

# Navigating Challenging Teams **aka** Stepping into YOUR Leadership!



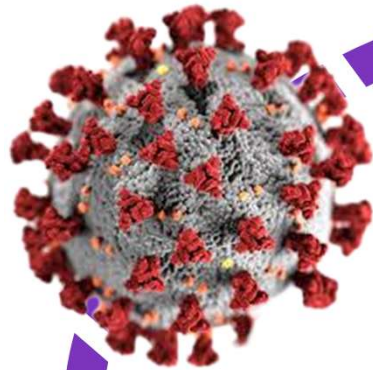
**Janine Hamner Holman**



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# Enough?



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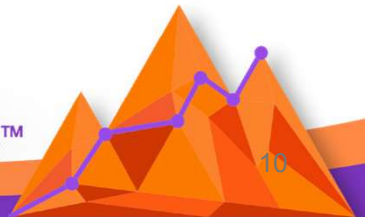
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**CHANGE IS** \_\_\_\_\_ ?



# Scan



OR

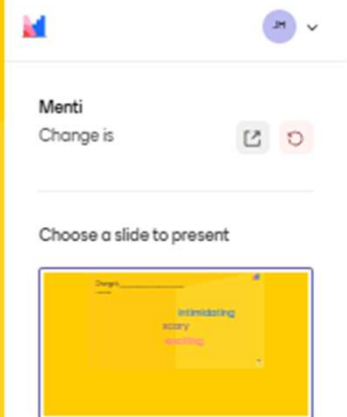
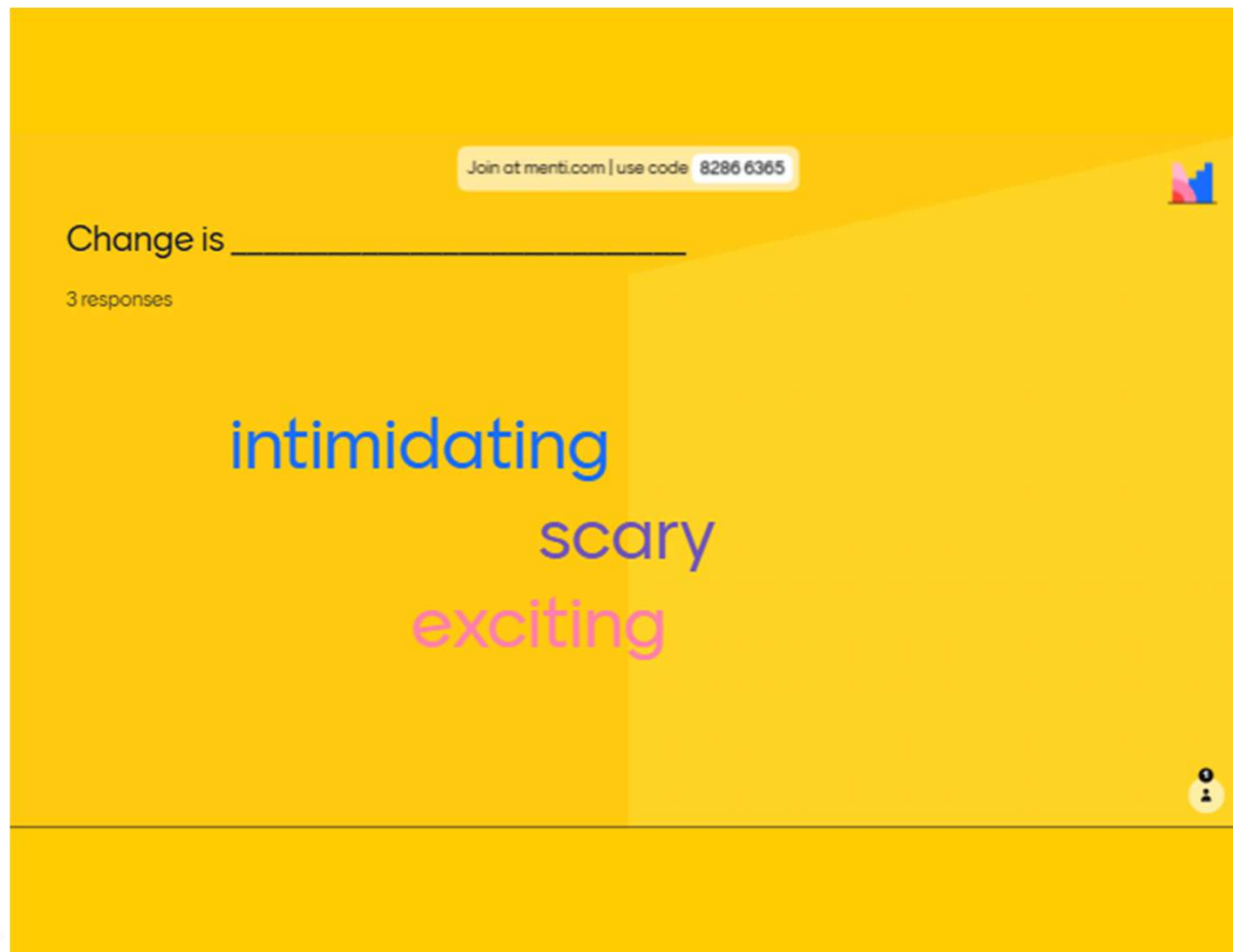
# Navigate

