

Managing & Leading in a VUCA* World

Level 1: Becoming A Manager

* VUCA – Volatility, Uncertainty, Complexity, Ambiguity

Module Four: Leadership

Stuart Hillston

The Mindful Entrepreneur®

Your online resource

<http://mndful.co.uk/bam/bam-m4>



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Learning Outcomes

1. Deepen understanding of **leadership**
2. A shared language about **leadership**
3. Shared learning experiences with your peers
4. Explore what it means to be a **leader**
5. Confidence & competence as a **leader**

How we work together

In Sessions

In Breakouts

Between Sessions

Missed Sessions

Ways to learn

Theory

Review

Try

Reflect

Check-in



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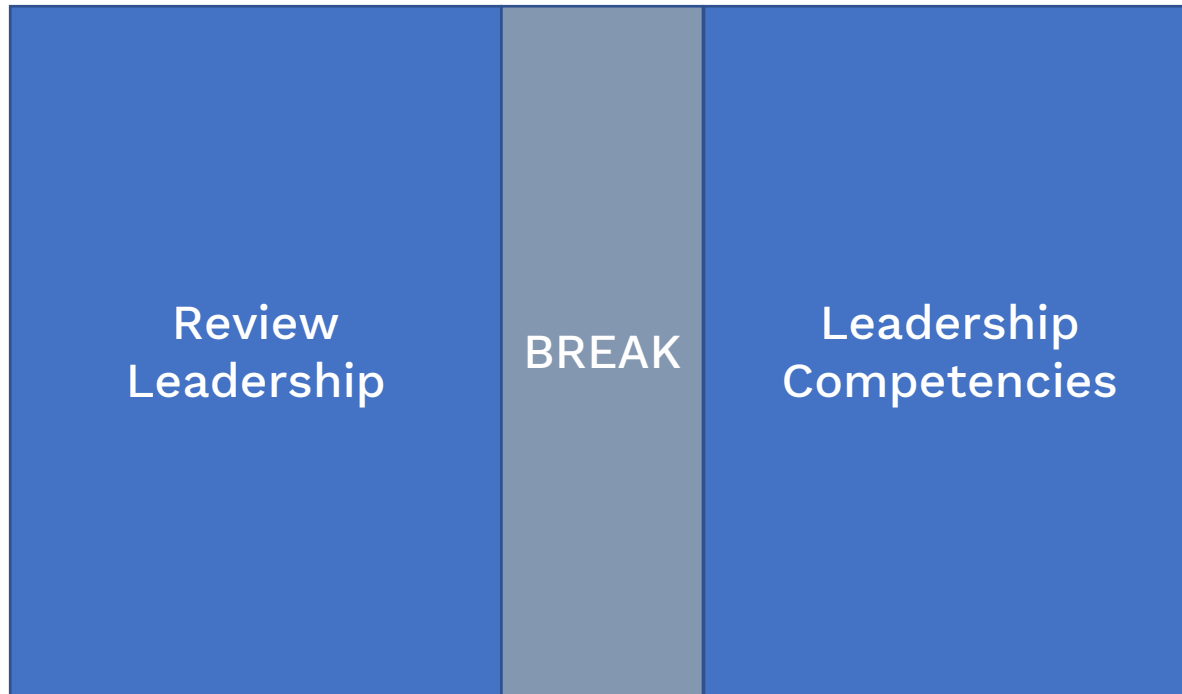
- Tell us:
 - How are you feeling today?
 - Something you've learned that you've tried with your team?



Homework Feedback

- Each Study Group to succinctly present their thoughts
 - Stakeholder Analysis
 - Tuckman Stages (if you discussed it)

What we will cover today



Recap

Module 1 Fundamentals

1. Psychological Safety
2. What is a manager?
3. Why have managers?
4. Drucker – 5 jobs
5. Learning process
6. Learning styles
7. Managerial Style

