

Leadership Development Resource Guide



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Introduction

This Leadership Development Resource Guide was designed specifically with you and your colleagues at Langara in mind. It contains ideas to help you develop the Langara leadership competencies you need for personal success now, and in the future.

The Guide gives various options from which to choose depending upon your preferred learning style, for example some people prefer to read a book while others prefer use self-reflective exercises. Whichever your preferred learning style it is important to note that a great deal of development takes place on-the-job and therefore this Guide provides extensive development activities that can be incorporated into your working lives.

Each section of the Guide relates to one of the 16 leadership competencies in the Langara Leadership Success Profile shown below:

Makes Good Decisions

1. Collegiality
2. Problem Solving & Decision-making
3. Organizational Awareness
4. Innovation

Manages Self

5. Integrity
6. Professional Maturity
7. (TRP) Tenacity, Resilience & Patience
8. Aspiration & Self-Development

Achieves Results

9. Student Focus
10. Business Awareness
11. Visioning & Strategic Thinking
12. Community Focus

Builds Strong Teams

13. Team Leadership
14. Mentorship & Coaching
15. Relationship Management
16. Communication

How to use the Guide for your own development

Once you have narrowed-down your developmental needs (either through the competency assessment or discussions with your Manager) and have started to work on your Individual Development Plan, please check out the relevant section(s) in this Guide. Choose some of the activities listed and/or some of the books/articles/courses suggested to help you determine “how to” develop your chosen competencies.

How to use the Guide as a Leader

After discussing the individual’s career aspirations and developmental needs you can use this Guide to help the individual determine “how to” learn, develop and practice specific leadership competencies. Please be mindful of listening, guiding and providing feedback as to “how” the individual will develop his/her leadership competencies rather than telling him/her how to do it.

Collegiality

...valuing and demonstrating inclusivity, openness, civility and respect as a way of working at Langara.¹

Respect and inclusivity

Langara values a respectful and inclusive workplace and expects that everyone takes accountability of maintaining such a workplace. The following activities will help you to develop greater understanding of respect and inclusivity and how to demonstrate these behaviours more readily.

Rate your environment

On a scale of 1 to 10 (one being low and 10 being high) how would you rate your current work environment on the following factors:

Question	Rating
Individuals are inspired to achieve their potential.	
High standards of education and performance is the goal, mediocrity is not acceptable.	
People feel empowered.	
People speak well of each other.	
People are confident to try new things.	
People's strengths are reinforced and recognized.	
Individuals understand the importance of helping each other and do so.	
People are trusting of each other and good relationships are the norm.	
People feel that the organization cares about them as people, not just employees.	

Consider your ratings:

- What individual behaviours can you start or stop demonstrating that might improve the score on any of these factors?
- Ask your team to rate the environment and have a team discussion as to what the whole team can do to improve the scores.
- Consider the barriers to creating a more respectful, inclusive and positive environment – how can you as an individual and your team begin to break down those barriers?

¹ Collegiality is one of Langara's 4 core values

Know your colleagues

Ask yourself the following questions:

<ul style="list-style-type: none"> • What do I know about the home lives of my work colleagues? 	<p>Your answers will give you some insight into the degree to which you know <u>who</u> your colleagues are, not just what they <u>do</u> and the extent you are supporting them. Try the techniques below to get to know your colleagues better.</p>
<ul style="list-style-type: none"> • Do I know their interests? Their personal goals and challenges? 	
<ul style="list-style-type: none"> • How do I typically show interest in them as people rather than what they do at work? 	
<ul style="list-style-type: none"> • What have I done in the last 6 months to support a colleague through some difficulty? 	

Try these simple techniques to get to know your colleagues better:

- Ask how they spent their weekend/evening – really listen to the detail.
- Ask a colleague (whom you have never asked before) for coffee or lunch for no particular reason – share some of your interests and ask about his/hers.
- If you know someone is experiencing difficulties, tactfully inquire how things are going and offer to help as appropriate.
- At team meetings, suggest a short “State of the Nations” debrief where each person highlights important issues, setbacks, support required, feelings, ideas etc. Suggest that the debrief goes beyond work so that the team has a greater understanding of each others’ issues and can be more prepared to help.

Understanding individual differences

In be able to respect people and act civilly towards them it is important to value their uniqueness; sometimes however, differences can stand in the way of respect. To better understand your current awareness of this issue ask yourself the following questions:

- Are you aware of how your own make-up (age, gender, education, religion, economic status, race, location of upbringing, first language etc.) affects the way you see the world and those in it? Over the next few weeks make a mental note of the assumptions you make as you observe the actions and behaviours of your work colleagues.
- How aware are you of your behaviour when interacting with people with different backgrounds to your own? Are you drawn to people who are most like you in their cultural make-up? Do you exclude or ignore people who are different? Do you tend to allocate certain types of tasks to particular individuals because they are older/younger, male/female etc.?
- Are you aware of the language you use? Do you use language that could be perceived as demeaning or derogatory to others? For example **“I’ll have the ladies who work for me do that”** or **“we give equal opportunities to minority groups”**.

- Do you make any attempt to understand someone else’s differing viewpoints? There might not be a right or wrong position, just a different perspective worthy of consideration and respect.
- How diverse is your unit now? Is there a diverse mix in the management group? Do the teams have a good balance of different types of individuals?
- Do you wholly or partly agree with the following statements?

Men are less sensitive than women.	Older female employees are less mobile.
Women are illogical.	Men make lousy administrators.
Asians do not speak English well.	People from different racial backgrounds are more sensitive to criticism.
Women will take a few years off to have a family.	Women are being promoted just because it’s a numbers game.
Computer analysts have no communication skills	

If you fully or partly agree with any of these statements you could be unfairly judging a large section of the workforce and hindering a respectful, inclusive environment (e.g. limiting people’s opportunities, avoiding giving constructive feedback to certain individuals because of fear of repercussions etc.).

Once you are aware of your own level of understanding of, and buy-in to, respecting people who do not match your personal make-up, you could try to integrate the following into your everyday activities:

- Make an effort to establish closer working relationships with people who are different from you, rather than always gravitating towards people with similar backgrounds and make-up. As you develop the relationship you will learn other people’s perspectives on issues and by doing so you will be demonstrating that you care about them and respect their position.
- Start a forum of sharing information and learning about how different values, beliefs, philosophies, gender and culture affect individual behaviour and thinking processes.
- Work to remove unnecessary organizational behaviours, norms, policies or procedures or that systemically disrespect specific groups of individuals.

Confronting disrespectful behaviour

Sometimes prejudices and stereotypes are so ingrained into an individual’s belief system that they are not even aware of their inappropriate comments, gestures and actions. As part of developing the value of collegiality and respect, it is important that you to confront disrespectful behaviour - without humiliating anyone.

- If the remark is subtle, ask the individual if he/she is aware of the how the comment could hurt or anger others. It is also a good idea to let the person know how negatively he/she could be perceived for making such remarks.
- If the remark or behaviour is obvious or repetitive, simply say “that’s not appropriate” or “we do not say or do things like that around here” and change the subject so that you indicate your unwillingness to be drawn into debate

Openness

Sharing information

How well do you share information? Your knowledge of policies and procedures and of how Langara operates is invaluable to your colleagues. An honest reflection of how often and how broadly you communicate will help you better understand whether you are actively sharing information or whether you tend to keep information to yourself.

- Do you view sharing information as a burden, time-consuming or as an opportunity?
- Do you share information openly with people prior to them having to ask? List the instances, in the last couple of months, where you initiated the sharing of information with individuals within your department. What was the effect of this communication?
- How often do you communicate with employees from other functions and areas within Langara? Similarly, list the instances of sharing information/knowledge with other departments. Did you initiate the communication or was the information requested?
- How often do you solicit information from other team members and people across the organization?
- Do you engage people in dialogue by asking opinions and sharing ideas before making conclusions or decisions?
- Do you listen to input and feedback, allowing the other person or groups to speak until their ideas are fully expressed?
- Thinking back over the last couple of months, how often have you shared organizational information with the external community in order to support their goals and needs?

These questions and answers should help you to determine where you need to make some changes to your behaviour.

Some suggestions for sharing information

- Consider yourself part of a larger team with your peers from other departments. Regularly look for ways to work collaboratively, share information, resources, budgets and best practices. Consider your daily behaviour and what you might do differently to support the organization at large rather than take an insular or competitive approach.
- Invite other functions to your team meetings and ask to attend theirs on an information-sharing basis.

- Initiate informal information-sharing conversations with your peers and external stakeholders.
- When working on a cross-functional project, volunteer to be the communication link or liaison between departments. Define with the team what communication approach is most appropriate (e-mail, telephone etc.) and take a lead role in ensuring that all members are communicated with on a regular basis regarding progress, changes in plans, etc.
- Think of who could benefit from knowing what you are working on, and share that information with them.
- When making decisions, always include those whom are directly affected by the decision. If a team member cannot attend the meeting, send them meeting notes or have someone fill them in on the events that transpired.
- Keep your Manager informed so that there are no surprises.
- Meet with key stakeholders to ask what information they would like from the organization. How can you help them be more successful? Are there any organizational policies or practices that stunt potential opportunities? Share this valuable information with the right people in the organization.
- If you are a Team Leader/Manager, hold regular “question time” meetings. During these sessions, there should be no areas that are out of bounds. Encourage team members to ask you or others in the team about concerns, perceptions, rumors, etc. Be 100% truthful and avoid “sugar coating” difficult answers. If the information is too personal or confidential to be discussed in this forum, simply state this. If you don’t know certain answers, ask for a volunteer to find out the information or accept the responsibility yourself (be careful not to leave the meeting with a month’s worth of research). Always follow through and get back to individuals after the meeting as promised.

Sharing information after meetings

Meetings are valuable forums for information sharing; however, the information flow typically stops at those meetings.

- Make a point of sharing at least one piece of information for every meeting you attend.
- Better still, summarize the main points of the meeting and circulate to your team and contacts in other departments.
- Debrief your team after every internal or external meeting. If the meeting is scheduled regularly and you typically find there is nothing to share, reconsider whether your presence at the meeting is worthwhile.
- Ask others to do the same.

Resolving conflict

Step 1: Preparing for the meeting:

- Consider what the other person's needs are: what you can do for them and what's most important for them?
- Know your bottom line. Before the meeting, decide what you would like to achieve and what you are not prepared to back down on.
- Remind yourself to listen carefully.
- Maintain the perspective that you have the power to influence regardless of the other person's level within the organization.
- Remind yourself that your time pressures are of little consequence to others and allow people time to mull over your points. Don't expect to resolve all areas of conflict at one meeting.

Step 2: Determining the root cause of the conflict

To determine the root cause, consider the categories below to help establish the source of disagreement or conflict. Discuss each of these categories with those involved to help clarify assumptions and, in doing so, reduce tension and clear the way for removing barriers to resolution. Listen to the viewpoints of others as if you are hearing them for the first time. Be open to new ideas and perspectives.

- Facts -- What are the issues? What actually happened? What data or information is pertinent to each person?
- Values -- What is important to each individual and what is driving their needs for a certain direction/decision?
- Methods -- How should the situation be resolved? What are the next steps?
- Goals -- What needs to be accomplished?
- Outcome -- What outcomes would best satisfy everyone involved?

Step 3: Resolving the conflict

- Consider everyone's input and perspectives. Try to see the situation from the other person's perspective, this may provide new insights to resolving the conflict.
- Try to generate alternate solutions that meet their needs and that you can live with.
- Avoid a situation where only one side feels their needs have been met. If you feel that the discussion is heading in that direction, remind everyone of the mutual goals and that you are there to find solution that everyone can live with.
- Use all the information you acquire to negotiate a resolution. If you don't address the conflict quickly and effectively, consider what the related repercussions could be on the individual or group.

To help you practice these skills:

- Make peace with someone at Langara with whom you have had conflict.
- Help to resolve conflict between warring groups or individuals.

Books

Facilitating a Collegial Department in Higher Education: Strategies for Success, Robert Cipriano (John Wiley & Sons, 2011)

Collegiality is a key element that department chairs value when recommending faculty members for tenure. This practical book (written for chairs and deans) offers a reference of “what to do” proactively so that departments function effectively. The book is filled with the most current ideas and research of what has worked to enhance the climate, culture, and collegiality in the department.

Resolving Conflicts At Work: Eight Strategies For Everyone On The Job, Kenneth Cloke and Joan Goldsmith (John Wiley & Sons, 2005)

Here is a handy guide for resolving conflicts, miscommunications, and misunderstandings at work. The book outlines eight strategies that show how the inevitable disputes and divisions in the workplace actually provide an opportunity for greater creativity, productivity, enhanced morale, and personal growth. This new edition includes current case studies that put the focus on leadership, management, and how organizations can design systems to change a culture of avoidance into a culture of creative conflict.

