



# Moving from an Expert to a Strategic Facilitator

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**Jeff Smith, CEO**

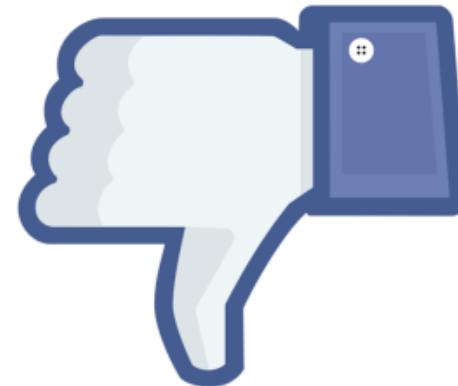
VOLTAGE LEADERSHIP CONSULTING

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## What Is Your Best Story of Being at the Table?

**What is your worst story of not being at the table?**



# What does C-suite want from HR?

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## **Understand the Business:**

Become an expert in the business you support and serve.

## **Be Present with Presence:**

Ask for feedback, define expectations/objectives around the HR contribution on business strategy.

# What does C-suite want from HR?

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## Influence with Impact:

Be ready to demonstrate and dollarize the impact to the business around people practices.

## Lead the People Strategy:

Serve as a catalyst for change. Show up with new ideas and solutions to problems that have not been considered.



# What do CEO's want from leaders?

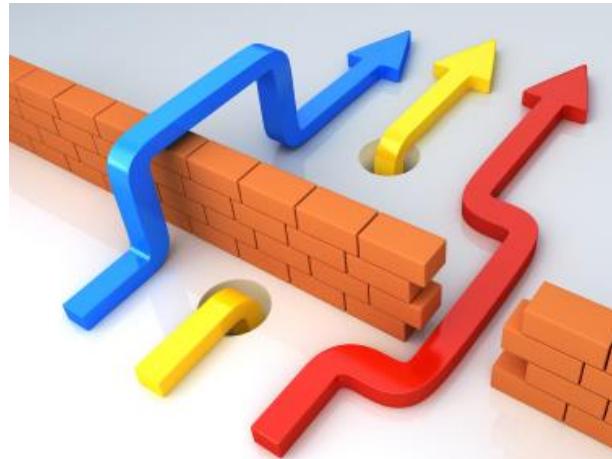
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- Support the business' mission and vision
- Provide feedback that goes beyond regular performance reviews
- Develop new leaders within the organization
- Hire and retaining a quality workforce
- Selling the company to outsiders
- Establishing and maintaining a productive corporate culture

# Table Talk

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- ❖ What are the barriers from us being strategic facilitators ?
- ❖ What actions have you taken to move into strategic facilitator space?

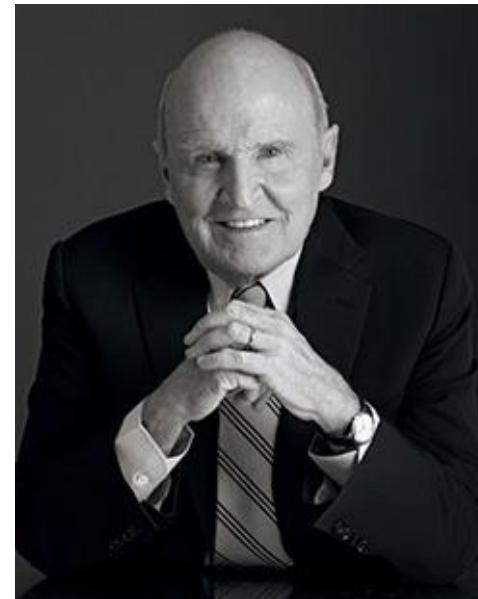




# Leadership: Why does it matter?

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

— Jack Welch, *Winning*





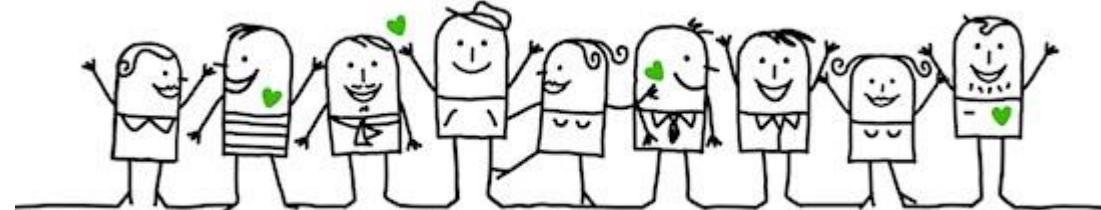
# 5:1 or 1:1 Leadership?

