

Program Guide and Reference Material

Includes:

- Leadership Power and Influence
- Relationship Building
- Empathy
- Teamwork
- Conflict Resolution
- Service to Others
- Appreciation of Diversity
- Use of Charisma
- Building Networks of Influence



The Eighth Competency of LEADERSHIP

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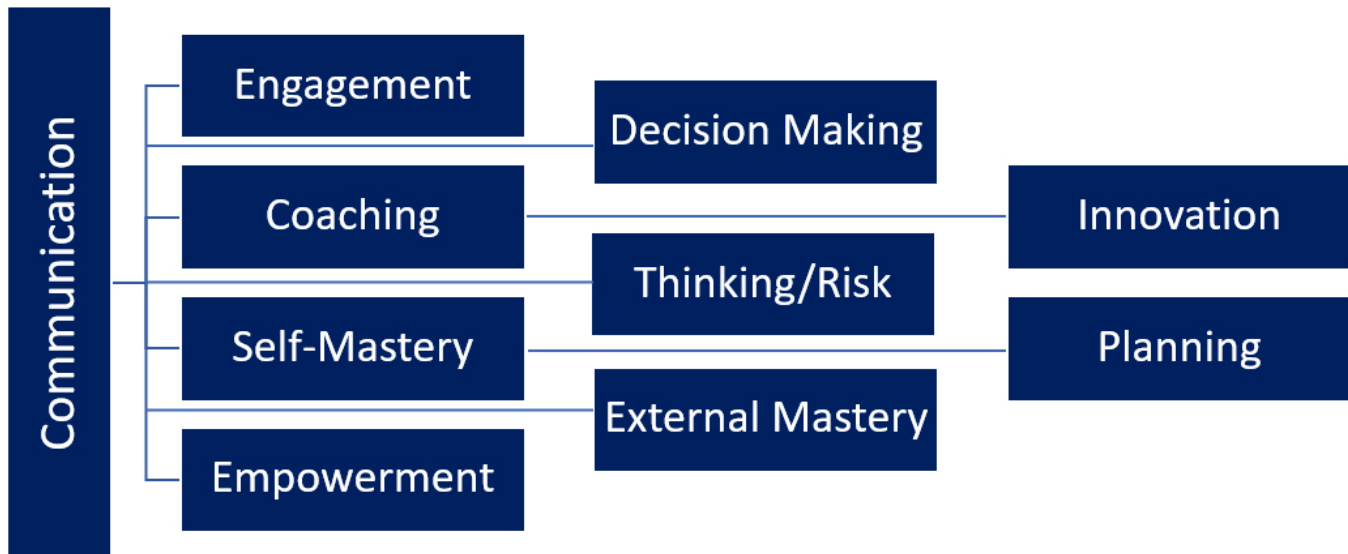
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POWER AND RELATIONSHIPS

The 10 Competencies of Outstanding Leadership:

The Aegis Learning Edge is a statistically accurate, empirically driven and best-practice validated model for leadership development. With 25 years of research and case studies, this copyrighted approach insures that you have the proven techniques to succeed as a leader.



Successful Leaders		Failed Leaders
96%	Communication	7%
86%	Team Member Engagement	2%
85%	Coaching and Feedback	32%
84%	Self-Awareness and Self-Management	48%
81%	Empowerment and Delegation	63%
79%	Decision Making	45%
75%	Thinking and Risk	34%
74%	External Management	42%
71%	Innovation and Change	55%
67%	Planning and Vision	54%

1. Communication
2. Team Member Engagement
3. Coaching and Feedback
4. Self-Awareness and Self-Mastery
5. Power and Relationships and Delegation
6. Decision Making and Judgment
7. Thinking and Risk
8. Power and Relationships
9. Innovation and Change
10. Planning, Vision and Values

Cascade Effect:

The leadership model is built on a cascade. This means that each competency must be mastered before the next one can be engaged and utilized.

Leadership Core Principle:

Leadership is the art and science of getting people to do something because they want to do it for you.

**Being powerful
is like being a
lady. If you
have to tell
people you are,
you aren't.**

Margaret Thatcher

Power and Relationships:

Power and Relationships is a complex set of skills and behaviors connected to the science of emotional intelligence.

Emotional intelligence is the highly valid behavioral science pioneered by Dr. Daniel Goleman and has these important baselines:

1. 80% of all decisions, reactions and responses are driven by emotions. You may start down a logical path but at decision point, emotions become the primary driver.
2. Emotional intelligence is far more predictive of workplace success than intellectual capacity (IQ).
3. Leaders with emotional intelligence are far more successful and able to command greater long-term respect than those leaders who lack emotional intelligence.
4. Emotional intelligence has no correlation to age or gender.
5. Team members and customers are also emotional humans and need leadership that appeals to those emotions.
6. Emotions drive attitudes. Attitudes drive behavior.

