



Using Personal Development Tools to Develop and Inspire Your Team

Kim Nelson – Cardinal Glass
January 14, 2020

CARDINAL[®] 
Glass Industries

Agenda

1. Personal Leadership Philosophy
2. Clifton Strengths Finder
3. Professional Development Meetings
4. Drew Dudley's Daily Leadership Test
5. Finding a personal mentor

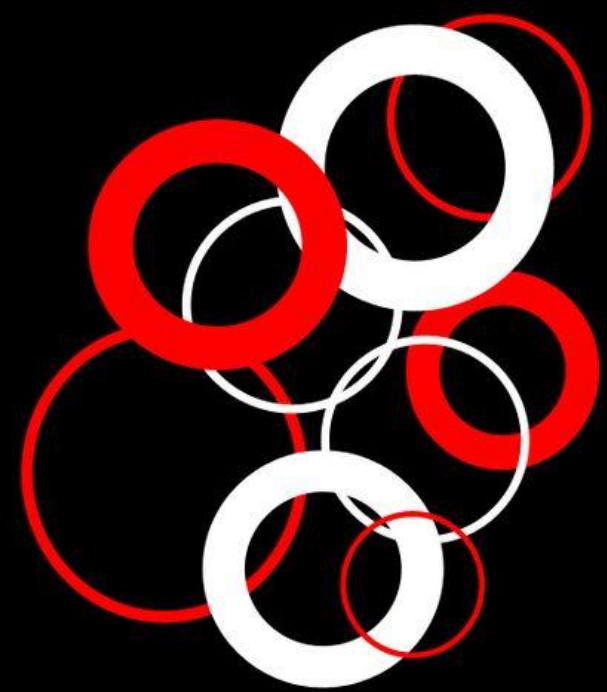
Time for Q&A at the end, so please jot down questions as we go



Personal Leadership Philosophy

What is a Leadership Philosophy

1. Describes what you value on paper
2. Handshake between you and your team – defines expectations
3. Have seen them be 1-3 pages



Why have a Leadership Philosophy

1. Sets expectations for your team
2. Use it as a coaching tool if behaviors stray
3. Communication tool





Leadership Philosophy for Kim Nelson

The purpose of this document is to share with you my personal leadership philosophy. It guides my thinking and my actions each day and explains what you can expect out of me as a teammate and leader and what I expect out of those on my team.

Safety – “The day that changes your life forever starts off like any other day.” – Kina Repp. It is my intent that all of Cardinal family members go home in the same or better condition than they came in each day. I expect anyone to come to me with safety concerns and ideas on how to solve them. If we can't keep people safe, none of the rest of what we do matters.

Family – We are a family here. We care about each other. We have each other's backs. We will get to know each other so that we are comfortable sharing ideas and growing as a team and a Cardinal family. If conflict arises, we will work together quickly to resolve it and listen with an intent to understand all pieces of the puzzle. Also, I respect your life outside of Cardinal and will do what I can to make sure that you have a work-life balance by working to eliminate waste in our processes and increase efficiency.

Respect – I expect that everyone on my team respect all individuals. We all have different backgrounds, different personalities, and different strengths. I believe respect an individual is allow them opportunities to capitalize on their strong these opportunities for you and others.

Servant Leadership – I believe that the role of a leader is to serve their team. our team better by creating opportunities for them. When a team member comes to me with a problem, it is my responsibility to address it and work together with them to solve it. I will not ask my team to do something I have not done, or would not be willing to do, myself.

Passion – “Working hard for something we don't care about is called stress; to care about is called passion.” – Simon Sinek. Every day I choose to wake up too short to not enjoy what you do. I love my job and work hard to create an work with can say the same thing.

Continuous Improvement – I believe that there is always a better way. We can way we do things, or it is the opportunity to learn new things and improve our person who finds great joy in applying my creativity to improve our processes.

Hard work – You can expect me to work hard and work smart. I expect the same of those on my team. If you are unsure what direction to take next, please ask.

Excellence – My objective is to strive for excellence in all I do. The information you receive from me should be free of flaws so that sound decisions can be made from it. Excellence also means maintaining a world-class work place. When you see trash on the floor, pick it up. When you see someone cleaning up a mess, stop and help out. Always be looking for a way to take things to the next level.

