

Leadership for Leaders





Getting To Know You

dsc

directory of social change

Consider...

- What do I want to get out of this course?
- What am I willing to share?
- What do I expect from others?

Session Foundations



Respect

Listen

Support and Challenge

Share and Get Involved

Safe Environment

Confidentiality

Timekeeping

Mobiles Off

'If you want to be a leader, you have to be a real human being. You must recognise the true meaning of life before you can become a great leader. You must understand yourself first.'

Yourself (I)

Theme is Self Knowledge



We/self and others (them)

Theme is Managing Relationships



dsc

directory of social change

The world (it)

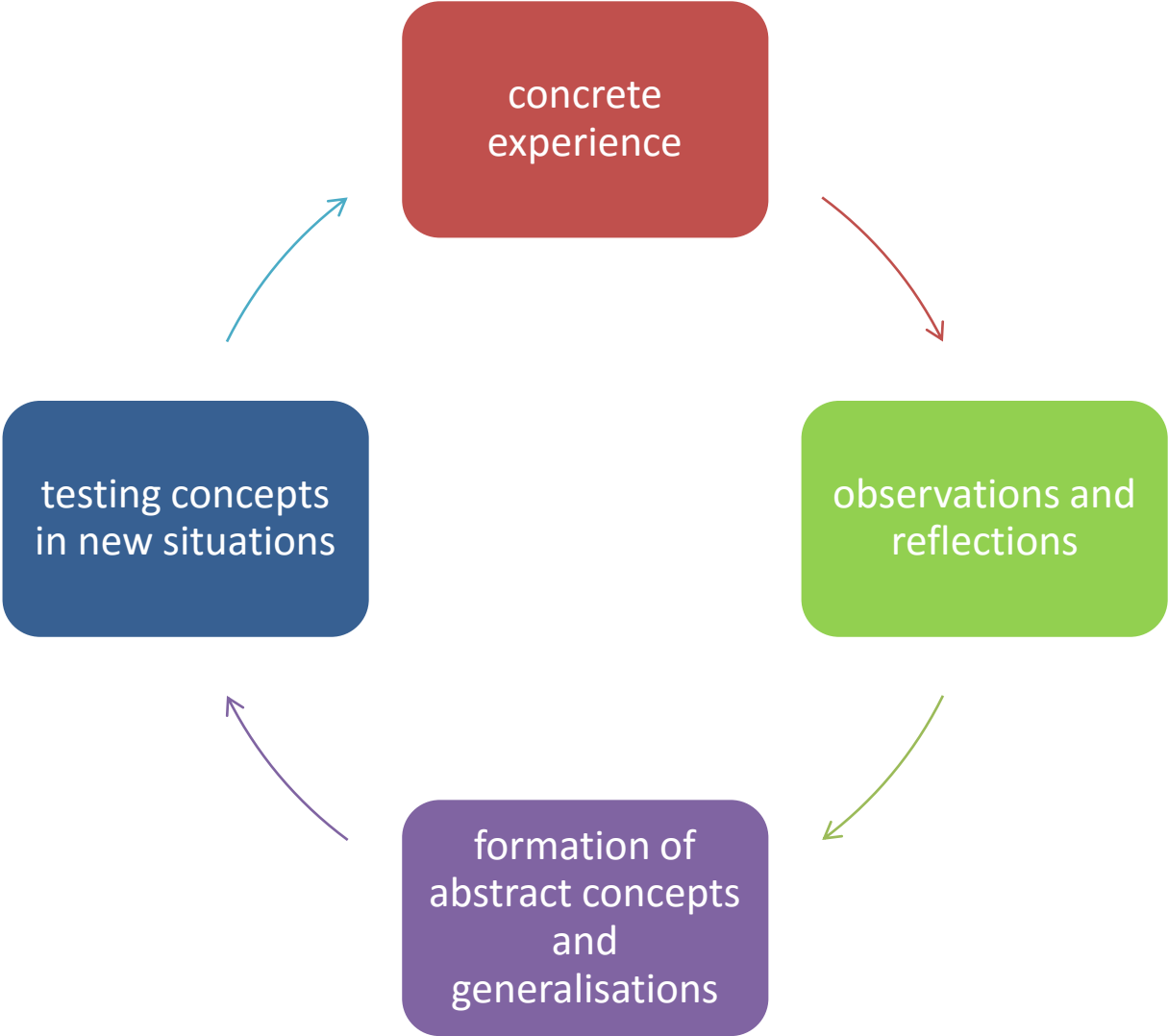
*Theme is Whole System /
Collective Intelligence*