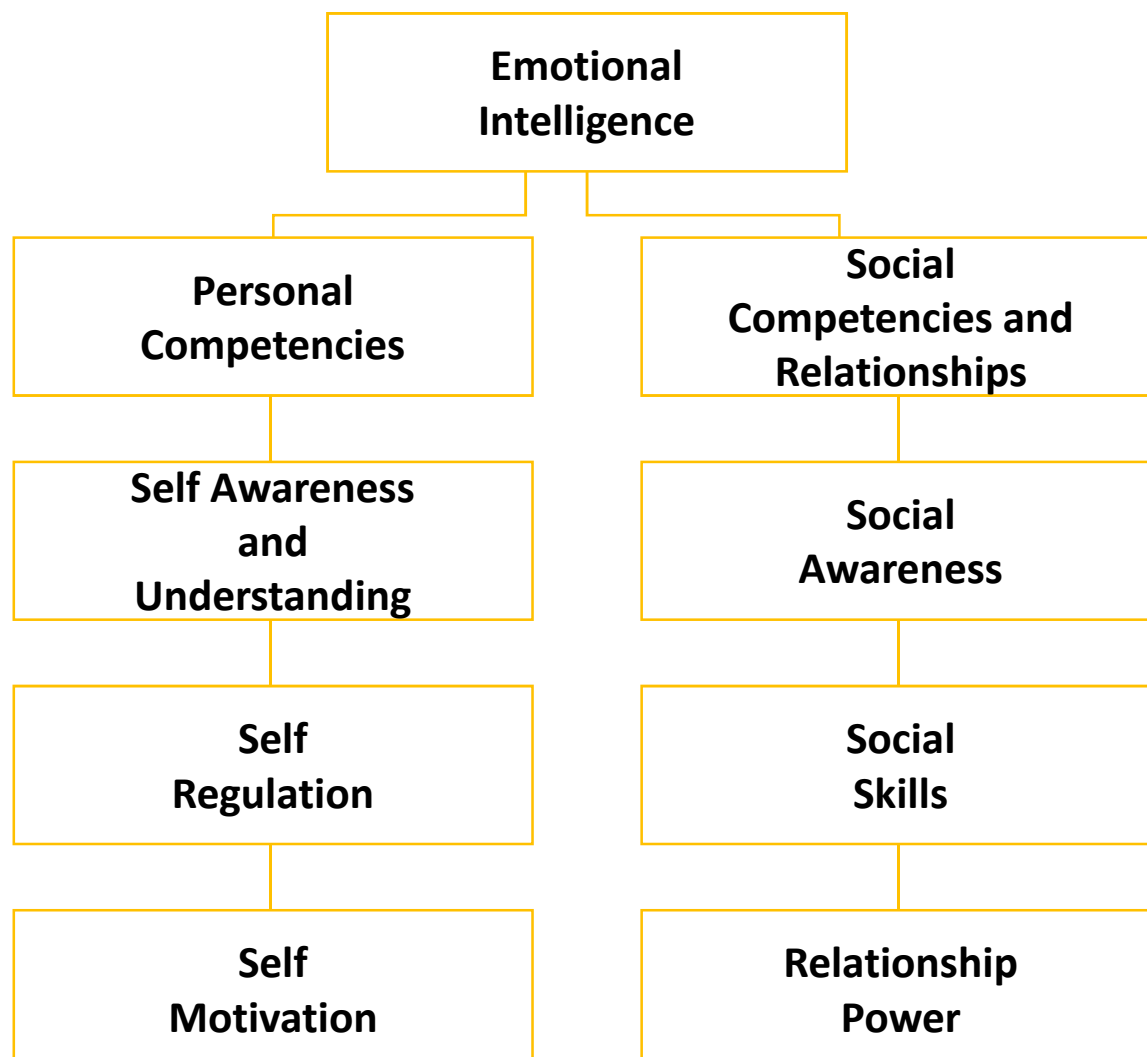
Two Sides of Emotional Intelligence:

Emotional intelligence is divided into two distinctive sides. Personal skills are those emotional intelligence pieces that are very individualized and focused on you. They include:

- **Self-Awareness**
 - Aware of and Understanding Emotional Composition
 - Aware of Behaviors and Attitude
 - Accurate Assessment of Strengths and Challenges
 - Continuous Self-Assessment
- **Self-Management**
 - Self-Regulation
 - Confidence
 - Resilience
 - Drive and Achievement
 - Flexibility
 - Optimistic
 - Conscientiousness
 - Innovativeness
 - Trustworthiness
 - Initiative
 - Commitment

The second half of emotional intelligence are social skills that are wrapped around your interactions and relationships with others. Those skills include:

- **Social Awareness**
 - Empathy
 - Communication and Connection
 - Organizational Savvy
 - Helpfulness and Service to Others
 - Appreciation of Diversity
 - Global Orientation
- **Relationship Management**
 - Inspiration and Influence
 - Teamwork and Team Building
 - Personal Relationship Building and Management
 - Conflict Resolution and Management
 - Dealing with Change
 - Development of Others



Power and Relationships:

Power and Relationships are the external or social side of emotional intelligence.

As equally important to Self-Mastery, these skills allow us to function around other people, deal with conflict and create a deeper and stronger connection with team members. Additionally, Power and Relationships are also about your charm, charisma and ability to attract people to you.

Power and Relationships Objectives:

1. To understand the impact of the social side of emotional intelligence to project a more dynamic leadership approach and style.
2. To build relationships and relationship depth with team members and others to enhance influence.
3. To subordinate the overuse of expert, organizational, threat and reward power.
4. To more successfully deal with conflict.
5. To connect better and work better with others (teamwork).

The Importance of Power and Relationships:

Leaders that develop this competency will have:

1. Stronger influence with their team.
2. Stronger influence with other stakeholders (peers, superior level leaders, customers).
3. Work better with others.
4. Resolve conflict easily and effectively.
5. Develop an evolved personal leadership brand and personal loyalty with team members.

**The measure
of a man is
what he
does with
power.**

Plato

Leadership Power:

Leaders need power to operate and function in the role of leader. What becomes important is how that power is used and in what proportion. Although it has a negative stigma, power is as necessary as any other leadership competency.

The effective leader will embrace a hybrid of all five of the major power types and not overuse any individual type. The effective leader will also match power types to situations and gauge the type of power that is encouraged and promoted within their individual organization.

Types of Leadership Power:**1. Expert Power**

- Expert Power is the ability to be the expert in a particular field or within the operations of a system.
- This power type has all of the answers and all of the ideas.

2. Threat Power

- “If not/then” is the core architecture of Threat Power.
- The threat or consequences can be articulated or implied.

3. Reward Power

- Reward Power is the opposite of Threat Power.
- Reward Power operates on an “if/then” concept with reward attached to the completion of a task or loyalty of the leader.

4. Organizational or Legitimate Power

- Organizational Power is the authority or power granted based on job title.
- This type of power is most prevalent in hierarchal organizations.
- It is also often displayed in newer leaders.

5. Relational or Relevant Power

- The power to get things done and achieve objectives based on relationships within the organization.
- Those relationships can be with subordinates, peers, or superiors.

Leadership Power Type Overuse:

The common pitfalls of the overuse of any particular power type include:

1. Expert Power

- Failure to develop expertise in team members.
- Bottlenecking of all decisions to the leader.
- Failure to delegate.
- Over-value in current function. No promotional opportunities will exist.

