



**JAMES RIVER
EQUIPMENT**



James River Leading Effectively Participant Guide

Session 1: What is Leadership?

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Welcome / Why are we running the James River Leading Effectively (JRLE)

The objective of JRLE is to lay a foundation of leadership principles which will guide James River leaders in building and nurturing a workplace culture where...

Employees believe they have a partner in their boss to help them grow and develop.

Employees are recognized and appreciated.

Employees can connect their work to our Vision & Mission (passionate about their contribution to JRE and its future).

While JRLE is delivered to James River leaders, JRLE is for James River employees.

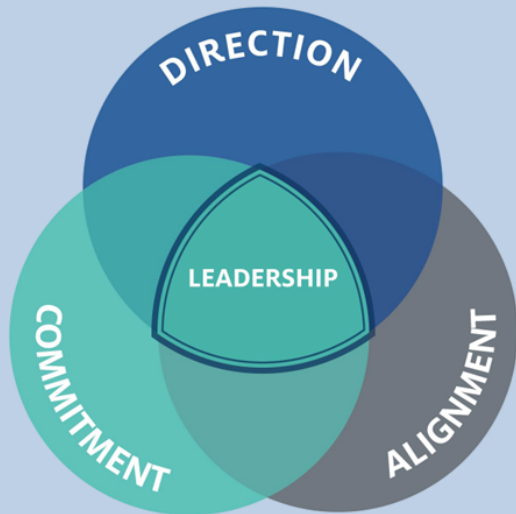
How We View Leading Effectively

What thoughts came to mind as you observed the leadership images you and others selected?



HOW LEADERSHIP HAPPENS

Direction, Alignment, Commitment (DAC)



DIRECTION

Agreement within group on overall goals

ALIGNMENT

Coordinated work with the group

COMMITMENT

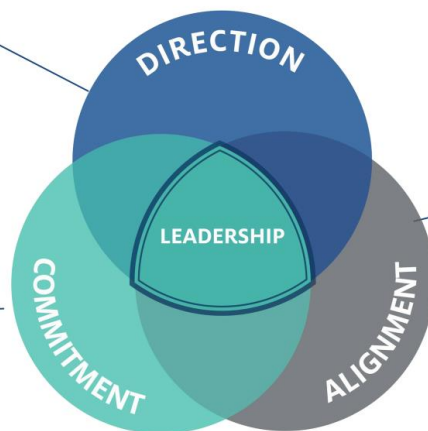
Mutual accountability from the group

Center for Creative Leadership

When DAC is working...

- There is a vision, a desired future, or a set of goals people believe in.
- Team members can easily articulate why their goal is worthwhile.
- People agree on what success looks like.

- People give the extra effort needed for the group to succeed.
- There's a sense of trust and mutual responsibility for the work.
- People express considerable passion & motivation for the work.



- Everyone is clear about each other's roles & responsibilities.
- The work of each individual/group fits well with the work of other individuals/groups.
- There's a sense of organization & coordination.

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Group Activity: DAC in Action - Reversal

Describe your experience with the Reversal exercise.

How did your group create DAC? How does the activity connect to your experience as a leader?

Managing and Leading

Deciding What Needs to Be Done

- *Management:* Planning and budgeting
- *Leadership:* Setting a direction (vision)

Capacity to Achieve the Agenda

- *Management:* Organizing and staffing
- *Leadership:* Aligning people

Ensuring Success

- *Management:* Controlling and problem-solving
- *Leadership:* Motivating and inspiring

What are your thoughts about the statement “Management is what you do” and “Leadership is the person you are and the influence/impact you have on others.”

What are your thoughts about the statement “We are recognized for how well we **manage** by what we know and what we accomplish, and we are recognized for how well we **lead** by our ability to define who we are and what we stand for.