dsc

directory of social change

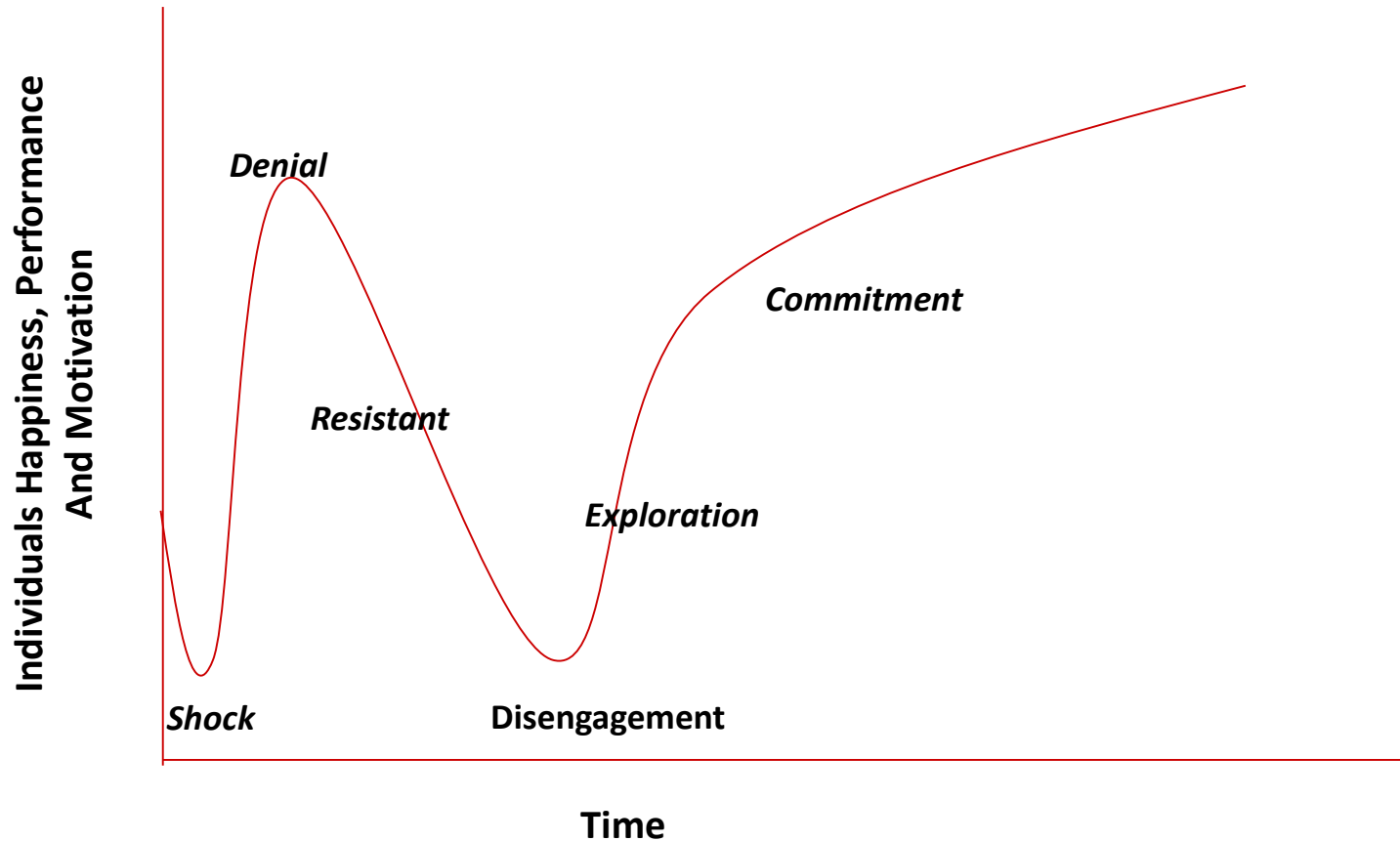
Kolb's Learning Cycle

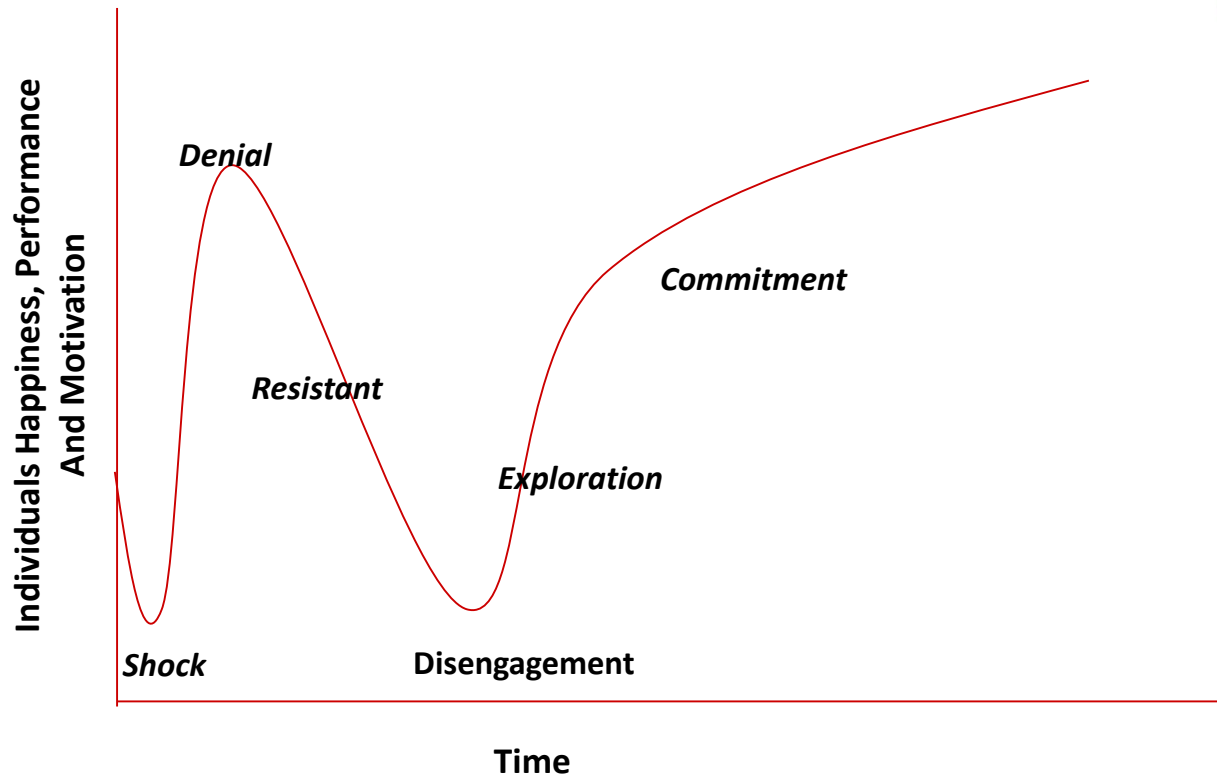


<p>Q1 Urgent and Important</p> <ul style="list-style-type: none"> • Genuine crises • Pressing problems • Projects/work driven by deadlines • Fire fighting 	<p>Q2 Not Urgent but Important</p> <ul style="list-style-type: none"> • Planning, Preventing crises, projecting • Relationship building • Creative thinking – new opportunities, • Professional knowledge
<p>Q3 Not Important but Urgent</p> <ul style="list-style-type: none"> • Interruptions • Some calls, email, reports • Unprepared meetings 	<p>Q4 Not Important and Not Urgent</p> <ul style="list-style-type: none"> • Irrelevant mail and calls • Trivia • Unproductive activities • Stuff we like to do

<p>Q1 Urgent and Important</p> <ul style="list-style-type: none"> • Genuine crises • Pressing problems • Projects/work driven by deadlines • Fire fighting <p>Consequences</p> <ul style="list-style-type: none"> - Burnout - Stress 	<p>Q2 Not Urgent but Important</p> <ul style="list-style-type: none"> • Planning, Preventing crises, projecting • Relationship building • Creative thinking – new opportunities, • Professional knowledge <p>Consequences</p> <ul style="list-style-type: none"> - Vision - Perspective and Balance - Control 
<p>Q3 Not Important but Urgent</p> <ul style="list-style-type: none"> • Interruptions • Some calls, email, reports • Unprepared meetings <p>Consequences</p> <ul style="list-style-type: none"> - Out of control - Short term focus - Feel victimised 	<p>Q4 Not Important and Not Urgent</p> <ul style="list-style-type: none"> • Irrelevant mail and calls • Trivia • Unproductive activities • Stuff we like to do <p>Consequences</p> <ul style="list-style-type: none"> - Irresponsibility - Dependant on others 

