

Leadership: A Haiku

*Tell less and ask more
Your advice is not as good
As you think it is**

* Stanier, M.B. (2016). *The coaching habit: Say less, ask more, and change the way you lead forever*. Toronto: Box Of Crayons Press.

When it's Your Show

- Overdependence
- Overwhelmed-ness
- Disconnectedness
- Fix-it Culture

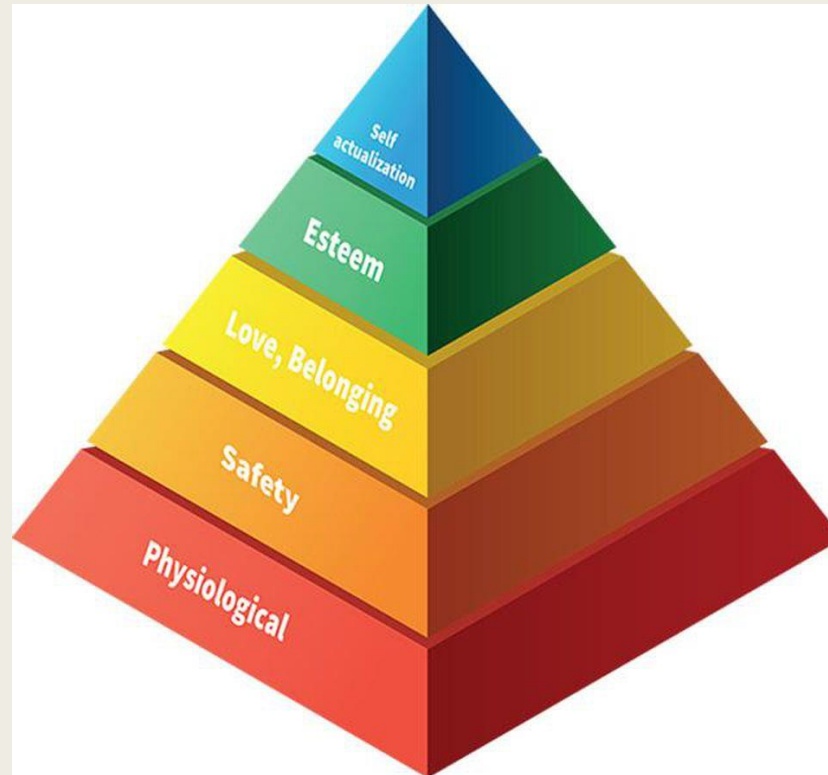
EXERCISE: PART I

Take a few moments to think about something you would like to change, introduce, or innovate in your current program. Jot it down.

(5 – 8 minutes)

