

Your Leadership Voice – Maximizing Team Support

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Kayla Awolope – Special Education Consultant

Amy Krueger – Special Education Consultant



Your Leadership Voice – Maximizing Team Support

MASE Best Practices
May 14, 2026

Heidi Hahn – Associate Director of Special Education and Region 5 & 7 RLIF

Leadership development, teacher pathways and trainings, specialist supports

- Mental Health Counselor
- EBD Teacher
- Asst. and Director of Special Education
- Adjunct Professor at SCSU
- Asst. Superintendent and Superintendent



Wife, Mom and Dog Mom

Married – 5 adult children, 2 daughter in-laws, 2 grand babies and 1 really spoiled dog



Kayla Awolope- Education Consultant- SpEd

Educator Development & Mentorship,
Special Education Training & Systems
Leadership, Licensure Pathway &
Professional Learning Facilitation

- 1st grade, 5 & 6th grade math & science
- ASD, SLD, EBD Teacher
- Student Support Coordinator/Dean of Students
- Assistant Director of Special Education



Mom, Wife, Travel Enthusiast



Amy Krueger: Education Consultant-SpEd

Special Educator coach/mentor,
professional development facilitator,
paraprofessional competency
support

- EBD teacher
- Assistant Director of Special Education
- Director of Human Resources
- Director of Community Education



Wife, Girl Mom, Sister, Ocean Lover



Who we are

- Minnesota Service Cooperative
- Perform planning on a regional basis
- Assist clients
- Regional solutions team, we are part of the Education Solutions team



Transforming Team Communication / Workshop #1

Discover Your Leadership Voice



Objectives

1. Recognize the characteristics of each of the 5 Voices
2. Identify your Foundational Leadership Voice
3. Build confidence in using your Foundational Leadership Voice
4. Commit to applying your leadership insights

Introductions

1. Share your name
2. What you do
3. Your hopes for the workshop

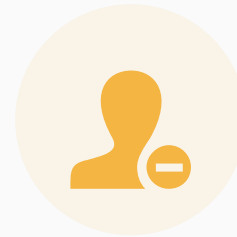


**Everyone speaks.
Not everyone is heard.**

Consequently...



Teams function at less than 60% of their true potential.



82% of Team members feel misunderstood and undervalued.



