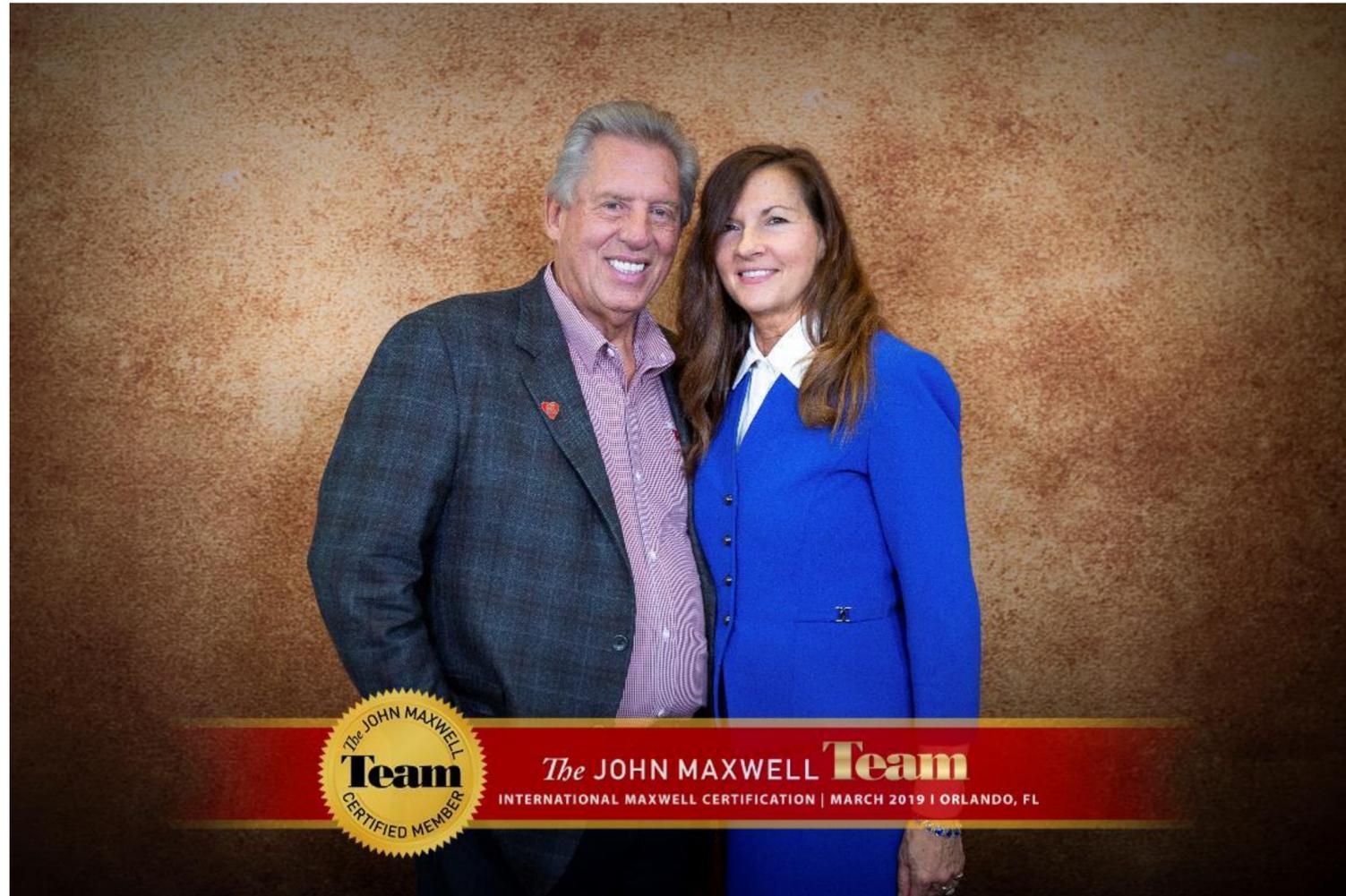




TEXAS CTO SUMMER CLINIC
June 12-13 2019 in Georgetown, TX

CTO Leadership Soft Skills

The Missing Skillset That's Rarely Taught and More Difficult to Acquire



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John Maxwell Certified Leadership Development Coach

K-12 CTO, Independent

Serving as a Catalyst for *Performance Excellence* in K-12 Leadership



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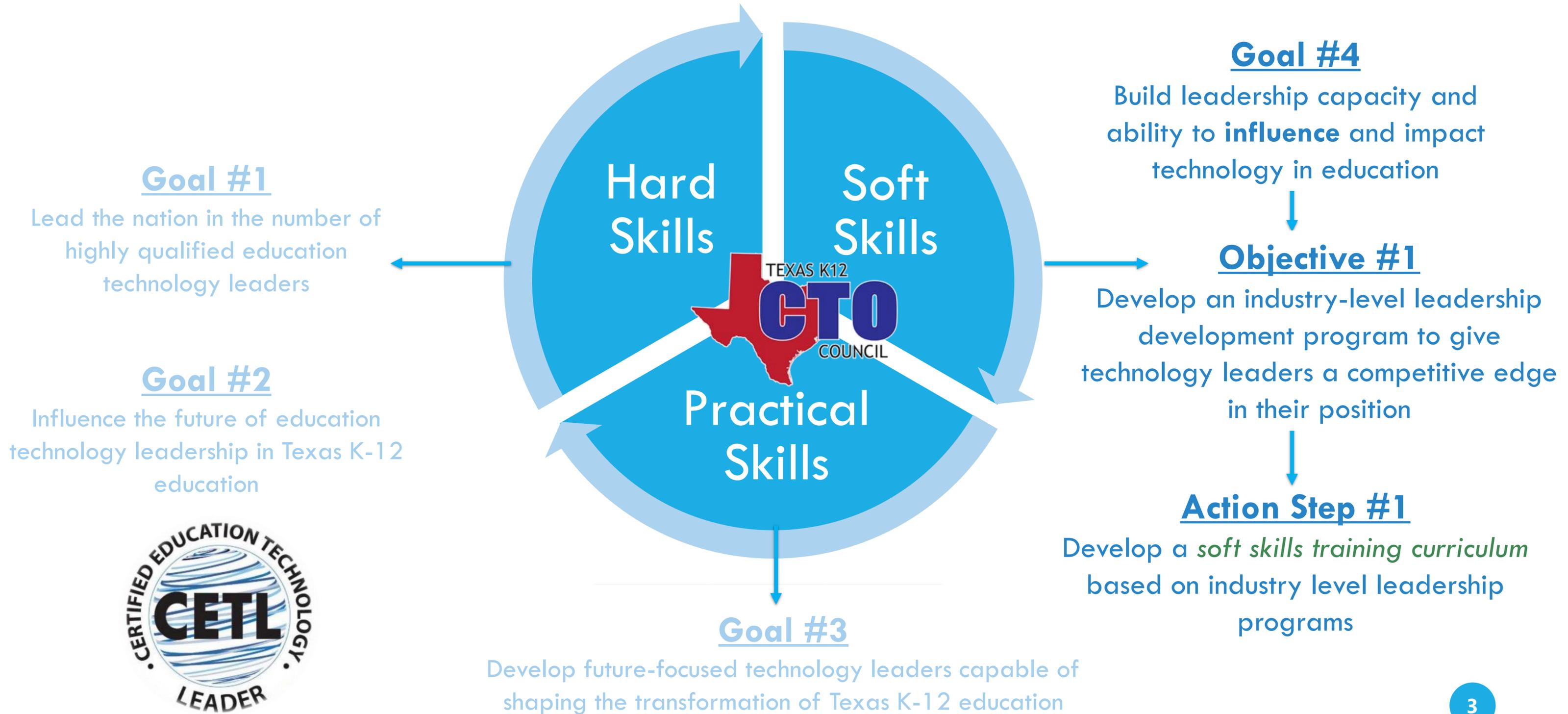
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Why CTO Leadership Soft Skills?

