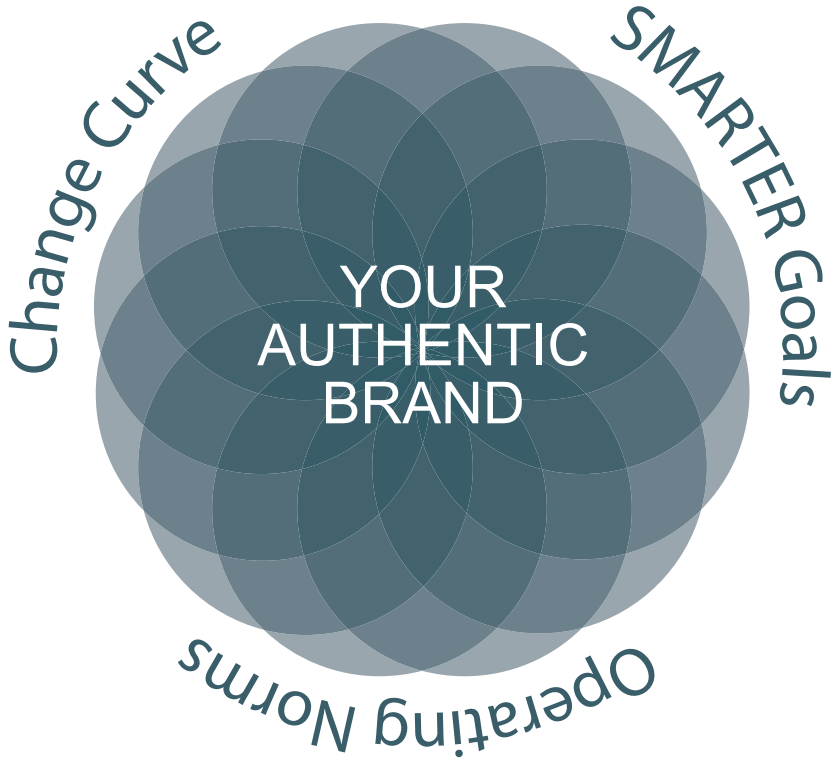
Effective Leadership and Communication Strategies for Managing Change and Growth



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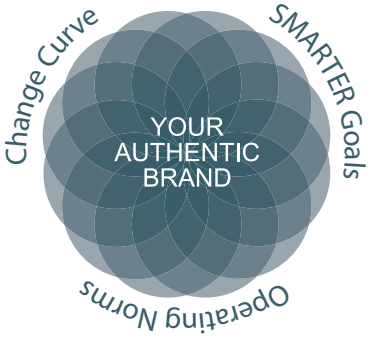

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DR. SHARON LAMM HARTMAN

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Dr. Lamm-Hartman is an award-winning global executive and presentation coach, leadership development consultant, speaker, writer, and educator. She is the CEO and founder of Inside-Out Learning, Inc., specializing in leadership and personal development. Inside Out Learning is an active member of WBENC and the global Women's President Organization, which only 3% of women-owned businesses meet the requirements for membership.

With over 25 years of global experience, Sharon has worked across the United States and Europe as well as Beijing, Hong Kong, Singapore, and Thailand for clients such as Boeing, American Express, GE's Leadership Development Center, Exxon, E*TRADE, ARCO Chemical Company, Mobil Oil Corporation, Berlex Pharmaceuticals, Fannie Mae, Arizona Society of CPA's, Volvo Corporation, and the National Reconnaissance Office. She has designed and delivered over 3,000 innovative programs, including executive presence and presentation skills programs, and has coached thousands of CEOs, executives, and entrepreneurs worldwide.

She worked internally at ARCO Chemical in International Training and Development and brings a strong client partnership philosophy. For the past 18 plus years, Dr. Lamm-Hartman has been a preferred executive coach for hundreds of Boeing executives with exceptional results, including promotions and developmental job assignments. She has also designed and teaches The Authenticity Code™ Programs, team development programs, and culture-change offsites to thousands of professionals and leaders worldwide, with up to 80% of participants achieving promotion. Sharon has her Top-Secret Security Access and supports executive clients in classified environments. She has also consulted on corporate change efforts, training change agents and developing strategic implementation and communication plans.