Grit – What does grit mean to me? Hard work? Determination? To me, it was my grandma, who at the age of 19 emigrated from Germany in 1922. She raised eight kids with her husband through the Depression. She milked cows, she saved the wax paper out of cereal boxes to reuse them, and she did whatever was required to make things work. She had a profound impact on the first fourteen years of my life. She had grit.

Life-Long Learning – I was once told that the main difference between the “you of today” and the “you of a year from now”, is going to be the books you read and the people you meet. I have become an avid reader, podcast listener, Audible Junkie, and student of those who have come before me. I encourage you to do the same and take advantage of the development opportunities ahead of you.

Learn from Mistakes – We will all make mistakes at some point in the game. The important part is learning from them so that they are not repeated. Mistakes should not be punished unless they are repeated or intentional. When you make a mistake, tell me and we will fix it.

Have Fun – “If you love what you do, you'll never work a day in your life.” – Dad. I try to create a fun atmosphere where we take care of each other like family. Mondays are awesome for me because I get to come to work and make a difference. I want to help create the same experience for you.

Sincerely,
Kim Nelson Jan 10, 2020

Respect – I expect that everyone on my team respect all individuals. We all bring different things to the table - different backgrounds, different personalities, and different strengths. I believe one of the best ways you can respect an individual is allow them opportunities to capitalize on their strengths and will do my best to create these opportunities for you and others.

Servant Leadership – I believe that the role of a leader is to serve their team. We do this by making the lives of our team better by creating opportunities for them. When a team member comes to me with a problem, it is my responsibility to address it and work together with them to solve it. I will not ask my team to do something I have not done, or would not be willing to do, myself.

How to Write It

1. List out things that are important to you
2. Review other people's to get ideas
3. Think about things you say all the time
4. Make it personal
5. Don't worry that it has to be perfect
6. Write a rough draft and share with a few people who know you well



New Hire Orientation



Leadership Philosophy

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Leadership Philosophy for Kim Nelson with New Hire Orientation

The purpose of this document is to share with you my personal leadership philosophy. It guides my thinking and my actions each day and explains what you can expect out of me as a teammate and leader and what I expect out of those on my team.

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- VPP & Culture
- Forklifts – blue lights, assume they can't see you
- Swinging Arms
- Wearing PPE – steel toes, foam glasses, capes, gloves
- Startup Meeting – Stretches, Daily Safety Topic
- Reporting Near Misses
- Suggesting New Ideas
- Phone – stop, then talk



Key Takeaways

1. Comments I received

- “I knew how to communicate with you.”
- “I wish my boss last year had one of these, it would have saved a lot of time.”

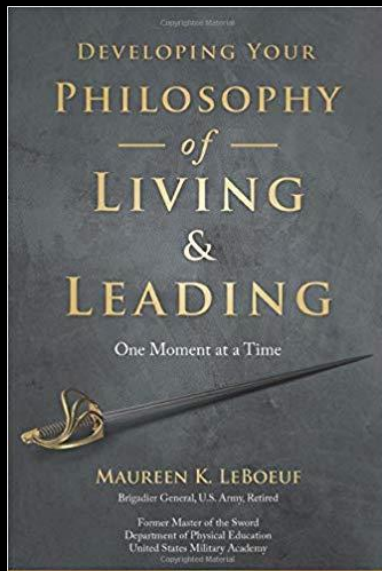
2. How I’ve seen others use it

3. Revise as needed



Resources

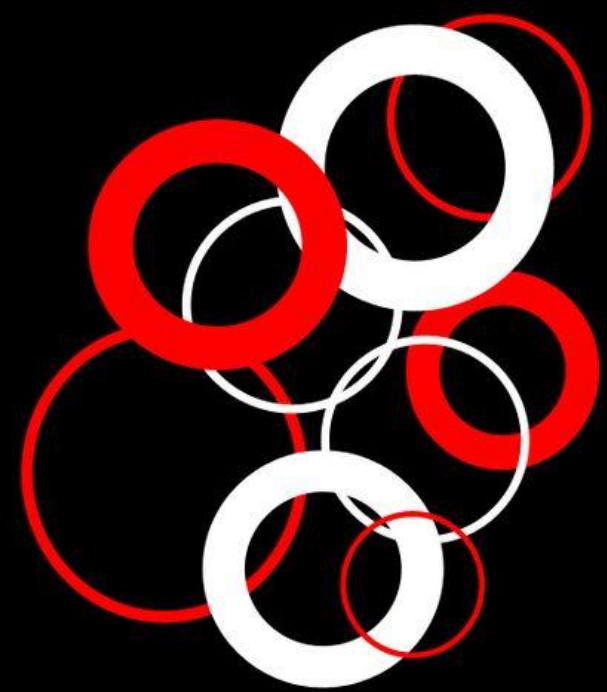
1. Maureen's book
2. Gather those of other leaders you know
3. If you have a leadership philosophy, please share with Tracy so we can create a pool of them within the ILC



