Building Your Leadership Narrative

Module 1

URLeading October 19, 2018

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URLeading Module 1 Leadership Narrative: Context and Outcomes

This research based, feedback intensive, and practical one-day workshop for university leaders, focuses on leading self, others and the organization in the context of the UR Leading principles, and current leadership challenges/opportunities at the University of Regina. You will:

- Learn key leadership practices that are relevant to the University of Regina context: Challenge the Process, Inspire Shared Vision, Enable Others to Act, Model the Way (aligning/integrating the UR Leading Principles) and Bringing out the Best in Yourself and Others.
- Increase awareness of your leadership strengths and areas for development through working with your 360 LPI feedback and beginning a leadership development plan.
- Build your Leader Identity and Narrative to inspire and engage others –Who am I? What is my leader purpose? What are my values and vision as a leader? How do I inspire a Shared Vision
- Practice and leave with an appreciative engagement tool to use to find out what is important to others and begin to build a shared vision.

Approach

- Highly interactive and emergent, combining the use of key questions, reflection, and peer support in an atmosphere of trust, respect, and confidentiality
- Focus on real issues, meaningful conversations and working together
- Further work with your leadership feedback (LPI 360)
- Short presentations, up to date learner resource manual, LPI handout, leadership development planner

Agenda  UR Leading October 19 8:30 am to 4:30 pm, lunch provided & refreshment breaks

- Welcome /Overview/Guidelines
- Relationship Before Task: Connecting, Introductions, and Building a Community
- Leadership Theory of Practice
- Your Personal Leadership Best
- Leadership and Management
- The Leadership Challenge Model
- Learning Leadership, Reflective Practice and Leader to Leader Partners
- Leader to Leader peer consultation LPI 360 feedback
- Feed Forward
- Model the Way: Build Your Leader Identity and Leadership Narrative
- The Three Narratives Summary
- Inspire Shared Vision: An appreciative tool for engagement
- Key Leadership Learnings
- Wrap up and next steps
Lillas Hatala brings over 30 years of experience designing and facilitating leadership development programs, specializing in leadership in higher education and women’s leadership development in North America, and abroad. Lillas is the co-creator of Women in Leadership for Life (WILL), which supports women leaders, to live fully expressed and their personal leadership best.

Her commitment to strengthening her own leadership capacity and that of others has been demonstrated through former roles including the Director of Business and Leadership Programs at the University of Saskatchewan, a position she passionately served from 1992 to 2006. She is a recipient of the YWCA Woman of Distinction Award for Leadership and Lifelong Learning. She is the coauthor of Integrative Leadership (2005), The Integrative Leadership Study Guide (2008), The Business Case for Leadership Development (2008), numerous published articles, and enjoys writing on the topic of leadership, leadership development and leader wellbeing.

Through her own consulting company, Integrative Leadership International Ltd, Lillas challenges leaders to expand their awareness and bring greater levels of consciousness and significance to their lives, their teams and their organizations. Her interest in the “integrated” or “whole person” has led her to become a Registered Yoga Teacher and she has studied at the Chopra Centre for Wellbeing.

Lillas may be reached at Lillas.Hatala@IntegrativeLeadership.ca telephone: 403 441 - 9959
Leadership is Relationship: Relationship before Task

1. **Table Discussion** (10 minutes)

Your table group will be assigned one of the following leadership questions. Discuss for 15 minutes while noting points on flip chart. Pick your top two ideas to share with the larger group.

Question One: What are a couple of leadership gems or highlights from the Orientation/Reception?

Question Two: What are the key themes arising from the theory in practice (tips) “Leaders Stories”

Question Three: What helps you receive appreciative and developmental feedback well?

Question Four: “Becoming the best leader you can be means becoming the best self you can be. Leadership development is fundamentally self development.” Kouzes and Posner, TLC, p. 308.

Based on your prereading in *The Leadership Challenge*, what helps you develop the leadership practice “Model the Way” and then step up and out in your authentic leadership?

2. **Reflection and Round of Introductions**

Reflect on the following sentence completions. Introduce yourself and share your sentence completions with the large group.

Name – something personal and something professional

Leadership is………………

My leadership challenge / opportunity I would like to make progress on is………………

A leadership strength I bring that will help me with my leadership challenge/opportunity is………………

One word that describes how I would like to be experienced and viewed by my university colleagues is…
Leadership Theory of Practice

Why Everyone is Talking About Leadership

- The priority
  
  - The research
  
  - The results

Leadership: Who?