Change – Ups and Downs

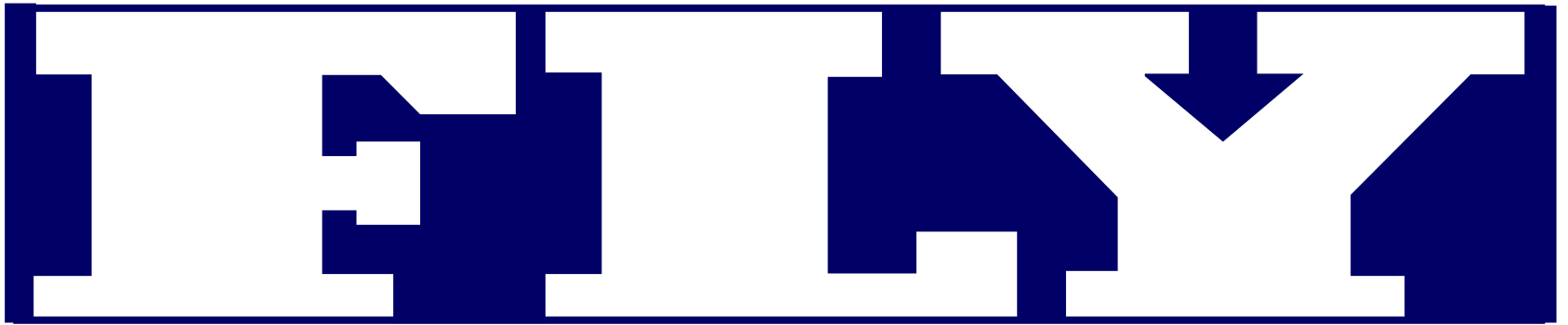


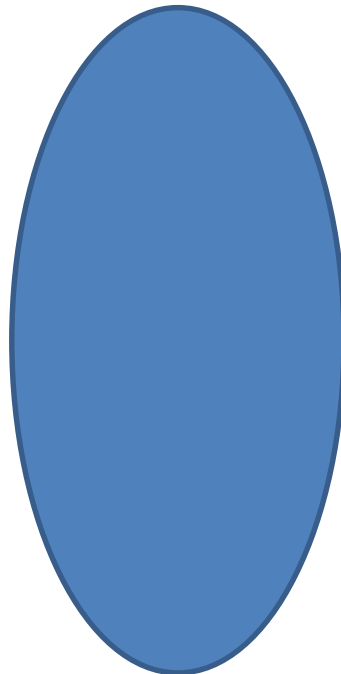
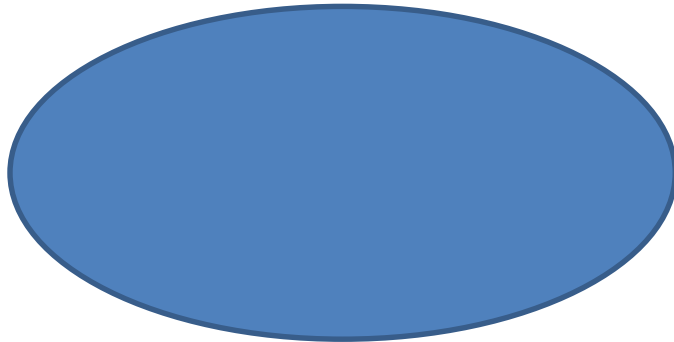
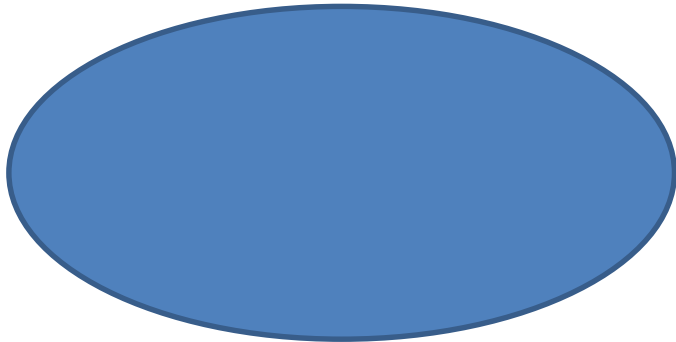


What do you feel like at each stage? What are you saying/doing?

What do you need to do to support yourself through these stages? Who can help you? How can they help you?







AIR CANADA 

Class | Classe
ECONOMY CLASS / CLASSE ECONOMIQUE

Name | Nom _____

Flight & Date Vol et date	Gate Porte	Seat Place	Seat & Class Place et classe
AC 231	A12	26B	26B Y

Boarding time
Heure d'embarquement **▶**

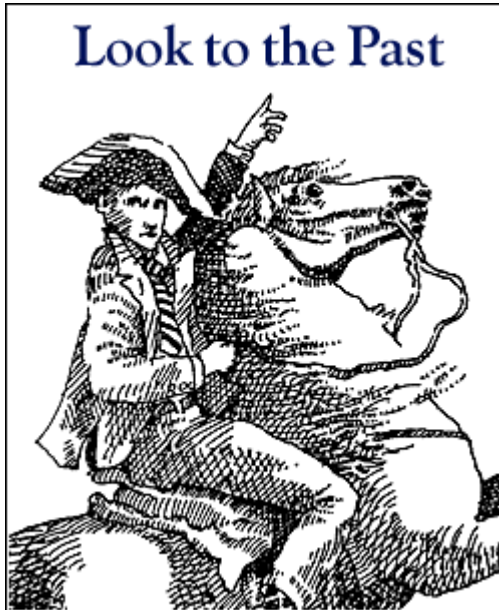
From | De _____ To | Destination _____

Name | Nom _____ Airline use | À usage interne
0081A YYC27670

Remarks | Observations _____

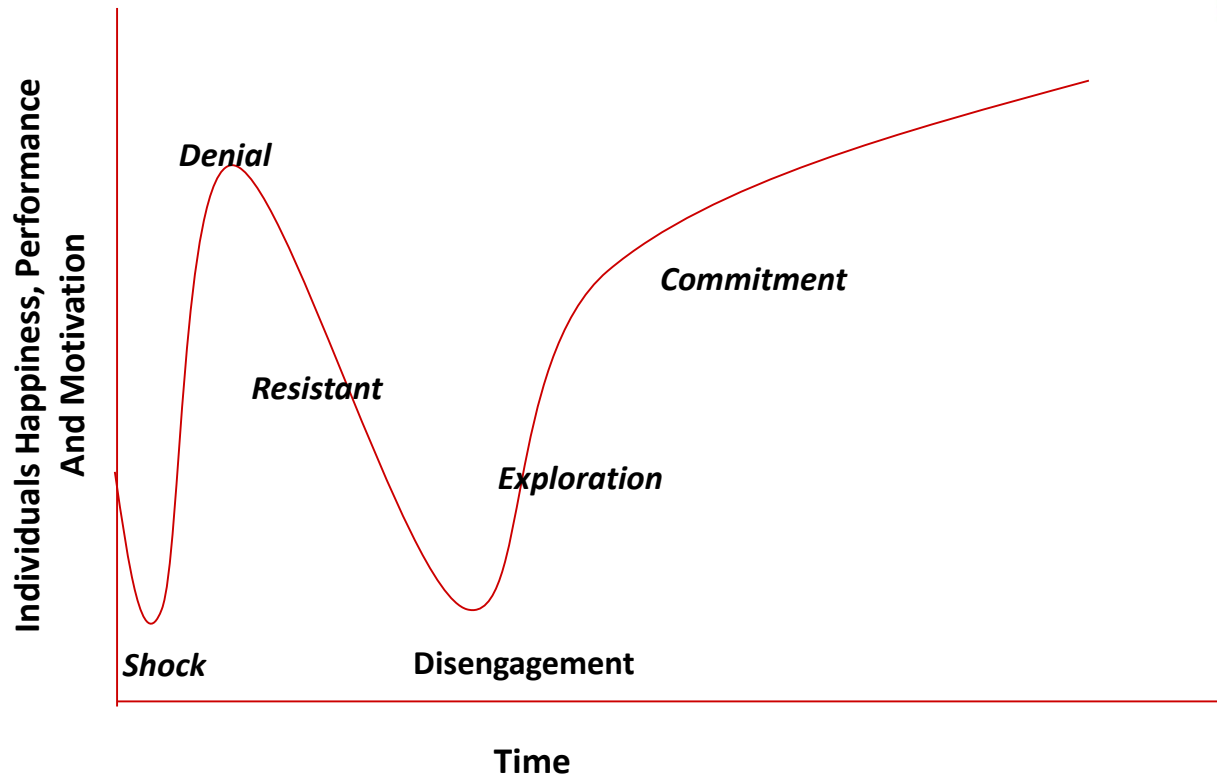
Boarding Pass | Carte d'accès à bord





Communication Style Preferences

FACTS & FIGURES	PEOPLE & FEELINGS
<ul style="list-style-type: none">▪ Logical▪ Decides after evaluation▪ Wants appreciation for job done – but does not want to be condescended to▪ More concerned with ideas and principles than people▪ May be self-critical	<ul style="list-style-type: none">▪ Nice▪ Can be slow to change▪ Avoids confrontation and conflict▪ Wants harmony▪ Likes to know motivations▪ Intuitive
NEW IDEAS & CREATIVITY	CHALLENGE & RESULTS
<ul style="list-style-type: none">▪ Fun▪ Enthusiastic▪ Optimistic▪ Unstructured▪ Can be mischievous▪ Forms opinions from feelings▪ People oriented	<ul style="list-style-type: none">▪ Results oriented▪ Direct▪ Loves change and challenge▪ Decides quickly▪ Risk taker▪ Seeks solutions▪ Can be hasty

