

Unit 4 – How do you bring your leadership to bear?

PCN LEADERSHIP DEVELOPMENT PROGRAMME

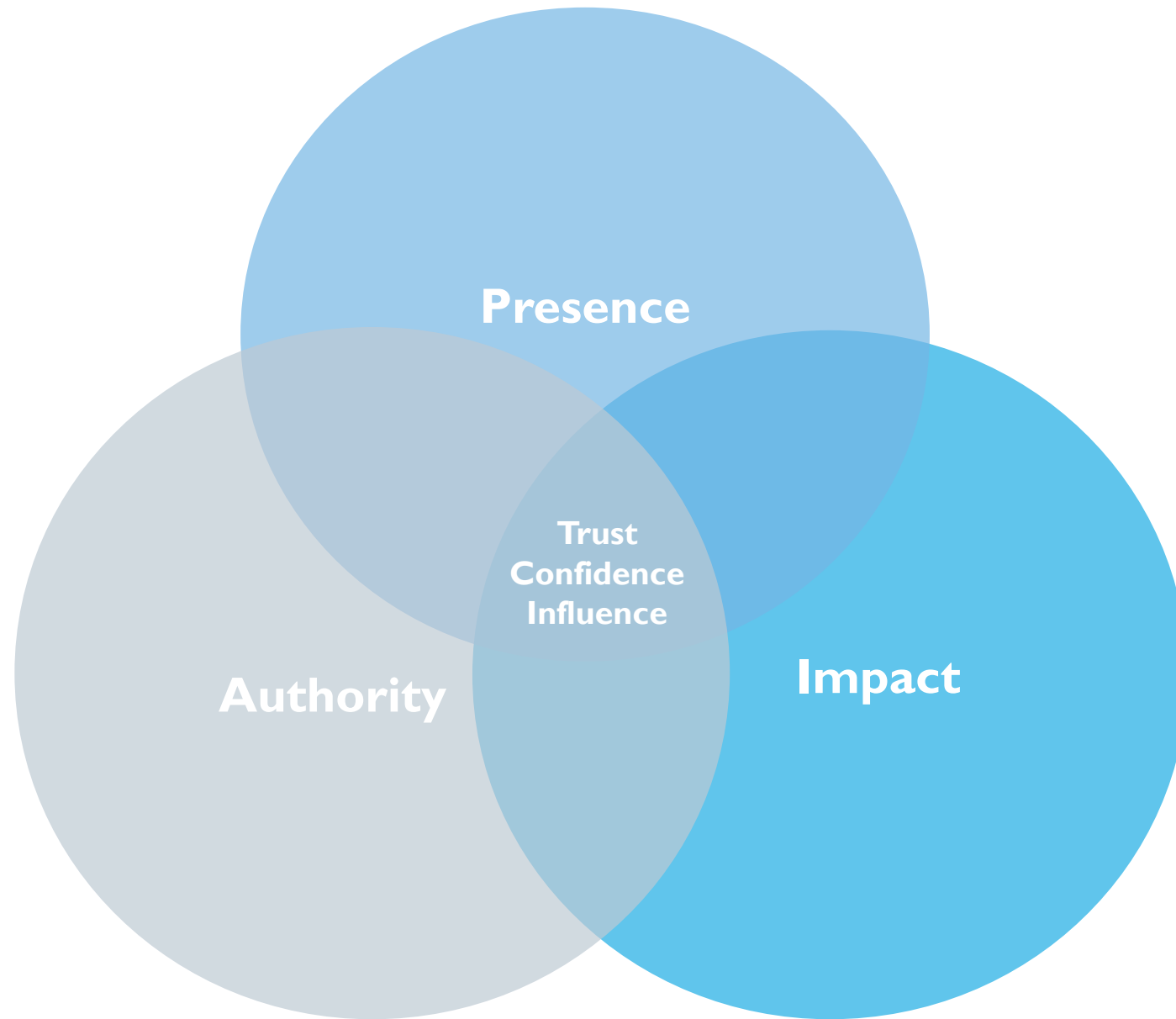


How you show up as a leader

Your leadership identity and style is shaped by how you see yourself and how others see you. It helps you:

- *Build a reputation*
- *Sets you apart from others*
- *Enable an emotional connection with others*
- *Describe the value you bring to others or a situation*
- *Convey a promise you make to others*
- *Relate to conversations people have about you when you are out of the room!*
- *Better understand how your conscious and unconscious biases impacts you and others*





Source: Hawkins & Smith

Your Authority



Authority is about credibility – it can derive from what, or who, you know, or what you've done in the past.