Module 2 Self

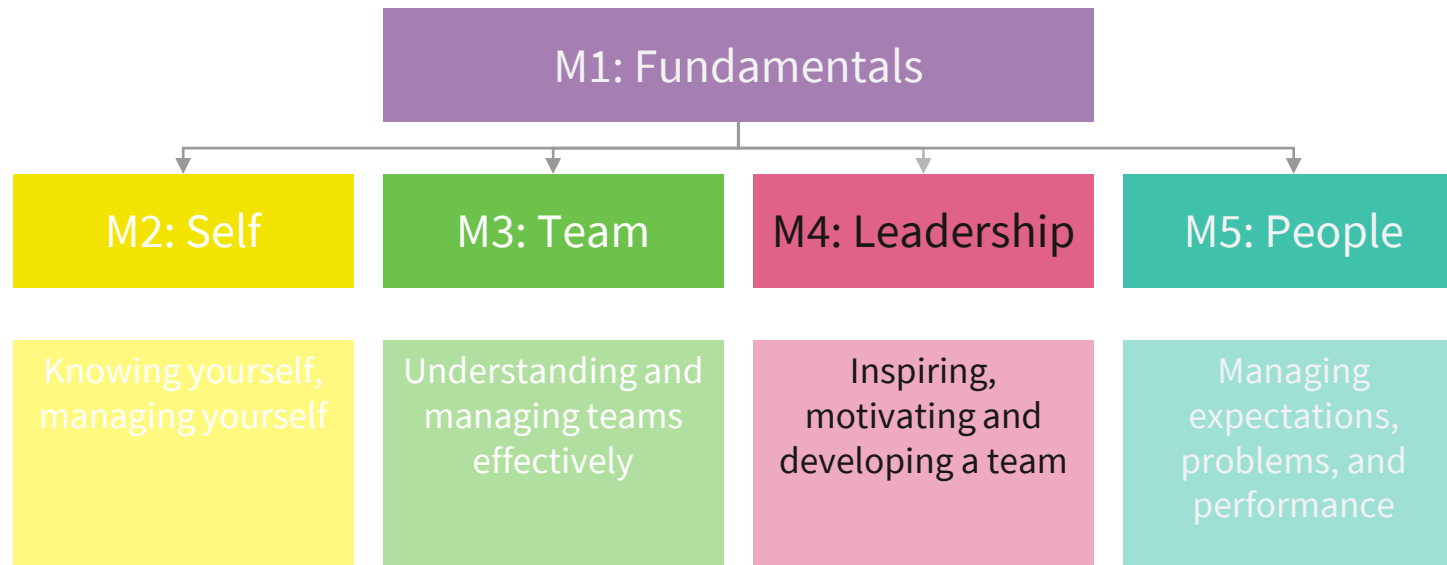
8. Self-Awareness
9. Emotional Intelligence
10. Values
11. Mindset
12. Motivation
13. Stress & Anxiety
14. Personal Plan

Module 3 Team

15. What is a team?
16. Stakeholders & Purpose
17. Tuckman: Forming
18. Tuckman: Storming
19. Tuckman: Norming
20. Tuckman: Performing
21. Behavioural Norms

Leadership

M4: Leadership



What we will cover today

1. What is Leadership?
2. Leadership Competencies
3. Emotional Intelligence



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M4S1

What is Leadership?

Breakout

- Discuss:
 - What is the difference between management & leadership?
 - What (if any) EXTRA competencies are required for leadership?
 - What personal characteristics (behaviours) make a good leader?

Feedback

Spokesperson – share some of the discussion:

1. What is the difference between management & leadership?
2. What (if any) EXTRA competencies are required for leadership?
3. What personal characteristics (behaviours) make a good leader?

Break



Competencies & styles

“

The most effective leaders are alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence.

My research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but they still won't make a great leader.

”

-Daniel Goleman

Emotional Intelligence (recap)

- Self-Awareness – knowing one’s strengths, weaknesses, drives, values, and impact on others
- Self-Regulation – controlling or redirecting disruptive impulses and moods
- Motivation – relishing achievement for its own sake
- Empathy – understanding other people’s emotional makeup and responses
- Social skill – building rapport with others to move them in desired directions

“Standard” leadership competencies

1. Achieving excellent results
2. Building relationships
3. Coaching & communicating
4. Continuous innovation
5. Focusing on customers
6. Lifetime learning and knowledge-sharing
7. Solving problems and making decisions

Daniel Goleman's Leadership Styles

Coercive

Authoritative

Affiliative

Democratic

Pacesetting

Coaching

Daniel Goleman's Leadership Styles

- Emotions are key; inside-out, using self-awareness of your values and feelings to guide your style
- You will use different styles at different times
- Authoritative style has the most impact

Daniel Goleman's Leadership Styles

○ Coercive

- Demands that people comply
- Drive to achieve, self-control
- KEY PHRASE: “Do what I tell you”
- Negative

○ Authoritative

- Leads with a clear vision
- Self-confidence, empathy
- KEY PHRASE: “Come with me”
- Most positive impact

○ Affiliative

- Creates harmony, builds bonds
- Empathy, good relationships, and communication skills
- KEY PHRASE: “People come first”
- Positive impact

○ Democratic

- Consensus through participation
- Collaboration, team spirit, and communication skills
- KEY PHRASE: “What do you think”
- Positive impact

Daniel Goleman's Leadership Styles

○ Pacesetting

- Sets high-performance standards
- Drive to achieve, conscientiousness
- KEY PHRASE: “Do as I do”
- Negative impact

○ Coaching

- Develops team members' skills
- Developing others, empathy, self-awareness
- KEY PHRASE: “Try this”
- Positive impact

