



**TRAINING SEMINAR
EFFECTIVE LEADERSHIP**

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Be a gift to the world

AGENDA

- Theory, Tools and Techniques
- Self Reflection
- Discussion in zones
- Aim at end:
 - You have thought about you
 - Challenged your thinking
 - Identified some areas of focus for you in your year



How will your year progress?



Management and Leadership



Differences between management and leadership

Managers

Interest in present

Short term orientation

Interest in keeping things stable

Caught up in daily delivery

Deal with what

Tend towards control

Enjoy complexity

Rely on logic

Focus on internal corporate concerns

Leaders

Interest in future

Long term orientation

Interest in change

Caught up in vision

Deal with why

Bias to empowering

Know how to simplify

Use intuition

Wide outlook, encompassing systemic and community concerns



EXERCISE

Imagine that you have just completed your year as President.

- 1. When you reflect back how do you want to be able to describe and feel about your year as President?**
- 2. How do you want people to describe you as a leader at the end of your year?**
- 3. What behaviours will you demonstrate to achieve that perception?**



BUILDING AND REBUILDING TRUST

Key components of trust are:

Sincerity - You say what you mean and mean what you say.

Competency - You have the relevant skills and abilities to take action.

Reliability - You follow through and do what you say you'll do.



GROW CONVERSATION MODEL

Goal - Formulate and agree a SMART goal

Reality - Identify the *relevant* information that is useful to assist in understanding the situation and the context

Options - Explore the possible solutions and pathways to reach the goal

Wrap-up - Commit to actions to be done.



GOAL SETTING

Attributes that aid goal achievement are:

Specific – clear about what you want to achieve

Measurable – able to evaluate progress towards the goal

Atttractive – if we don't want it, we probably won't achieve it

Realistic – must be capable of achieving it

Time bound – appropriate time frame to aid focus



Relevance



KEEPING YOUR CLUB RELEVANT

**Do you *know* how the general public
in your local community
would describe your club?**



RELEVANCE QUESTIONS

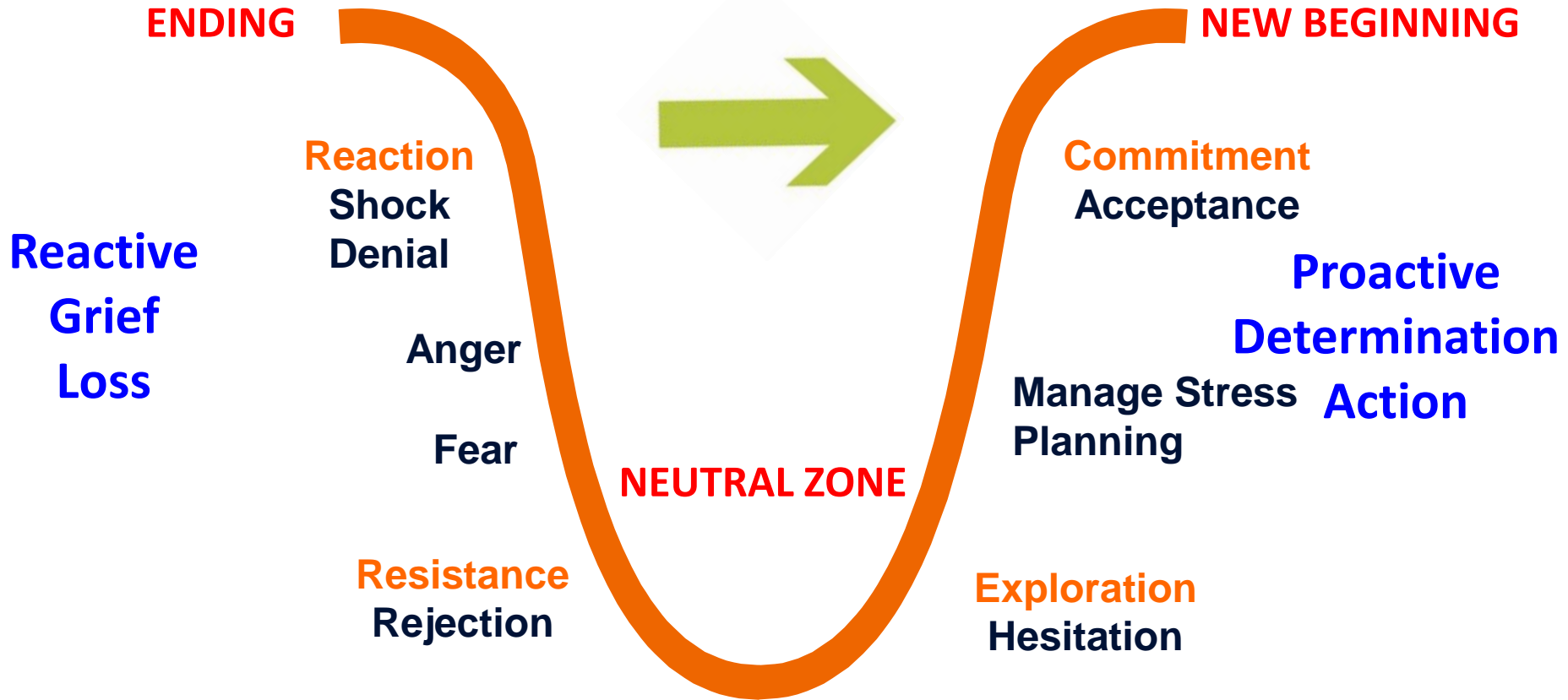
1. What are the components that will keep your club and the District relevant?
2. How does your club rate against those components?
3. What needs to improve or change to increase your club's relevance?



