



BOARD DEVELOPMENT THROUGH LEADERSHIP AND COMMUNICATION

CARLINGTON COMMUNITY HEALTH CENTRE

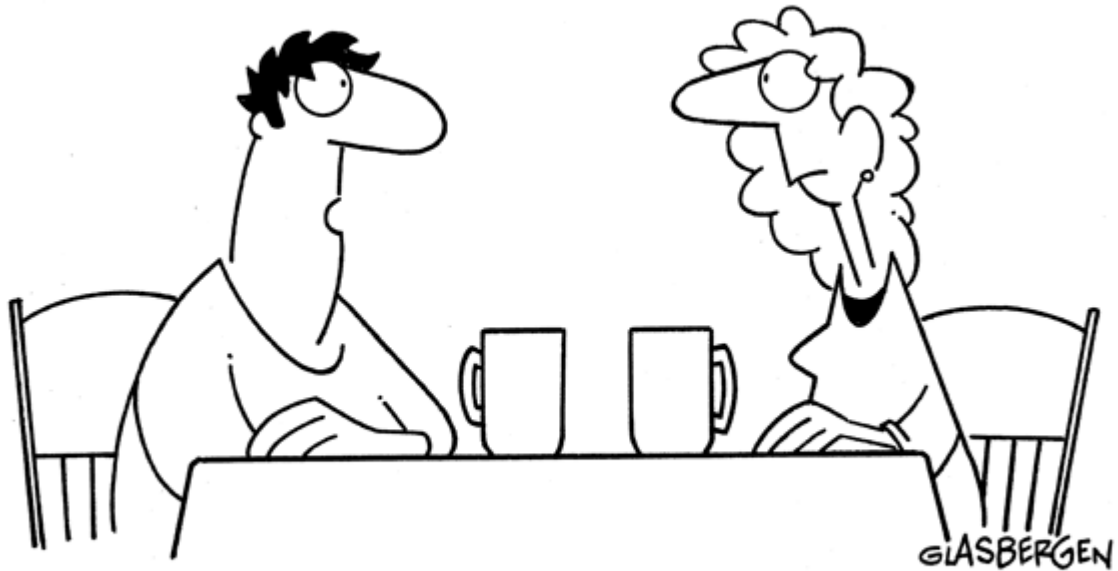
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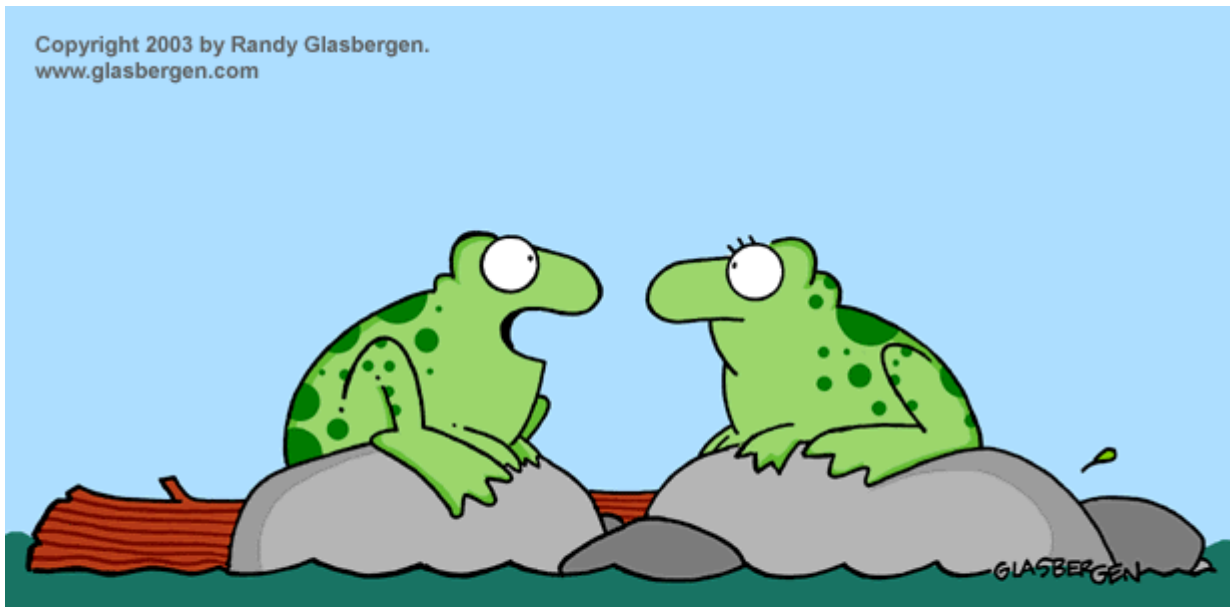
Our strength as humans and as leaders has nothing to do with what we look like. Rather, it has everything to do with what we feel, what we think of ourselves. Leadership is applicable to all facets of life.