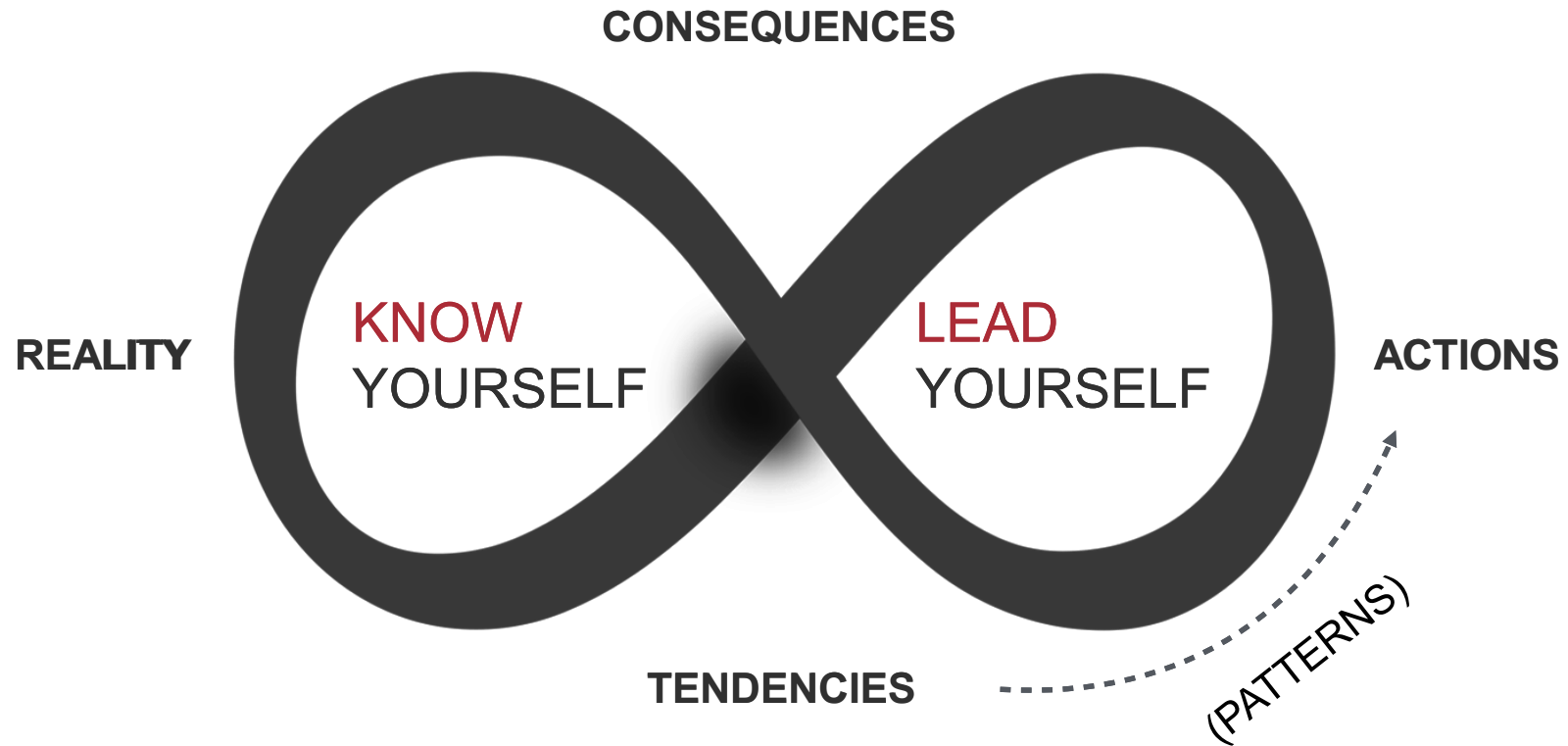
Team leaders rarely, if ever, hear the truth from their people.



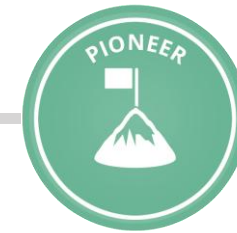
Leaders undermine their influence every day without even knowing it.

What if every voice around your table was truly heard, valued, and appreciated?

KNOW YOURSELF TO LEAD YOURSELF



5 VOICES



Nurturer

Champion of...
People, relational harmony, and values

43%
of the population

Present Oriented

Creative

Champion of...
Future ideas, innovation, and organizational integrity

9%
of the population

Future Oriented

Guardian

Champion of...
Due diligence, resources, and efficient systems and processes

30%
of the population

Present Oriented

Connector

Champion of...
Relational networks, collaboration, and effective communication

11%
of the population

Future Oriented

Pioneer

Champion of...
Strategic vision, results-focused, and problem-solving

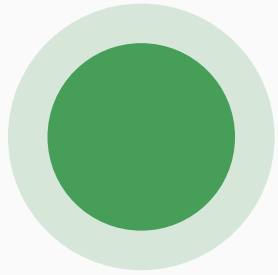
7%
of the population

Future Oriented

Assumptions

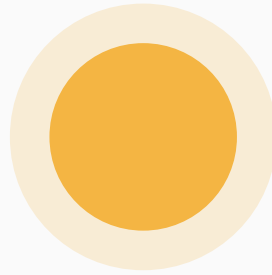
1. Our “Voice” is made up of all 5 Voices
2. Some Voices are more natural to us than others
3. Maturity allows us to value the contribution each Voice brings
4. Nature, nurture, and choice have all played a part
5. Don’t assume you know what someone else’s Foundational Voice is
6. Don’t assume you know what each word means

How to rate your voice.



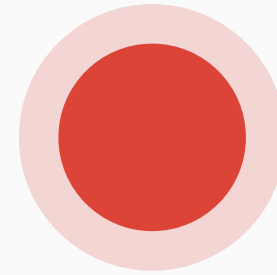
Green

My Foundational Voice, my default pattern of communication and thinking.



