



Essential management skills for administrative excellence



Meryl Runion Rose

Day One

- **Turbocharge Your Talent:**
Introductions, overview and quick start



Introduction:

Meryl Runion Rose



Meryl rhymes with barrel
Runion rhymes with onion
Roses are what they are.

A barrel of onions that smells rosy adds up to...

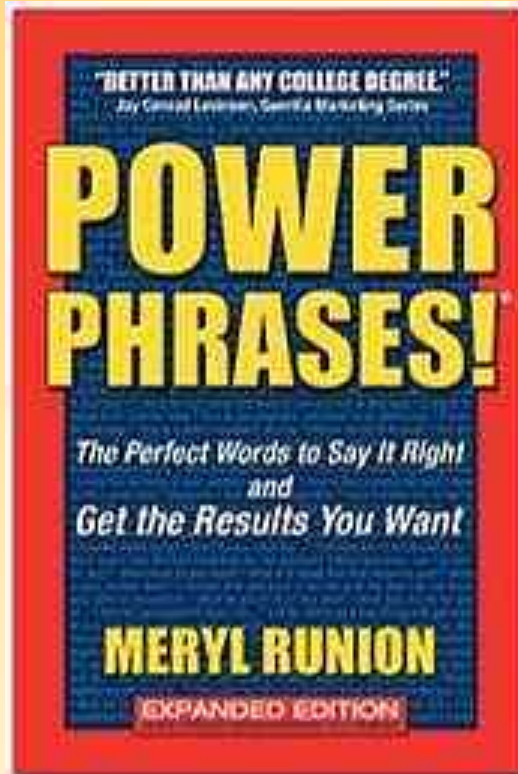
Meryl Runion Rose



I failed miserably at my first admin job



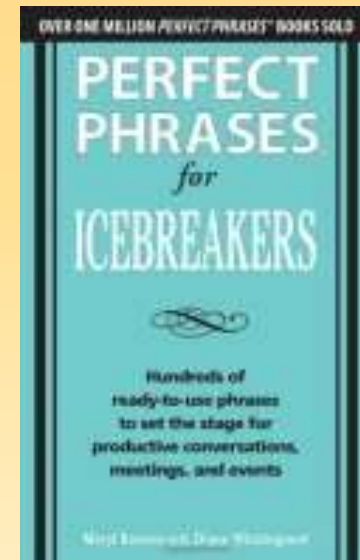
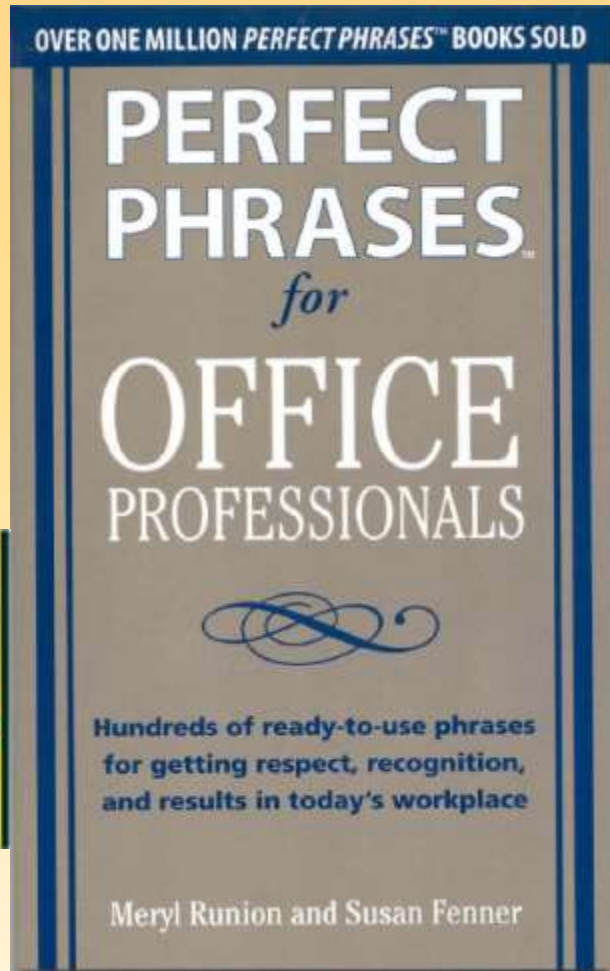
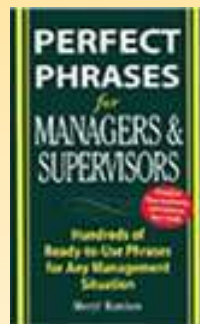
I succeeded wildly with my first book



Over
300,000
copies sold.

Yay!

Of particular interest



My dream

Wouldn't it
be great
if...



Your turn



- Marci Thiesse
- Arlene L Bishop-Giese
- Christina Dionne
- Rashad Humphries
- Erin Jezierski
- Lorna Huff
- Eileen Pena
- Naomi Chromoy
- Linda Metcalfe
- Cheryl Bovington
- Dorie Seymour
- Vanessa Davis
- Elizabeth Pochop
- Hope Lopez
- Nina RosAcen Ericsson
- Rosemarie Van Ryn
- Heather Jacques
- Tamar Baker
- Marissa Gonzales

- Lattice Semiconductor
- OptiCare Managed Vision
- Horace Mann Educators Corp
- US Office of Personnel Management
- Washington University of Law
- Alexandria Renew Enterprises
- Kraton Polymers
- Brown and Boring
- Ipswitch Inc
- TD Canada Trust
- Montana State University
- Cincinnati Children's Hosp Med Center
- Granicus Inc
- Citrix Systems
- CVS Caremark
- Quicken Loans
- Hunt Power
- US HSBC



What do you want to know about each other?



Possible topics

- Name memory jogger
- Why you're here
- How this fits into your plan for yourself
- What you're proud of in your company
- What you want to achieve
- What you'd like help with
- What people come to you for help for

Conversational Leadership

ISN'T

Endless talking

Abdication

The only effective leadership style

Manipulating others to say what you want them to

Pulling rank while pretending to engage

Me talking about conversational leadership while you listen muted

IS

Letting go of control

Joining

Original voice discovery process

Answers from everywhere

Finding the Synergy Center between worlds

AND

Guiding discussions toward realizing shared aspiration



Mutual expectations

1. How do we commit to showing up individually?
2. What are our privacy standards?
3. What are our roles, goals and norms?
4. How will we be accountable to each other?
5. How can we each lead effectively?

