



Leadership 2.0

Future BIG Leaders Programme



Module I – Be Authentic

Objectives

By the end of this module, you will be able to:

- Identify the skills and qualities of an effective leader
- Set an authentic personal direction for the programme
- Understand the importance of emotional intelligence to identify your areas of development
- Define your current leadership style and the styles of your colleagues and clients
- Appreciate the differences of effecting change at behaviour and mindset levels
- Recognise the value of personal leadership flexibility to strengthen working relationships
- Set SMART objectives for your own leadership development

The Role of a Leader

In changing and challenging times, our teams can feel despondent, confused and exhausted by the constant need for change upon change. In these times, as Leaders, we are asked to step forward with belief that there is a different future and that together we can create a better way forward towards it.

It's an out-of-date ideology that Leaders are required to know all the answers, in every situation. As Leaders, we are invited to know how to bring and coordinate the contributors, create positive environments for collaboration and to choose who is best placed to bring changes forward in the best possible ways. To identify talent and to find a matching role to let that talent shine. The role of the Leader is to see the unseen, imagine the unobvious, and guide a team to have a self-belief in their capacity to achieve that vision.

We can imagine this through 5 clear channels:

- To develop the individual
- To coordinate the individuals to function and flow as a team
- To ensure that all team objectives are met
- To continue self-development as a Leader
- To co-create and communicate a vision of a future yet to be ventured

The Role of a Leader

To develop the individual

Identifying individual's talents, set goals, and agreeing performance targets with team members so that they might develop. This means understanding the aspirations of your team, their potential, and doing your best to help them achieve their personal goals whilst achieving the company goals. Part of supporting individuals means giving them regular feedback, coaching, mentoring, and delegating tasks and responsibilities, whilst cultivating an environment of inclusion.

To coordinate the individuals to function and flow as a team

By building a team spirit, fostering a sense of belonging, connection, and shared purpose. As Leaders, we are pivotal in creating a culture of encouragement, mutual respect and support between co-workers. Cultivate a consciously inclusive mindset where all talents can be celebrated in diversity and shared success.

To ensure that all team objectives are met

Whilst the leader is not expected to undertake all tasks and decisions themselves, they are required to make the correct choices of delegation and course correction so internal and external deadlines, targets, and objectives are met.

To continue self-development as a Leader

Placing oneself in a position of continuous learning and growth not only improves your ability to lead, it also creates a positive role model for those that follow.

Welcome to your Leadership 2.0 journey!

Present State – Desired State

Present State



You can only get to where you want to be by being clear about where you begin.

Where is your Starting Point?

What challenges you as a leader presently?

What difficulties and opportunities face your team?

Which leadership qualities and skills do you presently think you need to develop?

What are some of the qualities you can bring to this training and your training team?

Present State – Desired State

Desired State



What kind of leader do you want to become? What are some of the key characteristics you admire and aspire to?

What is missing from leadership or what would you like to see more of?

What will developing your leadership skills bring to yourself and your teams?

Which specific areas do you need to develop and change to meet these leadership goals?

