

The Leader's Levers

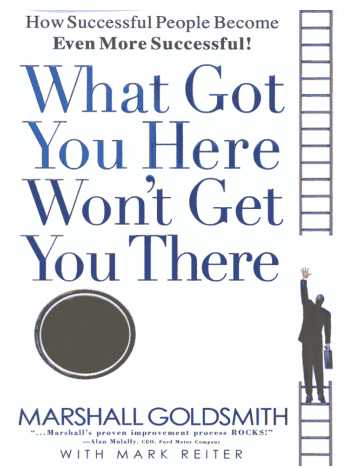
The Challenge for Today's Leaders: Speed is the new currency of business

As time becomes increasingly compressed and *energy* is being diluted with more to do, leaders need to effectively influence both personal and others' energy. The keys to success in today's working environment are to *understand, apply* and *accelerate leverage*. Prism's "Leader's Levers" offers focus on ten critical "levers of leadership and communication."

1. **Help Successful People Get Even Better**
2. **MOJO**
3. **Drive Strategic Action**
4. **Gaining Commitment**
5. **Enhancing Team DNA**
6. **Influencing Across Boundaries**
7. **Developing Talent**
8. **Argumentation**
9. **Strategic Selling**
10. **Leadership/behavioral coaching**

The ten Leader's Levers are learned in separate learning initiatives that combine to create an integrative development package, supported by the Marshall Goldsmith world recognized behavioral coaching process. Learners are provided with straightforward models that drive the focus needed to achieve the desired effects.

"Give me a lever long enough and a fulcrum on which to place it and I shall move the world." Archimedes



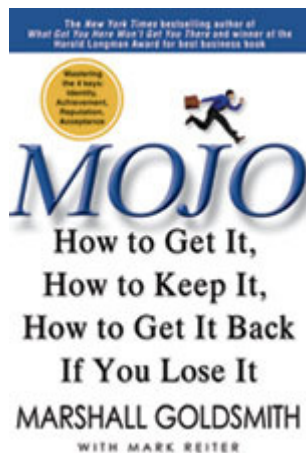
1. Help Successful People Get Even Better

What's holding you back? Your hard work is paying off. You are doing well in your field. But there is something standing between you and the next level of achievement. Perhaps one small flaw—a behavior you barely even recognize—is the only thing that's keeping you from where you want to be.

We are expert at helping global leaders overcome their sometimes unconscious annoying habits and attain a higher level of success.

This workshop addresses the key beliefs of successful leaders, but also the behaviors that hold them back. Fundamental problems that often come with success are spotlighted and addressed. The workshop outlines twenty habits commonly found in the corporate environment and provides a systematic approach to helping leaders achieve a positive change in behavior.

- **Winning too much**
- **Adding too much value**
- **Making destructive comments**
- **Starting with “No,” “But,” or “However**
- **Negativity: Let me explain why that won’t work**
- **Failing to give proper recognition**
- **Making excuses**
- **Clinging to the past**
- **Refusing to express regret**
- **Not listening**
- **Failing to express gratitude**
- **An excessive need to be “me”**



2. MOJO

Mojo is that positive spirit toward what you doing right now that initiates on the inside and radiates to the outside. It's that moment we do something that's purposeful, powerful, and positive, it brings happiness and meaning to us, and the rest of the world recognizes it and acknowledges it. This workshop or keynote addresses how we acquire it, maintain it, nurture it, and recapture it when needed. The essence of Mojo is loving what you do and showing it.

This workshop addresses the 4 vital ingredients that make up MOJO

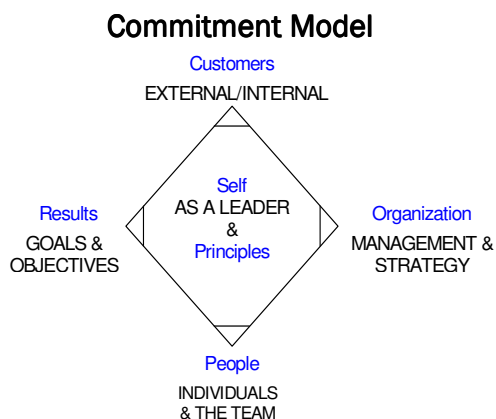
1. Identity: Who do you think you are?
2. Achievement: What have you done lately?
3. Reputation: What do people think of you?
4. Acceptance: What can we change and/or influence?