Soft Skills is a Critical Skill Identified in our 2019-2020 Strategic Plan



Soft Skills Training Curriculum

Based on Industry Level Leadership Programs

Soft Skills

↓
Goal #4

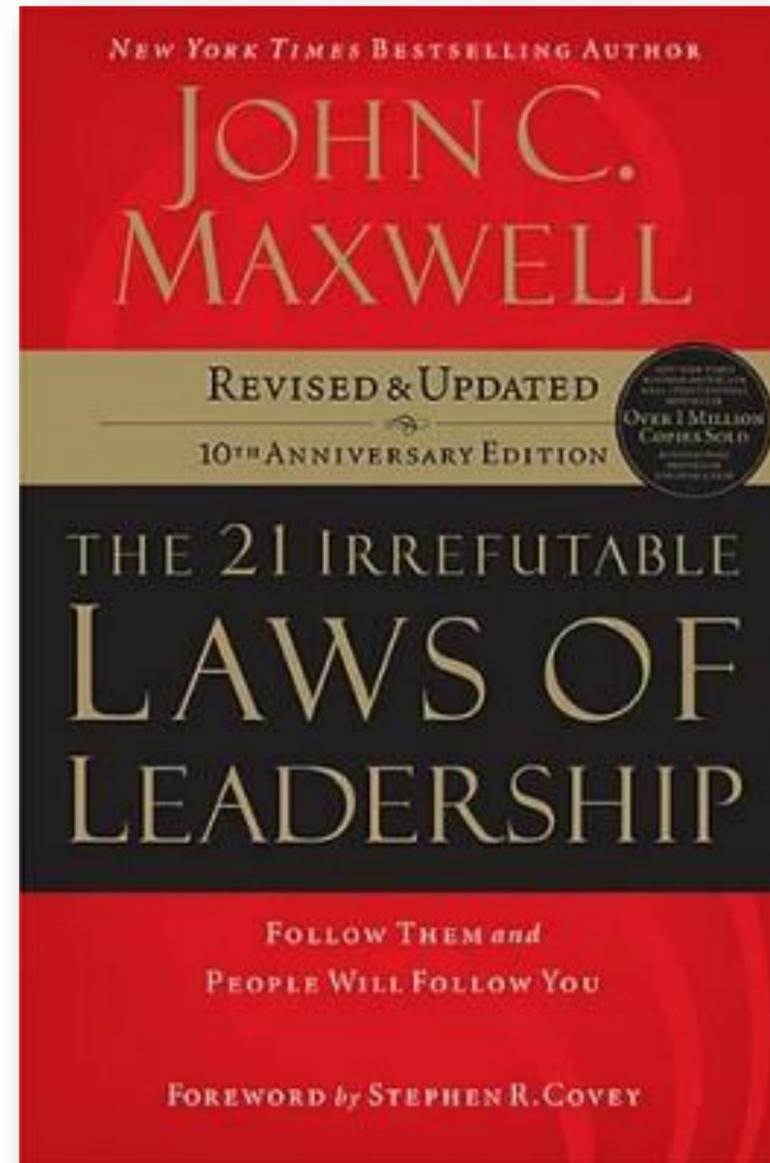
Build leadership capacity and ability to influence and impact technology in education

