Module 1 - Outcomes

- Work with the Five Key Practices of Exemplary Leaders
- Understand the value and outcomes that improved performing in each of the thirty behaviors can deliver – personally, to your team and the university
- Deepen into your awareness of your leadership strengths and areas for development & your leadership development planning
- Build/strengthen your leader identity/narrative (MTW & ISV)
- Practice and leave with an engagement tool to help find out what is important to others and begin to inspire shared vision

Approach

- Short presentations, reflection & partner, small and large group dialogue
- Structured & open/emergent
- Respect, confidentiality and always an invitation
- Manual, Support & Resources
Leadership: Relationship before Task (10 min table discussion)

- Your table group will be assigned one of the questions from page 5 of your Learner Manual.
- Discuss and record your conversation points on a flip chart paper.
- You will be asked to select your top two ideas/thoughts to share with the larger group.

Reflection (prework) & Introductions

Name and share something personal and something professional

- Leadership is............
- My leadership challenge/opportunity is....
- A leadership strength I have is....
- One word that describes how I want to be viewed and experienced by my university colleagues is....

Leadership and Leadership Development

- The topic of leadership and leadership development is critical for universities
- Western VPA&R Conference 2016 Dedicated to Leadership Development in Universities
- The research, books, articles, resources continue to grow
- Leadership is developable. It is a journey.
- Leadership is for everyone—about making a difference and leading with influence (leadership is relationship)
- Leadership in Higher Education / at the U of R
Sampling of Leadership Development Resources

Your Leadership Best

- Think of a time when you were at your leadership best in the past year—at the U of R, as a volunteer,...
- What did you do that made you successful—practices, qualities or actions.

Your Leadership Best

- In your group - and within 20 minutes
  - Tell your leadership story
  - As you are listening, identify common leadership practices in the stories
- As a group -
  - Identify, then list, 4 to 6 common practices
  - Record on flip chart
  - Be prepared to briefly report on the range of stories and the common practices

TOTAL TIME 25 MINUTES
Leadership Definitions

- “Leadership is communicating people’s worth and potential so clearly they are inspired to see it in themselves” – S. Covey
- “Leadership is the art of getting others to want to struggle for shared aspirations” – J. Kouzes and B. Posner

Creative Tension Between Management and Leadership

- Manage the Work
- Operational Plan
- Goals
- Coordination and Organization
- Control and Problem Solving
- Produce Predictability and Stability

- Lead the People
- Strategic Direction
- Vision
- Alignment
- Motivate and Inspire
- Produce/Lead Change

Observations: Leadership Models & Practices in University Contexts

- The Reflective Leader
- The Appreciative/Strengths Based Leader
- The Collaborative/Facilitative Leader
- Communicator or Coach or Mentor Leader
- Integrative Leader /Conscious/Mindful Leader
- Bold Change Leader – Adaptive Leader
- Quiet Leader
- What are you observing?
The 5 Practices of Exemplary Leadership

The Leadership Challenge – Research of Jim Kouzes 
& Barry Posner, 2012

1 MODEL the Way

2 INSPIRE a Shared Vision

3 CHALLENGE the Process

4 ENABLE Others

5 ENCOURAGE Heart

Discuss and Teach

- Stand in your strength (one of the 5 Leadership Practices)
- Identify two observable behaviours of this practice at the U of R
- What is the impact of this behaviour on individuals, the department/unit and the University?

Learning Leadership

How do you learn leadership?
How You Learn About Leadership

The three “E’s”

- Education
- Experience
- Example (coaching and mentoring, “Leader to Leader”)

* A LEADERS’ WISDOM GROWS THROUGH REFLECTION & DIALOGUE *

Want Be an Outstanding Leader?
Keep a journal.
Nancy Adler, Harvard Business Review

Reflective Practice

- What – Notice your experience
- So What – What does this mean to me?
- Now What – What do I want to do now?
- Keep in mind the value of reflection and action and both personal and organizational development.
- Minimum 5 minutes daily! track evidence of your development
Reflection & Communication Tool
whole people become whole leaders

Think (Body)

Feel (Gut)

Observe (Experience)

Intend (Spirit)

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Leader to Leader Partners

“Having just one supportive stable relationship is an important condition to transcending challenges/adversity”
Daniel Goleman, Social Intelligence: The New Science of Relationships

- Share Intentions, Leader Identity, Plans for Development
- Celebrate breakthroughs in how you are showing up in new ways as a leader
- Support for breakdowns, what is the adaptive learning?
- Meet in session and meet monthly

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Jim Kouzes & Barry Posner

“...high quality connections contribute to individual flourishing and to team and organisational effectiveness. People who have high quality connections are healthier, have higher cognitive functioning, and broader thinkers, are more resilient, are more committed to the organisation, and cultivate trustworthiness. They also exhibit more learning behaviours... the quality of your relationships significantly influences the quality of your learning.” p.154

Learning Leadership
Consulting Dyads

Guidelines for Discussion
20 MINUTES

1. What are you learning about yourself as a leader? Your strengths and areas for development?
2. What are you surprised about? Not surprised about?
3. What are you puzzling or wondering about as it relates to leadership, your leadership and your development?
4. Given your leadership challenge(s) and feedback, what step could you take now to enhance your leadership?