Show up individually



What did you do to prepare to be able to be here uninterrupted?



Privacy standards

- Make it safe to share what we don't know
- Make it safe to talk about our exec's limitations
- May I share your emails?
- Learnings without details?



Roles, goals and norms



- I facilitate, focus, ensure completions and ultimately am responsible for this being a productive use of your time
- I'm a guide at your side
- You each are emerging leaders in this adventure – your ultimate role will evolve
- Just like your exec, I don't know everything, will miss some things and need your support

Accountable to each other and lead effectively

- Be here. Engage. This isn't your anonymous webinar where you sit and get.
- If you see a need, take the lead.
- Ask – what's missing that I know?

Action Steps

- Connect with one or more of the other attendees between sessions
- List and apply three things you can do to contribute to the success of this training
- Note and share three things you would like coaching for, or would to explore with someone

Are you bigger than
people can see?



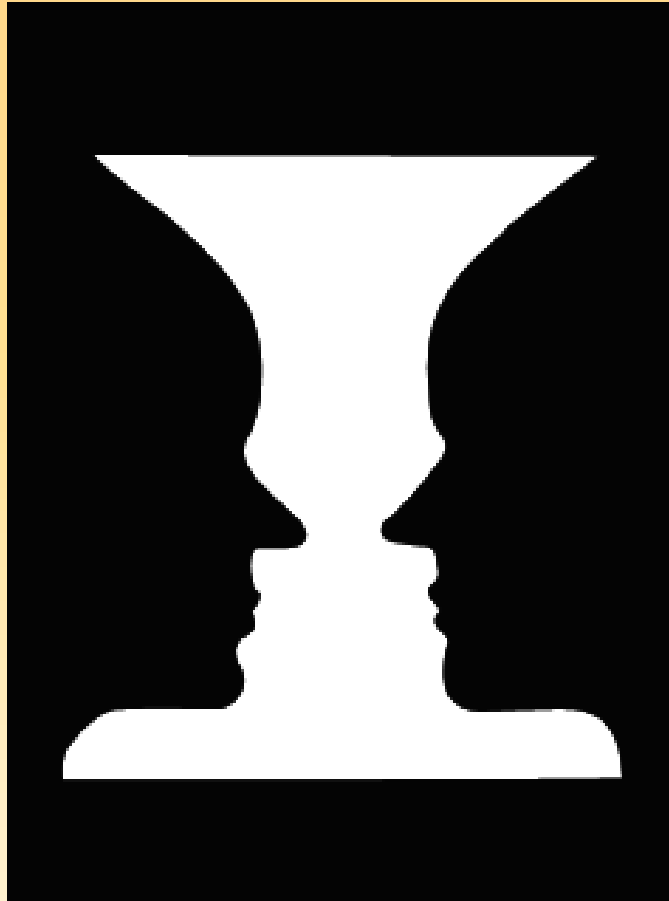
Yes

☐

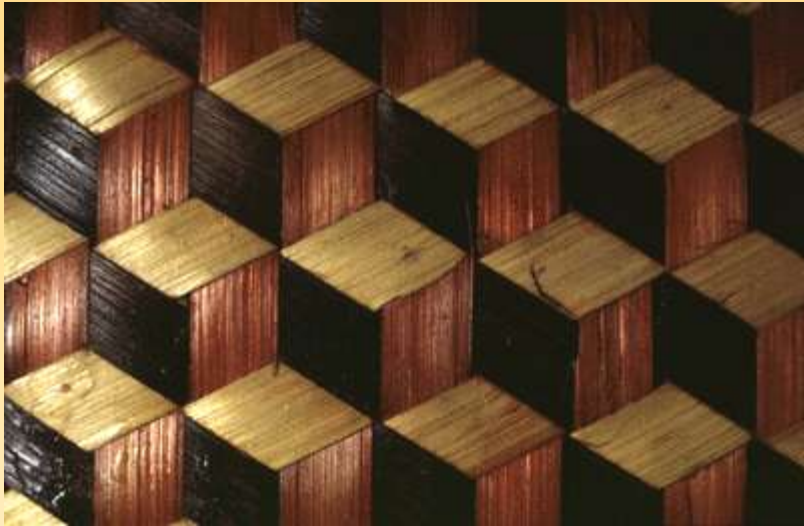
No

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There's more to the story



Interdependent



The difference between a vacuumed floor and a clean home



The Marshmallow Challenge





Your story

1. How do you lead, operate or otherwise play a crucial role people might take for granted or undervalue?
2. What do you sustain that isn't in your job description?
3. How do you complete your executive?

Action Step: Examine your job with a wide angle lens and a microscope

- Create an undercover job description
- List 3 reasons why your boss is lucky to have you



Are you ever defined by what you're not instead of what you are?



Yes

☐

No

☐

Lose this phrase:

"I'm just the admin"

What you replace it with matters less than how you say it

- I am a professional and I expect to be treated as one.
- "I'm Cora Brown and I work here too."
- I'm a key player on the executive team.
- I'm an executive administrative professional.

Your turn.

Your phrases will trump mine.

Looking back



What's different?

- Roles/relationships
 - Titles
 - Responsibilities
 - Opportunities
 - Tools
- But mainly...the mindsets



Let it go

- Thoughts
- Feelings
- Habits



...that suggest subordinate. You're a PARTNER.
Don't let the past define you
Drop the boxes
Drop the limits of staying outside the boxes!
(Don't jump from the cultural trance to a
counter-cultural trance)

Excellence means...

- Perfection?
- No conflict ever?
- Being indispensable?
- Having arrived?
- Rank?



Excellence means...

- World class in areas, and no fatal flaws?
- Creative conflict resolution?
- Empowering others?
- Continuous improvement?
- Collaborative ability?
- Help the boss avoid disaster?
- Contribute to decisions?



Action step

- Craft a response to the suggestion that you're "just an admin"
- Examine your relationship to your title
- Define what excellence means for you

Is your vision invisible?



