COURAGEOUS LEADERSHIP & RELATIONSHIPS

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WASA/OSPI
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WELCOME AND INTROS!

• Tell a story from your life of an event that will help others to understand why you do the work that you do.
• Share with your table group
• Identify common themes, commitments and values that emerge
NORMS FOR OUR WORK TOGETHER

• Stay Engaged
• Speak Your Truth
• Experience Discomfort
• Listen for Understanding
• No Fixing
• Take Risks
• Expect and Accept Non-Closure
• Leadership is a lifelong learning process that takes practice. Understanding the essentials of leadership is a key element in leadership development.

• You can’t lead others to do work that you are not doing yourself.

• Leadership requires an intentional commitment of time and energy.

• Becoming more courageous and boundaried in our leadership produces greater outcomes in productivity, creativity, and job satisfaction.

• Leaders learn leadership through the challenges and conflicts which are inherent in the leadership process.

• Leaders need to be comfortable with the dimensions of “doing” and “being”
THE “ROOTS” OR ELEMENTS OF LEADERSHIP

VISION

HOPE

TRUST

ENERGY

RESOURCESFUL LEADERSHIP BY ELIZABETH CITY
CREATING ENERGY

• Reduce conflicting messages
• Increase support for administrators, colleagues, staff, and teams
• Resolve inter-personal conflict
• Develop language and tolerance around differences
• Facilitate cross-school, cross-district relationships
• Create tools that help put structures into place, and reduce cognitive load
• Develop your own contagious energy around your vision
• Reduce blaming and complaining, and model that as a leader
• Create systems for showing gratitude and reinforcing values
LEADERSHIP ACTIVITY

What are the qualities of an effective leader?

How do you currently experience yourself as a leader?

Who is a leader that you admire, feel inspired by, or feel influenced by? What leadership qualities do they possess?

How do you practice growth as a leader? How will you do so in the future?
SO WHO ARE COURAGEOUS LEADERS AND WHAT DO THEY DO?
COURAGEOUS LEADERS KNOW THEIR OWN VALUES AND COMMIT TO THEM
Values-Based Leadership

Accountability
Achievement
Adventure
Ambition
Authenticity
Balance
Beauty
Being the Best
Belonging
Caring
Collaboration
Commitment
Community
Compassion
Competence
Confidence
Connection
Contentment
Contribution
Cooperation
Courage
Creativity
Curiosity
Dignity
Efficiency
Energy
Equity
Excellence
Fairness
Faith
Family
Financial stability
Freedom
Friendship
Fun
Generosity
Grace
Gratitude
Growth
Harmony
Health
Honesty
Hope
Humility
Humor
Independence
Initiative
Integrity
Job Security
Joy
Kindness
Knowledge
Leadership
Learning
Leisure
Love
Loyalty
Openness
Optimism
Order
Patience
Peace
Perseverance
Personal Fulfillment
Power
Pride
Recognition
Reliability
Resourcefulness
Respect
Risk-taking
Security
Self-discipline
Self-expression
Self-respect
Service
Success
Teamwork
Tradition
Trust
Truth
Understanding
Vision
Vulnerability
Wealth
Well-being
Wholeness
Wisdom
• When our behaviors, actions and communications are in alignment with our values we are operating “AT-INTEGRITY”
COURAGEOUS LEADERS PRACTICE THE FIVE PERSONAL ATTRIBUTES OF LEADERS
ATTRIBUTES

Self-Awareness
Optimism
Empathy
Curiosity
Modeling
How are you paying attention to each of these personal attributes in your leadership?

Which of the personal attributes would you consider your strengths?

Which attributes are areas of growth for you? How will you intentionally make advancements in those areas?
COURAGEOUS LEADERS ENGAGE CONFLICT WITH CONFIDENCE
WHERE DID YOU LEARN ABOUT CONFLICT?

HOW DO THOSE LESSONS CONTINUE TO SHOW UP FOR YOU?

