
Module 7: Bringing it Home— Outline

Purpose

- To review, integrate and reinforce the concepts and practices explored in the leadership program.

Objectives

- To review and reinforce the key concepts and practices from each module.
- To reflect on the lessons learned about leadership and management.
- To determine the next steps for the continuing personal mastery of leadership and management.

Required Readings

1. Gallo, A. (April 29, 2011). *How to build confidence*. **Harvard Business Review Blogs**. <http://blogs.hbr.org/hmu/2011/04/how-to-build-confidence.html>
2. Kouzes, J. & Posner, B. (2010). *The truth about leadership*. **Executive Book Summaries pdf**
3. Quinn, R. (2010). *A positive action tool: How any manager can get better*. **The Lift Blog**. <http://www.leadingwithlift.com/blog/2010/04/19/a-positive-action-tool-how-any-manager-can-get-better/#more-391>

Required Media

1. Cooper, Anderson. (2010). *Interview of Malcolm Gladwell: Outliers*. **CNN**. <http://www.futurehistoryllc.com/dope-interview-malcolm-gladwell-and-cnn-10000-hours-theory-breakdown/>

Pre-Work

Music: Linda Pickard

Take Home Test:

- Complete take home test which was handed out at the end of Module Six. It is also available as a PDF file on the private learning space for the program (MyLeadership.com website).
- Please bring your test answers to the session. We will review them as we examine the lessons learned from each Module.

Reflecting on Individual Learning - Where You Were and Where You Are Now:

- Identify an “aha” moment for you during the program. Please explain why.
- Bring an image, object, piece of music, poem or a saying that best represents an aspect of your personal growth over the six modules. If relevant, relate it to one of your goals or areas of interest when you started the program.
- Identify one mastery goal you want to pursue post-program. To help you formulate your next big goal, use either reading # 2 (Kouzes & Posner) or reading # 3 by (Quinn) to review your current capabilities and areas for further practice. Alternatively, you may wish to stick to a game plan you already have in place.

Identifying Leadership/Management Issues and Challenges Facing Parry Sound and Muskoka:

- **Each team** identify one question related to a particular real issue or challenge about which you would value some group discussion on May 26.
- Come prepared to summarize the issue briefly to the large group, to invite clarification questions and then input from the group.
- Your question and issue will be discussed as it pertains to a module topic's concepts and practices.

Key Concepts

- Resonant leaders as opposed to dissonant ones build effective relationships and arouse positive emotions. The more compassionate style activates openness to ideas and motivation of others. Paradoxically, better results are more possible.
- The first fundamental truth about leadership is that as a manager you must believe you can have a positive impact on others. This is the beginning of leadership.
- Ongoing strategic and operating challenges for which there are no ready-made solutions and no plan of action specified require adaptive leadership and adaptive work: guiding many people in an organization to learn new habits, attitudes and values. In order to learn forward, the starting point is to ask: “Who needs to learn what and how?”
- Mindfulness (full, conscious awareness), compassion and hope help leaders renew and reinvigorate themselves. Such ways of being help to quell everyday inner conflicts, manage ongoing, heavy responsibilities and build strong, trusting and meaningful relationships.
- When the tasks ahead are not straightforward, learning goals (knowledge acquisition) are more effective than just performance goals (motivation) focused on sheer effort and persistence. Learning goals help a person discover and master the processes required to perform well. This is true for leaders, managers and employees.