Yes

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No

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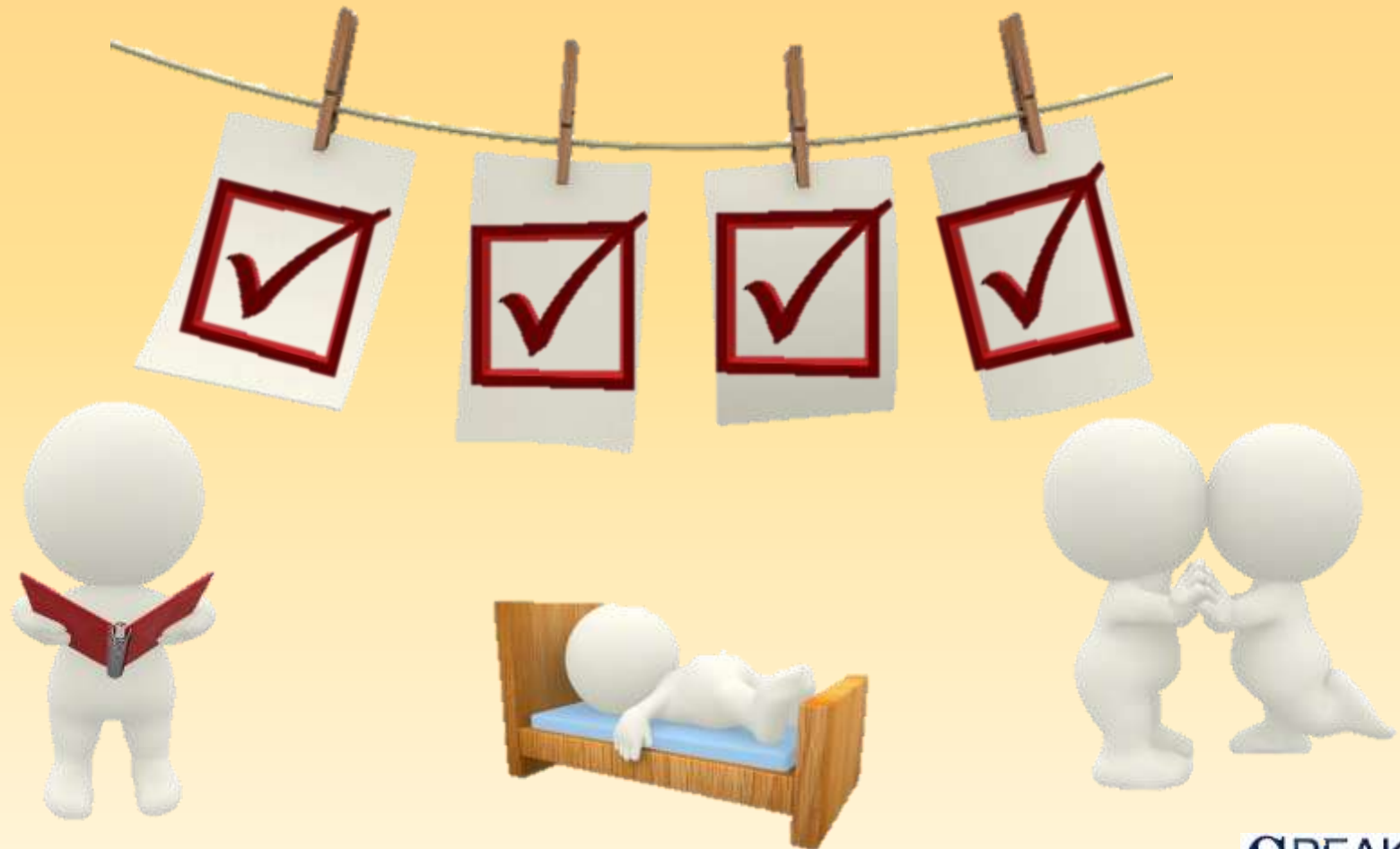
It's hard to hit
a target you
can't see.



