



The Tools of Leadership

Coaching, Mentoring & Teams

- MA Leadership

Please do not eat in the library.

The ants will get in and learn to read and get too smart and
knowledge is power, but power corrupts so they'll turn evil
and take over the world.



Save us from the evil ant apocalypse

MOR TAWEL
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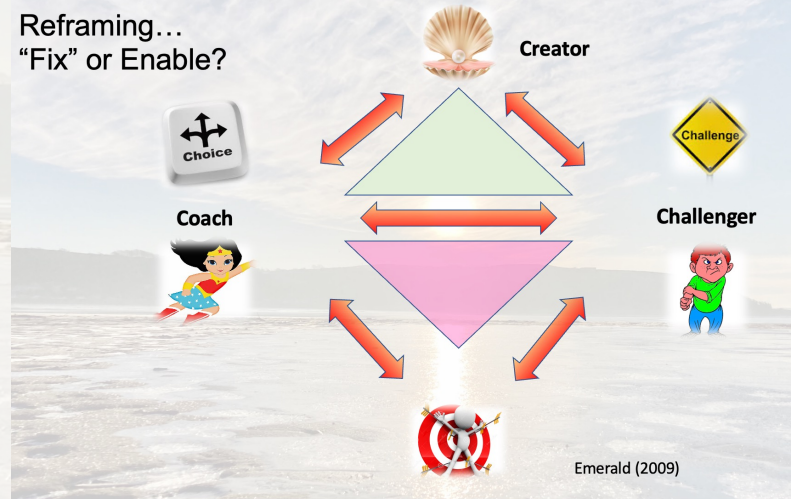


Today we will...

*Reflect on what
we've noticed
about leadership
& skills*

*Coaching, mentoring
& teamwork...why?
What? How?*

*What is the impact
of coaching and
mentoring?*



Individuals?
Organisations?
Communities?

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.

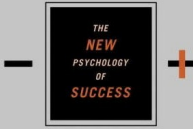
Discuss the significance of leadership and critically evaluate how different leadership styles and emotional intelligence can be applied by leaders within organisations to different people and contexts. Use appropriate models/theories to support your discussion.

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.

MINDSET



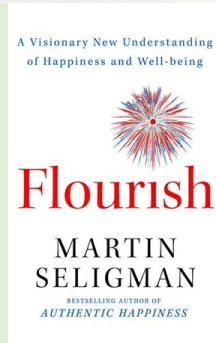
CAROL S. DWECK, PH.D.

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"

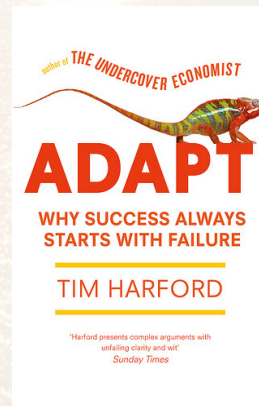
**Dr Martin Seligman,
founder of Positive Psychology**



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

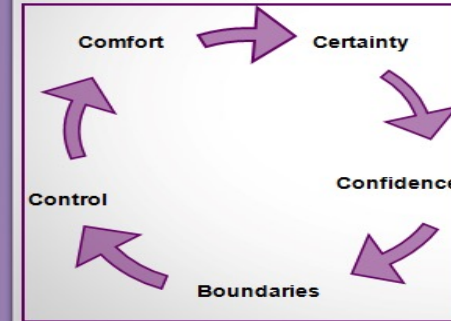


Design an experiment to test new ideas
Make the test small scale and failure survivable
Keep what works
Share your learning with others

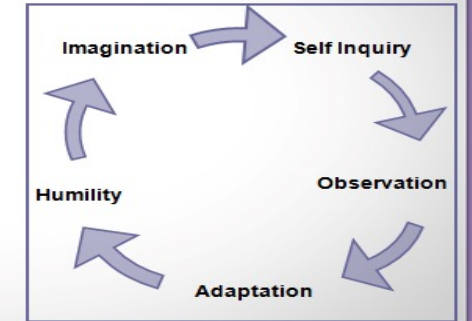
'Adapt: Why success always starts with failure'

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

Over the last few days...leadership...
...what are your questions & reflections?



Where have you noticed leadership around you? In the world?

