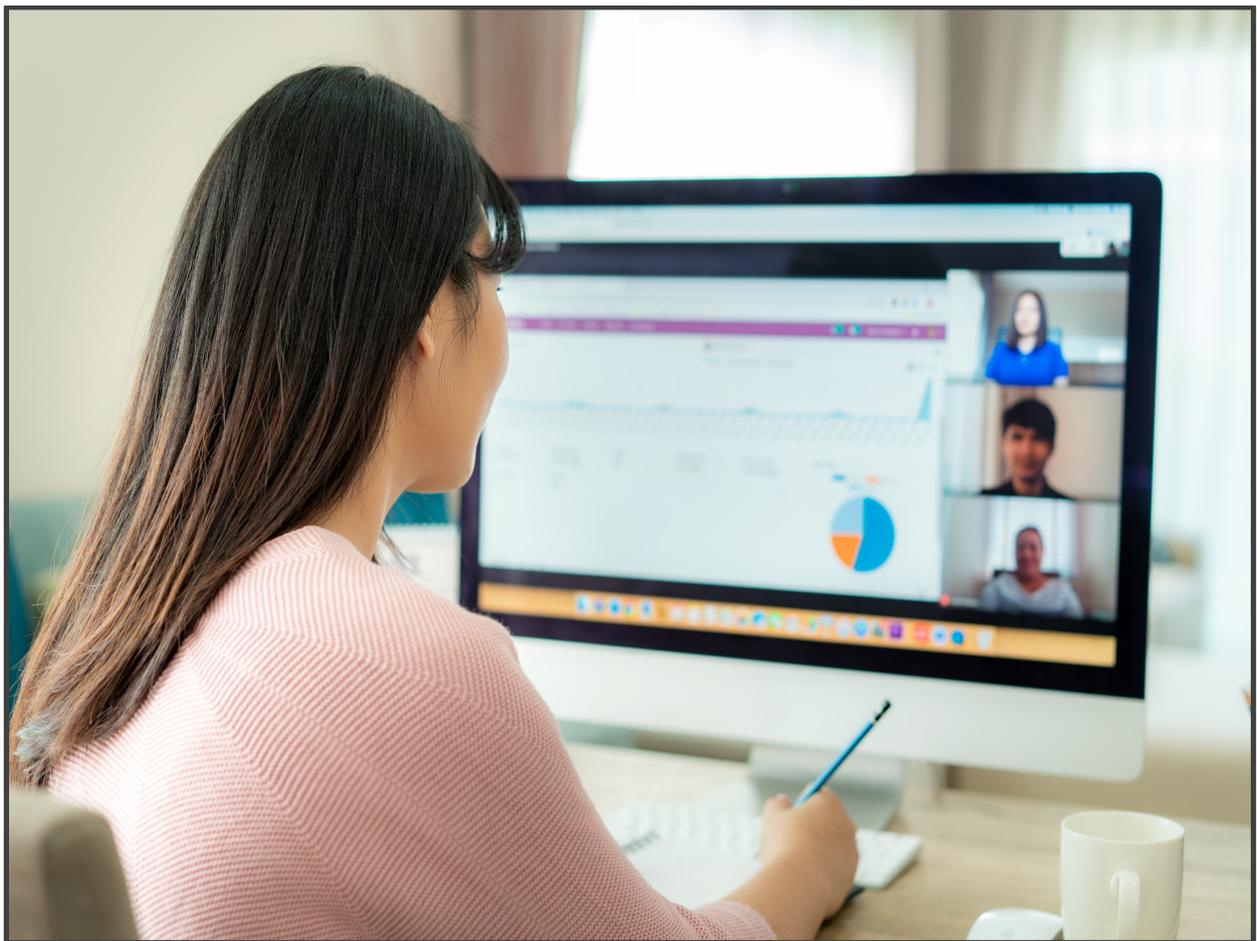


LEADING OTHERS

The Journey to Effective Leadership



PARTICIPANT GUIDE

Your Role as a Leader

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Pre-Work Assignments:

Please have these assignments completed prior to attending this session.