2. Threat Power

- Team members will lack any motivation.
- Team members will avoid any meaningful contact with the leader.
- Team members will spin communication to avoid any confrontation with the leader.
- Eventually, threats will have to be supported by actions or credibility will be lost.

3. Reward Power

- The continual and consistent availability of rewards become problematic for many organizations.
- Some behaviors or events may be overlooked.
- The potential for the appearance of unfair application of rewards.

4. Organizational Power

- Job title may not be consistent with leadership quality.
- Ideas and conversations may be discouraged.
- Chain of Command is valued more than the correct course of action.

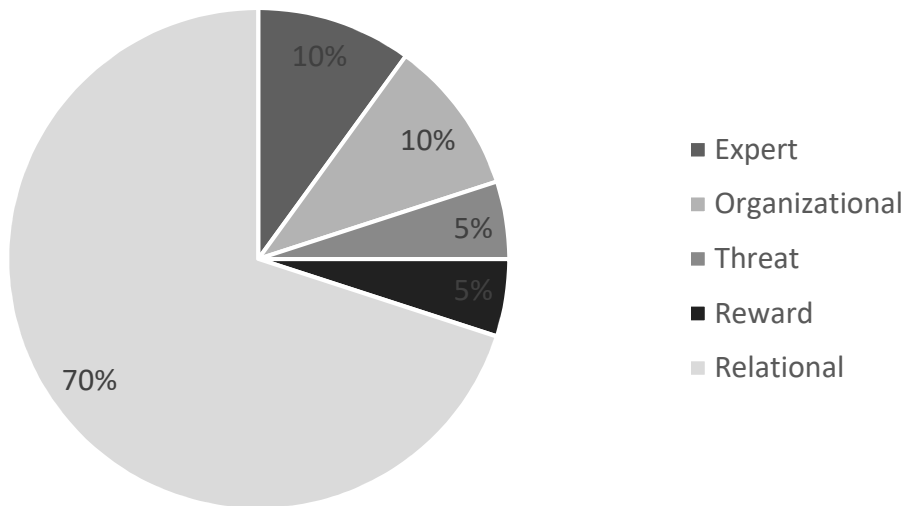
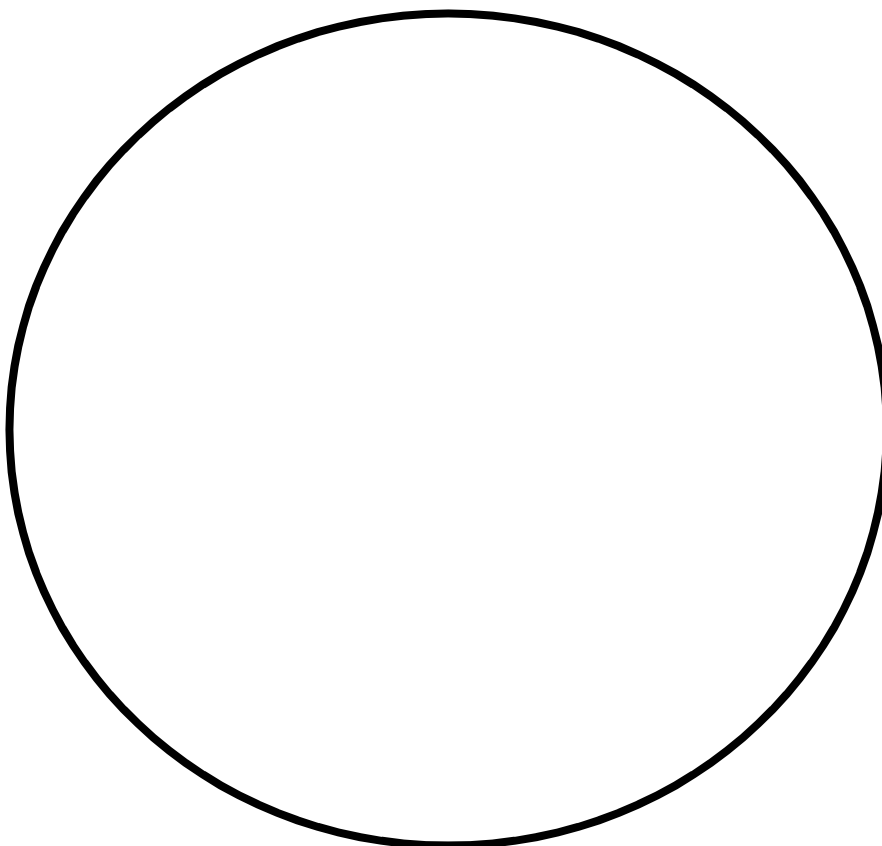
5. Relational Power

- Perception of lack of real productivity.
- May be labeled as a “butt kisser.”
- The amount of time needed to maintain relationships.
- Successful relationships must be reciprocal in nature and if usury or manipulation is believed, credibility will be lost.

Leadership Power Type Desired Distribution:

The desired distribution of the power types in a leadership role are:

Power Types-Desired Distribution

**Your Leadership Power Distribution:**

Shifting Leadership Power:

To produce a shift in leadership power:

1. Reduce Expert Power
 - Empower Team Members for Decisions
 - Seek Input Rather than Having Answers
 - Share Knowledge with Team Members
 - Trust Team Member Choices and Decisions
 - Subordinate Your Own Ego
 - Let Others Be Right
2. Increase Relationship Power
 - Value People as Much as Process and Achievement
 - Invest Time in Relationship Building and Management
 - Build Cross-Functional Networks and Relationships
 - Provide Mutuality in Relationships
3. Reduce Organizational Power
 - Reduce or Eliminate the Use of Titles and Credentials
 - Examine Critically the Need to Sign and Approve Things
 - Empower Team Members for Operational Actions
4. Reduce Threat Power
 - Watch and Become Self-Aware of Intimations Affecting Team Member Security
 - Avoid Stories of People Being Fired
 - Avoid Comparisons to Other Team Members or Self
5. Reduce Reward Power
 - Rely More on Intrinsic Team Motivations
 - Build Loyalty on Relationships Not Monetary Rewards
 - Don't Promise What You Can't Deliver

Connection is why we're here. We are hardwired to connect with others, it's what gives purpose and meaning to our lives, and without it there is suffering.

