

Leadership of a team

People matter



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Session Outcomes



- Three themes will be the focus of this session:
 - Understanding self and others - EQ
 - Developing skills for learning conversations
 - Team effectiveness

Now to get you thinking.....

Activity 1 - Warming-up



Continuum Statement – how much do you agree with this statement?

The ability to get along with others is always an asset, right?

Things to ponder



On the one hand

- Leading people can be the most rewarding part of Leadership
- Diversity can add strength to produce better outcomes
- We have outcomes to achieve

BUT

- It can also be the most challenging
- Differences can be a source of conflict
- We don't want to sacrifice relationships to achieve them

LO1: Understanding self & others



Effective leaders are alike in one crucial way...


They all have a high degree of emotional intelligence:

1. Self-awareness (*understanding self*)
2. Self-regulation
3. Motivation
4. Empathy (*understanding others*)
5. Social Skill (*managing relationships*)

Goleman, D. (1998) What Makes a Leader. In Harvard Business Review, pp. 93-102.

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Activity 2 - Social Styles



- Social awareness comes from knowing yourself and knowing others. Complete the following:
 - Step 1: Self description (yellow card – side 1)
 - Step 2: Self analysis (yellow card – side 2)
 - Step 3: What animal are you?
 - Read the descriptions of each animal (handout pg 2-3)
 - Compare your result to your self-description

Why are animals significant?



- Diversity brings strength to a team – adds the X-factor...
 - Diverse thinking
 - Different skills & dispositions
 - Challenges the status quo
- Diversity can bring conflict

Interpersonal Conflict



- Under excess stress a person's behaviour tends to be predictable.
- What is your typical stress reaction?

Stress Reactions

OWL ANALYTICAL

1. Avoiding
2. Autocratic
3. Acquiescing
4. Attacking

LION DRIVER

1. Autocratic
2. Avoiding
3. Attacking
4. Acquiescing

HORSE AMIABLE

1. Acquiescing
2. Attacking
3. Avoiding
4. Autocratic

MONKEY EXPRESSIVE

1. Attacking
2. Acquiescing
3. Autocratic
4. Avoiding

Figure 4. Responses to excess stress. Back up behaviours for each social style.

Interpersonal Conflict



- As stress rises, interpersonal conflict rises and productivity plummets.
 - Back-up styles are predictable, unconscious behavioural responses to stress
 - More extreme, rigid and non-negotiable
 - Counterproductive and hard on relationships
 - Increase other people's stress
- **Recognise stress and take action**

Emotional Intelligence



Effective leaders:

- Know preferred social styles of self and team members – e.g. strengths, what motivates
- Understand irritations & minimise resulting issues
- Recognise stress reactions in others
- Know how to support others during times of stress
- Know the gaps to determine who should be employed
- Get along with others and confront compassionately.

Empathy is the foundation that enables a team to build and maintain effective relationships.

LO2: Learning conversations



Learning takes place when there are high levels of...

- Trust
- Respect (for self and others)
- Inquiry (valid information)
- Conversation (two-way communication / active listening)
- Action (internal commitment to decisions)

These values underpin 'Model 2' conversations

Model 1 Defensive Reasoning



- Guiding values
 - Win don't lose (keep control)
 - Avoid unpleasantness
- Possible outcomes
 - Task favoured over the relationship
 - Relationship favoured over the task

NOTE: Avoidance is a subtle and manipulative form of control

The Ladder of Inference



- Conflicting positions based on the same source of data are commonplace
- Interpretations of data are made on the basis of our underlying beliefs, values and assumptions.
- Beliefs, values and assumptions influence:
 - What we select
 - How we describe
 - How we interpret
 - What we conclude
 - How we subsequently act

Climbing the ladder skillfully



- 'Model 2': Productive (open to learning) conversations start with a Triple I
 1. Inform - Say what you think
 2. Illustrate - Say why you think it
 3. Inquire – Check their view
 - their reactions; their thoughts; check for accuracy (paraphrase)
 4. Detect and check assumptions
 - Ladder of inference questions
 5. Establish common ground
 - acquiescing or commitment?
 6. Make a plan

Activity 3 - The Gear Shed

- Create your animal kingdom at a table – a maximum of two people from each category!
- Wear your animal label!
- Have a mock department meeting
- See instructions for each person's role
- Use the ladder of inference !!!
- Reach a solution to the problem

LO3: Effective Teams



In a high performing team...

- Members express negative feelings
- Members feelings are considered when tasks are performed
- Each member gives and receives feedback about feelings
- The team allows conflict situations to be shared in an open forum

Stages in Teams



- Forming
- Storming
- Norming
- Performing
- Leaving
- Snoring
- cautiousness and politeness
- differences emerging
- procedures to solve conflicts
- good team spirit / high performance
- psychologically / physically
- gone to sleep!

Adapted from: Schollum & Ingram (1991) 'School Self Review' User Friendly Resources

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Activity 4 - Putting it all together



- Read the scenario
- Use knowledge about effective teams and learning conversations to work together productively
- Explore multiple answers to the questions



Leading people

"Ma mua ka kite a muri, ma muri ka Ora a mua"

Those who lead give sight to those who follow;
those behind give life to those ahead.

**How has your thinking changed as a result of this
session?**

References



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