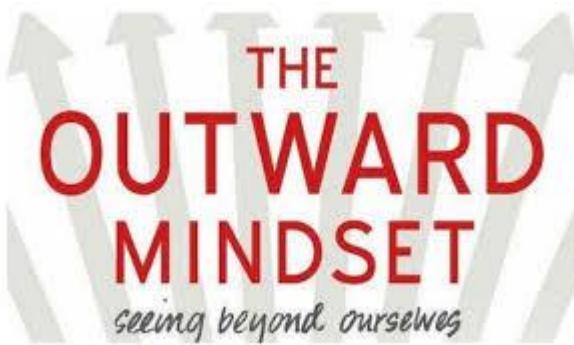


Positive feedback for  
high performance teams



- Retention
- Customers
- Profitability



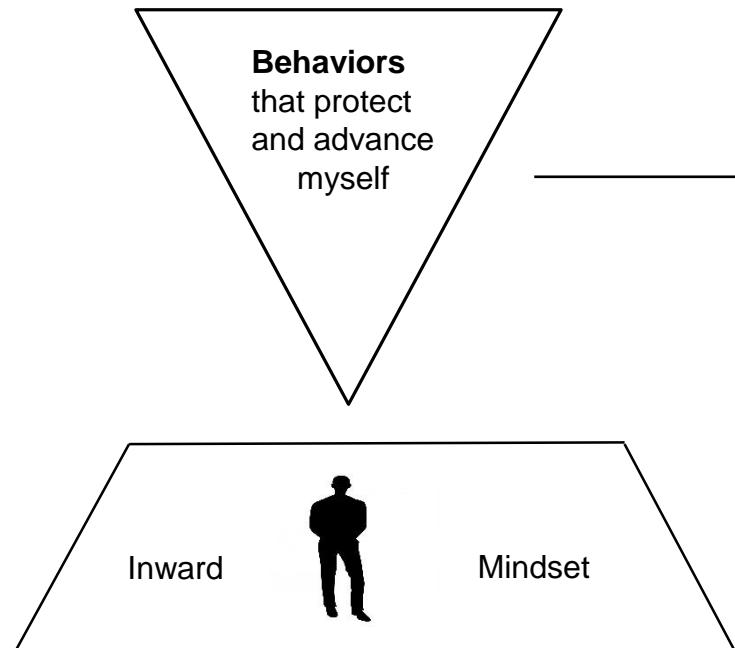


# THE OUTWARD MINDSET

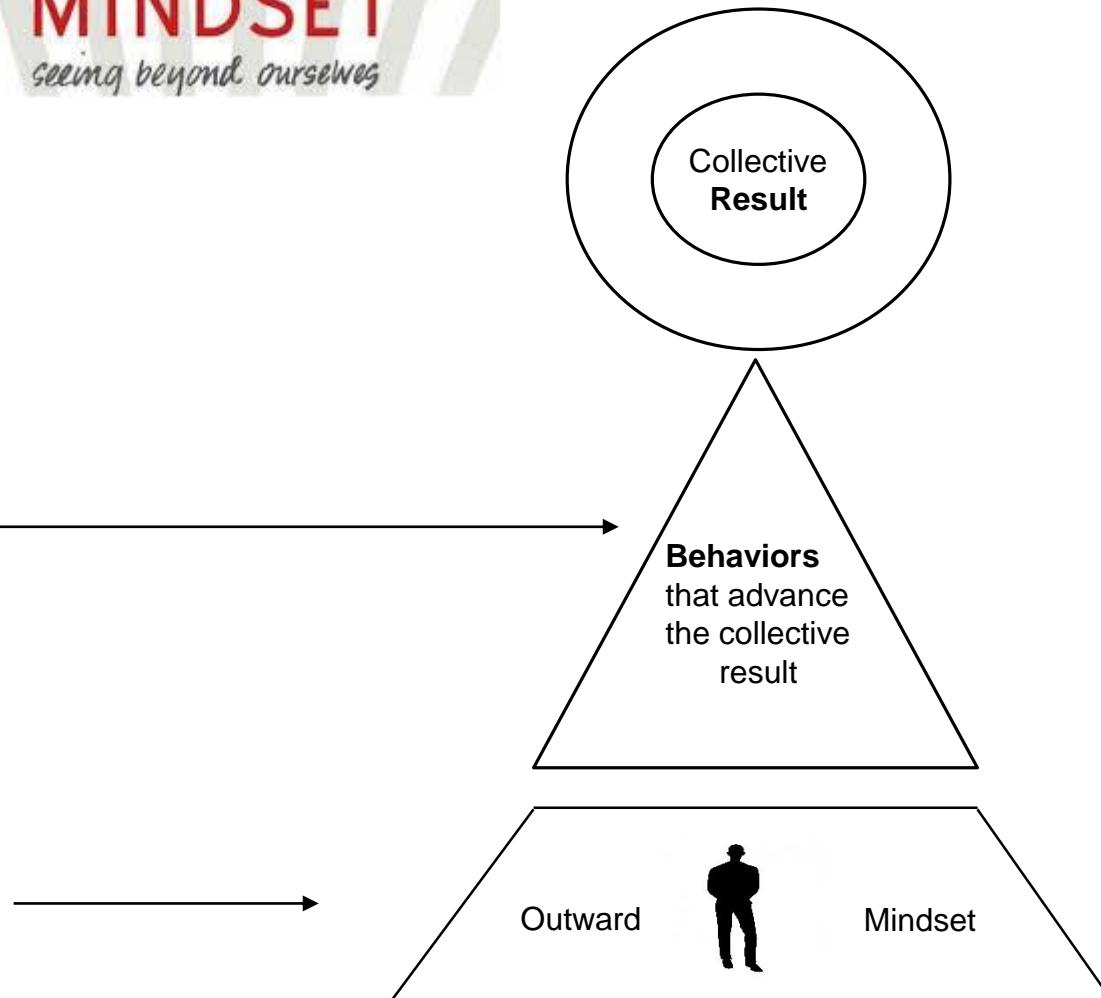
*seeing beyond ourselves*