- Veronica Guerrero, Winning Edge Research



“I’m trying to be a good listener, but you keep breaking my concentration by talking!”

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www.glasbergen.com



“Can’t we just talk without you dissecting every word I say?”

We communicate by our apparel, movements, silences, postures, tones, lightness or heaviness of words and our bearing. Our presence is the medium and the message.

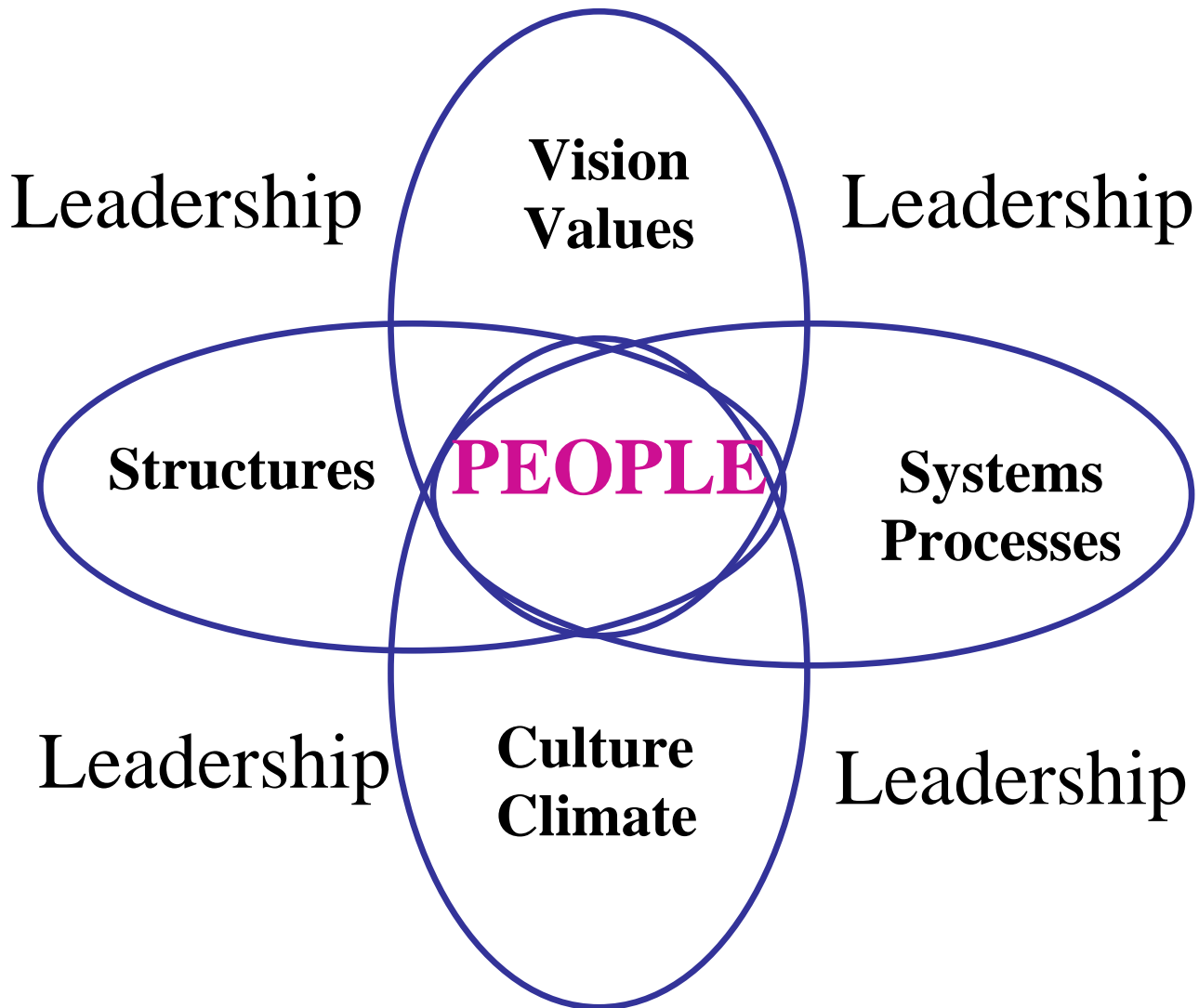
- Marshall McLuhan





“They’re special glasses that help you see yourself the way others see you!”

Leading Organizations



Definition of Leadership:

The art of mobilizing others to want to struggle for shared aspirations.

