Leadership Academy 2018-19

Session 1

Ank Stuyfzand

CREW
BOSTON

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

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Building Community

Our overall program themes

Who are we?

- ❑ Think about a time in which you did any of these and which discloses something about 'who you are'.
- ❑ Once you're ready, introduce yourself, your role, why you chose the Academy, and your story (2 minutes per person)

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The Leadership Academy: Program Overview

Oct 12
- Connection with the cohort
- Understanding yourself DiSC
- Setting out your leadership vision

Nov 9
- Understanding your bias
- Considering external bias
- How to overcome

Dec 7
- Promote your Value
- Communicate that value

Jan 11
- Understanding Corporate Finance
- Simulation
- Jeannette Park, Abilitie

Feb 8
- Developing new business
- Networking for new business
- Jim & Haley Ayraud

Intersession Work

Feb 13
- Mid-Program Check in
- Team Coaching Conference Call

Mar 8
- Managing the team
- Cultivating collaboration
- Lou Bergholz

Apr 5
- Becoming a strategic thinker
- Open up to Risk

April 12
- Snow Date

April TBD & May 16
- Celebrations!

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Your Expectations & Commitment

Rules of Engagement

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Big Fat Hairy Audacious Vision and Goal

Owning our career and leadership success

Everyday Leadership

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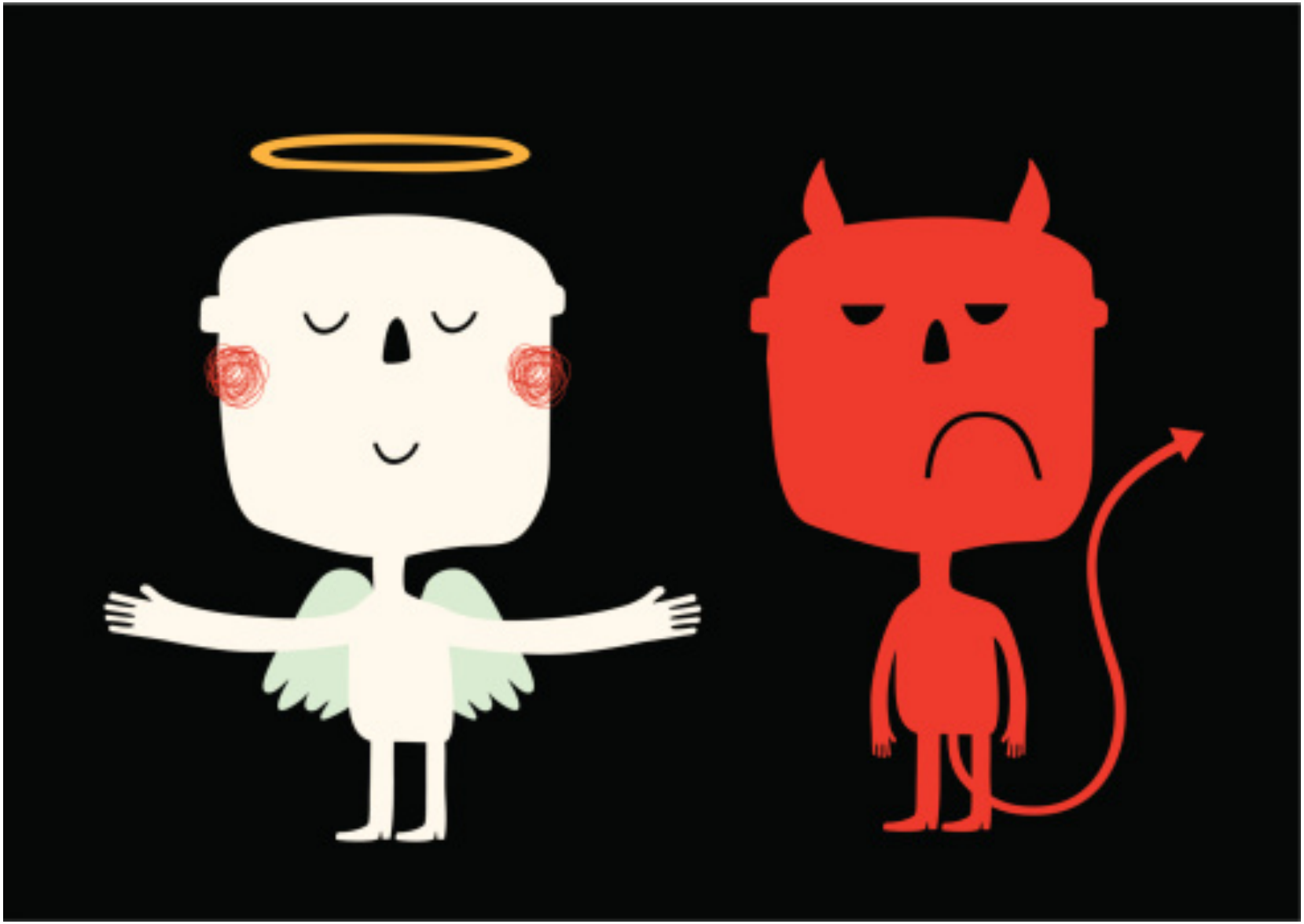

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Walk around and see what others wrote…

BREAK

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Adaptive Leadership

The Practice of Adaptive Leadership, Heifetz et al

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Technical or Adaptive Challenge?

