



The Tools of Leadership

Setting the Scene

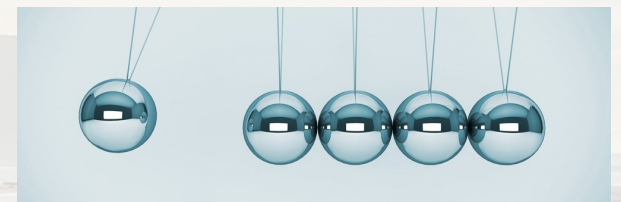
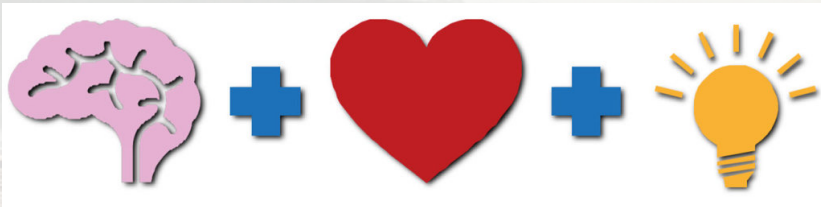
- MA Leadership

Today we will explore...

What should I learn? How will I be assessed?

*Why is leadership important?
Why focus on it?*

What is the impact of leadership?



Individuals?
Organisations?

Module aims:

To explain the significance and nature of leadership and its role within organisations

Undertake a ***critical exploration*** of leadership tools and techniques used by successful leaders and ***explore*** different situational forces and variables in the leadership situation

Consider the concept of leadership ***occurring as a practice*** rather than residing in the traits or behaviours of particular individuals



Module Learning Outcomes: you will...

Identify and evaluate the tools of leadership and explore different styles and forms of leadership

Critically evaluate the process and importance of leadership development

Demonstrate an understanding of current leadership issues and detail situational forces in the leadership situation

Critically appraise theories and approaches to leadership and at the same time reflect on personal leadership aspects and own approaches to the role of leader

Module A

The significance of leadership and leadership effectiveness

Overview of team building skills, mentorship programmes, conflict resolution and decision making skills

Repertoire of leadership styles in different situations with different people within organisations

Models and frameworks of leadership with consideration of the appropriateness of each to differing organisational contexts

Concept of emotional intelligence and how it applies to the leadership role

Importance of understanding one's own strengths and limitations as a leader

The impact and effect of toxic leaders upon organisational performance and culture

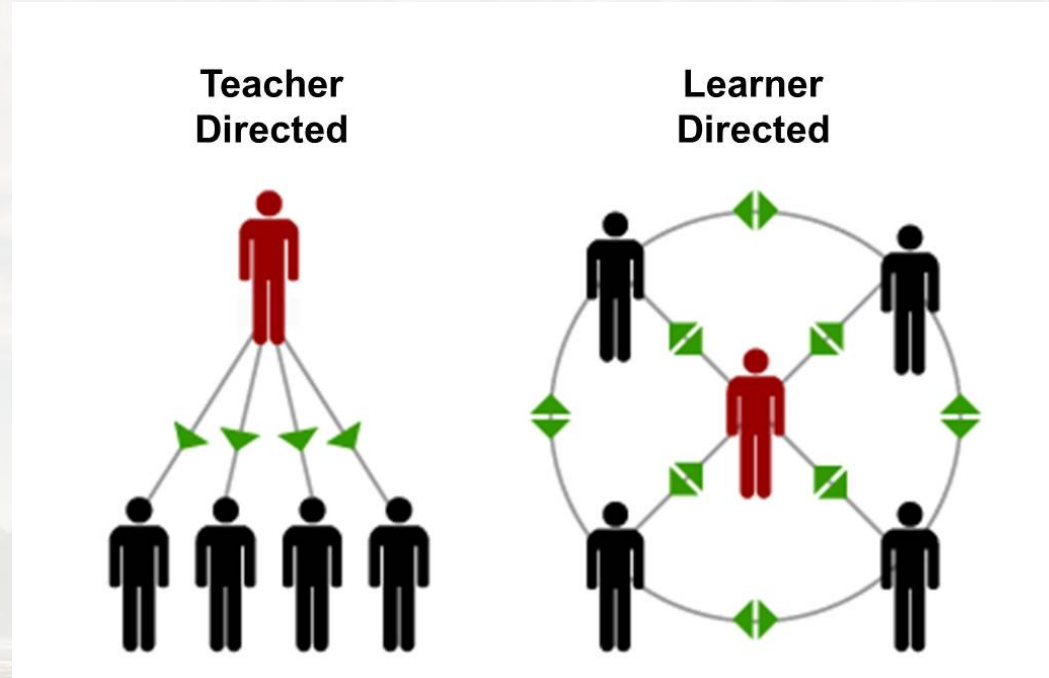
The role and feasibility of Leadership Development programmes