3. Drive Strategic Action www.christophercoffey.com/html/leadership.htm

The key levers for leaders driving strategy are mindset, method and online planning and execution tools. These levers are based on the GeoPro Model™ developed by Geo Strategic Services Inc. Traditional methods of strategic planning are no longer effective given the pace and complexity facing organizations today. What is needed is a mindset and method adapted to today's reality:

- Mindset: - Think Strategically, Focus Sharply, and Move Quickly
- Methods - Design Your Future, Target for Success, and Campaign to Win (Execution)
- Tools – Collaborate on-line, Plan Openly, Act in Parallel

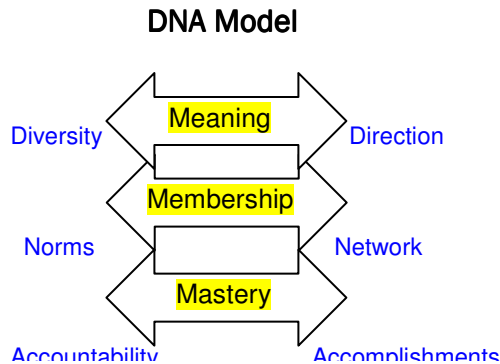
Historically, most strategy work has been aimed only at the development of a plan. The Geo process utilizes mindset, method and tools to drive planning AND rapid execution.



4. Gaining Commitment www.christophercoffey.com/html/leadership.htm

The key levers for leaders are a dynamic balance between supporting and improving one's commitments. These are based upon the Commitment Model presented in The Excellent Manager workshop. Whether commitment is to customers, key business results, an individual/team, the organization's strategy and management or to oneself as a leader, the levers to gaining commitment are:

- Gaining Support by - focusing on what's important, leading by example (relative to what's important), rewarding success (on what's important, nothing else), and managing disrespect (toward what's important)
- Gaining Improvement by - looking for a better way, learning from others, challenging expectations, and risking making changes

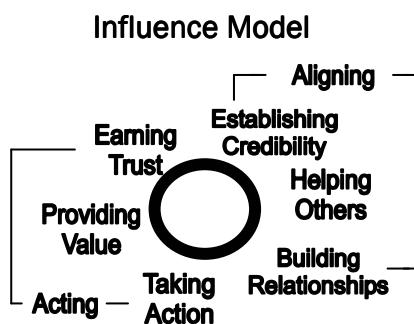


5. Enhancing Team DNA

www.christophercoffey.com/html/leadership.htm

The three dynamic pairs of leverage points for leaders that determine the ongoing performance a team achieves is based upon the DNA of Teams Model[®] developed by Frank Wagner and Chris Coffey.

1. **Diversity and Direction** – an appropriate level of diversity in how members think and act interacts with a direction in which the team is headed
2. **Norms and Network** – an appropriate set of behavioral rules play out in a network of interrelationships (nodes) and communications (connections)
3. **Accountability and Accomplishments** – individual and team accountability interacts with a track record of accomplishments creating history of success and/or failure



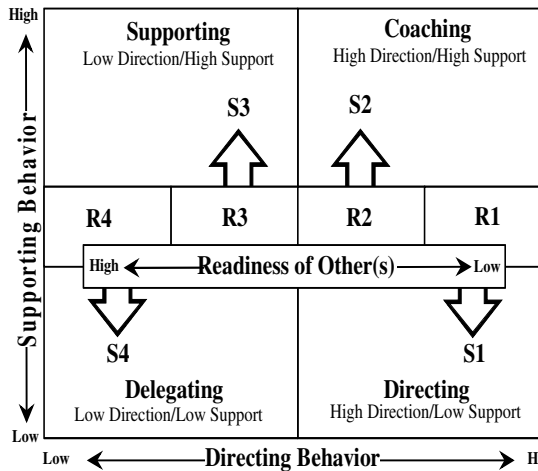
6. Influencing Across Boundaries

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The key levers for leaders are aimed at creating “invisible lines of trust” needed to operate where formal lines of authority do not exist. These are based upon the Informal Influence Model[®] developed by Frank Wagner and Chris Coffey. As success becomes more dependent on building effective alliances and partnerships, the skills of “aligning” and “acting” are two critical leverage points:

- Aligning through the skills of - establishing credibility, helping others, and building relationships.
- Acting through the process of - taking purposeful action, providing value, and earning trust.

