



talking about... leadership development

... designing better relationships for better outcomes

What Does Leadership Development Address?

The role of leadership is crucial to organisational success in today's competitive world.

In our work, we distinguish between the roles of leadership and management. We claim that leaders "manage what could be" whereas managers "manage what is". In other words, management is about delivering outcomes within the existing organisational structure and systems whereas the role of a leader is to look to the future and create the organisation of tomorrow. Leadership involves positioning an organisation or group to meet challenges that might not exist today and so allow that organisation or group to continue to prosper.

We also say that leaders take people where they would not go by themselves. It is likely that those places will feel uncomfortable and possibly threatening. To take people to such places a leader must have instilled in those followers a strong sense of trust. That trust can only be built on the positive assessments of the relationships people have with the leader.

Being at the head of an organisation or group does not automatically make one a leader. By definition, a leader must have followers. Simply holding a position of authority does not guarantee others will follow.

Our leadership development programs are designed to:

- develop an individual's awareness of their impact on those they would have follow them; and
- develop the skills to engage followers in their leadership.

We believe that to be highly effective, organisational leaders need to develop a way of being that will enhance how they relate and converse with others. We interpret this way of being in three domains – language, emotions and physical presence.

- Listening
- Speaking
- Language as Action
- Stories and Narratives



- Breathing
- Movement
- Posture
- Health
- Well Being
- Voice

- Emotions
- Moods
- Basic Moods of Life
- Mood Management
- Emotional Leadership

Our Interpretation Of Leadership

Leadership Development Programs

A Leadership Development Program is a large scale coaching program designed to enhance the leadership group in an organisation. The key to the program lies in the value of learning through group and individual coaching to achieve group and organisational goals.

We begin with the profiling of each member of the group to establish their existing and preferred mode of leadership behaviour as a group and as individuals. We then design a tailored coaching program that may include group and individual coaching aimed at bringing the group to the leadership style they wish to embody.

The program concludes with a profile re-measure to establish how far the group has progressed and to establish how the group will maintain their leadership behaviours once the formal program is complete.

The extent of these programs is established in collaboration with the leadership group to ensure its optimal effectiveness.

For More Information

For more information about these leadership offers, please contact a Talking About Coach on 61 (3) 9507 2464 or email us at info@talkingabout.com.au.

Talking About Pty Ltd
PO Box 6652,
St Kilda Rd Central, Victoria,
8008.

Ph: +613 9507 2464
info@talkingabout.com.au
www.talkingabout.com.au

Leaders and Language

The art of leadership is largely the art of creating context in order to influence others.

People make sense of the world based on the context in which they observe it. Good leaders recognise that to motivate others to follow them, they must establish a context that makes sense to the potential followers and motivates their actions.

We believe the core competence required to influence others is that of "conversational labour". "Conversational labour" is the term we use to encompass the conversations that people have in order to get things done. We have found that when we explore what leaders do each day, it boils down to conversation whether it be face to face, over the phone or through a written medium. It follows that the more adept a leader is at the art of conversation, the more effective they will be at the art of setting context and influencing others.

So what is it that will influence others? We claim that one of the primary aspects of being an effective leader is to engage others with their stories of how things could be. By this we mean that they must provide a powerful story to which people will relate to such an extent that it will provide a potent motivation for them. We claim that people buy stories. Through stories a leader can offer an enticing future. For leaders to achieve this, they must use three distinct types of conversations - descriptive, speculative and action - firstly make the story powerful and then coordinate the activity to make it a reality. This is the basis of "conversational labour".

Leaders and Emotions

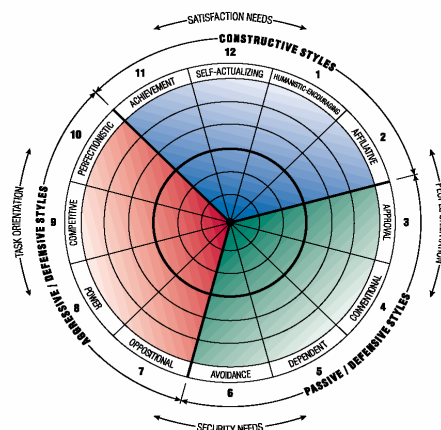
All human beings are emotional beings. We claim our moods and emotions predispose us to some actions and not others. We also claim those moods are very contagious. People catch moods from each other and from the organisation in which they work. A leader's authority adds weight to the contagiousness of their mood to those who follow them. One of the leader's most important roles is establishing an organisational mood that is conducive to people taking the actions required for achieving the organisation's goals.

To achieve that end, an effective leader will have an understanding of moods and emotions and how these moods and emotions lend themselves to the actions required to achieve the organisation's or group's goals. An effective leader will also be able to manage their own moods and emotions in order to impact positively on their followers.

Leaders and Physical Presence

Many people in an organisation do not have a lot of close conversational contact with the organisation's leader, however the leader can still have an impact on those people through their presence. How? According to studies, up to 70% of what we listen to, we observe in the body of the person delivering the message. Even, when a leader is not speaking directly to someone, they are being observed and so it is vital for them to carry themselves in a way that stamps them as someone worth following.

It is our view that there is a very clear link between a human being's language, emotions and physical being. Others instinctively recognise misalignment in these domains and distrust may develop. Our programs allow this issue to be proactively addressed.



The Human Synergetics Circumplex

The Leadership Development Program

Our leadership development programs are designed to help leaders create the identity and skills they want as a leader. Each participant will have their own unique requirements and as such we favour a coaching approach tailored to individual needs.

Assessing Progress

Leadership Development Programs involve a considerable time and financial investment. In order to assess the outcomes of our development programs, we prefer to use Human Synergetics diagnostic instruments based on their thinking styles circumplex - see diagram below. These thinking styles can be applied similarly to organisations, groups and individuals, including leadership impact.

These tools provide a "snapshot in time" assessment of an organisation's culture, a group's dynamics, and an individual's thinking styles and their impact on others. Using the initial results as a basis, we are able to structure learning and coaching programs to suit individual and group needs.

These tools also give us a measure of how much progress is made towards agreed goals over a period of time.

Leadership Coaching

Given our approach, leadership coaching focuses on the participant's way of being and the habitual ways in which he or she engages in relating and conversing with others. Our coaches have very powerful models to apply in these domains. Our aim is to bring the participant to engage in more effective action and, most importantly, share with them the knowledge of our approach so that they can learn to coach themselves into the future.



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