

# Welcome to Moving Into Leadership



Chrissie Wright

# Session Foundations



Respect

Listen

Support and Challenge

Share and Get Involved

Safe Environment

Confidentiality

Timekeeping

Mobiles Off



# Getting To Know You

# Introductions

- Name
- Organisation
- Role – How Long?
- How would you describe yourself as a leader?
- Why you are here and what you would like to get from today?
- One fact about you.



Leadership is the art of motivating a group of people to act towards achieving a common goal.

- **Leadership** is setting a new direction or vision for a group that they follow, ie: a leader is the spearhead for that new direction.
- **Management** controls or directs people/resources in a group according to principles or values that have been established.

[John Kotter](#) in his book [Leading Change](#) defines management and leadership thusly:

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling, and problem solving.

Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.



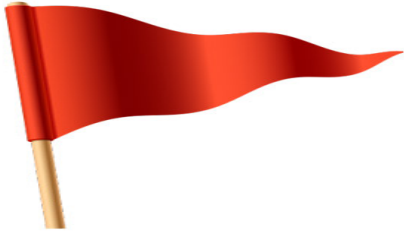
## Roles and Responsibilities . . . Skills and Qualities . . .

- What does a manager/leader need to do - management
- What does a manager/leader need to be - leadership



# 3 Tips for Successful Start

<b>Induction</b>  Terms and conditions Role and responsibility Policies and procedures People – up, down, across Meetings and Networks	<b>Learning about the team</b>  Personnel files Know their job Arrange initial 1-1's Walk the job Listen
<b>Your space</b>  Worst position Oldest furniture equipment Be accessible Avoid trappings	<b>Train or catch a coach</b>  Training – general/specific Get a mentor – structure it Get some coaching – goals Choose carefully



- The job title is a burden more than a blessing
- Adults not children
- People not resources
- You're not really human anymore
- Nobody likes you!
- Critical mass
- No one will thank you
- Patience is a virtue
- Failure is inevitable
- You can't do it alone
- Courage!

# Gains and Losses

STRESS    FRUSTRATION    QUIET LIFE    CONTROL  
RESPECT    REWARD    PRIDE    ACHIEVEMENT  
SECURITY    RISK    CHALLENGE    CONFRONTATION    FEAR  
FRIENDS    HAPPINESS    DISCONTENT    KNOWLEDGE  
EXPERIENCE    POWER    POSITION    ADVANCEMENT  
GROWTH    RIGHTS    RESPONSIBILITIES  
CHALLENGE    POSSIBILITIES    LIMITS  
SELF DOUBT    TIME    WORRY    ANGER  
CO-OPERATION    BEING HEARD    BEING IGNORED  
AGREEMENT    COMPLAINTS    INFLUENCE    CHOICE  
SUPPORT    PRESSURE    DEVELOPMENT    SKILLS

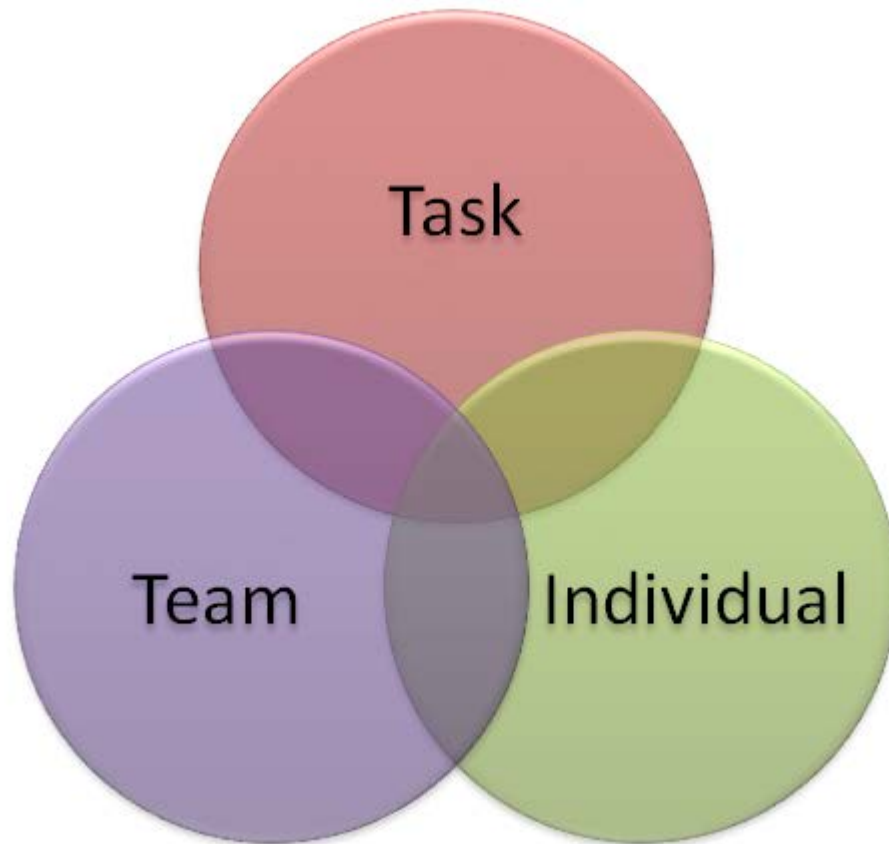


# Modelling



- Turn up to meetings on time.
- Don't work late – leave at normal time.
- Walk the job.
- Talk positively about situations, including negative ones.
- Listen to people – woes and all – take account of personal interests, hobbies.
- Show and demonstrate enthusiasm with questions and body language.