The value of vision



Workflow vision



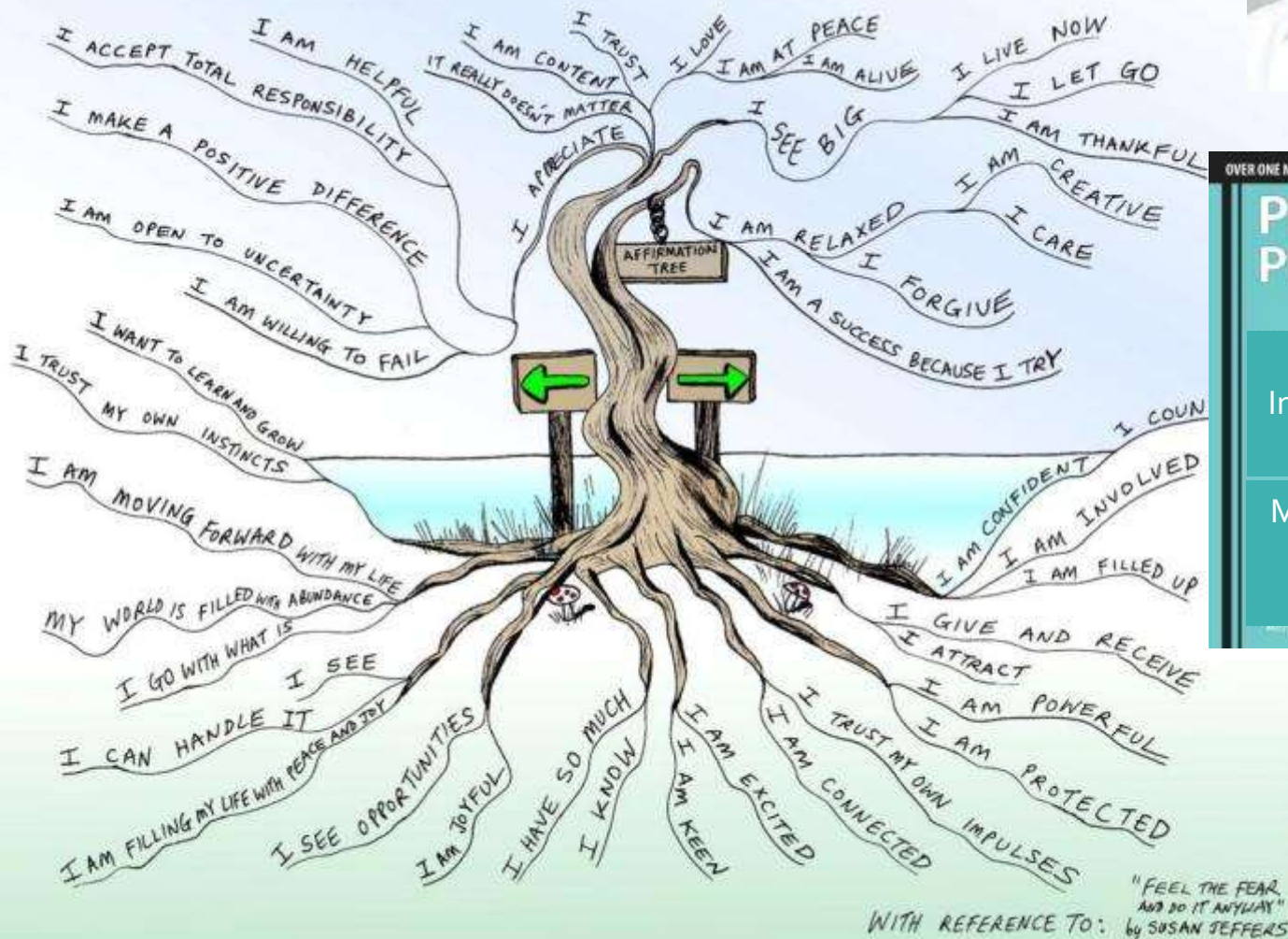
Achievements and accomplishments



Make your vision concrete

- What will it look like, sound like, smell like and feel like?
- What will you see?
- What will you hear?
- What will you say?
- What will you experience?
- What are you currently seeing, hearing, saying and experiencing that you won't anymore?

Make your vision visible



OVER ONE MILLION PERFECT PHRASES® BOOKS SOLD

**PERFECT
PHRASES**
for

The
Improvement
Kata

Meryl Runion
and Mike
Rother

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Put legs on your vision with planning

WHO AM I NOW? WHO DO I ASPIRE TO BE? HOW DO I BRIDGE THE GAP?

Yes	No	Have you determined...?
<input type="checkbox"/>	<input type="checkbox"/>	Where do you want to be in five years?
<input type="checkbox"/>	<input type="checkbox"/>	Where would you like to go next?
<input type="checkbox"/>	<input type="checkbox"/>	What skills do you want and need to develop to get there?
<input type="checkbox"/>	<input type="checkbox"/>	Who's on your team to help you get there?
<input type="checkbox"/>	<input type="checkbox"/>	Do you write goals? Where do you keep them?
<input type="checkbox"/>	<input type="checkbox"/>	Do you get the feedback you need to advance?
<input type="checkbox"/>	<input type="checkbox"/>	Do you take the initiative to do things before you're asked?
<input type="checkbox"/>	<input type="checkbox"/>	Do you track your kudos and accomplishments and give your manager a written copy?
<input type="checkbox"/>	<input type="checkbox"/>	Are you continually learning?
<input type="checkbox"/>	<input type="checkbox"/>	Do you create your own opportunities?
<input type="checkbox"/>	<input type="checkbox"/>	Do you see opportunities others miss?

Put legs on your vision with planning

In the last year I've learned to:

-
-
-
-

In the next year I plan to get proficient in:

-
-
-

Everyday striving

- Tiny steps each day



Create reminders of your guiding (or balancing) principles



Mine:

- You can't do more work than you can do
- Stop starting, start finishing
- The higher your aspirations, the more robust your systems and processes need to be
- One step at a time – in the direction of guiding principles
- How do these to guide my leadership of this training?

Action steps

- Describe your perfect day in your vision of administrative professional excellence
- Describe your future state life
- Identify the principles that underlie that vision
- Create actionable principles
- Put one thing on your calendar or in your Kanban to move toward your vision

Are you constantly putting out fires instead of focusing on bigger priorities?



Yes

☐

No

☐

Firefighter priorities

- personal safety
- saving victims' lives
- saving property
- protecting the environment



Are you constantly putting out fires instead of focusing on bigger priorities?



Yes

☐

No

☐

Office firefighter priorities

- personal safety – take care of yourself – and keep your spark alive
- saving victims' lives – don't let someone good be a casualty of circumstance
- saving property –
- protecting the environment – hold the line

The four quadrants

Urgent and important	Urgent and not important
Important but not urgent	Not urgent and not important

Action steps

- Set your “fire-fighter” priorities – especially if you support more than one executive
- What does “holding the line” mean to you in normal workdays?
- What does “holding the line” mean to you in crisis?
- Review your day in terms of the quadrants

Does Execuphobia
undermine your
effectiveness?



Yes

☐

No

☐

Execuphobia

- What's scary about executives?
- How can Execuphobia interfere with effectiveness?
- How can you help mitigate Execuphobia?
- How do executives think?
- What do they want?
- What do they fear?



Understand YOUR executives

- How does your executive think?
- What does your executive want?
- What does your executive fear?

Tips for talking to execs

- Get right to the point
- Ask them questions
- Speak to the future
- Offer a vision
- THEN give details
- PLAN PLAN PLAN

SlideShare

- <http://www.slideshare.net/speakingppt/5-tips-for-presenting-to-executives-13959919>

Action steps

- Assess the impact of Execuphobia in your office
- Become a part of the solution, not a part of the problem
- Define your role as moderator

Do your days
seem mechanical?