Achievements & experience may be embodied in titles, qualifications, role, or embedded in how you are introduced, or how you refer to your knowledge & experience.



Authority is embodied in how you carry yourself, how you enter a room, how you share your knowledge and experience.

Authority



Your Presence



Presence involves creating relationships.



It is the ability to be fully present with a quality of immediacy, and to develop relationships and rapport quickly and with very different types of people.



Strong presence requires high levels of awareness – self awareness as well as empathy - to understand what is happening on all levels, for both oneself and others.

Presence



Your Impact



Impact is concerned with making a 'shift' happen.



Someone with a high level of impact can shift the direction of a meeting, conversation or event.



S/he has the ability to intervene in a way that shifts or reframes the way issues under discussion are being perceived and addressed.



S/he is able to shift the emotional climate of a meeting by introducing new kinds of emotional energy e.g. humour, challenge.

Impact



*Through commanding respect
Through relating well with others*

Presence

*Through what I know
Through what I have achieved*

Authority

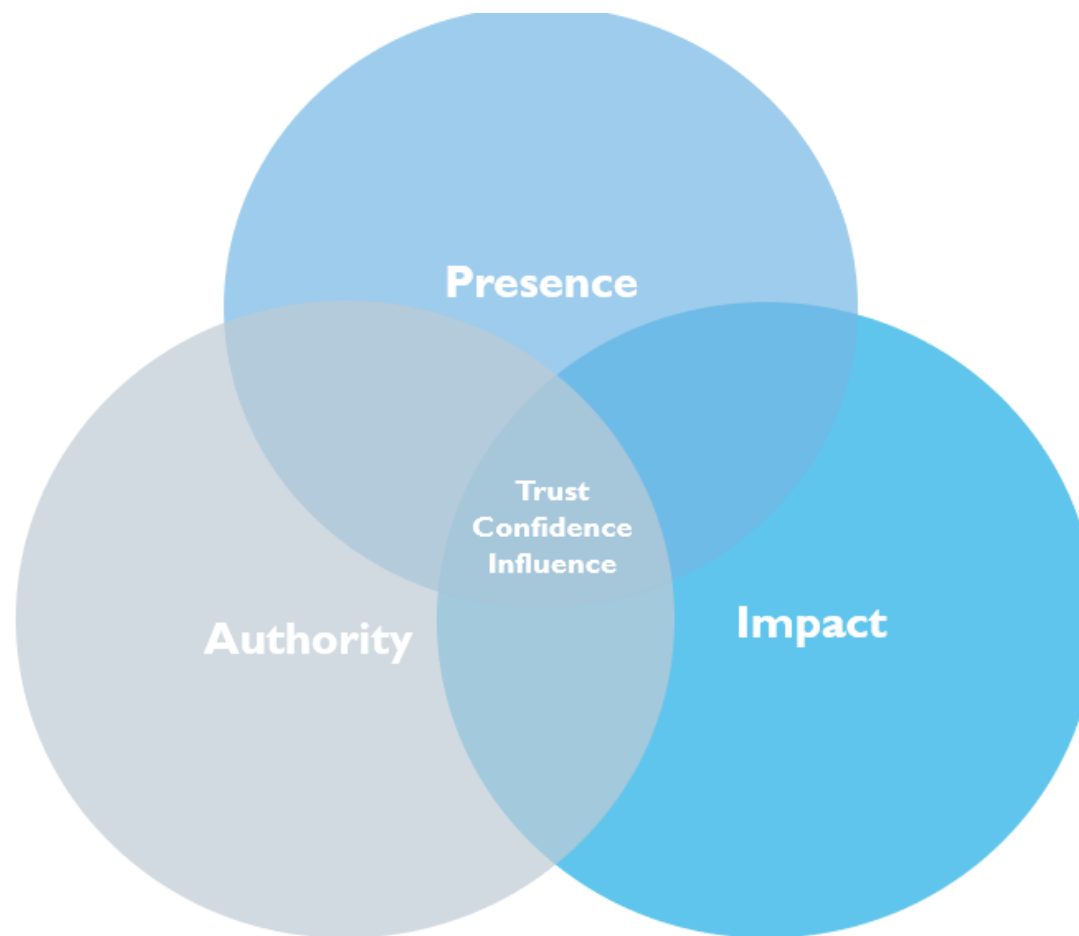
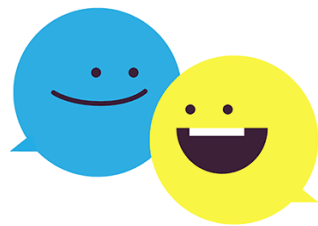
**Trust
Confidence
Influence**

