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Being a Leader When You're not the Boss

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-- [Amy] Once again, welcome to our webinar today. Being a leader when you're not the boss. Our presenter today is Tatiana Rodriguez, MPH. She believes that life is a gift and that leaving a meaningful legacy matters. She enjoys her time in interactive college classrooms, investing in student leaders and in dynamic corporate classrooms, investing in professionals with growth mindsets. Outside of the classroom, Tatiana is part historian, part creative, and her contribution to this world is to create powerful stories and record them for future generations. Tatiana, we're very pleased to have you here with us today to open up our 2020 webinars series, so welcome.

- [Tatiana] Thank you very much, Amy. I appreciate that and from my screen to yours, everyone, whether you're watching online or listening to this at a later time for recording, whether you're part of the live online audience today, welcome or checking it out later. It's both my privilege and my pleasure to be leading this amazing conversation today. I came across this question that really struck me and unfortunately I don't recall who said it or where I came from to be able to quote the source, but here it is. It's easy to poke holes in something, but can you build something better in its place? And that really reminded me of our topic today. Being a leader when you're not the boss. See, it's very easy for all of us, myself included, to complain about an unreasonable boss, an annoying coworker, our department, our lack of resources, our caseload, the difficult parents of the kids we serve, the noncompliant patients, the schedule, the old materials, the new materials, the shocking insurance denials. And you may be completely justified in feeling frustrated, especially about the insurance denials. I will never understand that. But my question for us is, after we've vented with trusted sources about our issues, what are we doing about it? To refresh your memory, the question was, it's easy to poke holes in something, but can you build something better in its place? And this to me is where true leaders come in, even if we're not the boss. And if you're listening to this message today, chances are very high that you're not a boss and even if you are a team leader or a boss of some kind, you probably have another boss; the boss's boss, so to speak. Maybe you're not a boss today, but

you have aspirations to be one and you want to be a team leader and if so, here's a great quote for you: nothing so conclusively proves a person's ability to lead others as what they do on a day to day basis to lead themselves. I modified the language from the original quote by Thomas Watson to be more gender inclusive as the original language referred to a man and I know there are a lot of female speech therapists, so I want to make sure that everyone feels a part of the mix in the conversation today. So think about this quote for a few seconds and let me ask you, I already asked you to think about that first quote. What are some things that you might be doing to make things better, but now think about this, what do you regularly do to lead yourself? And if you can pop in and answer in the Q and A box of the chat box and we'll see if we can read a few of those, if anybody can pop those in now. While we get some of those answers, if you're on the road, don't worry about it. Be safe or if you're listening to the recording, still think about it, but if you can go ahead and type in an answer right now into the chat box.

In the meantime, I'll tell you a little bit about me and what I do regularly to lead myself. For me, it's really important to be constantly learning and leveling up my own emotional intelligence, which helps me with self-awareness and handling difficult situations, but also in being a role model and example. And the second major area that I do for me is taking good care of myself. We often forget the value of pausing when we're overwhelmed and especially for those of us who were really hard workers and really dedicated, this often can be a misstep. Let me read a few of the answers we have coming in here. Kristin is saying maintaining a schedule. Jason is saying, praying. Monica trying to lead meetings when possible to practice my leadership skills. Rajashree oops, Rojashree I lost you. Don't know where you're, oh, here it is. Rajashree, questioning my own actions. So that's, that's maybe possibly taking time to think about what you're doing, why you're doing it. Jennifer uses sticky notes. Ellen, Elena meditates. Brittany staying current on research, learning new things every day. All wonderful replies, everyone. This is great. Nicole or Nicole, I'm not sure how to

pronounce, is saying reviewing myself and what I could do better. Carol, making a plan with small steps and following it. So a lot of people saying being proactive, reflecting, using a planner. Mary, Joanne, Christina, Ronald. Thank you everyone. This is great. You guys really were able to chime in with some wonderful things here. So think about that and not just in this moment today, but continue to think. Robin is saying, yoga, yoga, yoga, exclamation mark, wonderful. All great strategies to help us become, not just better leaders, but better humans overall.

But for today, I want us to be constantly thinking about how we can up our leadership game. How do we level up and become stronger leaders in every area, no matter what our title is? Having a look at our next slide, at the end of our time today I want to leave you with three big ideas. The first idea is being able to list these five points related to leading when you're not the boss. The second is identifying four ways people tend to respond to internal and external expectations. These are called the four tendencies and describing how to identify your own primary tendency. And the third big idea is being able to list the languages of appreciation, describing them, how do identify your own, and using it to uplift the teams that you're a part of.

So these are some strategies that you're going to be able to go ahead and implement today, tomorrow, right away. This isn't anything that you have to wait a month to do. These are awesome things that you get to do right away that I have found so valuable. So those are our three big ideas for today. Another great quote. Hopefully you guys love quotes 'cause clearly I do. I want to share this one with you with unknown author. Be the kind of leader that you would follow. So tell me, what do you think about that? Do you believe this? And are you this kind of person where you yourself are exhibiting modeling what leadership looks like? Do you agree? Do you not agree? Should we model? Well a lot like you guys, I'm a lifelong learner and I recently completed a course on LinkedIn called Creating the Conditions for Others to Thrive and the instructors of that course said this, leaders make others better as a result of their presence and that

betterment lasts even in their absence. That's my paraphrasing, but they said something along those lines and I thought, how powerful is that making others better as a result of my presence and having that last even when I'm no longer there. That to me is a really powerful definition of leadership and it's a core value of mine as an educator in college classrooms in higher education and in doing corporate trainings, investing in the workforce.

