



Leadership Module

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Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance

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Session 2: Leadership in Action



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Leadership from different places



The SCARF Influencing Model



Using inquiry to develop self and others



Application to real work scenarios





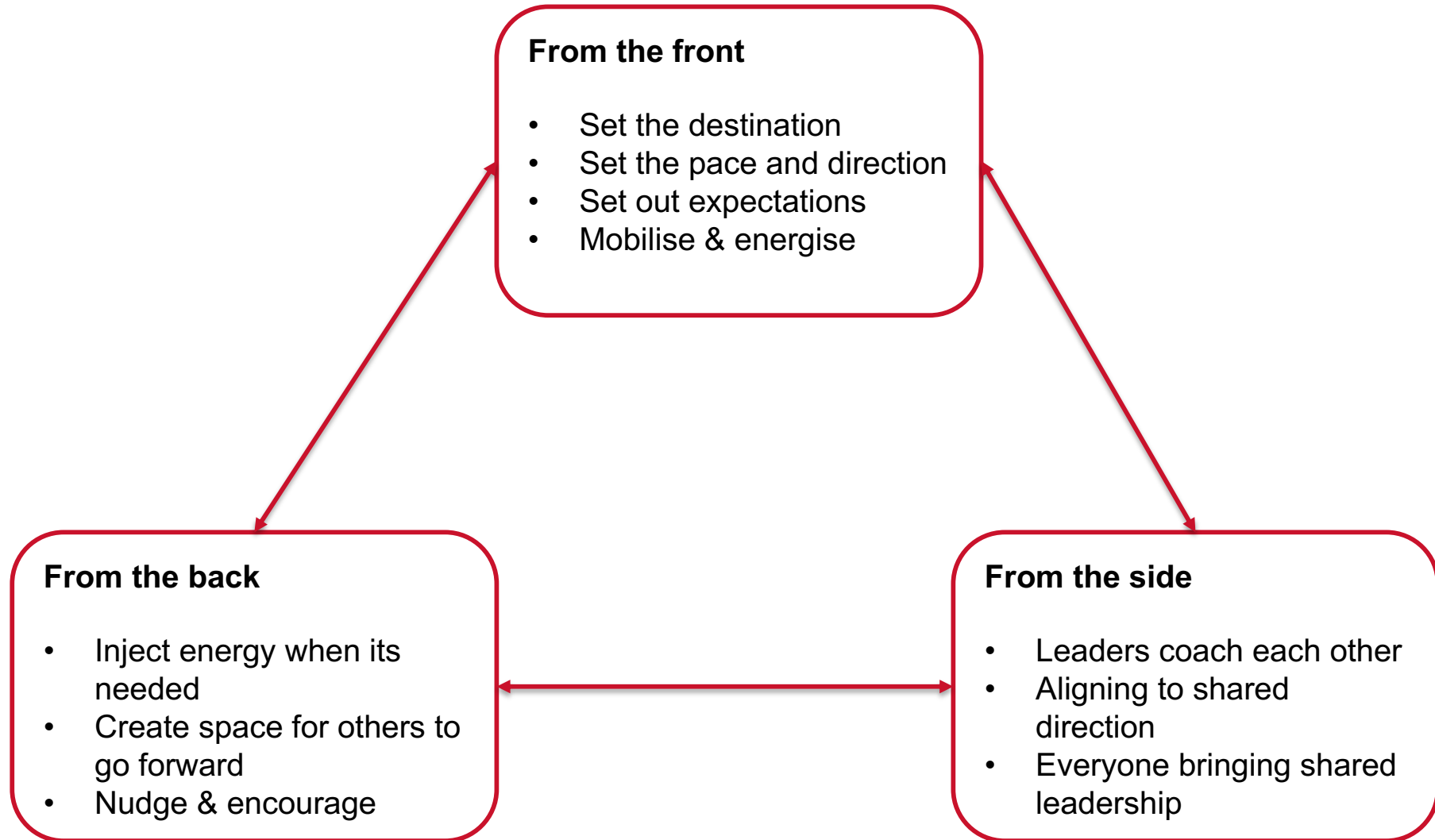
- **Reflections from last time**

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- Importance of looking after yourself
- Psychological capital!
- The circles of influence and what is within and outside of my control or influence
- practising breathing deeply- especially with my tech issues this morning
- Distinction between management and leadership
- I shared the 4 aspects of optimism confidence hopeful and resilience and how to move the dial with team
- Identify what you cant control and don't "waste" energy trying to.
- what influence we have in our networks, circle of authority
- Focus on leading beyond authority
- Strategies for dealing with the impact of long term stress
- Finding it hard to take on board looking after self when there is so much to do !





