

Managing & Leading in a VUCA* World

Level 1: Becoming A Manager

* VUCA – Volatility, Uncertainty, Complexity, Ambiguity

Module Four: Leadership

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Your online resource

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

The slides will be added by the next session

Take a look at Conscious Competence Learning (handout)



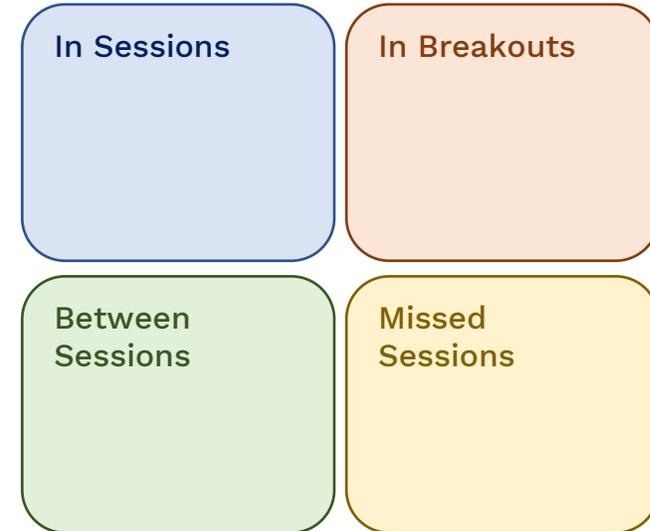
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M4S2

Learning Outcomes, How We Work, Learning

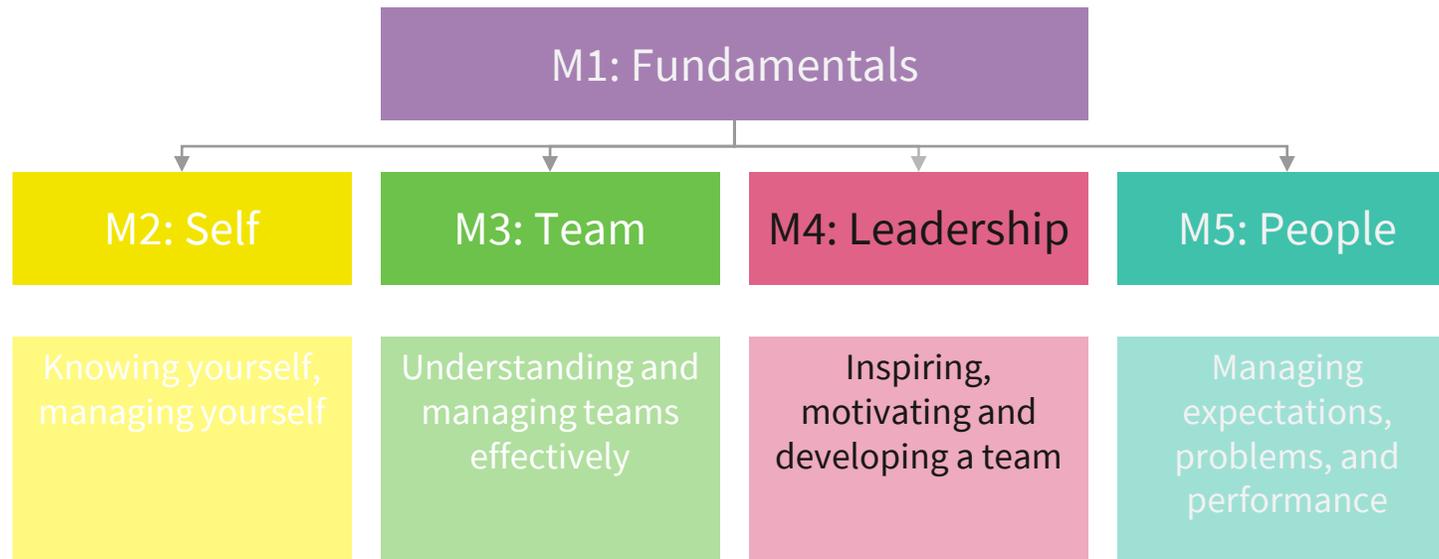
1. Deepen understanding
2. Shared language
3. Shared learning
4. Meaning
5. Confidence & competence