In February, Dr. Lamm-Hartman was invited to speak at a Harvard Business Review event on Authentic Executive Presence, addressing the evolving conversation around authenticity, leadership credibility, and influence in today's business landscape.

In addition to her private practice and consulting, she is widely published. Dr. Lamm-Hartman has served with the Fresh Start Women's Foundation and Arizona State University's Dean's Board of Excellence Mentoring Program. She is a regular instructor for WBENC's WeTHRIVE program.

Dr. Lamm-Hartman holds a doctorate from Columbia University in Leadership and Organization Development and a Master's in Industrial and Labor Relations from Cornell University. She is a Certified Executive and Presentation Coach and is certified in the Myers Briggs Type Indicator.

Dr. Sharon is a Wall Street Journal, USA Today, and Amazon best-selling author of The Authenticity Code™, which received the Axiom GOLD Medalist award for best 2022 Business Fable. She has been named one of the top 100 Women to KNOW Across America by the KNOW Women Group.

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EXECUTIVE SUMMARY

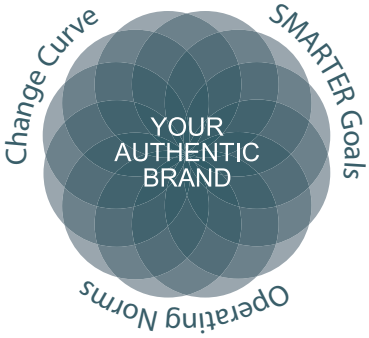
Purpose: To share leadership and communication tools for managing change and growth.

Value Proposition: To keep your team and organization aligned and productive during turbulent times and to help you stay centered.

Outcome: To implement and use the tools. To commit to reading your Authentic Brand statement at least once a day.

AGENDA

- Introduction
- Change Curve
- Your Authentic Brand Statement
- Smarter Goals
- Operating Norms
- Close & Questions



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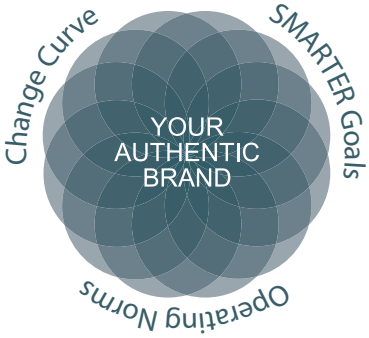
LEADING THROUGH TURBULENT TIMES

- Description of turbulent times
    - Novel, problems must be solved in real time, rapid innovation, under stress, embedded in fear and uncertainty
    - New and unprecedented, feels chaotic
    - Competing priorities that have never been seen before
        - Tension between work and family priorities
        - Increasing cost vs. customer demands for decreased prices
        - Workforce skills gap vs. business continuity
        - Keeping up with new technology trends vs. sticking with status quo

WHAT IS DIFFERENT LEADING THROUGH TURBULENT TIMES

- Role of the Leader
    - Recognize the unprecedented situation
        - It is like a fountain of issues/questions
    - During ordinary circumstance, we know what to do
    - May not know when it will end, hard to plan for future (use scenario planning)
    - Bring people together and define how to move forward with input from experts