# Action Centred Leadership



# Knowing yourself

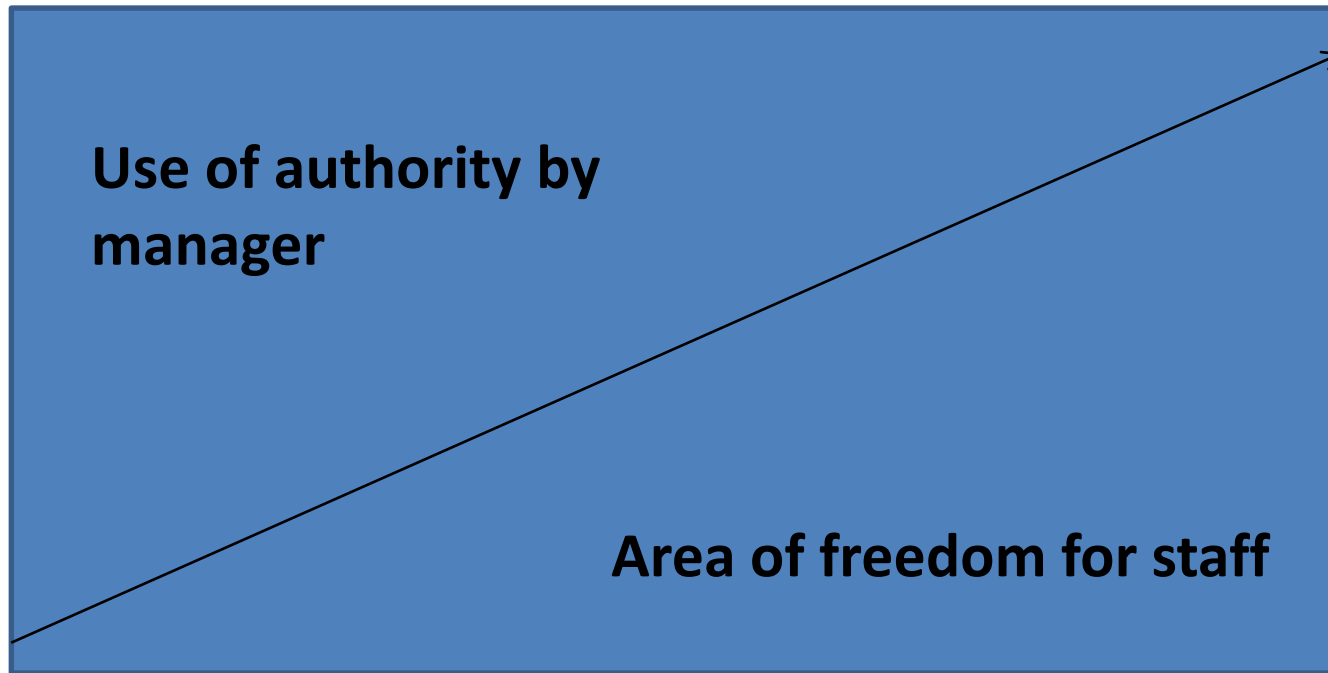


And ... what's *your*  
leadership 'style'?





# Tannenbaum & Schmidt Leadership Continuum



Tell



Sell



Consult



Share

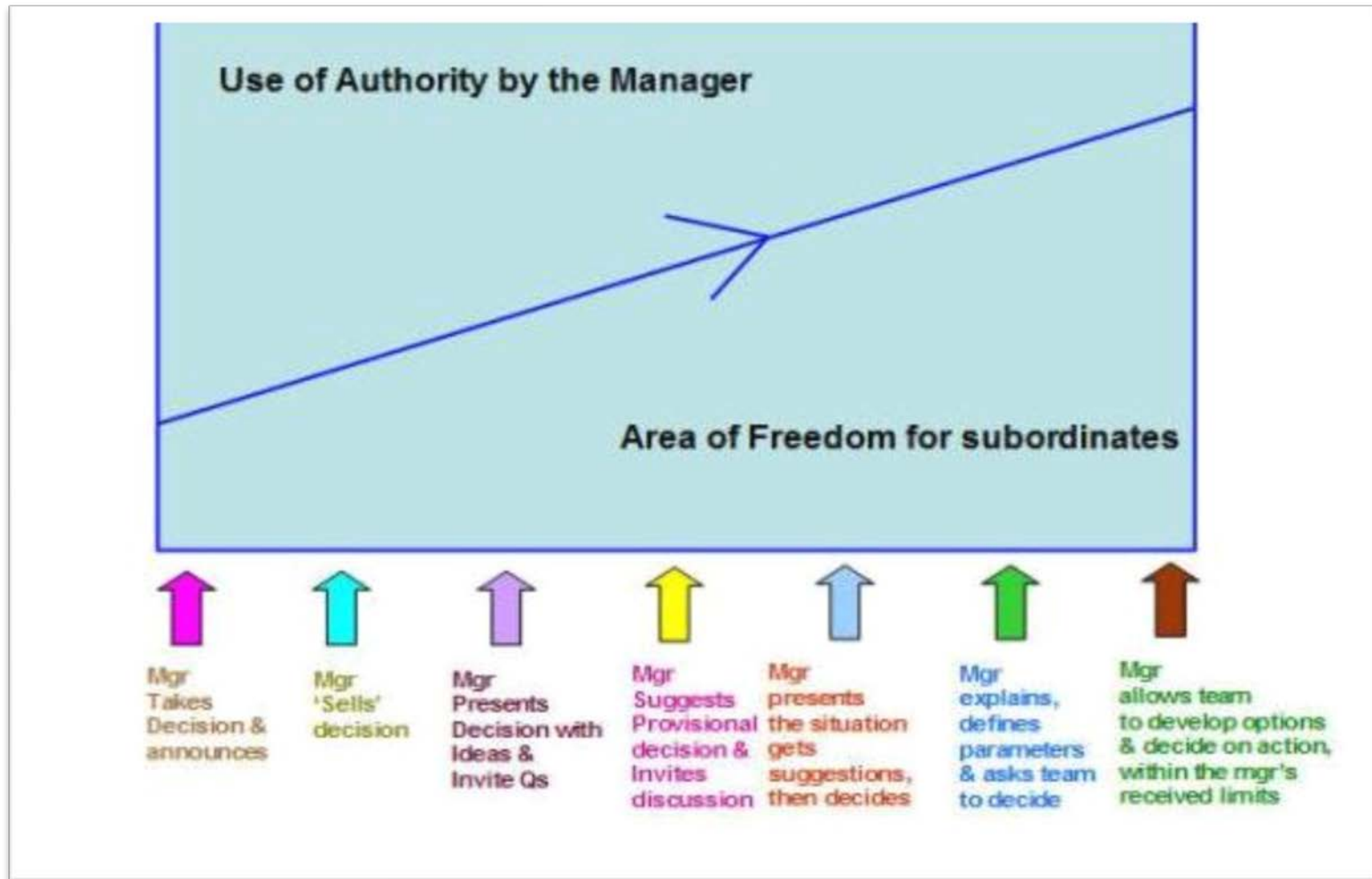


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# Tannenbaum & Schmidt Leadership Continuum



# Leadership styles

- **Which style are you least comfortable with? Why?**
- **In which circumstances do you think each approach would be most suitable?**
- **What can you do to develop your strengths in this area?**

# So ... what style?

- **Situation/circumstances**
- **Team/Individuals capacity**
- **Your own personality**
- **Levels of freedom/authority**
- **Environment and Culture**

# EMOTIONAL INTELLIGENCE





# 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’

# What is Emotional Intelligence

The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

“The rare ability to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way..” ...(Aristotle)



# A Brief History of Emotional Intelligence

1975 – Howard Gardner publishes 'The Shattered Mind' which introduces the concept of multiple intelligences

1985 – Wayne Payne introduces the term emotional intelligence in his doctoral dissertation entitled "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire"

1987 – In an article published in *Mensa Magazine*, Keith Beasley uses the term "emotional quotient."

