



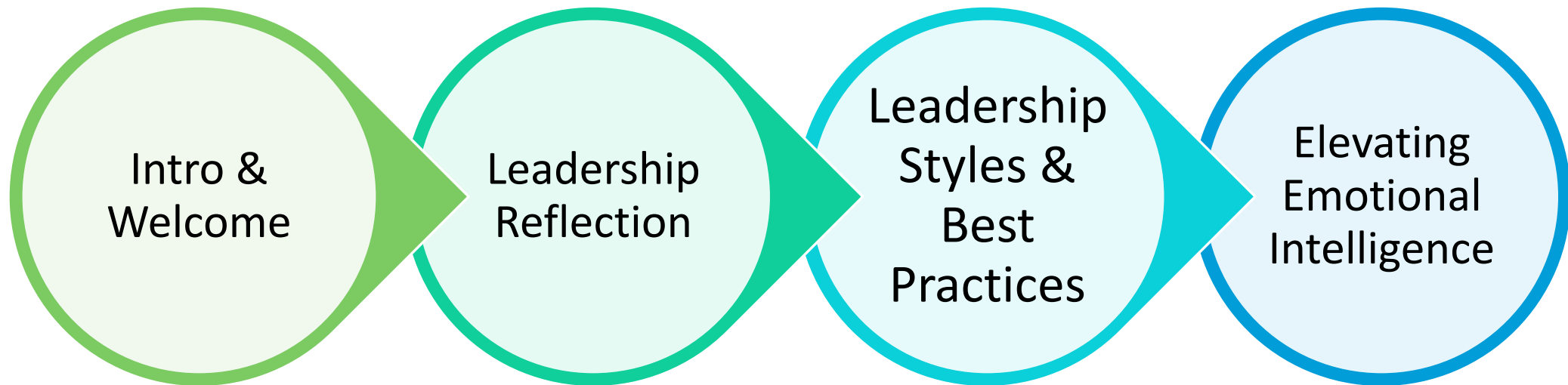
Aspiring to Leadership

PRESENTED BY

NIKI RAMIREZ, MBA/SHRM-CP/THRP

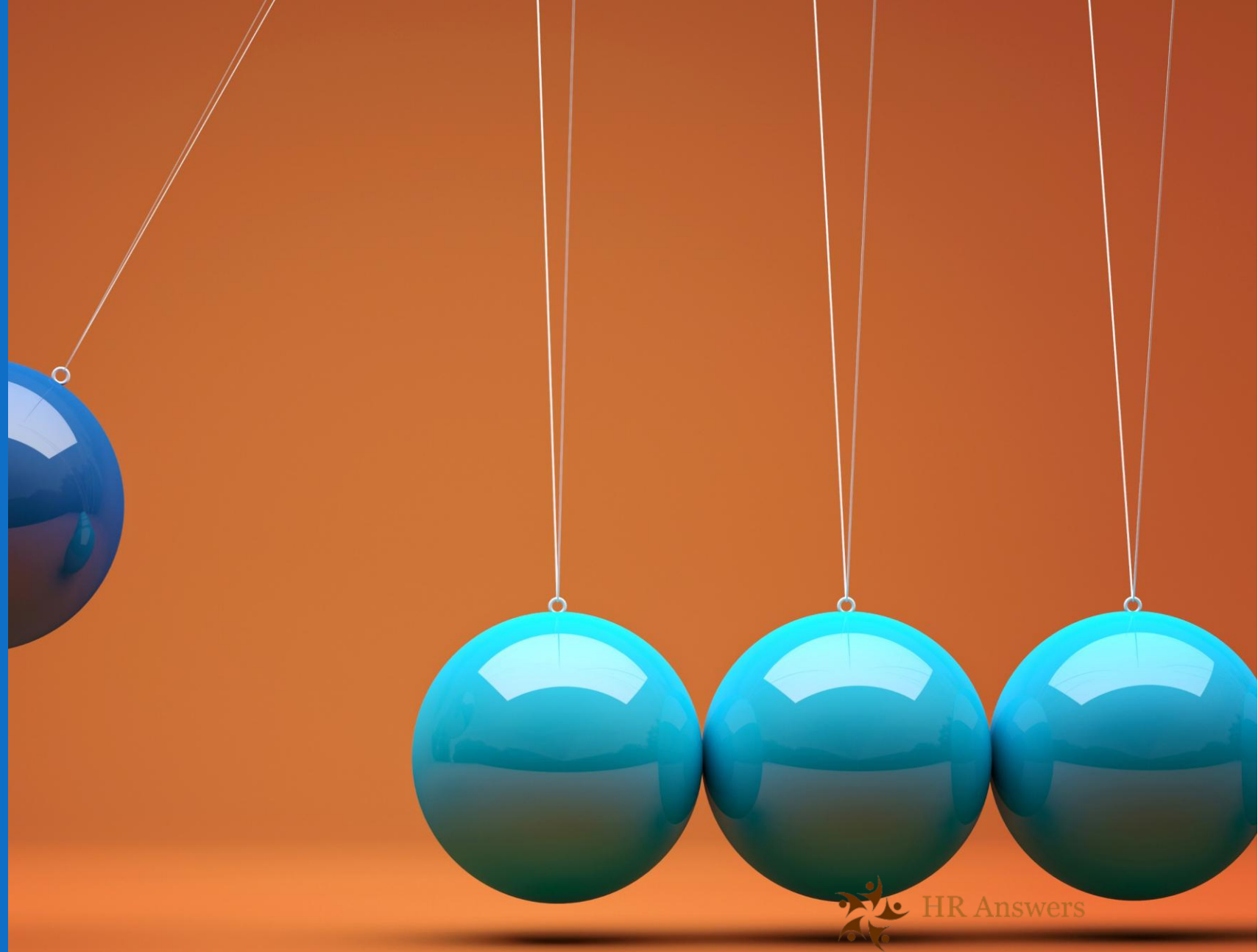
MAY 2025

Day 1: Our Plan



Leadership Development: Why?

Successful organizations are built on a firm foundation, and great leaders **lay the foundation** for organizational success and growth.





Benefits of Improved Leadership

- Employees who work on teams with effective leaders are more _____ and _____
- Effective leaders encourage _____ and _____
- Teams with effective leaders report _____ and _____
- Satisfied employees put more _____ into their work
- Effective leaders have team members who are _____, which results in a _____ in turnover and turnover-related costs

Mission-Aligned Leadership



In the realm of public service and protection, the Insurance and Benefits Trust is dedicated to serving the members of PORAC with excellence. We specialize in tailoring insurance solutions that align with the unique challenges of our first responders.

Mission-Aligned Leadership



Our mission is twofold:

- **Empowerment:** We provide an understanding of how our insurance products safeguard our members and their loved ones from unforeseen adversities.
