



Global Leadership Exchange

Adaptive Leadership by Dr Ellen Kagen

Who Am I in the Work of Leadership? Presence, Advocacy and Inquiry,
Listening, Discussion and Dialogue

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Who Am I in the Work of Leadership? Presence, Advocacy and Inquiry, Listening, Discussion and Dialogue

Adaptive Leadership for Systems Change Learning Circle Series

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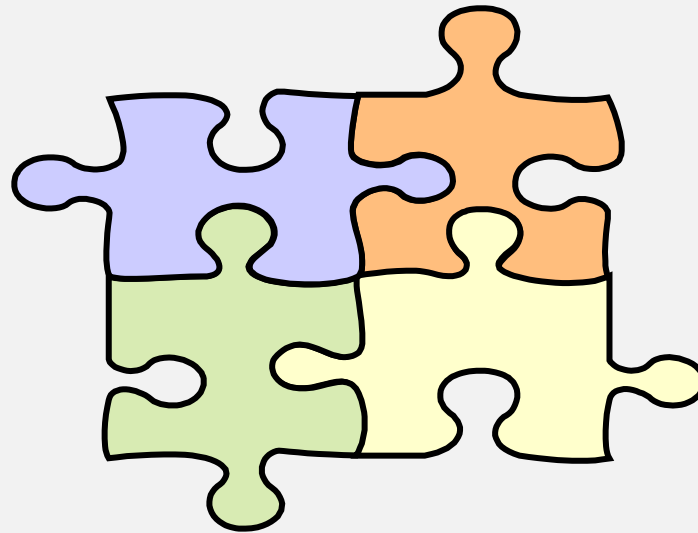
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Who are you In the Work of Leadership?

Personal Competence

Self-Awareness

Self-Management



Social Competence

Social-Awareness

Relationship Management

Welcome and Setting Context

- Session One and Two
 - 7 Views of Leadership
 - Process, Behavior and Awareness
 - Leaderly (disciplined) vs. Humanly (instinct)
 - Leadership is not Authority, Management
 - Leadership requires Reset
 - Mental Models
 - Reverse View – helps to manage our assumptions and inferences and build empathy

Core Skill: Presence

What is Presence?

How do you become and stay present?

Presence



How do you establish presence?

- Meditate and breath
- Take a walk
- Listen to your favorite music
- Hum a niggun
- Sing a song
- Get a drink or snack
- Turn away from your computer
- Move away from your piles or projects
- Review planning notes before your meeting
- Meet in a different space
- Read a poem or favorite article
- Establish a genuine connection
- Close your eyes and imagine your favorite camp place
- Focus on what calms you
- **Practice. Practice. Practice**