1990 – Psychologists Peter Salovey and John Mayer publish their landmark article, "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*.

1995 - The concept of emotional intelligence is popularized after publication of psychologist and New York Times science writer Daniel Goleman's book *Emotional Intelligence: Why It Can Matter More Than IQ*.

# EMOTION

E-motere

Disturbance or agitation of the mind

# FOUR PRIMARY STATES

ANGER

FEAR

SADNESS

JOY



# Emotional intelligence

- Is IQ the main indicator of destiny? – not nearly as much as we think
- Our view of human intelligence is usually much too narrow
- Our emotions play a huge role in thought, decision making and success.
- Our brains have developed and grown from the emotional part of the brain – completely entwined to influence the functioning of the rest of the brain.

# Intrapersonal Intelligence

- ‘The key to self-knowledge, access to one’s own feelings and the ability to discriminate among them and drawn upon them to guide behaviour.’
- Howard Gardner.

# Self Awareness

...is about understanding who you are, what makes you tick, what makes you angry, what makes you happy and motivated...

# Self Awareness

...is about understanding who you are, what makes you tick, what makes you angry, what makes you happy and motivated...



# Amygdala hijack



# INNER DIALOGUE

- The greatest opponent you have is the voice within your head, not what is happening outside.
- A positive mental attitude is the key to success.

*“I can’t stand it!...I can’t do it...This always happens...It’s not fair...Why am I so stupid! There’s too much to do...This is not my job...I shouldn’t have to do this...  
I feel terrible...”*

*“It always works out okay...I can always find an opportunity in there...I always have choices...I’m not afraid of tackling the tough stuff first and then I can do all the easy things...I feel great...today will be just brilliant...I know how valuable I am and take good care of myself...”*



“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom”.

*Victor E  
Frankl,  
Holocaust  
Survivor*

IF YOU ARE TUNED OUT OF YOUR  
**OWN EMOTIONS,**  
YOU WILL BE POOR AT READING THEM IN  
**OTHER PEOPLE.**

— DANIEL GOLEMAN —

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# Interpersonal Intelligence

- ‘Capacities to discern and respond appropriately to moods, temperaments, motivations and the desires of other people.’
- Howard Gardner.

**“Yes, I think I have good people skills.  
What kind of idiot question is that?”**





# The E.I. Competence Framework

- Self Awareness
- Self Regulation
- Self Motivation
  
- Social Awareness
- Social Skills

# Emotional Intelligence at work

- Research into star performers suggests that close to 90% of their success can be attributed to emotional intelligence factors.
- Emotional Intelligence skills are particularly important in complex or leadership roles, but they are important at all levels.
- The best Emotional Intelligence development tools are ones which combine people's self perception assessment with feedback from other people who know them.

# Johari Window

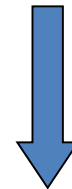
What I see in me      What I don't see in me

What you see in me

What you don't see in me

<b>Open/Public self</b>	<b>Blind self</b>
<b>Private self/Facade</b>	<b>Unknown</b>

Self disclosure from me



Feedback from you







# Communication and Leadership Communication style

## Get to know yourself and your people



# Visit to the Zoo...

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

# Leadership Style

- What is your dominant style?
- What does that say about you?
- How might others see you?



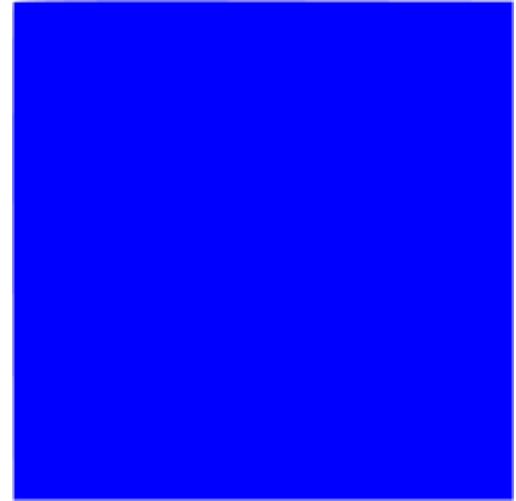
# Green positives

- People Caring Supportive
- Interested in individuals
- Nurturing
- Cares about relationships
- Warm
- Like harmony
- Good Listener
- Intuitive



# Blue positives

- Facts
- Practical
- Pays attention to detail
- Gets the facts right
- Makes clear logical decisions
- Authoritative
- Takes time to think





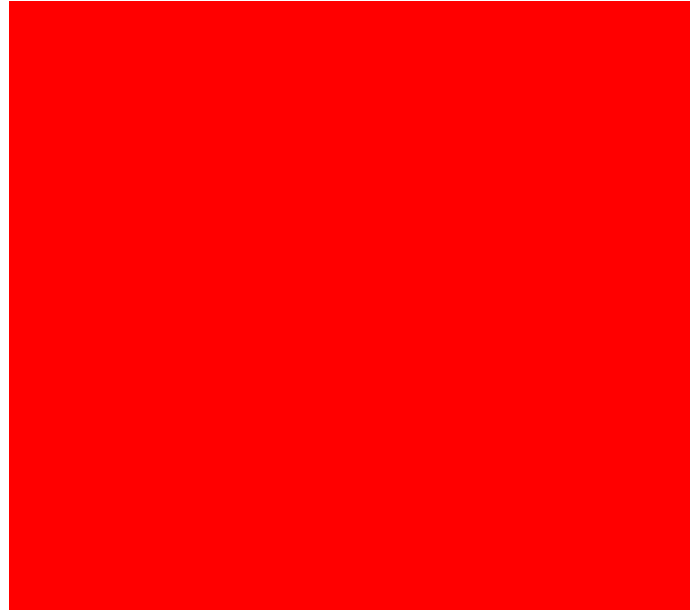
# Yellow Positives

- Ideas
- Enthusiastic
- Creative
- Fun to work with
- Open minded
- Ready to challenge the status quo
- Looks for new possibilities



