



## LEADERSHIP 'MUST-HAVE' SKILLS FOR MANAGERS AND SUPERVISORS

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*The doctor's diagnosis is IN: Good communication is contagious!*

Susanne Gaddis, PhD, CSP, and CEO of The Communications Doctor recognizes there is an epidemic of unhealthy interactions in today's society. The good news is – she shares prescriptions – easy and engaging tips and techniques that help foster a climate for positive, diplomatic and motivational communications. As a communications professor, Certified Professional Speaker (CSP), author and member of the National Speaker's Association, Susanne Gaddis, PhD, has taught the art of successful communication since 1989. A recognized interpersonal communications expert, Susanne has appeared on nationally syndicated radio, TV and video programming and has authored articles appearing in: *The Journal of Training and Development*, *The Whole American Nurse*, *Shape Magazine*, *The Handbook of Public Relations*, *Corporate Meeting Planner*, and on *Entrepreneur.com*. Current clients, benefiting from Susanne's action-focused, solution-oriented tips, and techniques include NASA Johnson Space Center, The American Nurses Association, Oracle, SAS, Blue Cross & Blue Shield, and Bayer Corporation. For additional information on Dr. Gaddis or to subscribe to receive her FREE newsletter, call 919-933-3237, e-mail: [gaddis@communicationsdoctor.com](mailto:gaddis@communicationsdoctor.com) or visit: [www.CommunicationsDoctor.com](http://www.CommunicationsDoctor.com), Twitter: @TheCommDoctor Facebook: CommunicationsDoctor

# “Keepers”



Jeepers, Creepers, Where'd you get those “Keepers”

Handwriting practice lines consisting of ten sets of three horizontal lines. Each set is preceded by a small circle containing a vertical line, serving as a starting point for the letter 'K'.

# Are You Fully Engaged?



## Are you...

physically energized?

emotionally connected?

mentally focused?

spiritually aligned with a purpose beyond your immediate self-interest?