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Objective #1

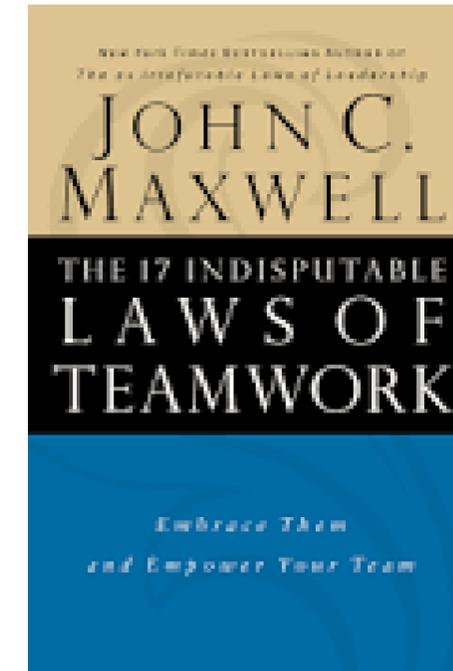
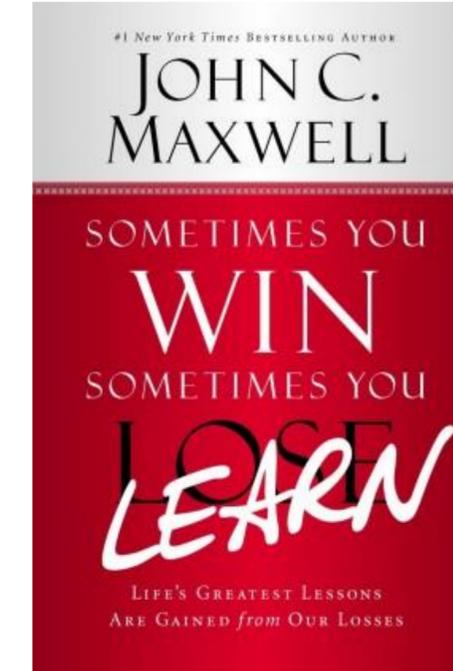
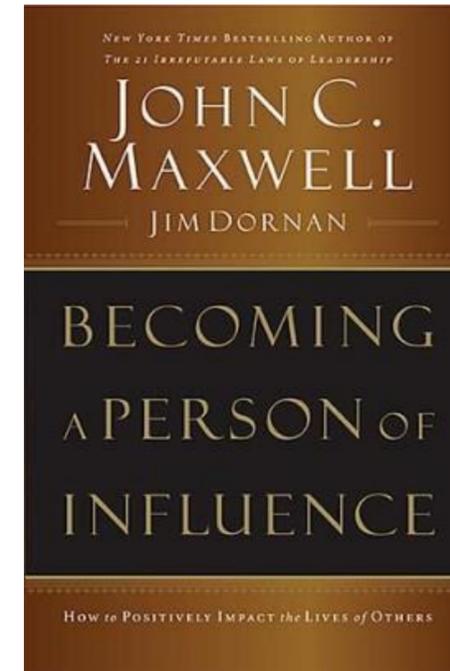
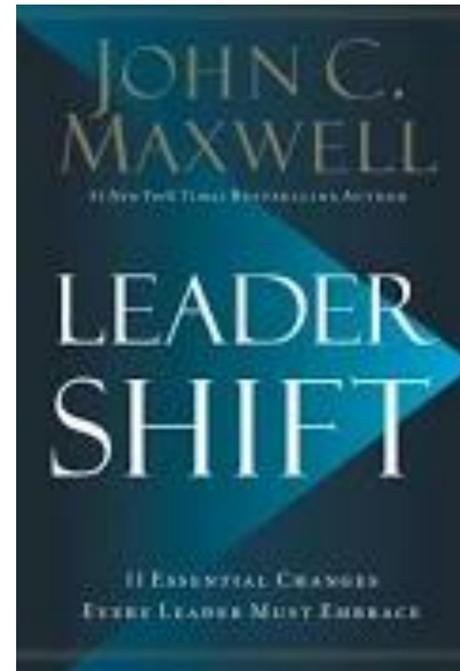
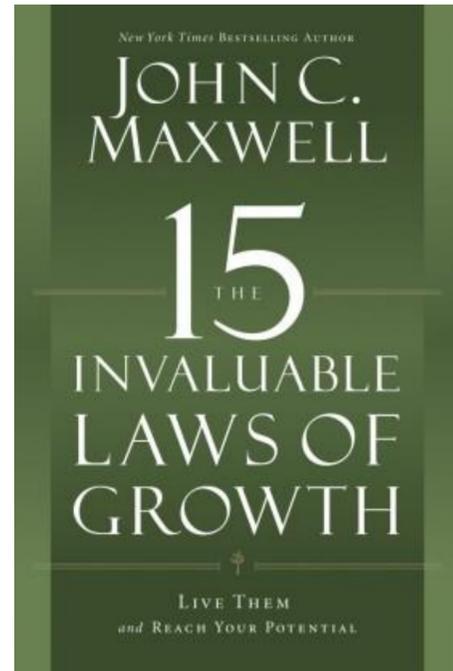
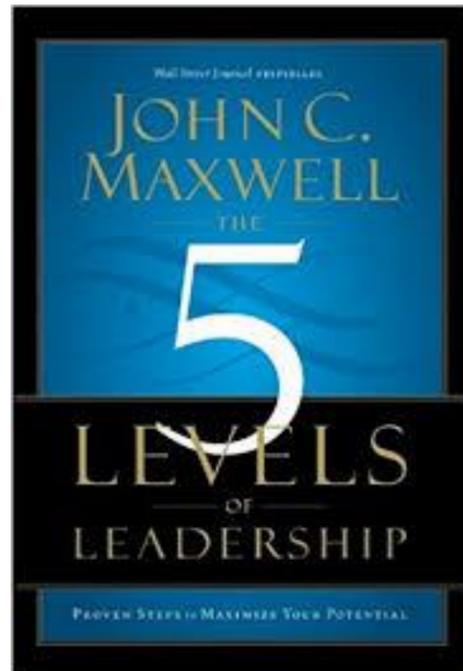
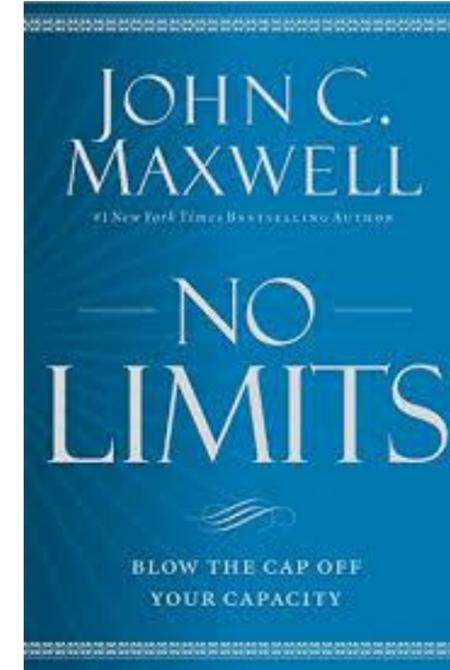
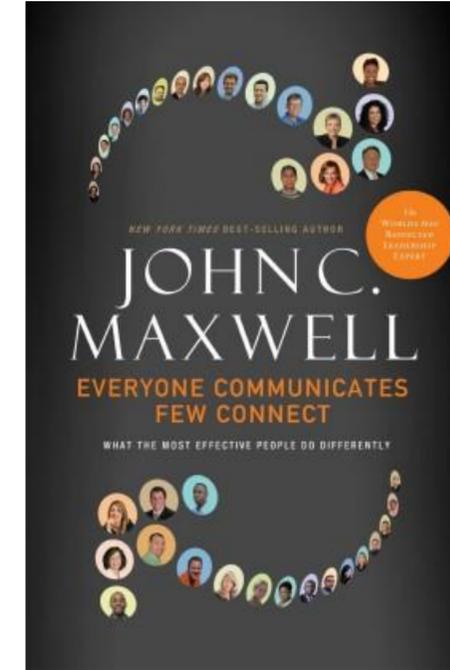
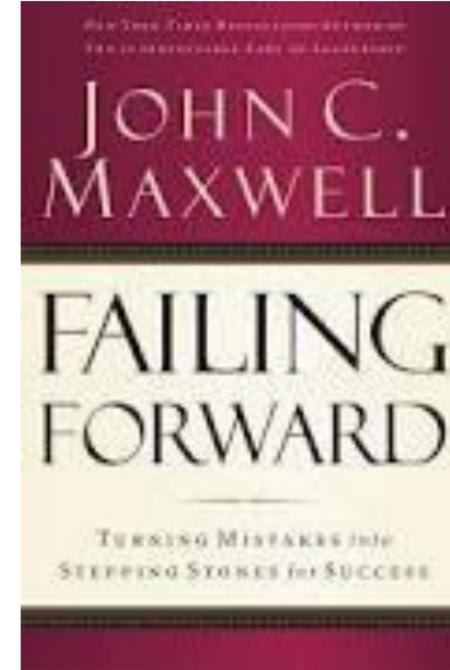
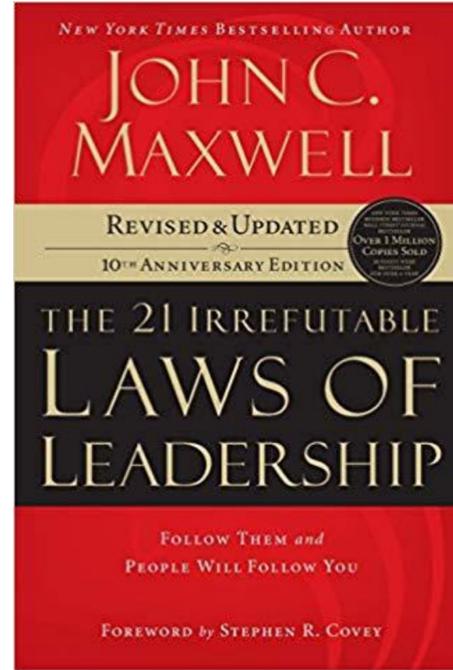
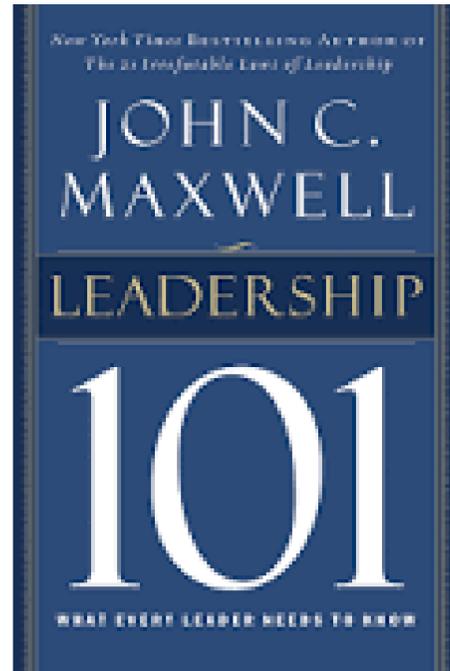
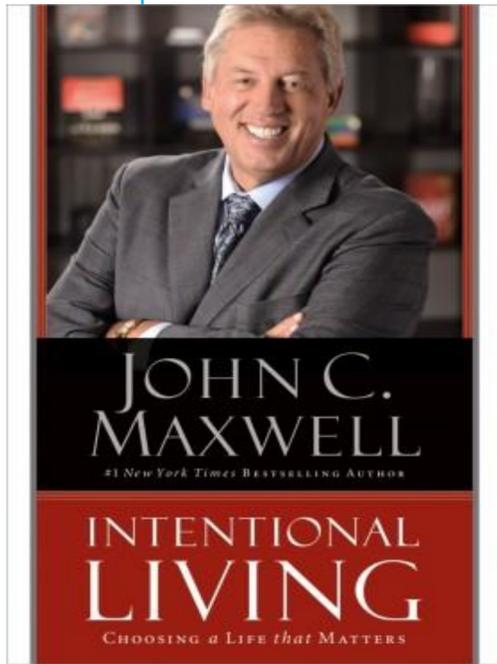
Develop an industry-level leadership development program to give technology leaders a competitive edge in their position

