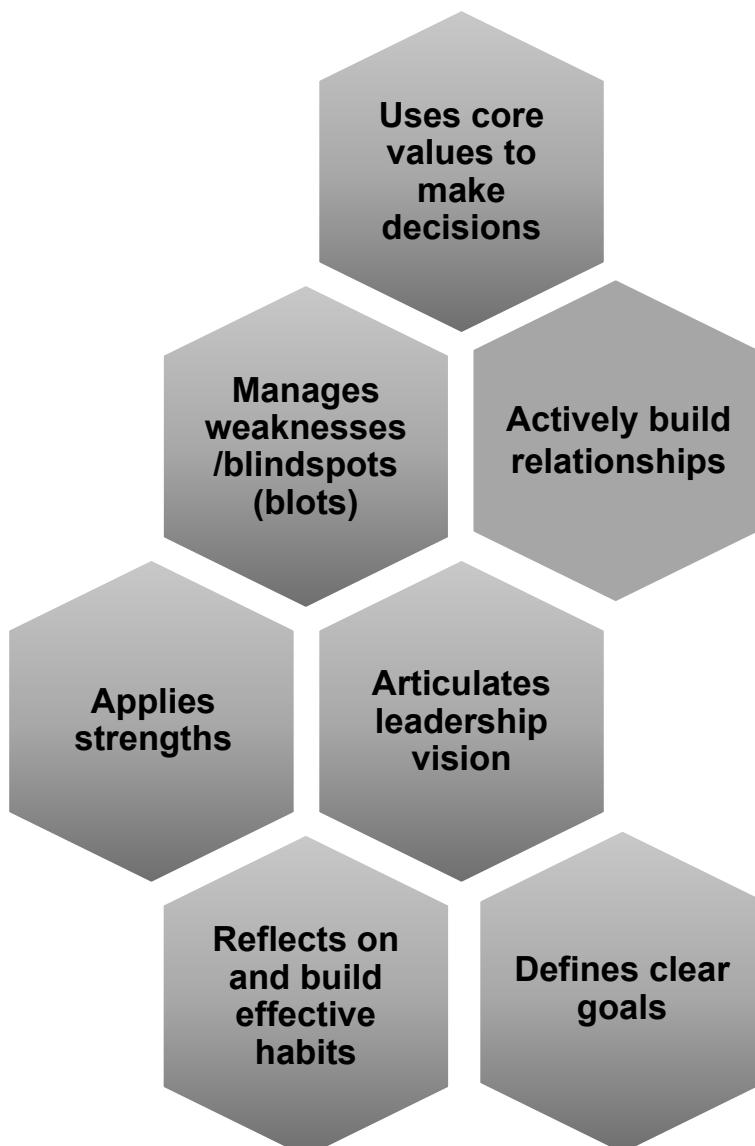


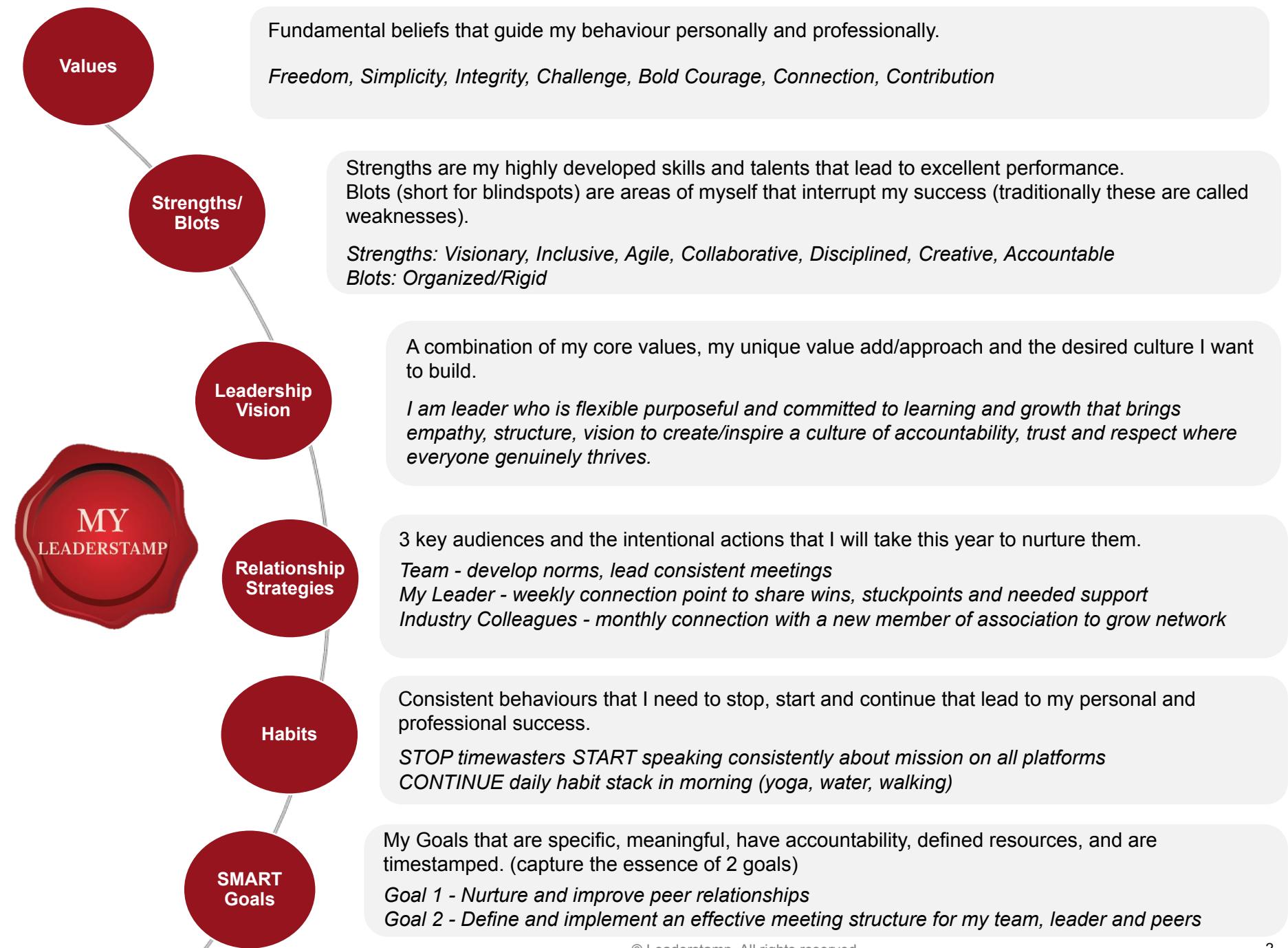


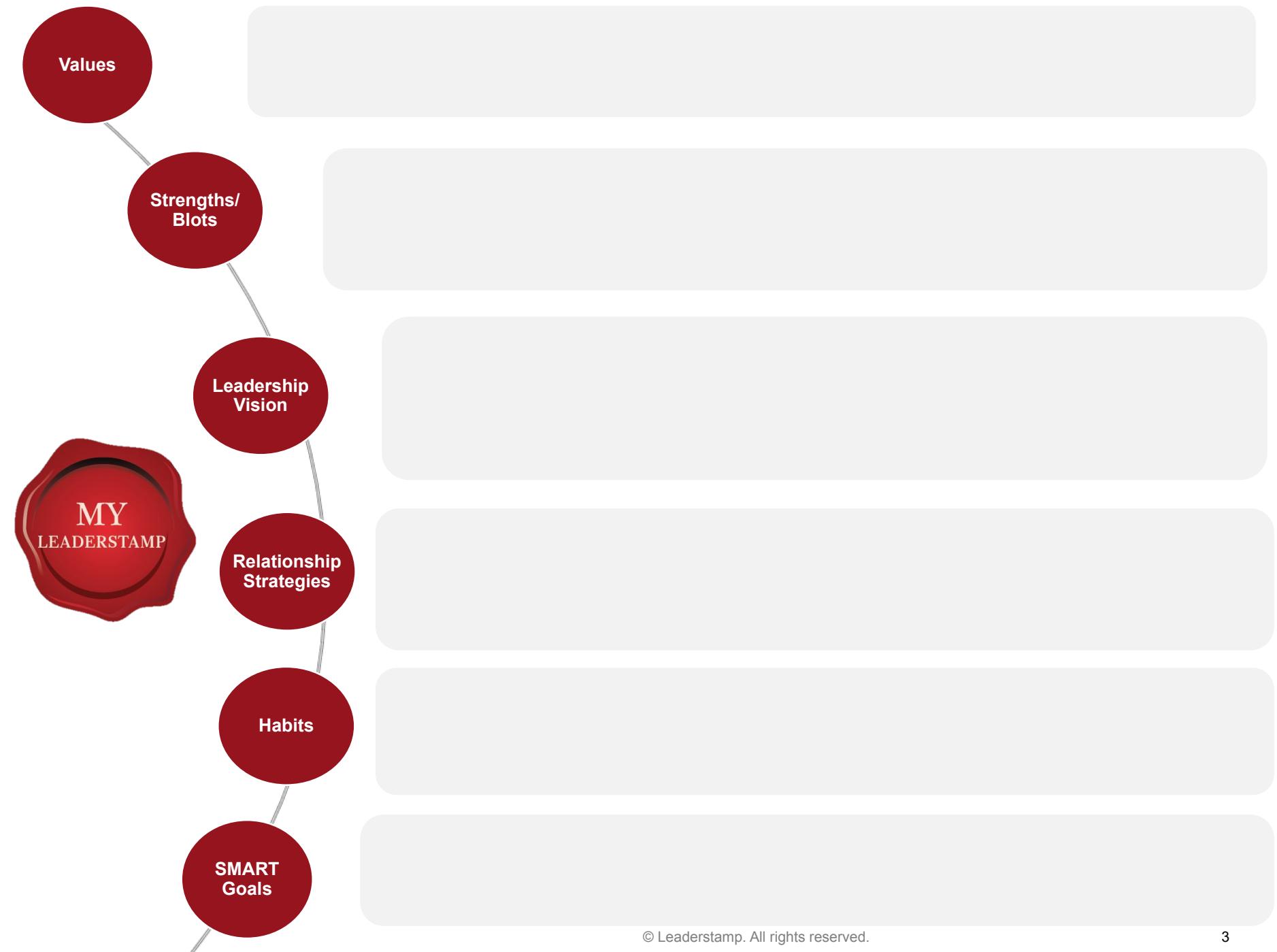
**Welcome to the Leaderstamp Program for GroupHEALTH Family of Companies!**



## BEHAVIOURS OF A PERSON WITH A STRONG LEADERSTAMP







## DO MY OWN 360

Now it's time to complete your Leaderstamp 360! Because your identity is co-created with others, part of the process involves validating it with others to ensure you have an accurate sense of self. By asking people for feedback it gives you the opportunity to take stock of how others are perceiving you as a leader. Ask 3-5 people the following three questions:

1. When you think of me in a leadership role (at work, as a community volunteer etc.) what 3 words come to your mind to describe me?
2. What is one thing that you notice about me that might be holding me back from being effective? Please be courageous and share this with me - I really want to develop and become the best I can be!
3. What is one way/reason that I make the world a better place?