Programs offered by Langara Continuing Studies

BASD 1104: Foundations of Collaborative Conflict Resolution

Gain an overview of conflict dynamics and collaboration strategies by recognizing conflict attitudes and beliefs, conflict styles, and the role of assumptions and emotions. This course emphasizes self-awareness and understanding through structured exercises and simulations. This course is equivalent to CCR101 (formerly CR110B).

SSCP 1009: Communicating Effectively

Communicating effectively is vital to the success of every manager and team. Take a new look at your role as an effective communicator and learn ways to improve the overall communication process. Learn how different personality types send and receive messages. Identify communication barriers to reduce fly-bys and ensure common understanding. Gain insight into your role in communicating change.

SSCP 1007: Managing in Conflict

Understanding human behaviour and working effectively with different personality types is key to business and management success. In this course, you will explore ways to identify and cope with difficult behaviours encountered in the workplace. Learn to recognize personality styles, read body language, and use techniques to establish rapport and deal more effectively with others.

BASD 1020: Negotiation & Dispute Resolution

Develop the dispute resolution, negotiation, and mediation skills essential in today's competitive and demanding workplace. Learn how to analyze complex issues, find common ground between conflicting parties, deal with different communication styles, envision win-win outcomes, avoid litigation, and effectively resolve disputes.

Problem Solving & Decision Making

... considers a wide-range of information and perspectives to solve problems and make reasoned decisions; demonstrates a comfort with uncertainty and ambiguous conditions.

Decision-making steps

1) Defining the issue

To make effective decisions, first define the issue:

- What is the crux of the issue?
- What is the size of its impact and on what and whom?
- What are the time constraints?
- What will happen if you choose not to make a decision?

2) Considering a wide-range of information and perspectives

- When faced with a decision reflect on the information provided in the Langara's Strategic Plan booklet. Consider Langara's values, vision and strategic priorities.
- Consider how well your alternate options stack up to these organizational considerations and your Department's objectives. Don't make decisions that are not in keeping with the organizational direction even if the decision appears to bring a short-term advantage.
- Ask stakeholders to provide input to the decision and plans (particularly those stakeholders who will be implementing the decision); their up-front input is crucial to successful implementation.
- What facts are known? What information is needed? What associated problems exist? What assumptions exist that could be affecting the perception of the problem? Start gathering the information early and set yourself a time limit for information collection.
- How can you get the information you need most effectively? Look for new and more efficient ways. Don't expect to get all the information you need to make a decision. In a fast paced environment, we need to make decisions based on available information, not all the information.
- What steps do you need to take before you can make the decision/recommendation? Write them down (e.g. organize the information so that any relationships are evident, evaluation of the various alternatives, support needed, etc.).
- Focus on the real critical issues. The analysis may need to be broad but always ask yourself whether you are focused.

3) After the decision is made

- Once a decision is made and you need to "hand over the reins" to get the plan implemented, make a note in your calendar to follow-up at an appropriate time to check on progress. Is there anything that you can do to ease the way for implementation?

- Once the decision is fully implemented, periodically solicit feedback from stakeholders to ensure the decision/plan is working well.
- Be prepared to adapt the decision based on the feedback. Revised decision-making is good business practice. Sticking with a bad decision simply demonstrates stubbornness.

4) Taking ownership of decisions and standing behind them

- Once a decision is made by you or your team show support for that decision even when challenged by Senior Management. Describe why the decision was made but do not give lengthy descriptions and background information as this will appear defensive. Give solid reasons why the decision was made and state that you support the decision over the alternatives and that you intend to monitor the progress. This shows respect and support for the team decision.
- Before taking a stand on something, decide how strong your conviction is and to what extent you are willing to push your idea and stand firm. What is your bottom line? What aspects are you willing to compromise (if any) and what are you unwilling to compromise.
- Do not be afraid to disagree with others. Don't procrastinate or soften what you would like to say by being tentative. When you feel it is necessary to disagree with someone (regardless of level of the individual within the organization), do so in a polite and assertive manner, making sure to clearly explain why you do not support his or her idea, decision, etc.
- When you want others to agree with you, persist. This will send a strong message about your conviction to your idea. However, if after much persistence your idea is ultimately rejected, be gracious about it.
- Make sure that you are projecting yourself as confident as opposed to arrogant. Remember that over-confidence, rigidity and arrogance are common causes of career derailment.
- To prevent this from happening, always remain open to others, including any new information they may be able to provide. In addition, find ways of obtaining feedback from others on how they see you. For example, ask a respected peer or more senior colleague how they feel you come across and how they feel others perceive you. Ask them what they feel the impact of your personal style is in various different types of situations.

Difficulty making a decision

- Next time you have difficulty making a decision, force yourself to make a choice and construct some supporting rationale for your decision before you ask for others' opinions. Explain the rationale for your choice and seek their feedback.
- If you avoid making a decision because of the possible negative risk, ask yourself what is the worst possible scenario. All decisions have some potential down side so don't get hung-up on the possible negative outcomes. The worst possible scenario is unlikely to happen, however if it is too unbearable, reconsider your options. Remember that risk is inherent in all major gains.

Comfort in ambiguous or uncertain environments

Ambiguity or uncertainty can cause discomfort for many. To help yourself and your team, create an environment where people feel comfortable expressing their concerns. Ask for feedback in small groups, ask probing questions in a non-threatening manner; tell people that you are genuinely interested in their ideas, thoughts and feelings.

- Discuss any concerns with uncertainty:
 - Do people think that change is unnecessary or that those making the decisions don't understand?
 - Do they fear a loss of security?
 - Do they think there will be more work, longer hours etc.?
 - Do they distrust senior management?
 - Do they feel a lack of control?
 - Do they simply want clarity?

- These are all valid reasons for frustration and they need to be addressed in some way. To help others find clarity and control, work at creating the following conditions:
 - Allow people to be in control of some part (or all) of the future.
 - Look for the personal gain in the potential changes.
 - Ensure that the change creates an interesting or personal challenge.
 - Discuss why a change is necessary and the right thing to do.
 - Communicate what is clear and the logic behind decisions made.

General assignments

- Take on a high profile project with a tight deadline.
- Take on an “undoable but crucial” project (last person who tried it failed).
- Integrate systems or policies across departments.
- Launch a new idea/process.
- Act as a consultant on a problem outside current role.
- Take on an assignment with an exceptional Manager.

Books

Who's the Driver Anyway? Making the Shift to a Collaborative Team Culture, John Kuypers (Carswell, 2011)

This book offers senior leaders a powerful, proven formula for culture change. The secret is a three-step method called NEAR-FAR CULTURE CHANGE. It works because managers at all levels collaboratively agree to change how they make decisions. NEAR and FAR are two opposing "culture zones" of how decisions get made. They are opposites that cannot co-exist. Your current org culture is therefore primarily one or the other. NEAR and FAR uses the simple metaphor of a driver-passenger relationship so everyone on the team is clear about who gets to decide and why that needs to change. The result is a new ability to notice the culture in action, right in the moment.

The 3rd Alternative: Solving Life's Most Difficult Problems, Stephen R. Covey (Free Press, 2011)

A legacy work from the multimillion copy bestselling author of The 7 Habits of Highly Effective People, "The 3rd Alternative" introduces a breakthrough approach to conflict resolution and creative problem solving. This practical work demonstrates why this form of alternative thinking represents the supreme opportunity of our time.

Primer on Decision Making: How Decisions Happen, James G. March (Free Press, 2009)

This book provides a brilliant introduction to decision making, a central human activity fundamental to individual, group, organizational, and societal life. It draws on research from all the disciplines of social and behavioral science to show decision making in its broadest context. By emphasizing how decisions are actually made -- as opposed to how they should be made -- he enables those involved in the process to understand it both as observers and as participants. This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars, managers, and other decision makers.

Articles

Harvard Business Review – A Leader’s Framework for Decision Making, David J. Snowden and Mary E. Boone (Harvard Business School Publishing Corporation, 2007).

<http://www.mpiweb.org/CMS/uploadedFiles/Article%20for%20Marketing%20-%20Mary%20Boone.pdf>

Programs offered by Langara Continuing Studies

BSAD 1011: Fundamentals of Management

Explore planning, organizing, leading and control - and become a more efficient, effective and successful manager. Your aim is to attain organizational goals through the most productive use of your most valuable resource, your staff, at all levels of your organization. Identify your managerial strengths and discover pathways to improvement. Note: Textbook available at the Langara Bookstore

Organizational Awareness

... understanding and appreciating Langara's internal culture and operating practices and as well as the political and business climate in which the organization operates.

Learn how the organization functions

- Access myLangara to obtain organization charts. These documents will provide you with a basic understanding of the formal organizational structure.
- Read the Strategic Plan booklet to better acquaint yourself with Langara's priorities.
- Learn as much as you can about the strategies of other functions and departments and create opportunities to interact with people across the organization. Identify 3 to 5 key individuals whom you feel will provide you with relevant organizational knowledge (e.g. your Manager, seasoned leaders, individuals who have a good sense of the organization).

Make a point of getting to know each of these people (e.g. ask your manager or colleagues for introductions; attend meetings where they are present; ask to meet with them).

Make the most out of discussions with these individuals. Tell them that you want to develop a greater organizational awareness and that you would appreciate hearing about their experiences and perspectives. Listen actively.

Potential questions and conversation topics:

Ask about each department at Langara, what it does and how this relates to the work of other functions and your team.
Ask what areas of the organization are considered highly valuable and why?
Ask how effective relationships are between different functions?
What are the effective short cuts for getting things done at Langara?
Ask who are the most influential people and why? Focus your efforts on trying to build strong working relationships with these key individuals such that you are better able to understand their perspective. Seek to understand their roles and how they play a part in getting things done at Langara.
Ask who are the "go to" people or those with their "finger on the pulse" about how things work at Langara. Make your own observations about organizational dynamics and internal politics and tactfully bring these observations into your discussions and test your observations out with others
Are there areas where there are incongruent activities between the different functions? Consider whether the different functions are working towards the same goals and Langara's strategic plan. What can you and your team do to help channel these incongruent activities in the same direction, i.e. the strategic direction of the organization.

Help others to build organizational awareness

Successful people help others be successful and do not hoard information or relationships.

- Share your contacts. Invite your team members to meetings or social gatherings where they could expand their organizational knowledge.
- Make it a practice in your team to hold brief information sharing meeting immediately new information comes to light. Talk about how the new information will impact individuals' work. Who else might be impacted that would benefit from the information? Find prompt ways to pass along the information.
- Help others to see that organizational life is supported by relationship building, culture and behavioural norms. Things don't typically get done in the most straightforward manner. Knowing this will help to alleviate frustration and impatience.

General assignments

- Take on a high profile project with a tight deadline.
- Take on an "undoable but crucial" project (i.e. the last person who tried it failed). Take the lead in forming a cross-functional team to tackle the project.
- Integrate systems or policies across departments.
- Launch a new idea/process.
- Complete a competitive analysis.
- Sponsor the Langara Leadership Success Profile.
- Act as a consultant on a problem outside of your current role.
- Join cross-functional committees and project teams.
- Attend social events outside your immediate team.
- Attend relevant activities at the L.E.D.C.
- Join inter-functional groups and if none exist in an area that interests you take the opportunity to start a new group.

Books

Organizational Culture and Leadership (The Jossey-Bass Business & Management Series), Edgar H. Schein (John Wiley & Sons, 2010)

This book is regarded as one of the most influential management books of all time, transforming the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. The main goal is to clarify the concept of culture and its relationship to leadership by showing how culture works and helping managers to acquire the insights, skills and tools needed to demonstrate leadership in evolving and changing organizational cultures.

Who Really Matters, Art Klein (Currency, 2003)

This book will definitely change the way look at and think about organizations. It will help you gain knowledge of your own organization, the way it works and how to navigate your way around it. It offers insight at a level often missed in most business books

The Ropes to Skip and the Ropes to Know: Studies in Organizational Behaviour, Richard R. Ritti and Ray G. Funkhauser (John Wiley & Sons, 2002)

Now in its 6th edition, this book helps the reader to become aware of the intricacies of organizational behaviour and typical characters that exist within organizations.

The Boundaryless Organization: Breaking the Chains of Organizational Structure, Revised and Updated, Ron Ashkenas, David Ulrich, Todd Jick (John Wiley & sons, 2002)

In this revised edition of their original work, the authors offer an up-to-date version of their comprehensive guide to help any organization go "boundaryless"-and become a company with the ability to quickly, proactively, and creatively adjust to changes in the environment. With new examples, a new commentary on the developments of the last five years, and first-hand accounts from pioneering senior executives, the authors show why "boundaryless" is a prerequisite for any organization trying to succeed in the economy of the twenty-first century. (Review taken from back cover)

The Meaning and Role of Organizational Advocacy: Responsibility and Accountability in the Workplace, Jane Galloway Seiling (Quoram Books, 2001)

The term organizational advocacy offers a new way to look at the interaction between people and their organizations. Organizational advocacy puts responsibility and accountability for achievement where it should be: not with some distant manager but on ourselves. Seiling's book is an easily understood tour of this challenging new concept and how it works from the ground up.