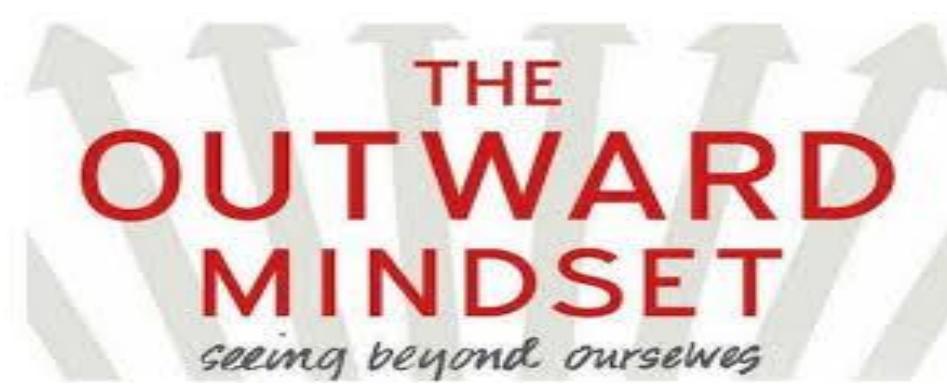


Team members before

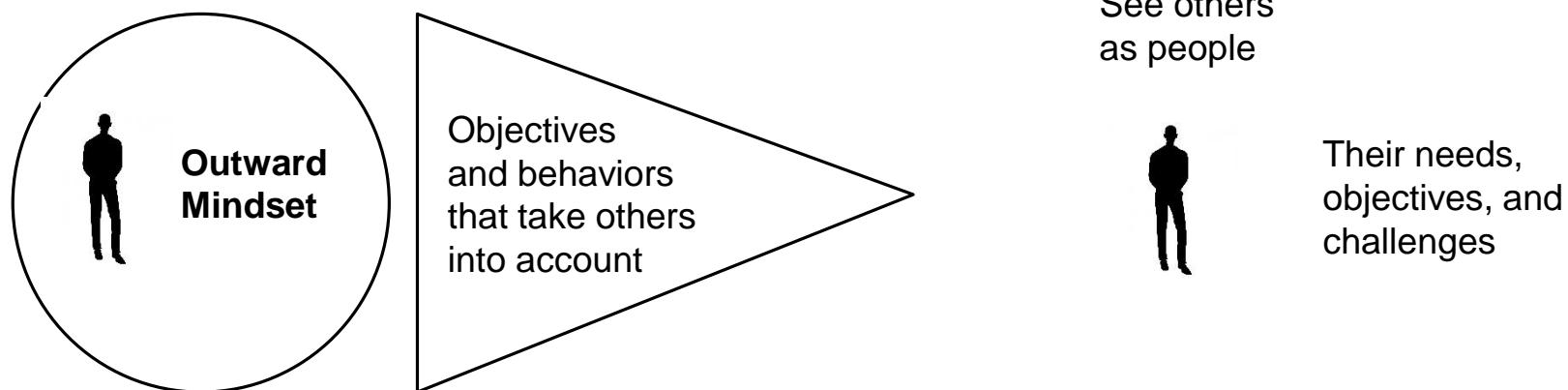


Team members after





## Diagram 7. The Outward Mindset and Others

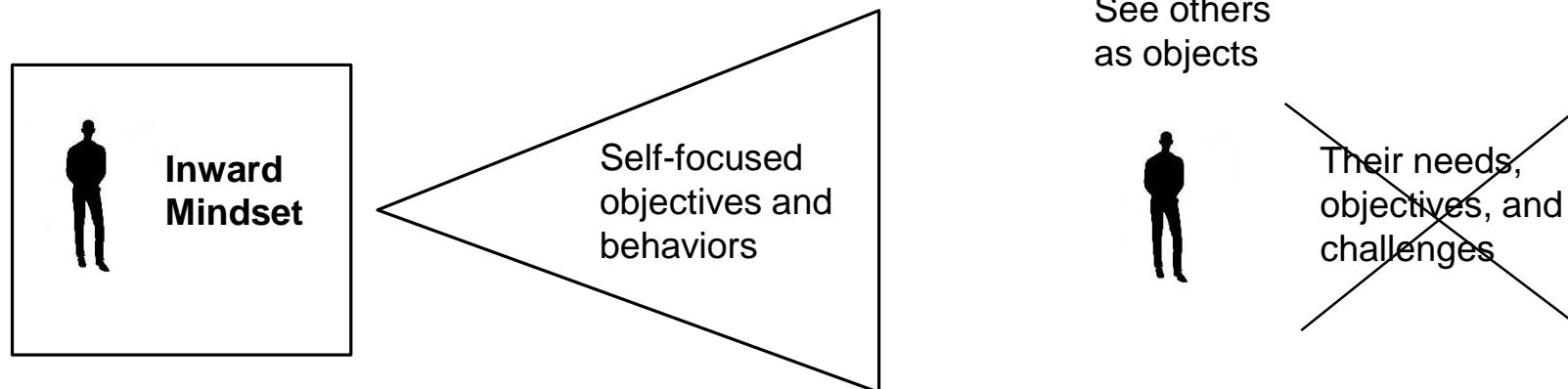




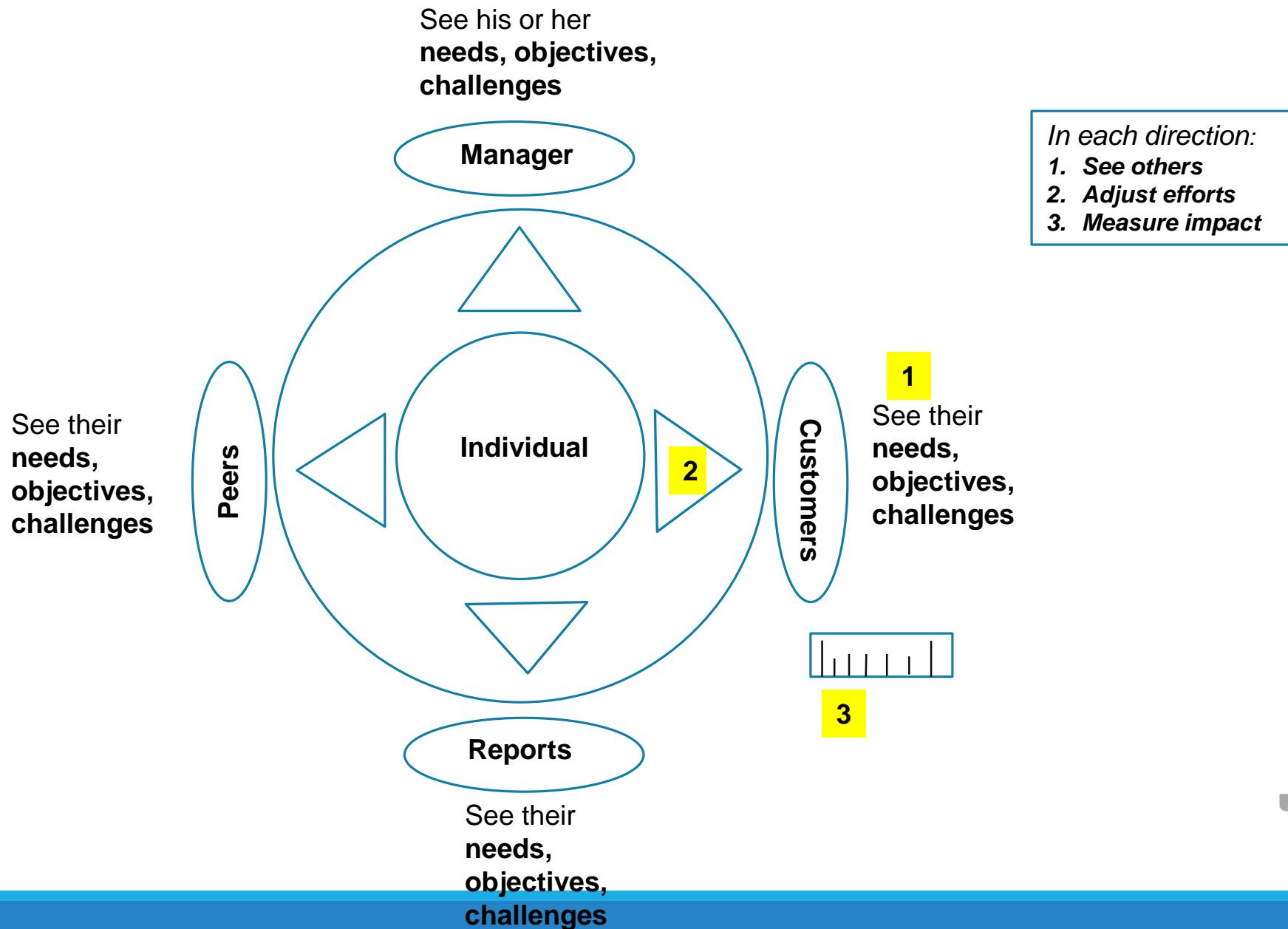
