



Excellence

Excellence is doing the best you can at whatever you're doing while simultaneously learning how to do it better the next time.

NASCC The Steel Conference

April 3, 2019

Understanding Your Assets as a Manager

Action Guide

by Dan Coughlin

This session's focus: Your Assets as a Manager

Management is the ability to convert resources into improved results.

You have multiple resources:
financial, facility, technological, equipment, and people.

However, your first resource to manage is yourself.

Significance is making a tremendously positive and lasting impact
on an organization's results.

To achieve significance, you have to figure out what you have going for yourself
that you can apply toward fulfilling your purpose at work.

"Individuation is the lifelong process of becoming the complete human being you were
born to be. It means discovering the uniqueness of yourself, finding out what you are not
and finding out who you are."

- Robert Johnson, author of *inner Work*

Your Assets for Significance

1. Your character strengths
2. Your passions
3. Your talents
4. Your values
5. Your key formative experiences
6. Your management style

Your Hard-Wiring

7. Your idea processor
8. Your temperament
9. Your decision-making approach

Your Ability to Shift from Negative Emotions to Positive Emotions

Your Assets for Significance

YOUR CHARACTER STRENGTHS

“Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are.”

- *John Wooden, UCLA, former head basketball coach*

Character Strength #1: Integrity

Integrity means doing what you think is the right thing to do.

Words associated with integrity are honesty, courage, true to your beliefs, sincerity, duty, and common sense.

Character Strength #2: Resilience

Resilience means persevering through pain, difficulty, and long-term challenges in order to pursue your desired outcome.

Words associated with resilience are determination, perseverance, and focus.

Character Strength #3: Caring

Caring means that you focus on the quality of your relationships your work.

Words associated with caring are fairness, empathy, kindness, details, and performance.

Character Strength #4: Collaboration

Collaboration means to share your ideas on a topic, listen to another person’s ideas, and work together to arrive at the best possible solution.

Words associated with collaboration are curiosity, open-mindedness, teamwork, learning from others, discussions, enhancing, and brainstorming.

Character Strength #5: Poise

Poise means to maintain calmness even when the chaos and drama in the room are rising.

Words associated with poise are calmness, confidence, relaxed, self-control, patience, and flexibility.

Exercise

Of these five (integrity, resilience, caring, collaboration, and poise), what is your strongest character strength, and how can you leverage it more often to help you and your organization achieve the desired objectives?

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

YOUR PASSIONS

Your passions are what sustain you. They fuel you and energize you. You're not going to consistently make a significant difference without having something that motivates you.

However, what drives one person to significance is far different than for another person. The keys are for you to understand your greatest passions and put them into your work every day.

Ten Examples of Passions:

- | | |
|----------------------------------|----------------|
| Results | Purpose |
| Rewards | Cause-Driven |
| Team Involvement | Adventure |
| Having Fun | Education |
| Creating Something Extraordinary | Helping Others |

Exercise

What are your strongest passions? (Your passions could be from this list or not on this list.)

How can you put your passions into action more often?

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

YOUR TALENTS

Your talents for making a significant difference are the skills you are able to do better than anything else you do that will matter toward making an impact.

Your talents don't have to be world-class. They just have to be the best of what you can do toward making a significant difference.

Here are examples of talents:

Listening	Inspiring other people
Organizing what needs to be done	Telling a story
Organizing a group of people	Writing
Explaining who needs to do what task	Speaking
Guiding a group	Explaining how to do something
Encouraging other people	Reading and learning
Staying focused and getting a job done	Looking out for other people
Solving problems	Sharing ideas
Creating a new way of doing something	Ideation
Adapting/Flexibility	Multitasking

Exercise

What are your strongest talents? (They might or might not be on this list.)

How can you use your talents to make a significant difference?

YOUR VALUES

Values are beliefs a person considers to be so important that they drive his or her behaviors on a consistent basis.

