

Leading by Example

Rotary District 7090 Conference

Holiday Valley Lodge
Holiday Valley, NY
October 22-25, 2015



Guided by
Frank Polkowski

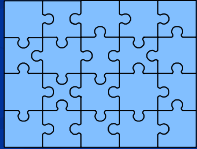


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C **NonProfit & Management Consultants**
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Improving Organizations by Developing Their People

Our Day Together...

- What is Leadership, Why it Matters
- Leaders in Your Life
- Emulate, Copy or...
- Characteristics, Effects, & Actions
- Loyalty
- Polishing Your Logo
-



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Frankisms...

- 1)
- 2)
- 3)
- 4)
- 5)



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Wants & Needs...



What Do I want out of this Session???

1. _____
2. _____

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**People Generally Won't Rise Above the
Level of Their Leadership
but
They Will Rise to the Level
If You Give Them Leadership**

Frank C. Polkowski
IBM Corporation
February, 1982

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Management




Leadership...

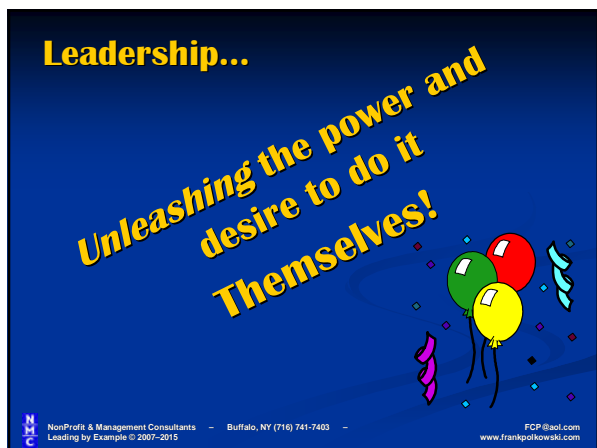
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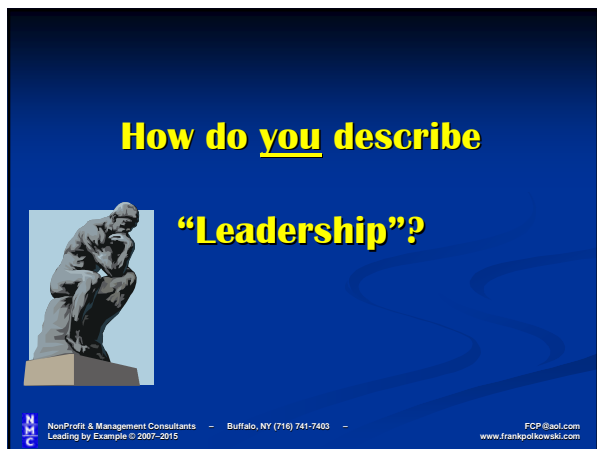
Management...

**Making sure somebody
Gets it **DONE****



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| Leaders in Your Life (Models)... | | |
|----------------------------------|--------|---------------|
| Person | Traits | Impact to You |
| 1. | 1. | 1. |
| 2. | 2. | 2. |
| 3. | 3. | 3. |

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Leaders in Your Life (Models)...


Assignment.....

- 1. Share your answers**
 - **Who, what, why**
 - **What impact to you and your group**
- 2. If they weren't around, what difference would it have made in you?**

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Two (2) Leadership Mannerisms that drive you to **DISTRACTION**

1. _____
2. _____
(Others and Self)



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Leadership Mentors / Models

Emulate, Duplicate, or Master???


- **Positive (+)**
- **Negative (-)**
- **Best approach (?)**



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Ten Characteristics of Effective Leaders

1. **Know Your Strengths**
2. **Recognize the Leader in Others**
- 3.
4. **Be Willing to Incorporate New Ideas**
5. **Keep Your Purpose Before You**



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Ten Characteristics of Effective Leaders

6. **See and Communicate Your Vision**
7. **Deal Constructively with Conflict**
8. **Be Patient**
9. **Be Empathetic**
10. **Be Dependable**

Never Forget Your Organization's Mission



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Mentor or Not...

A. HOW TO PICK MENTORS

- **Is the person ready to share?**
- **Can the person understand you, your goals?**
- **Is the person credible?**
- **Will the person share your values?**



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Mentor or Not...

B. CULTIVATE THE RELATIONSHIP

- **Respect their time**
- **Be frank and open**
- **Muffle it - (Learn from them)**
 - **Two ears, two eyes, one mouth)**
- **Timely reimbursement**
 - **(Gratitude & feedback)**




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Mentor or Not...

C. WHEN WOULD YOU MENTOR?

- **What's in it for you**
- **For them**



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How is your Leadership Perceived

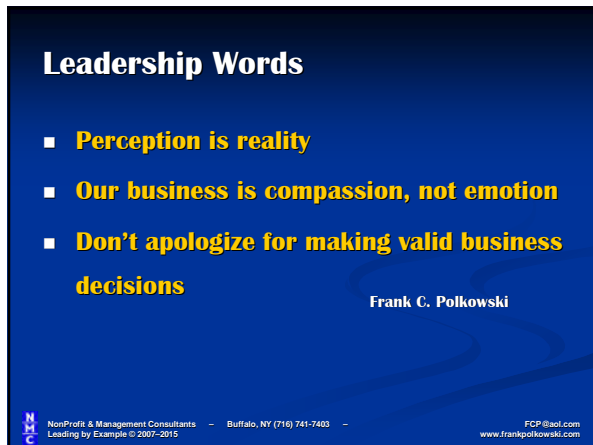
- a) **Your perception of yourself**
- b) **Those you lead**
- c) **Others**
- d) **Family**

