

Leadership Skills for Everybody



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Somewhere,
s o m e t i m e,
the leader within

Each of ***US***
gets the call
to step forward.



Inspirational Leadership



- **Mindset** - know-why
➤ *knowledge*



- **Skillset** - know-how
➤ *practice*



- **Heartset** - care-why
➤ *awareness*



- **SpiritSet** – purpose
➤ *passion*



LEADERS MAKE A DIFFERENCE

- Fostering loyalty and commitment
- Increasing motivational levels and willingness to work
- Reducing absenteeism, turnover, and dropout rates
- Possessing high degrees of personal credibility

VISUAL 6-7b

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Exit

People

who become leaders

Don't *always seek*

The challenges they Face.

Challenges

also seek **leaders.**



James M Kouzes and Barry A Posner

**Our common purpose is
increasing the quality and
supply of leaders in your
organization and in your
community.**

An Admired Leader

<u>13%</u>	Ambitious	<u>88%</u>	Honest
<u>40%</u>	Broad-minded	<u>28%</u>	Imaginative
<u>23%</u>	Caring	<u>5%</u>	Independent
<u>63%</u>	Competent	<u>68%</u>	Inspiring
<u>28%</u>	Cooperative	<u>40%</u>	Intelligent
<u>29%</u>	Courageous	<u>11%</u>	Loyal
<u>32%</u>	Dependable	<u>13%</u>	Mature
<u>17%</u>	Determined	<u>5%</u>	Self-controlled
<u>49%</u>	Fair-minded	<u>33%</u>	Straightforward
<u>75%</u>	Forward-looking	<u>41%</u>	Supportive

Admired leaders are...

- **Honest**
- **Forward-looking**
- **Inspiring**
- **Competent**

Fundamental Beliefs

- Leadership is everyone's business
- Leadership is a relationship
- Leadership development is self development
- Leadership is learned
- Leadership development is not an event – it's an ongoing process.

THE FIVE PRACTICES



Model the Way



Inspire a Shared Vision



Challenge the Process



Enable Others to Act



Encourage the Heart

VISUAL 6-1

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Exit

The Leadership Practices

Significantly correlated with measures of:

- Leader credibility**
- Commitment**
- Teamwork and empowerment**
- Productivity**
- Performance and effectiveness**
- Reduced turnover and absenteeism**

Model the Way

Leadership Commitments

- **Find your voice by clarifying your personal values**
- **Set the example by aligning actions with shared values**

Clarifying your Values



- **Self-Discovery – know and understand your values**
- **Express your values in your own style**

Living Your Values

- **Making Good Choices**
- **Walking your Talk**
- **DWYSYWD**
- **Be a Living Example**
- **Model your Policies**
- **Avoid Rationalizations**
- **Time Management**
- **Stress Management**
- **Self-Care**

Set the Example by Aligning Actions with Shared Values.



DWYSYWD

(Do what you say you will do)

