

0:0:0.0 --> 0:0:28.330

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Alright. Hello. My name is Ben Bruneau and I work for the NASA Academy of Program project and Engineering Leadership Now services program. Welcome to NASA, Apple Knowledge Services Webinar series quick lifts leading for success be the leader you want to follow in this quick lists webinar. You'll learn how as a leader you can find your voice. What key characteristics you should work to develop and how you can cultivate your personal leadership style to engage the workforce you lead.

0:0:29.240 --> 0:0:59.470

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Now I would like to introduce today's speaker Cynthia Simmons is the director of the flight Projects director at at NASA's Goddard Space Flight Center, where she oversees 16 divisions with 3034 staff supporting a portfolio of more than 90 flight programs and projects with the total annual institutional budget of three-point 1 billion. Cynthia has decades of leadership experience in the aerospace industry, including twelve years at NASA where she has experience managing individual projects with budgets.

0:0:59.680 --> 0:1:2.110

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Of as much as \$460 million.

0:1:2.920 --> 0:1:33.200

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

A few session and technology items please. Before we start today's presentation in case someone just can't get a smooth connection, we are recording and a link to the video and slides will be provided to everyone after the webinar. We will also provide a link to a short four question evaluation survey at the end of the session so you can provide us your feedback about the webinar and ideas for future topics or reminder that all microphones are muted, so please type your questions and comments in the chat box. We ask that you type the letter.

0:1:33.270 --> 0:1:47.930

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Queue in front of any question you may have in the chat, so we can more easily identify the messages of question for the speaker. Now I would like to turn it over to Cynthia Simmons for today's session leading for success. Be the leader you want to follow, Cynthia. It's all yours.

0:1:48.430 --> 0:2:17.20

Simmons, Cynthia W. (GSFC-4000)

Thank you so much, Ben, and thank you to everyone who's attending. Thanks for taking your time to share with me. I really am excited to be able to share my story with you and I just wanted just a couple of things before we go start, just let you know this is a big topic, lots to cover it's leadership model, behavior, principles, concepts, theories, tools, techniques. Many of you have your own lessons learned that you probably could teach your.

0:2:17.790 --> 0:2:30.760

Simmons, Cynthia W. (GSFC-4000)

Web and if you haven't done it already, it's not intended to cover all of that. Really. I'm distilling it down to those core values and principles and observations that have been fundamentally at the core of me.

0:2:31.440 --> 0:2:40.700

Simmons, Cynthia W. (GSFC-4000)

And how I am here how I arrived here today from watching others from trial and error and being the leader I am today, which is still a work in progress.

0:2:41.480 --> 0:2:46.480

Simmons, Cynthia W. (GSFC-4000)

So why did I call it be the leader you want to follow it? It's because it.

0:2:47.670 --> 0:3:1.780

Simmons, Cynthia W. (GSFC-4000)

Is this in my mind when I pulled it all together at the beginning, trying to find my my leadership style certain key parts of of leadership, model and behaviors that become core values for me and my leadership style.

0:3:2.480 --> 0:3:31.700

Simmons, Cynthia W. (GSFC-4000)

As well as some driving principles that consistently resonate, and here's the part resonate with my DNA. What is not easy for me to do is to have a list of behaviors and things that I'm constantly checking off. Rather, it works better if you have something that resonates with how you want to be, how you feel to be. And so that's what I'm going to be sharing from that page. So let's start right there. Next slide please.

0:3:32.550 --> 0:3:46.630

Simmons, Cynthia W. (GSFC-4000)

When I thought on this be the leader you want to follow it immediately. I I put myself in an exercise, specifically leaders. This is way back in the day. I did this that I followed came to mind. Good ones, bad ones.

0:3:47.270 --> 0:3:51.590

Simmons, Cynthia W. (GSFC-4000)

But I call it perplexing ones, and as I thought about them.

0:3:52.810 --> 0:3:57.480

Simmons, Cynthia W. (GSFC-4000)

Excuse me, I have. I'm recovering from COVID, but I'm not sick, so that's why my voice sounds like this.

0:3:58.120 --> 0:4:10.380

Simmons, Cynthia W. (GSFC-4000)

Umm, I thought I thought on a couple of questions in that context. One, what was it that I observed that put them in that category? What was the impact on others?

0:4:11.60 --> 0:4:12.450

Simmons, Cynthia W. (GSFC-4000)

And what was the impact on me?

0:4:13.610 --> 0:4:22.330

Simmons, Cynthia W. (GSFC-4000)

And then I took it one step further. For each of those leaders, what what were the top one to three things I observed that most matter to me and why?

0:4:23.780 --> 0:4:29.380

Simmons, Cynthia W. (GSFC-4000)

And then I did a little introspection self reflection. If I were following me.

0:4:30.110 --> 0:4:33.100

Simmons, Cynthia W. (GSFC-4000)

And I looked at all those top 123 things.

0:4:34.210 --> 0:4:36.120

Simmons, Cynthia W. (GSFC-4000)

One of those things.

0:4:37.130 --> 0:4:39.240

Simmons, Cynthia W. (GSFC-4000)

Do I need to incorporate in my style?

0:4:40.370 --> 0:4:53.590

Simmons, Cynthia W. (GSFC-4000)

And all those things that fall fell into the I wouldn't want to follow someone like this. And I didn't like it when I did follow someone like this. What are those principles? Do I currently model that I need to get rid of?

0:4:54.690 --> 0:5:25.620

Simmons, Cynthia W. (GSFC-4000)

And that takes, you know, some really good critical thinking, but that helped me as a starting point. Finding your voice I found is very effective. Finding your voice as a leader and knowing what characteristics to develop and cultivate, not the whole start because you can't do the whole list. So it tells you where to begin and you'll add to the list, refine the list over time. That's what I found. And then how do you take those two things? Wrap it in to igniting the workforce or your team to be engaged.

0:5:25.720 --> 0:5:55.870

Simmons, Cynthia W. (GSFC-4000)

But where you've been given to go as a mandate from above or where you think they should be going, how do you engage them with that? So one of the things we'll talk about tactically how to do that on these areas, but why I want to start is finding your voice as a leader and what I'm going to share with you comes from leadership development and training that I've taken and coaches. And they said all of them reside same message.

0:5:56.130 --> 0:6:26.140

Simmons, Cynthia W. (GSFC-4000)

Find a personal life experience that you can glean leadership models from that resonate inside you. Mine. You can see in this picture was a basketball story totally unrelated to work, and it goes to my church days. I belong to an A church that has this international. Actually it's very large, has congregations that are grouped by neighborhoods and then those or group regionally and it's called a stake and have a very exciting.

0:6:26.220 --> 0:6:34.730

Simmons, Cynthia W. (GSFC-4000)

I extensive basketball programs several things for the youth and for the the adults, and I was asked because I'm tall and 5:11.

0:6:36.470 --> 0:6:39.450

Simmons, Cynthia W. (GSFC-4000)

If I would coach the young woman's basketball team, I don't.

0:6:40.270 --> 0:7:4.800

Simmons, Cynthia W. (GSFC-4000)

Play basketball because I'm left-handed, but my my parents are from the generation where something's wrong with you mentally. If you're left-handed. So I was forced to be right-handed and I didn't find that out until I was in college at the Academy, but by then I had already developed. I couldn't play, I couldn't shoot or anything cuz I was trying to shoot right-handed and I'm left-handed. So I they obviously wanted me because of the way I look.

0:7:5.710 --> 0:7:16.740

Simmons, Cynthia W. (GSFC-4000)

And I know the rules of basketball, but I said no, I'm not doing that because I'm not gonna reinforce that stereotype. And then I I just peeked on one time with someone. They did ask, and that person was demoralizing the team.

0:7:17.450 --> 0:7:41.820

Simmons, Cynthia W. (GSFC-4000)

Completely and I thought I could do better than that because as a church basketball team, and so I said no, I changed my mind. I'll take it over. And I did. And what I found out was my best basketball player could barely dribble the ball. Everybody else, it went down from there. And this is such a competitive environment in our church for basketball because many of the other teams had varsity basketball players.

0:7:42.780 --> 0:7:49.590

Simmons, Cynthia W. (GSFC-4000)

From their high schools on their team, and I thought the best we're gonna do with this team is have fun.

0:7:50.230 --> 0:8:20.680

Simmons, Cynthia W. (GSFC-4000)

So I had to revise my whole concept that we're going. I would probably will lose every game and we're gonna have to be OK with that. And how can I make the team OK with that? And the only thing I could come up with is let's have fun and I'll figure out how to buffer them when they lose a time and time again. And and I shared that with the team and we got going playing and that's they were playing and I touched them some basic things and it was OK. Some took it better than others, but the best I got.