So I fully believe in investing in the next generation and in our current generations. I also have people that I admire and that I look up to. I believe we do have a responsibility to set an example and I find myself drawn to people that live that same purpose in their work life. So let me ask you guys, what leader do you admire? Who do you admire and why? And this can be a person who is well known on a national or international scale such as president or a queen or a political leader, but it doesn't have to be that big. It could also be someone on a smaller scale, may be a family member. So go ahead and pop in a few answers in the chat box if you don't mind. You know, Jason is already chiming in here and he says Dr. King without question.

Of course, Martin Luther King. Christina saying Obama. Michelle Obama is next. She didn't let negativity get her down. You know, she's very well admired. Christina's saying Jane Goodall. These are all wonderful examples. Kristen is saying her father. Renda a regional special education director. She leads by example. Smart. Absolutely. There'll be people in our lives, daily people that we see who are setting examples for us of leadership. And let's see, Oprah Winfrey, Mother Teresa, Malala for sure. We have some wonderful, well known, respected leaders of our modern day and also of the past and as saying, my husband who was a superintendent and runs our business with me, so absolutely. People very close to us can be strong leaders. So you can see we will all have tons of different answers and we live in a world today where we get to glean knowledge from people all over the place and even virtually. Us being able to connect today, we probably would not have met at another point in our lives, but for the

opportunity to connect virtually. So we have access to so many amazing resources. And thank you everyone for chiming in. You have wonderful people to say. Temple Grandin is an, I actually had a chance to meet Temple Grandin and have lunch at a previous job. I used to work in the pediatric rehab department of a hospital working with awesome speech therapists like yourselves, OTs, PTs, speech and we did an educational seminar where Temple Grandin was one of our speakers. Even after today, think about why do you admire them, how have they influenced you?

You'll find that the things you tend to admire in other leaders are qualities that you yourself possess. They're part of your own core values or you have the potential to develop those same leadership skills. Very often there'll be a lot of things in you in those leaders that you admire. Question have lots of questions for everyone. Where do power and influence come from? In one of my college classes that I taught, a leadership seminar, we talked about the basis of power and one of the ones that we talked about was legitimate power, which may be the one that a lot of us are familiar with, which is a formal authority, a formal right to make demands and place expectations of other people and they would need to be obedient.

It's related to our title to our position, so for example, myself as a professor in a classroom, there's a certain amount of authority that comes with that, but at the end of the semester, if I haven't had an influence over them, that power ends. However, if we've developed a relationship and there's respect and mutual understanding and encouragement and care, my level of influence goes way beyond those 14 weeks in a semester. I want to leave you with this little paragraph here that you can have a strong and positive influence even without legitimate power, formal title, or extensive experience. In summary, position does not equal leadership. You don't have to be in charge to lead. You do need to care about yourself, about the people that you're working with, about your organization, whether it's your own business, a department, a school, wherever you're placed, you need to care and you need to actively be working

on yourself. So now big, big idea one is these five points of leadership. So one is to consider in these different areas and as I bring these up, start to envision the people that come up into your mind and also what feelings come up when we think about all these different, these different areas. Point number one is the area that relates to our bosses. So who comes up for you or those people and what feelings come up for you? Then the second point is with our teams. In old language, in old business language, bosses would be our superiors and teams would be our subordinates.

I'm not a big fan of that style of language, so I'll prefer to call them our bosses and our teams where bosses are the people that we report to and teams are the people that report to us. We have some kind of responsibility to serve them as a leader. The third area is our clients and you might call them students. You might call them patients. You might call them clients. Depending on what type of business structure you lead or you're a part of, you'll have different names for these, but you understand that I mean the people that we serve, who are we there to provide our services to. The fourth area is our peers and these are the people that are on the same level as us. Maybe it's people that you studied with, people that you work with, could also be people that you work with but are outside of your own field.

For example, if you in an interdisciplinary area, it may be an occupational therapist that you're very collegial with and that you work very well with. So right now we've covered these four and the fifth area is the area that links every single one of these and this is ourself because every relationship we have starts with the relationship we have with ourself first. So they're all connected in this regard and these are the five we're going to focus on, but of course you can always add more circles. You can add ones for spouses, romantic partners, business partners, family members, community members, faith based organizations. We can make a ton of circles, but for today's purposes, we're going to focus on these five. So thinking about these points, I have another two questions for you. How is it that you lead and what are your relationships like in this

regard? Take a minute to think about that and just maybe not in full sentences, but in key words for our time today, how do you lead? What are your relationships like? And if you have a sec, pop those in the chat box, and I'll read a few of those out loud too. So Elaina says that she puts God first. Ronald says open-minded. Peggy says by example. Absolutely. These are all great ways to reply. Melissa says, by being inclusive. Joanne also says by example, relationships. Ashley is saying by demonstration, review. Christina, by supporting ideas. Carol, I love it with humor. I love surrounding myself with people who bring humor to the table. It's such a good de-stressor. Christina says, teamwork. Ashley being cooperative. Susan says with love. A lot of people saying collaboration and relationships.