7 Presence is the Heart of Leadership

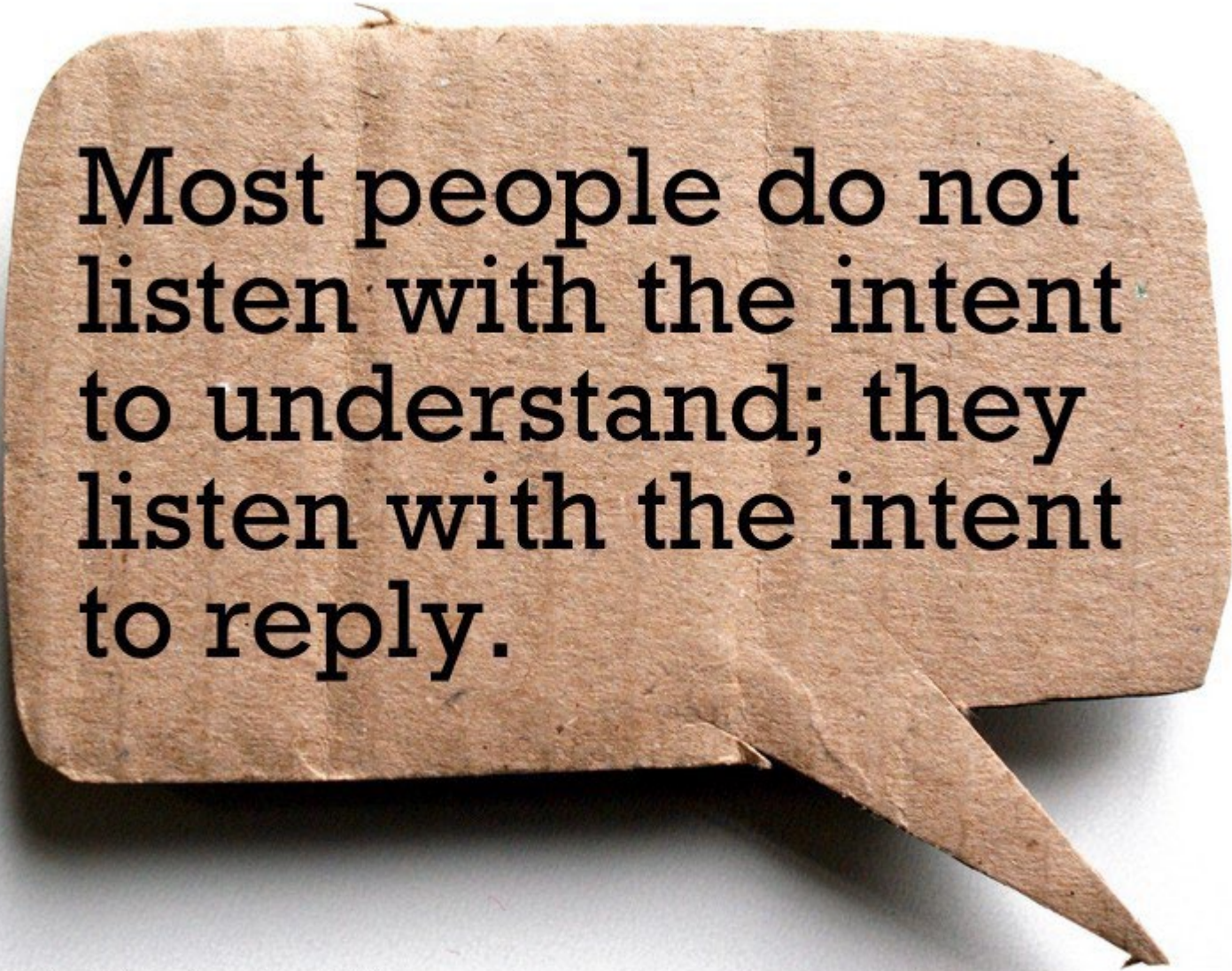
- Our presence reflects our commitment to the other person – they are worth it!
- Presence is simple but not easy and takes practice
- We're fooling ourselves if we think we can multitask
- Ask yourself:
 - How am I showing up to support this person/my team?
 - What do I need to show up in a better way?

What gets in the way of being Present?



Breakout: Not Really Listening Activity

- In pairs, identify one partner to listen and one to speak. The speaker will describe a recent frustration, and the listener will listen using either a self-referential, fix it, or superficial listening approach.
- After 2 minutes, switch roles
- Notice what it feels like to listen and be listened to in this way!



Most people do not
listen with the intent
to understand; they
listen with the intent
to reply.

Words: Stephen R. Covey / Image: Marc Wathieu

CORE SKILL: ENGAGED LISTENING

What does engaged listening look like?

What are characteristics of engaged listening?

