THRIVING THROUGH TRANSITION & CHANGE

FIRST ENERGY'S WOMEN IN LEADERSHIP (WIL) 2020 VIRTUAL SIGNATURE EVENT

This handout is intended to be used during, and after, today's event. Participants are encouraged to download and print this document (one-sided printing preferred) in advance. Attendees will also receive a PDF of the presenter's slides and are encouraged to download and print those for reference during and after the sessions.

SESSION 1: MANAGING THE GENERATIONAL MIX—HOW TO INCREASE COLLABORATION AND MINIMIZE DESTRUCTIVE CONFLICT

Pick three values from the list below that matter most to you:

VALUES

A Conservatism
B Discipline
C Diversity of tasks
D Idealism
E Independence
F Individualistic
G Parents as friends
H Participative
I Patriotism
J Personal fulfillment
K Question authority
L Recognition
M Self-directed
N Self-reliant
O Diversity

Your top 3 values:

	LETTER	DESCRIPTION
#1		
#2		
#3		

Implied Generation (if applicable): _____

Your Actual Generation: _____

NOTES:

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Now, pick up to five workstyle characteristics below that best align with yours:

1	Changes jobs often	9	Independent	15	Prefers Just-in-time learning	21	Task-switches
2	Competitive	10	Low tolerance for "grunt" work	16	Prefers teamwork	22	Top-down chain of command
3	Consistent	11	Multi-tasks	17	Rely on technology	23	Visual learner
4	Dedication to company	12	Optimistic	18	Resourceful	24	Wants to know "why" before doing
5	Distrusts authority	13	Pay your dues	19	Seeks work/life balance	25	Workaholic
6	Expects immediate feedback	14	Prefers email/text over calling	20	Skeptical		
7	Favors inclusive management						

Top workstyle characteristics

	NUMBER	DESCRIPTION
#1		
#2		
#3		
#4 (opt'l)		
#5 (opt'l)		

Implied Generation (if applicable): _____

Your Actual Generation: _____

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CASE STUDY EXAMPLES

What should you consider in regard to…	Traditionalists (a.k.a. Silent Generation)	Baby Boomers (a.k.a. "Me" Generation)	Generation X (a.k.a. Baby Bust)	Generation Y (a.k.a. Millennials)	Generation Z (a.k.a. Digital Natives)
Providing training?					
Establishing new procedures?					

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SESSION 2: FINDING THE BALANCE THAT WORKS FOR YOU: LEADERSHIP & WORK/LIFE BALANCE WHILE WORKING REMOTELY

Productivity Assessment Worksheet

Use this worksheet to evaluate how well you prioritize projects, manage your current workload, and communicate and collaborate with others.

I. How well do you strategically prioritize projects?

Assess yourself in each of the following areas:

Statement	Never	Sometimes	Often	Always
I am aware of and consider my organization's mission, vision, values, and goals in prioritizing my work (projects, tasks, time, etc.).				
I understand and remember what my organization's positioning strategy is for the products and services I represent or support.				
I set and refer to operational objectives that are S.M.A.R.T.				
I create project charters for complex or longer-term projects and engage the right stakeholders in their creation, usage, and communication.				
I forecast production-related and financial outputs, and then determine required resource inputs.				
I develop and/or follow pro forma statements, such as budgets.				
I create and/or follow detailed workplans.				
I stay current on trends, innovations, and changes in my field and in my industry.				
I consider people, process, and organizational structure needs and implications when making decisions and in planning and prioritizing projects.				

What conclusions do you draw from the results? What will you do to better determine tie your work back to the broader purpose and direction of your organization?

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II. How well do you manage your current workload?

