors as the basis for this book. The pattern is the four styles called DISC. It tells the story of four types using birds, eagles, doves, parrots, and owls. [Here's my full review on Amazon](#)

If I Ran the Zoo (Nerd Alert) - Zookeeper Gerald McGrew amazes the world with his new and improved zoo. Read of his adventures in this classic. Celebrate the joys of unconventionality and the bliss of liberation. The first printed instance of the word, "nerd" is in [this book](#).

Upcoming Events

Complimentary Webinars - the FIRST TWO in a series of 26!

A is for Awareness: Strategies & Resources from the Leadership ABC's. November 6 at 2pm EST. [Click here to sign up.](#) Awareness understands the current reality of the current situation. We will explore awareness gone wild, senses, values, beliefs, games, quotes, and tools of awareness. The impact of improved awareness is in making better choices that lead to better actions and results.

B is for Balance: Strategies & Resources from the Leadership ABC's on Nov 25 at 11am EST. [Click here to sign up.](#) Balance is when all elements are in the correct proportions. Correct you say? Constant adjustments of varying degrees are required to stay in balance. Balance is personal; it is driven by changes. At the core of balance is choice. There are three steps to re balancing. When in balance it is easier, less stressful, there are clear choices, you know what to say no and yes to, and have a sense of heading in your right direction.

Leadership ABC's are Workshops, Virtual, Face to Face, Leadership Coaching - The Leadership ABC's is a modular system for your leadership path. We make it fun, informal, interesting, in working sessions that applies to a wide range of experienced and new leaders who believe in ongoing learning. We believe that each leader and situation is unique. You put the ABC's together in a way that works for you! It's a foundation for you - the ever-evolving and dynamic leader.

Speaker at the MASS ALFA FALL Conference, Oct 30, 2014, Worcester, MA. [Click here to learn more](#)

Speaker at the NH PMI Chapter Meeting, January 21, 2015, Concord, NH
Leading, Coaching, or Managing: Which Hat to Wear and When? [Click here to learn more](#)

Face to Face Trainings - [Register here](#)

MDP457 Coaching Skills for Project Managers - December 2 (Boston)

MDP647 Effective Communication and Influencing Skills - December 10-11 (Waltham)

TWO Training Products - Available as Workshops or for you to Deliver

#1 - Women and Leaders PowerPoint Slide Deck - Women have come a long way in the past century and their presence in leadership positions is growing. This presentation explores the past, present and future of women in leadership through a careful examination of unique leadership styles, women's communication styles, techniques of influence and persuasion, and the power that comes with being an advocate for oneself. What does it mean to be a women leader? What are your top assets and liabilities, and how can you align them with your job, career, and industry? This presentation will help you find the answers while providing an enlightening workshop for women in business. [To learn more click here.](#)

#2 - Project Management PowerPoint Slide Deck - Exploring, planning, organizing, and managing goals are a vital component of project management in bringing beneficial change and value. Our PowerPoint Project Management presentation offers extensive and stimulating content to get you started with management practices! The definition of project management is "A temporary endeavor undertaken to create a unique product or service or result." [To learn more click here.](#)

