

PARTICIPANT GUIDE

THE TOP 6 LEADERSHIP COMPETENCIES

EVERY LEADER SHOULD
KNOW & GROW



NOTES
VERSION

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change management | diversity & inclusion consulting
leadership development | organizational learning



THE
TOP 6 LEADERSHIP COMPETENCIES
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brought to you by "The Gay Leadership Dude"
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~ THIS PAGE PURPOSELY LEFT BLANK ... DRAW SOMETHING FUN! ~

HOLD ON A DOGGONE MINUTE: WHO'S THIS "STEVE" GUY AND WHAT'S "TOPDOG"?

ABOUT DR. STEVE "DOC YOCK" YACOVELLI

Dr. Steve Yacovelli (a.k.a. "The Gay Leadership Dude") is Owner & Principal of TopDog Learning Group, LLC, (see what the heck is "TopDog" below). Steve holds a B.S. in Public Relations from Millersville University of Pennsylvania, an M.A. in Educational Policy & Leadership Development from The Ohio State University, and an Ed.D. in Instructional Technology & Distance Education from Nova Southeastern University. A published author, Steve has written books and articles focusing on how adults adopt and learn using technology and employee and organizational perceptions and readiness for technology-enabled learning solutions. His latest book, **"Pride Leadership: Strategies for the LGBTQ+ Leader to be King or Queen of their Jungle,"** "came out" in June 2019.



Steve, contemplating life (or his next cup of coffee)

Steve has spent much of his career consulting with clients on the right solutions for their business; specifically, as it relates to leadership development, effective communication, using learning technologies, learning, and measuring the impact of training and change. With over twenty-five years' experience in strategy, education, and communication, Steve is a rare breed of professional that understands the power of using academic theory and applying it to the corporate setting to achieve business results. Steve can be reached at steve@topdoglearning.biz.



WHAT'S A "TOPDOG" ANYWAY?

TopDog Learning Group, LLC is a learning and development, change management, leadership, and diversity and inclusion consulting firm based in Orlando, Florida, USA but with affiliations throughout the world. TopDog provides guidance and solutions in change management, instructional design, leadership and

organizational development, learning, strategies, diversity and inclusion consulting, and custom e-learning creation. We've had the pleasure of working with such great organizations as The Walt Disney Company, IBM, Bayer, Covestro, Tupperware Brands Corporation, Hilton Worldwide, George Washington University, The Public Library Association, The Bill & Melinda Gates Foundation, The Ohio State University, accenture, and BellSouth / AT&T, among many others members of our "pack."

In addition, TopDog has partnered with several organizations to provide both face-to-face, webinar, and asynchronous (self-paced) online learning solutions on such topics as understanding diversity and inclusion, unconscious bias in the workplace, effective customer service, and stellar leadership development and talent management.

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Here's just a few members of the TopDog Learning Group:



*don't skip this stuff
... it's good! :D*



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INTRODUCTION



Are you a **LEADER**?!?

YES!! If you have influence in your workplace (which you do) you ARE a leader!

wants you to be a leadership rock star!

DR. STEVE YACOVELLI
OWNER & PRINCIPAL



~ a.k.a. ~



OUR TOP 6

- AUTHENTICITY
- COURAGE
- EMPATHY
- COMMUNICATION
- RELATIONSHIPS
- CULTURE



AUTHENTICITY

WHAT'S IT LOOK LIKE?



Truthful even when you feel differently than the "company line"

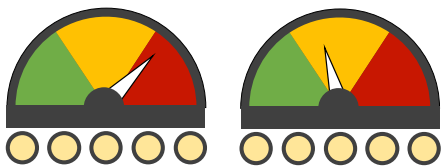


Self-awareness of the skills they have ... AND the ones they don't



Remain true to one's self but be able to adjust to your "context"

AUTHENTICITY & CONTEXT



Authenticity isn't changing who you are, it's understanding the "context" you're in and slightly adjust your authenticity accordingly. Like how you're different when you hang with your friends/mates versus hanging with your brand-new client or your Aunt Louise!



TRUST

AUTHENTICITY & TRUST

If you're an authentic leader then you're automatically building trust within your team, with those around you.

If you're not authentic, people know. They won't trust you: whether that's consciously or unconsciously. Being authentic make you trustworthy.



AUTHENTICITY

(continued)

ID-ING YOUR PERSONAL VALUE SYSTEM

This is my (Steve's) favorite activity. Be open-minded and discover your own personal values system!

A Using the list below, read the words and—using your gut—place a mark next to the words that resonate with you. Don't overanalyze or think too hard, just do a gut check and see if the word has meaning in your world. Don't see a word you'd hope to see on the values list? Write it down and use it!

Acceptance	Community	Empathy	Growth	Loyalty	Respect	Success
Accomplishment	Compassion	Empower	Happiness	Mastery	Responsibility	Support
Accountability	Competence	Endurance	Hard work	Maturity	Restraint	Surprise
Accuracy	Concentration	Energy	Harmony	Meaning	Results-oriented	Sustainability
Achievement	Confidence	Enjoyment	Health	Moderation	Reverence	Talent
Adaptability	Connection	Enthusiasm	Honesty	Motivation	Rigor	Teamwork
Alertness	Consciousness	Equality	Honor	Openness	Risk	Temperance
Altruism	Consistency	Ethical	Hope	Optimism	Satisfaction	Thankful
Ambition	Contentment	Excellence	Humility	Order	Self-reliance	Thorough
Amusement	Contribution	Experience	Imagination	Organization	Selfless	Thoughtful
Assertiveness	Control	Exploration	Improvement	Originality	Sensitivity	Timeliness
Attentive	Conviction	Expressive	Independence	Passion	Serenity	Tolerance
Awareness	Cooperation	Fairness	Individuality	Patience	Service	Toughness
Balance	Courage	Family	Innovation	Peace	Sharing	Traditional
Beauty	Courtesy	Famous	Inquisitive	Performance	Significance	Tranquility
Boldness	Creation	Fearless	Insightful	Persistence	Silence	Transparency
Bravery	Creativity	Feelings	Inspiring	Playfulness	Sincerity	Trust
Brilliance	Credibility	Ferocious	Integrity	Poise	Skill	Trustworthy
Calm	Curiosity	Fidelity	Intelligence	Potential	Skillfulness	Truth
Candor	Decisive	Focus	Intensity	Power	Smart	Understanding
Capable	Decisiveness	Foresight	Intuitive	Present	Solitude	Uniqueness
Careful	Dedication	Fortitude	Irreverent	Productivity	Spirit	Unity
Certainty	Dependability	Freedom	Joy	Professionalism	Spirituality	Valor
Challenge	Determination	Friendship	Justice	Prosperity	Spontaneous	Victory
Charity	Development	Fun	Kindness	Purpose	Stability	Vigor
Cleanliness	Devotion	Generosity	Knowledge	Quality	Status	Vision
Clear	Dignity	Genius	Lawful	Realistic	Stewardship	Vitality
Clever	Discipline	Giving	Leadership	Reason	Strength	Wealth
Comfort	Discovery	Goodness	Learning	Recognition	Structure	Welcoming
Commitment	Drive	Grace	Liberty	Recreation	Wonder	Winning
Common sense	Effectiveness	Gratitude	Logic	Reflective		Wisdom
Communication	Efficiency	Greatness	Love	Respect		

*COOL QUOTE:
"Be yourself.
Everyone else
is taken."
(maybe Oscar Wilde)*

Values help us (consciously and unconsciously) make decisions—both at home and within the workplace; they're the lens with which we think, talk, and act.

~ "The Gay Leadership Dude"





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AUTHENTICITY

(continued)

In all the leadership workshops, conversations, and "best practice" chats I've had over the past twenty-plus years, the common thread throughout them all is to be inclusive and be respectful to others.

~ "The Gay Leadership Dude"



IDENTIFYING YOUR PERSONAL VALUE SYSTEM (con't)

B After you go through the list, you'll probably have about 15 to 30 words that meant something to you. Take these words and write them on a Post-It® note or notecard. Cluster the words that are similar in meaning to you. If there's some words that are interchangeable to you, pick the one that most resonates to you. You'll probably end up with about 7 to 10 clusters.

be open-minded when you do this!

C With your word clusters that are left, sort them in order of importance: the one you feel strongest about to the one end of your list and those you feel least strong about on the other.

D Write your Top 5 Personal Values in the space below:

1

2

3

4

5

this might be hard ... but be honest!



COURAGE

WHAT'S IT LOOK LIKE?



Entrepreneur, small business owner, farmer, franchise owner = BRAVE!



Seek honest feedback and are willing to have difficult conversations



Someone who is their authentic-selves at work

TOP 3 COURAGE CHALLENGERS



Challenge of Fear ... (failure or feeling like an outsider)



Challenge of Assumptions ... (a.k.a. Fear of "Knowing" the Truth)



Challenge of Locked Into Current Behavior / Thinking ... (a.k.a. Fear of Change)

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COURAGE

(continued)



Courage isn't the absence of fear: it's the ability to confront it, stand your ground, and hold firm in your belief that what you're doing—and why you're doing it—is right.

~ "The Gay Leadership Dude"

HOW TO AMP UP YOUR COURAGE

COOL QUOTE:
"Be brave enough to suck at something new."
(anonymous)



1 Try a new activity ... ESPECIALLY one you've never done or aren't particularly good at!

Try a new activity ... new sport, new hobby, join a new social group, = rewire your brain

2



Delegate a work task to someone ... and DON'T micro-manage them!

Seriously - DON'T micro-manage! Let them do it!



EMPATHY

WHAT'S IT LOOK LIKE?



Self-awareness of your own emotional state - the good AND the bad



Not jumping to conclusions when that co-worker is in an "emotional state"

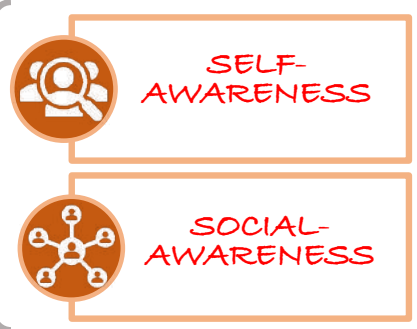
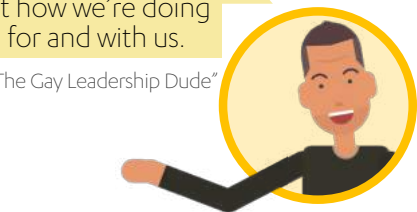
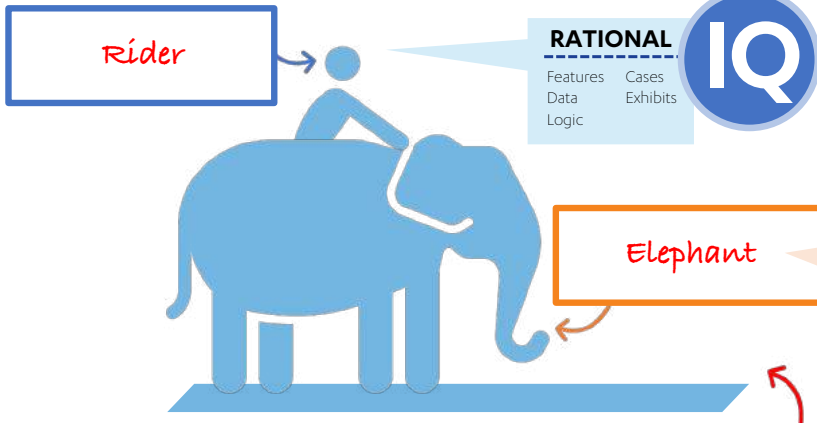


Seeing someone struggling and feeling the need to offer an ear to listen

Having empathy and managing emotions are vastly under-represented in our modern workplace. The focus on the numbers, return on investment, and fiscal results is overshadowing our need to also balance this against how we're doing business, and how people feel about working for and with us.

~ "The Gay Leadership Dude"

"THE ELEPHANT & THE RIDER"*



*based on the concepts presented in the book *Switch: How to Change Things When Change Is Hard* by C. & D. Heath (2010).

Idea originally from Dr. Jonathan Haidt (New York University)



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EMPATHY

(continued)



~ "The Gay Leadership Dude"

As the workplace demographics shifts, organizations—and smart leaders—best be looking at how to up their collective emotional intelligence or lose out in retaining the best talent and best customers.

HOW TO AMP UP YOUR EMPATHY

THE "WHAT-WENT-WELL" JOURNAL ...

Each night write down the five things that went well during the day—could be big things (landed that big client!) to small things (the cafeteria had liver for lunch!). Some nights it will be easy to rattle off five, while other nights you'll struggle to get just one.

What you're doing is reprogramming your mind to look for the positive things in your world each day, especially on those really, really hard days.

Studies show within two to three months it will actually change your perception to be more positive. Oh, and use a separate notebook or even your smartphone to record your thoughts.



*COOL QUOTE: "Smart leaders leverage both IQ and EQ to be successful ... but also know EQ eats IQ for breakfast."
("The Gay Leadership Dude")*

Do this! It's an amazing practice to change your perspective!



COMMUNICATION

WHAT'S IT LOOK LIKE?



listens more than (or then) they speak



Non-verbals align with what is actually being said



Adjust delivery method to favor their audience, not themselves

ACTIVE LISTENING

KEY PARAPHRASING STATEMENTS:

- 1** "I'm not sure I'm with you, but what I'm hearing is ..."
- 2** "If I'm hearing you correctly ..."
- 3** "So, from your perspective you see ..."
- 4** "Listening to you, it seems as if ..."
- 5** "So, as you see it, the thing you feel is most important is ..."
- 6** "To me it's almost like you're saying ..."

These are a few of my favorite phrases!!

OPEN-ENDED QUESTIONS (OEQ'S):

- 1** "Help me understand how you got to that perspective ..."
- 2** "What alternatives have you thought about ...?"
- 3** "What do you mean by ...?"
- 4** "What could some of the consequences be ...?"
- 5** "What other possibilities are there...?"
- 6** "What were the considerations that led up to this ...?"
- 7** "Why is this element the most important aspect?"
- 8** "Where might this rule not necessarily hold true?"
- 9** "How else could this situation be explained?"



"SILENT COLLUSION" is when – while a disparaging remark, stereotypical perspectives, or any other hurtful phrase is said – no one says or does anything to refute the statement; people remain silent. That silence implies that the collective "we" agrees with that statement. As an LGBTQ+ Leader, we strive to create an inclusive environment, and that includes stopping uninclusive remarks, even if it's uncomfortable or icky. Here's six ways you can beat silent collusion in your workplace ... and beyond!

THE 6 WAYS TO BEAT SILENT COLLUSION

M **ME**

Ask yourself: "is the statement something that impacts me personally?"

WHAT IT COULD SOUND LIKE

As a woman, Bob, I find that statement to be inaccurate. I consider myself a very good driver.



PROS

focuses on you as a person, not the stereotype



CONS

could be perceived as confrontational

O **OUT**

Call out any "absolutes," stereotypes, or gross generalizations you may hear

So, Bob, you've driven with every woman in the world?



it may bring the microinequity to the consciousness



could be perceived as confrontational

P **POINT**

Point to a specific example that refutes the statement being said

Well actually, Bob, I think we would both agree that Juanita – who drove us to lunch yesterday – is an awesome driver who happens to be female.



it illustrates an example that the person saying the microinequity can relate to



could provide a way for the owner of the biased statement to "brush away" the microinequity they stated



S **SAY**

Saying a non-word that at least indicates you don't agree with what's being said

Woah! Whaaat?

Damn! Huh?



not very confrontational; sends the message you don't agree with the statement



it doesn't go far in addressing the statement; could be perceived as your typical reaction

A **ASK**

Ask the person exactly what they meant by their comment

Bob, what exactly did you mean by that statement?



directly addresses the statement, may allow the "microaggressor" to break out of their unconscious; neutral in tone



be very careful of the tone in which you use

M **MOVE**

Physically remove yourself for the situation



your non-verbal movement will speak volumes



it's nothing more than acknowledging that you don't agree with the statement; doesn't actually address it



LEARN MORE: "LEARNING TAPAS" ONLINE <http://bit.ly/mopsam>



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RELATIONSHIPS

You as the + Leader are Mr (or to be inclusive Ms or Mx) Green Jeans; it's your job to create the right context to not just start or plant the seeds of a relationship, but to cultivate and grow it.

