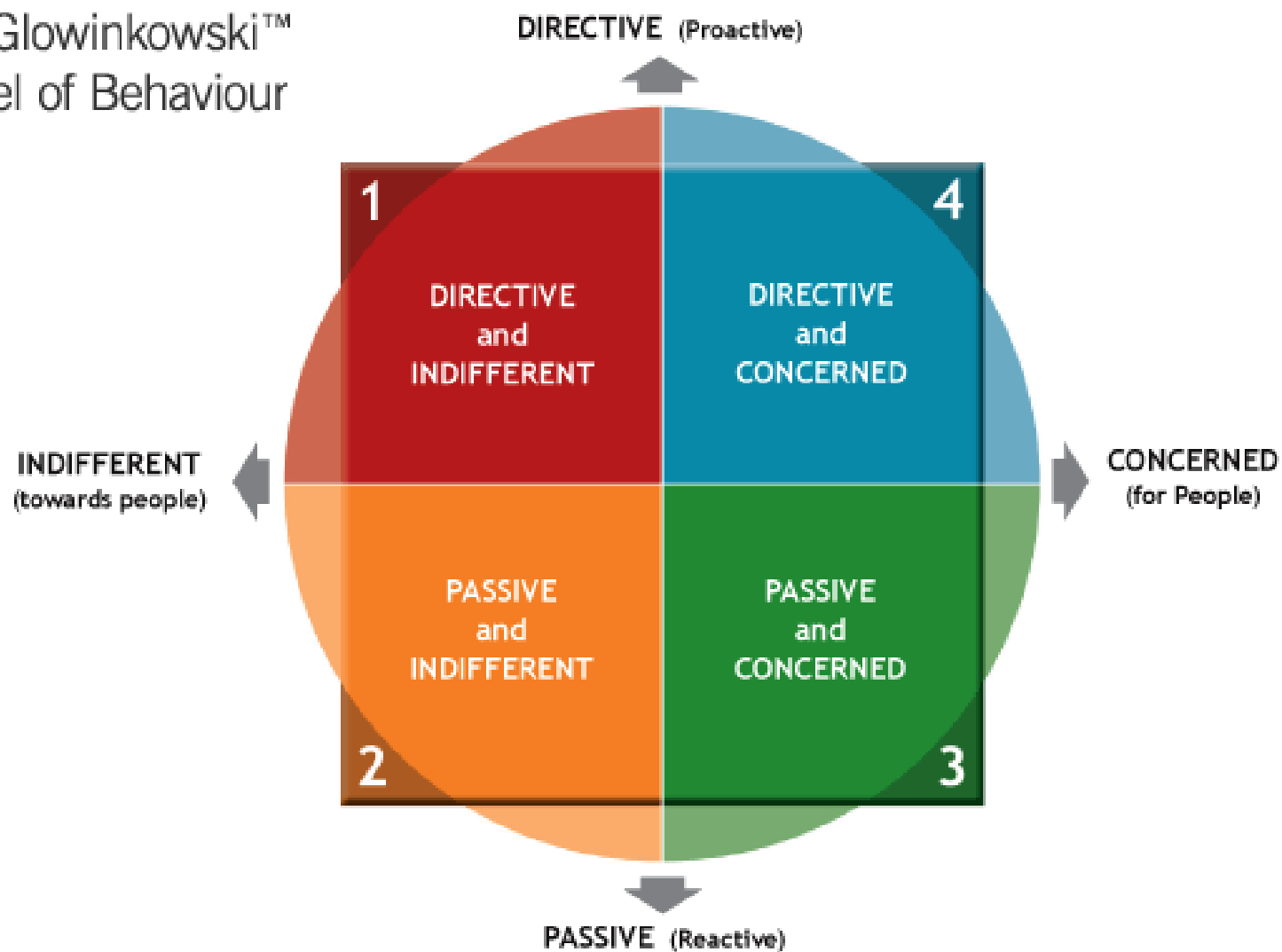




TIME FOR

LEADERSHIP

The Glowinkowski™ Model of Behaviour



3 leadership profiles/metaphors

1. Divide into small groups
2. Read aloud text(s)
3. After each of the 3 texts:
 - a) individually identify and write a «**label**» for that type of leader(ship) (ex. «captain») and a related «**core metaphor**» (ex. «sailing»)
 - b) in your small group group: share your label + metaphor and negotiate/choose the best one

3 leadership profiles/metaphors

- Coach (core metaphor: sideline)
- Pilot: (core metaphor: map)
- Servant (core metaphor: scaffold)