Engaged Listening

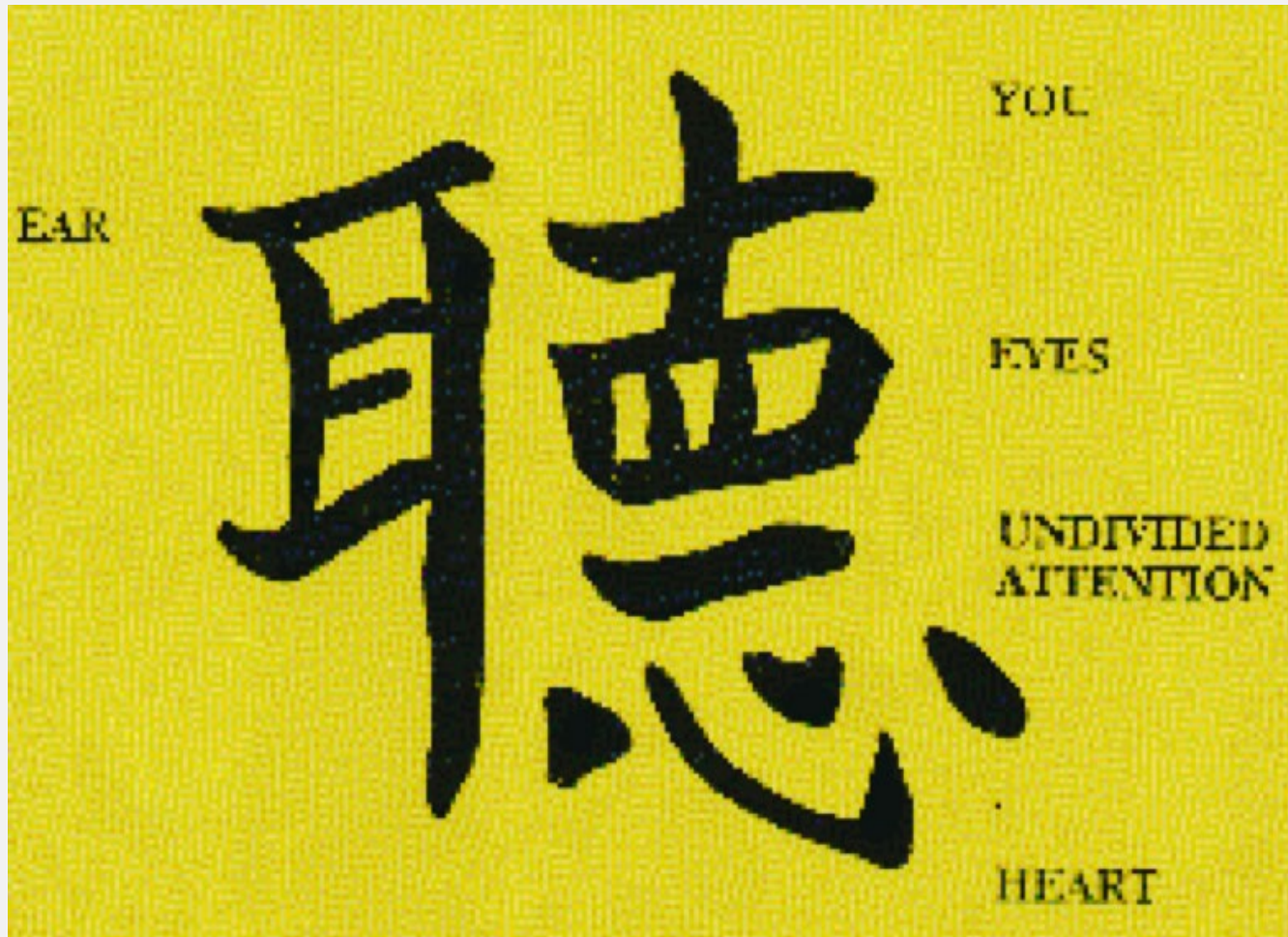
- Put aside distractions
- Be aware of internal thoughts and stay focused on the person speaking; hold off on forming your response/question
- Use empathy, perspective, openness and curiosity
- Listen for what isn't being said
- Watch non-verbals
- Listen for the heart of the matter
- Allow room for emotions and silence



When you talk,
you are only
repeating what
you already
know. But if you
listen, you may
learn something
new.

- Dalai Lama

Bringing your Full Self



Breakout: Engaged Listening Activity

1. Share a frustration you have recently experienced, this time with your colleague listening from a present and engaged listening approach.
2. Notice how it feels to listen and be listened to in this way
3. After 5 minutes, switch roles
4. Give feedback to your partner (what they did well)

KUDOS FOR YOUR PARTNER

Appreciation for Listeners and Debrief

- What did your partner do well?
- How did you know your partner was listening?
- What did you notice about yourself? What was the impact of being listened to?

