

Learning to Lead

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Key Concepts

- Identify key elements of leadership at any level
- Distinguish the difference between leaders and managers
- Strengthen problem solving abilities in dealing with...
 - Difficult behaviors
 - Helping people feel heard
 - Flying at the right altitude
- Strengthen your skills in helping yourself and others get what they need

What is Leadership?

- Leadership has many definitions
 - Generally it's stated as the “process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task
- It reflects the ability to motivate a group into action either situational or long-term
- It requires both skills and desire

What Do Leaders Need to Know

- Leaders need to have a clear understanding of....
 - their organization (to be able to work in the appropriate context/culture)
 - the people they work with (being able to work successfully up, down and sideways)
 - a strong sense of self (understanding how they tick, communicate and relate to others)

Know Yourself

- Great leaders have a strong sense of self
 - They know their own emotional climate and how that effects their interactions with others
 - Take a moment to reflect what makes you feel successful, happy, stressed, excited, angry, worried, at work?

Work Situation	How it makes you feel?	How you tend to react?	Is this the way you want to react?

Now we are going to take that information and get to work....

Tee-Shirt Quote

Where did they go.....

I must find them.....

I am their leader!

How Do We Process Information?

- Activity

- Newspaper tower

- Directions

- Take two sheets of newsprint
 - Take 2 paper clips
 - Find an open space
 - Build the tallest newspaper tower you can

How Do You Assimilate Information?

Why is this important?

- If you start by reading the directions
 - Then you are a visual learner
- If you start by talking to someone about it
 - Then you are a audio learner
- Start by working with it
 - Then you are a kinesthetic learner

How It Works

- The 1st way you process
 - this is how you take in information
- The 2nd way you process
 - this is how you process information
- The 3rd way you process
 - this is where you go to relax
- Discussion:
 - How does this effect how you interact with others?



Put me on the intercom.
It's time for the morning
motivational roar!

Leadership and Management

- Understanding the difference between the two - helps us to understand how to lead
- What skills do you need for each?
- Break into teams of four
 - 1/2 class draw a leader
 - 1/2 class draw a manager

Core Qualities of Leadership

- Demonstrate Authenticity
 - A link between the inner and the outer person
 - Truly authentic leaders are open both to their gifts and to their underdeveloped qualities
 - People who understand who they are tend to have a more powerful voice -- and to make a more profound contribution to their group

**Your best is going to change
from moment to moment;
it will be different when you
are healthy as opposed to
sick.**

**Under any circumstance,
simply do your best,
and you will avoid
self-judgment,
self-abuse and regret.**

~Don Miguel Ruiz~

Core Qualities of Leadership

- Self-expression
 - Authentic expression goes beyond telling the truth:
 - It demonstrates a total congruence between who you are and what you do and say
 - Demonstrated through
 - Sharing your leadership values, transparency of decisions , listening, leading with questions

**Real excellence and humility
are not incompatible
one with the other,
on the contrary
they are
twin sisters.**

Jean Baptiste Lacordaire

Core Qualities of Leadership

- Value Creation
 - Leaders create value through relationships.
 - Many leaders still have the illusion that they are the ones who really "make things happen"
 - "Admitting that you don't have all the answers is a big part of building good relationships -- and a big part of getting great results
 - Create creative 'space' for people
 - Time, resources, reflection

**Good leaders make people feel that they're at the
very heart of things,
not at the periphery.**

**Everyone feels that he or she makes
“THE” difference
to the success of the organization.**

**When that happens people feel centered
and that gives their work meaning.**

Warren Bennis

Leadership Skills

- Fly at the Right Altitude
 - Good leaders know how to manage up, down and peer-to-peer
 - They understand what information is important to go up, down sideways
 - They scaffold the learning of their staff to support independent thinking and actions, supporting calculated risk
 - Good leaders support their bosses

Consider Altitude

- Unchecked organizational pressures undermine moral and agency success
- What altitude do these concerns exist at? (Elbow partners)
 - Constant pressure
 - Unpredictable hours
 - Heavy workload or insufficient workload
 - Lack of job variety
 - Unclear objectives
 - Job insecurity

Empowerment vs. Enablement

- Praise 20%
 - About external rewards
 - Conditional
 - More about the one giving the praise
- Encouragement 80%
 - Internal reward
 - Trust and faith in the person receiving the reward

A real leader faces the music,
even when he doesn't like the
tune!

