THE
TOP 6 LEADERSHIP COMPETENCIES
EVERY LEADER SHOULD KNOW & GROW

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

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

Are you a LEADER?!?

OUR TOP 6

AUTHENTICITY | COURAGE | EMPATHY | COMMUNICATION | RELATIONSHIPS | CULTURE

AUTHENTICITY

WHAT’S IT LOOK LIKE?

AUTHENTICITY & CONTEXT

AUTHENTICITY & TRUST

TRUST

© 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.
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>
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<tr>
<td>Achievement</td>
<td>Confidence</td>
<td>Enjoyment</td>
<td>Health</td>
<td>Moderation</td>
<td>Teamwork</td>
<td>Talent</td>
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<tr>
<td>Adaptability</td>
<td>Connection</td>
<td>Enthusiasm</td>
<td>Honesty</td>
<td>Motivation</td>
<td>Temperance</td>
<td>Thankful</td>
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<tr>
<td>Alertness</td>
<td>Consciousness</td>
<td>Equality</td>
<td>Honor</td>
<td>Openness</td>
<td>Risk</td>
<td>Thorough</td>
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<tr>
<td>Altruism</td>
<td>Consistency</td>
<td>Ethical</td>
<td>Hope</td>
<td>Optimism</td>
<td>Satisfaction</td>
<td>Thoughtful</td>
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<tr>
<td>Ambition</td>
<td>Contentment</td>
<td>Excellence</td>
<td>Humility</td>
<td>Order</td>
<td>Security</td>
<td>Timeliness</td>
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<tr>
<td>Amusement</td>
<td>Contribution</td>
<td>Experience</td>
<td>Imagination</td>
<td>Organization</td>
<td>Self-reliance</td>
<td>Tolerance</td>
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<tr>
<td>Assertiveness</td>
<td>Control</td>
<td>Exploration</td>
<td>Improvement</td>
<td>Originality</td>
<td>Selflessness</td>
<td>Toughness</td>
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<td>Attentive</td>
<td>Conviction</td>
<td>Expressive</td>
<td>Independence</td>
<td>Passion</td>
<td>Sensitivity</td>
<td>Traditional</td>
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<tr>
<td>Awareness</td>
<td>Cooperation</td>
<td>Fairness</td>
<td>Individuality</td>
<td>Patience</td>
<td>Serenity</td>
<td>Tranquility</td>
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<tr>
<td>Balance</td>
<td>Courage</td>
<td>Familiarity</td>
<td>Innovation</td>
<td>Peace</td>
<td>Service</td>
<td>Transparency</td>
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<tr>
<td>Beauty</td>
<td>Courtesy</td>
<td>Fearless</td>
<td>Inquisitive</td>
<td>Performance</td>
<td>Sharing</td>
<td>Trust</td>
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<tr>
<td>Boldness</td>
<td>Creation</td>
<td>Feelings</td>
<td>Insightful</td>
<td>Persistence</td>
<td>Significance</td>
<td>Trustworthy</td>
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<tr>
<td>Bravery</td>
<td>Creativity</td>
<td>Feelings</td>
<td>Inspiring</td>
<td>Playfulness</td>
<td>Silence</td>
<td>Truth</td>
</tr>
<tr>
<td>Brilliance</td>
<td>Credibility</td>
<td>Ferocious</td>
<td>Integrity</td>
<td>Poise</td>
<td>Simplicity</td>
<td>Understanding</td>
</tr>
<tr>
<td>Calm</td>
<td>Curiosity</td>
<td>Fidelity</td>
<td>Intelligence</td>
<td>Potential</td>
<td>Skill</td>
<td>Uniqueness</td>
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<tr>
<td>Candor</td>
<td>Decisive</td>
<td>Focus</td>
<td>Intensity</td>
<td>Power</td>
<td>Skillfulness</td>
<td>Unity</td>
</tr>
<tr>
<td>Capable</td>
<td>Decisiveness</td>
<td>Foresight</td>
<td>Intuitive</td>
<td>Present</td>
<td>Smart</td>
<td>Valor</td>
</tr>
<tr>
<td>Careful</td>
<td>Dedication</td>
<td>Fortitude</td>
<td>Irreverent</td>
<td>Productivity</td>
<td>Solitude</td>
<td>Victory</td>
</tr>
<tr>
<td>Certainty</td>
<td>Dependability</td>
<td>Freedom</td>
<td>Joy</td>
<td>Professionalism</td>
<td>Spirit</td>
<td>Vigor</td>
</tr>
<tr>
<td>Challenge</td>
<td>Determination</td>
<td>Friendship</td>
<td>Justice</td>
<td>Prosperity</td>
<td>Spirituality</td>
<td>Vision</td>
</tr>
<tr>
<td>Charity</td>
<td>Development</td>
<td>Fun</td>
<td>Kindness</td>
<td>Purpose</td>
<td>Spontaneous</td>
<td>Vitality</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>Devotion</td>
<td>Generosity</td>
<td>Knowledge</td>
<td>Quality</td>
<td>Stability</td>
<td>Wealth</td>
</tr>
<tr>
<td>Clear</td>
<td>Dignity</td>
<td>Genius</td>
<td>Lawful</td>
<td>Realistic</td>
<td>Status</td>
<td>Welcoming</td>
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<tr>
<td>Clever</td>
<td>Discipline</td>
<td>Giving</td>
<td>Leadership</td>
<td>Reason</td>
<td>Stewardship</td>
<td>Winning</td>
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<tr>
<td>Comfort</td>
<td>Discovery</td>
<td>Goodness</td>
<td>Learning</td>
<td>Recognition</td>
<td>Strength</td>
<td>Wisdom</td>
</tr>
<tr>
<td>Commitment</td>
<td>Drive</td>
<td>Grace</td>
<td>Liberty</td>
<td>Recreation</td>
<td>Structure</td>
<td>Wonder</td>
</tr>
<tr>
<td>Common sense</td>
<td>Effectiveness</td>
<td>Gratitude</td>
<td>Logic</td>
<td>Reflective</td>
<td>Structure</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Efficiency</td>
<td>Greatness</td>
<td>Love</td>
<td>Respect</td>
<td>Structure</td>
<td></td>
</tr>
</tbody>
</table>

