

BEEF + LAMB NEW ZEALAND GENERATION NEXT: SESSION 1

YOUR LEADERSHIP STRENGTHS

There are many and varied assessments on the market that can help you identify your strengths. We are using the CliftonStrengths assessment on this programme.

CliftonStrengths Explains How You Are Uniquely Powerful. Invented by Don Clifton, the CliftonStrengths assessment uncovers your unique rank order of 5 CliftonStrengths themes. Your CliftonStrengths themes are your talent DNA. They explain the ways you most naturally think, feel and behave. The results are grouped into four broad headings being:

- Executing
- Influencing
- Relationships
- Strategic thinking

List your top 5 strengths from your assessment:

1

2

3

4

5

Your notes:

Influencing

Activator	Impatient for action, only action is real, action is how we learn
Command	Takes charge, aligns others, presence, strong view
Communication	Explain, describe, host, write and storyteller
Competition	Rooted in comparison, achievement = performance, competition invigorates
Maximiser	Excellences not average is measure, strong superb is driver
Self-Assurance	Faith in your strengths, confidence in ability and judgement
Significance	Want to be recognised, to stand out and be known for success & credibility
Woo	Rises to challenge of meeting new people, turning strangers into friends, effective influencer

Your notes:

Executing

Achiever	Drive, need to achieve outcomes, forward movement
Arranger	Conductor, managers variables, dynamic, devises a better way
Belief	Enduring core values, easy to trust, beliefs provide meaning
Consistency	Balance is important, rules are clear and to be applied equally
Deliberative	Careful, diligent, brings risks into open to be reduced
Discipline	World need to be predictable, ordered, planned, structured
Focus	Clear destination, goals are the compass
Responsibility	Strong sense of commitment, emotionally bound to follow through to completion
Restorative	Love to solve problems, enjoys bringing things back to life, company person

Your notes:

Relationships

Adaptability	Live in the moment, responsive to demand, flexible, uncertainty in life
Connectedness	Bridge builder, nothing occurs in isolation, no coincidences
Developer	See potential in others, growth brings strength and satisfaction
Empathy	Sensitive to emotions around, anticipates needs, puts themselves in other shoes
Harmony	Seek areas of agreement and common ground, minimize conflict and friction
Includer	Instinctively accepting – want to include people and make them feel part of the group
Individualism	Intrigued by unique qualities of each person, how they think & build relationships
Positivity	Generous with praise, light-hearted, contagious enthusiasm
Relator	Comfortable with intimacy – focus on deepening relationships – friends are energising

Your notes:

Strategic thinking

Analytical	Objective, dispassionate, logical, rigorous
Context	Past helps to understand present, context of decision making
Futuristic	Future is fascinating and energising, brings hope
Ideation	Fascinated by new ideas, these are energising, creating, original, thrilling
Input	Inquisitive, collects information (i.e., words, facts, books to add value)
Intellection	Likes to think, mental activity, likes time for reflection and consideration
Learner	Love to learn – process is exciting and energising
Strategic	Sort through clutter to best route, see patterns not complexity, “what if” thinking

Your notes:

INTRODUCTIONS

Make notes as you listen to the introductions of the other participants on the course.

- What strengths do you think this participant has?
- What connections do you have with them?
- How do your aspirations and their aspirations connect?

Name and details:

Name and details:

Name and details:

Name and details:

Name and details:

Name and details:

Name and details:

Name and details:

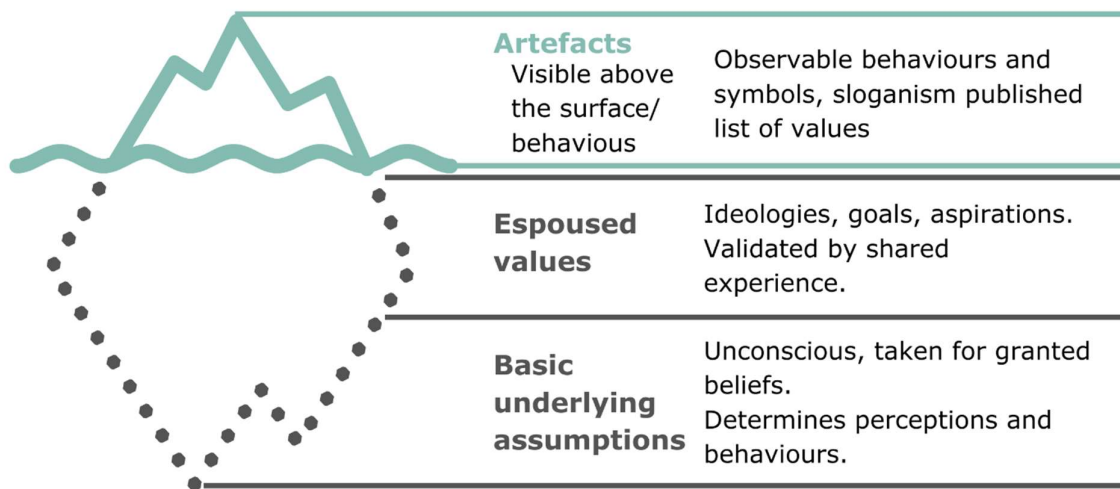
Name and details:

Name and details:

Name and details:

BUILDING CULTURE IN YOUR TEAM, ORGANISATION, GROUP OR CLUB

SCHEINS' MODEL OF ORGANISATIONAL CULTURE



What things did I notice about my team/group/organisation/club's culture? What would a new person observe?

