

# DYNAVAX

Protection for an  
unpredictable world



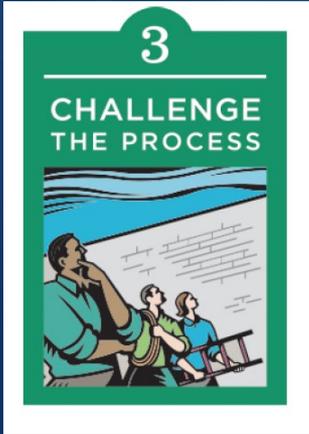
## **Dynavax Leadership Development Program**

**Practice #4 – Enable Others to Act**

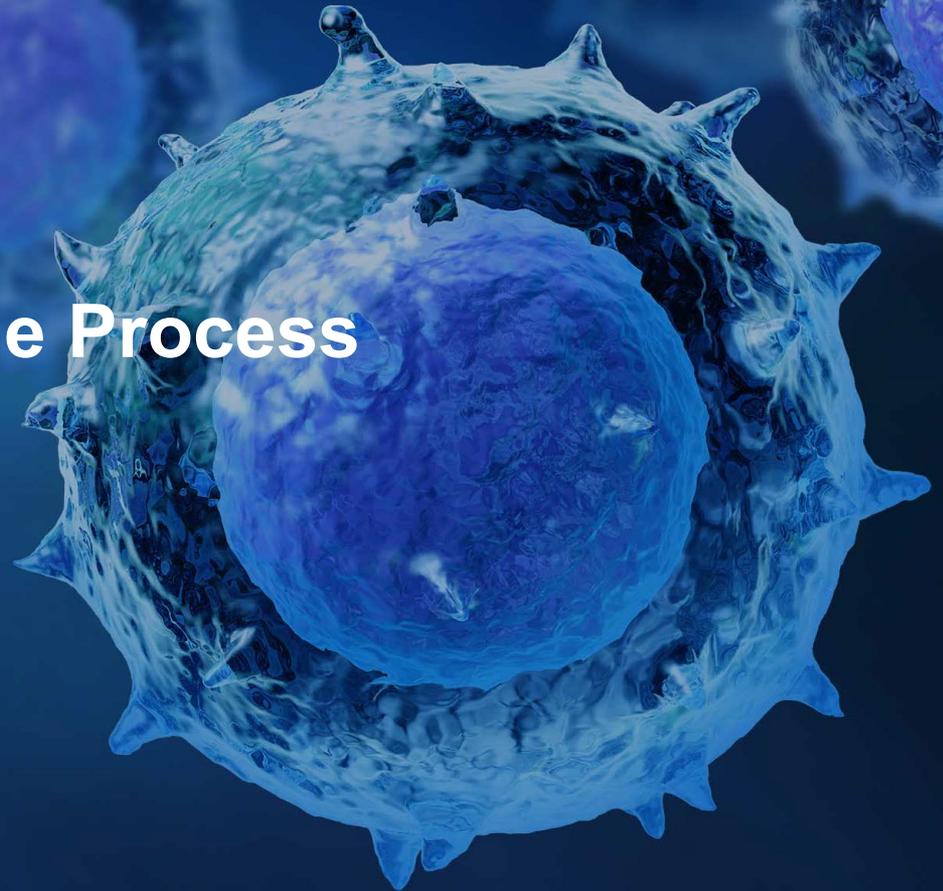
October 2020

# Agenda

- |                    |                                                                                                                                                                                       |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>0:00 – 0:05</b> | <b>Welcome &amp; Overview</b>                                                                                                                                                         |
| <b>0:05 – 0:15</b> | <b>Look Back: Challenge the Process</b>                                                                                                                                               |
| <b>0:15 – 0:50</b> | <b>Practice #4: Enable Others to Act</b> <ul style="list-style-type: none"><li>– Commitments and Behaviors</li><li>– Situational Leadership</li><li>– Breakout Discussion</li></ul>   |
| <b>0:50 – 1:20</b> | <b>Techniques to Super-Size Practice #4</b> <ul style="list-style-type: none"><li>– Build Trust</li><li>– Listen Deeply</li><li>– Ask Questions</li><li>– Know What Matters</li></ul> |
| <b>1:20– 1:30</b>  | <b>Wrap-up/Next Steps</b>                                                                                                                                                             |

