



1

Defining Leadership

ABILITY to inspire, guide and influence teams **TOWARD** achieving **COMMON GOALS**

A social process that ensures individuals work together to achieve results that could not be achieved working alone

2

Key Takeaways

LEADERSHIP SHAPES CULTURE

- Culture is not accidental; it is intentionally built, cultivated, managed, and nurtured. Leaders must actively define and constantly reinforce org values and vision to create a consistent, thriving and ethical organization.

VALUES DRIVEN LEADERSHIPN MATTERS

- Up to 70% of employees may not align with their organizations values and vision, which impacts engagement and org trust. Leaders must consistently model and demand ethical behavior and decision making to foster alignment.

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Takeaways continued...

ETHICAL COURAGE AND INFLUENCE ARE CRITICAL:

- Leaders need moral and ethical courage to make difficult decisions, challenge the status quo, and hold themselves and others accountable. Influence is powerful when it is authentic, rooted in integrity and coupled with critical thinking and decision making.

YOU CONTROL YOUR REPUTATION

- If you do not like where you are headed, change direction. Consistent behavior around who you want to be and how others see you challenges the narrative.

FEEDBACK IS A GIFT

- How can you change what you don't know. Give people the gift of advice. When you are open to criticism, it is fuel.

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Think of a time when you or a co-worker were misaligned with org values/direction? What was the impact on the org?



Why are up to 70% of employees misaligned and how can you address it or what would help people align?



Think of a leader that lost trust due to inconsistency, poor leadership, or unethical behavior? Did they overcome it? How/Why/Why Not?

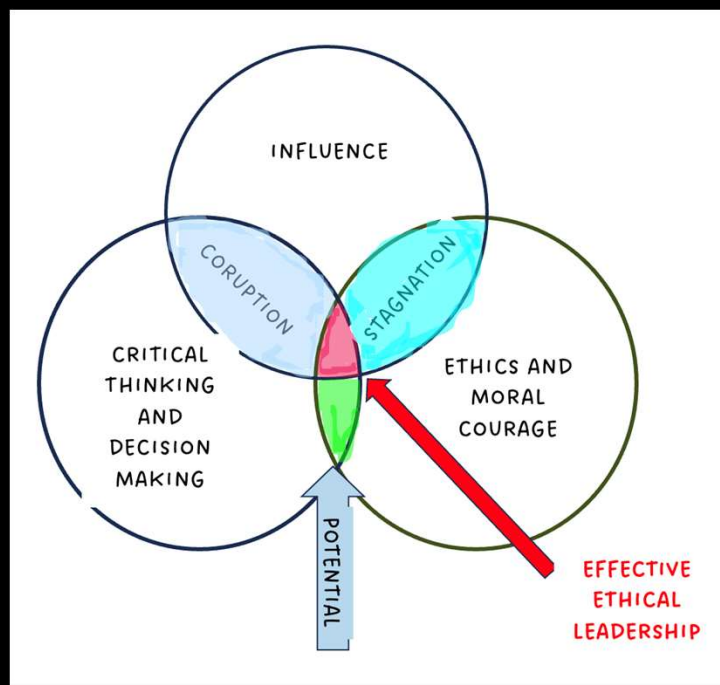
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Stagnation

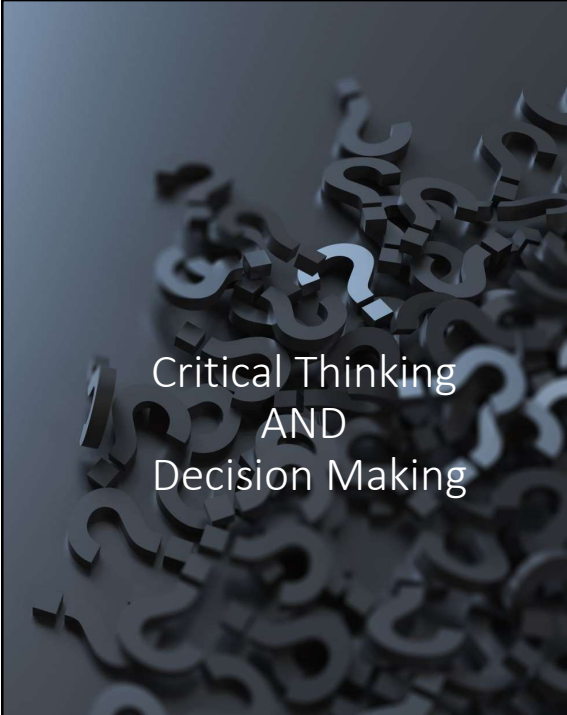
Potential

Corruption

Effective Ethical
Leadership



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Critical Thinking
AND
Decision Making

- What is critical thinking?
 - Collect info
 - Assess
 - Law, policy, authority
 - Impacts
 - Mitigate
 - Action
 - Assess

While a particular course may seem obvious to you, is it obvious to everyone?

