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Agenda

Part 1

- Why Leadership?
- What Is Good Leadership
- Identify your personal leadership style
- How legal training impacts leadership

Part 2

- Building High Functioning Team
- Leading High Functioning Teams
- Opportunities for Development

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Why Leadership?



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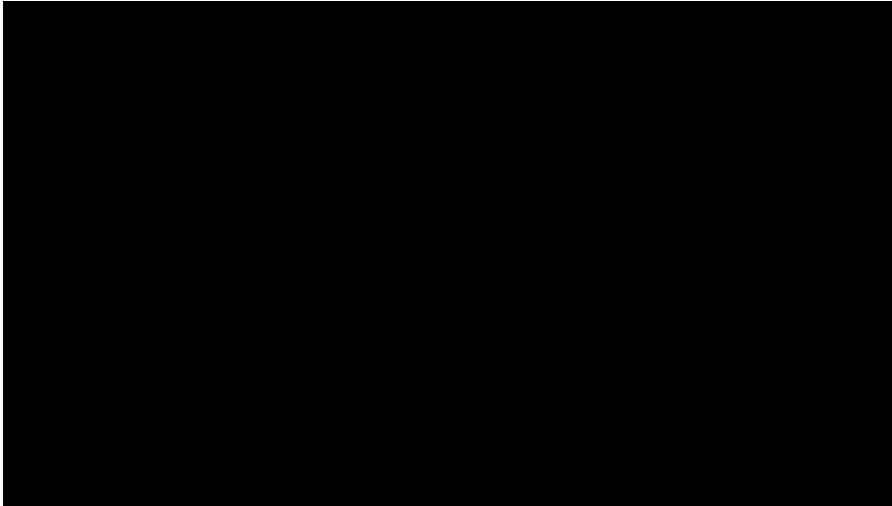
The Impact of Bad Leadership



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What Is Leadership?



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Defining Good & Effective Leadership

The **ability** to **motivate** others to **willingly**
follow your **vision/goal** and **effect change**

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Leadership and Emotional Intelligence

Positive Correlation
between Emotional
Intelligence and
Good Leadership

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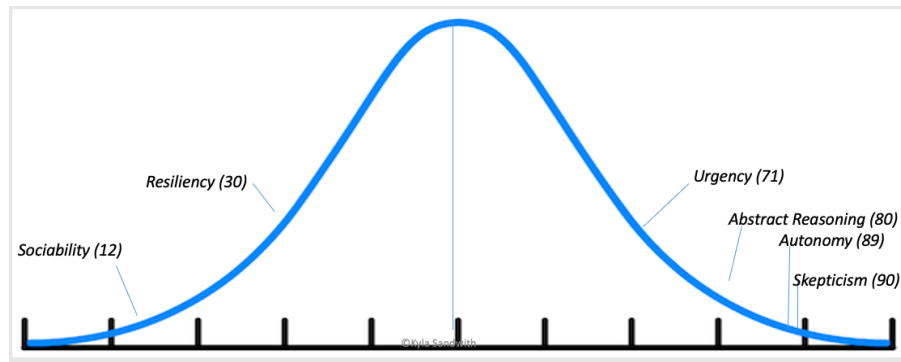
Leadership That Gets Results – What's Your Style?

	Coercive	Authoritative	Affiliative	Democratic	Pacesetter	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now."	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths

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Legal Training & Leadership



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Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

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Emotional Intelligence & Leadership

Positive Leadership Styles

- Self-Confidence
- Empathy
- Change Catalyst
- Building Relationships
- Communication
- Collaboration
- Team Leadership
- Developing Others
- Self-Awareness

Legal Training

Low Sociability
Low Resiliency
High Urgency
High Skepticism
Strong Abstract Reasoning
High Need for Autonomy

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Legal Culture and Leadership

How People Lead is
Often a Product of
Culture – *You Learn
What You Live*

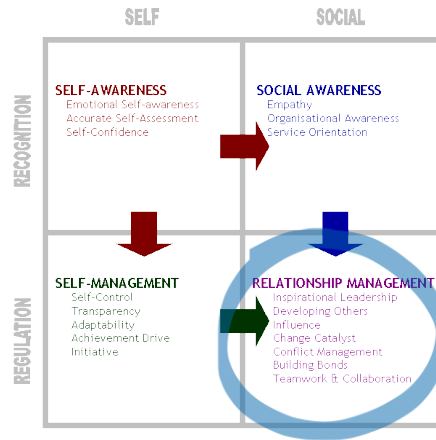
Driving Perfectionism and Fostering Fear of Failure	Working from Scarcity and squandering opportunities for joy & recognition	Numbing
Propagating the false dichotomy of victim or viking	Being a Knower and Being Right	Hiding Behind Cynicism
Using Criticism as Self- Protection	Using Power Over	Hustling For Our Worth
Leading for Compliance and Control	Weaponizing Fear and Uncertainty	Rewarding Exhaustion as a Status Symbol and attaching productivity to self- worth
Tolerating discrimination, echo chambers, and a 'fitting in' culture	Collecting Gold Stars	Zigzagging and avoiding
	Leading from Hurt	