Brene' Brown

$$I = (RD + PF) + (.10 * EP)$$

I is Influence

RD is Relationship Depth

PF is Positive Feedback

EP is Expert Power or Technical Expertise

Influence (I) is how we get people to do what we want and need them to do and relationship depth (RD) is our connection with our team members. Positive feedback is the coaching provided to them regularly including praise, appreciation and encouragement.

Expert power (EP) is your technical expertise and experience in your particular field. Only ten percent of it is valued in influence. The overuse of expert power by a leader can have a devastating effect on engagement, morale and motivation. Leaders do not have to be experts. Leaders have to generate influence through relationship depth and positive feedback.

DISCRETIONARY EFFORT

Discretionary effort is the amount of work that a team member could supply above what they are paid to do or their minimum requirements.

The pay provided to a team member compensates for the lowest minimum requirement of performance and behavior.

To achieve more than the minimum level of performance, a leader must tap into, unlock and leverage the discretionary effort of team members.

Relationships and Relationship Depth:

1. Relationships meet the basic motivational need identified as social needs. People build relationships with people not with companies or organizations.
2. Relationship depth Improves team member loyalty, allows team member forgiveness, improves team member retention and improves workplace tone and stress.
3. The relationship that team members crave the most is with their leader, their immediate supervisor.
4. To a team member, the leader is the most important connection in the working environment. This relationship is the conduit to the organization and strongest working connection.
5. Team members that seek isolation or profess to want to be alone are false flags of needs not being met and a leader not working correctly to connect that team member.
6. A leader must have a solid relationship with ALL team members and not just the ones with easy affinity or prior interactions.

Improving Relationships:

1. Spend time getting to know team members.
 - Family Composition (Relationship Level 1)
 - Interests and Passions (Relationship Level 2)
 - Location of Origin (Relationship Level 3)
 - Career Aspirations (Relationship Level 4)
 - Birthday and Work Anniversary (Relationship Level 5)
 - The Five Levels have Two Powerful Commonalities
 - They Are Owned Uniquely by the Team Member
 - They Are Valued by the Team Member
2. To build solid relationships work on:
 - Establishing Commonality
 - Listen Effectively
 - Make the Team Member Important and Feel Important
 - Compliment and Validate What You Learn
 - “That’s Interesting”
 - “How Cool Is That”
 - Avoid Sharing Your Experiences Immediately
 - Avoid “One-Upmanship”
 - Be Respectful of Differences in Lifestyle, Interests, Politics, Etc.
 - Become Comfortable with Personal Transparency and Provide Trust
 - Document What You Learn
3. Follow-up on things learned in the relationship levels and ask about things that are important to individual team members. Demonstrate genuine interest in them.

**Everything that
irritates us
about others
can lead us to
an
understanding
of ourselves.**

Carl Jung

Empathy:

Empathy is the ability to understand the perspective, emotions and viewpoint of another person. It is walking in another person's shoes and traveling their journey. It is understanding what someone else is going through at any moment or in an extended period of time.

Empathy is also the capacity to experience and relate to the feelings of others. It is a basic understanding of what someone is feeling. Empathy is a respectful validation of another person's feelings or emotions. Empathy is a basic human characteristic that is needed for a person to be caring and compassionate.

Empathy is also the bridge between an emotional position and a logical position. It connects policy, procedure, process and business decisions with the human emotional state.

Empathy is NOT sympathy. Sympathy provides a compromise of position or a change of condition. Empathy understands but does not always compromise.

Types of Empathy:

1. Cognitive
 - Recognize What Someone is Feeling
 - Requires Basic Emotional Awareness
2. Emotional
 - Feeling What Someone is Feeling
 - Usually Requires a Shared Experience
 - Deeper Levels of Emotional Intelligence and Awareness
3. Compassionate
 - Assisting with the Feelings of Others
 - Need to Help and Fix
 - Counselling Type of Approach

Leaders practice effective cognitive empathy without compromising organizational needs or core values.

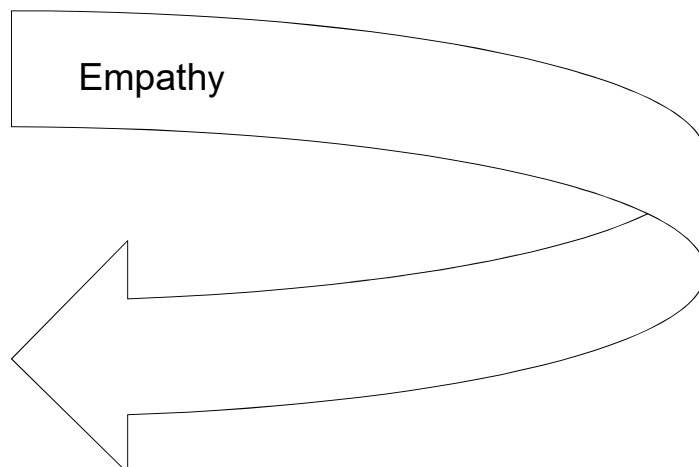
Tactics to Improve Empathy:

To enhance and improve empathy:

1. Listen Effectively and Without Interruption
2. Avoid Assumptions and Judgment
3. Place Yourself in the Narrative or Situation
4. Don't Dismiss or Diminish Feelings
5. Don't Compare to Anything You Have Gone Through
6. Provide Validating Statements
7. Provide an Apology
8. Make Practicing Empathy a Conscious Choice
9. Slow Down and be in a Mindful Presence
10. Remember These Interactions are NOT About You

The Bridge of Empathy:

1. Organizational Needs
 - Relocation
 - Title Change
 - Hours Change
 - Staffing Levels
 - Service Times
2. Emotional Position or Attachment
 - Attachment to Office
 - Prestige and Ego
 - Personal Needs
 - Socialization Needs
 - Basic Needs



**Talent wins
games, but
teamwork and
intelligence
wins
championships.**

Michael Jordan

Skill: Teamwork

High Performing Team Competencies and Skills:



Skill: Teamwork

High performing teams share these characteristics and use these competencies to maintain maximum performance and team member satisfaction.