0:8:20.830 --> 0:8:52.80

Simmons, Cynthia W. (GSFC-4000)

Part of it is the ones who could dribble, dribble better, and those who couldn't. Some of them could, by the end of the season. That's the best I got. But as I as I started to play, I noticed that I moved them around different positions because I said my other end result was maybe they can learn something they didn't know about basketball. By the time they're done. So I moved them around to different positions so they could learn the different positions we we practice and all that. But it didn't really contribute to a win rate. Let's put it that way.

0:8:52.210 --> 0:9:18.880

Simmons, Cynthia W. (GSFC-4000)

But I did notice something overtime. Eventually we started winning some games and I was totally caught off guard. And when we won the games, after a couple of times I thought, what was it that enabled us to win with this kind of a team? So I start paying closer attention. And as I did that, I noticed that when I moved the same team members to certain positions, they play like a team, like one cohesive.

0:9:19.630 --> 0:9:22.530

Simmons, Cynthia W. (GSFC-4000)

Unit moving together as one entity.

0:9:23.300 --> 0:9:33.510

Simmons, Cynthia W. (GSFC-4000)

And that's when we want. When I shifted it, that's when we did it win or we just barely missed winning.

0:9:34.390 --> 0:10:6.100

Simmons, Cynthia W. (GSFC-4000)

So I took note of that, played with a little bit more, moved around, found this magic combination. Now in that magic combination, one of those team members who was first string and meant they were playing every game, could only catch the ball, could not dribble, could not shoot, could not pass, but could catch the ball. That's not an exaggeration. So I put her in a position where usually she just caught the ball and if somebody would run by a very close and she passed too. So there is less likelihood of getting it stolen.

0:10:6.340 --> 0:10:17.190

Simmons, Cynthia W. (GSFC-4000)

That's how I did it and I continue to do that until we got to a point we had someone so many games that we went to state championship, which is equivalent to a regional championship, by the way.

0:10:18.0 --> 0:10:48.790

Simmons, Cynthia W. (GSFC-4000)

Nobody could figure it out how we got there. I didn't know how we got there, but the team was excited and I thought A roll with it. We'll see how this goes and as we play game and game with the regional championships, we kept rising up in quarter semi until we were we were in the final. We were the one of the two teams still to this day. Don't know how that happened, but it was true. This is a true story. And so I pulled the team aside and I said wow, we're in a position where maybe we can win.

0:10:48.860 --> 0:11:6.410

Simmons, Cynthia W. (GSFC-4000)

Yeah, that's right. Maybe we could win, but I didn't think we could cause that. Team had all Varsity experienced varsity players. And I said, we're gonna have fun. That was our role. You've learned more? Yes, they all agree. Here's my question to you. Do you wanna see if you can win this?

0:11:7.170 --> 0:11:16.690

Simmons, Cynthia W. (GSFC-4000)

Or you just wanna have fun and see if you can win it or you wanna have fun and say we had a great time and it doesn't matter to you whether you want. They all wanted to win.

0:11:17.390 --> 0:11:18.330

Simmons, Cynthia W. (GSFC-4000)

And then I was.

0:11:19.110 --> 0:11:25.660

Simmons, Cynthia W. (GSFC-4000)

Panicked because I didn't know how I was going to pull that one out. So we ended up playing.

Long story short, we ended up winning.

0:11:26.450 --> 0:11:27.180

Simmons, Cynthia W. (GSFC-4000)

Literally.

0:11:28.160 --> 0:11:55.210

Simmons, Cynthia W. (GSFC-4000)

Ah, by one point. And that one point was because I took my my best passer, my best dribbler and my best catcher, and took a rule that took the approach that you would never use in any if you want to be a basketball coach, you would never get hired using this approach. But it was the one taking their best talent, putting it together and give us the best chance to keep that one point.

0:11:56.380 --> 0:12:26.410

Simmons, Cynthia W. (GSFC-4000)

Above. So we will win. We were tied at that point by the way. And my goal was to see if I can get that one person who caught the ball to get fouled by the other team knowing that I don't have anybody who can really make a basket. But you know, if you don't try to make a basket, you definitely have none. But if you have the opportunity to try, you might make a basket and that's what we did. I had them pass it to that one person. There was enough time on the clock to do that, but not too much time.

0:12:26.530 --> 0:12:40.910

Simmons, Cynthia W. (GSFC-4000)

Well, we would turn it over to the next team. They filed her because she could hold on to that ball. Let me just tell you and then put her there when I didn't know until that moment is she could shoot a little bit.

0:12:41.830 --> 0:12:44.80

Simmons, Cynthia W. (GSFC-4000)

And she made a basket which gave us the one point.

0:12:45.220 --> 0:12:59.850

Simmons, Cynthia W. (GSFC-4000)

That team was the other team was hot. Our team was ecstatic. Everybody was perplexed. They thought I had some kind of magic voodoo stick, which I did it I too have. They don't know how it happened, but I had to take away from that story and that is.

0:13:1.480 --> 0:13:2.910

Simmons, Cynthia W. (GSFC-4000)

818.

0:13:4.200 --> 0:13:7.850

Simmons, Cynthia W. (GSFC-4000)

Can beat any group of highly skilled individuals.

0:13:8.850 --> 0:13:9.840

Simmons, Cynthia W. (GSFC-4000)

Almost any day.

0:13:10.800 --> 0:13:12.890

Simmons, Cynthia W. (GSFC-4000)

And this high say that 18.

0:13:14.220 --> 0:13:17.0

Simmons, Cynthia W. (GSFC-4000)

A group of individuals working as a team.

0:13:17.710 --> 0:13:20.80

Simmons, Cynthia W. (GSFC-4000)

Can beat any group of individuals.

0:13:21.640 --> 0:13:27.260

Simmons, Cynthia W. (GSFC-4000)

On most days, most times and that became my thing of.

0:13:27.880 --> 0:13:31.890

Simmons, Cynthia W. (GSFC-4000)

Wait a minute. Maybe I can roll this into finding my voice as a leader.

0:13:32.780 --> 0:13:45.230

Simmons, Cynthia W. (GSFC-4000)

And understanding what characteristics I need to start working on to really develop that that style and then how can I turn that into igniting the workforce to be engaged on a?

0:13:46.610 --> 0:13:48.380

Simmons, Cynthia W. (GSFC-4000)

Vision. Next slide please.

0:13:49.840 --> 0:13:50.530

Simmons, Cynthia W. (GSFC-4000)

So.

0:13:51.560 --> 0:13:53.190

Simmons, Cynthia W. (GSFC-4000)

My key takeaways you could see.

0:13:53.920 --> 0:13:57.110

Simmons, Cynthia W. (GSFC-4000)

That in go for that basketball team was we're going to have fun.

0:13:57.860 --> 0:14:17.600

Simmons, Cynthia W. (GSFC-4000)

And I'm going to teach them how the play the game a little bit more than what they knew and give them experience in the game. So that end objective as a leader, that vision has got to be clear in your own mind, what it is, why, how it matters in the big picture around you.

0:14:18.790 --> 0:14:29.250

Simmons, Cynthia W. (GSFC-4000)

To the mission of of your team organization and to your team organization themselves. Why and how it matters the other thing.

0:14:29.930 --> 0:14:36.60

Simmons, Cynthia W. (GSFC-4000)

That I learned that was critical. Having the right team is important. It's fundamental.

0:14:36.790 --> 0:14:37.750

Simmons, Cynthia W. (GSFC-4000)

Right staff.

0:14:38.440 --> 0:14:40.410

Simmons, Cynthia W. (GSFC-4000)

But but more than that.

0:14:41.430 --> 0:14:45.90

Simmons, Cynthia W. (GSFC-4000)

Most the time we look do they have the right skills and experience they do by jobs over.

0:14:45.830 --> 0:14:49.180

Simmons, Cynthia W. (GSFC-4000)

But I learned from this basketball experience. Are they?

0:14:50.490 --> 0:15:19.550

Simmons, Cynthia W. (GSFC-4000)

I'm trying to get an end objective not get the job done, so that's a there's a key nuance there.

You can get the job done, but if it's with the high error rate, you have to keep redoing it and

might impact around. But can you get the job done with morale high and most effectively it

doesn't mean you have 0 error rate, but most effectively and efficiently and that's what I mean

by end objective. It encapsulates all of it instead of just getting the job done.