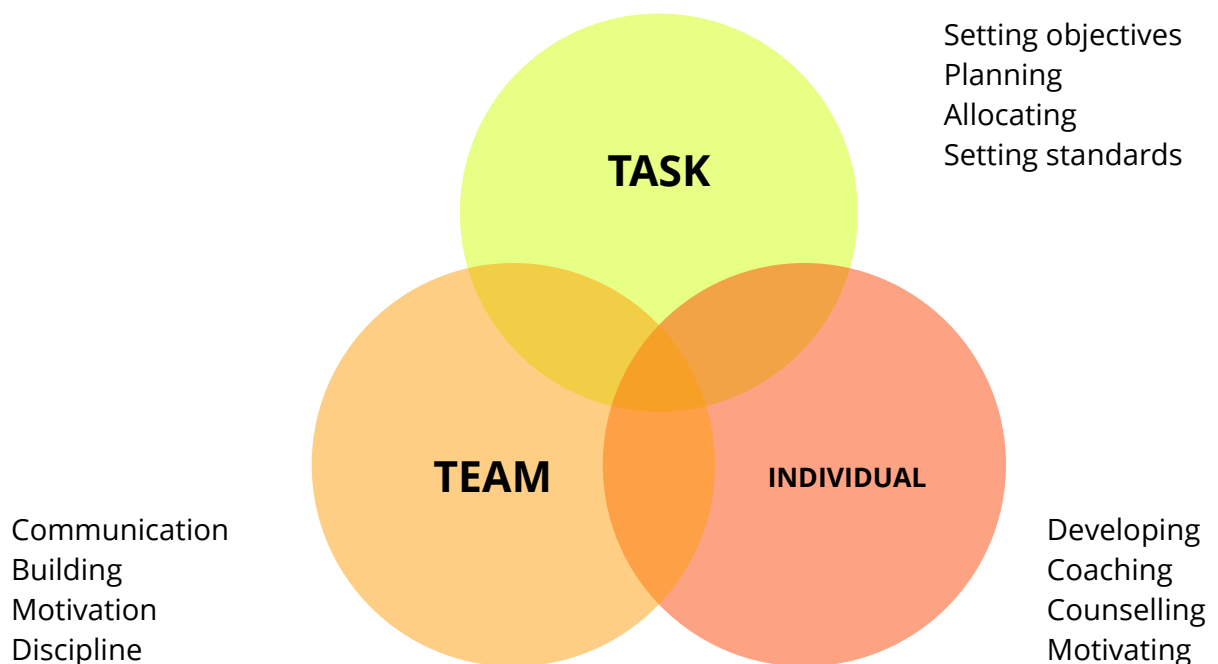
Action Centered Leadership

In the long-established model Action Centered Leadership, John Adair draws attention to the differences between management and leadership, the former being focused on systems, and the latter on vision and development. Action Centered Leadership focuses on 3 essential overlapping areas of attention:

1. Achieve the Task
2. Build and maintain the Team
3. Develop the Individual

In order to create a high level of satisfaction and productivity and avoid dissatisfaction and chaos, it's important to have these 3 areas in balance in terms of time and attention.

Where do you presently spend your working hours?



Authenticity

According to a Harvard Business Review, in a report “State of the American Manager: Analytics and Advice for Leaders”:

82 % of people don't trust their leader

50 % of employees leave their jobs because of their leader

195 global leaders were asked to rate 74 leadership qualities in order of importance. 67% of them rated high ethical and moral standards as the number one quality in a leader.

We are experiencing a huge wave of people leaving their roles or operating from a state of impermanence. Initially called “The Great Resignation”, we see a cultural normalisation of job movement and recruitment turnover. More than ever, as leaders, we need to create an environment that people feel bonded to and share a sense of purpose and belonging. This relies on a foundation of Authenticity and Trust.

authenticity

noun [U] the quality of being real or true

Authenticity, or being real or true to yourself, requires higher degrees of Emotional Intelligence. First to have the self-awareness to know how you feel about a situation, then to have the language to be able to discuss it. In challenging situations, we can feel under pressure to manage our mindset or physical state, and this can encourage us to sidestep authenticity in order to avoid conflict or make a stand for changing culture where the Group Think could benefit from an update.

What is your experience of authenticity in business? Do you experience it in your day to day, or would you prefer more of it in the workplace?

Reflect on these questions to understand your position more readily...

Can leaders be authentic?

