



Leadership Academy 2017-18

Session 1

Jodi Detjen



TODAY'S Agenda

- 1 Who are we? Get to know each other
- 2 Share expectations about program
- 3 Define guidelines for our work together
- 4 Leadership: What is it?
- 5 Leadership: Your Style
- 6 Leadership: Your Vision

Building Community

Our overall program themes

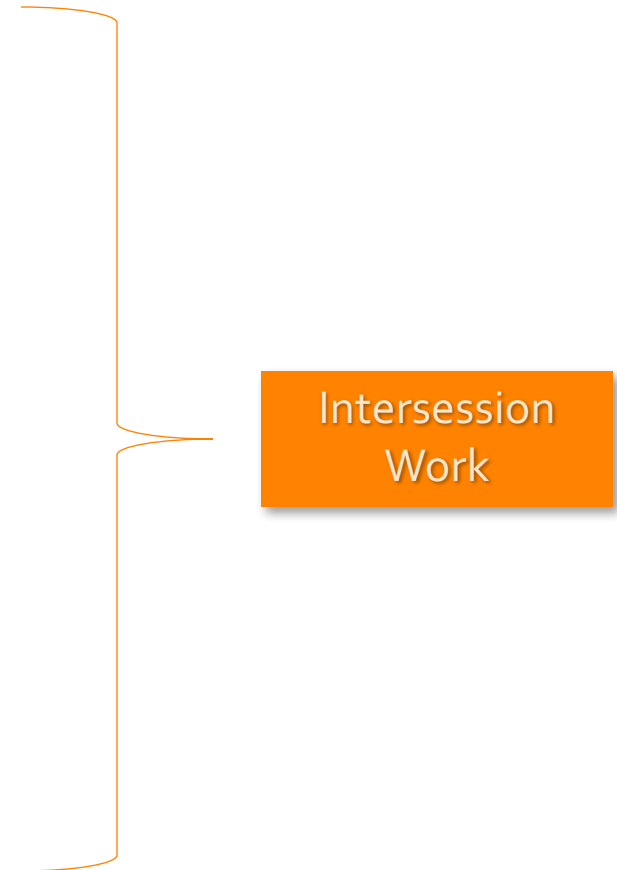


Who are we?

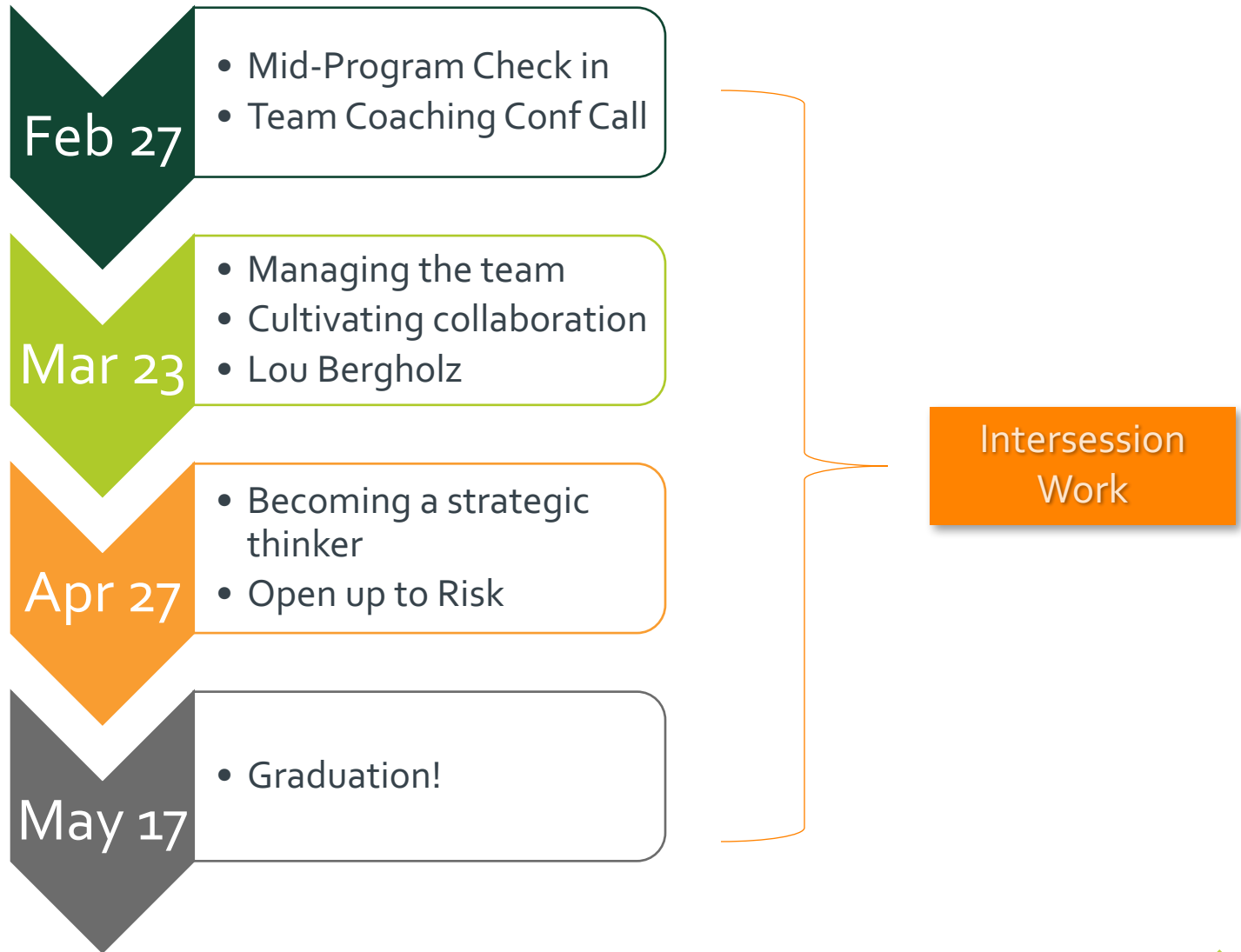
- ❑ Come up with a mini story about a time in which you did anyone of these that also tells us something about you
- ❑ Once you're ready, introduce yourself, your role, why you chose the Academy, and your story (2 minutes per person)



