

# Leadership Essentials

CALL / ACBD pre-conference

May 6, 2017

# Agenda

Time	Topic	Presenter
8:30 - 9:30 am	Introduction Strengths-Based Leadership	Ann-Marie Melvie Wendy and Annette
9:30 - 10:30 am	Conflict Management	Wendy and Annette
11:00 - 12:00 pm	Employee Empowerment and Engagement	Wendy and Annette

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the frame, creating a modern, dynamic feel. The central area is a clean white space where the text is placed.

# **Strengths-based leadership**

# Playing to your strengths



# Leading from your strengths

- ▶ **Authenticity**
- ▶ **Reproducibility**
- ▶ **Mastery**

# Leading to their strengths



# Using the strengths on your team

- ▶ Get out of the echo chamber
- ▶ Create a safe space for disagreement

## Wendy's top 5 (for context)

Input  
Positivity  
Ideation

Adaptability  
Communication

# Engagement

If your manager primarily:

Ignores you

Focuses on your weaknesses

Focuses on your strengths

The chances of your being actively disengaged in your job are:

40%

22%

1%

**Source: <http://blog.thinkcerca.com/discover-individual-strengths-to-optimize-your-team>**

# Practical exercise

You have been asked to assemble a team to deal with a new challenge.

Using the results of your own Strengths Finder and the profiles provided in the handout, **put together a team** which you think will provide a high-quality solution. You have ten minutes for this part.

Then discuss your choices with the rest of your table. You have fifteen minutes.

# “We want a knowledge repository”

- ▶ Understand the business needs
- ▶ Identify suitable technology
- ▶ Architecture and metadata
- ▶ Solicit documents
- ▶ Build buy-in

## Section 2 - Conflict Management

# Reflections

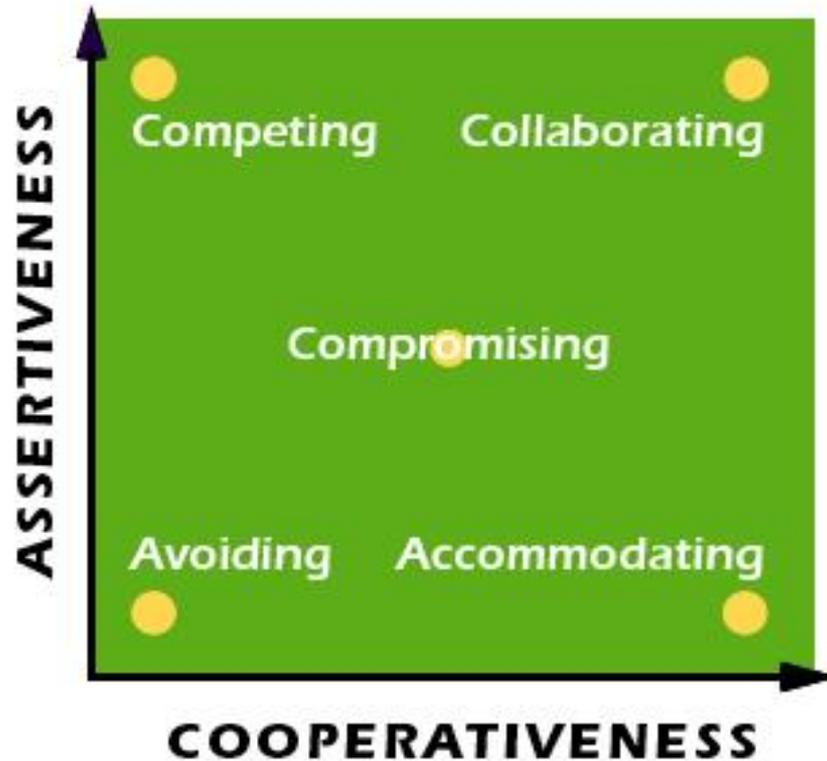
# Disagreement vs conflict

- ▶ What is disagreement?
- ▶ Disagreement + emotion = conflict
- ▶ Dangerous words

# Thomas-Kilmann Instrument

Useage	Competing	Collaborating	Compromising	Avoiding	Accommodating
High	8 to 12	9 to 12	9 to 12	8 to 12	7 to 12
Average	4 to 7	6 to 8	5 to 8	5 to 7	3 to 6
Low	0 to 3	0 to 5	0 to 4	0 to 4	0 to 2

# Thomas-Kilmann Instrument



## Modes to Use and When

### ▶ Competing

- ▶ When quick, decisive action is vital, for example in emergency situations;
- ▶ On important issues such as discipline or enforcement;
- ▶ Hard bargaining;
- ▶ To defend yourself;
- ▶ When consensus fails.