DWYSYWD – not always easy

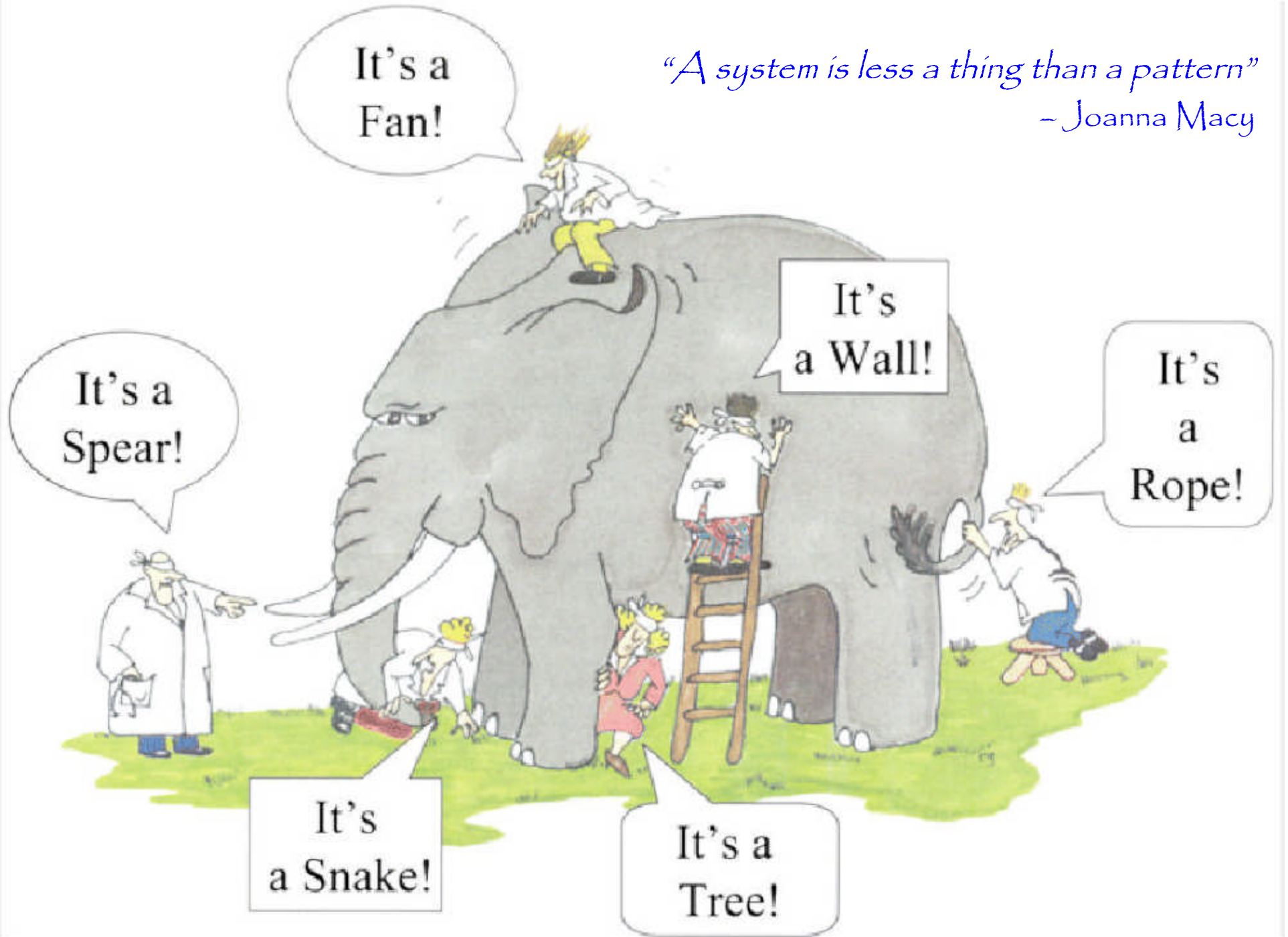
- **What are the benefits of DWYSYWD?**
- **How do you know if you are positively modeling the way?**
- **How do you know if you are off track?**
- **What tools can you use to course correct when you are off track?**

Inspire a Shared Vision

Leadership Commitments

- **Envision the future by imagining exciting and ennobling possibilities.**
- **Enlist others in a common vision by appealing to shared aspirations.**

"A system is less a thing than a pattern"
- Joanna Macy



How Leaders Inspire a Shared Vision

- **Desire to make something better. Imagine possibilities**
- **Develop a clear image of what can become**
- **Identify attractive opportunities in store for themselves and their constituents**
- **Need constituents to create significant movement or change and know people won't follow unless they accept the vision as their own**
- **Get to know constituents – values, language, needs and have their interests at heart**
- **Forge unity of purpose**
- **Tell the story well**