- Leadership is a role that each and every one of us can assume. It is a personal responsibility and reflects an interest in wanting to make a difference

"Leadership is about liberating the leader in everyone."

Kouzes and Posner

"It is not just top leaders who need to be resilient to win in a VUCA World (Volatile Uncertain, Complex, Ambiguous), it is all of us. We all need to be leaders. All leaders have innate personal skills they should leverage, but there is so much more to learn."

Bob Johansen
Leaders Make the Future World (2012)

Leadership: What? Leadership is.....

Heifetz, R. “Leadership is making progress on tough challenges and thriving”

Kouzes, J and Posner, B “Leadership is the art of getting others to want to struggle for shared aspirations”

Sheryl Sandberg “Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”
Leadership Best Experience

Instructions: With regard to leadership, experience is the best teacher. Most leaders learn what to do by trying it themselves or by watching others. The problem is that not all of what is done or observed is ideal or even appropriate. Therefore, it is important to base your leadership practices on the best of what you do or see – those times when you have done your best as a leader or when others have achieved their personal best. Such examples provide role models for effective leadership.

Take about five minutes to write some notes about your personal best as a leader.

1. Recall a time when, in your opinion, you did your very best as a leader of other people. Your leadership experience can be with your present organization or with a previous employer. It can be in the public or private sector, as an appointed, selected, or “emerged” leader, for pay or volunteer. Just choose one that you believe is your best. Write a very brief identifying description of that experience below (for example, “chairing a committee”, "planning a retreat", or "pulling together a new team"): 

2. Think about the choice you just made and use the space provided to summarize five to seven things you did as a leader. (Consider how you led, what your leadership actions were, and what caused this leadership experience to be your personal best.)

3. What words best describe the character (the quality, nature, personality, tone, special mood, etc.) of this experience?

4. What would you say were the major lessons about leadership that you learned from this experience?

Adapted from Kouzes, J. & Posner, B. (2010). The leadership challenge facilitator’s guide. Pfeiffer
Leadership Best Group Activity

In your groups:

1. Tell one another your 'leadership best' stories.
   - Feel free to use rich storytelling practices.
   - Attend to the storyteller.

2. When everyone has told their story, identify themes or common practices of leadership that you heard across the stories.

3. Record themes on newsprint.

4. Have a reporter ready to report briefly to the large group. Share the range of stories ... and the top 3 to 5 common leadership practices.
# Leadership Challenge Model

<table>
<thead>
<tr>
<th>Five Practices</th>
<th>Ten Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODEL THE WAY</strong></td>
<td>1. Clarify values by finding your voice and affirming shared values.</td>
</tr>
<tr>
<td></td>
<td>2. Set the example by aligning actions with shared values.</td>
</tr>
<tr>
<td><strong>INSPIRE A SHARED VISION</strong></td>
<td>3. Envision the future by imagining exciting and ennobling possibilities.</td>
</tr>
<tr>
<td></td>
<td>4. Enlist others in a common vision by appealing to shared aspirations.</td>
</tr>
<tr>
<td><strong>CHALLENGE THE PROCESS</strong></td>
<td>5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.</td>
</tr>
<tr>
<td></td>
<td>6. Experiment and take risks by constantly generating small wins and learning from experience.</td>
</tr>
<tr>
<td><strong>ENABLE OTHERS TO ACT</strong></td>
<td>7. Foster collaboration by building trust and facilitating relationships.</td>
</tr>
<tr>
<td></td>
<td>8. Strengthen others by increasing self-determination and developing competence.</td>
</tr>
<tr>
<td><strong>ENCOURAGE THE HEART</strong></td>
<td>9. Recognize contributions by showing appreciation for individual excellence.</td>
</tr>
<tr>
<td></td>
<td>10. Celebrate the values and victories by creating a spirit of community.</td>
</tr>
</tbody>
</table>

Based on the research of J. Kouzes and B. Posner
- Studied how ordinary people accomplished extraordinary things in organizations
- Found leadership is a pattern of behaviour that can be developed - learnable

About the Leadership Practices Inventory

The Instrument:

- 30 behaviour-based statements
- 5 distinct practices:
  - Modeling the Way
  - Challenging the Process
  - Inspiring a Shared Vision
  - Enabling Others to Act
  - Encouraging the Heart
- Strong reliability and validity
- Measures leadership behaviour not IQ, personality, style, or management skills
- Provides feedback on how frequently one engages in these leadership behaviours

What Difference Does it Make?