## Modes to Use and When

### ▶ Accommodating

- ▶ Doing a favour to help someone;
- ▶ Being persuaded /yielding to a better position;
- ▶ Concede when you are overruled or losing;
- ▶ Obeying an authority;
- ▶ Deferring to another's expertise;
- ▶ Accommodate to clean up hard feelings;
- ▶ Make a small sacrifice when it's more important to others (choose your battles).
- ▶ Appeasing someone who is dangerous.

# Modes to Use and When

## ▶ Avoiding

- ▶ Avoiding issues that are unimportant, complex or dangerous;
- ▶ Postponing the discussion until a better time;
- ▶ Avoiding people you find troublesome or who are in a bad mood.

# Modes to Use and When

## ▶ Collaborating

- ▶ When the concerns of both sides are vital;
- ▶ When you want to learn;
- ▶ Reconciling interests through a win-win solution;
- ▶ Combining insights from diverse perspectives into a richer understanding;
- ▶ When you need a commitment to a decision;
- ▶ To work through problems in a relationship.

# Modes to Use and When

## ▶ **Compromising**

- ▶ **Soft bargaining - exchanging concessions**
- ▶ **Taking turns bearing small costs**
- ▶ **Moderating your conclusions**
- ▶ **Try not to compromise on vital issues**
- ▶ **Use when competing or collaborating are not practical**

# Appropriate Modes to Use and When

- ▶ **Competing**
- ▶ **Collaborating**
- ▶ **Compromising**
- ▶ **Avoiding**
- ▶ **Accommodating**

The goal of a disagreement is to **RESOLVE** the issue.

The goal of conflict is to be **RIGHT**.

# Reflections

Take 5 minutes:

Think about a situation that you are presently facing or have recently faced.

Is there anything we've mentioned here that might have used, or tools you might try to implement?

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What does an innovative  
organization look like?

# Employee Empowerment and Engagement

“We have intentionally structured our organizations so as to exclude lower levels of an organization, those doing the core work, from planning, organizing and controlling their own work. We have titles and labels that separate management from workers.”

-Peter Block, Stewardship

## Pros and Cons of Empowerment

Pros	Cons
Manager gets more work done.	Democracy can be a little messy...
Manager can focus on their actual priorities.	
Employees are happier, engaged and motivated.	
Employees are more invested.	
Customers get better service.	
Customer and employee ideas improve the workplace.	

# Four Pillars of a Healthy Workplace

1. Vibrant workplaces
2. Inspired Employees
3. Positive Cultures
4. Shared Leadership

Graham Lowe, *Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success*, (University of Toronto Press, 2010).

# Features of Vibrant Workplaces Include:

## Job Structure:

- employee autonomy
- skills variety
- meaningful and challenging work
- fair compensation and rewards

Graham Lowe, *Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success*, (University of Toronto Press, 2010).

# Features of Vibrant Workplaces Include:

## Relationships:

- mutual respect
- trust
- belonging

## Environments:

- open, collaborative, participatory
- two-way communication
- meaningful input on decisions
- team work and cooperation
- employee contributions are valued and rewarded

Graham Lowe, *Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success*, (University of Toronto Press, 2010).

# Features of Vibrant Workplaces Include:

## Supports:

- adequate facilities, equipment, tool;
- adequate knowledge and training and opportunities to upgrade;
- appropriate health, safety and HR practices;
- support for work/life balance and success.

“My job as a leader is to *resource you*”. (Demers)

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# Inclusive Leader

1. Inspirational
2. Caring and connected
3. Trustworthy and Trusting
4. Action-oriented.
5. Empowering.
6. Self-Aware

“Studies show that managers who use genuine inspiration to motivate their employees achieve significant change” -Lowe

# Self-Aware Leader

## Emotional Intelligence

- self-awareness
- self-management
- social awareness
- relationship management

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## Reflections

Take 5 minutes:

Is there anything we've mentioned here that you'd like to learn more about, or tools you might try to implement?

# Conclusions

“Studies show that managers who use genuine inspiration to motivate their employees achieve significant change” -Lowe

# Thank you!



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