0:15:20.170 --> 0:15:20.700

Simmons, Cynthia W. (GSFC-4000)

So.

0:15:21.870 --> 0:15:39.200

Simmons, Cynthia W. (GSFC-4000)

With the desired performance and that's the strength assessment that's integral to the strength

assessment of your team, your staff. And then once you have that, you've gotta make sure their

strengths and not their weaknesses as you're trying to turn the strengths, their strengths.

0:15:40.180 --> 0:15:51.170

Simmons, Cynthia W. (GSFC-4000)

And what they bring to the table, working with other people, strength that teeth, are they in

the right position. So you can leverage the best together to make that team.

0:15:52.70 --> 0:15:54.20

Simmons, Cynthia W. (GSFC-4000)

And do they want?

0:15:55.420 --> 0:16:26.10

Simmons, Cynthia W. (GSFC-4000)

What you have said as the end objective, do they want it? That's key. That's alignment. You

know, there's a lot more to it, but that's the essence of alignment. And once you've gotten to

that point, you have to break it down into a plan and how to get them there and that requires

interim points to measure. Are you getting the results you want, what's working, what needs to



be adjusted? You need interim points to celebrate interim success because the part of the alignment.

0:16:26.130 --> 0:16:57.920

Simmons, Cynthia W. (GSFC-4000)

And the buy in is. Can they see what you see and can they see that what they bring to the table is giving us there? So you've got to tie that together. You can't do it at the end. You've got to do it along the way. It can trim points, find a reason to highlight what they did. That's consistent with getting us as a as the team as the organization to that end objective. Ty, what they did so that they could see it for themselves, how what they're bringing to the table.

0:16:58.110 --> 0:17:21.280

Simmons, Cynthia W. (GSFC-4000)

Is getting us there. And then you also need to have interim points in your this whole looking down the line where adjustments can be feasibly made. So you once you find out I need to make an adjustment, you just don't just start throwing adjustment around you. You find points where it's most feasible to make it. And oftentimes there's a trial and error. Yes. Then there must be a question.

0:17:21.380 --> 0:17:28.370

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Yeah. Cynthia, Cynthia Rowland from JC has a question. What if the team has a different vision?

0:17:28.860 --> 0:17:31.180

Simmons, Cynthia W. (GSFC-4000)

Oh, excellent question. Can you hold on to that?

0:17:31.990 --> 0:17:57.280

Simmons, Cynthia W. (GSFC-4000)

Because that almost always happens, especially if you have a team of highly capable individuals or individuals who've been there already. They had their own idea how the best way to get there. And there's another thing too. If the environment around you situational awareness has changed, but they're not at meetings where they see those changes and that they're real, they think the old way is still.

0:17:57.680 --> 0:18:24.750

Simmons, Cynthia W. (GSFC-4000)

Uh, apropos, still relevant. And So what you're trying to do is align with what you've been directed. Is the new world. They don't see that. And so they they have a different vision as to how to get there and and that happens frequently. So we'll talk about that. If I haven't answered synthia your question fully, it's a big question, by the way, and maybe more time than I have here. Just come back and ask it again and that'll let me know that you need a little bit more so.

0:18:25.580 --> 0:18:35.740

Simmons, Cynthia W. (GSFC-4000)

You need those. What I just talked about, that's what I'm calling solution based in goal strategies. Those are the strategies that are solution based to get to their next slide please.

0:18:38.110 --> 0:18:54.660

Simmons, Cynthia W. (GSFC-4000)

So finding your voice is the is the first thing and it requires lots of things, but I chose these

things as being the things that have risen in my experience that have helped me find my voice on the outside, you see skill.

0:18:55.410 --> 0:18:57.920

Simmons, Cynthia W. (GSFC-4000)

Passion need conscious.

0:18:58.960 --> 0:19:19.750

Simmons, Cynthia W. (GSFC-4000)

Conscious, not only do you have a conscious and integrity, that's all important. Is it intentional and are you aware of some key things that are on the end? Are part of this, so let's talk to skill. You've got to finding your voice. You've got it. Developed skill skill comes from experience.

0:19:20.650 --> 0:19:41.720

Simmons, Cynthia W. (GSFC-4000)

You can go to training, but you have to apply it and then you get lessons learned and then you get a skill. It's a it's a iterative process, but it requires a lot of personal inventory. So remember I told you I took the questions I asked myself. I continue to do that and it requires perspective, perspective of of what you need to do.

0:19:42.440 --> 0:19:54.190

Simmons, Cynthia W. (GSFC-4000)

Uh, we're going to talk a little bit more about that, some resilience in yourself, what you need to adjust, what they want, what the world around you, all of those perspectives has to come into.

0:19:54.880 --> 0:20:3.390

Simmons, Cynthia W. (GSFC-4000)

You developing skills and how you develop skills for the different perspectives. You have to have a passion. If you're a type of person who cannot stand leading.

0:20:4.430 --> 0:20:15.450

Simmons, Cynthia W. (GSFC-4000)

It's going to be difficult to develop an effective leadership style because that's going to be present in your mind. Yeah. So you have to find something that gives you that passion to want to be in that position and.

0:20:16.160 --> 0:20:25.350

Simmons, Cynthia W. (GSFC-4000)

On the opposite of on the other side of that, you need to find a need a. Why is important for you to develop the passion and the skills to do this job that need.

0:20:26.540 --> 0:20:33.950

Simmons, Cynthia W. (GSFC-4000)

And passion are are intricately woven with conscious in this way many ways, but I'm going to focus on this way.

0:20:34.770 --> 0:20:51.130

Simmons, Cynthia W. (GSFC-4000)

You need to develop a style or your voice that feels natural to you. Otherwise you're constantly gonna be fighting it and you're not gonna like your job all day long. All night long. And you're gonna hate coming in the next morning. So it must feel natural to you at the same time.

0:20:52.380 --> 0:20:59.10

Simmons, Cynthia W. (GSFC-4000)

You have to pay attention to what feels natural to you may not be resonating with your team.

0:20:59.770 --> 0:21:15.340

Simmons, Cynthia W. (GSFC-4000)

And they're not gonna come out and tell you that necessarily, because people are afraid of getting fired or afraid of appearing like they can't do the job. All kinds of things. So you've gotta get good. And this is what I found it. What other people are not saying to you.

0:21:16.900 --> 0:21:43.100

Simmons, Cynthia W. (GSFC-4000)

And people are really good at covering their body language. So getting those nonverbal cues might not help you. So you've got to find your unique voice. All these are things I found are really key. There are lots of other things, but these came forward in me. And if you and I can't work in those those areas, you need to really strengthen those areas and we'll talk about how you can do that.

0:21:44.490 --> 0:21:47.90

Simmons, Cynthia W. (GSFC-4000)

Excuse me. So next slide please.

0:21:49.390 --> 0:22:19.330

Simmons, Cynthia W. (GSFC-4000)

So first thing, you gotta learn how people work if you wanna know what they're not saying and what they're saying. What they're not saying when they're saying something, you do have to know how people work. It's not a matter of I'm a leader. I have an command, and you gotta do. I learned this. I'm ex military I and officer. You know, there's a command change and you better do it or you go into, you know, they dropped. Well, you may not know. They have UCMA, the military code icon and they'll put you in in prison if you don't. If you disobey an order.

0:22:19.670 --> 0:22:22.660

Simmons, Cynthia W. (GSFC-4000)

So you'd have the command but.

0:22:23.580 --> 0:22:41.120

Simmons, Cynthia W. (GSFC-4000)

People don't do certain things that are critical to you. Getting the job done if they don't trust you. If they can't follow you, they don't feel like you can follow and a key element to getting them at that place is first you gotta learn how they work. It's not a matter of just whether you're a good leader or not. And you know how to do it if they don't.

0:22:42.250 --> 0:22:51.160

Simmons, Cynthia W. (GSFC-4000)

Resonate with that. Then it's as if you don't know how to leave, so you gotta get good at what I've learned. What you say and what do they hear?

0:22:51.790 --> 0:22:54.80

Simmons, Cynthia W. (GSFC-4000)

What you do and what do they see?

0:22:55.260 --> 0:23:11.600

Simmons, Cynthia W. (GSFC-4000)

What feels natural to you, but what feels natural and right to them, they may not have lie. That question of they may not see the same vision. This is part of why they don't see the same vision. So I'm gonna share just an example, another story for me that just crystallizes.