Yes

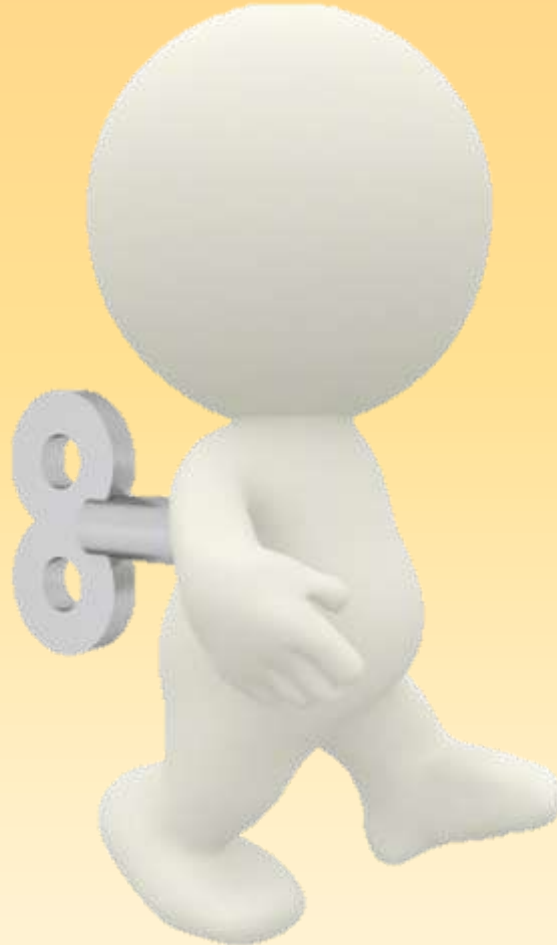
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No

☐

Some tasks
leave little
room for
creativity

YOU can still
show up.



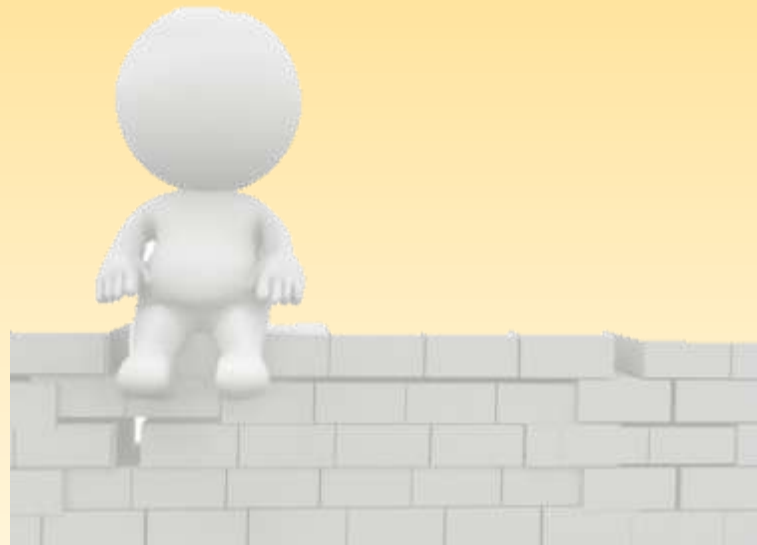
Job Standards vs. Goals

- Standards: anyone doing the job would be required to do it
- Goals: Unique to you.

Know the difference – you don't want to be penalized for aiming high!

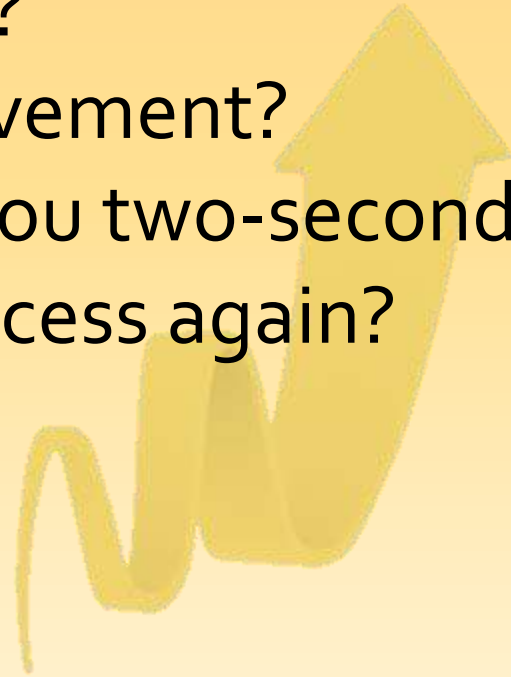
Minimize the mechanical

- Stop, reflect and re-choose to do what you do
- Remember your vision
- Make micro-improvements



Continuous improvement

- What's bugging you?
- What do you want instead?
- Make a two-second improvement?
Something that will save you two-seconds
every time you do that process again?



Kata – deliberate practice

- What are you trying to achieve?
- Where are you now?
- What is currently in your way?
- What is your next step? What do you expect?
- When can we see what you learned from that step?



Action steps



- Find ways to put yourself into everything you do
- If you're doing something that is really rote, begin by imagining that YOU'RE turning the crank
- Create and "perfect" SOPs for things you do regularly
- Look for ways to make micro-improvements
- Remember how each piece connects with the higher purpose
- Pause between activities, even for a moment
- Look for opportunities (needs) for the things you love to do

Does clutter
complicate your day?



Yes

☐

No

☐

1. Sort

2. Straighten

3. Shine

4. Standardize

5. Sustain

Keep it



SIMPLE

Action Steps

- **Sort** the action steps. Take out those that are clutter for you. Leave the few you will apply
- **Straighten** them into an order that makes sense
- Define your **standard** for each
- **Shine**/Improve them to fit your situation
- Sustain the steps/ **practice** them every day

Do the tasks no one else wants fall to you?



Yes

☐

No

☐

“No one else wants to do it” isn’t a good reason to make it your job.

“It serves the mission” is.



Do the tasks no one else wants fall to you?

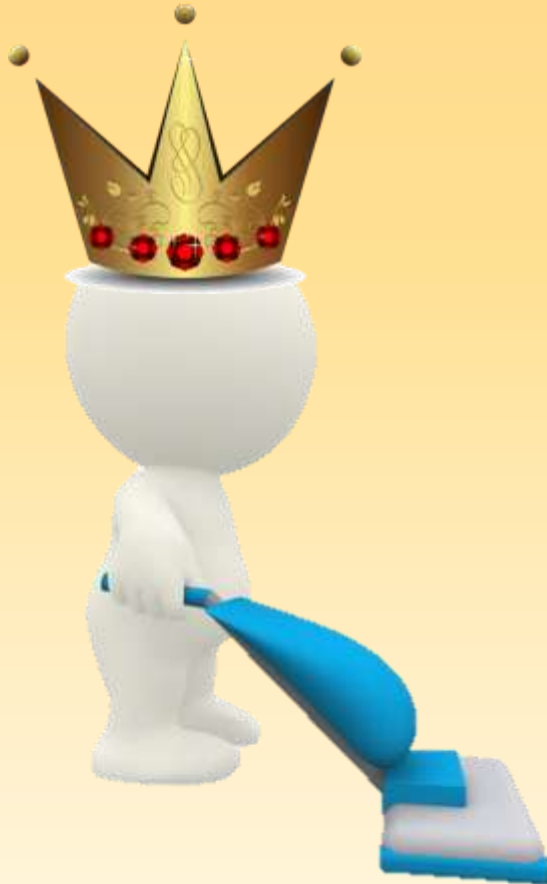
- Water flows downhill—unless...
 - You mitigate
- You're being overpaid if...
 - Someone at a lower pay grade can do things you're doing
- Your skills are being wasted if...
 - They're not being used