Why Focus on Humility / Servant Leadership / Situational Leadership

Humility is not a moral abstract that helps organizations and individuals feel good regarding how they lead and manage. Humility is a measurable, definable approach to leadership. And when combined with a strategic focus on what a company can be the best in the world at (how its economics work best; and what best ignites the passions of its people) – humility propels organizational results to nearly 7x that of their competitors.

Why do you think we should focus on leaders who are humble?

Key learnings from the Princeton Good Samaritan Study...

- “Service becomes a luxury as time becomes a necessity”.
- Our focus on others becomes narrower the more we focus on ourselves.
- After the students gave their talk, they were asked to describe the most recent event when they encountered someone in need. Although students walked by a person in need on their way to meet the Regents, only a handful recalled the homeless man they passed. Researchers surmised students were so caught up in their own world that they did not notice the world around them.
- Our motivation (the why behind how we chose to live and interact) is the best predictor of how we will respond to those around us.



How do these insights resonate with you?

We say that Leadership is not a “one size fits all”. If we opt to lead people the way we’d like to be engaged, then odds are high we will disconnect with a large percent of our staff. Each person we have the honor of leading has their own motivators and detractors. To lead effectively we need to better understand each person.



Why Lead?

The research from West Point highlights the importance of understanding ‘why’ we want to be a leader.

“Why do you want to be a leader” is perhaps the most important question we can answer. Begin now reflecting on your “why”?

Harvard Business Review

LEADERSHIP

Why You Lead Determines How Well You Lead

Prevailing belief is the best way to influence leadership effectiveness is with incentives.

However, study suggests that those who lead from a values-based / purpose / service motivation, outperform those who lead with additional external incentives & rewards.

Research Conclusion

If those we seek to develop as leaders are focused on external motivations — such as an increase in shareholder value, better pay, increased profits — they are likely to be less successful in comparison to leaders who seek to lead for internal reasons alone.

If you aspire to lead, the question to ask yourself is, “Why do I want to be a leader?” The answer will make a significant difference in how well you lead.



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Why do you want to be a leader?

What does it mean to be a Leader at James River?

What James River leaders do	Who James River leaders are
<p>We Set Direction, Create Alignment and Maintain Commitment: We achieve desired results by living our Vision, Mission and Guiding Principles.</p> <p>We Engage Employees: We create experiences that drive three key beliefs we want every employee to hold:</p> <ul style="list-style-type: none">• Employees have a partner in their boss to help them grow and develop.• Employees are recognized and appreciated.• Employees are passionate about their contribution to James River and its future. <p>We Grow and Nurture our Culture: Culture is how vision & mission move from words on a page to actions from the heart & mind.</p> <p>We Build Trust: We treat everyone with dignity and respect; we display behaviors that are consistent with our Guiding Principles so that others have confidence in our actions and intent.</p>	<p>We Are Open to Feedback: We embrace “loving critics” – people who tell us what we need to hear; we are willing to be vulnerable; we give and receive feedback.</p> <p>We Seek to Serve: We embrace the notion “It’s not about me.” We are concerned about the well-being and success of others.</p> <p>We Embrace Humility: We get things done without calling attention to ourselves; we admit faults and mistakes; we respect the views of others; we seek first to understand and then to be understood.</p>



Leadership Insights

- *Seeking insight and understanding into who you are as a leader.*
- *Your Strengths and your Opportunities.*
- *Insights on your leadership style, natural traits, skills and core values.*
- *Awareness of the impact you have on others.*

Leadership Reputation

Understanding others' perceptions of your leadership effectiveness. This perception is based on your history and interactions.

Leadership Legacy

There are 2 virtues we pursue: resume virtues and legacy virtues.

Our Leadership Legacy isn't what people say about us when we are gone. Its what people say when we're not in the room.

Leadership Development

Actively seeks new ways to grow and be challenged using both formal and informal channels.

Asks for and provides effective feedback.

Personality & Leadership

Points to keep in mind...

Personality is about preferences; it's not about knowledge, skills, or abilities

Self-awareness of our personality is not an excuse for ineffective behavior

While at the end of the day Nature & Nurture will influence our preferences, our Choice determines our behavior.