Clifton Strengths Finder

Accurate Self-Assessment: Understanding Our Strengths

- The most effective leaders are always investing in their strengths. This is a Quadrant 2 activity which means we have to be intentional about it.



What is Strengths Finder?

1. In 1998, Donald O. Clifton, Tom Rath, and a team of scientists at Gallup created the Strengths Finder assessment to measure the prevalence of the 34 strengths in anyone who took the survey.
2. Reason for the study: They were tired of living in a world that revolved around fixing our weaknesses.
3. Findings: Discovered that people have several times more potential for growth when they invest energy in developing their strengths instead of correcting their deficiencies.
4. [Gallup tool](#)



Donald O. Clifton,
Ph.D. (1924-2003)

The Father of Strengths-Based
Psychology and Creator of the
Clifton StrengthsFinder®

34 Strengths

DISCIPLINE SELF-ASSURANCE
ANALYTICAL HARMONY CONTEXT LEARNER BELIEF
WOO INDIVIDUALIZATION RELATOR
IDEATION ACHIEVER INTELECTION
INPUT RESPONSIBILITY ACTIVATOR COMMUNICATION
EMPATHY COMPETITION DEVELOPER ARRANGER
COMMAND DELIBERATIVE ADAPTIBILITY IDEATION STRATEGIC
MAXIMIZER FUTURISTIC CONSISTENCY
RESTORATIVE FOCUS POSITIVITY INCLUDER
SIGNIFICANCE CONNECTEDNESS

Categories of Strengths

- Executing
- Influencing
- Relationship building
- Strategic thinking

It is important that teams are well-balanced in these categories.



What is Clifton Strengths Finder

1. [Website](#)
2. \$20
3. Top 5
4. Insight and Action Planning Guide

Kim Nelson

SURVEY COMPLETION DATE: 01-03-2014

YOUR TOP 5 THEMES

1. Achiever
2. Significance
3. Focus
4. Competition
5. Strategic

Section II: Application

Achiever

IDEAS FOR ACTION:

Select jobs that allow you to have the leeway to work as hard as you want and in which you are encouraged to measure your own productivity. You will feel challenged and alive in these environments.

As an achiever, you relish the feeling of being busy, yet you also need to know when you are “done.” Attach timelines and measurement to goals so that effort leads to defined progress and tangible outcomes.

Remember to build celebration and recognition into your life. Achievers tend to move on to the next challenge without acknowledging their successes. Counter this impulse by creating regular opportunities to enjoy your progress and accomplishments.

Your drive for action might cause you to find meetings a bit boring. If that’s the case, appeal to your Achiever talents by learning the objectives of each meeting ahead of time and by taking notes about progress toward those objectives during the meeting. You can help ensure that meetings are productive and efficient.

Continue your education by attaining certifications in your area or specialty in addition to attending conferences and other programs. This will give you even more goals to achieve and will push your existing boundaries of accomplishment.

You do not require much motivation from others. Take advantage of your self-motivation by setting challenging goals. Set a more demanding goal every time you finish a project.