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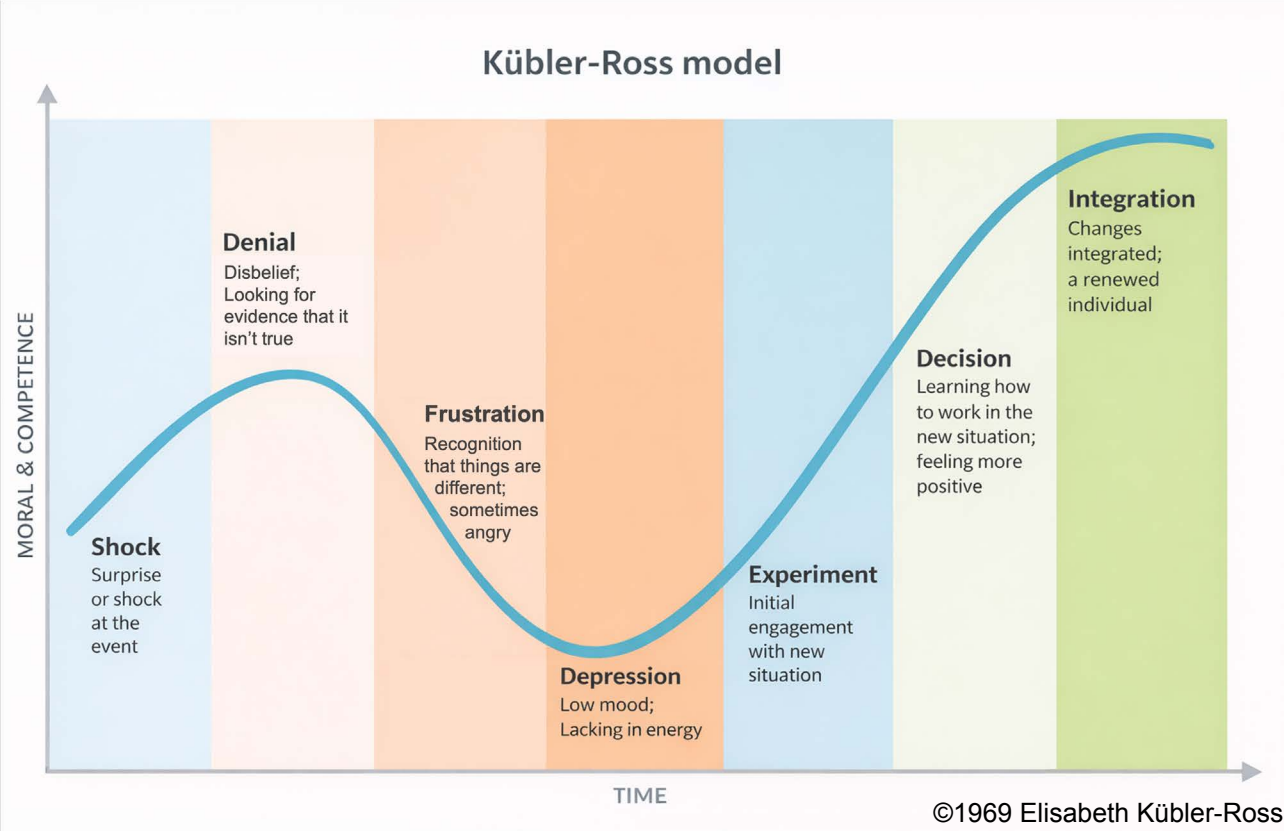
Where are <u>you</u> today?