Personality is like a game of cards. The hand that is dealt you represents the personality you were created with. The way you play your cards is it 100% up to you.



Personality assessments do not predict how well someone will perform in a job/role.

So, never use a personality assessment to select someone for a job / role.

Facet 5 Framework

Facet 5 Factors

Facet5 Factors

Will

The driving force behind the promotion and defense of your own ideas

Energy

The extent to which you need to interact with other people

Affection

The degree which you are 'Self or 'Others' focused

Control

A measure of the amount of self-discipline and responsibility you have

Emotionality

A measure of the level of anxiety and apprehension you experience in your everyday life

The Facet5 factors

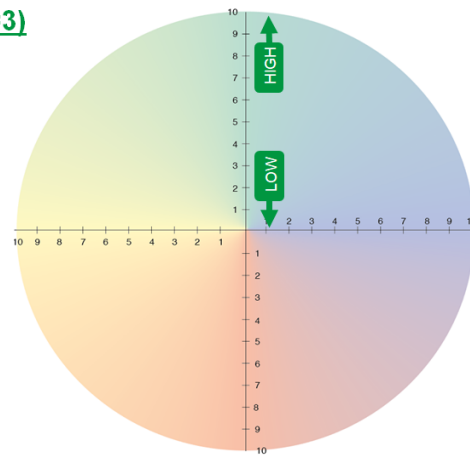
Will - The driving force behind the promotion and defence of your own ideas.

Strengths of low scores (<=3)

- Flexible
- Adaptable
- Accommodating
- Agreeable

Risks of low scores

- Unassertive
- Submissive
- Indecisive
- Timid



Strengths of high scores (>=7)

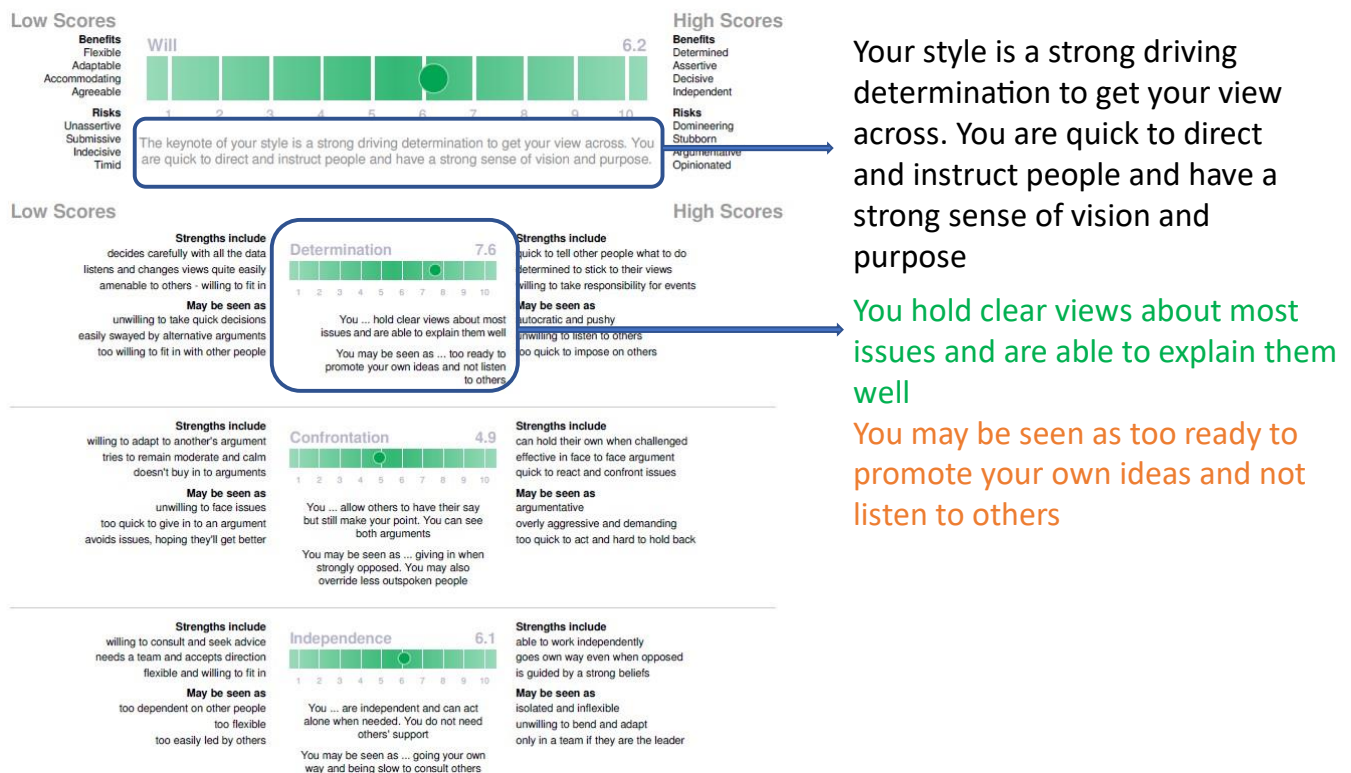
- Determined
- Assertive
- Decisive
- Independent