Yellow

Not my Foundational Voice but I value it and it's easily accessible.



Red

Not my Foundational Voice, I find it hard to value and hard to access.



Nurturer

Champion of people, relational
harmony, and values.

First Voice Percentages

43%



Nurturer

Champion of people, relational harmony and values



Creative

Future ideas, innovation and organizational integrity.



Guardian

Due diligence, resources, and efficient systems and processes



Connector

Relational networks, internal collaboration, and effective communication



Pioneer

Strategic vision, results-focused, and problem-solving

Nurturer

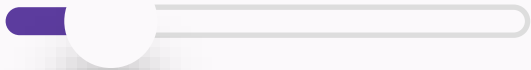
- They intuitively feel how an organization will react to a new idea
- They defend values - people will always come before profit
- They function as the relational oil inside teams and organizations
- They are pragmatic realists who ask "has this really been thought through?"
- They take genuine delight in celebrating the achievements of others
- They are natural team players
- They can become overly resistant to change & demonstrate passive aggressive tendencies
- They rarely value the contribution they make



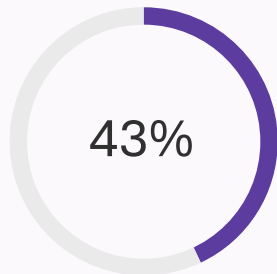


Nurturer

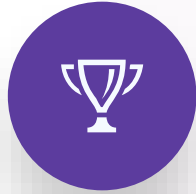
VOICE VOLUME



POPULATION



NURTURER



CHAMPION OF

People, relational harmony, and values



WATCH OUT FOR

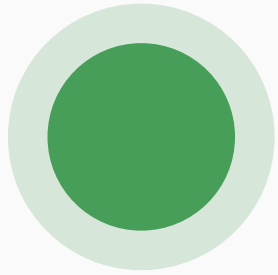
Nurturers have a fear of conflict and often won't speak out, beware of silence



HOW TO EMPOWER THEM

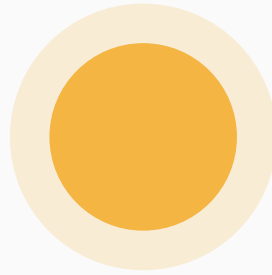
Let them speak first, affirm their competence and the genuine value of their contribution

Rate your voice.



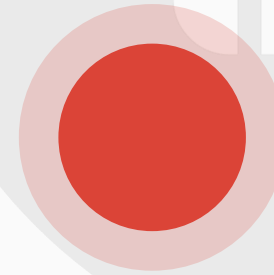
Green

My Foundational Voice, my default pattern of communication and thinking.



Yellow

Not my Foundational Voice but I value it and it's easily accessible.



Red

Not my Foundational Voice, I find it hard to value and hard to access.



1 Minute per Person

Pairs Exercise

Turn to your neighbor and explain what color you rated this Voice and why.



Creative

Champion of future ideas, innovation,
and organizational integrity.

First Voice Percentages

43%



Nurturer

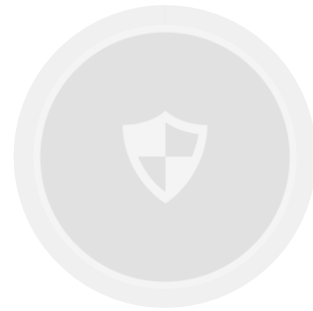
Champion of people, relational harmony and values

9%



Creative

Future ideas, innovation and organizational integrity.



Guardian

Due diligence, resources, and efficient systems and processes



Connector

Relational networks, internal collaboration, and effective communication



Pioneer

Strategic vision, results-focused, and problem-solving

Creative

- They are the conceptual architects and love to think outside the box
- They function as an “early warning radar system” for teams, often seeing the opportunities and dangers long before everyone else
- They are never satisfied with the status quo - they inherently believe things can always be better
- If the vision is compelling the word “can’t” is not in their vocabulary
- They often struggle with the fact that “people never seem to fully understand my ideas”
- They exhibit a strong social conscience and desire for personal and organizational integrity
- Being internal perfectionists, they can often fail to celebrate the 90% that has been achieved, focusing instead on the 10% that hasn’t!