1. Self-Awareness & Leadership
2. Leadership Competencies

Learning Objectives

After completing this section, you will be able to:

- Describe how self-awareness makes leaders more effective.
- Identify leadership competencies where you are strong and where you have room to grow.

The Importance of Self-Awareness for Leaders

In 2010, the consulting firm Green Peak Partners and Cornell University conducted a study that examined 72 leaders at public and private companies with revenues from \$50 million to \$5 billion annually. The goal of the study was to determine the greatest predictor of leadership success.

The study found that vision, strategic thinking, and the ability to solve problems all scored highly; however, ***self-awareness scored most highly as the greatest predictor of success.***

A quote from this specific study stated:

*“Interestingly, a high **self-awareness score was the strongest predictor of overall success.** This is not altogether surprising as executives who are aware of their weaknesses are often better able to hire, train, and lead subordinates who perform well in categories in which the leader lacks acumen. These leaders are also more able to entertain the idea that someone on their team may have an idea that is even better than their own.”*

(Flaum)

What is Self-Awareness, and Why Is It Important?

Self-awareness is defined **as a conscious knowledge of one’s own character, feelings, motives, and desires.** Without self-awareness, a person is not fully conscious of their strengths and weaknesses, nor understands their emotional state well enough to productively regulate their emotions. A lack of self-awareness also makes it difficult to fully understand how a person’s specific behavior impacts others. (Flaum)

Self-Awareness Linked to Growth and Leadership in Washington State

We are transforming our culture in Washington State government to one that:

- Embodies a sustainable way of working.
- Builds on our past solid performance management.
- Prepares us to improve and deliver better value to our customers over time.

This transformation requires strong leadership, with leaders who understand our current problems and how to navigate them, while also being prepared to navigate the problems of the future.

This type of leadership is built on self-awareness, which is an essential skill. Self-awareness facilitates a leader's ability to identify areas for growth and improvement, and to begin to learn and make progress. As a leader in the Leading Others course, you are being asked to better understand yourself so you can better serve your team and therefore better serve our customers.

Pre-Work Assignment

Self-Awareness and Leadership

Directions:

Complete the section below and be prepared to share your notes with other participants in your class session.

Self-reflection

1. Why is self-reflection important for leaders?

Strengths and areas to grow

2. Think about your strengths – how will those strengths help you be effective in your leadership role?

3. What are areas where you need to grow?

4. What is your greatest concern about being a highly effective leader?

Work environment

5. What work environment helps you to excel?

6. How, as a leader, will you create a work environment that helps your team and others around you to excel?

7. What work habits and approaches help you be your best at work?

Leadership impact

8. Think of a leader who had a positive impact on you; what did they do to make an impact?



Breakout Session: Self-Awareness and Leadership

Directions:

1. Join breakout room.
2. Take turns sharing your responses from your pre-work on Self-Awareness and Leadership.

Discuss:

- Share your responses to the 8 questions in your participant guide with your partner.

Leadership Competencies:



Informing Enterprise Leadership Development in Washington State Government

Leadership is a journey! Great leaders know that to stay relevant, they must always continue to learn and grow.

Here you will find 11 Leadership Competencies, or traits of effective and skilled leaders, within the State of Washington. These are a guide for your continued growth in your leadership role.

This list was created during the development of an enterprise-wide leadership strategy. The Department of Enterprise Services facilitated the work with agency Deputy Directors, and other key communities, to create a statewide approach to leadership development for your success, and the success of Washington State, through effective leadership.

These competencies can help guide you. We encourage you to mark the areas where you believe your skills are strong, and those where you have room to grow.

We encourage you to refer back to this list throughout your leadership journey, especially as you and your manager work to plan your ongoing professional development. We wish you all the best throughout your leadership journey.

