
Notes on Leading yourself, others, and your teams

1st Session: Your Leadership

Team name <small>Home, work, community</small>					
Notes					

The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive
Teams I Am Using This Style to Lead						
Teams I will Switch to this Style						

2nd session – Teams

Presentation: Group dynamics – 5 dysfunctions of a team

Usually = 3

Sometimes = 2

Rarely = 1

1. Team members are passionate and unguarded in their discussion of issues.	8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if they were in initial disagreement.
2. Team members call out one another's deficiencies or unproductive behaviors.	9. Morale is significantly affected by the failure to achieve team goals.
3. Team members know what their peers are working on and how they contribute to the collective good of the team.	10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.
4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.	11. Team members are deeply concerned about the prospect of letting down their peers.
5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.	12. Team members know about one another's personal lives and are comfortable discussing them.
6. Team members openly admit their weaknesses and mistakes.	13. Team members end discussions with clear and specific resolutions and action plans.
7. Team meetings are compelling, not boring.	14. Team members challenge one another about their plans and approaches.
	15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

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Exercise: name 5 teams in which you are a member

What is the role you play on that team?

Team	Your role	Score overall	Greatest challenge with this team	Barriers to remove and steps to do so

5 dysfunctions of a team	Leadership Role	Hindrances	COHESIVE TEAMS:
Absence of Trust			
Fear of Conflict			
Lack of commitments			
Avoidance of accountability			
Inattention to results			

3rd session – Leading Yourself

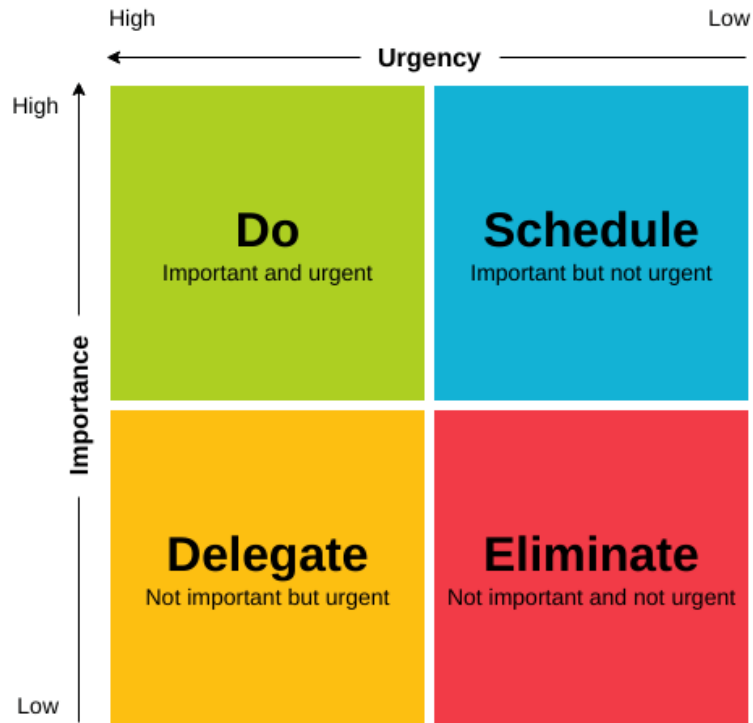
Presentation: Energy, Focus, Transitions, Recovery

Exercise: take out your phone and look at your calendar

Do you own your calendar or does your calendar own you?

List a rule you will implement or enforce for each aspect of leading yourself

Energy	
Focus	
Transitions	
Recovery	
Other	



List 3 things you are going to say no to in life:

I will say no to:	Barriers to overcome:	My plan to do so:

4th session – Developing Trust

Presentation: How does trust in yourself, others, team members and information play into our ability to lead?
(vaccines in the pandemic, masks, mishandled information, vulnerability)

Trust is a tripod	Name of the team					
Logic	I know you can do it, your reasoning and judgement are sound					
Authenticity	I experience the real you					
Empathy	I believe you care about me and my success					

Summary and pulling it all together

Do you trust yourself?

Do you trust your team members?

How much trust does each type of leadership depend on to work?

Which action plan from today will make the most impact on your quality of life? Your leadership? Your team?