Challenge Type	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Expert/ Authority
Technical and Adaptive	Clear	Requires earning	Collective intelligence from authority and other stakeholders
Adaptive	Not clear, requires learning	Requires learning	Collective intelligence from all stakeholders

The Practice of Adaptive Leadership, Heifetz et al

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Leadership versus Authority

The task of a leader

Leadership Task	Technical	Adaptive
Direct - Providing direction and motivating		
Protect - Advocate, providing support and resources		
Order – Providing structure by • Orientation • Managing conflict • Setting norms		

Adapted from The Practice of Adaptive Leadership, Heifetz et al

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The task of a leader

Leadership Task	Technical	Adaptive
Direct - Providing direction and motivating	Problem & Solution	Question assumptions, ask challenging questions, focus on underlying issues
Protect - Advocate, providing support and resources		
Order – Providing structure by • Orientation • Managing conflict • Setting norms		

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The task of a leader

Leadership Task	Technical	Adaptive
Direct - Providing direction and motivating	Problem & Solution	Question assumptions, ask challenging questions, focus on underlying issues
Protect - Advocate, providing support and resources	Shielding from external threats	Disclose external threats, provide context & parameters
Order – Providing structure by • Orientation • Managing conflict • Setting norms		

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The task of a leader

Leadership Task	Technical	Adaptive
Direct - Providing direction and motivating	Problem & Solution	Question assumptions, ask challenging questions, focus on underlying issues
Protect - Advocate, providing support and resources	Shielding from external threats	Disclose external threats, provide context & parameters
Order – Providing structure by • Orientation • Managing conflict • Setting norms	• Focus on current role and situation 'as is' • Restore Order • Maintain norms	• Challenging people's current notions of reality • Expose conflict and let it emerge • Challenge norms

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6. Leadership: Your Vision

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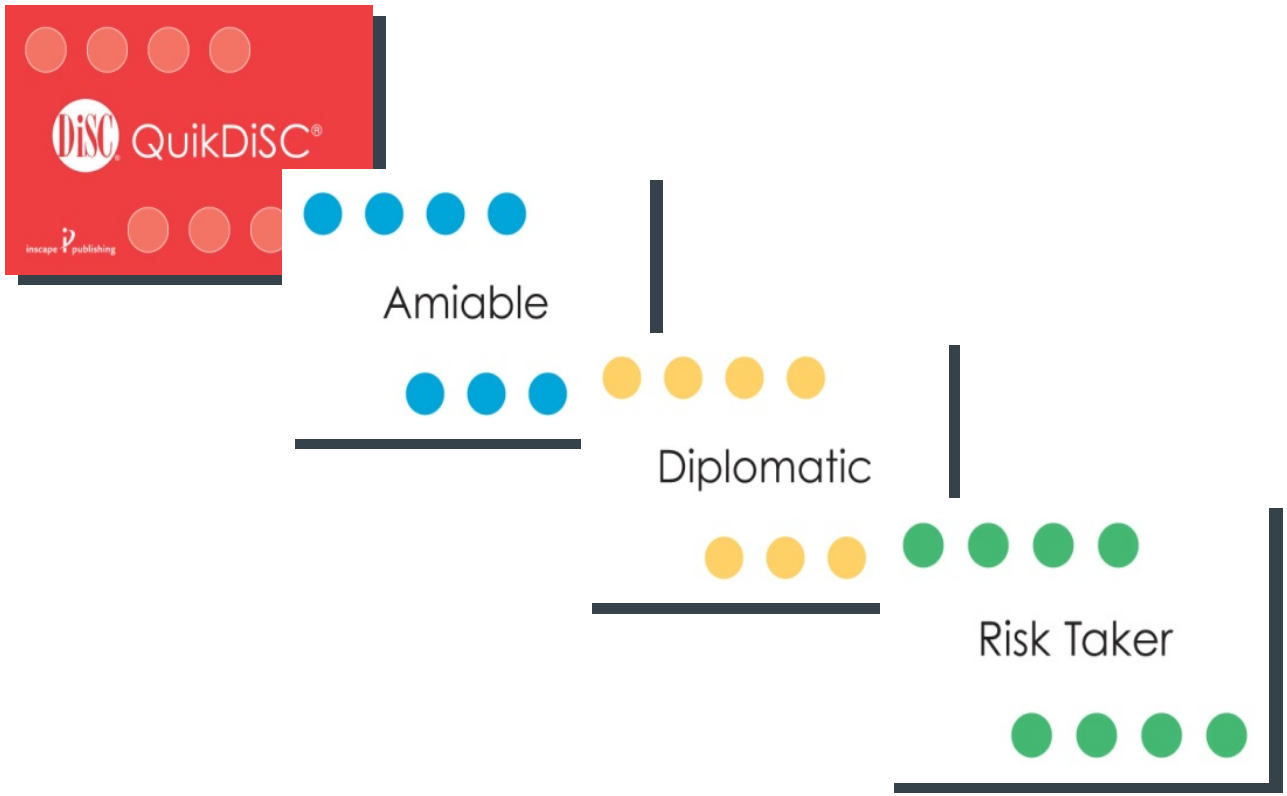
What's your leadership style?