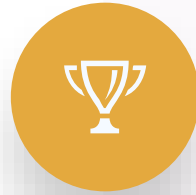
Creative

VOICE VOLUME



POPULATION

9%



CHAMPION OF

Future ideas, innovation, and organizational integrity



WATCH OUT FOR

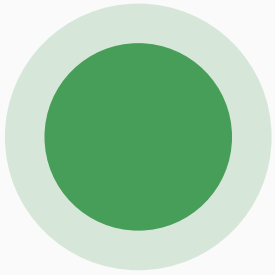
Creatives can struggle to communicate effectively and have idealist perfectionist tendencies



HOW TO EMPOWER THEM

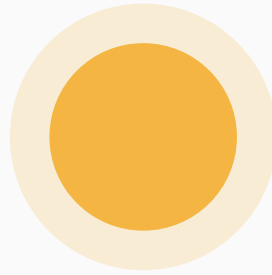
Don't judge them on what they say first, help them communicate their ideas. Let them know it's ok to be wrong sometimes

Rate your voice.



Green

My Foundational Voice, my default pattern of communication and thinking.



Yellow

Not my Foundational Voice but I value it and it's easily accessible.



Red

Not my Foundational Voice, I find it hard to value and hard to access.



1 Minute per Person

Pairs Exercise

Turn to your neighbor and explain what color you rated this Voice and why.

A photograph of three business professionals in a meeting, overlaid with a semi-transparent orange filter. A woman on the left holds a clipboard and looks upwards. A man in the center also looks upwards. A man on the right holds a folder. The background shows architectural lines of a modern building.

Guardian

Champion of due diligence, resources,
and efficient systems and processes.

First Voice Percentages

43%



Nurturer

Champion of people, relational harmony and values

9%



Creative

Future ideas, innovation and organizational integrity.

30%



Guardian

Due diligence, resources, and efficient systems and processes



Connector

Relational networks, internal collaboration, and effective communication



Pioneer

Strategic vision, results-focused, and problem-solving

Guardian

- They have a relentless commitment to ask the difficult questions
- They will always seek to honor the past as teams look towards the future
- They accept as personal the commitment to deliver projects on time and on budget
- They have the ability to detach decision-making from personal sentiments
- They are naturally risk averse asking "is it worth the risk and investment?"
- They respect and value logic, order, systems and repeatable processes
- Their desire for truth and right decisions can sometimes override the feelings of others

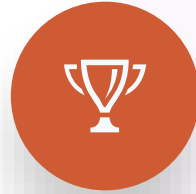
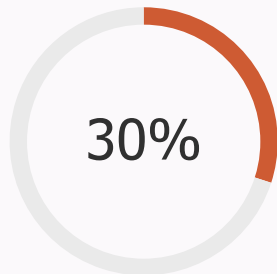


Guardian

VOICE VOLUME



POPULATION



CHAMPION OF

Due diligence, resources, and efficient systems and processes



WATCH OUT FOR

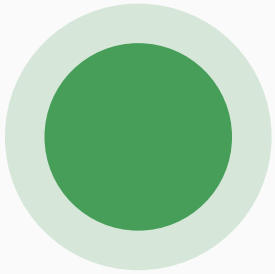
Guardians are risk averse, can be negative and bring excessive critique



HOW TO EMPOWER THEM

Welcome their challenging critique and commitment to due diligence

Rate your voice.



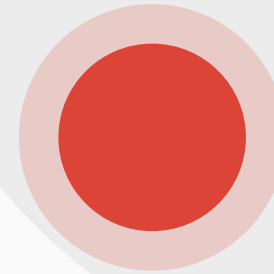
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Red

Not my Foundational Voice, I find it hard to value and hard to access.



1 Minute per Person

Pairs Exercise

Turn to your neighbor and explain what color you rated this Voice and why.



Connector

Champion of relational networks, internal collaboration, and effective communication.

First Voice Percentages

43%



Nurturer

Champion of people, relational harmony and values

9%



Creative

Future ideas, innovation and organizational integrity.