Risks of high scores

- Domineering
- Stubborn
- Argumentative
- Opinionated

Mid-range (4-6)

Will speak out and can be stubborn when they feel strongly, or particularly knowledgeable, about something.



Confrontation

A Sub factor of Will, concerning the drive to confront issues as they arise

Low Confrontation

People with low scores will avoid argument and conflict by accepting or accommodating others' views. They will have developed ways of asserting themselves and defending their ground on matters of importance. They try to remain calm and moderate at all times, not buying into politics of a situation.

Mid-range Confrontation

People with mid-range scores will be no more or less comfortable than most people when it comes to confrontation and challenge. Likely to be able to confront when necessary and on those things that are important to them, but it will not be their default mode of conflict resolution.

High Confrontation

People with high scores have the ability to confront and react to issues head on. They enjoy challenge and the cut and thrust of a good debate. They may seem to argue just for the sake of it, and can intimidate those who are less comfortable with confrontation.

Strengths Low scores:

- Willing to adapt to another's arguments
- Tries to remain moderate and calm
- Doesn't buy in to arguments

Strength High scores:

- Can hold their own when challenged
- Effective in face to face argument
- Quick to react and confront issues

May be seen as:

- Unwilling to face issues
- Avoids issues, hoping they'll get better
- Too quick to give in to an argument

May be seen as:

- Argumentative
- Too quick to act and hard to hold back
- Overly aggressive and demanding

Will be frustrated when:

- People are argumentative, quick to talk and unwilling to listen
- People who talk over others and shut down others viewpoints

Will be frustrated when:

- People avoid the issues, won't say what they actually think or give in on issues of principle
 - People won't defend their case
-

Confrontation in the workplace

Low Confrontation in the workplace

- Listen to others, allowing them time to make their point and will then try to accommodate if possible
- Democratic and accepting, looking for consensus and will avoid open argument
- Will pick their battles as necessary
- Does not mean they cannot confront issues – it is about time and place
- Prefer to accept others views and avoid direct confrontation
- Will defuse an argument by giving ground

You may hear them say

- The thought of confronting someone makes me feel uncomfortable
- If I have to correct someone I choose the right time and place
- I am best when arguing a case in a moderate and calm manner

Development challenges

- Recognise when it is important to speak up and hold their ground
- Recognise that openly disagreeing can be constructive and beneficial to the solving issues and reaching agreements

High Confrontation in the workplace

- May become defensive and argue their case strongly if challenged
- Excellent ability to develop, propose and defend a point of view
- Enjoy being challenged, are unafraid, and make excellent advocates for a cause
- Develop, propose and defend points of view
- Natural tendency to argue and challenge
- Dig their heels in and may hold to a view too long