Statement	Never	Sometimes	Often	Always
I periodically conduct a "time audit" so I know how I have been spending my time.				
I use "Stop/Start/Continue" methodology to determine what to do, and what not to do.				
I use Urgent/Short-term/Long-term priority lists and block time on my schedule accordingly.				
I use a scanner and electronic filing to minimize paper-related distractions and to stay organized.				
I sync my computer files to the cloud in order to ensure proper back-up and availability.				
I delegate meetings, tasks, and decisions to others appropriately.				
I block off "think" time on my calendar in order to avoid distractions.				
I shut the door or work elsewhere when I need to devote attention to a particular issue or project.				
I hide email when concentrating on a particular issue to stay focused.				
I create and communicate meeting agendas, minutes, and next steps.				
I resist responding right away when taking more time and thought would be more beneficial.				
I focus on and leverage my strengths versus my weaknesses.				
I avoid busy work and focus more on true meaningful activity.				
I set deadlines appropriately to avoid loss of momentum or undue stress.				
I support and encourage an adaptive culture in my workplace.				
I balance and address all three aspects of performance: quality, quantity, and timeliness.				
I update/modify rules and processes and delete those that no longer make sense.				
I create and modify structures based upon capabilities rather than limitations.				
I am clear on expectations of myself and others.				
I create and appropriate measure and monitor key performance indicators.				
I monitor how closely actions have been adhering to the plans made.				
I work to identify associated causes when milestones are missed.				
I monitor schedule and budget variances and address them appropriately.				
I escalate and/or resolve issues that arise in an effective, timely manner.				
I identify best practices and incorporate them into my future projects and tasks.				
I periodically pause and assess how I have handled challenges and unanticipated problems to learn from those experiences for the future.				
In flagging and resolving issues, I consider how a given issue was discovered, who should be involved in resolution, what steps are needed to investigate, what actions to take to resolve it, and what follow-up is required.				

What do your responses suggest that you should work on? Leverage more? How will you do that?

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III. How well do you collaborate with and communicate with others?

Statement	Never	Sometimes	Often	Always
I am considered a thought-leader in my area of discipline.				
I am not just a task master. I seek out ways to increase my impact in my current role.				
I quantify the value I add and share that information with others.				
I network with others within my organization, as well as those in and outside of my industry.				
I collect information on how I am perceived by others and act on any related concerns.				
I identify mentors, coaches, and other advisory opportunities to foster my continued professional development.				
I understand what power I have and when to use it in different circumstances.				
I manage my boss and others above me to complement their skills and make their jobs easier.				
I communicate with a sense of optimism and enthusiasm.				
I anticipate my audience needs and tailor my message delivery accordingly, using words and body language the listener(s) can relate to.				
Others would say I have good listening skills.				
I feel and show empathy towards others and have an open mind, encouraging the free flow of ideas.				
I communicate in a firm, persuasive manner when trying to influence others.				
Be firm and persuasive				
I have good questioning and summarizing skills.				
I make others feel comfortable when they meet with me.				
Make others feel comfortable				
Encourage free flow of ideas				
I avoid “up-speak” at the end of sentences to avoid unintentionally sounding unsure of myself.				
I am able to accurately read the facial expressions and body language of others in order to discern their true feelings.				

What are three areas you will work on as you move forward? What will you do to reinforce such behavior?

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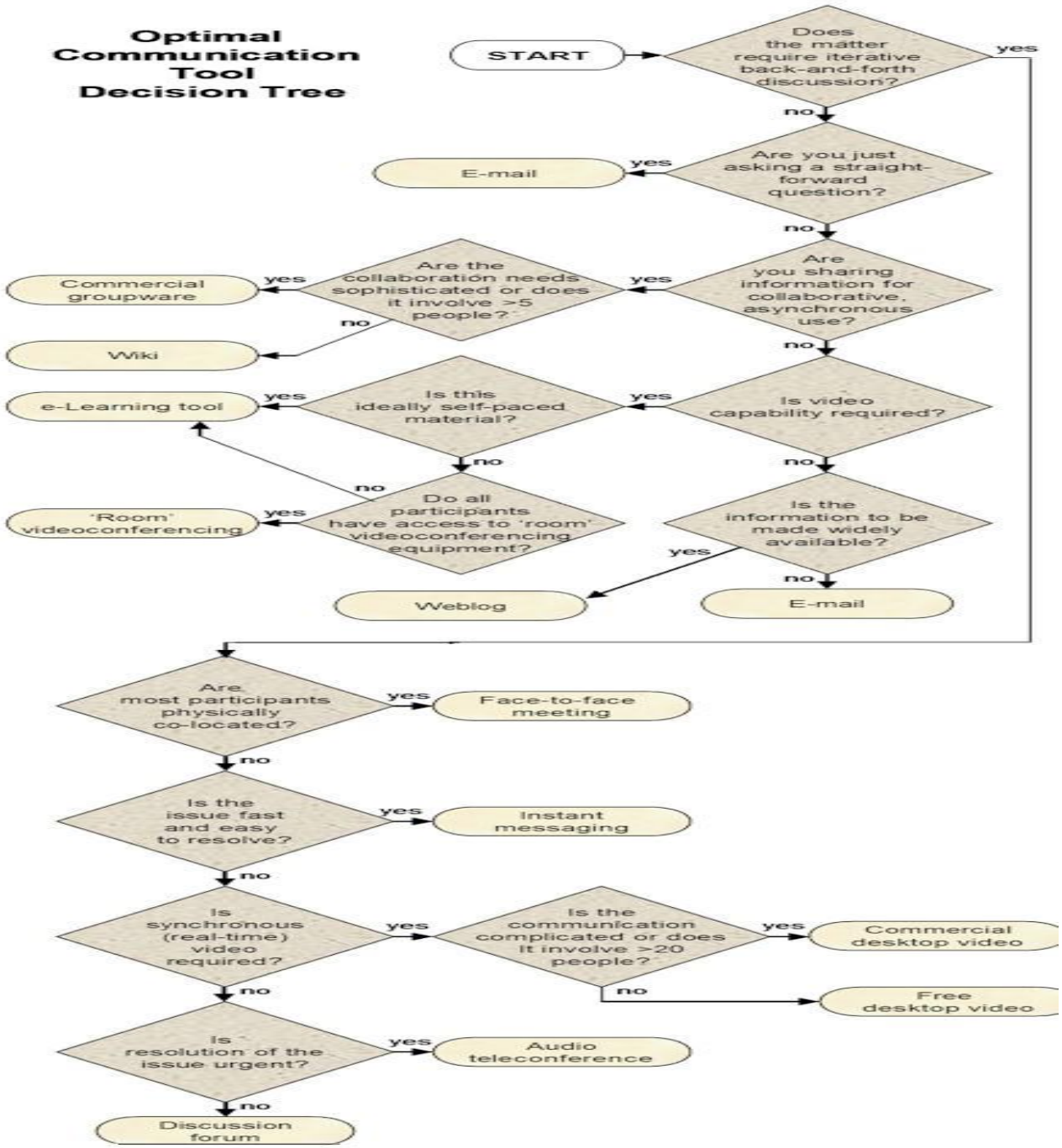
PROJECT DEBRIEF TEMPLATE