Authenticity

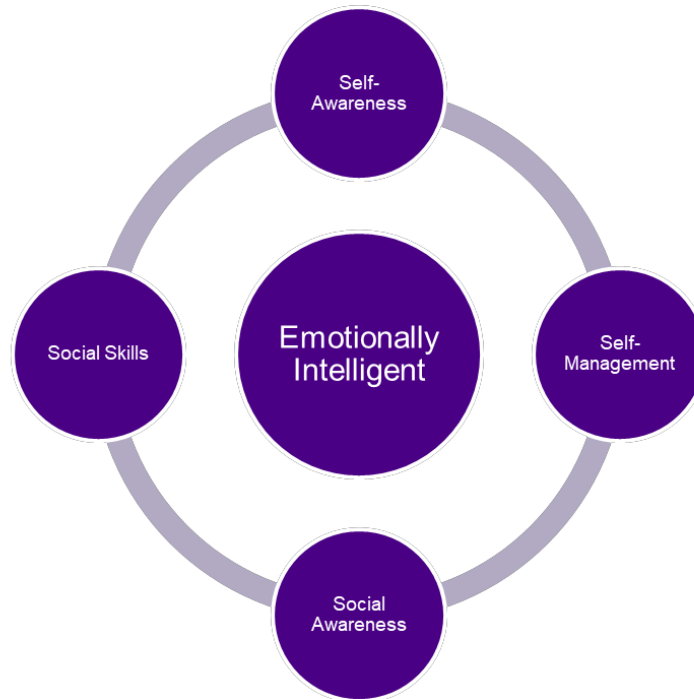
What does authenticity mean to me?

When am I always authentic?

Where am I not and what are the reasons I give myself for not being authentic?

Emotional Intelligence (EQ)

Goleman's Model Of EQ



What is it?

EQ can be defined as a set of emotional competencies (personal and social) that can be learned and developed to produce excellence in work.

Where Does it Come From?

"Emotional Intelligence" was introduced by Daniel Goleman in his original book of the same name.

