A leader’s job is to ...

At your table introduce yourself and share something you associate with the work of leaders or leadership.

“What we see is most influenced by who we have decided to be.”
Humberto Maturana and Francisco Varela, biologists

Standards for effective leadership are a bit less clear-cut or prescribable.

Best practices or high-impact practices.

increase clarity, capacity, competence accelerate sustainable progress
What is the work of a leader?

What values will guide you and your work?

“Leadership is a matter of how to be, not how to do.
We spend most of our life mastering how to do things, but in the end it is the quality and character of the individuals that defines the performance of great leaders.”

Frances Hesselbein

“Values are core beliefs or desires which guide or motivate attitudes and actions.”

Adaptability  Autonomy  Caring  Collaboration  Commitment
Community  Creativity  Diversity  Fairness  Honesty
Humility  Inclusiveness  Innovation  Learning  Loyalty
Objectivity  OTHER  Passion  Professionalism  Respect
Responsibility  Risk-taking  Service  Trust

“Values are core beliefs or desires which guide or motivate attitudes and actions.”

Everything you say and do tells a story about what you believe, value, and care about.

Leadership and Management Contributions • p. 2

With others at your table review the traits provided.

Divide them into two categories, one for management and one for leadership.
Management
1, 3, 4, 7, 8, 10, 13, 16
Leadership
2, 5, 6, 9, 11, 12, 14, 15

The Right Answers

Reflecting on Process
• Did you start by defining leadership and management?
• Was someone in your group the “pace car” with the trait slips?
• Did you spread all the traits out and/or notice any patterns?
• Did you notice the answers on the screen?

The Historical Distinction

Management is about doing things right.
Leadership is about doing the right thing.

Today what is important is doing the right thing … right.

M L

From products and services as the work
From hierarchies and formal structure
From reacting to isolated events

To organizational capacity as the work
To networks and informal connections
To proactively addressing patterns

Shifts in Focus or Emphasis

Leadership defined
“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”
www.leadershipchallenge.com

The Leadership Challenge model

Five Practices
Ten Commitments
30 Behaviors
www.leadershipchallenge.com
1. Find your voice by clarifying your values.
2. Set the example by aligning actions with shared values.

1. Envision the future by imagining exciting possibilities.
2. Enlist others in a common vision by appealing to shared aspirations.

1. Search for opportunities by seeking innovative ways to change, grow, and improve.
2. Experiment and take risks by constantly generating small wins and learning from mistakes.

1. Foster collaboration by promoting cooperative goals and building trust.
2. Strengthen others by sharing power and discretion.

1. Recognize others by showing appreciation for individual contributions.
2. Celebrate the values and victory by creating a spirit of community.

How might *The Leadership Challenge* model apply to work in leadership for your efforts? In your industry?

Which practices or commitments might be most challenging for you?
Reflect on all our conversations so far. What one or two things do you definitely want to remember/apply moving forward?

Think of the world in which we live, which is it becoming more like?

Weather-like
- Random
- Unpredictable
- Sometimes volatile
- Can change rapidly

Machine-like
- Routine
- Repetitious
- Predictable
- Fairly constant

Weather and machines concept: Dr. Kathleen Allen

We still use machine-like principles to manage an increasingly weather-like world.

Volatile
- Uncertain
- Complex
- Ambiguous

To successfully lead in a VUCA environment: What behaviors and beliefs do inds. and orgs. need?

People notice the signals that leaders boost.

What are you noticing - things that have potential implications for organizations and leadership?
**Gallup’s Mantra on Strengths**

“Weakness fixing might prevent failure, but **strength building** leads to excellence. Focus on strengths and manage around weaknesses.”

Now, Discover Your Strengths

Gallup organization

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**Tapping into talent**

What talents, skills, or strengths can you contribute when working with others?

On the Post-it, note 5-7.

WRITE BIG.

Stand, mix and mingle for a few minutes. Check out others’ talents.

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**If leaders are to do their best and most inspired work ... they must continually engage in the crucial task of attending to who they are and how they want to be with others.**

Sam Intrator, Leading from Within