**Menti.com**

**Code  
8286 6365**







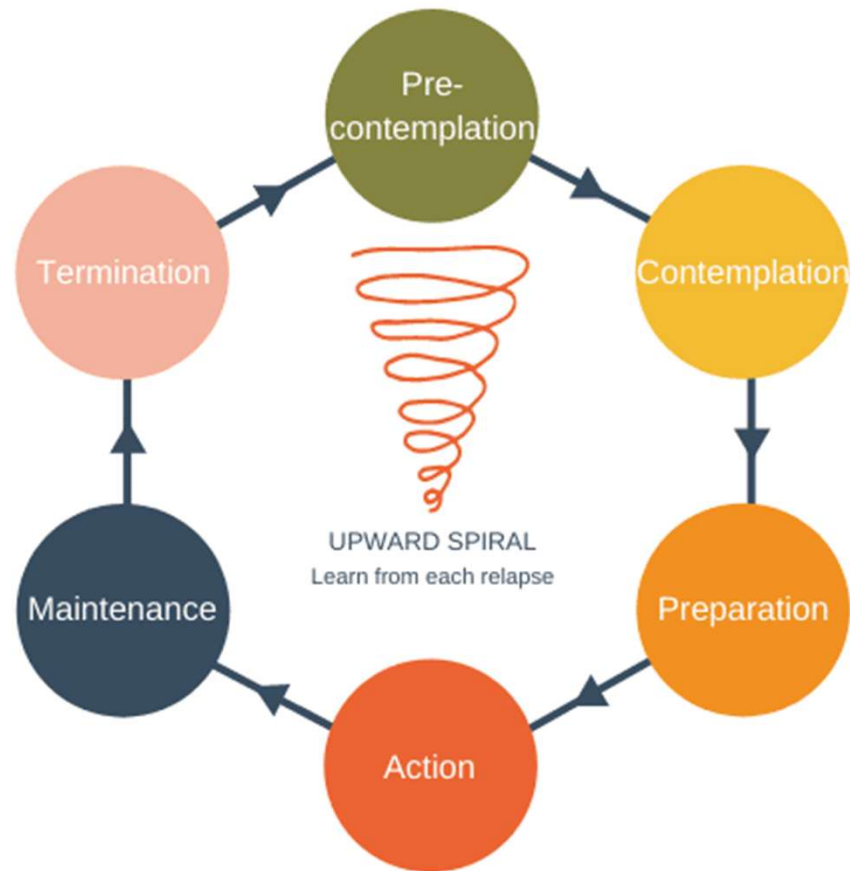
THE LAST FOUR YEARS  
HAVE BROUGHT  
ABOUT MORE CHANGE  
THAN WE HAVE SEEN  
IN OUR LIFETIME.

~ GARY BURNISON  
KORN FERRY





# The Stages of Change Model



# 2025 Leadership Trends



Humane and  
outcome-focused  
goal setting and  
feedback



Mitigating bias and  
incorporating  
broader feedback in  
performance  
evaluations



Employee ownership  
for feedback and  
development with  
personal *and*  
professional goals



Leaders as  
career coaches in  
the ongoing war for  
talent



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GALLUP®

WORLD  
ECONOMIC  
FORUM

Forbes

The  
Economist

The New York Times

Inc.

Bloomberg  
Businessweek

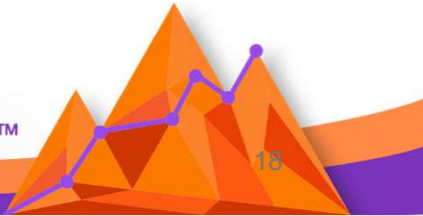


Harvard  
Business  
Review



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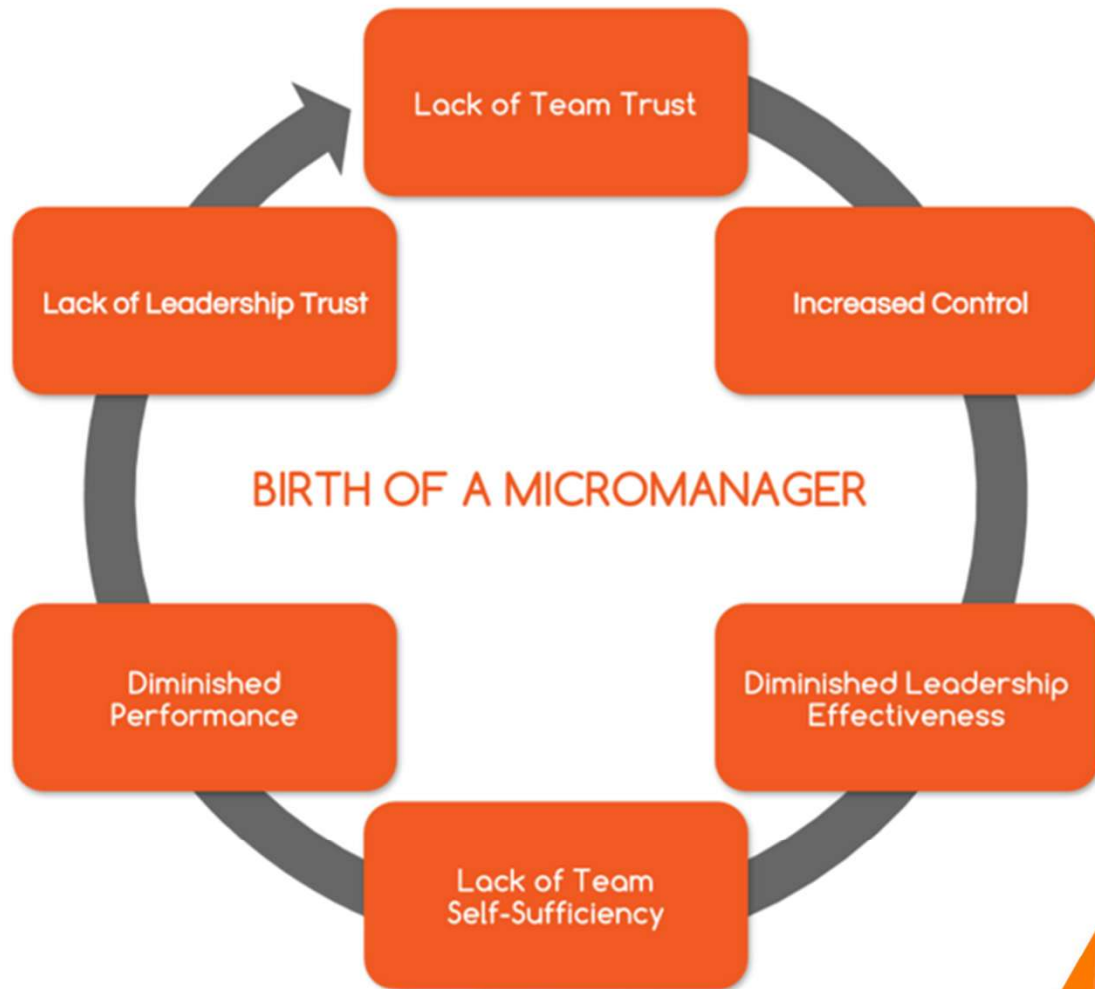
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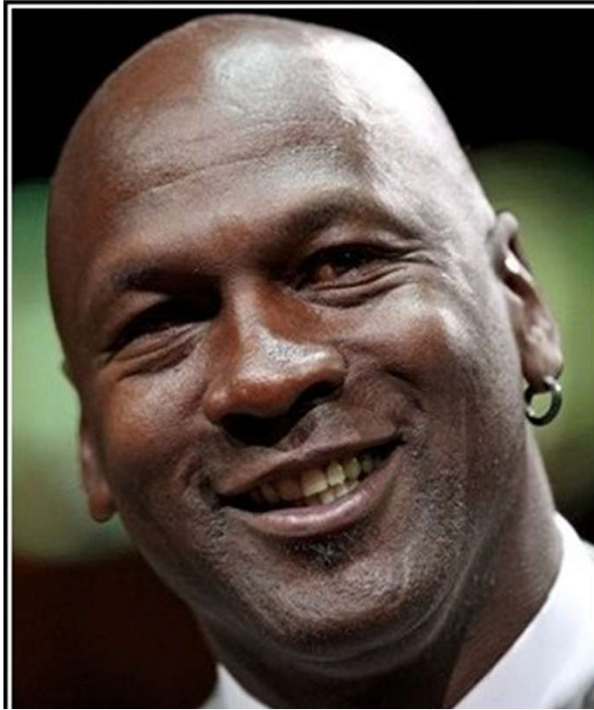






