



Review, Reflection and Application to the Workplace:

Once you have played all 5 virtual meetings and attained scores in the 90's, can you repeat that performance and even demonstrate it to your team members and colleagues? If you can show and articulate what you did, when and why; namely what styles, strategies (power, tension, ideas, work) and skills were applied, then you are "consciously competent." With continued practice, this new awareness and ability will become intuitive; you'll then be "unconsciously competent" which is the goal of the program. Ultimately you'll be able to transfer and apply this awareness and ability to your workplace – making you more confident and competent in working with individuals and teams, leading them to greater productivity.

The end of meeting metrics can be points for discussion & reflection. After using the Virtual Leader program, students/managers can now evaluate every conversation they have in the real world, and ask themselves:

- How often did I speak in that conversation? (% of dialogue turns)
- Did I dominate the conversation or was I passive? (listening more)
- What is my normal leadership style? (directive, participative or delegative)
- Was it uncomfortable to be directive? Or delegative? If so, why?
- When would each style be appropriate?
- Was I generally positive, negative or neutral? Did I speak more towards ideas or to people?
- Did I prepare for the meeting/conversation? "plan your work – work your plan"
- Did I listen for the intent of statements as positive/negative/neutral?
- Did I notice and interpret body language along with their statements?
- Did I ask questions? (probe for more information) – what leadership approach is this?
- Did I over empower people? (ask for too much input or give too much positive reinforcement?) If so, what happens in VL and the real world?
- Did I get their "buy-in" on certain ideas? Did I form an alliance? Did I partner with authority?
- Did I try to foster creativity to uncover any "hidden ideas"?
 - If so, when, why and how did you do this?
- Did your ideas align with your business objectives? (financial, customer & employee satisfaction)
- Did I send positive or negative body language during my conversation?
 - If so, when, why and how did you do this?
- Did I gain & use personal influence in my conversations?
 - If so, when, why and how did you do this?
- Did I try to optimize the group's opinion of me?
 - If so, when, why and how did you do this?
- Did I moderate tension to productive levels?
 - If so, when why and how did you do this?
- Did I optimize power, tension & ideas and then execute "the right work" ?
- Did I motivate and influence the team to focus on the right work? Or did I just tell them what to do?
- What is their opinion of me after this conversation? (group's opinion is part of your power score)
- What is the employee satisfaction after this conversation?
- Did I achieve a balanced scorecard? (your leadership score & business results)

Leadership Score


The Power, Tension and Idea charts are qualitative metrics/feedback that give you an assessment of how well you prepared and positioned your team to have a successful outcome. The Business Results metrics/feedback are communicated through the Storyline Continuation dialogue determined exclusively by the Ideas that were passed. This screen offers a quantitative assessment of the performance of your organization over the next business quarter in the areas of Financial Performance, Customer Satisfaction and Employee Morale.

Leadership		70 %
Power	65 %	
Tension	79 %	
Ideas	66 %	
Business Results		64 %
Financial Performance	50 %	
Customer Satisfaction	50 %	
Employee Satisfaction	95 %	
Total		67 %

Leadership Style


Use this screen, initially to diagnose if you tend to be active or passive, supportive or in opposition, and whether you speak predominantly towards ideas or people. Try different approaches and compare your experiences.

	You	All Players (Including You)	
Number of Dialog Turns	22	51	
% of Dialog Turns	43 %	100 %	
Total Support/Neutral Actions	15	40	68 %
Towards Players	2	2	9 %
Towards Ideas	13	38	59 %
Total Oppose Actions	7	8	31 %
Towards Players	4	4	18 %
Towards Ideas	3	4	13 %
Total Do Nothing	0	3	0



Use the arrow keys on your keyboard to move between screens
Press the SPACE BAR to exit to the Main Menu

Screen 1 of 11



Use the arrow keys on your keyboard to move between screens
Press the SPACE BAR to exit to the Main Menu

Screen 3 of 11

“The New Core of Leadership”



