



ANOTHERWAY
ASSOCIATES

THE HUMAN LEADER

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What is a leader?

For instance, does a leader have to be six-foot-something with a granite jaw? Or the person with the loudest voice, the scariest frown, the biggest weapon?

No, of course not.

You know it, we all know it. Leaders come in every shape and size.

Even so, we often do still tend to think of leaders as, in some indefinable and thus slightly awe-inspiring way, a breed set apart.

But, what if this is just plain wrong?

Instead, what if we're all leaders?

The more you think about it, the more this idea has got going for it. The more desirable it is. Especially if you think hard about what being a leader really means.

For example, what if being a leader means exercising your talents and taking initiatives for the good of others?

Really, don't we all see it as an essential part of our role, our job description as human beings – regardless of our business title, regardless of any position we may or may not have in any organisation – to do exactly that?

And, quite aside from being part of our essential job description, isn't this very thing - the exercising of our talents, not just for ourselves, but on behalf of others - the undoubted source of some of our deepest, most satisfying, most memorable and most meaningful human experiences down here on Planet Earth?



Or, what if being a leader means inspiring others?

Isn't this, too, a profound source of satisfaction and pleasure - for you, and indeed for every other healthy, fully formed person on the planet?

Okay, so you might not be a Martin Luther King or a Ghandi. Very, very few of us are. But, we all know what it means to touch and energise and uplift - and, yes, to genuinely inspire - another human being through a word of wisdom, an example of fortitude, an act of compassion. It feels wonderful. It inspires *us*. Why? Because it meets a deep, deep need in each and every one of us. The need to connect. The need to matter. The need to offer something to others of genuine worth and value.

If you start thinking this way about leadership, it changes the game.

For one thing, it puts some of our traditional ideas about leadership into perspective. You know, notions like the ones we started with. Notions about the leader as granite-jawed, unflinching, imposing - even scary.

Today, in 2015, as we look around and take stock of ourselves, our local communities, our wider society - and, yes, even our entire planet - one thing is absolutely certain. These old notions of leadership are exactly that. Old.

As in, past their sell-by date. Inventions of an earlier time.

Once, in fact not so long ago, we might have been okay with the idea of the leader as someone so hell-bent on achieving his or her particular outfit's goals - whether that outfit be a business, a school, a social group or even an entire country - that he or she would feel justified in using his or her power and position to demand just about anything from anybody, regardless of the human cost.

But today, we'd argue, what's needed is a more spiritually, intellectually and emotionally evolved approach to the whole question of leadership. A wiser approach, if you will. An approach that recognises some fundamental truths about we humans, and how we function and work and thrive together best.

So, these days, what do we think makes a real leader?

- *A real leader, these days, is someone who naturally thinks about 'us', not 'me'.*
 - *A real leader, these days, is someone who models other-centred rather than self-centred values and behaviours.*
 - *A real leader, these days, is someone who knows that 'us' can't only mean just our team, or just our business, but must extend to include our wider community ... our whole society ... and indeed, ultimately, our entire planet.*
 - *A real leader, these days, is someone who grasps the essential fact that human beings prosper most when treated as ... well, as human beings.*
 - *A real leader, these days, is someone who always does their utmost to stay in touch with their own humanity - and with that of others.*
 - *A leader, these days, is someone who never forgets the power and importance of patience, respect for others, moral intelligence and straightforward human kindness.*
 - *A real leader, these days, is someone with the courage, emotional maturity and wisdom to show up as him or herself, without any need to hide behind a carefully-constructed leadership 'mask'.*
 - *A leader, these days, is not only the man or woman with the most imposing job title or the fattest salary. A leader, these days, is someone who sees value in using their talents and initiative to support, inspire and grow others.*
 - *A leader, these days, could be anyone - including you!*
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DEVELOPING THE HUMAN LEADER

A modular development programme - indicative content

Note: not all the modules are mandatory and the modules can be sequenced and adjusted to meet the precise requirements of the participating individuals, as well as those of the commissioning organisation.

We always support the learning and development that takes place within the modules through the provision of one-to-one coaching between modules. This coaching is provided by our own Anotherway coaches and we see it as an essential part of the programme.

We also offer a range of on-line learning materials and encourage all our participants to make full use of these resources between modules.

Finally, we can also work with you to create a more intensive off-site retreat, to cover any aspect of the programme in greater detail, should you and we together decide that this would be beneficial to your participants and your organisation. Our retreats typically run from three to five days and take place at a suitable centre in the UK or Europe.

Foundation module

As the title suggests, the purpose of this module is to introduce the core principles of human leadership.