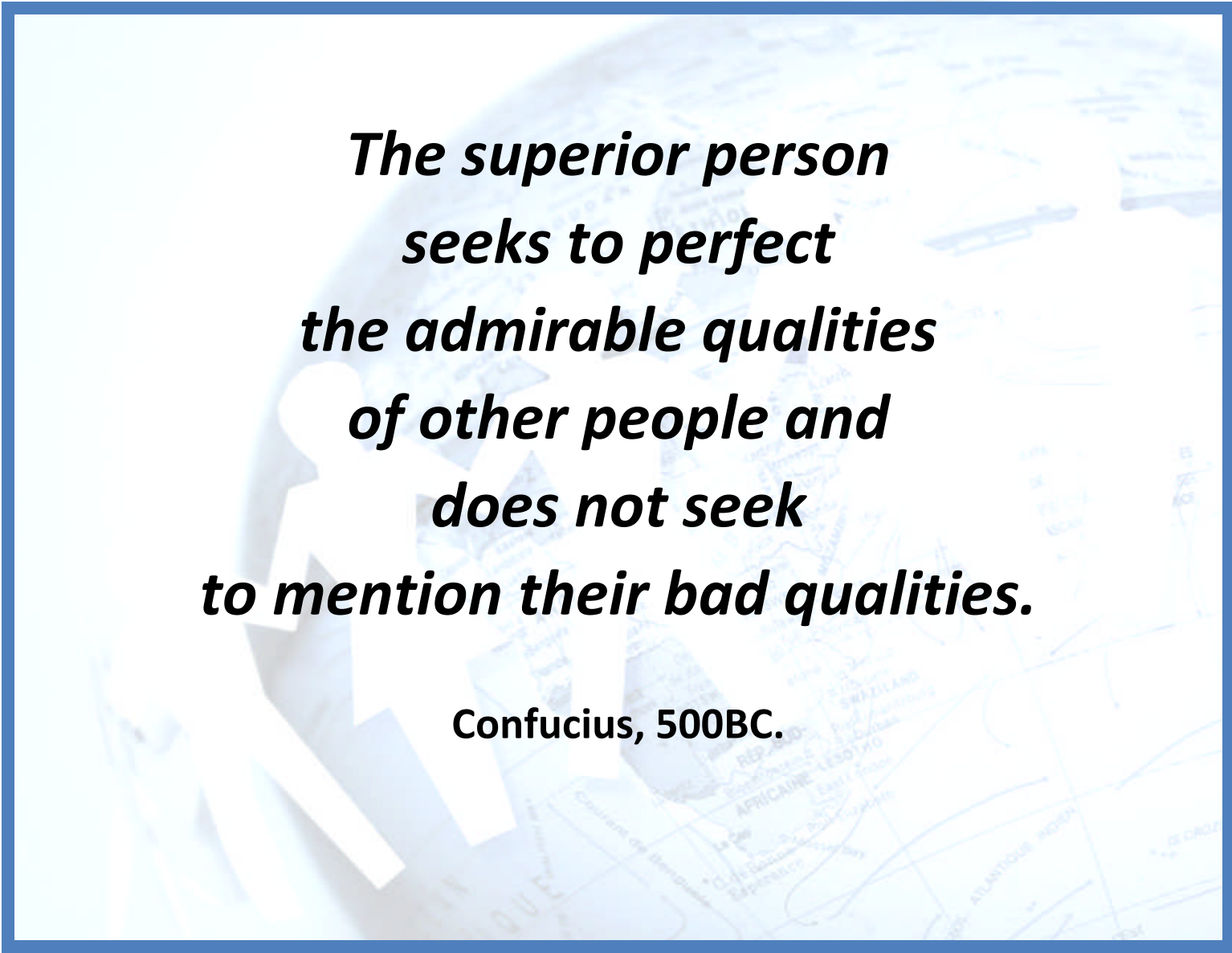
Enlisting Others

- A leader's vision acts as a the magnetic north. It attracts human energy.
- The clearer the vision, the more compelling it is to all who follow.
- Passion is contagious and creates results
 - * Clarity * Focus * Ease * Grace
- “Persuading” Others
 - * credibility * compelling evidence
 - * common ground * emotional connection * WIIFM

Challenge the Process

Leadership Commitments

- **Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve. (creativity)**
- **Experiment and take risks by constantly generating small wins and learning from experience. (courage)**



***The superior person
seeks to perfect
the admirable qualities
of other people and
does not seek
to mention their bad qualities.***

Confucius, 500BC.

Risk Dyads

- Think of a risk that you took that resulted in a positive outcome?
 - Why did you take the risk?
 - What did you do to prepare yourself?
 - How would you have responded if it did not work out?
- Now, think about a risk you took that did not result in a positive outcome?
 - Were your reasons and preparation the same as they were for the one with a positive outcome?
 - What did you learn from the experience?

