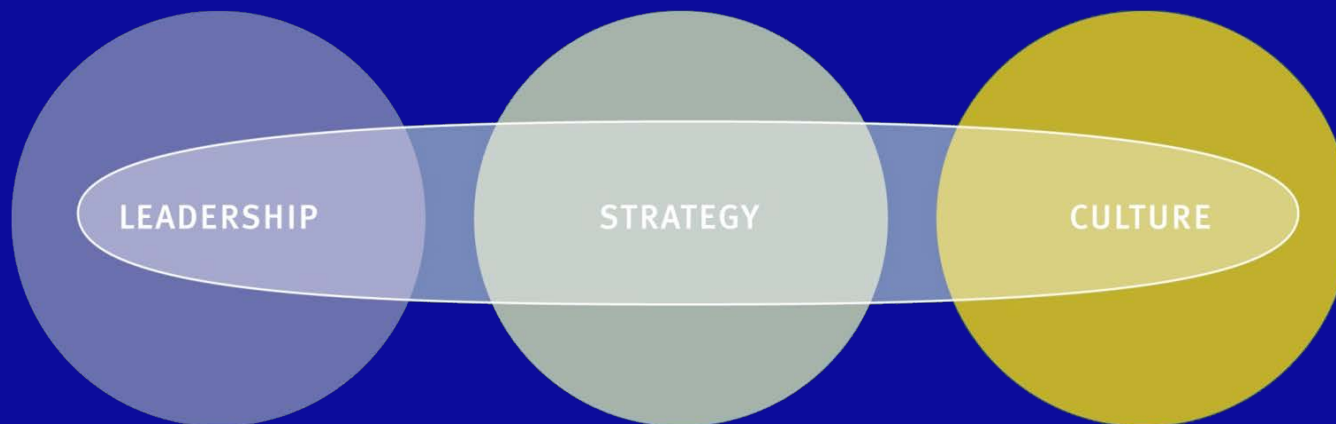# Developing a Culture of Leadership in Democratic Organizations

Matt Hancock
Consultant
Praxis Consulting Group

Introduction

- Name

- Organization and role

- Number of staff and/or number of members.

- Why'd you come to this workshop today?

- One thing about you that may surprise people in this room.

Rapid Connections

Goals

- Framework and rationale for developing a culture of leadership in democratic organizations
- Explore specific leadership skills
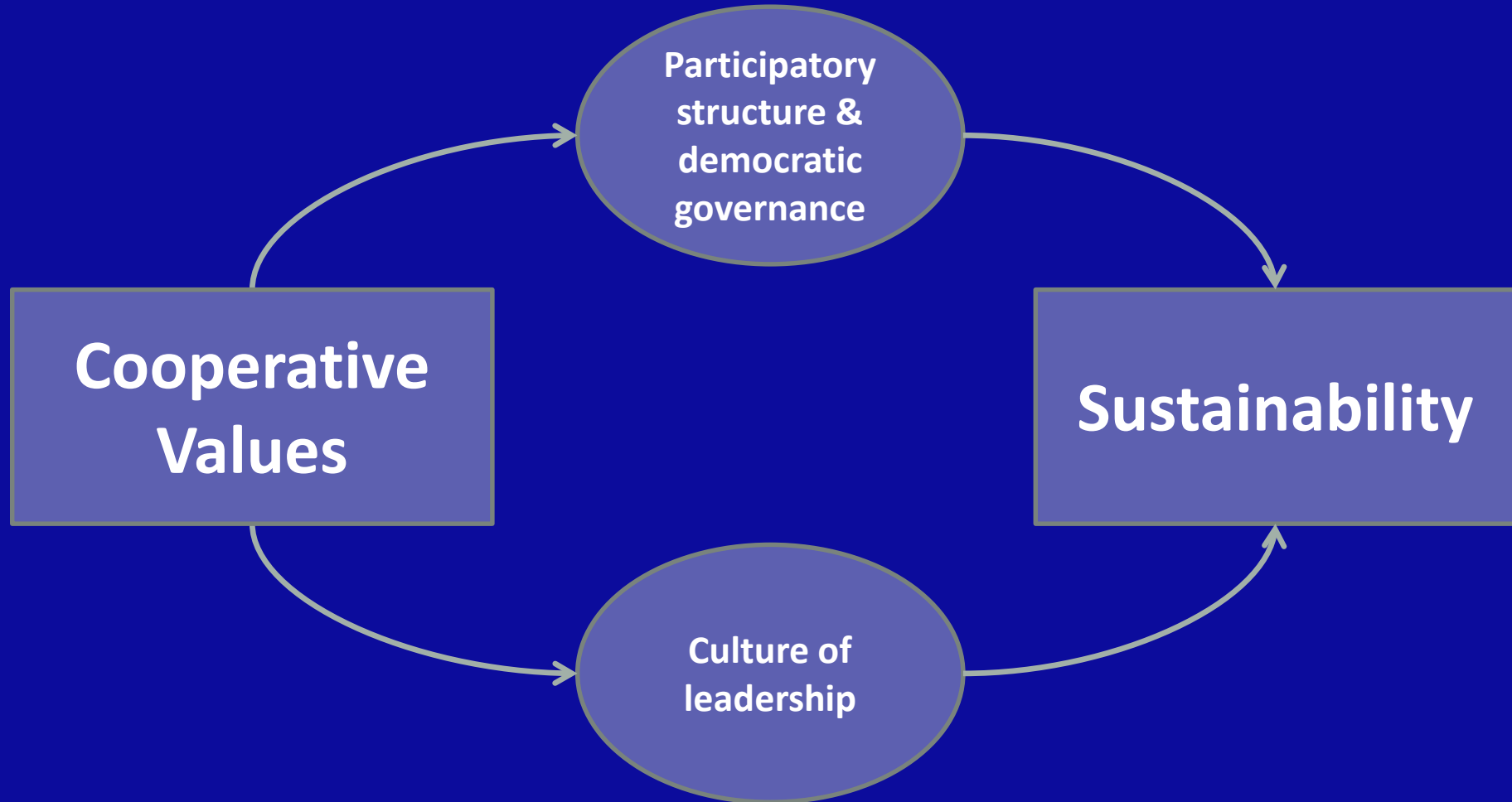- Identify processes and structures you can implement