30%



Guardian

Due diligence, resources, and efficient systems and processes

11%



Connector

Relational networks, internal collaboration, and effective communication



Pioneer

Strategic vision, results-focused, and problem-solving

Connector

- They are persuasive and inspirational communicators - rallying people to causes and things they believe in
- They are incredibly resourceful - "Whatever we need, I can get it or I have a source"
- They have the capacity to maintain a large number of relationships
- They know how to connect with people and their aspirations
- They need appreciation and credit for making key connections - "Are you aware of what I've done?"
- Their people-pleasing tendencies mean they often struggle to bring effective challenge
- They often struggle to hear or engage fully with critical feedback



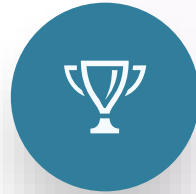
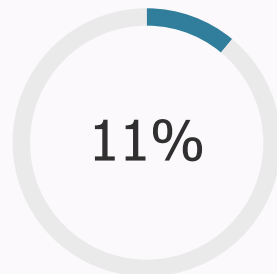


Connector

VOICE VOLUME



POPULATION



CHAMPION OF

Relational networks, internal collaboration, and effective communication



WATCH OUT FOR

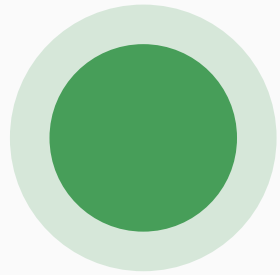
Connectors always interpret challenge of their ideas as personal



HOW TO EMPOWER THEM

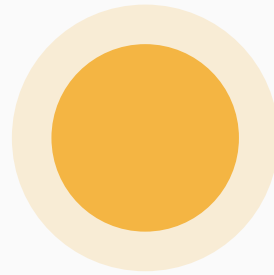
Give them time to share their ideas and passions, appreciate before you critique

Rate your voice.



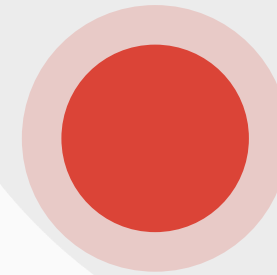
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1 Minute per Person

Pairs Exercise

Turn to your neighbor and explain what color you rated this Voice and why.



Pioneer

Champion of strategic vision, results,
and problem-solving.

First Voice Percentages

43%



Nurturer

Champion of people, relational harmony and values

9%



Creative

Future ideas, innovation and organizational integrity.

30%



Guardian

Due diligence, resources, and efficient systems and processes

11%



Connector

Relational networks, internal collaboration, and effective communication

7%



Pioneer

Strategic vision, results-focused, and problem-solving

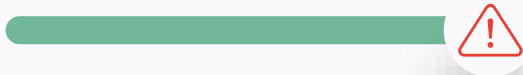
Pioneer

- They approach life with an “anything is possible!” attitude
- Visioning and shaping a scaleable future is always the highest priority
- Their strategic military thinking makes them incredibly effective at aligning people, systems and resources
- Winning is a massive driver, they hate to give up and will drive their team long after others would have given up
- They are powerful communicators, using logic and rationality to provide an attractive and compelling vision of the future
- The immature Pioneer can often appear very arrogant with a “me focused” agenda
- They quickly dismiss the contributions of those they don’t believe to be competent or experienced

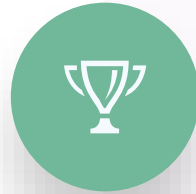
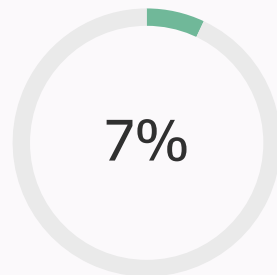


Pioneer

VOICE VOLUME



POPULATION



CHAMPION OF

Strategic vision, results-focused, and problem-solving



WATCH OUT FOR

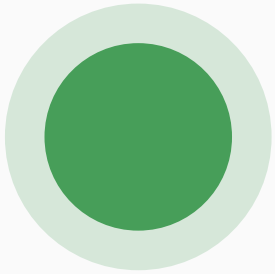
Pioneers lack sensitivity, can be unwilling to listen, and perceived as arrogant



HOW TO EMPOWER THEM

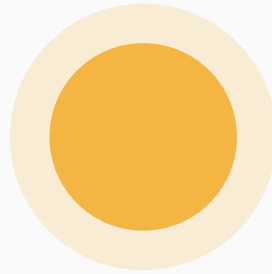
Don't worry - they empower themselves. Just affirm their competence

Rate your voice.