Searching for Opportunities

- **Searching for ways to innovate, grow and improve.**
 - remaining open to receiving ideas from anyone and anywhere.
 - continuously scan the environment for options and opportunities.
 - talking and learning from “outsiders” doing what appeals to them.
 - Identifying the low-hanging fruit
- **Involving others in the search for new opportunities**

Involving Others in Searching for Opportunities

- **Encouraging Experiments and Risks**
 - Are mistakes treated as mis-takes?
 - Is blaming common? How is it discouraged?
 - Are new ideas welcome? Is there a process for considering new ideas?
 - Do people feel a sense of ownership and encouragement to consider innovations?
- **Adopt and use a planning process to proactively and strategically create opportunities.**

A recent study by Teresa Amabile...

Entrepreneurial Management Unit at Harvard Business School

“The most creative teams are those that have the confidence to share and debate ideas. But when people compete for recognition, they stop sharing information. And that's destructive because nobody in an organization has all of the information required to put all the pieces of the puzzle together.”

Enable Others To Act

Leadership Commitments

- **Foster collaboration by building trust and facilitating relationships**
- **Strengthen others by increasing self-determination and developing competence**

Building and Maintaining Trust

“to rely on”

- **The Real Thing**
 - Be Honest
 - Be Authentic
 - Be Accountable
 - Be Respectful
- **Trust is earned and stored**
- **Stephen Covey describes Emotional Bank Accounts – too many withdrawals and you are overdrawn. Build up the balance slowly with frequent deposits.**

Fostering Collaboration within a Team

- **Meeting team member needs (physical needs, belonging, competency, significance)**
- **Treating people with respect and dignity**
- **Developing an Inclusive Environment**
 - **Support diverse viewpoints and addressing minority opinions**
 - **Confronting “isms” and building a culturally responsive and celebratory environment**
 - **Addressing inter-generational issues**

Strengthening Others: sharing power and discretion

- **Clear boundaries**
 - People feel important and involved
- **Leaders creating leaders**
 - People capable of acting on their own initiative.
 - Latitude to make own decisions
- **Build ability to perform task and promotion of self confidence**
 - Resources
 - Accountability
 - Ownership for own achievements
 - Be in-service of others
- **Empower and motivate for success**