Framework and Rationale for Leadership
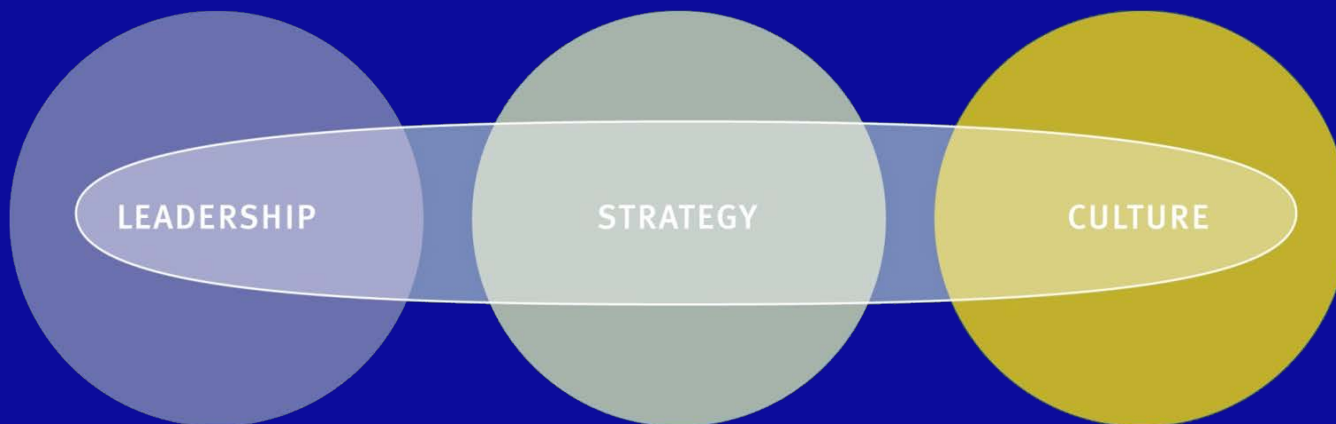
How is Leadership Defined Typically?

- "Leadership is being bold enough to have vision and humble enough to recognize achieving it will take the efforts of many people — people who are most fulfilled when they share their gifts and talents, rather than just work. Leaders create that culture, serve that greater good and let others soar." ~ Kathy Heasley, founder and president, Heasley & Partners

- "As we look ahead into the next century, leaders will be those who empower others." ~ Bill Gates