DO YOU HAVE A PROCESS YOU FOLLOW?

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Purpose - Why

To make lives better...not only externally

To create an environment of trust and safety

People don't buy what you do, they buy why you do it

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What
happens
when we
lose
community
trust

- Defund
- Re-imagine
- Abolish
- Legislation
- De-certification
- Reduced POBOR rights
- Less cooperation/compliance

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What
HAPPENS
WHEN
LEADERS
LOSE
STAFF'S
TRUST?

- Concerns quickly become fears
- Decreased morale
- Decreased performance
- Brand/reputation suffers
- Impact to recruiting and retention
- Poor personnel health and wellness
- Staff engagement and commitment decreases

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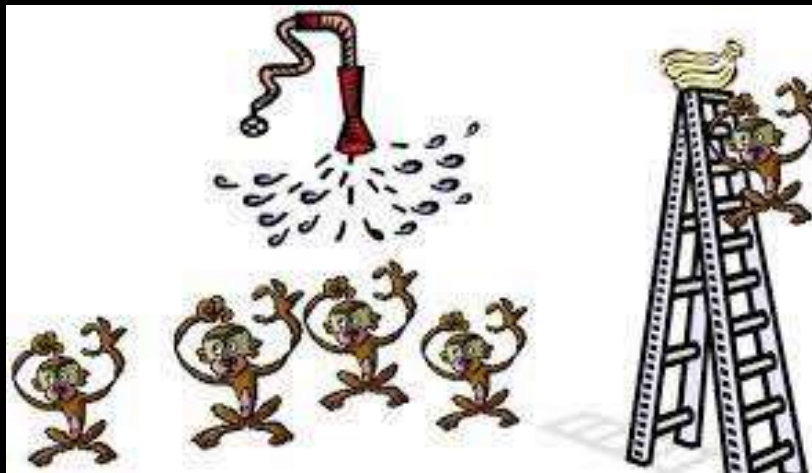


What does your organization value?

How do you measure actions in values?

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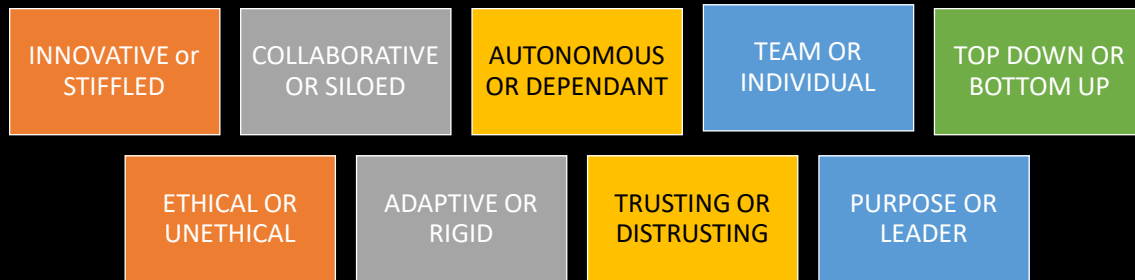
Culture = SHARED BEHAVIORAL EXPECTATIONS



PIP

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HOW WOULD YOU DESCRIBE YOUR CULTURE



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- Think about video from Tom about submarine captain

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Culture

- What makes an organization an incredible place to work?
 - What makes it a difficult place to work?
- Why are you in a leadership position?
 - Who are you responsible for?
- What are you doing to make your org incredible?
 - What are you doing that may contribute to making it difficult?

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Is your culture what you want it to be?

Whose responsibility is culture?

What do you notice if you change organizations?