The Leadership Academy: Program Overview



The Leadership Academy: Program Overview



Expectations

Guidelines for Engagement



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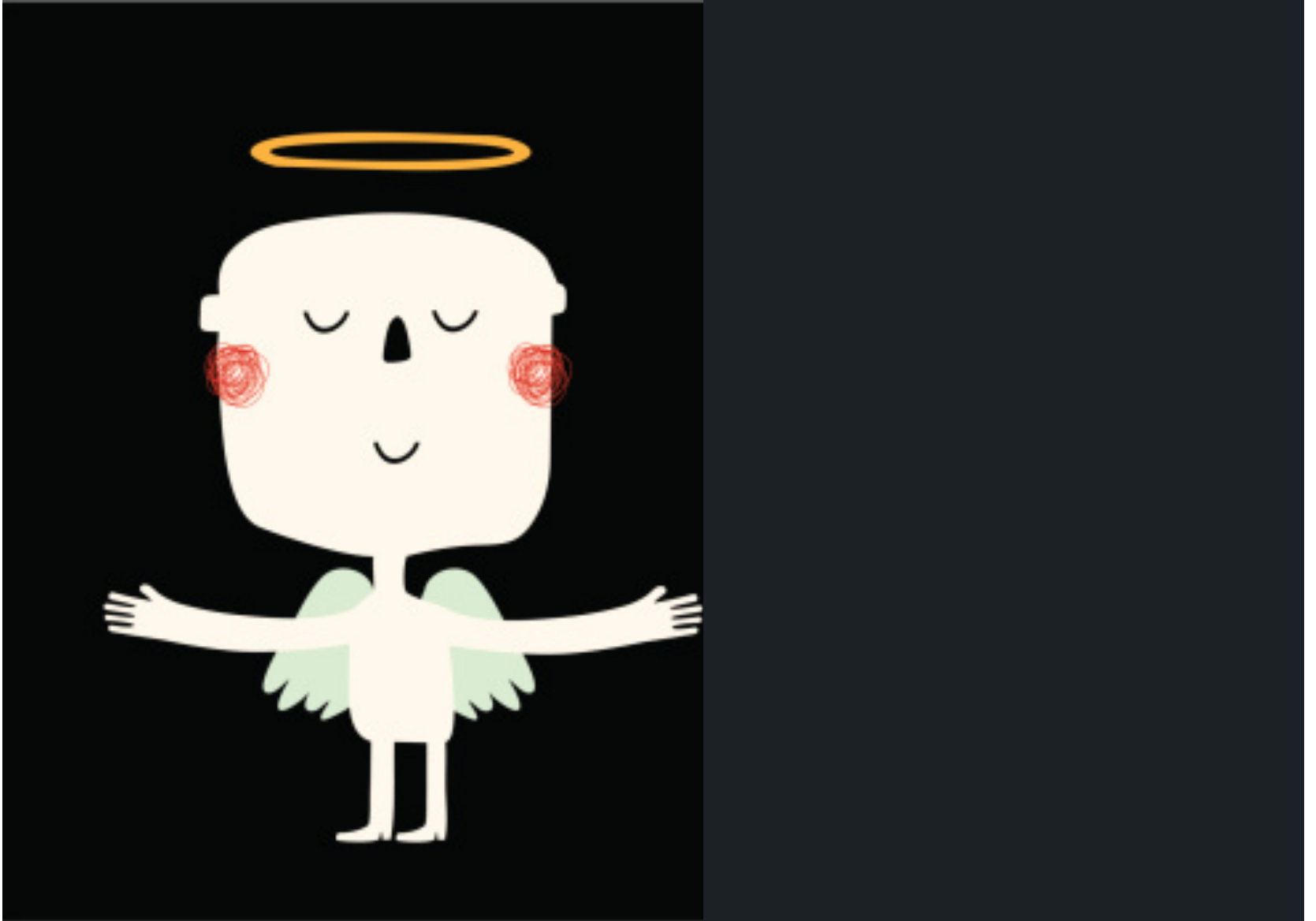


Big Fat Hairy Audacious Vision and Goal

How do we
own our
own career
and
leadership
success?

https://www.ted.com/talks/drew_dudley_everyday_leadership







Walk
about and
see others
wrote



o How is leadership at your organization in line with your admired leader?

o How is it out of line?

o How can you bridge the gap?