Daniel Goleman focused on excellence in the workplace with his 1998 book "Working with Emotional Intelligence". Here, he expanded on his original concept to introduce some practical insight and guidance for use in the work environment. In particular, he introduced the 'Emotional Competence Framework'.

EQ Self-Assessment

My areas of strength and growth:

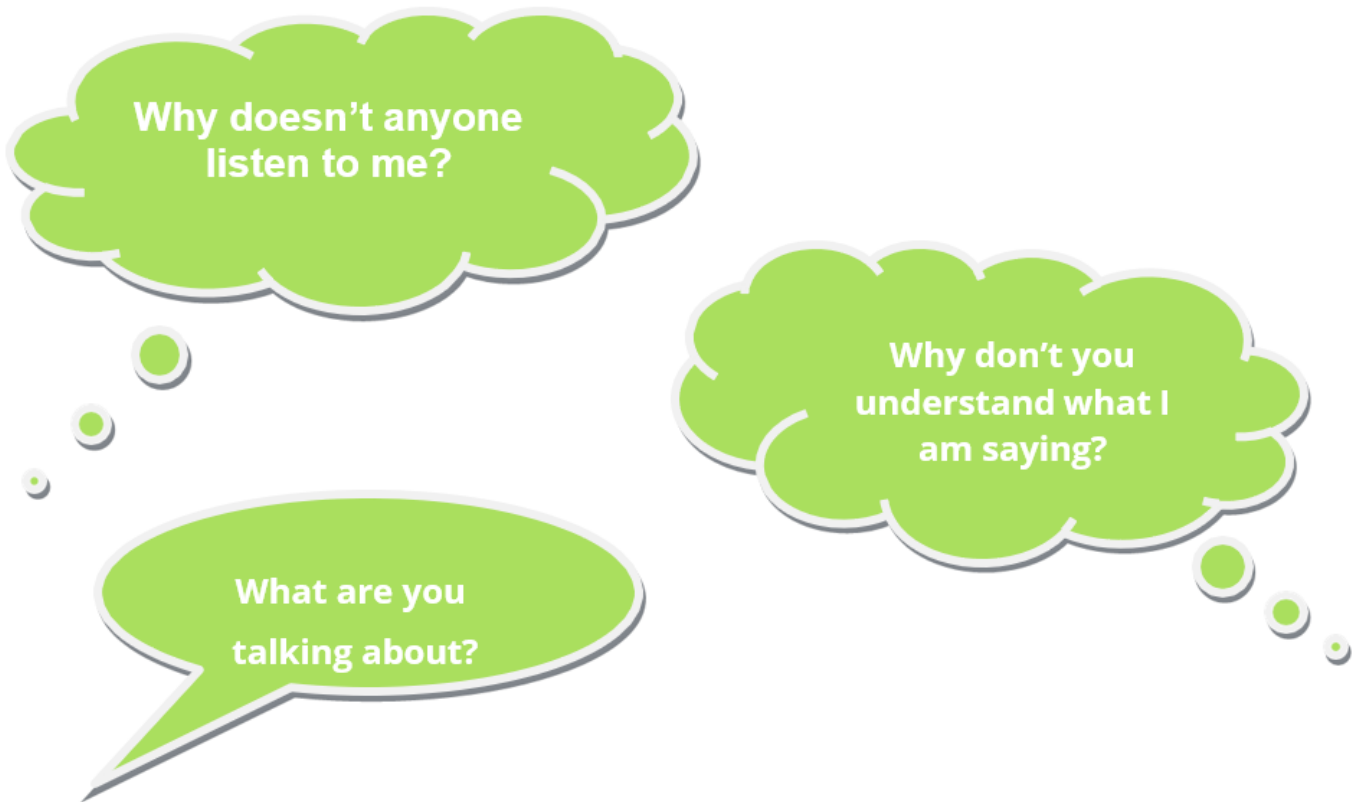
Which EQ areas do you recognise you are well skilled in?