Policy (not followed)
 How conflict is resolved
 In group – Out group
 Onboarding
 Personnel development
 Planning
 Communication norms

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1 WHAT ARE WE TRYING TO
ACHIEVE

2 WHO WILL THIS IMPACT MOST
AND CAN THAT BE
MITIGATED

3 WHAT DOES SUCCESS LOOK
LIKE?

4 WHAT WILL IT TAKE TO
ACHIEVE SUCCESS

Phase 1 – ASSESS AND DEVELOP

- Prepare
- Define Success
- Define Impact
- Define approach
- Communicate

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- Communicate

- Early Adopters

- Plan and Track

- Adapt Actions

- Communicate

PHASE 2 – MANAGE AND COMMUNICATE

1 WHAT WILL WE DO TO
PREPARE, EQUIP AND SUPPORT

2 HOW ARE PEOPLE HANDLING

3 ARE WE ON TRACK

4 WHAT ADJUSTMENTS DO WE
NEED TO MAKE

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Maybe a slide about Moor OK and Paradise Valley AZ

- What they are doing
- Hiring process

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WHAT ARE THE TOP 3 WAYS PEOPLE IN YOUR ORG KNOW WHAT IS IMPORTANT



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The Measurement Of Leadership



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DIRECTION – ALIGNMENT – COMMITMENT

DIRECTION –

- Clearly defining, communicating and living yours, your teams, and your organizations long term vision and strategic objectives.

WHAT DIRECTION DOES –

- Drives engagement, productivity, resource allocation, planning, change adaptation, leadership alignment, consistency, certainty, funding and priorities

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DIRECTION – ALIGNMENT – COMMITMENT

ALIGNMENT – develop individual and team strategies that align with the organizations vision and strategic goals. Teach the WHY. Prioritize to create a cohesive and focused effort toward progress.

WHAT ALIGNMENT DOES –

Drives – Resolution of conflict, decision making, focused messaging, culture, strategic planning, consistency, fairness, resource management, morale, unity, core values, flexibility, long term success, competitive edge

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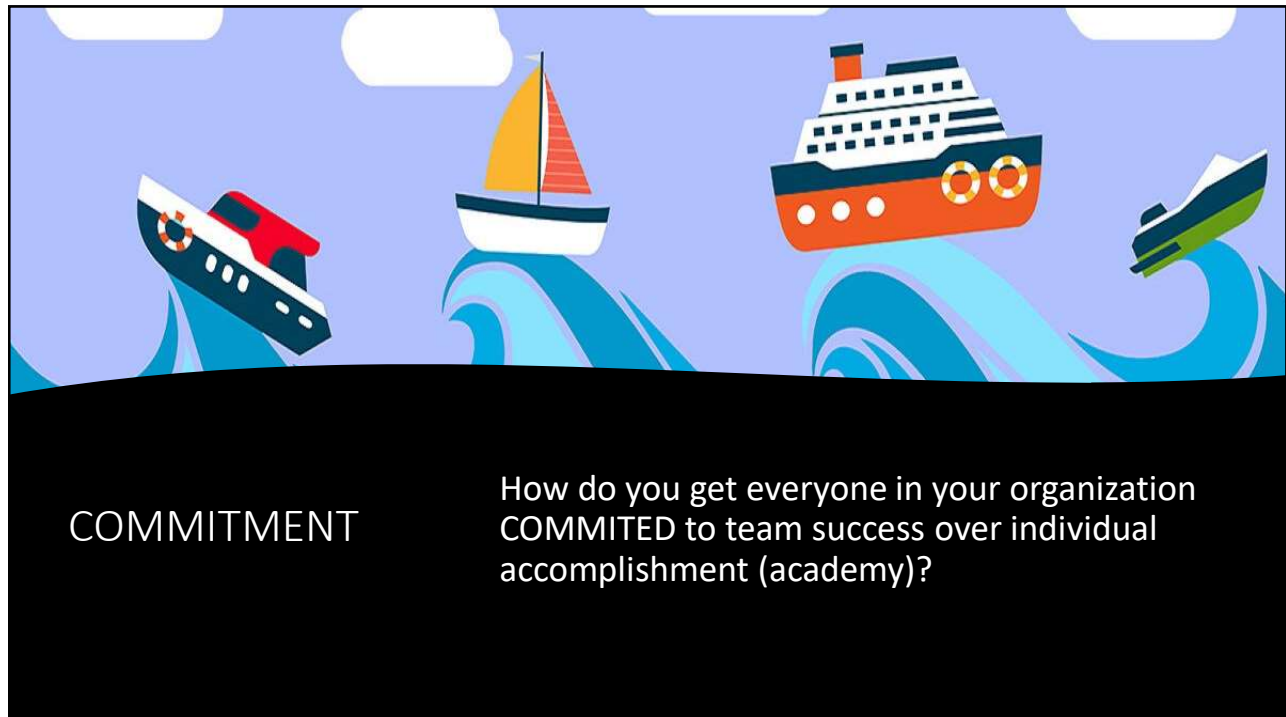
DIRECTION – ALIGNMENT - COMMITMENT

