



Leadership By Design

2026

Goals

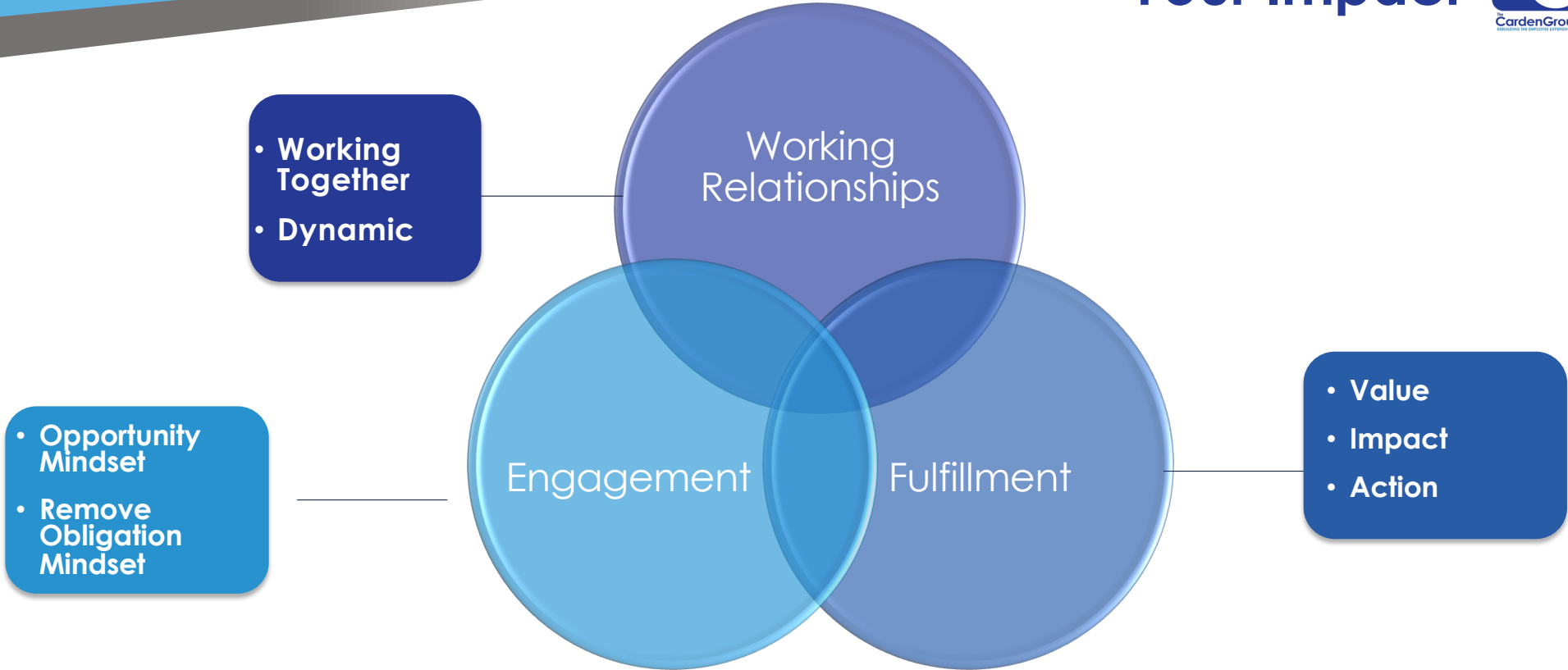


- Have Fun**
- Real & Relevant**
- Disrupt Thought**

**Everything that can be counted does not necessarily count;
everything that counts cannot necessarily be counted. - *Albert Einstein***



Your Impact



Leading By Design (Foundation)



- **SWR / Engagement / Fulfillment**
- **People Drive Results**
- **Internal / External Environments**
- **Clarity, Alignment, Purpose**
- **Shared Experience**
- **Communication Styles**
- **Leverage Strengths, Energy and Talents**
- **Skills Transfer Process**
- **Implementation Plan (Dynamic – Ongoing CAP & WIP)**

Belief System / 360 Comm

- ✓ I Need To
- ✓ I Want To
- ✓ I Can (Can't)
- ✓ I Will

- Hearing
- Listening
- Understanding
- Agreeing
- Ability To (Can)
- Action

Three Quarters of people With Whom You Work



- ✓ Work differently from you when in groups
- ✓ Plan differently when with others
- ✓ Are motivated for different reasons
- ✓ Differ in willingness to take risks
- ✓ Make use of time differently
- ✓ Make decisions differently
- ✓ Manage tasks differently



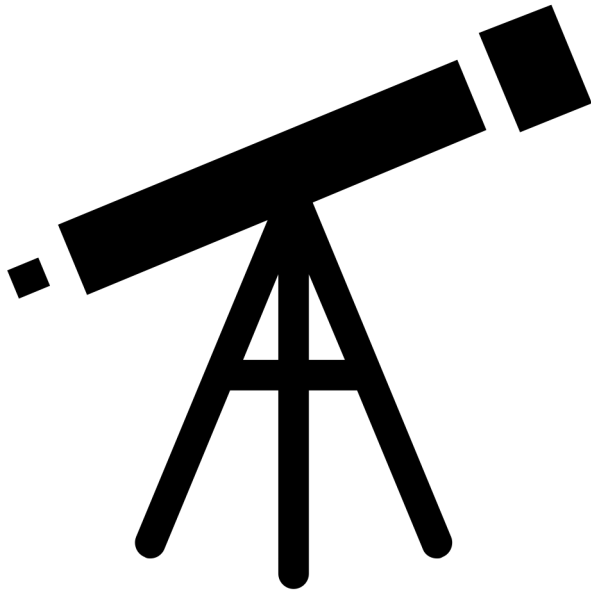
Social Style[®] Concept



- **Social Styles are predictable patterns of actions that others can observe and agree upon for describing one's behavior**
- **All styles are successful and get results**
- **We all have style range and the ability to flex or adapt based on the situation**