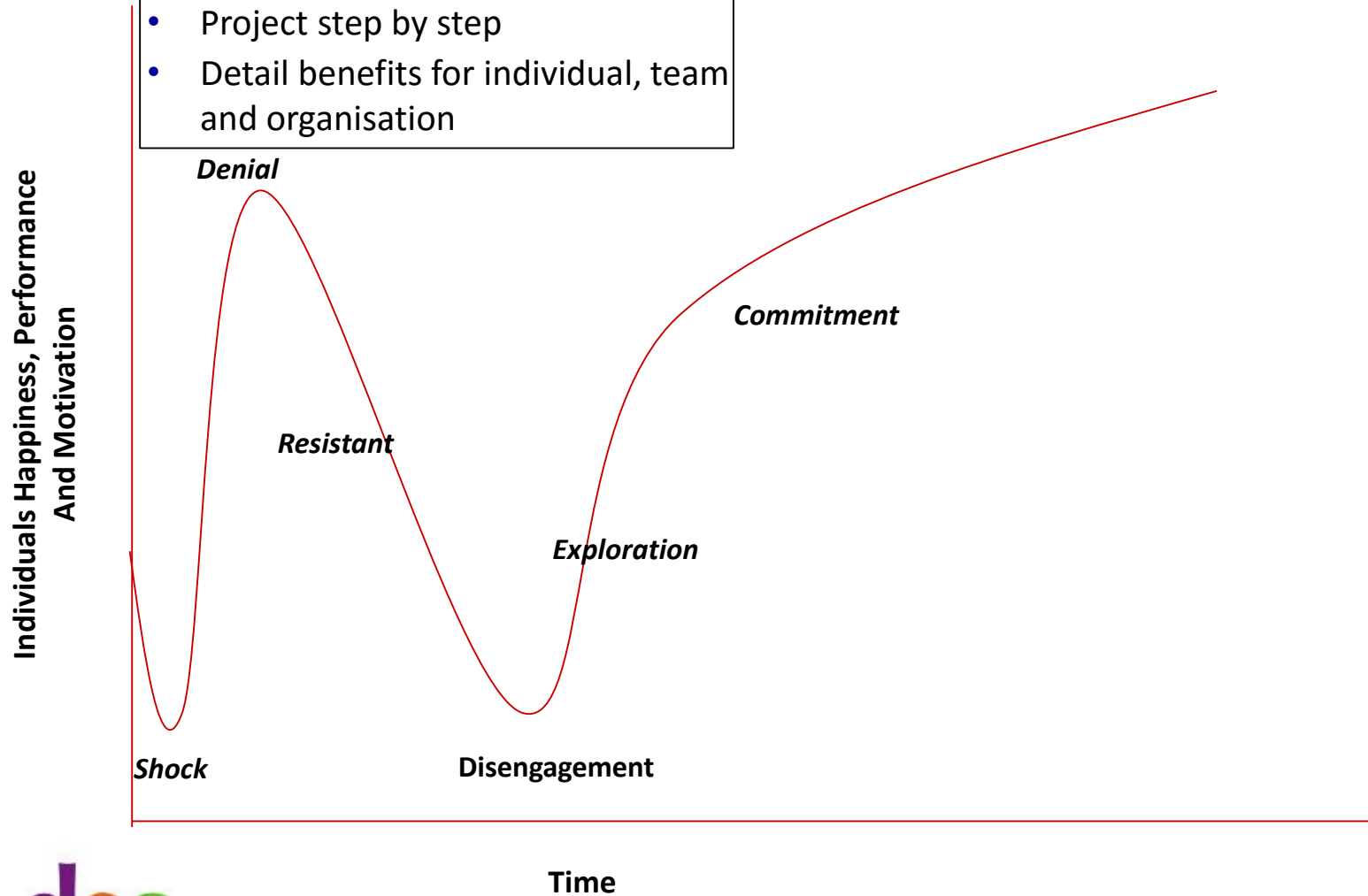


When managing others which reaction do you find hardest to manage? Why do you find this difficult?

How can you manage this?

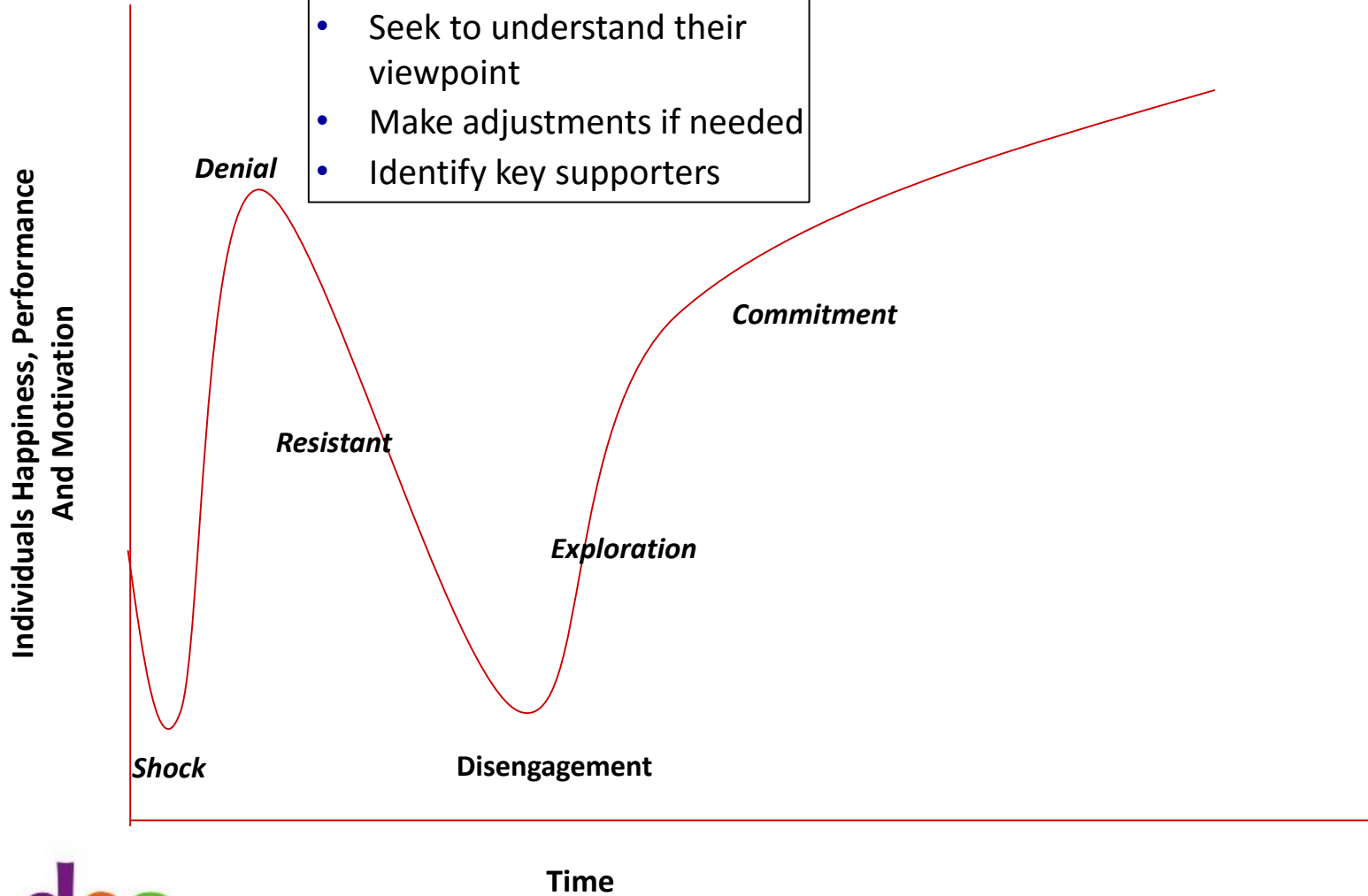
DENIAL – INFORM:

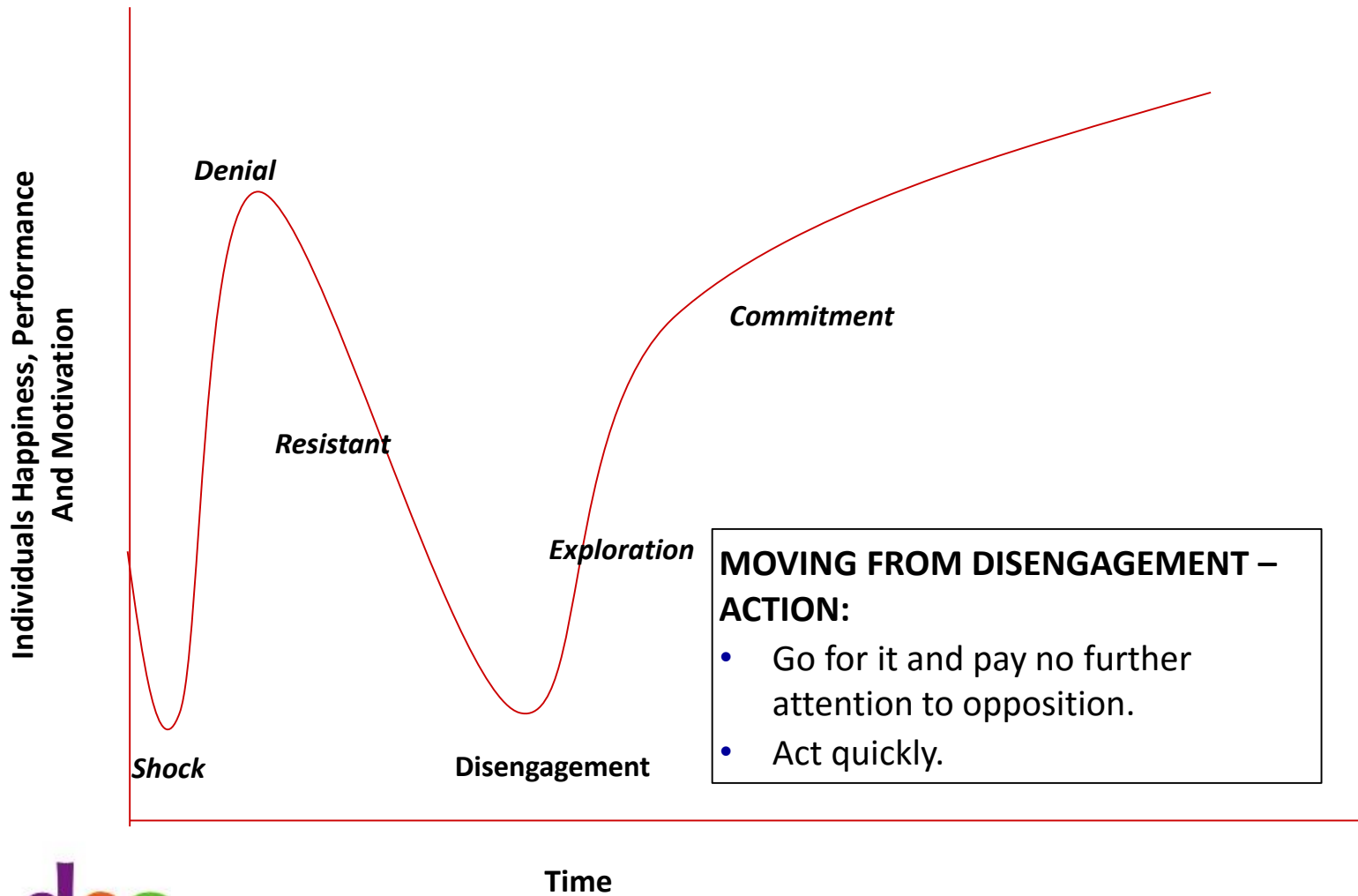
- Why change necessary
- Vision and what it means
- Project step by step
- Detail benefits for individual, team and organisation



RESITANT – LISTEN:

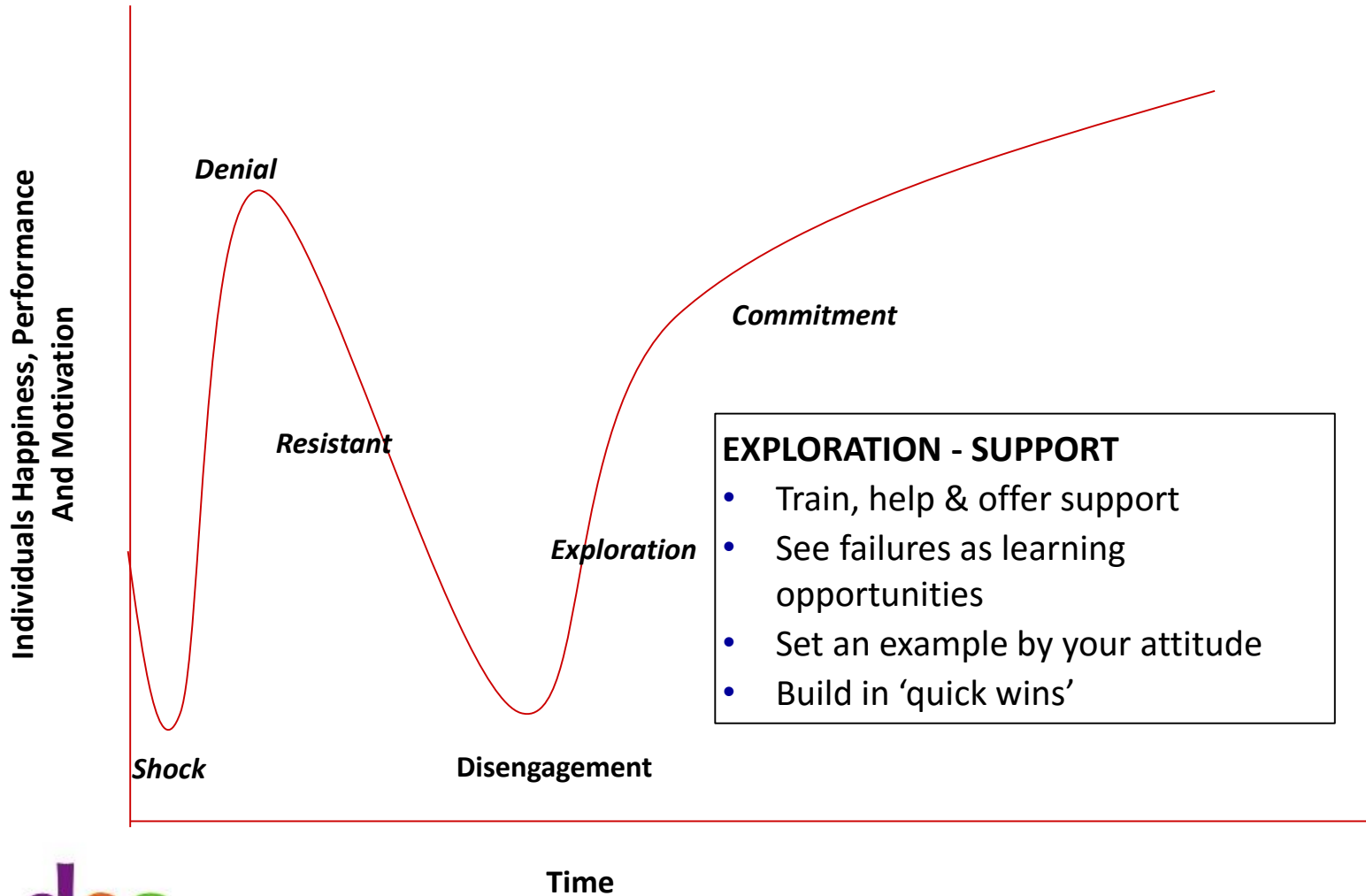
- Seek to understand their viewpoint
- Make adjustments if needed
- Identify key supporters