Leadership Ability

What

Processes, skills and knowledge to perform leadership functions



Training

Effects-Based Leadership Methods:

1. Mission Analysis, Back Briefing and The Appreciation
2. Planning
3. Briefing Cascade and Extraction of Information from Briefs



How

Behaviour and attitude to display appropriate leadership style



Development

Clarity Develops Flexibility:

1. Clarity of Process, Role, Tasks
2. Self-Awareness – Clarity of Behavioural Drivers, Preferences and Feedback on Impact
3. Coaching on 'How' to apply 'The What'



Thought

'Level of Work': intellect and 'time horizon' to match 'complexity' in role



Assignments

Maturation Over Time:

1. Stretching Projects, Tasks and Assignments
2. Intellectual Stretch – Analysis of sector, likely evolution of market and implications
3. Exposure to 'thought leaders'

Manage Yourself. Taking personal responsibility to be more deliberate and productive in the things you do.

- **Conceptual Thinking**
- **Customer Focus**
- **Resiliency**
- **Self Management**
- **Self Starting**

Manage Others. Being more efficient and effective with the people and teams you supervise. It is getting things done while balancing quality with timeliness.

- **Decision Making**
- **Flexibility**
- **Planning & Organizing**
- **Problem Solving**
- **Results Orientation**
- **Teamwork**

Lead Yourself. Taking accountability for your work now and in the future

- **Accountability for Others**
- **Goal Achievement**
- **Personal Accountability**

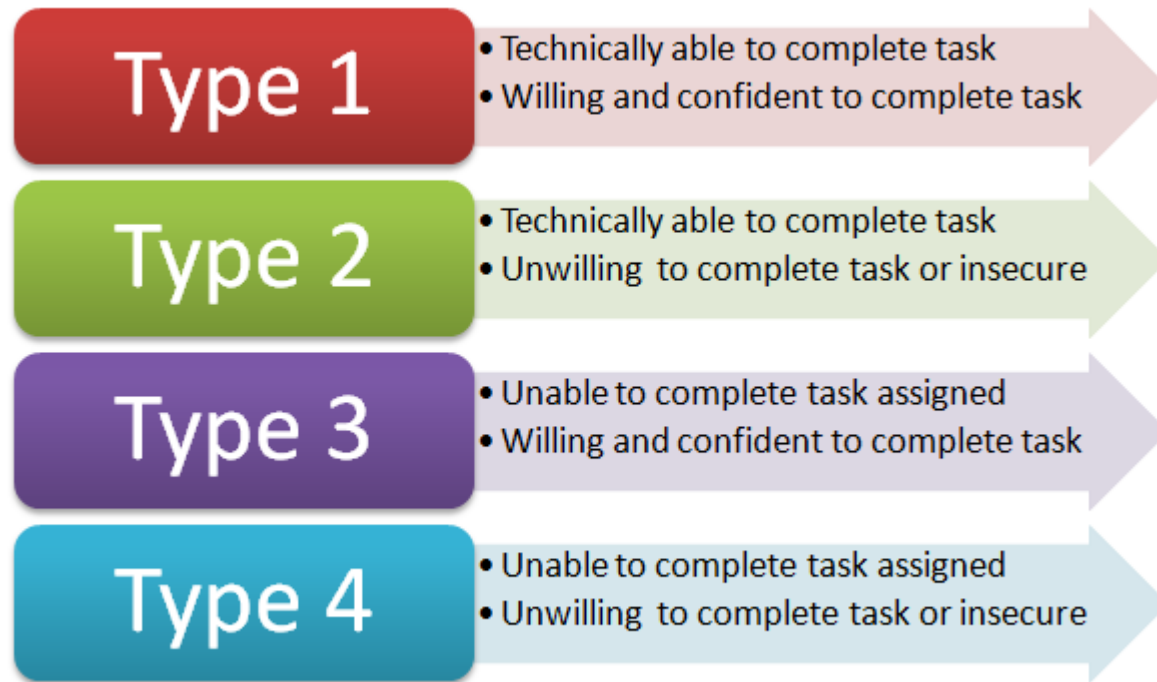
Lead Others. Taking accountability that you, as a leader, are influencing others to continually and consistently improve the lives of clients, customers and co-workers.

- **Conflict Mgt**
- **Diplomacy & Tact**
- **Empathetic Outlook**
- **Interpersonal Skills**
- **Influence Others**
- **Lead Others**
- **Objective Listening**

Coach for Performance. Proactively and deliberately making the time to improve yourself and to assist others in their development.