1. Communication

- Throughout Team Chain
- Peer Based is Most Predominant
- Open and Transparent

2. Relationships with Team Members

- Built on Commonalities and Respect
- With Boundaries
- Respectful

3. Trust

- Reliable
- Vulnerable

4. Dealing with Conflict

- Unavoidable
- Kept at Process or Task Level

5. Understanding Roles and Role Impact

- Role Impact
- Awareness

6. Collaboration, Support and Assistance

- Input
- Help
- Knowledge Sharing

7. Forgiveness

- Baggage Elimination
- Creates Common Baseline

8. Mission and Purpose Focus

- Energy Directed to Results
- Removes Side Issues

9. Feedback

- Not Leadership Dependent
- Positive and Corrective

10. Surrender and Subordination of Self

- Not About an Individual
- Contributes What's Needs
- Creates Discomfort

The symptoms of poorly performing teams include:

1. Personal Agendas

- Personal Needs Above Team Needs
- Gossiping and Rumors

2. Poor Communication

3. No Common Objectives or Purpose

4. Lack of Role Understanding

5. No Feedback

6. Personal Baggage at Work

7. Desire for Personal Glory and Comfort

8. Lack of Commitment

9. Prejudices About Team Members

- Abilities
- Contributions
- Qualifications

10. Lack of Respect and Trust

11. Failure to Ask for Help

12. Failure to Ask Questions

The Tattling Culture:

1. All issues brought to a supervisor or leader for resolution.
2. Often causes greater resentments and conflicts.
3. Often creates retaliatory tattling.
4. Forces a leader or other mediator to choose sides.
5. Often happens in email exchanges.
6. Resolves nothing.

High Performing Teams:

High performing teams are those groups that function at the highest possible levels using all team competencies and skills. They move through the stages of teams into performing and work hard to stay at that level. There is consistent communication, trust, feedback, mission focus and people doing the right thing for the benefit of the team. Issues are resolved quickly and transparency is high.

Teamwork Objectives:

1. To maximize the performance of the overall working unit, department or organization through the combined and coordinated work of all team members.
2. To enhance the satisfaction of team members and their enjoyment of work.
3. To create an environment where both the organization and team members thrive.

The Importance of Teamwork:

1. Teamwork provides the highest level of organizational performance and is the secret ingredient for achieving optimal results.
2. Work satisfaction is greatly enhanced when teamwork is present. People want to work in a collaborative and supportive environment.
3. Customers receive greater levels of service when teamwork is high. Conversely, customers are the first to see dysfunctions in a team.
4. Reductions in conflict and overall workplace tensions are realized with enhanced teamwork.
5. Organizations with great teamwork share knowledge and learning is more likely to be valued and present.
6. Less dependency is on leaders and they are allowed to do leadership things.

**Conflict
cannot
survive
without your
participation.**

Wayne Dyer

Conflict:

Whenever two or more people are gathered in a group, conflict becomes inevitable. In a healthy team environment, conflict is welcomed and it leads to process improvement, innovation and transparency. In teams ill equipped for conflict, it can become a replaced focus, disable work and build deeper schisms and resentments.

Conflict arises when:

1. There are unmet needs of one or more individuals within a group or relationships.
2. There is a difference in perspective or something is viewed differently.
3. Values are different.
4. There is a lack of understanding, trust and empathy applied.
5. People compete for resources or resources are scarce.
6. People attempt to win at the expense of another person losing.

Types of Conflict:

1. Process Conflict
 - Impersonal
 - About the Way Something is Done
 - Healthy When it Stays Here
 - Logically Driven
2. Emotional Conflict
 - Personal
 - About a Person or Their Style
 - Not Healthy
 - Ego and Emotion Based
3. View Conflict
 - Can be Emotional or Process
 - Disagrees About a Situation or Condition
 - Can Progress Into Emotional Conflict

Types of Conflict Participants:

1. Avoids Conflict
 - Needs Remain Unmet
 - Conflict Continues to Build and Fester
 - Resentments Grow
2. Conflict Forcer
 - Brings Conflict to the Forefront
 - Often Assertive in Approach
 - Use Win/Lose Approach
3. Surrender
 - Gives In or Gives Up
 - Needs Remain Unmet
 - Resentments Grow
4. Compromiser
 - Negotiates a Settlement
 - Not Always Best Solution
 - Each Party Gives
 - Needs Partially Met
5. Collaborator
 - Removes Ego and Personalization
 - Looks for Best Solution
 - Gives When Needed
 - Holds Firm When Needed
 - Greater Good Needs Met

Tactics to Resolving and Managing Conflict:

1. Remove Emotion
 - Delay Reactions
 - Respond When Emotionally Composed
 - Detach from Situation
 - Apply Empathy
 - Apply Understanding
2. Remove Personalization
 - Discover Core Issue
 - Reconcile to Action, Process or Event
 - Make It Not About You
 - Watch Your Use of Pronouns
3. Seek Common Agreement
 - Find Commonality
 - Note Differences
4. Connect to Needs
 - Organizational Needs
 - Team Member Personal Needs
5. Keep the Circle Small
 - Avoid Tattling
 - No Gossip or Speaking Ill About Another
 - No Creation of Alliances
6. Compromise When Needed
 - Subordinate the Need to be Right
 - Subordinate the Need to Win
 - Give on Unimportant Issues
7. Own Your Part
 - No Conflict Has an Absolute Wrong
 - Acknowledge Your Part and Contribution
 - Apologize Openly

**We can't help
everyone, but
everyone can
help
someone.**

Ronald Reagan

Skill: Service to Others

Service to Others:

Many of the most admired and well-followed leaders practice a servant approach dominated by the needs of the team and personal humility.