Leaders – all types of leaders – who use the practices more frequently, are seen as better leaders:

- Create higher-performing teams
- Generate increased sales and customer satisfaction levels
- Foster renewed loyalty and greater organizational commitment
- Enhance motivation and the willingness to work hard
- More successfully represent their units to upper management
- Reduce absenteeism, turnover, and dropout rates
- Positively influence recruitment rates
- They increase motivational levels and the willingness to work hard


In other words, the more you engage in the practices, the more likely it is that you’ll have a positive influence on others in the organization.
Reflection: Becoming a Reflective Leader

"Perhaps the most telling (though least visible) sign of self-awareness is a propensity for self-reflection and thoughtfulness. Self-aware people typically find time to reflect quietly often off by themselves, which allows them to think things over rather than react impulsively. Many outstanding leaders in fact bring to their work life the thoughtful mode of self-reflection that they cultivate in their spiritual lives. For some this means prayer or meditation, for others it is a more philosophical quest for self-understanding."  

Goleman, Boyatzis & McKee

Reflection and Continuous Learning

Why Reflection?

Perhaps the single most important thing we can do to increase our leadership capacity is to take 5 minutes at the beginning or end of a day to reflect...

A reflective practice can help us:

- Unhook from the busyness and distractions in our surroundings
- Back off from our reactive triggers and reflect on what is going on rather than be dominated by what is going on
- Notice and break habitual patterns that don’t serve us well
- See who we really are – all of us – including the discrepancies between who we are and who we aspire to be (Ideal/Leader Identity)
- Be more intentional in our leadership
- Grow our self awareness and leadership wisdom

Creating Sanctuary

In their book *The Practice of Adaptive Leadership (2009)*, Ronald Heifetz and colleagues, ask: “...do you regularly cordon off some space and time to reflect on what has happened over the past few days and prepare yourself for what lies ahead.” They suggest leaders need to ‘create sanctuaries’ and sanctuaries, they suggest “…are spaces (physical or mental) where you can hear yourself think, recover yourself from your work, and feel the quieter inclinations of your spirit.” A reflective practice typically involves:

- Stopping and noticing
- listening to ourselves in SILENCE
- practices such as journaling, mind mapping, various types of meditation
- often involves the discipline of journaling or writing
Developing a Reflective Practice

_Cultivate Curiosity and Wonder. Reflect on Questions:_ One of our teachers suggests you ask yourself everyday, who am I and why am I here?

Leaders also find it helpful to _reflect on “what is alive” for them_ for example, ask:

During the past week:

- What was the best thing to happen to me? Highlights?
- What am I grateful for?
- What was the most challenging thing that happened to me? My learning?
- What deserves my highest attention in my leadership?
- Over the coming week:
  - What professional situation will be the most demanding?
  - What personal situation will be the most demanding?
  - How do I want to show up as a leader?

_What, So What, Now What Tool:_ A leader’s quick check in, at the end of a day, a meeting, a challenging situation, use this simple tool:

- What – am I observing, thinking, feeling, wanting, noticing, surprised about...
- So What – are the implications of the ‘what’, or what does this mean to me?
- Now What – does this require action?

**Reflection on Reflection**

To me, inner work is....

Have you created sanctuaries for yourself? If so, what are they? How helpful are they?

If you do not currently have sanctuaries (or what you have is not helpful) what steps could you take to improve the situation? Think in small manageable steps – 5 or 10 minutes every morning, or a ten-minute walk after an upsetting meeting.

**Resources:**


Model the Way with the URLeading: Principles

**Relational**
- Leading is shared, distributed and collaborative
- Built on trust
- Modelled by honesty, respect, tolerance, openness and humility

**Strategic**
- Leading requires an appreciation for complexity to foster and lead decision-making
- Involves forward thinking and
- Takes into account present needs, resources and trends

**URLeading**
- “Together We Are Stronger”
- We aspire to principled leading that is anchored in ethics and reflexiveness

**Adaptive**
- Leading is the ability to seek, anticipate and recognize opportunities;
- Willingness to experiment and
- Courage to inspire change

**Responsible**
- Leading involves the ability to recognize interdependence among our diverse stakeholders
- Inclusiveness fosters better decision-making and
- Is grounded in accountability, transparency and responsiveness

**Inspiring**
- Leading empowers others and is marked by transparency and clearly communicated intentions
- Builds legacy through inclusiveness and
- Develops leadership capacities in all
Your Leader Identity/ Your Leader Narrative: The first story leaders tell is “Who am I?”