SHARE
in 3s



Adaptive Leadership



Technical or Adaptive Challenge

Challenge Type	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Authority
Technical and Adaptive	Clear	Requires Learning	Authority and Stakeholders
Adaptive	Requires Learning	Requires Learning	Stakeholders



Leadership v. Authority?



Leadership from a position of authority

Task	Technical	Adaptive
Direct	Problem & Solution	Adaptive challenge, key questions, issues



Leadership from a position of authority

Task	Technical	Adaptive
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Protect	From external threats	Disclose external threats, Give context & parameters



Leadership from a position of authority

Task	Technical	Adaptive
Direct	Problem & Solution	Adaptive challenge, key questions, issues
Protect	From external threats	Disclose external threats, Give context & parameters
Order Orientation Conflict Norms	Orient to current roles Restore Order Maintain norms	Disorient Expose conflict/let it emerge Challenge norms, allow challenge



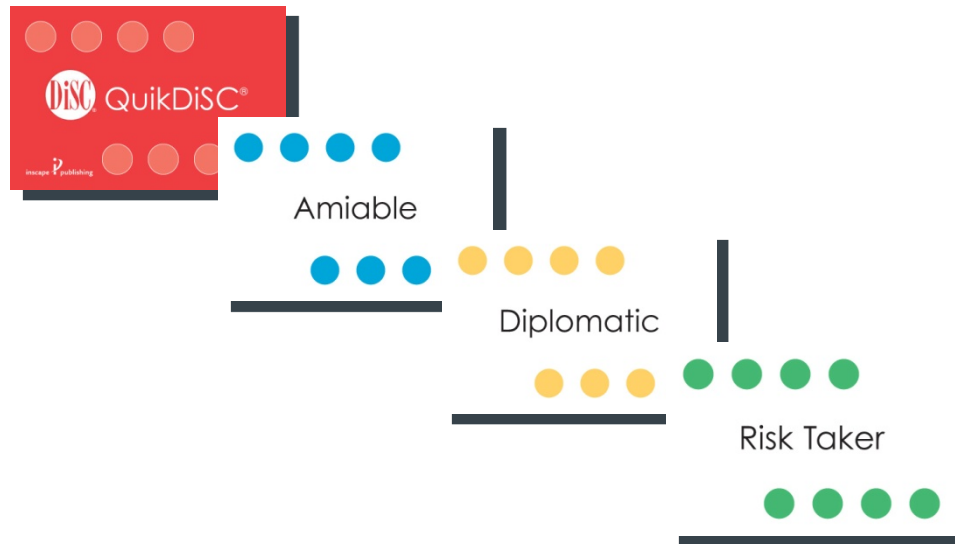
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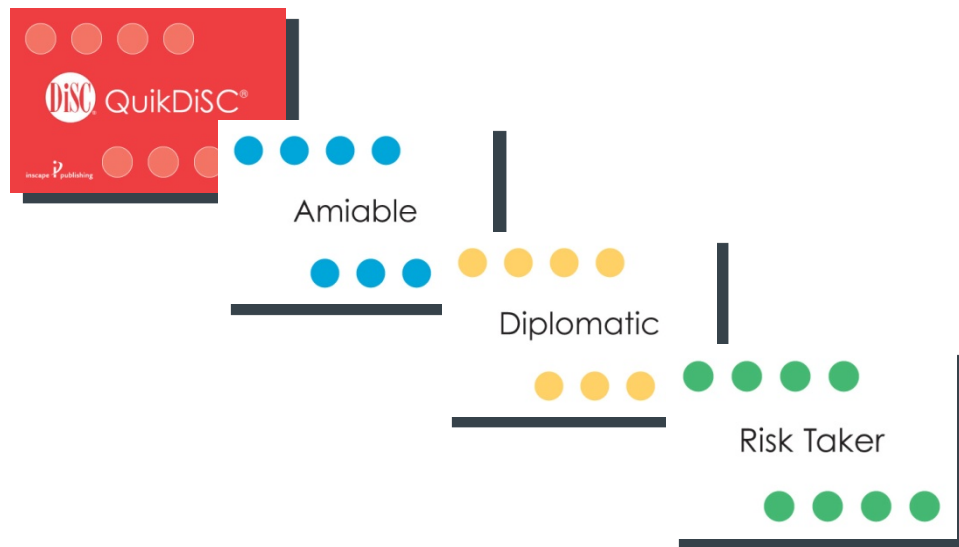
What's your leadership style?

- Discard two cards that are least like you
- Review cards that others discarded
- If you find a better description, pick up the new card and discard one, you can trade
- You should have three cards



What's your leadership style?

- Introduce your three characteristics
- How have they helped you succeed so far?
- What do they suggest about your leadership approach?



Which do You Prefer?

Active

Fast Paced

Assertive

Dynamic

Bold

Thoughtful

Moderate-
paced

Calm

Methodical

Careful



Which do You Prefer?

