

# Welcome

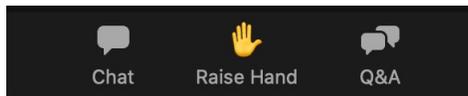
Fundamentals in Practical Leadership for New & Emerging Leaders

## Session 2: What Changes for You as a Leader

*"Management is doing things right; Leadership is doing the right things." (Peter F. Drucker)*

# Ways to Participate in Webinar

- Audio & Video off for all – Raise Your Hand



- Use Chat
- Interactive polls Chat Box  
<http://pollev.com/cfoe>
- Session will be recorded for reference
- Come back 



There will be times when an organizational decision does not align with your opinion. What is expected of you as a leader in taking the organizational decision forward? How do you find appropriate networks of support as a leader/manager, and what do you need to be aware of that is “different” in how you relate to people now that you are a leader/manager? Practical and important approaches will be provided. The idea of leadership sometimes being a ‘lonely’ journey will be explored.



The WHY





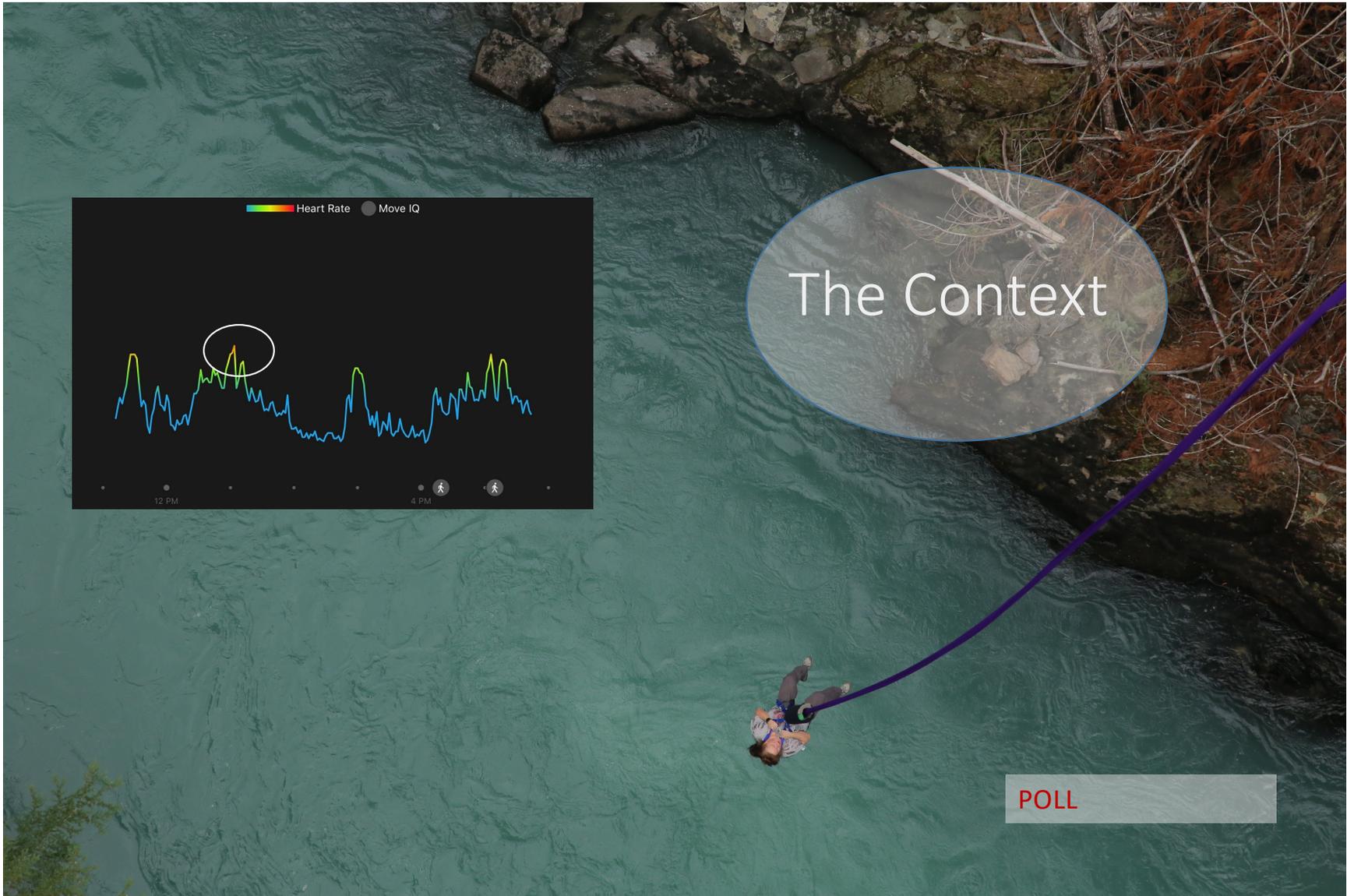
The WHY





Let's check in – Poll....