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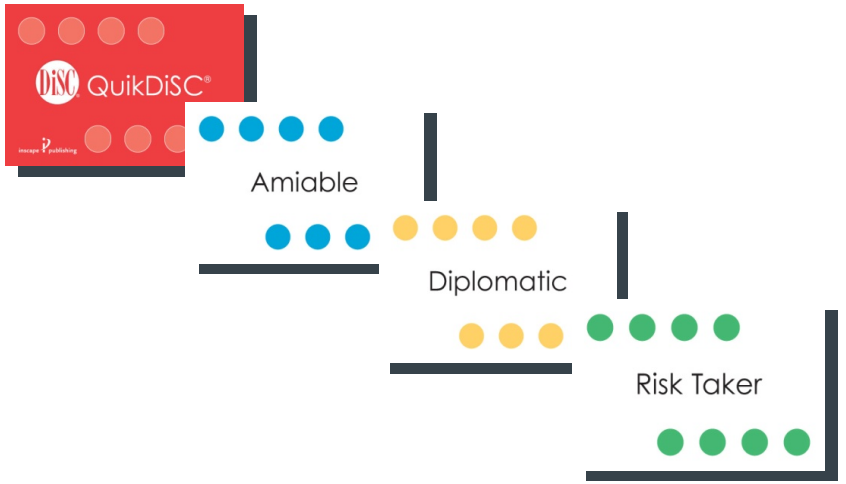
What's your leadership style?

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



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Which do you prefer?

Active

Fast Paced

Assertive

Dynamic

Bold

Thoughtful

Moderate- paced

Calm

Methodical

Careful

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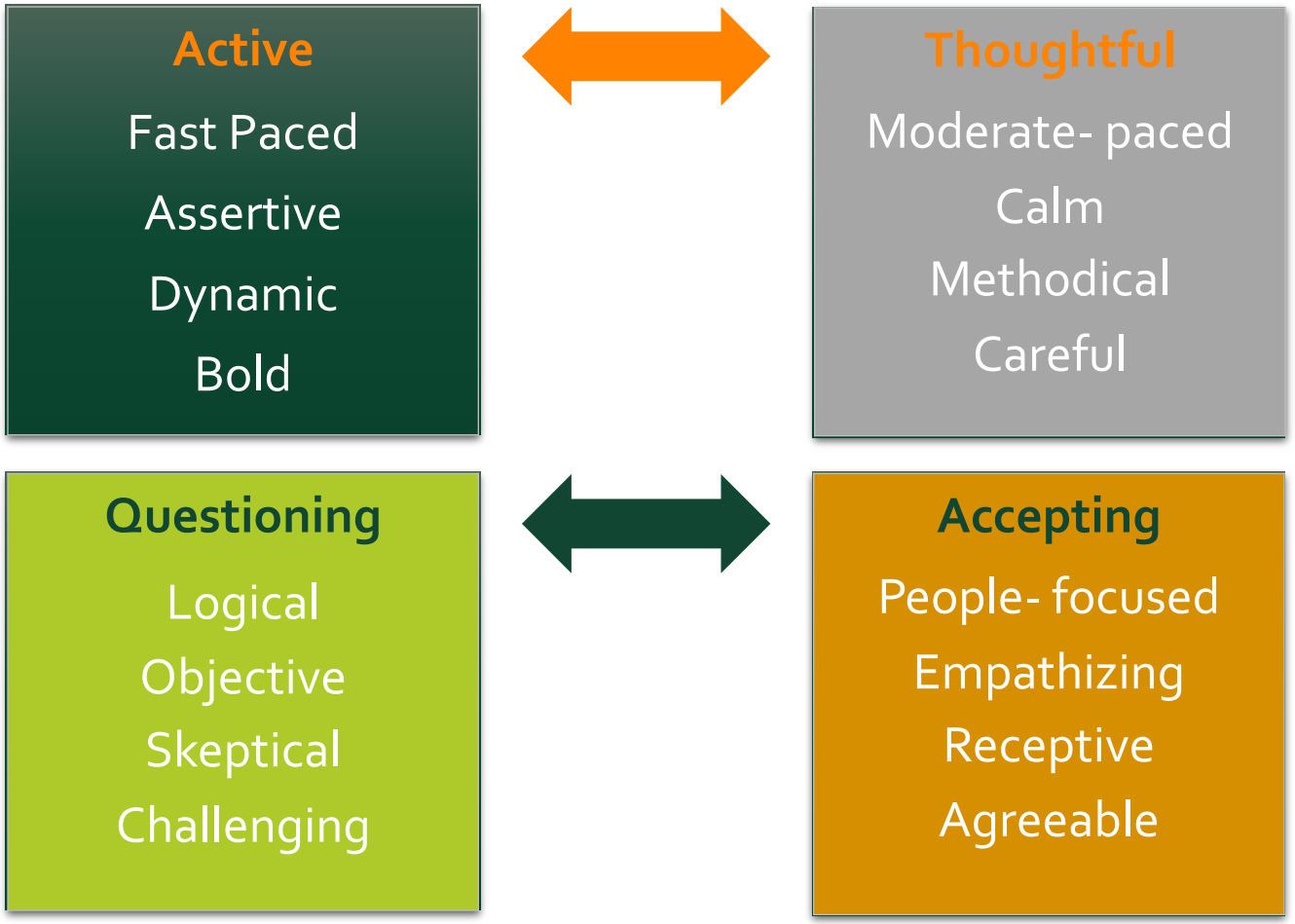
Which do you prefer?