Websites

Introduction to Organizations (Businesses and Nonprofits)

<http://managementhelp.org/organizations/index.htm>

This site provides an extensive library of business information (much on organizational design) and numerous links to relevant articles. It also provides a free Micro-eMBA covering general leadership and management topics.

Innovation

... welcoming, generating and implementing new ideas and solutions that help to achieve Langara's strategic goals²

Become an innovative leader

- To help you recognize that there is rarely only one solution to a problem, set a personal goal to regularly consider two or more reasonable alternative courses of action for every major decision/problem you are faced with:
 - Keep a record of your thinking by noting the decision/problem and the alternatives you came up with.
 - Review this record occasionally and ask yourself how flexible and open you are being.
 - Consider whether the alternatives are realistic, and how you would go about implementing them, particularly given any resistance you might encounter.
- Troubleshoot problems with colleagues either internal or external to your unit, trying to come up with solutions that have never been tried before.
- Take a fresh look at current work processes, policies and “ways of doing things.” These are all everyday occurrences you might be taking for granted. Take the time to think about why things are done the way they are. Start asking questions of others to identify how current ways of doing things evolved. Are the same conditions still present and relevant? If they are not, think about how things could be done differently to better reflect current conditions. Questioning the way things are currently done will help you break through organizational and social conditioning that stifles innovation.
- Adopt the attitude, “nothing is a sacred cow.” Nothing should be so sacred as to be off limits to questioning.
- Regularly ask yourself and your team, “what if?” e.g., “What if I could deliver this service in one hour instead of one week? What would that mean? What would have to happen?” Try to be creative in approaching routine work and related problems. Realize that by freeing up your mind to think of potentially impossible solutions, some very possible and creative solutions may emerge.
- Practice using different techniques to encourage innovation. Try representing problems pictorially instead of simply talking about them, or reframing the problem or situation. Try anything that breaks you out of your paradigm and sets you free to look at situations from a different angle or come up with a more innovative way of thinking.
- Force yourself to see the potential of each individual and give him or her the support, freedom and respect they need to take risk, speak up and be innovative. Avoid telling others how to do things (the “tried and tested” way is not necessarily the best way).
- Explore the possibility of adopting the “3M” approach to innovation within your team. Instead of having tightly defined job descriptions and task lists, 3M associates are given the

² Innovation is one of Langara's 4 core values

freedom to spend 15% of their time pursuing personal projects that might be of value to the organization. How could you adopt something similar in your department?

- Let the client/student be the judge. Ask your client/students what they think of new ideas/processes, etc. (ask different samples of client/students, not just those you have excellent relationships with). Share this information with your team and let your client/student become your performance evaluator.
- Encourage others to explore their ideas with you even before they have reached a logical conclusion. When was the last time you gave a colleague encouragement to do this? (You could be censoring out a whole bunch of good ideas because people are fearful to bring you ideas that are not foolproof.) Help others to expand their ideas by offering suggestions or asking pertinent questions. Find ways to provide them with the necessary support to implement their ideas and make them a reality e.g. the Langara Innovation Fund.
- Make contact with others in typically innovative units or other organizations. Expose yourself to other innovative groups as much as possible. Ask what they are doing and what you can do better. Innovation can be infectious.
- When you embark on a new project, avoid your first tendency to gather extensive information or data which may restrict your parameters of thinking. Instead, force yourself and your team to think of solutions that may have not been tried before and develop hunches that might work - this way you will allow for creativity to flow. Once you have been through this stage you can then gather data to test out your ideas.

General assignments

- Seek out a project or initiative that failed. Take the lead role in investigating why it didn't work, what changes are needed, and what a new design might look like. What can you learn from this and what might you apply to a new opportunity?
- Constantly expose yourself to new ideas and trends, not necessarily in your field of expertise. For example, if you usually read computer journals, try reading biographies of successful entrepreneurs, artists or spiritual leaders.
- Change something in your work environment (e.g. the way you position your desk, where you sit in a meeting room, etc.) to break old habits.
- Test a new idea or concept that you have read about and determine its application in your job or department.
- Identify an issue which will impact Langara's success in the future. Develop an expertise in the area you have identified. Look for opportunities to apply your new knowledge and skills.
- Start up a task force on a pressing organizational issue.
- Find innovative ways to integrate systems or policies across departments.

Books

Innovative Intelligence: The Art and Practice of Leading Sustainable Innovation in Your Organization, David S. Weiss and Claude Legrand (Wiley, 2011)

“Innovative Intelligence” presents the case for a new focus for leaders centered on innovative thinking, and demonstrates how leaders can maximize the innovative capacity of their employees and teams. It shows how to embrace a culture of innovation and have it permeate throughout the organization, at every level.

Prophet of Innovation: Joseph Schumpeter and Creative Destruction, Thomas K. McCraw (Belknap Press, 2007)

This biography of one of the most influential theorists of finance capitalism and entrepreneurship is suggested here as a different type of read. The author successfully examines the personal and professional life of Joseph Schumpeter through an examination of his letters, lectures, addresses, articles, and major works.

The Innovative Leader: How to Inspire Your Team and Drive Creativity, Paul Sloane (Kogan Page, 2007)

The Innovative Leader stresses the importance of innovation and creativity in modern business to help organizations secure competitive advantage over rivals. It shows how to apply methods of innovation and creativity to the individual, to business peers, and to the organization. Author Paul Sloane demonstrates the importance of setting out your vision clearly and emphasizes the need for continual evaluation of the process.

The Leader's Guide to Lateral Thinking Skills: Unlocking the Creativity and Innovation in You and Your Team, Paul Sloane, (Kogan Page 2006)

This lively, energetic guide to leadership shares dynamic techniques that are sure to unleash creative energy and lateral thinking. Packed with real-life examples, practical methods and lateral thinking exercises, the book encourages you to question your assumptions and develop new ideas with a variety of techniques. Lateral thinking puzzles at the end of each chapter illustrate the importance of thinking outside the box.

Articles:

The 8 Dimensions of a Brainstorm Session

http://www.ideachampions.com/weblogs/archives/2012/04/most_people_thi.shtml

Most people think brainstorming sessions are all about ideas. While ideas are certainly a big part of brainstorming, they are only a part. This article sheds light on some other important dynamics that are also at play.

Websites

Business Improvement Architects

<http://www.bia.ca/articles.htm>

This site provides a wealth of business-related newsletters, articles and information on various topics, including several related to innovation and leadership development

Integrity

...acting with openness, honesty and respect to build and maintain an environment of trust

Also see activities listed in the “Collegiality” section of the Guide.

Values and authenticity

By identifying your personal values, you will find it easier to make choices, present your position in an authentic manner and demonstrate integrity. The following questions will help you to decide what you really value:

- Who and what is important to me?
- What issues do I really care about?
- What do I want from my work?
- If money was not an issue, what would I do?
- What do I want to accomplish in life?
- What excites me at work?
- What things are important to me at work?
- What personal sacrifices am I prepared to make for work reasons and with what regularity?
- Are my personal values in sync with Langara’s values?
- How do I want people to perceive me?

Once you have answered the questions, make a list of your values (i.e. issues that are dear to your heart and are highly resistant to change) and rank them. Do any of your values contradict each other? If so, you may wish to rethink their inclusion on the list as contradicting values can cause stress and indecisiveness.

Developing trust

Others are watching your behaviours constantly. People trust you or don’t trust you as a result. A trusting culture is a reflection of the collective behaviours in a community, particularly the behaviours of those in leadership roles.

Reflecting on the following questions will help you determine how effectively you build trust:	If your answer is no or not always, you could be perceived as less than trustworthy. Ask yourself the following questions or try some of the following actions.
1. Do you keep your promises?	If you finding that you are unable to keep promises, look at the “Values and authenticity” and “Doing what you say you are going to do” sections above

	and below.
2. When was the last time you were less than 100% honest?	Why? What can you do to improve the situation?
3. Are you withholding information from anyone?	<p>Would it be more ethical for them to know?</p> <p>Make a habit of providing information promptly to ensure your team, Manager or other stakeholders hear about issues quickly and from the correct source.</p> <p>What information could you share today that would improve team effectiveness?</p>
4. Have you recently provided honest answers to difficult or organizationally sensitive questions?	Avoid evasive answers; people will see through your words and your integrity will be damaged. If for confidential reasons you are not able to give honest answers, say so and refocus on something you are able to address. Think your answers through. Don't make glib statements that you will later regret and possibly have to retract.
5. Do you maintain confidentiality of information and seek another's permission to pass on information?	Those who trust you will speak openly to you and not necessarily preface everything with "this is in confidence". Before passing along sensitive information check that it is OK to do so.
6. Do you do what you say you are going to do?	See "Doing what you say you are going to do" section in this Guide.
7. Have you recently asked for and acted upon feedback?	Ask others for their perceptions of your honesty and integrity (give others the opportunity to provide the feedback anonymously).
8. Do you accept responsibility for bad decisions? Do you avoid laying blame?	Admit to a poor decision or mistake that you've made over the last 6 months and then ask for support to improve the situation.
9. Do you listen to others and consider what they had to say before making decisions?	See "Listening" in the Communication section of this Guide.
10. Do you support your team and stand behind their decisions, even when questioned by senior management?	Use different strategies to demonstrate support for your team e.g. rallying for the necessary resources, communicating their ideas at every opportunity, etc.
11. Do you provide others with honest, constructive feedback?	This is crucial if you are in a leadership role. See "Coaching & Feedback" section of this Guide.
12. Are you doing 'the right thing' as opposed to the politically correct thing?	Understanding the organization is key to leadership success and therefore messaging, timing etc. are crucial. However, compromising ethics for short term gain breeds mistrust.

<p>13. When was the last time you ‘went to bat’ for an individual?</p>	<p>Think of someone who needs some support at the moment and do what you can to help their situation (particularly where you will receive no recognition or limelight for doing so).</p>
<p>14. What could you do differently to assume an organization-wide leadership role at Langara?</p>	<p>Being a true leader at Langara means taking responsibility outside of your immediate area. For example, offering to mentor an employee outside of your unit; listening to the challenges of other groups and offering support; being an advocate for other units etc.</p>

Doing what you say you are going to do

Follow the guidelines below to help you meet your commitments:

- Choose your commitments carefully. Evaluate what you are committing to and how important it is in terms of your personal values. Evaluate your ability to take ownership of the commitment.
- Keep a running list of the commitments or indirect promises you have made to others and how often you follow through. Try to assess how good you are at following through on your promises.
- Resist the temptation to make commitments in order to buy more time or to keep others from harassing you.
- If you are unable to deliver on a commitment, call the other stakeholders to advise, rather than just hoping it will go away.

Books

Heroic Leadership: Leading with Integrity and Honor, William A. Cohen (John Wiley & Sons 2010)
With a timeless approach to leadership, this book offers innovative ideas for motivating people and helping them to achieve new heights of personal and group performance. It describes the eight universal laws of leadership and shows how to implement Heroic Leadership to attract fellowship, use influence tactics, develop self-confidence, build, coach, and motivate a team, take charge in crisis situations, and take action.

The Big 3 Management Styles, by Paul B, Thornton (Multi-Media Publications, Inc., 2008)
The author consolidates numerous leadership styles into three basic styles. Using the Situational Leadership Model as the foundation of his work, the author builds on the premise that effective managers use a style that both fits the situation and the needs of the employee. The book aims to help the reader apply these different styles in different situations. A short read that gets to the point quickly.

Integrity: the Courage to Meet the Demands of Reality by Henry Cloud (Collins Business, 2007)
This book goes beyond integrity as simply being defined as “honesty” and looks at the wholeness or integration of character as the meaning of integrity. The book helps the reader find effectiveness in

both work and personal life. The Publisher suggests that the book asks the reader to make a life style choice rather than providing answers for a quick fix.

Good to Great, Jim Collins (Harper Collins Publisher, Inc., 2001)

Over a period of 5 years, Collins and his team researched 28 companies (half met the criteria of “good-to-great” and the other half served as a comparison group). The book clearly states the business reasons why the good-to-great companies were able to make the leap from long-term mediocrity to long-term superiority and the comparison group was not. The chapter on “Leadership” is a must read for anyone interested in developing as an authentic leader.