Dawn says with kindness, always. So see you guys fundamentally get it. I've always thought that people who go into areas like speech, language, pathology, audiology, any service related field, you have a certain kind of heart. Nina saying with professionalism, presence. Absolutely. These are all wonderful things and I want us to continue to develop these thoughts. Tammy, respect. Absolutely, 100 percent agree with all of the strategies and points that you guys are making. So how do you show up in these areas then, right? You're, you're answering some of these questions, but if these people in these five areas, ourselves included, but in the other four, how would people rate you? Say it was like we were a product or a service on Amazon and we get ratings.

Are you aware of what other people would have to say about you? And do you feel happy when you think about what people say about you or what you think they would say about you? Are you willing to take a deep and honest look at these relationships? Do you feel proud? Do you feel happy? Are there some regrets that you might have in one of these areas? 'Cause unless we can take an honest and deep look at all of them, we're actually limiting our ability to lead and to be effective in our workplaces, in our personal lives, in every area of our life. So a reminder, our five areas are here for you. And I want to add something to this. There's this concept I want you to think about in

all five areas and I want us to remember it using a mnemonic called, oops, I think I may have gone the wrong way. My mistake. The mnemonic called tab, and tab, in this sense, I want us to think about these three things. Tab stands for thoughts, actions, and blind spots. You may have thought, thought, actions, and beliefs, but I actually want us to think about our thoughts, our actions and what our blind spots are in these five areas. Starting with our thoughts. Want to cover this in three sub contents here, our mindset, our self esteem, and our reputation and I want us to keep in mind that mindful self leaders monitor our own thoughts and actions. This is also deeply linked to our level of emotional intelligence, self awareness. A lot of you chimed in about meditation and your spirituality. This goes hand in hand with that. Being able to monitor our own thoughts and actions makes us more mindful self leaders. With our mindset, do we have one that is fixed or one that is open?

This is again another area where you'll have to be very honest with yourself. If you have a fixed mindset, then you believe that intelligence, creative ability and talent are fixed at birth and can't be significantly changed. You either got it or you don't got it and that's it. There isn't much that you can do about it, but this is actually a false and very limiting belief for any one of us to have. In some sense, of course, there are limitations on things that we have and you know that especially if you work with people who have cognitive impairments, but most of the time those impairments, we put those on ourselves short of a true cognitive disability.

So a fixed mindset limits us and holds us back, but we can have an open mindset, which is sometimes also called a growth mindset. And this is where we stay curious, flexible, and youthful regardless of our age and where we have what is called rookie smarts, being completely growth focused. And I love the concept of growth. Growth mindset, open mindset and to study further on this, have a look at that work done by Carol Dwek. She's the one who's attributed with the growth mindset and then a great book by Liz Wiseman called Rookie Smarts: Why Learning Beats Knowing in the New

game of Work. It's absolutely amazing and when you think about your mindset, also be considerate of how do you treat other people and not just other people, but how do you treat other people of different generations than yours. If you are the most experienced speech therapist in your department and you've got 30 years in this, how do you treat the younger people that are coming up and if you're one of the new people, bright eyed and bushy tailed ready to contribute, how do you treat those that are a couple of generations above you? These are important, really important questions for us to be considering in our workplaces.

And if you're the new person coming in, keep in mind that one day you will be that senior, that senior leader, that senior therapist. How will you want the young generation to treat you and your experience? And if you feel that you've got so much experience and you know and you feel that you can only teach others, but are not teachable, then I want to challenge you to challenge that belief as well because we can learn from everyone. Believe it or not, I have a little sister who's seven years old. She teaches me stuff all the time. So I believe that we can learn from anyone regardless of their age and these two resources from Carol Dwek and Liz Wiseman will help us a lot learning further about mindset. Next big area of thoughts is self esteem.

When we're talking about our self esteem here, what do we need to consider? Well first I want to show you the definition from the American Psychological Association, but before I do that, do you agree or disagree with this statement? Just type it in the chat box if you can, agree or disagree or even just A or D for short. I tend to treat others better than I treat myself. Chime in, agree or disagree, A or D, whatever you like. All right, super quick. Tons of answers. Everyone that's chimed in has said agree except for one person so far, two. And whenever I do this, whenever I have this conversation, whether it's with college students or incorporate trainings by and large, just like it is for us today here, most people agree and I'd like you to think about why that is because this actually limits us also. Maybe we were taught, maybe we were taught that it's

selfish to be good to ourselves, but keep in mind that we cannot be of service to others unless we are great functional, full versions of ourselves. So the way I like to look at it is that I have an obligation because I am service oriented and if I want to continue to serve others, I have an obligation to be my own best friend and to take excellent care of me because I cannot pour from an empty cup. And you may be familiar with the term burnout. Maybe you're feeling it right now, maybe you're out of that cycle, but you've been there before. Maybe you're on the brink of feeling burnt out. Keep this in mind. We cannot pour from an empty cup.