1. Reflect on your Ideal Self as a Leader and the Leader you aspire to be. What is your leader higher purpose? What values drive your leadership? What do you take a stand for? Jot down a few reflections here.

2. In silence, walk around the room and choose your picture/image that captures something significant to you about your leadership identity and narrative.

3. In your small group use your reflections and your picture to begin a group conversation
   • Each person takes 5 minutes to describe his/her picture, make connections to what you wrote
   • Other people in the group then describe what they might see in the picture and what connections they might make to the image
   • Repeat the process for each group member

4. Individually write down your vision, purpose and values (Your Leader Identity and Your Leadership Narrative). A phrase and no more than a couple of sentences.

5. Share with your small group

6. Identify patterns and similarities and flipchart common themes (values) of the leaders in your small group. Post your images for the larger group to appreciate. Select a spokes person who can speak to the emerging second story leaders tell...“Who are we?”
Integration: Build / Strengthen/Anchor in Your Leader Identity

“People become leaders by internalizing a leadership identity and developing a sense of purpose. Internalizing a sense of oneself as a leader is an iterative process. A person asserts leadership by taking purposeful action.”

- Ibarra, Ely & Kolb

Strengths:

VISION

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

What is one hope, wish, dream you have for your department (your sphere of influence)?

PURPOSE

Write one sentence expressing your overriding sense of purpose. What is your unique reason for being? What brings you meaning?

VALUES

In one word describe how you would like to be viewed by your colleagues?

What are your top 3 personal values?

Resource:
Values Clarification Tool

What do you stand for?
What values create a foundation for your behaviour?
Directions: Circle any values below that jump out because of their importance to you. From your personal best story add values which have been missed...

<table>
<thead>
<tr>
<th>Sincerity</th>
<th>Trust</th>
<th>Listening</th>
<th>Learning</th>
<th>Universality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>Cleverness</td>
<td>Security</td>
<td>Collaboration</td>
<td>Persistence</td>
</tr>
<tr>
<td>Dependability</td>
<td>Goal Setting</td>
<td>Wisdom</td>
<td>Service</td>
<td>Competition</td>
</tr>
<tr>
<td>Recognition</td>
<td>Leadership</td>
<td>Flexibility</td>
<td>Personal Growth</td>
<td>Excitement</td>
</tr>
<tr>
<td>Work/Life Balance</td>
<td>Curiosity</td>
<td>Innovation</td>
<td>Originality</td>
<td>Responsive</td>
</tr>
<tr>
<td>Purposefulness</td>
<td>Spirituality</td>
<td>Clarity</td>
<td>Humour</td>
<td>Support</td>
</tr>
<tr>
<td>Resourcefulness</td>
<td>Client Focus</td>
<td>Initiative</td>
<td>Relationships</td>
<td>Teamwork</td>
</tr>
<tr>
<td>Courage</td>
<td>Commitment</td>
<td>Hard Work</td>
<td>Friendship</td>
<td>Happiness</td>
</tr>
<tr>
<td>Community</td>
<td>Prosperity</td>
<td>Stewardship</td>
<td>Integrity</td>
<td>Strength</td>
</tr>
<tr>
<td>Diversity</td>
<td>Cooperation</td>
<td>Respect</td>
<td>Efficiency</td>
<td>Fun</td>
</tr>
<tr>
<td>Excellence</td>
<td>Control</td>
<td>Perspective</td>
<td>Freedom</td>
<td>Creativity</td>
</tr>
<tr>
<td>Honesty</td>
<td>Equality</td>
<td>Honour</td>
<td>Safety</td>
<td>Success</td>
</tr>
<tr>
<td>Order</td>
<td>Peace</td>
<td>Loyalty</td>
<td>Adventure</td>
<td>Learning</td>
</tr>
</tbody>
</table>

Copy the top 3 values in order of importance to you.

