

Module 2: The Heart of Leadership --- Authenticity Matters

Parry Sound-Muskoka Leadership Program

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Goals

- The role and application of different styles of adaptive leadership
- EIQ: What it is, how to develop
- How to coach another through any situation using great questions and a problem-solving method



Agenda

- Music: Team 1, ADD
- What's been happening?
- Review: Quiz
- Special Activity: Team 2, Crap Adds Up
- Insights on Leadership: Team 3, The Sled Dogs
- EIQ: How are You Doing?
- Lessons from Leaders Past and Present
- Wrap Up



What's Holding You Back?

- <http://www.youtube.com/watch?v=amsqeYOk--W>

---The Marshmallow Test



Emotionally Intelligent Leaders: Builders of Org. Social “Fabric”

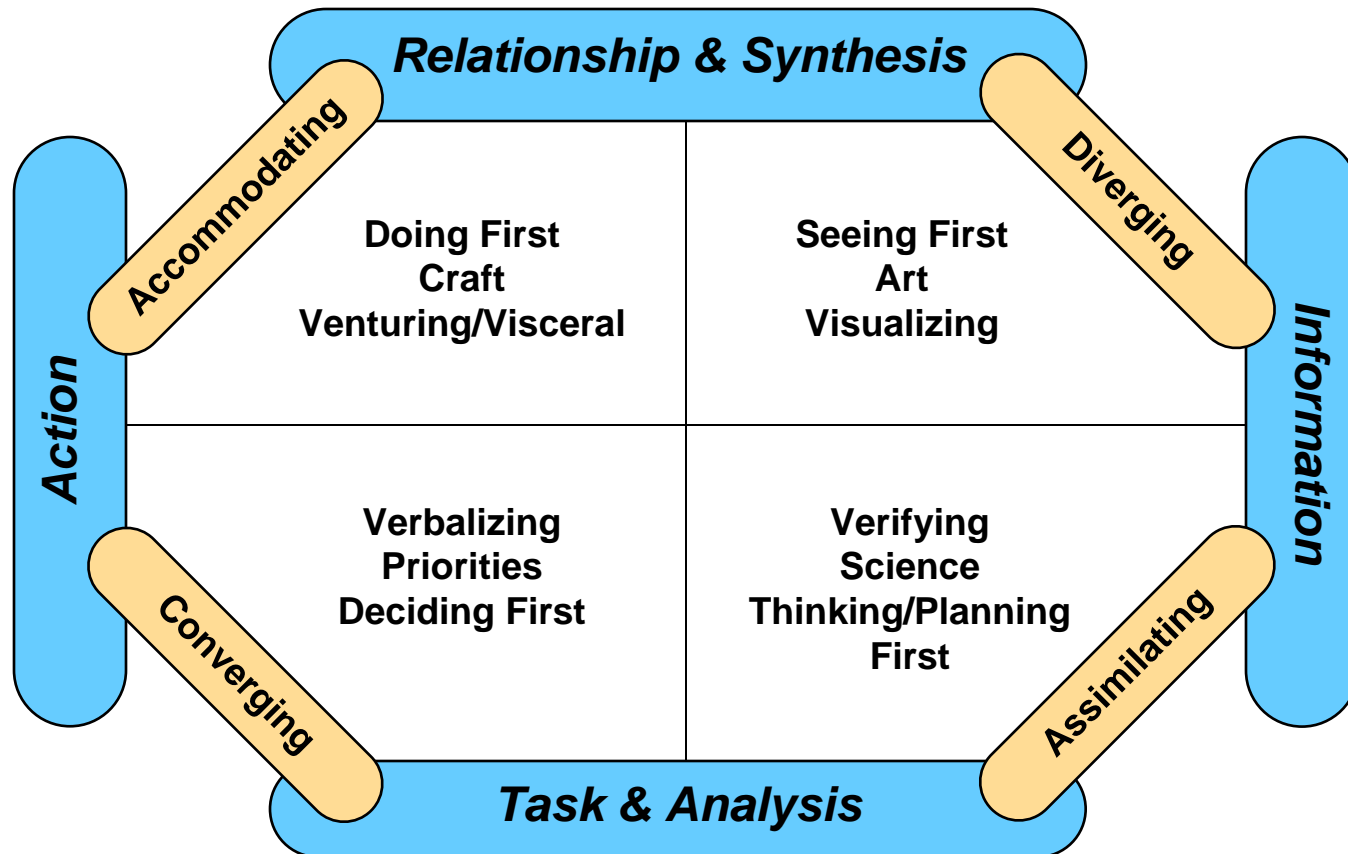
Emotional intelligence (EI) refers to the ability to recognize the meanings of emotions and their relationships, and to reason and problem-solve on the basis of them.