We have to keep our cup full to be able to serve others. Here's that APA definition I wanted to share with you on self esteem and again APA is the American Psychological Association. The degree to which the qualities and characteristics contained in one's self-concept are perceived to be positive. It reflects a person's physical self image, view of his or her accomplishments and capabilities, and values and perceived success and living up to them as well as the ways in which others view and respond to that person. The more positive the cumulative perception, the higher one's self esteem. A reasonably high degree is considered an important ingredient of mental health. Whereas low self esteem and feelings of worthlessness are common depressive symptoms.

That's the APA definition. I want to share with you a simplified version that's my own version and that self esteem is this, my sense of my worth and value, how much I like and appreciate myself. Another question for you to consider is how much do you like and appreciate yourself? What are you doing to be good to you? Alright, a topic we can talk about at a three day workshop, but I do want you to be thinking about how to be good to you. This is a quote that I share with all of my students, no matter who they are, where they are. Your worth doesn't decrease because someone is unable to see your value. So whether it was you didn't get that promotion, you didn't get that grant, you didn't get that client, you didn't get that business, you didn't get into that school if

you're a student. Because someone can't see your value, that does not change your worth and we often equate those things with our own sense of worthiness. The biggest struggle that I've seen people share with me is that I'm not blank enough, so I'm passing along this message to you in terms of your worth as well and self esteem is an important consideration for us here. Another concept about self esteem is that it is not a single internal thermometer. It's not like we can take a temperature and say 98.6, I'm good. Jenika, McDavitt, she's a photographer and a psychologist that I follow and she explains that self esteem is actually this three part arena where the first part is global self esteem and that's how we generally feel about ourselves and in most emotionally healthy adults, this will be pretty stable, pretty steady.

The second is situational self-esteem. So this is how I'll feel in a particular situation. For example, you may feel very differently at work than you feel at a party or if you're public speaking or if you're being asked to be in a video. So depending on the situation I might feel a little different. And the third is task self esteem. This will be how I feel performing a specific task or how you feel performing a specific task. For example, you may feel differently about treating someone with Asperger's versus treating someone who just had a stroke or someone who stutters.

You know, for me, I love the task of what we're doing today, being in front of people, sharing meaningful messages, sharing content. I enjoy it. I love it. I get nervous, but I really love it. If someone were to ask me to get up in front of the same people and sing, I would be a wreck. So that that particular task would make me fearful and scared. So you can see this probably just making sense to you in different areas of your own life, where self esteem is not just one number and that, and I hope that you find this content, I found this to be quite revolutionary in helping me think about self esteem. Reputation is the third point under thoughts that I want to talk about, which is an estimation in which a person or thing is held, especially by the community or the public generally. So I'd like you to consider how do you, how are you seen by others? What is

your reputation and are you happy with that reputation? Because if you're not, you can reestablish a new reputation. You don't have to continue old patterns or old ways of thinking. If you maybe in the past, a common thing I see is people think they're not creative. You can build a reputation for creativity and innovation because that is a learned skill. It is not something you're either born with or you're not. You can develop these skills. So thinking about your reputation and if your reputation is where you want it to be, wonderful. That's fantastic. Can you take it to a next level? Can you now pour into somebody else, pour into somebody else and build them up? What is your reputation? What are you known for?

Important things to think about and consider. Next area is our actions. So we're still in that mnemonic tab. We just concluded thoughts where we talked about our mindset, self-esteem, and our reputation and now we're moving on to actions. With actions, I have it into two parts. Our words and our behavior, and with our words, it's not just what we say, it's also what we don't say. Sometimes it's appropriate for us to not say that thing, but very often we are not speaking when we should be speaking up and that can happen to us a lot at work, especially if we don't feel that our messages will be well received or we don't have a trusting relationship with our bosses.

So thinking about how powerful our words are, they can lift people up, they can tear people down. So absolutely our words have power and strength and also our behavior. What do we do and what do we choose not to do? Because all of these are actions. Not saying something is still an action, not doing something is still an action. It's still a choice. There are very few things in this world that we can control. There's so much that we do not have any control over, but we always control what we say and what we do. I think that those are literally the only two things we control on Earth. Our words and our actions, so important for us to consider. Are these in line with the kind of leader that we want to be in our workplace, in our families, in our communities, in our organizations? Lastly, let's consider under tab, under the tab mnemonic, our blind

spots. Blind spots is something that high level CEOs pay coaches high amounts of money to think about and to work through. We don't have to wait to be at a high level to explore our blind spots. We should be willing to explore our blind spots right now. So I'm glad that I have an opportunity to share this with all of you today because this is a very powerful relationship changing activity. And the model that we're going to use is called the Johari Window there. In 1955 these two psychologists, Joseph Luft and Harrington Ingham came up with this to help people understand their relationships better and what they did, Joseph and Harrington, they combined their first name, Joe and Harry, to come up with Johari Window.