Create a job by design, not default

Marcie's Official JD	Marcie's Lived JD
<ul style="list-style-type: none">• Write memos• Set up meetings• Handle complaints• Sort mail• Order supplies	<ul style="list-style-type: none">• Compose memos• Coordinate events• Manage customer relations• Prioritize communication• Make purchasing decisions

The difference between owning tasks and owning the job

- All of this leads to...



Create a job by design, not default

Your Official JD	Your Lived JD

The bigger picture



Respect, recognition and results

- Know and communicate who you are as a professional
- Make your work visible
- Keep your eye on the ball – and the goal



It works two-ways

- Respect others as professionals
- Acknowledge their work, views and points
- Keep your eye on the ball, help them see the ball – and keep the shared goal in view



Action steps

- Create/discover language that describes tasks on a higher level
- Create/discover language that describes your job on a higher level
- Review your language for the target of respect, recognition and results

Do you have
responsibility without
authority?



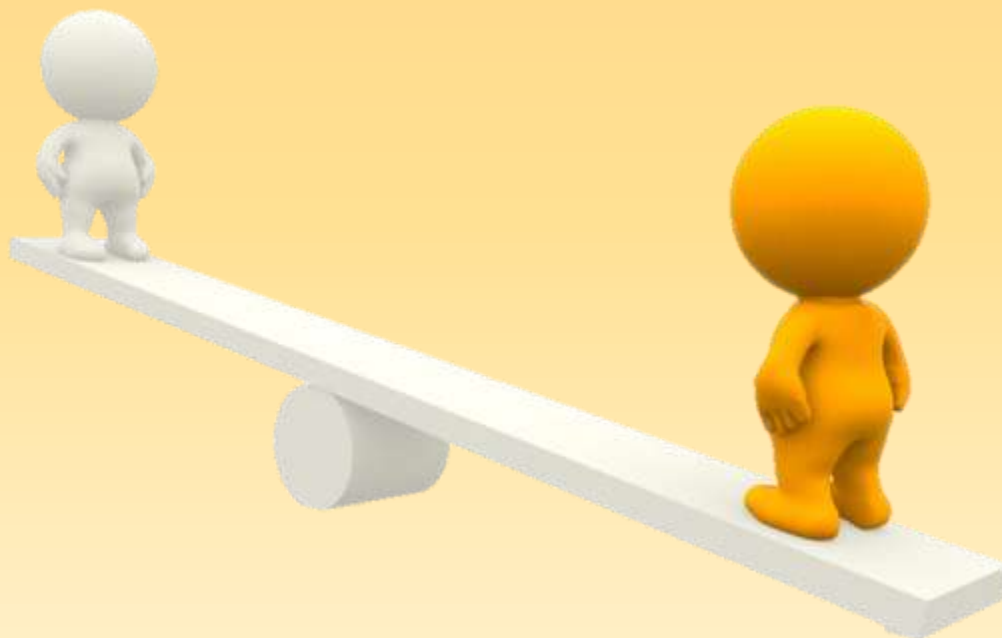
Yes

☐

No

☐

“Try to make me!”



3 sources of POWER

- Knowledge power
- Positional power
- People power

PowerPhrases

- How can I inspire you to put this at the top of your to-do list?
- What could inspire you to want to do this?
- (Name) sent me here to get this. Do you want me to tell (name) you declined?
- (Name) has told me to tell people that when I open my mouth, her voice comes out.
- I could put you through to (name) and she might be able to get back to you (time frame). Or I could handle that for you right now. Which do you prefer?
- I'd like to acknowledge those who have completed their part of the project in advance.

How do you leverage hidden power for the greater good?



Action Step

- Do a personal, positional and knowledge power assessment
- If you need something from your exec to support your authority, ask for it
- Form positive alliances and nourish them daily

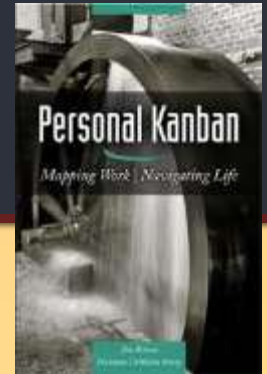
Does multi-tasking
leave you fragmented?



Yes

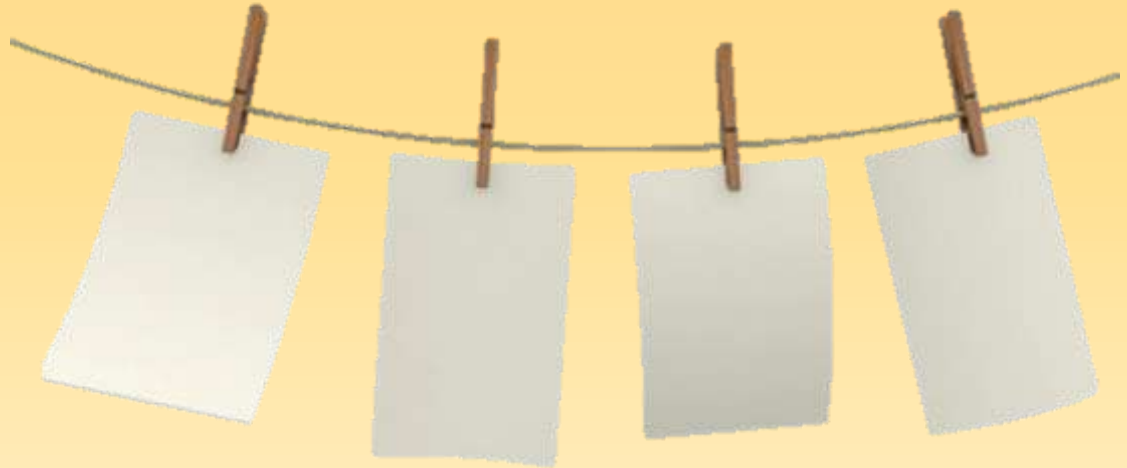
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No

☐

Create a “Personal
Kanban System” to
promote a dynamic
workflow through
serial tasking

www.personalkanban.com
<https://leankitkanban.com/>



An inarguable fact of life

- You can't do more than you can do.