0:23:12.450 --> 0:23:15.320

Simmons, Cynthia W. (GSFC-4000)

One day I was going to DC to see the Christmas tree.

0:23:16.140 --> 0:23:25.150

Simmons, Cynthia W. (GSFC-4000)

I don't want my son, who at the time was ten and a good friend who was like 2015, fifteen years younger than me, OK?

0:23:26.500 --> 0:23:53.270

Simmons, Cynthia W. (GSFC-4000)

And who were walking is dusk rapidly because we wanna get in line, get there. We taking the metro down and she it in a an eye and a child. So I didn't wanna be out too late as we're walking I look and I said Oh my God, look at how those people are line it's gonna take us forever to get up there and we're gonna be out here till it's really dark and my son looked at me like what's wrong with you and my friend didn't say anything and I said.

0:23:54.30 --> 0:24:25.300

Simmons, Cynthia W. (GSFC-4000)

See how long you think it's gonna take? Look at all those people. And my friend said, what are you talking about? And I said, look at all those people. And my son said Mommy, what people? And I said all those people now we were walking very briskly up the sidewalk. And I say they are so dumb. What? I'm gonna kick it. I can't be any clearer than that. It's gonna take us forever. And as I was thinking that just a few more steps, I realized those were not people. Those were lines of trees.

0:24:25.400 --> 0:24:26.270

Simmons, Cynthia W. (GSFC-4000)

This is a true story.

0:24:27.430 --> 0:24:30.290

Simmons, Cynthia W. (GSFC-4000)

And what I took out from that.

0:24:31.210 --> 0:24:31.660

Simmons, Cynthia W. (GSFC-4000)

Is.

0:24:32.310 --> 0:24:36.220

Simmons, Cynthia W. (GSFC-4000)

To the different generations saw the same thing.

0:24:38.20 --> 0:24:42.130

Simmons, Cynthia W. (GSFC-4000)

We were on the right there together and we were walking briskly so.

0:24:43.30 --> 0:24:48.290

Simmons, Cynthia W. (GSFC-4000)

There was something else there and my take away many of them, but one I want to focus for here is.

0:24:49.150 --> 0:25:2.660

Simmons, Cynthia W. (GSFC-4000)

You might be really smart. You might learn very quickly. You might have a lot of things in your toolbox, but it may take walking down the line a little farther before you get the same perspective that your team is has. And that is key.

0:25:3.460 --> 0:25:4.730

Simmons, Cynthia W. (GSFC-4000)

What do they see?

0:25:5.470 --> 0:25:21.730

Simmons, Cynthia W. (GSFC-4000)

So here are some three areas that really popped out in my my journey. There are others and and on the disk side for me that resonates most. It takes less effort for me to remember all the key principles of how people work.

0:25:22.680 --> 0:25:54.450

Simmons, Cynthia W. (GSFC-4000)

For you, it might be the communication jungle. It might be Myers Brigg pick one that helps you. That really anchors in your mind without really trying to remember a lot of stuff. You know where it takes a whole lot of effort. It takes some effort and practice, but if it's just really a struggle, pick a different approach that gives you insight into how people process information, how they communicate, what matters most to them and interactions and communications, what makes them feel valued, and how does that show up to them.

0:25:54.800 --> 0:26:7.600

Simmons, Cynthia W. (GSFC-4000)

My husband and I, I've been married 36 years and my husband and I, when we start our started. He taught me something very important, he said. If you show love to me in a way that does not look like love to me.

0:26:8.310 --> 0:26:11.430

Simmons, Cynthia W. (GSFC-4000)

It is as if you've told me you don't love me.

0:26:12.440 --> 0:26:28.290

Simmons, Cynthia W. (GSFC-4000)

Can you can you resonate with that? So it doesn't matter how effective you think you are in communicating something. If they don't receive it that way, it's as if you either done something harmful to them or you've done nothing at all and you can't lose sight of that. That's what I found in my experience.

0:26:29.250 --> 0:26:38.200

Simmons, Cynthia W. (GSFC-4000)

For me, this was the one that helps me understand how they perceive. So that comes across as how much information do I include in the e-mail.

0:26:38.960 --> 0:26:52.390

Simmons, Cynthia W. (GSFC-4000)

How do I send one e-mail more than one e-mail for? As an example, do I send it to give them several nights to process information to come back to me? Or can I just bring it to them immediately in a meeting face to face?

0:26:53.140 --> 0:26:55.530

Simmons, Cynthia W. (GSFC-4000)

That's overlaid what? Are they, introverts?

0:26:56.540 --> 0:27:4.910

Simmons, Cynthia W. (GSFC-4000)

Or extroverts. And this is really key. And I found Apple has a course on this called quiet. I think it's called. I might have it wrong, but.

0:27:6.230 --> 0:27:28.800

Simmons, Cynthia W. (GSFC-4000)

It's important to know because in the world of NASA, we attract our career fields, attract mainly introverts, high introverts. I'm an ambivert that goes as on the extrovert side, used to be introverts and extroverts. It we thought shy, not shy. Wanna be out in the crowd. All that might be true, but I'm a shy extrovert.

0:27:29.930 --> 0:27:32.940

Simmons, Cynthia W. (GSFC-4000)

I may shy extra. You can't maybe tell on this.

0:27:33.560 --> 0:27:46.380

Simmons, Cynthia W. (GSFC-4000)

It has everything to do with a neurological way. We process dopamine and cortisol and so that means that introverts, they need time to process, to go home and recharge after interacting with a lot of people.

0:27:47.480 --> 0:27:58.980

Simmons, Cynthia W. (GSFC-4000)

All my predecessors in this job, or introverts, the more more recent ones go last two and so every time they went home and it they were exhausted. Me. I'm an extrovert. I go home. I'm ready for more people talk.

0:27:59.680 --> 0:28:9.580

Simmons, Cynthia W. (GSFC-4000)

You have to be aware that in NASA, most of us are introverts. So imagine I had to get a coach, I got an introverted coach to help me.

0:28:10.290 --> 0:28:16.830

Simmons, Cynthia W. (GSFC-4000)

Slow down and know how my message was when I first took over my first senior executive job. Alright.

0:28:17.550 --> 0:28:34.220

Simmons, Cynthia W. (GSFC-4000)

So learn that there's a great course in Apple to help you with that overlay now results pyramid that's on the right. This is I came across this two gentlemen. It's cited there came up with this theory and I've applied it several times. I love it and I still use it.

0:28:34.970 --> 0:28:50.160

Simmons, Cynthia W. (GSFC-4000)

The basic principle of this and go read up on it. I encourage you to is people's actions are based on their belief system. But guess what? We all know you are not going to change my belief and I'm not changing your belief. Those are grounded in.

0:28:51.360 --> 0:29:11.40

Simmons, Cynthia W. (GSFC-4000)

Growing up experiences in life, that's why experiences on the bottom, like most leaders, will ask their team to change their actions to get the results. And the team goes. I just wait for the next leader because they all do that. Nothing changes and the leaders go, I'm nothing changing. These people are not engaged.

0:29:11.880 --> 0:29:23.610

Simmons, Cynthia W. (GSFC-4000)

And when I came across a organizational development consultant introduced this to me when I came across this, I would hope this makes sense and I tried it. So the key to this is.

0:29:24.840 --> 0:29:29.300

Simmons, Cynthia W. (GSFC-4000)

If you can give them different experiences.

0:29:30.30 --> 0:29:58.420

Simmons, Cynthia W. (GSFC-4000)

That are aligned with a belief that you think gets a certain action. You might have success and changing the culture and their belief of what's possible. Go back to my basketball story.

Remember I said tie their success to the end objective. The interim successes? Well, there's a key. There's a lot there, but one I want to talk about real quickly is, for example, the person who can dribble. I say you can dribble, but I never said look.

0:29:59.300 --> 0:30:30.490

Simmons, Cynthia W. (GSFC-4000)

That person could dribble, but all y'all could do something else, so there was no comparison. I also didn't go. You could dribble as good as that person. I tied it to because you dribble. Look, we were able to get the ball down here, so it was not in comparison to someone else. That's key, because what you're trying to build is a belief system. I can do it. What I bring to the table helps us get there. Same thing on. You can cache. So you. I'm going to tell you something. Tom McCarthy. He's a director of engineering and technology.

0:30:30.620 --> 0:30:48.80

Simmons, Cynthia W. (GSFC-4000)

Patriotic daughter, he said something. And I'm gonna use it here. But I always said give him new experiences. But I'm gonna call you this thing. Give them a tipping point experience. Find it for the individual and for the team or organization. And I'll give you an example. If there's one of my staff member.