COMMITMENT – Cultivate a culture of mutual trust, collaboration, shared accountability. Value prioritizing team over individual.

WHAT COMMITMENT DOES – Dedication, team focus, WE not ME

- Drives strong collaboration, synergy, personnel health and productivity, motivation, better problem solving, collective accountability, sustainable growth, leadership development, succession planning

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Axon

Vision - Create safer communities through cutting-edge technology and ethical practices

Mission – Protect life by providing innovative solutions to public safety

Values:

- **Be obsessed:** Be immersed in the mission and with our customers
- **Aim far:** Think big and long-term
- **Win right:** Win with integrity and honor
- **Own it:** Commit, take action, and deliver
- **Join forces:** Act as one global team
- **Expect candor:** Deliver with respect and assume positive intent
- **Next Play:** Don't dwell in success or failure – Next play

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Strategic Planning

- **Purpose** (the fundamental reason why the organization exists – the WHY behind the work):
- **Values** (shared beliefs about how to execute the mission and achieve the vision):
- **Vision** (the ultimate good that we are working together to achieve):
- **Mission** (defines the organization's business, its objectives, and how it will reach these objectives to achieve its future vision):
- **Results** (measurable, long-term impact we will achieve toward a shared vision):
- **Priorities** (the most important areas of focus to advance the vision over time):
- **Strategies and Actions** (a cohesive set of planned actions and functional tasks in pursuit of measurable impact):

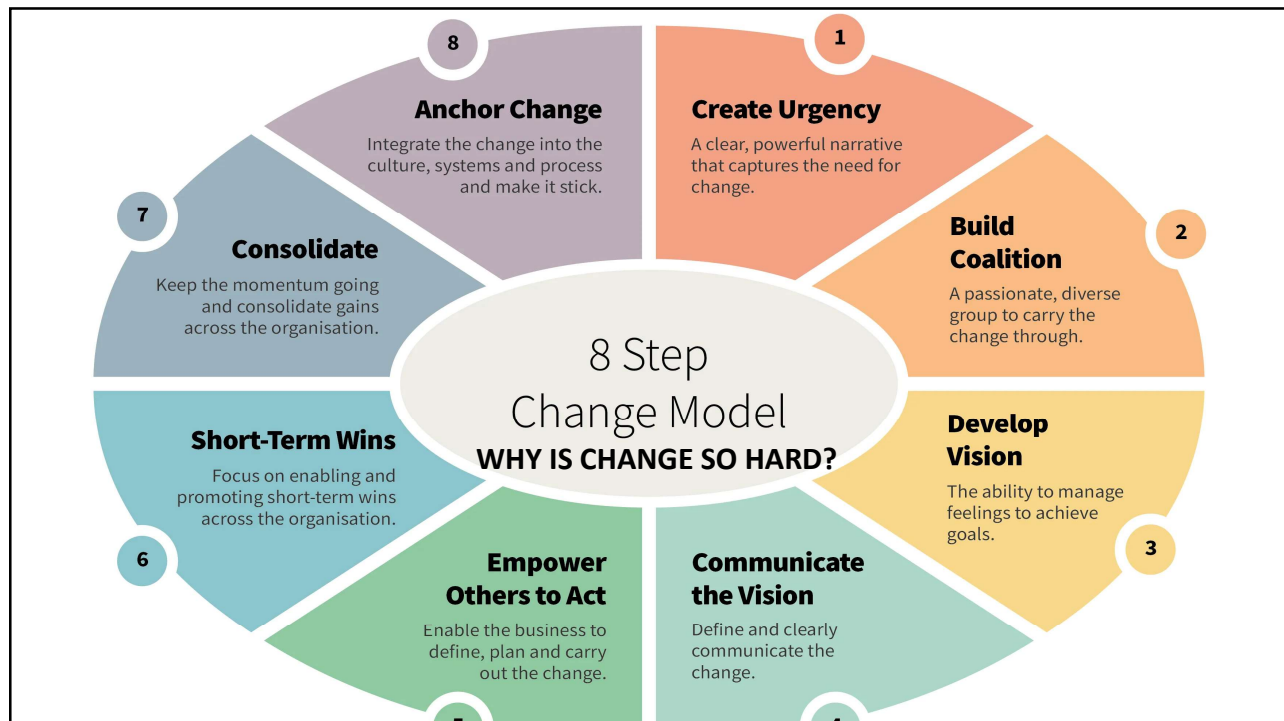
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Why it matters