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”
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

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”
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**COURAGE**

(continued)

**HOW TO AMP UP YOUR COURAGE**

1. 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!

**EMPATHY**

**WHAT’S IT LOOK LIKE?**

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 ELEPHANT & THE RIDER”**

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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.

COMMUNICATION

WHAT’S IT LOOK LIKE?

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?”

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“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>M</th>
<th>Ask yourself: “is the statement something that impacts me personally?”</th>
</tr>
</thead>
<tbody>
<tr>
<td>O</td>
<td>Call out any “absolutes,” stereotypes, or gross generalizations you may hear</td>
</tr>
<tr>
<td>P</td>
<td>Point to a specific example that refutes the statement being said</td>
</tr>
<tr>
<td>+</td>
<td>Saying a non-word that at least indicates you don’t agree with what’s being said</td>
</tr>
<tr>
<td>S</td>
<td>Ask the person exactly what they meant by their comment</td>
</tr>
<tr>
<td>A</td>
<td>Physically remove yourself for the situation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WHAT IT COULD SOUND LIKE</th>
<th>PROS</th>
<th>CONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a woman, Bob, I find that statement to be inaccurate. I consider myself a very good driver.</td>
<td>focuses on you as a person, not the stereotype</td>
<td>could be perceived as confrontational</td>
</tr>
<tr>
<td>So, Bob, you’ve driven with every woman in the world?</td>
<td>it may bring the microinequity to the consciousness</td>
<td>could be perceived as confrontational</td>
</tr>
<tr>
<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>it illustrates an example that the person saying the microinequity can relate to</td>
<td>could provide a way for the owner of the biased statement to “brush away” the microinequity they stated</td>
</tr>
<tr>
<td>Woah! Whaat? Damn! Huh?</td>
<td>not very confrontational; sends the message you don’t agree with the statement</td>
<td>it doesn’t go far in addressing the statement; could be perceived as your typical reaction</td>
</tr>
<tr>
<td>Bob, what exactly did you mean by that statement?</td>
<td>directly addresses the statement, may allow the “microaggressor” to break out of their unconscious; neutral in tone</td>
<td>be very careful of the tone in which you use</td>
</tr>
</tbody>
</table>

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RELATIONSHIPS

WHAT’S IT LOOK LIKE?

LEADERS BUILD RELATIONSHIPS THRU SUPPORT

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!

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.
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WHAT’S IT LOOK LIKE?

TOP 4 WAYS YOU CAN SUPPORT CULTURE CHANGE

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?

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”
Based on what you heard today, what’s one thing you’d like to …

△ ... STOP?

▶ ... START?

II ... 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!)

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