

The Intentional Leader

Module 5: Your Leadership Brand

Managers direct and control, leaders motivate and inspire.

- Stephen Covey's *7 Habits of Highly Effective Leaders*

Learning Objectives

1. Define and articulate your leadership style.
2. Understand the importance of organization-wide thinking.
3. Discuss the challenge of influence.
4. Further explore how to become a coaching leader.



There are multiple ways to lead.

The Co-Active Leadership Model

This model not only captures the versatility that leadership requires, but it grounds us in the importance of leading from "within" – or authentic self-leadership. Leaders must be fully present, hold integrity, and strive for a growth mindset to lead. From there, each of the remaining four dimensions work together holistically. Depending on the situation, you may lead from the front, offering guidance, vision, and inspiration; from behind, supporting and encouraging others; from beside, partnering with and coaching other members of your team; or from the field, drawing on your intuitions, insights, and wisdom unique to you and your experiences.



The Importance of Organization-Wide Thinking

When moving from an individual contributor to a leadership role, one must shift their focus from achieving individually to achieving through people. When taking on expanded leadership roles, one also must shift from thinking vertically about their functional area to thinking organizationally and enterprise-wide. Using tools like the SWOT (strengths, weaknesses, opportunities and strengths) and developing the habits of strategic thinking can help in developing a strategic thinking approach.

1. Align to organizational objectives.
2. Identify the highest-value activities.
3. Seek under-the-radar information.
4. Schedule time for reflection.

The Role of Influence in Leadership

The way you have an impact as a leader is to get people behind your vision and get them on board.

Influence is about motivating people to work together toward making the vision a reality. Once we have done our best to listen and consider multiple perspectives, we must convince people to get on board. Understanding what may be getting in the way of their buying in, recognizing emotional triggers and reactions, and avoiding thinking in polarities are key ways to influence more effectively as a leader.

Beware of the “Advice Monster” and become more of a Coaching Leader.

Liz Wisemen, author of Multiplier Leaders says that “Intellectual curiosity – asking questions and being more coach-like – was the characteristic that most distinguished leaders who best created impact from those who didn’t.”

Advice monsters have the answers and tell other people what to do. Coaching leaders ask questions that help the other person figure out the answers.



3 Components of the Advice Monster:

- Tell It
- Save It
- Control It

Ask one question at a time:

- Cut the intro and ask the question.
- Don't ask fake questions that are really advice in disguise: "Have you thought about doing it this way?" "Did you consider...?"
- **Actually** listen to the answer (remember active listening tips).
- Acknowledge the answers you get.