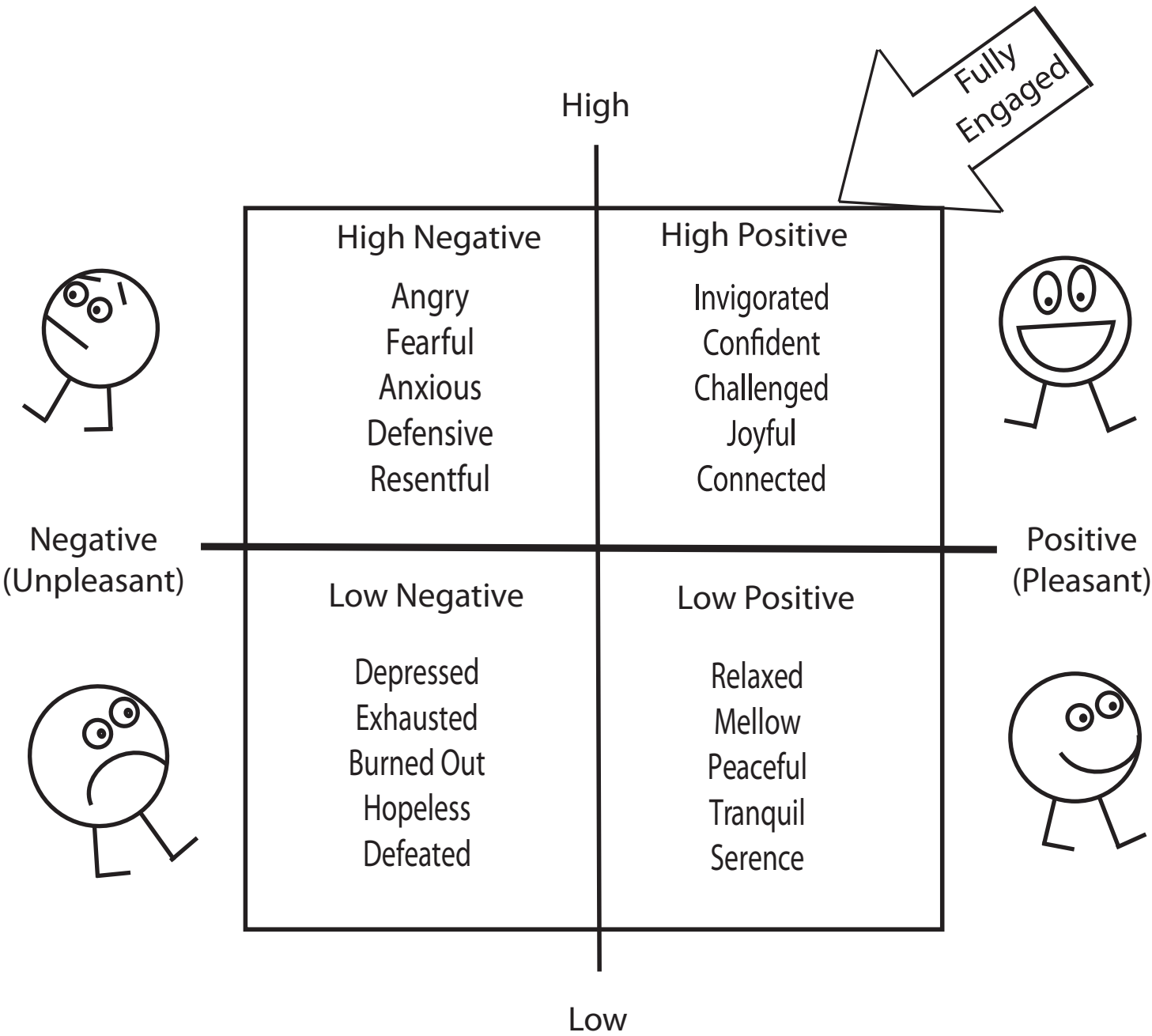


**If so, CONGRATULATIONS, you are FULLY ENGAGED!**

- Less than **30%** of American workers are fully engaged at work
- **55%** are “not engaged”
- **19%** are “actively disengaged” = unhappy at work and share those feelings with colleagues
- Cost = trillions of dollars



Loehr, Jim, and Tony Schwartz. The Power of Full Engagement . New York City: Free Press , 2003. Print.

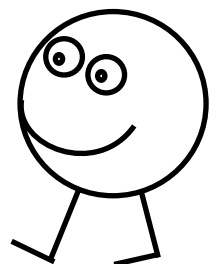


Loehr, Jim, and Tony Schwartz. The Power of Full Engagement . New York City: Free Press , 2003. Print.



## Brainstorm

Below please list non-verbal behaviors that let others know that you are interested.





### ⓪ PART I

Recall several people you work with or once worked with who were “ego boosters”- who helped enhance your self-esteem by acting in a way that made you feel competent, worthwhile, important or appreciated. List their characteristics:

Now recall several people who were “ego busters” – who acted in large or small ways to reduce your self-esteem. List their characteristics:

### ⓪ PART II

Recall a time when you were an ego booster to someone - when you deliberately or unintentionally boosted another's self-esteem. Don't merely settle for an instance in which you were nice. Rather, look for a time when your actions left another person feeling valued, motivated, needed, and so on.

The best compliment I ever received at work was from \_\_\_\_\_ who said:

The best compliment I ever gave at work was to \_\_\_\_\_ when I said:

The best compliment I ever gave to myself was when I said:



### Creative Ways to Say "Good For You"

What a great idea.

That's really nice.

Wow!

I like the way you did that.

Everyone's working so hard.

Much better.

It's a pleasure to work with you.

What a neat way of doing things.

That's right! Good for you.

I'm proud of you.

Thank you for . . .

Right on.

Sharp!

I like the way you get things done.

My goodness, how impressive!

That's A work.

Perfect!