Change Management



PHASES OF CHANGE



Based on
Elizabeth Kübler-Ross
William Bridges

Anxiety, High/Low motivation
Absenteeism, Discomfort, Impatience

CHANGE AND YOU

How do you typically respond to change?

What will change for you as President?

What will you gain?

What will you lose?

What behaviours have you seen your club members demonstrate in response to change?

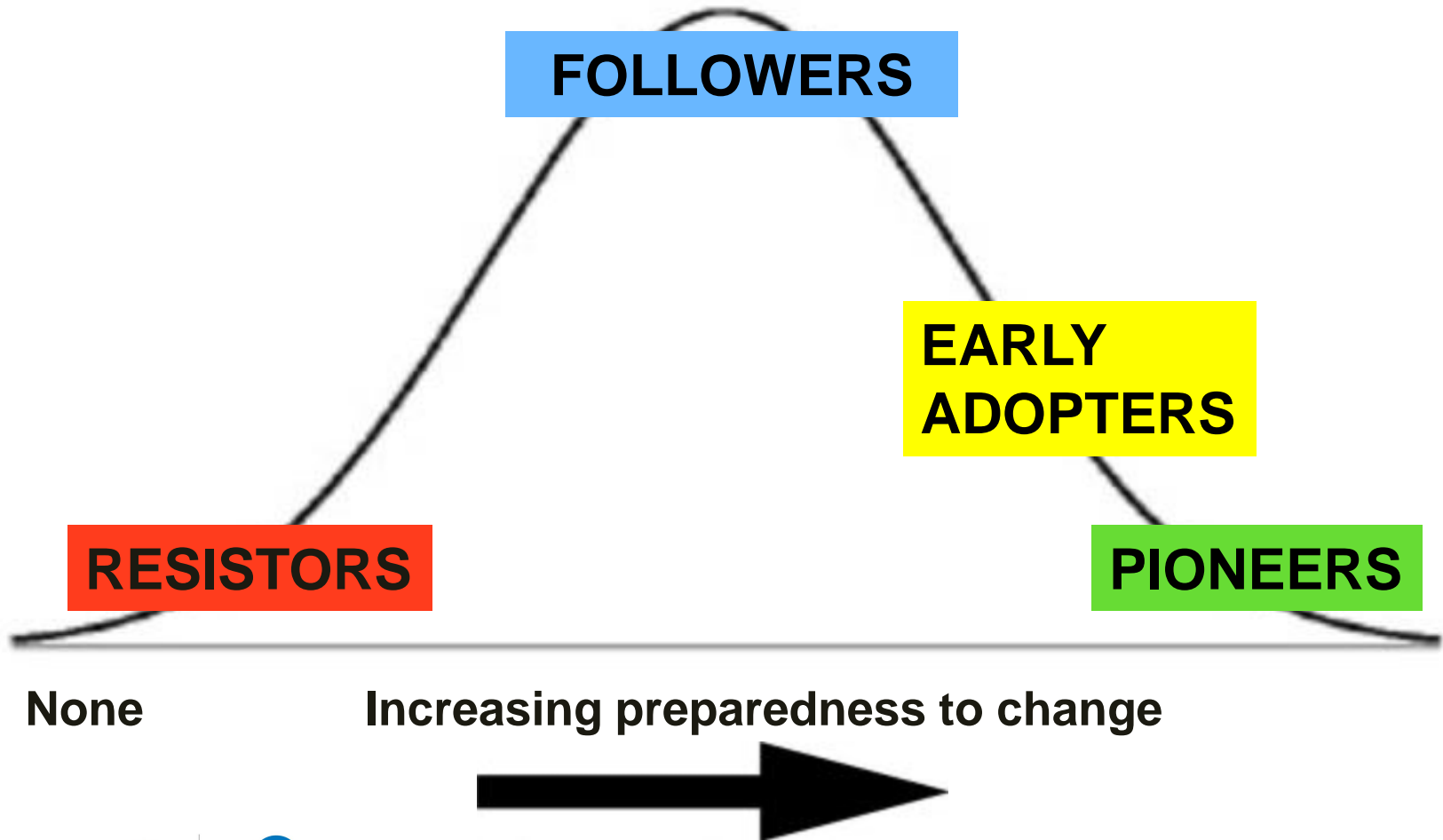


KEY CHANGE DRIVERS

- Limited resources
- Globalization
- Increased market competition
- Higher customer demands & expectations
- Economics
- New and emerging technologies
- New service standards
- New or changing regulations
- Demographic changes
- World events
- Environmental concerns
- Leadership changes



IMPACT OF CHANGE



Responses to Change

PIONEERS

- **Action**
- **“What can we do to make this happen?”**
- **“What role do I need to take?”**

EARLY ADOPTERS

- **Cautious Allies**
- **“That’s not what we agreed”**
- **“I thought (John) was doing that”**
- **“I agreed with that in principle, but I wasn’t sure we had decided to proceed”**



Responses to Change

FOLLOWERS

- **Fence sitters**
- **“Wait and see” approach**
- **Attribute the need & responsibility for change to others**
- **“It’s not my/our fault”**
- **“When she/he/it/they change everything will be OK”**

RESISTORS

- **Adversaries to change**