--Mayer





Where does EIQ Reside in Learning Styles?



— L. Pickard



Thoughts Drive Emotions & Emotions Drive Motion: ABCDE

- **A**=Activating Event? (causing emotional outburst)
- **B**=Beliefs? (inner dialogue, negative self-talk)
- **C**= Consequences (impact)
- **D**= Debate, Dispute, Discard (positive self-talk to work through emotions and to constructive thoughts/actions)
- **E**= Effects (emotionally intelligent results)

Leadership Style Impacts Emotional Climate (Goleman)

- **Commanding/Coercive** (“Do what I tell you”): crisis (- -ve impact climate)
- **Visionary/Authoritative** (Come with me”): new direction (++ve)
- **Affiliative** (“People come first”): heal rifts/motivates (+)
- **Democratic** (“What do you think?”): develop buy-in/consensus (+)
- **Pacesetting** (“Do as I do now”): get quick results (-)
- **Coaching** (“Try this”): improve performance (+)



GABLE GIBBY/HOMAL

PA

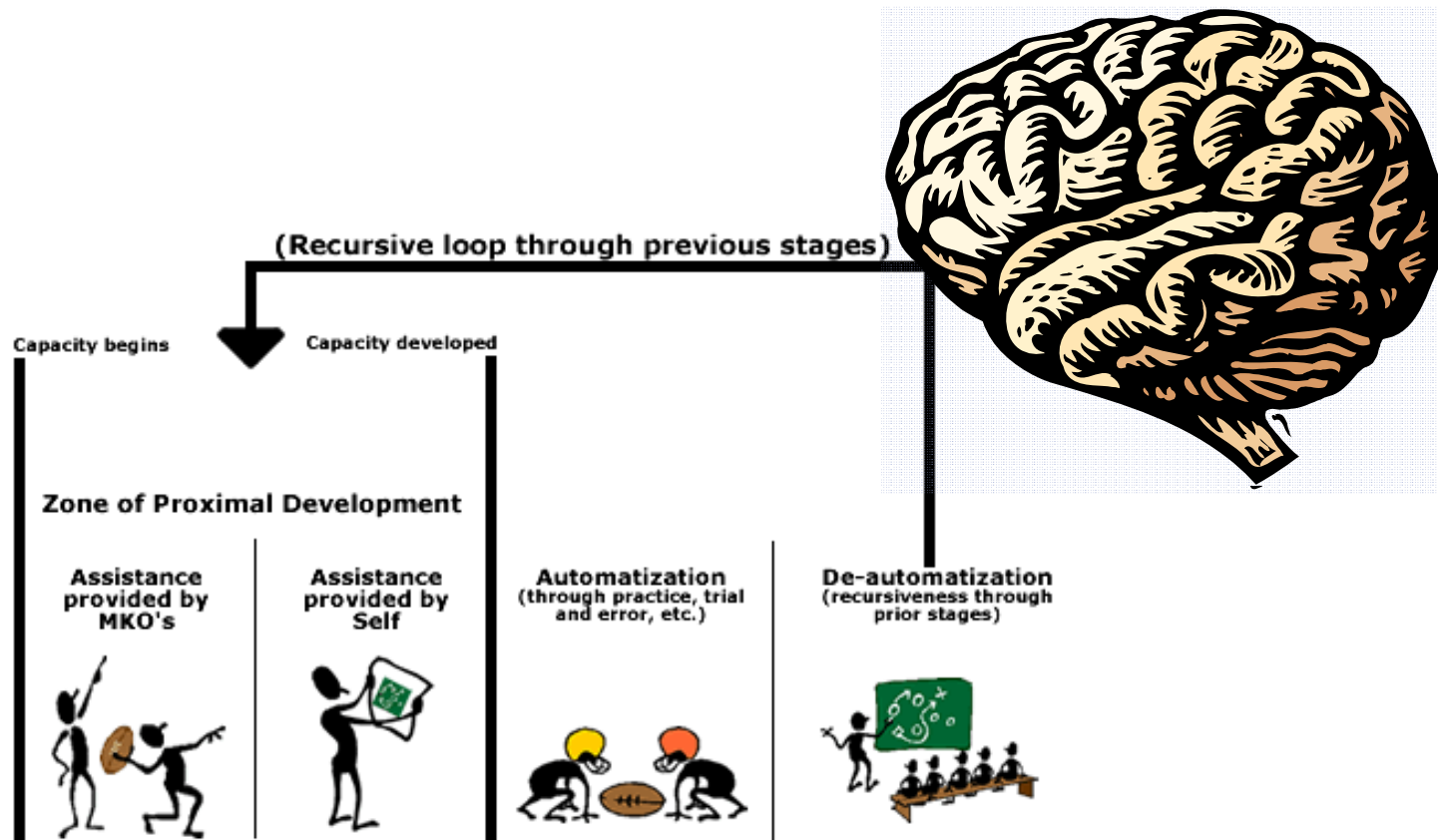
Why is Adaptive Leadership Helpful?