# THE **OUTWARD** **MINDSET**

*seeing beyond ourselves*

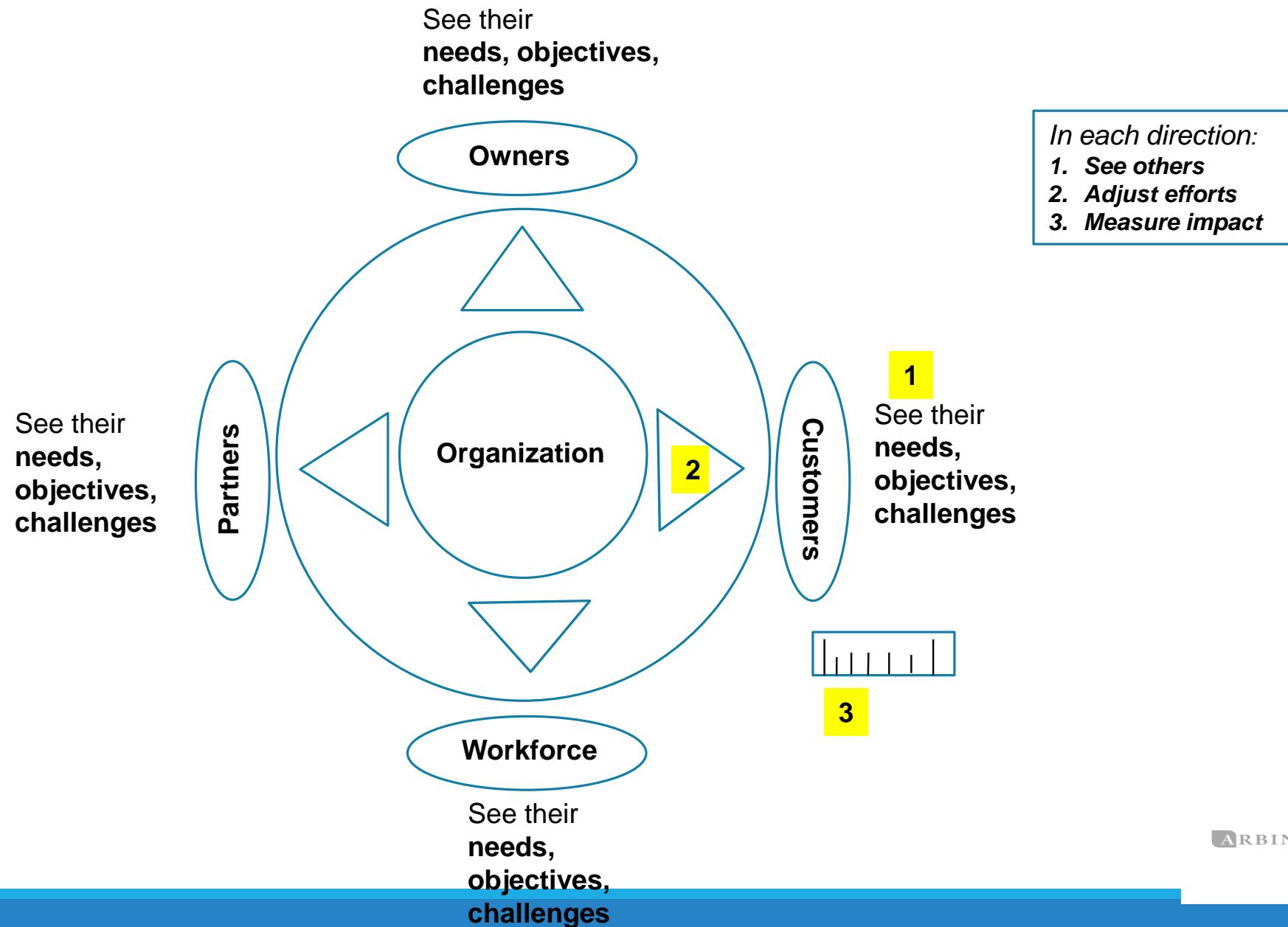
Diagram 8. The Inward Mindset and Others



## Diagram 16. The Outward-Mindset Pattern for an individual



## Diagram 17. The Outward-Mindset Pattern for an Organization





# Outward Mindset ?'s

When I am with others, who are my thoughts primarily focused on, myself or others?

Today, what would happen if I simply focused on helping others succeed?

Who am I am working with that I could be more helpful toward?