- **Continuous Learning**
- **Develop Others**

followers/collaborators



Type 1 Followers: Use Delegating Style

- turn over responsibility for decisions and implementation to followers
- need less focus on relationships or task guidance

Type 2 Followers: Use Participating Style

- share ideas and facilitate in decision making
- focus more on building relationships and less on task guidance and details

Type 3 Followers: Use Selling Style

- explain decisions and provide opportunity for clarification
- focus on both building relationships and giving task guidance

Type 4 Followers: Use Telling Style

- provide specific instructions and closely supervise performance
- focus on task guidance and clarification and less on relationships

Type 1

- Technically able to complete task
- Willing and confident to complete task

Type 2

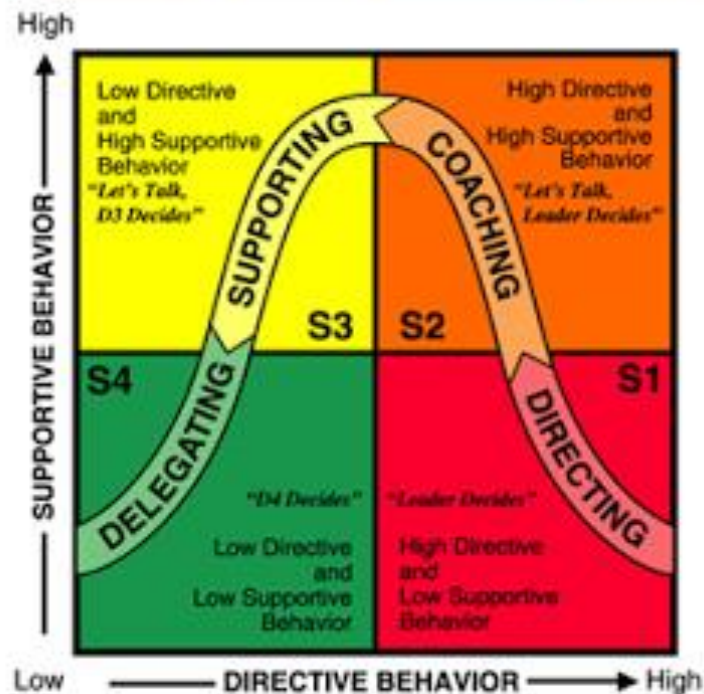
- Technically able to complete task
- Unwilling to complete task or insecure

Type 3

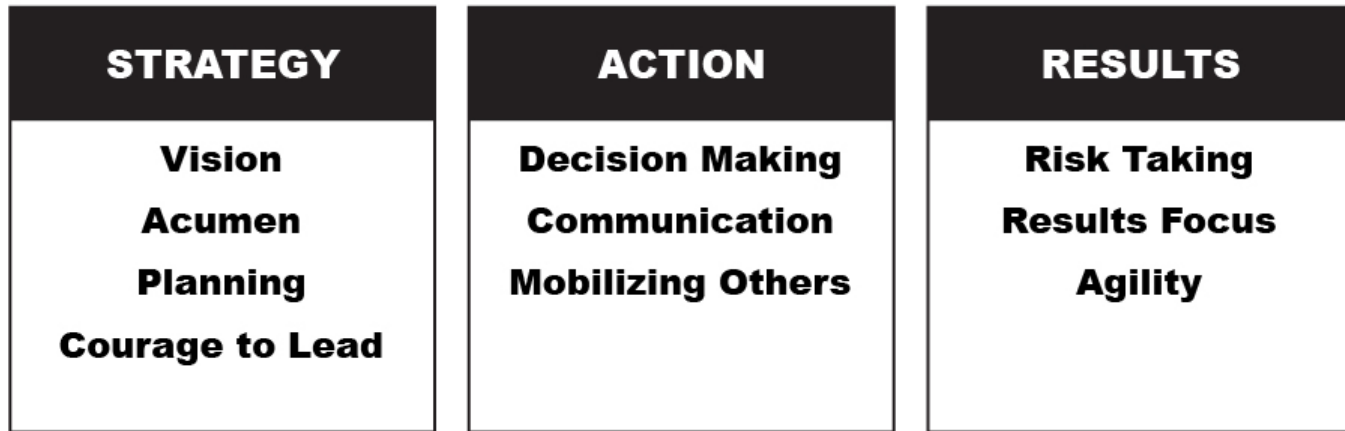
- Unable to complete task assigned
- Willing and confident to complete task