- **Advocacy:** We stand as advocates, ensuring members' voices are heard, concerns addressed, and needs met with precision and empathy.

We are committed to enhancing our services and strengthening the financial and emotional well-being of every PORAAC member.



Profile of a Leader: Admired Leadership Skills & Best Practices



Activity Time!

Profile of a Leader



Your take:

How do YOU define a leader?

What can they do?

How do they show up?

What talents do they possess that others may not?



Outstanding leaders are ...

able to take a

Difficult

or potentially disastrous situation and not only

Prevent

it from becoming

Worse

but turn it into a

Positive

experience or outcome for the organization.



Values Based Leadership



Core Values

Authenticity	Determination	Loyalty
Achievement	Excellence	Optimism
Autonomy	Fairness	Quality
Balance	Friendships	Recognition
Compassion	Fun	Respect
Challenge	Growth	Responsibility
Citizenship	Happiness	Security
Community	Influence	Stability
Competency	Kindness	Success
Contribution	Knowledge	Trustworthiness
Creativity	Leadership	Wisdom
Curiosity	Love	



IBT of PORAC: Top 5 Shared Values

Communication

Integrity

**Respect +
Expertise &
Wisdom**

**Accountability +
Honesty**

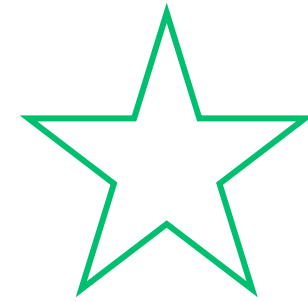
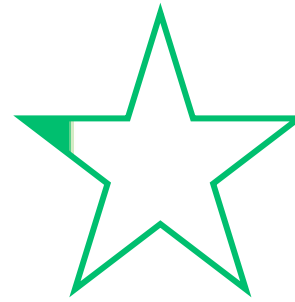
Vision