What tools and skills have you noticed? 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?

Do successful organisations have healthy power dynamics?



I am OK You are OK HEALTHY No blame: focuses on issues	I am OK You are not OK ONE UP Blame others
I am not OK You are OK ONE DOWN Blame self	I am not OK You are not OK HOPELESS Blame everyone

Choosing my state?



Controlling



Parent

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?



Parent

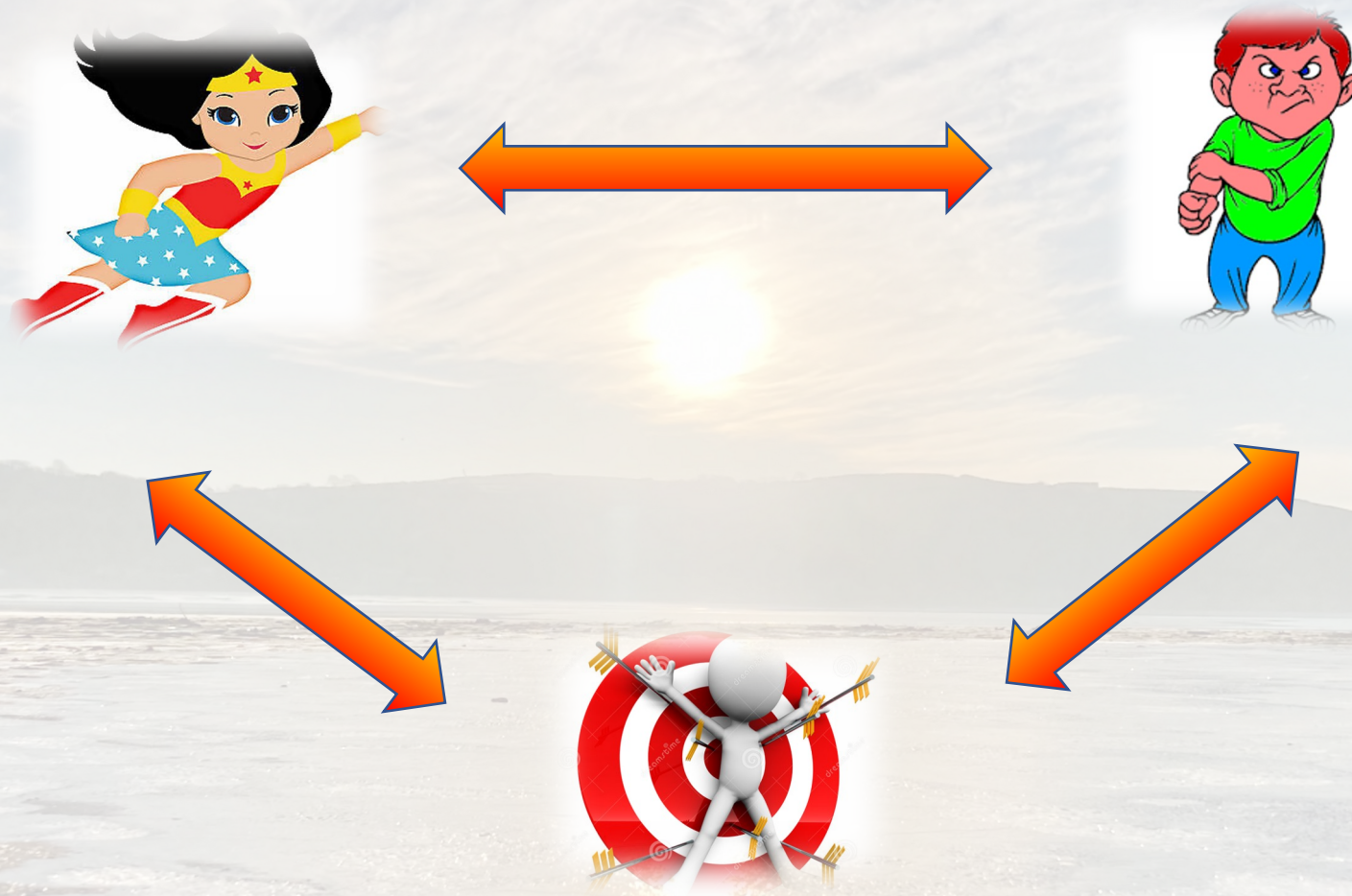


Adult



Child

Noticing Drama Triangles...