Adaptive leadership which focuses on how individuals lead without or beyond authority to address complex problems.

How we will learn...

Leadership: Self, others, situations/systems

Mixture of
theory &
practice



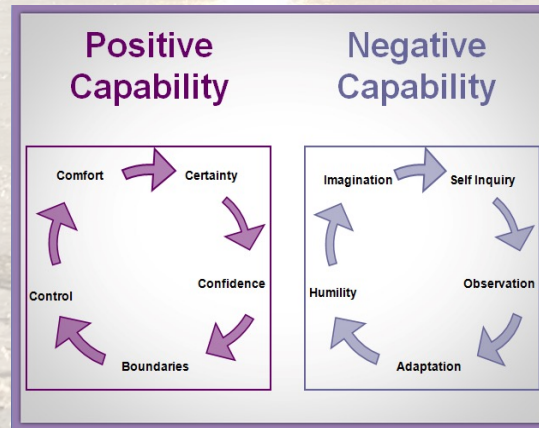
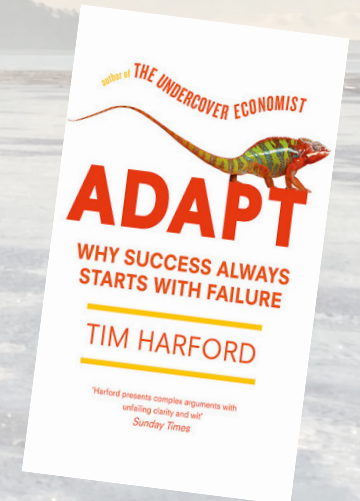
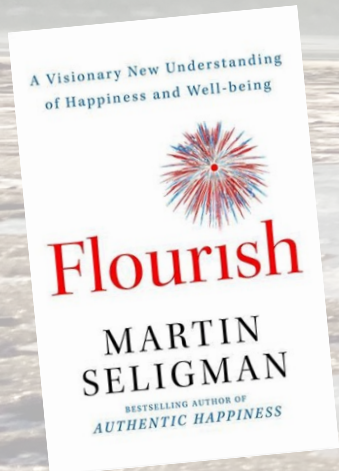
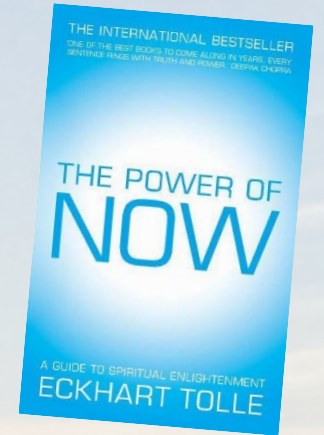
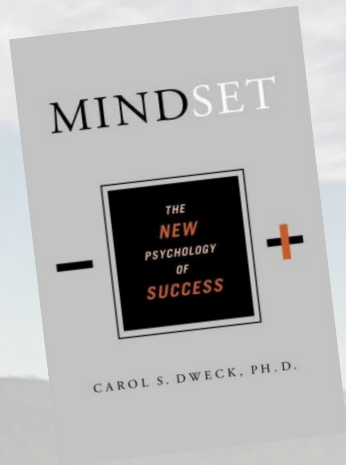
Personal
reflection & group
discussion

*What are leadership tools?
How are they used in different
settings in organisations?*