↓
Action Step #1

Develop a *soft skills training curriculum* based on industry level leadership programs



**Why John Maxwell's
Leadership
Development Program?**



AGENDA

“ Stanford Research Institute reported that 75% of long term job success depends upon soft skills mastery and only 25% on technical skills. ”

CTO Leadership Soft Skills

The Missing Skillset That's Rarely Taught and More Difficult to Acquire

-  **Workshop Objectives**
-  **Leadership**
Five levels of leadership
-  **21 Irrefutable Laws of Leadership**
How successful people lead
-  **How Successful Leaders Grow**
Developing your leadership growth plan
-  **Resources to Grow You**
Invest in you so you can invest in others

OBJECTIVES

- Understand the value and importance of leadership
- Learn the different levels of leadership and the path to great leadership
- Assess your leadership strengths and identify areas for improvement
- **Set the stage for creating your leadership development plan**

**WHAT DOES LEADERSHIP MEAN TO YOU
AND WHY?**

LEADERSHIP DEFINED

**Leadership is Influence.
Nothing More, Nothing Less.**
— John C Maxwell

METHODS OF INFLUENCE

FORCE: There is no choice in the decision.

INTIMIDATION: “My way or the highway.”

MANIPULATION: There’s a winner and a loser at a great cost.

POSITIONAL: We follow.

EXCHANGE: We both benefit.

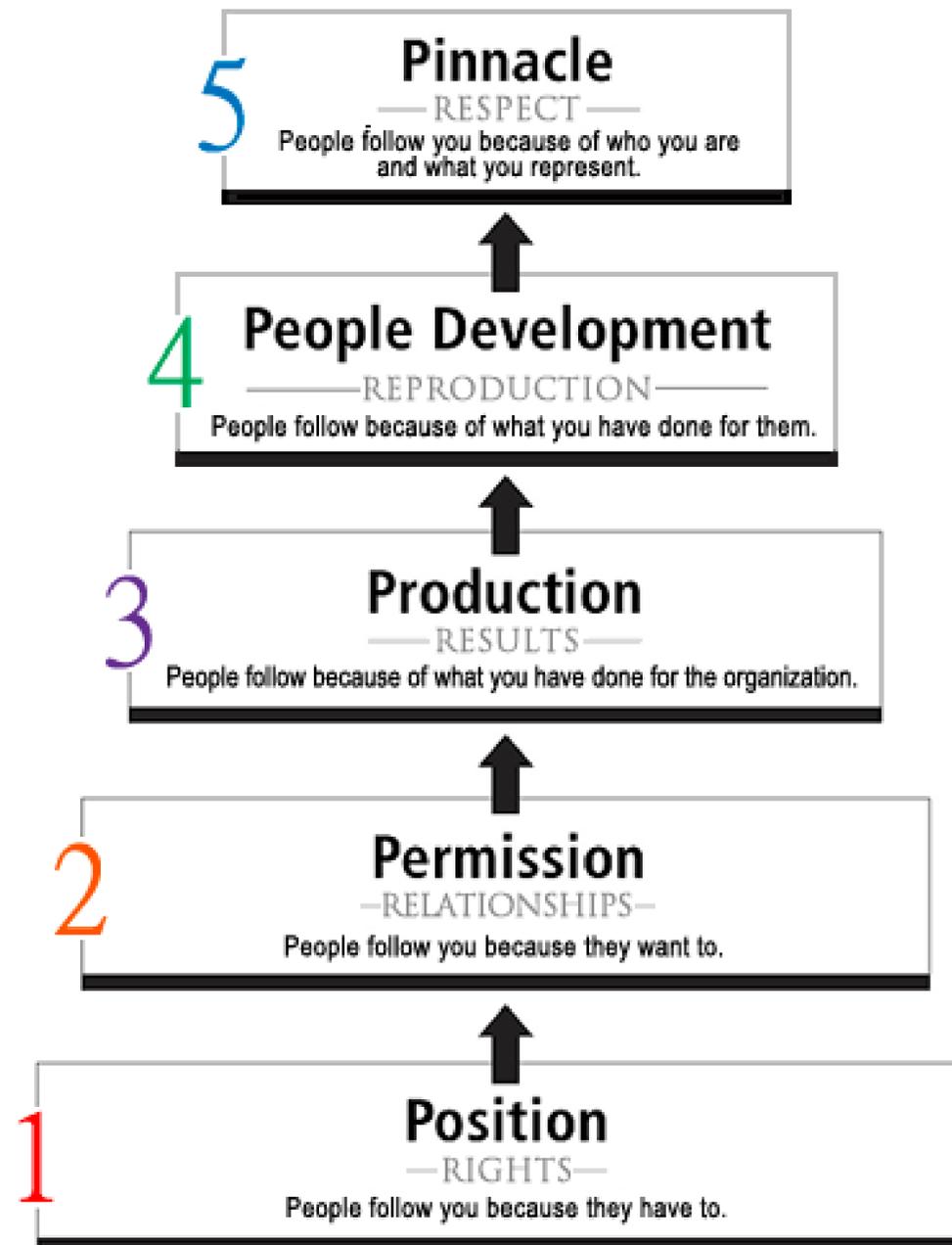
**Leadership is about people, not
about position.**

– John C Maxwell

SOFT SKILLS DEFINED

- Active listening
- Authenticity
- Caring
- Connecting
- Communicating
- Empathy
- Encouraging
- Negotiating
- Building Morale
- Developing Relationships

FIVE LEVELS OF LEADERSHIP



POSITION — PEOPLE FOLLOW BECAUSE THEY HAVE TO

- The job title is the only influencer at this level and it is granted, not earned
- Using position to influence people to follow you is manipulation, not leadership
- **It takes minimal effort to control people and maximum effort to lead people**

PERMISSION — PEOPLE FOLLOW BECAUSE THEY WANT TO

- Based on building relationships and connecting with people
- People don't care how much you know until they know how much you care
- **When you like and value people, you build trust and influence**

Caution: Many leaders stop at this level.

PRODUCTION — PEOPLE FOLLOW BECAUSE WHAT YOU HAVE DONE FOR THE ORGANIZATION

- People want to be associated with success
- Based upon the results of the team, organization and leader
- Leaders gain credibility, deepen their trust and as a result people follow them because of what they've accomplished
- **Leaders become change agents**

PEOPLE DEVELOPMENT - PEOPLE FOLLOW BECAUSE WHAT YOU HAVE DONE FOR THEM

- Leaders are only as great as their ability to empower others to greatness
- Invest in their followers and develop them until they become leaders
- Teamwork is at high level
- Performance increases because there are more leaders
- **Level 4 leaders change the lives of people they lead**

PINNACLE — PEOPLE FOLLOW BECAUSE OF WHO YOU ARE AND WHAT YOU REPRESENT

- The most difficult level of leadership that takes a lifetime of leading and growing
- Level 5 leaders develop people to become Level 4 leaders
- Level 5 leaders transcend their position, organization, and sometimes their industry

WHAT LEADERSHIP LEVEL ARE YOU ON?