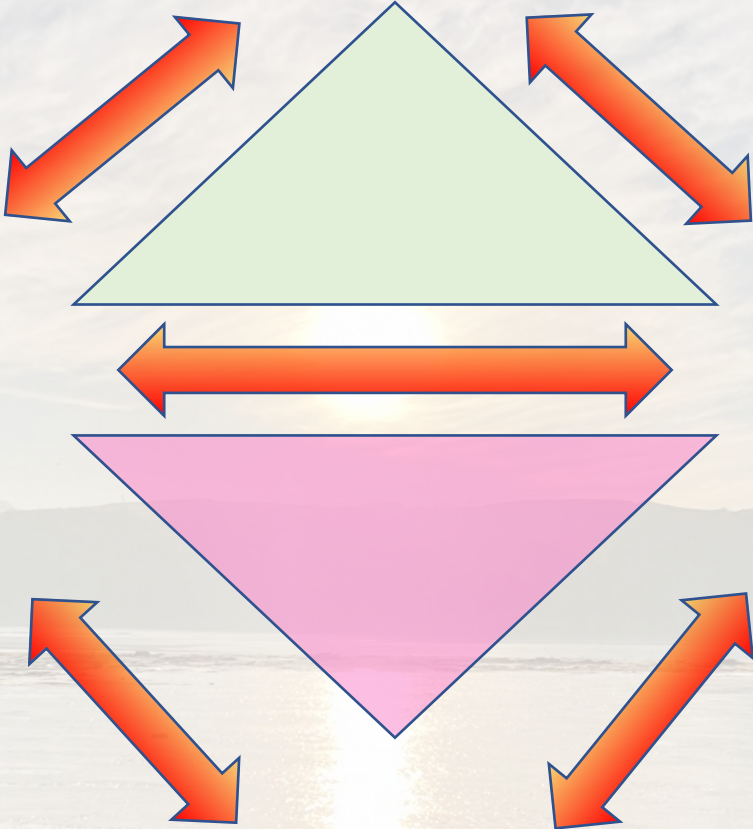


Karpman (1968)

Reframing... “Fix” or Enable?



Coach



Creator



Challenger



Emerald (2009)

What is the impact of sharing power & focusing on learning?



Outcomes achieved:
Profits, efficiency,
creativity, awareness,
impact

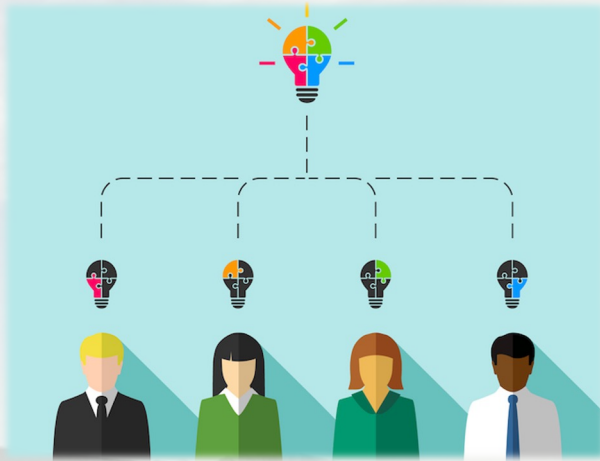


Participation & ownership: increased
by “if you decide you
own it”



Growth & achieving potential: individuals,
organisations &
communities

How do we share power?



**Difference/
diversity:**
recognise,
understand &
genuinely value



Listen:
To hear and
understand
and give
space



Ask questions: to
help everyone
achieve outcomes



Avoid: giving
answers,
interrupting, self
curiosity
questions



Coaching & Mentoring questions?



Models include:
GROW, OSCAR, CLEAR etc



Outcome: what do you want to achieve?

Situation: what is going for you and others now?

Choices & Consequence: what could you do? What is impact of these?

Actions: So what will you do?

Review: how will you know you have achieved this? What follow up?

Create space

Listen

Ask questions to help others

Neurological levels of questions?



6. VISION & MISSION

What am I part of?
What is my purpose?
What are my passions?

4. VALUES & BELIEFS

What is important?
How strong are my beliefs?
What beliefs do I value?