So a little bit of trivia for you there. And the window looks like this. It's broken up into these four quadrants and we have what's known to others, what's unknown to others, what's known to self, and what's unknown to self. So we'll take these one one block at a time. The first one is called the open arena because it is known to others and known to self. This is the you that everybody sees and that you see. So maybe for you it could be the way that you treat your patients, your students, everybody knows you for something. Our reputation is typically in here too. Then in the second arena, what's known to others, but an unknown to self is hidden.

Then we have what's unknown to others and unknown to self is this area of opportunity called on the unknown. This is something that, for example, 10 years ago in my career, I didn't know that I would be teaching at a university. It was unknown to me. It was unknown to those around me. So constantly we have opportunities that lie in these arenas for us. The last one, the ones that are unknown to anyone. You know what, everybody? I just realized there's a slight mix up in these. They should be switched. The hidden arena here, the hidden arena here, this is unknown to others but known to me and blind spots is what is unknown to everyone. So I apologize for that and I will see if we can get you a revised version for the handouts, but just follow along with me now. The blind spot area is unknown to everybody. And this is the area that I

want us to be focusing on today is here where, let me correct myself. A blind spot is the area that is not known to me, but known to those around me. That is the definition of a blind spot and that's where I want us to spend time on because we may not know what's wrong, but guaranteed the people on our team know what it is about us that needs to be worked on. So in order for us to do that, I have some action steps to focus on blind spots. Number one, we have to be willing to have open and honest conversations about blind spots with trusted people that have our back. I'm not going to recommend that you have a blind spots conversation with the person that you know doesn't enjoy your company, your presence, your work. So I'd like us to start with trusted people that have our back and a person that we can trust them, that has our back means they've been there for us before. We know that they have the best intentions with us and with building us up.

Secondly, I want you to remember this is not going to be easy. It takes a lot of bravery. It's gonna take you a lot of bravery to move forward in these steps and also humility to work on ourselves and to listen actively to what other people have to say. And the third is so important. When you have these conversations, please do not defend yourself. Don't justify, don't explain because if you do, it's unlikely that people will ever open up to you again. What you can say is, thank you for your contribution. I'm going to take some time to think about it and then once you've had time, a night, a day or two to think about it, you can go back and have the conversation again.

But being able to have these conversations is not easy. I've done it with students in my leadership class and they always tell me that their initial reaction is always to defend themselves, but if you want to grow in your relationships, you have to build that trust and you have to know that you're gonna hear some things you probably don't want to hear, but that's the whole point is learning the areas that are gonna make you uncomfortable because we grow in areas of discomfort. If everything is comfortable, we're simply not growing. It may be okay for a little while, but we're just not growing.

And I want to share with you some of the top blind spots from an article on inc.com that I read. The number one blind spot in adults is being afraid to ask for help. Can you relate to that? Is that something that you struggle with? Is it hard for you to say, I don't got this, I need some assistance? I know that was incorrect grammar, by the way. Number two, being insensitive of your behavior on others. This to me is a lack of emotional intelligence and awareness where you're not, you don't know when you're hurting another person, you don't know how you're coming across. Number three is having an I know attitude. Number four, avoiding difficult conversations and conflict. The fifth is blaming others or circumstances. Treating commitments casually is number six. Number seven is kind of evil conspiring against others. Number seven is withholding emotional commitment, also known as emotional blackmail.

The further on the list we go, the darker these things get, but number nine is not so evil, it's not taking a stand. And this is probably done at a fear, not knowing if your voice will be heard, being afraid of consequences. And the 10th one is tolerating good enough or low standards or under performance. Just a little bit of insight on some of the top 10 blind spots from inc.com. I encourage you to really spend some time working on these. It will change your relationship significantly and it will help you grow significantly. Some of you guys are asking if you can get the link. I'll double check the references.

I think I put them in there, but if not, I will make sure that I follow up with the organization, with continue ed. to make sure that you guys get them, but it is, if you look up top 10 blind spots from inc, I-N-C dot com, you will be able to look it up. It's the top 10 leadership blind spots, but I'm glad that you find this valuable. That was, we just concluded the first big idea, those five points of leadership, those five areas, relationships with our bosses, with our teams, with our peers, with our clients and with ourself and that mnemonic tab, thinking about our thoughts, actions and what's the before guys. Hopefully you're saying blind spots right now and then now big idea

number two that I want to share with you is The Four Tendencies by Gretchen Rubin and I actually have the physical copy of this book, which looks like this on the cover. She's written multiple books. You may have heard of her in other arenas of your life. She also wrote a book called the Happiness Project, which I have on my to do list, but The Four Tendencies completely enlightened me about why I am the way that I am with motivation. Let me explain The Four Tendencies and I want to encourage you to read her book, read her articles, she gives away tons of free stuff online. There's also an video interview that she did, if you want to hear her speaking about this, but I'm gonna give you a little summary. Oh and thank you. By the way, Amy just let me know that the inc.com article is in the references, so I thought ahead and put it in there. Wonderful. Back to the four tendencies.