Leadership Styles – A Blended Approach

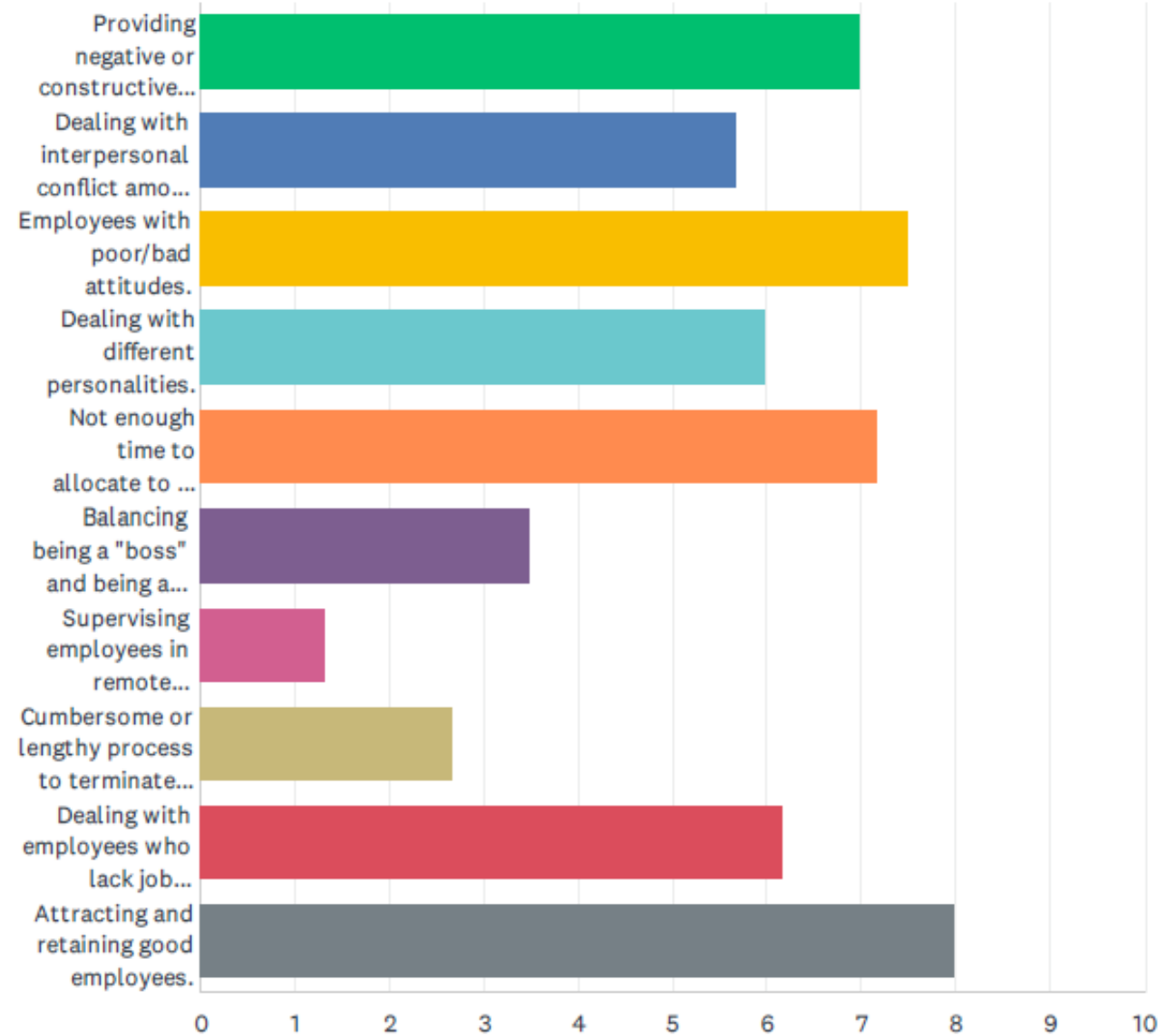


How do you rate your current leadership abilities?