2. BEHAVIOR

What will I do differently?
What am I thinking?
How am I feeling?



5. IDENTITY

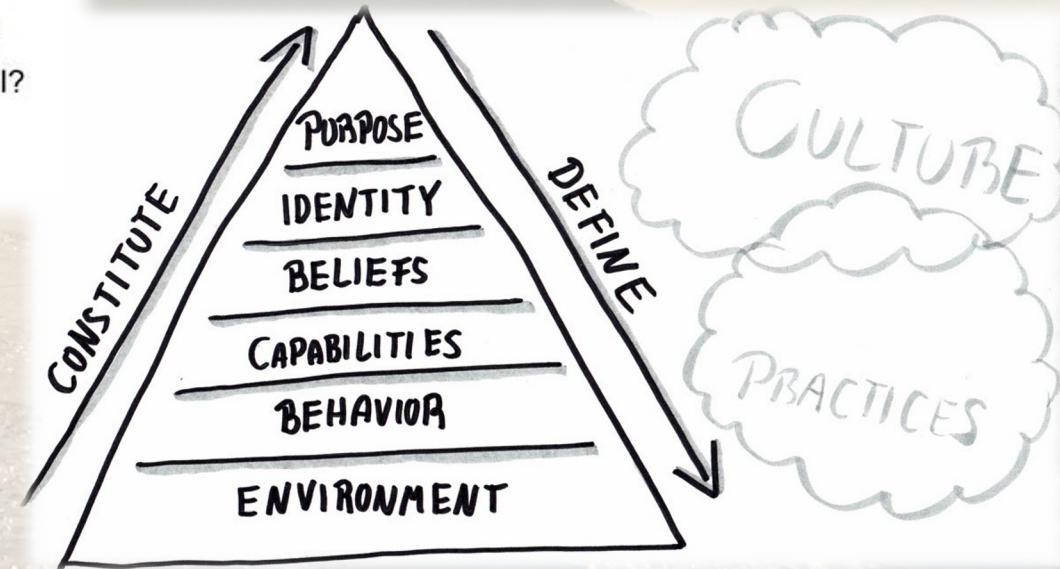
Who I am?
How do I define myself?
How do others define me?

3. CAPABILITIES

What is my skill set?
Is it working or not working?
How/ What will I learn?

1. ENVIRONMENT

When and where am I?
With whom is this happening?