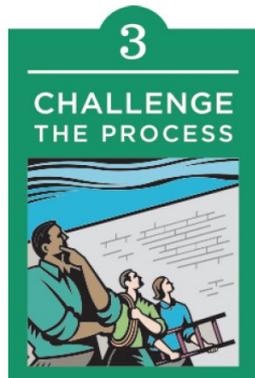


# Look Back: Challenge the Process



# The six behaviors related to Challenge the Process are extensions of the two commitments

## Practice



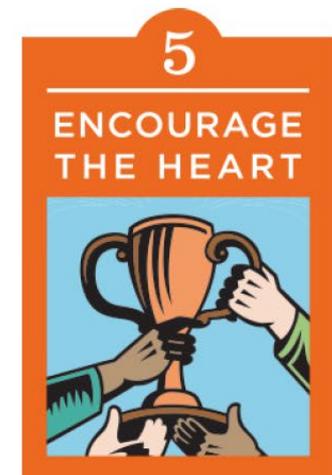
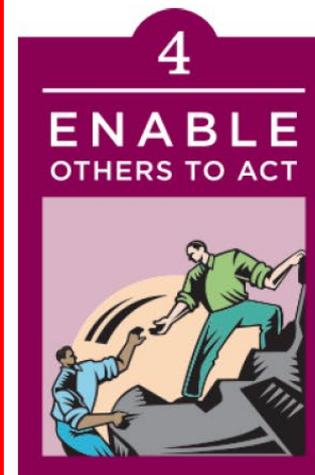
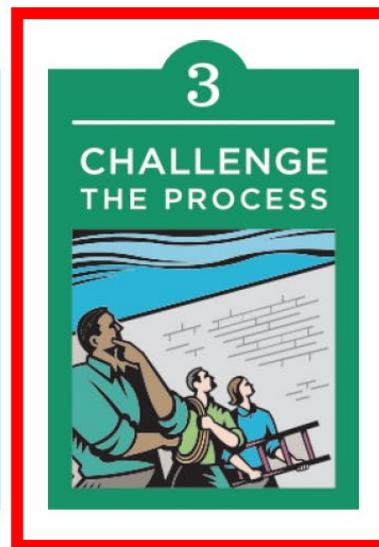
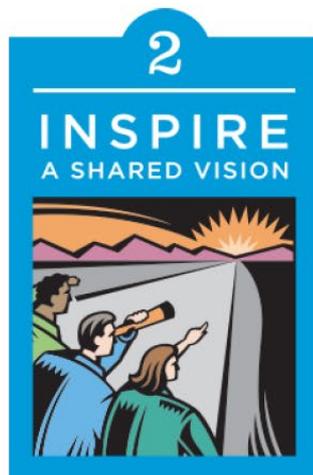
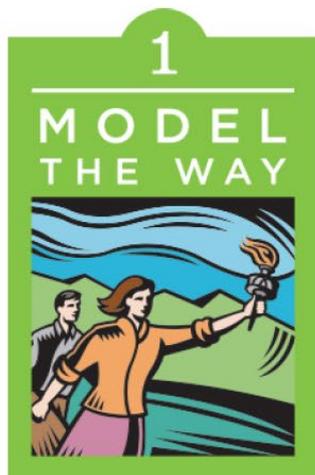
## Commitments

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by consistently generating small wins and learning from experience

## Behaviors

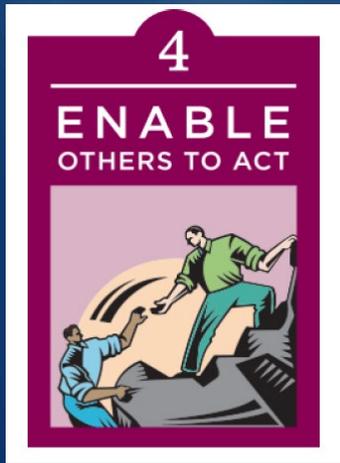
- 3. Seeks out challenging opportunities that test their own skills and abilities
- 8. Challenges people to try out new and innovative ways to do their work
- 13. Actively searches for innovative ways to improve what we do
- 18. Asks “What can we learn?” when things don’t go as expected
- 23. Identifies measurable milestones that keep projects moving forward
- 28. Takes initiative in anticipating and responding to change