INSIGHTS ON LEADING FROM THE LEVELS

- You can move up a level, but never leave one behind
- You are not on the same level with every person
- The higher the level you achieve, the easier it is to lead others
- The higher you go, the more time and commitment it takes
- Moving up occurs slowly and intentionally, but going down can happen quickly
- Not climbing up limits you and your people
- **Going up always requires further growth**

NEW YORK TIMES BESTSELLING AUTHOR

JOHN C.
MAXWELL

REVISED & UPDATED

10TH ANNIVERSARY EDITION



THE 21 IRREFUTABLE
LAWS OF
LEADERSHIP

FOLLOW THEM *and*
PEOPLE WILL FOLLOW YOU

FOREWORD *by* STEPHEN R. COVEY

#1 - THE LAW OF THE LID

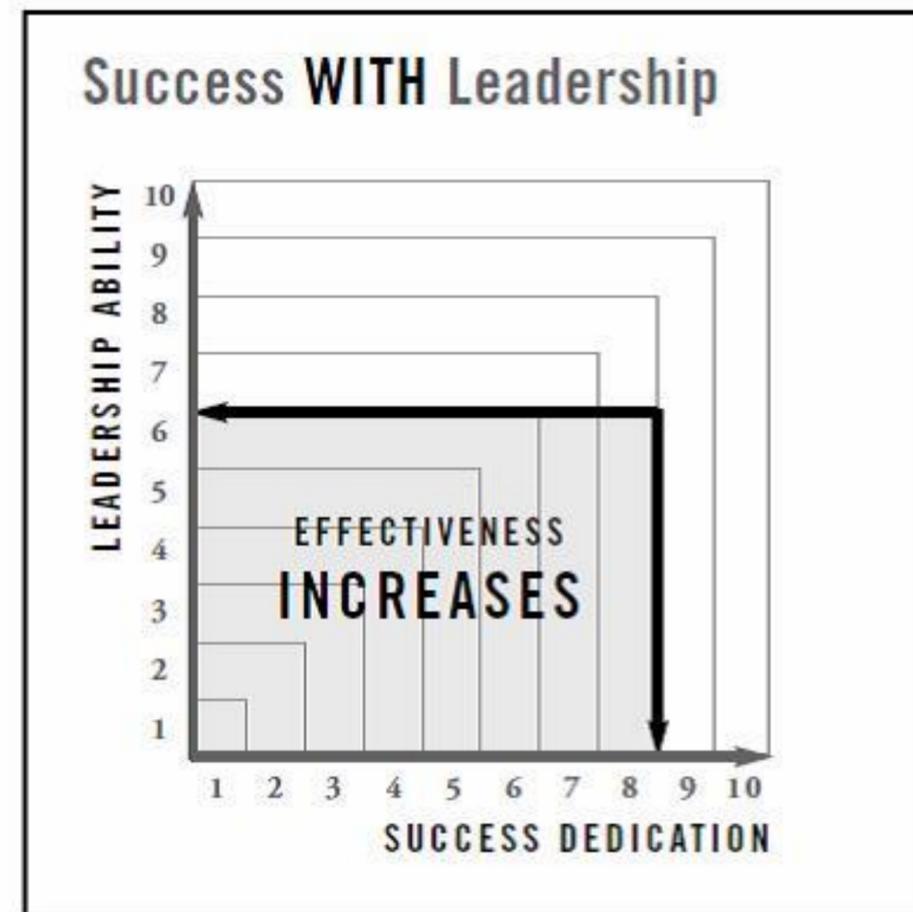
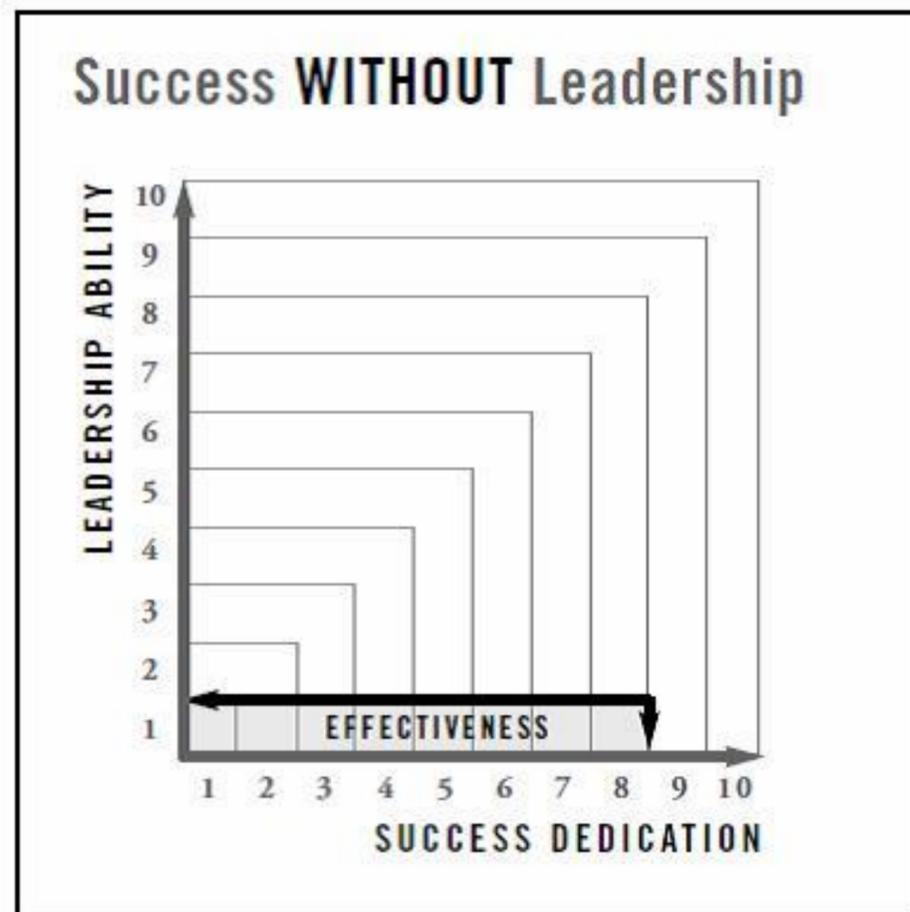
**Leadership Ability Determines
a Person's a Level of Effectiveness.**

#1 - THE LAW OF THE LID

“Leadership ability is the lid that determines a person’s level of effectiveness. The lower an individual’s ability to lead, the lower the lid on his potential. The higher the individual’s ability to lead, the higher the lid on his potential.”

#1 - THE LAW OF THE LID

“The higher you want to climb, the more you need leadership. The greater the impact you want to make, the greater your influence needs to be. Whatever you will accomplish is restricted by your ability to lead others.”



#1 - THE LAW OF THE LID

What is your leadership lid?

Score 1 (least effective) to 10 (most effective)

_____ Character	_____ Focus	_____ Responsibility
_____ Charisma	_____ Generosity	_____ Security
_____ Commitment	_____ Initiative	_____ Self-Discipline
_____ Communication	_____ Listening	_____ Servanthood
_____ Competence	_____ Passion	_____ Teachability
_____ Courage	_____ Positive Attitude	_____ Vision
_____ Discernment	_____ Problem Solving	

Total _____ \div **21** = _____

#1 - THE LAW OF THE LID

How to Raise Your Lid

- Participate in leadership assessment opportunities to understand your strengths and gaps.
- Seek a mentor in or outside work with leadership experience.
- Continuously invest in learning and education.
- Attend leadership conferences in and outside the tech industry.
- Intentionally practice new leadership skills.