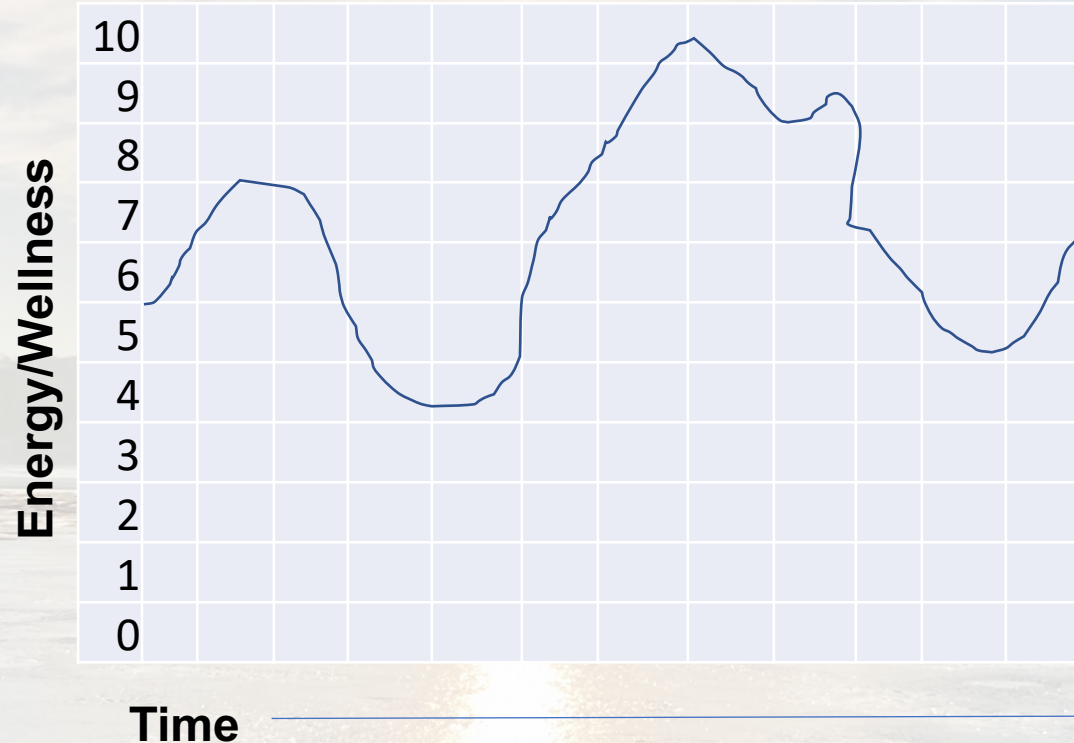


Understanding individual differences...



How most work
is designed

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



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?



The four pairs of preferences

EXTRAVERSION

INTROVERSION

How do you direct and receive energy?

SENSING

INTUITION

How do you take in information?

THINKING

FEELING

How do you decide and come to conclusions?

JUDGING

PERCEIVING

How do you approach the outside world?

