Leadership Skills Within the Legislative Ecosystem
GROUP DISCUSSION

What leadership lessons are embedded in this parable?

What guidance can it provide for a staff leader in the legislature?

(Consider lessons from both the King and the young girl)
Staff Leadership Progression Within the Legislative Ecosystem

Green Shoot

Sapling

Mighty Oak
Leadership Development
Phase One: Green Shoot
LEADER’S POV
“People don’t buy WHAT you do, they buy WHY you do it.”

FOLLOWER’S POV
“You don’t do business with people who have what you want, you do business with people who believe what you believe.”
Breakout DISCUSSION

Share your Top 5 Values with your group.

Try to offer an example of how your work manifests or embodies ONE of these Values.

Those examples are how you COMMUNICATE your WHY.
KNOWLEDGE

ENHANCE SKILL LEVEL
In what area (policy/process/procedure) can you become a “Thought Leader” by building an extensive knowledge base?

What “Separation Skill” can you refine that makes you indispensable to the legislative organization?
“Green Shoot” Legislative Leadership

Know and communicate your Leadership WHY

Develop a unique knowledge base

Cultivate an indispensable talent
Leadership Development
Phase Two: Sapling
The Sound of the Forest
Emotional Intelligence Defined

“The ability to engage in sophisticated information processing about one’s own and other’s emotions, and the ability to use that information as a guide to thinking and behavior.”

Peter Salovey, Yale University
John Mayer, University of New Hampshire
Why Does EQ Matter?

**McClelland**: managers with EQ training had 80% less grievances filed against them

**Google**: EQ more correlated with management success than IQ or technical competence

**Yale**: Higher EQ produces better decision making
DEVELOP EMOTIONAL EMPATHY

**EMPATHY**: a recognition and appreciation of the *emotional experience* of others in order to increase one’s understanding of their perspective and point of view.

“*Empathy is about finding echoes of another person in yourself.*”

*Moshin Hamid*
Why?

Explore their WHY
Explore their WHY with this technique:

“It must not be easy...”

Narrow the Perspective Gap by taking a walk in their emotional shoes. Try to appreciate the emotional origin of their behavior.
Boss snaps at you?
It must not be easy... to be under this much pressure from Leadership.
Mom makes a snide remark?
It must not be easy... to be quarantined in a room for three straight weeks.
PRACTICE in Chat

Fill in the words after I say “It must not be easy...” with an analysis of their WHY
REFINE YOUR EMOTIONAL SOCIAL SKILLS

Social skills: the ability to communicate, negotiate, and influence others through an emotional—not just rational—channel.

“Great communication begins with connection.”

Oprah Winfrey
Tell POWERFUL stories
“In our information saturated age, you won’t be heard unless you’re telling stories. Facts and figures and all the rational things that we think are important don’t stick in our minds at all. Stories create ‘sticky’ memories by attaching emotions to things that happen.”

Nick Morgan, Harvard Business Review
“Storytelling is a way for leaders to embody the change they seek. Rather than merely advocating and counter-advocating propositional arguments, which lead to more arguments, leaders establish credibility and authenticity by telling stories. When they believe deeply in them, their stories resonate emotionally, generating creativity, interaction and transformation.”

Steve Denning
Leadership Consultant
The most impactful stories...

*Humanize* the main issue by putting a human face on an abstract Value or Theme.

Are *specific*: a movie *SCENE*, not the whole movie, about a specific person or group.

Have an emotional *twist*: *despair turns to hope; struggle to success; triumph to tragedy*
STORY STRUCTURE

Highlight a clear and simple **CORE VALUE**

Tell a short **STORY** (include sensory details! Twist!)

Re-emphasize the **VALUE**
Think of an *experience* in your life that influenced your decision to pursue a career in public service.

A single SCENE.
“Sapling” Legislative Leadership

Increase your EQ score by:

Building your capacity for Empathy

Creating a stable of powerful Stories
Leadership Development
Phase Three: Mighty Oak
Unique PRACTICES and CHARACTERISTICS
Think of a powerful CULTURE that you’ve been a part of.

Share some of their unique practices and characteristics. How did they increase belonging and engagement?
A workplace culture is the set of values, beliefs, attitudes, practices, and assumptions that **members of a workplace share**.

Culture is the **tacit social order** of an organization. Cultural norms define what is encouraged, discouraged, accepted, rejected, rewarded or punished.

“*Culture is the way we do things around here.*”
WHY DOES A POSITIVE CULTURE MATTER?

Improves Teamwork
Increases Productivity
Raises Morale
Reduces Stress
LEADING Culture
CULTURE EATS STRATEGY FOR BREAKFAST
ORGANIZATIONAL CULTURE
TOP ATTRIBUTES

Teamwork/Common Purpose
Trust/Integrity
Adaptability/Change
Accountability/Fairness
Consider all three Phases of your Legislative Leadership (Green Shoot, Sapling, Mighty Oak)

Where/how can MY LEADERSHIP enhance at least one of these cultural attributes?

Teamwork/Common Purpose

Trust/Integrity

Adaptability/Change

Accountability/Fairness
“Mighty Oak” Legislative Leadership

Culture is the soil that feeds the legislative ecosystem

YOUR LEADERSHIP has the power to shape a healthy organizational culture
Leadership Skills Within the Legislative Ecosystem

Review

**GREEN SHOOT**: a clear Leadership WHY, aligned consistently with your actions. Develop a key area of expertise and a clear separation skill.

**SAPLING**: a well-honed EQ, sense of Empathy, and stable of emotionally resonating stories.

**MIGHTY OAK**: a clear sense of the Culture you want to foster, and your role in developing that culture.
WORKSHOP REFLECTION

What did you find most useful or interesting today?

What discoveries did you make about your own personal leadership journey?

In what ways might your leadership change as a result of your thinking today?
Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

— Jack Welch