0:30:49.90 --> 0:30:51.660

Simmons, Cynthia W. (GSFC-4000)

Excuse me, my early days to being a senior executive.

0:30:53.20 --> 0:31:23.380

Simmons, Cynthia W. (GSFC-4000)

Who had accomplished amazing things in his career. I mean, he has incredible story and he had done more than anyone in his family. The history of his family ever. And so he was a phenomenal success from his perspective, lot of capability, lot of talent, lot of potential. And I saw more. He always told me no, you don't understand. I have exceeded my career goals already.

0:31:23.730 --> 0:31:46.240

Simmons, Cynthia W. (GSFC-4000)

And I could see that it was an analogous to this. He was in a building on the 2nd floor, but a building that has nine floors, and he had never been to the third floor. And I just wanted him to go to the third floor, maybe the 4th floor, to see what else you could see that might be within his grasp, but I could never convince them because this belief system.

0:31:47.160 --> 0:31:54.450

Simmons, Cynthia W. (GSFC-4000)

Was anchored in. I have accomplished far more than I had ever dreamed was possible, so no problem.

0:31:55.430 --> 0:32:15.100

Simmons, Cynthia W. (GSFC-4000)

I kept looking for what I what I'm borrowing from Tom McCarthy tipping point experiences for him gave him one. Had no idea that it would lead to the South come, but it did. I just kept trying, remember trial and error gave him one where he had to lead up the order part of the organization towards something that had not been done ever in NASA.

0:32:16.20 --> 0:32:36.400

Simmons, Cynthia W. (GSFC-4000)

And I cut it, done it, which a lot of leaders will do. So on my name. But yeah, I feel it's all my name if you do it in my staff, I put you on my staff it and I gave you the keys. So I don't wanna go take credit. It's like I gave you a pen teach you how to use it but what you create with it is all you. It's not me that's how I view life so.

0:32:37.90 --> 0:32:39.0

Simmons, Cynthia W. (GSFC-4000)

Gave him this opportunity to sell it.

0:32:40.280 --> 0:32:45.480

Simmons, Cynthia W. (GSFC-4000)

Ordering equipment. It was part of it had ordered some equipment that comes from England.

0:32:46.460 --> 0:33:16.430

Simmons, Cynthia W. (GSFC-4000)

The person whose expert in the organization to take that came down sick right before the trip to England to go check it out, certified so it could be shipped to the United States and so this individual, my staff member, had to go step in totally out of his wheelhouse, from his technical experience. Any experience he had, he was nervous as all get out. But because he didn't wanna let everybody down, he went out there. Long story short, he learned everything there needed to be learned from that vendor.

0:33:16.610 --> 0:33:46.980

Simmons, Cynthia W. (GSFC-4000)

To operate that machine, where could go wrong? How to fix it? That editor was able to combat, teach the whole staff something he had never envisioned. He would be able to do. That experience changed his whole belief system of what was possible for him and that individual at the time was a GS15I won't tell you where he was. He is now a senior executive because then he believed he could be a senior executive and do the same for other people. Hopefully you're following. So that's why it's important.



0:33:47.120 --> 0:33:53.570

Simmons, Cynthia W. (GSFC-4000)

Find the tipping point experiences to change their beliefs. Next slide please. That's in learning how people work.

0:33:54.890 --> 0:34:19.650

Simmons, Cynthia W. (GSFC-4000)

Once you have those, you're now you have, I think, some really big cornerstones of building the foundation for developing and cultivating your leadership style. If you've already been doing it, you might wanna go back and see how it can help you to hone your style as you continue forward. So once you do that, now you're in this position, this, and there's lots here you could do.

0:34:20.450 --> 0:34:32.660

Simmons, Cynthia W. (GSFC-4000)

And I just pulled these things out again as those things that I found really anchor my my journey and becoming a leader that I wanna want to follow. So one I think.

0:34:33.370 --> 0:35:3.160

Simmons, Cynthia W. (GSFC-4000)

You think back on the exercise, be the leader. You wanna follow? It probably emerged that one essential element was having trust is fundamental. No trust. No one will follow you. You won't even follow yourself. You'll be self guessing all the time. If you don't have trust. So I found in building trust. There are lots of things, but some things came out really anchoring it. That there were elements. Consistency do it.

0:35:3.240 --> 0:35:33.830

Simmons, Cynthia W. (GSFC-4000)

Do what you say and and when you don't come back and say, tell them why, what you're gonna do, get their feedback, everything we we can talk about that. But here's what my mom used to say. That just anchored it. I'm so busy watching what you're doing, I can't hear a word you're saying. I'm so busy watching what you're doing. I can't hear a word you're saying. Be consistent. The other thing that a lot of people are hesitant and it takes adult pants. Really. I say it like that intentionally.

0:35:33.930 --> 0:35:42.820

Simmons, Cynthia W. (GSFC-4000)

To do this, at least I found you have to be able to say I'm sorry I made a mistake as a leader. Most people don't wanna serve. Show that you're vulnerable.

0:35:43.740 --> 0:35:47.970

Simmons, Cynthia W. (GSFC-4000)

The unspoken message that's undesirable that comes with that is.

0:35:49.490 --> 0:35:53.60

Simmons, Cynthia W. (GSFC-4000)

You have to be perfect to be in this job and who thinks they're perfect.

0:35:54.60 --> 0:36:15.520

Simmons, Cynthia W. (GSFC-4000)

No one, so no one wants to be a leader. They don't want your job. That's you know what? That succession planning? That doesn't work for the large your organization of the larger

organization. You want to make your job something that people could describe feel that they could get to. So being vulnerable is is key to being an effective leader. But there's a way to do it.

0:36:16.230 --> 0:36:25.780

Simmons, Cynthia W. (GSFC-4000)

So you don't look weak. OK, the way you do it. So what? Here's what I here's what I did. I observed in response to what I did.

0:36:27.210 --> 0:36:34.170

Simmons, Cynthia W. (GSFC-4000)

And in my in my attempt versus my intent, I observe their reaction versus my intent.

0:36:35.130 --> 0:36:40.90

Simmons, Cynthia W. (GSFC-4000)

What I did versus and what I intended to convey versus what they got.

0:36:40.890 --> 0:36:45.650

Simmons, Cynthia W. (GSFC-4000)

And here's what I deserve. I realized I needed to make some adjustment.

0:36:46.800 --> 0:36:48.920

Simmons, Cynthia W. (GSFC-4000)

And so I had to get their feedback.

0:36:50.230 --> 0:37:19.510

Simmons, Cynthia W. (GSFC-4000)

Ah, what person told me I hadn't earned the right to be on familiar terms with them yet. OK, so you have to swallow hard and not react to that, but fine, one to two things that they say that you really can't adjust and they're always is one thing. My experience there always is one thing. This is not about taking blame or for something or saying I'm weak. This is about can I find one thing that they're saying that I can't adjust to get this team moving.

0:37:20.130 --> 0:37:28.960

Simmons, Cynthia W. (GSFC-4000)

And you have to confirm that they agree once you figure out ohh I can adjust that. Confirm with them that they agree that that will address the thing they see.

0:37:30.0 --> 0:37:37.390

Simmons, Cynthia W. (GSFC-4000)

That that bother them. If you do that, you get their buy in. This is how one way to get their buy in and their trust.

0:37:38.80 --> 0:37:43.670

Simmons, Cynthia W. (GSFC-4000)

And when they watch you be consistent. It just reinforces. And then you wanna check back.

0:37:44.560 --> 0:37:50.210

Simmons, Cynthia W. (GSFC-4000)

And this is where it's important to know whether extrovert or introvert. Introverts, you can't go.

0:37:50.770 --> 0:37:55.640

Simmons, Cynthia W. (GSFC-4000)

Uh, two hours ago we talked that in in the did I make a change?

0:37:56.520 --> 0:38:15.750

Simmons, Cynthia W. (GSFC-4000)

And you need to know their their disk part or Myers how they process things because some take longer to gain your your trust and they gonna wait longer to see. Are you consistent and you need to get a gauge of who those people are versus the ones that I just need to see one thing. And I've seen everything and I know.

0:38:16.430 --> 0:38:47.240

Simmons, Cynthia W. (GSFC-4000)

OK, you need to know who those are. That's why it's important. And then I'm gonna give you a real example where this really honed was way down my leadership path. When I first became a senior executive and and NASA, I had a situation where I'm like I am not because of COVID, but I got a lung issue that should I have asthma. And once I go through that, if you have asked me if you can relate. I had to wear a mask coming to work because colognes, the molds, all those things like that.