Check-in

- Tell us:
 - How are you feeling right now?
 - A reflection or something you've tried

M4: Leadership



What we will cover today



Combining skills

- Basic Management
- Psychological Safety
- Stakeholders & Purpose
- Norms
- Leadership Competencies
- Leadership Styles
- Situational Leadership
- Tuckman – Stages of Team Development

10 Limiting Mindsets of Team Leaders

After Prof. Peter Hawkins

10 Limiting Mindsets of Team Leaders

1. Team building only needs to happen when the team first forms
2. Team development only needs to happen when things are getting difficult
3. The performance of the team is the sum of the team members' performance
4. Team development is about relating better to each other
5. Team development is about the team having better meetings
6. Team development only happens at off-site workshops
7. Team development is about the team trusting each other
8. Conflict in teams is a bad thing
9. We are not a team unless we work at the same things together
10. Team development is an end in itself

Breakout 1

Discuss the 10 Limiting Mindsets:

- For the limiting mindsets I assign to your team:
 - Why is it limiting?
 - What is an antidote? An antidote is an observation based on your experience or taken from the work we have done already. What has been missed?
 - Be prepared to present your case when we return – make notes and have a spokesperson
 - Be succinct!
 - Manage your time

Feedback

Spokesperson:

1. Tell us which mindsets you are talking about
2. Why are they limiting?
3. What is the antidote?

I reserve the right to interrupt you if you waffle!

10 Limiting Mindsets of Team Leaders

1. Team building only needs to happen when the team first forms

The best teams engage in life-long learning and development as their environment is constantly changing

2. Team development only needs to happen when things are getting difficult

If the first time you address relationship issues is in the divorce court, you have left it too late!

3. The performance of the team is the sum of the team members' performance

A team can perform at more than the sum of its parts or less than the sum of its parts. It is important to focus on the team's added-value or 'collaboration dividend'

4. Team development is about relating better to each other

Team development is also about how the team relates to all its stakeholders and is aligned to the wider organisation's purpose

5. Team development is about the team having better meetings

Team value creation happens when the team, or sub-parts of it, engage with the team's stakeholders. The team meeting by itself is the training ground, not the match

10 Limiting Mindsets of Team Leaders

6. Team development only happens at off-site workshops

Team development can be assisted by off-site workshops, but the core development happens in the heat of working together

7. Team development is about the team trusting each other

Absolute trust between human beings is an unrealisable goal, particularly in work teams. A more useful goal is for the team to trust each other enough to disclose their mistrust and have honest conversations

8. Conflict in teams is a bad thing

Too much or too little conflict is unhelpful in a team. Great teams can creatively work through the conflicting needs in their wider system stakeholder ecosystem without it becoming over-personalised

9. We are not a team unless we work at the same things together

A team is defined by having a shared purpose that cannot be done by the members working in parallel