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Emotional Intelligence - Framework Features

- Breakdown of Emotional Intelligence into components and competencies/skills
- Interrelatedness of components and competencies
- Highlights the foundation of emotional intelligence as skills based
- Good Leadership lies in Relationship Management is built on a foundation of self-awareness, social-awareness, and self-management



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The Five Practices of Exemplary Leadership®

- Enable Others to Act (Motivate & Effect Change)
 - Build Trust & Collaboration
 - Strengthen Others
 - Create an Inclusive Environment
- Model the Way (Motivate & Vision)
 - Words, actions, questions align with vision/values
- Inspire A Shared Vision (Vision & Motivate)
 - Energy & Positivity towards the shared goal
 - Includes serving themselves and others
- Challenge the Status Quo (Effect Change)
 - Create a safe environment to challenge, innovate, test, grow
- Encourage the Heart (Effect Change & Motivate)
 - Create a close community
 - Celebrate successes publicly

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Developing Good Leadership Skills

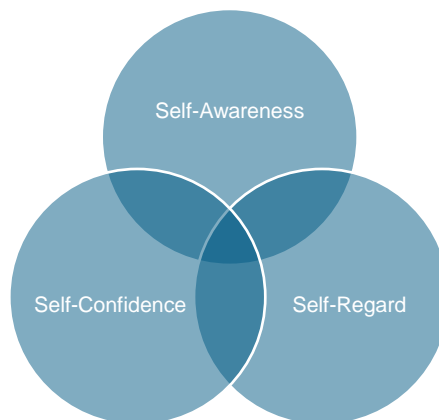
- Emotional Intelligence can be developed
- The brain has the capacity to develop new ways of thinking/approaching the world (neuroplasticity)
- It requires consistent *practice* over time
- It's not a destination it's a journey
- Progress over perfection

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Self-Awareness

Self-awareness means the ability to monitor our inner world – our thoughts and feelings. To notice subtle, but important signals, and to see thoughts as they arise rather than just being swept away by them.



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More Self-Aware Leaders are...

- Better able to understand their strengths and weaknesses
- More aware of their emotions and understanding of their impact on others
- Use emotional awareness for problem solving and less rigid decision making
- Important for the success of the leader/organization as well as follower success/satisfaction
- Seen as more effective
- Able to recognize mistakes
- More effective decision makers

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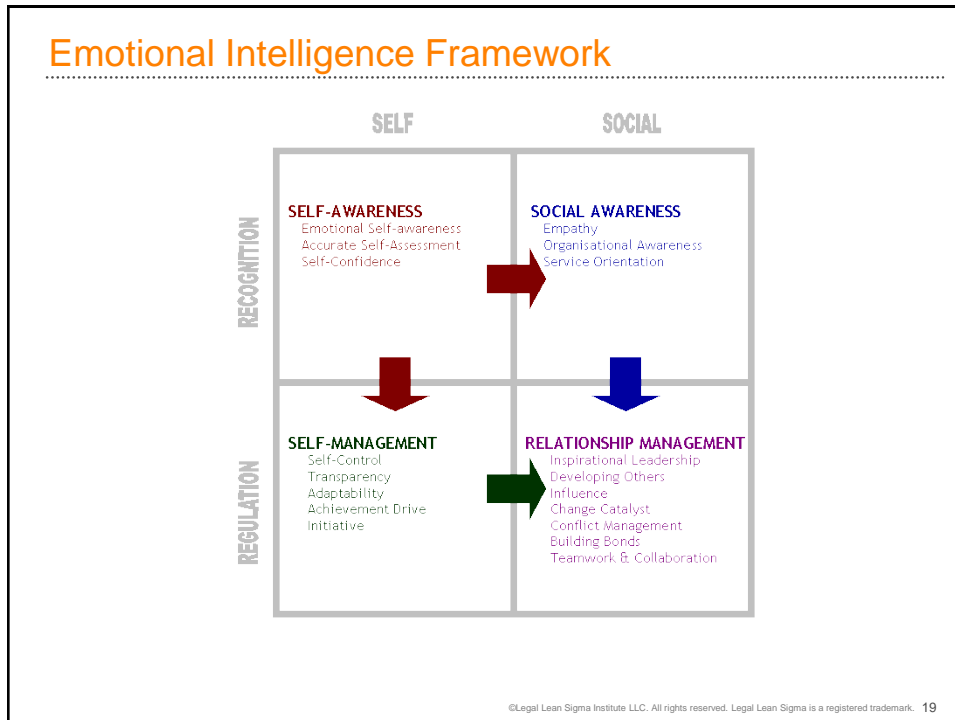
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Cultivating Self-Awareness

- Mindfulness Practice
 - Yoga
 - Meditation
 - Body Scan
- Journaling
- Name Your Feelings
- Develop Your Curriculum Vitae
- Strengths/Weakness Audit (3:1)
 - What activities/tasks do I dread/procrastinate? Why?
 - What activities/tasks take a lot of energy out of me?
 - What activities/tasks do I look forward to? Why?
 - What activities/tasks do I find energizing?
 - What have I been told that I am good at?
- Reframe Your Introspection – ‘What’ not ‘Why’

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Self-Management

Self-management is the ability to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.