Anonymous

Leadership Skills

- Have the courageous conversations
 - Know how to engage people in weighted conversations
 - Understand the difference between consensus and agreement
 - Help people feel heard, even when they disagree

How to Have Courageous Conversations

- Be prepared
 - Come with questions and not assumptions
 - Find a private place
 - Be mindful of power dynamic of environments
 - Be aware of your body language
 - Outline the goals of the conversation

Reducing Your Stress During Communication

- To reduce your stress when communicating with others consider...
 - Starting from a calm place
 - If you are not calm, then it may not be the time to have a value/emotional laden conversation
 - Assure that you have the time for the conversation
 - Employ active listening skills
 - Check for agreement
 - Walk away from power struggles and other dysfunctional conversations

Courageous Conversations

- Reading People's Behavior
 - 90% of communication is non-verbal
 - Learn to look for
 - Body posture
 - Facial expressions
 - Word choices
- Mood Charades

Listening to People's Concerns

Hamburger, Fries and a Coke

- Understand that many communication stresses can be minimized by healthy communication practices
- Pair into groups of two
 - Eye contact
 - No talking
 - Paraphrase emotions
 - Check for agreement

Leadership Skills

- Providing Direction
 - In communicating ideas
 - Ask for input
 - Decide on a course of action
 - Check for agreement
 - Saying what you mean and meaning what you say

Now let's put that into practice...

Communicating Ideas

- Activity
 - Blind Draw
- Check for a point of reference
- Reflect what you hear
- Scaffold learning
- Support outcomes

Challenges in Working with People

- Gap Fillers
 - Different communication styles
 - Highly creative or analytical
 - ‘Quirky’
- Challenging Employees
 - Dysfunctional behavior
 - Unwilling to change
 - Behavior doesn’t make sense

So...How Do We Work With Challenging People?

- Challenging people absorb time and energy
- Remember
 - That people of dissimilar ability can find each other difficult
 - You see the glass as 1/2 full, accept that your colleagues may see it differently
 - We are each unique and our experiences have brought us to this place today

Dysfunctional Behavior

- Gallery Walk
 - Condescending
 - Bullying
 - Blocking
 - Avoiding
 - Joking
 - Dominating
 - Self-Seeking
 - Sabotaging

What does this look like in a staff member, colleague or supervisor?

Where Do We Go From Here?

- Valuing different perspectives
- Explaining difference (humanization)
- Behaving like adults
- Think about people's motivation
 - Motivate a difficult person by understanding what they need
 - Make people feel like they make a difference
 - Celebrate good news and achievements

Managing Up, Down Sideways

- Let direct reports, colleagues and supervisors know they are important and a valued part of the team
- Take a minute to write down that last 5 statements that showed that you valued your supervisor, colleagues or direct reports

Leadership Behaviors

- Being curious
- Investigating
- Asking “Why”
- Question the status quo
- Listening
- Verifying
- Seek understanding
- Reflecting

Creating Team Environments

- Listening to the team
- Involve in decision making
- Involve in problem solving
- Provide training and growth opportunities
- Create buy-in
- Let staff know they are important and a valued part of the team

Conclusion

- Identified key elements of leadership at any level
- Distinguished the difference between leaders and managers
- Looked at activities that strengthen problem solving abilities in dealing with...
 - Difficult behaviors
 - Helping people feel heard
 - Flying at the right altitude
- Demonstrated skills in helping yourself and others get what they need

Now lets get out there and lead!