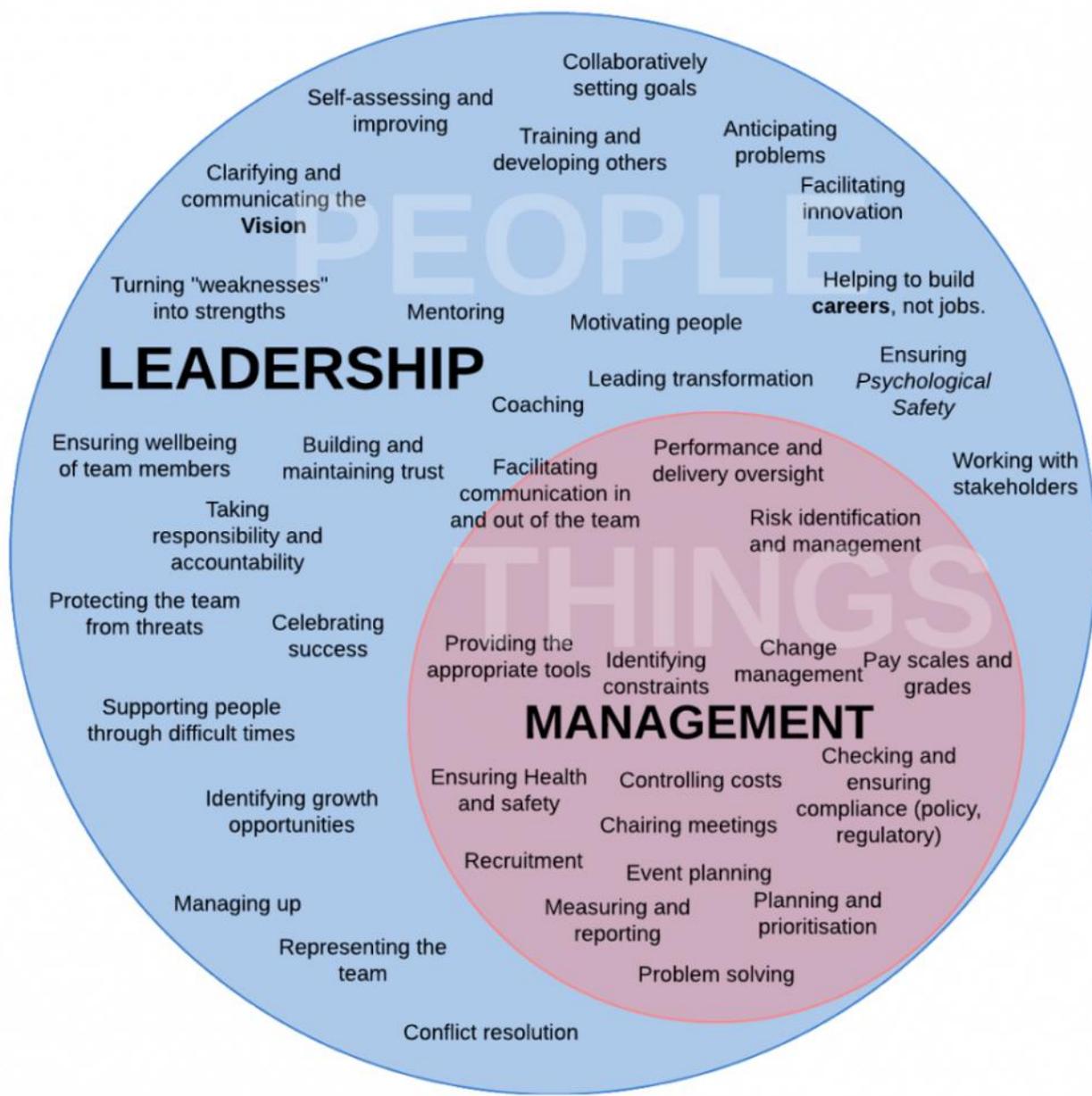
10. Team development is an end in itself

Team development is only valuable when it is linked to improving the team's business performance and the team creating greater value with and for all their stakeholders



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Break



Psychological Safety

Psychological Safety

“...providing an atmosphere where one can take chances without fear and with sufficient protection.”

“An environment of rewarded vulnerability.”

-- Edgar Schein and Warren Bennis (1956)

Psychological safety enables you to:

Feel included

Learn

Contribute

Challenge the status quo

Psychological Safety



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"The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes."

-- Dr Amy Edmondson, 1999

Edmondson's research into clinical mistakes concluded that admitting mistakes (and feeling able to do so) improved team performance. The teams with the most mistakes were the ones that felt able to **admit** them and therefore performed better. Other teams made as many but didn't admit them or learn from them.



Psychological Safety

When people on a team possess psychological safety, they feel able to ask for help, admit mistakes, raise concerns, suggest ideas, and challenge ways of working and the ideas of others on the team, including the ideas of those in authority.

Via this honesty and openness, risks are reduced, new ideas are generated, the team can execute those ideas, and everyone feels included.

Building psychological safety not only improves organisational outcomes, but it's the right thing to do.