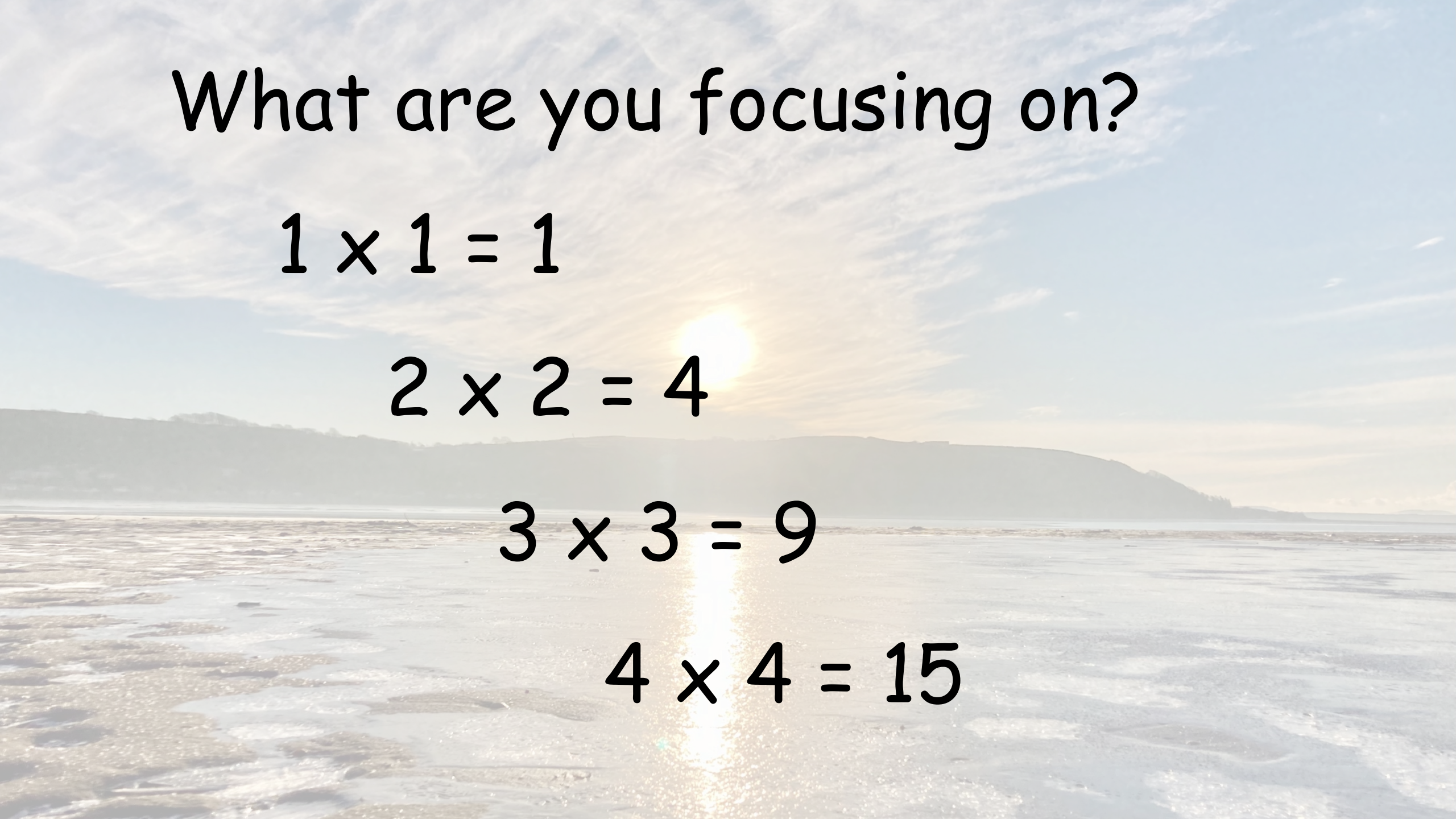
HIRSCHI'S Leadership formula



Playing to strengths: understand differences in groups

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.





What are you focusing on?