It couldn't be better.

That's clever.

Very interesting.

Thanks for paying attention to details.

I couldn't have done it better myself!

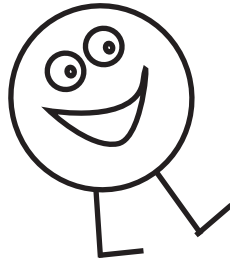
That's right.

Exactly right!

Superior work.

You're a joy to be around.

Awesome.



Amazing!

Thank you very much.

Keep up the good work.

What a great improvement.

How creative.

Good job!

Excellent work.

You really outdid yourself.

Congratulations.

Beautiful!

I'm very proud of you.

You've got it now.

Groovy.

Super.

Now you've got it.

Very creative.

Marvelous.

Wonderful job!

That's a good point.

I love what you've done here.

What an accomplishment.

You're an inspiration!

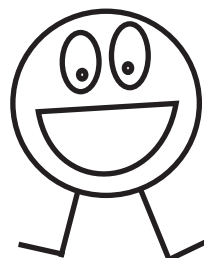
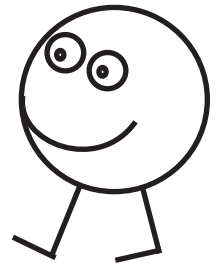
I appreciate your help.

That's a good observation.

I love what you have done.

Way to go.

Fantastic.





### Phrases That Squash Creativity

We tried that before.

No way!

It won't work.

That's too pie in the sky!

Has anyone else ever tried it?

It's too complicated!

That's too much ivory tower.

We're too busy to do that.

It's too much trouble!

The staff will never buy it.

It's against company policy.

It will run up our overhead.

We don't have the authority.

Let's get back to reality.

We've always done it this way.

Top management won't buy it.

We'd lose money in the long run.

You're way ahead of your time.

We're not ready for that.

It isn't in the budget.

Where did you dig that one up?

We're doing just fine without it.

Can't teach an old dog new tricks.

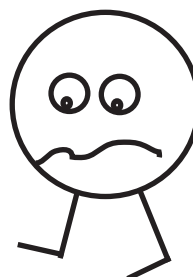
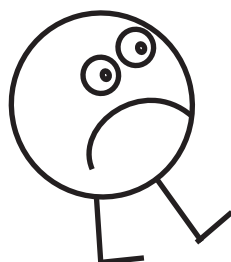
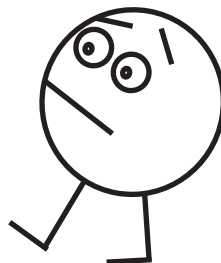
Why waste your energy?

Put it out of your mind.

We'll be the laughing stock of the industry.

Management will never go for it.

Let's put that one on the back burner for now.



It's never going to fly.

Let's form a committee.

I don't see the connection.

Let's all sleep on it.

It can't be done.

Duh!

That's not our problem.

I don't like the idea.

You're right, but. . .

That's not my job.

You've got to be kidding!

It's impossible.

Take a chill pill.

Don't rock the boat.

Get real!

It's my way or the highway.

Let's look into it later.

Quit dreaming.

It's too much work.

You're out of your mind!

Huh?

Not that again.

It costs too much.

That's a dumb idea!

Our place is different.

We don't have the time.

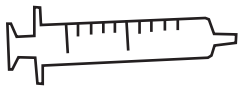
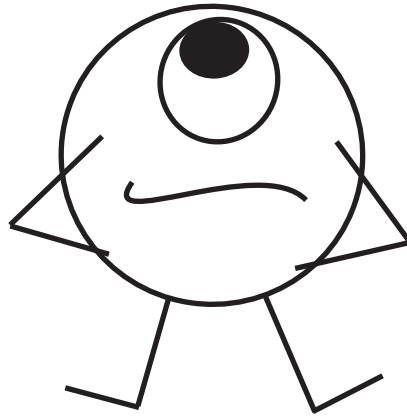
It's too radical a change.