Project title
Project outcome (whether objectives were met/exceeded and explanation)
Budget outcome (actual vs. forecast expense results
Next steps (any necessary follow-through to achieve the desired results/impact or any suggestions for future projec
Modifications to original project brief
What went well
Practices to Continue (on an ongoing basis)
What didn't go well
Practices to discontinue (on an ongoing basis)
Data/information gaps
Heroes (anyone whose contribution was outstanding and why)

SESSION 3: ENHANCE YOUR PRESENTATION SKILLS & INCREASE YOUR INFLUENCE

Communication Technologies — A Decision Tree for Users

Posted on November 24, 2006 by Dave Pollard
http://howtosavetheworld.ca/2006/11/24/communication-technologies-a-decision-tree-for-users/ (first accessed 04/10/18)



Meeting Checklist

	√	Description	Details
Advance Planning		Meeting Purpose	
		Meeting goal(s)	
		Who needs to attend and why	
		Who else should be invited and why	
		What invitees should do in advance	
		What attendees should bring	
		Meeting agenda items	
Meeting Set-up		Meeting location, vehicle, and/or platform	
		Additional meeting tools	
		Email/calendar invite with purpose, agenda, participation expectations, attachments, and directions/log-in info	
		Participation expectations	
		Agenda parsed into time intervals	
		Determination of meeting facilitator, minute taker, and/or time tracker	
		Meeting technology testing	
		Determine collaboration tools	
Meeting Run		Arrive early	
		Start on time	
		Introduce attendees and/or ice breaker	
		Highlight meeting expectations	
		Block other computer applications	
		Take meeting minutes and/or record meeting	
		Close with recap of key conclusions and decisions	
		Identify and agree on ownership of next steps	
Meeting Follow Up		Distribute meeting minutes to attendees and other key stakeholders	
		Post minutes and other reference materials into shared, accessible portal	
		Highlight next meeting date (if applicable)	
		Request meeting feedback (content and format)	
		Reflect on lessons learned	

Manage Your Influence Style(s)

Per Meriam's Dictionary, "influence" represents the power to change or affect someone or something, to cause changes without directly forcing them to happen, or person or thing that affects someone or something in an important way. Considering the styles presented in today's session, complete the statements below:

- The style(s) I am most likely to use is/are…
- When trying to influence me I prefer that others use the following style(s)…
- I'm most confident using…
- The style frequently used in my office/by my team is…
- My boss typically uses this style(s)…
- Two styles I can work at improving are…

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EVENT PRESENTER BIO

Michelle D. Coussens

Michelle Coussens is a resourceful, resilient, and relentless business professional with demonstrated success in building new programs, driving short-term efficiencies, and improving long-term effectiveness all through innovation, rigor, and courageous leadership. She has industry experience in a variety of industries, as well as in consulting, education, and not-for-profit organizations. She is an avid networker who collaborates frequently with significant business and personal connections worldwide. She is always eager for new challenges where she can quickly and continually bring a positive impact to a new venture or existing organization.

