



Crisp Performance
Improvement

Developing Leadership Capacity

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Agenda

- Developing Capacity
- HPT Standards set the course
- Effective Leadership Standards
- Test Your Capacity
- Charting a Roadmap for Yourself, Others and Organizations

Human Capacity

- Individual capacity is the blended power, strength and ability to deliver the desired outcomes under specified conditions.
- Others or Organizational capacity is the blended power, strength and ability to deliver the required capabilities in the projected environment for surge and peak sustainment.

Building Capacity

- Building strength intellectually, physically and emotionally is a leadership requirement in order to handle the internal and external changes in yourself and the environment and deliver the desired outcome.

Intellectual Capacity

- Intellectual strength is an ability to analyze your surroundings, access data and environmental changes and solve problems.
- Intellectual capacity can be impacted by a variety of chronic health issues.
- Build capacity by continuous learning, skill and scenario problem solving exercises.
- Advances in the area of neuroscience may assist with building or mitigating cognitive capacity.

Physical Capacity

- Leading people requires high-octane delivery of sustained energy.
- Chronic health issues and ageing impact stamina
- Pay attention to exercise, eating, drinking and other health habits to ensure your personal battery is fully charged.

Emotional Capacity

- Find a few moments to recalibrate. Put down electronic devices and listen.
- Expand your relationships, find a cause or activity that you believe makes a difference.
- Stretch your core by experiencing different cultures and social groups.

HPT Principles - RSVP

- Deliver Results
- Think Systemically
- Create Value
- Always Partner

ISPI Accreditation of Function

- Standard 4: Provide Effective Leadership
 - 4.1 Establish clear expectations and direction.
 - 4.2 Develop people.
 - 4.3 Lead change and innovation.
 - 4.4 Model ethical behavior.
 - 4.5 Take timely action.
 - 4.6 Develop leadership based on professional standards and feedback from Stakeholders.
 - 4.7 Set leadership example for the rest of the organization

Charting Your Road Map

- Develop the skills to listen to the external environment and context of the time
- Be in the moment and listen to the person in front of you
- Develop your intellectual, physical and emotional capacity so you are ready for leadership opportunities
- Improve 21st Century skills- Use the 5 C's as a guide

Developing Capacity with the 5 C's

- Character
- Context
- Collaboration
- Critical Thinking
- Communication

Character

- Establish your personal code of ethics and code of conduct. Set the red lines that you will not cross personally, professionally and socially.
- Model ethical behavior
- Conduct self-assessments by picking tools to assist in understanding strengths, weaknesses, values, and self worth triggers

Context

- Stays focused on what your needs are and how the environment around you impacts them.
- Document where time and energy is used and if you are taking actions that will likely produce your desired goals.
- Know the agendas of others and how they impact you personally, professionally, and socially.
- First things first. Direct resources and attention to the things that matter.
- Be timely, keep leadership informed and eliminate surprises.

Collaboration

- You can build this skill by exercising the discipline not attempting to multi-task while listening.
- Evaluate your personal power base and leadership capacity.
- The more people you know in your organization the better.
- Stay current on the issues the organization is wrestling with.

Collaboration, Continued

- Are you the go to person individuals seek for information? How capable do you feel and believe you have something worthwhile to contribute?
- Listen carefully to find out what others are doing
- Learn your customers and stakeholders business

Critical Thinking

- A quiet mind that is not multi-tasking. The exception to this rule is an individual's ability to solve problems can be enhanced while running, swimming and relaxing.
- Walk through Human Performance solutions and tools.
- Keeping a journal nearby or a file to write down the solutions that "pop up".
- Individual capacity can be further enhanced though group problem solving. The group requires a location away from the normal work area and a relaxed atmosphere where all are safe to discuss their innovative solution sets.
- Scenario problem solving affords the organization to present realistic challenges and shape the thought process for problem solving.
- Implement a results oriented dynamic strategy that aligns with the context and environment.
- Current/Accurate data and analysis at all times. Do not base your or the group's actions on hearsay. Ensure the original source of the data or key information is visually sighted.
- Change will always happen. Adapt to changes in the context. Be alert to changes in patterns of behavior, have foresight, measure, compare trends.

Communication

- Understanding yourself and your abilities to establish relationships. Seek out models that make sense to you and that you can connect with.
- Listen to the news and scan the newspapers and internet for information relevant to the field you work in and the organization you support
- Develop professional relationship with colleagues and push yourself to join and support organizations.
- Talk in plain English-no 4 syllable words
- "The difference between the right word and the almost right word is the difference between lightning and the lightning bug" - Mark Twain

Capacity in Others and the Organization

- Use Systems Thinking to engage, motivate, and build teams and partnerships. Many of the 5 C's will build capacity.
- Align the 5 W's to develop capacity, add value increase mission readiness and deliver results.



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Align the 5 W's

- Work
 - Worker
 - Workplace
 - Workforce
 - World
-
- Alignment of these critical areas is a force multiplier, generating increased capacity.