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Barriers to Self-Management

- Lack of Self-Awareness
- Stress
 - Internal: These stressors are primarily self-inflicted (e.g., perfectionism), based on self-imposed expectations, values, or standards that you or others believe that you “should” or “must” maintain.
 - External-Interpersonal: These stressors are based on your interactions and relationships with others — for example, tension, conflicts/arguments, abuse, and violence between people who know one another.
 - External-Impersonal: These stressors are environmental (e.g., weather, natural disasters, wars, random acts of violence, big-picture political-economic circumstances, etc.).

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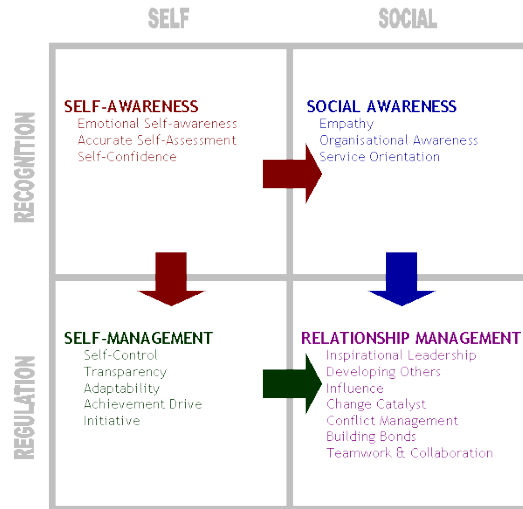
Cultivating Self-Management

- Develop Self-Awareness
- Reframe Your Experience
- Ask 'What' not 'Why'
- Cultivate Happiness
 - Being In Nature
 - Mindfulness
 - Flow
 - Gratitude
 - Exercise

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Emotional Intelligence Framework



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Social Awareness

Social awareness is the ability to recognize and understand the moods of other individuals and entire groups of people”. It's the ability to observe body language, facial expressions, and even posture in an effort to respond appropriately.



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Empathy



Cognitive Empathy



Emotional Empathy



Compassionate Empathy

Incorporates service orientation

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The Foundation of Trust:

- Logic
- Authenticity
- Empathy



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Organizational Awareness

Organizational Awareness means having the ability to read a group's emotional currents and power relationships, and identify influencers, networks and dynamics within the organization.

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Signs of Organizational Awareness



Tends to have a good idea of how a decision will play out in their organization, who needs to be won over to implement the decision, why, and how to influence them.



They know the internal landscape as well as external influences that impact an organization and



They have a good sense of the skills and abilities of people within the organization, team, or group



They know the unwritten tone, language, and rules of the organization

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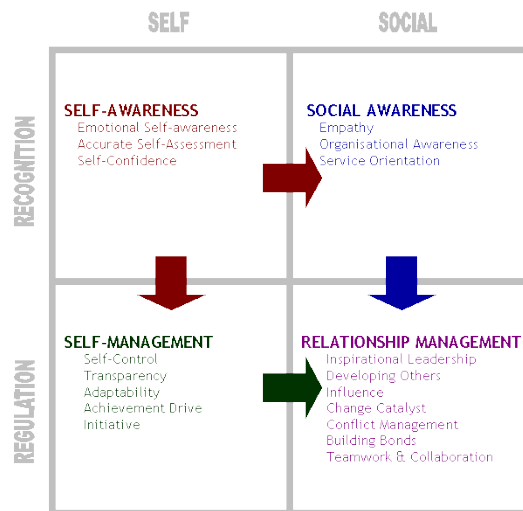
Developing Social Awareness

- Curious Conversation
 - Open ended questions
 - Avoid distraction
- Overcome Exposure Bias
 - Follow people who are different from you on social media
- Walk a Mile in their Shoes
 - What's it like to be them?
 - What motivates them?
 - How do they communicate?
 - What do they focus on?
 - What does this tell you about them?
- Actively Observe
 - Who is talking? Who isn't
 - What do their body postures say?
 - Who is interrupting/being interrupted?

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Emotional Intelligence Framework



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Leadership Homework

- Identify where you may need development and choose one of the following activities to engage in over the next month
 - Undertake a daily 10-minute mindfulness practice (Insight Timer, Headspace, Aura etc.)
 - Commit to a daily journaling practice prompts might include:
 - Am I acting in a way that's consistent with the kind of leader I want to be?
 - What did I learn from X situation
 - What story am I telling myself about Y situation and is it true?
 - What are the greatest challenges I'm facing & how might I address them proactively?
 - Identify people who are important to your professional work and consider:
 - What do you know about them (their values, how they communicate what information is important to them
 - Are there opportunities to help them with current challenges
 - Look at the 5 Exemplary Leadership Practices, choose one you are not currently practicing and get started with small practices.

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