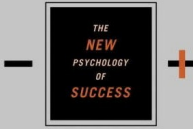
*What are your experiences?
How does this support &
challenge you have learnt &
“know”?*

Our Suggested Learning Principles

1. Adopt a Growth Mindset
2. Get to know you Negative Capability
3. Understand what drives you
4. Learn Mindfully
5. Adapt and Evolve



MINDSET



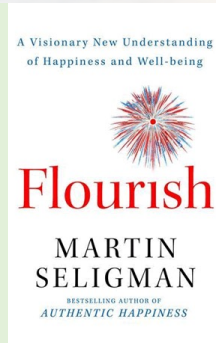
CAROL S. DWECK, PH.D.

Set learning goals toward mastery
Believe learning, talent and ability can all be developed
Effort and persistence
Embrace challenge and new ideas

'I never stopped trying to be qualified to do the job'

Darwin E Smith, CEO, Kimberly-Clark Corporation 1971-1991

Know your key strengths
and use them daily
Know how you learn best &
get more from learning
Ask questions



***"Re-craft your life, work,
love, play and friendships
around your top strengths"***

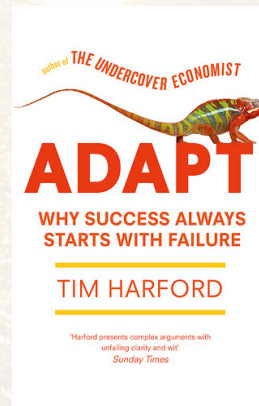
**Dr Martin Seligman,
founder of Positive
Psychology**



Give your full attention to learning
Recognise the emotions you feel &
the impact they have
Allow yourself time to reflect & find
value
Value the difference of others

'You can't stop the waves, but you can learn to surf'

Jack Kornfield, Buddhist Teacher & Psychologist

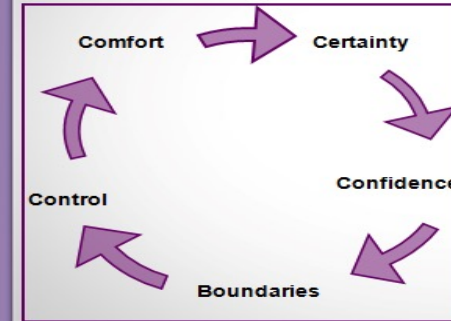


Design an experiment to test new ideas
Make the test small scale and failure
survivable
Keep what works
Share your learning with others

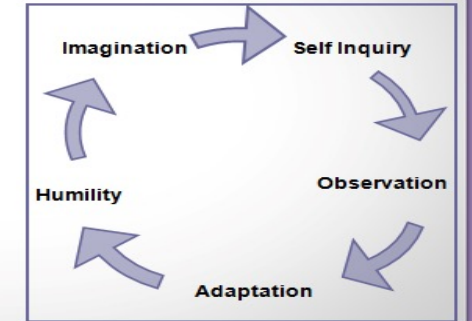
'Adapt: Why success always starts with failure'