FUTURE CULTURE

Now you have an opportunity to reflect on the sort of culture that you want to develop. Culture evolves whether you intend it to or not; so it's important that you are deliberate about the sort of culture you want to exist.

Before you meet - what communications might you change for someone coming to their first session?

When they arrive – what sorts of interactions would you like that person to have?

When people are in your space - what artefacts (e.g. signs, venue) might give a sense of the environment you are wanting to create?

What values do you want for the team/group/organisation/club and how do you want those to be evident?

How does your team/group/organisation/club uphold its values

WHY DO WE NEED LEADERSHIP? (READING FOR LATER)

As humans we need leaders to support and coordinate the collaborative effort of people to do things they cannot achieve on their own.

Defining leadership can be contentious, as there seem to be as many definitions for leadership as there are leaders themselves. Definitions can take many forms:

Leadership is the achievement of a task or mission through the willing and cooperative efforts of Others (NZ Defence Force).

Leadership is the process of influencing others to gain their willing consent in the ethical pursuit of missions (Australian Defence Force).

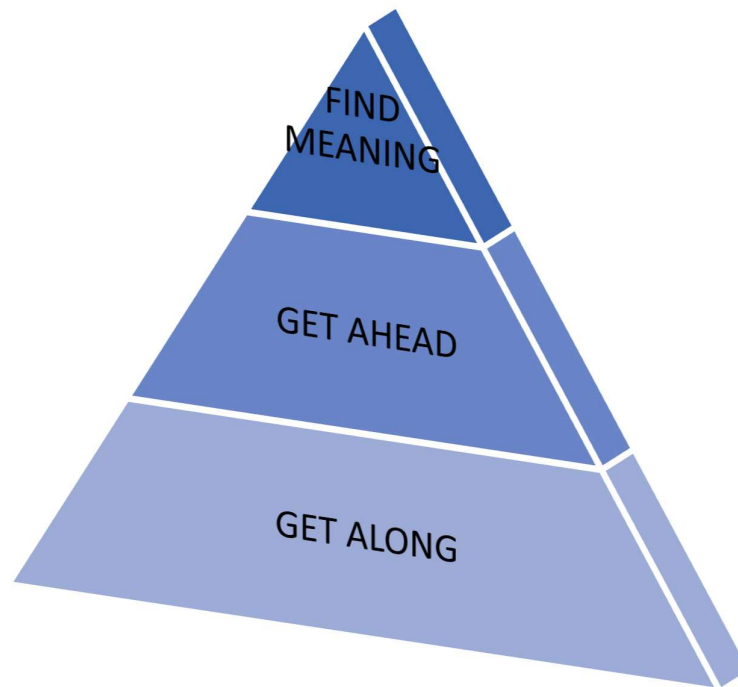
Leadership is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task (Wikipedia).

In a study and consequent article 2009 *An Evolutionary View - What Followers Want from Their Leaders*, Hogan, Kaiser and Winsborough debate that throughout our evolution, humans focused their efforts on three things; *getting along*, *getting ahead* and *finding meaning*. If we look at where all our effort as humans goes - it mainly is here.

The Get Along motivation is driven by the fact we are highly social beings, working and living in groups. As humans we have a deep fear of rejection, we crave a sense of belonging and want to establish good relationships.

The Get Ahead motivation is wanting to achieve more in life or improve our (status). We want to know where we stand, what our position/hierarchy is, we want resources to be successful, we fear loss of power, or control of resources.

The Find Meaning is driven by a sense of purpose, a belief system, a sense which ties our lives purpose together – our why. For some this is about moral fibre, values, spirituality, religion or conducts for living, we fear unpredictability and loss of control of our destiny.



The relationship between these motivations can create a source of conflict particularly between getting along and getting ahead. In teams these relationships and tensions need to be carefully managed by someone. Leaders fill the role of that 'someone'.

After studying what humans want, these authors (all psychologists) believe that leaders are a team resource – and that we only accept leadership when leaders play a part in meeting and managing these three needs/motivations of the people they are leading.

Followers have an expectation that leaders will act with their best interests at heart and take the needs and feelings of the group into account.

We form teams for a purpose, around tasks or activities that can't be done by one person. This requires a team to achieve a shared intentionality. Shared intentionality requires a mission, goals, plans or a common process in which team members understand what's required of them. The 'Leader' is required to support the team to focus their energy, give clarity of direction, and bond individuals together to achieve for the greater good. They need to understand how people think, act and behave (psychology) whilst knowing the fundamentals of what is required to get the job/task done. Leadership is the subtle art of applying both soft and hard skills.

When we start to think about what people need from their leaders and why leaders exist it simplifies and helps us focus on doing the things that count.

If leadership is a resource for the team and it exists to enable people, it simply means that when we are working with others, we need to balance our needs (what we need to achieve), with their needs (ensuring they are successful at what they do).

Leadership is about finding (recruiting) people, motivating them to achieve what needs to be done, planning how we are going to do this and developing good relationships.

In the next session we will explore these themes in more detail.

Your notes: