THE TOP 6 LEADERSHIP COMPETENCIES
EVERY LEADER SHOULD KNOW & GROW

proudly brought to you by

www.topdoglearning.biz | owners@topdoglearning.biz
change management | diversity & inclusion consulting
leadership development | organizational learning
THE TOP 6 LEADERSHIP COMPETENCIES EVERY LEADER SHOULD KNOW & GROW

drawn to you by “The Gay Leadership Dude”
www.TheGayLeadershipDude.com

~ 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 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.

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

Are you a LEADER?!?

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

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

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 & TRUST

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/husbands versus hanging with your brand-new client or your Aunt Louise!
**TOP 6 LEADERSHIP COMPETENCIES**
EVERY LEADER SHOULD KNOW & GROW

brought to you by “The Gay Leadership Dude”

www.TheGayLeadershipDude.com

**AUTHENTICITY** (continued)

**ID-ING YOUR PERSONAL VALUE SYSTEM**

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!

<table>
<thead>
<tr>
<th>Acceptance</th>
<th>Community</th>
<th>Empathy</th>
<th>Growth</th>
<th>Loyalty</th>
<th>Respect</th>
<th>Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accomplishment</td>
<td>Compassion</td>
<td>Empower</td>
<td>Happiness</td>
<td>Mastery</td>
<td>Responsibility</td>
<td>Support</td>
</tr>
<tr>
<td>Accountability</td>
<td>Competence</td>
<td>Endurance</td>
<td>Hard work</td>
<td>Maturity</td>
<td>Restraint</td>
<td>Surprise</td>
</tr>
<tr>
<td>Accuracy</td>
<td>Concentration</td>
<td>Energy</td>
<td>Harmony</td>
<td>Meaning</td>
<td>Results- oriented</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Achievement</td>
<td>Confidence</td>
<td>Enjoyment</td>
<td>Health</td>
<td>Moderation</td>
<td>Reverence</td>
<td>Talent</td>
</tr>
<tr>
<td>Adaptability</td>
<td>Connection</td>
<td>Enthusiasm</td>
<td>Honesty</td>
<td>Motivation</td>
<td>Rigor</td>
<td>Teamwork</td>
</tr>
<tr>
<td>Alertness</td>
<td>Consciousness</td>
<td>Equality</td>
<td>Honor</td>
<td>Openness</td>
<td>Optimism</td>
<td>Temperance</td>
</tr>
<tr>
<td>Altruism</td>
<td>Consistency</td>
<td>Ethical</td>
<td>Hope</td>
<td>Order</td>
<td>Originality</td>
<td>Thankful</td>
</tr>
<tr>
<td>Ambition</td>
<td>Contentment</td>
<td>Excellence</td>
<td>Imagination</td>
<td>Organization</td>
<td>Order</td>
<td>Thoughtful</td>
</tr>
<tr>
<td>Amusement</td>
<td>Contribution</td>
<td>Experience</td>
<td>Improvement</td>
<td>Passion</td>
<td>Patience</td>
<td>Self-reliance</td>
</tr>
<tr>
<td>Assertiveness</td>
<td>Control</td>
<td>Exploration</td>
<td>Individuality</td>
<td>Persistence</td>
<td>Peace</td>
<td>Sensitivity</td>
</tr>
<tr>
<td>Attentive</td>
<td>Conviction</td>
<td>Expressive</td>
<td>Innovation</td>
<td>Performance</td>
<td>Peace</td>
<td>Serenity</td>
</tr>
<tr>
<td>Awareness</td>
<td>Cooperation</td>
<td>Fairness</td>
<td>Inquisitive</td>
<td>Poise</td>
<td>Potential</td>
<td>Serenity</td>
</tr>
<tr>
<td>Balance</td>
<td>Courage</td>
<td>Famous</td>
<td>Insightful</td>
<td>Poise</td>
<td>Potential</td>
<td>Service</td>
</tr>
<tr>
<td>Beauty</td>
<td>Courtesy</td>
<td>Fearless</td>
<td>Inspiring</td>
<td>Playfulness</td>
<td>Poise</td>
<td>Sharing</td>
</tr>
<tr>
<td>Boldness</td>
<td>Creation</td>
<td>Feels</td>
<td>Integrity</td>
<td>Poise</td>
<td>Potential</td>
<td>Significance</td>
</tr>
<tr>
<td>Bravery</td>
<td>Creativity</td>
<td>Feelings</td>
<td>Intelligence</td>
<td>Poise</td>
<td>Potential</td>
<td>Silence</td>
</tr>
<tr>
<td>Brilliance</td>
<td>Credibility</td>
<td>Ferocious</td>
<td>Intensity</td>
<td>Power</td>
<td>Present</td>
<td>Simplicity</td>
</tr>
<tr>
<td>Calm</td>
<td>Curiosity</td>
<td>Fidelity</td>
<td>Intuitive</td>
<td>Power</td>
<td>Present</td>
<td>Skill</td>
</tr>
<tr>
<td>Candor</td>
<td>Decisive</td>
<td>Focus</td>
<td>Intuition</td>
<td>Power</td>
<td>Present</td>
<td>Skillfulness</td>
</tr>
<tr>
<td>Capable</td>
<td>Decisiveness</td>
<td>Fore sight</td>
<td>Irreverent</td>
<td>Productivity</td>
<td>Professionalism</td>
<td>Smart</td>
</tr>
<tr>
<td>Careful</td>
<td>Dedication</td>
<td>Fortitude</td>
<td>Joy</td>
<td>Potential</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Certainty</td>
<td>Dependability</td>
<td>Freedom</td>
<td>Justice</td>
<td>Purpose</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Challenge</td>
<td>Determination</td>
<td>Friendship</td>
<td>Kindness</td>
<td>Purpose</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Charity</td>
<td>Development</td>
<td>Fun</td>
<td>Knowledge</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>Devotion</td>
<td>Generosity</td>
<td>Lawful</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Clear</td>
<td>Dignity</td>
<td>Genius</td>
<td>Leadership</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Clever</td>
<td>Discipline</td>
<td>Giving</td>
<td>Leadership</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Comfort</td>
<td>Discovery</td>
<td>Goodness</td>
<td>Learning</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Commitment</td>
<td>Drive</td>
<td>Grace</td>
<td>Liberty</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Common sense</td>
<td>Effectiveness</td>
<td>Gratitude</td>
<td>Logic</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
<tr>
<td>Communication</td>
<td>Efficiency</td>
<td>Greatness</td>
<td>Love</td>
<td>Quality</td>
<td>Professionalism</td>
<td>Solitude</td>
</tr>
</tbody>
</table>

**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”
THE TOP 6 LEADERSHIP COMPETENCIES
EVERY LEADER SHOULD KNOW & GROW

brought to you by “The Gay Leadership Dude”
www.TheGayLeadershipDude.com

Developed by
Steven R. Yacovelli, Ed.D.
04-20-05

AUTHENTICITY
(continued)

ID-ING YOUR PERSONAL VALUE SYSTEM (con’t)

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.

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.

Write your Top 5 Personal Values in the space below:

1 2 3 4 5

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)

© 2020 TopDog Learning Group, LLC. None of this awesome content may not be used without written permission from www.topdoglearning.biz. All rights reserved. So there. Nanny-nanny boo boo.
**COURAGE**
(continued)

**HOW TO AMP UP YOUR COURAGE**

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

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

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**

**THE ELEPHANT & THE RIDER**

- **RATIONAL**
  - Features
  - Data
  - Logic
  - Cases
  - Exhibits

- **EMOTIONAL**
  - Stories
  - Emotion
  - Suspense
  - Surprise
  - Metaphors

- **EQ**
  - Self-awareness
  - Social-awareness

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

THE TOP 6 LEADERSHIP COMPETENCIES
EVERY LEADER SHOULD KNOW & GROW
brought to you by “The Gay Leadership Dude”
www.TheGayLeadershipDude.com

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.

Cool Quote: “Smart leaders leverage both IQ and EQ to be successful … but also know EQ eats IQ for breakfast.”

“The Gay Leadership Dude”

How to Amp Up Your Empathy

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…”

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?”

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.
“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

<table>
<thead>
<tr>
<th>ME</th>
<th>OUT</th>
<th>POINT</th>
<th>SAY</th>
<th>ASK</th>
<th>MOVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WHAT IT COULD SOUND LIKE</strong></td>
<td><strong>WHAT IT COULD SOUND LIKE</strong></td>
<td><strong>WHAT IT COULD SOUND LIKE</strong></td>
<td><strong>WHAT IT COULD SOUND LIKE</strong></td>
<td><strong>WHAT IT COULD SOUND LIKE</strong></td>
<td><strong>WHAT IT COULD SOUND LIKE</strong></td>
</tr>
<tr>
<td>Ask yourself: “Is the statement something that impacts me personally?”</td>
<td>Call out any “absolutes,” stereotypes, or gross generalizations you may hear</td>
<td>Point to a specific example that refutes the statement being said</td>
<td>Saying a non-word that at least indicates you don’t agree with what’s being said</td>
<td>Ask the person exactly what they meant by their comment</td>
<td>Physically remove your self for the situation</td>
</tr>
<tr>
<td>As a woman, Bob, I find that statement to be inaccurate. I consider myself a very good driver.</td>
<td>So, Bob, you’ve driven with every woman in the world?</td>
<td>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.</td>
<td>Woah! Whaaaat? Damn! Huh?</td>
<td>Bob, what exactly did you mean by that statement?</td>
<td>Your non-verbal movement will speak volumes</td>
</tr>
<tr>
<td>Focuses on you as a person, not the stereotype</td>
<td>It may bring the microinequity to the consciousness</td>
<td>It illustrates an example that the person saying the microinequity can relate to</td>
<td>Not very confrontational; sends the message you don’t agree with the statement</td>
<td>Directly addresses the statement, may allow the “microaggressor” to break out of their unconscious; neutral in tone</td>
<td>It’s nothing more than acknowledging that you don’t agree with the statement, doesn’t actually address it</td>
</tr>
<tr>
<td><strong>CONS</strong></td>
<td><strong>CONS</strong></td>
<td><strong>CONS</strong></td>
<td><strong>CONS</strong></td>
<td><strong>CONS</strong></td>
<td><strong>CONS</strong></td>
</tr>
<tr>
<td>Could be perceived as confrontational</td>
<td>Could be perceived as confrontational</td>
<td>Could provide a way for the owner of the biased statement to “brush away” the microinequity they stated</td>
<td>It doesn’t go far in addressing the statement; could be perceived as your typical reaction</td>
<td>It wouldn’t go far in addressing the issue, could be perceived as your typical reaction</td>
<td>It’s nothing more than acknowledging that you don’t agree with the statement, doesn’t actually address it</td>
</tr>
</tbody>
</table>

---

**LEARN MORE: “LEARNING TAPAS” ONLINE**

THE TOP 6 LEADERSHIP COMPETENCIES EVERY LEADER SHOULD KNOW & GROW

brought to you by “The Gay Leadership Dude”
www.TheGayLeadershipDude.com

RELATIONSHIPS

WHAT’S IT LOOK LIKE?

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.

EYE FOCUS: ONE-ON-ONE TIME

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

BRAIN FOCUS: INTELLECTUAL DEVELOPMENT

invite “special guest stars” to team meetings to broaden perspective ...

HEART FOCUS: INSPIRATION

Adjust delivery method to favor their audience, not themselves

FEET FOCUS: NORMATIVE INFLUENCE

LEADERS BUILD RELATIONSHIPS THRU SUPPORT

HOW TO AMP UP YOUR RELATIONSHIPS

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

1

GROW THE OTHERS ...

RELATIONSHIPS

AUTHENTICITY

APPLICATION

EMPATHY

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”)

© 2020 TopDog Learning Group, LLC. None of this awesome content may not be used without written permission from www.topdoglearning.biz. All rights reserved. So there. Nanny nanny boo boo.
TOP 6 LEADERSHIP COMPETENCIES
EVERY LEADER SHOULD KNOW & GROW

brought to you by “The Gay Leadership Dude”

www.TheGayLeadershipDude.com

CULTURE

WHAT’S IT LOOK LIKE?

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

supports team members through changing times

looks for ways to improve the organization

MANAGING CHANGE: 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”

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!
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”

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

Some resources to help you develop your awesomeness further!

Fun pack … talk to us!