

Foundations of Human Leadership

Introduction

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Conduct is the behaviour that a person demonstrates, a way one acts in a given situation, toward an event or particular person/team. It can be compliant or commitment based.

‘How’ we act in a situation or toward a person relates to a disposition, our way of being and attending to the person. That way, can be mindlessly focused on technicality, utility, function, cause or effect, where it’s largely about the means by which we conduct ourselves and the ends we hope to achieve. It’s a powerful model but largely mechanical, technically process based and mainly interested in ‘what’ gets done, rendering it rather lifeless. This is helpful if we reduce persons to punch cards or deal with automatons all day.

But the ‘how’ also includes the ‘manner’ in which one chooses to attend and act towards a direct report, virtual team member or senior manager, a freely chosen style, an essence based on reasons, meanings and values. It is our relationship with the person in the environment, suggesting that there is more than utilization towards means and ends based on self-interest. There is the potential for relationships and engagement for their own sake whoever or whatever they may be. This manner is not something one can ask of a machine and is not interested purely in function, but in ways of being, “something only living things can have”. (McGilchrist, 2010, p. 4).

The essence of one's 'manner' is also the basis for the foundations of human leadership:

1. Moral courage – spiritual (anthropological not theological) and intellectual.
3. Morale – foundations being spiritual, psychological, material.
4. Freedom – to choose an attitude
5. Responsibility – why accepting a higher degree is necessary.
5. Discipline – why accepting a severer standard is required. Enforce by understanding/fear?

Soft skills learning incorporates these foundations in to an action orientated workshop for managers that includes:

- Quality Vs quantity - manager's role – perceptions, assumptions and myths.
- Know your people - human context – relationship and link between leadership and business results.
- Uniqueness & type - decision making, use of tools /concepts to aid effective, reason based decision making. Ends / Means.
- Knowing yourself - goal setting – establishing 'where' you are and why you set goals, the critical link to meaningful fulfillment.
- Sources & resources - giving and receiving feedback – primary motivation based on moral courage, freedom and responsibility. Cause & effect, capacities & conditions.
- Analyzing and managing performance, under performance and the link to natural justice and fair procedure.
- Rational desire - motivation and strategic leadership – what is our primary motivation and the impact on our intention. Actualization or transcendence. How our immune system is dependent on our emotional state that is also dependent on motivation, that is grounded in our intention modifying 'how' we attend. Hyper intention / reflection?
- Shadows & light – closedness & openness, reaction/response. Implementing leadership - by fear or understanding.
- Facilitating work through existing & other people – skill and will - the commitment / ability conundrum.
- Natural justice and fair procedure – the five rights & why 'how' is more important than 'why'.
- Time is up – an optimistic perspective to past, present, future. 1,000 years.

Pre – work example to get participants thinking...

Instructions:

Foundations of Human Leadership will draw upon your experiences as managers throughout the two weeks. These questions have been designed to begin your thought process around some of the issues that will be discussed when we meet, so please bring this pre-work exercise with you to the workshop. Please consider and answer the questions on the lines provided.

What are your goals for the foundations in human leadership experience? What would you like to get out of the experience? List 3 or more.

What are the business issues currently facing your function/organization? List 3 or more.

What are your goals for yourself as a manager and/or for your team? List 3 or more.

What is the most difficult situation you have been in since becoming a manager? Briefly describe 1 or more situation(s). (If you are not currently a manager, consider situations you have been involved in or observed).

Truth or Myth?

Instructions: Mark each statement as “Truth” or “Myth.”

1. The manager has to have all the answers.
2. It is the manager’s job to delegate all of the work.
3. It is important that all the team members like the manager.
4. Because the manager is the boss, people will listen to what he/she says.
5. Delegating causes the manager to lose control of a task and its outcome.
6. People get paychecks; that is their recognition for doing good work.
7. Managing people is easy; all you need is common sense.
8. If the manager communicates a message, he/she can assume the team understands it.
9. Everybody is motivated by money.
10. The manager can’t trust team member(s) to be responsible.

Relevance of this exercise to be put in to context during the course.

Big Picture Little Picture

Instructions:

1. Read through each item listed below and consider whether you generally prefer to do the choice listed after “A” or “B”.
2. Circle the letter that corresponds with your choice.

Note: There are no right or wrong answers.

Would you rather...

- A. Make set plans for the weekend?
- B. Make no plans for the weekend and “play it by ear”?
- A. Make detailed lists of tasks that you need to accomplish?
- B. Do tasks as they occur to you, eventually getting them all done?
- A. Get specific directions for getting to your vacation destination?
- B. Figure out where you want to go and choose your route along the way?
- A. Think about one small piece of a project at a time, focusing on getting every detail correct before moving on?
- B. Think about the entire project at once, leaving the specifics until the whole project is outlined?
- A. Plan a detailed itinerary for your holiday trip?
- B. Go to your destination and decide what to do when you get there?

Relevance of this exercise to be put in to context during the course.

- * More A’s indicate orientation to detail -- “little picture”
- * More B’s indicate global orientation -- “big picture”

If you’d like to explore this further, see:

David Keirse & Marilyn Bates, *Please Understand Me : Character and Temperament Types*, 5th Edition, Prometheus Nemesis Book Co, 1984

What Do People Want?

Instructions:

1. Think about the people who work in your organization and consider what motivates them.
2. Rank each of the motivating items in the list below in order of importance, using 1 to indicate most important and 10 to indicate least important.

- _ Money
- _ Interesting Work
- _ Appreciation
- _ Job Security
- _ Being an “insider”
- _ Promotion
- _ Sympathy for problems
- _ Working conditions
- _ Loyalty from company
- _ Tactful disciplining

Relevance of this exercise to be put in to context during the course.