**Brainstorm themes from your conversations:**



# IDENTIFYING MY STRENGTHS – PART 1

Your strengths are a combination of:

1. Knowledge-based skills: Acquired from education and experience (e.g., computer skills, languages, degrees, training and technical ability)
2. Transferable skills: Your portable skills that you take from job to job (e.g., communication and people skills, analytical problem solving and planning skills)
3. Personal traits: Your unique qualities (e.g., dependable, flexible, friendly, hardworking, expressive, formal, punctual and being a team player)

STEP 1: Put a star next to your strengths

STEP 2: Answer the questions in Part 2

<p>Analytical skills Communication skills Confidence Courage/Bravery Creative Thinking Critical Thinking Curiosity Connector (People) Detail-Oriented Empathy Flexible Gratitude Honesty Humility Humor Idea Generator Inclusive Inspiring Mentoring Skills Open-minded Organization/Planning Perseverance Persuasive Positivity Problem-solving</p>	<p>Quick Learner Self Aware Social intelligence/skills Speaking/Presenting skills Stamina/Hard Work Teaching Facilitating skills Teamwork Tech Savvy Writing skills</p> <p>Your Brainstorm:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
--	---



## IDENTIFYING MY STRENGTHS- PART 2

### STEP ONE Exploring Strengths

#### ***Write down answers to the following:***

1. What is one skill or attribute that you do that makes a difference to the outcome of your work?
2. What achievements have you made? What did you specifically do to make them happen?
3. What do you do at work and home that you find comes easily to you and you are good at?
4. What would other people who know you say you were good at doing? What were the strengths shared in your “Do it yourself 360” conversations?
5. What do you do in your role to create results?
6. What do you want to be known for being good at – please come up with at least 5 descriptive words  
(e.g., collaborative, analytical, creative, tech savvy...?)