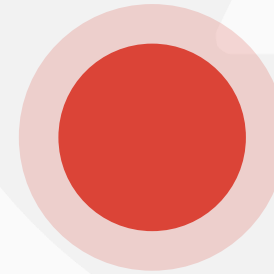
Green

My Foundational Voice, my default pattern of communication and thinking.



Yellow

Not my Foundational Voice but I value it and it's easily accessible.



Red

Not my Foundational Voice, I find it hard to value and hard to access.



1 Minute per Person

Pairs Exercise

Turn to your neighbor and explain what color you rated this Voice and why.

Putting it all Together Your Voice Order

Voice Order

Using your previous answers, order each of the 5 Voices from 1 to 5. 1 is what you believe your Foundational Voice to be (your default pattern of communication & thinking), and 5 is your least natural voice, which you find hard to access and value.

| | | | |
|----|-------|---|---|
| 1. | _____ | ● | |
| 2. | _____ | ● | ● |
| 3. | _____ | ● | |
| 4. | _____ | ● | ● |
| 5. | _____ | ● | |

Creative / Select Two

1. Learn to celebrate the win even if the result wasn't quite as perfect as you hoped
2. When members of your team critique your vision and ask for the details they are genuinely trying to help
3. Don't play safe - give yourself permission to think outside the box
4. It's ok to be wrong sometimes - it comes with the territory of creativity and imagination
5. What you see as an imminent opportunity or threat may actually be further away than you think
6. Financial realities are important - good enough may have to be good enough sometimes
7. People are not deliberately ignoring your ideas - it's hard to truly hear a Creative
8. You don't have to prove your worth to team mates - relax and trust the unique contribution you bring



