



“Emerging Women Leaders”

Session 3 Preparation Material



Our Purpose: *‘To inspire, engage, support and create resilience in our next gen. leaders’*

“Emerging Women Leaders” - Pre-reading and Session 3 Preparation

Session 3 - MINDSET - Courage over Confidence

- What does it mean to show courage as a leader?
- **How do you learn to have belief in yourself and in your capability?**
- How do you deal with your inner critic? How do you deal with the external critic?
- Do you learn more from success or from failure? How important is ambition?
- What unique characteristics do women bring to leadership?
- How do you demonstrate your leadership capability?

Food for thought:

"Without courage, we cannot practice any other virtue with consistency. We can't be kind, true, merciful, generous, or honest." Source: Maya Angelou

Mindset

Psychologist Carol Dweck (1999, 2006) created a Growth Mindset Scale to measure how much people believe that they can get smarter if they work at it.

1. You have a certain amount of intelligence, and you can't really do much to change it.
2. Your intelligence is something about you that you can't change very much.
3. You can learn new things, but you can't really change your basic intelligence.

Think about whether you have a Growth Mindset – or do you believe you are stuck with what you are born with?

More information about Growth Mindset can be found here:

<https://www.lifteducation.com/growth-mindset-for-adult-learners/>

Here is a Growth Mindset Survey link that you can take to give you some insight into your perspective on your Growth Mindset

https://cdn2.sportngin.com/attachments/document/8ab2-2573672/Carol_Dwecks_Growth_vs._Fixed_Mindset.pdf

For those who like to view clips, here are three links to Carol Dweck speaking about Growth Mindset in organisations.

<https://www.youtube.com/watch?v=2D53lgdKsi0>

<https://www.youtube.com/watch?v=Mjv7TBoAYSy>

<https://www.youtube.com/watch?v=yYknuaoIdME>

Imposter Syndrome – does it have advantages

<https://hbr.org/2022/05/impostor-syndrome-has-its-advantages>

Inner Critic and Courage

<https://www.psychologies.co.uk/test-how-brave-and-resilient-are-you>

Think about:

1. Does your inner critic restrict you in reaching your goals?
2. How confident you are in your capabilities, does lack of confidence get in the way of you reaching your goals?

Leadership

Courage: The Defining Characteristic Of Great Leaders - Bill George (Harvard University)

<https://www.forbes.com/sites/hbsworkingknowledge/2017/04/24/courage-the-defining-characteristic-of-great-leaders/#391bd7f711ca>

Think about:

- What is the source of your courage when you need it?
- How can you show courage as a leader in your organisation?
- As a leader, how do you discern the difference between courage and foolhardiness?

Eight Traits Every Powerful Female Leader Possesses – Source Forbes

<https://www.forbes.com/sites/yec/2017/10/03/eight-traits-every-powerful-female-leader-possesses/#22ec02f0608f>

The Power of belief -- mindset and success | Eduardo Briceno | TEDxManhattanBeach

<https://www.youtube.com/watch?v=pN34FNbOKXc>

Authentic Leadership, Rob Goffee and Gareth Jones

Think about the following:

1. Why would anyone want to be led by you?
 - a. 3 reasons
2. What are your Key Leadership Attributes?
 - a. 3 attributes

Authentic Leadership

Excite others to exceptional performance.



by Rob Goffee and Gareth Jones

NEARLY 10 YEARS AGO IN OUR RESEARCH we asked executives the question “Why should anyone be led by you?” It created a stir then and has silenced countless rooms as we have continued our work with hundreds of leaders or organizations.

Now, as then, leader-heroes make headlines. Executives at all levels try to follow prescriptive recipes for imitating Jack Welch, Steve Jobs, Richard Branson or even, as we write, Barack Obama. What’s the problem with this approach? It’s all about leaders, not leadership. Well-intentioned executives worldwide are obsessed with only one half of the equation. They overlook the fact that *leadership* is a relationship. Without followers it doesn’t exist. This is an important distinction. Great *leadership* excites people to exceptional performance.

Three Tenets

There are three things you need to know about leadership:

First, it is *relational*—that is, it is something you do *with* people, not *to* them. Put simply again, you cannot be a leader without followers. Like all relationships, leadership is a rather fragile state. You need to carefully monitor and cultivate it. Leadership is also *nonhierarchical*. Formal authority or a title doesn’t make you a leader. Leaders can be found—and for the sake of your organization, should be found—at all levels. Finally, leadership is *contextual*. The circumstances that you inherit or inhabit as a leader are your starting point. You need to size up and tap into what exists *and* bring more to the party.