# Who have you seen apply Challenge the Process since our last session?

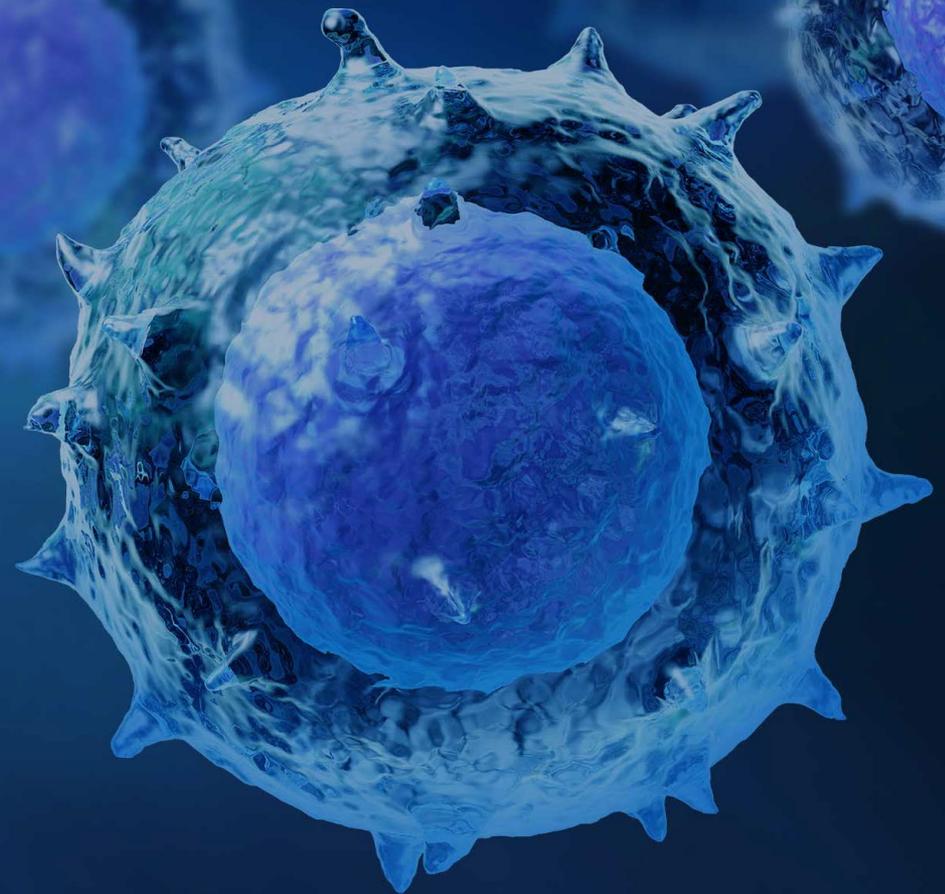


Large Group Discussion:

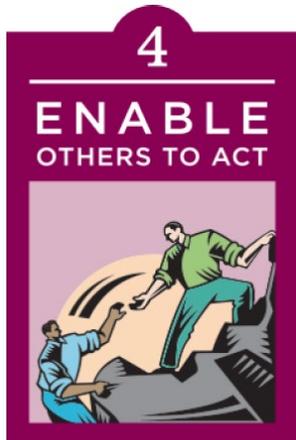
***Who have you seen Challenge the Process during the last month? What was the positive impact?***



# Enable Others to Act



## The practice of **Enable Others to Act** is framed by the following two leadership commitments:



- Foster collaboration by building trust and facilitating relationship
- Strengthen others by increasing self-determination and developing competence

Large Group Discussion:

***What words stand out to you in the leadership commitments above? Why?***

# The six behaviors related to **Enable Others to Act** are extensions of the two commitments

## Practice

## Commitments

## Behaviors

- Foster collaboration by building trust and facilitating relationship
- Strengthen others by increasing self-determination and developing competence

4. Develops cooperative relationships among the people he/she works with

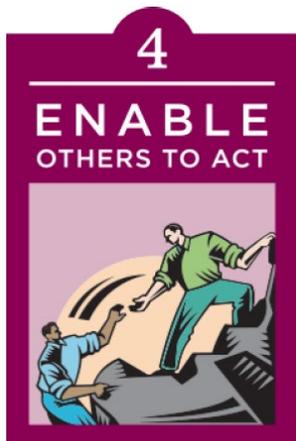
8. Actively listens to diverse points of view

14. Treats people with dignity and respect

19. Involves people in the decisions that directly impact their job performance

24. Gives people a great deal of freedom and choice in deciding how to do their work

29. Ensures that people grow in their jobs by learning new skills and developing themselves



One way we can **Enable Others to Act** is through being a situational leader, but what does this mean?

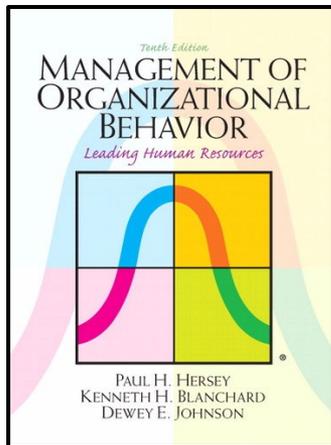


What does the phrase  
**Situational  
Leadership**  
mean to you?