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Different styles at work

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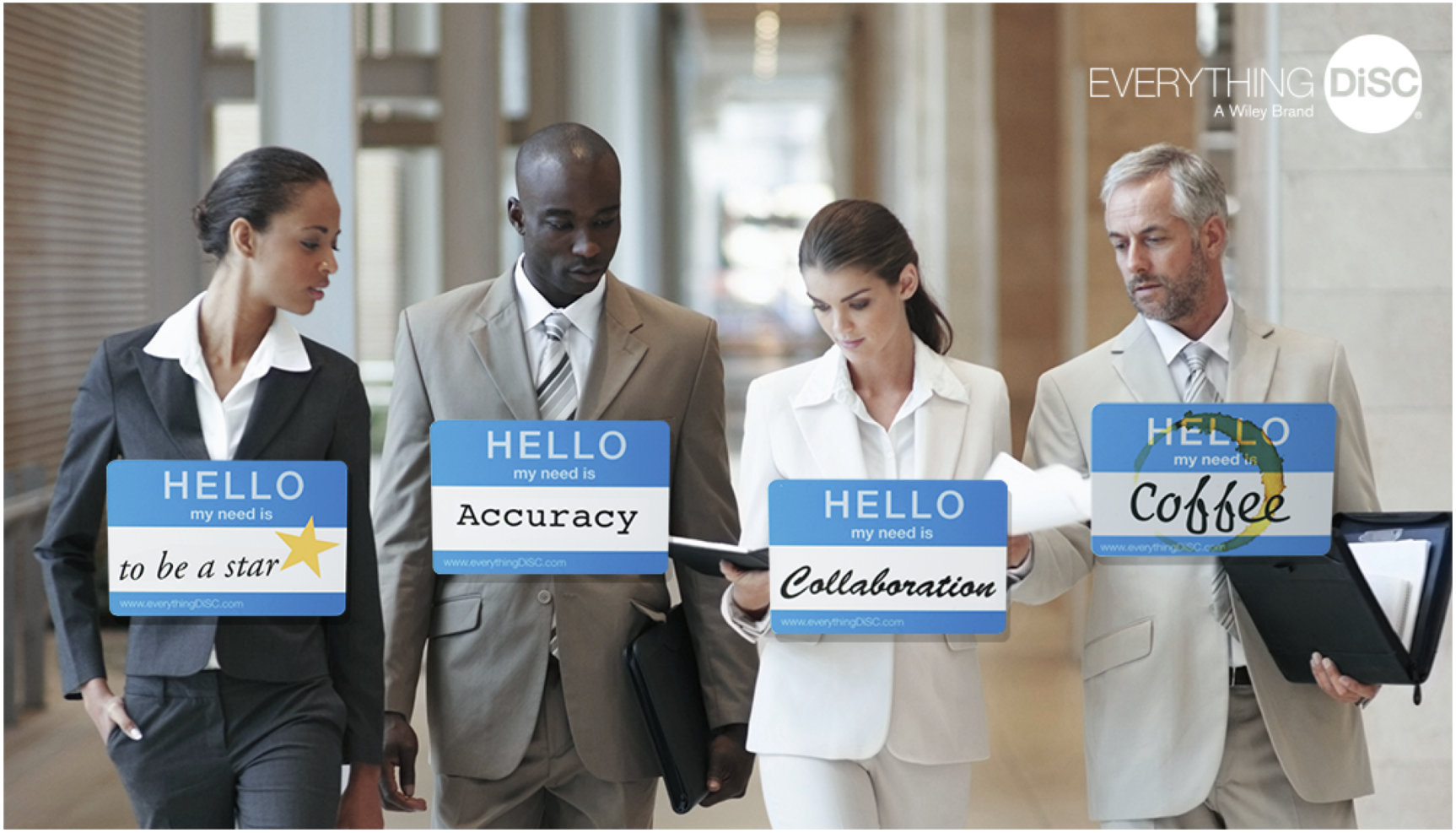
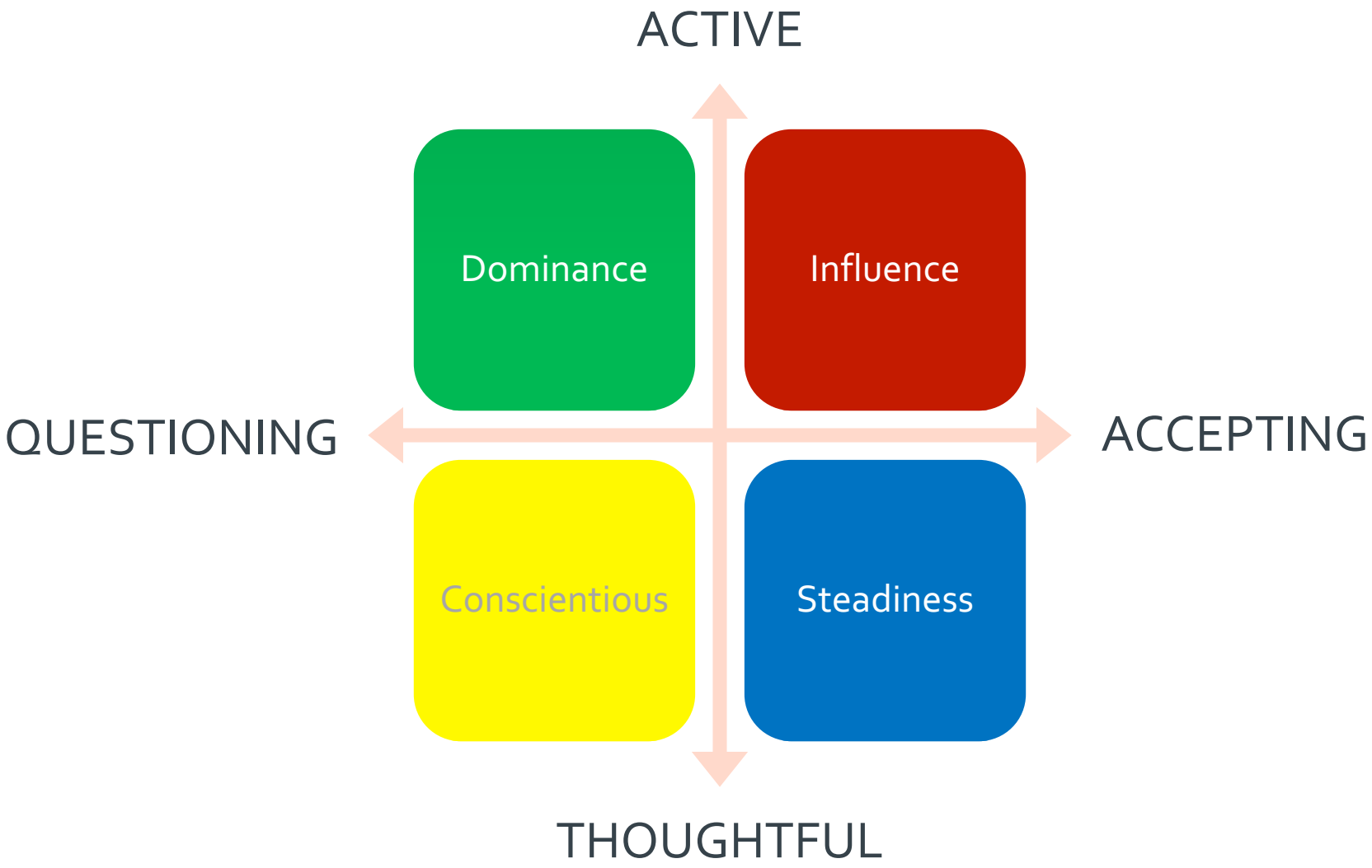