Purpose, vision, NorthStar, mission, strategies

- Defines what is important
- Provides the organization shared objectives and future direction
- Acts as a guiding framework
- Informs decision-making and behavior
- Aligns employees

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Climate = HOW WE FEEL

If you want to change the way people feel about you (the org), you have to change the way they experience you (the org).

If you could change 3 of your behaviors what would you change?

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WHAT DOES A HEALTHY CLIMATE LOOK LIKE

WHAT DOES A BETTER YOU LOOK LIKE

Done on purpose, deliberate
Intentional

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Think “hardware” (structures, policies, systems)

Think “software” (culture, trust, daily interactions).

- ASSESS
- DEFINE AND COMMUNICATE VISION
- ALIGN SYSTEMS WITH VALUES
 - **Policies & Procedures**
 - **Recruitment & Onboarding:** Hire for values fit, not just technical skill.
 - **Performance Management:** Incorporate climate-based behaviors into evaluations.
 - **Recognition & Reward**
- BUILD LEADERSHIP
- CREATE FEEDBACK LOOPS AND SAFETY
- EMBED STORIES, SYMBOLS AND RITUALS

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Systemic and Lived Behavior

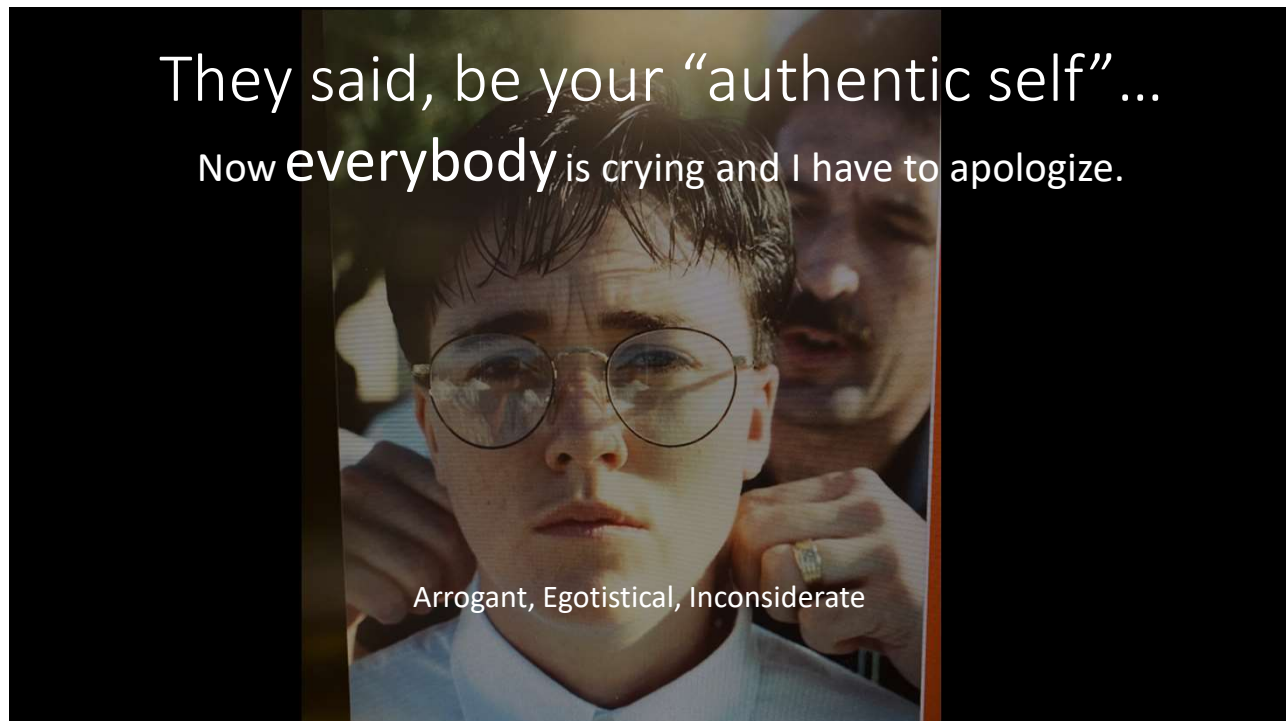
You change organizational climate when people consistently see