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# Situational Leadership comes from the work of Paul Hersey and Ken Blanchard

- The most effective leaders are those who ***adapt*** their ***leadership style*** to the ***performance readiness*** of the individual they are attempting to lead or influence



Dr. Paul Hersey, creator of Situational Leadership,<sup>®</sup> described the model as “**organized common sense**” that serves as a framework to analyze each situation based on:



The **Performance Readiness**<sup>®</sup>  
Level that followers exhibit for  
a specific task



The **amount of directive**  
behavior a leader provides



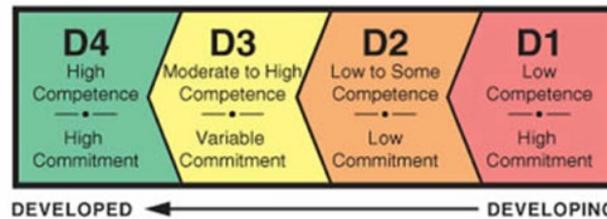
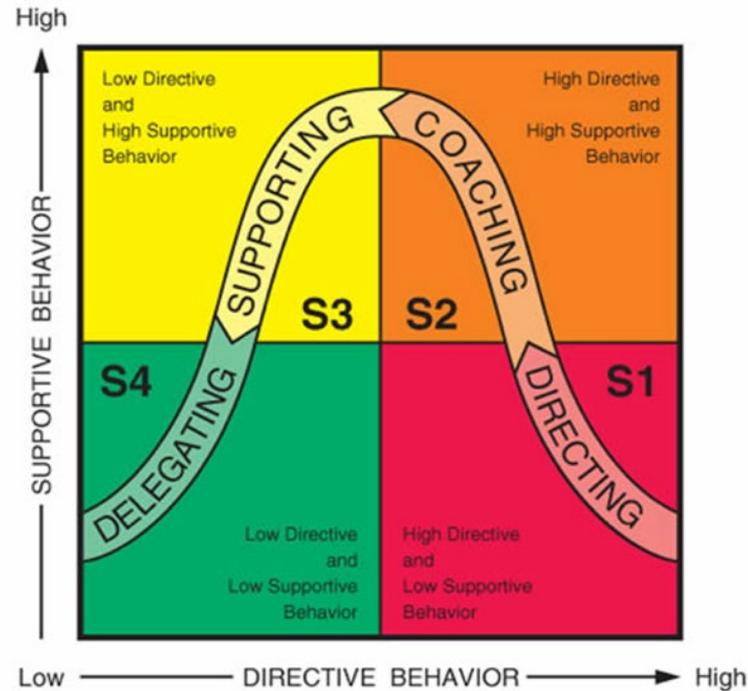
The **amount of supportive**  
behavior a leader provides

- Performance readiness** is specific to an individual and dynamic. It must be actively monitored by the manager so that their leadership style can be adjusted appropriately