The Context



POLL

A photograph of a woman in a blue shirt kneeling on a dirt path in a forest, with a black and white speckled dog sitting next to her. The forest is dense with tall trees and sunlight filtering through the canopy. A large green circle is overlaid on the left side of the image, containing the text "Change : Professional Identity".

Change :  
Professional  
Identity

## What Changes in How you See Yourself

What made you successful before : What makes you successful as a Leader/Manager

Your Professional Identity

Part of the Team but Different

How you Spend and Focus Your Time and Energy

[Resource: What success means when you are a Leader/Manager](#)

Area	What may Be Different..
Meetings	<ul style="list-style-type: none"> <li>-More of them!</li> <li>-You may be leading the meeting – needing to focus on accomplishing the goals of the meeting, facilitating input, bringing ideas together, more take-away work (less passive participation and more active engagement)</li> </ul>
Communication	<ul style="list-style-type: none"> <li>-Less individual decision-making and “for information” communication</li> <li>-More systemic communication and decision-making</li> <li>-Confidentiality (thinking about it in new ways)</li> </ul>
Area of Expertise	<ul style="list-style-type: none"> <li>-Sharing expertise less from your individual technical standpoint, and more informed and considered based on other, broader factors</li> <li>-You may be working in areas where you don’t have significant technical expertise – find those who do to inform your decisions and actions</li> <li>-Possibly project focused within the context of the big picture</li> </ul>
Priorities	<ul style="list-style-type: none"> <li>-Less time spent on daily tasks, more organization/coordination of longer term projects and priorities</li> <li>-Learn how to use a calendar, to-do lists etc. differently – more time needed for working on long-term projects, coaching others</li> </ul>
Certainty	<ul style="list-style-type: none"> <li>-Be prepared for less certainty – and reflect on how you navigate that</li> </ul>
Accomplishing Tasks	<ul style="list-style-type: none"> <li>-Your ability to accomplish things relies more on others than previously – communicate, check-in, discuss timelines and expectations, hold people accountable</li> </ul>



Change : How  
Others See You

## What Changes in How Others See You

You will have the legacy of a predecessor to overcome

You are seen through the lens of “Manager/Leader”

What you say and do reflects on the organization more than ever



## Legacies

- Know that it's not about you
- Establish credibility
- Articulate your style and your expectations
- Seek to understand
- Be clear and consistent (boundary testing)
- Walk the talk (show as well as tell)
- Welcome feedback
- Be human (with all the messiness that entails)

## How you Communicate as a Leader

- Again - know that it's not about you
- How will you communicate decisions you don't agree with?
  - Staff need to maintain confidence in you as a leader and the leadership at large
  - You need to enforce these decisions
  - You represent the organization in this communication, not your own opinion
    - "There were many factors at play.."
    - "This was a difficult decision.."
    - Get support from other leaders – seek to understand for yourself to make it easier to support others understanding