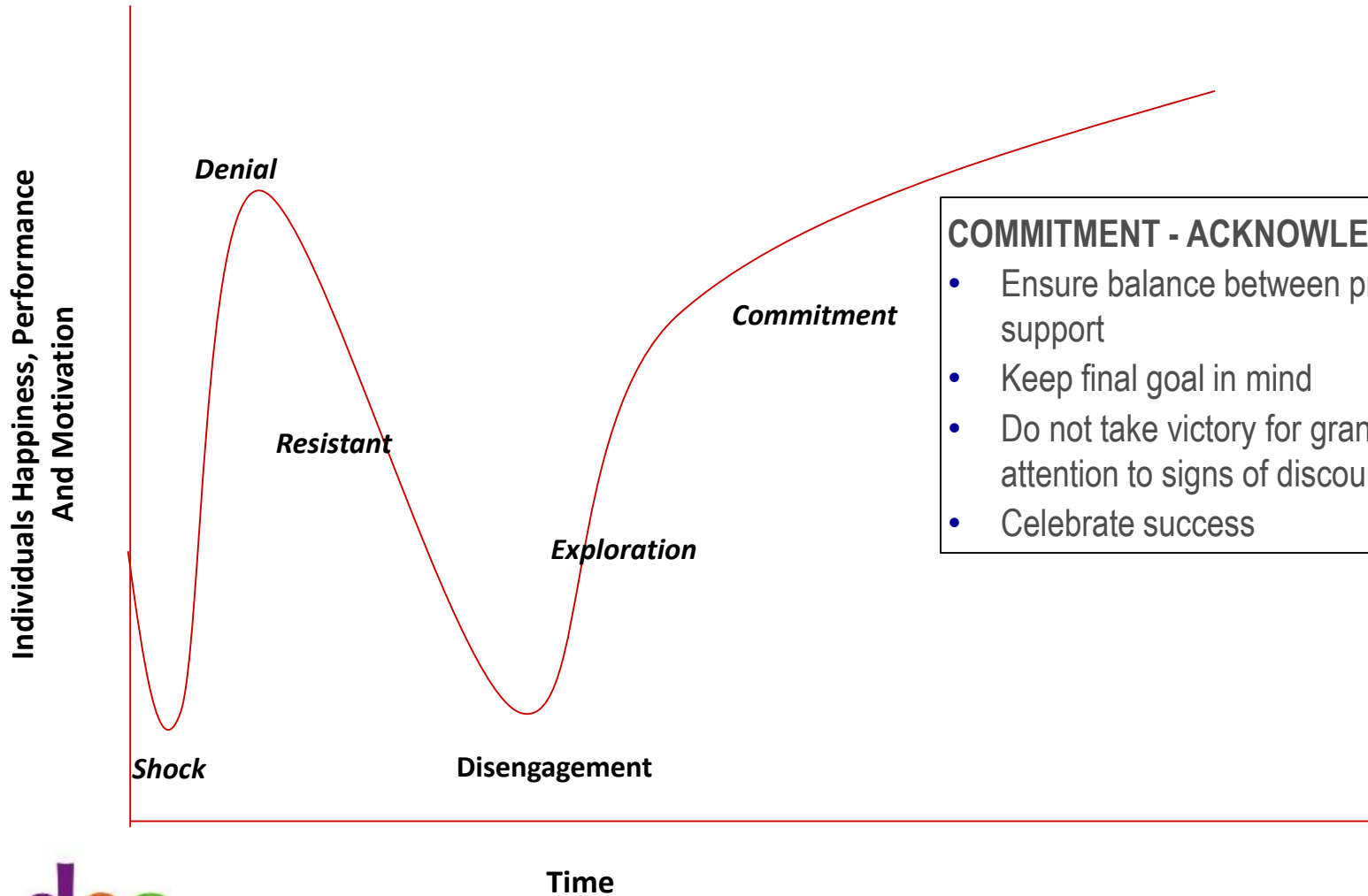




MOVING FROM DISENGAGEMENT – ACTION:

- Go for it and pay no further attention to opposition.
- Act quickly.





COMMITMENT - ACKNOWLEDGE

- Ensure balance between pressure and support
- Keep final goal in mind
- Do not take victory for granted and pay attention to signs of discouragement
- Celebrate success



1. Be Perfect
2. Hurry Up
3. Try Hard
4. Please Me (Please Others)
5. Be Strong

Be Perfect

+ve High quality, thorough, reliable

-ve critical of self and others if not up to standard, can worry

Hurry Up

+ve Achievers, like having things to do

-ve Can rush, take on too much, can appear impatient

Try Hard

+ve Enthusiastic, puts in a lot of effort, likes new things

-ve More committed to trying than succeeding, don't always finish things

Please Me (Please Others)

+ve Puts others needs before their own

-ve Sometimes to the detriment of themselves

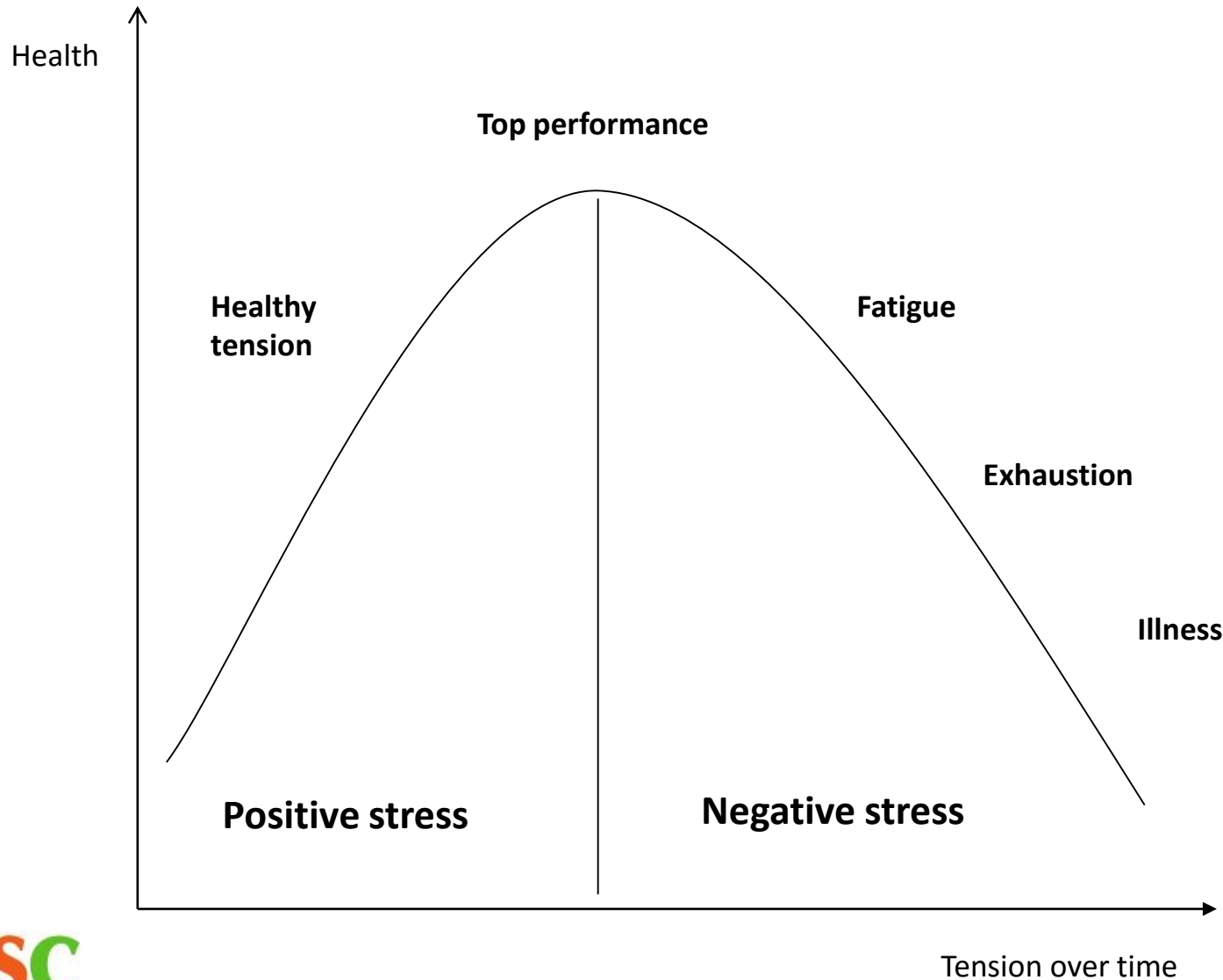
Be Strong

+ve Self-sufficient, helpful. Calm, logical, reliable under pressure.