In which way does this show up?

Which EQ areas do you notice you can develop further?

What actions can you take to build these skills?

Personal Leadership Style



Have you ever come across a situation where two reasonably intelligent people were trying to work together but failed?

Can you imagine a situation where you tried to explain something to your colleagues only to be met with either a blank expression or a barrage of questions?

The reason behind this is that we might want to work together but do so differently. We know what works for us and we naturally use the same technique on others.

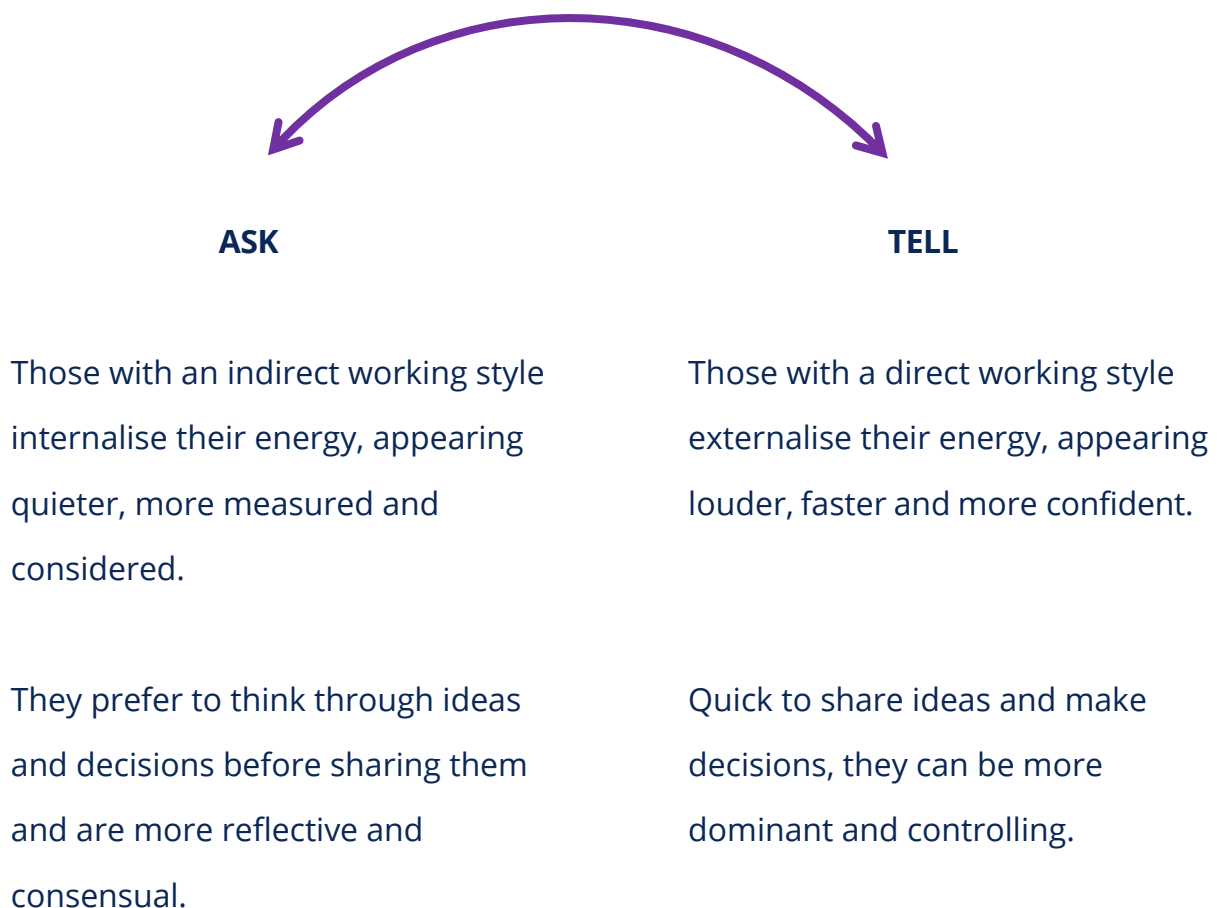
How much easier would life be if, within minutes of meeting someone, we knew more about how we could effectively work together?