# Red positives

- Results
- Confident
- Quick
- Gets results
- Dynamic
- Focussed
- Inspiring

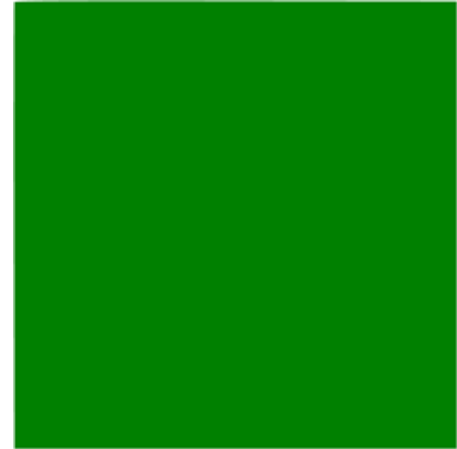


# Exercise

- Into groups – try to get a green, blue yellow and red in your group
- These are the positive elements but if you were to look at these characteristics negatively how could they be perceived

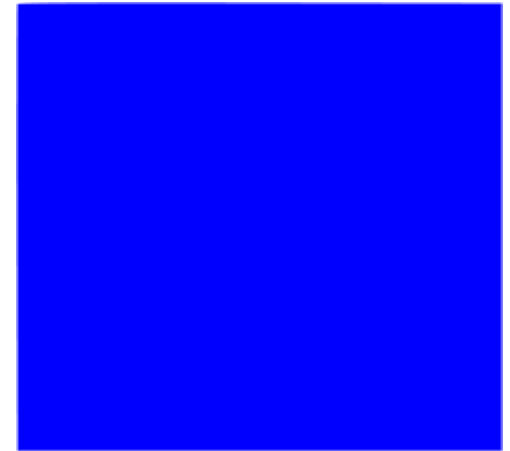
# Green negatives

- Can be introverted and slow to change
- Over nurturing
- Individuals before the task
- Not letting people grow or make mistakes
- Hangs on to poor performers
- Too soft
- Avoids confrontation and conflict



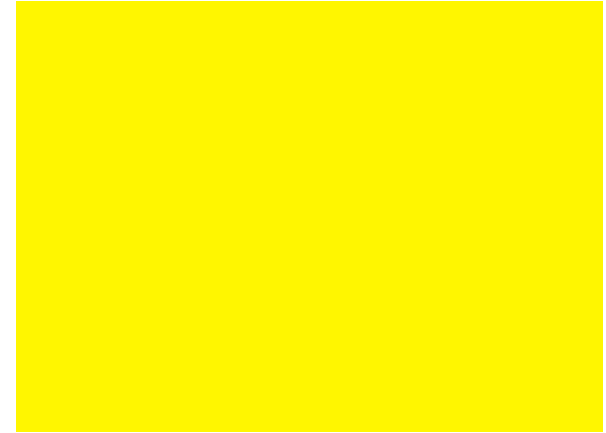
# Blue negatives

- self critical                      Too much order
- Over attention to detail
- Never gets anything done
- Always plays by the rules
- Closed mind
- Over focus on facts
- More concerned with ideas and principle than people



# Yellow negatives

- Addicted to change
- Unstructured
- Can be mischievous
- Starts things and doesn't finish them
- Lots of initiatives all at once
- Doesn't get results
- Doesn't see things through



# Red negatives



- Action only
- Risk taker
- Not concerned about individuals
- Doesn't listen well
- Bullying
- Doesn't think things through - hasty

# Communication Style Preferences

## FACTS & FIGURES

- 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

## PEOPLE & FEELINGS

- Nice
- Can be slow to change
- Avoids confrontation and conflict
- Wants harmony
- Likes to know motivations
- Intuitive

## NEW IDEAS & CREATIVITY

- Fun
- Enthusiastic
- Optimistic
- Unstructured
- Can be mischievous
- Forms opinions from feelings
- People oriented

## CHALLENGE & RESULTS

- Results oriented
- Direct
- Loves change and challenge
- Decides quickly
- Risk taker
- Seeks solutions
- Can be hasty



	<b>Monkey</b>	<b>Lion</b>	<b>Dolphin</b>	<b>Elephant</b>
<b>Need to learn</b>	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
<b>Must be allowed to</b>	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
<b>Take endorsement from</b>	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

	<b>Monkey</b>	<b>Lion</b>	<b>Dolphin</b>	<b>Elephant</b>
<b>Become most effective with</b>	Some direction with which to reach goals	Positions of authority and responsibility	Structure and methods to reach goals	Avenues to apply logical analysis
<b>Rely on the power of</b>	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
<b>On the job excel at</b>	Promotion, ideas, drama, marketing, graphics, art	Organisation, development, planning, management, co-ordination	Service, social or relationship tasks, personnel, teaching	Research & development, analysis, data, statistics

*If you want to build a ship, then don't drum up men to gather wood, give orders and divide the work. Rather, teach them to yearn for the far and endless sea.*

Antoine de Saint-Exupery

# Vision

- An effective leader should be able to clearly and simply share the **vision** they have for their project, team, service or organisation
- 'A vision gives **meaning** and **purpose** to your **actions**.'
- It is the picture on the jigsaw box of life'



- Leadership is the capacity to translate vision into reality. —

Warren Bennis

## Starbucks mission

- To inspire and nurture the human spirit – one person, one cup and one neighbourhood at a time.

## Starbucks Vision

- To establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles as we grow.

## DSC Vision

- **Our vision is of an independent voluntary sector at the heart of social change**



## DSC Mission

- **Our mission is to be an agent connecting givers, influencers and service deliverers**