Exercise

What do you believe that is so important that it consistently drives your behaviors?

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

YOUR KEY FORMATIVE EXPERIENCES

What was an importance experience you had in your life that helped to mold you as a manager?

What did you learn from that experience that you can apply in your work today?

YOUR MANAGEMENT STYLE

Your management style consists of the ways you come across to other people in terms of volume, tone, attitude, and energy level

What is your volume? (soft, medium, loud)

What is your tone? (examples: embracing, inquisitive, intensive, abrasive)

What is your attitude? (negative, neutral, positive)

What is your energy level? (low, medium, high)

Exercise

What do you want to keep the same in your management style, what do you want to change, and why do you feel that way?

Your Hard-Wiring

YOUR IDEA PROCESSOR

An *extrovert* processes ideas immediately outside of himself/herself both verbally and non-verbally. There are outward signs when an extrovert has an idea.

Exercise

What are the advantages of being an extrovert?

What are the disadvantages of being an extrovert?

What does the extrovert need to keep in mind to achieve excellence?

An *introvert* processes ideas inside of himself or herself. There are no outward signs when an introvert has an idea.

Exercise

What are the advantages of being an introvert?

What are the disadvantages of being an introvert?

What does the introvert need to keep in mind to achieve excellence?

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

YOUR TEMPERAMENT

Your temperament is what you are inclined to do in most situations.

We will look at four temperaments:

The Shepherd, The Creator, The Idealist, and The Rationalist

(This section refers to your results on the www.16personalities.com free test.)

The Four Temperaments

The Shepherd (SJ)

This person acts as a shepherd and protects and nurtures and challenges other people. This person's strength is logistics. He or she excels in planning and in identifying who is going to do what when.

Potential Downside: This person's potential weakness is he or she can be a micromanager in telling everyone what to do all the time.

By far the main temperament of executives and managers.
(Temperament Types: ISTJ, ISFJ, ESTJ, ESFJ)

The Creator (SP)

This person is the maker or the doer. This person's strength is tactics and getting things done to create a great work product.

Potential Downside: This person's potential weakness is he or she might try to do it all by himself or herself, and not work well with others.
(Temperament Types: ISFP, ISTP, ESFP, ESTP)

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

The Idealist (NF)

Think of a list of ideas. This person's strength is diplomacy and influencing how other people think. The impact occurs through the quality and delivery of his or her ideas.

Potential Downside: This person's potential weakness is he or she might get lost in ideas and not get things done.

(Temperament Types: ENFP, ENFJ, INFP, INFJ)

The Rationalist (NT)

Think of a sequence of rational thoughts. This person's strength is strategy and establishing a direction for the organization or group to follow.

Potential Downside: This person's potential weakness is he or she might think he or she is always right and won't listen to input from anyone else.

(Temperament Types: INTJ, INTP, ENTJ, ENTP)

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

YOUR DECISION-MAKING APPROACH

The Four Decision-Making Approaches

Your decision-making approach is what you need in order to make a decision.

(Resource: These descriptions were derived from my study of The DISC Method.)

Quick Decision-Maker (speed, "Did I make a decision?")

Characteristics:

Very direct and straightforward. Strongly opinionated, decisive, and forceful. Do not want to see a lot of paperwork or take part in a lot of small talk about the weather and what movie you saw. Want to consider a few options and then make a decision quickly and get on to the next thing.

Relationship Decision-Maker (chemistry, "Could I enjoy working with this person?")

Characteristics:

Likes small talk about non-work issues. Very people-oriented. Really enjoy getting to know you as a person: what makes you tick, where you grew up, who your family members are, and what your hobbies are. Really want the relationship to feel right. Want to get excited about working with you. Not into paperwork.

Logical Decision-Maker (logic, "Does this decision really make sense?")

Characteristics:

Logical decision-makers want to move from point A to point B in very logical steps. They want to see how all of the pieces fit together before they make a decision. They listen more than they talk. They do not like quick changes. They do not want to engage in small talk. They want to analyze facts and data before they make a decision. They want to know why you are doing what you are doing. They enjoy going through paperwork.