Observable Behaviors



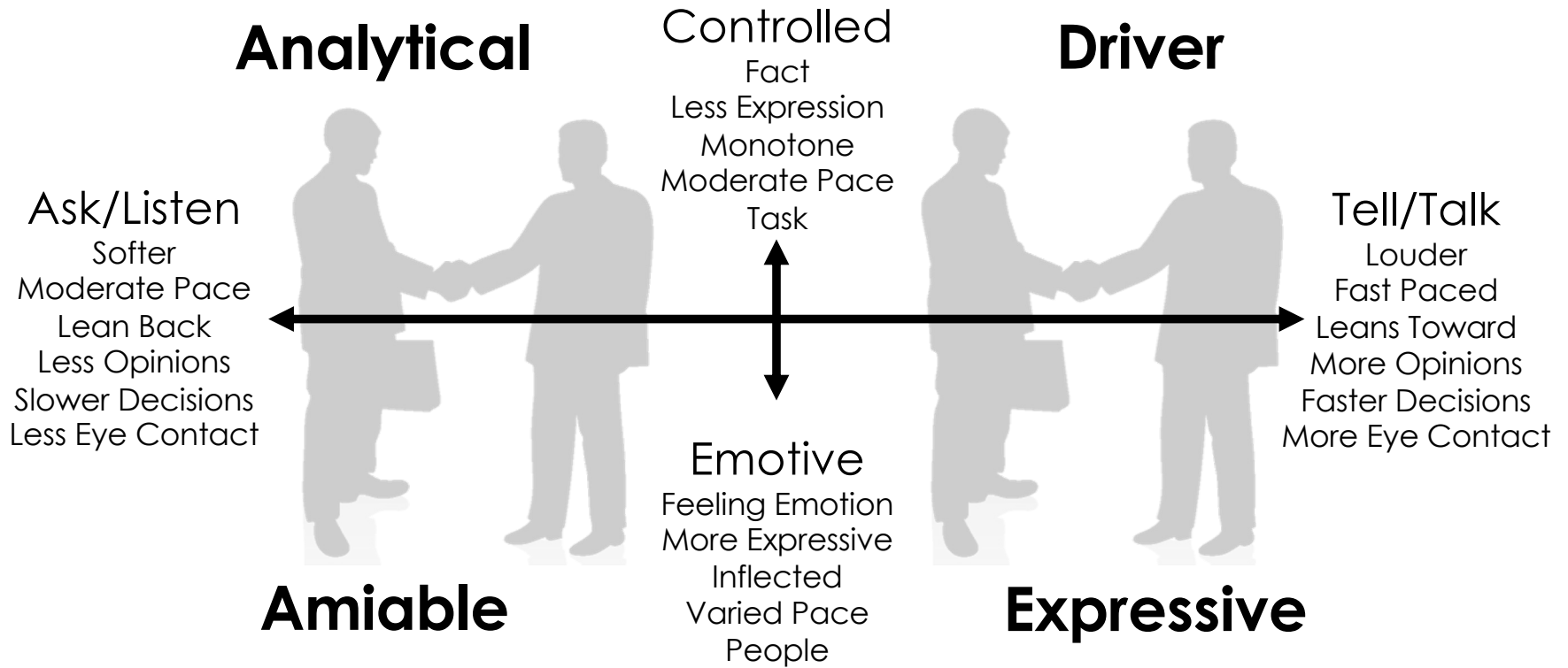
- **Actions - What we say or do**
- **That can be seen or heard**
- **Not the reasons or rationale behind those actions**

Social Style®: Some Patterns of Behavior

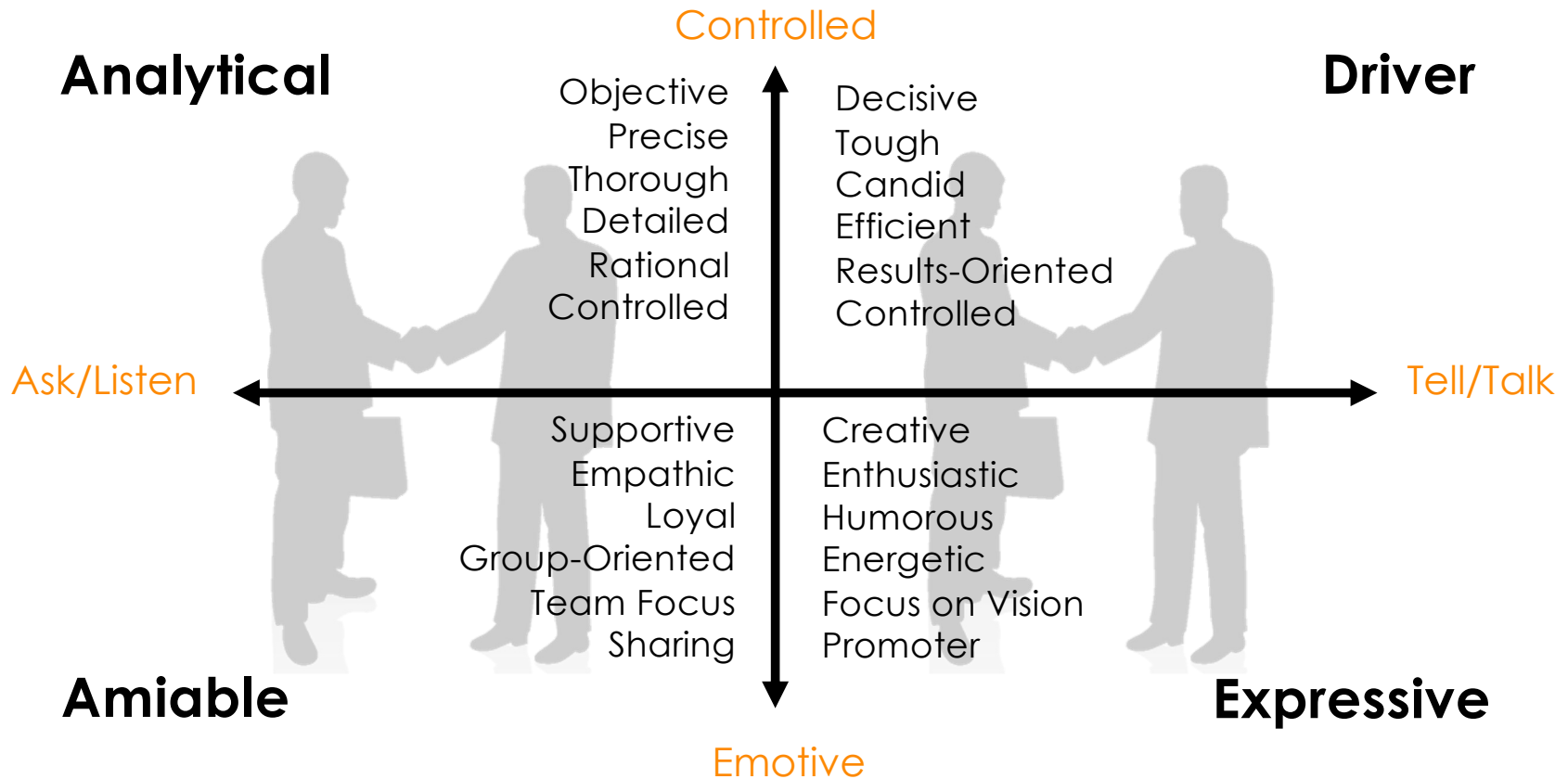
...that make us more like some than others