Tim Harford, economist & author

Positive Capability



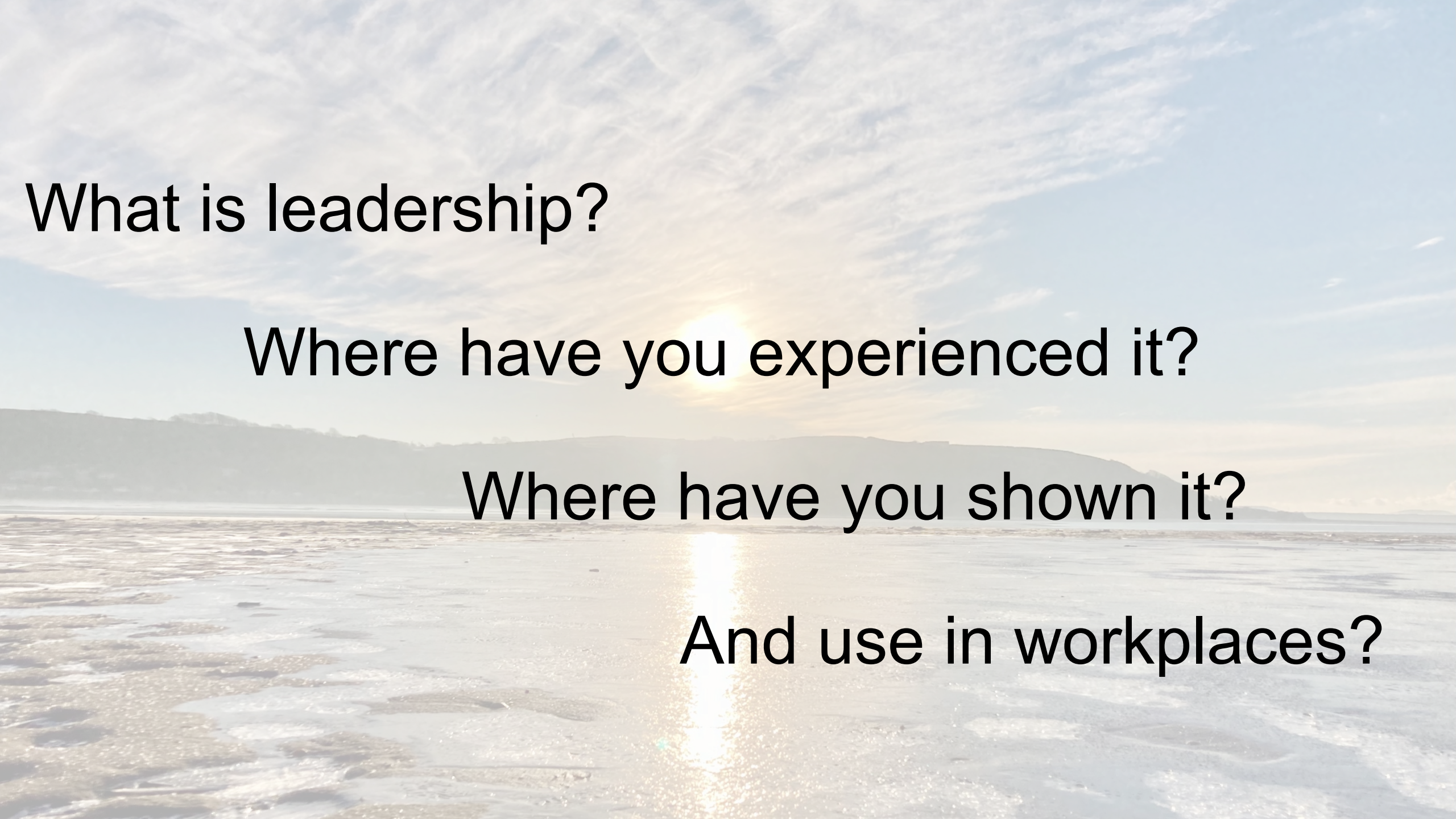
Negative Capability



Knowing more, understanding less
Be open to new ideas that challenge
current thinking
Personal sense of inquiry
Reflecting on your performance

"What got you here won't get you there"

Marshall Goldsmith, leadership thinker, author, coach



What is leadership?

Where have you experienced it?

Where have you shown it?

And use in workplaces?

Is leadership about “influencing for action”?

Some basic “questions” and models to consider...

What are the power dynamics of people relationships?

Transactional Analysis and Drama Triangle, Relationship vs Task

What skills does this suggest we need?

Choosing my state?

Parent

Controlling



Nurturing



Adult



*Transactional Analysis
– the Games We Play
Berne (1958)*

Child



Adapted: Compliant vs Rebellious

Free Child

The consequences?