The Importance of 100X Team Leaders





Mt. Everest Summit
29,035' / 8850m

South Summit
28,500' / 8690m

Nuptse
25,790' / 7861m

Lhotse
C4-South Col 27,940' / 8516m

26,300'
8000m

North Col
23,000'
7000m

C3
23,500'
7162m

C2
21,000'
6400m

Westerm
Cwm

C1
19,500'
5943m

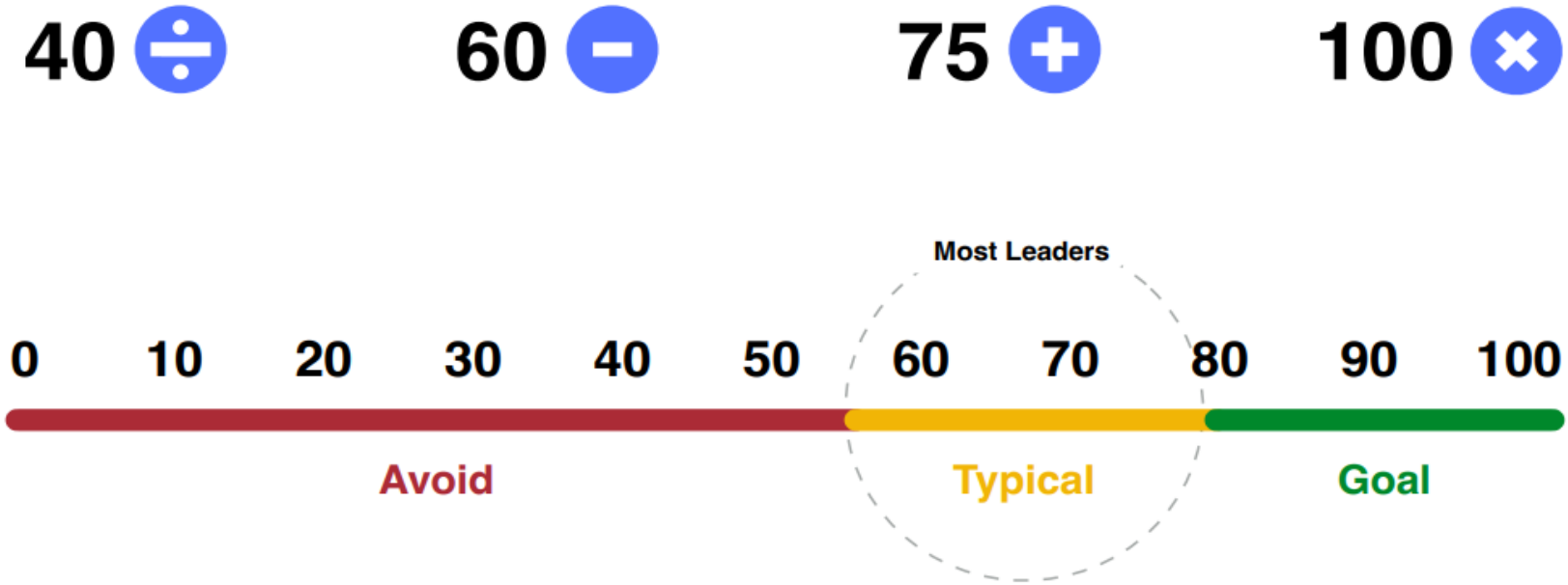
Khumbu
Icefall

Base Camp
17,500'
5334m

100 stands for 100% Healthy
X stands for Multiplication

Team leaders need to be trusted
in order to lead effectively

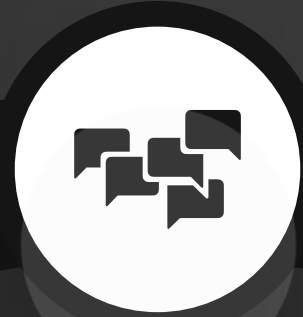
100X INDICATOR



How healthy are you?
What are you multiplying?

5 Voices for Teams / Relational Dynamics

Maximizing Influence: Establishing Trust



Higher Team Performance is Built on High Trust

You must Build Trust to have Influence

Nurturers

Which trust area are they the best in?

Character - Nurturers excel in being for others and people tend to trust their character



Creatives

Which trust area are they the best in?

Character - Known for their authenticity,
organizational integrity and visionary thinking



Guardians

Which trust area are they the best in?

Character - Known for being good stewards of the business and for doing things on time/on budget



Connectors

Which trust area are they the best in?

Chemistry - Connectors are adept at fostering strong relationships and collaborating on ideas



Pioneers

Which trust area are they the best in?

Competency - Pioneers excel in strategic thinking and achieving results





Primary Barriers to Trust

NURTURER → COMPETENCE

- Everyone knows you care, but can you communicate your competence and track record with confidence and true authority?
- It's all too easy for your self-deprecating tendencies to communicate a sense of insecurity and self doubt



Primary Barriers to Trust



CREATIVE/CONNECTOR → COMPETENCE

- Everyone knows you are a person of enormous integrity, but can you discipline your external communication to establish your competence and professionalism.
- When you communicate externally and go off your agreed script it invariably gets worse and leaves people confused!



Primary Barriers to Trust



CREATIVE/PIONEER → CHEMISTRY

- Everyone sees your competency and commitment to integrity, but can you connect with people and communicate your desire to establish a mutually beneficial relationship?
- Your apparent distance, reluctance to share how you're feeling and social awkwardness rarely leave a great first impression!





Primary Barriers to Trust

GUARDIAN → CHEMISTRY

- Everyone trusts your integrity and hard earned competency, but do you know how to connect with people and communicate your desire to establish a mutually beneficial relationship?
- Can you relax, be emotionally present with people in 2nd and 3rd gear without defaulting to task and work-centered conversation?



Primary Barriers to Trust



CONNECTOR → CHARACTER

- People connect with you and enjoy your infectious enthusiasm and positivity but ultimately question whether you are for real and whether you will truly deliver on what they heard you promise.
- Can they trust you to deliver projects under pressure or are you a charismatic salesman who oversells and under-delivers?