# Creating the Vision



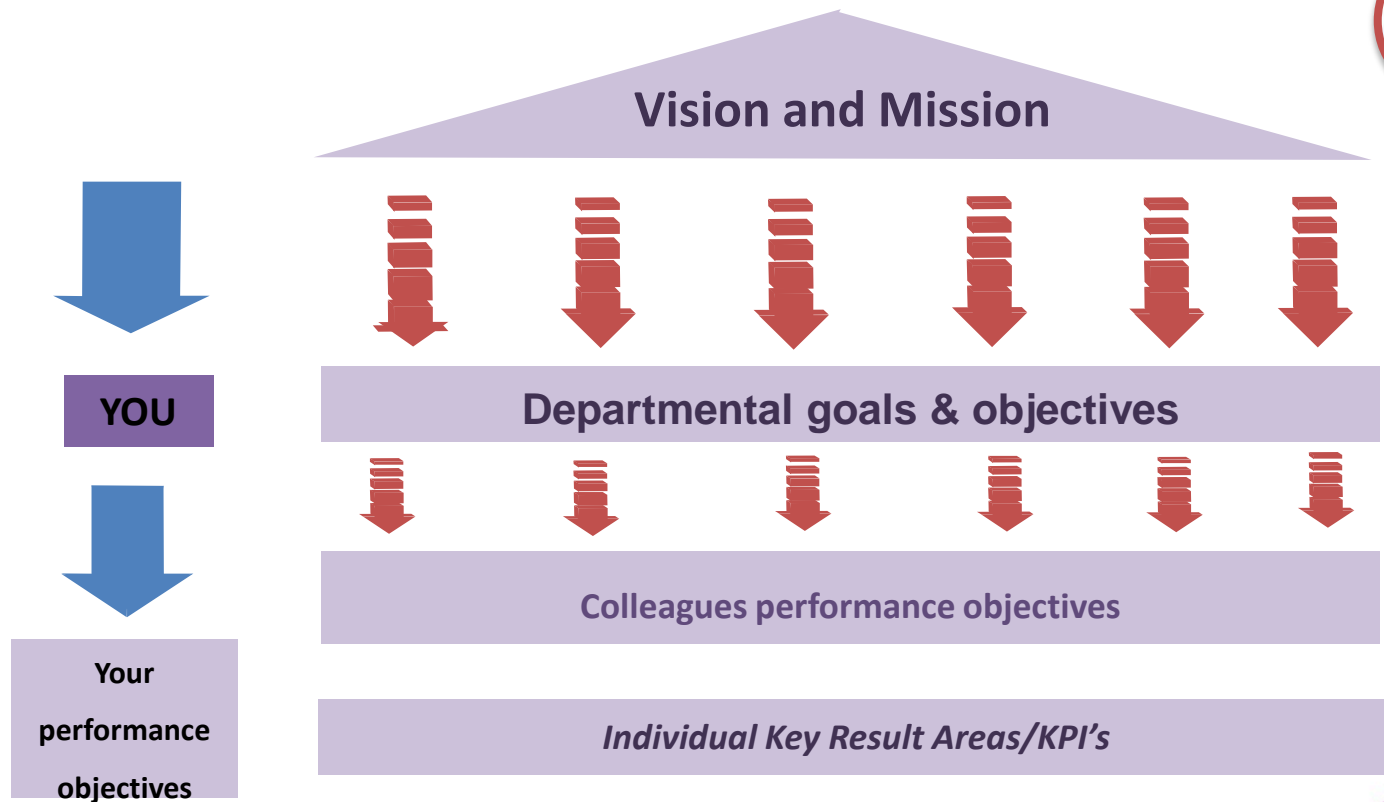
- They are inspiring.
- They are believable – fit the context of the organisation.
- They feel achievable – even if not this lifetime.
- Rarely more than 7 – 10 words long.
- They are memorable
- They are simple, using everyday language people can identify with.
- They describe a picture of the future.
- They stand the test of time.

## Keep the vision alive

- Recruitment and promotion decisions
- Keep the message energising and fresh
- Performance measurement
- Praise habits that highlight new habits, style and values
- Use all available forums
- Use informal 'grapevines'
- Use novel and personalised ways



# Vision to Action



- **Vision:** Mankind in space
- **Mission:** A man on the moon by the end of the decade
- **Objectives:** Build a rocket  
Train astronauts  
Invent rocket fuel etc.

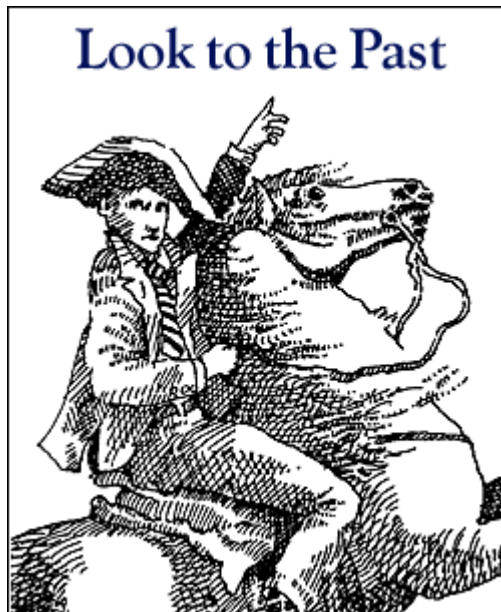
# The world

*Theme is Whole System /  
Collective Intelligence*



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# What's your system?

- Think about 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

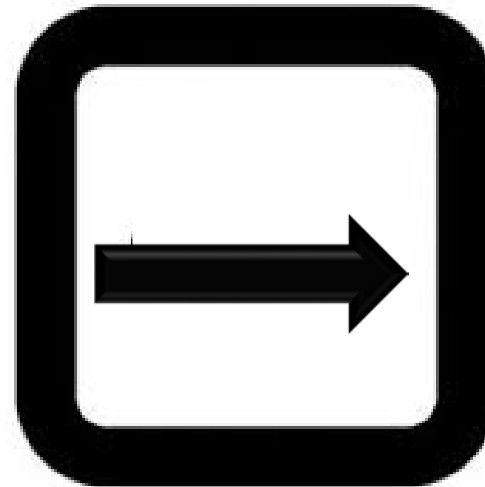
- Be aware of the interrelationships
- Be aware of a long term view where there is a continuous process of change and impact
- Small can often = Big
- A systems thinking approach allows you to have new insights and identify what action needs to be taken

- 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.....

# Plus Delta



**WELL**



**SUGGESTIONS  
FOR  
'IMPROVEMENT**

# Key Areas for writing plans

- Executive Summary
- Vision and Mission Statement
- Values
- Campaigning the Cause
- Goals and Tasks
- Key Performance Indicators
- Human Resources
- SWOT Analysis
- Risk Analysis
- Financial Projections

I must follow the  
people. Am I not  
their leader?