You may hear them say

- If a problem arises with someone at work I act fast and hard
- I can be rather too stubborn and argumentative
- I am particularly good at arguing a case aggressively

Development challenges

- Recognise when arguments add no value and restraint is required
- Be prepared to concede on those things that are not important

Sub-factor combinations

Determination and Confrontation

The combination of Determination and Confrontation can be difficult for individuals to understand. This table shows how the two sub-factors combine:

	Low Determination	Mid Determination	High Determination
Low Confrontation	<ul style="list-style-type: none"> • Will be very amenable to others and avoiding confrontation at all costs. Happy to go with others views • Reluctant to state own opinion • Will defuse arguments by giving ground 	<ul style="list-style-type: none"> • Will be reasonable and cooperative about most things and will prefer to encourage a consensus 	<ul style="list-style-type: none"> • Is likely to have very strong views but when faced with conflict or challenge my not openly stand their ground • More likely to go their own way to achieve their goals
Mid Confrontation	<ul style="list-style-type: none"> • Will be more comfortable taking on board the views of others but will be able to speak out if necessary • Likely to defend others ideas 	<ul style="list-style-type: none"> • Able to challenge as appropriate if it concerns a matter that is important to them 	<ul style="list-style-type: none"> • Strong views and determined • Able to remain moderate and calm in pushing their view forward but also able to stand their ground when required
High Confrontation	<ul style="list-style-type: none"> • Open minded and encouraging others to explore alternatives although enjoys a challenge and will defend others views strongly • Can often be talked down if you stand up to them 	<ul style="list-style-type: none"> • Determination may appear "bigger" than it is due to higher confrontation • Comfortable defending both own views and those of others 	<ul style="list-style-type: none"> • Some may say "a force to be reckoned with". Determined and driven to success no matter whom or what gets in the way. Not afraid of open confrontation • Confident decision maker • Stubborn attachment to own ideas