Articles

Integrity at Work: How Do You Show Up?, Peter Vadja

<http://ezinearticles.com/?Integrity-At-Work---How-Do-You-Show-Up?&id=43426>

When asked, many folks say they believe they are, in fact, always acting in integrity. However, when we look at actual day-to-day, minute-by-minute workplace behaviors this is clearly not the case. This article provides valuable insight on how integrity in the workplace functions and offers a self-assessment tool to identify how your thoughts, feelings and beliefs directly impact your integrity in the workplace.

How the Best Leaders Build Trust

<http://www.leadershipnow.com/CoveyOnTrust.html>

The first job of any leader is to inspire trust. This article provides an in-depth overview of how the best leaders build trust through the four Cores of Credibility: Integrity, Intent, Capabilities, and Results.

Websites

Harvard Business School Working Knowledge

<http://hbswk.hbs.edu/topics/characterandvalues.html>

Harvard Business School's Working Knowledge provides cutting-edge thinking from more than 200 HBS faculty to stimulate innovation and change; it is sure to be of interest executives, entrepreneurs, and managers. This particular section of the site has full-text articles and resources on leadership values, character and integrity.

Professional Maturity

...demonstrating courage to take on issues and make tough decisions while managing self with aplomb and emotional maturity

Emotional Self-Awareness

- Identify situations or people that are likely to trigger strong emotions or negative reactions in you. Once you understand why something or someone upsets you, you will be much more likely to have the ability to control yourself when faced with this “trigger” in the future.
- Ask your colleagues and team members to observe you when you are in a stressful situation; in particular, ask them to watch for outward signs of stress such as a clenched fist or jaw, impatience, irritability or even if you become too quiet and stop participating in the conversation. Make an effort to control these outward signs of stress in the future.
- Over the next month, keep a log of particularly stressful situations and interactions:
 - Write down key points describing the situation, e.g., when did it occur, who was involved, what was the outcome? Differentiate between work and non-work situations. Is there a pattern or do I react differently to similar stimuli in different situations?
 - Note how you reacted in each situation, e.g., what did you think, feel and do at the time? What was the outcome? Were you happy with how you reacted?
 - Think about all of these situations and try to identify any common themes or patterns.
 - Consider if there is a specific type of situation that is particularly difficult for you to cope with. If so, try to determine exactly what about this type of situation is troublesome for you. Once you have done this, on your own or with the help of your manager or a trusted colleague, develop a strategy to help you better cope with this type of situation in the future.
- Once you are aware of the types of people and situations that typically cause you to react in a manner which is not in your best interest, you might try role-playing these situations with a trusted peer. If possible, choose a peer who has gone through the experience with you because they will know your reaction first hand. This will also give you an opportunity to try out different, more appropriate ways of responding within a safe environment. .

Maintaining composure

- Think about the consequences of overreacting, overly attached to an issue or becoming highly emotional.
 - How do people react to you after this happens?
 - How does it affect your ability to work with others?
 - How does it affect how others see you?
 - How does it affect your reputation?

- How do you feel about yourself?
- Think of a specific situation where you feel you overreacted and become too attached or emotional. Ask your manager or a trusted colleague the above questions with regard to this situation. Tell them you are trying to work on increasing your level of “Professional Maturity” and accordingly, you would appreciate if they would be as open and honest with you as possible. Ask them for input as to how you could have behaved in a more productive manner.
- To avoid doing or saying something at work that you will later regret, never simply react without thinking during an emotional moment. Instead, take whatever time you need to regain your emotional control and composure. If this means that you need to physically leave, do so. Tell the individual/group you are dealing with that you need to take a five or ten minute break to think over what you have been discussing, and that you will be back shortly to continue the conversation.
- Whenever you find yourself in a situation where you disagree with another individual or group, strive to find a common goal. Never attack the people involved, instead, remain focused on the problem at hand.
- Use a variety of techniques to express yourself in a calm and direct manner. Try a variety of techniques such as:
 - Listening to the other person or group and allowing them to vent before saying anything.
 - When you do speak, do so in a slow and calm tone of voice.
 - Paraphrase what you heard without judgement or opinion.
 - Present yourself in a relaxed, non-threatening way (e.g. staying seated rather than standing, etc.).
 - Ask questions like “How can I help you.....?” Or “What would you consider to be a successful resolution to.....?”

After each incident reflect on what worked and what did not work. You can be confident that with practice, you will become increasingly able to remain calm in front of others, even in situations which are particularly stressful for you.

- Make peace with someone at Langara with whom you have had conflict

Admitting mistakes and taking responsibility

Mistakes can highlight professional maturity and integrity and conversely can expose a lack of both.

- When you attempt something and fail, ask yourself, “what have I learned?” rather than kicking yourself or blaming someone else. Discovering the value of lessons learned from your mistakes will ensure that you have not wasted your efforts but instead, will be more effective in the future. “Failure is not in the falling down but in the staying down”.

- Let others know that you have made the mistake and what you intend to do about it. You may want to give a brief reason of why you made the error but avoid lengthy stories that sound as if you are becoming defensive. Once you become defensive it sounds as if you are not accepting responsibility.
- Taking responsibility also means following through until an acceptable resolution is found.
- Whenever faced with a client/student issue that is not within your particular area of responsibility, take the time to find out exactly who is responsible, and put the client/student directly in touch with this individual. Never simply “pass the buck.” Follow up with your colleague to make sure the issue/problem was adequately resolved.
- If your team is questioned over a particular issue or given some negative feedback, accept the issue as yours (i.e. the team’s) rather than pointing the finger to a particular individual responsible for the outcome. Take on the responsibility of getting back to the team and with the team finding appropriate solutions.

Personal discipline

Personal discipline is crucial for success in any job. Here are some ways that will help you to be more disciplined and focused.

- Set yourself challenging, measurable goals that are aligned with your department’s and Langara’s strategic priorities:
 - Use the SMART model as a reference (i.e. Specific, Measurable, Attainable, Realistic and Time-framed)
 - Regularly refer to these goals to ensure that your activities are helping you to achieve your goals.
 - Stop doing the things that are not helping you to achieve your goals. Refocus on the few things that will.

Making the best use of your time

- Over the next couple of days make a note of how you spend your time. At the end of the few days assess whether your time was spent moving towards your goals. What could you have said “no” to? What was a waste of time? Work on maximizing the amount of time spent on activities that move you towards achieving your goals.
- On a daily basis, spend your time attending to activities that are closely aligned with your goals. As a leader, you must schedule time “to do leadership” rather than simply “tasks”. “Leadership” should be one of your SMART goals with measurable actions.
- Stop doing the things that are not critical to your goals.
- At the end of the day, make a note of your accomplishments and make a list of things to be done the following day. Be realistic and ensure they are high priority items.

Meeting deadlines

- Individually (or where appropriate with your team) set milestones so that not everything is left to the last minute and progress can be seen.
- Give yourself false deadlines. Aim to complete a task/project before the ultimate date.
- Avoid saying yes to new initiatives to the detriment of current objectives? Just because a new idea comes along does not mean that it has to be actioned immediately while other objectives suffer. Be careful not to fall into this trap as you will be perceived as unfocused and will fail to meet deadlines.
- Be observant. When are your most productive times? When do you have most energy? Save the tougher jobs for those times.
- Interject some fun and time-outs into your working day; (e.g. meet someone for lunch, go for a walk, read something funny, etc.). Continuous work and stress with no breaks will not help you achieve your deadlines; it will only help you to achieve ill health.

Procrastination

Inefficiencies are often caused by procrastination. If you find yourself procrastinating try the following:

- When you commit to a deadline, note the due date in your calendar and mark milestones between the start and completion of the project. Milestones will motivate you to complete smaller segments of the project and to keep yourself on track rather than leaving everything to the last minute.
- Always break a large project into smaller chunks. If you have difficulties getting started do the easy or more interesting tasks first and you may find that this encourages you to complete the rest of the project.
- Work on the project for a short time span (say 30-45 minutes) at a time.
- To motivate yourself try:
 - Giving yourself personal rewards for the completion of certain tasks, milestones or achievements.
 - Imagining how you will feel at the end of the task or project once you have achieved your objective. Knowing how this will feel may be the motivation you need to complete the project.

Dealing with interruptions

Interruptions are a common time consumer but although we often complain of too many interruptions, they can make us feel important and needed and are an important function of the way work gets done. However, interruptions can be a cause of inefficiency at work.

- Pay attention (over the next few days) to the reasons why people are interrupting you. What is the nature of their interruption? Once you determine the reason for the interruptions you can establish a way of reducing them.
- Are others relying too heavily on your input for decision making? Are you hoarding information too close to your chest? Give others permission to make decisions without your input. Make information accessible to everyone.
- If the interruptions are of a social or casual nature make a decision as to whether the interaction is more important than what you were working on. If you cannot afford to be disturbed let the person know that now is not a good time and suggest another time that you could catch-up.
- Be aware of your own behaviour - how often do you interrupt? Are you procrastinating over something?
- Telephone calls and e-mail messages are another source of interruptions - don't let curiosity get the better of you! If you have decided to spend a period of time on a project let your voice mail take messages and read e-mails later.
- Don't confuse opportunities to interact with your team as "interruptions". Always greet people positively (sometimes it helps to put a visual reminder to smile, not scowl, at those who enter your work space). Again, explain that now is not the best time and suggest another time to meet.

Paperwork and e-mails

- Be ruthless. Scan the document quickly to determine its level of importance. If the document is important, take action. If it is for information only, make a decision as to whether you will actually read it later or whether it will sit in your inbox for three weeks. Throw away/delete anything that is likely to "collect dust" (don't just file it).
- Take yourself off any unnecessary distribution lists or e-mail discussion groups.
- Be kind to others; don't send them unnecessary paperwork.

Books

Leading with Emotional Intelligence: Hands-On Strategies for Building Confident and Collaborative Star Performers, Reldan S. Nadler (McGraw Hill, 2010)

This book is an essential element for both business and coaching. It provides valuable insights to gives leaders the tools to improve their understanding of Emotional Intelligence competencies as well as their individual strengths and weaknesses.

Managing Emotions in the Workplace, Neal M Ashkanasy, Wilfred J. Zerbe and Charmine E. J. Hartel (M.E. Sharpe, 2002)

Learn how and why out of control emotions in the workplace are detrimental, and what you can do to regain control.

Managing Workplace Chaos: Workplace Solutions for Managing Information, Paper, Time, and Stress, Patricia J. Hutchings (AMACOM, 2002)

On any given workday, most individuals working in offices are forced to contend with countless e-mails, stacks of memos, endless meetings, and non-stop phone calls--and then they have to get their work done! Learn how to manage your time and stress without becoming a victim of office burnout.

Getting Things Done: The Art of Stress-Free Productivity, David Allen, (Penguin Books, 2002)

David Allen shares some breakthrough methods for stress-free performance. Allen shows how to:

- *Apply the "do it, delegate it, defer it, drop it" rule to get your in-box to empty*
- *Reassess goals and stay focused in changing situations*
- *Plan projects as well as get them unstuck*
- *Overcome feelings of confusion, anxiety, and being overwhelmed*
- *Feel fine about what you're not doing.*

The Emotionally Intelligent Workplace: How To Select For, Measure, And Improve Emotional Intelligence In Individuals, Groups, And Organizations, edited by Cary Cherniss and Daniel Goleman(Jossey-Bass, 2001)

How does emotional intelligence as a competency go beyond the individual to become something a group or entire organization can build and utilize collectively? Written primarily by members of the Consortium for Research on Emotional Intelligence in Organizations, this compendium examines the conceptual and strategic issues involved in defining, measuring and promoting emotional intelligence in organizations. The book's contributing authors share fifteen models that have been field-tested and empirically validated in existing organizations. They also detail twenty-two guidelines for promoting emotional intelligence and outline a variety of measurement strategies for assessing emotional and social competence in organizations.

Don't Sweat the Small Stuff at Work: Simple Ways to Minimize Stress and Conflict while Bringing out the Best In Yourself and Others, Richard Carlson (Hyperion, 1998)

Carlson shows readers how to interact more peaceably with colleagues, clients and managers, and reveals tips to minimize stress and bring out the best in themselves and others.

Articles

How to Achieve Emotional Control

<http://www.buildfreedom.com/tl/tl12.shtml>,

This article provides an in-depth report on how to gain control over your emotions.

Controlling Anger Before It Controls You

<http://www.apa.org/pubinfo/anger.html>

This article, put together by the American Psychological Association, offers insight into understanding and controlling anger.