# TOXIC LEADERSHIP





Earn your leadership every day.

— *Michael Jordan* —

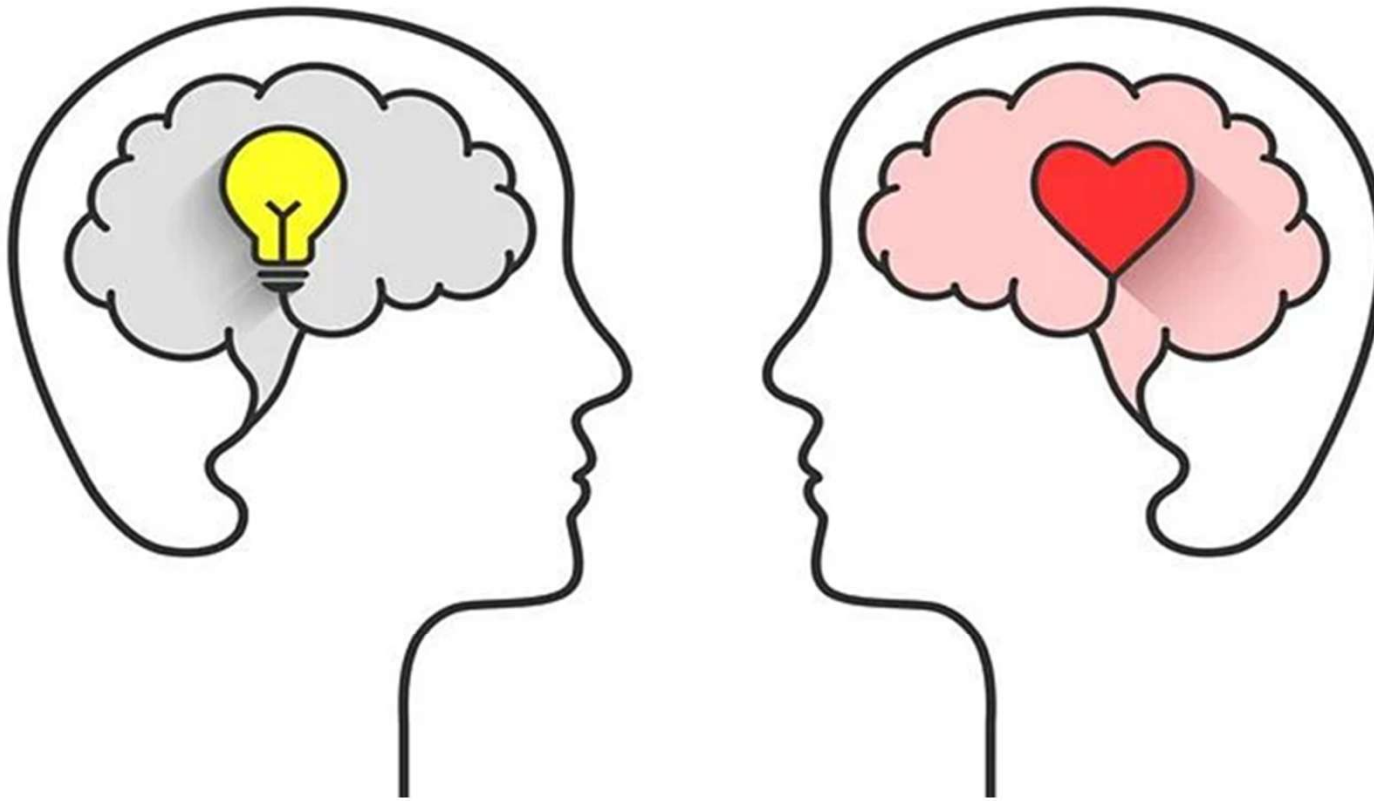


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# Conscious Leadership



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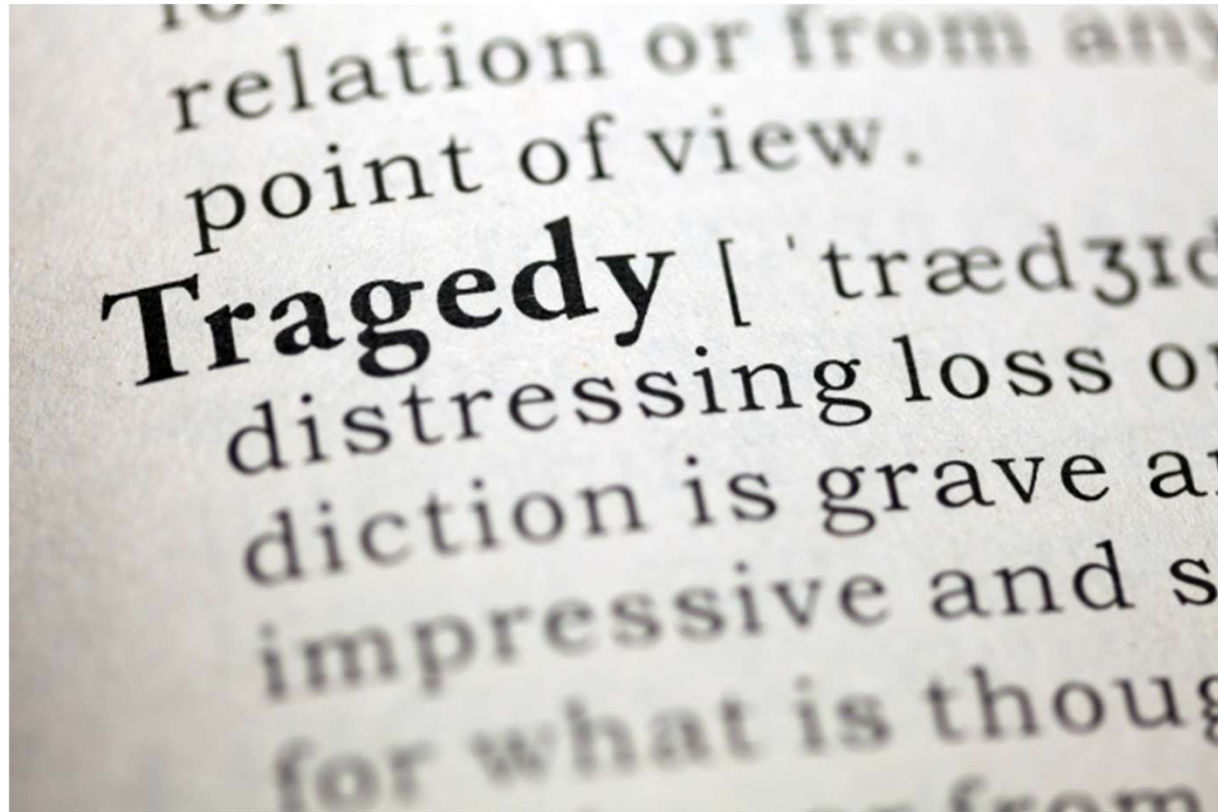




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BE THE BEST  
VERSION OF  
YOURSELF



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Profitable  
Emergent  
Motivating  
Cooperation  
Civility  
Clarity  
Fairness  
Leadership  
Safety  
Freedom  
Ethical  
Equity  
**THRIVING  
WORKPLACE**  
Creative  
Growth  
Enthusiastic  
Respectful  
Collaboration  
Sustainability  
Innovation  
Inclusion  
Welcoming  
Agile  
Healthy



**WHO CARES**



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COLLABORATION INSPIRE  
DELIVER **INNOVATE** **VISION** MOTIVATION  
PERFORMANCE

# EFFECTIVENESS

SERVICE TEAMWORK EXCELLENCE  
INTEGRITY **SUCCESS** SKILL DUTY **STRENGTH** COURAGE RESPECT  
ACCOUNTABLE MENTOR



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**NOT JUST SURVIVING.**  
**THRIVING!**



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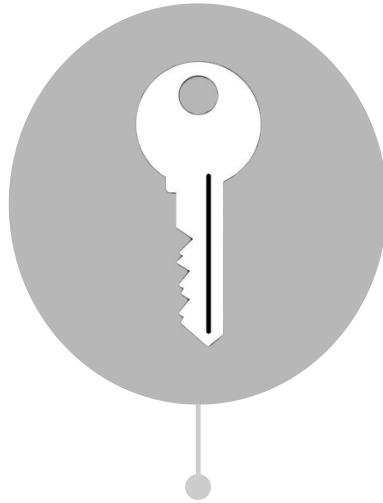
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# Keys to Creating Thriving Organizations



**Teamwork**



**Purpose  
& Belonging**



**Trust**



**Open & Clear  
Communication**



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# Strengths

“

Working with members in my Hub, I experience that my unique skills and talents are seen, valued, and utilized.

“

I experience belonging as part of this Hub.

“

I trust members of my Hub and experience their trust in me.

“

I know what matters to other members of my Hub - both professionally and personally - and they know what matters to me.



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# Opportunities

“

If you make a mistake in your Hub, it is often held against you.

“

People in this Hub sometimes reject others for being different, having a different perspective, or different ideas.

“

It is safe to take a risk in this Hub.

“

No one in my Hub would deliberately act in a way that undermines the efforts of anyone else on the team.



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# Vision

What?

A picture of future success

COMPELLING  
FUTURE



# Mission

Why?

What we do now, who we serve, and how we serve them

FUNDAMENTAL  
PURPOSE



# Values

How?

Core beliefs that guide our behaviors and actions.

COLLECTIVE  
COMMITMENTS



## Vision

A Nation where all of America's veterans experience the honor, gratitude and community of support they deserve.



## Mission

To celebrate America's veterans by inviting them to share in a day of honor at our nation's memorials.