The characteristics of a servant leader include:

1. Listening
 - Genuine Focused Listening
 - Demonstrates Importance
2. Empathy
3. Repair
 - Of Relationships
 - Of Self
4. Awareness
 - Of Self
 - Of Others
5. Courtesy
6. Grateful
7. Trusted and Trusting
8. Team and Community Building
9. Committed to People
 - Growth and Learning
 - Team Member Needs
10. Humility

Tactics to Improving Service to Others:

To improve your leadership service to others:

1. Team Members as Customers
 - You Serve Them, They Serve Customers
 - As You Treat Them, They will Treat the Customers
2. Prioritize
 - Team Member Requests
 - Providing Feedback to Team Members
 - Building Relationships with Team Members
 - Team Member Communication
3. Politeness
 - Please When You Want or Need Something
 - Thank You When Something is Provided to You
4. Example Behavior
 - Cease Speaking Poorly About Customers
 - Cease Speaking Poorly About Team Members
 - Cease Speaking Poorly About the Organization
5. Gratitude
 - Appreciate and Thank Team Members
 - Praise Team Member Performance and Efforts
6. Give of Self
 - Mentor and Coach
 - Participate in Group Activities
 - Contribute to Community Events
7. Subordinate Personal Comfort
8. Openness
 - Ideas
 - Input

**Strength lies
in differences,
not in
similarities.**

Stephen R. Covey

Skill: Appreciation of Diversity

Appreciation of Diversity:

An appreciation of diversity is complex and very personal. It is more than about acceptance and certainly much greater than tolerance. Appreciation of diversity is truly recognizing that differences bring strength and great value to the working world.

1. Common Types of Diversity

- Gender
- Race/Ethnicity
- Age
- Marital Status
- Language
- Religion
- Political Affiliation
- Sexual Orientation
- Education Level
- Position, Job Title, Job Function
- Economic Status
- Weight and Height
- Health and Physical Abilities
- Union or Non-Union
- Lifestyle
- Interests Outside of Work

2. Other Areas of Diversity to Consider

- Different Rules Of Conversation
- Different Rules Of Privacy
- Different Understanding Of Self And Self-Esteem
- Different Orientation To Others
- Different Understanding Of Time
- Different Understanding Of Human Activity
- Different Orientation As To Sources Of Truth
- Different Commitment To Schooling
- Different Rules For Self-Control
- Different Understanding Of Getting And Giving Respect
- Different Appreciation of the Government and Police Functions

Tactics to Improving Appreciation of Diversity:

To improve your appreciation of diversity:

1. Understand Self
 - Acknowledge of the Presence of Biases
 - Understand Biases can be Displayed in Behaviors
 - Understand Comments, Jokes and Validations Reinforce Bias
 - Acknowledge Your Culture is Not the Only Way (What is Common to You may be Odd or Foreign to Others. And Vice Versa)
 - Acknowledge You are NOT an Expert in Other Cultures
 - Understand and Reconcile There are NO Bad Cultures
2. Listen and Observe
 - Pay Attention to Your People
 - Look for Clues and Hints About Them and Their Diversity
3. Communicate Effectively
 - Achieve Neutral Body Language
 - Manage Tone and Avoid Harshness
 - Communicate Evenly and With the Same Frequency to All
4. Learn
 - Attempt to Learn More About Cultures and Differences
 - Research Trends and Norms in Population Changes
 - Practice Different Interaction Types and Styles with Others
5. Know the Economics of Diversity
 - Appreciate Diversity to Receive Business from Diverse Populations
 - People Want to Work With and Do Business With People Who Look and Sound Like Them
 - Diversity Produces Greater Ranges of Ideas, Input and Approaches
 - Legal Liability Issues Exist When Diversity is Not Supported

**The leader must
aim high, see big,
judge widely, thus
setting himself
apart from the
ordinary people
who debate in
narrow confines.**

Charles de Gaulle

Global Orientation:

Global orientation is most commonly described as the ability to “see the big picture”. That requires a leader to rise above some daily operational issues, challenges and realities to consistently remind herself or himself of why they are doing something. It is the connection to greater purpose and subordinating much of what is going on in the moment.

The ability to have global orientation includes:

1. Understanding of overall organizational mission, functions and objectives.
2. Seeing the impact of individual business units and actions on the overall organization.
3. Clearly sees the impact of actions and inactions on the organization in totality.
4. Seeks to understand organizational decisions and direction changes and not criticize.

Tactics to Improving Global Orientation:

1. Review performance reports and financial statements to obtain perspective on importance and overall impact.
2. Note and document stakeholder populations.
3. Chart connectivity of functions and connectivity to organizational functions.
4. Solicit input from others (stakeholders) in key decisions and choices.
5. Connect business unit activities to organizational vision and mission.
6. Build relationships outside of the narrow confines of your business unit (networking).

Tactic for Improving Personal Global Orientation Improvement:

1. Read the news and follow current events.
2. Learn about competitors and their business model.
3. Learn about diverse businesses and their practices.
4. Leave local confines and observe other cultures and practices.
5. Practice legitimate cognitive empathy and recognize other people's perspective.
6. Cease viewing situations as absolute right or absolute wrong.

**Charisma is not
just saying
hello. It's
dropping what
you're doing to
say hello.**

Robert n

Influence:

Influence is the core of effective leadership and is:

1. The ability to effect another person's behavior or performance.
2. The ability to effect organizational change without invoking job title or using the blunt force of dictating.
3. The capacity to be a compelling force in organizational direction.

Influence is Achieved Through:

1. Relationship Power
Building solid relationships with others throughout the organization and at all levels.
2. Appreciation, Positive Feedback and Gratitude
3. Charm and Charisma
The art of being likeable through listening, demonstrating concern for others and consistently engaging people in an upbeat manner.
4. Working With People and Collaborating
Seeking input and feedback from stakeholders. Demonstrating flexibility and compromise.
5. Expert Power
Know what you are talking about and the position that you may be advocating.
6. Valuing People
Clearly demonstrating, through words and actions, that people are the most valuable of organizational resources. Listening is the easiest way to demonstrate respect and value to people.
7. Communication Frequency
Interacting frequently and in person, will dramatically increase influence just by the power of volume and message association.

$$I = (RD + PF) + (.10 * EP)$$

Tactics to Improving Charisma and Influence:

Modified from Dale Carnegie:

1. Fundamental Techniques in Handling People

- Don't criticize, condemn or complain.
- Give honest and sincere appreciation.
- Arouse in the other person an eager want.

2. Six ways to make people like you

- Become genuinely interested in other people.
- Smile.
- Remember names.
- Be a good listener.
- Encourage others to talk about themselves.
- Talk in terms of the other person's interests.
- Make the other person feel important - and do it sincerely.

