

Your leadership journey workbook sample

Creating an environment where effective leadership can thrive is often quite challenging. The content in this session will explore the inherent challenges and provide some tools and rationale to help participants clarify priorities and support their leadership success.

Training Objectives:

1. List two attributes of effective leaders
2. Identify your strengths and challenges as a leader
3. Recall three leadership differentiators



Which came first?

1. What are some characteristics of leaders? managers?
2. Which is better: leader or manager?
3. What do leaders and managers have in common?
4. How are they different?

Notes:

Attributes of Effective Leaders

Inspirer

- Inspire a shared vision; set the direction
- Direct emotions; energize others
- Create a “safe” environment for others to be vulnerable

Role Model

- Live values; **show compassion**; model the way
- Demonstrate **integrity** and **respect**
- Be energized and energizing; continuous learner

Challenger

- Discover and pursue opportunities; promote initiative and **accountability**
- Challenge the process; encourage risk-taking and experimentation
- Lead change; learn from feedback and mistakes

Enabler

- Help people grow; support and empower others; show confidence
- Ensure team members **feel valued**; build collaborative relationships
- Leverage diversity; build synergies

Encourager

- Available and approachable
- Recognize contributions and progress; committed to helping others **be extraordinary**
- Celebrate values and victories by creating a spirit of community

Small Group Discussion

1. Which attribute is most like you? Give examples.	
2. Which attribute is least like you? Give examples.	
3. How can you use your strongest leadership attribute to improve your weakest leadership attribute?	

Your Leadership Action Plan:

Leadership Attributes [refer to slide #5]	Where are you now? [on a scale of 1 – 5]	Where do you want to be?	How can you get there?
Inspirer			
Role Model			
Challenger			
Enabler			
Encourager			

List 3 things you do that support your effectiveness as a leader	List 3 things you do (or have done) that undermines or creates a barrier to your effectiveness as a leader
Plus	Delta (Change)
1.	1.
2.	2.
3.	3.

Effective leaders understand the value of giving AND receiving constructive feedback. Asking these four questions sincerely and regularly is an excellent way to gather useful insights from your team, build trust, and create an environment where people feel safe and comfortable to come to you with ideas, opinions, and concerns. Bottom line? **A high performing team that exceeds expectations!**



Notes:

When using the 4 Leadership Questions:

1. Be authentic

- Be honest; act with integrity
- Be humble and approachable

2. Listen for ways to bring out the best in people

- Treat everyone with fairness
- Use your insights to inspire, support, and guide

3. Be receptive to feedback

- Value others' observations and input
- Earn their respect



The Leadership Differentiators [at left] are three practices you can use daily to set yourself apart as a leader. Consistent use will help you build a reputation as a strong leader, help you avoid common missteps some leaders make, and instill a leadership mindset among your team members.

Individual Reflection

1. Select one leadership differentiator listed above and write one goal to demonstrate or improve that skill.

For example, not only "listen" but identify how you'll demonstrate you are listening. *"My goal is to not look at my phone or computer while someone is in my office and speaking to me."*

2. Track your success – what helped you? How many times did you succeed? What was the impact on your conversation?
3. Report back to your team or partner.

Plus-Delta: A quick, simple, and anonymous way to gain insights from your team

A "Plus - Delta" is a data collection tool that enables a facilitator, team leader, etc. to gather information about a particular issue. Generally, participants are more apt to provide input/feedback because **it is completely anonymous** and takes only a few minutes to complete. This method is useful in a variety of situations, such as problem-solving, needs assessment, strategic planning, and particularly, process evaluation. It provides a good picture of "where you are now" and minimizes confusion and misunderstanding around stated issues. Used with regularity, the Plus-Delta is a great tool for continuous improvement!

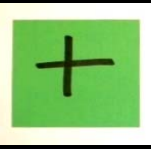

1. **Plus:** what brings value to the situation; what is working well; etc.?
2. **Delta:** what can the team change, eliminate, or add to bring more value? In what areas can the team do better?

Below is an example of using the Plus-Delta as a way to gather insights and information about leadership effectiveness. After the Plus-Delta is administered there are several ways to debrief the exercise:

1. Collect and compile the responses into one main document; distribute the compilation prior to the next team meeting for in depth discussion and prioritization
2. In small groups, ask team members to talk about their responses; determine areas of priority; report out to the group at large

No matter the debriefing method, you will most likely notice areas of commonality. This could indicate a sense of urgency and/or prioritization. You may also note that there are some responses in both the Plus AND the Delta columns [i.e. some think their leader communicates very well; others may think he/she doesn't communicate effectively at all]. When this happens, it's a great springboard for deeper conversation.

Think about your leadership experience – i.e. your effectiveness and impact on the performance of your subordinates; your abilities to "balance leading with being liked," to hold others accountable, to ensure subordinates have a clear understanding of your expectations [and, you, theirs]; your willingness to accept feedback; etc.

	List three (3) things (or more) that you are doing that supports your effectiveness as a leader.		List three (3) things (or more) that you are doing [or, have done] that is undermining or creating a barrier to your effectiveness as a leader.
1.		1.	
2.		2.	
3.		3.	