- Quieter
- Slower paced
- Facially controlled
- Monotone voice
- Indirect eye contact
- Casual posture
- Leans back
- Louder
- Faster paced
- Facially animated
- Inflected voice
- Direct eye contact
- Rigid posture
- Leans forward

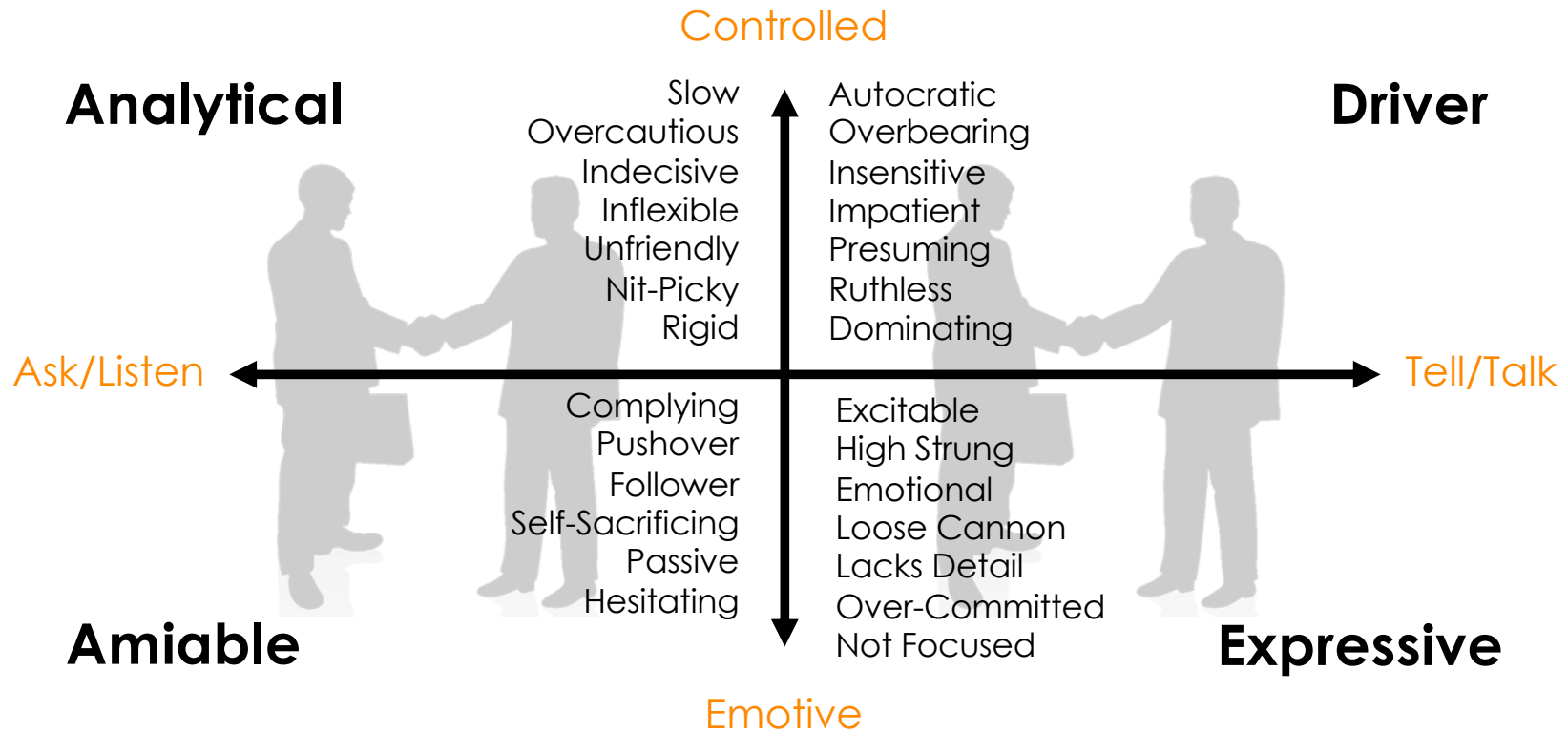
Social Style®...identifying my behaviors:



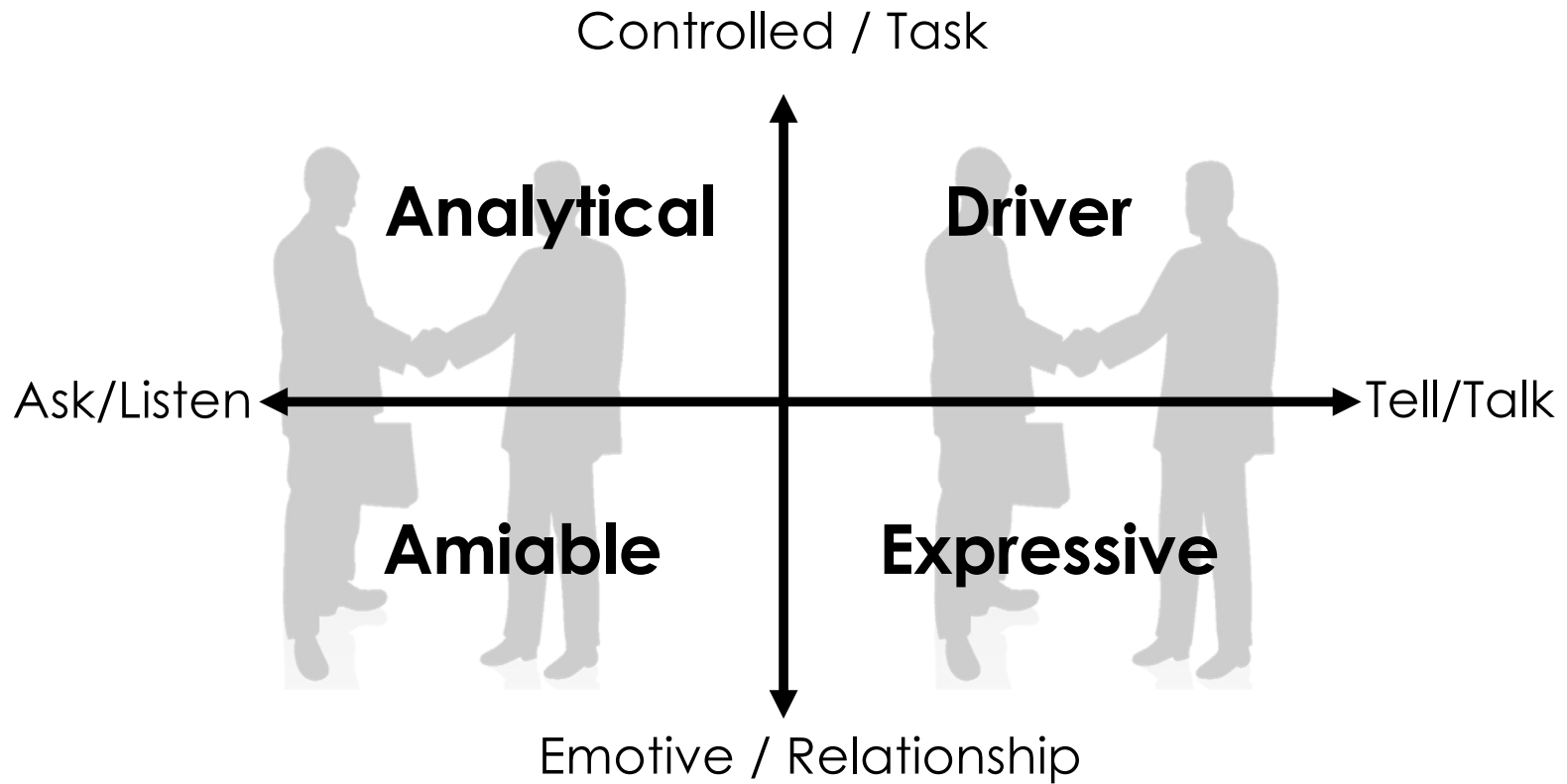
Communication Style Strengths



Communication Style Gaps



Social Style® Quadrants





Activity: Styles Summit

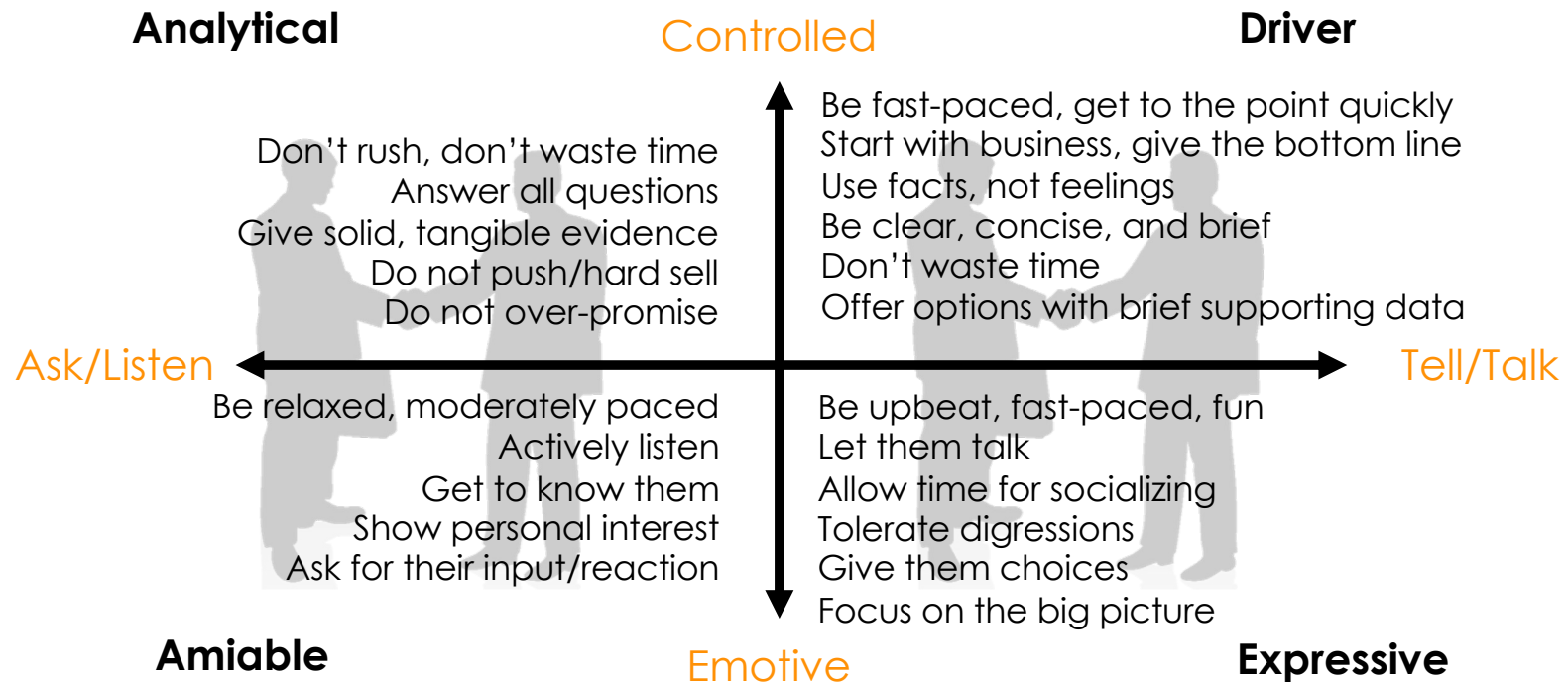


- **Purpose: Gain insight into how each style prefers to be worked with or influenced**
- **Breakout by style**

Small Group Activity

- **Brainstorm your responses to each question and take notes so you can report your answers.**
 - *What communication approaches makes you more receptive?*
 - *What does your style find frustrating about a communication approach?*
 - *How do you communicate in a way that potentially causes tension for others?*
 - *Share your responses and rationale (Mass Group Debrief).*