0:38:47.320 --> 0:39:0.820

Simmons, Cynthia W. (GSFC-4000)

Threw me backwards and and we'll give me an episode so I wasn't sick where I had to go home, but I was just vulnerable to those kinds of things. So I wore a mask to minimize that, and I communicated that to my staff.

0:39:1.860 --> 0:39:2.990

Simmons, Cynthia W. (GSFC-4000)

I thought effectively.

0:39:4.130 --> 0:39:25.980

Simmons, Cynthia W. (GSFC-4000)

And one of my go underlying principles that I I model is when I'm off from work, I'm off from work. And when you're off from work, I'm not going to ask you to work with me. It has to be an asteroid comment to destroy the Earth or someone dying that I know how to say that I'm gonna bother you on your off time.

0:39:26.760 --> 0:39:36.130

Simmons, Cynthia W. (GSFC-4000)

Alright, I model that people have tested me. Now we could talk about that one-on-one if you ever wanna reach out. But but I this my staff knew that about me.

0:39:37.500 --> 0:40:0.230

Simmons, Cynthia W. (GSFC-4000)

And so I'm wearing a mask and I explained everything. And I said this is the protect me. This is not because I'm sick, but this is in case you wearing Cologne. They've thrown me into an episode. I got an on somebody got on my calendar who was upset with me because I said when you're sick, stay at home and recover and then come back. Well and here I was.

0:40:1.100 --> 0:40:9.390

Simmons, Cynthia W. (GSFC-4000)

Not being consistent cause here I am sick with the mask on that person did not hear. I'm fine. I just am vulnerable to.

0:40:10.470 --> 0:40:12.430

Simmons, Cynthia W. (GSFC-4000)

Excuse me, I'm colognes and things.

0:40:13.400 --> 0:40:26.200

Simmons, Cynthia W. (GSFC-4000)

And I didn't know that. I was grateful that showed that he trusted me to come to me and talk to me at the same time. I realized if I had changed the way I said my words, that I'm vulnerable. I didn't use those words.

0:40:27.50 --> 0:40:31.840

Simmons, Cynthia W. (GSFC-4000)

Where that person said Ohh I said I'm not sick, but I'm vulnerable to colognes right now.

0:40:32.850 --> 0:40:51.880

Simmons, Cynthia W. (GSFC-4000)

And that person had asthma. And when I set it that way. Understood. So, you know, that's part of the trust building. I spent a lot of time on that, but. But I also said I'm sorry. I should have said it this way. It's irrelevant. If I were listening to me, I would have caught it.

0:40:52.490 --> 0:41:4.560

Simmons, Cynthia W. (GSFC-4000)

But remembering how people process information and they're explicit system, their experience that that's the reason they're listening to you from and watching you. OK, another part that's key is.

0:41:5.450 --> 0:41:7.420

Simmons, Cynthia W. (GSFC-4000)

Learning girl seeker.

0:41:8.660 --> 0:41:38.830

Simmons, Cynthia W. (GSFC-4000)

Umm, that part. A lot of people will say, what did I do wrong? I did something wrong so I must be horrible. I learned through coaching, leadership, development, training to to use a different phrase. What could I have done differently? What should I have done differently and reflect on that way that's infectious and it also spurs create feed of thinking and then you gotta be resilient. A lot of people are not resilient. Ohh I'm horrible and they feel terrible.

0:41:39.30 --> 0:41:47.360

Simmons, Cynthia W. (GSFC-4000)

Whatever. That's the grit. There's a book called Grit by Angela Duckworth worth reading about grit. Are you the glass half full?

0:41:48.230 --> 0:41:53.200

Simmons, Cynthia W. (GSFC-4000)

Or half empty type, or when I heard one time glass is twice as large as it needs to be.

0:41:54.140 --> 0:42:25.270

Simmons, Cynthia W. (GSFC-4000)

You know, having balancing optimism, realism is always the challenge. I just want to give you this one analogy real quick. When you if you love gardens, I do, you go to a plush garden to see your favorite plants. You have a plastic baggy with you. You walk through every garden, has bugs, stinging things and all that I'm allergic to. But bees and I can't tolerate most things. So you

can walk through that garden and collect every bug that you hate and your plastic bag. And at the end.

0:42:25.420 --> 0:42:41.520

Simmons, Cynthia W. (GSFC-4000)

Have that as your record of visit to the garden or you can collect only flowers. Some people will say you ignored one of the other. My thing that I always learn to do is focus on what was my intent for being at the garden and did I get that at the end of the journey?

0:42:42.690 --> 0:42:50.520

Simmons, Cynthia W. (GSFC-4000)

So that's the resilience and everything. And then the last thing Coach direct, listen, pause the side, there are many things to that.

0:42:51.650 --> 0:43:22.180

Simmons, Cynthia W. (GSFC-4000)

The key things I want to say you've really got to get good at knowing when to do these different things, when to direct and when to decide. You lose confidence remembering the results pyramid you'll lose confidence and trust by your team if you cannot direct and decide and know when to do that, make decisions you unintentionally convey a belief that that you look just like all the other leaders. So you really you really can't do anything. That's one thing and you have a good good at knowing when to pause.

0:43:22.530 --> 0:43:23.590

Simmons, Cynthia W. (GSFC-4000)

And went to listen.

0:43:24.280 --> 0:43:31.620

Simmons, Cynthia W. (GSFC-4000)

Now learn when to know to say something and when to remain silent and learn to find one to two.

0:43:33.20 --> 0:44:1.330

Simmons, Cynthia W. (GSFC-4000)

Value in in what they're saying the negative feedback you receive rather than reacting. There's a church experience. I give experience as I see the time. The anchor this for me. I was going to church Sunday school, small tiny room. And I say small. I mean it's like a walk in closet, a little bit bigger than that. Maybe twice the size of a nice wall size. Walking closet sitting in there and two guys behind me were talking while the teacher. I couldn't hear a thing and I was given all the.

0:44:3.550 --> 0:44:27.880

Simmons, Cynthia W. (GSFC-4000)

All those devices like that they kept talking and they finally said kitchen, why are you so rude? We can't hear. And one guy said I'm so sorry. He doesn't speak English and I've been translated. Do you have a little that made me feel I took away from that and I encourage you to think about this when you're listening. Pausing all of those, that all the reasons you can think of.

0:44:29.140 --> 0:44:40.70

Simmons, Cynthia W. (GSFC-4000)

As the reason to why your team is behaving the way it is, there's always one more reason that

you could think of that could be the reason they're behaving that way. If you leave yourself open to that.

0:44:40.870 --> 0:44:43.230

Simmons, Cynthia W. (GSFC-4000)

You can do the learn, grow seeker approach.

0:44:44.440 --> 0:44:49.280

Simmons, Cynthia W. (GSFC-4000)

Remember my Christmas tree adventure? Look at all those people and there were never any there.

0:44:50.180 --> 0:44:55.560

Simmons, Cynthia W. (GSFC-4000)

You gotta you gotta not only what are you seeing? You may not have the right.

0:44:56.460 --> 0:45:4.560

Simmons, Cynthia W. (GSFC-4000)

Vision. You think you do, but you may not. They might actually have it, but you have a disconnect and you gotta be able to sort that out. Next slide, please.

0:45:7.50 --> 0:45:22.840

Simmons, Cynthia W. (GSFC-4000)

Once you assemble all that, now you're ready to do a process, daily introspection and reflection. If you go read up on some of the top most successful business people or successful people in any organization, this is what they do as a good chunk of their work day.

0:45:23.980 --> 0:45:45.190

Simmons, Cynthia W. (GSFC-4000)

Not on their off hours. This is essential to them becoming the being an effective leader. So you've got to five carve out time. I've I do that and then you have to unique coaches and mentors find out the difference between those. They're king no top athlete at any sport ever gets to the top without a coach. Not one.

0:45:46.130 --> 0:46:4.800

Simmons, Cynthia W. (GSFC-4000)

Practice. You gotta practice. It's like this. You learn how to tie your shoes for a tennis shoes. There's one of you out there that's gonna laugh at be what? Tennis shoes cause to be competitive and playing tennis. So now you know how to tie shoes. And I gave you an ice skate and say now I want you to develop the skills to be competitive at ice skating.

0:46:6.320 --> 0:46:13.160

Simmons, Cynthia W. (GSFC-4000)

Anybody who competitively ice skates knows you cannot tie your lace, your boots the same way you lace the tennis shoe for playing tennis.