- Leaders’ behaviors align with the stated values.
- Systems reward the right behaviors, not the wrong ones.
- People have voice, respect, and psychological safety.
- The organization communicates transparently and acts consistently over time.

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They should have said, be your best version



Thoughtful, Self-assured, Competent

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Reputation

Brand

Promise

Influence is limited to
that which people
chose to give you

What 3 words would people use to describe you?

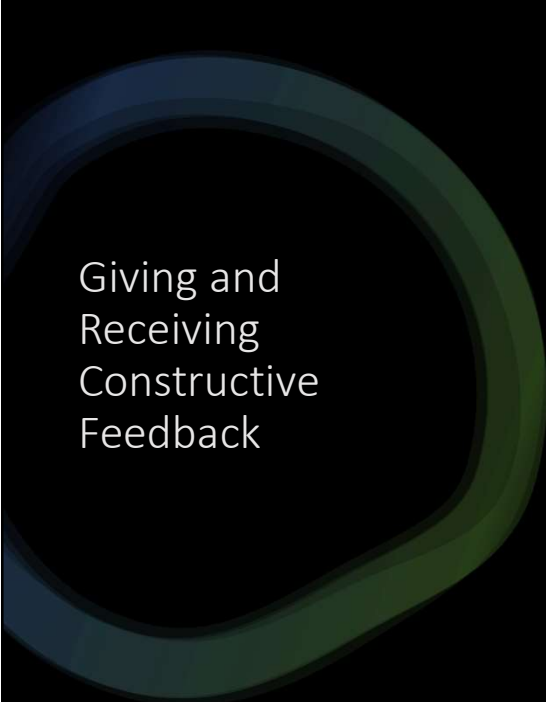
Arrogant, Competitive, Aggressive
Confident, Competent, Assertive

Have you intentionally led your brand?

Why should you care?

When you are building a wall, focus
on the bricks

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Giving and
Receiving
Constructive
Feedback

- Hard to give and receive
 - Why do we give feedback?
- Growth mindset –
 - Learn from AND grow from
 - Necessity to be better
 - Not to hurt – deliver without negative undertones or emotions

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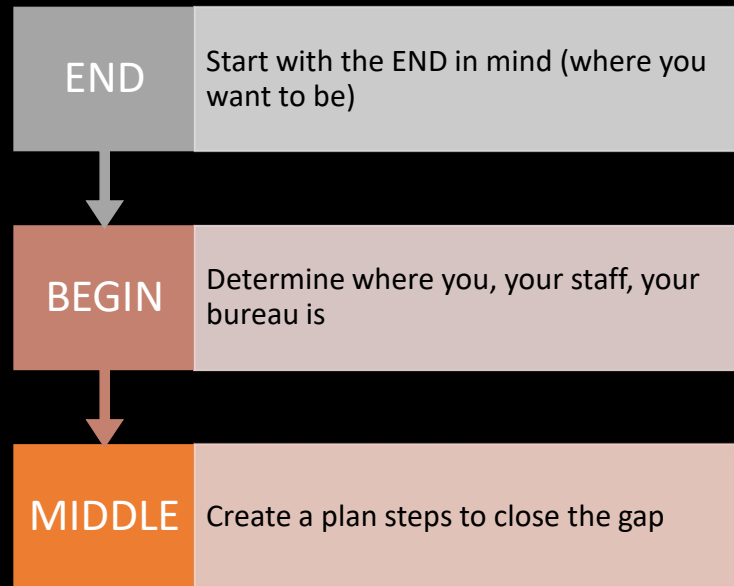
2 primary
ways we
give
feedback

Either sugar coat it

Or we cut off all empathy and emotion and deliver feedback that is harsh or damaging to the relationship.