## CORE VALUES



### FOSTER A COMMUNITY OF RESPECT

Treat others with respect, courtesy, and dignity at all times. Acting with integrity and being respectful of people of all backgrounds. Taking responsibility for your actions; admitting mistakes; building trust; collaboration & professionalism to resolve conflicts.

### PRIORITIZE HEALTH & SAFETY



Be aware of safety for yourself and others. Act in a responsible and safe manner. Harsh tones, foul language, screaming/yelling at others will not be tolerated. Be considerate of the emotional and mental well being of others.



### GOOD AMBASSADOR OF HONOR FLIGHT BRAND

Act with respect for the mission, community and organization. Be courteous and professional.

### PROMOTE A SPIRIT OF GRATITUDE



Maintain a spirit of thankfulness and gratitude, to not only our veterans but also to everyone who serves the mission of the organization.



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# Foster a Community of Respect



- Treat others with respect, courtesy, and dignity at all times.
- Acting with integrity and being respectful of people of all backgrounds.
- Taking responsibility for your actions:
  - Admitting mistakes
  - Building trust
  - Collaboration & professionalism to resolve conflicts



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# Foster a Community of Respect



- Treat others with respect, courtesy, and dignity **at all times.**
- Acting with integrity and being respectful of people **of all backgrounds.**
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  - **Admitting mistakes**
  - Building trust
  - Collaboration & professionalism to **resolve conflicts**

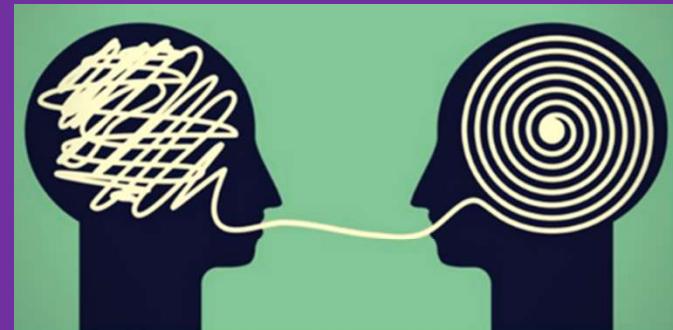


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# At ALL Times????



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# Of ALL Backgrounds????



\_\_\_\_\_ CAN  
GET IN THE WAY  
OF BEING  
RESPECTFUL



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# Scan



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# Navigate

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What can get in the way of being respectful?

6 responses

power-dynamics

prejudice

stress

tired

fear

insecurity



Mentimeter

Menti

Untitled presentation



Choose a slide to present



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# I Have To Admit Mistakes ????



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# Conflict Resolution



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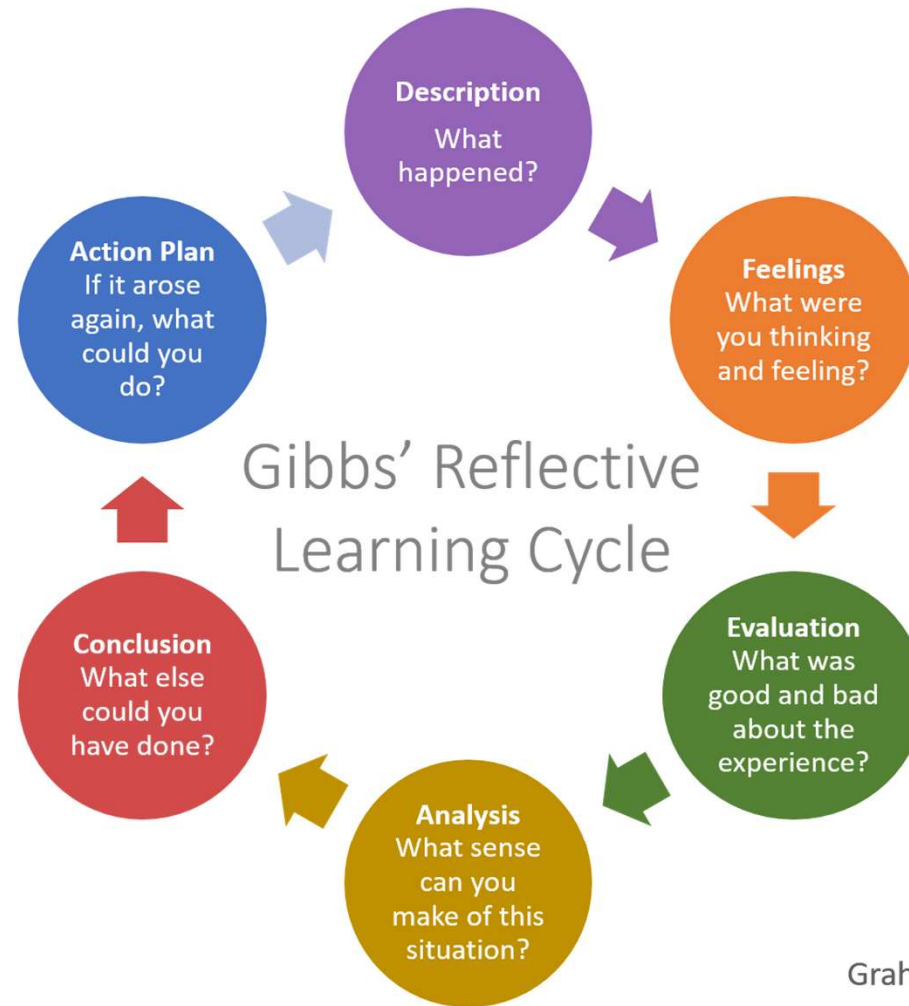
Feelings are much like  
waves, we can't stop  
them from coming but  
we can choose which  
ones to surf.