Questioning

Logical

Objective

Skeptical

Challenging

Accepting

People-
focused

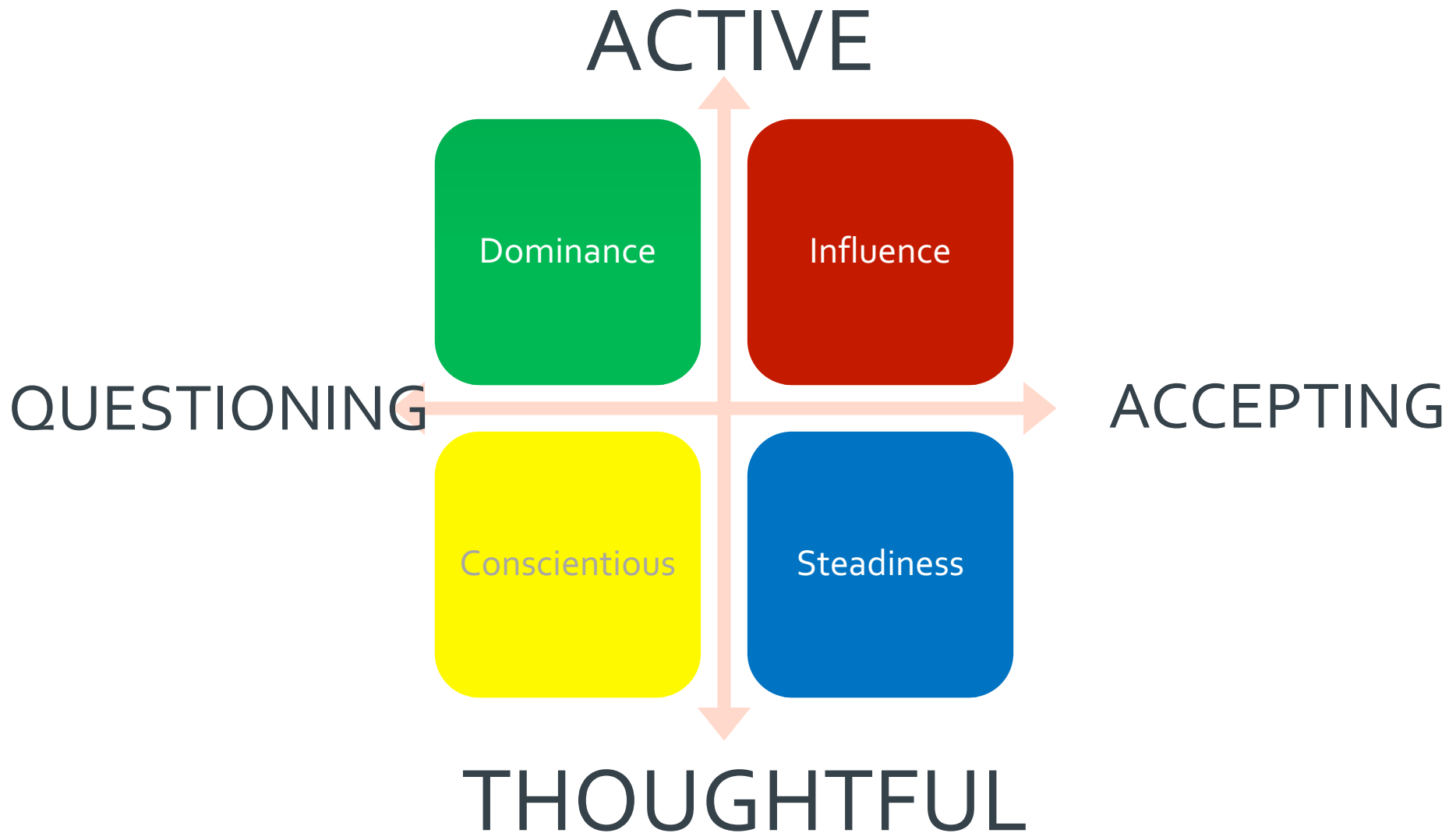
Empathizing

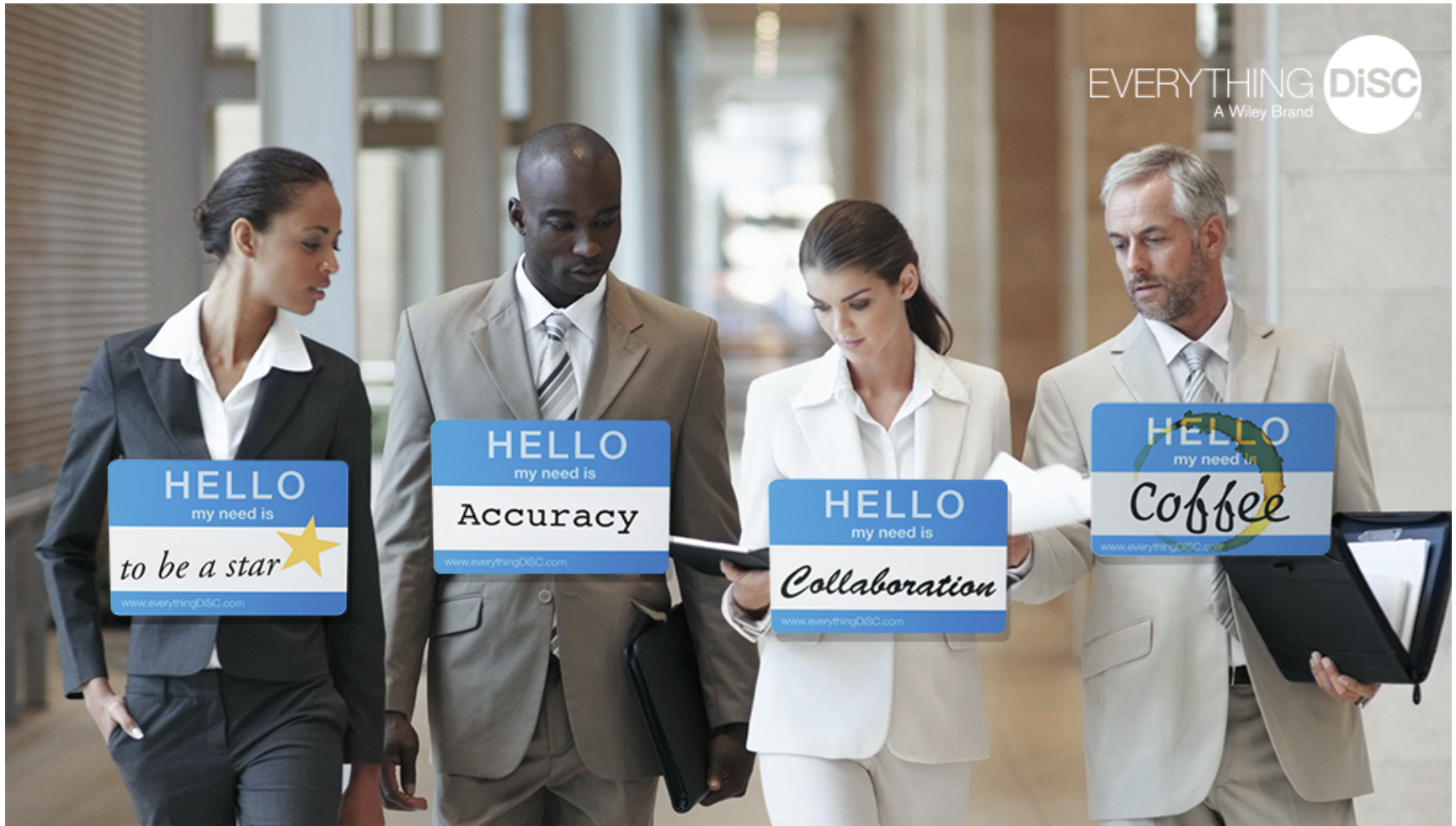
Receptive

Agreeable



Traditional DiSC® Model: Perceptions





How do we speak one language?