### STEP TWO Clarifying Strengths

#### ***Do the following:***

1. Go over your answers and highlight any words/themes/ideas that you have written more than once or that stand out.
2. Review the Strengths List – Part 1 – Add any new strengths that emerged from this reflection.
3. Choose the 5 Strengths you feel are the most impactful and important to your career and leadership and list them below:

#### **My Top 5 Strengths**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



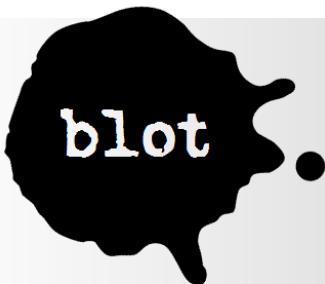
# VIRTUE VS. VALUE VS. STRENGTH

	VIRTUE	VALUE	STRENGTH
DEFINITION	<ul style="list-style-type: none"><li>A virtue is a trait or quality that is deemed to be morally good and thus is valued as a foundation of principle and good moral being.</li><li>Personal virtues are characteristics valued as promoting collective and individual greatness.</li><li>Virtues and Values are often confused</li></ul>	<ul style="list-style-type: none"><li>Your fundamental beliefs.</li><li>Guiding principles that motivate and dictate your behavior.</li></ul>	<ul style="list-style-type: none"><li>The ability to consistently provide excellent performance in a specific task or area.</li><li>You are valued and value yourself for having this competence.</li></ul>
SAME	<ul style="list-style-type: none"><li>Can motivate behaviour.</li><li>A trait that you or someone else may display.</li></ul>	<ul style="list-style-type: none"><li>Can motivate behaviour.</li><li>A trait that you or someone else may display.</li></ul>	<ul style="list-style-type: none"><li>Can motivate behaviour.</li><li>A trait that you or someone else may display.</li></ul>
DIFFERENT	<ul style="list-style-type: none"><li>Virtues are universally accepted to have high moral value and are predetermined by society and culture.</li></ul>	<ul style="list-style-type: none"><li>All values may not be desirable or have high morale goodness.</li><li>Values are unique and personal - you decide what is important to you.</li><li>Values guide you to make decisions - they are internal drivers.</li></ul>	<ul style="list-style-type: none"><li>All strengths may not be desirable or have high morale goodness.</li><li>Strengths are unique and personal.</li><li>Strengths help you differentiate yourself in the world - they are external.</li></ul>
EXAMPLE	Honesty	Autonomy	Accountable



## STAMP Don't BLOT

**Get conscious of what impression you are leaving so you can be experienced as you intend!**



(short for *blindspots*) are areas of self that interrupt your success, once aware of them you can manage them to be more effective and on purpose. Can be conscious or unconscious.

### My BLOT Story:

My whole life, in every formal and informal assessment I've ever done, when a person (a leader, direct report, a friend, or family member) was asked, "What is one word that would describe Jennifer?" They all answered, "Jennifer is organized."

"Organized" is not such a bad word and these people were sharing it because they felt it was a strength. However, when I look at my vision and purpose - what I'm trying to achieve in the world - organized just isn't the strength that is going to get me there! It's just not big or strong enough. Organized is my BLOT.

So what did I do with this incredible insight? First, I asked myself, "If not organized, then what word did I want people to use to describe me?" Upon reflection I decided that for me to achieve my vision and purpose, I needed to be described, not as organized, but as visionary. As an expert, as someone who is passionate and has a vision for people and how they can thrive in this world. Now that I knew what I wanted to shift I started to ask, "How can I evolve this perception of myself? How can I inspire people to move from thinking I'm organized to describing me as visionary?"