Kouzes & Posner

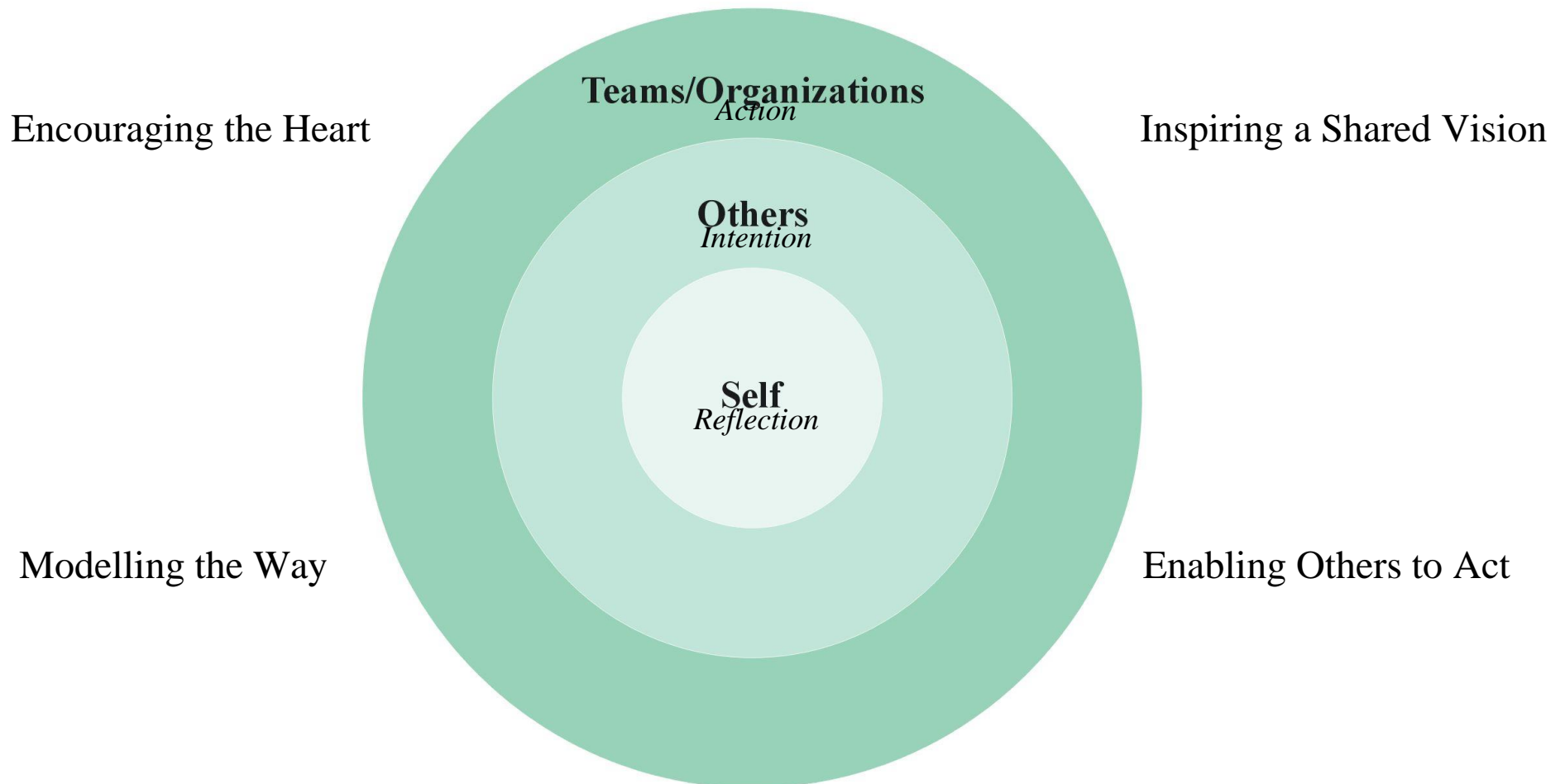
Defining Leadership

“The common leadership thread...is being able to motivate and inspire people.”

*Leadership...engaging the heart
and managing the context*

Leadership from the Inside Out

Challenging the Process



The Leader in You

Instructions: On an individual basis, complete and be prepared to share your responses.

We are all leaders in one way or another.

Because leadership first involves learning how to lead ourselves, each of us has developed a number of very “personal” leadership skills just from living our day-to-day lives e.g., coaching or being on a team, working with others on projects.

What is your first memory of being a leader?

How did you learn about leadership when you were growing up?

What did you learn that you have discarded or are in the process of discarding?

What did you learn that you want to keep?

One example of being a leader in your life today:

Modelling the Way

Instructions: On an individual basis, complete and be prepared to share your responses.

We are all leaders in one way or another. It involves learning how to lead others from observing, following and leading in living our day-to-day lives.

Identify one of the best leaders you have ever known. It is a leader that you admire and have personal experience with, either as a colleague or someone you observed in action first hand.

What does/did this person do and what abilities do/did they have that made you admire him or her as a leader?

What did you learn from the way he/she demonstrated leadership that you want to keep and integrate into your own practice of leadership?

Five Leadership Qualities

Leaders model the way.