Cooperative Values & Sustainability

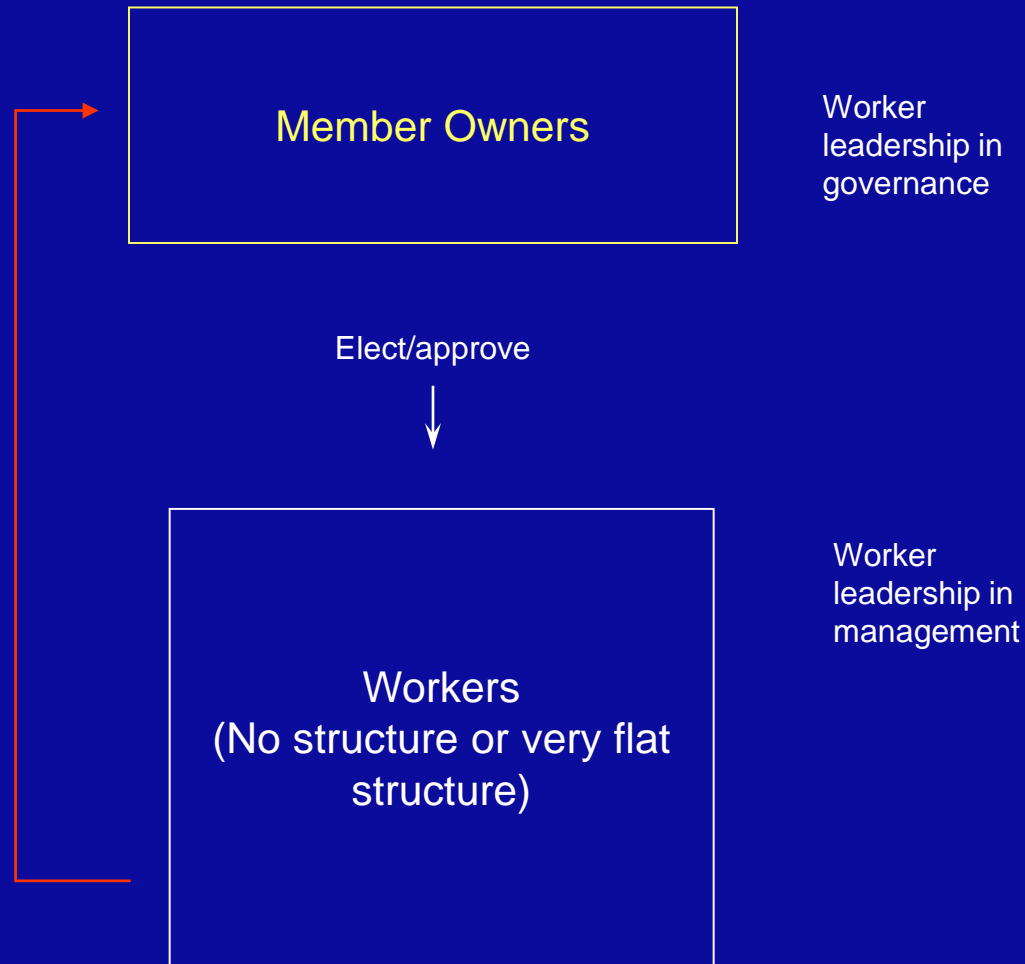# Governance vs. Management

```
                    ┌─────────────────────────┐
                    │                         │        Worker
                ┌──▶│      Member Owners      │        leadership in
                │   │                         │        governance
                │   └─────────────────────────┘
                │              │ elect
                │              ▼
                │       ┌──────────────┐
                │       │ Board of Directors │
                │       └──────────────┘
                │  appoint and oversee  │
                │              ▼
                │       ┌──────────────┐
                │       │ President / GM │              Worker
                │       └──────────────┘              leadership in
                │   hire and oversee    │             management
                │              ▼
                │       ┌──────────────┐
                │       │ Senior Leaders │
                │       └──────────────┘
                │   hire and oversee    │
                │              ▼
                │   ┌─────────────────────┐
                └───│      Workers        │
                    └─────────────────────┘
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Governance vs. Management

Member Owners

Worker leadership in governance

Elect/approve

Workers
(No structure or very flat structure)

Worker leadership in management

10
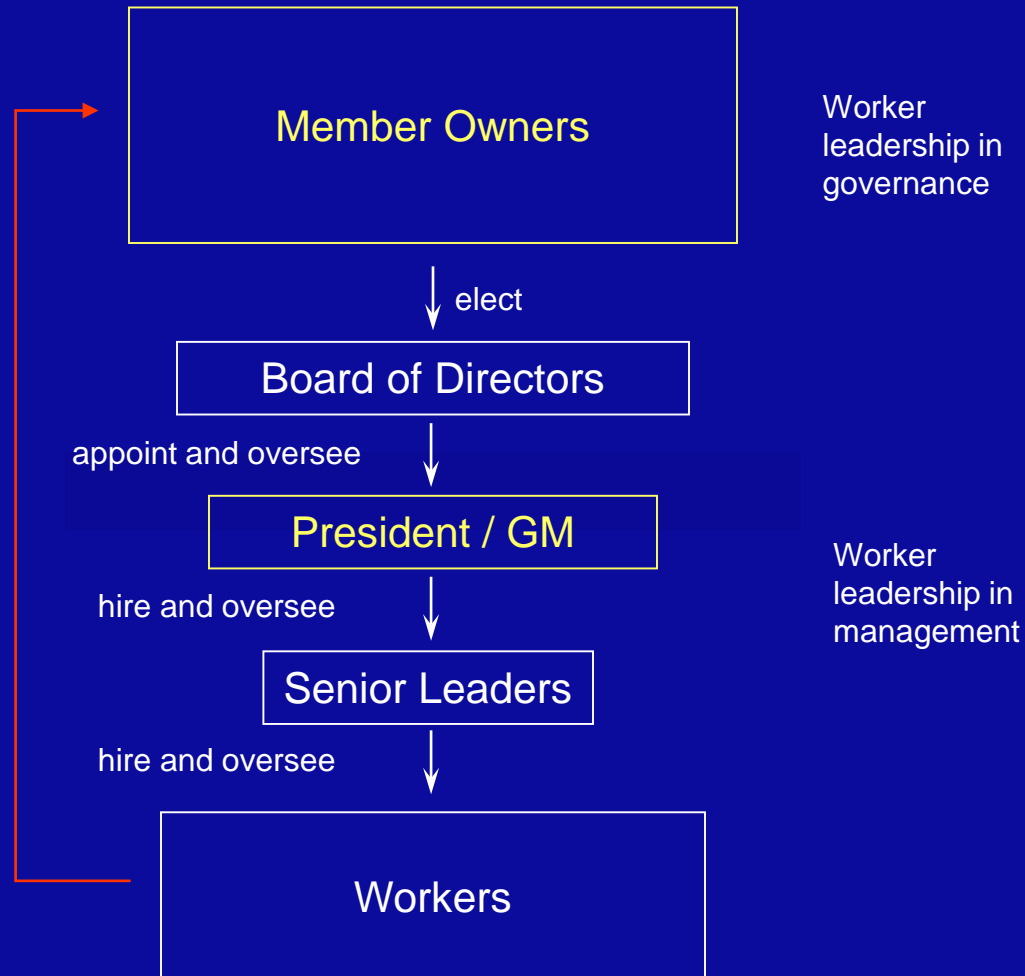
Leadership vs. Functional Competencies

Functional Competencies "Hard Skills"	Leadership Competencies "Soft Skills"
• Marketing • Finance • Legal • Operations	• Self management • Leading change • Fostering participation • Developing people

Leadership at All Levels

PRAXIS