-ve Rarely asks for help. See inability to cope as weakness



The Impact of Stress



Triggers of Stress

- Increased level of demand
- Too little to do – boredom or frustration with role
- Lack control
- Support and Challenge imbalance
- Poor Relationships
- Lack clarity
- Change and Uncertainty – disruption to plans
- Fear
- Tense approach to life
- Perfectionism
- Relationship problems caused by own behaviour
- Addiction to enjoyment of stress
- Excessive self-effacement: attention to others' needs
- Anxious worrying about events beyond your control
- Crowding & invasion of personal space
- Insufficient working & living space
- Pollution
- Noise
- Dirty or untidy conditions
- Badly organised or run environment
- Food: too much caffeine, burst of sugar, too much salt, smoking...excess of any kind
- Unbalanced or unhealthy diets
- Family changes: birth, death, marriage divorce...
- Responsibility for people, budget, equipment
- Financial problems
- Time pressure & deadlines
- Stress built up over time

Symptoms of Stress

Physical symptoms

- Eczema
- Changes in heart rate
- Muscle tension
- Increased sweating
- Nausea
- Butterflies in stomach
- Reduced immune system

Emotional symptoms

- Negative or depressive feeling
- Disappointment with yourself
- Increased emotional reactions – more tearful / sensitive / aggressive
- Loneliness, withdrawn
- Loss of motivation, commitment and confidence

Mental

- Confusion, indecision
- Can't concentrate
- Poor memory

Changes from your normal behaviour

- Changes in eating habits
- Increased smoking, drinking or drug taking 'to cope'
- Mood swings effecting your behaviour
- Changes in sleep patterns
- Twitchy, nervous behaviour



Proactive Management

Reactive Management

For Tomorrow...

- Read Article
- Reflect on today's learnings and think about how you want to take it forward





Leadership for Leaders with Heather Brierley



BACK!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!



Visit to the Zoo...

<p>PROCESS ORIENTED ELEPHANT</p>	<p>ACTION ORIENTED LION</p>
<ul style="list-style-type: none">▪ Cautious▪ Meticulous▪ Deliberate▪ Formal▪ Sceptical 	<ul style="list-style-type: none">▪ Single-minded▪ Visionary▪ Straightforward▪ Purposeful▪ Determined 
<p>PEOPLE ORIENTED DOLPHIN</p>	<p>IDEAS AND CREATIVITY MONKEY</p>
<ul style="list-style-type: none">▪ Caring▪ Nurturing▪ Supportive▪ Patient▪ Friendly 	<ul style="list-style-type: none">▪ Playful▪ Energetic▪ Extrovert▪ Lively▪ Persuasive 

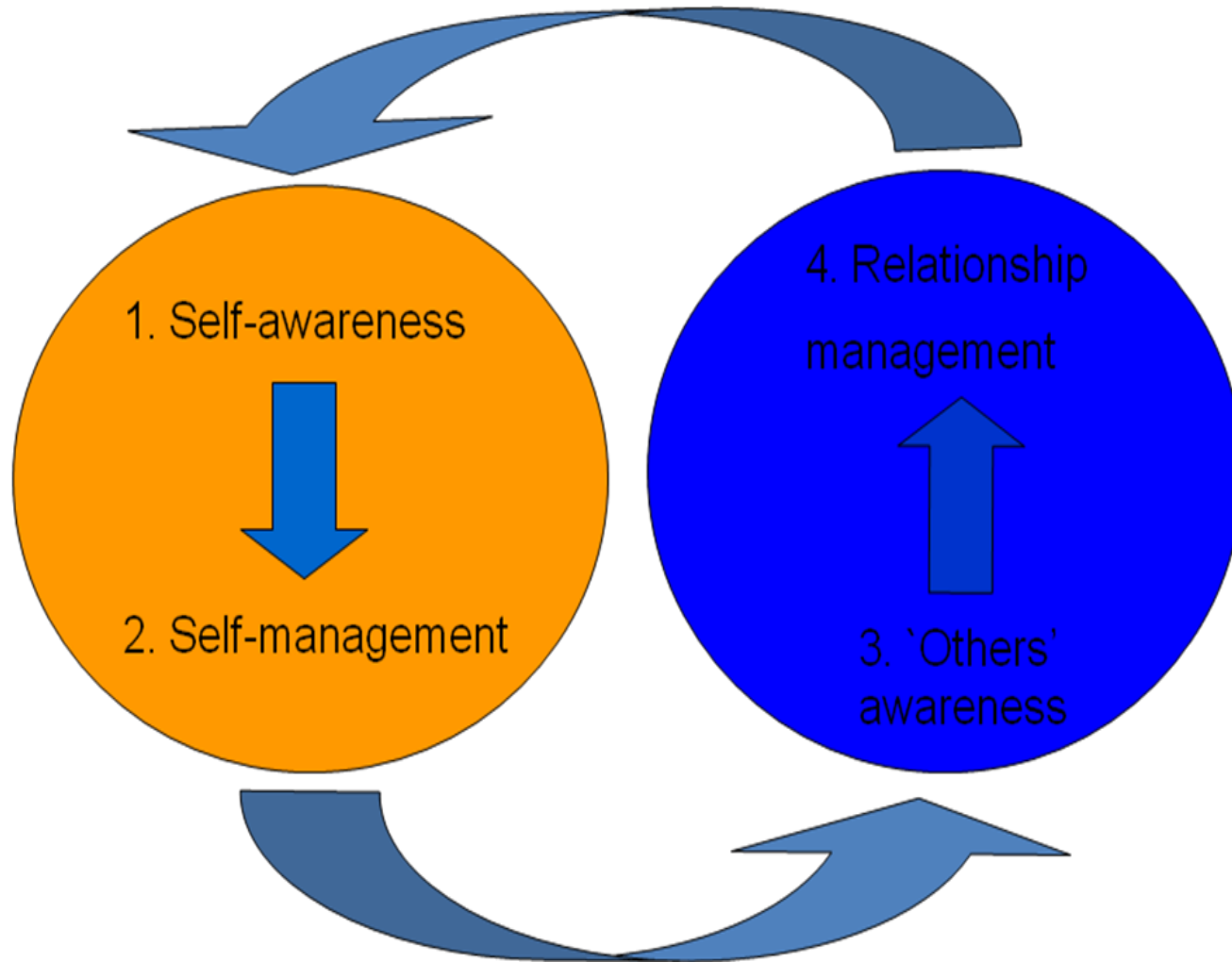
	Monkey	Lion	Dolphin	Elephant
Need to learn	Discipline To think it through To pause	Humility Feelings Listen to others To follow	Determination To reach for goals To act without agreement	Initiative to act To enjoy To appear wrong
Must be allowed to	Get ahead quickly with a fast-moving challenge	Know the score And get into competitive situations and win (or appear to)	Relax and feel good about the people around them	Be let off the hook and not be cornered or pressured
Take endorsement from	Social skills – they like to be good at winning people over	Getting the job done, well and on time	Friends and relationships	Knowledge – they relate to others around information

	Monkey	Lion	Dolphin	Elephant
Become most effective with	Some direction with which to reach goals	Positions of authority and responsibility	Structure and methods to reach goals	Avenues to apply logical analysis
Rely on the power of	Charm, expect to win people over	Competence, Know they're strong enough to win it	Acceptance, The ability to please others will save the day	Expertise. When in doubt, bring in more data
On the job excel at	Promotion, ideas, drama, marketing, graphics, art	Organisation, development, planning, management, co-ordination	Service, social or relationship tasks, personnel, teaching	Research & development, analysis, data, statistics

Emotional Intelligence (EQ)

- The new IQ
- ‘The ability to express your emotions appropriately and clearly in a way that enables you to achieve harmonious and effective outcomes with others.’
- ‘Identify, assess and control emotions of self and others’

Emotional Intelligence (EQ)

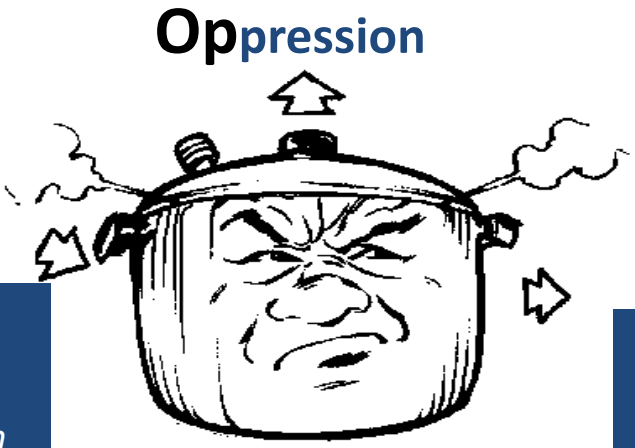


The Emotional Pressure Cooker

Putting the pressure on other people

- Someone is to blame
- Talking behind their backs
- Lose it completely

Lack of Trust



Impressions

Something's going on :
Deluge of rumours and gossip , everyone has an impression of the situation