Here they are. First, let me just go back. Let me explain. The four tendencies speaks about how we handle inner and outer expectations. Inner expectations are the ones we place on ourselves. Outer expectations are the one that come from somebody else. For example, if my boss needs me to complete a project or my client, my student needs me to complete something, those are outer expectations. Me going to the gym, me taking good care of myself, me investing, me looking up more leadership opportunities, those are inner expectations.

Just so though we understand the difference and in the first area, the first of the four tendencies is an upholder and an upholder meets inner and outer expectations equally, doesn't matter if it's coming from the outside or from the inside. If it needs to be done, it's going to be done. Plain and simple. A questioner meets inner expectations. If it's for me, I've got it, but may resist outer expectations without detailed explanation. So basically a questioner will turn all expectations into inner expectations, processes them internally, and if they make sense, then I will meet them. And obliher resists inner expectations, but often meets and exceeds outer expectations. So if somebody else needs it, it's done. If I need it, it's going to the bottom of the list. And the fourth

category is a rebel and a rebel resists both inner and outer expectations. These are the four categories. Let me explain a little bit to you about their mottos and upholders motto would be discipline is my freedom. So an upholder loves and thrives in discipline. They can be a little bit, they can be known to be a little bit rigid or perceived as rigid by other people, but this is their motto. A questioner's motto, and this is all according to Gretchen, I'll comply if you convince me why, give me the reasons, convince me, and I'm onboard. And obliger, you can count on me and I'm counting on you to count on me. This is a lot about accountability. If you need it, done deal, but if it's for me, I'm going to need you to help me keep myself accountable for that. So obliger needs accountability.

A rebel, a rebel's motto is you can't make me and neither can I. So now let's talk about some strategies and working with the four tendencies and this is all research and there's an in depth peer reviewed reference to it in the references list of this too. If anybody wants to study this in detail, in addition to the book. Strategies and working with these with people of all these different tendencies, imagine thinking about this, how valuable this will be. If you could understand your patients or your students or your coworker's motivations and be able to direct your communications with them through that lens. For an upholder, if you're an upholder, remember that it's okay to question an expectation. It's okay to not do something necessarily off the bat just because it needs to be done. It may not make sense for you.

For a questioner, you'd love questions so much, but it can lead to analysis paralysis. So to avoid this, set some deadlines and limit the number of sources you can use. Say, fine, I'll check, I'll check 13 references, but after that I need to make a decision or three, whatever makes sense. For an obliger, the top strategy is an accountability partner. Having someone that is onboard, and obligers make it great accountability partners together. So having a partner make you, helping you stay accountable for your inner expectations and for a rebel, being able to share information, possible

consequences, and allowing for choice. So there has to be a lot of freedom to choose for a rebel, otherwise they resist it and dig in their heels even harder. So again, thinking about how could this be applied to your caseload? Maybe just for those of you that are parents to your children, for those of you in relationships to your partner. So many people that talk about the tendencies just opened up their eyes to so many different areas of understanding. Just another great way for us to understand each other. Hopefully you found these references, these sources helpful. It absolutely changed me when I went from working at a hospital to running my own business, helped me understand why I so easily met and exceeded expectations when it was for other people, than when it was only for me, how it became so much more challenging to get motivated.

So I, I clearly am an obliher and for me, that's important to understand. I need to have built in accountability to be successful with my inner expectations 'cause I want them, I want to be successful. So whichever one you fall into, and you probably can catch a sense of it already just by listening to the explanations, but you'll have strategies now to be able to motivate yourself moving forward. And then big idea number three is the five languages of appreciation and this is a book by Gary Chapman and Paul White. I have the digital copy of this book, but this stems from, the original books are the five love languages, which was meant for people in romantic relationships.

Then they applied it to work and for work purposes, they're called the 5 Languages of Appreciation. Number one is, appreciation language number one is words of affirmation. Number two is quality time. Number three is acts of service. Number four is gifts and number five is physical touch and I'm going to go over all five of these with you. Words of affirmation, for a words of affirmation person. Remember before when we were talking about our actions under that mnemonic of tab, the second area, the A is for actions? We talked about words, what we say, and what we don't say. For a person that speaks words of affirmation as their primary language, they want to hear

the words coming out of your mouth. Phrase, affirmation, and if this is your love language, hearing the words, I appreciate your hard work so much. I saw what you did with that patient the other day. That was fantastic. Hearing those words, receiving written things that uplifts you, that sends your spirits up. Insults, harsh words are very difficult for you if this is your love language. So some strategies for working with a person whose love language is words of affirmation is giving unsolicited compliments on work well done, being specific about it, not just hey, good job. Telling them exactly what it is that you appreciate and value about what they did.

A handwritten note, a phone call or an in person conversation to express gratitude, recognizing them at a meeting. If you know that they're okay with public recognition, if it's a person like me. I would love public recognition. I learned over time, not everybody loves public recognition. Some people are embarrassed by that, so just know, it's again about knowing who you're working with, but if a person speaks words of affirmation as their primary language, being able to verbally express your appreciation will absolutely uplift them at work. Quality time is the second language. And for a person who speaks quality time, being with them is important, but it's not just being with them, it's being with them and being present with them.