Refer to Your Making the Most of your LPI 360 Feedback handout p. 14: Feed Forward

Each of you will play two roles (helper and listener/learner) in approximately 2 minutes

1. Pick one leadership behavior that doing more frequently will make a significant and positive difference. Write at the top of a clean page in your journal
2. Describe to your partner. Ask for feed forward – 2 suggestions. Listen and take notes. Thank
3. Ask your partner what behavior they would like to practice ... provide feed forward

☐ Repeat with a new partner

Feed forward step 2

☐ In 2 sets of partners (4 people), share your behaviour you would like to practice more frequently. The other 3 folks will each give you a benefit of doing it more frequently. Jot it down, and go onto the next person.
Modeling the Way

- Clarify your personal values and find your authentic leadership voice, cultivate authentic confidence
- Set the example by aligning action with shared values

“The evidence is clear: to be the effective, every leader must learn to find the voice that represents who he or she is. When you have clarified your values and found your voice, you will also find the inner confidence necessary to express ideas, chose a direction, make a tough decisions, act with determination, and be able to take charge of your life rather than impersonating others.” Kouzes and Posner p.47& 48 TLC (2012)
Values-based Leadership

- “Workplace and organizational commitment are based on alignment with personal values and who you are and what you are about. People who are clearest about personal values are better prepared to make choices based on principle — including deciding whether the principles of the organization fit with their own!” Kouzes and Posner, p.58 – 60 , TLC

Values-based Leadership

- Clarity of personal values makes a significant difference in engagement.
- Understanding the values of others and building alignment around values that everyone shares is critical.
- Shared values are fundamental for building productive and genuine working relationships.
- Credible leaders honor diversity and build on affirming shared values – uncovering, reinforcing and holding one another accountable to what “we” value.

Authenticity: author of our leadership success

“Presenting leadership as a list of carefully defined qualities like “strategic”, “analytical”, and “performance oriented” no longer holds. Instead true leadership stems from individuality that is honestly and sometimes imperfectly expressed. Leaders should strive for authenticity over perfection.”

Sheryl Sandberg
Leader Identity/Leader Narrative Activity in your Learner Manual

1. Reflect on your Leader Identity? Who am I? values, leader purpose, vision
2. Walk around the room, choose an image that captures something significant to you about your leader identity
3. Small group share
4. Individually write a phrase or sentence or two
5. Share your phrase or sentence with your group
6. Identify patterns/themes & post images for the larger group. Take a picture of your group identity!
7. Reflection: how does having a leader identity help you?

Integration: Your Leader Identity

VISION
What is your vision for the kind of leader you want to be? That reflects your leader identity?
PURPOSE
Write one sentence expressing your overriding sense of purpose. What is your leadership vision? What are your hopes?
VALUES
What have you identified and become clear about as your top values?

Values

"Use your values in the service of something much larger than you are."
~ Martin Seligman (2002, p. 263)

One word that describes how you would like to be experienced by those around you is ...
Values

- Values (a word) & emotions/feelings connection
- Values (1 to 3) tell us what is important. We are happy when we are living our values!
- Values are enduring – typically stable over our life
- Feelings tell us what is “alive” in us, and point to values and needs being met or not.

Know your why!

Michael Jr.
http://www.youtube.com/watch?v=LZe5y2D60YU

Your values – worksheet, further resources

Describe your Vision

- Ideal - aspire to be, greater good we are seeking
- Unique – pride in being different- Identity
- Image – a word, picture, metaphor, story, symbol
- Future oriented – an exciting possibility for the future
- Common good – a shared sense of destiny – show others how their interests are served.
Inspire Shared Vision

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

The 3 stories leaders tell

- Who am I? Leader Identity
- Who are we? Team Identity
- Where are we going? Inspiring Shared Vision

C. Cavanaugh – Simmons (2013)

Appreciative Inquiry (AI) for Engagement and Inspiration

- Intended to shift the focus from problems and problem solving to appreciation of ourselves and others
- Draws out what is working or motivating
- A process for engaging others in meaningful ways
- The heart of the process is the appreciative interview
Step up and out in your Leader Identity

- Vision Boards, can help you anchor in your Leader Identity
- What might hold you back from stepping up and out in your Leader Identity? How do you get in your own way? This is your old story.
- What is your deeper truth? What is your new story?
- How does having

Appreciative Interview

- Gather information about what is important to another person
- Listen and if necessary ask questions
- Stay with a positive focus
- Part of the 'power' of this approach is the interview

Appreciative Interview Questions

1. What first attracted you to your work to your profession? What excited you? What has your work contributed to your life?
2. How do your values influence and guide your leadership?
3. What is one hope, wish, dream, desire you have for your leadership and for your Faculty/Department/unit?
Comments

- Any comments about the experience or potential application of this approach?

With your Leadership Challenge as context, and in light of your Leader Identity, focus on your development next steps.

- Making the Most of your LPI Feedback: Development Planning - p.16 & 17
- Identify a next step for your leadership development
- Identify a next step to make progress on your leadership challenge
- Stand up partner share

Plan the Conversation with Observers

- Thank observers and let them know that you appreciate the feedback.
- Acknowledge the messages and ask for necessary clarification.
- Explain what you are going to do and the benefits you expect.
- Ask for continuing feedback and support.
- Some may be curious about the model, instrument use as an opportunity to teach about leadership
Closing Round and Last Words

What did you notice from our workshop today that you have energy around to support your leading practice?