Leading yourself: communication (e.g. listening, giving and receiving feedback), self-awareness (e.g. leadership styles), emotional self-management

Leading others: Developing others, coaching, delegation, leading meetings, conflict resolution, building trust

Leading the company: alignment, create vision, change management, succession planning, strategic thinking

- What does leadership look like in your cooperative?

- Who are leaders?

- What is the role of leadership?

- What are important competencies/qualities for leadership in a democratic firm?
  - What applies from conventional leadership?
  - What doesn't apply?
  - What might be additional elements/ways to think about leadership in a cooperative environment?

Report-out: Highlights & Questions

Leadership Skills
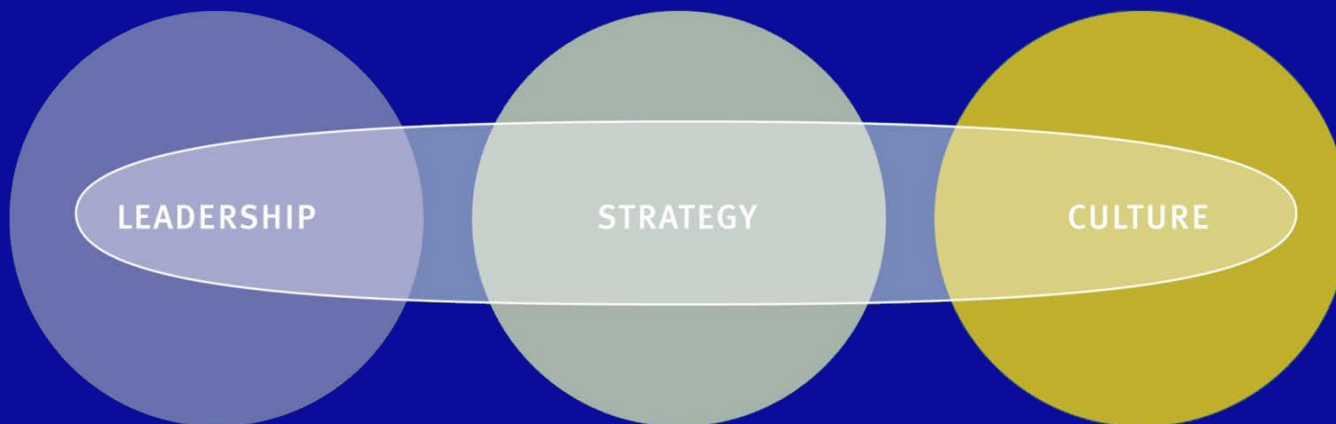
Leadership Compass

What is leadership? → How to develop leaders?

Learning to Lead

- Take a few moments and reflect on one of your best experiences that developed you as a leader?
  - What happened? What skills did you learn?
  - Who/What was involved?
  - What made it a formative leadership experience?
- Share your answers with a partner at your table

18

What We Know About Effective Leadership Development

- Emotional intelligence is foundational
- People learn through practice, feedback, reflection and theory

PRAXIS

Learning Principles

Anticipate that learners…

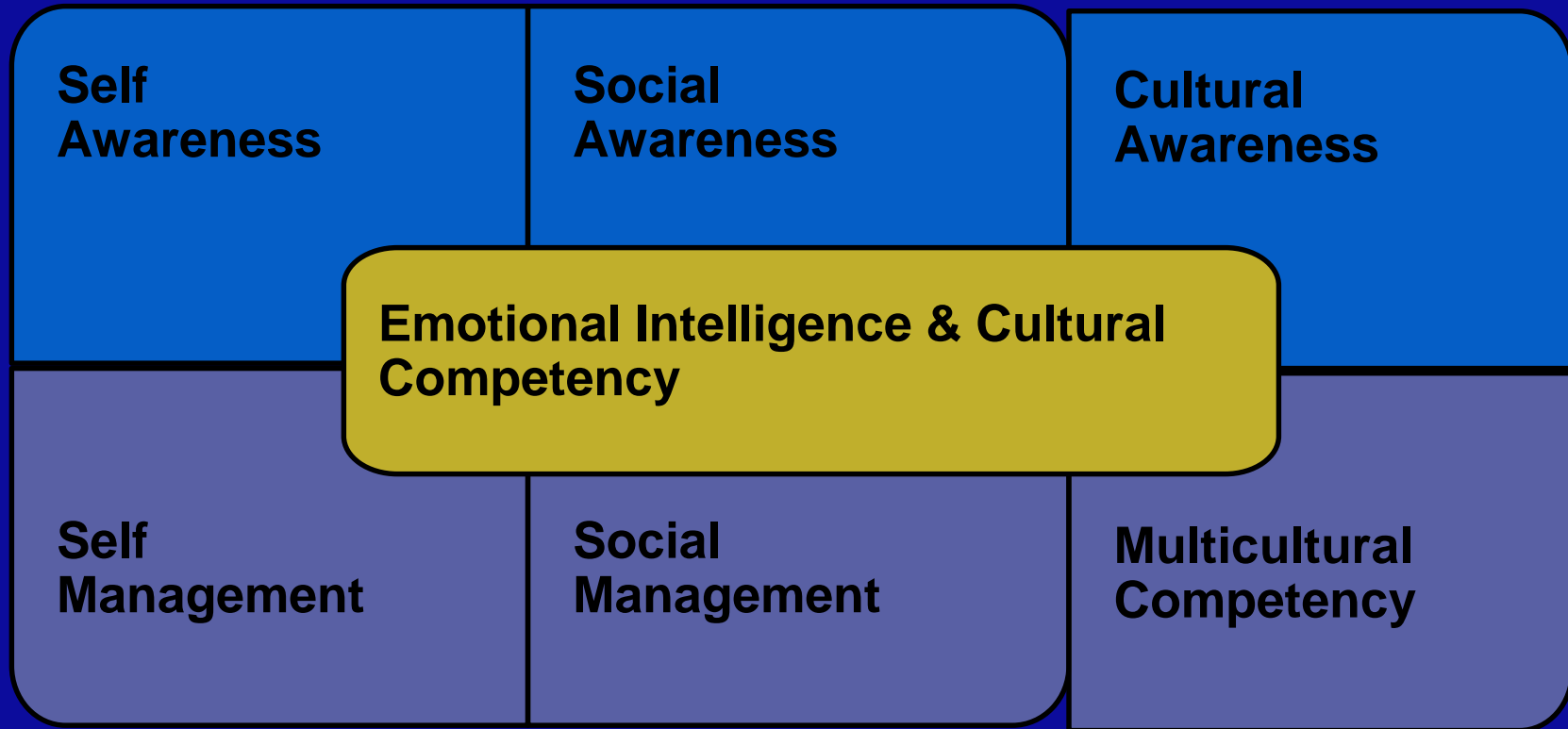|		
Are autonomous and self-directed	*Have life experiences and knowledge*	*Are goal-oriented*
Are relevancy-oriented	*Are practical*	*Need to be shown respect*

EI Framework

Self Awareness	Social Awareness	Cultural & Diversity Awareness
Emotional Intelligence		**Cultural Competency**
Self Management	Social Management	Multicultural Competency

*Adapted from Zaldivar Authenticity & Accountability