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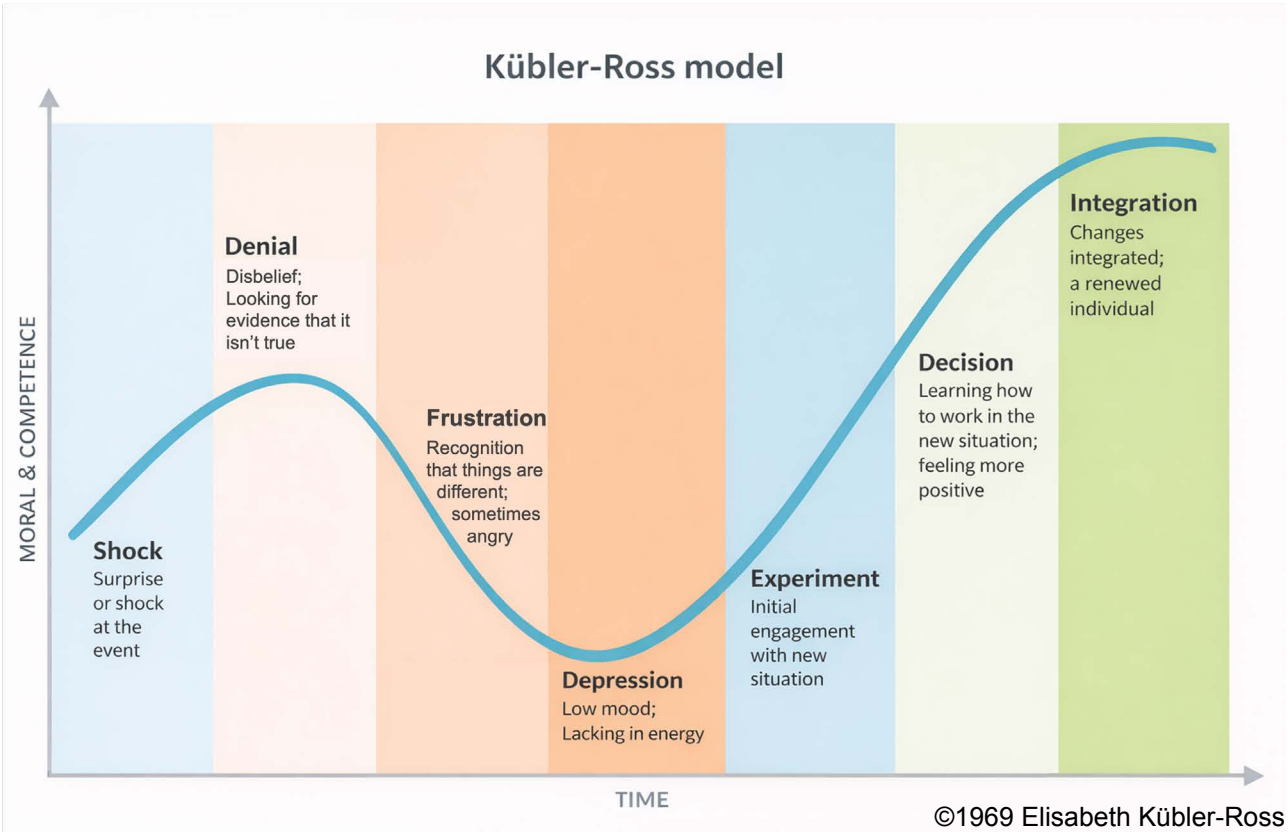
Where is the majority of your <u>team</u> today?