To start with, we need to know a little more about our own preferences.

Spectrum of Communication

I: Communication Style

We attempt to influence the thoughts and views of colleagues by communicating all the time. Whilst we can and do communicate by telling and by asking, we will have a preference. This preference is our comfort zone, and it will commonly sit somewhere along the following spectrum:



Spectrum of Communication

II: Communication Focus

When communicating, discussing and influencing, we will share our views, thoughts and feelings formally on the task in hand and informally on the people and relationships involved. Whilst we can, and do, focus on the task and people, we will have a preference. This preference is our comfort zone, and it will commonly sit somewhere along the following spectrum:

CONTROL



Those whose preferred focus is on "task" tend to concentrate on the job in hand, they naturally talk about results, process and milestones.

Appearing to be a little more formal, they often keep their feelings hidden away and prefer to share their thoughts.

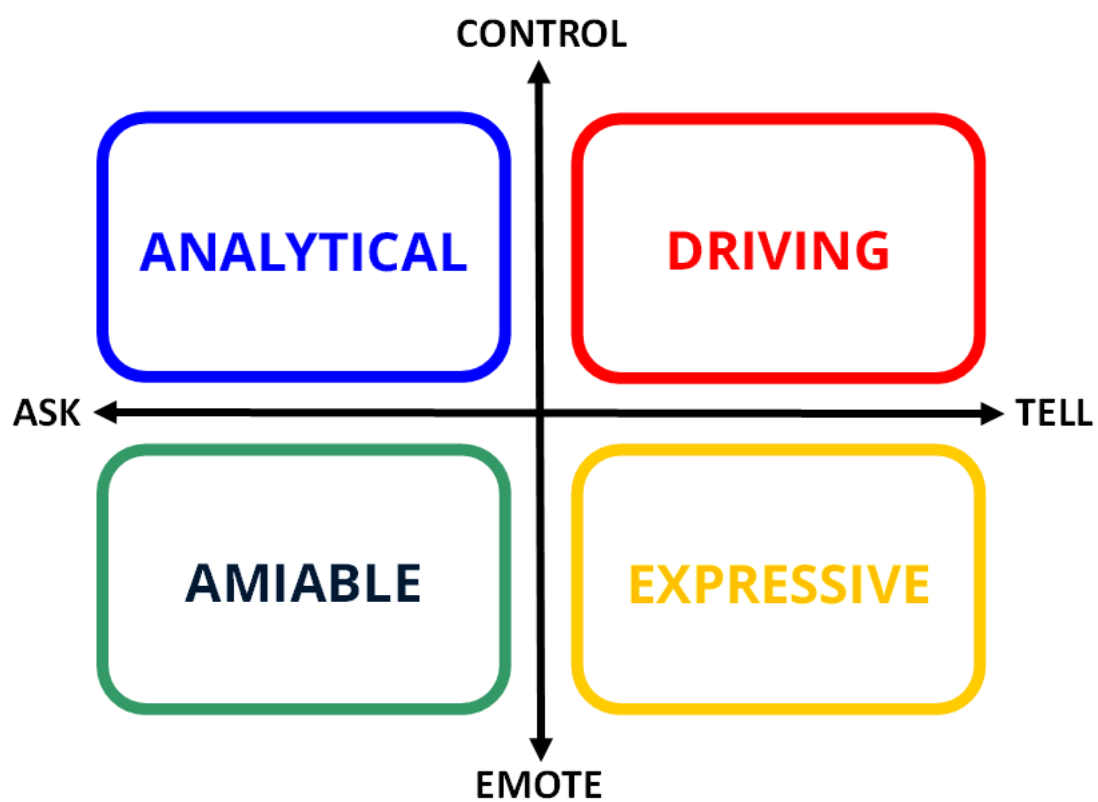
Those whose preferred focus is on "people" tend to concentrate on the relationships involved, they naturally share their feelings, focus on how people get on and seek consensus.

Appearing to be less formal, they often share their feelings openly and may describe their thoughts using emotive language.

EMOTE

Social Styles

These two axes can be combined to form a model which describes four communication types. These four types are now provided with titles as a quick way of referring to each.