I knew that "nothing would change unless something changed...." so I brainstormed using STOP, START and CONTINUE and came up with 3 ideas to shift my behaviours to help me shift perspective. Here is where I started...

1. The very first thing I did was STOP bringing a pen to all my meetings. It shocked people at first because of course, Jennifer, "the organized" could always be counted on to take notes and follow up actions.
2. Next, I STARTED to look at every email that I sent through the lens of, 'Is this putting me in the camp of a doer or a visionary?' I would look at the language I used and how I structured the email. I would look at my call to action, my message and I would ask myself the critical question, "How will this email help shape the perception of me being a visionary?"
3. Finally, I STARTED preparing differently for meetings. I STOPPED brainstorming the how, the process, the details, and I STARTED brainstorming the why. Why did I feel this topic or process was important, what would it do for us, what would it do to help us achieve our vision? That is what I began to communicate in all my meetings - not the HOW but the WHY.

All this work has started to pay off as people are beginning to describe me less as "organized" and more as "visionary".

The reason why I chose the word BLOT to describe this part of myself is because projecting myself as organized leaves a weaker impression than projecting myself as visionary - kind of like if you received a letter with an ink BLOT on the page. Leaving an "organized BLOT" at times was outweighing the key message and impression that I wanted to leave. By being intentional with the impression I want to leave, I have an increased opportunity to inspire people! There will always be a risk that I BLOT my impression with too much emphasis on being organized, however, by having my LEADERSTAMP clear and defined, I am motivated to consciously project myself as visionary. I am now consciously STAMPING and not BLOTTING!



## BLOTS VS. INNER CRITIC

### WHAT IS THE SAME ABOUT THEM?

- Both can interfere with our confidence levels.
- Both keep us in our comfort zone
- Both can be managed

### WHAT IS DIFFERENT ABOUT THEM?

- Blots are specific behaviours that we project outwardly - others can notice them.
- Inner critic is an internal voice
- Require different strategies for management.

### BLOTS

#### Build habits to highlight strengths

- Uncover Blots
- Understand triggers and when to dial up and down
- Get clarity on Leaderstamp
- Commit to habits that showcase strengths

### INNER CRITIC

#### Micro manage everyday until power diminishes

- Observe - notice message and hold this message out in front of you - separate
- Neutralize - visualize message dissolving
- Replace - with a positive message to yourself
- Repeat - daily (or hourly when the stakes are high) for as long as it takes!

### Caution!

“Your Inner Critic beats you up because of your Blots”

Shared by Andrea CYL Pilot Participant



## SPOT MY BLOT WORKSHEET

**Blot** (short for blindspots) - are areas of self that interrupt your success, once aware of them you can manage them to be more effective and on purpose. Can be conscious or unconscious.

**Define your blot:**

**Where does it help you in life?**

**When does it hinder more than help?**

**What behaviours do you want to start?**

**How will you measure your progress?**

# IDENTIFYING MY CORE VALUES

## STEP ONE Exploring values

### ***Write down answers to the following:***

1. Write down the values you have identified from past exercises you have completed.
2. What pisses you off? Think about when you have been mad at work – why were you mad? The reason is usually because a value that you hold important was stepped on....what values do you not want to be stepped on?
3. What has to happen in your working life, or you will not be complete?
4. Create your perfect workday; start from when you wake up in the morning.
5. When was there a time in your working life when you felt ‘on top of the world’ like no-one could touch you! What were you doing, who were you with?
6. What do people say about you at work?
7. My greatest career accomplishment to date is...
8. Think of a leader you admire – what 6 qualities did they posses and display?
9. What do you do in your role to create value?
- 10.What impact do you want to have on your customers, senior leaders, peers? Answer each group separately
- 11.What do you want to be known for – please come up with at least 5 descriptive words  
(i.e. collaborative, independent, innovative, strategic, results orientated, agile).

## STEP TWO Clarifying values

### ***Do the following:***

1. Go over your answers and highlight any words/themes/ideas that you have written more than once or that stand out.
2. Choose 10 of the words/themes that you have highlighted above that you feel represent your individual values – they should define who you are, how you determine worth, what choices you make, and how you judge yourself and others in the world.