They create standards of excellence and then *set an example* for others to follow. They establish values about the way constituents, colleagues, and customers should be treated. Because complex change can overwhelm and stifle action, leaders *achieve small wins*. They unravel bureaucracy, put up signposts, and create opportunities for victory.

Leaders inspire a shared vision.

They passionately believe that they can make a difference. They *envision the future*, creating an ideal and unique image of what the community, agency, or organization can become. Through their strong appeal and quiet persuasion, leaders *enlist others* in the dream. They breathe life into the shared vision and get people to see the exciting future possibilities.

Leaders challenge the process.

They *search for opportunities* to change the status quo. They look for innovative ways to improve the organization. They *experiment and take risks*. And since risk taking involves mistakes and failure, leaders accept the inevitable disappointments as learning opportunities.

Leaders enable others to act.

They *foster collaboration* and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They *strengthen others* by sharing information and providing choice. They give their own power away, making each person feel capable and powerful.

Leaders encourage the heart.

Getting extraordinary things done in organizations is hard work. To keep hope and determination alive, leaders *recognize contributions* that individuals make in the climb to the top. And because every winning team needs to share in the rewards of team efforts, leaders *celebrate accomplishments*. They make everyone feel like a hero.

- Kouzes and Posner, The Leadership Challenge

Personality Styles

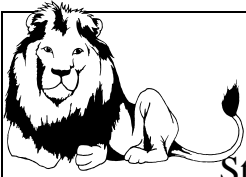
Please circle the characteristics that best describe you.