Primary Barriers to Trust

PIONEER → CHARACTER

- People deeply respect your competency but often question why everything has to be a fight to the death competition. They assume that ultimately you are manipulating them to advance your own position!
- If you're being nice to me then you obviously want something! I can easily feel like I'm a pawn on your chess board and ultimately expendable when I am no longer useful.





How Nurturers Build Trust

- Character - Continue to act with integrity and honesty. Work on being assertive when needed, balancing care for others with standing up for your own values and boundaries.
- Chemistry - Enhance your ability to build relationships by actively listening and validating others' feelings. Learn to recognize and respond to non-verbal cues effectively.
- Competence - Develop your communication skills by elevating your Voice on areas you believe are vital to the organization and lean into conflict resolution instead of away from it. Look for continuous learning opportunities as well.
- Credibility - Build a reputation for reliability by consistently delivering on promises and commitments. Document your successes and share them appropriately to build your professional credibility. You are not bragging, but simply communicating your value.



Take a Photo of Your Voice Slide

How Creative/Connectors Build Trust



- Character - People know you care. Make sure to share your expectations openly so they can know you better and ensure that expectations are met.
- Chemistry - Work on developing emotional intelligence by being aware of others' feelings and perspectives. Foster collaboration by involving others in your creative process and valuing their input.
- Competence - Seek feedback on your ideas to refine and improve them continuously. Share out loud with a trusted teammate on how a decision will affect the team or organization. Leverage your competence in networking and collaboration to gather diverse perspectives.
- Credibility - As you deliver successful innovations, highlight how others' contributions helped with the success and validate the work of other Voices so they know how to play with you on future ventures.



Take a Photo of Your Voice Slide

How Creative/Pioneers Build Trust



- Character - Be consistent in showing how much you value the organization and the team with your ideas, communication, and work.
- Chemistry - Work on developing emotional intelligence by being aware of others' feelings and perspectives. Foster collaboration by involving others in your creative process and valuing their input.
- Competence - Seek feedback on your ideas to refine and improve them continuously with a competent advisory group. Its okay to share your ideas even when they are not completely finished.
- Credibility - Improve trust by letting people understand how and why you made the decisions you made. Showing people the process will help them trust you on the next project.



Take a Photo of Your Voice Slide



How Guardians Build Trust

- Character - Balance your dependability with openness to change and new ideas. Work on being flexible while maintaining your core values and principles.
- Chemistry - Improve your relational skills by being more open and approachable. Improve your tone and tact which will enhance trust and camaraderie among your colleagues.
- Competence - Focus on developing leadership and project management skills. How how diligence in the team helps everyone win.
- Credibility - Make sure your answers to questions are relevant and solve their immediate problems instead of telling the other person everything you know.



Take a Photo of Your Voice Slide



How Connectors Build Trust

- Character - Maintain your integrity by being authentic and true to your values. Avoid over-promising and ensure that you follow through on your commitments.
- Chemistry - Enhance your relational skills by managing your emotions. Practice active listening and show genuine interest in others' perspectives and experiences. Be interested before being interesting.
- Competence - Develop skills in areas that support your networking abilities, such as negotiation and collaboration techniques. Seek out mentorship opportunities to learn from experienced networkers.
- Credibility - Build a strong personal brand by consistently demonstrating how collaboration has led to success for the team or company. Make sure to highlight the "we" instead of the "what" you have done alone.



Take a Photo of Your Voice Slide

How Pioneers Build Trust



- Character - Ensure your leadership is guided by strong ethical principles. Be transparent in your decision-making processes and communicate the reasons behind your strategic choices.
- Chemistry - Work on being more empathetic and understanding towards others' perspectives. Foster a collaborative environment by encouraging team input and valuing diverse viewpoints.
- Competence - Apprentice others in understanding why you are making the decisions you are making. By doing this you will build influence as people can see how you think and why you do what you do.
- Credibility - Celebrate others after a success and detail what each person did to contribute to the success. By showing the pieces of the puzzle you will make people more open to future ventures.



Take a Photo of Your Voice Slide

Trust is the foundation upon
which influence is built

Thank you!