DiSC® Model



Eric



DiSC® Model

ACTIVE

Dominance



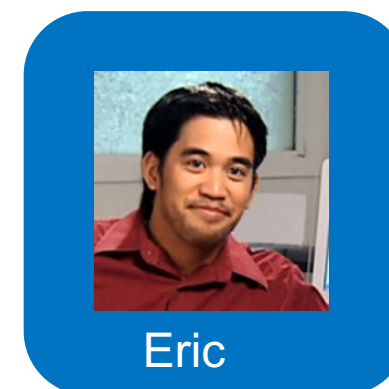
Influence



QUESTIONING



ACCEPTING



Conscientiousness

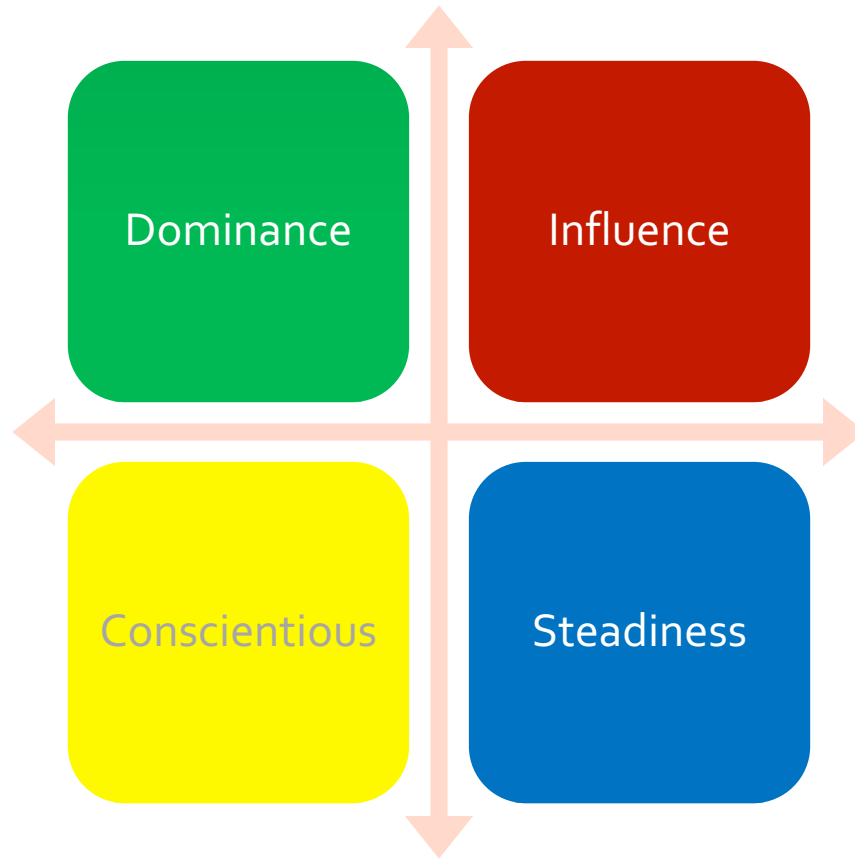
Steadiness

THOUGHTFUL



Traditional DiSC® Model: Perceptions

Self > the Environment

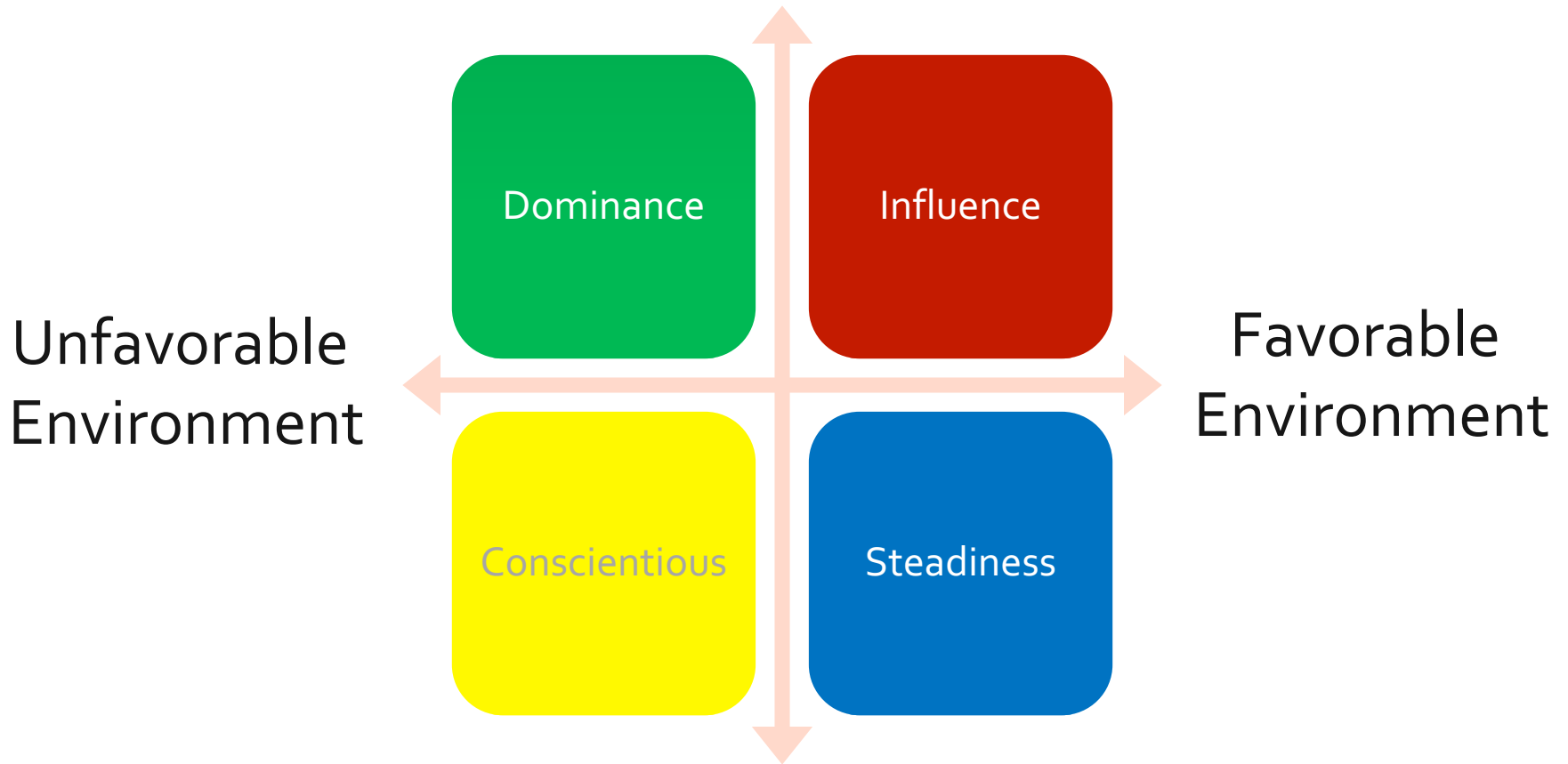


Self < the Environment



Traditional DiSC® Model: Perceptions

Self > the Environment



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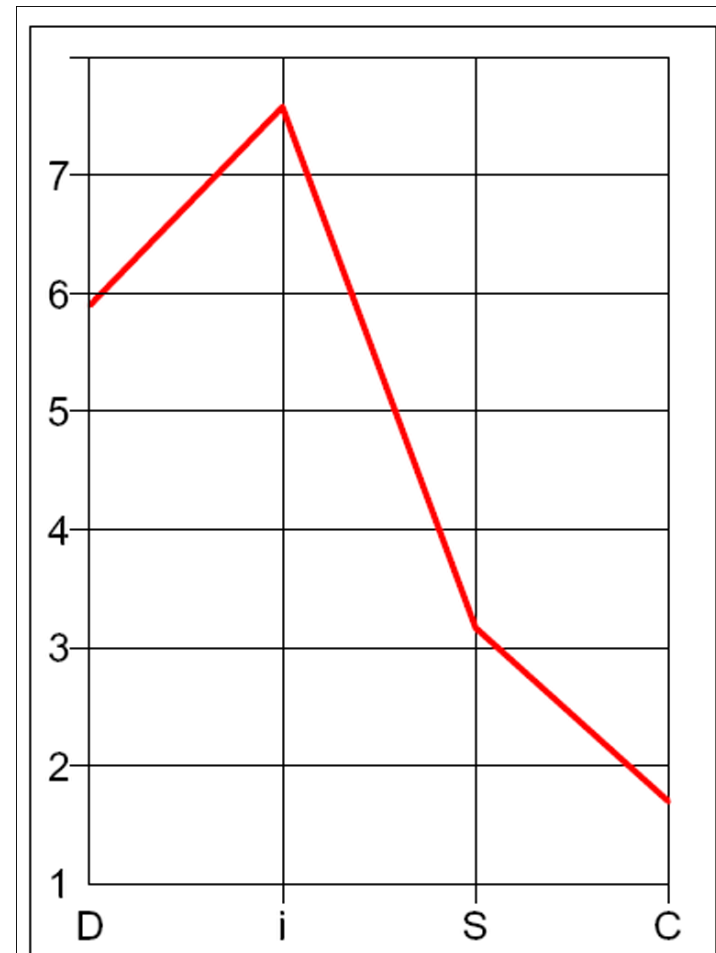
- No good, best, worst or bad styles
