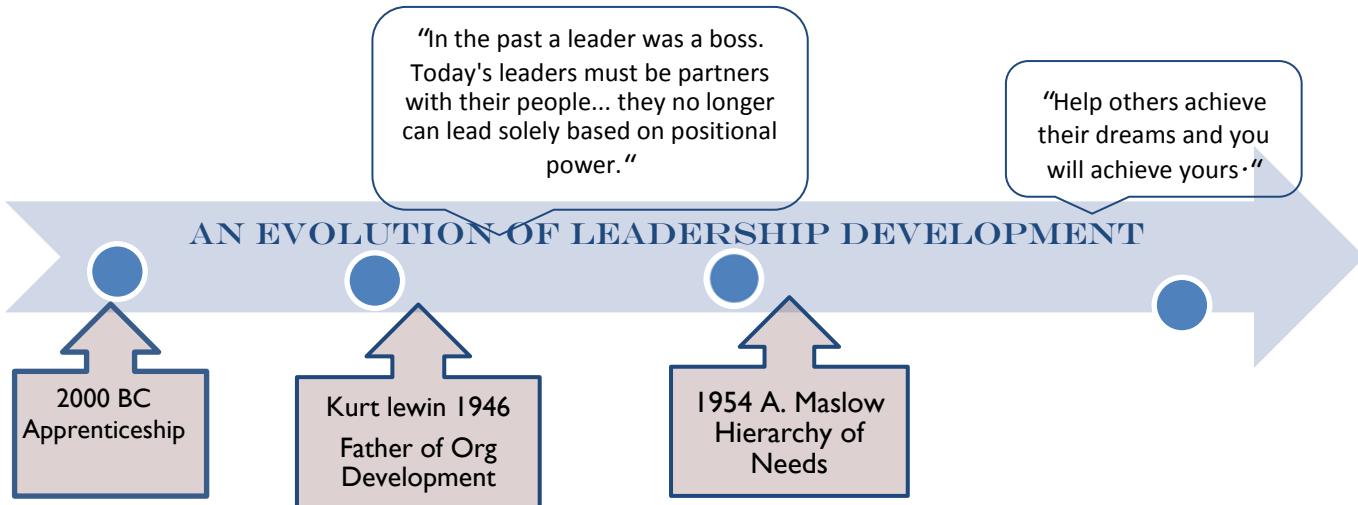




Moving within your Workplace Leadership Continuum: Situational Leadership for Intentional Success

Leadership Development is Part of a Continuum:



Leadership is a Verb and not a Noun:

It is time to embrace leadership as a **verb**. Leadership is not just about title and power. It is an ever changing on-going action that very few fully understand. High-performance organizations have figured out the configuration of those needs to best meet their business goals, but they are among the minority. While most have been pressing the leadership accelerator for several years, just a few have made significant progress. More than one-third (36%) of organizations surveyed in Brandon Hall Group's State of Leadership Development Study, say their leadership development practices are still below average or poor. Another third (34%) say are only average, and 31% report their practices as exceptional or above average. That latter statistic is actually a fairly impressive increase (21%) over 2013's scores where just 25% were above average exceptional, or what we call high-performance Level 4 organizations.

<https://trainingmag.com/study-shows-leadership-development-rated-below-average-or-poor-more-one-third-organizations>

"We can only go as far as the consciousness of our leaders."

Learning Definitions:

Aristotle's 'master virtue' of phronesis, which combines ethics and action so that people can 'live well' and be happy, is often seen as the key to effective leadership. More importantly what this history illustrates is that there has been a long-standing relationship between leadership development (professional and personal development) as a means to equity, wellness and wholeness. Leadership is an art and like any art it has its own language. Below are series of words that are central to the conversation around leadership & management development.

Leadership Development

- × The "expansion of a person's capacity to be effective in leadership roles and processes" (McCauley, Van Veslor, & Rudeman, 2010, p. 2). <https://jmullinmba.wordpress.com/2012/01/04/leadership-is-a-verb-not-a-noun/>

Equity

- ※ To be clear, “equity” and “equality” are terms that are often used interchangeably, and to a large extent, they have similar meanings. The difference is one of nuance: while equality can be converted into a mathematical measure in which equal parts are identical in size or number, equity is a more flexible measure allowing for equivalency while not demanding sameness. (<http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2012.02635.x/citedby>)

Well-being

- ※ “Well-being” is the term being bandied about as the large picture idea. Well-being is a necessary — but not sufficient — idea to promote the growth, resiliency, and totality of a person. Well-being brings you balance in the present (Wealth, Optimism, Mindfulness, Authenticity, Belonging, Meaning, Vitality) (<http://workdesign.com/2015/09/the-difference-between-well-being-and-wholeness-at-work/>)

Wholeness

- ※ Wholeness is more than physical. It’s the emotional connection reflected in company purpose (or culture, if you must), brand, and an individual’s true north. Characteristics include: energy balance, presence, social network, value expression, service to others, practice behavior.
- ※ Promoting Wholeness: Pay attention, listen, and observe. Provide support for the whole person (meditation, nursing, and person-controlled privacy space). Spend time aligning individual purpose with company purpose. Provide an exit path for those not motivated by purpose and wholeness. (<http://workdesign.com/2015/09/the-difference-between-well-being-and-wholeness-at-work/>)

Situational Leadership

- ※ Situational leadership is a leadership style that has been developed and studied by Kenneth Blanchard and Paul Hersey. Situational leadership refers to when the leader or manager of an organization must adjust his/her style to fit the development level of the followers s/he is trying to influence. With situational leadership, it is up to the leader to change his/her style, not the follower to adapt to the leader’s style. In situational leadership, the style may change continually to meet the needs of others in the organization based on the situation. (<http://smallbusiness.chron.com/define-situational-leadership-2976.html>)

Strategy Vs. Crisis

- ※ Recognizing that many public health institutions and programs were developed in response to a crisis, ETR CISP advocates for strategy as a conscious process that invites members of these institutions to evaluate critically about where they are and to think intentionally about where they want to be and to package tools and concepts that help to bridge the gap.

Elements of Conscious Leadership Strategy:

There are six common factors that affect leadership styles and employee experiences of bias in the workplace.

1. *Curiosity* - a leaders personal development of her/his capacity to tap into her/his interest and motivations, as a means to explore knowing, and to connect with followers for the purpose of being responsive.
2. *Listening* - a leaders personal development of her/his capacity to take in input while actively moving away from tunnel limitation that keeps outside voices from being experienced by the leader.
3. *Responsiveness* - a leaders personal development of her/his capacity to take input, analyze and synthesize that input and to articulate a process that benefits the intended party.
4. *Ownership* - the extent to which a leader can invest in any situation and is prepared to identify with her/his investment regardless of the positive or negative outcomes facilitated by that situation.
5. *Accountability* - the extent to which a leader implements systems that reinforce professional values and that support processes for managing failed or challenged tasks.
6. *Responsibility* - the extent to which a leader understands the expectation and the limitations of their role given any particular task and assumes liability for that role.

Where are you?

1. Which Leadership style comes most naturally to you? (Directing, Coaching Supporting Delegating)
2. In what ways have you demonstrated leadership and fellowship at the same time?