Exploring Our Role in Adaptive Work: Advocacy and Leadership



Advocacy

Advocacy

- Stating *your* point of view
- Expressing *your* opinion
- Urging the action *you* think is best

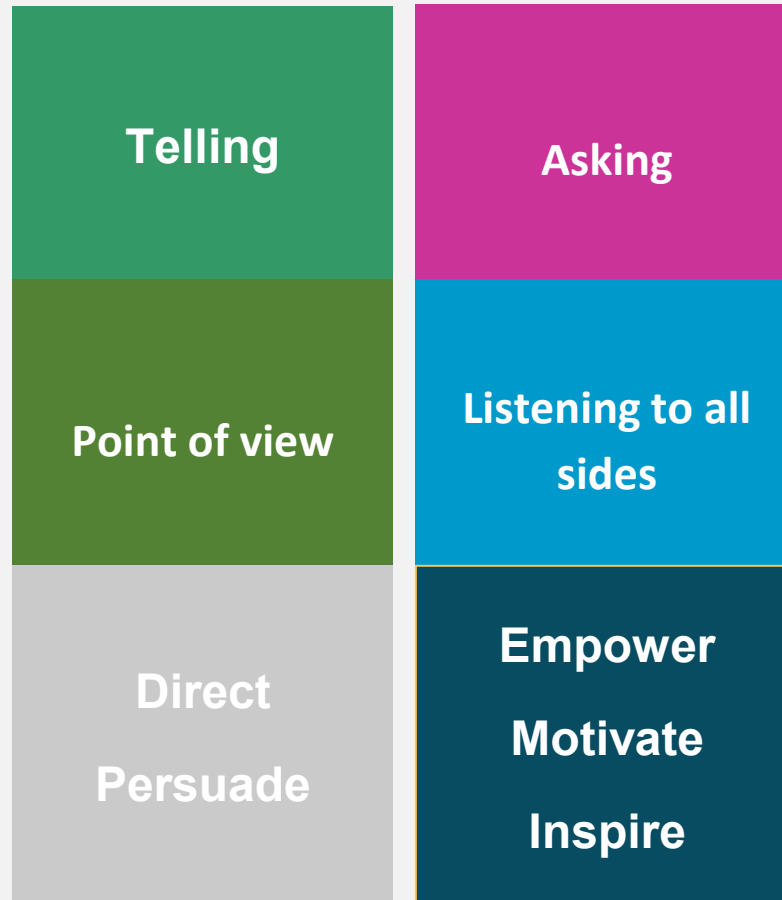
Inquiry

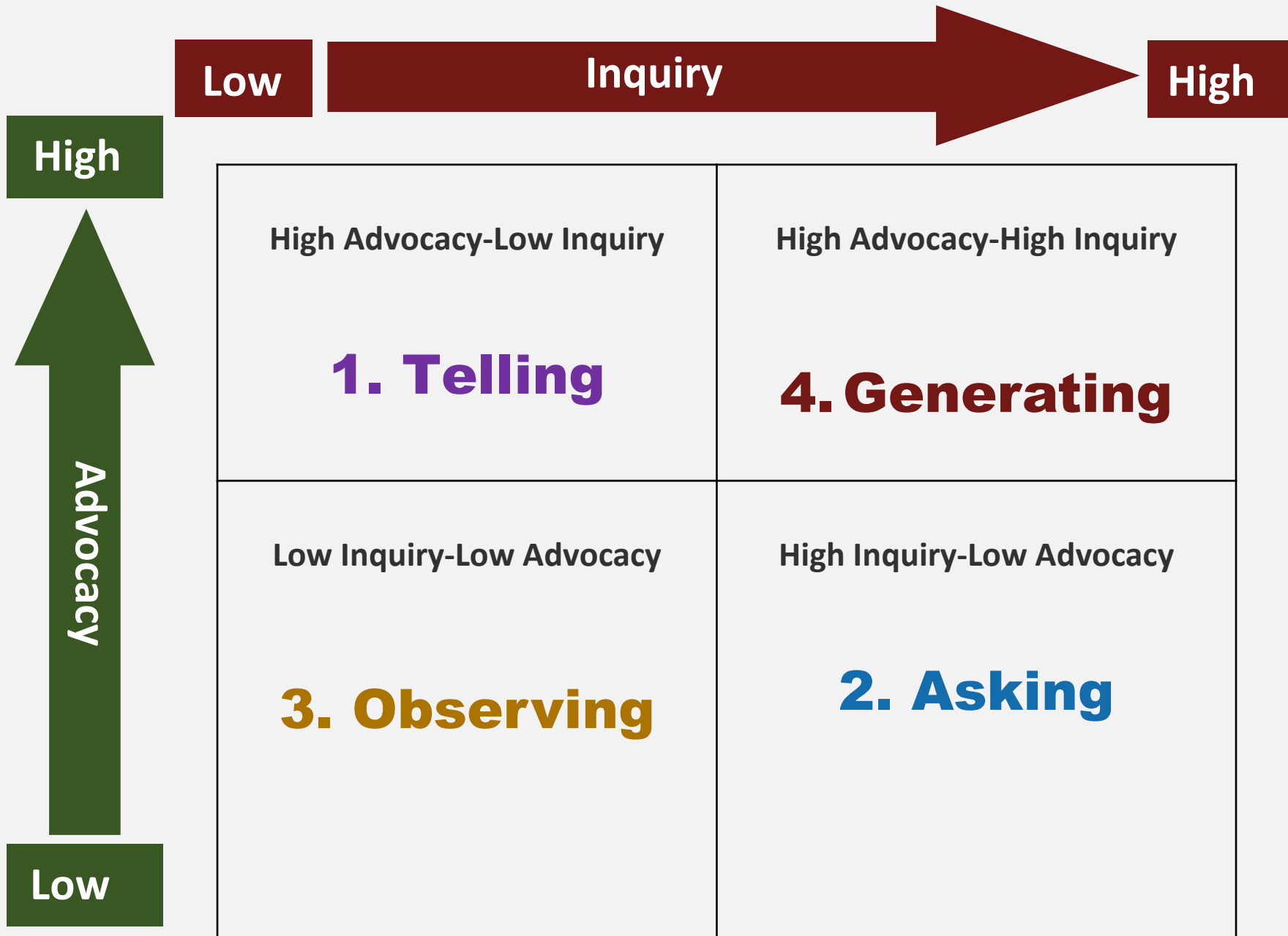
- Asking questions
- Clarifying information
- Being curious
- Using How and What questions

Review

Advocacy

Leadership





Breakout Table Groups

- How do you now understand the 4 types of leadership work?
- In what situations do you think you might need to shift. Share your situations and be specific if you can.

Discussion vs Dialogue

Meeting Agenda

Report on Topic #1

Report on Topic #2

Report on Topic #3

Report on Topic #4

Report on Topic #5



Discussion vs. Dialogue

Discussion

- How most people communicate
- Ideas presented and everyone analyzes and dissects them
- Purpose - to support your idea and stress your points more strongly
- Purpose of discussion - to make sure you win
- Assumes **solution** is defined and known (and you know it and have it)

Dialogue

- An exploration of ideas. Presumes **problem** is not yet clearly understood
- Everyone works together contributing towards addressing
- More is achieved as each person adds their perspective
- No one tries to win. All are learning and creating
- Everyone suspends individual assumptions and explores ideas

The Art of Dialogue

Once a society loses this capacity [for dialogue] all that is left is a cacophony of voices battling it out to see who wins and who loses. There is no capacity to go deeper, to find a deeper meaning that transcends individual views and self-interest. It seems reasonable to ask whether many of our deeper problems in governing ourselves today, the so-called 'gridlock' and loss of mutual respect and caring ... might not stem from this lost capacity to talk with one another, to think together as part of a larger community.

- Source: Peter M. Senge, "A New View of Institutional Leadership" in *Reflections on Leadership*

The Art of Dialogue

We rarely recognize the value of the wisdom gained by ordinary conversations. The real know-how and insight is created in the exchange of ideas with others. Conversation with others can generate commitment, new options, shift in thinking and working patterns, create focus and energy, and cement resolve.