Flexing to Style Preferences

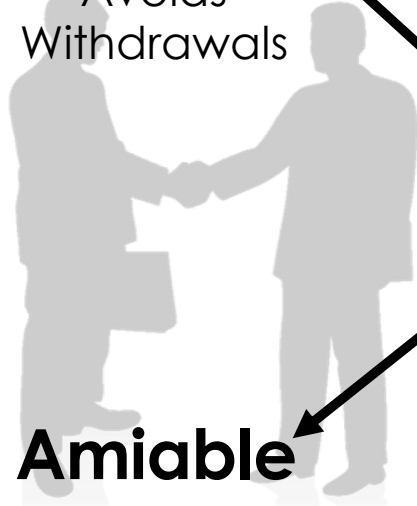


Styles Under Stress



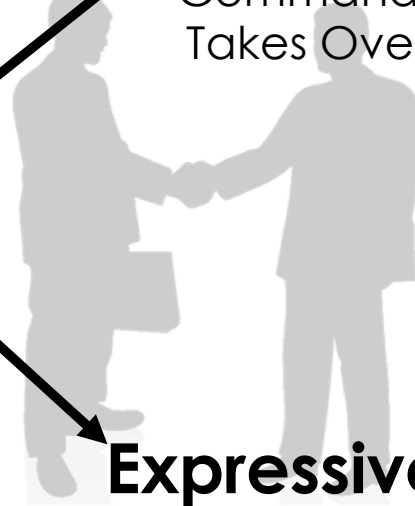
Analytical

Avoids
Withdrawals



Driver

Commands
Takes Over

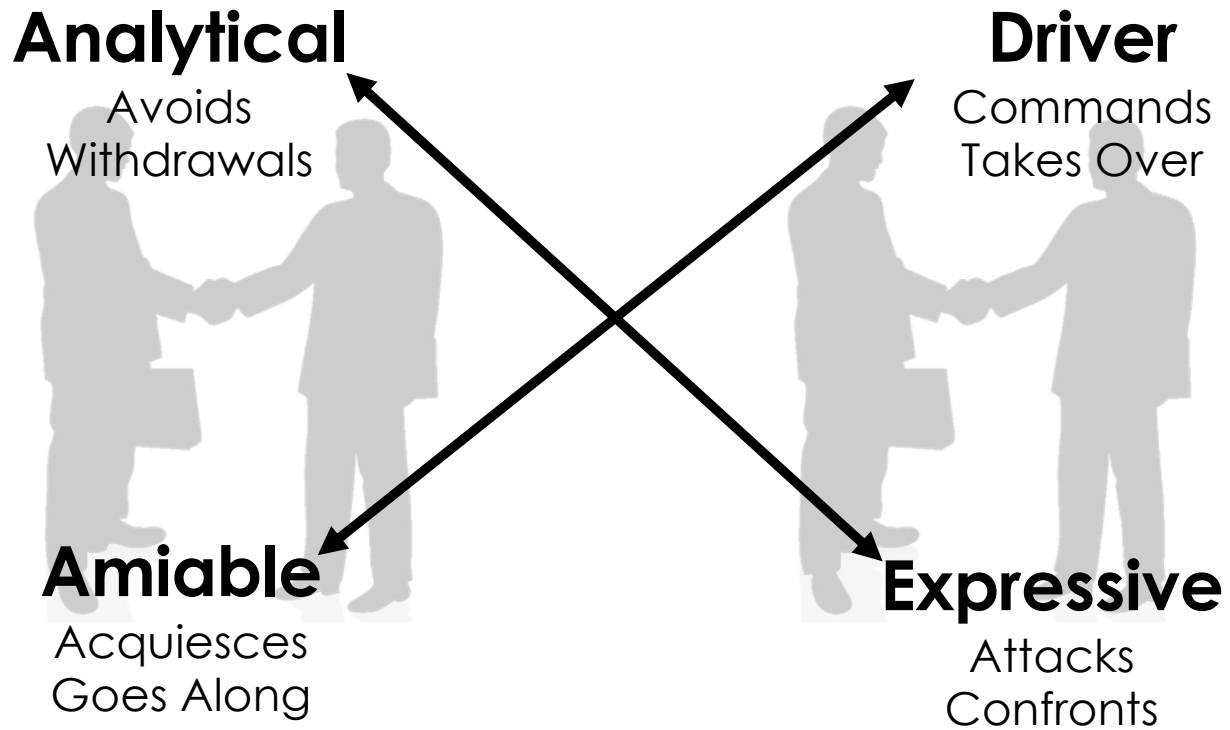


Amiable

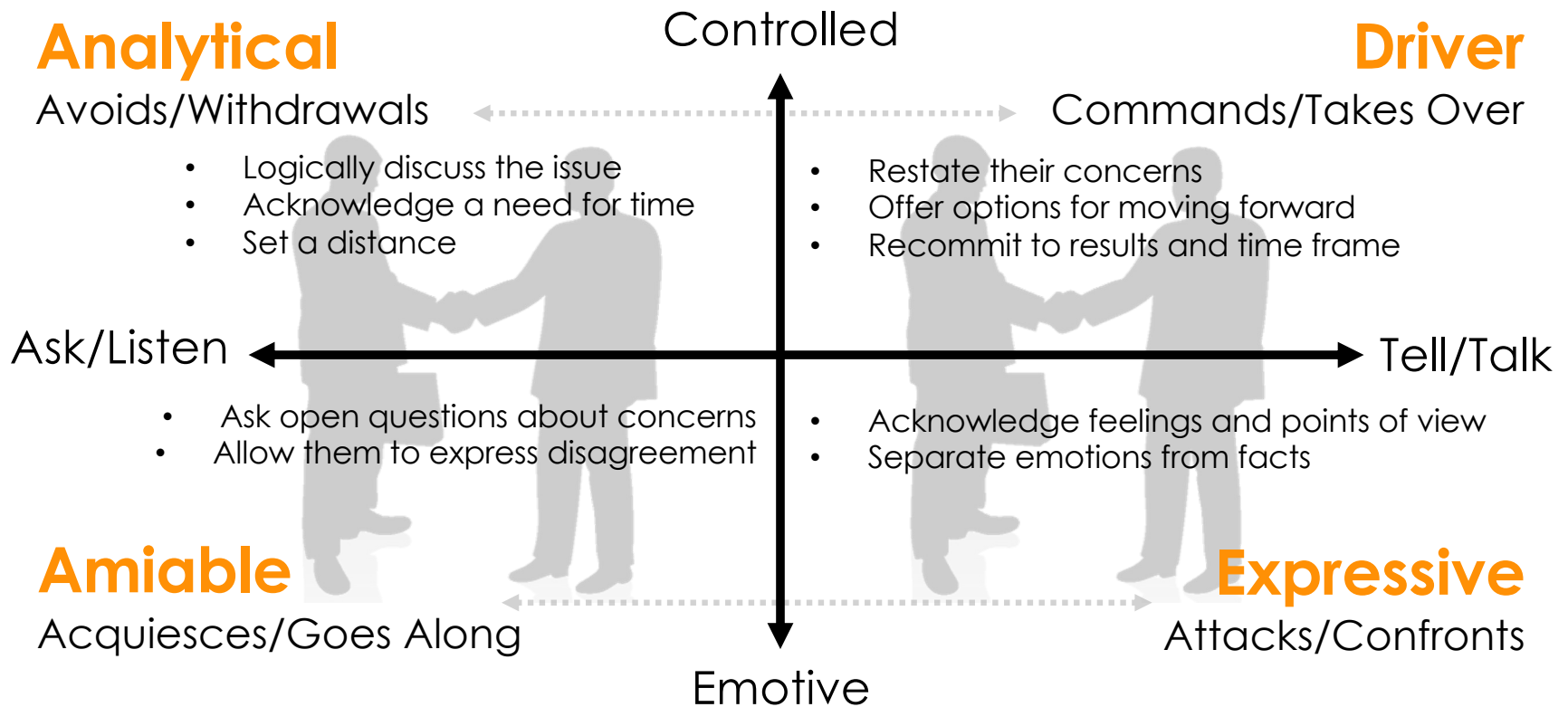
Acquiesces
Goes Along

Expressive

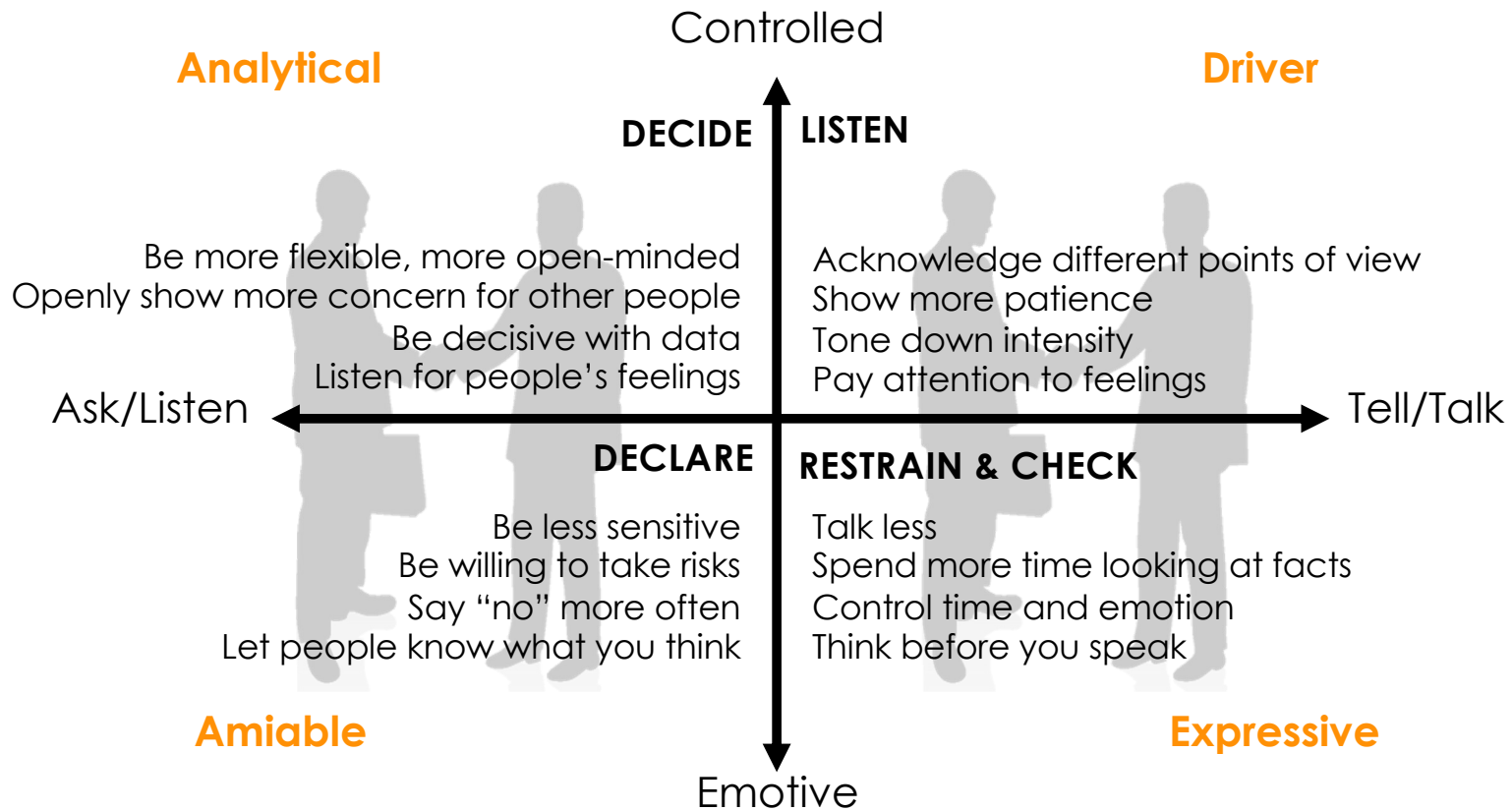
Attacks
Confronts



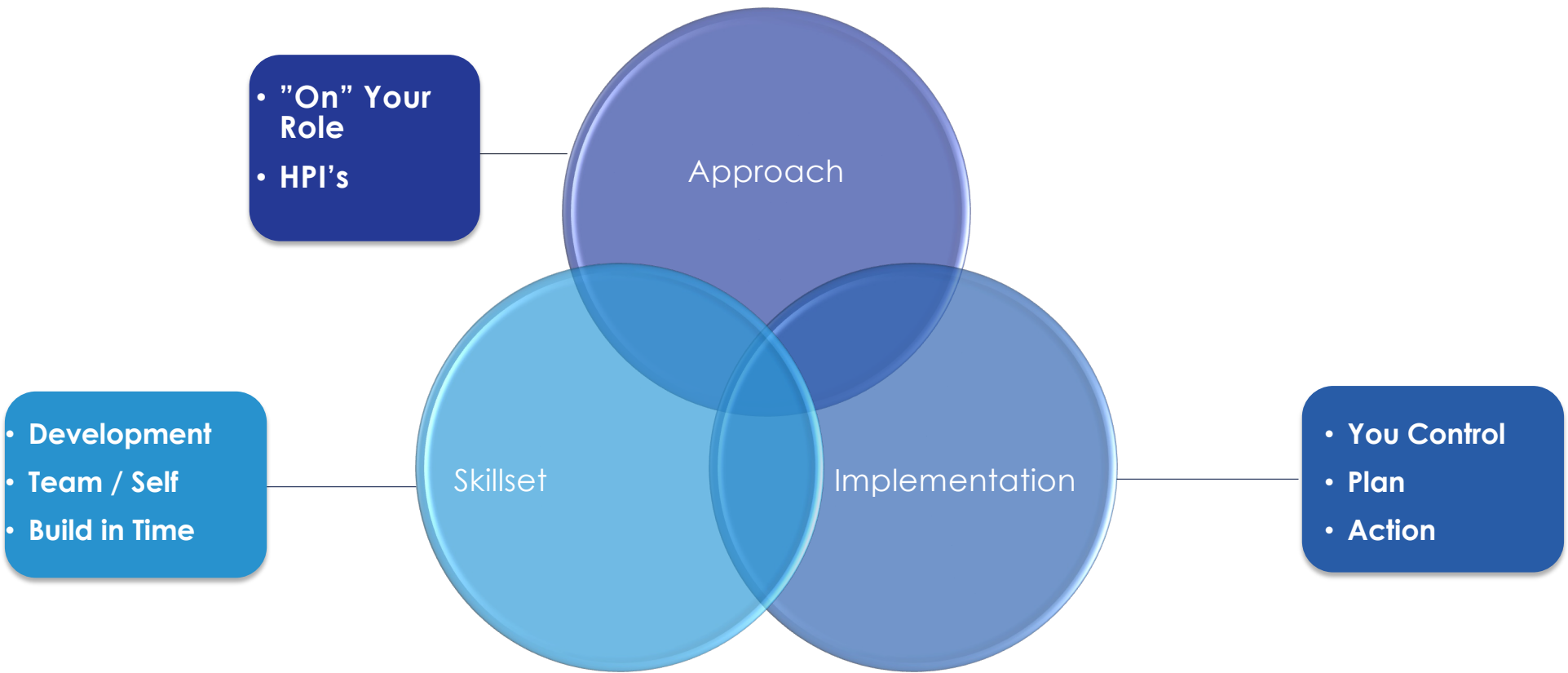
Styles Under Stress



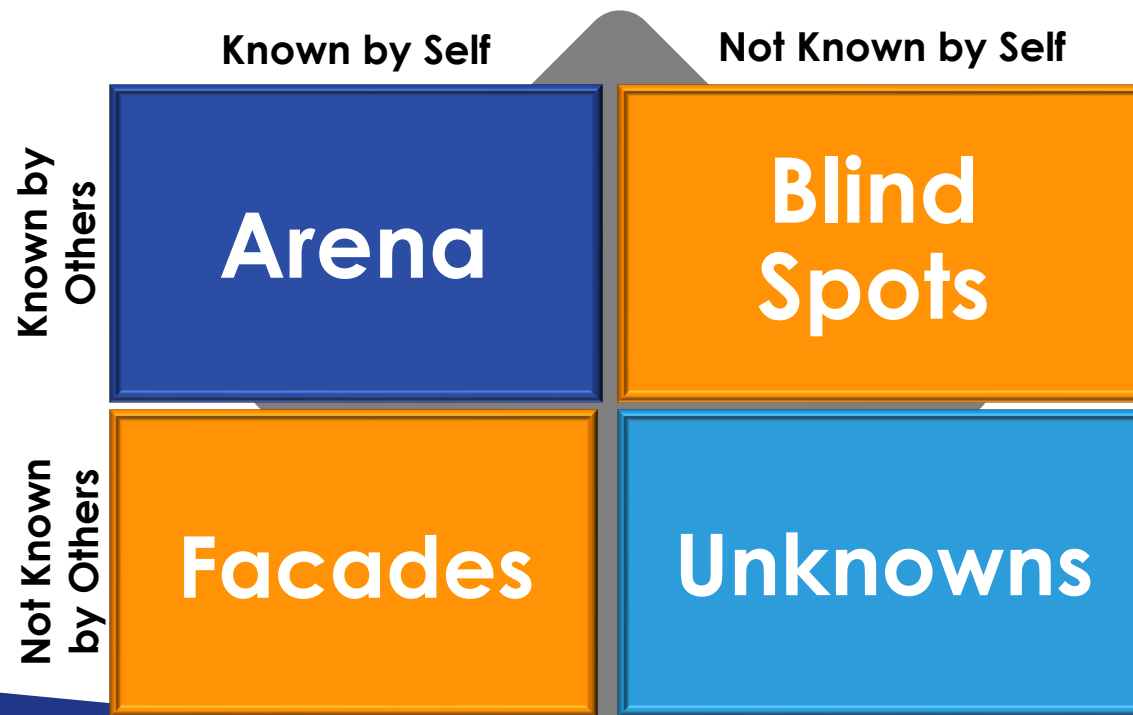