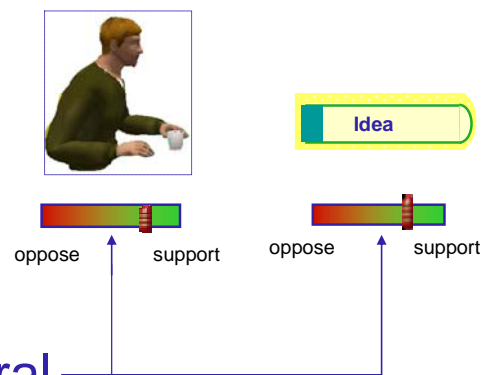
Power	Formal Authority	Work	Complete the Right Work
	Group's Trust and Opinion		
	Personal Influence		
Ideas	Successfully Introduce Ideas		
	Uncover Hidden Ideas		
Tension	Relax		
	Moderate		
	Excite		



Your Five Options – in Virtual Leader and the real world

Before we speak, we unconsciously choose to:

- Support/oppose person
- Support/oppose an idea
- Ask a question or be neutral
- Do nothing – listen
- Switch topics – refocus the conversation



Power Strategies & Tactics



	Gaining Power	Sharing Power
Problem	<ul style="list-style-type: none"> • If no one in your environment listens to you • If your employees don't follow you • If you are always doing someone else's work 	<ul style="list-style-type: none"> • If no one in your environment cares about an outcome
Tactics	<ul style="list-style-type: none"> • Give appropriate praise • Complete any work • Support popular ideas • Partner with authority 	<ul style="list-style-type: none"> • Listen • Ask their opinion/input • Let others take credit for shared ideas
Leadership Skill	<ul style="list-style-type: none"> • Negotiation skills • Sales • Business writing • Presentation skills • Public speaking • Serving as an Internal Consultant 	<ul style="list-style-type: none"> • Empowerment • Team building • Group Dynamics



Idea Strategies & Tactics



	Generating Ideas
Problem	<ul style="list-style-type: none"> • If your environment is working on the same old issues • If your environment is paralyzed by confusion • If there is little agreement as to what way to move forward • If you are in conflict with your internal or external customers • If you are not learning enough from other people
Tactics	<ul style="list-style-type: none"> • Actively listen • Bring in the disengaged • Bring in the quiet • Selectively relax people • Selectively increase the tension in other people
Leadership Skill	<ul style="list-style-type: none"> • Creativity / Innovation • Diversity • Listening skills • Benchmarking • Root cause analysis • Developing a Strategic Plan • Creating a Vision • Empowerment • Marketing • Communication



Tension Strategies & Tactics



	Lowering Tension	Moderating Tension	Raising Tension
Problem	<ul style="list-style-type: none"> If your environment is too tense to get any work done 		<ul style="list-style-type: none"> If your environment is too relaxed to try any risky work
Tactics	<ul style="list-style-type: none"> Give appropriate Praise Bring up relaxing ideas 		<ul style="list-style-type: none"> Challenge people Bring up controversial ideas
Leadership Skill	<ul style="list-style-type: none"> Dealing with Difficult Customers Stress management Workplace Violence Creating a Positive Workplace Conflict management Resolving Team Conflict 	<ul style="list-style-type: none"> Facilitating Change Management Improving Personal Productivity Sexual harassment Safety Ethics 	<ul style="list-style-type: none"> Competitive Analysis Budget Preparation



Work Strategies & Tactics



	Completing the Work	Preventing the Wrong Work
Problem	<ul style="list-style-type: none"> If not enough in your environment gets done If people around you are frustrating your work 	<ul style="list-style-type: none"> If there are large amounts of waste and pork projects If completing insignificant projects are creating a false sense of accomplishment
Tactics	<ul style="list-style-type: none"> Focus on completing the right work Reiterate the goals of the organization Moderate Tension Bring in other people who support it 	<ul style="list-style-type: none"> Argue against the wrong work. Introduce alternatives to the wrong work Reiterate the goals of the organization
Leadership Skill	<ul style="list-style-type: none"> Time Management Project Management Execution Management principles Streamlining business processes 	<ul style="list-style-type: none"> Constructive conflict Disagreeing well Confrontational skills