Controlling
Parent



Nurturing
Parent



Functional
Adult



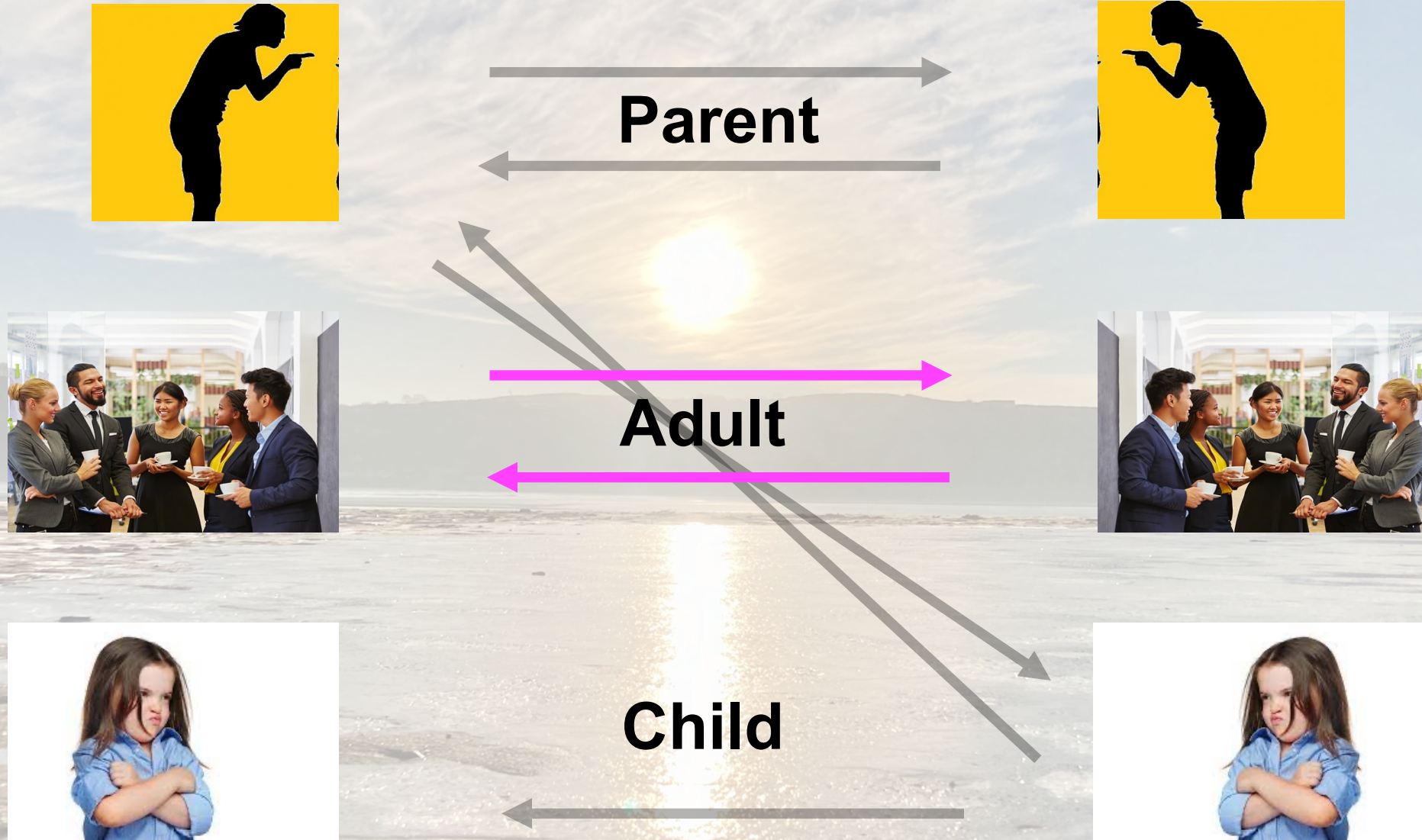
Adapted
Child



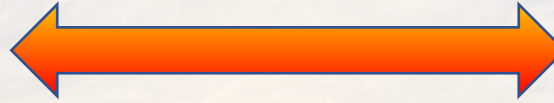
Free
Child

Positive	Negative
Firmness, control, clarity, accountability	Bossy, overbearing, disabling & disengaging
Caring, loving, kind generous	"Rescuers need victims; disable people doing things for them
Logical, rational, problem-solving, balance conflict	Boring, pedantic, limited use of feelings/values
Polite, courteous, accepting, amenable	Sit quietly, can't say "no"; or aggressive, rebellious (or both)
Friendliness, fun, creative, honest, use emotions	Immature, childish, over emotional

How do we want to do things?