Change : How  
You  
See Others



## What Changes in How You See Others

You are required to give feedback

You must walk towards conflict

You must determine the best approach to support others' success

## Giving Feedback

Be Kind – seek to understand, address behavior

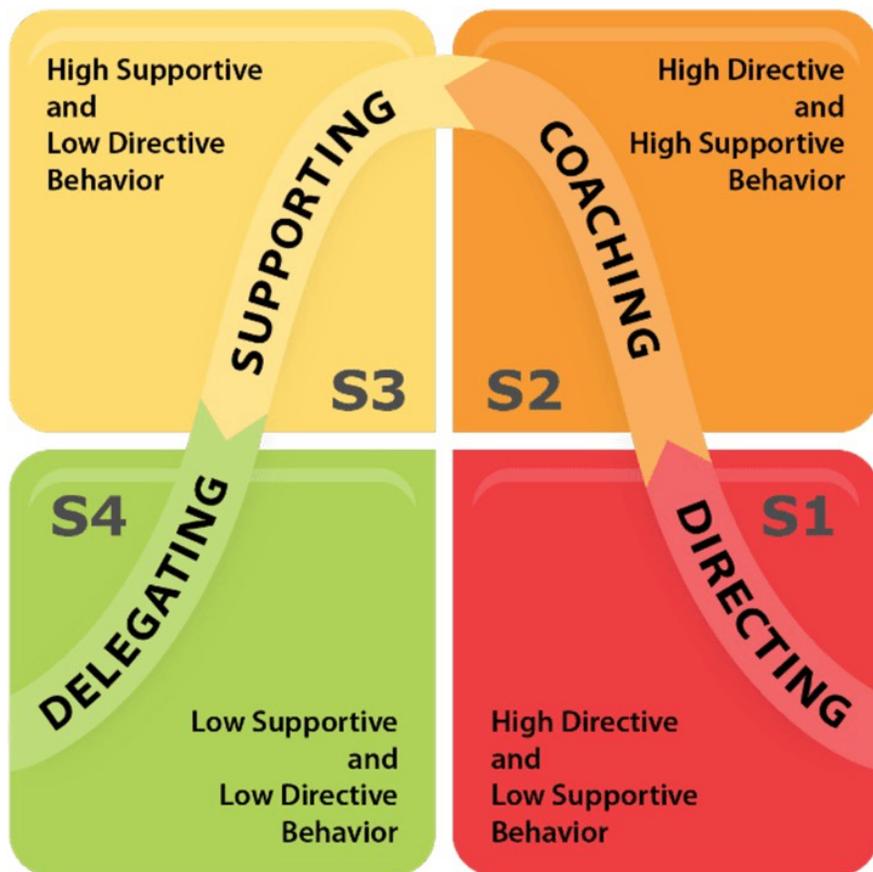
Be Clear – don't leave room to mis-understand what the issue is

Be Constructive – take the time to discuss solutions

Follow-Up – Address the issue if it comes up again – provide positive feedback of improvement

[Resource: Tips on Giving Feedback](#)

Let's check in – Poll....



Adapt your approach to the situation:

- **Directing** – a situation requiring specific guidance and close supervision, the person is motivated but lacking competence/experience with the task. They are eager to do what they are told and will do well if they know exactly what to do.
- **Coaching** – They have developed some competence, but also require advice and encouragement to develop confidence in the task. Still telling “what”, discussions about “why”.
- **Supporting** – high levels of encouragement, less direction supports continued growth of competence and confidence.
- **Delegating** – a situation where the individual has high confidence, motivation and competence. They will approach you when they need advice.

A photograph of a rustic wooden suspension bridge crossing a rocky stream in a dense forest. The bridge is made of wooden planks and supported by logs and ropes. Sunlight filters through the trees, creating dappled light on the ground and water. A blue circular graphic is overlaid on the left side of the image, containing white text.

Change :  
Influence and  
Approach

## What Changes in Your Influence and Approach

Empowering Others vs. Success from Own Contributions

If you have a dual role (Leader and Front Line) – your Leadership role must influence how you carry yourself in your front-line role