Situational Leadership Model

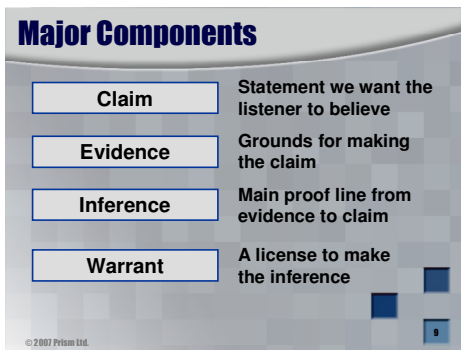


7. Developing Talent

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The key levers for building and sustaining talent are continuous learning that is integrated into people's daily work lives. These are based on the traditional Situational Leadership Model™ developed by The Center for Leadership Studies. Developing talent is an ongoing process based upon the levers of:

- Assessing talent development opportunities by - identifying the “critical few” key tasks for talent development, determining knowledge/skill requirements for the critical few tasks, and assessing current “task-specific” readiness
- Coaching talent by - providing appropriate levels of direction and support, and adjusting direction/support during talent acquisition



8. Argumentation

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Argumentation should not be contentious. An effective argument seeks to persuade others through reasoned logic and judgment. Learn how to present or defend your claim and how to attach others claim through reasoned judgment. Argumentation should be cooperative.

Argumentation is the study of effective reasoning and it implies there is a disagreement and we desire the assent of the other party and we want agreement given freely based on the evidence we can provide to support our claim

Three key skills to effective argumentation:

Rhetoric: shows a concern for the audiences

Logic: shows a concern for the structure of reasoning

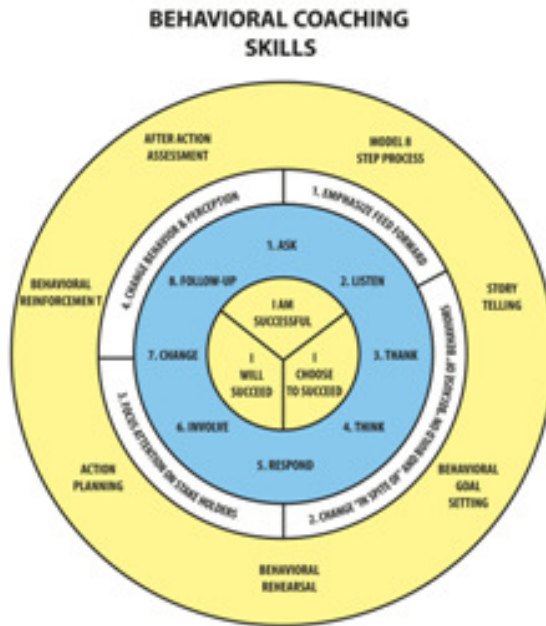
Dialectic: shows a concern for testing knowledge through Q & A

9. Strategic Selling: Internally or externally www.christophercoffey.com/html/leadership.htm

The key levers are **Research**, **Communication**, and **Presentation** to sell your message and product to the decision maker

1. What Information to Obtain
2. How to Build allies who position you with others to advance your campaign
3. How to Build a powerful, convincing business fit presentation
4. How to Deliver your business fit presentation to the decision maker

<p>Research</p> <p><u>DISCOVERY</u></p> <p>Knowledge Management</p>	<p>Maximize Your Research Results and Minimize Your Research Time</p> <hr/> <p>Gain understanding of prospects' business; gather and analyze data, conduct high-impact research meetings and build, maintain and leverage your Box of Knowledge</p>
<p>Communications</p> <p><u>INTERACTION</u></p> <p>Relationships</p>	<p>Make the Minimum Number of Product Demonstrations Needed to Arrive at Your BUSINESS FIT Presentation to Decision Makers</p> <hr/> <p>Leverage your relationships to gain access to Decision Makers; build a strong ally network; deal effectively with saboteurs; gain support of benefactors</p>
<p>Presentation</p> <p><u>DELIVERY</u></p> <p>Follow-up</p>	<p>Deliver High-Impact, BUSINESS FIT Presentations to Decision Makers</p> <hr/> <p>Determine, deliver and enroll audience in series of "next steps"</p>



10. Leadership/behavioral coaching

www.christophercoffey.com/html/coaching.htm

The development of knowledge and sustainability of Leadership and communication skills is reinforced by the Marshall Goldsmith behavioral coaching process: 360° feedback, learning initiatives, plan development, tele-conference reinforcement, and improvement measurement through mini-360° surveys.

Recently completed coaching engagements

[Mike mini and AAR](#)

[Barry mini and AAR](#)

The Leaders levers and models can be customized to the organizations leadership attributes and values and delivered as one integrative training workshop or as workshops delivered over a period of time. The Behavioral Coaching is provided by coaches trained in the Marshall Goldsmith's unique coaching process. Coaches do not bill until the 12 month coaching engagement is completed and only if there is measurable improvement. Internal corporate coaches can be trained in the Goldsmith Coaching process by attending a one or two day coaching workshop.

My web page will provide more information as well as documented results for individuals and teams.

Case Studies

[1. Apex](#)

[2. Barden](#)

Be Happy Now

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