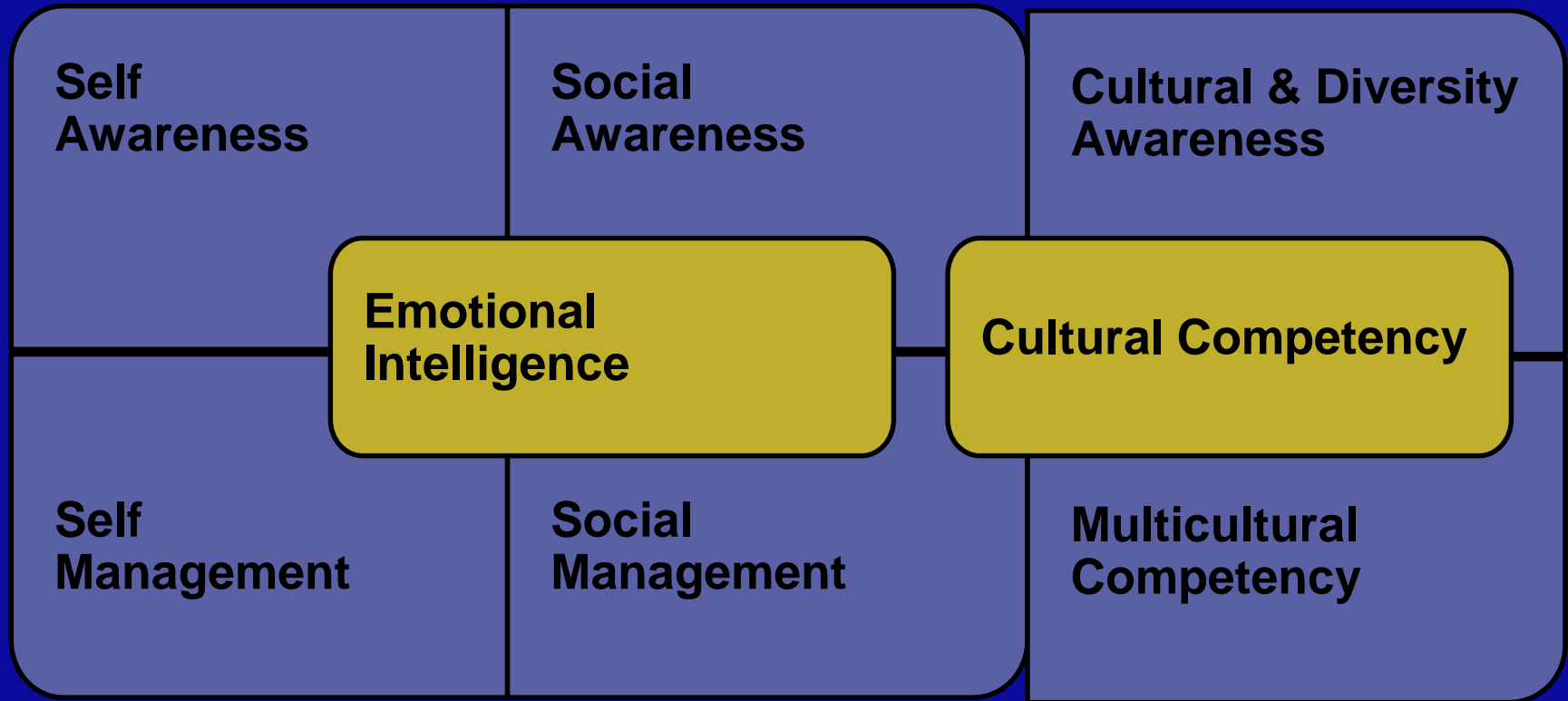
Frames of Reference

EI Framework

Self Awareness	**Social Awareness**	**Cultural Awareness**
Self Management	**Social Management**	**Multicultural Competency**

Emotional Intelligence & Cultural Competency

*Adapted from Zaldivar Authenticity & Accountability

25

Frames of Reference

- Identity group memberships provide another set of perspectives:
  - ➢ Groups we're born into (families of origin, race/ethnic/national groups)
  - ➢ Groups we choose to be members of (businesses, professional, recreational, spiritual, community groups)
- Some identity memberships are more visible than others.
- Shape how we see the world & shapes how the world sees us and treats us.
- Some have more weight than others at different life stages.

My Frame of Reference
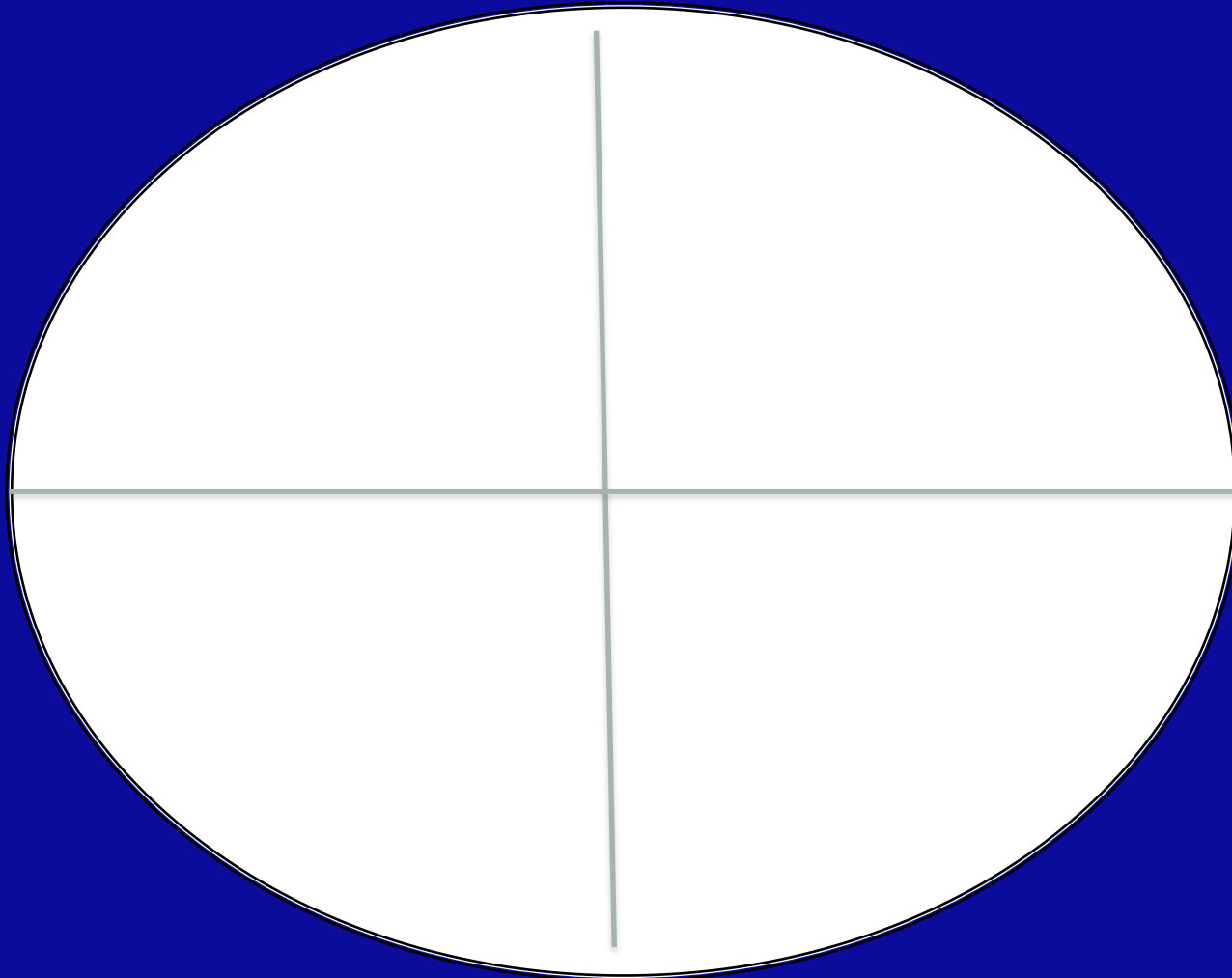
Multiple Group Identities

In pairs:

1. Talk with your partner about which of these identity groups are most central/important to "who you are" at this time in your life and why?

2. Note where you and your partner do and don't overlap in terms of the frames you each find most important

Active Listening

Skill Building: Active Listening

Definition: *Fully attending to all of the communications of another person, including both verbal (words & tone) and non-verbal (physical) messages.*

Goal: *To improve your understanding of what the other person is trying to communicate.*

31

Physically and Verbally Attending

- Physically attending
  - Good eye contact
  - Lean in
  - No other distractions (full attention)
  - Silence
- Verbal acknowledgment
  - "Uh-huh."
  - "I see."
  - "Tell me more about…"

Active Listening: Restating

- Use phrases such as...
  - ➢ "What I hear you saying/telling me is....."
  - ➢ "Sounds like..."
  - ➢ "The message I'm getting is…"