# MY CORE VALUES TRACKING

## **Instructions for completing this worksheet:**

**Values** – Write out your values from the first part of the exercise. One on each line. Group linked values together – if you aren't sure leave them separate – this will help you better understand how they are the same and different.

**Tracking** - Rate on a scale of 0-5 "How much did I honour this value in my life today?" '0' means that this value didn't 'show up' in your life at all today '5' means you experienced this value heavily today. Track this as best you can for 21 days.

**Now what?** - You will reveal for yourself which values are alive and well in your daily life and which ones are not being honoured. Success is living your values everyday!!!! What steps do you need to take so that your values are honoured more each day? Need some help? Reach out to: [jennifer@jenniferdeane.ca](mailto:jennifer@jenniferdeane.ca) for some ideas on next steps.

# DEVELOPING MY LEADERSHIP VISION

## PART 1 - BRAINSTORMING

Your leadership vision is comprised of your core values, your unique value add/approach and the desired culture you want to build.

Elements of Leadership Vision	What questions to ask yourself?	Example	Your Answers
<b>Core Values</b>	<p>Look at your values, which 3 would be the most relevant to guide your leadership?</p> <p>Which 3 values shape or influence you the most?</p>	Flexibility, purpose, learning, growth	
<b>Unique Value Add/Approach</b>	<p>Look at your strengths, which one or two make you unique?</p> <p>Which one or two influence how you lead?</p>	Empathy, structure, inspire with vision	
<b>Desired Culture/Work Environment</b>	<p>What is the environment that you want to lead in?</p> <p>What environment do you believe will be the most beneficial for others to be successful?</p>	Accountability, trust, respect, everyone thriving	



## PART 2 - SYNTHESIZING

Your leadership vision can sound like or be structured anyway you want. Here are two frameworks to jumpstart your thinking on how you want to synthesize your leadership vision.

### Framework 1

I am a leader who is \_\_\_\_\_ (insert values) that brings \_\_\_\_\_  
(Insert unique value add) to create/inspire a culture of \_\_\_\_\_ (insert culture).

*Example*

I am a leader who is flexible, purposeful and committed to learning and growth that brings empathy, structure, vision to create/inspire a culture of accountability, trust and respect where everyone genuinely thrives.

### Framework 2

I create cultures of \_\_\_\_\_ (insert culture) by bringing \_\_\_\_\_ (insert unique value add/approach) and leading with \_\_\_\_\_ (insert values).

*Example*

I create cultures of accountability, trust, and respect where everyone genuinely thrives by bringing empathy, structure and vision and leading with flexibility, purpose and commitment to learning and growth.



## MY BLOT ACTION PLAN

Think of your BLOT as being on a dial - you can dial it up or dial it down depending on the situation.

It's about being intentional with how you manage your BLOT to have the impact you intend to have.



What is my BLOT's name? (max 3 words)

3 specific situations to minimize the presence of my BLOT?

DIAL IT DOWN

3 specific situations where my BLOT is welcome and useful?

DIAL IT UP



## MY BLOT ACTION PLAN

**What are 3 triggers  
for my BLOT?**

**What are 3 reasons to  
manage my BLOT?**

**What are the specific  
behaviours that show  
up when my BLOT is  
present?**

**What are the specific  
behaviours that I  
WANT to display  
instead when my  
BLOT is not useful?**

**How will I measure  
my progress on my  
BLOTS?**



## STAGES OF RELATIONSHIPS

**Everything you do in relationships have one of three potential impacts:**

- 1. Strengthens** - this is what we want to focus on
- 2. Damages** - this we want to avoid
- 3. Keeps neutral** - this is wasted energy