Different styles, different orientations.

Traditional DiSC® Model: Perceptions



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Traditional DiSC® Model: Perceptions

ACTIVE

Dominance

Influence

QUESTIONING

ACCEPTING

Conscientiousness

Steadiness

THOUGHTFUL

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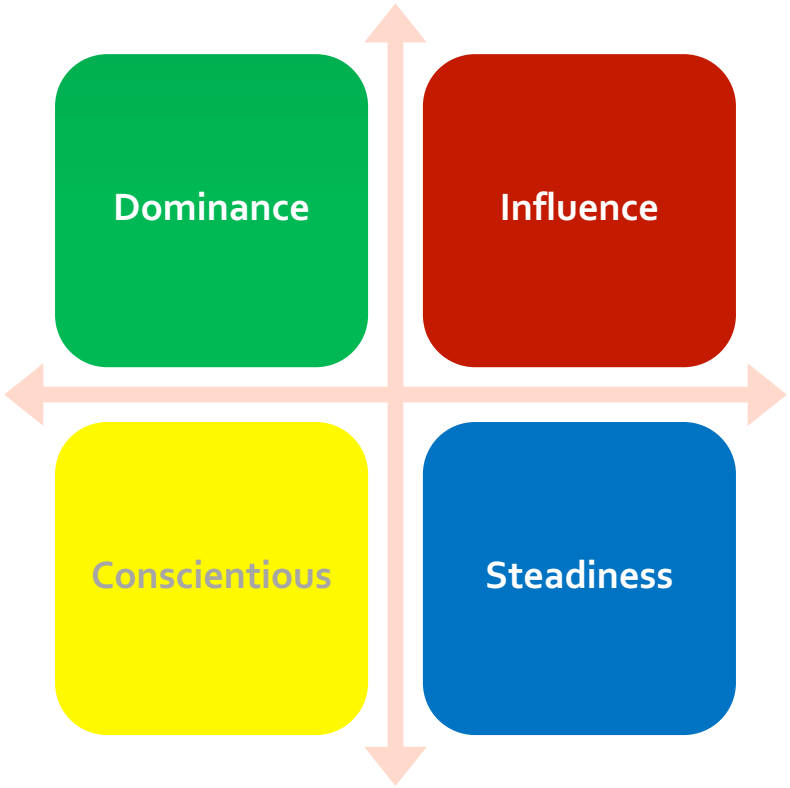
Traditional DiSC® Model: Perceptions