~ "The Gay Leadership Dude"



WHAT'S IT LOOK LIKE?



listens more than (or then) they speak (YES! a repeat)



invite "special guest stars" to team meetings to broaden perspective ...



Adjust delivery method to favor their audience, not themselves

LEADERS BUILD RELATIONSHIPS THRU SUPPORT



EYE FOCUS:
ONE-ON-ONE TIME



BRAIN FOCUS:
INTELLECTUAL
DEVELOPMENT



HEART FOCUS:
INSPIRATION



FEET FOCUS:
NORMATIVE
INFLUENCE

HOW TO AMP UP YOUR RELATIONSHIPS

1



GROW THE OTHERS ... Develop a plan to grow the other Leadership Competencies we've shared ... grow these while you grow your relationship-building skills!

of course do what makes sense!

Seriously - what's your plan?

2



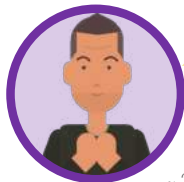
DON'T DINE / CAFFEINATE ALONE ... There's an old saying about never having lunch alone. Take that to heart, and—at least twice a week—go to lunch or coffee with someone in your network. Mix it up: go with close allies and work acquaintances. Don't overplan but be prepared to build rapport and ask questions to get to know the other person. Approach these events as fun and not as a work-networking-thingy.

COOL QUOTE: "Best leadership advice I've ever received? From my mom. She said, 'don't underestimate the power of the admin.' And she's right. Build relationships with everyone ... not just the top dogs!" ("The Gay Leadership Dude")



CULTURE

WHAT'S IT LOOK LIKE?



Managing change and shaping the organization is a powerful strategy for any leader. But I've seen only a small number of folks really do this well; and it's those who can balance the needs of the business with the human aspect that make up the organizations that succeed.

~ "The Gay Leadership Dude"



Isn't afraid to ask questions and challenge the status quo



supports team members through changing times



looks for ways to improve the organization

TOP 4 WAYS YOU CAN SUPPORT CULTURE CHANGE



PERSONAL:
don't resist the change



AS A LEADER:
provide resources for others



AS A LEADER:
shape the culture



AS A LEADER:
Champion the change & hold others accountable

HOW TO AMP UP YOUR CULTURE SKILLZ

BUILD THE CHANGE CASE: Identify something within your workplace that needs changing and make it happen. Be sure that you thoroughly identify the change, initiate the conversation about what you think is the change with the right stakeholders, and identify the resources and plan needed to make the change happen. Have courage and present this to your leadership and see what happens ... you just might make some change!

- What did you identify?
- What's the project plan for executing this change?
- How will you know if (and when) you succeeded?
- (After the change) What's changed for you as a leader as a result of this activity?



← **MAKE CHANGE!** Use this as a guide to help you facilitate change in your workplace ... make a difference!



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CLOSING

MAKE A PLAN! Reflect on these three areas and start to foster change within yourself!

Based on what you heard today, what's one thing you'd like to ...



... STOP?



... START?



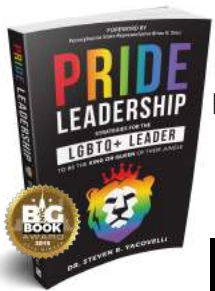
... CONTINUE?

We can't become who we're supposed to be if we continue to stay who we are.

~ still "The Gay Leadership Dude"



Some resources to help you develop your awesomeness further!



BE SURE TO CHECK OUT OUR AWARD-WINNING BOOK (& WORKBOOK) ABOUT LGBTQ+ LEADERSHIP... (ALLIES WELCOME, TOO!)

www.SteveOnAmazon.com

... AND THE ACCOMPANYING ONLINE LEARNING EXPERIENCE

www.PRIDELEADERSHIP.com



Fun pack ... talk to us!



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