Not on your phone, not uh huh. You guys all know the people who are like mhm, haha. They laugh at the slightly wrong second because they're not really listening to you because they're paying attention to their phone. That's destructive for a person whose language is quality time. So it's being there, phone down, phone away, fully engaged, great eye contact. I'm here for you. How many of you guys identify as quality time? How many of you guys identify a words of affirmation? So a quality time person, there's some great things we can do for them. Inviting them to go out for a cup of coffee, grabbing lunch together, having regular one-on-one meeting times. So if you're a, if you're a supervisor and you're leading a team, scheduling one-on-one meeting times, or if you want to ask your boss for a one on one meeting time, cause you know

quality time uplifts you, you can request that as well. The third one is acts of service and this is the art of doing things for others and with acts of service, it's helping to do things that would relieve a burden off of somebody else. For example, offering to help with a project. You know your coworkers so stressed out, you have a little extra time offering to help them, lending a hand when they're completely overwhelmed, offering to rehearse or run through a presentation or give feedback or work on a strategy together. You know they're developing a new skill, being able to work through some of those. The other language is gifts.

Now this is not about the monetary value of the gift. This is about the thought behind the gift. And people who speak this language often have things on display. You'll, you'll notice that they have a lot of them. They'll tell you who gave it to them. So the gift piece is really about, you thought enough of me to get me something or to make me something. I know at least in the pediatric rehab world, there's so many talented therapists who make things. I was blown away about the wonderful things our therapists would make.

So a handmade gift is just as valuable. The idea isn't how much it's worth, but the thought behind it and with the person who speaks gifts, a small personalized item, obviously we're not going to go giving expensive gifts to our coworkers and you know, even if we could afford it, not necessarily appropriate at work all the time, but a small personalized gift goes a long way. Buying them a favorite drink or a favorite candy as a little gift, even a surprise. And if you want to mix words of affirmation and gifts, put a little note on it. And as I was saying before, a handmade gift. So that's the fourth one. And then lastly, the fifth language is physical touch and in the workplace book, they really have deemphasized physical touch and obviously in an intimate relationship, this is very different, but at work, we just want to be very careful about appropriateness and being mindful of that, but what physical touch looks like an appropriate work setting for person who speaks this language is high fives. It's some kind of a physical connection

and this could be a fist bump or even a handshake and as you get to know people more, I know that in in our department in the hospital was a lot of women that worked there mostly. So there would be more hugs, but you always just want to be safe and conscious about physical touch in general, but if you know you have a person whose language is physical touch, then you know being able to put your hand on their hand, those kinds of things will be meaningful, especially if they're going through something hard or they had a setback. But always these three are safe ones, high fives, fist bumps, and hand shakes are very safe. I want to give you guys some action steps 'cause you may be wondering, well great that you're telling me about the four tendencies.

Great that you're talking to me about these languages of appreciation. How am I going to find out what mine are, what other people are? Don't worry, I've got you covered. Action steps. Take the free tests and read the books, right? You can borrow them from the library, get them on Kindle, check them out, however you want. Check out a sample. But I have these posted for you here, the four tendencies quiz and the five love languages quiz, which will be the same as the languages of appreciation. And then have your teams, your friends, your family, people you care about take the tests. Talk about your results. Then understand each other better. Start speaking to them in terms of their motivation and in the languages that they'll appreciate. 'Cause remember, you want to show people you care.

Don't do what means love and care and appreciation to you. Do what means love, care and appreciation to them. They may not be the same. And then you get to enjoy awesome relationships. Not perfect relationships, but awesome ones. And if you take these steps, I promise you that you will build stronger relationships with your bosses, with your team members that you're responsible to, with your patients and clients, people that you serve, with your peers, your friends, your colleagues, and most especially with yourself. Because as I said, the relationship that we have with ourself

completely influences and takes the lead in the relationships that we have with everybody else. In the beginning, I shared a quote with you guys that nothing so conclusively proves a person's ability to lead others well as what they do on a day to day basis to lead themselves. So now I want to ask you, because now you're equipped with a lot more information than you were 53 minutes ago. Maybe you know some of this content, hopefully a lot of this is opening up your eyes to different ways of thinking and it's not just food for thought, but it's also food for fuel now for you to take action. It's awesome when we get to think about things and I'm a thinker, like hang on, you know, let me overthink this. That's me. I think things all the time, but we don't need to think and stop there.

We need to think and take action. So before you log off today, don't forget to take that test so you get your CEU credits and all that while everything's fresh in your mind, but also before you log off, set an intention that this month of January you are going to actively work to practice stronger leadership in at least one of those five areas. Don't try to work on all of them at once. I would not advise you to do that because it could become very overwhelming and I'd rather see you take things one step at a time. So make sure that you focus on one area at a time and then once you feel proud and accomplished in one area, now move on to the next until you feel that you're just amazingly effective in all of these areas.