Whatever!



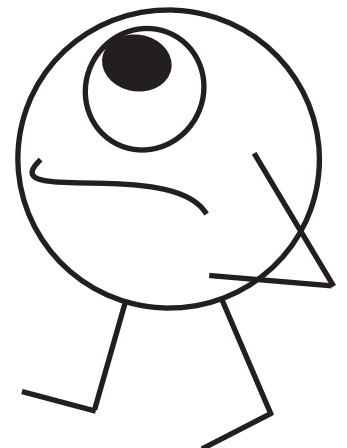


## How To Diagnose Cyclops Syndrome



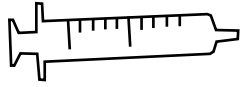
BEWARE of cyclops syndrome!

- ⊕ Use inclusive pronouns such as we, us, our, let's
- ⊕ Give others the one-up
- ⊕ Keep **O.O.P.S.**  
(Our Own Personal Story) to a minimum

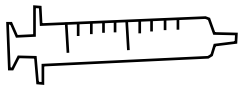
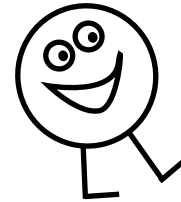




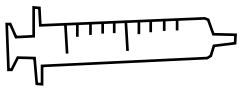
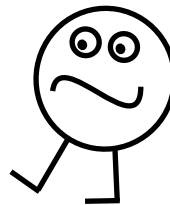
## Three-Step Feedback



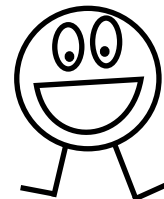
Say THANK YOU.



Describe the SPECIFIC BEHAVIOR you noticed.