(TRP) Tenacity, Resilience & Patience

... believing that own actions and efforts will overcome obstacles, weather storms, make progress and attain successful results in the end

Demonstrating TRP

- Expect situations to turn out well – imagining a successful outcome will affect your behaviour positively. Take a “we’ll get there in the end” approach.
- Developing and using a sense of humour and not taking yourself too seriously will help you to demonstrate patience, flexibility and self-ease.
- Avoid bemoaning the past and try to live in the present. The historical context is sometimes useful but not when it is always negative, particularly to those who were not around to share those experiences.
- Look for some quick wins to move issues forward.
- Acknowledge small accomplishments along the way.
- If you find that you are becoming stressed because things are taking longer than you would like, look at ways to distress in other areas of your life. Try reflecting on the following questions and then consider where you need to do some work in your personal life to help you cope more effectively with delays, obstacles or change:
 - Are you managing your time effectively (please see the “Professional Maturity” section in this Guide).
 - Are you getting sufficient physical activity?
 - Do you have outside work interests?
 - Is your diet what it should be?
 - Are you getting enough sleep?
 - Are you allowing negative self-talk to go on in your head?
 - Do your thoughts tend to be positive or negative/worrisome?

Overcoming obstacles

- As you develop plans for pursuing goals, try to anticipate possible changes that may complicate goal achievement. Be proactive - develop plans to identify, remove, or deal with obstacles. Develop multiple approaches to dealing with obstacles, and ensure that you have a contingency plan in place if your original approach is not successful.
- Evaluate stalled goals and projects to determine what steps were missed or overlooked.
 - Identify the missing ingredients to success (e.g. key talent, information, resources, organizational support).
 - Consider whether your original strategy was correct. Often you may need to

reevaluate and develop an alternative approach.

- Frequently remind yourself of the original purpose and mission behind the project, and recommit yourself to the project, if necessary. Evaluate whether you have lost your enthusiasm and motivation. How might you regain that original energy?
- Think positively when faced with obstacles. Refrain from saying “that’s typical Langara” or “it takes an age to get anything done here” for example. Focus on the achievement of the task and how you can make it happen. Keep focused on the ultimate goal. Anticipating a positive outcome, in and of itself, will increase your chances of success as well as your feeling of wellbeing.
- Identify individuals whom have demonstrated resilience and tenacity in overcoming obstacles and getting things done at Langara. Ask them for help in evaluating the problem and developing possible approaches to removing or overcoming obstacles. Keep notes on what you learn from these individuals and practice these skills to increase your tenacity and resilience.

Appropriate sense of urgency

- Do you demonstrate an appropriate sense of urgency? Demonstrating an appropriate sense of urgency provides others with confidence that the work will get done well and within the specified time-frame. When someone demonstrates either a lack of urgency or makes everything urgent, others can become confused or distrusting. Reflect on the following:
 - During the last few months, have you conveyed an appropriate sense of urgency about the decisions you made or the work you completed?
 - Did you convey urgency over everything, making others confused about the real urgent matters?
 - Did you downplay the importance or urgency of other peoples’ work?
 - Did you procrastinate over some things because they were unpleasant and therefore lost a sense of urgency?

Answering these questions yourself maybe difficult; you may need to ask another’s opinion of how you convey a sense of urgency.

When others see that you are energized and focused on the truly important issues you will motivate them to follow your lead.

Resilience through change

- Remain positive, yet honest, about change initiatives. As a leader (formal or informal) you need to highlight the good reasons for change but don’t gloss over the potential down sides otherwise you will not appear credible. Allow others to voice their concerns, acknowledge their concerns and steer them towards the benefits.
- Determine who is initiating the change and the type and extent of the change. Ask whether the change is in line with organizational priorities. Knowing this will help you to choose specific strategies for implementation or further discussion.

- Work with your team to develop the steps necessary to implement the change. Those closest to the change tend to find the best solutions.
- If you are responsible for leading the change, ensure that you get input from all stakeholders as well as your team before, during and after implementation.
 - Ask representatives of these groups how they would like to be informed rather than assuming how they would like to hear information. **Communicate with all stakeholders continuously.**
 - Consider who needs to be involved in the decision-making processes and give these individuals as much lead-time as possible. Be aware that at different stages of the change, different people will need to be involved in making decisions.
- As you solicit information, explain that you are considering everyone’s input but that you will not necessarily be able to incorporate all his or her ideas.
- Look for ways of implementing the change as part of everyday activities rather than a separate, disconnected activity. For example, if you hold a weekly meeting, use the meeting to discuss the change. Ask for suggestions how the change can be integrated into work processes to minimize the disruption. However, expect disruption and reduced productivity during a major change initiative.
- Once the change is implemented, encourage suggestions from the team and other stakeholders on ways to continually improve processes, products, services, etc.

General assignments

- Identify a peer or senior colleague who exudes tenacity and perseverance. Observe the individual’s behaviour and actions. Ask him/her what strategies he/she uses to overcome obstacles. Try to incorporate these behaviours into your own.
- Get involved in the fund raising campaigns of a local charity or community group. You will learn how difficult it is to raise money for charities and you will have to quickly develop tenacity and the ability to be persuasive.
- Seek out opportunities to lead a task force or project on a controversial issue, particularly if it has organizational-wide consequences.
- Find an opportunity to do something at work that you would typically avoid. Throughout the activity maintain a positive attitude, don’t complain and commit to seeing it through. Upon completion, reflect on how your approach to the activity helped and what you learned.
- Become a coach or referee for an athletic program.
- Take on a particularly challenging or “undoable” yet critical assignment. Use the suggestions in this section of the Guide to help you overcome obstacles and build resilience.

- Play strategy games such as chess, Reversi, Go, Mahjong or bridge

Books

Mojo: How to Get It, How to Keep It, How to Get It Back if You Lose It, Marshall Goldsmith (Hyperion, 2010)

Mojo is: that positive spirit--towards what we are doing--now--that starts from the inside--and radiates to the outside. Mojo is at its peak when we are experiencing both happiness and meaning in what we are doing and communicating this experience to the world around us. The Mojo Toolkit provides fourteen practical tools to help you achieve both happiness and meaning--not only in business, but in life.

The Now Habit at Work: Perform Optimally, Maintain Focus, and Ignite Motivation in Yourself and Others, Neil Fiore PhD (Wiley 2010)

The Now Habit at Work gives you a hands-on manual enabling the resilience and focus of champions--the ability to bounce back from set-backs, to believe in yourself, and focus on solving problems rather than seeing only obstacles.

Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization (Leadership for the Common Good), Robert Kegan & Lisa Laskow Lahey (Harvard Business School Publishing Corporation, 2009)

Immunity to Change is a challenging analysis of how our well-developed methods of processing information and experience become barriers that hinder our attempts to achieve adaptive change. A must for anyone who has to craft and carry out change initiatives in the workplace.

The Eight Constants of Change, Kate Nelson and Stacy Aaron (Cornerstone, 2008)

Internationally known change agents Kate Nelson and Stacy Aaron include tips on how to work with the eight constants of change, how to mitigate their impact, and use them to your advantage. The book helps managers and teams to use these eight constants and to begin to see improvement in employee morale, efficiency, and results.

What Got You Here Won't Get You There: How Successful People Become Even More Successful, Marshall Goldsmith (Hyperion, 2007)

Marshall Goldsmith is a renowned coach. In this book, he helps anyone see how they can be more successful by focusing on the right things and the right behaviours.

Furthermore he highlights the behavioural flaws that can prevent success. The book also provides excellent advice on change management.

Articles

Tenacity: Leadership Series Part Four of Seven

<http://kellycroy.wordpress.com/2011/03/22/tenacity-leadership-series-part-four-of-seven/>

This article explains tenacity as an integral leadership quality. It offers a lively narrative that will inspire you to seek the thrill of any challenge.

Aspiration & Self-Development

...strongly desiring more challenging assignments and accountability, recognizing the personal and professional commitment and development required

Developing self – general assignments

Langara's core ideology exemplifies the spirit of personal growth and development for students and employees. Keeping current with one's own discipline is obviously crucial to personal and organizational success. Stretching oneself to develop other competencies can stimulate creativity, effective decision-making and greater understanding.

- Let others know that you want to take on new and challenging assignments and that you are willing to make the necessary personal commitments to succeed.
- Attend seminars, workshops, information meetings and/or courses to develop your leadership skills.
- Join a Professional Association/Organization and become an active member.
- Join an association in the local community.
- Keep abreast of trends both within and outside of Langara through:
 - Working on committees (check with your manager and the HR Department to find out what committees are available).
 - Researching issues affecting Langara's future e.g. competition, government policies etc.
 - Spend a day with a job expert or an expert in a specific competency.
- Participate on boards outside of work. Share your experiences with your colleagues.
- Establish a relationship with a mentor.
- Complete a program focused on developing relevant leadership skills.
 - With your manager, discuss key areas for your development.
 - Identify an appropriate external program for you to complete.
 - Plan in advance how you will apply your learning at work.

Your individual development plan (IDP)

One of the Langara's Leadership Development Strategy is for leaders to create Individual Development Plans (IDP). As part of that process you will meet with your manager to discuss your development needs and career aspirations.

- You may also want to speak with a mentor, coach or a member of the HR Department to get a broader range of help.

- Take time over these meetings and follow-through with any commitments you make.
- Don't be afraid or embarrassed to ask for help – the organization expects that everyone has room to develop and encourages you to seek out that help.
- Let your aspirations be known. Ask your manager, mentor or other trusted colleagues what personal or organizational barriers (if any) exist that might prevent you from attaining your aspirations.
- Recognize that your longer-term aspirations may not be met at Langara. In the meantime, identify what you can do for Langara that will support your longer term career aspirations.

Identify key individuals who can help you develop

Think of individuals who you consider to be “leading edge” experts in their field or people with particular influence at Langara:

- Participate in assignments or projects where you will be in contact with these individuals.
- Meet with the individuals whom you have identified explaining that you want to develop yourskills and that you would appreciate their help.
- Prepare some questions beforehand such as “How do you keep up-to-date in your field?” “What leadership skills or approaches do you believe help you to be most successful at Langara?”
- Ask them for suggestions on how to increase your own ability in this field.

Books

Self-Management and Leadership Development (New Horizons in Management), Edited by Mitchel G. Rothstein & Ronald J. Burke (Edward Elgar Publishing Ltd, 2010)

Self-Management and Leadership Development" offers a unique perspective on how leaders and aspiring leaders can and should take personal responsibility for their own development. Explicit recommendations are provided on how individuals can manage their own self-assessment as a starting point to their development, while practical recommendations guide individuals through a number of typical leadership challenges.

A Manager's Guide to Self-Development – Fifth Edition, Mike Pedler, John Bergoyne & Tom Boydell (McGraw Hill, 2007)

This book is a practical guide to management self-development. It offers an opportunity to work on aspects of your personal and professional development, while helping with the development of other people.

The 7 Habits of Highly Effective People, Stephen R. Covey (Free Press, 1990)

A national best-seller, The 7 Habits of Highly Effective People describes new ways of looking at ourselves and achieving personal effectiveness. It outlines a paradigm shift that brings one through the stages of dependence, independence and interdependence towards a state of renewal and

continuous improvement. The Habits are a simple set of rules for life - inter-related and synergistic, and yet each one powerful and worthy of adopting and following in its own right.

Websites

Marshall Goldsmith Library

<http://marshallgoldsmithlibrary.com/>

This online library from the best-selling author and internationally renowned coach is filled with free articles, columns, interviews, webcasts, podcasts, audios and videos.

The Leadership Learning Community

www.leadershiplearning.org

LLC's mission is to advance a more just and equitable society by transforming the way leadership development work is conceived, conducted and evaluated. Community members can network and learn with other practitioners and consultants through various learning events, peer learning, wikis, and blogs. Access is also provided to their extensive knowledge base of cutting-edge ideas, tools, reports and other resources.

Student Focus (and client focus)

...making decisions with the students in mind; focusing on providing the best possible experience for the student³

These developmental activities are equally suitable for leaders who have little direct contact with students yet want to develop greater “Client Focus” skills.

Building relationships and engagement

- Over a one-month period keep a note of the contact (formal or informal, face-to-face, social media, newsletters etc.) you personally have with students/clients.
- At the end of one month use the following questions to assess if there is room for you to increase your availability and visibility with students/clients and to assess the quality of your relationships with these groups:
 - Does your pattern of contact with students/clients show them you and Langara are interested in serving their needs?
 - Does the pattern of contact demonstrate a proactive approach?
 - Does your contact with students engage them with Langara and build the student/Langara relationship?
 - Do you understand what engages students with Langara and their learning?
 - Does your contact with clients engage them with Langara and build the employee/Langara relationship?
 - Use the scale below to evaluate the quality of your relationship with each of these groups:
 - 1 =Poor relationship (e.g. there is a current serious problem which has not been resolved).
 - 2 =Adequate relationship (e.g. strictly business/transaction/classroom oriented).
 - 3 =Good/Excellent
- Identify any barriers that get in the way of your student/client relationships and identify specific actions you can take to remove the barriers.
- Set yourself goals, specific activities and a timeframe for improving the relationship with each of these groups. Monitor your progress against your goals and periodically re-evaluate each of your student/client relationships. Try the following:
- When interacting with your students/clients, put yourself in their shoes. Think about how you would want to be treated as a student/client and behave accordingly.
 - Do you strive to maintain clear, two-way communication with your students/clients at all times?