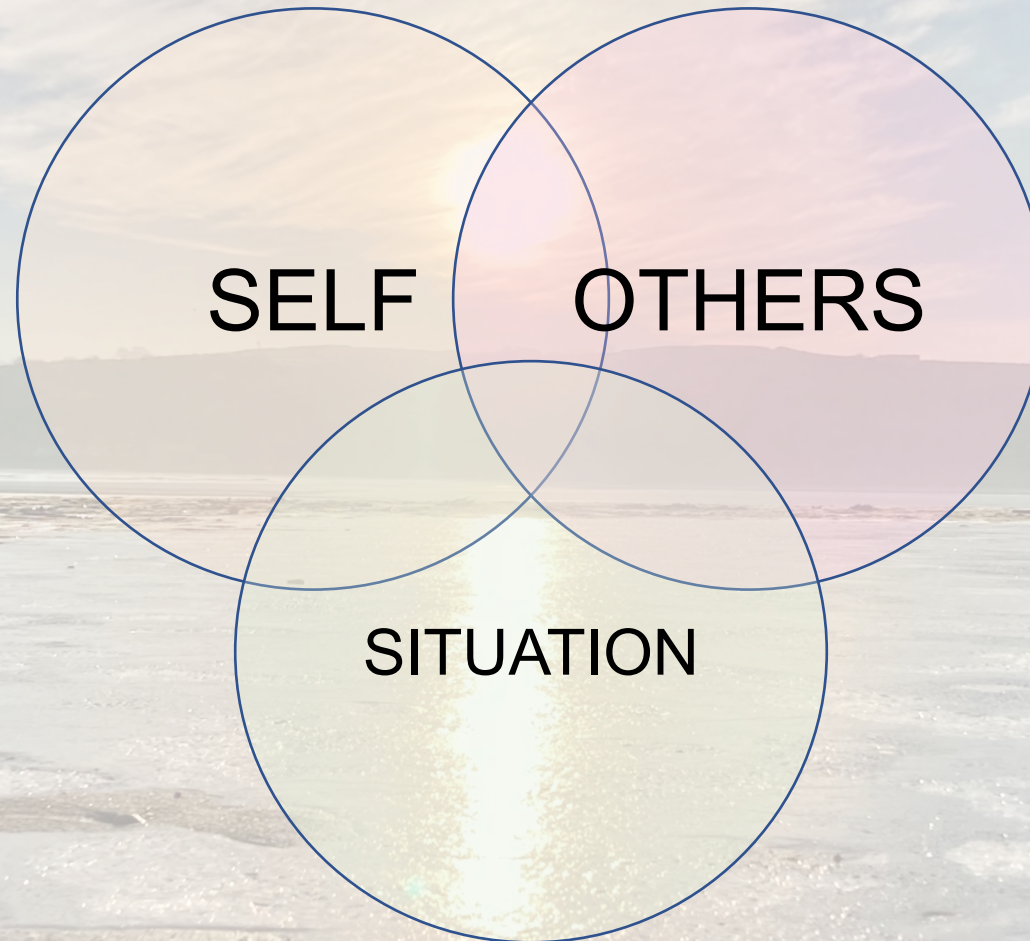
$$1 \times 1 = 1$$

$$2 \times 2 = 4$$

$$3 \times 3 = 9$$

$$4 \times 4 = 15$$

SOS: Self, Others & Situation

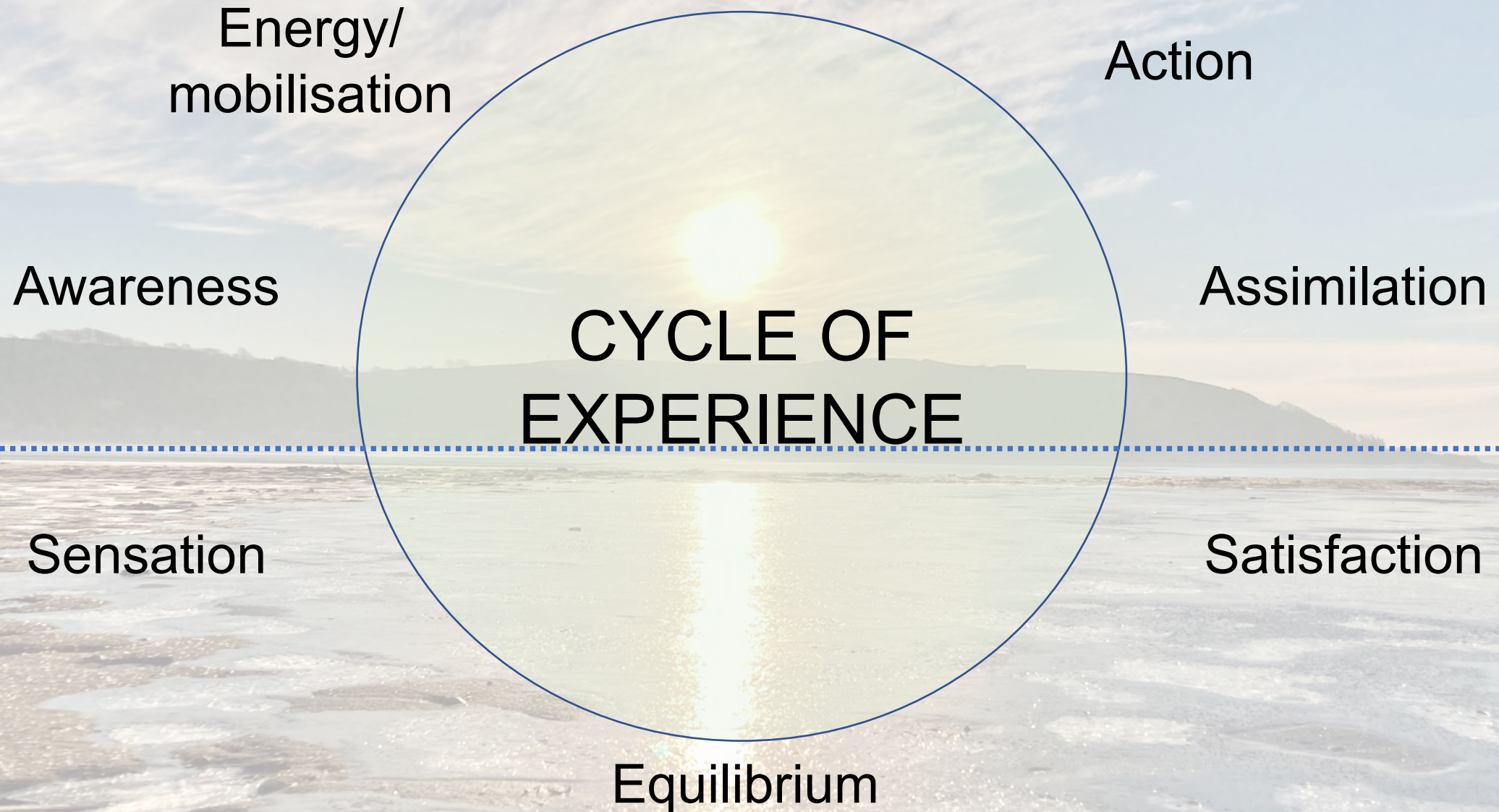


Constantly
evolving:

Focus, size,
boundaries =
Dynamic

Our role: notice
bring attention,
adapt

Cycle of Experience



Reflecting on Coaching, Mentoring & Teamwork...