0:46:13.910 --> 0:46:43.810

Simmons, Cynthia W. (GSFC-4000)

If you want to effectively jump, it's still lacing tennis shoes. Lacing are tying laces, but they're not the same context, so you need to practice in different context to know what you were effective here still works over here, or is this something you need to add to it and that is leadership training development at the team level organizational level. You need that to get

other strategies that work with your style that you can practice, but also best coaches and mentors and do your daily introspection.

0:46:44.590 --> 0:46:45.600

Simmons, Cynthia W. (GSFC-4000)

Remembering.

0:46:46.380 --> 0:46:47.790

Simmons, Cynthia W. (GSFC-4000)

And you gotta be resilient.

0:46:48.680 --> 0:47:0.130

Simmons, Cynthia W. (GSFC-4000)

Good leaders, I last when I saw I didn't talk to a good leaders, ask great questions a lot of times, especially the High's, and I'm a high D we'll want to tell everybody everything because we know it all.

0:47:0.970 --> 0:47:10.150

Simmons, Cynthia W. (GSFC-4000)

If you can get good at telling, turning that into effective questions, you might learn something and they'll tell you something. That's what I've learned.

0:47:11.10 --> 0:47:21.890

Simmons, Cynthia W. (GSFC-4000)

Uh, So what good questions can I ask and have grits stick to itiveness? Is there a possibility in here somewhere is the question that you need to consistently ask yourself.

0:47:23.720 --> 0:47:33.520

Simmons, Cynthia W. (GSFC-4000)

It takes all of this consistently to be the leader you want to. Here's a real life example. Look looking at the peoples. Go back to that thing going to the Christmas tree.

0:47:34.250 --> 0:47:38.930

Simmons, Cynthia W. (GSFC-4000)

My son and my friend, two different generations, had the same perspective.

0:47:39.690 --> 0:47:50.60

Simmons, Cynthia W. (GSFC-4000)

I was the same generation as my friend basically, and I had a totally different spec perspective. I'm very smart and I'm sure you are. I have demonstrated time and time again.

0:47:51.300 --> 0:47:55.980

Simmons, Cynthia W. (GSFC-4000)

I can learn very quickly, have been told that many times my my learning curve like this.

0:47:56.810 --> 0:47:57.780

Simmons, Cynthia W. (GSFC-4000)

But let me just say.

0:47:58.620 --> 0:48:9.700

Simmons, Cynthia W. (GSFC-4000)

There's still needs to be time, as in the part of this equation, to walk far enough along the path in order to get the perspective that your team has. It takes time. It's like this.

0:48:10.550 --> 0:48:20.600

Simmons, Cynthia W. (GSFC-4000)

Growing up learning your first language versus learning how to tie your shoes both took time, but two different types of time because the complexity of one versus the other.

0:48:21.390 --> 0:48:39.920

Simmons, Cynthia W. (GSFC-4000)

Growing from age to age 4 versus to to 20, that growing versus growing 2 inches and one year, both are growth. Both take time but different lengths of time. And there's a reason because the complexity of it, so many factors in it. So going back to the basketball story.

0:48:41.440 --> 0:48:45.310

Simmons, Cynthia W. (GSFC-4000)

A-Team a group of individuals working as a team.

0:48:46.590 --> 0:48:47.930

Simmons, Cynthia W. (GSFC-4000)

I'll put my money on them.

0:48:48.680 --> 0:48:58.220

Simmons, Cynthia W. (GSFC-4000)

Against any group of highly skilled individuals working as individuals, a group of individuals, if you as a leader, can get them to do that, then.

0:48:59.140 --> 0:48:59.830

Simmons, Cynthia W. (GSFC-4000)

Perhaps.

0:49:0.530 --> 0:49:4.510

Simmons, Cynthia W. (GSFC-4000)

You'll start forming what feels natural to you, the so.

0:49:6.150 --> 0:49:36.340

Simmons, Cynthia W. (GSFC-4000)

That togetherness give them with a minor togetherness is key to this and that's up to you as a leader. A lot of people think it's down at the team. No, they are looking to you to set the tone and to set the direction and give them a reason why and to and to share with them that they're part of the success and what they bring to the table. That is how you ignite the workforce to be engaged many other elements. But think back to the leader that you want to follow and remember.

0:49:36.580 --> 0:49:50.370

Simmons, Cynthia W. (GSFC-4000)

That their beliefs may be different than yours. They likely are. So how do you get alignment excitement. Buying that spurs creativity that's free to core loyalty to each other and to the end objective.

0:49:51.250 --> 0:50:15.890

Simmons, Cynthia W. (GSFC-4000)

How do you align what they value with? What needs to get done to accomplish them? To objective remembering that you cannot change their beliefs or what they value. So that's speaks to their self motivation. How do you get their self motivation aligned with what you need to have get done for the end objective? How do you get them to see what you are seeing while remembering that what what you're seeing may not be?



0:50:16.580 --> 0:50:19.940

Simmons, Cynthia W. (GSFC-4000)

The true depiction of what is there is could be.

0:50:20.730 --> 0:50:21.370

Simmons, Cynthia W. (GSFC-4000)

Also.

0:50:22.270 --> 0:50:25.140

Simmons, Cynthia W. (GSFC-4000)

How do you come to see what they are seeing?

0:50:26.110 --> 0:50:39.790

Simmons, Cynthia W. (GSFC-4000)

And so pulling all that together, learning how people work, ask great questions, introspecting and reflecting a what should be done better? Observing others you don't need to be the expert.

0:50:40.700 --> 0:50:43.500

Simmons, Cynthia W. (GSFC-4000)

You partner with the experts to get them there.

0:50:44.740 --> 0:51:10.50

Simmons, Cynthia W. (GSFC-4000)

Of course, there's more to discuss. Many layers, all that can't cover it all. Hopefully I gave you something. It would be too much, so thank you for taking me to go to the next slide. Thank you for taking time with me. Give me the opportunity and privilege to share my story, my journey becoming who? Emma work, who I am. I'm a work in progress. I'm still doing all these things I share today, constantly doing it on a daily basis during my work day, INTROSPECTING and reflecting.

0:51:11.590 --> 0:51:27.550

Simmons, Cynthia W. (GSFC-4000)

I share, I hope when I share with you resonates with you some part that you can take and use and help with your journey. And that's what I hope to share. Does anybody have any synthia to do? Did it I help you with your question? And does anybody have any other questions you might want to ask?

0:51:38.750 --> 0:51:42.320

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Cynthia looks like people are just saying great talk. They're saying thank you.

0:51:45.420 --> 0:51:55.670

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Please folks, if you have any questions, uh put it into chat. Looks like we might have a question here. Remind Deborah Wallace from Marshall. Any tips for accepting what you can't change?

0:51:55.750 --> 0:51:59.670

Simmons, Cynthia W. (GSFC-4000)

Ohh excellent question. I have a few minutes that's an excellent question.

0:52:1.10 --> 0:52:7.570

Simmons, Cynthia W. (GSFC-4000)

Two things let me pause for a moment and bring forward to there are lots of things to that, but let me see if I can bring a couple of things for you.

0:52:8.310 --> 0:52:8.810

Simmons, Cynthia W. (GSFC-4000)

Umm.

0:52:10.260 --> 0:52:12.200

Simmons, Cynthia W. (GSFC-4000)

One of the things I think.

0:52:13.680 --> 0:52:35.450

Simmons, Cynthia W. (GSFC-4000)

Really helped me in that and still helps me today is the question of what what could I have done differently and getting some feedback. When you look at it from that perspective, it doesn't start feeling like it's a negative. Everything can always be done differently. So that's one thing that helps pull out. Saying the other thing.

0:52:36.470 --> 0:52:42.120

Simmons, Cynthia W. (GSFC-4000)

I have once done this taking a piece of paper. What am I good at?

0:52:43.500 --> 0:52:44.720

Simmons, Cynthia W. (GSFC-4000)

From my perspective.

0:52:45.530 --> 0:52:47.420

Simmons, Cynthia W. (GSFC-4000)

And why do I believe I'm good at that?

0:52:48.100 --> 0:52:53.250

Simmons, Cynthia W. (GSFC-4000)

And you anchor to that. Always coaching. Mentoring helps.

0:52:54.520 --> 0:53:12.60

Simmons, Cynthia W. (GSFC-4000)

Cushion the blow of of coming to I can't change that if you can't change it. Sometimes it's it's not just a matter of it. Can't be changed. It could be the timing is wrong. The stakeholders don't have the will or they don't have the power to do it. There's no money to do it.