³ Student Focus is one of Langara’s 4 core values

- Do you take the initiative to inform your students/clients of new initiatives, changes or progress as soon as they occur, as well as explain to them what the potential impact of these new developments or change may be on them?
- Do you demonstrate an appropriate personal interest in each of your students/clients?

If you answered “no” or “not all the time” to one or more of these questions, identify someone in the organization who demonstrates the above behaviours in both an effective and consistent manner. Arrange to meet to seek advice and input to help you start to demonstrate these behaviours on a regular basis.

- Set up a “follow-up” system for your students/clients, developing a process by which to ensure that you have regular contact with them and to find out what’s going on in their world.

Obtaining student/client feedback

- When new services, procedures or policies are implemented, monitor their progress to ensure the student/client is positively, not adversely, affected.
- Conduct regular student/client surveys, focus groups and informal discussions to obtain regular student/client feedback. Ensure that you and your team act upon this feedback and let students/clients know what you intend to do.

Understanding students’ future needs

Maintain an awareness of shifts in student/client requirements.

- Talk to your students/clients about their short-term and long-term needs, including what you can do to improve your programs, processes and services. Ask students/clients about their goals – where are they headed in the next year, two years, five years? What do they want to accomplish? How can you help them get there?
- Involve students in designing new programs and services. Involve your clients in the design of new processes, services, products etc.
- Conduct research to better understand the changes, either internally or externally, which will likely have an impact on your students’ or clients’ needs and interests over the next few years. This may include formal research channels such as industry journals, or informal research through conversations with students/clients. Try to map out the major changes that are likely and develop plans to alter your programs/products/services to meet future demands.

Maximizing Quality- providing the best possible experience for the student/client

- Know your students’/clients’ description of quality. Before you can measure whether you are meeting the needs of your students/clients you must create a quality measure. Work with your students/clients to determine their requirements. Use the following questions to elicit the following information:
 - What does excellent look like to them?

- What is unacceptable?
- How do they use the product/service?
- What specifications are nice to have and what are essential?

Using their answers, define your standard of quality then set up continual lines of communication with your internal clients and students. Continuously ask your students/clients how you could be more effective or how you could improve your programs/services/products and redefine your standard of quality as necessary.

- Think globally when assessing quality. Find out what the world standards are. How does this global perspective redefine your view of quality and how can you use this knowledge to build-in greater quality to Langara's programs, products and services?
- Remind yourself that you are also jointly responsible for the quality of work processes outside of your immediate area of responsibility. Create a cross-functional team to take a thorough look at internal processes and operations from the clients'/students' perspective.
 1. What is involved in finally getting the program/product/service to the client/student?
 2. What do these programs/processes/services look like to the client/student?
 3. Are there unnecessary steps in the processes?
 4. How can the delivery/response time be shortened?

Effective internal processes are crucial to organizational success. Failure to continuously improve these processes will open the door to competition.

- Do you know your competitors' standards of quality?
 - Visit other organizations that are recognized for their high quality. What are their practices and what are they doing differently/the same? How can you adopt these best practices?
 - Complete a competitive analysis.
 - Make it your mission to find out how the competition meets or exceeds client/student expectations.
 - Just meeting client/student expectations is not enough to remain competitive. You must exceed the quality offered by the competition and exceed client/student needs.

Books

Please also see books in the “Leadership” section of this Guide

The Amazement Revolution: Seven Customer Service Strategies to Create an Amazing Customer (and Employee) Experience, Shep Hyken (Greenleaf Book Group, 2011)

From the New York Times and Wall Street Journal Bestseller lists, this book outlines how customer service is one of the most essential tools to separate your business from the competition. Hyken's principles are not about creating "Wow" levels of service, rather he instructs his readers to follow seven strategies to create a consistently better than average customer experience. By "customers" he means both external (clients who pay for service) and internal (employees and partners) customers.

Good to Great, Jim Collins (co-author of Built to Last) (Harper Collins Publisher, Inc., 2001)

Over a period of 5 years, Collins and his team researched 28 companies (half met the criteria of “good-to-great” and the other half served as a comparison group). The book clearly states the business reasons why the good-to-great companies were able to make the leap from long-term mediocrity to long-term superiority and the comparison group was not.

Articles

Treating Students Like Customers

<http://www.aacsb.edu/publications/archives/marapr05/p44-47.pdf>

This article outlines a long term model for schools to manage their relationships with students to retain existing clients, maximize learning experiences, and attract new customers.

What Student Engagement Data Tell us about College Readiness

http://nsse.iub.edu/uploads/PRW107_Kuh.pdf

This paper summarizes selected findings about student preparation and motivation to succeed in college, drawing on student engagement surveys and recent studies conducted by the Indiana University Center for Postsecondary Research. It provides helpful tips on how to engage the student with the institution and process of learning.

Business Awareness

...maintaining an awareness of and applying sound business and financial principles

Business awareness is very broad in nature and encompasses a variety of skills and knowledge including anything from strategic thinking, finance, marketing etc. Narrowing down your developmental needs will help you to design a more effective developmental plan.

Listed below are a few general developmental suggestions. At the end of this section there is a list of programs offered through Continuing Studies which provide greater subject-matter focus.

Also see the “Problem Solving and Decision-making” section in this Guide.

General assignments

To fully contribute to business decisions, one needs to have an understanding of business concepts, guidelines and language. Here are some ideas to improve your business knowledge and keep it current.

- Read widely on general business issues, particularly issues with greatest potential impact on the organization, clients/students or other stakeholders. Explore these issues in more depth.
- Read leading business journals and newspapers.
- Seek out a highly experienced mentor who has broad-based business experience.
- Volunteer to take minutes at meetings at a meeting where there are business or strategic implications (i.e. typically where you would not be invited and explain your development interest).
- Become a Board member of a charity, local interest group (somewhere where you have to continuously deal with business issues).
- Join a local business group, ideally with relevance to the Langara community.
- Volunteer with a community agency. Try to take on a role that involves an area of business with which you are less familiar.
- Review Langara’s annual report. What do you understand of the financials? Find someone who can explain the real meaning behind them.
- Ask colleagues for websites they use to find relevant business information and subscribe to the mailing list.
- Ask colleagues to forward any interesting business news onto you.
- Make contact with people in areas of the organization that are directly responsible for Finance, Communication, Public Relations, Policy etc. and explain your interest in keeping abreast of business guidelines and concepts.
- Handle a negotiation with a supplier/strategic partner.
- Initiate a visit to a dissatisfied community partner to troubleshoot problems.
- Seek out an opportunity to write a PR release for Langara or a Professional Association.

- Serve on an outside board.
- Complete a competitive analysis.
- Act as a consultant on a problem outside your current role.

Develop a business case

- Separate all the main issues and components.
- Consider the implications of each component as it relates to basic business concepts (e.g. economic, operational, alignment to strategic priorities, human impact).
- Highlight the benefits but don't ignore the downside of your recommendations (e.g. additional resources, degree of change/upheaval).
- Consider who will be impacted by your decision and solicit their input.
- Before presenting your business case begin to "feel out" people's reaction to it.
- Take opportunities to talk about your idea/recommendations and plant seeds to influence others positively.
- Make changes to your business case as necessary.

Involve stakeholders in your business planning and decision-making

Do you recognize the benefit of involving your stakeholders in your business planning and decisions?
With your colleagues/team, brainstorm the following:

- What would be the value-added of involving stakeholders in our business planning process? (For example, they may highlight missed opportunities; they may refocus your objectives).
- Did we involve your key stakeholders in the most recent business planning process? If not, how could we involve them now (e.g. seek input, feedback, opinion, how are the plans supporting their business?)
- If some stakeholders were included were others not? If so why? Do you have less trust in some stakeholders? Do you care less about some? Or do you just have a better relationship with some?

Reflecting in this way will help you understand where you need to concentrate your efforts to get your stakeholders more involved in the process of business planning and decision-making.

Books

As mentioned earlier, business awareness is very broad in nature and encompasses a variety of skills and knowledge. These book suggestions provided here are general in nature and we therefore ask that you narrow down your specific business awareness developmental needs to help you find the appropriate book resource.

Seeing the Big Picture: Business Acumen to Build Your Credibility, Career, and Company, Kevin Cope (Greenleaf Book Group, 2012)

This book shows you how a deep understanding of your company can help build the credibility and career you want. It will help you appreciate how your day-to-day decisions can balance these drivers

and contribute to the big picture of your organization's success. You'll discover the acumen you need to bring real value and passion to your work.

Deep Dive: The Proven Method for Building Strategy, Focusing Your Resources, and Taking Smart Action, Rich Horwath (Greenleaf Book Group, 2009)

This book explains three keys to strategic thinking: Acumen, Allocation and Action. By breaking them down into simple, attainable skills, it gives you the practical tools to become a truly strategic leader in your organization.

What the CEO Wants You to Know: Using Your Business Acumen to Understand How Your Company Really Works, Ram Charan (Crown Business, 2001)

The book is a good get back to the basics that matter for the business executive and how any employee can impact the company's top and bottom line. The author draws an analogy between the decision-making processes of the CEO and the street vendor in his native India. Whether it's a street vendor or a giant manufacturing concern, Charan notes, "the faster the velocity, the higher the return." Relating such thinking to cash generation, customer satisfaction, and other essentials, he describes the universal principles that help all companies make money. Some more seasoned business executives may find the book too simplistic.

Good to Great, Jim Collins (co-author of Built to Last) (Harper Collins Publisher, Inc., 2001)

Over a period of 5 years, Collins and his team researched 28 companies (half met the criteria of "good-to-great" and the other half served as a comparison group). The book clearly states the business reasons why the good-to-great companies were able to make the leap from long-term mediocrity to long-term superiority and the comparison group was not.

Articles

A University is Not a Business (And Other Fantasies), Milton Greenberg

<http://net.educause.edu/ir/library/pdf/erm0420.pdf>

Interesting and possibly controversial article outlining why academic institutions need to think of themselves as businesses.

The Role of Strategic Thinking in Business Planning

<http://www.bia.ca/articles/TheRoleofStrategicThinkinginBusinessPlanning.htm>

Strategic Thinking is a planning process that applies innovation, strategic planning and operational planning to develop business strategies that have a greater chance for success. This article outlines the importance of strategic thinking to ensure the organization is successful at achieving its strategic goals.

Websites

The Academic Leadership Journal

<http://www.academicleadership.org/about/>

An online journal with articles and essays for those specifically in academic leadership roles.

Programs offered by Langara Continuing Studies

BSAD 1011: Fundamentals of Management

Explore planning, organizing, leading and control - and become a more efficient, effective and successful manager. Your aim is to attain organizational goals through the most productive use of

your most valuable resource, your staff, at all levels of your organization. Identify your managerial strengths and discover pathways to improvement. Note: Textbook available at the Langara Bookstore.

GBCS 1006: Financial Skills for Managers

Finance for non-financial managers. This course explains accounting concepts, tools, and methods in concise and understandable terms. Students will learn basic skills such as reading financial statements, analyzing financial reports, developing and modifying revenue and expense forecasts, and identifying and monitoring critical measures of business performance.

BASD 1037: Sales & Marketing for Managers and Small Business Owners

Discover the important roles that sales and marketing play within today's business organizations. Learn to develop the most successful marketing mix for your organization, select promotions that work, create persuasive sales presentations, and close sales. Explore ways to identify your customers' needs and motivations and how to increase sales by establishing and continuously improving relationships with your customers.

Visioning & Strategic Thinking

...energizing people around the vision and keeping the bigger picture in mind to steer a successful course for Langara College

Thinking strategically

- Can you articulate what your stakeholder (i.e. clients, students, community, Executive, Board etc.) really want? Do you anticipate their needs?
- Are you up-to-date with the most recent programs/services and initiatives in all areas of Langara?
- Do you work with your team to establish whether your activities are contributing to Langara's vision and strategic priorities?
- Do you visualize the future?
- Do you and your team anticipate opportunities and take action to seize those opportunities?
- Are you aware of external (e.g., global, competitive, social, political) influences and how they affect Langara today and how they might affect the organization in the future?
- Are you up-to-date with the latest trends in your field?

If you answered, "yes" to most of these questions you are demonstrating strategic thinking skills. If you answered "no" or "only partially" to most or some, try the suggested activities listed below to help you practice and develop your strategic thinking skills.