Psychological Safety



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A shared belief held by members of a team that others on the team will not embarrass, reject, or punish them for speaking up.

“Psychological safety at work doesn’t mean that everybody is nice all the time. It means that you embrace the conflict, and you speak up, knowing that your team has your back, and you have their backs.”

-- David Alltman

A positive team climate is the most important driver of psychological safety and is most likely to occur when leaders demonstrate supportive, consultative behaviours, and then begin to challenge their teams.

Leaders can increase the likelihood of team members' psychological safety by demonstrating specific behaviors.

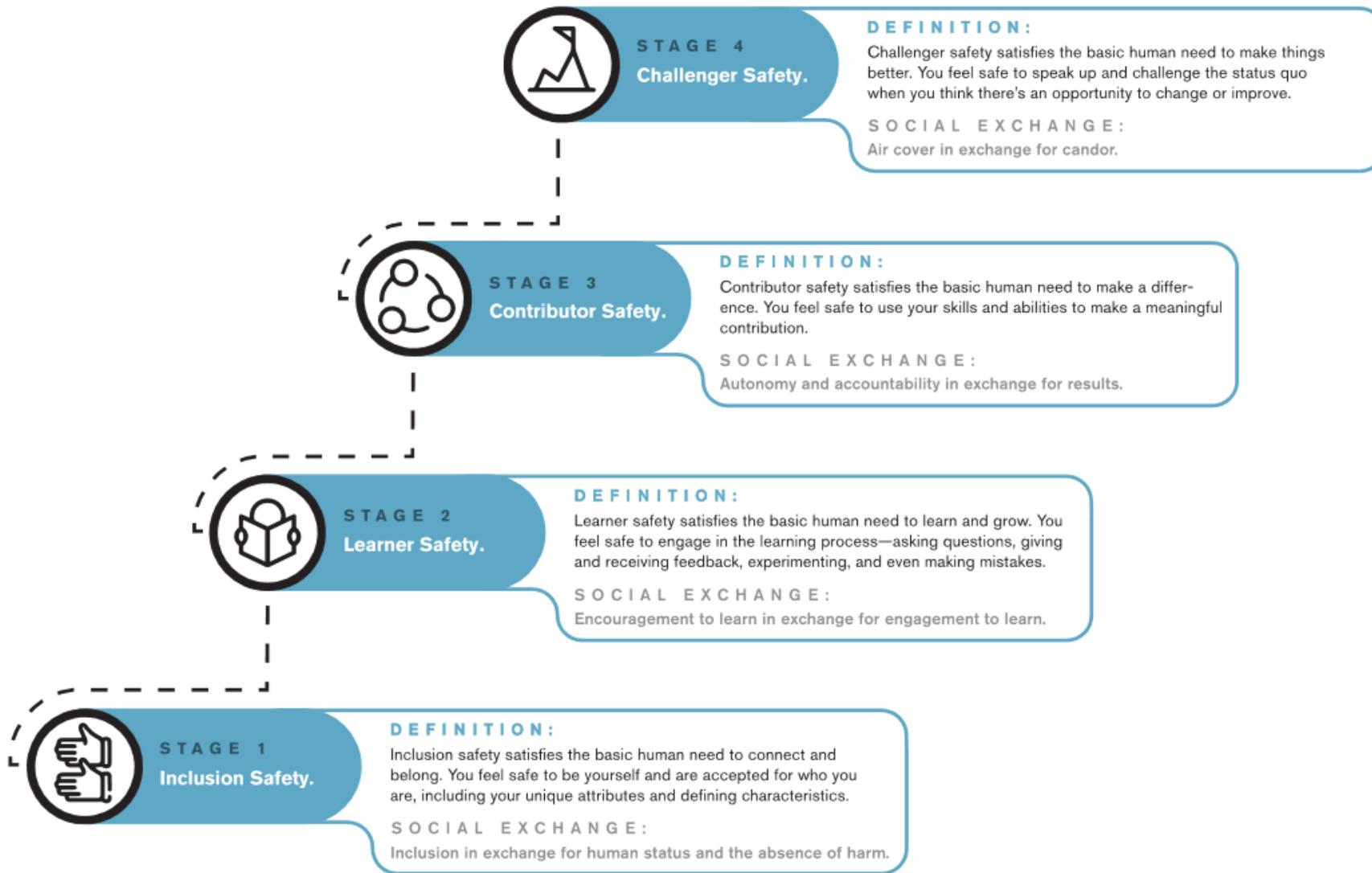
Relationship between leadership behaviors and outcomes,¹ standardized regression coefficients

— Significant effect
 - - - Conditional effect²



¹Nonsignificant effects omitted for parsimony.

