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HOW WOULD YOU COMPLETE THIS SENTENCE?

Leadership is



EFFECTIVE LEADERSHIP FORMULA

Influence + Accountability = Results

Influence Example

Chief Clarence Louie, Business & Community Development British Columbia

Since 1985, when first becoming Chief of the Osoyoos Indian Band in British Columbia, Clarence Louis has consistently emphasized economic development as the fundamental method for improving his people's standard of living. Under his direction, the Band has become a multi-faceted corporation that owns and manages numerous successful businesses. In addition to the businesses, the band is enjoying socio-economic development that is vastly improving the community's social, educational and health needs. Under his leadership, there is virtually zero unemployment. The band continues to increase its revenue each year and decrease its need for social assistance.

Chief Louis created and manages eight businesses, including, a golf course, a construction company that builds both on and off reserve commercial and residential projects, a forestry company that logs 30,000 cubic metres annually, the largest privately owned vineyard in Canada, a convenience store, and a residential and agricultural leasing company. One of the bands largest projects has been its eco-tourism resort campground and RV Park that includes a marina and a 120-room full service hotel and gas bar. The cash flow generated from the businesses helps fund the Medication Fund, the Adult In-Home Care Program, a Recreation Complex, an Education Fund and a Patient Travel Fund. Ecology remains a high priority for Chief Louie with 890 acres set aside for water quality, fish and wildlife protection.

Chief Louis has been recognized for his work with many honours and has extensive board memberships. He has been featured in The Economist, in Profit Magazine and in Maclean's as one of 50 Canadians to Watch. Chief Louis is a man who understands that economic development is the way of the future.

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The results we will achieve from today's session include:

1. Recognizing when we are a "victim" and deciding not to be one
2. Learning why accountability makes such a difference
3. Understanding the steps to "above the line" accountability
4. Understanding clearly our accountabilities (what and by when)

"Corporate success springs from the willingness of an organization's people to embrace accountability. The essence of organizational success will always be found in the accountable actions and attitudes of individuals."

Accountability Defined

"An attitude of continually asking, 'What else can I do to rise above my circumstances and achieve the results I desire?' It is the process of seeing it, owning it, solving it and doing it. It requires a level of ownership that includes making, keeping, and proactively answering for personal commitments. It is a perspective that embraces both current and further efforts rather than reactive and historical explanations."

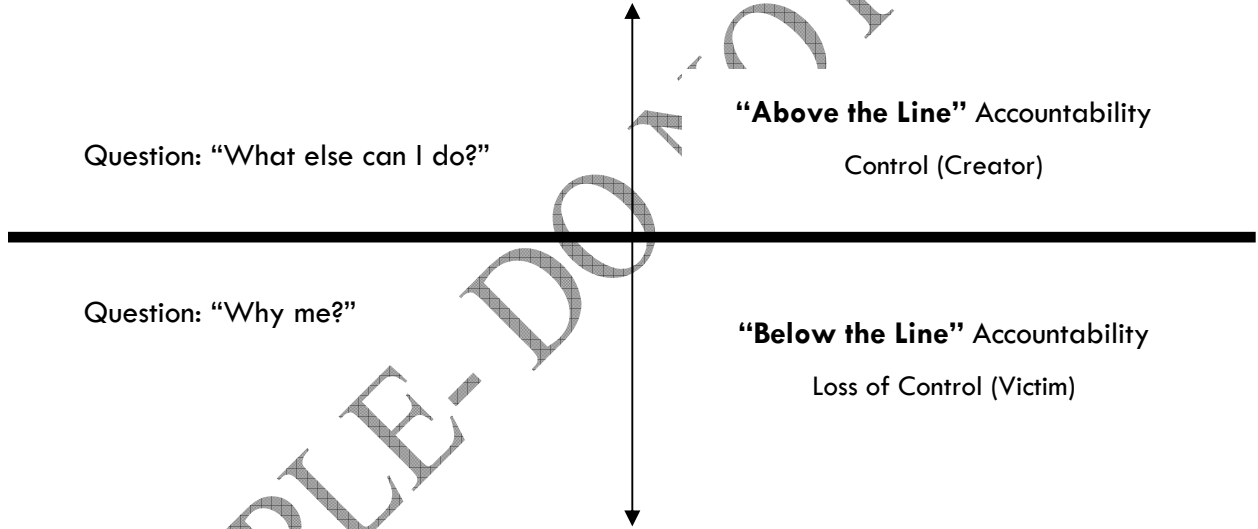
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A. “ABOVE THE LINE” ACCOUNTABILITY

Accountability Awareness



* Both sides of the line generate energy.

B. “BELOW THE LINE” ACCOUNTABILITY

Signs That You Are Being a Victim

- I didn't have time
- I can't do anything about that
- If we only had the resources
- The schedule is too tight
- That's not my job
- I didn't know
- That's not fair
- The whole company's in trouble
- There's nothing I can do about it
- All we can do is wait and see
- It's all Chief and Council's fault
- Just tell me what you want me to do
- That's the way we always do it
- I forgot
- I didn't know you needed it right away

Whatever the wording, all our justifications for failure focus on, “*Why it can't be done,*” rather than, “*What else can I do.*”

C. BUILDING “ABOVE THE LINE” ACCOUNTABILITY

See It

- Recognize and acknowledge the full reality of a situation
- Be able to perform an honest self-appraisal and acknowledge that you can do more to get results

Own It

- Accept responsibility for the experiences and realities you create for yourself and others

Solve It

- Change reality by finding and implementing solutions to current problems and those you may not have thought of
- Avoid the trap of falling back “below the line” when obstacles present themselves
- Change your attitude by replacing “I can’t” with “How can I” in an effort to help you remove obstacles on your path to results
- Ask this question, “What else can we do to rise above our circumstances and get the results we want?”

Do It

- Make commitments and follow through
- Develop accountability standards:
 - Feedback
 - Measurement
 - Reflection time

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D. ACCOUNTABILITY SOLUTIONS

Own It Checklist

Ways to Help You See Your Participation in the Circumstances

- What things did you pretend not to know?
- What are the things that you could have done differently?
- What clues or evidence did you ignore?
- Who or what should you have confronted earlier?
- What could you have learned from your previous similar experiences that might have helped you avoid or minimize the negative outcome?
- Can you see how your behaviour and actions prevented you from getting the results you wanted?

Do It Questions

To Help You Keep “Above the Line”

- What aspects of this situation will most likely pull us “below the line” in the future?
- What can we control and what can we not control in this situation?
- Have we fallen “below the line” in this situation?
- What are we pretending not to know about our accountability in this situation?
- Where is the area of joint accountability and how might it lead to dropping the ball?
- If we really owned it, what would we do differently?
- Given recent decisions about this situation, what do we need to do to make sure the organization stays “above the line”?

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