Analysis to identify organizational opportunities

As part of your annual planning process, work with your team to answer the following questions as they relate to the organization as a whole:

- 1) What political, social, regulatory and/or economic trends are supporting or hindering our ability to meet our objectives? Are these trends likely to continue?
- 2) What are the current business trends affecting
- 3) Who are our major stakeholders? Are there any less obvious stakeholders? What do they want now? Are their needs likely to change in the near future? What opportunity does this present to our team?
- 4) If there were no perceived obstacles, what are all the potential opportunities for our team? Are the obstacles really that inhibiting? Are they "speed bumps" that can be successfully avoided, navigated?
- 5) Describe all the possible scenarios (good and not so good).
- 6) How could you take advantage of these opportunities?
- 7) What could happen in the next six months to impact planned actions?

- 8) Do we have any strategic partnering opportunities (e.g. community, competitors, suppliers)?
- 9) What are Langara's competitive differentiators and strengths? How durable are these?
- 10) Who are our competitors and what are their strengths? Are our competitors' strengths a threat to Langara?
- 11) What other threats does Langara face?

The answers to these questions represent opportunities to you individually, your team and the organization. Once you have a better understanding of your current situation, you will need to discuss how to leverage Langara's strengths to capitalize on these opportunities. Opportunities will present themselves in many forms; some will be created by the organization while others will be as a result of external influences. However they present themselves, you, your team and the organization should be poised to take full advantage of them.

Analysis to identify opportunities in your own department or team

Together with your team assess the strengths and opportunities for your department or team:

- What are our short term, medium term and long term objectives?
- Do we have the skills to deliver these objectives? What are the team's strengths (e.g. employee skills, relationships with other groups, weak competition etc.?)
- Once you have identified your strengths as a team, list how you can leverage these strengths to capitalize on your opportunities. Where do your opportunities lie? (E.g. maybe there's an opportunity to find out more about the competition? Or, maybe the organization's commitment to international students is an opportunity).
- How can we best employ our resources to maximize these opportunities? For example, if your team is known for its analytic ability, how can you use this strength to analyze data to anticipate future opportunities?
- What activities will maximize your impact and success?
- Consider the impact your actions will have on those outside your team or department. When thinking strategically it is important to remember your relationships with all stakeholders. Ask them what they think (particularly clients/students) and incorporate their feedback into your strategic planning.

Write an Executive Summary - getting your analysis heard

Even the best analysis can fail without the right positioning. Convert your analysis into an Executive Summary following this basic plan. **Summarize:**

1. Recommendations.
2. Benefits (both short and long term) to the organization.
3. Benefits to key stakeholders.
4. Costs, timing and potential lost opportunity costs.
5. Analysis findings including: market; competition and impact from an economic, operations and human perspective.
6. Alternatives considered and reasons of omitting.

Present your recommendations:

- Before doing so formally, plant seeds of your ideas with various influential people around the organization.
- Call senior individuals to discuss your analysis and recommendations to get a sense of their current appetite for your proposals.
- State exactly what you want from your audience, e.g. feedback on specific issues or support for your recommendations etc.
- Persist with your ideas even in the face of initial rejection. Choose your timing and vehicle for delivery carefully.

General assignments

- Invite an internal speaker from a strategic planning, business planning or information technology area etc (i.e. someone that has a strategic or broader perspective) to speak to your team.
- Initiate, build and manage a cross-functional team to tackle a strategic issue or problem.
- Regularly set aside time during team meetings to discuss issues of a wider nature and what opportunities they present to the team.
- Start up a task force on a pressing organizational issue.
- Play strategy games such as chess, Reversi, Go, Mahjong or bridge.
- Sponsor the Langara Leadership Success Profile.

Books

Good Strategy Bad Strategy: The Difference and Why It Matters, Richard Rumelt (Crown Business, 2011)

This book presents the case that the heart of a good strategy is insight—into the true nature of the situation, into the hidden power in a situation, and into an appropriate response. Using practical examples, it shows you how insight can be cultivated with a wide variety of tools for guiding your own thinking.

Team-Based Strategic Planning: A Complete Guide to Structuring, Facilitating, and Implementing the Process, C. Davis Fogg (CreateSpace, 2010)

A “how-to” book filled with planning techniques, facilitation guides and real world examples of planning and strategy efforts. The book deals with the six key aspects of strategic planning:

1. *Structure and Customization of the process to meet the needs of your particular organization*
2. *Facilitation-of the planning process*
3. *Teams and teamwork*
4. *Management and Leadership--from forging the vision to making the plan operational*
5. *Organizational involvement-gaining involvement and commitment at all levels*
6. *Information gathering and analysis*

Leading at a Higher Level, Revised and Expanded Edition: Blanchard on Leadership and Creating High Performing Organizations, Ken Blanchard (FT Press, 2009)

This book is a valuable resource for anyone who wants to become a better leader, in any organization. You’ll discover how to create targets and visions that create a higher-level culture throughout the organization. It includes practical techniques for building “partnerships for performance” that empower your people to achieve the extraordinary.

Deep Dive: The Proven Method for Building Strategy, Focusing Your Resources, and Taking Smart Action, Rich Horwath (Greenleaf Book Group, 2009)

This book explains three keys to strategic thinking: Acumen, Allocation and Action. By breaking them down into simple, attainable skills, it gives you the practical tools to become a truly strategic leader in your organization.

Articles

Visionary Leadership Theory

<http://www.sagepub.com/northhouseintro2e/study/chapter/encyclopedia/encyclopedia6.1.pdf>

This article seeks to explain the phenomenon of Visionary Leadership - answering why some leaders attract followers and inspire them to pursue a shared goal, achieving beyond ordinary expectations.

5 Key Factors to Successful Strategic Planning

<http://www.bia.ca/articles/5-Key-Factors-Successful-Strategic-Planning.htm>

This article outlines five critical factors to help ensure your strategic plans are successfully implemented.

All About Strategic Planning

<http://managementhelp.org/strategicplanning/index.htm>

There are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization and expertise of planners. This article provides a generous overview of strategic planning and outlines potential processes that could be utilized for conducting strategic planning in any organization.

The Role of Strategic Thinking in Business Planning

<http://www.bia.ca/articles/TheRoleofStrategicThinkinginBusinessPlanning.htm>

Strategic Thinking is a planning process that applies innovation, strategic planning and operational planning to develop business strategies that have a greater chance for success. This article outlines the importance of strategic thinking to ensure the organization is successful at achieving its strategic goals.

Community Focus

...expanding Langara’s community involvement, connecting with community leaders and building Langara’s reputation locally and further afield

Please also see the “Relationship Management” section in this Guide.

Adopting a community-focused approach

Assess your current situation

Develop the matrix below (individually or with your team) to consider your current level of community focus.

Who are our community contacts? (E.g. individuals, businesses, associations, etc.)	How do we currently add value to our contacts? What else can we do? <ul style="list-style-type: none"> • Share knowledge? • Offer services? • Partner on projects? • Create joint objectives? 	With which groups, individuals, businesses, associations do we lack any connection?	What must we do to secure a long-term relationship with our current and future community contacts?
Contact A			
Contact B			
Contact C			

Once you and your team have a sense of how you are currently connecting and adding value to the community and how that might be improved, invite your community contacts to answer similar questions. Organize a meeting with each group to discuss their answers. Focus the dialogue on listening to their answers and asking how you can get closer to their objectives and needs.

Do you currently have a community-focused approach?

To ensure long term partnerships with your community contacts try adopting a “strategic partnering” attitude. Answer the following questions to determine whether you have a “strategic partnering” attitude.

- Do you consider your community contacts to be your partners?
- Do you have a thorough understanding of their businesses/organizations and their current and long term goals?
- Do you regularly share information with them and/or work closely with them to solve problems?
- Do you know their overall impression of Langara and more specifically their impression of you and your department?

- Do you have a relationship with more than one contact at the community organization?

Fostering a community focused environment

Your number of “yes” answers to the above questions will determine whether you have adopted a “community focus” approach in your work. The more “no” answers you gave the more work you need to do.

- Go back to your “no” answers. Consider what actions you need take to build long term community partnerships. Discuss these with your team, manager, colleague, mentor etc.
- Ask yourself what are you willing to commit (e.g. time, effort) for the sake of long term community relationships?
- Once you know what actions you will take, integrate them into your individual development plan.
- Share community success stories at internal meetings and with external contacts to motivate others to work on developing similar relationships.
- Recognize and reward others for putting their community contacts’ interests first in order to build long term relationships, even when there were no immediate benefits for Langara. Share these stories at employee meetings.
- Review your internal systems, processes and policies to ensure they are motivating behaviours that will create long-term community relationships.
- Question whether there are any systemic internal barriers hindering your community focus? What can you and your colleagues do about these?
- Volunteer with a community agency.
- Sit on an outside board.
- Become a coach/referee on an athletic program.
- Make a speech to showcase Langara to an external group.

Books

Working Together: Why Great Partnerships Succeed, Michael D. Eisner (HarperBusiness, 2010)
Former Disney CEO Michael Eisner uses the stories of several successful partnerships (including his own) to find commonalities and perhaps offer the reader a formula for identifying or creating the same.

Corporate Community Involvement: The Definitive Guide To Maximizing Your Business' Societal Engagement, Nick Lakin & Veronica Scheubel (Stanford Business, 2010)
Corporate Community Involvement will be an indispensable resource for those working at the interface between business and the community. It introduces you to key concepts of corporate community involvement and provides a practical step-by-step guide to put strategy into action.

Growing Local Value: How to Build Business Partnerships That Strengthen Your Community (Social Venture Network), Laury Hammel & Gun Denhart (Berrett-Koehler Publishers, 2007)
Growing Local Value provides a framework for the full spectrum of ways in which a business can contribute to its community, and the benefits a company receives when it does so.

Articles

Acting Globally but Thinking Locally? The Influence of Local Communities on Organizations

<http://hbswk.hbs.edu/item/5823.html>

This article by Harvard Business School investigates the importance of local factors, despite globalization.

Universities: engaging with local communities

http://www.universitiesuk.ac.uk/Publications/Documents/students_comms.pdf

This article looks at the impact of universities on their localities in the U, and looks at ways they have been working to improve community relations.

Programs offered by Langara Continuing Studies

Community & Cultural Development Series

A wide range of practical courses are available for those working in a professional or volunteer role in community work. Our instructors bring both hands-on experience and theoretical understanding of the process of community change.

Team Leadership

...creating team spirit and helping to direct individuals towards the achievement of the team and organizational goals

Building successful teams

- If you are a team leader/manager, constantly emphasize the vision, purpose and goals for the team to provide them with context and guide-lines but let them decide “how” to achieve the results.
- Continuously refocus the team on their shared goals and similarities. Role, by definition, can highlight individual team members’ different approaches and drivers. A team leader must not let these “stereotyped” roles overtake the mutual goals to the point where team members are pulling in different directions or become entrenched in specific positions.
- When you want input from your team, ask for comments and suggestions from everyone. Be especially attentive to the minority opinion or comments from less assertive individuals who may not feel comfortable contributing ideas and opinions in a group. Provide an environment in which all individuals can feel comfortable expressing their ideas.
- Share current organizational data including status reports, strategic documentation and any other information to help the team remain current with the “bigger picture”.
- Avoid voting when making decisions. Strive for consensus, however, recognize when this is unattainable and make a decision that is right for Langara at that time.
- Encourage team members to identify what information and other resources they need to achieve their individual and team objectives. Work to help the team by providing access to senior individuals and other key resources throughout Langara.
- Introduce as much levity and fun to your team as you can.

Clarifying individual roles and objectives

Clarity of role is imperative to effective team functioning. Hold a role classification exercise with your team/direct reports to build greater respect for individual roles in the team and form a greater sense of purpose and connection with the organization.

Ask each member to answer the following questions and be prepared to discuss them at the meeting (*if you do not lead a team, ask yourself these questions and then discuss them with your manager*):

- What do you think Langara wants you to do in your job?
- What are the discretionary aspects of your job?
- What is the purpose of your job?
- How does your job help Langara meet its objectives and work towards its vision?
- Are there aspects of your role that are unclear or overlap with another person’s role?
- Do you need clarity on your role or objectives? Do you need clarity about another role?

Depending on the size of the group, have each person present their answers and then comment on each others' perspectives (not on each others' personalities). If the group is large, ask them to work in small groups first and then present to the larger group.

As the information emerges try not to give your opinions unless specifically asked as this may prevent the team from being totally honest. However, use the time at the end of the meeting to clarify any issues around purpose or discretionary limits.

Being visible

One of the biggest complaints that team members have of their leaders is that "they are never there". Not "being there" is perceived as "not caring". Try these techniques:

- Block off time when you will be available for your team on a regular basis and stick to it.
- Walk around your team and visit people at their work sites.
- Ask them about their family, outside work activities, their thoughts on work or non-work related issues etc.
- If you are uncomfortable or find it difficult to find things to talk about, look for personal cues in at worksite (e.g. pictures, personal mementoes) to start the conversation.
- Take a different route when walking to your place of work so that you can interact with different people on a regular basis.