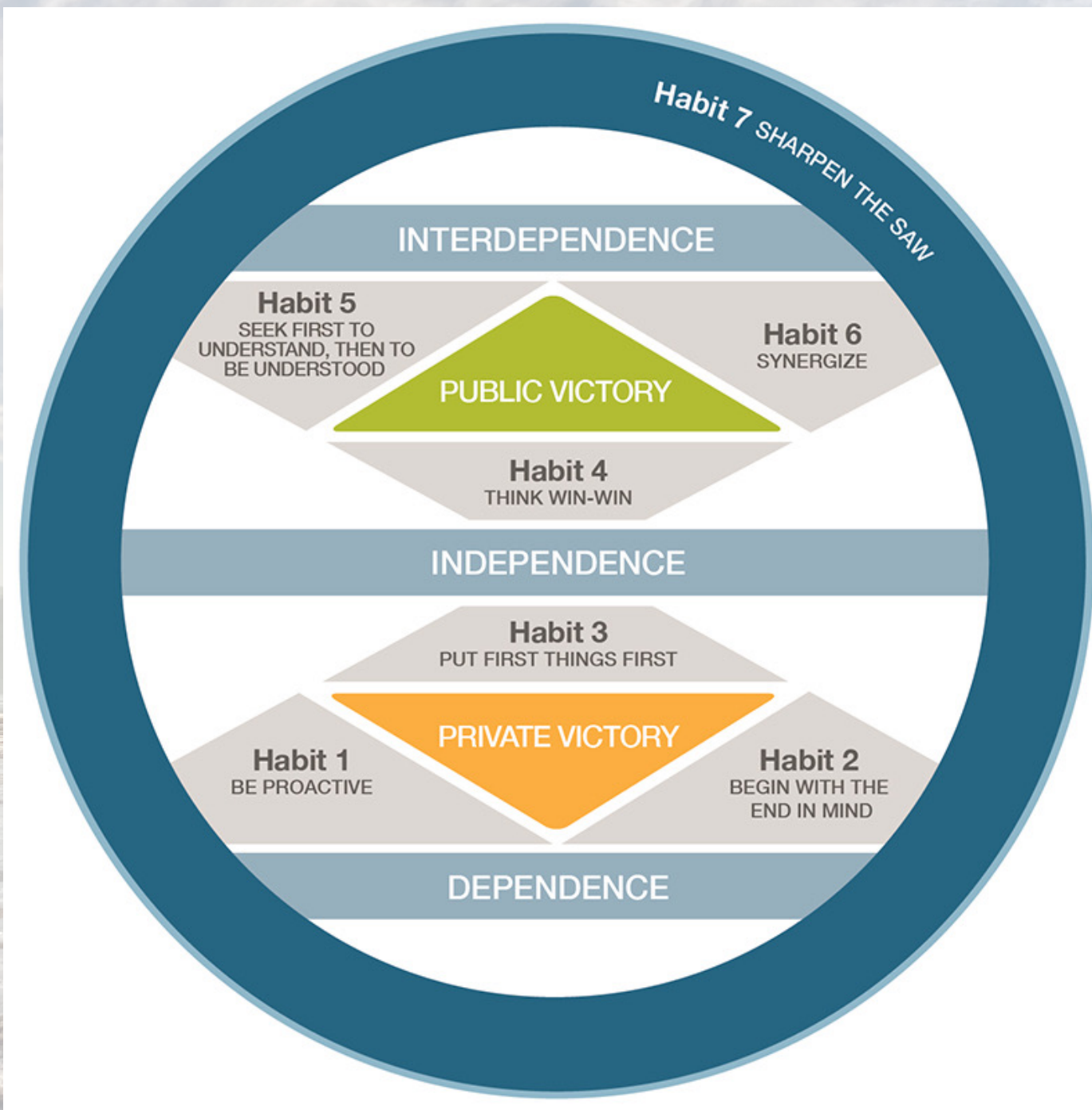
What do you notice about power dynamics? How important are these to understand and focus on?

What are your reflections on coaching and mentoring for leadership?
What does this mean for your learning and actions you will take?

What are you thinking about for teams and teamwork? Valuing differences? Recognising dynamic relationships?

What is your reflection and/or biggest learning about leadership from today?

The 7 Habits of Highly Effective People



Steven Covey