- Check the feelings you think the other is expressing by saying...
  - ➢ "I get the impression you are feeling..."
  - ➢ "You sound to me like you are feeling...”

- Finish with a phrase that checks your accuracy such as...
  - ➢ "Is that right?"
  - ➢ "Have I understood you correctly?"
  - ➢ "Is that what you were saying?“

Active Listening Exercise

Think about something that is on your mind relating to work: it could be something that you're proud of; something that you find challenging or something that you're currently pondering

- Speaker
  - ➢ Describe the events, your thoughts and other reactions to your partner.
  - ➢ Provide as much detail as you need to give your partner a full understanding

- Listener
  - ➢ Use active listening responses only (verbal, non-verbal, restating)
  - ➢ At the end: confirm what feelings you heard from the other person

34

Active Listening Exercise

- Speaker: How did the listener let you know that he/she heard you?

- Speaker: What, if anything, made you think the listener didn't hear you?

- Listener: What did you do well? What could you improve?

35

Using Active Listening

- When might it be helpful to heighten your use active listening?
  - You ask for others' ideas
  - You ask for feedback
  - You ask about someone's state of mind
  - You are trying to understand a different perspective or a different Frame of Reference
  - Someone clearly needs your attention
  - Emotions are high
  - Conflict is present
  - You are listening to people with less power

POWER

Basic Concepts Related to Power

- With us all the time, everywhere. <u>ALWAYS</u>.

- Neither good nor bad, per se. Just exists.

- Behavioral and psychological

- Formal and informal

- Forever fluid

38

Journaling on Power

Consider situations where…

- You had power in relationship to another