Pre-Work Assignment

Leadership Competencies

Directions:

1. Review the leadership competencies on the next two pages.
2. Identify the two leadership competencies where you are strongest.
 - a.
 - b.
3. Identify the two leadership competencies where you most need to grow.
 - a.
 - b.



Breakout Session: Leadership Competencies

Directions:

1. Join breakout room.
2. Take turns sharing your responses from your pre-work on Leadership Competencies.
 - a. Share the two leadership competencies where you are strongest.
 - b. Share the two leadership competencies where you most need to grow.

Discuss:

- What facts or evidence do you have to validate that this is a growth area for you?
- What can you do to improve in this area?

Leadership Competencies and Descriptions

Models and Champions our Culture and Values

- Earns the trust, respect and confidence of coworkers and customers through consistent honesty, authenticity, transparency and professionalism. Cultivates trust and relationships with people of different sexual orientations, gender ID and expressions, ability, and racial, ethnic, and cultural backgrounds.
- Sets a personal example. Understands their positional privilege. Follows through on promises and commitments. Leads with humility and respect. Removes fear from the organization.
- Is self-aware and able to self-regulate and adapt. Holds self and others accountable to model agreed-to standards. Aware of their own implicit biases and micro-aggressions and disrupts related behavior. Understands their own experiences in systems & structures to better understand & partner with people who are differently situated.
- Has courage. Addresses problems. Builds shared responsibility. Promotes accountability.
- Demonstrates a clear commitment to public service. Builds shared responsibility and ownership for advancing equity, diversity, and inclusion.
- Focuses on the customer, and creates a customer-focused culture. Understands customers and their needs. Builds and maintain internal and external customer satisfaction. Shifts power (influence and control) to those most impacted and marginalized.

Cultivates a Shared, Strategic Vision

- Describes an inspiring, long-term vision with deep meaning for the organization or team. Defines a clear and compelling purpose for the work, connecting the work to the vision of the organization and public service. Helps employees connect to that meaning and identify the contributions they can make. Talks about future trends affecting the work. Paints big picture of group aspirations.'
- Understands, communicates and advocates the business case of why DEI.
- Looks for and sees the big picture. Anticipates implications and consequences of situations and trends. Forward-thinking. Helps the organization make connections to derive creative solutions. Applies systems thinking; sees issues from individuals, institutional, systemic, and structural perspectives. Has knowledge of historical context & current impact of oppressions like racism, patriarchy, xenophobia, etc.

Develops People

Brings great people with the right skills and the right motivation into the organization and enables them to do their best work every day.

Actively develops the whole person by:

- Coaching through purposeful instruction, challenging counsel and targeted questioning so that people solve problems, think critically, and seize opportunities. Assists with learning from mistakes. Giving early and frequent feedback to cultivate individual growth and encourage strong performance management principles. Provides sincere, day-to-day appreciation and recognition.
- Respects and models life-work balance.
- Helping identify the right opportunities for staff (and the organization) through succession planning with an eye to the future of the organization.

Drives Results

Creates and nurtures a performance-based culture of continuous improvement. Is passionate about data informed decision-making, scientific problem solving, customer responsiveness and satisfaction, and maximizing resources across the organization. Creates a safe environment in which to experiment. Eliminate barriers to increase equity and deliver on government's promises.

Fosters Learning

Creates a learning organization based on how learning really happens. Fosters a climate that supports creativity, innovation and hypothesis-testing. Supports and invests in employee learning and development.

Creates a culture where mistakes are opportunities to learn. Seeks to understand through dialogue rather than to be a "knower". Listens. Committed to being self-aware and adaptive, and to empowering others. Brings their authentic, best self to work.

Builds Relationships

Develops, maintains and strengthens relationships inside and outside the organization. Cultivates an environment of engagement, belonging, respect, empathy, active listening, trust, and collaboration.

Fosters Teamwork and Collaboration

Creates, participates in, leads, coaches and supports teams. Creates a psychologically safe culture in which the synergistic power of teams is realized.