To use this with your team:

- Have them take it
- Ask if they feel it represents them
- Have them find 1-2 items they want to build on
- Go to a quiet area and take notes on how you can help create opportunities for them
- Discuss in your PD Mtgs

Professional Development Meetings

Who, What, When

1. One on one meeting with each team member
2. Every other month, 30-60 min
3. Not a coaching meeting, that is ongoing
4. Owned by the team member
5. They submit agenda ahead of time:
 - List your happy, sad, angry projects
 - What roadblocks are you facing
 - What do you want to learn/experience
 - What does support from me look like
6. Each person leaves with homework



Results

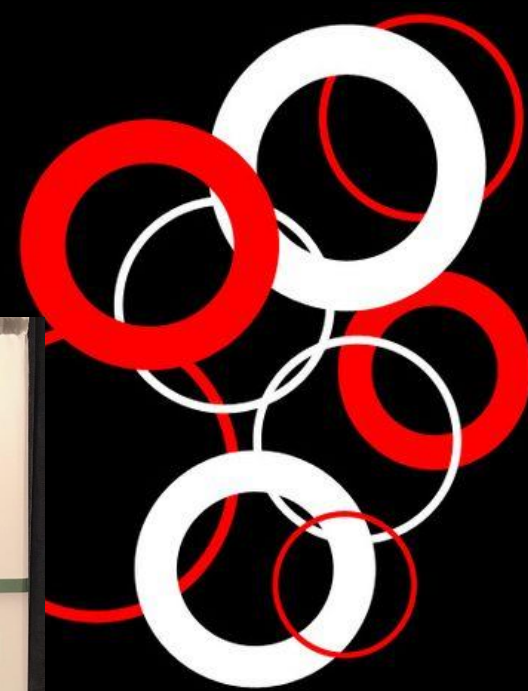
1. Opportunity to think about the future
2. Match my team member with other folks who can help them
3. Get an understanding of types of projects they want more or less of
4. Chance to get away from the day to day and hear what's on their mind



Daily Leadership Test

Drew Dudley Background

1. When we make leadership about the CEO, the president, etc, it diminishes the impact we can all have in the world doing little things every day
2. Chocolate bar story – these are things we can all do
3. [Lollipop video](#)
4. Six Questions – 2 about you, 2 about others, 2 about both
5. Pass the test each day = 1000 moments of impact each year



My 2019 Daily Leadership Test

1. How did I grow my faith today?
2. What did I do today to show my family they are important to me?
3. How did I create a safer environment for those around me?
4. What did I do today to make someone smile who wasn't expecting it?
5. What did I learn or teach someone else today?
6. How did I standardize something today so it is easier to win next time?



How to Write Your Questions

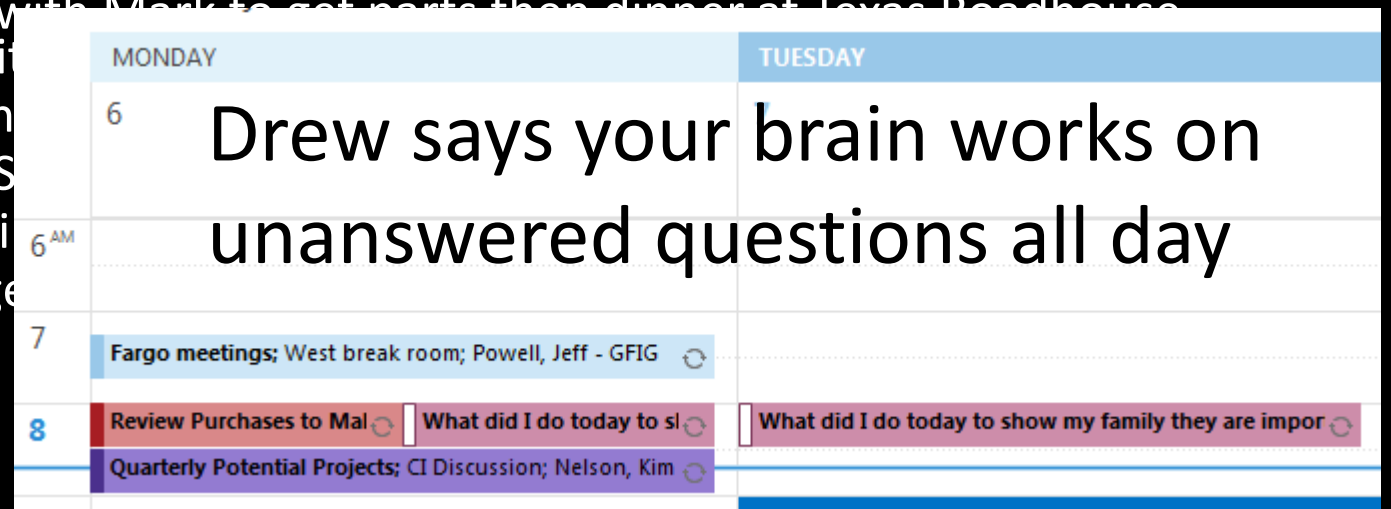
1. Buy the book
2. Work it backwards
3. Past Experiences – 2 positive, 2 negative
4. Write your edge of the bed advice
5. Craft questions
 - Cannot be answered yes/no
 - Must provide evidence
6. Journal daily



My 2019 Focus - Family

What have I done today to show my family they are important to me?