Getting the most from your Facet 5

Map of Me



5-by-5 Report

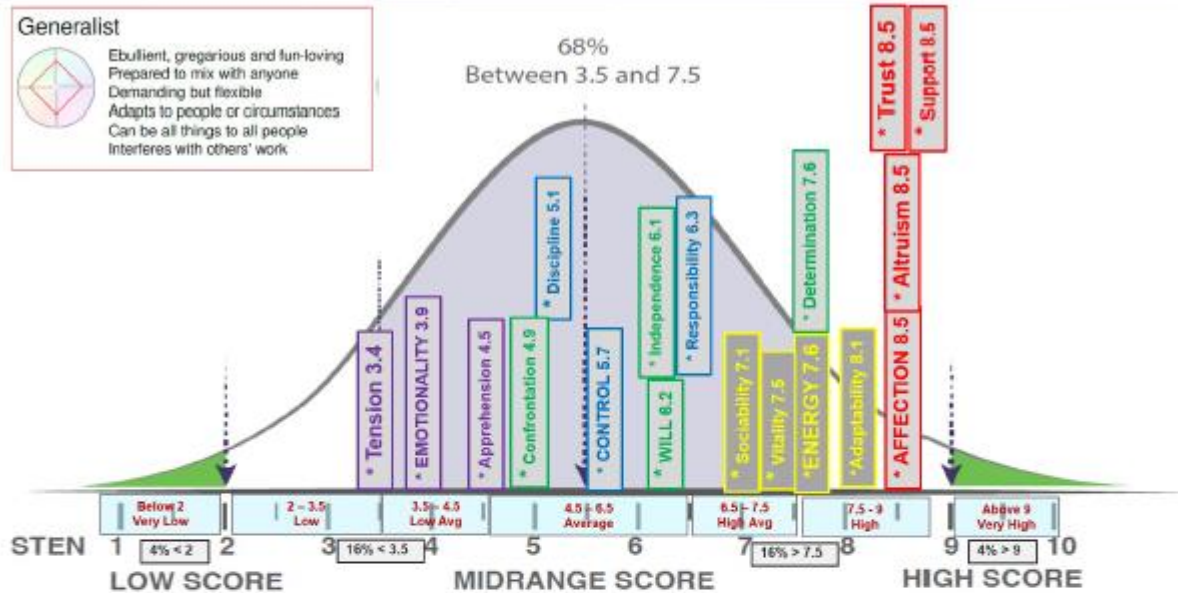
dr pete's 5-by-5 Report

Golden Rules	Things that give me pause
Appeal to Pete's sense of adventure and interest in new ventures and Projects	Encourage Pete's positive outlook and 'Can do' attitude - but be alert to a tendency not to listen to opposing views and to underplay potential pitfalls
Openly acknowledge Pete's capacity to 'turn a hand' to most things that interest and to make a success of them	Tolerate Pete's informal style but help to recognize when and where this could be a problem
Offer an informal, friendly working environment that is tolerant of lively individuals and is free of bureaucracy & red tape	Look for signs of frustration, overload, boredom and a shift in interests – this could be a signal for your help and direction

The Bell Curve

Pete Hammett

Facet 5 Personality Summary



As Leader

- Communicates a vision with enthusiasm and conviction
- Challenges, encourages and excites
- Encourages all to accept view of the future
- Involves people in setting challenging goals
- Monitors progress and gets closely involved
- Provides immediate but supportive feedback on results
- Actively promotes the cause of own people

Motivated by

- Getting involved in everything
- A wide ranging mission
- All aspects of an organisation's work

Contribution to a team

- Commits to a group and enjoys team work
- Enthusiasm for new projects
- Infectious style motivates others
- Brings people together - positive atmosphere
- Tries to do too much
- May distract the group's attention

To Manage

- Appeal to sense of adventure and interest in new projects
- Channel energies into projects relevant to current goals and objectives
- Encourage the positive outlook and 'can do' attitude
- Watch for over committing and spreading too thinly
- Show an ongoing interest and create a friendly, efficient system for monitoring
- Openly praise and acknowledge successes and achievements
- Watch for signs of discontent that will result once interest is lost

Giving and Receiving Feedback Effectively

Feedback is information you receive in response to actions or behaviors you have taken or have shown others. Feedback happens best when we create an environment for it to happen and happen safely.

Effective Feedback

- Makes information useful to others
- Allows you to replicate and improve performance and behavior
- Is direct and specific
- Is behaviorally anchored
- Provides recommendations
- Avoids words such as “always” and “never”
- Follows a 4-to-1 approach (four positive/affirming observations to each constructive feedback)

Giving Feedback

Organizing Observations and Delivering Feedback Model

Describe the situation, be specific about the observed behavior, clarify the intent, explain the perceived impact, check for understanding and recommend action steps.

Situation → Time, place, circumstances

- Specific event or circumstance

Behavior → What the person actually did or said

- Observational actions, verbal comments, nonverbal behaviors and signals, mannerisms

Intent & Impact → What was the intent of the action / message. What was the impact (how I reacted, felt or saw it affect others)

- “The only way to understand someone’s intent is to ask them. And the only way to let someone know their impact is to tell them”.
- What I (or others) think, feel or do as a result
- I saw... I heard... I felt... I thought...
- Not an interpretation, judgement or motivation

Recommendation → What might the person do in the future to be more effective?

- Suggestions for what to start/stop/continue
- Action steps

Receiving Feedback: How do you respond?