<p style="text-align: center;">L</p> <p style="text-align: center;">Likes Authority Takes charge Determined Confident Firm Enterprising Competitive Enjoys challenges Problem solver Productive Bold Purposeful, goal driven Decision maker Adventurous Strong willed Independent, Self-reliant Controlling Persistent Action oriented</p> <p style="text-align: center;"><i>“Let’s do it now!”</i> Total x 2 = ____</p>	<p style="text-align: center;">O</p> <p style="text-align: center;">Enthusiastic Takes risks Visionary Motivator Energetic Very verbal Promoter Friendly, Mixes Easily Enjoys popularity Fun-loving Likes variety Spontaneous Enjoys change Creative-new ideas Group oriented Optimistic Initiator Infectious laughter Inspirational</p> <p style="text-align: center;"><i>“Trust me! It’ll work out!”</i> Total x 2 = ____</p>
<p style="text-align: center;">G</p> <p style="text-align: center;">Sensitive feelings Loyal Calm, even keel Non-demanding Avoids confrontations Enjoys routine Dislikes change Warm and relational Gives in Indecisive Dry humour Adaptable Sympathetic Thoughtful Nurturing Patient Tolerant Good Listener Peace Maker</p> <p style="text-align: center;"><i>“Let’s keep things the way they are.”</i> Total x 2 = ____</p>	<p style="text-align: center;">B</p> <p style="text-align: center;">Enjoys instructions Accurate Consistent Controlled Reserved Predictable Practical Orderly Factual Conscientious Perfectionist Discerning Detailed Analytical Inquisitive Precise Persistent Scheduled Sensitive</p> <p style="text-align: center;"><i>“How was it done in the past”</i> Total x 2 = ____</p>

Communication Styles

Left Brain

Right Brain



Lion

Style: Driver

Assertive
Unemotional
Decisive
Tough
Dominating
Efficient
Pushy
Impatient Listener

*“Do it now!”
Get straight to the point, no idle chit
chat*



Otter

Style: Expressive

Assertive
Emotional
Sees the big picture
Uses jokes and fun
Speaks rapidly
Tends to “bowl” over others with
enthusiasm
Leaps without looking

*“Trust me! It’ll work out!”
Motivate me, Let’s have fun and feel
good.*



Beaver

Style: Analytical

Non-Assertive
Unemotional
Serious
Indecisive
Business-oriented
Quiet
Difficult to “read”
Tends to withdraw if things can’t be
perfect

*“How was it done in the past?”
“Just the facts please.”*



Golden Retriever

Style: Amiable

Non-Assertive
Emotional
Good listener
Soft spoken
Patient
Easily offended
Tends to withdraw from confrontation
Doesn’t readily communicate
disagreement.

*“Let’s keep things the way they are”
“Peace at any cost”*

Tips For Communicating Better Between The Different Styles

With Lions or Drivers it is helpful to:

- Be specific and to the point
- Use time efficiently. No chit-chat. Stick to business.
- Be well organized and prepared. Have all needed information available in well organized packages.
- Present the facts logically.
- Ask specific questions (preferably “what” or “how”)
- Provide alternative solutions and let *them* make the decision.
- If you disagree, take issue with the facts, not the person.
- If you agree, support the results *and* the person.
- Persuade by referring to results and objectives – to the outcomes.
- After discussing business, leave quickly. Don’t linger.

With Lions or Drivers it is helpful not to:

- Ramble on or waste their time.
- Initiate a personal relationship.
- Be messy or disorganized.
- Be cloudy on issues or leave loopholes.
- Ask unanswerable or rhetorical questions.
- Have predetermined decisions. Don’t make decisions for them.
- Speculate wildly or offer unsubstantial guarantees.
- Let your disagreement reflect on them personally.
- Reinforce your agreement with “I’m with you.” Lions don’t usually care.
- Direct them or give them orders. They will rebel.

