

# THE SPIRIT OF LEADERSHIP

## WINNING HEARTS AND INSPIRING ACTION



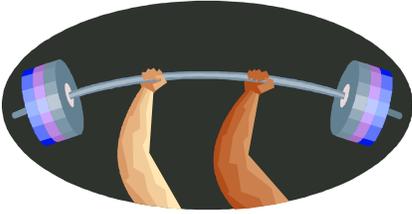
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**Val Van Brocklin**  
**[www.valvanbrocklin.com](http://www.valvanbrocklin.com)**

Described by Calibre Press as "the indisputable master of enter-*train*-ment," Val is an international trainer and writer. As a state and federal prosecutor, her courtroom work received national media attention on *ABC'S PRIMETIME LIVE*, the *Discovery Channel's Justice Files*, in *USA Today*, *The National Enquirer* and *REDBOOK*. She's been a regular contributor to [www.officer.com](http://www.officer.com), [www.lawofficer.com](http://www.lawofficer.com) and [www.policeone.com](http://www.policeone.com) and has been published in *Police Chief*, *The RCMP's Gazette*, *Integrity Talk* and other magazines and books. She appears on television, radio, and web casts, and in newspapers, magazine and internet articles, and books. When she's not working, Val can be found flying her airplane with a shotgun, a fly rod, her retriever, and high aspirations.



Leadership Strengths



Leadership Weaknesses



## WHAT AM I DOING TO FEED THE SPIRITS OF THOSE I WISH TO LEAD?

Write the number from the following scale that best describes your response to items (1) through (10).

- 1 – Almost never
- 2 – Once in a while
- 3 – Fairly often
- 4 – Often
- 5 – Almost always

1. \_\_\_\_ I express high expectations about people's capabilities.
2. \_\_\_\_ I let people know I have confidence in their abilities.
3. \_\_\_\_ I pay more attention to the positive things people do than the negative.
4. \_\_\_\_ I personally acknowledge people for their contributions.
5. \_\_\_\_ I make sure our dep't//unit/group celebrates achievements together.
6. \_\_\_\_ I am personally involved when we celebrate achievements.
7. \_\_\_\_ I recognize people more in public than in private for their exemplary performance.
8. \_\_\_\_ I clearly communicate my personal values and professional standards to my people.
9. \_\_\_\_ I express a positive, committed outlook - even when times are tough.
10. \_\_\_\_ I spend significant time listening to the needs and interests of others.

Now list specifically how you are doing those items you rated 2 through 5.

Adapted from Encouraging the Heart – A Leader's Guide to Rewarding and Recognizing Others, James M Kouzes and Barry Z. Posner, Jossey-Bass Publishers, San Francisco (1999).

## THE POWER OF LEADERS' BELIEF

***“If you want to change the way people respond to you,  
change the way you respond to people.”***

Timothy Leary, American writer, psychologist

Do you interact with people you consider **low** performers *differently* than you do with people you consider **high** performers in terms of:

- \_\_\_\_\_ Frequency of the interactions.
- \_\_\_\_\_ What you say
- \_\_\_\_\_ Your tone of voice
- \_\_\_\_\_ Your eye contact
- \_\_\_\_\_ Your facial expressions
- \_\_\_\_\_ Your body language

Describe the differences in terms of the behaviors listed above.

◆ With high performers I

◆ With low performers I

Might *your* expectations and behaviors be influencing the performance of people with whom you interact? If yes, how?

To what extent *and how* does your behavior say, **“I’m here looking for people doing things right and doing the right things?”**

To what extent *and how* does your behavior say, **“I’m checking up on you” or “I’m looking for problems?”**

Do you think the people you interact with would describe your expectations and behaviors as you have described them?

Adapted from Encouraging the Heart – A Leader’s Guide to Rewarding and Recognizing Others, James M Kouzes and Barry Z. Posner, Jossey-Bass Publishers, San Francisco (1999).



## QUESTIONS TO LEAD BY

The following questions, with some adaptation, are from 78 Important Questions Every Leader Should Ask and Answer, Chris Clarke-Epstein, AMACOM (2002). Clarke-Epstein's book provides more questions as well as thought provoking discussions of each question and worksheets to assist the reader in exploring the lessons held in the questions.



### Ask yourself

- How do I feel about being a leader?
- How would I like to be described by others?
- What am I afraid of?



### Ask those you want to serve and lead

- How can I make you feel appreciated?
- How does your work contribute to our success?
- How could we better achieve our mission?
- How could you be more effective?
- What gets in the way of you doing your job?
- What does our leadership do that gets in the way of you doing your job?
- What's a recent management decision you didn't understand?
- How can we communicate management decisions more effectively?
- What one thing about our organization's behavior would you change?
- What's a potential benefit we could offer that would be helpful to you?