Stage	Definition	Tips for moving relationships forward in the moment and for evolving to the next stage
Manifesting	Identified people/audiences you want to cultivate	<ol style="list-style-type: none"><li>1. Learn everything you can about the audience/person</li><li>2. Listen and ask questions</li><li>3. Share about yourself so that others will also share with you</li><li>4. Follow up with a specific next action</li><li>5. Make an invitation for an event</li></ol>
New	In first year of relationship and have just started to connect with this person/audience	<ol style="list-style-type: none"><li>1. Be consistent and reliable to build trust</li><li>2. Listen and ask questions</li><li>3. Share purpose and goals</li><li>4. Create a trigger in your calendar to check in with this person/audience regularly</li></ol>
Established	In relationship for more than a year - caution you will never leave this stage unless you take risks	<ol style="list-style-type: none"><li>1. Ask questions to understand each others' strengths, values, purpose and goals</li><li>2. Look for ways to actively help them achieve their purpose and goals</li><li>3. Give feedback and encouragement</li></ol>
Synergistic	your interaction with this person or audience produces a combined effect greater than the sum of each of you separately	<ol style="list-style-type: none"><li>1. You have automated the consideration of how to support this person/audience in all your encounters</li><li>2. Find ways to connect this person/audience with other people/audiences who will help them</li><li>3. Champion/sponsor/promote this person/audience wherever you can</li></ol>

# REACH

## Remote Leadership Best Practices

<p><b>Emphasize Responsiveness</b></p> <p>Make yourself as available to remote team members as to local ones</p>	<ul style="list-style-type: none"> <li>• Being flexibly available and accessible in multiple ways</li> <li>• Establishing the most effective way to respond (for example, by telephone, e-mail, text message, video meeting, or in person) to the team and individuals</li> <li>• Intervening in a timely manner</li> <li>• Taking extra effort to pay attention to remote resources (they are not close enough to you to remind you to pay attention to them). Establishing regular check-ins and seeking others out, should you not hear back from them</li> </ul>
<p><b>Use Empathy</b></p> <p>Attuning to others feelings and viewpoints, and accepting others perspectives (the most critical aspect of empathy is acknowledging - verbally or otherwise - the validity of others ideas, issues, concerns, or feelings)</p>	<ul style="list-style-type: none"> <li>• Being transparent with the team about any differences among them and creating opportunities for everyone to learn about and from one another</li> <li>• Identifying and cataloguing what you know about each team member's needs, viewpoints, and contributions, and taking it into account in every interaction; ensuring that all team members share it</li> <li>• Intentionally learning about each team member's perspectives, traditions, languages, and ways of thinking, and encouraging team members to learn about one another</li> <li>• Learning about differences in directness of language and the role of context in communication, and sharing your learning</li> <li>• Inquiring and listening with authentic curiosity</li> </ul>
<p><b>Accelerate Accountability</b></p> <p>Building ownership for results in individuals and the team as a whole</p>	<ul style="list-style-type: none"> <li>• Clearly stating accountabilities for objectives and goals</li> <li>• Ensuring the entire team understands all accountabilities</li> <li>• Constantly re-examining accountabilities with individuals and the team</li> <li>• Setting up regular times to provide guidance and advice to individuals and team members</li> <li>• Reinforcing stated intentions and goals</li> <li>• Explaining what, why, and when things need to happen/change</li> <li>• Behaving consistently and reliably</li> </ul>



<p><b>Create Connection</b></p> <p>Building links between remote team members, the rest of the team, and the organization as a whole</p>	<ul style="list-style-type: none"><li>• Embracing your role as chief communicator</li><li>• Identifying appropriate technology connections</li><li>• Looking beyond technology in order to create connections</li><li>• Identifying tradeoffs for different technological interfaces: e-mail, texting, voicemail, videoconferencing, webcasts, and so on. Working with the team to identify the technology interface appropriate to each situation</li><li>• Knowing when getting together face to face is an absolute must</li><li>• Identifying team members who must be closely connected in order to achieve results, and building their connections</li><li>• Building rituals that expand connections in virtual meetings (for example, “virtual water-cooler” discussions)</li></ul>
<p><b>Anticipate Help Needed</b></p> <p>Providing active support and explaining all the ways you can help even without being asked</p>	<ul style="list-style-type: none"><li>• Responding speedily to requests for support</li><li>• Anticipating any help that will be needed</li><li>• Creating helping relationships within the team - getting the team to know the needs of each team member - it's not all on the leader</li><li>• Asking, asking, asking</li></ul>

Adapted From Leading Remote Teams Is Virtually the Same, 2011 The Forum Corporation



# GUIDE TO DEVELOPING AND COMMUNICATING GOALS

Your ability to identify and articulate clear and measurable goals is essential to your effectiveness as a leader.