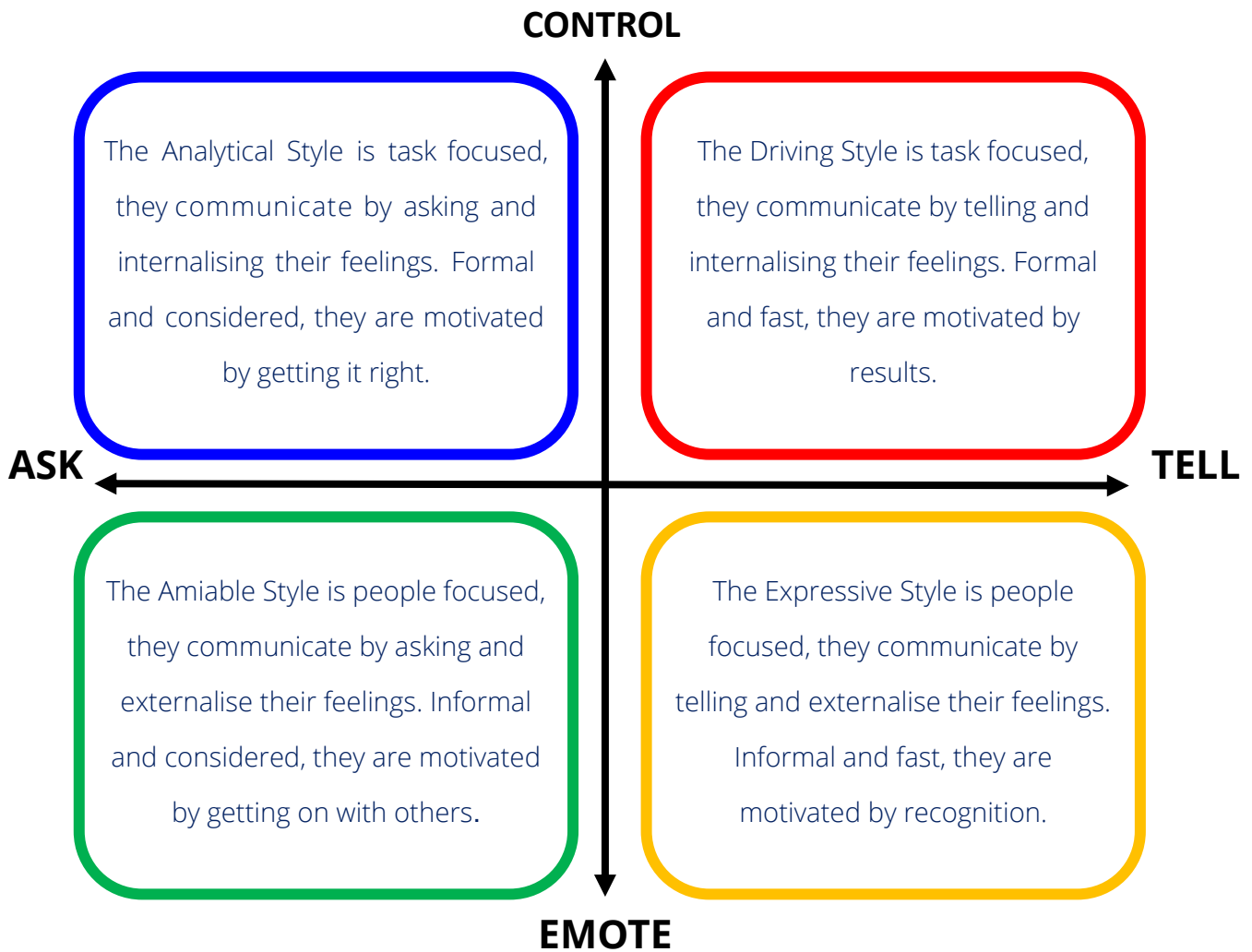


The Social Styles™ model is the property of The Tracom Corporation, a business partner of Excel Communications

The Social Styles Inventory

We are now getting some insight into our preferred approach to communicating. Indeed, by understanding our preferred style, we can combine the two axes and create four communication patterns.

There are many models that help us understand human behaviours and needs. This one specifically looks at communication, allowing us to observe certain cue behaviours and draw likely conclusions.



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Communication Strategies

Each person will respond optimally when talked to in a style that most closely matches their preferences. Research tells us that the behavioural cues are most likely to be influenced by the following strategies:

What:

- Get to the point but be flexible
- Link communication to accuracy

How:

- Speak more slowly
- Be softer yet formal
- Don't interrupt them

Decisions:

- Provide detailed facts
- Give them one solution
- Allow them time to consider decisions

Engagement:

- Give them a detailed rationale and then your recommendation

What:

- Get to the point and stay there
- Link communication to results

How:

- Speak more quickly
- Be emphatic and formal
- Don't be put off when interrupted

Decisions:

- Provide top-line facts
- Give them minimal options
- Allow them instant decisions

Engagement:

- Give them your recommendation and then a brief rationale

What:

- Build relationships
- Link communication to people

How:

- Speak more slowly
- Be softer and informal
- Don't interrupt them

Decisions:

- Provide detailed opinions
- Give them the people impact
- Allow them time to consider decisions

Engagement:

- Give them a detailed rationale and then your recommendation

What:

- Be sociable and flexible
- Link communication to personal satisfaction

How:

- Speak more quickly
- Be emphatic and informal
- Don't be put off when interrupted

Decisions:

- Provide top-line opinions
- Give opinions enthusiastically
- Allow them instant decisions

Engagement:

- Give them your recommendation and then a brief rationale

What Social Style do you think your team members are?