Work

- Work Type
- Duration, Structure, Process/Procedure
- Operational Policies That Define the Work

Worker

- Culture
- Knowledge, Skills and Abilities
- Work Experience
- Policies, Strategy and Training
- Personal and Professional Dynamics

Workplace

- Facilities
- Equipment
- Availability of research and quiet areas
- Organizational Culture

Workforce

- Living organism
- Constantly in flux
- Combined Knowledge, Skills and Abilities
- Diversity

World

- Social and cultural
- Political
- Economic

Leadership Capacity: Bottom-line

- Develop Leadership Capacity by building your battery-intellectually, physically and emotionally
- Increase ability in the 5 C's to achieve desired outcomes-Character, Context, Collaboration, Critical Thinking, Communication
- Align the 5 W's for maximum organizational capacity-Work, Worker, Workplace, Workforce, World

Leadership Thoughts

Archbishop Tutu

- Desmond Tutu, the former Archbishop of Cape Town and a leading anti-apartheid campaigner, was once asked to describe a turning point in his life. He replied with this short inspirational story: *"The biggest defining moment in my life was when I saw Trevor Huddleston (the former president of the anti-apartheid movement), and I was maybe nine or so. I didn't know it was Trevor Huddleston, but I saw this tall, white priest in a black cassock doff his hat to my mother who was a black domestic worker. I didn't know then that it would affect me so much, but it blew your mind that a white man would doff his hat to a black domestic worker. And subsequently I discovered, of course, that this was quite consistent with his theology that every person is of significance, of infinite value, because they are created in the image of God. And the passion with which he opposed apartheid and any other injustice is something that I sought then to emulate."*

General MacArthur

- "A True leader has the confidence to stand alone, courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader but becomes one by the equality of his actions and the integrity of his intent."

Margaret Thatcher

- "Power is like being a lady; if you have to say you are, you aren't"
- "The greatest resource of all is Man. What government has to do is to set the framework for human talent to flourish."
- "Standing in the middle of the road is very dangerous; you get knocked down by the traffic from both sides."

Where to Learn More

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Crisp Performance Improvement

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Judith a Hale, Ph.D., CPT

- Judith is the author of the practical book *Performance-Based Evaluation* that comes with 44 tools. Her other books include the best selling *Performance Consultant's Fieldbook*, 2nd Ed.; the popular *Performance-Based Certification: how to design a valid cost effective program*, 2nd Ed (2012); *Performance-Based Management*, and *Outsourcing Training and Development*.
- She is the architect of ISPI's two evidence-based certifications the Certified Performance Technologist (CPT) and the Certified School Improvement Specialist (CSIS).
- She has been a consultant to management for over 25 years. She specializes in certification, evaluation, and performance improvement.
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Evaluating Your Leadership Capacity

Information and Personal Power. Stay current on issues the organization is wrestling with and decisions that have been made in relation to them. You may know someone who has this information even if you don't personally have it. You seek out people with opposing views in order to appreciate diverse thought.

Rate the degree to which you are in the know.

1	2	3	4	5
Very low		In the middle		A lot

How good is your sense of what is going on in your organization?

1	2	3	4	5
Very low		In the middle		A lot

How often do followers, peers and supervisors seek out your opinion?

1	2	3	4	5
Very low		Sometimes		A lot

How well are you involved in decisions that affect your job?

1	2	3	4	5
Very low		Sometimes		A lot

Rewards and Recognition focuses on the positive culture of the group.

How would you describe the recognition given to people for a job well done?

1	2	3	4	5
Not much		Sometimes		Fair and often

Intellectual Capacity. Individuals with foresight, vision, and systems thinking are able to successfully advise organizations regarding positive and negative consequences of actions.

What does your mission, strategy, and vision mean to you personally?

1	2	3	4	5
Not much		Work it into my Evaluation notes		Part of my every day decisions



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Continuous Self Development.

Rate the number of classes, seminars or webinars you attend each year to expand your knowledge base, learn new skills such as critical thinking, and problem solving

1	2	3	4	5
Not much		Three		Six or more times

Physical Capacity. Stamina and strength are required to meet the challenges of everyday life and changes in the environment.

How often do you exercise per day for one hour?

1	2	3	4	5
Rarely		Several days a week		Five days a week

How often do you get 8 or more hours of sleep a day?

1	2	3	4	5
Rarely		Several days a week		Five or more days a week

How often do you take a break and relax each day?

1	2	3	4	5
Rarely		Several days a week		Five or more days a week

Emotional Capacity. Building relationships with others and understanding your own values and strengths is an essential ingredient to motivating others.

Friendships. The more people you know in your organization-both within and outside your own department or unit-the better.

How many company friendships do you have?

1	2	3	4	5
Few		Some		A lot

Where do they work in the company?

1	2	3	4	5
Same Group	Staff	Mixed	Line	People from all Depts.

Interpersonal Skills. You need communication and cultural skills to work effectively with people from all areas in the organization.

Rate your interpersonal skills such as listening, looking at a person while they are talking to you, showing you care about the individual.

1	2	3	4	5
Limited		Middle		Very high

Rate the number of times you are multi tasking (looking at your smart phone, doing a text or email while others are talking)

1	2	3	4	5
A lot		Sometimes		Never

Know yourself. Rate the number of times you have done self-assessments to gain a better understanding of your own values, strengths and motivations

1	2	3	4	5
few		Some		A lot

Personal Confidence and a positive attitude are essential. This is about how capable you feel and the degree you believe you have something worthwhile to contribute.

Rate your self-confidence

1	2	3	4	5
Low		Middle		High

Mutual Trust and Respect are earned by all members of an organization. Mission accomplishment requires these key emotions.

Rate how courteously you are treated by people at other levels.

1	2	3	4	5
Low		Middle		High

Rate how courteously you treat others that are peers and juniors

1	2	3	4	5
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Sources: Dr Judith Hale, *The Performance Consultants Fieldbook* figure 4.1. Dr Casey Leadership Development Exercise on line.