From the Inside Out

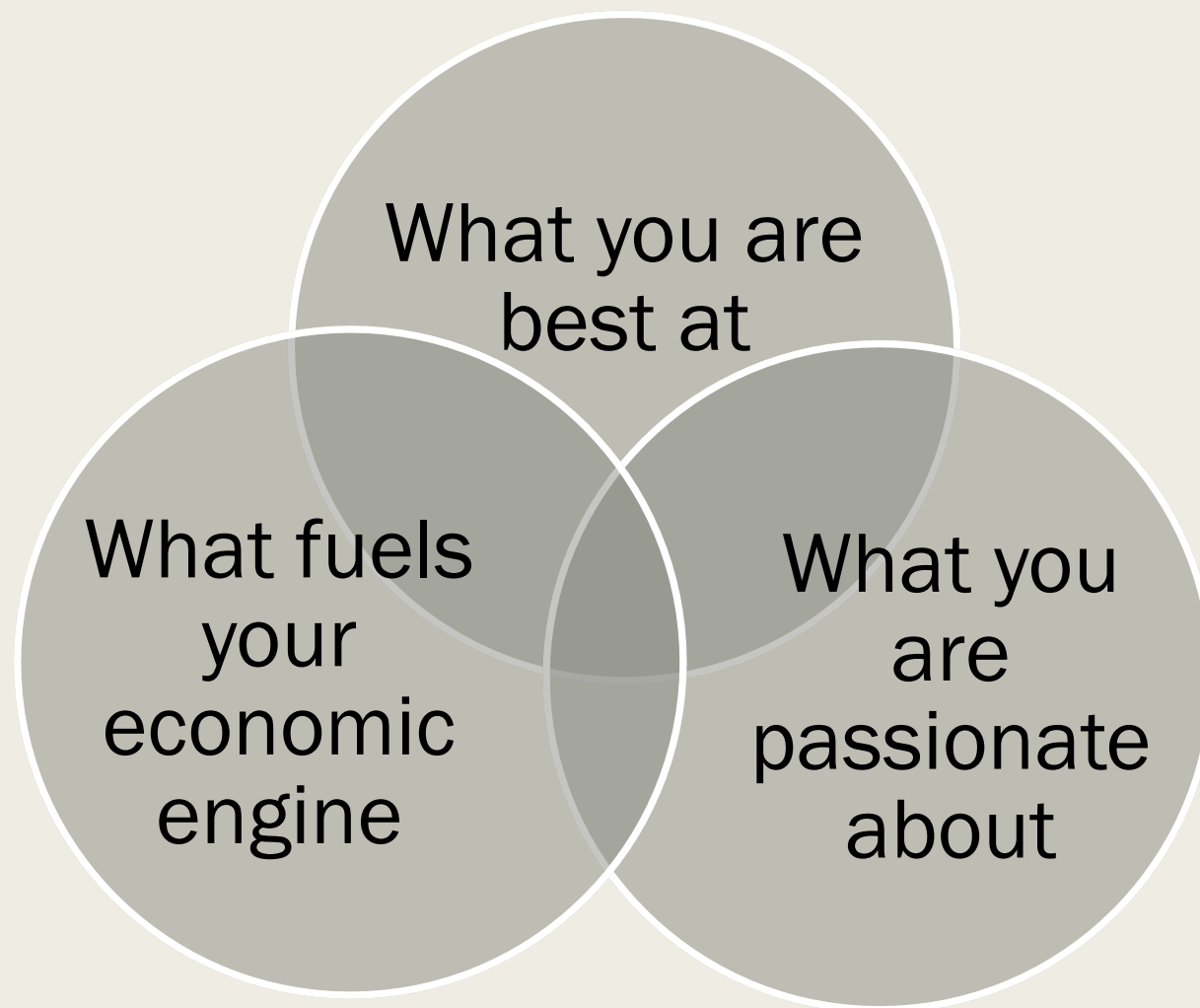
- Functional systems
- Safe spaces
- Belonging
- Esteem & respect
- Getting to your Why



Hedgehog Concept

The fox knows many tricks;
the hedgehog only one. One
really good trick.

Collins (2001)





Learn Their Why

1. What makes them come alive?
2. What are their innate strengths?
3. Where do they add the greatest value?
4. How will they measure their professional lives?

Coaching: Less Talking More Asking*

1. The Kickstart Question
2. The AWE Question
3. The Focus Question
4. The Foundation Question
5. The Lazy Question
6. The Strategic Question

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Activity: Work through these questions with your partner (10 minutes for each partner – 20 minutes)

1. The Kickstart Question: What's on your/our minds?
2. The AWE Question: And what else?
3. The Focus Question: What's the challenge here?
4. The Foundation Question: What do we really want?
5. The Lazy Question: What do you need from me?
6. The Strategic Question: If we say yes to this, what will we be saying no to?

Fear Responses: TERA

- Tribe
- Expectation
- Rank
- Autonomy

Change Generated Fear

- The new is an indictment of the old – of us
- Loss of power or position
- Temporary incompetence
- Punishment for incompetence
- Loss of personal identity
- Loss of Group Membership

Crafting Positive Messages About Change

- Relative Advantage
- Compatibility
- Complexity (or simplicity)
- Trialability
- Observability

Activity

Craft a persuasive message about the idea you have come to for two different stakeholders – one for your partner and one for another stakeholder (other faculty, upper administration, students, etc.) using the characteristics of innovation.

- **Relative Advantage**
- **Compatibility**
- **Complexity (or simplicity)**
- **Trialability**
- **Observability**

Leading Change

- Focus on strengths
- Focus on what's possible going forward rather than on being bound by the past
- Build a culture in which it's understood that
 - *change is growth (not correction)*
 - *asking questions is more important than finding answers (curiosity)*
 - *and experimentation is encouraged and rewarded.*
- Remain at least as people focused as you are goal focused
 - Use rewards and recognition rather than punishment*
 - Underscore the meaning of the everyday tasks*
 - Give credit, give credit and give credit*
- More catalyst than fuel

Working with Administrators

- Start from their Why – Solve their problems
- Above all be respectful of their time
 - *Always be prepared –with data*
 - *Save what you can for regular meetings*
 - *Briefs are brief for a reason*
 - *Make it easy*
 - *Do not bluff*
- Give
- Give Credit
- Say thank you

Know Thy Communities

- Know their Why
- Look for gaps (Opportunities) – those are the easiest paths
- Recognize barriers
- Know and be realistic about constraints
- Build relationships first
- Reciprocity