And then you begin all over again, especially with the blind spots, activities, and we grow and we change as we develop. And I want to make sure that we do leave a little time for Q and A. So if you have Q and A and you want to ask a question that I haven't identified, please make sure that you do that, but before we move into questions, I want to say that I wish you a 2020 filled with open and honest communication, innovation and creativity. In your work and rich relationships in every area that we talked about today and in the ones that we didn't talk about today. Thank you for your time and attention, to what I feel is one of the most important conversations that can

revolutionize our workplaces, and that's how to lead when you're not the boss. So thank you for your time today and let's take some Q and A if we have it.

- [Amy] Wonderful, thank you so much Tatiana. That was great. There were several thank you's in the Q and A comments, so that's wonderful. Ashley has a really interesting question here I think and she's like, how do you best identify the language that matters for other people?

- How do we best identify the language that matters? Well, I don't know that we can identify it. I think we would have to ask people to identify it. So I have my friends, my students, people that work on my teams take these tests and that is part of our regular conversation of getting to know each other and then I know, okay, when I'm talking or working with this person, I know that her top love language is quality time. So me getting her a little something is not going to mean as much as me saying let's go get coffee together. How are you? Let's talk, spending some time together. So it's really about ask, inviting them to identify and I have not yet heard of one person who was not willing to have this conversation. Everyone seemed super interested in. Maybe you can gauge it yourselves. How are you all in learning this about yourself? And if somebody asked you, would you be willing to share it?

- [Amy] Very good, thank you. There's a question here that asking what was the first type of self esteem again? There was situational, task and-

- Global, the first one was global, which is the one we're probably more used to thinking about global self esteem and that the link to the full article is in the references from Jenika McDavitt.

- [Amy] Great, someone wanted to go back to the Johari Window. Kathleen, I wonder if you could help find that in the sidebar, so we can go back to that slide 'cause I think

we weren't clear if it was incorrect or not. So I was wondering if we could take another look.

- Sure and it is typed incorrectly in here. So let me get back to what, I have to click through a lot of stuff here but we'll get there eventually.

- [Amy] We can find it in the, there we go. Nevermind, you're two quick from it.

- It's okay. I got, so the Johari Window, everything is correct on here. What's mixed up are the known to others, unknown to others known to self. That's mixed up. So the first area, that open arena, that is known to others and known to self. That's correct. The second area, the hidden, that is what is unknown to others and known to self. So it's what I reserve that's private for me and I may reveal that as I trust you and that's appropriate, you know, but there are things that we, we don't just automatically share to everyone in an open arena, that's the hidden. The unknown is correct. Unknown to others and unknown to self. Those are those opportunities that will come up at another time. Things that we're just not aware of and nobody else is aware of. Then the other of the blind spot is what is unknown to self and known to others. The things that other people know about that we don't. So that's the correction needs to be between hidden and blind spots.

- [Amy] Got it, so these two right here are reversed, essentially.

- Exactly.

- [Amy] The hidden and the blind spot need to be swapped out.

- Much easier way of saying it, yes.

- [Amy] So what we can do is we will revise the handout to swap those out to swap those out and we'll send it out to the participants that are here today. I will email that to you.

- I apologize for that.

- [Amy] No worries. We'll email it out as soon as we can get it switched around and so watch for that email from us.

- Thank you.

- [Amy] Let's double check and see if, here's a suggestion from someone for a book about, it's called Spiritual Leadership by Henry and Richard Blackaby. So that's a suggestion from a participant if you're interested.

- Oh, great, yes, thank you. Oh, and thank you for that nice comment too.

- [Amy] Very, there's tons of very wonderful comments in here, so it's taken me a second to click through.

- No problem.

- [Amy] Here's a good question. How do you recommend diplomatically assessing others perceptions of your leadership style and reputation?

- How do I recommend diplomatically assessing others perceptions of your leadership style and reputation?

- [Amy] Right, I'm trying to figure out what people think about you, essentially, I think.

- Yes, and that's from Anna. Anna, I think in that case, the first thing that I think about is where is my heart at with that and what is my motive and intention in having that conversation. Am I coming to you, say this is you and I having this conversation. Am I coming to you from a growth mindset, a place of humility and wanting to better our relationship and I want to honestly ask you and make it safe like we were talking about with the blind spots, exercises for you to tell me what you really think. I can't be doing it because I'm looking for praise or accolades. I can't be doing it because I want something from you. Rather, it's about I'm looking to grow and make what is our relationship, our team, our organization better and I think that that's the way to approach it with honesty and with humility and an explaining your motives. Think that disarms anybody who may be questioning why you're doing this. To me, that would be the best way and I hope that that answers your question.

- [Amy] Well I think that we will try to wrap up here. Again, Tatiana, thank you for a wonderful presentation. It was really a great thought-provoking way to start our year and thanks to our

- Absolutely.

- [Amy] Participants as well. There are lots of you out there today and we appreciate you spending an hour of your time with us and for your wonderful interaction in the classroom. I think that makes it more valuable and more interesting for everybody, so thanks for pitching in with comments.

- Yes, absolutely, everyone. This stuff doesn't happen without them, so thank you.

- [Amy] Very good, well, everybody, I hope that you a great day. I'm gonna close up the classroom. Hope to see you members at another webinar before too long and thanks again, Tatiana. Have a great one.

- Thank you, Amy and thank you Kathleen.