- What is it like to work in our agency?
- How do you feel at the start of your work week?
- How do you feel at the end of your work week?
- What makes you proud of our agency?
- What's something you learned in the past week?
- What brings you joy at work?
- What volunteer work do you do?
- What do you do just for the fun of it?
- Why did you join our organization – really?
- What one word would you use to describe our agency?
- What are the strengths you bring to the job?
- What skills do you need to learn?
- What skills do you need to practice?
- What questions can I answer for you?



### **Ask yourself *and* those you lead**

- What did the best leader you ever had do?
- What do you need to learn to be a leader?
- What do you see happening in our agency over the next year?
- What gets you excited about the future?
- How do you measure success?
- What are you learning?
- How do you stay positive?
- How do you re-ignite your enthusiasm for your job?
- What do you love about your job?
- What gives meaning to your life?



## Additional Resources



***Coaching Cops Isn't a Game***, Van Brocklin,  
<http://www.lawofficer.com/article/leadership/coaching-cops-isnt-game>

***Coaching Cops – A First Timer's Playbook***, Van Brocklin,  
<http://www.lawofficer.com/article/leadership/coaching-cops-first-timers-pla>

***Coaching Cops – Can a Supervisor Be a Coach?*** Van Brocklin,  
<http://www.lawofficer.com/article/coaching-cops-can-supervisor-b>

***Enlightened Leadership in the U.S. Navy***, Crowley, J.,  
<http://makingmanagersintoleaders.com/members/wp-content/uploads/2008/07/enlightened-leadership-in-the-navy.pdf>

***Fierce Leadership: A Bold Alternative to the Worst "Best" Practices of Business Today***, Susan Scott, Crown Business (2011).

***Greetings From Afghanistan: Send More Ammo***, Benjamin Tupper (2010).

***Heroic Cynicism – Balancing the Police Spirit***, Van Brocklin,  
[http://www.lawofficer.com/news-and-articles/columns/Van\\_Brocklin/heroic\\_cynicism.html](http://www.lawofficer.com/news-and-articles/columns/Van_Brocklin/heroic_cynicism.html)

***Hey Leaders! Look Behind You – Is Anybody Following?*** Van Brocklin,  
[http://www.lawofficer.com/news-and-articles/columns/Van\\_Brocklin/leaders\\_look\\_behind\\_you.html](http://www.lawofficer.com/news-and-articles/columns/Van_Brocklin/leaders_look_behind_you.html)

***How Do We Get Young Officers to Commit to the Job Like We Do?*** Van Brocklin, <http://www.officer.com/article/10249288/how-do-we-get-young-officers-to-commit-to-the-job-like-we-do>

***It's Your Ship: Management Techniques from the Best Damn Ship in the Navy***, Abrashoff, D.M. (2002).

***The Key to Creating High Performers – Leading by Believing Big***, Van Brocklin, [http://www.officer.com/web/online/Leadership/The-Key-to-Creating-High-Performing-Officers/16\\$37918](http://www.officer.com/web/online/Leadership/The-Key-to-Creating-High-Performing-Officers/16$37918).

***Leader Know Thyself – And How Others View You***, Van Brocklin,  
[http://www.lawofficer.com/news-and-articles/columns/Van\\_Brocklin/leader\\_know\\_thyself.html](http://www.lawofficer.com/news-and-articles/columns/Van_Brocklin/leader_know_thyself.html)

**Leading From the Bottom Up**, Van Brocklin,  
<http://www.officer.com/article/10249160/leading-from-the-bottom-up>

**Leading with Questions – How Leaders Find the Right Solutions by Knowing What to Ask**, Michael Marquardt (2005).

**Muddy Boots Leadership**, Maj. John Chapman, USA (Ret.), Stackpole Books (2006).

**The Power of Belief – You Can Create High Performers**, Van Brocklin,  
[http://www.officer.com/web/online/Leadership/The-Power-of-Belief/16\\$37450](http://www.officer.com/web/online/Leadership/The-Power-of-Belief/16$37450)

**Questioning Leadership – A Future of Policing for the Truly Brave**, Van Brocklin, [http://www.officer.com/web/online/Leadership/Questioning-Leadership/16\\$38345](http://www.officer.com/web/online/Leadership/Questioning-Leadership/16$38345).

**Reawakening The Spirit In Work – The Power of Dharmic Management**, Jack Hawley, Berrett-Koehler (1993).

**Rethinking Organizational Loyalty – Alliance is the New Loyalty**, Van Brocklin, <http://lawofficer.com/archive/rethinking-organizational-loyalty/>

**Turning the tables (and opening hearts and minds)**, Van Brocklin,  
<https://www.policeone.com/women-officers/tips/6232563-Turning-the-tables-and-opening-heart-and-minds/>

**Want a Free, Immediate, Sure Way to Peak Performance? Talk to Yourself**,  
<http://lawofficer.com/archive/want-a-free-immediate-sure-way-to-peak-performance-talk-to-yourself/>

**78 Important Questions Every Leader Should Ask and Answer**, Chris Clarke-Epstein, AMACOM (2006).