Leading from Different Places

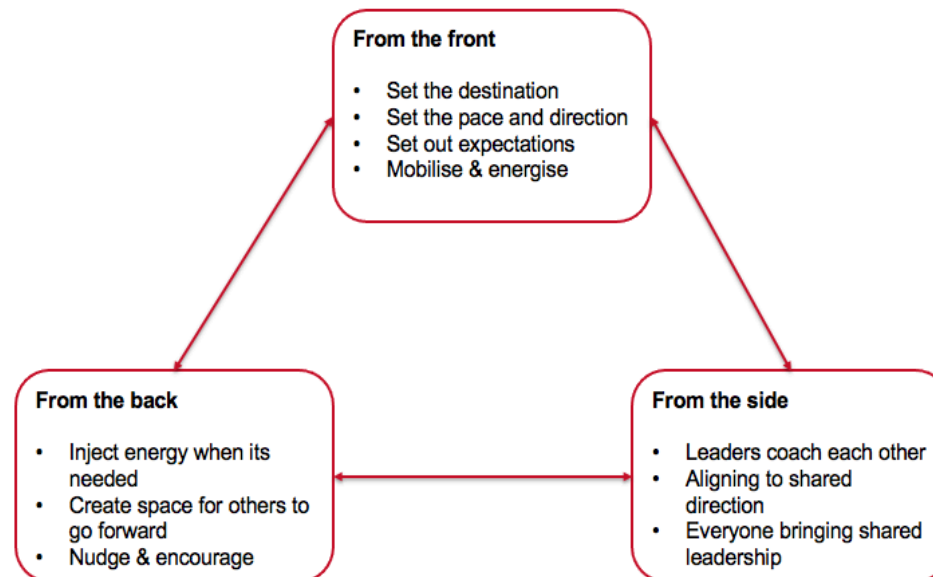




Put yourself in the shoes – 15 minutes

In your triads, explore:

- What it feels like to be the leader in each leadership mode
- What it feels like to be the team member in each leadership mode





Leading from different places: notes from breakout sessions from Chat

- We discussed the isolation of leading from the front
- Awareness of when leadership style should change.
- We talked about different leadership styles based on the matter at hand
- We talked about how different styles can be useful in different circumstances and depending on the dynamics of the team and the individual staff members.
- Awareness that different situations need to use each style as appropriate
- Preference for a set mode and difficult to change
- People respond differently to certain styles so adapt to the needs of team members
- Leading from the front requires a little more structure which may work for meeting strict project deadlines for example
- Flexibility according to team dynamics
- Importance of the competency and abilities of the leader
- We talked about how leading from the side can be very helpful and supportive for middle managers who feel the squeeze from the top and the pressures of leading a team
- We talked about having team being involved in setting deadlines to ensure they are met as they have been involved in setting this where this is possible



SCARF Model of Threat-Reward (David Rock)

To influence others help them to move away from threat towards psychologically safer reward