# 5 Steps to Managing Big Emotions



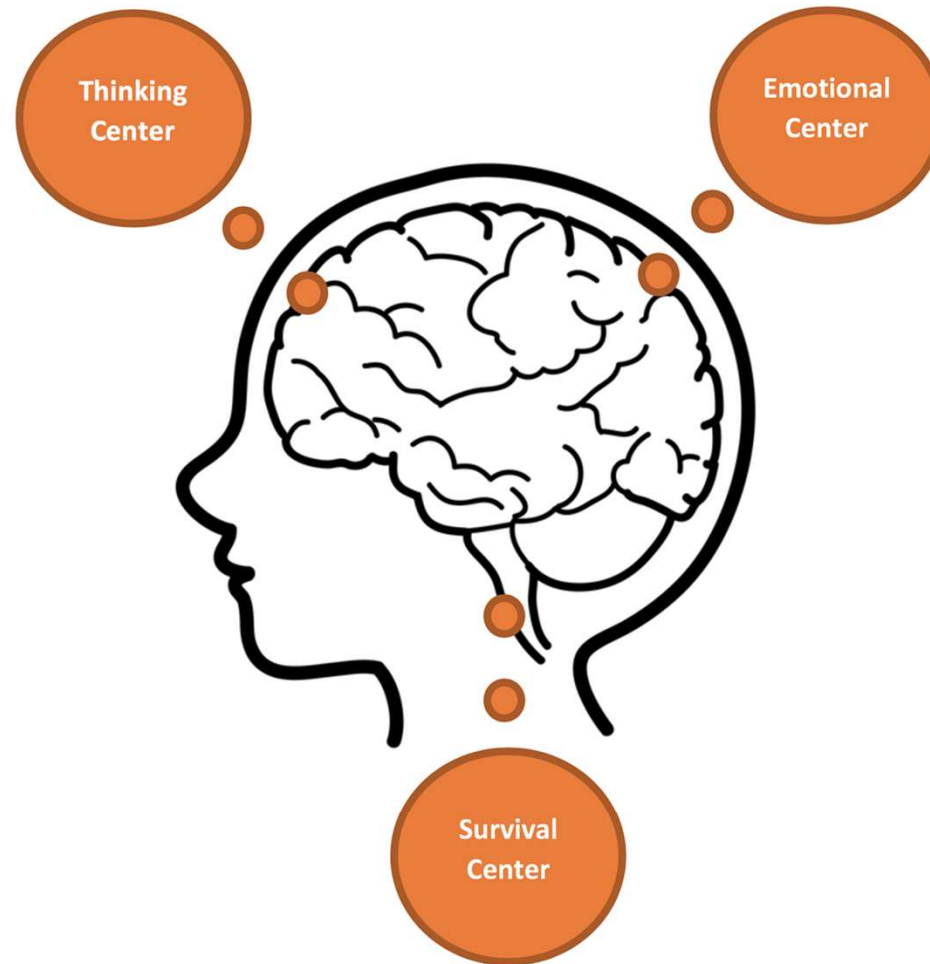
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Graham Gibbs, 1988

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# breathe



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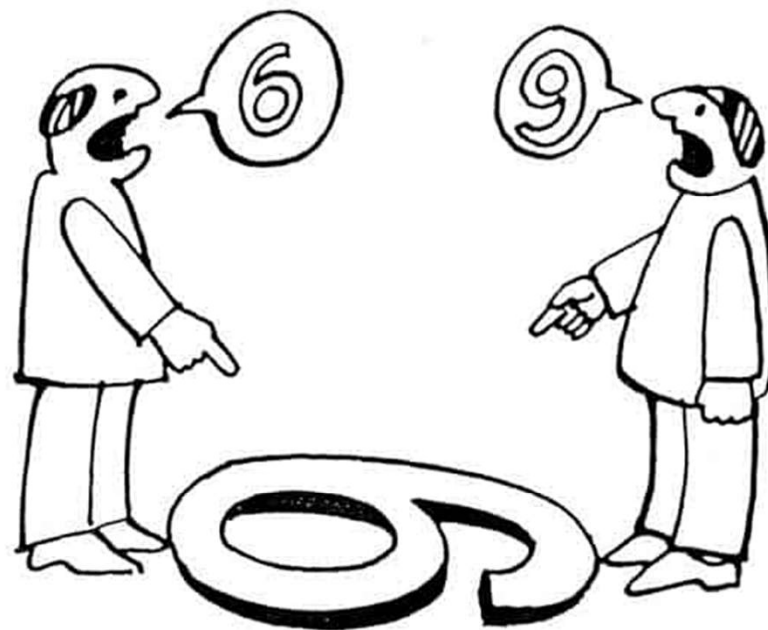
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my  
**TRUTH**

**YOUR  
TRUTH**



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# Prioritize Health & Safety



- Be aware of safety for yourself and others.
- Act in a responsible and safe manner.
- Harsh tones, foul language, screaming/yelling at others will not be tolerated.
- Be considerate of the emotional and mental well being of others.



# Good Ambassador for the Honor Flight Brand



- Act with respect for the mission, community and organization. Be courteous and professional

Why is this important?



# Promote a Spirit of Gratitude



- Maintain a spirit of thankfulness and gratitude, to not only our veterans but also to everyone who serves the mission of the organization.

Why is this important?





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# BMPS FOR NON-PROFITS

## TOP SEVEN



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# Strong Leadership & Governance

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- ➔ **Clear Mission & Vision:** Ensure all activities align with the organization's purpose.
- ➔ **Engaged Board of Directors:** Recruit board members who are passionate, skilled, and actively involved in governance.
- ➔ **Executive Leadership Development:** Invest in training and mentorship for leadership to ensure long-term stability.