Improving Your Versatility



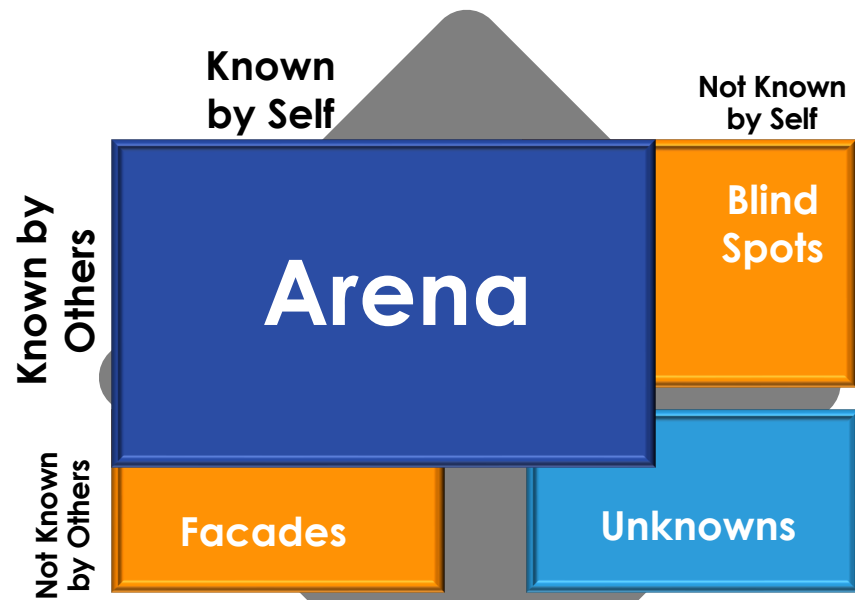
Leadership By Design



Johari's Window



Johari's Window



*Activities That Create Growth

• Energy

- Passion
- Confidence
- Creates growth

• Stuff

- Someone does it better
- Drains energy
- Negative relationships

*Dan Sullivan –Strategic Coach

“4 D’s”

- Delegate It
- Defer It
- Delete It
- Do It

High Priority Items (HPIs)



- Where Should Your Focus Be? (1-3)
- What Are Your Objectives and Key Results (OKRs)
- What Should You Be Doing Today?
- What's Your Next Best Action? Why/Impact?

- 
- **CONVERSATIONS**
 - **IDEAS**
 - **ACTIONS**
 - **OUTCOMES**

- ***NEW Conversations (Rinse and Repeat)***



Leadership By Design



- **Small Shifts (Leverage what is already in place)**
- **Top 5 skills needed**
 - Self
 - Team
- **Skills Transfer (Explain, Demo, Practice, Observe w/ Coaching, Feedback)**
- **Dedicated time**
- **Next best action**



Wrap Up Thoughts

- ✓ **Create a path to transformation (GCG's)**
- ✓ **Top Down/Bottom & Up Communication**
- ✓ **Implement and track**





Next Best Action

- **Insights**
- **What's Needed**
- **What's Next**

Actions I Will Take Following This Development...



Next Best Action



- **ONE Focus Area**
- **1-3 Action Steps (7/14/30)**
- **Key Impact / Benefit**
- **Personal Achievement**

Your Brand

Show Up



Stress



Feedback



Share Ideas



You Can't Control Your Brand

You Can Influence Your Brand



The
CardenGroup
REBUILDING THE EMPLOYEE EXPERIENCE

MASH