Typically you might hear someone share a goal that is vague and hard to measure. For example, “I want to lead better meetings.”

See the expansion of this type of goal into a SMART goal in the table below.

## PART 1 - DEVELOPING YOUR SMART GOAL

SMART Element	Questions to ask yourself when formulating	Example
Specific action/goal	What is the specific achievement I want to make/action I want to complete?	<p>Develop and share a written clear and effective meeting guide including (leadership rotation, agenda, expectations about preparation &amp; norms) for 3 meeting types*.</p> <p>*3 meeting types:</p> <ul style="list-style-type: none"><li>1. weekly small team huddles</li><li>2. bi-weekly department lead meetings</li><li>3. bi-weekly 1on1s with direct reports</li></ul>
Meaningful	Why is this goal important to me right now?	The meeting process is aligned with my leadership vision of bringing clarity and structure to support my team's ability to collaborate and work effectively.



<b>Accountability</b>	1. Who will hold you accountable with regular check-ins? 2. What happens if you go off track?	1. The PM that I assign to track this project, I will also share this with my leader and ask her to check in on my milestones 2. I will assess what caused the disruption, brainstorm a way to recommence work with added resources if necessary, adjust timeline if necessary and recommit
<b>Resources</b>	What inputs (time, money, mentorship) will I need to achieve this goal?	To clearly delegate this to the PM using the 10 steps to clear delegation tool. Need to review the project plan biweekly with the PM - establish regular meetings with him. Will use Asana to track accountabilities
<b>Time-stamp</b>	1. When is my target for achieving the entire goal? 2. What are my specific milestones for 3 and 6 months?	1. Full implementation and tracking by Jan 1, 2021  2. a) <b>3-month milestone:</b> written plan, shared with all stakeholders and survey administered to determine any unclear areas b) <b>6-month milestone:</b> develop criteria for an effective meeting with input from each meeting type stakeholder - test criteria and measure effectiveness against it for 2 meetings for each meeting type

## PART 2 - COMMUNICATING YOUR SMART GOAL

The work above is for your success. Sharing those details will not only bore your audiences, it will also weaken your leadership impression. When considering how to communicate about your goals consider “What’s important about this goal for you to share with this audience?” For example:

Share with your Team	Share with your Peers	Share with your Leader
The meeting process will support your ability to work collaboratively and effectively as a team.	I am committed to supporting my department to communicate effectively across the organization - this new focus on efficiency in our meetings will enable us to better support your teams.	The meeting structure that I am implementing for Q1 2021 will enable our team to deliver on our department's priorities with increased cohesion and efficiency.  I've established 3 and 6 month milestones and will report progress regularly.



## MY RELATIONSHIP BUILDING STRATEGY

Group / Individual name	Why is this relationship important to me right now?	What is important to them?	Stage of Relationship (manifesting, new, established, synergistic)	Relationship Building Plan – What is my next wise action for building this relationship?



## HABITS WORKSHEET

**HABIT** - A routine of behavior that is repeated regularly. Habits are the essential foundation for living and leading with passion, clarity and purpose. Cultivating the life you want requires self-discipline and is simply a collection of strong habits, carefully cultivated over time.

**What are the daily habits that I commit to right now?**

**What is missing from this list that I think will support me?**

**Next steps:**

Type	Identify the habit, include details i.e. frequency	What is my next wise action to support this?
STOP		
START		
CONTINUE		

# DEVELOPING AND COMMUNICATING GOALS WORKSHEET

## PART 1 - DEVELOPING MY SMART GOAL

SMART Element	Questions to ask myself when formulating	My Brainstorming
<b>Specific action/goal</b>	What is the specific achievement I want to make/action I want to complete?	
<b>Meaningful</b>	Why is this goal important to me right now?	
<b>Accountability</b>	1. Who will hold me accountable with regular check-ins? 2. What happens if I go off track?	
<b>Resources</b>	What inputs (time, money, mentorship) will I need to achieve this goal?	
<b>Time-stamp</b>	1. When is my target for achieving the entire goal? 2. What are my specific milestones for 3 and 6 months?	



## PART 2 COMMUNICATING MY SMART GOAL

Share with my Team	Share with my Peers	Share with my Leader

### Share with other Important Audiences

--