Emotional Intelligence in Action

- Recognise Emotions
 - Accurately identifying and categorising your own feelings and the feelings of others
 - Being aware, moment-by-moment, of what you are feeling
- Regulating Emotions
 - Recognising that how you feel influences how you think
 - Knowing which of your moods are best for different situations
 - Not letting others manipulate your emotions
- Using Emotions
 - Using deliberate strategies to make your feelings – even negative ones – work for you
 - Harnessing emotions so that you can take positive actions, even in the face of difficulty

Emotional Intelligence in Action

- Empathising
 - Recognising that emotions provide information about others
 - Being able to see a situation from another's point of view
- Nurturing
 - Genuinely caring for others
 - Showing real appreciation for peoples' contributions
 - Having others' best interests at heart when setting goals

Breakout

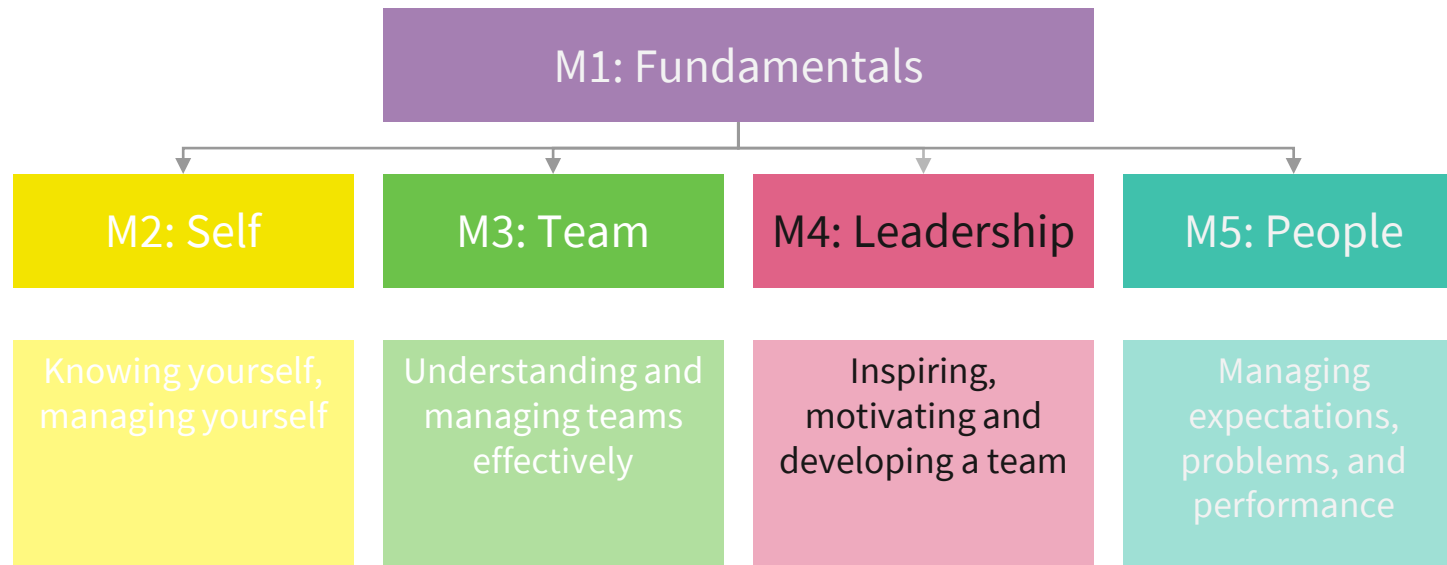
- In groups of 3: One talker, one listener, (others are observers)
- Choose initial roles
- Talker: Describe as well as you can a difficult situation at work – avoid revealing personal or confidential information about anyone else – don't describe your emotions, just what happened
- Listener: Describe the emotions that you think the talker was feeling at that time, and now when they are describing the situation to you
- Observer: Describe the emotions you heard, saw, and felt as one spoke and one listened
- Provide feedback according to the instructions
- Switch roles and go again

Feedback:

- Share your experience with the group
 - Talkers
 - Listeners
 - Observers

Summary

M4: Leadership



Study Groups

- Your next topic to discuss and present experience at M5S1:
 - Review the competencies and the questions on the handout
 - Review the styles together and discuss the EQ exercise – maybe try it again
 - M4S2 we will match competencies & styles to Tuckman stages
 - What specific competencies does your team need now and how will you improve and develop your own skills?

Reflection

- Make notes about your leadership
- Describe anything that you find difficult at the moment
- Describe one key takeaway, one area of curiosity and one unanswered question for a future session from today's session

Check-out

- Tell us:
 - One takeaway from today?
 - What would you like to explore further?



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You can follow up directly with me by:

Email: stuart@themindfulentrepreneur.co.uk

Phone: +44 7985573172

LinkedIn: www.linkedin.com/in/stuarthillston