- Someone had power in relationship to you

1. What gave you or the other person power?

2. How did you/ did the other person use power?

3. How did you/ the other person respond to the other exercising power?

Sources of Power

Reward
- Deliver positive rewards
- Depends on value of reward, ability to dispense

- People move toward

Coercive
- Deliver negative consequences, remove positive rewards

- People move away, avoid

Legitimate
- Based on position or responsibilities

- People feel duty to follow

Affiliative
- Grounded in liking, affiliation, "charisma"

- People want to be with or like that person

Expert
- Based on expertise, experience
- Built over time

- People trust their opinion.

Informational
- Based on information or resources not available elsewhere

- People compelled by the data or logic of the argument

Power in Practice

- There are different sources of power

- Power changes with situations and relationships
  - People have more power over others if they control access to resources or if they have or control something that someone else wants

- Power can be used well and it can be used poorly or abused

41

Power

- In situations, where you recognize you have more power, what can you do to use your power effectively… to empower others & make them more equal?

- In situations where you have less power, what can you do to take up more power?

Structures and Processes That Help
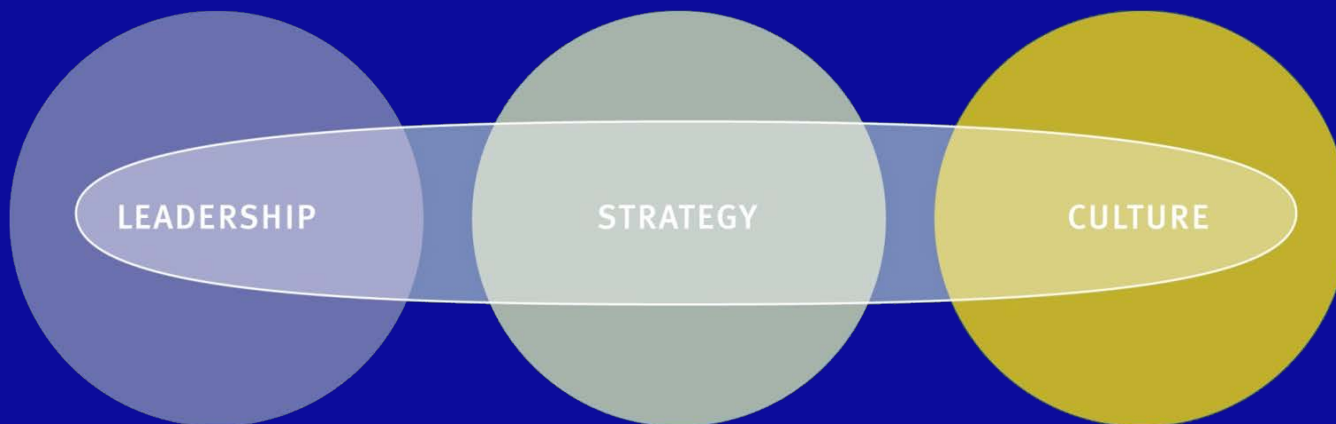
Diverse Management Structures

Flat   **Somewhere in-between**   **Hierarchy**
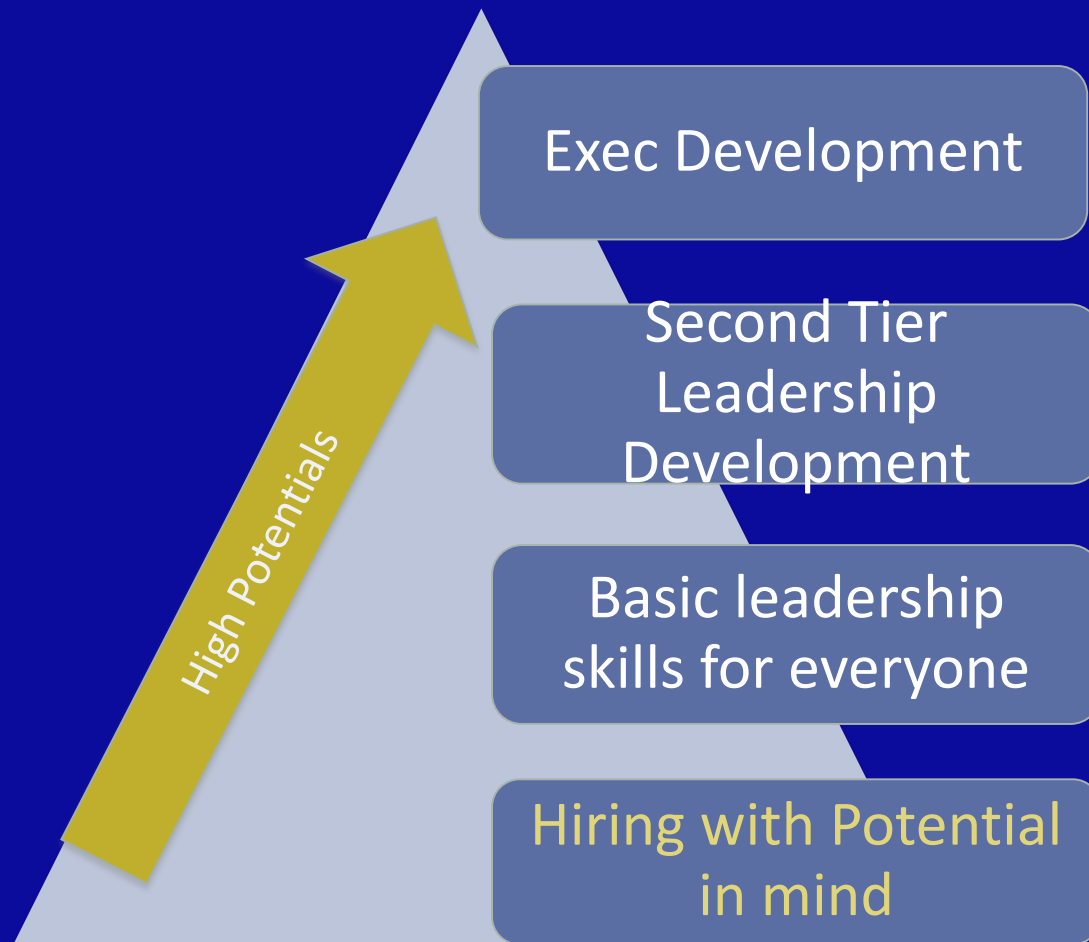
44

Structure Continuum

- In pairs/groups sketch out your "org chart" including relationship to members, staff, stakeholders

- What about this structure helps? What about this structure hinders?