0:53:13.380 --> 0:53:32.910

Simmons, Cynthia W. (GSFC-4000)

Lots of things like that. There are outside your control, so sometimes it's a matter of waiting and try it again. Sometimes it's learning a different strategy, so if you and you can reach to me offline, how to tell a compelling story sometimes is the key to it. If you reached me offline, I'll share with you what I mean that with by that.

0:53:33.590 --> 0:53:34.690

Simmons, Cynthia W. (GSFC-4000)

Hopefully that helps.

0:53:37.750 --> 0:53:39.110

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Lots of more. Thank you.

0:53:40.530 --> 0:53:47.440

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Let's see any. Here we go. Any hints? This is from our Kelly fast from headquarters. Any hints for leading upward?

0:53:47.900 --> 0:54:12.750

Simmons, Cynthia W. (GSFC-4000)

Yes. First take some leadership development on leading upwards. There's lots out there that give you good strategies that work with your personality and style. What feels natural to you? One key thing I found is this. You've got to get good at finding out what is causing the up, I'll call them stakeholders was calling the stakeholders. What are their pressure point? What's pressuring them, that's what they're going to pay attention to and.

0:54:13.350 --> 0:54:43.70

Simmons, Cynthia W. (GSFC-4000)

Uh, what? You can't give them a lot of people wanna give them all this information. They don't have time to process it, so you gotta distill it down to two or three points and you just keep every time you communicate. Here are the three things that I'm working. So until you start hearing them period, I caught a mantra. You you give them three things the anchor. And as you accomplish you add a third one so that you always have three that you're constantly reporting to. So they know what it is.

0:54:43.340 --> 0:55:1.960

Simmons, Cynthia W. (GSFC-4000)

What to look for? That measures they're getting what they want. And if you're not, what are you doing about it? And how do they know that it realigns. I. That's the most effective way I found. Managing up is a consistent story on what it is they need to look at and how, you know.

0:55:2.630 --> 0:55:8.960

Simmons, Cynthia W. (GSFC-4000)

How you can express to them succinctly indicators or things they can see very quickly.

0:55:9.730 --> 0:55:35.900

Simmons, Cynthia W. (GSFC-4000)

To show whether they, whether that has accomplished, if you throw at up too many things. Remember they got a large organization, cannot process it all, remember, learn how people work. It's not just for people working on your team, but above how do they process information? What as a value to them. Hopefully that helps you. There's more to it, but I would go to leadership development training to get more strategies and get and get a coach or a mentor.

0:55:38.330 --> 0:55:45.940

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Great. I've got. There's a comment or a question by Nancy Lindsey from Goddard. How do you get others to see the trees not seeing the people?

0:55:46.960 --> 0:56:11.960

Simmons, Cynthia W. (GSFC-4000)

So that's the process I just taught you through will help them come along with that. You cannot give them a picture and they go. Ohh yeah, I see it. It is that gonna work like that? Their belief system is driving what they see. So this is a process. It takes time. You got a good good at time and all those things I talked about today, plus other things. Nancy, I know. So we can talk one-on-one more on it so.

0:56:12.820 --> 0:56:14.560

Simmons, Cynthia W. (GSFC-4000)

Ah, let's do that.

0:56:15.340 --> 0:56:24.90

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Right. And then I've got a question, Cynthia from Hemel Modi from Ames, are there any good leadership training courses that you recommend?

0:56:25.90 --> 0:56:31.840

Simmons, Cynthia W. (GSFC-4000)

Umm, but off the top of my head I don't know exact titles, but here are areas how to lead.

0:56:32.780 --> 0:56:38.30

Simmons, Cynthia W. (GSFC-4000)

How to create vision and that that turning it that's one key thing, how to?

0:56:38.370 --> 0:56:43.0

Simmons, Cynthia W. (GSFC-4000)

Uh, a line a team with the vision training that's on that.

0:56:44.230 --> 0:56:51.150

Simmons, Cynthia W. (GSFC-4000)

Leadership training on how people work on a team, and this applies to organization, by the way.

0:56:52.360 --> 0:57:21.150

Simmons, Cynthia W. (GSFC-4000)

And then and then also training on how to communicate effectively. How to tell your story?

Also there's training out there on finding your voice as a leader, but how to tell compelling give a compelling case because when you create a vision, you got to sell that vision to the people on your team or organization as well as to your stakeholders around get buy in. So there's training in that those areas just some, but there are many.

0:57:22.440 --> 0:57:42.230

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Great, alright. And then I've got a question. Let's see Cynthia from Kim Lam Pham from from Glen. In a team, there are different disks, personalities and beliefs. Experiences. How do you find the most effective approach or common denominator to work with the broad team?

0:57:42.900 --> 0:58:12.670

Simmons, Cynthia W. (GSFC-4000)

Very good question. I found that if you find out what they value and how they work those individuals, then you can pull them together to create what that common thing is. I do what I call create a big box because if you give people open sky they cannot create. I give them the borders and then I bring them in knowing those things. They're personalities, extrovert, introvert to get them to create with me what the.

0:58:12.850 --> 0:58:34.900

Simmons, Cynthia W. (GSFC-4000)

Details of the box looked like health, and that makes sense once you engage them in that way. They're brought in because they have contributed to the direction specifically and and not only

what it looks like, but how do we know we met it and and part of the assessing hopefully that helped that. I mean it's a big thing that I'm trying to crystallize it in a few words.

0:58:38.550 --> 0:58:53.540

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Great. Great. Thanks so much. Cynthia, leave another question that just came in. Let's see from Stanley Smeltzer from Langley. How much time do you typically set aside on a daily weekly basis for personal development and introspection?

0:58:53.960 --> 0:59:19.550

Simmons, Cynthia W. (GSFC-4000)

Oh, great question. I spent an hour every work day. Sometimes this consolidated into one hour. Sometimes it's broken into two parts because I found I'm not effective as it's less than 30 minutes, but I need an hour and it's during the work day, so I don't go like to work at 6:00 o'clock my my meeting start between 8:00 and 9:00 o'clock in the morning. I usually reserve my lunch time for that.

0:59:20.720 --> 0:59:35.470

Simmons, Cynthia W. (GSFC-4000)

Or I'll append an hour at the end of the work day. So instead of ending at 5:00, I'll ask my admin to close, stop all my meetings at 5:00 so I can have five to six to do it for me. That's the best time. 5:00 to 6:00 PM.

0:59:38.220 --> 0:59:39.80

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Fantastic.

0:59:38.430 --> 0:59:48.640

Simmons, Cynthia W. (GSFC-4000)

And so and I don't do it on on the weekend, on, on in the mornings, early mornings, I do my personal for spiritual stuff and on the weekend, but during the work week, that's when I usually do it.

0:59:50.590 --> 0:59:50.920

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Right.

0:59:50.390 --> 0:59:53.920

Simmons, Cynthia W. (GSFC-4000)

Every day is the answer to that too. By the way, every work day.

0:59:55.70 --> 1:0:12.720

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Thanks so much, Cynthia. Thank you so much. I think we're at time or at 2:00 PM Eastern.

Thank you so much for coming and delivering this presentation. This was great, got a lot of great confidence. People really like this. So thank you so much for sharing all the valuable information and knowledge. Really appreciate it.

1:0:13.440 --> 1:0:27.850

Simmons, Cynthia W. (GSFC-4000)

Thank you so much. Back to everyone. Thank you for taking your time and your questions. And please reach to Ben if you wanna if you have a question that I didn't answer that you really want some insight, I'm happy to work with him on that. Thank you. Have a great day.

1:0:27.160 --> 1:0:52.330

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Thank you. Thanks everyone for attending. There is a webinar feedback link here. Please click on that. There's just four questions you can give us topics for future sessions. We'd really appreciate that. I also have on this slide there's a link to our webinars, recordings and slides where they are archived in a few days, we'll get this recording placed on that landing page as well as the presenter slides.

1:0:54.330 --> 1:1:10.480

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

And we will also send an e-mail out to all those that attended today that registered and attended. You'll get an e-mail letting you know that it's been placed on that landing page. Once it's up there. OK. But thank you so much for attending. Really appreciate it. And we'll see you at our next session, which is hopefully soon.

1:1:11.250 --> 1:1:12.30

BRUNEAU, BENJAMIN T. (HQ-KA000)[ASRC Federal Data Solutions]

Thanks so much.