Self > Environment



Self < Environment

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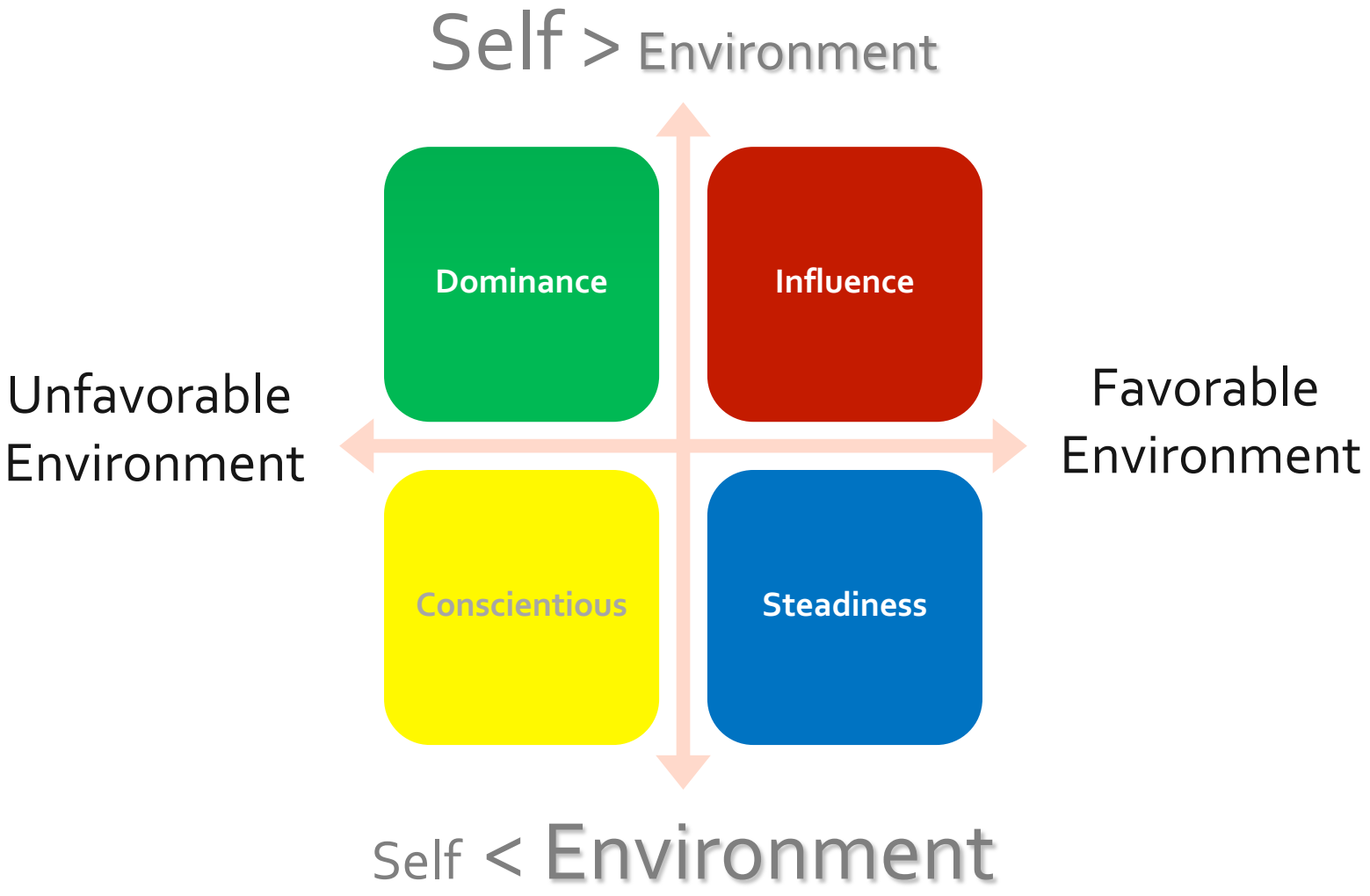
Traditional DiSC® Model: Perceptions