Developing Leaders in a Conventional/Hierarchal Firm

PRAXIS

- Leadership Core Competencies and Behaviors
  - Definition and Alignment

- Individual Assessments & Coaching

- Skill Training and Development
  - Directed at Specific Competencies and Behaviors
  - Informed by Identified Needs
  - On-Going Forums for Development

- Structural Integration
  - Interview and Hiring
  - Evaluation and Development Plan

46

Deepening Leadership Throughout

Exec Development

Second Tier Leadership Development

Basic leadership skills for everyone

Hiring with Potential in mind

High Potentials

47

Learning Methods

Personal Development Goals

Short Presentations

Learning Communities

Real Time Applications

Role Play & Simulation

Discussion

Individual and Group Projects

Reflection Journaling

Reading

Other Examples

- Opportunities to join task forces and committees
- Encouragement to take leadership roles outside the company
- One day all-company training for everyone
- In-depth supervisor training on developing others
- Outside classes with immediate application in office
- "Skill of the month"
- Personal development goals
- Peer/senior coaches and learning cohorts

Discussion

- What of these leadership development ideas might work in a co-op?

- What might need to be revised or reimagined or challenged?

- Who's job is leadership development?

50

Discussion Notes

Praxis Consulting Group

To learn more about us, please visit our website at praxisCG.com or contact us.

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Praxis Consulting Group assists organizations in developing high performing workplaces by aligning organizational leadership, strategy and culture.

Our services include leadership development, executive assessment, culture change, team building and succession planning.

LEADERSHIP   STRATEGY   CULTURE