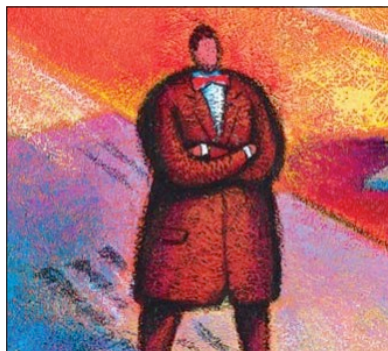
Authentic leaders modify their behavior to respond to the needs of their followers and the situations they encounter while simultaneously remaining true to who they are. They produce results—and meaning—by

being crystal clear on their unique differentiators and by addressing the four critical needs of their followers.

The CASE Framework

You build a case for your leadership by providing your followers with these four things.

- **Community:** Humans are hardwired for sociability. They also desire solidarity. As a result, followers long for a sense of belonging and want to feel part of something bigger. Help them connect to others (not just to you) as well as to the overarching purpose of your organization. Are you helping them answer the questions “Why are we here?” and “What are we part of?”



- **Authenticity:** Followers choose to be led by humans not titles, credentials or manufactured management clones. Identify and deploy your personal differences, foibles and strengths to remind people you’re human—and to inspire them to apply their energy and talents to help you. Who are you and where do you come from? What is different about you that will rouse others to follow?

- **Significance:** Followers want to believe their efforts matter. Recognize their role and contributions in a meaningful way, with highly personalized feedback. When was the last time you paid attention to the recognition needs of those you wish to lead? How can you ennoble their efforts? How specific is the recognition you provide?

- **Excitement:** Followers need to be inspired to higher levels of effort and achievement. Articulate your personal passion, values and vision to provide

the energy and enthusiasm employees hunger for. Are you actually in touch with your own values and motivators? A dead battery cannot spark another. And how can you display an edgy intensity at times to raise the bar on performance?

Four Essential Practices


Authentic leadership contains inherent tensions: You must stay true to who you are and at the same time adapt or conform to a particular culture or situation . . . all the while considering your followers’ needs. In the leadership development consulting that we and our partner, consulting firm BlessingWhite, have completed with executives worldwide the following leadership practices matter most.

1. **Become a situational sensor.** To be successful you need to hone your context-reading skills and your ability to rewrite that context. Begin by tuning into your organization’s “frequency,” by collecting and interpreting soft data. Listen. Observe. Pick up on non-verbals. Pay particular attention to the emotions and motivations of the people who influence your work. Only then can you react as an “authentic chameleon,” adapting effectively to the context without losing your sense of self. Only then can you begin to transform the situation with symbolic actions and decisive behavior to create an alternative, inspiring reality for your followers.

2. **Know and show yourself—enough.** Authentic leadership requires some self-knowledge, not years of therapy. You need to determine what is special about you that works with others. What core values fuel you? How have your origins shaped you? What strengths differentiate you? What weaknesses (stopping short of fatal flaws) demonstrate that you need others? Then, using your understanding of your followers and the particular situations you encounter, determine which parts of yourself to disclose to strengthen your relationships and inspire the action of others. The key is *enough*. A bit of mystery keeps you interesting.

3. **Get close but keep your distance.** This is leadership, not friendship. Successful leaders manage relationships by knowing when to empathize or get personal and when to step back to keep people focused on the organization’s goals. To fully understand what makes followers tick you need to get close, to ask questions that go beyond professional aspirations to