- All styles have strengths and limitations
- Adapt your style to meet the needs of others
- We are all a mixture of styles: Be cautious in judging



What's Your Style?



- Your Primary Style is the highest point on the graph.
- You may have a Secondary Style if you have a score in segment 5, 6 or 7.
- Look at this in relation to your SWOT analysis





V.



Are we different from situation to situation?

- Different behaviors in different situations
- Know how to adapt to people and situations.
- We can adapt without changing our style.



DiSC® Model

ACTIVE

Dominance



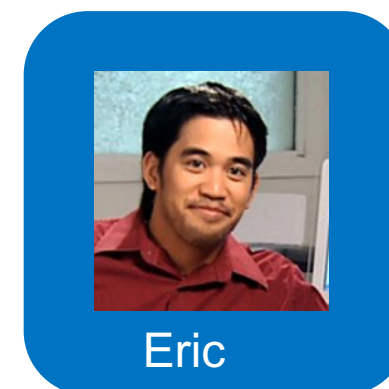
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Strengths

- Which Style strengths have contributed to your success?
- What about your style do you find effective?

Challenges

- Note which strengths you tend to overuse
- What's the impact?

How might you overcome the challenges of your style?



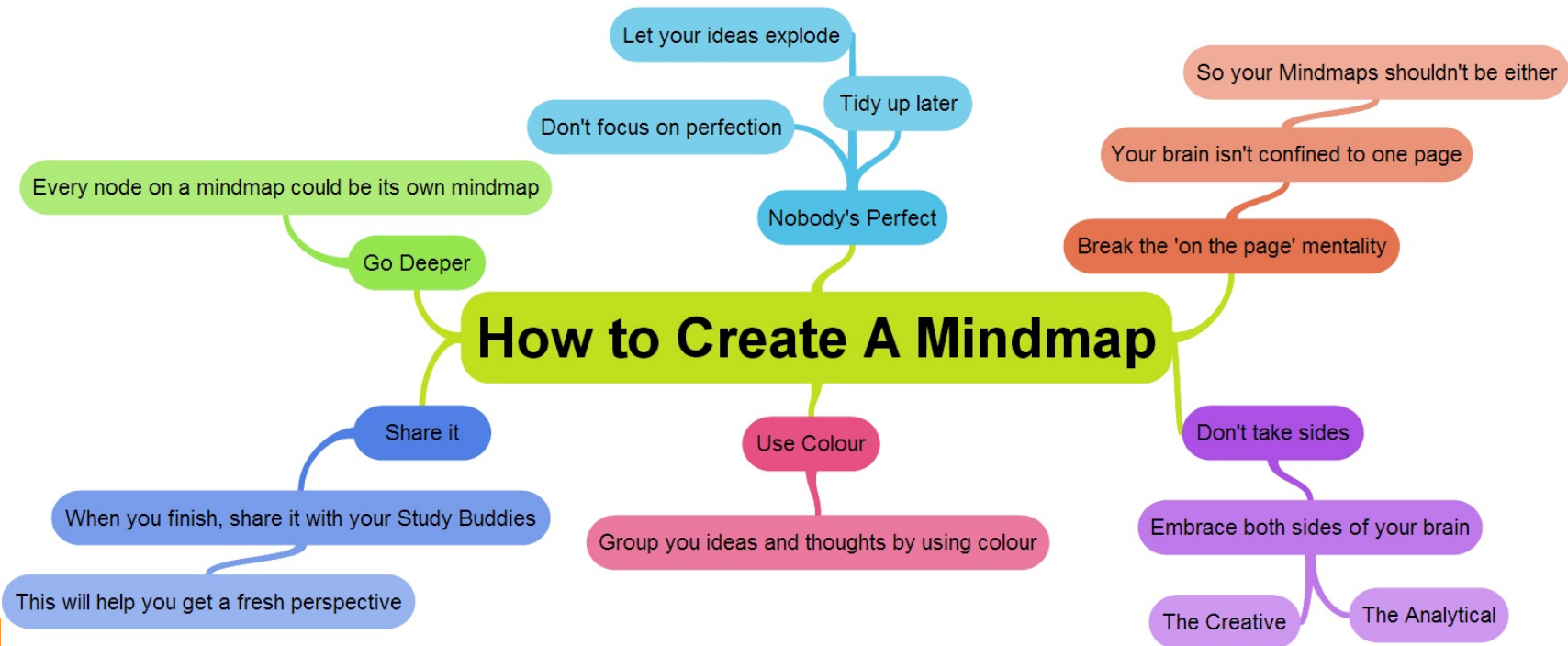
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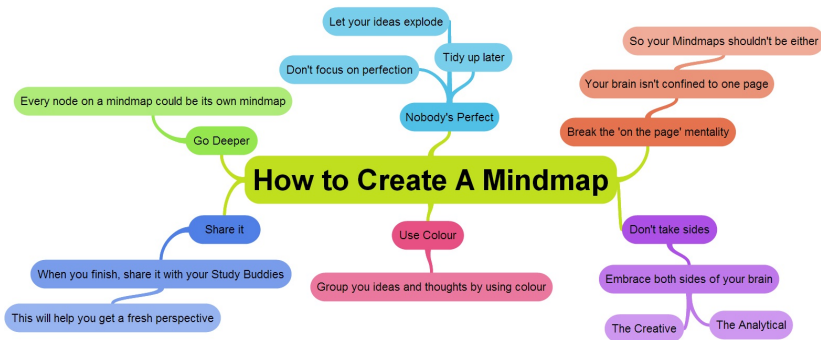
Step 1: Your Leadership Vision