# These principles are illustrated in the Blanchard's SLII framework



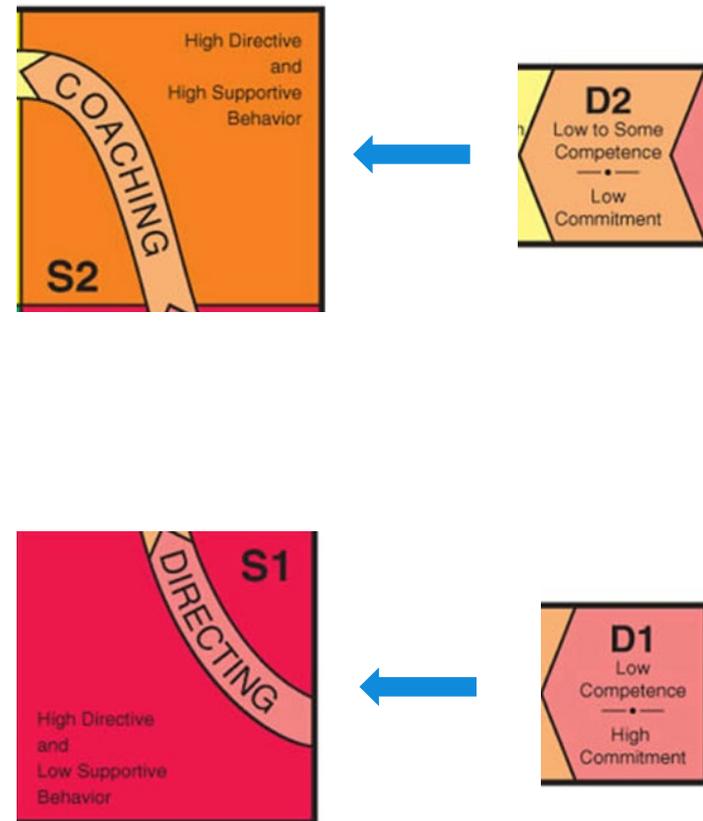
**SLII**  
Ken Blanchard



# How the SLII model works



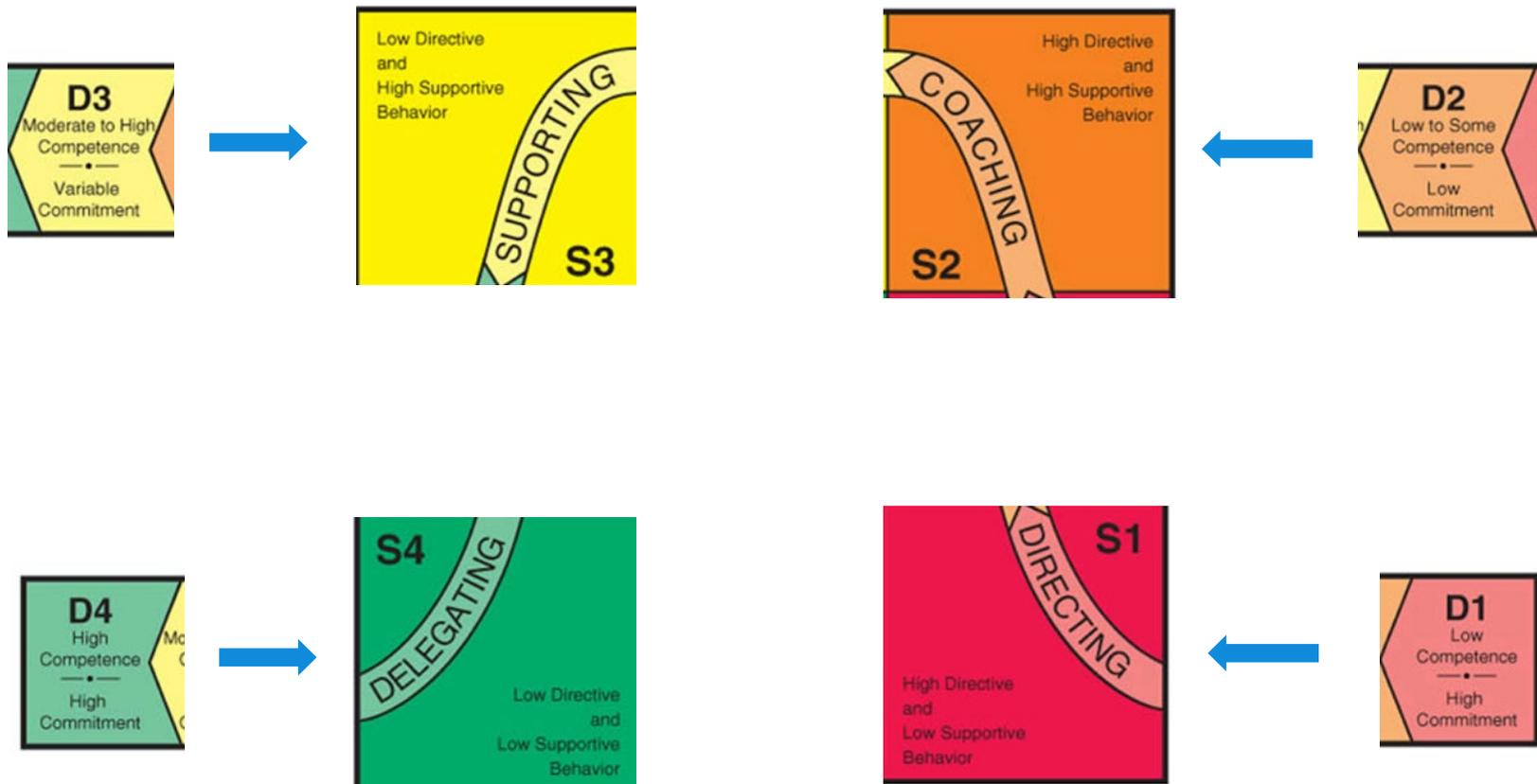
# How the SLII model works



# How the SLII model works



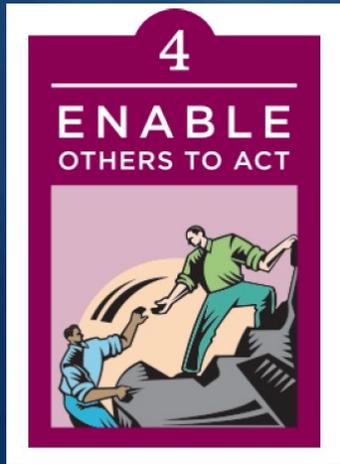
# How the SLII model works



## Breakout group discussion:

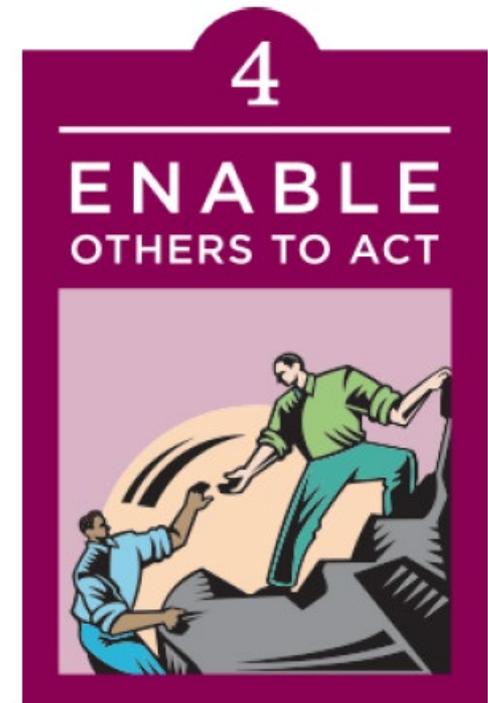
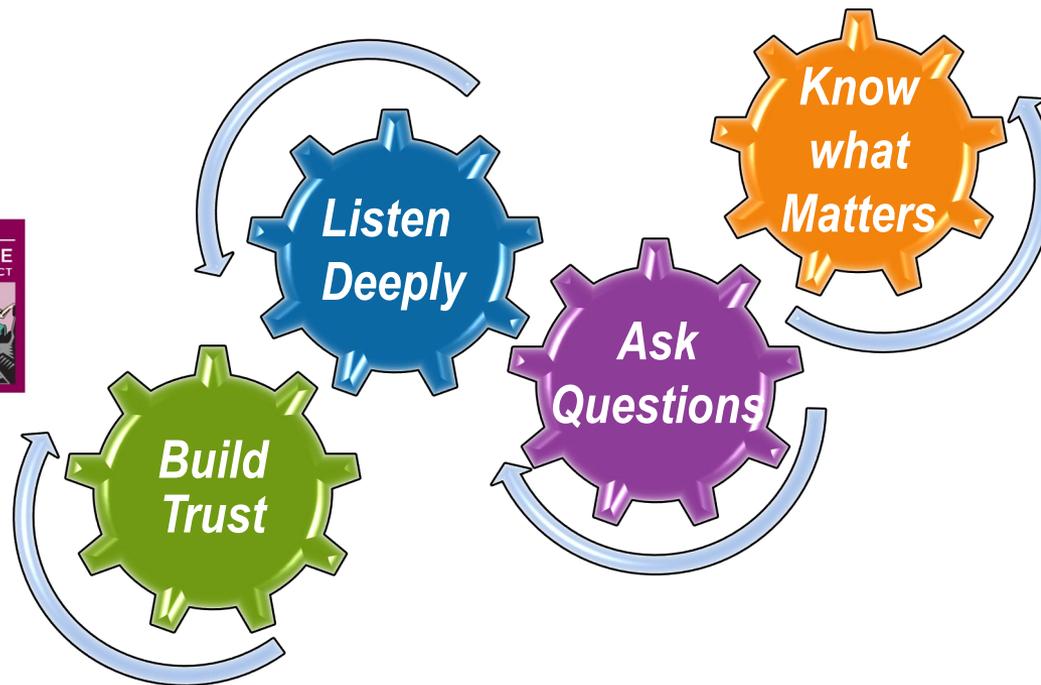


- In your breakout groups, discuss the “**Organized Common Sense**” that is Situational Leadership/SLII
- Consider the following:
  - How does Situational Leadership support Enabling Other to Act?
  - How do I currently flex my leadership style based on the individual(s) I lead and the work that needs to be accomplished?
  - How would I describe the different leadership styles that I use?
  - Think of a time when my manager adjusted their leadership style while working with me. What did they do and what impact did that have on me?
- You will have **15 minutes** for your discussion