#2 - THE LAW OF INFLUENCE

**The True Measure of Leadership is Influence,
Nothing More, Nothing Less.**

#2 - THE LAW OF INFLUENCE

The Proof of Leadership is in Their Followers.

- ✓ When the real leader speaks the people listen.
- ✓ The person that has the influence in any situation or at any time *is the leader*.
- ✓ As a leader, your goal is to increase your influence.
- ✓ Increasing your influence is increasing your leadership.

#2 - THE LAW OF INFLUENCE

Myths of Leadership

Management – leadership is influence, management is process.

Entrepreneur – not all of them are leaders.

Knowledge – neither IQ nor education equates to leadership.

Pioneer – being out in front doesn't mean you're the leader.

Position – it's not the position that makes the leaders; it's the leader that makes the position.

#2 - THE LAW OF INFLUENCE

Leadership Tenets

Character — People can sense truth and integrity. It begins with the inner person.

Relationships — Leaders intentionally and sincerely cultivate them.

Knowledge — You can not give what you do not have.

Intuition — Energy, morale, timing, momentum. Understand how you feel.

Experience — Competency is an essential ingredient of credibility.

Past Success — People follow those who know the path to success.

Ability — Focus your strengths on improving others.

#3 - THE LAW OF PROCESS

Leadership Develops Daily, Not in a Day.

#3 - THE LAW OF PROCESS

Phases of Leadership

1. I don't know what I don't know
2. I know that I need to know
3. I know what I don't know
4. I know and I grow
5. I can lead because of what I know and my willingness to grow

#3 - THE LAW OF PROCESS

Process Will Lift Your Lid

- What are you currently doing to build yourself into a great Leader?
- What books are you reading?
- What seminars are you going to take?
- What sacrifices are you making or are willing to make to become a better leader?

#3 - THE LAW OF PROCESS

**“The secret of your success is discovered in
YOUR DAILY AGENDA.”**

#5 - THE LAW OF ADDITION

Leaders Add Value by Serving Others.

#5 - THE LAW OF ADDITION

***“The bottom line in leadership isn’t how far
we advance ourselves,
but how far we advance others.”***

#5 - THE LAW OF ADDITION

- If you can't give some evidence of making things better for your people, then you are probably a subtractor.
- 90% of all people who subtract do so unintentionally.
- In contrast 90% of all people who add value do so intentionally.

Why?

- Adding value requires you to be aware, invest, and take action.
- Adding value to people compounds success.

#5 - THE LAW OF ADDITION

Are you making things better for the people who follow you?

- Name 3 people in your personal life closest to you.
- Next to each name, write 2 ways you show them you care. If you cannot write 2 ways you show them you care *daily*, write 2 ways you are willing to do.
- Name 3 people in your business life that you lead.
- Next to each name, write 2 ways that you display actions of caring, sharing and lifting.
- Are you willing to do this without recognition?

#5 - THE LAW OF ADDITION

Ask Yourself

- How and when are you a servant leader?
- When do you get impatient and/or resentful?
- Are there tasks beneath your dignity/position?
- Do you make it a practice to perform small acts of service without seeking credit?

#6 - THE LAW OF SOLID GROUND

Trust is the Foundation of Leadership.

#6 - THE LAW OF SOLID GROUND

“Trust is like change in a leader’s pocket. Each time you make good leadership decisions, you earn more change. Each time you make poor decisions, you pay out some of your change to the people. All leaders have a certain amount of change in their pocket when they start in a new leadership position. When you’re out of change; you’re out as the leader.”

#6 - THE LAW OF SOLID GROUND

“Charisma gets you through the door.

Character keeps you inside the door.

It’s an inside job..”

#6 - THE LAW OF SOLID GROUND

What does integrity look like?

Consistency

Honesty

Authenticity

Discipline

#6 - THE LAW OF SOLID GROUND

To build trust, a leader must exhibit:

Caring

Competence

Connection

Character

You can not go beyond the limit of your character for very long

#7 - THE LAW OF RESPECT

**People Naturally Follow Leaders Stronger Than
Themselves.**

#7 - THE LAW OF RESPECT

- A leader's respect has to be earned over time from daily actions, commitments, and successes.
- People don't follow others by accident. They follow individuals whose leadership they respect.

#7 - THE LAW OF RESPECT

How you earn respect:

Respect others

Value others

Build others up

Seek to meet the needs of others first

#10 - THE LAW OF CONNECTION

***Leaders Touch a Heart Before They
Ask for a Hand.***

#10 - THE LAW OF CONNECTION

“Charisma gets you through the door.

Character keeps you inside the door.

It’s an inside job..”

#10 - THE LAW OF CONNECTION

Connection Is Not Easy

- The first heart we have to touch is our own.
- We cannot lead others to places we've never been to ourselves.
- It's not always natural or easy, but it is always necessary in order to lead well.

#10 - THE LAW OF CONNECTION

People won't go along with you until they get along with you.

- Do you ask how can I help you?
- Do you know yourself and how you respond to people?
- Am I applying my strengths to help others?
- Do I intentionally find opportunities to coach others to become better?
- How well do I relate and communicate with others?
- Do I like me? Am I likeable?
- What can I do, as a leader to project my sincerity and add value to others?

#10 - THE LAW OF CONNECTION

Authenticity is a critical trait that people naturally seek in order to connect with a leader.

- Know your people
- Live your message
- Go to where they are
- Focus on them, not you
- Believe in them
- Offer direction and hope

#10 - THE LAW OF CONNECTION

A leader can fail if they don't know their followers.

Do you:

- Ask questions about their life?
- Know what motivates them or what they desire?
- Know their family situations?
- Spend intentional time listening about what matters to them outside of work?

“The stronger the relationship you form with followers, the greater the connection you forge – and the more likely those followers will be to want to help you.”

#13 - THE LAW OF THE PICTURE

People Do What People See.

#13 - THE LAW OF THE PICTURE

What Do They See?

- The greatest gift a leader can give is being a good example.
- 89% of what we know we learned visually.
- Who are you learning from? Who is learning from you?
- You are responsible to teach, lead, and create the picture.
- Followers want leaders whose beliefs and actions line up.

Practice what you preach!

#13 - THE LAW OF THE PICTURE

The First Person You Need To Lead Is Yourself!

- You must work first and hardest on yourself.
- What areas of your life need changing?
- How will this change your ability to lead better?

#13 - THE LAW OF THE PICTURE

Give Yourself A Character Audit

- List your core values.
- What incidents stand out as inconsistent with those values?
- Where do you need to work on yourself?
- Ask a trusted friend to walk with you on this path and observe you.
- Let that trusted friend be honest, do not debate their observations.

#14 - THE LAW OF BUY-IN

People Buy Into the Leader, Then the Vision.

#14 - THE LAW OF BUY-IN

People Need To Buy Into The Leader Before They Can Follow

- Many leaders ask, “Do you think my people will buy into my vision?”
- Answer this first: “Do your people buy into you?”
- The leader creates the dream and then finds the people.
- The people buy into the leader first and **THEN** the dream.

#17 - THE LAW OF PRIORITIES

***Leaders Understand That Activity is not
Accomplishment.***

#17 - THE LAW OF PRIORITIES

Leaders never advance to a point where they no longer need to prioritize.

- Being busy does NOT mean people are achieving.
- Prioritizing requires leaders to continually think ahead and see how everything relates to the overall vision.
- Prioritizing causes us to do things that are the least uncomfortable and sometimes painful.

Today, I will get the “Right” things done!