- Check for understanding
- Acknowledge what you heard
- Share your go-forward plan
- Say “Thank you”
- Do not become defensive or dismissive
- Do not deflect or excuse

Reference: Adapted from Center for Creative Leadership: [Feedback that Works](#) & Goldsmith: [What Got You Here Won't Get You There](#)



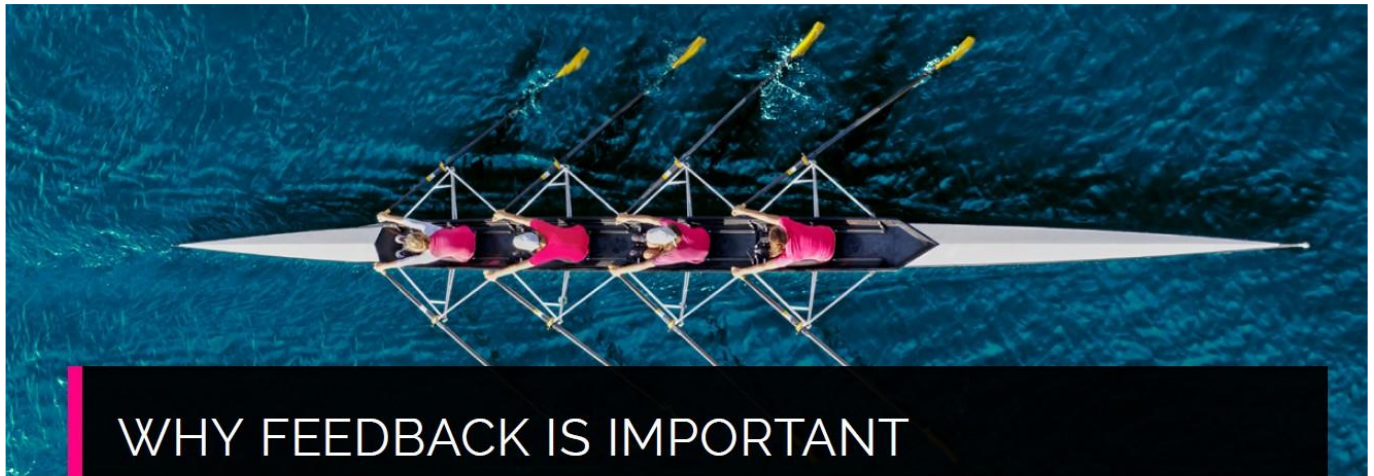


Center for Creative Leadership®

Impact & Intent

“The only way to know what someone intended is to ask them — and the only way to let a person know their impact is to tell them.”

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WHY FEEDBACK IS IMPORTANT

According to research by Harvard Business Review (HBR), 72% of people feel their performance would improve if their managers (and co-workers) provided constructive feedback, (i.e. suggestions for improvement.)

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The two most important days of your life are the day you were born and the day you find out why.

Your Leadership Legacy

Leadership legacy is the personal and lasting imprint one leaves on an organization and the people within it. Legacy is not simply what people say about you when you're gone. Legacy is what people say about you when you're not in the room.