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-
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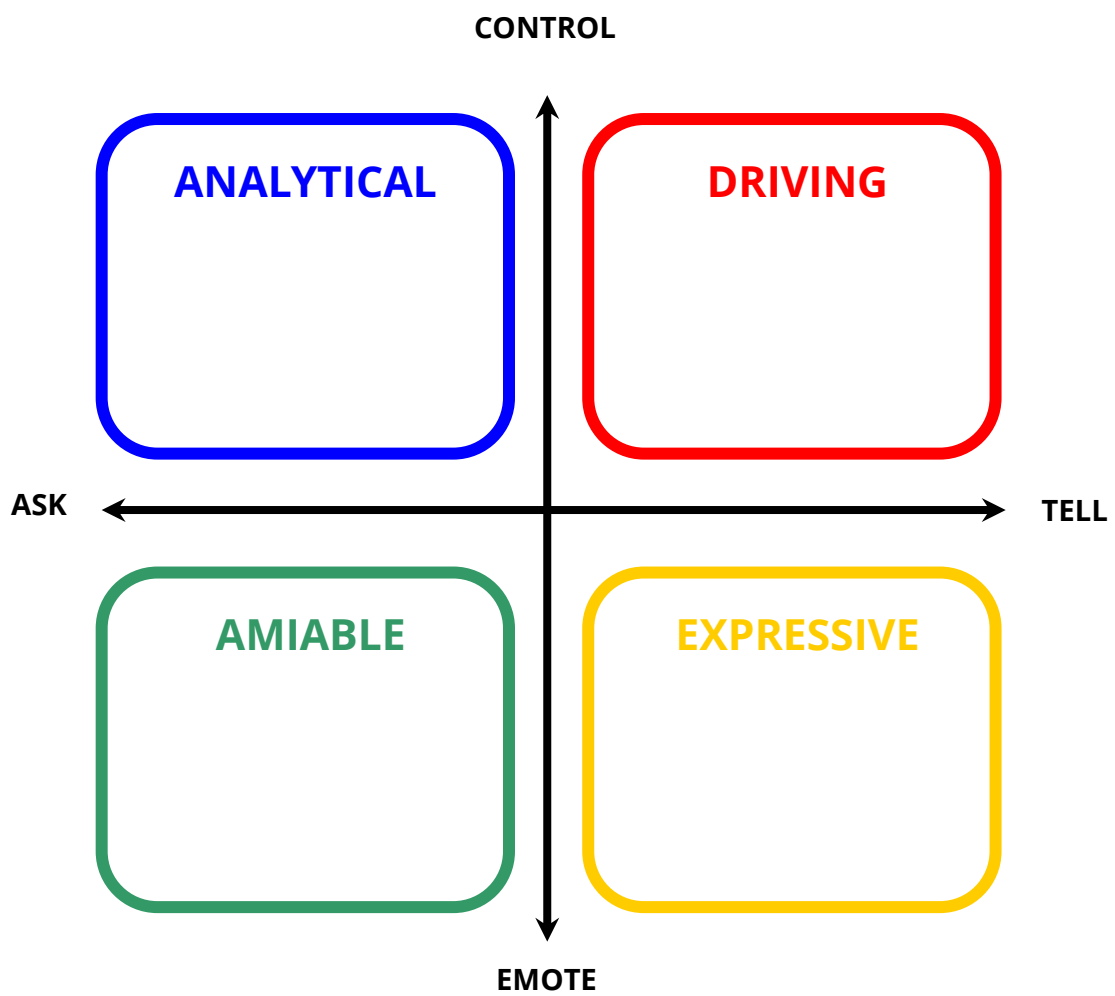
How can you adjust your preferred leadership style to better suit each person in your team?

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-
-
-

What can you do differently?

-
-
-
-

Map Your Teams



Action Plan



What are some of the actions you will take straight away as first steps of your leadership 2.0 journey?

- 1.
- 2.
- 3.

What are some of the larger goals you are aiming for?

- 1.
- 2.
- 3.

What areas of development would it be useful to bring to your first Coaching session?

- 1.
- 2.
- 3.

Now let's make them SMART...

Smart Leadership Goals

Create 3 SMART leadership goals for your Leadership 2.0 journey

S

Specific

Clearly stating what is to be achieved

M

Measurable

Precise indicators of success

A

Attractive

The goal is motivating and inspiring

R

Realistic

Within your control and capability

T

Timed

To achieve success and boost motivation

1.

2.

3.



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