
Module 2: The Heart of Leadership— Outline

Purpose

- To build awareness and skills in the principles and practices of adaptive leadership and management.

Objectives

- Heighten awareness of what makes great leaders and managers, including emotional intelligence (EIQ);
- Assess personal EIQ and develop EIQ progress plan;
- Put the spotlight on the habits of adaptive leadership for “swampy” situations in which the solutions are not known;
- Apply adaptive leadership to the workplace: attracting and building talent (succession planning).

Required Readings

1. Collins, J. (January 2001). *Level 5 leadership: The triumph of humility*. **Harvard Business Review**. PDF.
2. Grove, C. (2007). *The Globe Project: A 1000-Word Precis*. **Grovewell**. <http://www.grovewell.com/pub-GLOBE-precis.html>
3. Roberto, M. (2005). *Why great leaders don't take yes for an answer*. **ExecuBooks**. PDF.

Optional Readings

1. Cohen, P. (October 27, 2010). *In writings of Obama, a philosophy is unearthed*. **New York Times**. http://www.nytimes.com/2010/10/28/books/28klopp.html?_r=1&ref=patriciacohen
2. Heath, D. and Heath, C. (May 1, 2010). *Don't recruit the next generation talent: Grow it*. **Fast Company**. <http://www.fastcompany.com/magazine/145/made-to-stick-chasing-your-next-rock-star.html>
3. Mintzberg, H. (2009). *Managing*. **ExecuBooks**. PDF

Required Media

1. Fredrickson, B. (January 26, 2009). *Positive emotions*. **YouTube**.
http://www.youtube.com/watch?v=Ds_9Df6dK7c
2. Wellcoaches. (October 30, 2008). *How coaching works*. **YouTube**.
<http://www.youtube.com/watch?v=UY75MQte4RU>

Pre-Work

Music and Inspiration: Team 1-- ADD (8:30 – 9:00 am; breaks, lunch, at end)

Special Activity: Team 2 – Crap Adds Up (10 minutes-any exercise/activity which engages participants in learning about the module's topic))

Insights on Leadership from the Readings, Media and Your Experience:

- Each person generate five questions to coach a person through a conflict situation with another employee. (see *How coaching works* video for steps)
- **Team 3 – The Sled Dogs:** Facilitate a 30 minute discussion on the meaning and relevance of any one reading and one of the video clips. Ensure that the activity encourages interaction in small groups and enables participants to demonstrate how they would apply what they are learning.

Emotional Intelligence (EIQ) Self-Assessment:

- Each person complete the “EI Attunement” self-assessment provided in the Handouts section.
- Print and complete by hand.
- Bring completed self-assessment to the session.

Key Concepts

- A “Level 5” leader blends extreme humility with intense professional will.
- Among 62 societies there are universal attributes for outstanding leadership: “charismatic/value-based”, “team oriented”, and “participative”.
- Leadership is management practiced well.
- The single greatest success factor for employee engagement is a positive, growth-oriented relationship with his/her supervisor.
- The world’s greatest managers select for talent, define the right outcomes, focus on strengths and find the right fit.

- Evidence-based leadership is the “gold standard” for effectiveness: question assumptions and beliefs; observe directly; structure changes as experiments and experiment frequently.
- The essential premise of emotional intelligence: to be successful requires effective awareness, control and management of one’s emotions, and those of other people.
- “Positivity” is a means of broadening and building one’s endurance and resilience in the face of stress and unusual challenges. Anyone, including leaders, can build “positivity” strength by aiming for a 3:1 ratio of thinking and demonstrating positive to negative emotions. Positive emotions are infectious, opening up people to explore and listen.
- “Star” employees perform better when they are developed from within rather than imported. Although it is necessary to bring in new talent, the talent within is a “gem” to be polished and appreciated.
- Coaching is a process of asking great questions, enabling the “coachee” to discover the path forward from the issue to the solution.