²The effect of challenging leadership on psychological safety depends on the presence of a positive team climate.



(Source: Timothy R. Clark, The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation (Berrett-Koehler 2020).

Breakout 2

Use the worksheet to keep notes:

- Combine Psychological Safety, Leadership Competencies & Leadership Styles with Tuckman
- Plan to do better than the normal levels of Psychological Safety as predicted in M3S2 (which was very low)
- The only guidance is to consider what competencies, styles and actions/behaviours do you think would most help a team develop psychological safety AND progress from one Tuckman Stage to the next
- There are no wrong answers here

Feedback

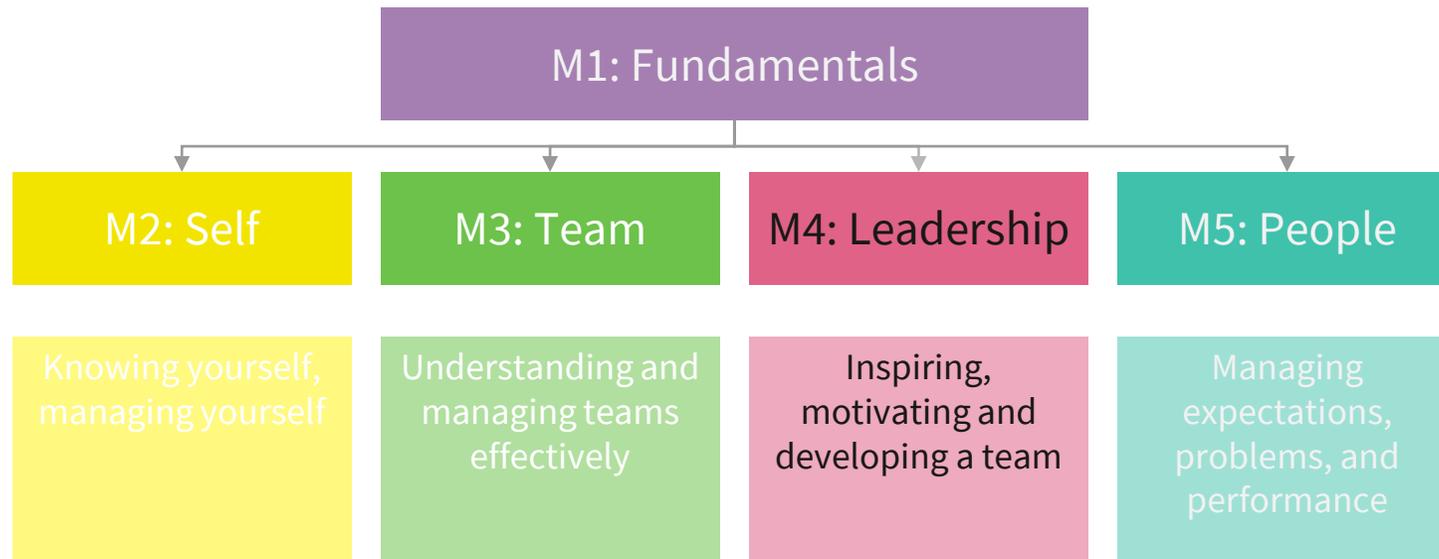
Spokesperson:

1. Share your thoughts

I reserve the right to interrupt you if you waffle!

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
 - Consider how you would align competencies and styles with Tuckman stages
 - What specific competencies does your team need now and how will you improve and develop your own skills?
 - If you have time, and want to, review the limiting mindsets further

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?



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