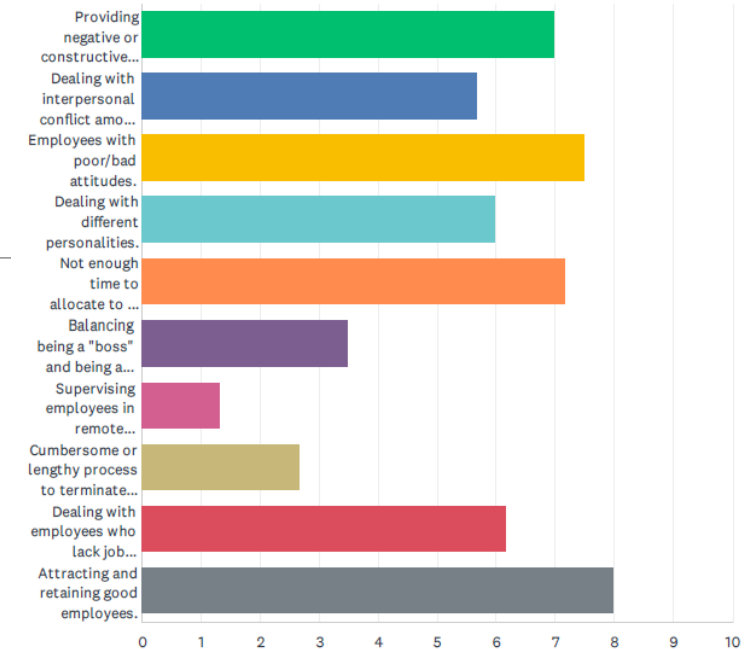


Leadership Challenges



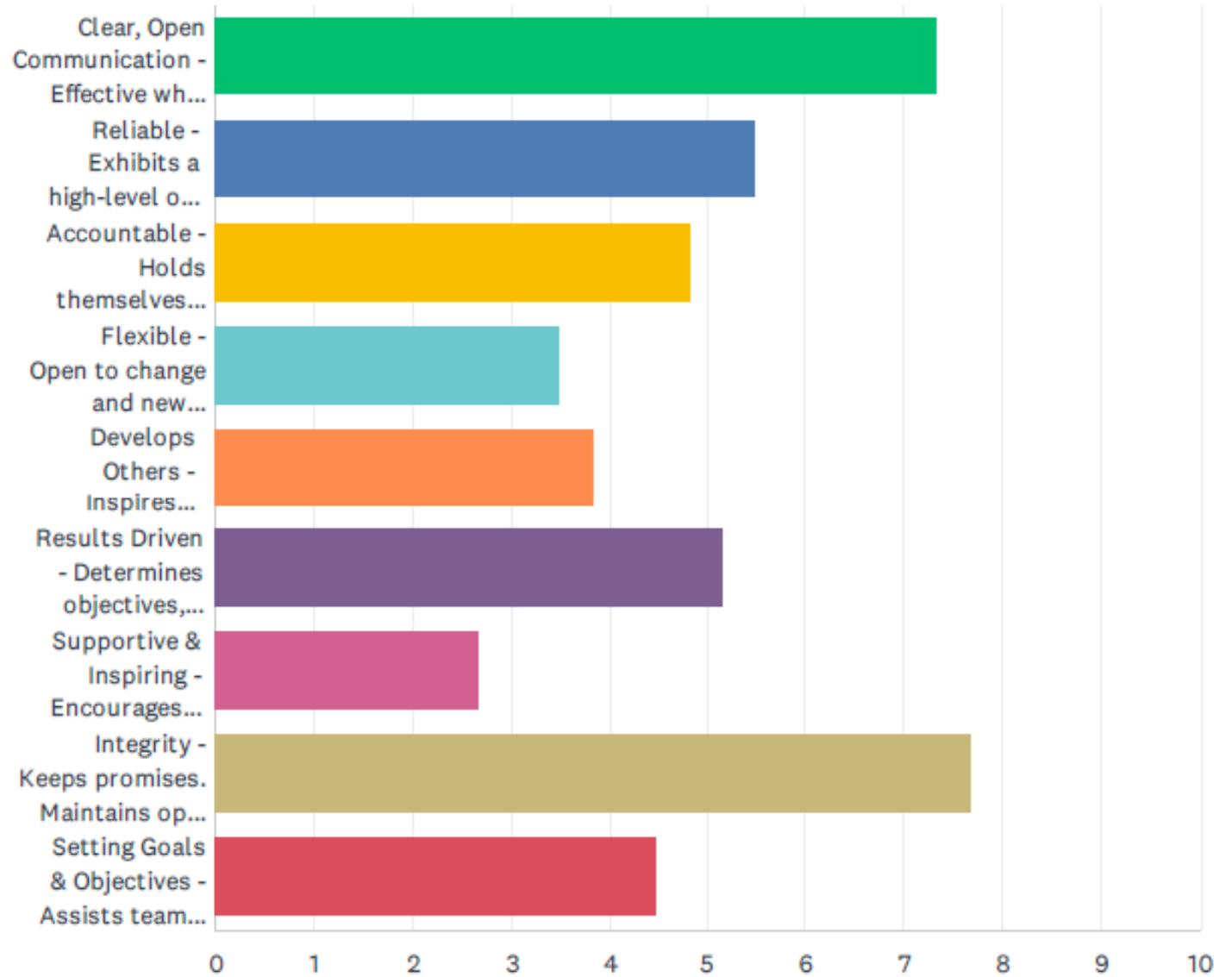
Top Leadership Challenges

- 1) Attracting and retaining good employees
- 2) Employees with poor attitudes
- 3) Not enough time to allocate to my role as a supervisor/leader with my own other job responsibilities.
- 4) Providing negative or constructive feedback to employees.
- 5) Employees who lack job skills.