TURN AND TALK
CONFIDENCE

- The Drama Triangle
- The Empowerment Dynamic and Coaching
- Boundaries
- Crucial Conversations
The Karpman Drama Triangle

**Persecutor**
- aggressive
- angry
- judgemental

**Rescuer**
- over-helpful
- self-sacrificing
- needs to be needed

**Victim**
- downtrodden
- helpless
- complains of unmet needs

Discounts Self

Discounts others' value and integrity

Discounts others' ability to think for themselves

Ref: Steve Karpman
DDT: The Dreaded Drama Triangle™
(Karpman Drama Triangle)

- **Persecutor**
  - The Problem
  - Dominates, Blames
  - Tears Down

- **Victim**
  - Poor Me, Feels Powerless
  - Dream Lost or Denied

- **Rescuer**
  - Poor You
  - Pain Reliever
  - Fears Not Being Needed

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**Creator**
- Owns Power to Choose & Respond
- Focuses on Outcomes
- “I Can Do It”

**Challenger**
- Calls Forth Learning & Growth
- Provokes/Evokes Action
- Conscious/Constructive
- Unconscious/Deconstructive
- “You can do it!”

**Coach**
- Supports & Assists
- Facilitates Clarity by Asking Questions
- “How will you do it?”
WHAT ARE BOUNDARIES?
GET COMFORTABLE WITH CRUCIAL CONVERSATIONS
Newer, better solutions will not represent “my way” or “your way,” but “our way.”

-Covey
WHAT IS A CRUCIAL CONVERSATION?

• A conversation that affects your life

• A conversation where…
  • Opinions vary
  • Stakes are high
  • Emotions run strong
The ability to talk openly about high-stakes, emotional, & controversial topics can…

Help your career

Improve the performance of organizations

Improve your relationships, build trust

Improve your health
A LEARNING STANCE

• Shift your internal orientation from
  • Certainty to curiosity
  • Debate to exploration
  • Simplicity to complexity
  • Either/or to and

Source: Greg Abell, Sound Options Group
LEADERS COURAGEOUSLY BUILD, MAINTAIN AND REPAIR RELATIONSHIPS
HOW DO WE DO THAT?

- Get to know the people on your team
- Listen more than you talk
- Show up and step in to support
- Model joy
- Model vulnerability
- Apologize
- Model recovery from failure
- Model a mindset of growth
- Acknowledge the excellence that people bring to the table
COURAGEOUS LEADERS STUDY AND PRACTICE COACHING SKILLS
HOW DO WE DO THAT?

• Learn and practice the strategies of models like *The Coaching Habit*
• Learn and practice the strategies of models like *Coactive Coaching*
• Learn and practice intentional questioning
• Give others the tools to do the same and expect team members to practice the skills
COURAGEOUS LEADERS STUDY AND PRACTICE LEADERSHIP
HOW DO WE DO THAT?

- Read, read, read
- Study models of leadership, creativity, team-building, and design thinking
- Teach others these models and expect practice
- Talk about leadership and the strategies that you are working on
COURAGEOUS LEADERS CARE ABOUT THE PERSONAL GROWTH OF THEIR TEAM MEMBERS
HOW DO WE DO THAT?

- Build and pay attention to relationships
- Support through mentorship and coaching
- Refuse to accept toxic dynamics on teams
- Be courageous in having crucial conversations
- Have a plan for leadership development
- Allow for autonomy and creativity
- Show and talk about gratitude
What area of courageous leadership do you want to know more about?

What will you commit to in terms of your personal growth as a leader over the next six weeks?
RELATIONSHIPS WITHIN THE SCHOOL HOUSE
ROLAND S. BARTH

“One incontrovertible finding emerges from my career spent working in and around schools: The nature of relationships among the adults within a school has a greater influence on the character and quality of that school and on student accomplishments than anything else.”
MOST OF ALL…

Find joy!
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