Benjamin Disraeli



# Communication is made up of...:

Words - 7%

Tone of Voice - 38%

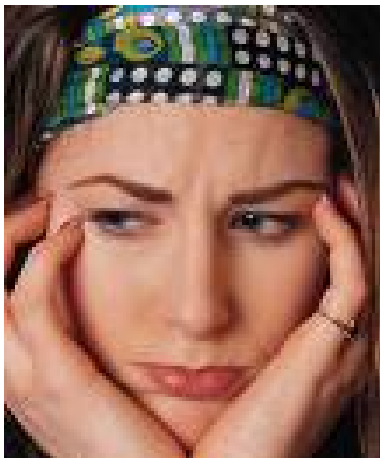
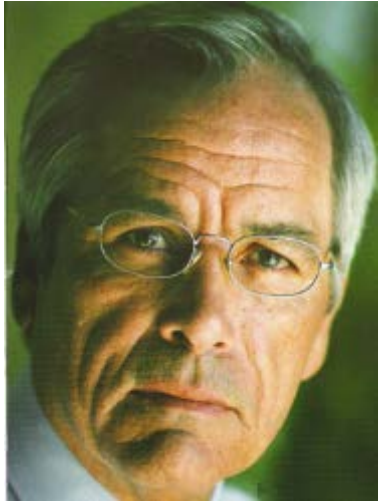
Body Language - 55%

# Body Language

- Beware of non verbal communication and body language - both theirs and yours
- 93% of the message is in the body language and tone
- Do not take it out of context – what is normal for them?
- **The following are clues – not definites.**
- Shaking the head and shoulder shrug fairly universal
- Open palms – you have no weapon/non threatening/
- Palm down – showing authority
- Palm down with closed fist pointing - aggressive



# Understanding Others



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*‘Seek first to understand, then to be understood’*

Steven Covey

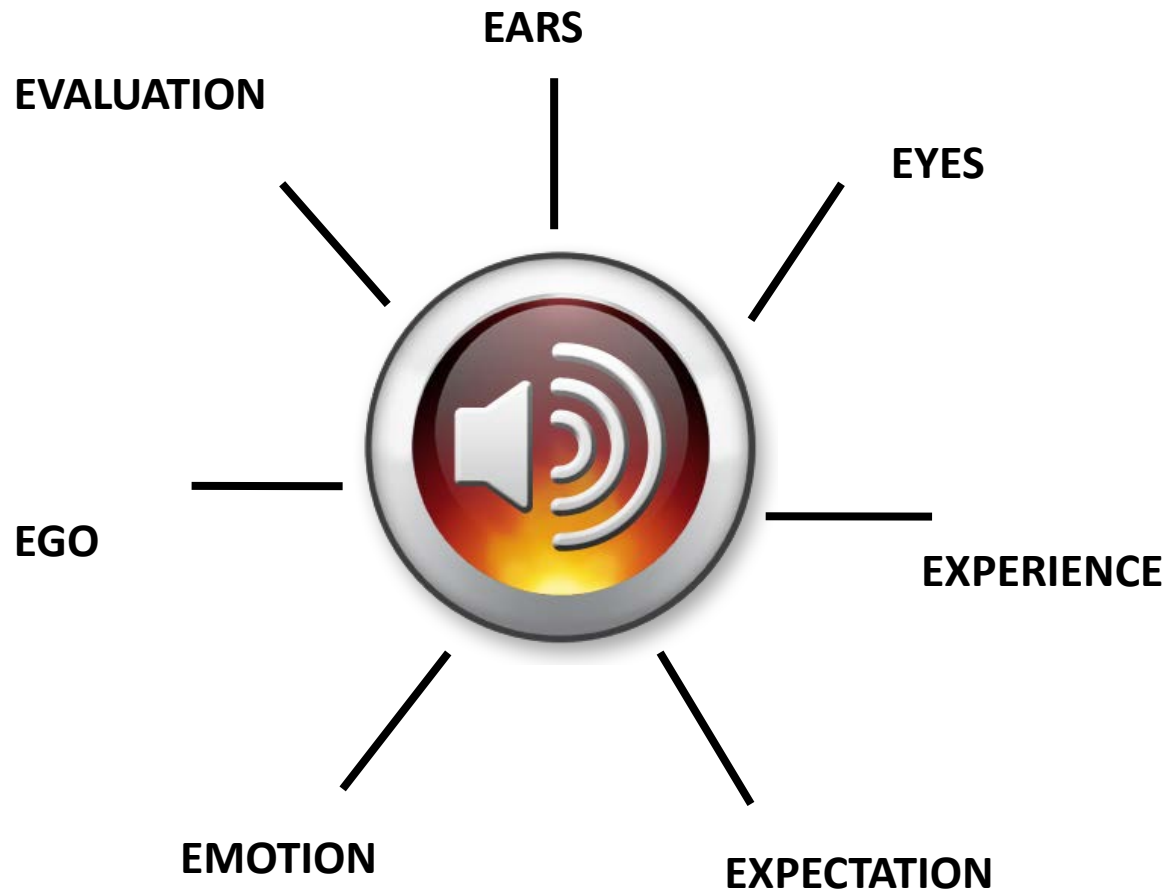
# Listening.....

*“Next to physical survival, the greatest human need is psychological survival; to be understood, to be affirmed, to be validated, to be appreciated. When you **listen with empathy** to another person you give that person **psychological air**. And after that vital need is met, you can then focus on influencing or problem solving.”* Steven Covey 1991



Empathy is not sympathy, nor is it feeling sorry for others. Instead, it is understanding what others are feeling or thinking.

# E'sy Listening?



# Active Listening

- Under what circumstances do you really need to listen to your staff?
- Are you giving them the courtesy of totally concentrating on them?
- Knowing your own communication style may help you adapt your speaking to other people's listening
- Concentrate, listen/observe and use all your senses –remember the body language – both yours and theirs!

# Ask the right questions...

- Ask OPEN questions to encourage discussion... ‘WHAT?’ ‘WHEN?’ ‘HOW?’ ‘WHO?’ ‘WHERE?’ ‘TELL ME ABOUT’
- Ask CLOSED questions if you want to clarify
- Avoid asking MULTIPLE questions
- Ask PROBING questions
- Avoid WHY questions (sometimes)
- Ask questions in informal language – this is a conversation not an interrogation
- Ask “Anything else?” and wait – there often is
- Avoid leading questions ... “I’m sure you agree that ,,,





# Positive feedback

- Regular positive feedback encourages and motivates
- Helps their development and growth
- Makes them aware of their talents and strengths
- Makes them feel good , builds confidence in abilities and skills
- “I” statements from you make them feel valued
- Real, relevant, regular and repeated