1. _____________________________
2. _____________________________
3. _____________________________
Further Resources:

https://www.viacharacter.org/www/ take the Values in Action Character Strengths online survey

http://thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity/ take the values sort activity
Further Reflections on your Leader Identity/ Leader Narrative: The First Story Leaders tell

How might having a Leader Identity / Leader Narrative (expressing your authenticity, your vision, your vision, your values, your higher leader purpose and your strengths) help you?
### The Three Narratives: The Three Stories Leaders Tell Summary

Adapted from: C. Cavanaugh-Simmons (2013) *The three stories leaders tell*

<table>
<thead>
<tr>
<th>Type of Story</th>
<th>Who am I?</th>
<th>Who are we?</th>
<th>Where are we going?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Size - # people</strong></td>
<td>One on one &amp; small group</td>
<td>Small and large groups</td>
<td>Large groups, meetings</td>
</tr>
<tr>
<td><strong>Intent/Need</strong></td>
<td>Connect</td>
<td>Remember</td>
<td>Respond</td>
</tr>
<tr>
<td></td>
<td>Listen and Learn</td>
<td>Insight to action</td>
<td>Lead people to the new future</td>
</tr>
<tr>
<td></td>
<td>Build Trust</td>
<td>Reinforce Change</td>
<td>Spark new action, transform action</td>
</tr>
<tr>
<td></td>
<td>Be vulnerable</td>
<td>Build team identity</td>
<td>Transfer information</td>
</tr>
<tr>
<td></td>
<td>Be authentic</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approachable</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Elements of the Story</strong></td>
<td>Defining moments &amp; key life experiences or influences</td>
<td>Examples of values / UR Leading principles in action</td>
<td>Clarify the current challenges</td>
</tr>
<tr>
<td></td>
<td>Rich detail and personal values</td>
<td>Real stories with a lesson</td>
<td>Defines step (s) to be taken</td>
</tr>
<tr>
<td></td>
<td>Personally meaningful</td>
<td></td>
<td>Paints a picture of opportunity once realized</td>
</tr>
<tr>
<td></td>
<td>Higher leader purpose and vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>What the Narrative Process does</strong></td>
<td>Explains why a leader does what they do</td>
<td>Communicates clear sense of identity</td>
<td>Provides an inspiring strategic narrative</td>
</tr>
<tr>
<td></td>
<td>Teaches/inspires others from their experience</td>
<td>Reinforces values</td>
<td>Engages and inspires others to act</td>
</tr>
<tr>
<td></td>
<td>Reveals a strength and a vulnerability</td>
<td>Helps the group</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify the best of who we are and how that helps us</td>
<td>Show the way, guides further inquiry and dialogue and sparks action</td>
</tr>
</tbody>
</table>
Getting to Know Your People –
The Appreciative Interview as a tool for engagement & inspiration

One of the best ways to understand and appreciate your people particularly when you take on a new leadership position is to conduct an appreciative interview. Taking this approach will help establish a relationship with that person and will provide you with information about what is he/she considers as important and of value. As a result of having this conversation, the employee is likely to have become clearer about what he/she values as well. You could also use this interview as an opportunity to gain a perspective on what is working in the organization. This is a tool for engagement.

What is an appreciative interview?

- Gathering information about what is important to another person
- Using the 'psychology' of a positive focus - understanding that we are engaged when focusing on the positive
- Finding out what is working now and how you can get more of what works
- Listening deeply to what the other person has to say and attempting to understand why something is important or stands out for them
- Involves asking questions but not trying to interpret what they are saying

Some good questions:

1. What first attracted you to your work, to your profession? What were your initial impressions? What excited you?
2. What has been the best experience you have had in this department (or organization)? What specifically was happening that made this your best experience?
3. What is the most important thing your work has contributed to your life?
4. How do you stay personally and professionally energized or inspired?
5. Without being humble, describe what you value most about yourself and your work?
6. Describe three concrete wishes for you and your work.

You could add some questions to gain their perspective about what is working in the organizational environment:

7. When was this department at its very best? What was it doing specifically that put it at its best...that differentiated this time from other times?
8. Has there been a time when the department exceeded your expectations? If so, in what way?
9. What three wishes do you have for the department as you look to the future?
Readings and Resources


Useful websites with good resources to access, download and Ted Talks

www.leadershipchallenge.com


https://www.viacaracter.org/www/ take the Values in Action Character Strengths online survey

http://thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity/ take the values sort activity

The Leadership Challenge Mobile Tool App (Life) available free from App Store (IOS)

https://www.ccl.org - white papers, research articles

www.integrativeleadership.ca