<p>learn their interests, dreams and goals outside of work. (Of course, the prerequisite here is sharing some of that yourself.) When you need to address performance issues or difficult situations, however, you might choose to <i>create distance</i> by reminding people of the job at hand and the larger purpose of the team or organization.</p> <p>4. Communicate with care. Successful communication requires an appreciation of the message, the context, your followers and your personal strengths and weaknesses as a communicator. Choose your channel carefully. Is it a small informal meeting or</p>	<p>a dramatic speech in a larger setting? Will email do or is personal connection essential for success? Create a clear and compelling vision—one that articulates your personal values and vision, one that creates a vivid picture of where your followers fit in (thus making your “case”). To ensure that they translate their energy into an output other than applause, include clear, actionable steps on what needs to be done and why.</p> <p><i>“With,” not “To”</i></p> <p>The truth remains: Leadership is not something you do <i>to</i> other people.</p>	<p>Rather you do it <i>with</i> others. As a result, there are tensions inherent in leadership, as in all relationships, which you need to manage. You must be yourself, but authenticity alone is insufficient.</p> <p>As you improve your ability to read context, understand your followers’ needs and adapt accordingly you’ll be able to answer the question “Why should anyone be led by you?” LE</p> <p><small>Rob Goffee and Gareth Jones are authors of several books, including <i>Why Should Anyone Be Led by You?</i> and <i>Clever: Leading Your Smartest, Most Creative People</i> (available August 2009). Visit www.whysouldanyonebeledbyyou.com.</small></p> <p>ACTION: <i>Be yourself—more—with skill.</i></p>
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Your Leadership		CASE SELF-ASSESSMENT	
Build a CASE for it with followers.		Think about your behavior and consider the extent to which you agree with each statement below . . .	Strongly Disagree Strongly Agree
 <div>by Tom Barry</div> <div>AS ROB GOFFEE AND Gareth Jones emphasize in <i>Why</i></div>	COMMUNITY		
	1. I make sure employees know they are valued members of the team.	CD @ Ⓡ @ @	
	2. I establish traditions that bring team members together.	CD @ Ⓡ @ @	
	3. I build a strong team identity without creating silos.	CD @ Ⓡ @ @	
	4. I build our team's strength by leveraging each person's unique talents.	CD @ Ⓡ @ @	
<p><i>Should Anyone Be Led by You?</i> leadership is a relationship between leaders and followers.</p> <p>To successfully deliver desired results, you need to understand your team members' needs and provide what they're looking for in that relationship. Only then will they in turn be compelled to follow your lead and apply their talents and discretionary energy to accomplish the tasks that you define as mission-critical.</p> <p>Four Basic Needs</p> <p>The four basic needs of followers are: Community, Authenticity, Significance, and Excitement (CASE).</p> <p>Think about your team. How well are you building a CASE for your leadership with each team member? The questions at right can provide insights.</p> <p>Reminder: Self-assessment is a useful exercise. Ultimately, however, <i>you</i> think is only part of the story.</p> <p>You may be consciously trying to exhibit the behaviors at right, but your followers ultimately decide whether your good intentions actually succeed.</p> <p>LE</p> <p><i>Tom Barry is Managing Director of BlessingWhite Europe. BlessingWhite is a global consulting firm dedicated to reinventing leadership and the meaning of work. Visit www.blessingwhite.com or email TomBarry@bweurope.com.</i></p> <p>ACTION: <i>Solicit your followers' feedback.</i></p>	AUTHENTICITY		
	5. My actions align with my stated values.	CD @ Ⓡ @ @	
	6. I share personal shortcomings.	CD @ Ⓡ @ @	
	7. I "show up" consistently <i>and</i> appropriately in different situations	CD @ Ⓡ @ @	
	8. I let myself be known on a personal level beyond title or role.	CD @ Ⓡ @ @	
	SIGNIFICANCE		
	9. I help individuals see how their work connects to larger goals.	CD @ Ⓡ @ @	
	10. I often ask for—and act on—input from team members.	CD @ Ⓡ @ @	
	11. I recognize individuals' contributions to our team's success.	CD @ Ⓡ @ @	
	12. I provide specific, personalized feedback to team members on how to maximize their talents.	CD @ Ⓡ @ @	
	EXCITEMENT		
	13. I convey my personal passion about team projects and the work we do.	CD @ Ⓡ @ @	
14. I display an intensity that spurs team members to higher levels of achievement.	CD @ Ⓡ @ @		
15. I celebrate significant individual and team accomplishments.	CD @ Ⓡ @ @		
16. I demonstrate expert knowledge of our business/industry.	CD @ Ⓡ @ @		
SCORING: Count your 4s and 5s above. Don't add them up; just count how many you have.			
# OF 4S AND 5S		GRADE	
12 or more		Congratulations. Don't sit on your laurels. Leadership is a relationship that needs constant attention. You need to build your CASE every day.	
7 to 11		Take a look at trends. Are you better at satisfying some needs more than others? How can you address your team's needs while driving the organization's priorities?	
6 or fewer		Take stock. Are you a leader known for results but also the wreckage of burnt out employees? Are you struggling to deliver the results expected of you? Do you really want to be a leader? What's getting in the way of the leadership behaviors above? If you fail to nurture your relationship with your followers, you are more likely to fail yourself.	