3. Win people to your way of thinking

- Show respect for the other person's opinions. Never say, "You're wrong."
- If you are wrong, admit it quickly and emphatically.
- Begin in a friendly way.
- Let the other person do a great deal of the talking.
- Let the other person feel that the idea is his or hers.
- Try honestly to see things from the other person's point of view.
- Be empathetic with the other person's ideas and desires.
- Throw down a challenge.

4. How to Change People Without Giving Offense or Arousing Resentment

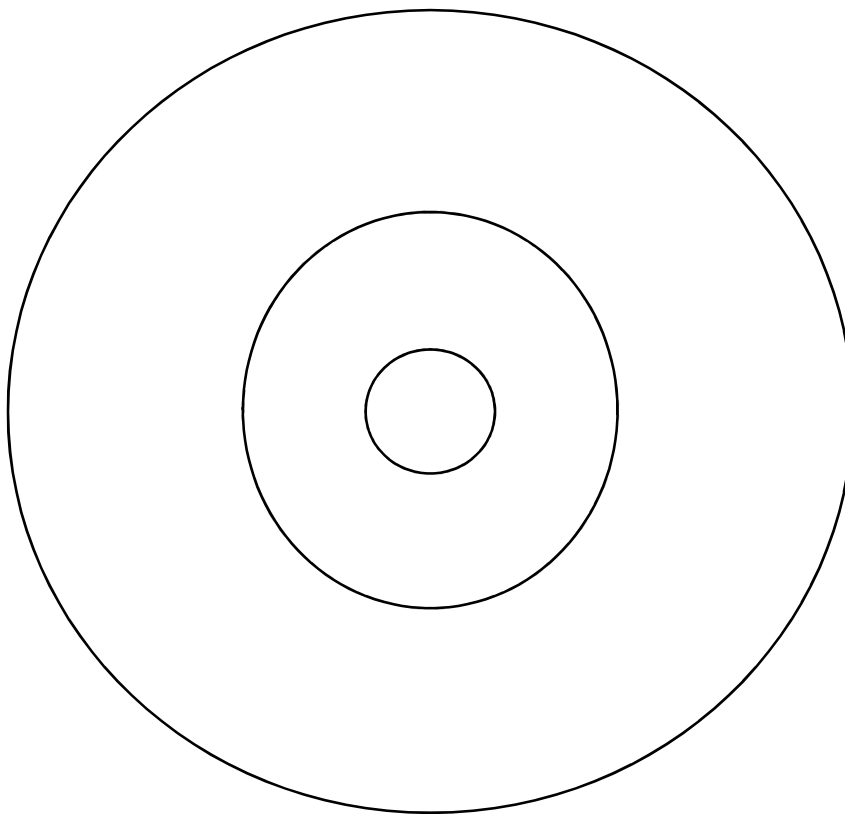
- Ask questions instead of giving direct orders.
- Let the other person save face.
- Praise the slightest improvement and praise every improvement.
- Use encouragement. Make the fault seem easy to correct.
- Make the other person happy about doing the thing you suggest.

**The richest
people in the
world look for
and build
networks,
everyone else
looks for work.**

Robert Kiyosaki

Tactics to Improving Networks:

1. Build Relationships with a Broad Range of People
 - Target Functional Areas
 - Target Organizational Levels
2. Seek Relationships in Non-Traditional Business Settings
 - Charities and Community Events
 - Neighbors
 - Churches and Clubs
3. Offer Your Assistance
4. Prepare to Provide Assistance
5. Prepare to Provide Support and Referrals



Self-Mastery Style:

All people have different personal and leadership styles. The most commonly noted are:

- Direct
- Relational
- Low Key
- Detailed

Aegis Learning uses DiSC science to determine Power and Relationships styles and to build skills related to that. DiSC is an acronym that stands for:

- Dominance
- Influence
- Steadiness
- Conscientiousness

The DiSC science, pioneered by Dr. William Marston has been used by over 30 million people and the current versions found in the Everything DiSC Workplace, Management and Leadership assessments are highly accurate and predictive because of the use of adaptive testing.

Each person is comprised of a primary behavioral influence in the DiSC assessment. This is the first letter of the descriptor and where your dot is located in the DiSC graph. This primary behavioral influence will drive a great deal of your leadership approach.

Behavioral intensity also matters greatly. Your intensity is determined by the relative distance of your graph dot from the outer circle of the graph. The farther out your dot is, the more intense in that style and predictable you are. The closer in, the less predictable and easier for you to chameleon your communication style.



DiSC Power and Relationship Styles and Approaches:

Each DiSC behavioral style has a unique set of Power and Relationships traits and tendencies. And each DiSC style has unique challenges.

Dominance (D)

- Naturally Bold
- Overcome the Stigma of “Wasted Time”
- Be More Relational and Demonstrate Interest in Others
- Demonstrate Genuine Care
- Be Less Direct and Slow Down
- Be Consistently Upbeat and Enthusiastic
- Reciprocate Relationship Requests

Influence (i)

- Naturally Charismatic
- Guard Against Being Overly Enthusiastic
- Be Sincere in Demonstrating Interest
- Listen More Effectively
- Avoid Talking About Yourself
- Understand Everyone is NOT as Social as You

Steadiness (S)

- Naturally Empathetic and Humble
- Be More Open and Share More Personal Information About Yourself
- Validate Information Received from Others
- Overcome Reserved or Quiet Tendencies
- Express Positive Emotions
- Don't Judge Sincerity Too Harshly

Conscientiousness (C)

- Naturally Reserved
- Avoid Overanalyzing Motives and Interactions
- Avoid Making Engagement Activities Overly Systemized
- Overcome Reserved or Quiet Tendencies
- Overcome the Stigma of “Wasted Time”
- Engage and Express Positive Emotions
- Demonstrate Enthusiasm
- Express Genuine Care and Feeling

The most effective leaders are those that understand their style and approach but yet adapt consistently and constantly to the needs of their team and team members. The burden of this adaptation rests solely with the leader. It is your job to adapt.

There are many different kinds of power. True power comes from serving and helping others.

