

# Leadership Development Discussion Sheet

## Important Tips

- In the context of your vision and values, question the way things are currently being done in your organization.
- Set up a process for looking for new ideas outside the boundaries of your organization.
- Apply the concept of “small wins” to one of your leadership initiatives.
- Create a climate in which people are willing to take risks.
- State actions you can take to help others learn from mistakes.

## EQ, Emotional Intelligence/Quotient

*“The focus of a leader’s attention should be less on the routine operations and much more on the untested and untried. Leaders should always be asking ‘What’s new? What’s next? What’s better?’ That’s where the future is.” Kouzes, 2006*

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*“Leadership is getting people to look beyond their own job description for ways to improve and challenge the process.” Maureen Fries, Los Olivos Women’s Medical Group*

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## **Be an Enabler** (Enable others to act)

- *Identify the actions leaders take that make people feel powerful and those that make them feel powerless.*
- *Describe several actions you can take to strengthen others in your organization.*
- *Determine how competent and confident members of your team are in being able to deal with the challenges they now face.*
- *Design one new method that promotes collaborative behavior in your organization.*
- *Write a cooperative goal for your team.*
- *Describe actions that hinder and actions that facilitate collaborative behavior.*
- *Share information*
- *Involve people in making decisions*
- *Allow discretion for decisions*
- *Back people up when they make decisions*

- *Assign non-routine jobs*
- *Clear away obstacles*
- *Eliminate rules*

### **Encourage the Heart** (Show that you respect the contributions of others)

- *Design an event that celebrates the accomplishment of one of your team's milestones*
- *Create a variety of ways you can say "thank you" to the members of your team*
- *Tell stories that recognize the contributions of others*
- *Describe behavior that needs to be recognized*
- *Given a specific situation, identify the most appropriate way of rewarding and recognizing an individual's accomplishments*
- *Focus on clear standards*
- *Expect the best from others*
- *Pay attention*
- *Personalize recognition*
- *Tell the story*
- *Create a spirit of community*
- *Set the example*

*One of the major reasons people leave organizations is that they no longer feel appreciated/valued!*

*Identify some key opportunities for change in your organization.*

*What might be some of the barriers/obstacles to implementing the change?*

*Identify and describe a few small win opportunities that could help you to overcome the barriers and make progress.*

### **Another Exercise**

- *Produce a plan for talking about your work on shared vision and values with your team*
- *Produce a plan for discussing your leadership strengths and weaknesses (360) with the people who have given you feedback*
- *Describe the actions you will take to improve as a leader in each of The Five Practices*

- *Describe several actions you can take to continue your leadership development*

***Challenge the Process especially, if outdated:***

- Break it down
- Make a model
- Keep it simple
- Do the easy parts first
- Accumulate *yeses*
- Experiment
- Give feedback
- Celebrate

**Team Building Exercises**

- Explain what actions you will take to enlist others in a common vision to prepare members to transition seamlessly into leadership roles.

Exercise #1

Consider the extent to which your moods impact your behavior by asking:

- To what extent did other people's behaviors impact my emotions?, and
- Identify one negative and one positive emotional effect?

Exercise #2

- How did you contribute to the team?
  - What did you accomplish?
  - What did you learn about leadership?
  - Why was it a personal best?
  - What behaviors, actions and attitudes seem to be the key to people's leadership successes?
  - What were the common leadership practices or themes that ran through all the stories?
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**Research shows that IQ is only responsible for 10-20% of our success  
90% of the difference between average and superior performers is EQ  
IQ doesn't change much, but the skills for raising EQ can be learned.**

The ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity

*Every person's ability to process and manage their emotions is different*

**SELF-AWARENESS:** The ability to recognize and understand your moods, emotions, and drives, as well as their effects on others.

**DISCUSSION:**

- What types of situations trigger you positively?
- What types of situations trigger you negatively at work, and or during committee work?
- How do your members know what you stand for, and what you expect from them?

**SELF-REGULATION:** The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment to think before acting

**EMPATHY:** The ability to understand the emotional makeup of other people and the skill to treat people according to their emotional reactions.

**MOTIVATION:** A passion to work for reasons that go beyond money or status and the propensity to pursue goals with energy and persistence.

**SOCIAL SKILLS:** Proficiency in managing relationships and building networks and the ability to find common ground and build rapport.

**SPECIAL NOTE:** Visit the link below to review "15 Characteristics of a Thriving Team." A compilation of excerpts by, Ted W. Egly, offering the perspectives of a few most, notable many minds in leadership development on what it takes for a team to thrive.

**Cut and paste into your url to access:**

<https://www.linkedin.com/pulse/15-characteristics-thriving-team-ted-egly-mba>