#17 - THE LAW OF PRIORITIES

The 3 R's for Priorities:

REQUIRED – what is required of me that nobody can or should do for me?

RETURN – What gives the greatest return for the effort?

REWARD – What is the full result of the effort beyond monetary or business related?

#18 - THE LAW OF SACRIFICE

A Leader Must Give Up To Go Up.

#18 - THE LAW OF SACRIFICE

What sacrifices have you made to get to where you are today?

- What have you traded? What did you receive?
- Sacrifice is an ongoing process, not a one-time payment.
- Growth can stop when the price gets too high.
- Those who do not practice the Law of Sacrifice become lost.

Where do you want to be?

#18 - THE LAW OF SACRIFICE

Warning: Destination Disease!

- The idea that you have “arrived” and no longer need to sacrifice. Leaders who think this way stop sacrificing and stop growing their leadership potential.
- Sacrifices keep you going, leading, and growing and when they stop, you stop.
- What area of your life is infected with Destination Disease?

#20 - THE LAW OF EXPLOSIVE GROWTH

To Add Growth, Add Followers.

To Multiply Growth, Lead Leaders.

#20 - THE LAW OF EXPLOSIVE GROWTH

Leaders Who Attract Followers

- Love having followers make them feel needed and important.
- Develop the BOTTOM 20% (the weakest in the group).
- Focus on weaknesses
- Treat everyone the same
- Spend time with others
- Grow only by addition
- Impact only people they reach and not beyond their reach

#20 - THE LAW OF EXPLOSIVE GROWTH

Leaders Who Develop Leaders

- Want to be succeeded
- Develop the TOP 20%
- Focus on strengths
- Treat individuals differently
- Invest time in others
- Grow by multiplication
- Impact people beyond their immediate reach

***Be a leader who
develops other leaders!***

#21 - THE LAW OF LEGACY

***A Leader's Lasting Value
is Measured by Succession.***

#21 - THE LAW OF LEGACY

Know The Legacy You Want To Leave

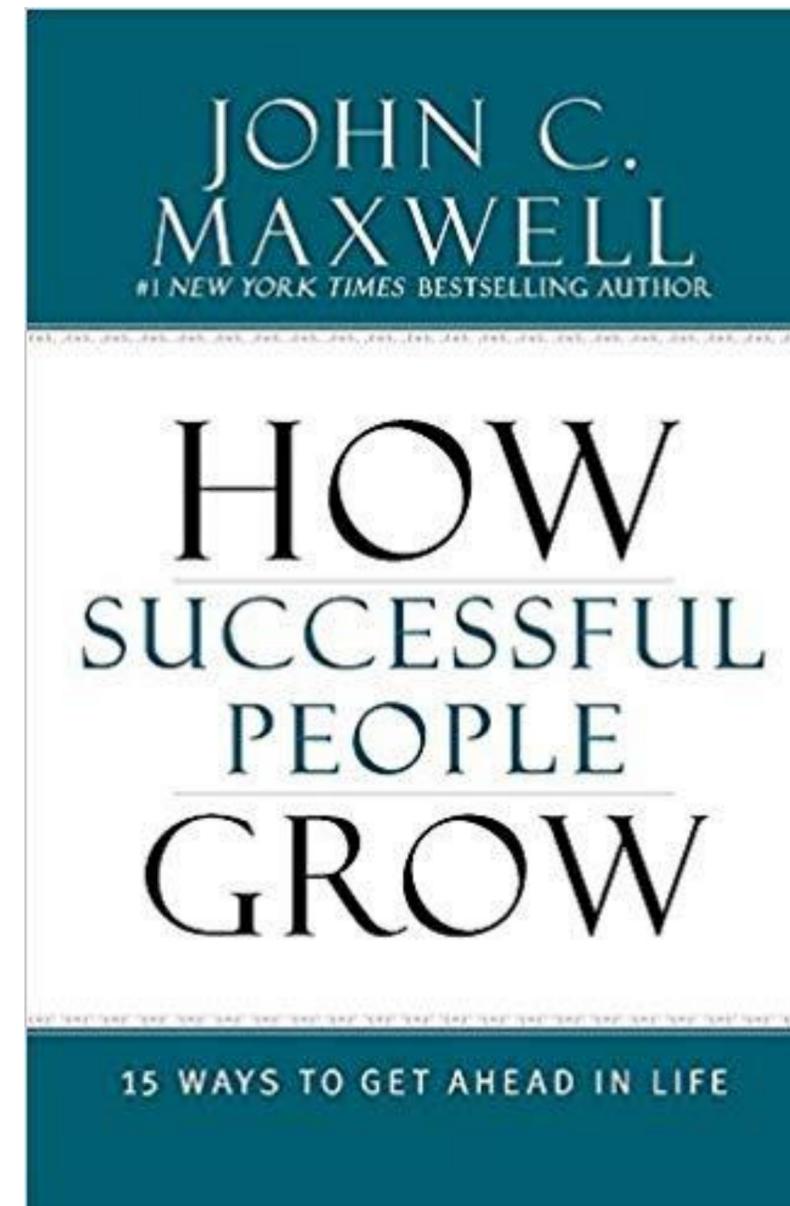
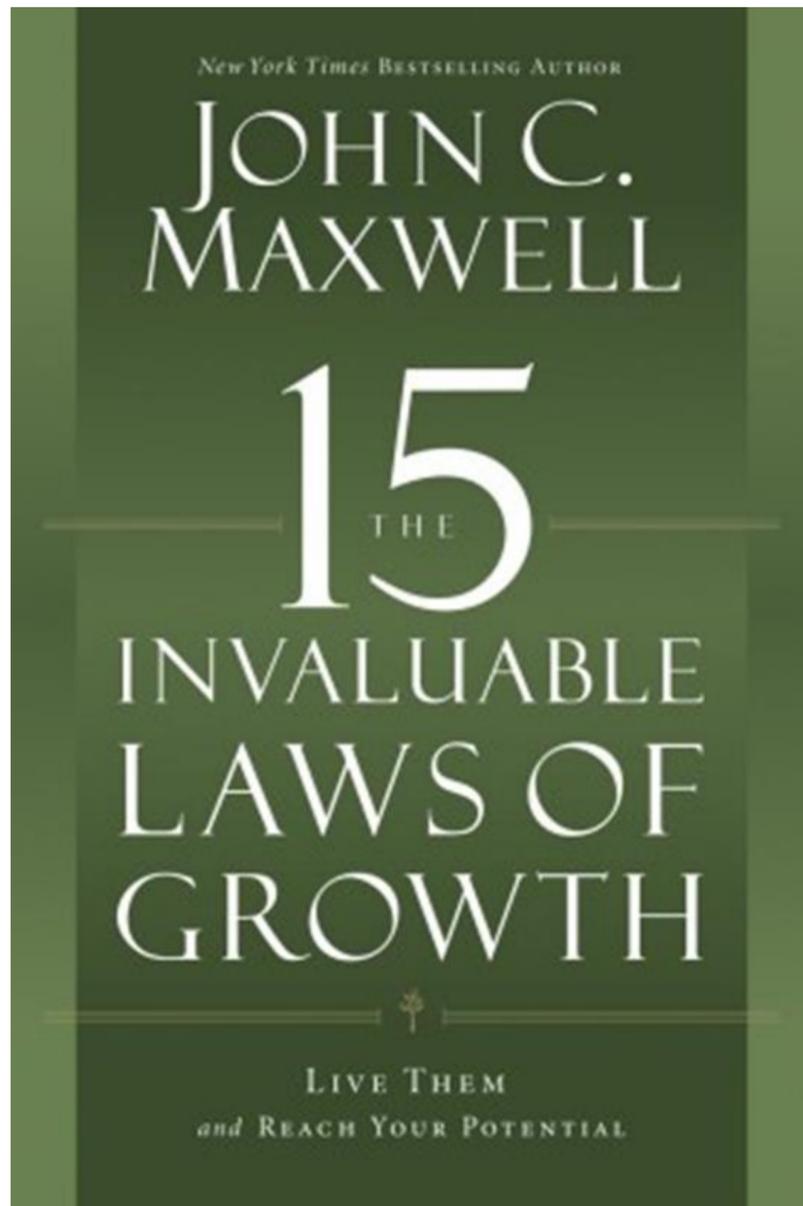
- Most people simply accept their lives; they don't lead them.
- Your life is your book. What are you writing?
- One day, the final chapter will be written. What will it say?
- What do you want to leave as your legacy?