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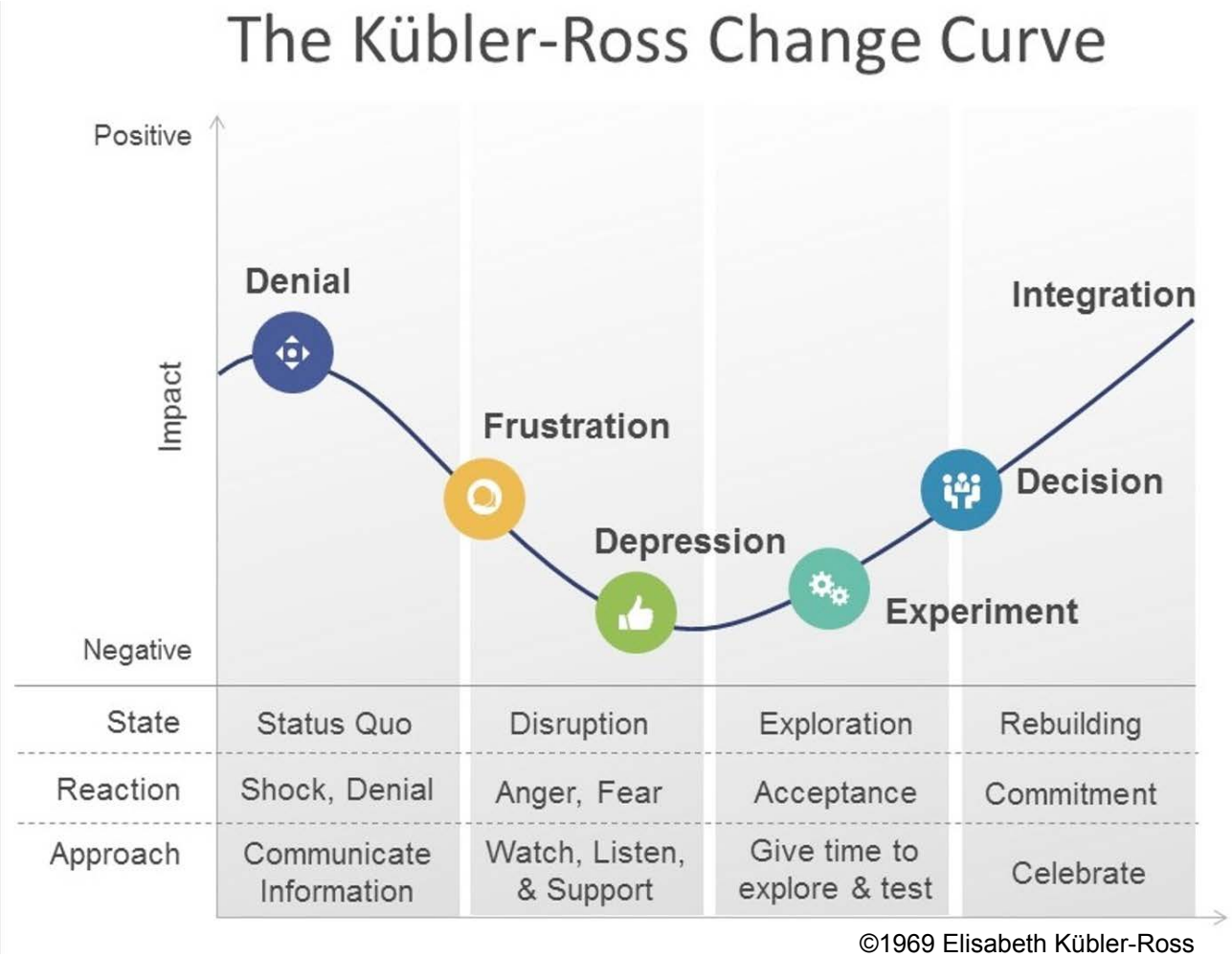

4 P'S OF CHANGE COMMUNICATIONS

- **Purpose** – Explain why we are doing what we are doing
- **Picture** – Tell people what the change will look and feel like when we reach our goal
- **Plan** – Tell people how we will get from A to B
- **Part** – Explain what people need to do to help make the change a reality and a success

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CHANGE CURVE - BREAKOUT ACTIVITY - 10 MINUTES