Builds trusting cooperative relationships and meaningful connections.
Understands/builds networks and collaboration.

Communicates Effectively

Effectively conveys ideas and shares information with others from a place of authenticity. Listens and communicates with the audience in mind and an understanding of different points of view. Conveys clear, timely, persuasive messages that positively influence thoughts and actions.

Models and creates a culture that values listening and candid conversation.

Makes Things Happen as a Public Servant

Understands key forces in the organization's environment. Understands government operations, legislative process, state budgeting, the role of interest groups and the media—and how all of these factors need to be considered in tackling complex issues. Skillfully analyzes and decides when and how to proceed on those complex issues.

Understands the impact of impressions on communities and individuals served. Builds coalitions and manages stakeholder relationships. Creates and sustains enough support to implement a decision.

Infuses public service focus into business functions.

Leads and Navigates Change

Navigates the organization through complex and changing environments, and engages staff to seek creative solutions and drive change. Attends to the human side of change. Experiments, takes risks and encourages others to do so.

Helps the organization stay appropriately anchored to mission and values in the face of external volatility, complexity and ambiguity, while mastering the waves of complex change. Is open to creative problem-solving.

Embraces and Embeds Inclusion in Decision-making

Creates a workplace where differences are embraced and valued; where respect for the individual is the foundation for providing every employee with the opportunity to develop their skills and talents so they can achieve their highest level of success.

Creates, embraces, and engages teams of diverse points of view, talents, and capabilities. Is accountable for the impacts of their approach, decisions and actions on themselves, coworkers, stakeholders and those we serve.

Change & Transition

Learning Objectives

After completing this section, you will be able to:

- Describe your role and responsibilities as a leader during change.
- Recognize the impact change has in the workplace.

Being a good supervisor is an important part of leadership

Effective supervisors are critical to an organization's ability to fulfill its role and meet its goals. Most people have experienced the impact of a good supervisor – one who makes the work experience more pleasant, manages the workload, keeps the stress level manageable, and answers our questions. Ineffective supervisors, on the other hand, can make the work experience unpleasant, increase stress, and leave people frustrated.

“Today’s supervisory role moves beyond simply ensuring that tasks and projects are completed on time and according to expectations; they must ensure all this is done by maximizing each employee’s contributions through their relationship with the employee.”

- American Management Association

A Profound Transition

Making the transition to the role of leader is more than a change in job title, responsibilities, and employees. It is a profound change in the way you view yourself and your role, and in how you get satisfaction from your job.

Before you became a leader, you were accountable for completing your own assigned tasks. Even when you collaborated with others, you were not truly accountable for their work or behavior.

In contrast, you are now responsible for getting things done through other people. You are accountable for not only your own output and actions, but for the output and actions of your direct reports as well.