# Giving 'Difficult' Feedback

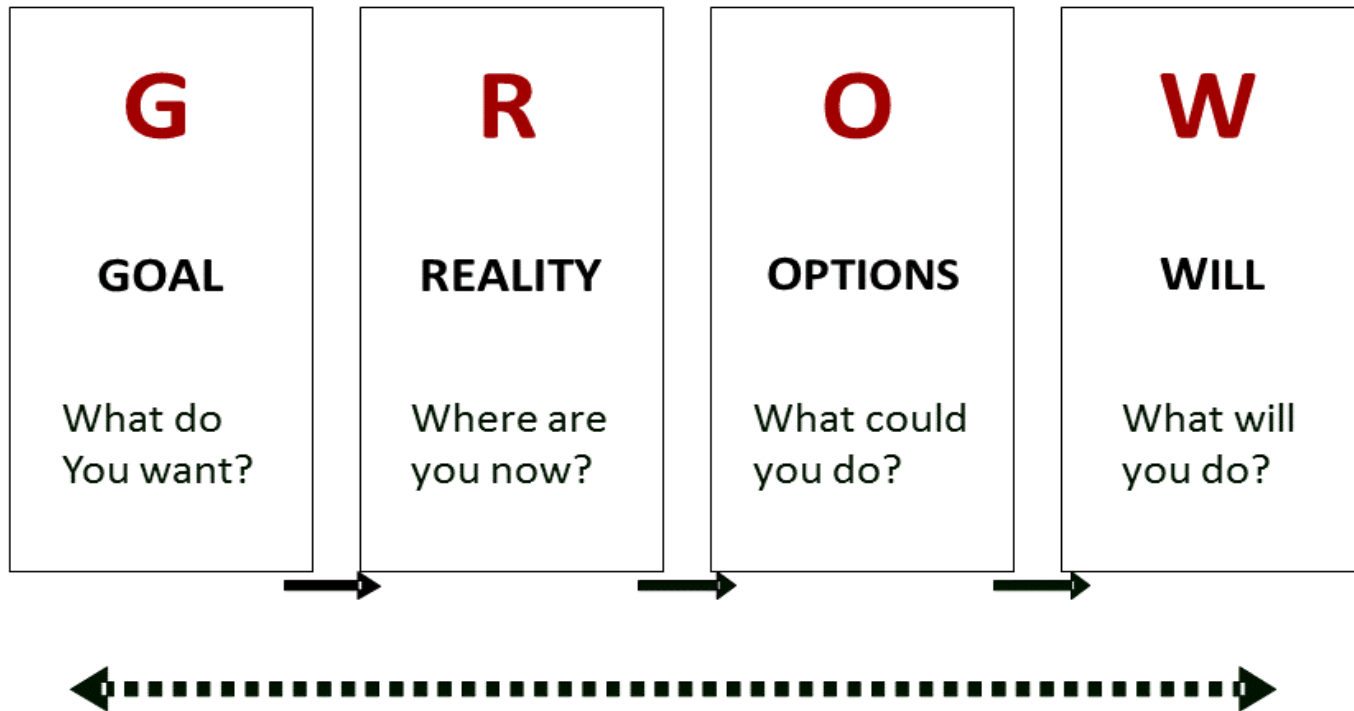
- A Sandwich? Start with what is going well and end on a positive note? Is this confusing?
- Room for misconceptions or waiting for the other shoe to drop!
- Alternatively make the message clearer and direct – make an observation, state why this is a problem, state what needs to happen to change it.
- Focus on the behaviour and not the individual
- Be specific and give real examples
- Be positive and constructive

# Giving behavioural feedback

- Seek first to understand then be understood (Covey – 7 Habits)
- **S**ee – describe the behaviour factually – the specifics
- **E**xplain – the impact and consequences of the behaviour including your needs
- **E**xplore – what could be done in the future and make a request.

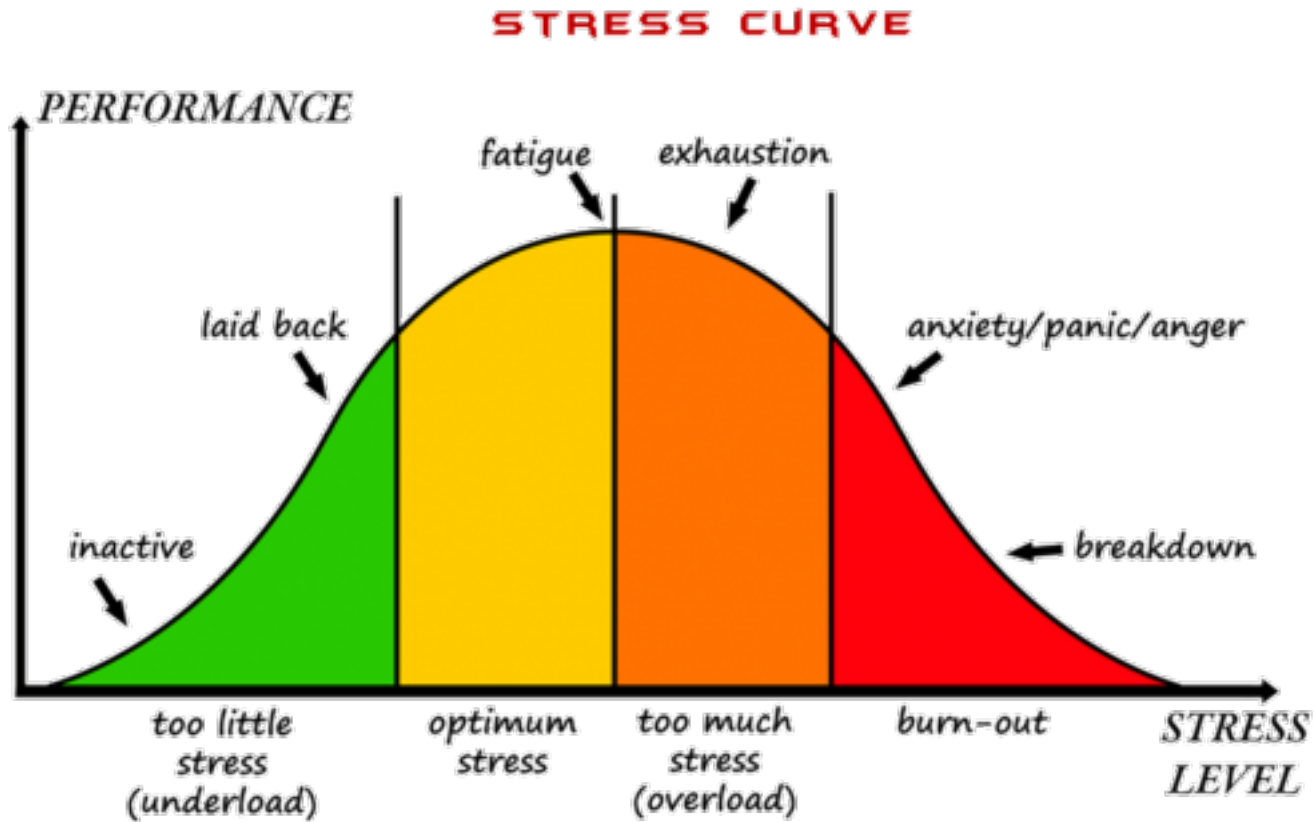
*Assume positive intention*

# Grow Model



Coaching for Performance  
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# Understanding Stress



# What is stress

- Effects –If body perceives stress it prepares and system takes over releasing hormones – (adrenaline and noradrenalin)
- Fight or flight syndrome - drawing blood away from the extremities.
- Can be positive in the short term e.g. Thinking clearer and more energy or meeting a deadline
- If adrenaline not used very harmful – it is a poison.