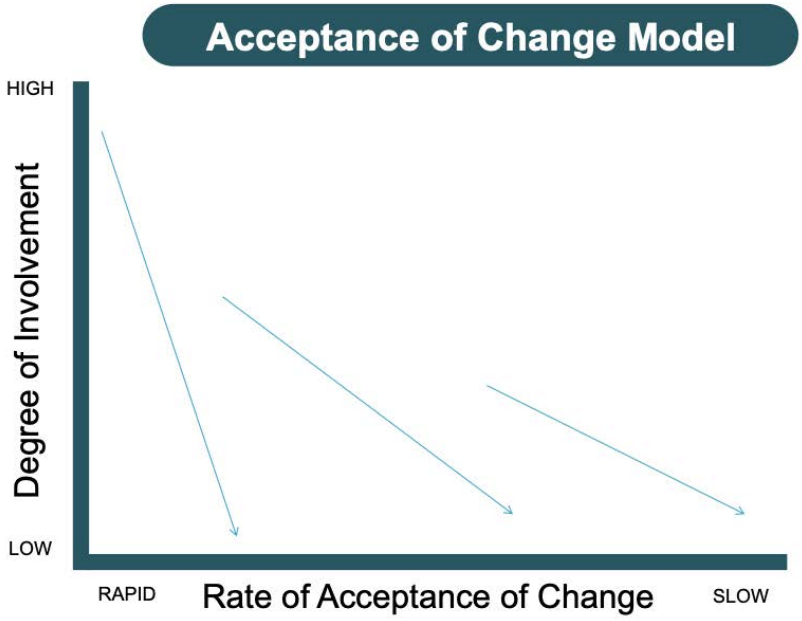
1. Appoint a Timekeeper

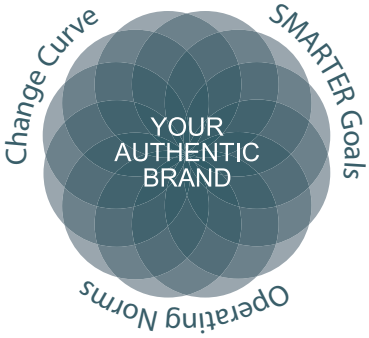
Each person takes 2 minutes to...

2. Share your name and business.
3. Share what stage on the Change Curve the majority of your business is currently at.
4. Using Page 7 in your workbook, what approach will you, as a leader, take through its current stage?
5. How will you implement that approach?

CHANGE CURVE APPLICATION

- Ask your team where they are on the change curve
- Have a discussion about how normal it is to go through these stages
- If you are a leader, practice the recommended approach to help your team move through the stage they are in:
  - Shock/Denial – Communicate Information (use the 4 P's)
  - Frustration/Depression – Watch, Listen & Support
  - Experiment – Give Time to Explore and Test
  - Decision/Integration - Celebrate





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YOUR AUTHENTIC BRAND

Your most powerful way of adding value by expressing your unique gifts & talents.



What do you want to be known for?

How do you want to be seen?

Who are you as a leader?

EXECUTIVE SUMMARY

WHAT?

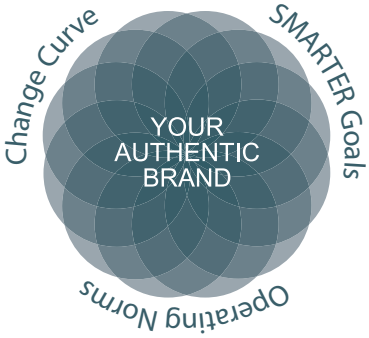
To facilitate an activity that helps you more deeply connect with your Authentic Brand.

WHY?

Use it as a tool to help you stay centered as you manage change and growth.

WANT?

Inspire you to take your Brand to your next level and/or connect with it more deeply than you ever have before. Commit to reading your Brand statement daily.



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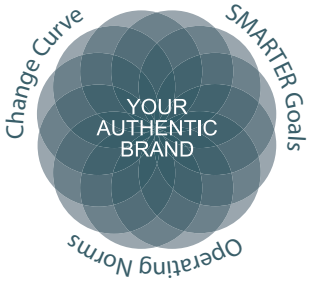
QUESTION	EXAMPLE	ANSWER
1. What is the ONE leadership role I most want to hold?	*e.g., CEO, Executive, Philanthropist, Serial Entrepreneur, Author, Coach, Parent, Catalyst, Role Model Leader, etc.*	
2. What is the ONE THING I most want to do/accomplish as I work in my desired leadership role?	*e.g., Successfully lead a new program or business, Empower employees to turn around a failing program/product, Create a cause that impacts my community, etc.*	
3. What is the ONE THING I most want to change as I work in my desired leadership role?	*e.g., Financial loss – turn a company around, My presence – become calm & peaceful; Negative relationship – foster healthy workplace relationships*	
4. What is the ONE THING I know I have as a leadership strength that comes naturally to me?	*e.g., Providing a safe environment for everyone to speak their truth, Inspiring people to give their 100%, Setting a clear vision that many follow, etc.*	
5. What is the ONE THING I most wish I would have received from authority figures growing up?	*e.g., Seeing and celebrating my unique gifts and talents, Modeling a healthy relationship, Listening to my point of view, etc.*	