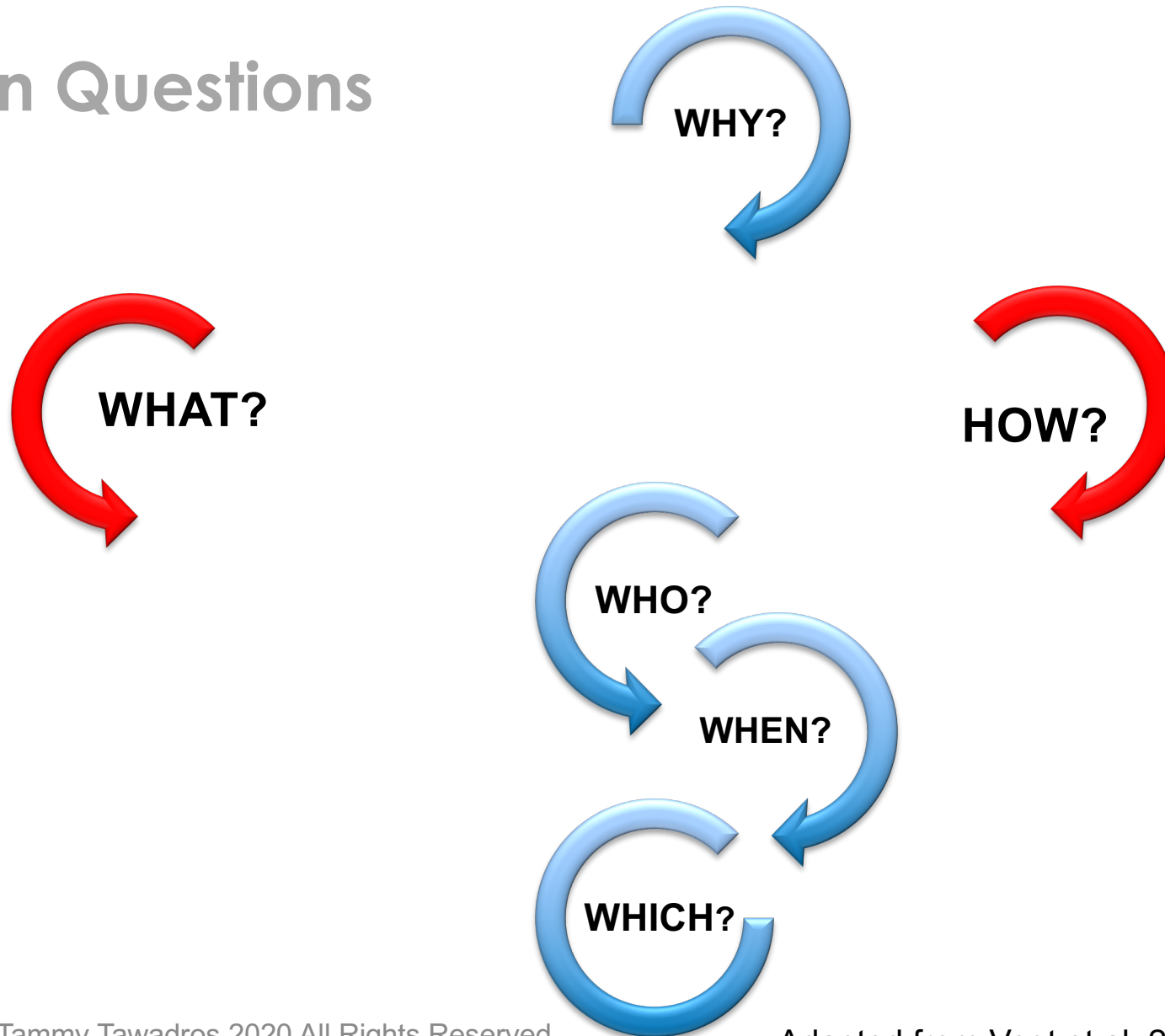


Using the SCARF Model

- In your breakout group.
- One person to volunteer a scenario. A person or a team they would like to influence more....
- Use the SCARF model to explore as a group, some of the potential practical ways that they might attend to the ‘SCARF’ needs of the individual or team to minimise threat and maximise reward.



Open Questions





Using inquiry – 20 minutes



Work in pairs in breakout rooms

- Decide who is A and who is B
- A to think of 2 small ‘problems’ that have been bugging you. Not a major issue.

PART 1- Issue 1 (5 mins)

- A describes issue 1 to B. B tells you what to do-offering pearls of wisdom and advice. No discussion.

PART 2-Issue 2 (5 mins)

- A goes again with second problem. This time B does not tell but asks. Only allowed to ask the open questions ‘what?’ and ‘how?’
- No false open questions like ‘what if you tried this?’ or ‘how would it be if you did such and such?’ but open inquiry.

PART 3 – Debrief (5 mins)

- What was it like to be told/given advice? What was it like to tell/give advice?
- What was it like to be asked? What was it like to ask?



Using inquiry

- What was it like to be told, given advice?
- What was it like to give advice, to tell?
- What was it like to be asked?
- What was it like to ask?





Feedback on the session

- Practical but quite interesting trying to apply SCARF to scenarios
- Definitely needed more time
- Very useful and felt that not all of the SCARF components relevant each time
- Enjoyed the open questions exercises and being able to discuss this with a colleague outside of the organisation
- Enjoyed looking at leadership from back and side as well as front and look forward to new book
- Really enjoyed chatting in the small groups
- I've really enjoyed the focus on questioning styles - reflecting on my own style and how I respond to being probed as I perceive it
- The time to reflect on and discuss management dilemmas, and to apply to some of the tools you have shared with us - really helpful. Thank you.






For Session 3

- Please come prepared to discuss a work scenario that you are leading on.
- This could involve a strategy for survival, revival, quality improvement or an innovation.
- We will offer a structure and a tool that you can use back at work.
- There will also be an opportunity for some of you to discuss your scenario in breakout groups.





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