Tips For Communicating Better Between The Different Styles

With Otters or Expressives it is helpful to:

- Support their hopes, dreams and intentions.
- Use the time to be entertaining, fun, fast moving, stimulating.
- Allow time for socializing.
- Discuss their goals and what is stimulating to them.
- Deal with the “big picture.” They are not interested in petty details.
- Ask for their ideas and opinions.
- Provide the ideas and concepts and steps for putting plans into action.
- Provide supporting examples from people they view as important.
- Have clear boundaries and limits in mind.
- Offer special deals, incentives, extras.

With Otters or Expressives it is helpful not to:

- Legislate.
- Be cold, abrupt, terse.
- Go straight to the facts and press for solutions.
- Deal with details, pin them down to actions or put details in writing.
- Leave things hanging in the air – they will not bring them down to earth!
- Do too much dreaming with them if time is of the essence.
- Talk down to them.
- Be dogmatic

Tips For Communicating Better Between The Different Styles

With Golden Retrievers or Amiables it is helpful to:

- Begin with a personal comment or break the ice.
- Be candid and open. Find areas of common involvement. Show sincere interest in them as people.
- Listen responsively.
- Be casual, informal and non-threatening.
- Ask “how” questions to draw out their opinions.
- Be on the look out for hurt feelings and personalizing if you disagree.
- Be on the look out for half-hearted agreements. They will often agree to avoid confrontation and then not follow up on the tasks “agreed to.”
- Define individual contributions.
- Provide assurances that decisions will minimize risk and harm to others.
- Provide back-up support.

With Golden Retrievers or Amiables it is helpful not to:

- Rush headlong into the agenda.
- Constantly stick to business.
- Require them to respond to your objectives quickly.
- Be domineering, demanding or manipulating. Do NOT threaten.
- Debate about facts and figures. Golden Retrievers or Amiables have a tendency to stop talking or get lost.
- Be patronizing.
- Be abrupt or rapid.
- Be vague. Don't offer probabilities or options.
- Make promises you can't keep.
- Make decisions for them or they will lose the initiative.

Tips For Communicating Better Between The Different Styles

With Beavers or Analyticals it is helpful to:

- Be as accurate as possible. Prepare your case in advance.
- Stick to business and be direct.
- List pros and cons to any suggestions you make. This supports their principles and thoughtful approach.
- Be specific. Do what you say you can do.
- Take your time, but be persistent.
- Present a timetable and scheduled approach for any action steps to be taken.
- Follow through if you agree.
- Make an organized presentation of facts supporting your position if you disagree.
- Be accurate and realistic. Give them time to experience your reliability.
- Provide tangible and practical evidence.
- Provide assurances over a long period of time, while also giving options.

With Beavers or Analyticals it is helpful not to:

- Be messy or disorganized.
- Be informal, loud or casual.
- Rush the decision-making process.
- Fail to follow through or make idle promises.
- Waste time.
- Leave things to chance.
- Forget about details and focus on the big picture.
- Provide personal incentives.
- Threaten, whine, manipulate.
- Use someone's opinion as evidence.
- Use testimonials or other information without checking the reliability of the source.

Exercise

Instructions: Join with others who have the same personality style. Please discuss these questions and be prepared to share in the large group.

How do you demonstrate being a team player as a Board member?

How do you support others to develop and demonstrate teamwork within Board tasks?

As Lions, Otters, Golden Retrievers, or Beavers, with which personality styles would you work best?

Less well?

Consider strategies you would recommend to strengthen the effectiveness of the Board

Laughter at Work Helps to:

- Reduce stress levels. You cannot feel anxious and laugh at the same time.
- Boost morale. During stressful times morale at work takes a beating. Keeping things in perspective boosts morale.
- Facilitate change. Most of us must learn to cope with rapid ongoing change. People who laugh well are more flexible and more adaptable.
- Improve communication. When used appropriately, the timely use of humour can get a point across effectively. Using humour to put a situation into proper perspective opens communication and assists problem solving.
- Relieve boredom and increase creative energy. When we are laughing and having fun, our bodies create chemicals which assist the functioning of the brain.
- Build confidence. When humour is working well, we feel better about ourselves. If we can learn to laugh at ourselves, we are less rigid and more spontaneous. We can bounce back when bad things happen. We are less fearful of making mistakes and know how to cope with setbacks.