Expression

Clarify your impressions

- Communicate, exchange
- Find ways to dialogue

Depression

Put the pressure on oneself

- Feel guilty
- Become isolated
- Believe totally responsible

Lack of self-confidence

Emotional Intelligence (EQ)

Match the competency to the description

Identify which heading they go under

- **1. Self Awareness**
- **2 (i) Self-Management**
- **2 (ii) Self-Motivation**
- **3. Awareness of Others**
- **4. Relationship Management**

‘Seek first to understand, then to be understood’

Steven Covey

Johari Window

	Known to Self	Not Known to Self
Known to Others	OPEN	BLIND
Not known to Others	HIDDEN	UNKNOWN

Leadership for Leaders with Heather Brierley



BACK!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!



***For want of a nail the shoe was lost.
For want of a shoe the horse was lost.
For want of a horse the rider was lost.
For want of a rider the battle was lost.
For want of a battle the kingdom was lost.
And all for the want of a horseshoe nail.***



What's your system?

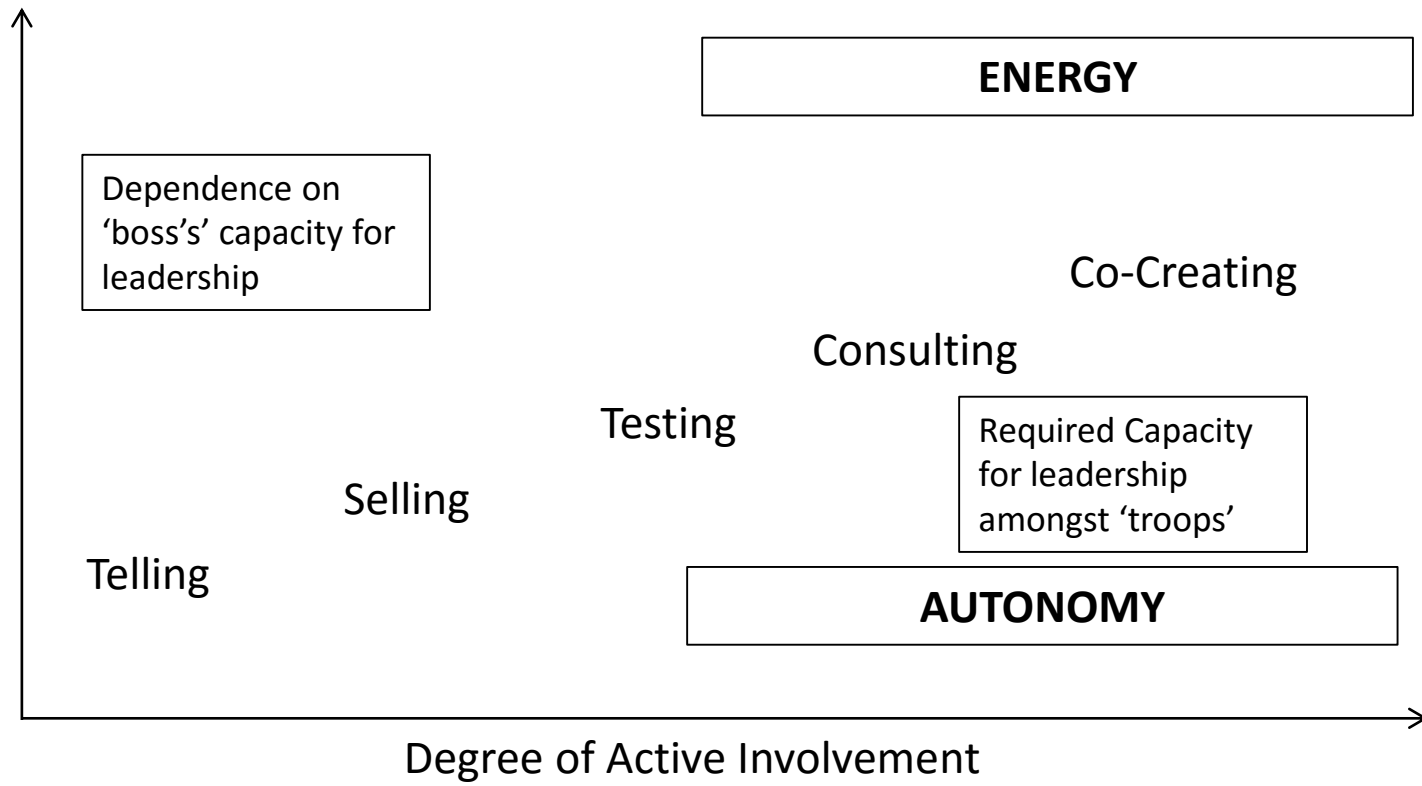
- Using a space and the objects...
- Plot your system as it is at the moment
- Start with yourself and then add in elements of the system.
- Elements to include could be people, funding, the vision, objectives, external organisations, things from the past that are still having an influence e.g. left over from restructures etc. Basically include **EVERYTHING** in the system

Key Considerations

- Be aware of the interrelationships
- Be aware of a long term view where there is a continuous process of change and impact
- Small can often = Big
- A systems thinking approach allows you to have new insights and identify what action needs to be taken

- Where are we?
- How did we get here?
- Why did we come?
- **Where do we want to go?**
- How do we want to get to where we want to go?
- How far do we need to go to get to where we want to be?
- How would we know when we have got there?
- **Have we got a map?**
- Why did we leave places to get to where we are?
- Where were we before?
- Where would we end up if we had the choice?
- Where would we end up if we didn't have the choice?
- Choice, Chooses.....

Shared Vision Model



Leadership Styles

- **AUTHORITATIVE** – Provides long-term vision, direction and feedback
- **AFFILIATIVE** – Creates harmony, puts people above task
- **COERCIVE** – Very directive, immediate compliance, e.g. just do it
- **COACHING** – empowers, long term development of employees
- **DEMOCRATIC** – Consultative, builds commitment and collectively generates new ideas
- **PACESETTING** – Expects excellence and self direction and exemplifies these high standards

Consider...

- In what situations, may it be useful to use this style?
- How can this style be useful for you, your staff and your organisation?

- In what situations, would it not be useful to use this style?
- How can this style be unhelpful for you, your staff and your organisation?

Leadership Styles

- **AUTHORITATIVE** – Provides long-term vision, direction and feedback
- **AFFILIATIVE** – Creates harmony, puts people above task
- **COERCIVE** – Very directive, immediate compliance, e.g. just do it
- **COACHING** – empowers, long term development of employees
- **DEMOCRATIC** – Consultative, builds commitment and collectively generates new ideas
- **PACESETTING** – – Expects excellence and self direction and exemplifies these high standards

Leadership Styles

- **AUTHORITATIVE** – Provides long-term vision, direction and feedback
- **AFFILIATIVE** – Creates harmony, puts people above task
- **COERCIVE** – Very directive, immediate compliance, e.g. just do it
- **COACHING** – empowers, long term development of employees
- **DEMOCRATIC** – Consultative, builds commitment and collectively generates new ideas
- **PACESETTING** – Expects excellence and self direction and exemplifies these high standards

Consider...

- What leadership style(s) does your system need at the moment?
- What do you need to do, say or consider to ensure you are using that style?
- How confident are you at using this style?
- How can you build that confidence?



**Heather Brierley Staunton
and Corinne Devery
Trainers and Performance
Coaches**

hbrierley@dsc.org.uk

0207 697 4291 /

07745696987

www.dsc.org.uk