# Strong Leadership & Governance

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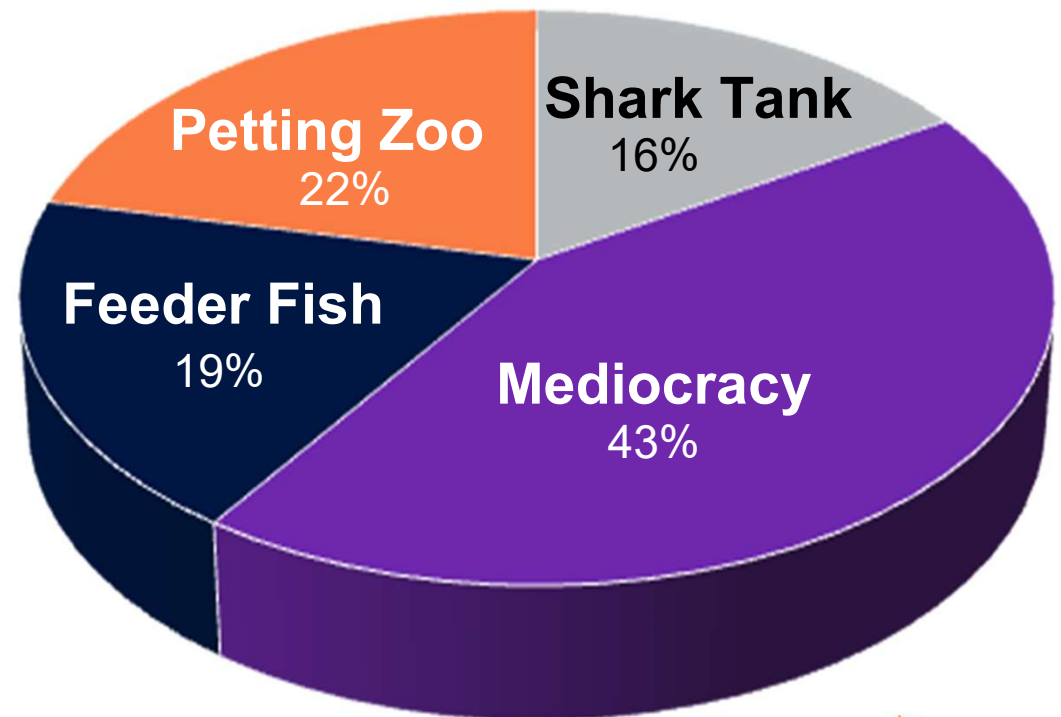
- ➔ **Engaged Board of Directors:** Recruit board members who are passionate, skilled, and actively involved in governance.
  - ◆ Healthy Turnover
- ➔ **Executive Leadership Development:** Invest in training and mentorship for leadership to ensure long-term stability.
  - ◆ Sharks, Petting Zoo, Mediocracy





# Strong Leadership & Governance

➔ **Executive Leadership Development:**  
Invest in training and mentorship for leadership to ensure long-term stability.



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# What's Healthy Turnover ?

## ➔ Develop Process for Board of Directors (BOD) Turnover:

### ◆ Term Limits for All BOD Members

- 2 consecutive terms of 3 years (6 years)
- 3 consecutive terms of 2 years (6 years)
- 3 consecutive terms of 3 years (9 years)
- Mandatory break of at least 1 year before returning
- Staggered Terms
- Shorter Terms for Executive Committee members



# Why Healthy Turnover Is Important

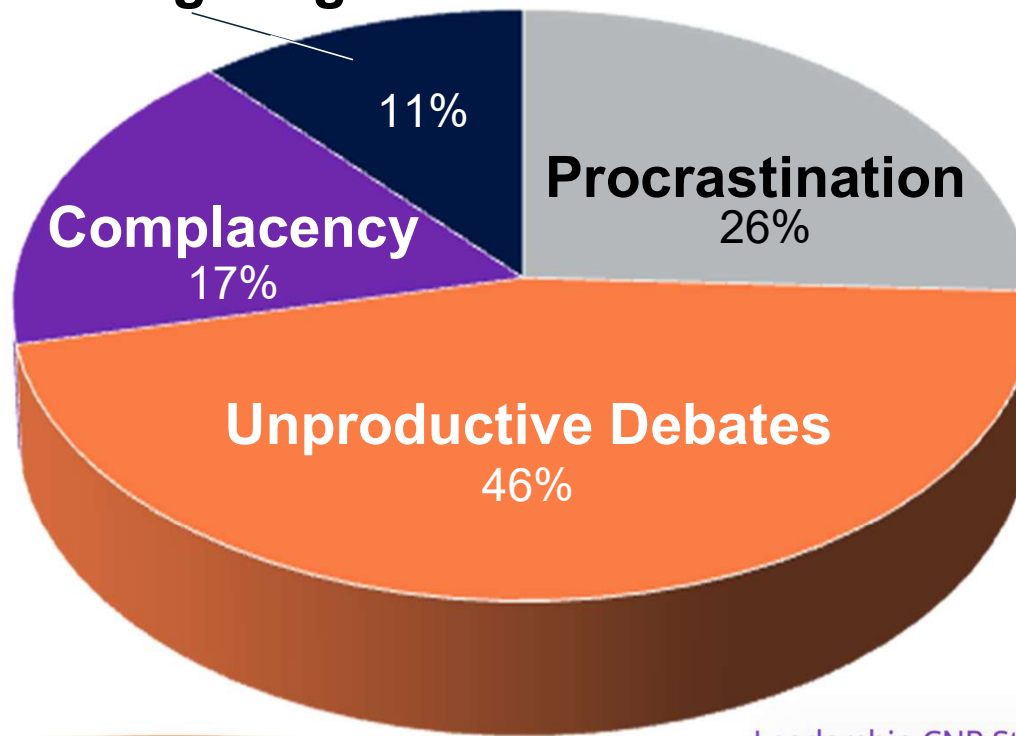
- ➡ **Prevents Board Stagnation:**  
Encourages fresh perspectives, new skills, and innovative ideas.
- ➡ **Enhances Board Engagement:**  
Members stay motivated, knowing their time is limited, which encourages active participation.
- ➡ **Strengthens Succession Planning:**  
Allows for a structured leadership transition, prevents crises when long-term members leave unexpectedly.
- ➡ **Expands Network & Diversity**  
Creates opportunities to bring in new members with diverse experiences and backgrounds.
- ➡ **Reduces Key Person Syndrome**  
Prevents a single individual or small group from holding power indefinitely, ensuring democratic governance.