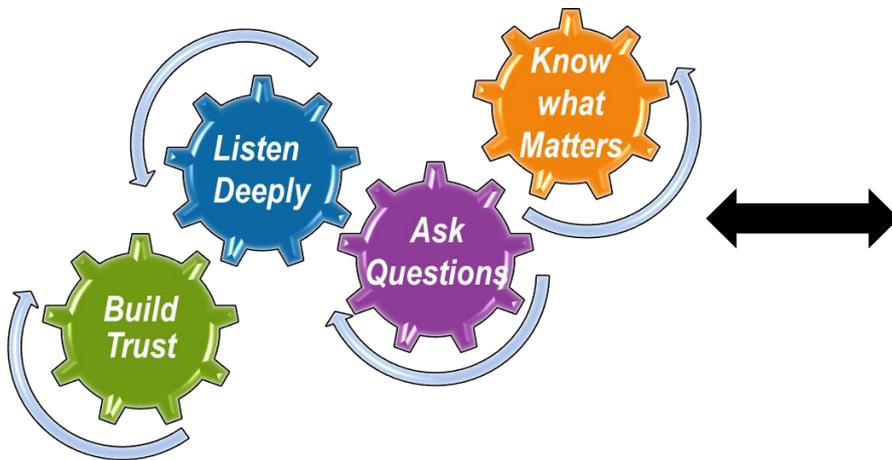


## Additional Techniques to Enable Practice #4

There are four additional techniques which you can apply to enhance your ability to **Enable Others to Act**



# Underlying all of these as an anchor, is treating people with dignity and respect (Behavior 14)



**Profile for Craig Laviano**  
 Dynavax  
 June 11, 2020

### Enable Others to Act Bar Graphs

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your responses for that behavior. Responses can range from 1-Almost Never to 10-Almost Always.

4. Develops cooperative relationships among the people he/she works with	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">RATING</td> <td style="width: 5%; text-align: center;">9</td> <td style="width: 85%;"><div style="width: 90%; height: 10px; background-color: #800040;"></div></td> <td style="width: 5%;"></td> </tr> </table>	RATING	9	<div style="width: 90%; height: 10px; background-color: #800040;"></div>	
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29. Ensures that people grow in their jobs by learning new skills and developing themselves	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">RATING</td> <td style="width: 5%; text-align: center;">8</td> <td style="width: 85%;"><div style="width: 80%; height: 10px; background-color: #800040;"></div></td> <td style="width: 5%;"></td> </tr> </table>	RATING	8	<div style="width: 80%; height: 10px; background-color: #800040;"></div>	
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<b>RESPONSE SCALE</b>	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always

## Poll #1: Trust Audit

- A research study from Korn Ferry identified the top four factors that determine the level of trust that is present



Windows-style window titled "Polls" with standard minimize, maximize, and close buttons.

**Polling 1: Trust Audit** Edit

Polling is closed 0 voted

**1. Which of the following factors has the most positive impact on the level of trust a peer or direct report has with you?**

They know what to expect from me	(0) 0%
They believe I will do what I say	(0) 0%
They believe that I pay attention to their interests?	(0) 0%
They believe that I'm competent	(0) 0%

- When the poll is on screen, please select the factor you think is most important to the level of trust

# In order to listen more deeply, we must tune into more than just the words and listen at multiple levels



- **What was said**
  - What were the specific words that were used by the person you were listening too
- **What was not said**
  - What was the person holding back that was going unsaid or that you would have expected to hear
- **What did you see**
  - What body language did observe
- **What did you feel**
  - What feelings did you sense within the person to whom you were listening