Type 4

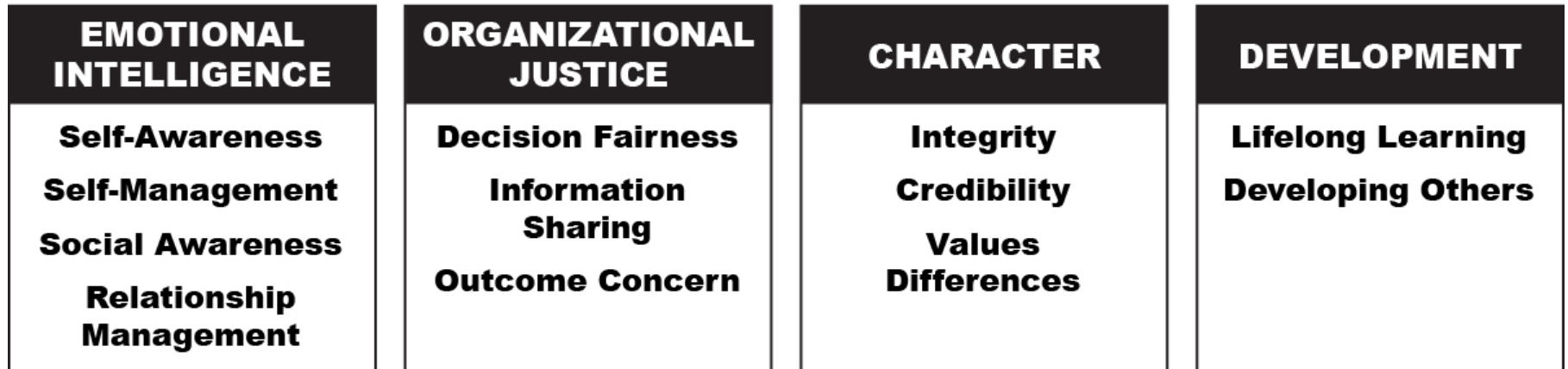
- Unable to complete task assigned
- Unwilling to complete task or insecure



CORE LEADERSHIP



ADAPTIVE LEADERSHIP



Leadership is (by Unipd students)...

- ability to lead a group of people to carry a mission successfully within a limited period of time
- ability to delegate / to create mutual trust / coordinate / make people work together / deal with group diversity
- ability to listen actively and to identify and to respond to group and individual needs and abilities/potential / make oneself available
- creating empowerment opportunities for other group members to learn leadership skills
- (can be a distributed ability)
- leadership position (i.e. boss) vs natural leadership attitude/behaviour
- problem-solving and counselling ability
- being responsible for others and for project's tasks
- being a model / able to represent others
- having an identity
- being able to adapt attitudes according to different contexts / partners

Teamwork is ...

- awareness of one own's limits and potential
- understanding different ways of thinking
- ability to listen to ther's point of view and to explain one's point of view taking into account different backgrounds
- ability to share and to change one's point of view
- ability to coordinate and to value each group member
- ability to become friends / develop relations beyond the work environment
- ability to share / communicate results across different disciplines
- ability to tap from / work with different communication means in different face to face and online environments
- make the others aware of what you are doing and to link this awareness to suggested changes

Previous experiences

- As Students representative one needs to have the above mentioned qualities
- Through such representation experience one has the opportunity to develop such abilities
- Mutual trust is crucial to such development
- To organise joint activities and to design and to run creative/advertising activities adds a stimulating challenge (implying ability to delegate/allow turn over)
- being the director of a students magazine, including respecting deadlines, managing tasks such as writing, editing, printing; and develop relations with senior staff
- Yet another way to learn leadership skills: political activity: for instance: promoting a sustainability youth movement; run political activities that imply listening to and understanding members' desires
- being promoted to management position / relate to senior management and learn about their expectations.
- Represent students with Entrepreneurs representatives and focus on reciprocal reputation while improving relations
- Sport captain: organise, orient and communicate best position, identify challenges and ways to respond; mediate among team mates

Job related features

- As academic professor you have to create a relationship with students but also to keep respect for your position
- In any job you need leadership skills
- Cross cultural contexts and international projects require extra leadership abilities
- Leading a research group it is crucial to be able to choose which way to go
- Understand who has actually leadership skills beyond our own individual aspirations
- In Physics and Science in general it is crucial to be able to disseminate / communicate results as spoke person (as in CERN)