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QUESTION	EXAMPLE	ANSWER
6. What is the ONE THING I most want to see as a leader?	*e.g. My mentees all get promoted, My organization transforms into my vision, A family member (spouse, child, etc.) having a great success, etc.*	
7. What is the ONE THING I most want to hear as a leader?	*e.g. "You helped me transform my life," "Without you we would have failed," "You helped increase profits by 50%," etc.*	
8. What is the ONE THING I most want to experience as a leader?	*e.g. Going to bed & waking up on a daily basis knowing I am making a difference, Leading a high performing team, Making a difference through my work*	
9. What is the ONE THING I most want to say as a leader?	*e.g. "I have made the difference I wanted to make & have no regrets," "I am the happiest I have ever been," "I balanced a great career & personal life," etc.*	
10. What is the ONE THING I want to feel as a leader?	*e.g. Proud of the life I have lived and the legacy I have left, Happy and fulfilled in my life, Confident that I gave my all*	



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MY AUTHENTIC BRAND IS...

I am a		#1
who		#2
I		#3
I give this by		#4
		#5

My success criteria:

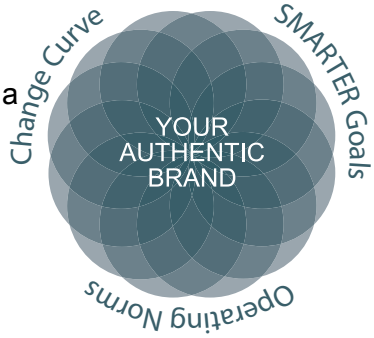
1		See	#6
2		Hear	#7
3		Experience	#8
4		Say	#9
5		Feel	#10

AUTHENTIC BRAND EXAMPLE

I am a role model leader (#1) who teaches others how to be better leaders through leading by example (#2). I interact without judging or becoming defensive (#3). I give this by making wise decisions, meeting my commitments, and understanding individual choices (#4 and #5).

My success criteria for living my brand:

1. See people become great leaders because they modeled me. (#6)
2. Hear people say that I was the best leader they ever had. (#7)
3. Experience a great big party with a room full of people who thought I made a difference in their lives. (#8)
4. Say “Wow I balanced a great career and personal life with no regrets of either.” (#9)
5. Feel I would not have changed a thing regarding career and personal life balance. (#10)



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AUTHENTIC BRAND BREAKOUT INSTRUCTIONS

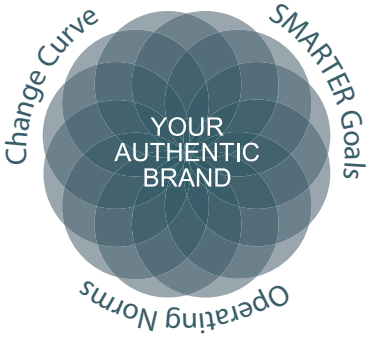
- 10 minutes total for this exercise.
- Appoint a facilitator who will keep time (2 minutes sharing Brand Statement per person).
- Select a person to go first.

Share:

- Your Authentic Brand Statement (#1-5, top of page 12).
- Say how it feels to you and anything you want to continue to adjust or improve.
- If you have more time, share your Success Criteria with your group (#6-10 page 12).
- Switch to the next person.

HOW TO USE YOUR AUTHENTIC BRAND STATEMENT TO HELP YOU MANAGE CHANGE AND GROWTH

- Every morning read your brand statement out loud
- Place a copy of your brand statement by your computer or add it to the device you use most often
- Continue to improve and adjust your brand statement – what you focus on you become
- Before each big meeting/presentation connect with it



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EXAMPLE: Wholesale Liquor Distributor revenue is down 30%.

GOAL –We want to meet with and re-engage every small business owner and understand their 30-60-90 day beverage needs. We will establish weekly sales call objectives and plans for each salesperson who will submit a daily achievement report.