# Strong Leadership & Governance

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Political In-Fighting



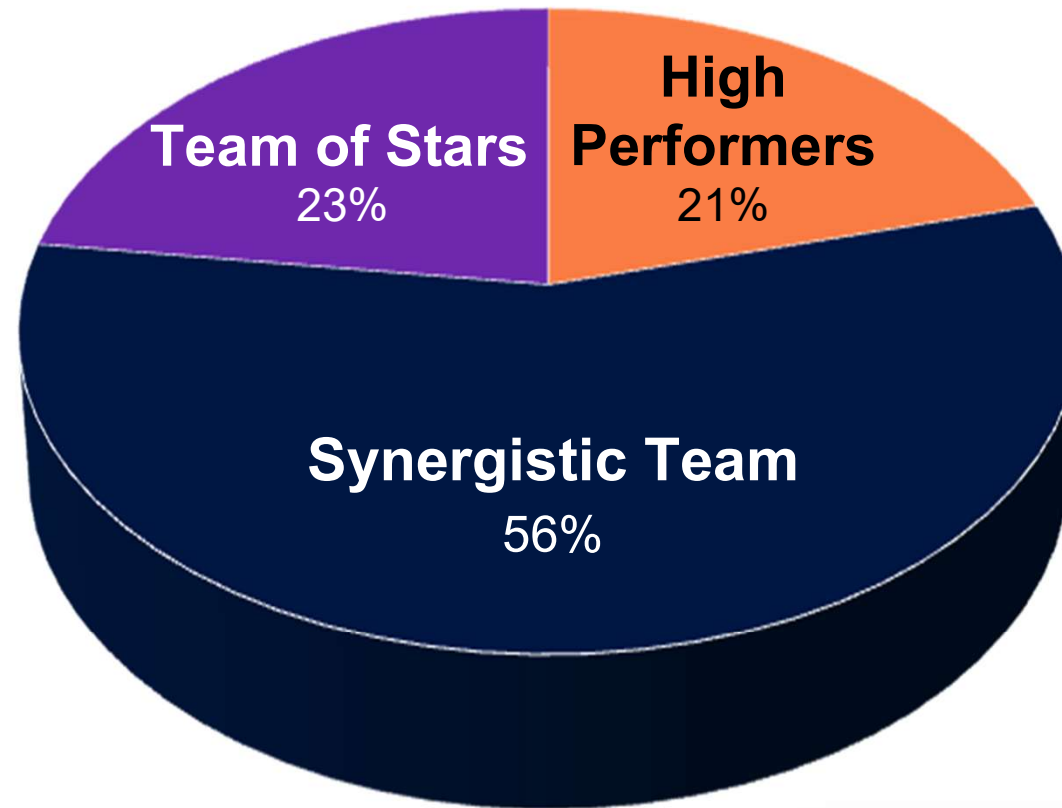
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# Strong Leadership & Governance

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# Strong Organizational Culture & People Engagement

## ➔ Stay Grounded in Mission, Vision & Values

- ◆ Waiting List!
- ◆ Post Vietnam

## ➔ Leadership Development

- ◆ Recruiting new board members
- ◆ Creating space for new board members' ideas & voices
- ◆ Mentoring & succession planning



# Effective Communication & Stakeholder Engagement

- ➔ **Honesty, Admitting Mistakes, Clear Communication**
- ◆ Integrity
  - ◆ Trust
  - ◆ Accountability



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# Connect



**/janine-hamner-holman/**



**jandjcg.com**



**janinehamner.com**



**Janine@JandJCG.com**



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# Listen

## THE COST OF NOT PAYING ATTENTION



hosted by  
Janine Hamner Holman



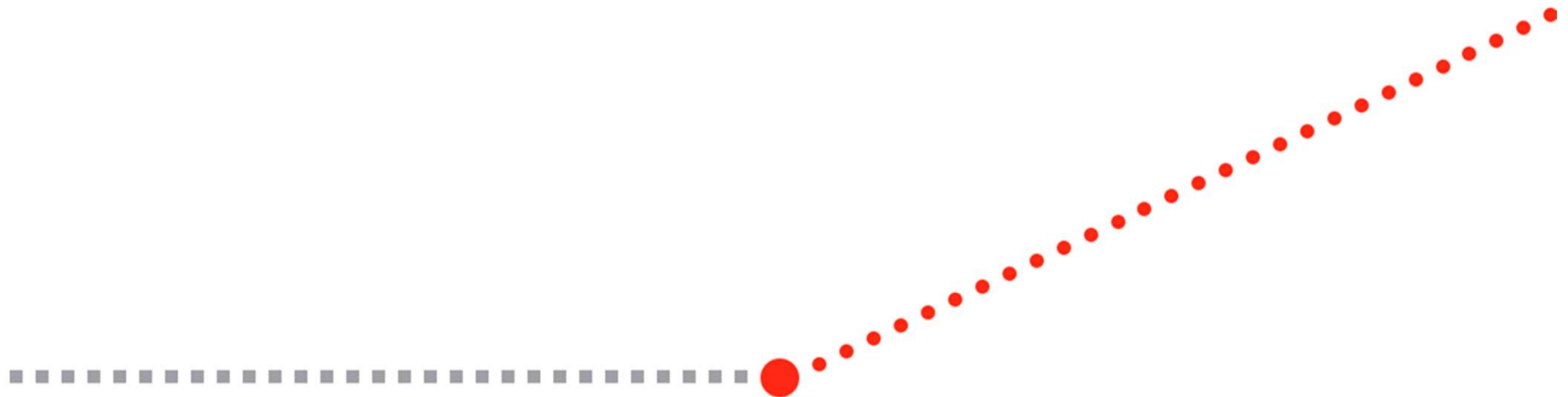
**JanineHamner.com/Podcast**

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# One Last Thought ...



one different choice can change everything



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