Source: Healing With Laughter
By Catherine Ripplinger Fenwick

Psychological Benefits

Humour gives us personal power

Humour helps us to cope

Humour provides perspective

Humour keeps us balanced

Physiological Benefits

- every system in the body gets a workout
“Inner Jogging”
- endorphins/opiates are released
- works the heart and lungs
- increases flexibility
- increases muscular strength

Developing a Sense of Humour

What a gift we give our children if we help them to develop a good sense of humour. Did your family teach you how to smile at the world, how to laugh at yourself and how to keep life in perspective? Adults appear very serious to children and especially to teenagers. It's as if we give up laughter in our lives as we take on the responsibilities of adult life. As adults we do have to be responsible but this does not mean we have to become too serious.

Creating Laughter

Research on humour shows that children laugh 200 times a day and adults laugh 10 times a day. Who has the recipe for a balanced life?

What are the five characteristics of people who love to laugh and demonstrate a sense of humour about themselves and their lives?

1. They have *enthusiasm* for life and for being alive.
2. They have *belief* in life and look forward while enjoying the journey they are travelling.
3. They demonstrate *love* for self and others and are open and accepting in relationships.
4. They *forgive* the mistakes of self and others.
5. They *persevere* in setting goals, taking responsibility and facing adversity without giving up or giving in.

In order to build these characteristics in yourself, you need to practice by surrounding yourself with people who possess these behaviours and attitudes. Each day is a clean slate to add more laughter to your life.

What is Your L.Q. (Laughter Quotient)?

Circle the number which most true for you.

	almost never	seldom	some times	often	always
1. I hear myself laughing out loud.	1	2	3	4	5
2. I am a fun person to be with.	1	2	3	4	5
3. My sense of humour helps me to get along with others.	1	2	3	4	5
4. I play spontaneously.	1	2	3	4	5
5. I feel O.K. about acting silly in appropriate situations.	1	2	3	4	5
6. I regularly plan times for playing and laughing.	1	2	3	4	5
7. I can laugh at my own mistakes.	1	2	3	4	5
8. I make the best of bad situations.	1	2	3	4	5
9. I use humour to help others feel better.	1	2	3	4	5
10. I avoid using humour that makes others feel uncomfortable.	1	2	3	4	5
11. I avoid sarcastic and negative humour.	1	2	3	4	5
12. I can see something positive in most situations.	1	2	3	4	5
13. I take time out for holidays.	1	2	3	4	5

What is Your L.Q.?

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|---|---|---|---|---|---|
| 14. My family and friends support my need for fun. | 1 | 2 | 3 | 4 | 5 |
| 15. When I feel stressed, my sense of humour keeps things in perspective. | 1 | 2 | 3 | 4 | 5 |
| 16. I feel comfortable laughing at work. | 1 | 2 | 3 | 4 | 5 |
| 17. I allow myself to play first and work later. | 1 | 2 | 3 | 4 | 5 |
| 18. My sense of humour is one of my best qualities. | 1 | 2 | 3 | 4 | 5 |
| 19. I believe laughing contributes to my sense of well-being. | 1 | 2 | 3 | 4 | 5 |
| 20. The more I laugh the better I feel. | 1 | 2 | 3 | 4 | 5 |

Add your total score: _____

75-100 = High L.Q. You're doing fine, keep it up.

50-75 = Average L.Q. Pretty good, but could be better.

25-50 = Low L.Q. Look back over the questionnaire and see what you need to do to tickle your funny bone and get more laughter into your life.

Source: Healing With Laughter
By Catherine Ripplinger Fenwick

The best of all leaders is the one who helps people so that, eventually, they don't need him.

Then comes the one they love and admire.

Then comes the one they fear.

The worst is the one who lets people push him around.

Where there is no trust, people will act in bad faith.

The best leader doesn't say much, but what he says carries weight.

When he is finished with his work, the people say "it happened naturally. We did it ourselves."

Lao Tzu Chinese Philosopher