- “Cookie had a provable Cocoa Puff WIP of 3.”

Experiment

Alphabet

Numbers

Kanban systems



Two simple rules

- Visualize your work
- Limit your work in progress



Action step

- Stop starting and start finishing things
- Limit your WIP
- Visit the Personal Kanban site

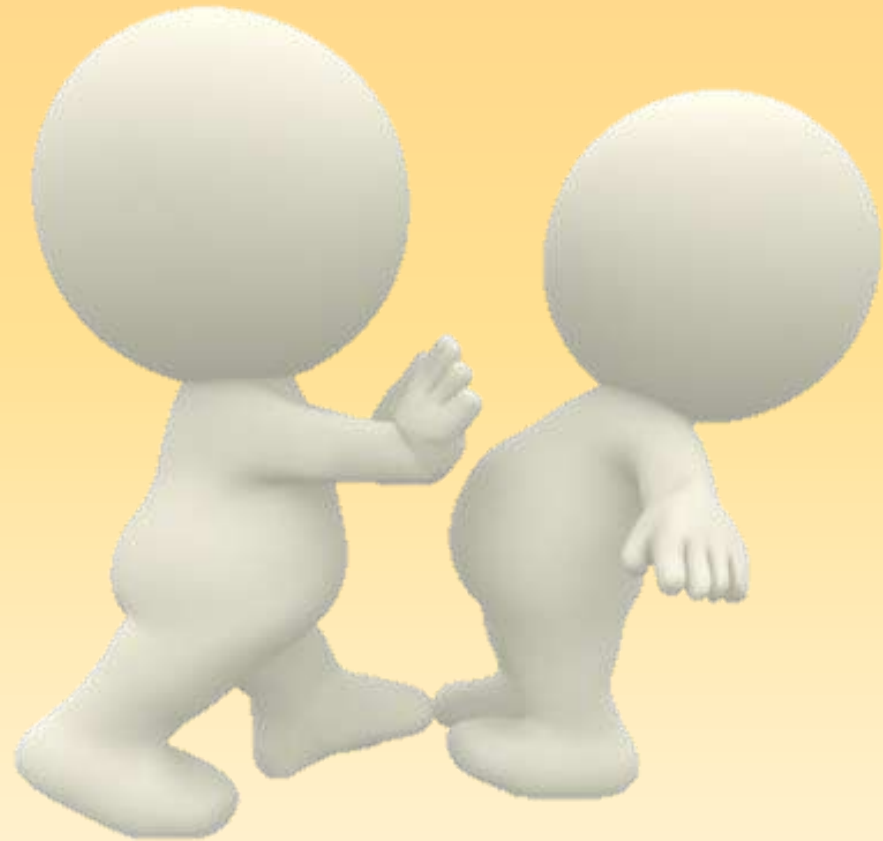
Do you feel pushed
around by other's
priorities?



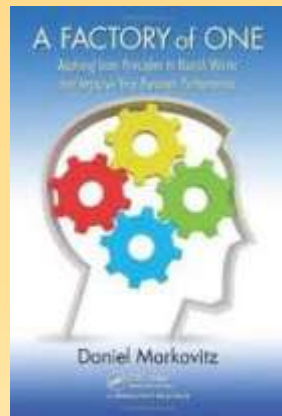
Yes

☐

No

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Living in Your Calendar and Task Pad



Calendar - Microsoft Outlook

File Edit View Go Tools Actions Help

New [Icons] Today 1 Day 5 Work Week 7 Week 31 Month Find [Icon] Type a contact to find [Icon] SnagIt

Calendar

My Calendars

Calendar

Current View

- Day/Week/Month
- Day/Week/Month View
- Active Appointments
- Events
- Annual Events
- Recurring Appointment
- By Category

Open a Shared Calendar...
Customize Current View...

Mail

Calendar

36 Items

	Mon, May 26	Tue, May 27	Wed, May 28	Thu, May 29	Fri, May 30
8 am					
9:00	Worst-First Process Email	Worst-First Process Email	Worst-First Process Email	Worst-First Process Email	Worst-First Process Email
10:00		Complete performance evaluation for Sarah		1:1 with Roger	1:1 with Nancy
11:00	Prepare for QPR		Directors meeting	1:1 with Alice	
12 pm				1:1 with Paul	Powerpoint slides
1:00	Process Email	Call top 5 new hire Process Email	Process Email	Process Email	Process Email
2:00	Start writing grant proposal	Revise budget			Grant proposal
3:00		Start writing grant proposal	Grant proposal		
4:00				Start Powerpoint presentation	WorkLean maintenance
5:00	Process Email	Process Email	Process Email	Process Email	Process Email
6:00					

May 2008

S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

TaskPad

Click here to add a task

- ☐ Follow up w/ Maur
- ☐ Follow up on Merri
- ☐ Make B-day dinner
- ☐ Send flight info to
- ☐ Mail D/L renewal
- ☐ Follow up with Bob
- ☐ Call David re: prici
- ☐ Email Sandy re: pr

Is there never time to do it right the first time (but always time to do it over)?



Yes

☐

No

☐

Sometimes you need to slow down to speed up. And other times, you need to mistake-proof.

“How can I prevent that from happening again?”