- 1/6/20 – J's Bday– got donuts from Casey's and wrote happy birthday on the non-sprinkled ones I ordered.
- 11/6/19 – Bought shrimp scampi for Mark at Fareway and made it before his mtg
- 10/30/19 – Made an extra stop to get Halloween footballs for kids
- 10/11/19 – went home at lunch and ate with K. She had stuffed peppers, water, snickers, M&Ms and apples and clementines all cut up. So sweet. She even had a napkin for each of us for our laps.
- 10/10/19 – took the fam to DSM with Mark to get parts then dinner at Texas Roadhouse on Kylie's suggestion and we went with the kids
- 7/24/19 – played Connect Four and Uno
- 7/14/19 – played catch with J on S
- 7/11/19 – Left video message on i
- 7/4/19 – Spent the whole day together and fireworks at lake



MONDAY	TUESDAY
6	Drew says your brain works on unanswered questions all day
6 AM	
7	Fargo meetings; West break room; Powell, Jeff - GFIG
8	Review Purchases to Mal; What did I do today to sl; What did I do today to show my family they are impor
	Quarterly Potential Projects; CI Discussion; Nelson, Kim



Key Takeaways

1. I have done things differently this year
2. Your questions don't need to be perfect
3. Drew has examples of his in the book you can start with
4. Focus on one for 2020 – “Standardize”



1. What have I done to standardize something today?

- ✓ 1/2/20 – Supply table in conference room. Thurs 1pm Review Mtg – 2nd and 4th so it never offsets when 5 Thursdays.
- ✓ 1/3/20 – Kids notebook by front door. Leadership QOTD – list next # on dry erase.
- ✓ 1/4/20 – Wrestling bag checklist
- ✓ 1/10/20 – Moved TP overflow location from basement to upstairs

Finding a Personal Mentor





Wed 6/10/2015 5:05 PM

John C. Maxwell <emails@johnmaxwell.com>

13 new questions from John to ask your mentor

To Nelson, Kim - GFIG

 If there are problems with how this message is displayed, click here to view it in a web browser.

 The linked image cannot be displayed. The file may have been moved, renamed, or deleted. Verify that the link points to [the correct file and location.](#)

Dear Kim,

Steven Spielberg, the genius behind movies like Jaws and E.T., once said, "The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves."

I love the wisdom in that statement. Most of us understand we can't make the journey to success or significance on our own; we know we'll need some help along the way.

13 Questions to Ask Your Mentor

1. How do you define success?
2. What values guide your decision?
3. What's the most effective daily habit you possess?
4. What accomplishment are you most proud of?
5. What's the greatest piece of advice you've gotten?
6. What do you wish you knew at my stage of life or career?
7. What's the greatest lesson you've learned from a failure?
8. What are you learning right now?
9. What positive thing do you see in me that I need to focus on developing?
10. What obstacle that I DON'T see is preventing me from moving forward?
11. What must I do to overcome that obstacle and keep growing?
12. What do you hope to teach me during our mentoring relationship?
13. What can I do to make this process worthwhile for you?

Why get a mentor

1. Do what scares you
2. Great way to learn, grow and be supported and challenged
3. Don't reinvent the wheel



How we build our relationship

1. Talk quarterly, roughly one hour
 - I prepare a list of questions and take notes
 - Lots of “what would you do/say” scenarios
 - Get advice on time management, scoping out opportunities, other resources that could help me
2. Celebrate the little things over text and email

How to find a mentor

1. My suggestion – choose someone outside your organization
2. Someone that will be supportive and challenging, you don't want a “yes” mentor
3. Choose someone who has a lot of life experiences to pull from
4. ILC has started a program