Through shifting agendas & mindsets

Impact

Source: Hawkins & Smith

Self-Activity 9 – How do you show up as a leader?



Often we rely on two aspects of the model to the detriment of one; whereas the power and true impact comes from an appropriate use of all three. In your workbook, reflect on the following:

- Which leadership elements do you rely on most and least? Ask yourself why?
 - At your best how do you show up?
- What might you do more of, to get all three elements in balance?

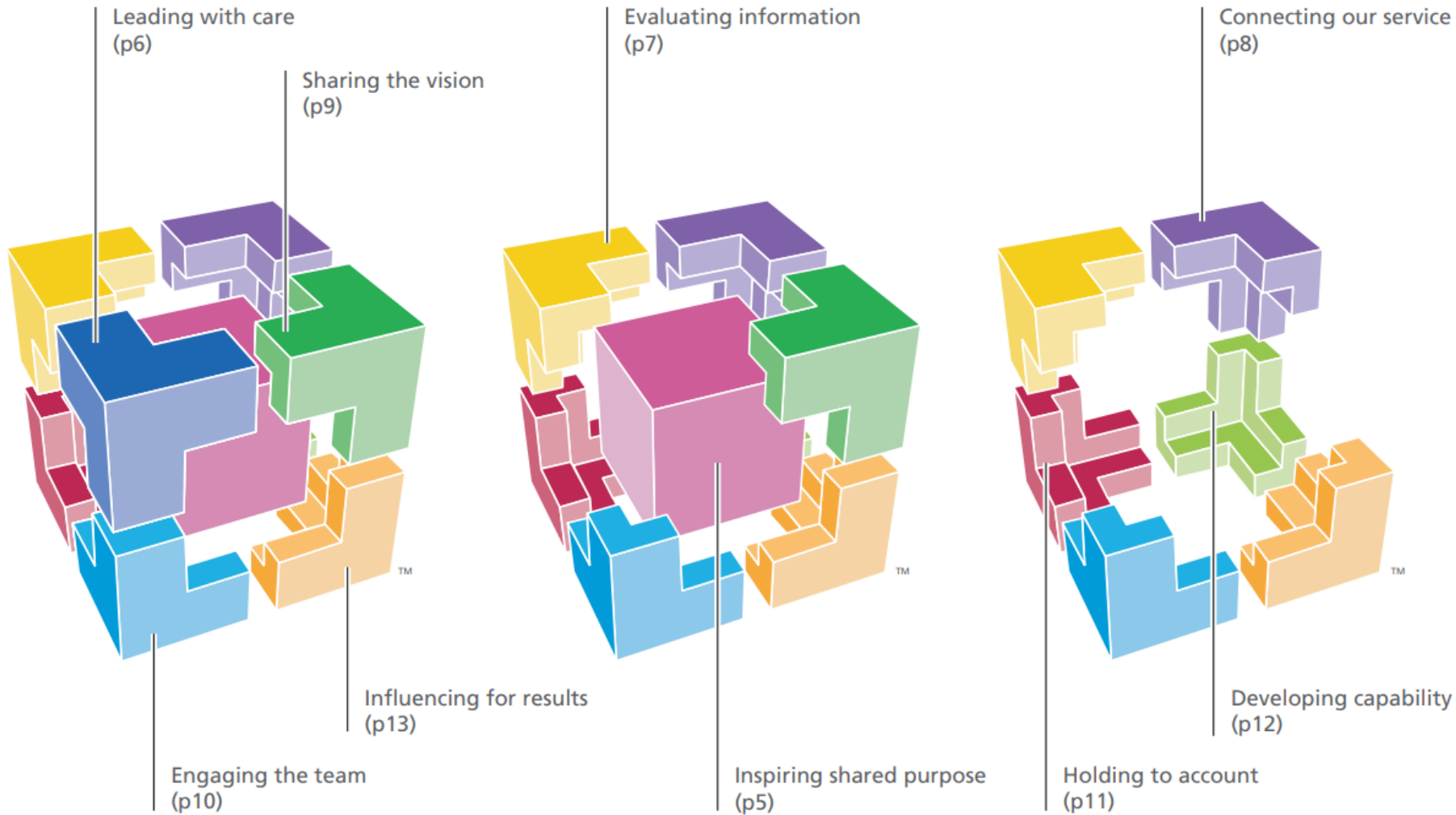


Figure 3 : The nine dimensions of the Healthcare Leadership Model

The NHS Healthcare Leadership Model



Leadership – is about having **COACHING CONVERSATIONS** too...

A structured model (**TGROW**) will help us:

- Speed up the learning
- Build confidence faster
- Get focused quickly
- Have conversations “that matter”



TGROW - Five Steps

TOPIC	What would you like to talk to me about? Is there anything else about this? Specifically then, what's the topic?
GOAL	What do you most want to get out of this conversation? What else? How can I best help?
REALITY	What differences exist between where you are now and where you want to be at? What's going well?
OPTIONS	What could you do? If you had no limits, what would you do? What else?
WILL	What's been useful for you about this conversation? What will you do? By when?

Source: Alexander 2010; Fine & Merrill 2010; Whitmore 2009; Whitmore, Kauffman & David 2013