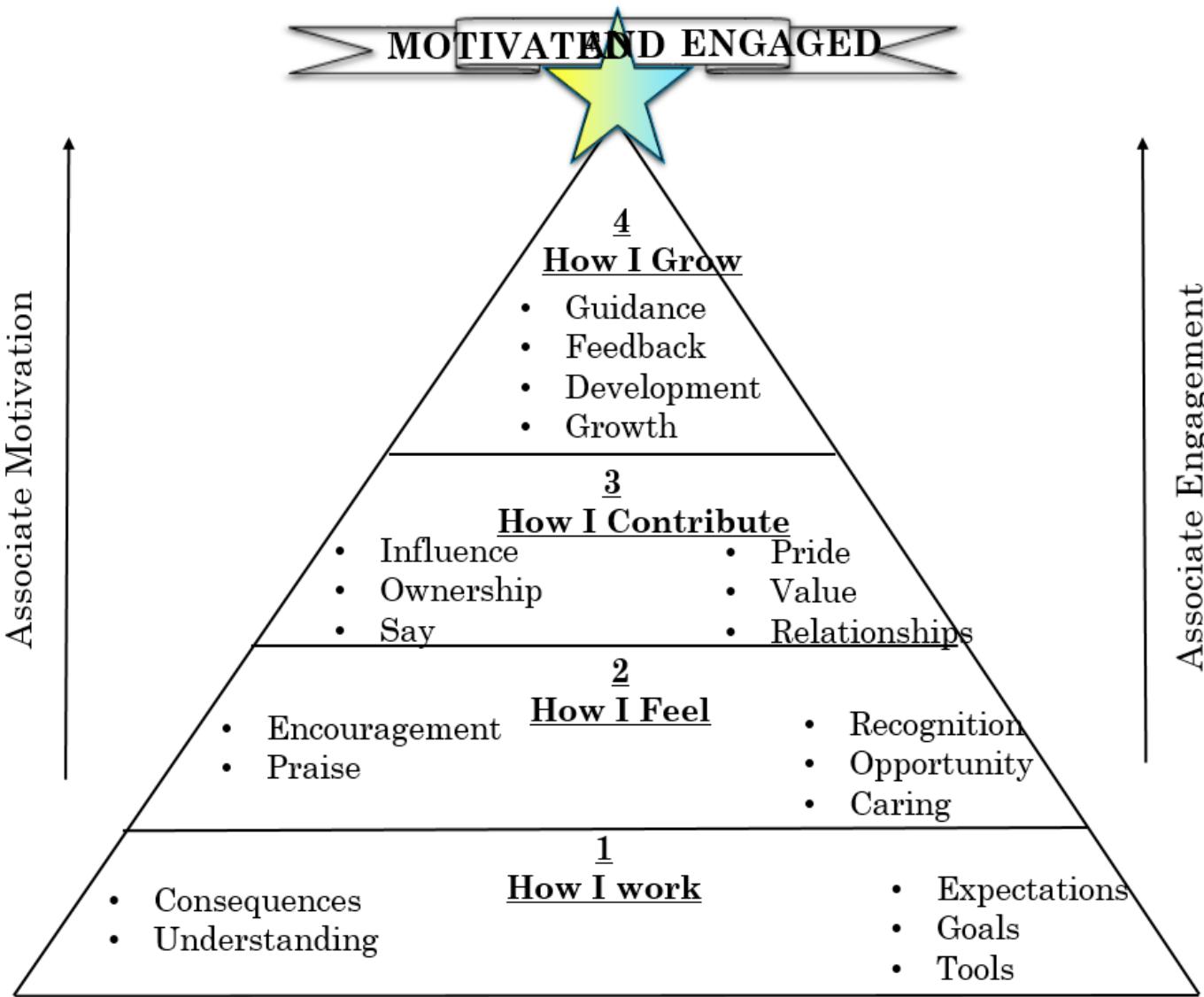
Identify one person who needs more from me than I am currently delivering?

If I held nothing back, what more could I begin to contribute today?

What could I do to make their work easier?

Begin doing it!

# The goal is motivated and engaged employees



# Leading a Team Through a Structural Tension Conversation

## Desired Outcomes

### 1. What is the ideal State?

Include behaviors, physical descriptors, processes...

### 3. What are our assets (resources)?

What are our strengths? What's working well?  
What connections and possibilities do we see?



### 4. What barriers may be hindering us?

### 2. What is the current reality?

Where are we now in relation to our ideal state/desired outcomes?

What are the facts about where we are right now?

### 5. Considering all of this information, what are the possible next steps we can take?

Which assets can we leverage to address possible barriers?



# Asset Based Thinking



**Asset  
Based**

Love to  
Like to  
Choose to  
Commit to  
Desire to  
Will, Explore

**Deficit  
Based**

Need to  
Ought to  
Have to  
But  
Try  
Should

“I will achieve my targets.”  
“I commit to sorting things out with John.”  
“I would love to work with you on this”  
“Please turn to page 3.”