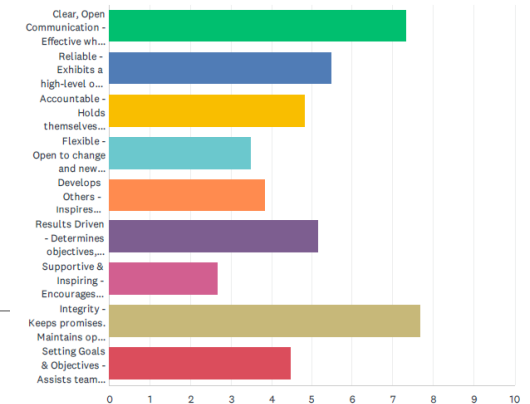




Responding to Challenges: Critical Leadership Skills



Responding to Challenges: Critical Leadership Skills



- 1) Integrity.** Keeps promises. Maintains open lines of communication and fosters transparency. Displays consistency in words and actions.
- 2) Clear, Open Communication.** Effective when expressing clear expectations and thorough instructions.
- 3) Reliable.** Exhibits a high level of follow-through. Can be depended upon when it comes to completing planned projects and tasks.
- 4) Accountable.** Holds themselves and others accountable for measurable, high-quality, timely, cost-effective results.
- 5) Setting Goals & Objectives.** Assists team with goal setting. Helps others understand how their role contributes to the organization's larger goals and mission.



Leadership Approaches & Styles

1. Transactional
2. Transformational
3. Collaborative
4. Servant





Transactional

- Team members are rewarded for meeting goals and milestones
- Rewards and positive reinforcement is mediated by the leader
- Deals in concrete and pre-determined criteria
- Promotes adherence to standards and achievement of set goals/metrics.

Transformational



Motivates team members to strive beyond what is expected



Spearheads change initiatives



Encourages improvement



Shows up as charismatic and visionary

Collaborative Leadership

- Put the power in the hands of the people doing the work
- Encourage individual responsibility & control
- Create clarity of roles (job descriptions, procedures, policies)
- Foster horizontal teamwork
- Share and rotate leadership when possible
- Seek consensus where possible (and be ready to make executive decisions)
- Follow your mission and let your values guide your behavior

Servant Leadership

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Foresight
- Stewardship
- Growth
- Community
- Values-based



Re: Leading By Example

- FULFILL _____
- Take INITIATIVE to _____
- PARTICIPATE _____
- CULTIVATE _____
- MODEL _____



Leadership Tips, Practical Tools & Best Practices

Accountability.

What is
Accountability?



Consider this definition:

... When a person *accepts responsibility* for their actions and decisions—without any prompting, pleading, or incentive.

Accountability means that a person willingly steps up to recognize their role in different scenarios, as opposed to pointing fingers or passing the buck.





Accountability for the WIN

Benefits of building accountability:

