URLEADING MODULE 1
BUILDING YOUR LEADERSHIP NARRATIVE

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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 & using your personal maps, 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

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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?
One Model: The Leadership Challenge
Jim Kouzes & Barry Posner

- The research
  - Over 35 years of research
  - In the beginning…
  - Demonstrated leadership is a pattern of ‘learnable’ behaviours
- The test of time…
  - 6th edition, 22 languages, two million copies sold, 700 dissertations & theses, research in higher education

The 5 Practices of Exemplary Leadership

1. MODEL the Way
2. INSPIRE a Shared Vision
3. CHALLENGE the Process
4. ENABLE Others
5. ENCOURAGE Heart

For leaders in higher education who want to transform values into actions, visions into realities, obstacles into innovations, segments into solidarity, and risks into rewards.
Discuss and Teach

- Stand in your strength (one of the 5 Leadership Practices)
- Identify two observable behaviours of this practice for a leader 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?

Rankings: Foundational Behaviours

When a leader’s actions are not aligned to what they say they will do, people will not want to follow.

- #14 should be in the top 3 and be a frequency of 9 or above
- The 6 Enable Others to Act behaviors should be at 9 or 10
- #1 and #11 are also indicators of strong foundational behaviors
Rankings: Leadership Philosophy

Direct Reports who rate leaders in the top 20% of being clear about their leadership philosophy evaluate these leaders as nearly 140% more effective than leaders rated by DRs in the bottom 20% of this critical leadership behaviour.

- Is #26 in the upper, middle, or lower ten?
- What is the frequency? (7 or higher)

K&P found there are 4 characteristics that relate to a leader’s credibility – ‘forward-looking’ was selected 2nd most after ‘honest’, yet Inspire a Shared Vision is typically the lowest-ranked Practice.

- Look at where #7, #12, and #17 show up for you

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Rankings: Asking for Feedback

Of the 30 behaviours, leaders often score the lowest regarding asking for feedback.

- Where is #16 for you?
- Also look at #9 and #18 – what is their relationship to #16?

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How You Learn About Leadership

The three “E’s”

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

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

- Intend (Spirit)
- Think (Ideas)
- Feel (Values)
- Observe (Experience)

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Leader to Leader Partners

“Having just one supportive, trusting, 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

Learning Leadership

Jim Kouzes & Barry Posner

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

Consulting Dyads

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 behavior 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
Modeling the Way

“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)

URLeading Principles

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.
Leader Identity/Leader Narrative Activity in your Learner Manual p 14

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. Select a spokesperson to speak to "Who are we?" Take a picture of your group identity!
7. Who are we as a cohort?

Integration: Your Leader Identity

VISION
What is your vision for the kind of leader you want to be? Your hopes for your leadership?

PURPOSE
Write one sentence expressing your overriding sense of purpose. What is your unique reason for being? What keeps you meaningful?

VALUES
What have you identified and become clear about on 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! Walk your why!

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

Describe your Vision

- **Ideal** – aspire to be
- **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.
Reflection & Mingle

- **Step 1**: take a few minutes to come up with a sentence or two that captures the 'spirit & intent' of your vision and values
- **Step 2**: stand and mingle. Walk around the room and share your vision and values with 2 people and listen to their vision and values. Share not discuss & keep moving...
- **Step 3**: make any further tweaks to your vision and values based on the clarity you got from speaking it

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Step up and out in your Leader Identity

- Vision Boards, can help you anchor in your Leader Identity…… or “wordle”
- 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? The first story leaders tell is “who am I?”
- How does having a leader identity help you?

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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

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?

1. 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.17 & 18
☐ 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. (ETH)
- 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, that will support your leading practice?