Imagine achieving a result in your career that you deeply desire. What kind of leader are you?



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Imagine achieving a result in your career that you deeply desire. What kind of leader are you?



1. In the middle of your map, write
 - What kind of leader do I want to be?
2. Use the mindmap to brainstorm (if you're uncomfortable with the mindmap, call me over)
 - What does it look like?
 - Feel like?
 - Experience like?



What's your vision of yourself as a leader?

1

How do people think of me? (use your feedback here)

2

How do I think of myself?

3

Who do I admire and why?

4

What do I value?

5

What do I excel in?

6

What does it look like on a daily basis?

7

How do I feel when I am this person?



Step Two: Reflecting on the Expected Resistance

<i>I can't have what I want.</i>	At this stage, we are envisioning. The barriers and blocks are not relevant.
<i>I want what someone else wants.</i>	Everyone has doubts that they deserve a vision. You are worthy of having a vision. And it will frame your development moving forward. If you don't know where you're going, you won't know when you get there.
<i>I already know what I want.</i>	Adapt, strengthen, fill in the blanks. See if it still holds true.
<i>I am afraid of what I want.</i>	Your vision is yours. It is part of the self awareness process. If there are niggles or doubts, just sit with those, listen and learn.
<i>I don't know what I want.</i>	Suppose you had a vision of 'greatness'. What would it be? 'A vision is an expression of hope.' Peter Block, 1991
<i>I know what I want but I can't have it at work.</i>	<i>I know what I want but I can't have it at work.</i> We will work with this across the year. At this point, park the current reality and barriers. We'll focus on them later.

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1. Identify which resistance areas are showing up for you
2. Identify others that aren't on this list

Learn from your resistance

- Remember that all resistance is a message
- Find the source.
Where is the fear coming from?
What's at the core of the resistance.
- Ask yourself questions.
What message is this telling me?
Why do I feel resistance?
What would happen if I don't do this? I do?
- Feel and integrate the resistance.
Allow it. Work with it.
- Reframe the resistance



Step 3: Translate your Mindmap into Words

Area	Question
Self Image	If you could be exactly the type of leader you wanted, what would your qualities be? (you might consider the role model you thought about in preparation for this session)
Tangibles and success	How do you define career success?
Work Environment	What is your ideal work environment?
Relationships	What types of relationships would you like to have with your co-workers, manager, peers, clients, and others?
Work	What is your ideal professional situation? What impact would you like your efforts to have?
Creativity	How creative would you like to be at work? What might that look like?
Space to think	How much time would you have to think and reflect? How would you use this time?
Personal pursuits	How much time would you like to have to do things you enjoy doing outside of work? What would you like to create in this arena?
Life purpose	Imagine your life has a unique purpose, fulfilled through what you do, your interrelationships and the way you live. Describe that purpose as another reflection of your aspirations.
What other aspects do you consider important?	

Step Four: Expanding and Clarifying Your Vision

- **Each take a full 10 minutes. I'll time you**
 1. For each element you've written describe what you wrote.
 2. Have your peer "coach" ask you the questions on the handout. Be specific with your answers and take notes.



Step 4: creating a goal

Brainstorm all the opportunities that will help you close the gap between where you are today and your vision



Step 4: creating a goal

Identify a **personal development goal** that are *the most powerful changes you could make to help you work towards your Career and Leadership vision*

- ✓ It's true for you
- ✓ It implicates you (it puts you on the *hook* to make the change)
- ✓ There's room for improvement
- ✓ It's significantly related to your work and vision
- ✓ It's important to you (4 or 5 on a scale of 5)



Share

- Who do you aspire to be as a leader?
- What's your dominant style and how can this help you?
- What goal do you want to focus on this year?
- 2 minutes per person



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DiSC: Strengths Exercise Directions

Walk around to the other three styles and

- Take notes and jot down your questions
- Add your ideas
- Note your reactions to their style