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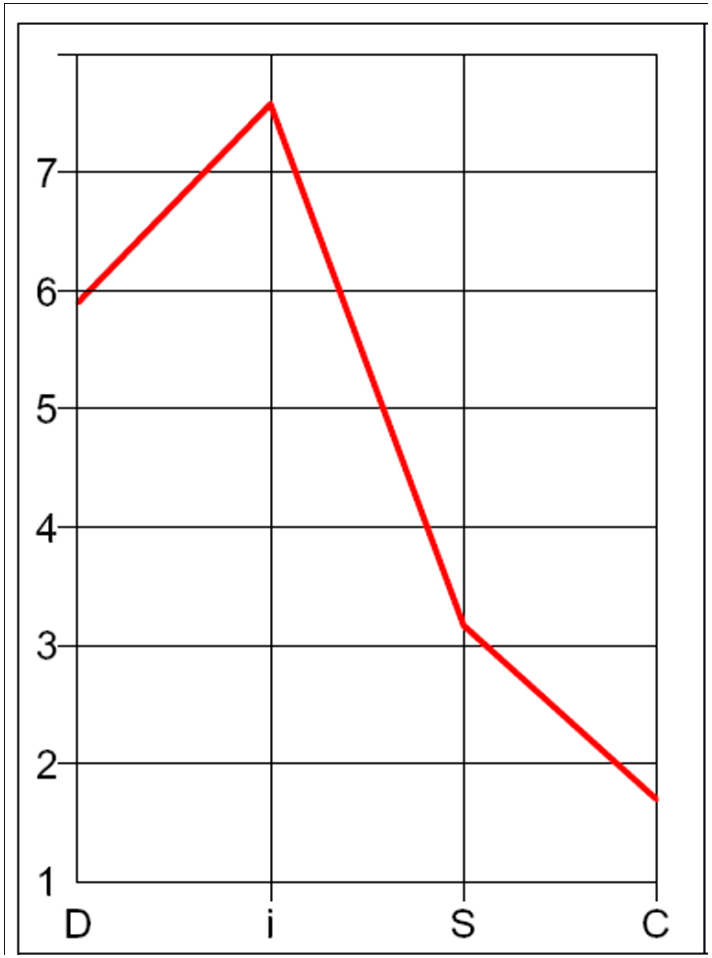
- No good, bad, best or worst styles
- All styles have strengths and limitations
- Adapt your style to meet the needs of others
- We are all a a mixture of styles … Be cautious in judging

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



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versus

Different Situations, Different Behavior

- We are all a mixture of styles…. Your DiSC style is about your **preference**
- Your style shows up in different ways in different situations
- Know your style and how to adapt to people and situations.
- We can adapt our behavior without changing our style.

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DiSC® Styles: Goals & Fears

ACTIVE

Dominance

Influence

QUESTIONING

ACCEPTING

Conscientiousness

Steadiness

THOUGHTFUL

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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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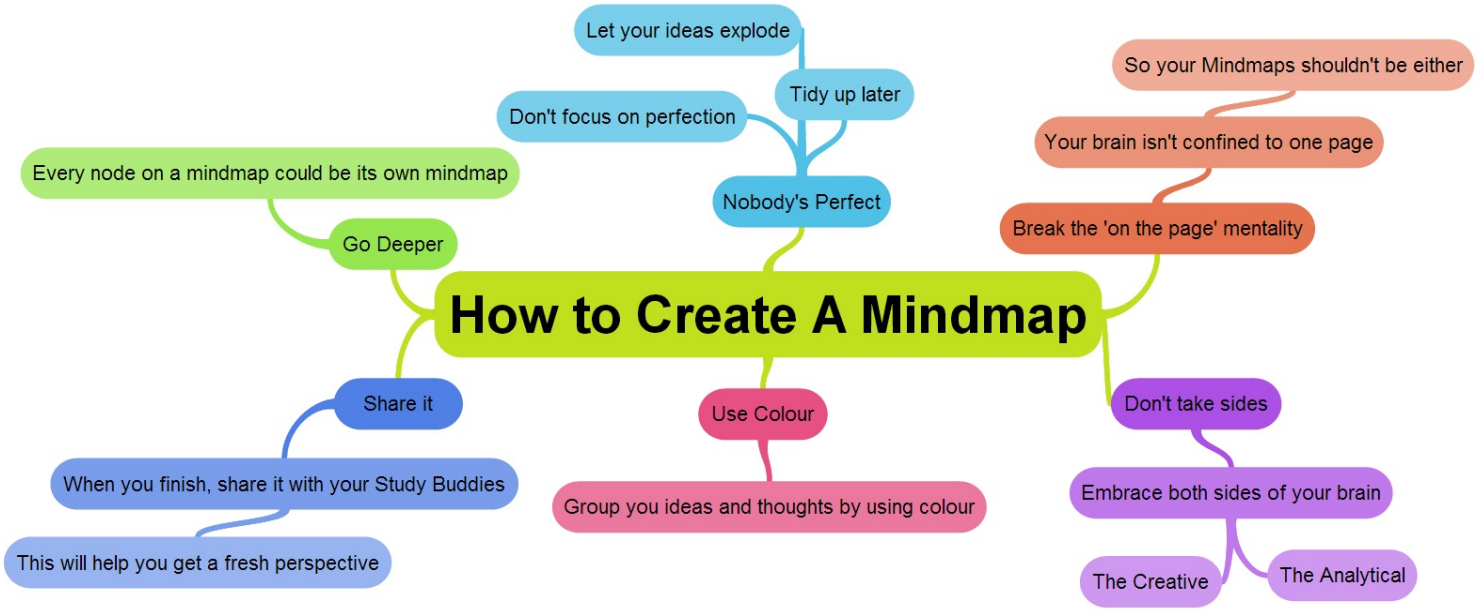
Step 1 : My Leadership Vision

Imagine achieving a result in your career that you deeply desire.