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





# Leader's role re stress

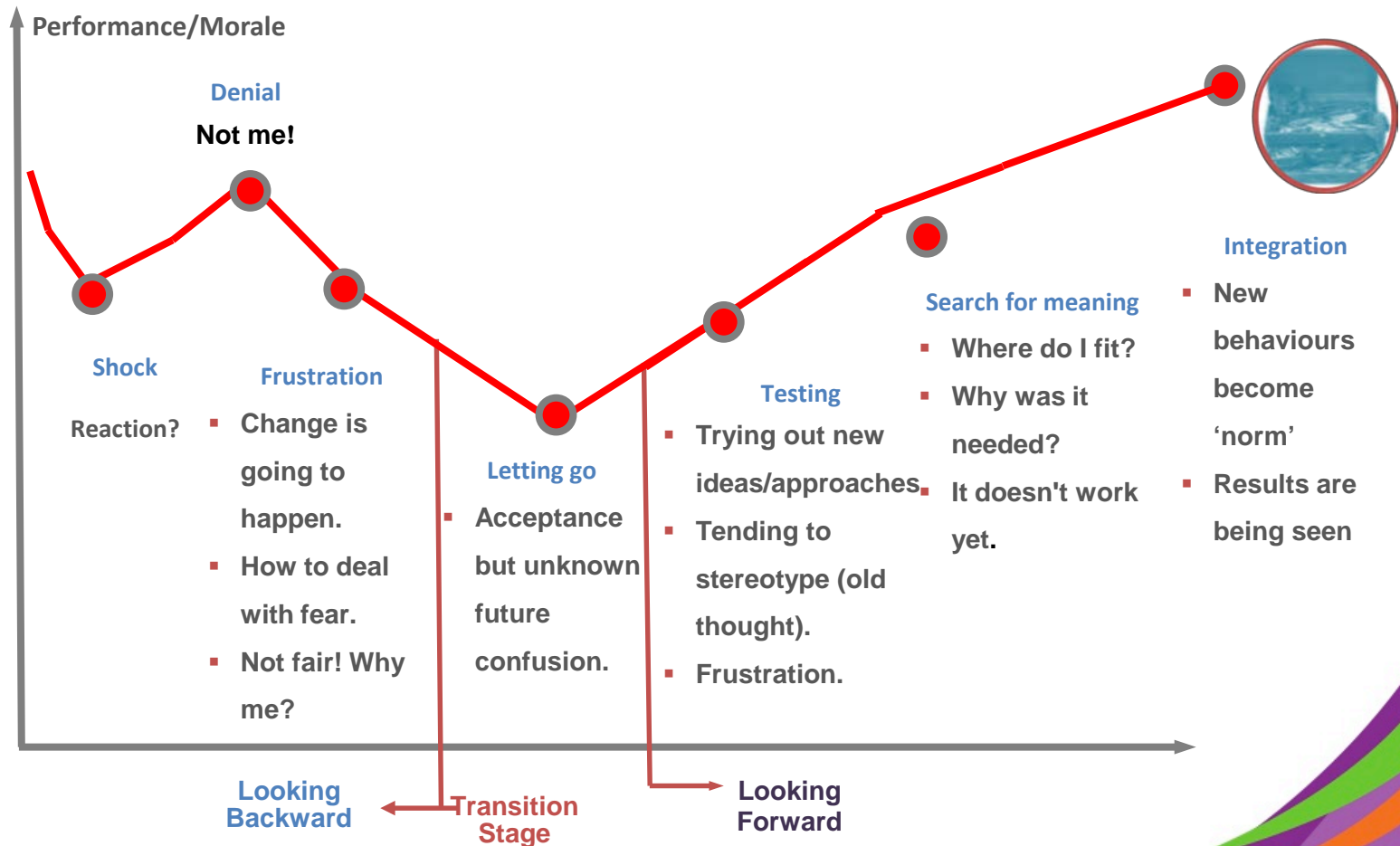
- YOU can make a big difference – both positive and negative. Clarity, good delegation, communication and listening etc. etc.

# Factors required to avoid stress

- Appreciation of the need and benefits of a work/life balance.
- Good governance and management
- Appropriate consistent flexible managerial styles and procedures
- Clear structures and procedures for communication and decision making
- Clear job expectations, work plans and standards, providing appropriate training and support for workers
- Deal with differences and conflict

- 
- As a Leader what symptoms should you be watching out for in yourself and your staff– physical, emotional and behavioural?

# The Change/Transition Curve



# Stress – we are our own worst enemy!

- Awfulising – give yourself a reality check.
- Musterbating – (should/must/ought) – Allow for mistakes to happen – forgive, forgive, forgive.
- Mind Reading – ask people outright what they are thinking.
- Over-generalising – get a sense of perspective.
- Underestimating our skills – trust your past experience and abilities.
- Focusing on how we feel not what we do – concentrate on what you are doing, not feeling.
- Forgetting to solve the problem – solve it, change situation or accept it.
- Reinforcing our misery – don't do things to make it worse, ask for help.

# Controlling stress

- People can tolerate high levels of stress if they feel they are doing something about the stressor and give their bodies a break between stressful events.
- Work/life balance is essential
- You have a lot more control than you might think.
- That you feel in control of your life is the foundation of stress management.



The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.

*Max DePree*

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- “**Until one is committed, there is hesitancy**, the chance to draw back, always ineffectiveness. Concerning all acts of initiative and creation, **there** is one elementary truth the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then providence moves too.”

William Murray

# Pause for Thought



*“Vision without Action is just  
dreaming.*

*Action without Vision just passes the  
time.*

*Vision – plus Action – can change the  
world”*

**Joel Barker**



*Thank you for listening*