1. Increased trust
2. Improved performance
3. Creates space for growth and learning

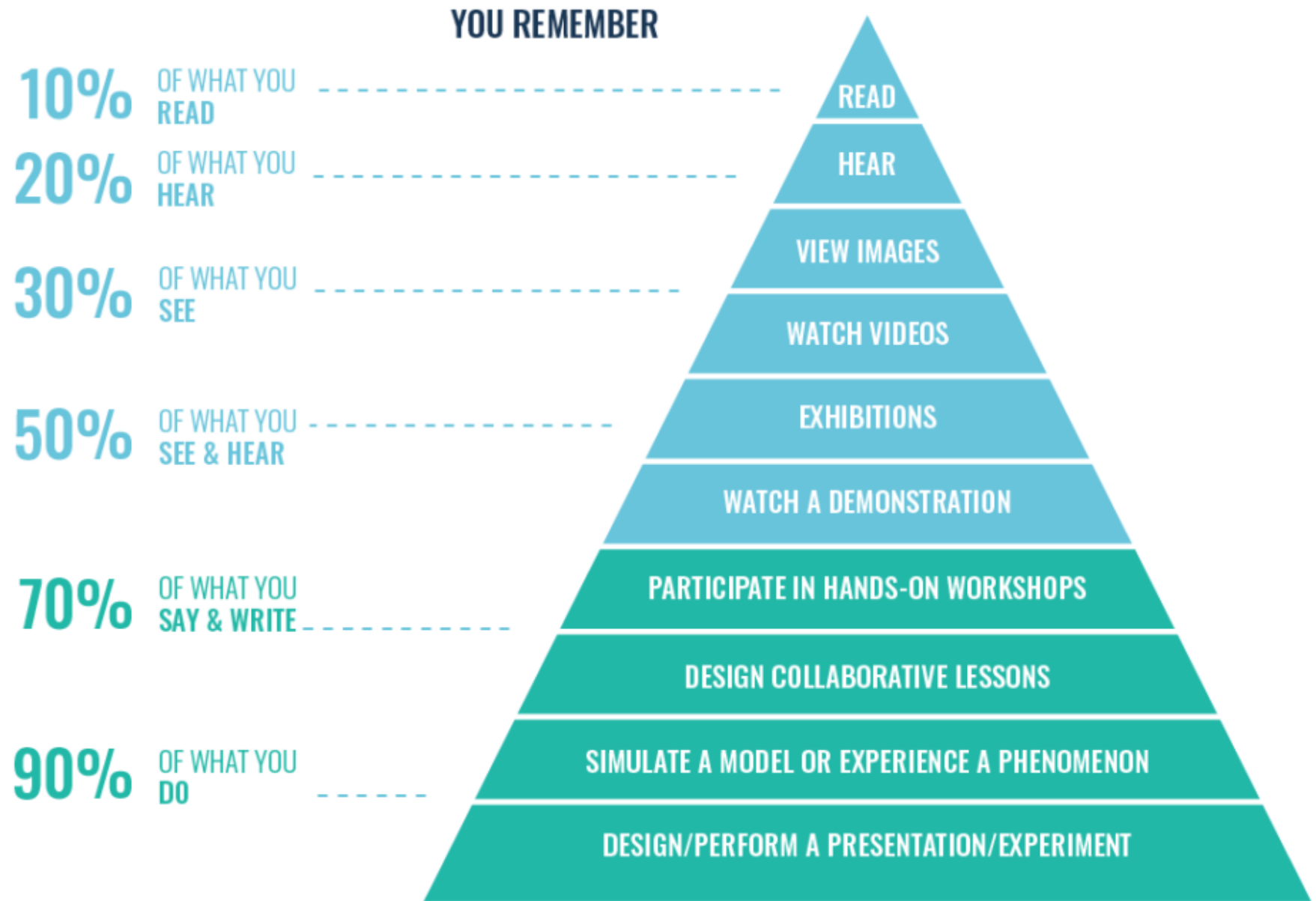
A quick note about expectations:

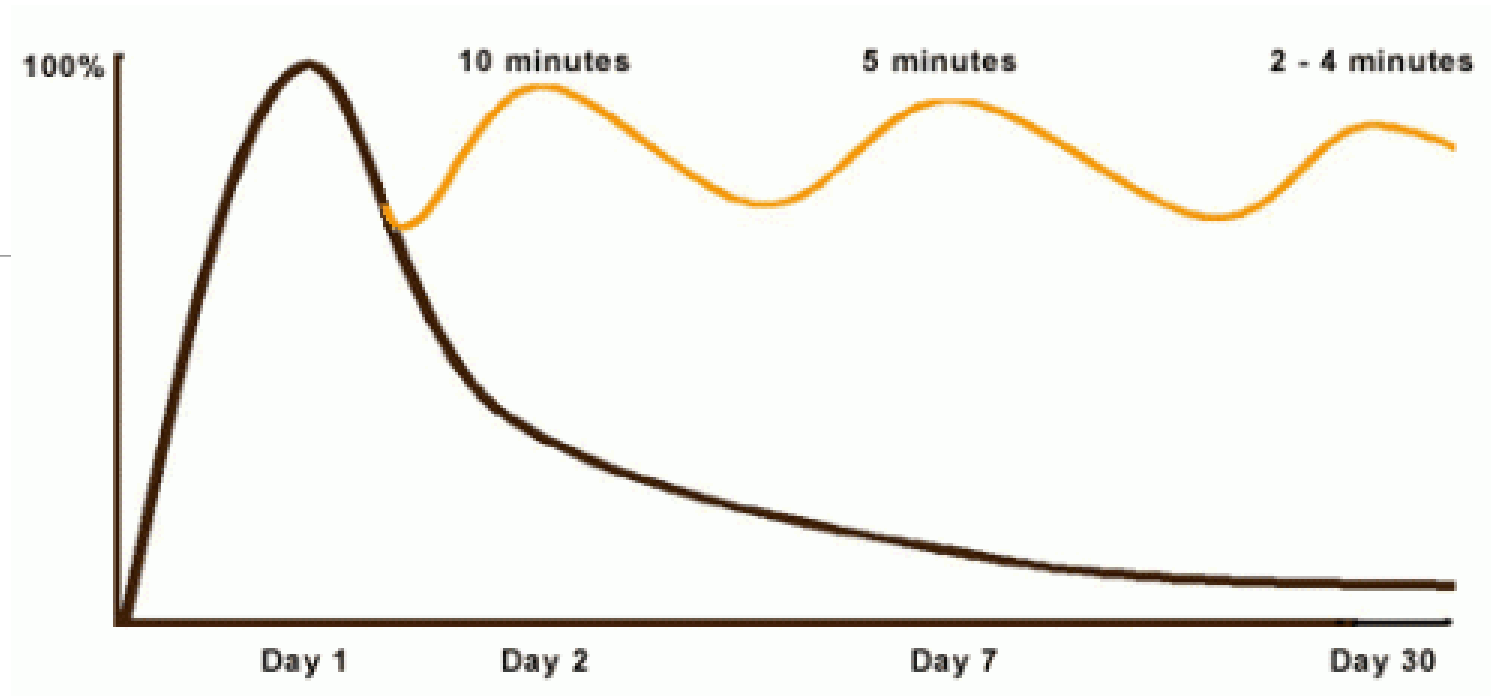
*At work,
accountability and
success hinge on
clear expectations.*