What kind of leader are you?



Adapted from the 5th Discipline

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Step 1 : My Leadership Vision

Imagine achieving a result in your career that you deeply desire…

What kind of leader are you?

Adapted from the 5th Discipline

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Aspects of my leadership vision

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Step 2 : Exploring Potential Resistance

I can't have what I want.	At this stage, we are envisioning and your doubts, worries, fears or concerns are irrelevant.
I want what someone else wants.	Is your vision really yours? Or is it something you think someone else wants for you? You are worthy of having your own vision. Only include the elements that you truly want for *yourself*.
I already know what I want.	Your personal vision is not a done deal. Adapt, refine, strengthen, fill in the blanks. Your vision is recreated throughout your life.
I am afraid of what I want.	Your vision can't run with you, it only increases your awareness. If some parts frighten you or make you feel uneasy, just 'be' with it, it might be a potential clue for your learning process.
I don't know what I want.	Suppose you had a vision of 'greatness'. What would it be? 'A vision is an expression of hope.' Peter Block, 1991
I know what I want but I can't have it at work.	This is a question of current reality and as such worth testing. We will work with this across the year. At this point, park the current reality and barriers. We'll focus on them later.

Adapted from the 5th Discipline

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Explore your resistance

- Feel the resistance and allow it to be

- Be curious and explore…
  - What's at the core of the resistance.
  - Where is it the coming from?
  - Who told you this is true?
  - What's the fear behind it?

- Reframe the resistance

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Step 3 : My leadership vision in 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?	

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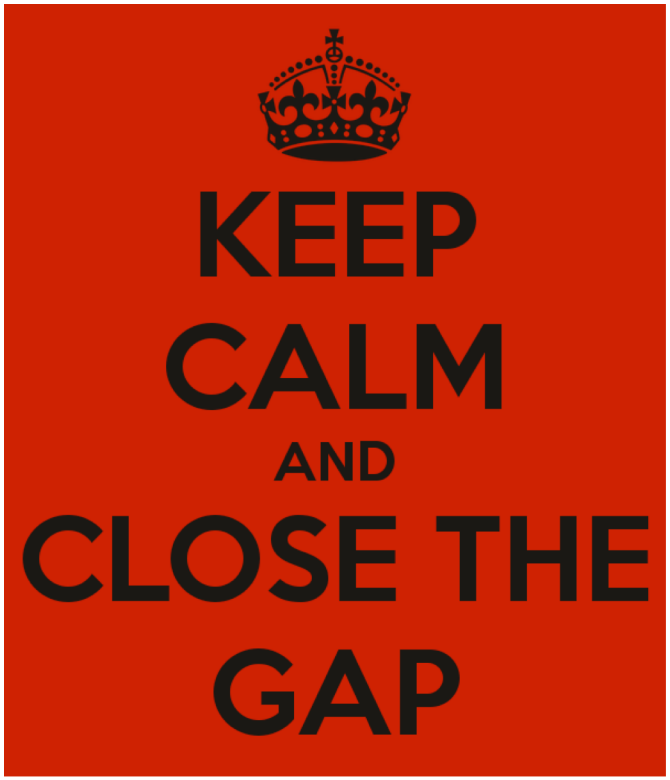
Step 4 : Establishing the gap

- Take a look at your leadership vision
- What are the gaps?
- What are the two most relevant and important areas you need to work on to have the career and become the leader you aspire to be?



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Step 5 : My development goals

- Review your personal development goal(s), and consider …

  - ✓ Is it true for you?
  - ✓ Is there significant room for improvement?
  - ✓ Does it implicate you; does it put you on the *hook* to make the change
  - ✓ Is it significantly related to your career, work and leadership vision?
  - ✓ Is it really important to you (at least a 4 on a scale of 5)

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Expressing your leadership …

- Who do you aspire to be as a leader?
- What's your style and how will this help you?
- What development goal(s) do you want to focus on this year?
- What is the first step you are going to take (tomorrow) to work on this goal?

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Peer Coaching

Partner speaks
Coach listens
~ 5 minutes

Partner states goal, describes current reality

Coach listens intensely and takes notes

- Look for behavior patterns that your partner may not see
- Note skills/approaches and their effectiveness

Coach asks questions
Partner responds
~ 5 minutes

Coach asks clarifying questions

Partner answer fully, without judgment

- Coach uses probing questions to clarify and dig deeper (open ended questions work best)
- Do not provide feedback yet

Coach provides feedback
Partner listens
~ 5 minutes

Coach provides insight and feedback

- Be objective, avoid criticism, judgment, blame
- Help partner see a clearer picture, both positive and negative
- Help uncover additional options for change

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Intersession Work

- Revisit and rework your vision
- Ask for feedback
- Update your SWOT
- Compare personal and organizational vision
- Revisit and revise your goal(s)
  - With your accountability partner, using the peer coaching format

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Good luck and enjoy the process!

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