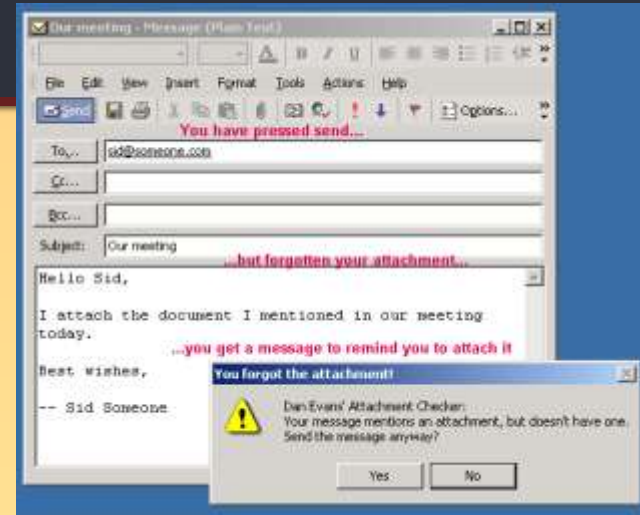
High cost of do-overs

- \$50 for sending a book to the wrong address
- How much longer does it take to have to ask for the attachment someone promised?



Mistake-Proofing

- Signature post-its
- Attachment checker
- Color-coded files
- Initial when read
- Two-pocket folders
- Macros
- Software that requires all data to be filled in before continuing
- Kanban cards for office supplies



Mistake-proofing: Checklists



- “A simple surgical checklist from the World Health Organization designed by following the ideas described here has been adopted in more than twenty countries as a standard for care and has been heralded as “the biggest clinical invention in thirty years” (*The Independent*).

The Checklist Manifesto

Leveraging mistakes

- You CAN learn more from mistakes and surprises than from when things go as planned.
- Review mistakes and learning experiences
- “What is the opportunity now where...”
- Or... the Opportunity NOW where?
- Next time I’ll...

Action Step

- Mistake-proof one process

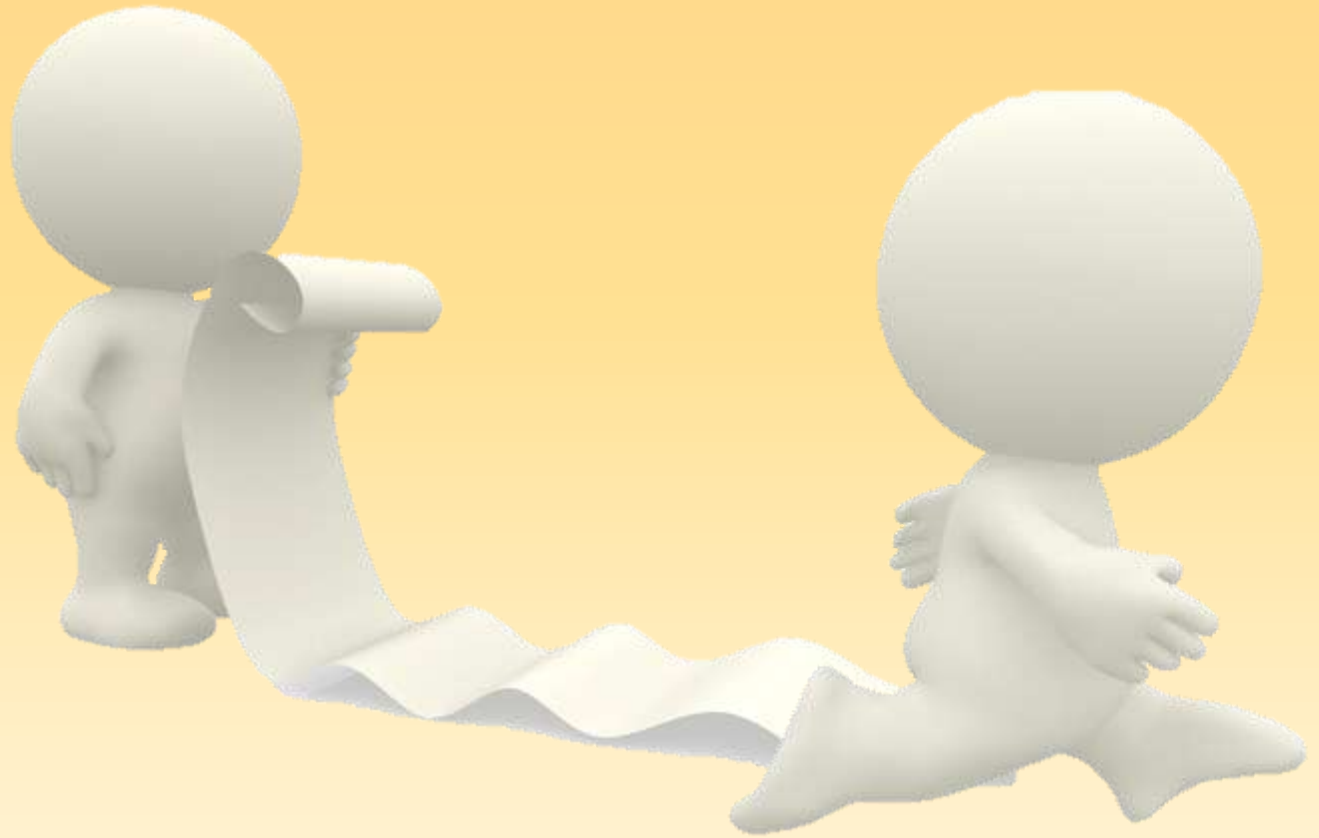
Do you update your
boss on the run?



Yes

☐

No

☐

When she came in the room, he thought
“waste of time” and kept working...until...



I need undivided attention

- Five minutes of your undivided attention could make the difference between success and failure here.
- Point one, point two point three. Bye!
- Pull a Luna when you need to.



Executive Summary

An aid to executive decision making

- brief statement of the problem or proposal covered in the major document(s),
- background information,
- concise analysis, and
- main conclusions.



Action step

- Plan your next conversation with your exec
- Create an Executive Summary to help your exec make a decision

This week

- Dream: Create your vision of excellence
- Observe: See what's broken
- Observe: Collect your favorite wins/improvements
- Act: Apply a manageable number of action steps (Less is more)
- Learn: Apply the Improvement Kata five-questions to your experiments this week

And SHARE!

- Action Step Summary at: www.speakstrong.com/camp
- Email: merylrunion@speakstrong.com
- LinkedIn?
- Send me:
 - One hot tip that has helped you – large or small
 - One thing you do that helps you manage your boss' calendar
 - One thing you've asked of or told your boss that has improved your communication
 - Questions