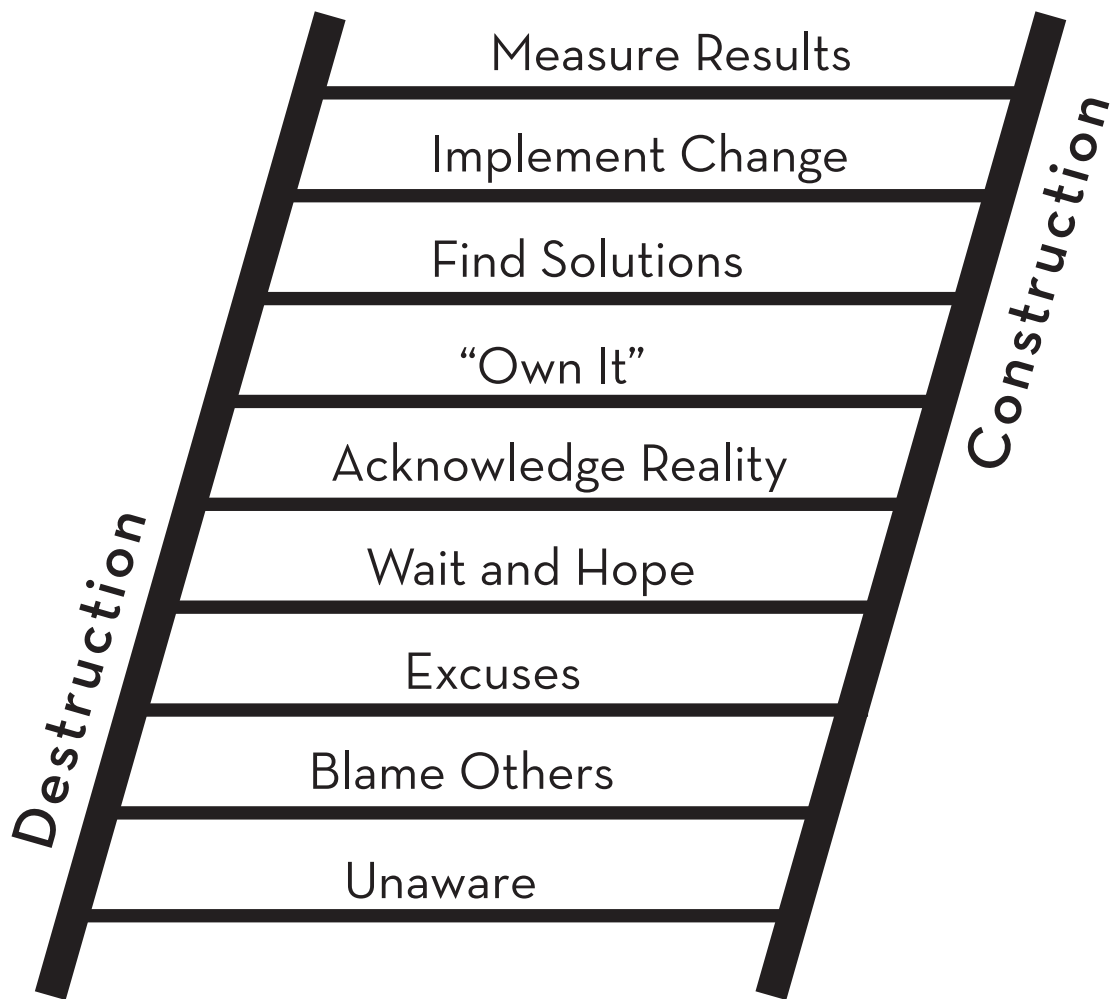


Describe the IMPACT that behavior had on you/your co-workers, your perception of him/her, etc.



# Ladder Of Personal Accountability And Responsibility

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# 6 STEPS TO ACCOUNTABILITY

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SEE IT

OWN IT

SOLVE IT

DO IT

MEASURE IT

IMPROVE IT

# ACCOUNTABILITY SEQUENCE

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These four steps, taken in sequence, lay the foundation for effectively holding other people accountable and establishing and maintaining a positive accountability connection. When used in sequence, we can minimize the number of expectations that go unmet.

**FORMING EXPECTATIONS:** Creating frameable, obtainable, repeatable, and measurable expectations of your workforce.

**COMMUNICATING EXPECTATIONS:** Communicating key expectations with clarity, allow people to understand what is expected and why it is important for them to follow through and deliver results.

**ALIGNING EXPECTATIONS:** Creating and maintaining alignment around those expectations with everyone who contributes to the expectations.

**INSPECTING EXPECTATIONS:** Assessing the condition of how closely key expectations are being fulfilled, ensuring continued alignment, providing support, reinforcing progress, and promoting learning to deliver results.

# A Model for Constructive Feedback

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1. When I observe/hear/see X
2. I feel Y (concerned, surprised, confused, disappointed)
3. Because what we agreed to was Z.

Use silence and allow the other person to give their response without interrupting.

4. And what I want/need from you is . . .  
And what I'd really appreciate is . . .  
And what would be very helpful to me next time is . . .

5. Clarify your agreement. So I can expect . . .

Using the above model, please construct two pieces of feedback.

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## Clarifying Statements

- ⊗ "I want to be sure I'm with you on this, could you please repeat what you just said . . ."
- ⊗ "Tell me more about the . . . you said that you found it to be . . . in what way?"
- ⊗ "Did you say . . ."
- ⊗ "Do you mean . . ." or  
"So basically what you mean is . . ."
- ⊗ "It sounds like . . ."
- ⊗ "What I understand you to say is . . . Is that right?"
- ⊗ "Will you clarify what you mean by . . .?"
- ⊗ "What specifically do you mean by . . ."
- ⊗ "In other words, if I'm understanding here . . ."
- ⊗ "So basically how you're feeling is . . ."
- ⊗ "Let me understand, what was going on for you was . . ."
- ⊗ "So what happened was . . ."
- ⊗ "Is there anything else I need to know?"
- ⊗ "Is that right? Are those the main issues/things that we need to focus on?"