Breakout Session: Shifting Mindsets and Behaviors

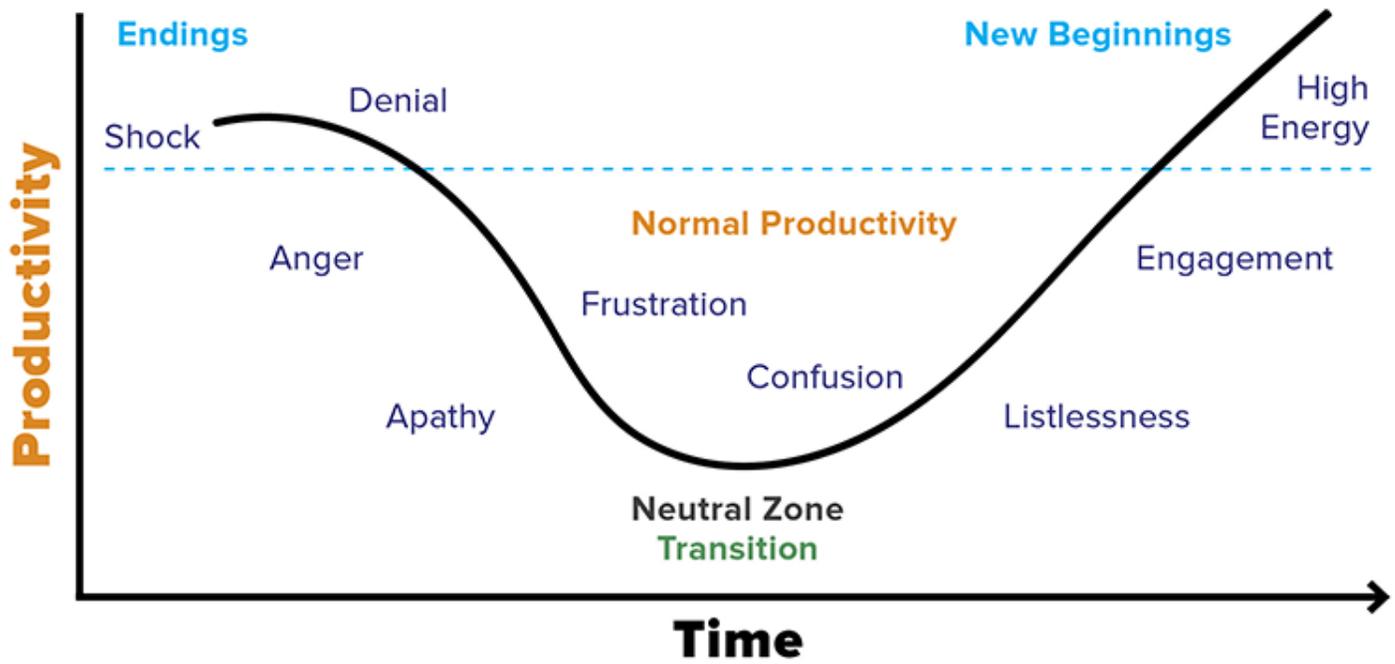
Directions:

1. Determine a note taker/recorder.
2. Be prepared to report out

Discuss:

- What are the shifts in mind-sets or behaviors that are needed to make a successful transition from an individual contributor to a leader?

Change and Transition



(Labin, 2018)

A William Bridges Change and Transition Model

Bridges model involves a three-phase process of:

Ending, Losing, Letting Go - helping people deal with their tangible and intangible losses and mentally prepare to move on

The Neutral Zone - critical psychological realignments and re-patterning takes place. This is all about helping get people through it, and capitalizing on all the confusion by encouraging them to be innovators

The New Beginning - helping people develop the new identity, experience the new energy, and discover the new sense of purpose that make the change begin to work.

Factors Impacting Speed of Transition

What we all have in common is that for every change, we got through a transition. The difference between us as individuals is the speed at which we go through that transition. This can be affected by a variety of factors which include; past experiences, personal preferred style, degree of involvement in recognizing the problem and developing possible solutions, and the extent to which someone was pushed towards a change rather than moving towards it voluntarily.

3 Simple Questions to Lead People Through Change Transition

A change can work only if the people affected by it can get through the transition it causes successfully. That means understanding how the people, on an individual level will be impacted. By thinking through and discussing these questions, leaders can help themselves and their people move through change and transition more effectively.

1. What is changing?
2. What will actually be different because of the change?
3. Who will lose (or has lost) what?

In addition to these questions leaders can check in with employees throughout the process by asking:

- How are you doing?
- What are you thinking?
- What are you feeling?
- How can I help?

(Bridges)



Breakout Session: Discussion

Directions:

- Be prepared to report out

Discuss:

- What is changing as a result of you becoming their new manager?
- What will actually be different because you are now their manager?
- Who will lose (or has lost) what, as a result of you coming on board?

What I Commit to Practice

What I'm doing well in this area:

What I want to stop doing:

1-3 new skills I want to develop:



Leading Others

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