Remembers to ask Powerful Questions

- Thought provoking
- Challenge assumptions
- Generate energy
- Focus inquiry and reflection
- Touch a deeper meaning
- Evoke related questions
- Encourage curiosity
- They tend NOT to be:
 - Yes or No questions
 - Leading questions
 - Questions you already know the answer to



1. Is there another way of thinking about this?

2. Who would take responsibility?

3. What might some of the alternatives be?

4. How might you approach this in a different way?

5. What other things do you need to be aware of?

6. I wonder what would happen if we tried something different?

7. How might this fit with everything else?

8. Can you talk me through your thinking?

9. How can you make a schedule that meets the deadline?

10. Who do you need on board? And how to get them on board?

11. What would success look like?

12. What will you do next?

13. If you were to flex your leadership style what might be the benefits?

14. If you could change one thing, what would it be?

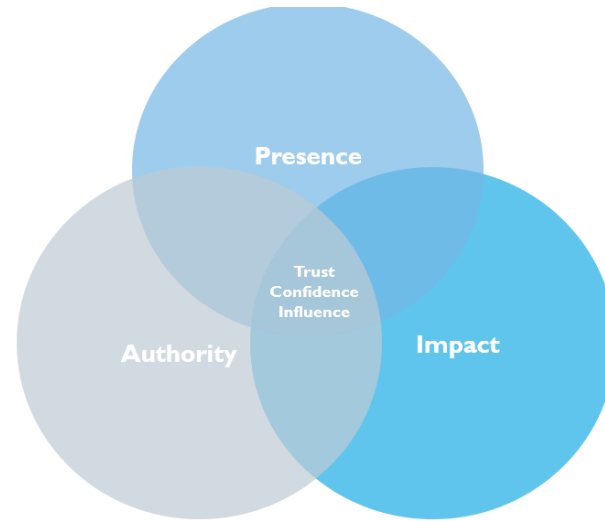
15. What might get in the way?

16. Who might get in the way?

Leader as Coach - Powerful questions



Self-Activity 10 – Who are you as a leader?



Using the frameworks presented to you in this module, what did you learn about yourself as a leader? What are your strengths and areas of development?

Reflect in your workbook.