

# The Intentional Leader

## Module 5: Your Leadership Brand

**Managers direct and control, leaders motivate and inspire.**

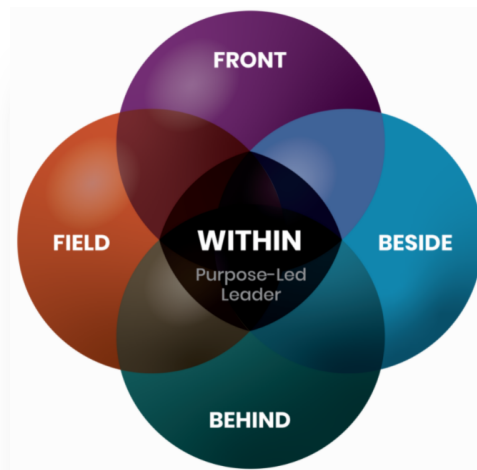
- Stephen Covey's *7 Habits of Highly Effective Leaders*

### 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.

### 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.



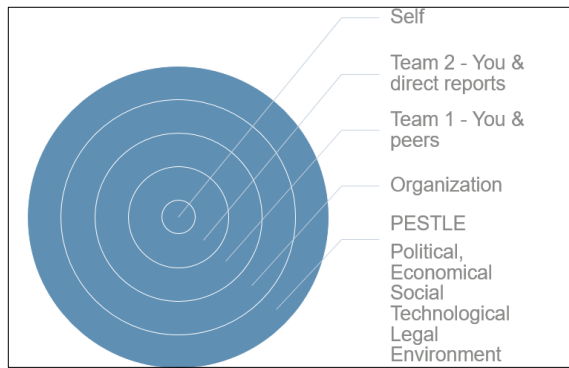
### The Importance of Organization-Wide Thinking

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 PESTLE analysis and developing the following habits of strategic thinking can help in developing a strategic thinking approach.

When making the shift to strategic leadership:

1. Align to organizational objectives.
2. Identify the highest-value activities.
3. Seek under-the-radar information.
4. Schedule time for reflection.
5. Consider the below layers of leadership and outside influences (PESTLE):

## Consider the Layers of Leadership & Strategic Thinking



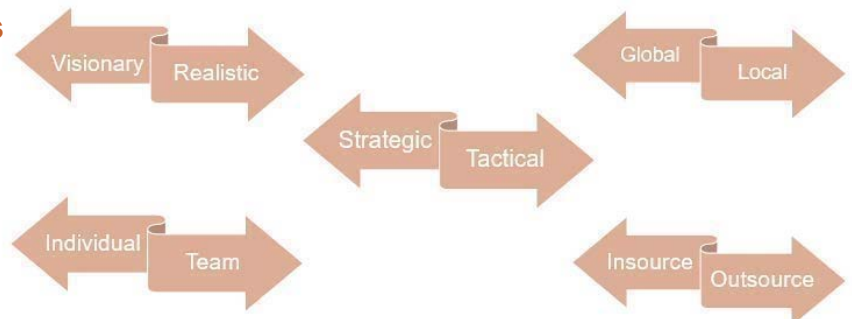
P	E	S	T	L	E
POLITICAL	ECONOMICAL	SOCIAL	TECHNOLOGICAL	LEGAL	ENVIRONMENTAL
Example: • Current tax policy • Brexit • Trade policies • Political stability • Government policy	Example: • Inflation rate • Exchange rates • Economic growth • Interest rates • Disposable income • Unemployment rate	Example: • Lifestyle attitudes • Cultural barriers • Population growth • Population age • Health consciousness • Target demographics	Example: • Level of innovation • Automation • Technological awareness • Cybersecurity • Technological change • Internet availability/speed	Example: • Employment laws • Discrimination laws • Health and safety • Copyright protection • Consumer safety	Example: • Weather • Climate change • Environmental policies • NGO pressure • Recycling • Pollution • Sustainability

## Building the Curiosity Muscle

- 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...?"
- Be quiet while you listen
- Put full attention on the person (not on your thoughts)
- Acknowledge the answers you get

## Recognizing and Managing Polarities

Senior leaders must manage and appreciate multiple and often conflicting polarities



## 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