Such behavior makes people respect you. They are willing to listen to your views and advice, and they support you. The energy of many people is thus channeled through one person. This kind of power is positive and authentic.

Dalai Lama

"I had no idea how exciting and enlightening this program would be. I not only got a great source of information, but I had a lot of fun. This program gets a Siskel and Ebert 2 thumbs up. Exuberant, energetic, and entertaining delivery, his base knowledge and advanced instructional techniques, the program would be just another boring mid-range informative adult education class. I recommend this class for all management personnel."

Calvin Griffin

American Medical Response



Aegis Learning is a nationally recognized leader in providing the highest quality, impact and value training for organizations of all types and sizes.

Specializing in leadership development, customer service initiatives and building high performance teams, Aegis Learning has 25 years of experience in creating better work places, positively impacting key metrics and enriching the lives of participants.

Aegis Learning
**Converts Training to Learning and
Learning to Results**

Our specialized, unique and customized approach will insure an extremely high return on your investment in the following areas:

- ☐ Improved performance at all levels of the organization.
- ☐ Higher productivity, efficiency and quality of work.
- ☐ Increased team member engagement and satisfaction.
- ☐ Improved ability to identify talent for succession.
- ☐ Improved morale among team members and leaders.
- ☐ Improved service levels for internal and external customers.
- ☐ Reduced turnover and associated costs.
- ☐ Reduced team member complaints and grievances.



Our unique and blended approach using facilitator led instruction, individualized coaching and web-based follow-up insures that leaders have all the tools and competencies needed to become extremely successful and drive their organizations to higher levels than ever imagined.

Aegis Learning delivers. Delivers the best training, coaching and organizational development services available. Our offerings include:

☐ Leadership Development

- Based on the Ten Competency Model
- Empirically Driven, Statistically Accurate Approach
- 25 Years of Best Practices
- Training
- Coaching
- Follow-Up Tools
- Talent Identification and Succession



☐ Customer Service Initiatives

- Training
- Process Review

☐ High Performance Team Building

- Core Team Competencies
- Trust, Respect, Conflict and Communication



☐ Assessments

- DiSC Workplace, Management and Leadership
- 5 Behaviors of a Cohesive Team
- Certified Facilitator and 12 Year Award Winner



☐ Individual Development Coaching

- Accountability and Holistically Based
- Leadership, Professional Development and Personal Achievement

☐ Retreats

- Maximum Impact Environment
- Strategic Planning, Team Building and Leadership Development



☐ Speaking and Keynotes

- Fun and Impactful
- Leadership, Teamwork, Customer Service and Personal Development



☐ Talent Management and Consulting

- Engagement Enhancement
- Talent Identification and Succession
- Key Processes
- Organizational Structure



☐ Books

- *LeadWell-The Ten Competencies of Outstanding Leadership*
- *Beyond Engagement*



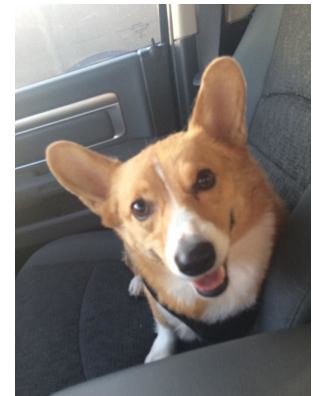
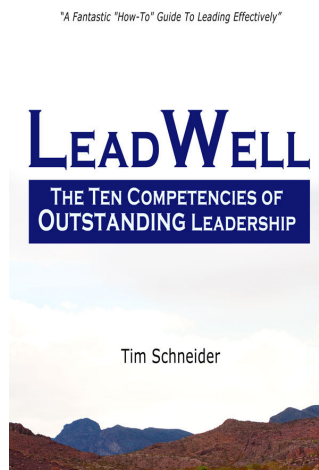
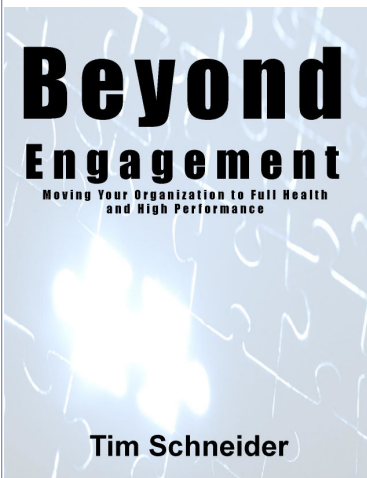
Tim Schneider is the founder and lead facilitator for Aegis Learning.

His mission, in total alignment with Aegis Learning is “Dedicated to Your Success”. Tim brings passion, heart and 25 years of successful experience to all leadership development projects, customer service initiatives and building high performance teams.

Tim is the author of **LeadWell-The Ten Competencies of Outstanding Leadership** and **Beyond Engagement**, high impact books about leading the right way and creating an organizational culture that is both healthy

and successful. His works have been featured in many business and professional development publications and he is one of the most sought after speakers, trainers and coaches in the United States. Stylistically, Tim brings unparalleled commitment and enthusiasm to each engagement and works hard to make sure all participants not only learn but have fun along the way.

Personally, Tim is the father of two grown boys, continues a life-long love affair by playing men’s league baseball and enjoys any outdoor adventure. He makes his home in Las Vegas, Nevada with Sydney the Corgi.



“I have raved about this course to both my supervisors and those who report to me. I have suggested it to all of our managers to attend. Tim, I have found you an inspiration. Thank you!”

Martin Brennan
MGM Grand



Tim Schneider

Partner, Project Lead and Senior Facilitator
Published Author and Source
25+ years-Leadership, Teamwork, Customer
Service and Professional Development
Certified Facilitator, Trainer, Speaker and Coach



Linda Florence

Chief Learning Officer
25+ years-Leadership, Teamwork, Customer
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Polly Walker

Chief Innovation Officer
10+ years-Leadership, Teamwork, Customer
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Teresa Lowry

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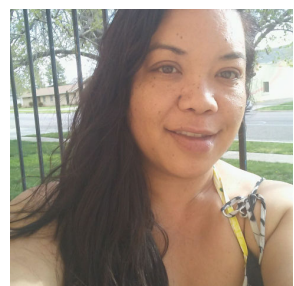
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