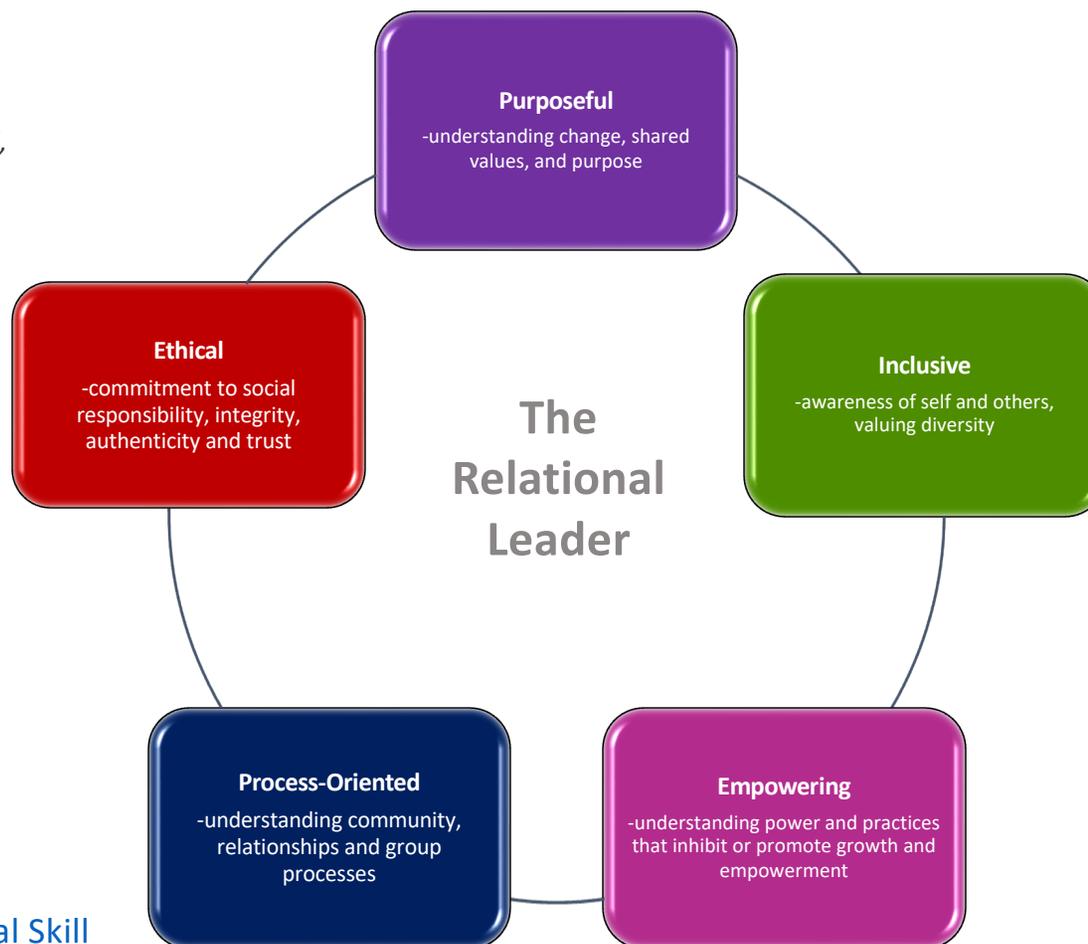
Lead with empathy and connectedness – different than friendship

## Relational Leadership – Komives et al.

*“a relational process of people attempting to accomplish change to benefit the common good, and is deeply focused on the building and cultivating of relationships”*

A formal leadership position is not required to be a relational leader.

More of a philosophy or practice than a model.



[Resource: Leadership as a Relational Skill](#)

Change : Your  
Networks of  
Support



## What Changes in Your Networks of Support

- Gently but firmly realign expectations of previous colleagues
  - You can no longer be a “passive recipient” of complaints
- Seek out new opportunities to develop supportive relationships

Potential Issue	What to Consider..
Friendships	<ul style="list-style-type: none"> <li>-Balance of power</li> <li>-Maintaining equity</li> <li>-Confidentiality</li> <li>-Your legal responsibility to the organization</li> </ul>
Complaints	<ul style="list-style-type: none"> <li>-You cannot commit to confidentiality</li> <li>-Support problem-solving to resolve the issue</li> <li>-Escalate the issue if necessary</li> </ul>
Requests for information you can't share	<ul style="list-style-type: none"> <li>-Redirect to the person they are asking about</li> <li>-Share that it puts you in a difficult position when they ask</li> <li>-Be aware of (and don't respond to) the "guessing game"</li> </ul>
Your need for a confidante	<ul style="list-style-type: none"> <li>-If you share something with someone – they may wonder what else you share</li> <li>-Setting up a team member to be your confidante can damage the relationship if you need to have a challenging conversation with them later</li> <li>-People will pick up on a closer relationship with one team member</li> <li>-Take the time to cultivate productive relationships with management colleagues (within and outside of the organization) – and most importantly with the leader you report to</li> </ul>
People challenging your decision	<ul style="list-style-type: none"> <li>-Explain – don't defend</li> <li>-Listen – don't commit to changing the decision</li> </ul>
General boundary testing	<ul style="list-style-type: none"> <li>-Be consistent</li> <li>-If you "slip up" – acknowledge and rectify it as soon as you realize it</li> </ul>



## What Stays the Same : Your Why!

### Reflection Questions:

What do you want your legacy as a leader to be in your organization?

Think about your network of support – what actions will you be taking to strengthen and ensure that you have appropriate networks of support?

Read the linked article on Situational Leadership. Which style is more difficult for you? What work will you do to develop that style?

## Follow Up

- Email will follow the webinar
  - Provide us feedback on how we did
  - Link to Reflective Practice (required for certificate)
  - Link and password to portal with recorded webinar, power point and resources

Check Out: How are you leaving?.....

# Thank you!

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