Topics include:

- Stepping outside self (via, for example, reflective practice, learning logs, self-directed awareness).
- Understanding first, second and third position.
- Understanding the dynamics of control, inclusion and affection.
- Exploring values and behaviour.
- Representational systems and mapping reality – the advantages and the pitfalls!
- The five principles of authentic leadership.
- Managing personal state.

Understanding self

The focus of this module is self-awareness - an essential attribute of human leaders.

Topics include:

- Exploring your own behavioural preferences – and understanding the needs that drive them.
- Understanding the behavioural preferences of others.
- Exploring your current leadership style - and your blind spots.
- Uncovering your beliefs, your values and your purpose.
- Sleepwalking – and how to avoid it!
- Your workplace ‘persona’ and multiple identities.

Working with emotion

Our goal here is to sharpen understanding of the part played by emotion and our unconscious needs or drives.

Topics include:

- Developing a wider emotional vocabulary - and why it matters to an effective human leader.
- Understanding the two roots of all emotion.
- An introduction to the four basic human fears.
- ‘Managing state’ revisited - how to use emotion resourcefully.
- The “Pause” button - what it is, and how and when to use it.
- Emotional intelligence and complex decision-making.
- Empathy, and altrocentric leadership.

Resilience

The purpose of this module is to deepen each participant’s understanding of the full impact of stress, uncertainty and complexity, both on themselves and on others – and to equip them with a range of highly effective preventative and remedial tools and resources.

Topics include:

- Stress and loss as inevitable products of change - even ‘positive’ change!
- Stress and uncertainty - the mind-body connection.
- Introduction to Mental Toughness - a ‘personalised’ approach.
- Breathing, visualisation, and a mind-body-heart approach to dealing with challenge and uncertainty.
- ‘What the data tells us’ - learning from and applying the latest research on how to create and maintain an optimal state.

Culture, systems and groups

The human leader is other-centred, not self-centred (or, if you prefer, is altro-centric rather than ego-centric). In this module, we examine what being a truly other-centred leader means in practise.

Topics include:

- Exploring group dynamics/cybernetics - and the wider contextual influences.
- The role of the leader in managing change, uncertainty and complexity - and an introduction to the key concepts of 'situated freedom' and 'bounded autonomy'.
- A look at Lencioni and his work around the five dysfunctions of a team.
- Examining a new paradigm for attractive, compelling leadership.
- Creating aligned, empowered followers and teams.
- Nurturing an optimal and collaborative ethics- and values-based culture - a culture that provides mastery, autonomy and purpose for everyone.

Strategy

This module is all about the cognitive elements of leadership, as participants focus on the importance of clarity of purpose and establishing crystal-clear goals for themselves, their teams, and the entire organisation.

Topics include:

- An exploration of the core competencies of great strategists - Conceptual Thinking, Vision and Creativity, and Logical Thinking.
- How to think for yourself.
- How to think with others.
- How to negotiate conflicting priorities.
- The human aspects of strategy - thinking ethically.
- Explanatory models and frameworks for developing strategy.
- Winning across-the-board support for strategy - the crucial role of 'Why?'

Making decisions

The aim of this module is to provide our participants with a range of tools and techniques to help master one of the biggest challenges of modern leadership in an extraordinarily complex, fast-changing and uncertain world. Namely, how to remain an effective, confident and decisive leader - even when there may be no 'right' answer.

Topics include:

- Exploring the difference between simple and complex problems.
- VUCA- the characteristics of complex decisions.
- The role of cognition, emotion and intuition in decision-making.
- Ethics and decision-making.
- Dilt's 'Seven Frames' - and how they can be applied to the decision-making process.
- The emotional component of decision-making.
- Managing discord - finding the 'Agreement frame'.

Communicating as leader

In this module we look at how to communicate in a way that genuinely changes the way others think and feel –in a way that is ethical, in a way that lasts, and in a way that achieves the leader’s desired outcome.

Topics include:

- Understanding the difference between the ‘ask’ and ‘tell’ styles of communication - and when to use each one.
- How to ask ‘unlocking’ questions - and how to listen.
- The parts played by both leaders and followers in the construction of meaning.
- How to get to the ‘core’ of your message and how to present complex ideas in a simple and highly motivating way (using, for example, the ‘4Ps’ model).
- The power of metaphor and storytelling.
- Tuning in to the deeper structure of language (sensory-based language and key meta-programmes).
- Experiencing yourself as an inspirational leader – and as a leader with the power to create a compelling vision.



READY TO EXPLORE ANOTHERWAY?

Having another way is good.
Get in touch, and we'll help you find it.

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