Crafting Your Leadership Legacy Story

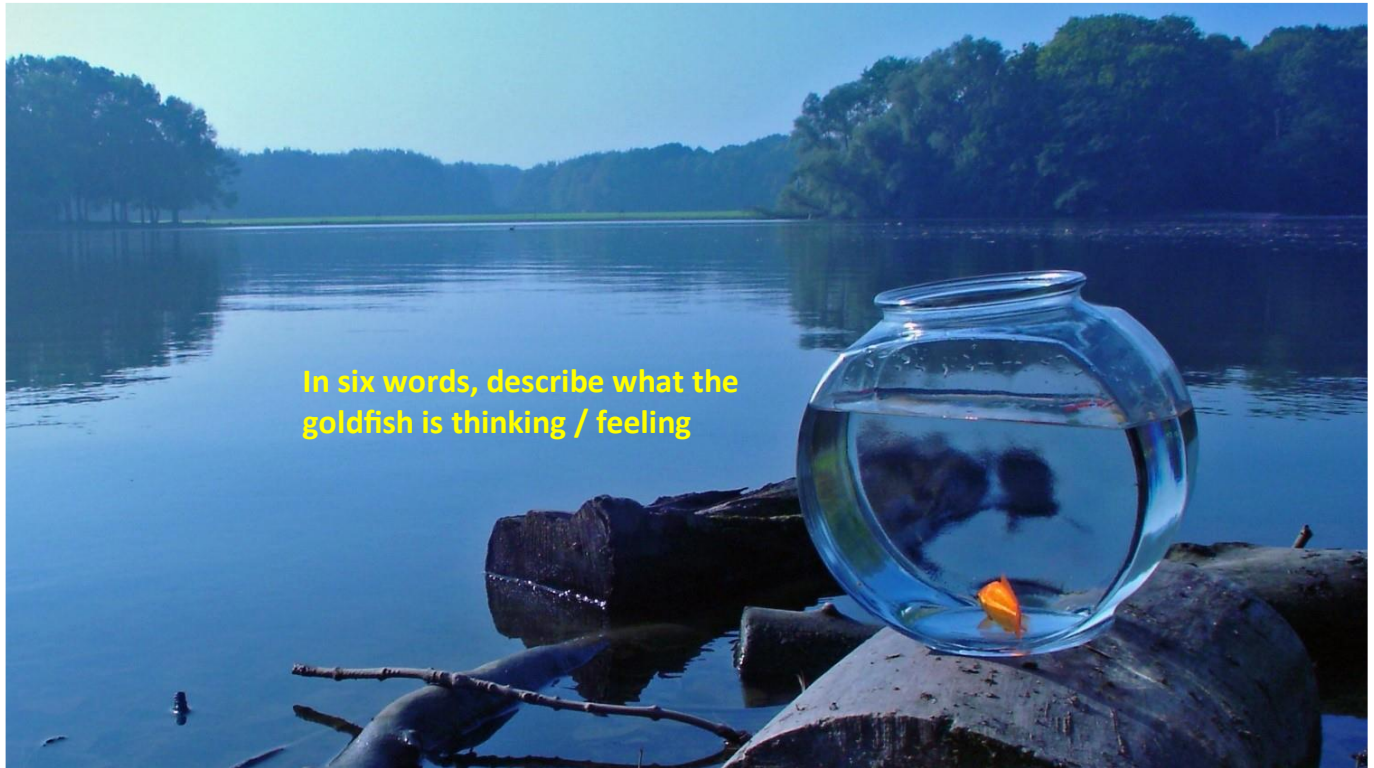
Your leadership legacy is a story. A story that recounts the influences that have shaped and defined “how” you choose to lead.

Step 1: The events that have shaped you – Your Legacy Story

Note the memorable experiences that have influenced your approach to leading yourself and others. Some experiences will be positive, and some may be difficult. Write these events down, making sure to capture what you felt and learned from the experience.

Step 2: What you want to be known for – Your Legacy Statement

Imagine your co-workers run out for lunch, but you cannot join them. During lunch, you become the topic of conversation – a conversation that focuses on the kind of leader you are and the type of impact you are making. What would you want to hear your co-workers say if you were a fly on the wall?



In six words, describe what the
goldfish is thinking / feeling

Upward Feedback Questions

Direct Reports

- My leader is genuinely concerned about my professional development and partners with me in building and executing my development plans.
- My leader solicits my input and clearly explains decisions / changes that affect me.
- My leader addresses performance and behavioral issues on our team fairly and timely
- My leader is open and receptive to hearing input that differs from his/her point-of-view
- My leader communicates clear performance expectations on job requirements.
- My leader provides balanced feedback (constructive & encouraging) on job performance.
- I can see how my work contributes to James River's Vision & Mission

Peers

- My peer is genuinely concerned about my professional development and supports me in building and executing my development plans.
- My peer regularly draws on multiple perspectives and approaches to find optimal solutions
- My peer effectively prioritizes their workload and meets deadlines.
- My peer communicates clearly and effectively with me and other colleagues.
- My peer is open and receptive to hearing input that differs from their point of view.
- My peer provides me with balanced feedback (constructive and encouraging) on how I'm doing.