Noticing Drama Triangles...



Karpman (1968)

Reframing...

"Fix" or Enable?



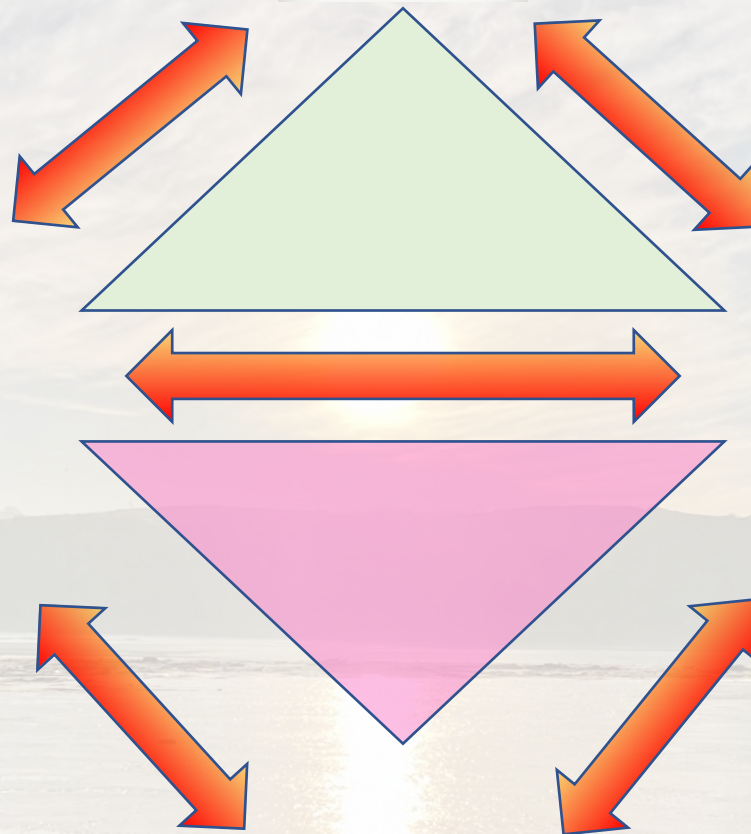
Coach



Creator



Challenger



Emerald (2009)

What is leadership trying to achieve?

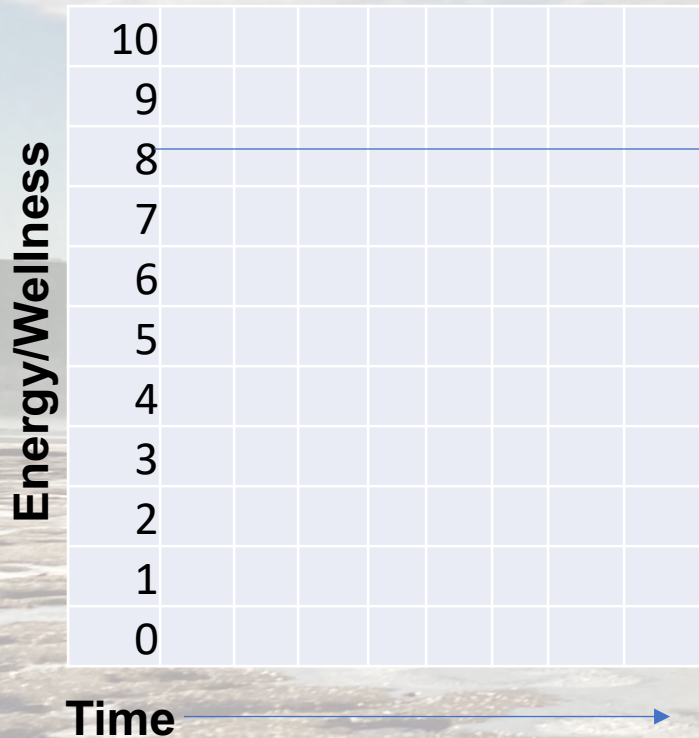


Deferring to referring...