For fifteen years, Ms. Coussens has owned and operated Plan B Consulting. Services span speaking, training, and organizational assistance in preparing strategic and business plans, project management, leadership, operational excellence, ethics, diversity and inclusion, and other related topics. In addition, she facilitates business meetings and retreats and conducts market analysis and competitive intelligence for various types of entrepreneurs and organizations worldwide. Since 2005, she has developed and taught courses for NeighborWorks® America, a Congressionally funded organization providing funding and technical assistance to community development entities nationwide, including courses on business planning, organizational effectiveness, operational efficiency, and critical thinking for better results. She has also served as a consultant to numerous community development organizations both within and outside the NeighborWorks network.

Michelle is on the faculty of the American Management Association where she teaches numerous different strategic planning, management, and analytical seminars to business professionals around the world and is also on the business faculty at College of DuPage. In addition, she develops and leads business education webinars for *Premier Learning Solutions*, *Resourceful Selling*, *BusinessWatch Network*, *HR Morning*, and *Progressive Women's Leadership*, as well as ethics and diversity classes and webinars for the *Real Estate Institute*. Through her business, she has published more than 150 monthly issues of her newsletter, *Planning Possibilities*, which is currently distributed worldwide to over 5,000 clients and contacts.

While also running her consulting business, Michelle served as the founding Dean of the School of Business at Kendall College. She built and managed all aspects of the School, including faculty and curriculum selection and assessment, as well as program development and enhancement. Under her direction, the program quickly grew from just start-up to graduating seniors, generating professionally savvy, globally driven, and services-oriented graduates who have been hired by such companies as *Accenture* or who have successfully started their own companies.

Michelle then went on to complete an engagement as Marketing Director at Capsim Management Simulations, Inc., where, reporting to the president, she initiated marketing and sales strategies and processes, resulting in hundreds of leads and numerous six-figure corporate client requests for proposals.

During her time of employment at the Federal Reserve Bank of Chicago, Michelle conducted and oversaw policy work and applied research, as well as financial services management reporting and administrative oversight of the research department. She also moonlighted at DePaul University as an adjunct instructor. Earlier, she spent 15 years working at CNA Financial, working in personal, commercial, and professional liability lines of business. During her career, she has performed technical roles, run operations, developed new products, and published applied research.

Michelle holds particular personal interest in assisting not-for-profit organizations. Her work in this area originally began through her applied research focused on community development, most specifically related to financial literacy initiatives. She has published related papers in Federal Reserve publications, as well as in the American Council on Consumer Interests Annual.

Active in the community, Michelle has served and assisted several organizations in a voluntary capacity. In 2012, she was appointed by Northwestern University President Morton Shapiro to the prestigious Northwestern Council of One Hundred, serving as a mentor and role model to female students and alumni, co-leading development of the Council's strategic plan, and then serving two consecutive terms as operations lead on its executive committee. In January 2012, she also became the founding chair of the Illinois Diversity Council Board of Directors and became a founding advisory board member for Guidestar.org in 2013. She has participated as a presenter to Chicago Step Up Women's Network and has held membership in the Chicago Society of Human Resource Management (SHRM).

Earlier, Ms. Coussens served on the advisory board of Provena Pine View Care Center and created their first annual fundraiser, and for over twenty years, she served as an annual fundraiser for the Juvenile Diabetes Research Foundation. She also served on the board of the Chicago Women in Publishing (CWIP) for two years, including as Vice President of Business Operations. While at the Chicago Fed, she served as an economics instructor for Junior Achievement, later bringing JA workshops to Kendall College and continuing to volunteer for JA today. In 2010, she initiated a business leadership program between Kendall and the American Management Association targeted for urban Chicago high school students.

Ms. Coussens holds a Bachelor of Arts degree in mathematics from Northwestern University and a Master's in Business Administration, with a concentration in Marketing, from DePaul University. She also has achieved several professional insurance designations—Associate in Risk Management (ARM), Chartered Property/Casualty Underwriter (CPCU), and Registered Professional Liability Underwriter (RPLU) and has completed actuarial exams in Calculus, Statistics, Operations Research, and Economics. She also holds an Illinois insurance license.