- Fits to situation and people.
- Enables alertness: hidden issues, connections among disparate events, patterns.
- Leads to mobilizing constructive change.

---S. Parks, *Leadership Can be Taught*



Coaching: “Stretch” from Where You are With Lots of Support



Derivation of Coaching

- “Kocs”—village in northeastern Hungary, where carriages and carts were traditionally made.
- 19th century university students adopted the word as slang for “tutor”:

Instructors took such an intense personal interest in students’ progress that students felt conveyed through the exam as if driven in the instructor’s carriage!

---Peter Senge, *The Dance of Change*, p. 107





Great Question!™



A Coach Approach to
Communication

Wellcoaches Method

- Stage 1: Meet (what's the problem?)
- Stage 2: Vision (explore ideas)
- Stage 3: Plan (help develop a success path)
- Stage 4: Journey (support person on journey)
- Stage 5: Success (celebrate)



P.A.C.E. Coaching Method

- Step #1: **P**repare (Conditions for conversation)
- Step # 2: **A**wareness (What's up?)
- Step # 3: **C**hoice (What choices? Commit to what?)
- Step # 4: **E**xecute (What's next? What is the accountability?)



The Mantra of Great Managers

*People don't change that much.
Don't waste time trying to put in what was left
out.*

*Try to draw out what was left in.
That is hard enough.*

---Marcus Buckingham, **First Break All the Rules**



Four Activities of Great Managers

- Select a person (for talent)...not just experience, intelligence & wisdom
- Set expectations (outcomes)...not the right steps
- Motivate (focus on strengths)...not on weaknesses
- Develop (find the right fit)...not simply the next rung on the ladder



Level Five Leadership

An individual who blends extreme personal humility with intense professional will.

---James Collins

- *See Great Leadership Quick Reference*



Additional Resource

- Tal Ben-Shahar. (Oct. 4, 2006). Positive psychology: The science of happiness. **Forum Network.** <http://forum-network.org/lecture/positive-psychology-science-happiness> (video)

Wrap Up

- Reflections
- Raffle
- Module 3
- Handouts