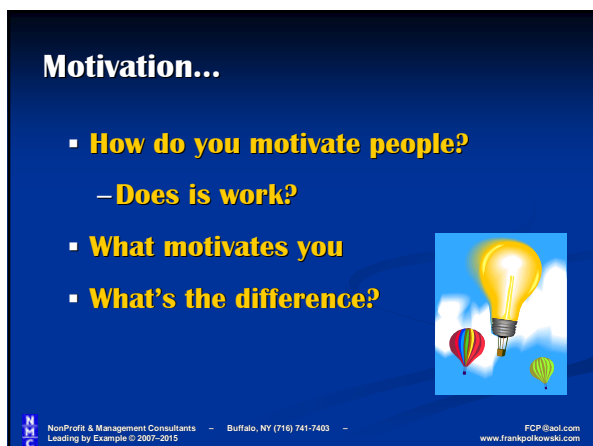
- **Effectiveness - Positive/Negative**
- **Share**



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Setting the Bar...

Honor Everyone You Meet

- ♦ Believe you have control of your life
- ♦ Stop negative trains of thought
- ♦ Toxic People (*Stay away*)
- ♦ Schedule time for Rest and Rejuvenation



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Go Polish Your Image!

Last time while I was representing our organization...


Did I:

- Polish or tarnish our image???*
- Polish or tarnish My image???*



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Personal/Professional Action Plan



- **What Will I Stop Doing**
 - How Will I Make That Happen
- **What Will I Change**
 - How Do I Make it Look Like it isn't the "Flavor of the Month"
- **What Will I Start Doing**
 - How Do I Get Buy-In
 - Who Will Help Me Implement It

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Frank Polkowski

NonProfit & Management Consultants

"Your willingness to share your expertise was appreciated by all the participants."

—Anthony Esposito, Private Industry Council

Clients:

Alliance of New York State Arts Organizations
American Institute of Banking
American Society for Training & Development
American Society of Women Accountants
Augusta Medical Center
Association of Volunteer Managers International
Convention
Boy Scouts of America
Buffalo Audubon Society
Camp Fire Boys & Girls
Catholic Charities of Erie, PA
Center for Family Life, Brooklyn, NY
Center for Nonprofit Resources, New Orleans
Chautauqua Institution
CKF, Canada
Federal Bureau of Prisons
Forest Laboratories
Fred Pryor/CareerTrack
General Mills
Government of Ontario, Canada
Hirschmann Electronics
Homeland Security
IBM
Jiffy Lube Canada
Literacy Volunteers of America, NY State
National Society of Fundraising Executives
New York State Recycling Association
Notre Dame High School, Chattanooga, TN
Penn State University
Points of Light Foundation, National Conference
Purchasing Management Association
Salvation Army
Tennessee Valley Fundraising Institute
United Way



Frank is a seasoned master in organizational and personal development, helping numerous U.S. and Canadian corporate and nonprofit organizations reach their immediate and long-term goals. Developing and honing his business administration, human resource, and management skills at IBM and years as a professional speaker and consultant, Frank helps his clients gain tangible techniques and skills that can be used immediately to improve their organization.

Frank has developed and delivered award winning programs focusing on personal effectiveness, public speaking, and instructional techniques. He coauthored "Fantastic Customer Service from Inside Out." A Dale Carnegie graduate, Frank is a member of NSA (National Speakers Association), International Federation of Professional Speakers, ASTD (American Society for Training and Development), and SHRM (Society for Human Resource Management).

Topics:

- *The Power of Silence*
- *Polishing Your Logo*
- *Living with the 32-hour Day*
- *The People Puzzle—Getting Along, Working Wiser*
- *The Essence of Effective Boards*
- *Thank You for Your Complaint*



What Do Frank's Clients Say?

Strategic Planning: "Our Board had been struggling for several months with little progress. The plan, while deceptively simple, has been effective in guiding us for the past two years."

—Michael Venezia

Mid-Erie Counseling Services

Marketing: "Your presentation was brief, focused, and exactly what I'd hoped it would be in terms of providing tangible techniques that members of my staff and other professionals will be able to use immediately as they approach their daily work."

—David A. Borchard

Scout Executive

Greater Niagara Frontier Council, Boy Scouts of America

"Many, many thanks for your wonderful and inspirational talk at our annual dinner. I found it to be perfect timing."

—Renee Tucker

American Society of Women Accountants

"I just needed to let you know that I really enjoyed your presentation. The biggest impact I have quoted every day: accepting a lack of response is condoning bad behavior. I am now figuring out a way of managing this. Thanks for all of the helpful hints."

—Marilyn Dyson PhD

Volunteer Services

Alzheimer's Association Delaware Valley Chapter

FLIPCHART NOTES:

Session Wants...

- Not be afraid to step up to increase involvement and not micromanage
- Be a better leader
- Exercise my skills more often
- Grow using fresh approaches and ideas

Leadership Qualities Admired...

- Are collaborative
- Not passive and/or diffused
- Calming all involved
- Passionate about the organization and people
- Energetic
- Dynamic - Sets a great example
- Approachable

Leadership Practices the drive you to Distraction...

- Oversell their leadership "importance"
- Micromanages everything
- Indecisive
- Asks dumb questions, just to ask (not really interested)
- Lack of follow-through
- Denies the reality of situations (hopes they would just go away)
- Dishonesty
- Acts under the rule "I said I would" but doesn't follow through

Action Plans...

- OBP; Meet them where they are; use the three other "Frankisms"
- Communicate your vision and keep in front at all times
- Always keep the mission in mind
- Calendarize your follow-ups
- Listen more, Coach, but don't dictate

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