- **Attack the change process or individual advocating change**
- **Consume time and energy in discussion and debate**
- **Last to accept change if at all**



REASONS WHY CHANGE PROCESSES MEET RESISTANCE

- Perceived loss of control
- Excess uncertainty
- Surprise
- Difference Effect – this means I need to question habits and routines and it is too unsettling
- Loss of Face – if previous actions don't match the change
- Concerns about future competence
- Ripple Effect – change causes another disruption
- More Work – effort, concentration, meetings, learning etc.
- Past Resentments – unaddressed grievances
- Sometimes the threat is real – winners losers, pain or loss



TO MINIMIZE RESISTANCE . . .

- **Plan** for the change.
- **Involve** people early.
- **Train** on new skills.
- **Allow** people to express their feelings.
- **Help** identify what they can and can't control.
- **Ask** everyone to identify benefits for themselves.
- **Remind** people of past success with change.
- **Put** change into perspective.
- **Discuss** the best and worst that could happen.
- **Praise** small successes.



CHANGE MANAGEMENT STRATEGIES

- Plan for Change
- Communicate, communicate, communicate
- Build Support
- Sustain the Change
 - Keep Change Alive
 - Recognize Progress
 - Celebrate Success



**What aspects of your leadership
will you choose to focus on
in your year as President?**



Thank You