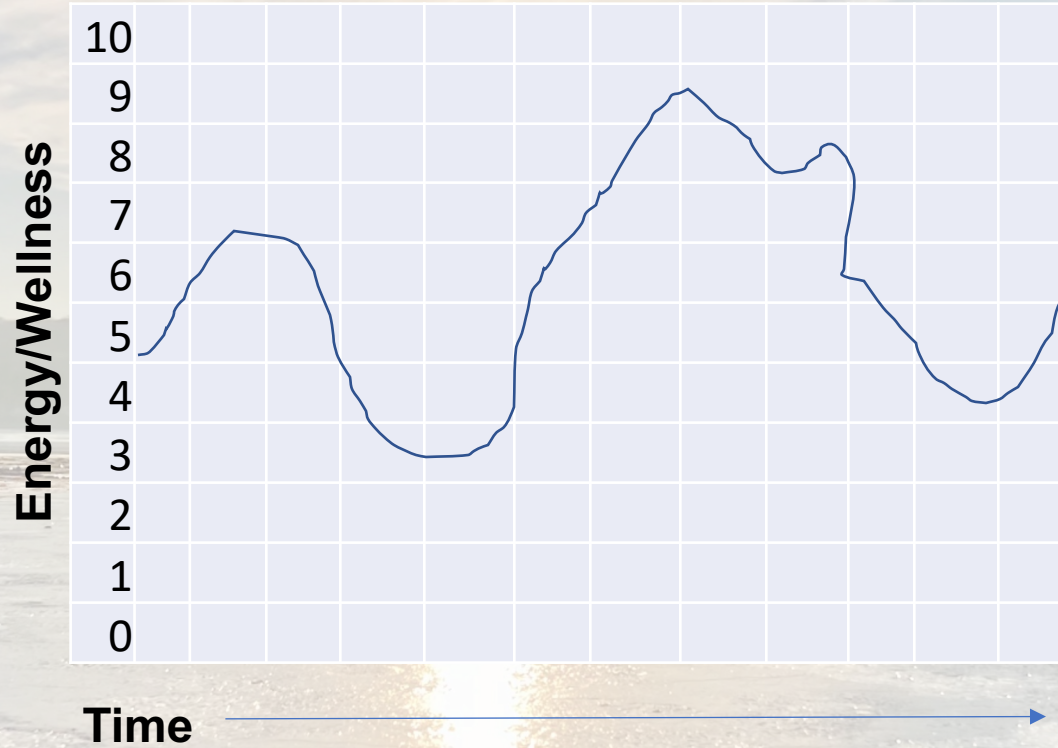


Design and reality gap...

How most work is designed



Our normal energy flow normally
(any given day, week, year)



What can/should
I/we do? Ask
ourselves & others...

What do you notice about
your energy & wellness?
Highs? Lows?

What can I/we do so that
you move up from where
you are?

How can I help you to
have as much energy/
wellness at work as
possible?

Reflecting on leadership...

In your group, share your reflections in turn. What are you feeling?
What are you thinking?

Some tips:

- Consider leadership you might all recognise
- Consider the context of this leadership
- Reflect on the skills that have been used: how effective were these? What worked? What could/should have been better?

What is your biggest learning about leadership from today?

The Tools of Leadership Assignment:

Attributes and Impacts of Leaders

Choose an organisation within any industry/sector, and critically analyse the impact that poor leadership has had upon the organisation and its environment.