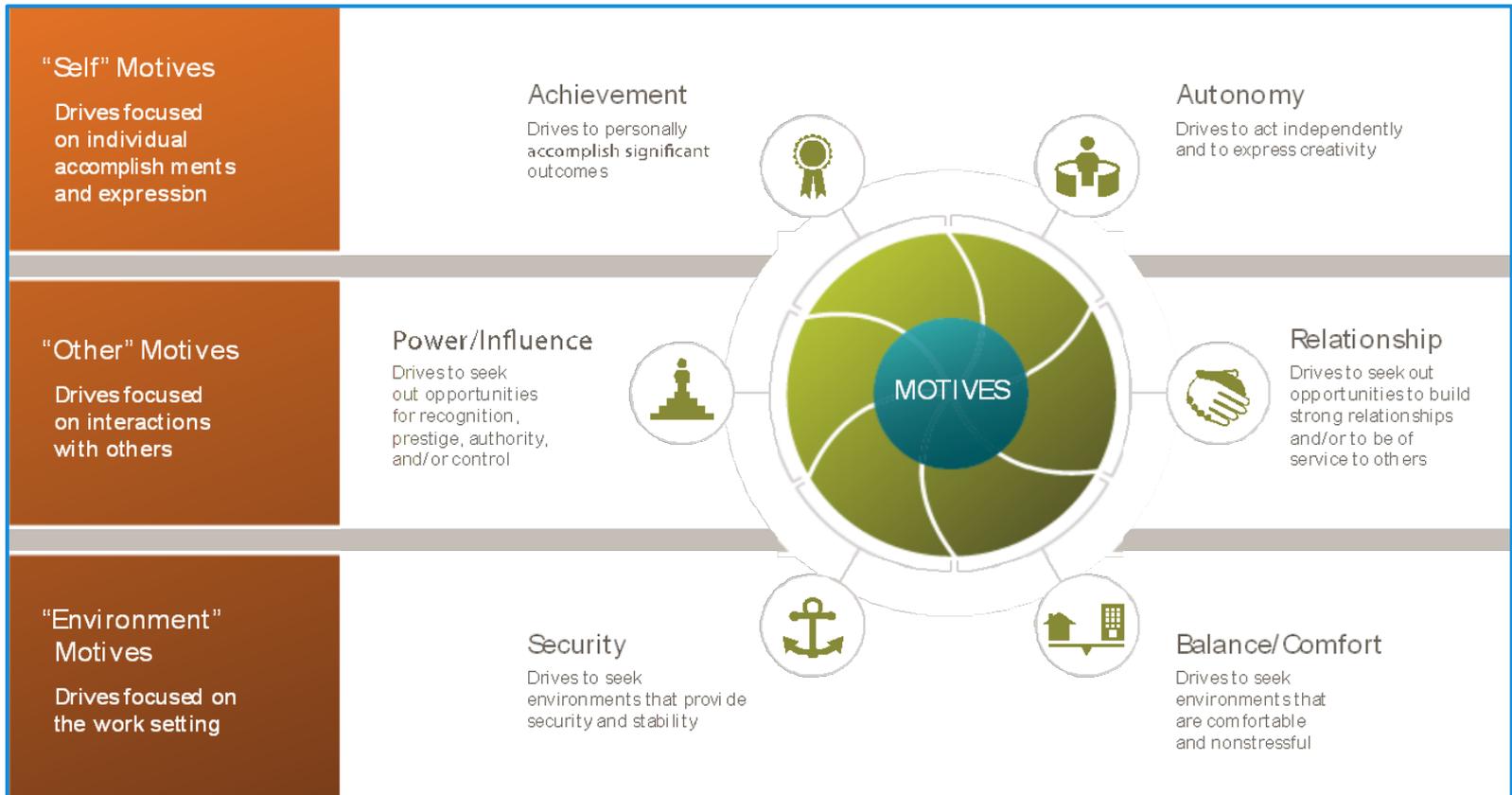
# The May 2018 HBR article, The Surprising Power of Questions, highlights a ways to use questions with more intention and impact



<https://hbr.org/podcast/2018/05/ask-better-questions>

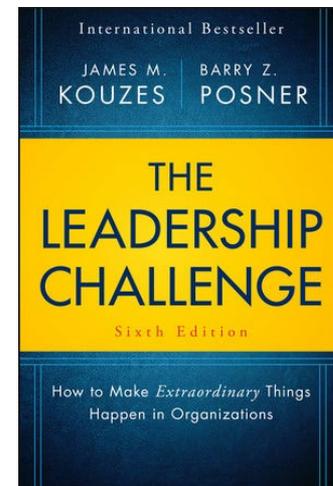
- The first step to being a better questioner is to simply ask MORE question
  - Asking a greater quantity of questions unlocks learning and improves interpersonal bonding
- Four basic types of questions
  - Introductory questions, mirror questions, full-switch questions, follow-up questions
- Follow-up questions are the most powerful
  - They signal to your conversation partner that you are listening, care and want to know more
- Asking tough questions first can make people more willing to open up
- People are more forthcoming when you ask question in a more casual way

# To know what matters to someone means that we must understand their underlying motives



# Homework for Next Session

- Select one or two techniques we discuss today that you will try out on the job
  - Situational Leadership
  - Building trust
  - Deep listening
  - Power of questioning
  - Understanding motivations
- Schedule a 30 min check-in call in two weeks with your breakout group team members to discuss what you did and what you learned
- Next session will focus on **Encourage the Heart**, Read Chapters 11 & 12 in The Leadership Challenge



# Appendix