“I need to achieve my targets.”  
“I should talk to John.”  
“I ought to work with you on this.”  
“I need you to turn to page 3.”



# Rounding Slide

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## 1. OPENING ROUND:

*“What’s your current thinking around the key concepts presented in this key agenda?*

For the first few discussions, this is a good time to remind the group that anyone can start and each person has up to two minutes to speak, then we’ll go around the group to the right/left.

## 2. OPEN DISCUSSION:

*“What do you notice now that you’ve heard everyone’s current thinking?”*

## 3. CLOSING ROUND:

*“What are the key concepts or open questions you’d like to report back to the group?”*

# Wrap-Up Round



## Results:

- Did we achieve our desired outcomes?
- What worked?
- What didn't?



## Thoughts/ Strategies:

- What patterns emerged in our behavior?
- Know what we know now, what would we do differently if we were to do this again?



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## Commitment – To Moving Forward

Do More Of

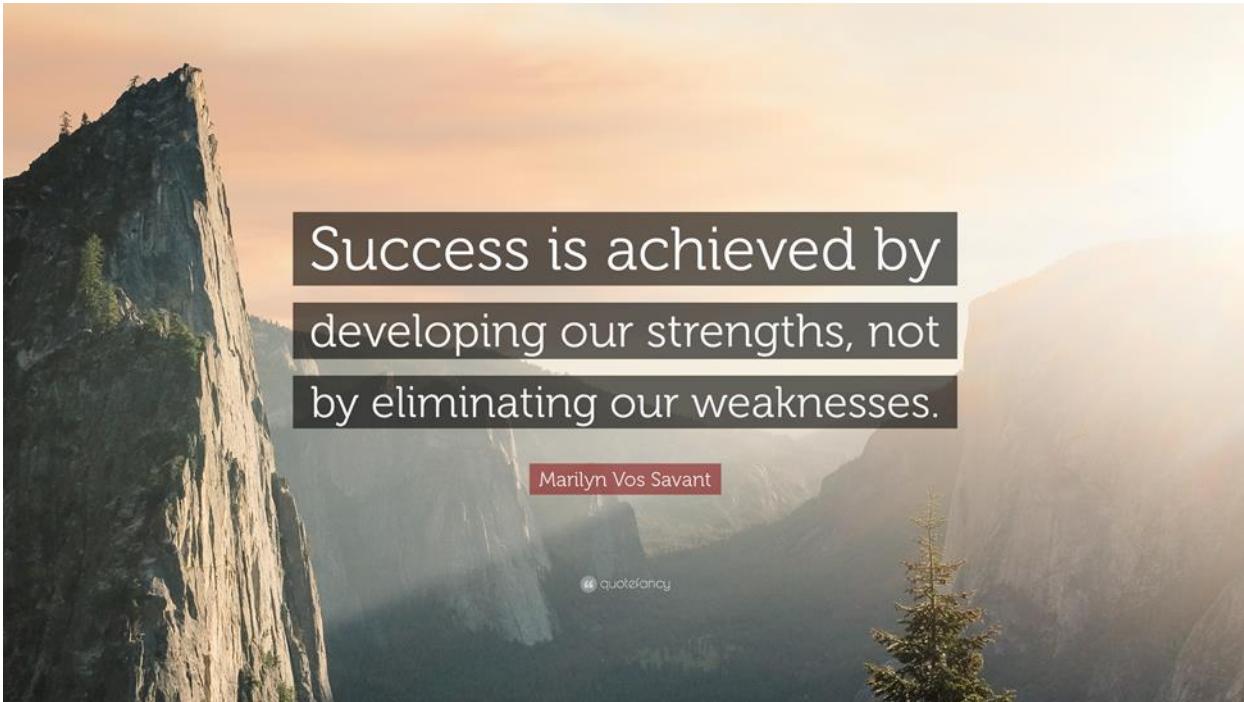
Do Less Of

Start Doing

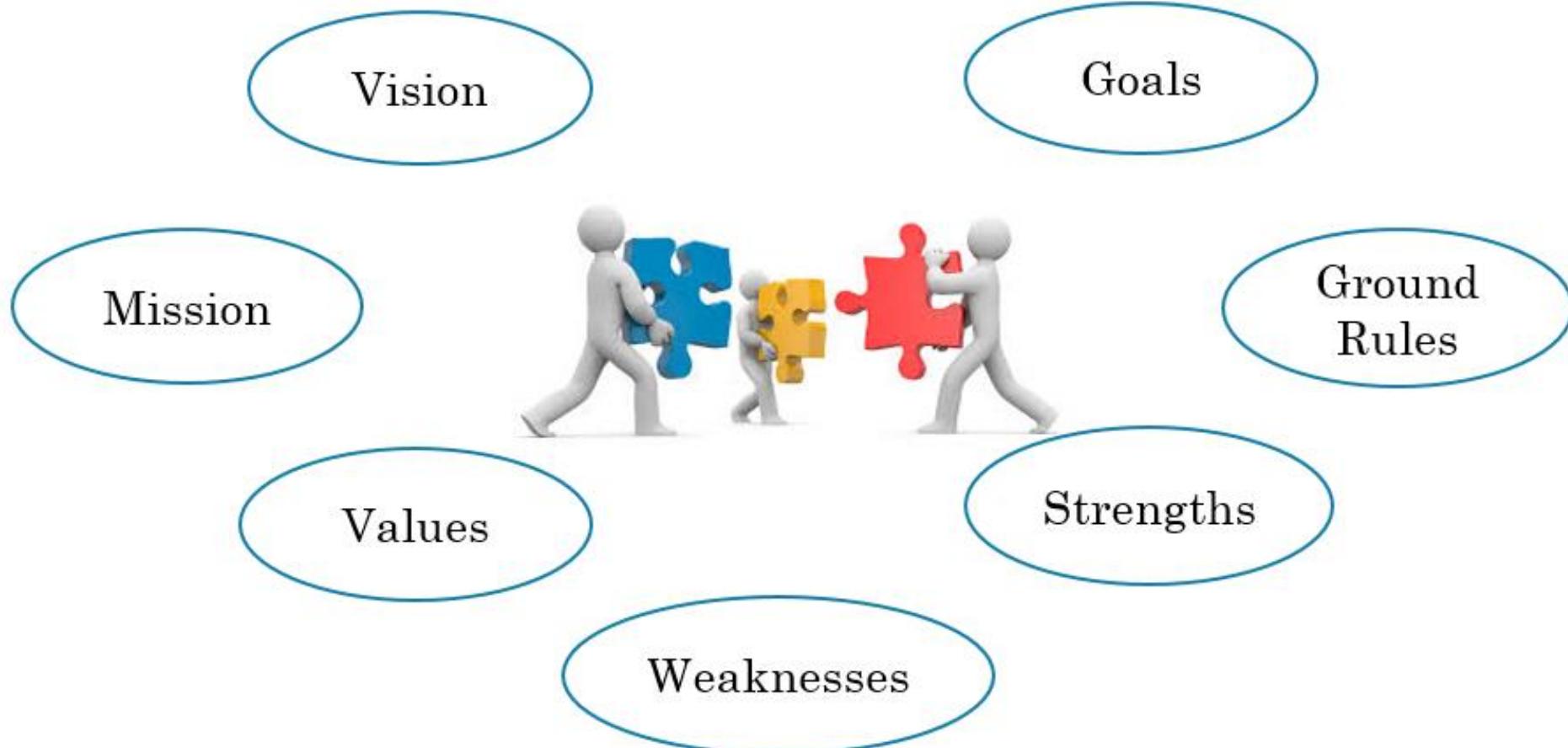
Stop Doing



# Leading with Strengths



# Team Charter



# Horizontal Leadership Development

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**Using the proper tools to utilize their skills with more efficiency.**

- Pouring water, new techniques, into the same old container.