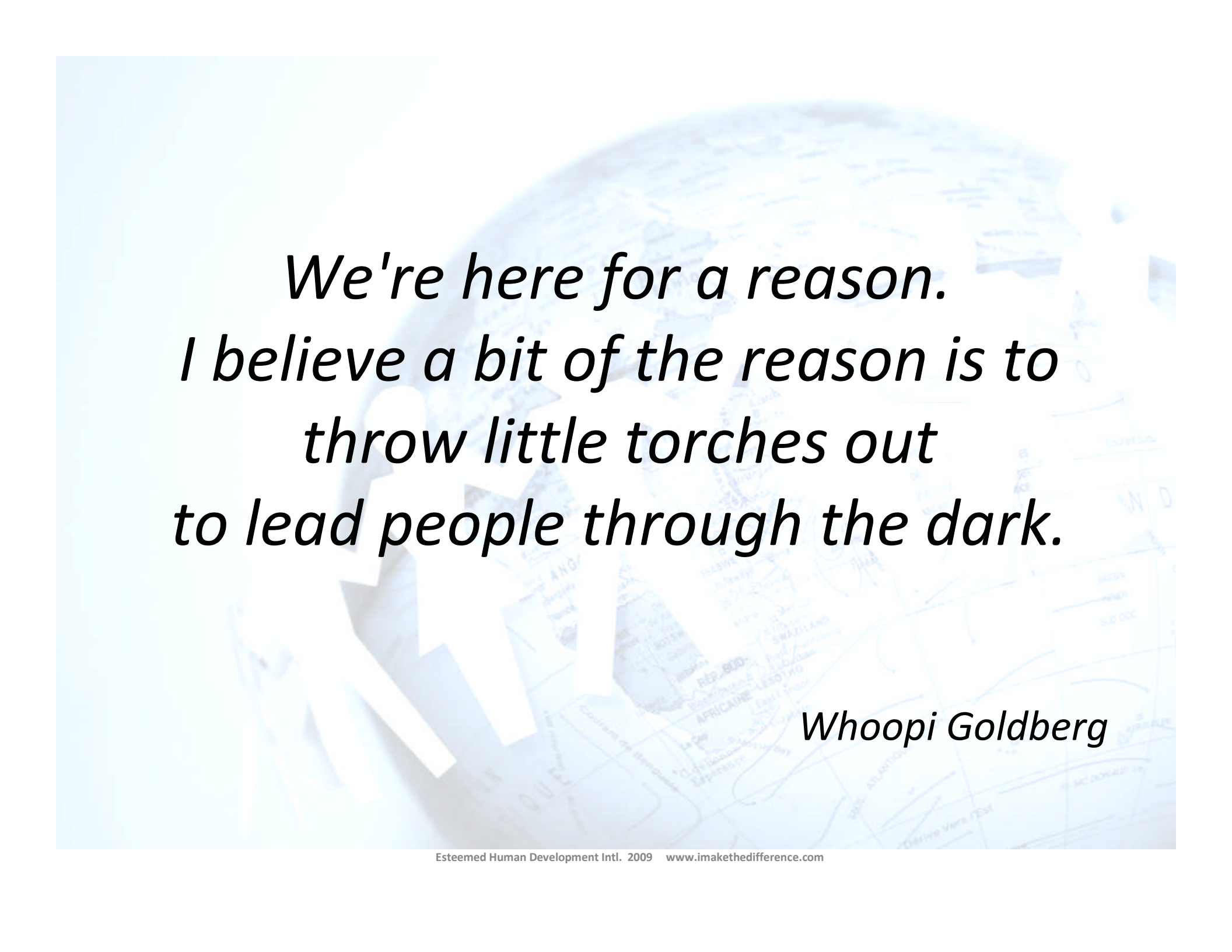
Encourage the Heart

Leadership Commitments

- **Recognize contributions by showing appreciation for individual excellence.**
- **Celebrate the values and victories by creating a spirit of community**



**YOU CAN EITHER BE RIGHT
OR
HAVE A HEALTHY RELATIONSHIP.**



*We're here for a reason.
I believe a bit of the reason is to
throw little torches out
to lead people through the dark.*

Whoopi Goldberg

Dyads – Memorable Recognition

- *What was the most memorable recognition you ever received? Why?*
- *That you gave? Why?*

Encouraging the Heart

Seven Essentials to building excellence

- **Set clear standards – people need to know what's expected of them**
- **Expect the best – self-fulfilling prophecy**
- **Pay attention – tune in**
- **Personalize recognition -- individualized**
- **Tell the story – share your successes**
- **Celebrate together – have fun**
- **Set the example – leaders go first**

Encouraging the Heart

- **Recognition done in a context of high expectations and clear standards**
- **Strive to be right about how excellent the people are. (Self fulfilling prophecy)**
- **Focus energies of team where they excel (personalize it)**
- **Ask individuals what they want for recognition and how they want it?**
- **Value all contributions**
- **Seek win:win – encourage people to do what they love and they will love what they do**

Spirit of common-unity

- **How do you promote a spirit of unity?**
- **Acknowledgement of others and ourselves.**
- **How do you ensure inclusivity while also rewarding excellence?**
- **How often does the team laugh and celebrate together?**

Tips for Becoming Better Leaders

1. BE SELF-AWARE
2. MANAGE YOUR EMOTIONS
3. SEEK FEEDBACK
4. TAKE THE INITIATIVE
5. ENGAGE A COACH
6. SET GOALS AND MAKE A PLAN
7. PRACTICE, PRACTICE, PRACTICE
8. MEASURE PROGRESS
9. REWARD YOURSELF
10. BE HONEST WITH YOURSELF AND HUMBLE WITH OTHERS



Sustainability is a journey, not a destination

↪ **Talking the Talk**

↪ **Walking the Talk**

↪ **Living the Walk**

↪ **Dancing the Path**





**make THE
difference!**

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