Accountability Framework



Edgar Dale's Cone of Experience





Curve of Forgetting

“By day 7, we remember even less, and by day 30, we retain about 2%-3% of the original hour!” – *University of Waterloo*

Curve of Forgetting: The Formula for Success

“Within 24 hours of getting the information (from a 1-hour lecture) - spend 10 minutes reviewing and you will raise the curve almost to 100% again.

A week later (day 7), it only takes 5 minutes to "reactivate" the same material, and again raise the curve.

By day 30, your brain will only need 2-4 minutes to give you the feedback,”

Round Table Discussion

How can you/are you creating an environment where accountability and job satisfaction can BOTH flourish?

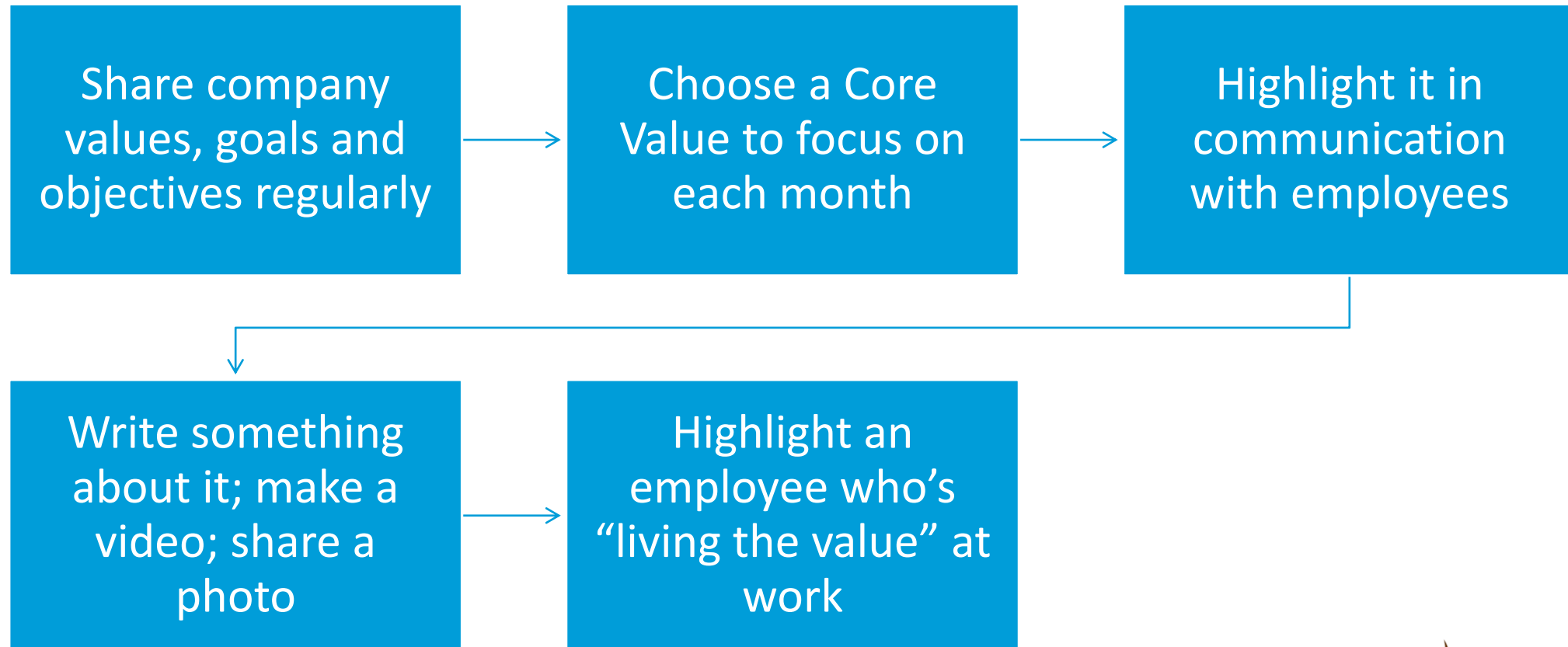


Keys to Leading with Accountability

1. Hold yourself to high standards
2. Communicate openly



Leading with Accountability: Practical Steps



Leading with Accountability: Practical Steps, Deep Dive

Align expectations with values/mission.

What to say:

Because respect and integrity are core values, I need to share what I observed...

As you know, reliability is a core value for our team and the Company. This means that _____. Can I count on you to exhibit a high level of integrity so that we can meet our clients' expectations?

Leading with Accountability

- Ask for feedback
- Follow up on feedback
- Admit your mistakes (we all make them)

How to ask for feedback:

- What can I do to better support you?*
- Do I owe you anything that I've missed?*
- What can I/we do to get out of your way?*



Activity Time: Personal Reflection



Think of a time that you let someone down at work.
Answer the following questions:

1. What caused you to fall short?
2. What did you learn from the experience?
3. How can you prevent the same issue from happening again?

Helping Employees Improve Personal Accountability

1. Link job duties and responsibilities to the company's mission
2. Tie employees' activities to shared values and goals
3. Create a culture of learning and growth
4. Help others learn to receive feedback gracefully

Leadership Tips & Best Practices



TIME, TASK & PRIORITY
MANAGEMENT



DELEGATION



PROVDING FEEDBACK

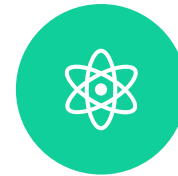
Time, Task & Priority Management



Focus matters.



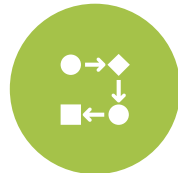
Emotions impact productivity



Energy over time.



Self-management is key.



Accountability starts with you.



Time + task breakdown.

Reflection: Time, Task & Priority Management

01

What's one recurring task or responsibility you could delegate or approach differently to free up time for high-impact work?