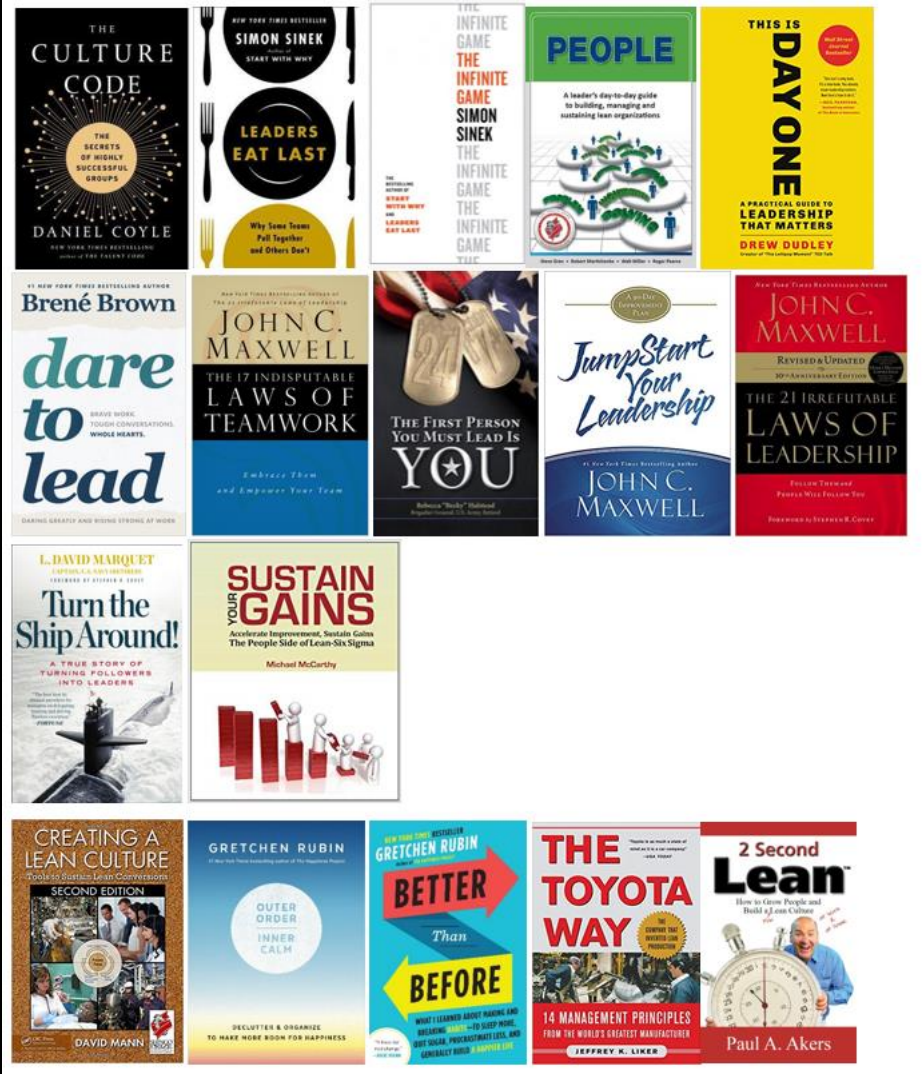


Best Practice Sharing



Resource Sharing

Favorite Things List – Books





Resource Sharing

Favorite Things List

Videos:

1. <https://www.youtube.com/watch?v=hVCBrkrFrBE> Drew Dudley – Lollipop moments
2. <https://www.youtube.com/watch?v=EuB9S6fzMig> Drew Dudley – Everyday Leadership
3. <https://www.youtube.com/watch?v=0HaF4jfLd5Q> Simon Sinek on David Marquet
4. <https://www.youtube.com/watch?v=ReRcHdeUG9Y> Simon Sinek – Why Leaders Eat Last
5. <https://www.youtube.com/watch?v=8D6nfezrVV4> Richard Montanez – Cheetos story



Resource Sharing

1. Some ILC Presenters you don't want to miss
 - Jim Benson & Tonianne DeMaria
 - Jamie Flinchbaugh
 - Mike Hoseus
 - Jamie Parker
2. Outside trainings
 - [Thayer Leadership Development Program](#)
 - [Disney Institute](#)
3. Collaboration with other ILC members
4. ILC Mentor Program

Questions?



Thank You