Once a week we will hold a 15-minute huddle on Monday mornings sharing the objectives for the week.

	S	**Specific** • Is the goal/priority clear and does it specify what needs to be accomplished?
	M	**Measurable** • Are there clear criteria to measure success?
	A	**Actionable** • Are the key steps identified that need to be accomplished?
	R	**Realistic** • Can it be realized given the current resources available?
	T	**Timebound** • Is there a completion date?
	E	**Executable** • Has it been broken into key actions?
	R	**Rigorous** • Can supporting actions be followed up on early and frequently?

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SMARTER GOALS

Clear Form

S

Specific

- Is the goal/priority clear and does it specify what needs to be accomplished?
- Is it well defined with no ambiguity and include why it should be accomplished?

SPECIFIC

M

Measurable

- Are there clear criteria to measure success?
- Is there a detailed plan on what needs to be done to achieve the goal?

MEASURABLE

A

Actionable

- Are the key steps identified that need to be accomplished?
- Do you possess the necessary knowledge, skills and ambition to achieve the goal?

ACTIONABLE

R

Realistic

- Are you able to commit to achieving the goal?
- Can it be realized given the current resources available?

REALISTIC

T

Timebound

- Is there a completion date?
- Does your goal include any key milestones required?

TIMEBOUND

E

Executable

- Has it been broken into key actions?
- Have the necessary supporting behaviors been identified?

EXECUTABLE

R

Rigorous

- Can supporting actions be followed up on early and frequently?
- Is the performer able to take full or close to full responsibility?

RIGOROUS

SMARTER GOALS APPLICATION

- After this program, set time aside for you to write your own SMARTER Goals.
- If you are a leader of a team, share your goals with your team and have them do the same exercise. Ask them to share with you how their goals align with yours.

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"OPERATING NORMS ARE A SET OF AGREEMENTS ABOUT HOW [TEAM] MEMBERS WILL WORK WITH EACH OTHER AND HOW THE GROUP WILL WORK OVERALL. THESE AGREED-UPON BEHAVIORS ALLOW THE TEAM TO INCREASE ITS COLLECTIVE [TEAM] PERFORMANCE THROUGH HEALTHY DEBATE AND CLARITY OF PURPOSE AND ROLES."

MODELING OPERATING NORMS ACTIVITY

- We will take one category at a time (Meeting Effectiveness, Communication, Teamwork & Accountability, and Miscellaneous). In chat add operating norms you would like your team to adopt under each category.
- Vote on the Top 3 norms in each category that you want your team to adopt.
- Repeat this exercise with your team.

OPERATING NORM APPLICATION

- Do the exercise we just did with your team.
- Come to consensus on operating norms that your team will use to navigate through times of change and growth.
- Hold one another accountable for practicing these norms.

Meeting Effectiveness

Communication

Teamwork & Accountability

Miscellaneous

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WHAT'S NEXT?

1. Free Community of Practice on LinkedIn Groups
   - https://www.linkedin.com/groups/13841506/
2. 5-Session Leadership Coaching Package
   - https://insideoutlearning.com/product/5-session-leadership-coaching-package/
   - Exclusive offer for WBENC! Use code WETHRIVECOACH for 15% off*
   - *Code Expires 5/31/2026
3. BONUS DOWNLOAD: Style Awareness: Tailor your message to your audience
   - https://insideoutlearning.com/style/

Join the Inside-Out Learning Community of Practice!

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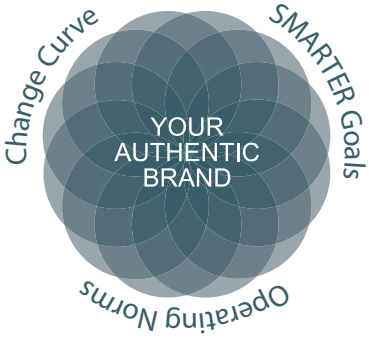

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