02

When during the day are you at your best—focused, creative, or energized? How can you use that insight to plan your most important work?

03

What's one habit you could build or shift this week that would help you feel more organized and in control of your time?

Delegation

WHY?

- No leader can do it alone
- Helps you spend time on the high-impact work



HOW?

- Will the task come up again?
- Is an adequate result good enough?
- Can someone else do it if supported?
- Do they have time to learn and execute it?

WHO?

- Who has the right skills or knowledge already?
- Can you train and support them?
- Are they independent enough?
- Does the assignment align with their position and goals?

1:1's for Connection & Accountability



Schedule consistently (don't cancel unless there's a real emergency).



Let the employee guide the discussion.



Start on a positive note.



Bring a loose agenda and key questions (but stay flexible).



Close with accountability questions.

1:1's for Connection & Accountability

A loose agenda is great.

Come with questions!

- How can I best help you?
- What's on your mind?
- What's something you're proud of?
- What's something you'd like help with?



1:1's for Connection & Accountability

Closing questions

- What can I hold you accountable for next time?
- What can you hold me accountable for?
- What's one thing we can each commit to before our next check-in?



We've Covered A Lot!

3 – Three things that I revisited.

2 – Two things I learned.

1 – One thing I want to explore further.

We'll Keep the Conversation Going



HRAnswers.org

Our Mission: Your people.



Your facilitator today:

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Connect with me!

Your Facilitator:

Niki Ramirez, MBA/PHR/SHRM-CP/THRP

I'm a certified human resources consultant and the founder of HRAnswers.org. We focus on providing practical, impactful HR consultation to small business leaders so that they can relax and focus on their goals.

I believe that professional human resources support isn't only for big companies with huge budgets. HR support is something that every size business deserves! I decided to take what I learned in big-Company HR and design a process to help small businesses create HR programs that align with their business goals *and* organizational culture, to yield maximum results.

Our goal is to help our clients reduce business risk and dramatically improve the employee experience. Clients trust my expert team and I to work on a variety of complex HR projects like employee handbooks, job descriptions, performance plans, and sticky hiring and termination situations.