#21 - THE LAW OF LEGACY

“Too often leaders put their energy into organizations, buildings, systems, or other objects. But only people live on after we are gone.

Invest in the leadership of people and the people you lead become part of your legacy”

HOW SUCCESSFUL LEADERS GROW



#1 LAW OF INTENTIONALITY

Growth Gaps

The Assumption Gap – *I will automatically grow*

The Knowledge Gap – *I don't know how to grow*

The Timing Gap – *It's not the right time to grow*

The Mistake Gap – *I am afraid of making mistakes*

#1 LAW OF INTENTIONALITY

Growth Gaps

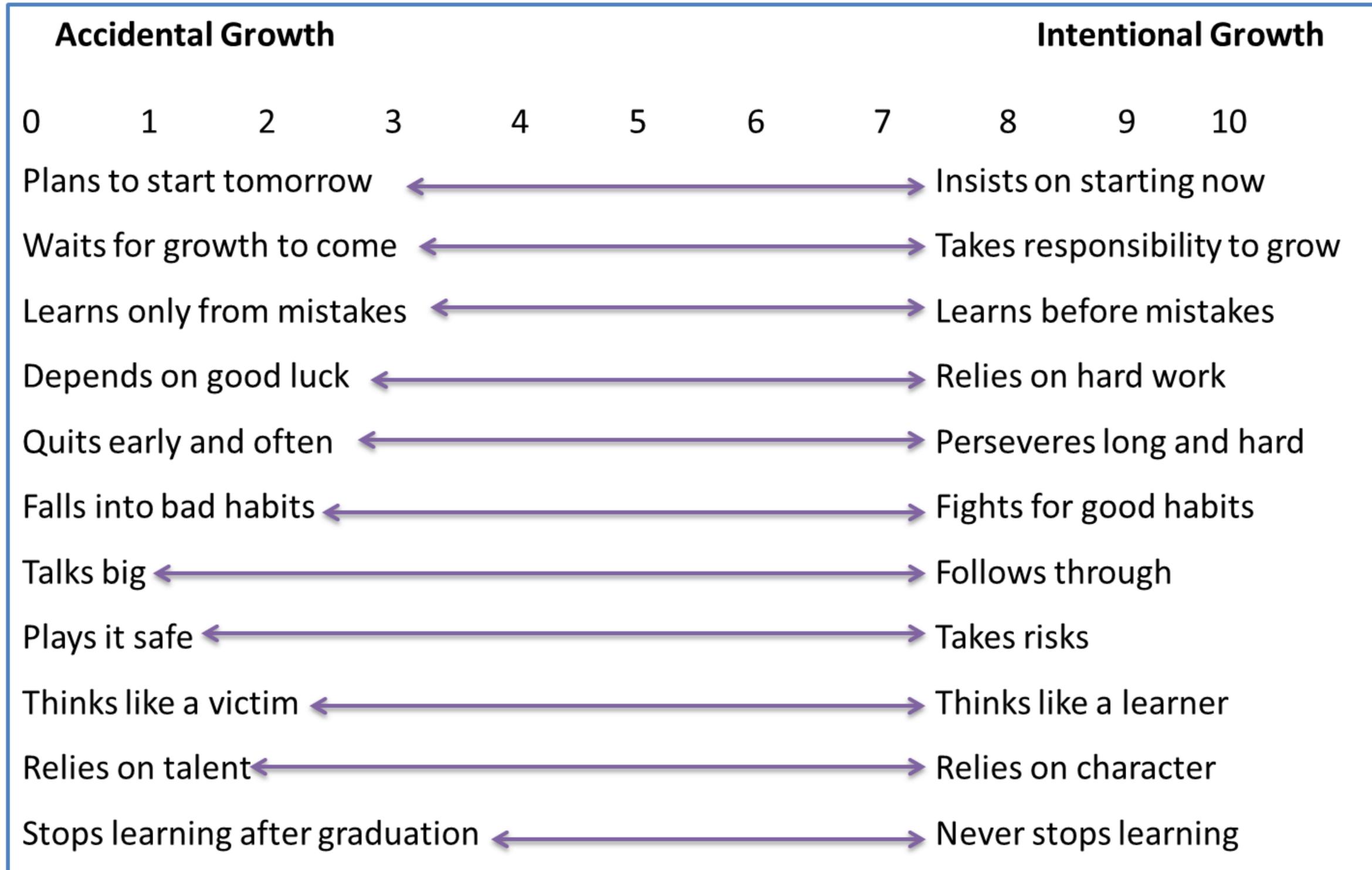
The Perfection Gap – *I have to find the best way before I start*

The Inspiration Gap – *I don't feel like growing*

The Comparison Gap – *Others are better than I*

The Expectation Gap – *I thought it would be easier than this*

#1 LAW OF INTENTIONALITY



#2 LAW OF AWARENESS

You Must Know Yourself to Grow Yourself...

Strengths

Weaknesses

Interests

Opportunities

#2 LAW OF AWARENESS

Three kinds of people:

People who know what they want but don't do it

They are frustrated

People don't know what they want

They are confused

People who know what they want and do it

They are fulfilled

#5 LAW OF CONSISTENCY

Motivation gets you going, discipline keeps you going

What do you need to improve?

Do you know why you need to improve?

Do you know how you are going to improve?

Do you know where you are and where you want to be?

#5 LAW OF CONSISTENCY — FROM GOALS TO GROWTH

Goal Consciousness

Focuses on a destination

Motivates you and others

Seasonal

Challenges you

Stops when the goal is reached

Waits for growth to come

Learns only from mistakes

Depends on good luck

Growth Consciousness

Focuses on the journey

Matures you and others

Lifelong

Changes you

Keeps growing beyond the goal

Takes responsibility to grow

Learns before mistakes

Relies on hard work

#15 LAW OF CONTRIBUTION — ADD VALUE TO OTHERS

- You can not give what you do not have.
- Ask - What good shall I do today? What good have I done today?
- Be a river, not a reservoir.
- Adding value to others changes lives.

RESOURCES FOR YOUR GROWTH PLAN

1) Review CTO Summit presentation and John Maxwell Worksheets for the 21 Laws of Leadership

<https://1drv.ms/p/s!AtEitv6JGdF8hssDbmrQmYxqZ5KZFA> – Presentation

<https://www.frankiejackson.net/leadership-development-soft-skills.html> - Worksheets

2) Sign up for Minute with Maxwell - <https://johnmaxwellteam.com/minute/>

3) Consider subscribing to Harvard Business Review: Leadership Topics

<https://hbr.org/topic/leadership>

4) Build your leadership library

[John Maxwell Books](#)

[Leadership Books](#)

5) Attend at least one leadership conference - [2019 Tech Leadership Conferences](#)

THANK YOU FOR INVESTING YOUR TIME WITH US!