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

Conscientious Decision-Maker (clear conscience, "Did I make the right decision?")

Characteristics:

This person wants to be absolutely certain that the decision is the right thing to do. He or she wants to follow the rules. This person likes to look at information for a long period of time by himself or herself. Several days or weeks later they will come back and present their decision based on what he or she thinks is the right thing to do.

Exercise

Clarify your hard-wiring and be ready to explain it in our small group discussion:

1. I am an (introvert or extrovert), and therefore my strength is _____ , but I need to be careful about _____

2. My temperament is (shepherd, creator, idealist, or rationalist), and therefore my strength is ___ , but I need to be careful about ____ .

3. My decision-making style is (quick, relationship, logical, or conscientious), and therefore my strength is _____ , but I need to be careful about ____ .

Composite of My Assets as a Manager

1. My character strengths
2. My passions
3. My talents
4. My values
5. My key formative experiences
6. My management style
7. My idea processor
8. My temperament
9. My decision-making approach

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

**Your Ability to Shift from
Negative Emotions to Positive Emotions**

Organizations are made up people. People have thoughts.
Those thoughts affect their emotions. Their emotions affect their decisions.
Their decisions affect their behaviors. Their behaviors affect their results.
The key to improving results is to improve your thoughts.

Understand the E – T – E Sequence (Event – Thoughts – Emotions)

An event happens. You have thoughts about it. Those thoughts produce emotions. Those emotions could be **positive** (hopeful, optimistic, resilient, confident, grateful, enthusiastic, joy) or **negative** (pessimistic, anxious, afraid, enraged, hopeless, helpless, resentful).

You cannot sustain excellence when you remain stuck in a negative emotion over an extended time period. Positive emotions are not the absence of negative emotions. Our natural default position is a negative emotion. We need to consciously work to generate positive emotions.

Methods for Shifting from Negative Emotions to Positive Emotions

Method #1: Change the event you are thinking about.

Method #2: Identify and avoid an irrational belief.

Method #3: Make positive self-talk personal, permanent, and pervasive and negative self-talk universal, temporary, and specific.

Method #4: Reinterpret the way you look at an event. (Look for lack of evidence to support the negative thought, develop an alternative explanation for what happened, identify a weak premise in your thought process, and focus on the uselessness of the negative thought.)

Method #5: Write a handwritten letter of gratitude to a person in your work life, home life, or community.

Book Recommendations: *A Guide to Rational Living*, *Learned Optimism* (Chapter 12), *Authentic Happiness* (Chapter 6), and *The Hope Circuit*.

NASCC: The Steel Conference
April 3, 2019
Understanding Your Assets as a Manager

Notes

The Coughlin Company Promise

Business leaders will be better equipped to consistently deliver excellence in their work.

About Dan Coughlin

As an executive coach, seminar leader, keynote teacher, and strategic guide, Dan Coughlin focuses on strengthening excellence:

- Individual Excellence
- Leadership Excellence
- Management Excellence
- Team Excellence

Excellence is doing the best you can at whatever you're doing while simultaneously learning how to do it better the next time.

Dan Coughlin's clients include RE/MAX, McDonald's, Shell, Cisco, Cardinal Health, GE Capital, Toyota, Coca-Cola, Subway, Anheuser-Busch InBev, Marriott, Abbott, Prudential, St. Louis Cardinals, Boeing, and more than 200 other organizations.

Dan is the co-author of the new book, **The Any Person Mindset: Be Accountable to the Difference You Can Make.**

He has provided more than 4,000 Executive Coaching sessions for clients in six countries and invested more than 3,000 hours on-site observing and coaching executives and managers in over 40 industries.

Visit Dan Coughlin's *Free Business Leadership Idea Center*
at
www.thecoughlincompany.com