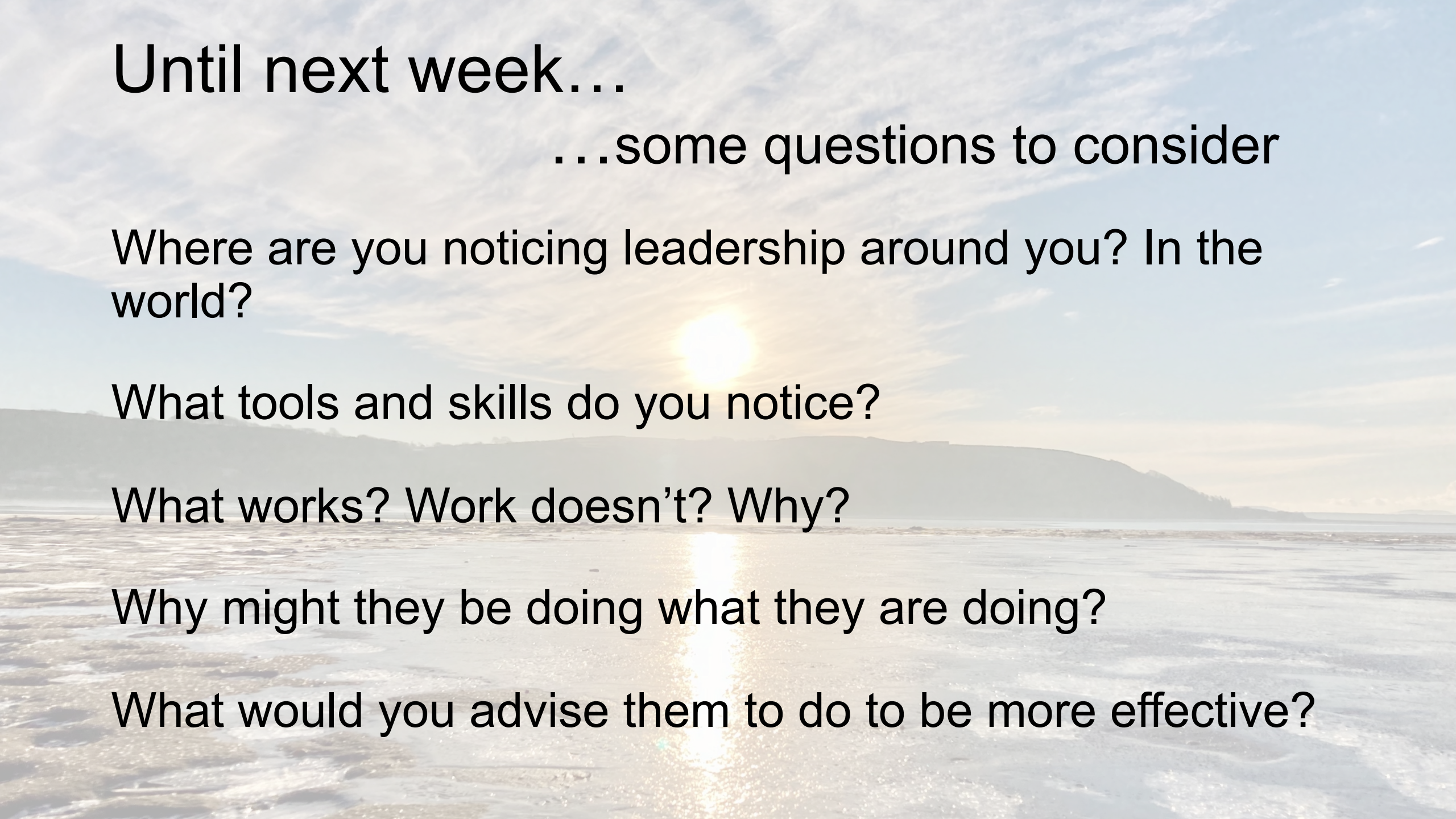
It would be useful to review a range of organisations to generate different perspectives, for example: BHS, Toys R Us, Blockbuster, Manchester United, Northern Rock and FIFA etc.

Discuss the significance of leadership and critically evaluate how different leadership styles and emotional intelligence can be applied by leaders within organisations to different people and contexts. Use appropriate models/theories to support your discussion.

Discuss the enduring dysfunctional qualities of character which mark the toxic leader, with consideration of the impact and effect that toxic leaders can have upon the performance and culture of an organisation.

Critically review and appraise the role and feasibility of leadership development programmes, with reference to the benefits and limitations of such programmes.

Reference should be made to the importance of leaders understanding their own strengths and limitations as a leader.



Until next week...

...some questions to consider

Where are you noticing leadership around you? In the world?

What tools and skills do you notice?

What works? Work doesn't? Why?

Why might they be doing what they are doing?

What would you advise them to do to be more effective?