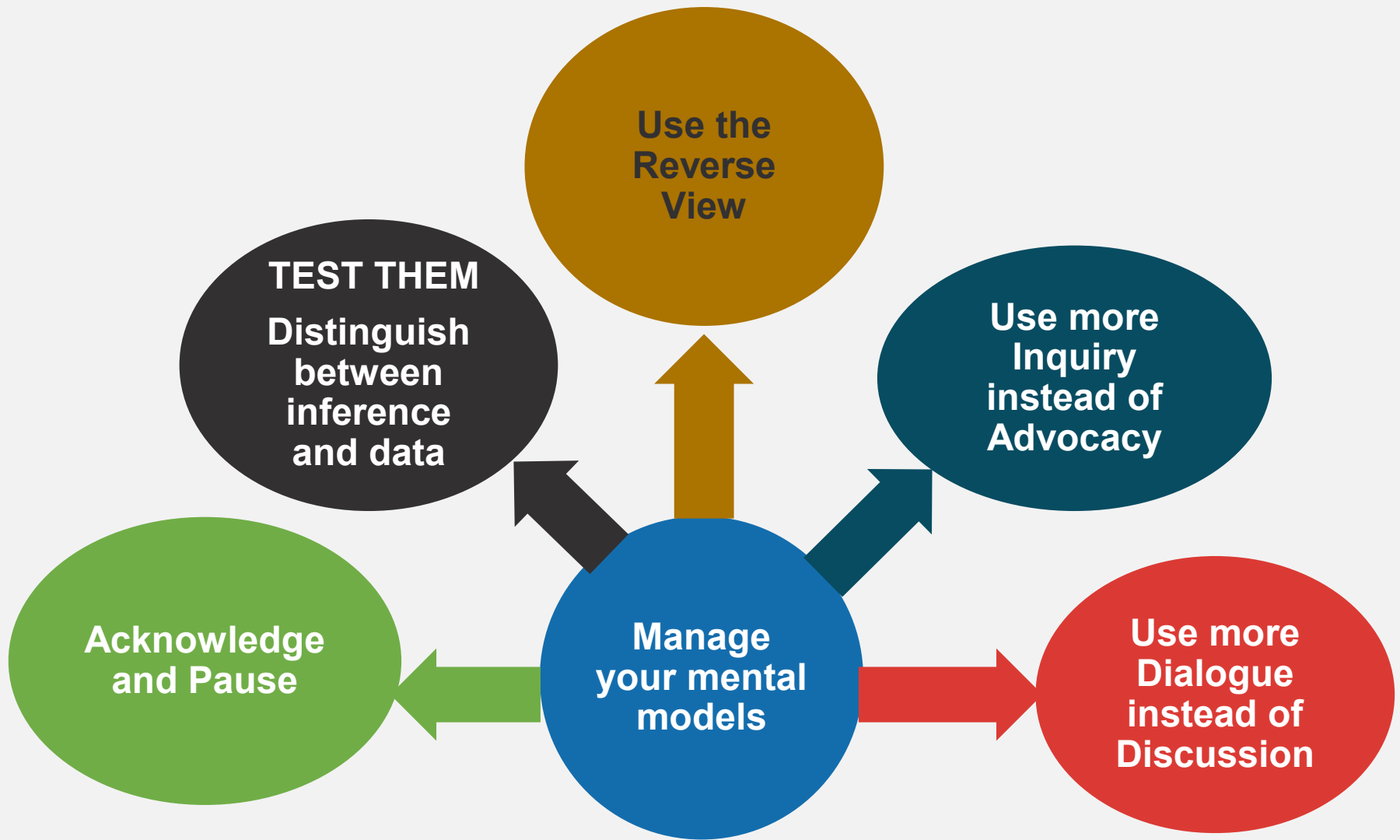
Making this conversation happen – takes an environment of mutual respect and trust. Trust that others will hear carefully and respond authentically.

- Source: Stanfield, B The Art of Focused Conversation, 2000

Breakout Table Groups

- ***Small Group Questions:***

1. What are the defining qualities of a dialogue and what can it achieve that discussion might not?
2. What shifts in values, beliefs, attitudes, and behaviors are called for when engaging in a dialogue?
3. How would you create an environment for engaging in dialogue to address challenges that you are experiencing?
4. What would be the greatest benefit from utilizing dialogue as the “way” (the status quo) in which your teams/systems communicated with each other?
5. What could hold you or your team back?
6. How might you overcome what can hold your team back?



Appreciation

Thank you for your active listening and sharing. I have enjoyed learning with you and would welcome ongoing connection. Please feel free to stay in touch!

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