- The container, **your mind, fills up with new content**, but the container does not change.
- Horizontal development increases the size of your mental hard drive.

# Vertical Leadership Development

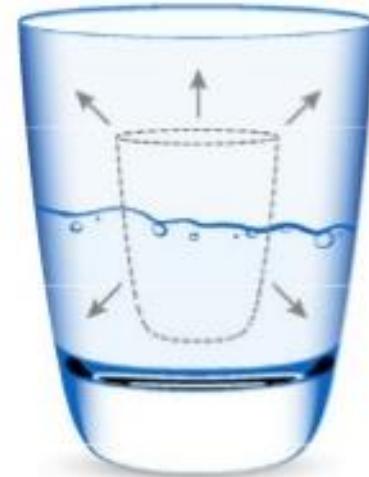
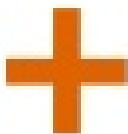
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**Growing our minds through a lifetime to have the agility required to lead effectively in a complex and ever changing world.**

- Vertical development increases the speed and power of your processor.
- You are better to analyze and use the masses of information accumulating in your real hard drive.
- You are better able to cope with rapid and increasingly unpredictable change in the business environment.

# Development

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## Horizontal Development: Increasing competencies

Learning how to speak effectively.

How to do a PowerPoint

## Vertical Development: Increasing capacities.

Do I need to do this work? Who can do it?

Ask different questions to see if the task even needs to be done.



# GROW

G



GROW

R



REALITY

O



OPTIONS

W



WHAT'S NEXT



# Partner Up!

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- ✓ Pick 3 ideas that you'd like to use in your work place.
- ✓ Converse with your partner about how to implement these tools in the workplace.





“We are what we repeatedly do. Excellence then, is a habit and not an event.”

– Aristotle