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PLANNING – GAP ANALYSIS

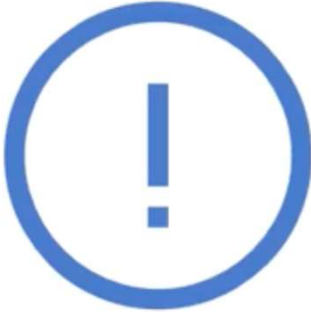


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PREPARE – PLAN – PRACTICE – DELIVER



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Game Day!

- How would you want this feedback
 - Platinum rule – how would they want the feedback
- Avoid criticizing
 - WATCH YOUR TONE, BODY LANGUAGE, EMOTIONS
- Focus on the FACTS and BEHAVIOR
- Tell them the impact their behavior has/will have
- Don't leave them in the wind – plan for success
- Be open to suggestions
- Say what HAS TO BE SAID – then move on
- Document if necessary

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SITUATION – BEHAVIOR – IMPACT

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Developing Your EI – Leading with Intention

The first step toward
change is awareness.

The second step is
acceptance.

Nathaniel Branden

BrainyQuote

Emotion before Logic

EI is your ability to
recognize and understand
emotions in yourself and
and others

AND

your ability to use this
awareness to manage
your behavior and
relationships

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The Problem With Overplaying Your Strengths

Lopsided Leadership

Team Disengagement

Blind Spots

Negative Perceptions (lack of
willingness to adapt)

Humility and arrogance exist in a delicate balance

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SELF AWARENESS

SELF-REFLECTION

SEEK AND ACCEPT
FEEDBACK

MINDFULNESS

RESPONSE TO
TRIGGERS



EMOTIONS IMPACT ON
BEHAVIOR

MY REACTION

PHYSIOLOGICAL
CHANGE

STRENGTHS AND
WEAKNESSES

ANALYZING THOUGHTS

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SELF MANAGEMENT

OVERTALKING AN ISSUE

INSECURITY

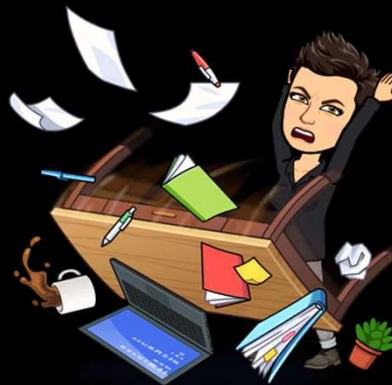
LACK OF GOALS

LACK OF EXPECTATIONS

UNCERTAINTY

BEING SLOW

NOT DOING THINGS MY WAY



ASK QUESTIONS AT END

GIVE COMPLIMENTS (PENNIES)

CHECKLIST

UNDERSTANDING MY ROLE

PLAN AHEAD

HAVE MULTIPLE PROJECTS
(HARDEST)

LETTING GO

How can you deescalate a situation if you cannot regulate your own emotions?

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SOCIAL AWARENESS

EMPATHY

ACTIVE LISTENING (CURIOSITY)

BODY LANGUAGE, TONE, PITCH

SOCIAL CUE RECOGNITION

COMPASSION

SHOWING CONCERN

APPRECIATING OTHERS'S STRENGTHS

YOUR BELIEFS
DON'T MAKE YOU
A BETTER
PERSON...YOUR
ACTIONS DO

Social awareness is your ability to accurately pick up on emotions in other people and understand what is really going on with them.

Thomas Brackley

Instagram

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RELATIONSHIP MANAGEMENT

VULNERABILITY

ACTIVE LISTENING (CURIOSITY)

NON-JUDGEMENTAL

CONFLICT RESOLUTION

TRUST BUILDING

MANAGING YOUR EMOTIONS

ADAPTING COMMUNICATION



The ability to understand people is one of the greatest assets anyone can ever have.

John C. Maxwell

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YOU DON'T HAVE TO BE GREAT TO START, BUT YOU HAVE TO START TO BE GREAT

"We start our journey to our dreams by wanting, but we arrive by focusing, planning, and learning."

Christina Wodtke

A GOAL WITHOUT A PLAN IS JUST A WISH.

—Antoine de Saint-Exupéry

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