Recognizing teamwork

- Look for opportunities to celebrate team successes. Take time to get to know what type of recognition/awards individuals appreciate the most.
- Recognize the successes of teams in public forums and/or formal communications. Provide the specifics of what the team did well.
- Let direct reports or individual team members know your appreciation through personal notes or face to face communication.
- Organize a special get-together with other teams/departments and celebrate successful joint results or the completion of a substantial task.
- Make a point of telling your team that you truly appreciate their contributions and tell them how their efforts are specifically helping to achieve the overall priorities and objectives of the department and organization.

Effective team meetings

Consider these suggestions to enhance your team meetings:

- Encourage your team to have off-site meetings – the change of scene might encourage creativity.
- Include everyone who is going to be directly affected by a decision.

- Begin the meeting with an overview of the “big picture”.
- Use brainstorming techniques to generate ideas and solutions.
- Concentrate on listening to others and asking questions to draw out their ideas and creativity, rather than directing the meeting.
- Encourage solution-oriented meetings. Use a sequential structure to do this (e.g. spend the first 15 minutes on defining the problem and the next 20 minutes generating solutions).
- Explore the less obvious or unpopular solutions with the group as the most obvious or popular solutions are not always the best.
- Experiment with different approaches, for example ask team members to imagine themselves in another team member’s role; how might they contribute from that perspective?
- Solicit the opinions of all team members when making decisions. Avoid taking significant action or making an important decision until the opinions of all the team members have been heard.
- Positively reinforce members of the team who take risks in suggesting new ways of approaching tasks.
- Keep brief notes and designate action items.
- Follow-up after the meeting to ensure follow-through.

Understanding the perspectives of others

Being part of a team requires you to be open-minded and approachable. It means accepting that others have different opinions and can sometimes offer better ways of doing things. It means valuing the diversity of others’ opinions and ideas, it means changing the way you tend to think of things and it means taking risks. All of us are narrow-minded to some extent thus making us appear inconsiderate or less approachable to others.

Some ideas to help develop your skills in this area:

- Next time you have a conversation with someone whose opinion you do not particularly respect, hold off giving your opinion. Listen carefully and let the person know that you will consider their ideas/opinions overnight. Try to see something positive in what the person had to say and do what you can to advance its cause (obviously, you will need to weigh the risks, but unless the idea/opinion is potentially damaging try not to dismiss the idea immediately).
- Ask to be part of a project team that is responsible for implementing something that you initially disagree with or do not support. Don’t try to sabotage the project. Ask lots of questions to gain a better appreciation of why others think the project is such a good idea.

Avoid rhetorical questions that aim to prove others wrong. You may, in the end, retain your original opinion but chances are you will have gained a wider perspective of the issues and learned to be more open-minded in the process.

- Question yourself. Why do you feel so strongly opposed to a particular idea or opinion? Do you think you've seen it all before? Do you lack respect for a particular individual and therefore anything he/she says? Do you fear the change? Once you have found the root cause of your opinions/feelings, start to question yourself further, eventually you may determine why you are being stubborn or narrow-minded and find it easier to change.

Delegation

Prioritize your work

Effective delegation takes organization. Try these activities to help organize and prioritize your workload:

Step 1: write down all the issues/activities that you plan to work on over the next few days.

Step 2: categorize each task, prioritizing in view of your work objectives:

- A – must do
- B – should do
- C – nice to do
- D – delegate - Do not delegate anything that should be eliminated!
- E – eliminate

Follow a process of effective delegation

- What needs to be delegated?
- Does the task centre on overall planning, policymaking, goal setting or budget supervision? Does the task involve divulging confidences? Is the risk of error too great for the task to be delegated?
- To whom will I delegate the task? Who is most qualified and available? Or, who can be trained? Or, who will most benefit from the development?

Ask employees which tasks you should delegate

- Your team probably thinks that you should be delegating more – so ask them.
- Without you being present, ask your team members to brainstorm areas where you tend to over control or fail to delegate.
- Ask them to suggest a more effective process or delegation practice.

Once you have decided to whom you will delegate try these steps:

Phase 1) On your own, specify goals, expected results, resources and information needed, relevant policies and procedures to consider and the time frames.

Phase 2) Meet and brief the team member: describe assignment in detail and outline information in Phase 1. Ask probing questions to ensure mutual understanding. Establish a time and place to meet and review progress.

Phase 3) Discuss how the team member intends to proceed, obstacles that could occur, a potential plan to overcome them and how much authority the team member has during the task.

Phase 4) Monitor the progress and adjust original plans if necessary. Acknowledge team member's efforts. Reward any accomplishments. Review what was learned.

Do you only delegate to top performers?

You should avoid doing so because:

- A reality is created that good performance is rewarded with "more work".
- Average performers need to be stretched and developed too.

Do you delegate the "best" jobs?

- Do you only delegate the jobs you do not want to do yourself? If you tend only to delegate the less important or less interesting jobs you will not motivate others to take on extra responsibility.
- Consider a job/project/task etc. that you currently working on and that you really enjoy. Consider giving this task to a team member whom you trust. Explain that it is difficult for you to delegate this responsibility and why but that you think it will be a good development experience for the other person.

Delegate your seat at committees/cross-functional projects/management meetings

- Organizations consist of structures and hierarchies – being asked to "stand-in" at a higher level can be highly motivating to employees with less access to this level of management.
- Let your peers know why you are doing this so they don't view it as "ducking out" of a task/responsibility.
- Brief your delegate fully. For example, what you want from the meeting/committee and what issues to be aware of etc.
- After the event, fully debrief with your delegate and agree next steps (you may want to let the delegate take part or full responsibility for the action steps).

- Allow the delegate to do most of the follow-up communication so that he/she can continue to build relationships within the organization and develop greater understanding of the issues.

Organizational teamwork

Internal synergy and teamwork doesn't just happen, it requires time and resources as well as a shift in thinking. People across the organization have to buy-in to the idea that they are in pursuit of common goals. If people haven't bought into this idea the organization will be rife with "we" versus "they" thinking. You will often hear the use of the word "they" when referring to any other group i.e. management, executive, the organization or even clients/students. For teamwork to really exist, this type of thinking has to be discouraged.

Ask yourself these questions regularly to remind yourself that teamwork involves the whole organization, clients/students and other stakeholders.

- When was the last time you shared information with another department or team that was not requested or was not a regular report?
- What have you done recently to break down barriers that exist between different departments?
- When was the last time you invited an internal client to a team or departmental meeting? When did you last invite a supplier/contractor/ consultant?
- What resources have you allocated in your present business plan to cross-functional projects/initiatives?

Once you have reflected on these questions make a plan of what you might do differently today, next month and regularly to build teamwork across the organization. Here are a few ideas:

- Encourage respect for other departments and for your clients/students by avoiding labeling or stereotyping. Using derogatory terms e.g. "bleeding hearts" for Human Resource professionals or labeling particular clients/students as unintelligent; these types of comments encourage disrespect. Respect is crucial for a collegial environment and effective teamwork.
- Continuously keep other groups in the loop even when there is not an immediate need for them to know.
- Share resources, budgets, and best practices.
- Offer help rather than taking an insular or competitive approach.
- Serve at an exhibition/show not organized by your own department.
- Work for short periods in other departments within Langara.

Books

Who's the Driver Anyway? Making the Shift to a Collaborative Team Culture, John Kuypers (Carswell, 2011)

This book offers senior leaders a powerful, simple solution. It provides a three-step method called NEAR-FAR CULTURE CHANGE. It works because managers at all levels collaboratively agree to change how they make decisions. The result is a new ability to notice the culture in action, right in the moment.

The Busy Manager's Guide to Delegation (Worksmart Series), Richard A. Luecke & Perry McIntosh (AMACOM, 2009)

The book shows readers how to set the stage for excellent results, what to do if things go wrong, and how to ensure that all their people benefit from the experience. This is a fundamental guide to an essential and sometimes overlooked - management competency.

Senior Leadership Teams: What it takes to make them great, Ruth Wageman, Debra A. Nunes, James A. Burruss and J. Richard Hackman (Harvard Business School Press, 2008)

While this book is targeted for senior leaders the principles outlined that are applicable to all teams. The book focuses on the fundamental requirements of a successful senior team and how that looks quite different from a group of executives meeting to discuss their individual accountabilities. The book is based on academic research and supplies practical guidance on building successful teams.

The Wisdom of Teams: Creating the High-Performance Organization, Jon Katzenbach and Douglas K. Smith (College Business Essentials, 2003).

Use this practical approach to ensure success with your teams. Examine reasons why some team efforts fail, and avoid them. Learn what to expect as you study the team performance curve.

Teamwork Is an Individual Skill: Getting Your Work Done When Sharing Responsibility by Christopher M. Avery (Berrett-Koehler, 2001)

The author uses research and his own consulting practice to describe how successful teams are created through individual skills and attitudes. He suggests that rather than putting teams through a series of "bonding" exercise, a series of "conversations" need to take place that help to define each individual's role, agreements, and commitments to the team, and vice-versa. Ultimately, the book suggests that teams do not have to "build team" separately from the work they do. Rather, following the process of conversations with commitment and integrity will help build powerful teams and outcomes.

Winning Ways: Four Secrets for Getting Great Results by Working Well with People, Dick Lyles and Richard I. Lyles (Berkley Trade, 2002)

This easy to read book uses a parable to demonstrate how to get results by getting people to work effectively together.

Websites

Leadership Now

<http://www.leadershipnow.com/articles.html>

This site offers blogs, articles, and inspirations to change the way you think about leadership.

The Team Building Directory

<http://www.innovativeteambuilding.co.uk/pages/articles/promoting-teamwork-and-cooperation.htm>

This is an online resource for anyone interested in corporate team building, team development, training, motivation, corporate events, conferences and development.

Articles

Conducting Effective Meetings Workbook

<http://www.thebusinesscoach.org/conducting%20effective%20meetings%20WB.pdf>

This workbook provides a thorough outline of what it takes to conduct effective, action-oriented meetings. It outlines the criteria to have a meeting and provides useful activities to think through when planning and organizing meetings.

Programs offered by Langara Continuing Studies

BSAD 1011: Fundamentals of Management-

Explore planning, organizing, leading and control - and become a more efficient, effective and successful manager. Your aim is to attain organizational goals through the most productive use of your most valuable resource, your staff, at all levels of your organization. Identify your managerial strengths and discover pathways to improvement.

SSCP 1010: Leading & Managing Employees

What makes people want to do well and how can you motivate them? A better understanding of employee motivation will help you to improve your personal and organizational performance. Explore how effective leadership and management practices can increase job satisfaction, boost employee morale and lead high performing teams. Note: Textbook materials are provided and distributed in class.

SSCP 1008: Managing for Success

Looking to fine-tune the knowledge and skills needed to maximize personal and professional success? Focus on management objectives and goal setting, and explore techniques for communicating expectations, giving and receiving effective feedback and engaging in coaching conversations. Look at ways to reward and recognize employees formally and informally to improve performance.

CDVL 1104: Group Savvy: 6 Frameworks for Understanding Group Dynamics-

Getting better at doing things in groups is a critical lever for positive change. Learn six simple, practical frameworks to boost your effectiveness in meetings and teams from the grassroots to the highest level. The frameworks including Trust Theory, Chaordic Design, and Panarchy will give you powerful insight into group dynamics, helping you to be oriented and effective whatever the situation.

Mentoring & Coaching

...inspiring others to do their best, develop professionally and contribute as a successful member of the leadership talent pool at Langara

Also refer to “Delegation” in the “Team Leadership” section of this Guide

Reviewing your own management and coaching style

Consider the following questions in depth. Consider your actions in the last week, month, quarter and year.

- Do you tell others “what to do” or do you give them the overall objective and let them determine “what to do and how to do it”?
- Do you give others an opportunity to think and act on their own? How much authority and permission do you give others to act independently?
- Have you identified times when you should be providing closer direction and other times when you should just set the context and step aside to let others get on with the job?
- Does your team/department fully understand the department’s vision and purpose and how their objectives align with organizational strategy? When was the last time you discussed these important issues?
- What have you delegated recently?
- How have you helped someone develop?

Your honest answers should give you a better understanding of your mentoring and coaching style and where you could focus your development.

Effective coaching

See the potential in others

- Force yourself to see others’ potential and give them the freedom and respect they need to unleash their potentiality.
- Avoid telling others how to do things (the “tried and tested” way is not necessarily the best way).
- Give people the freedom to act as opposed to just being given extra responsibility within an unchanged environment.

Simply Ask “What would you do?”

- Some employees lack confidence or some have a strong fear of “getting it wrong” and therefore often refer even the most trivial of issues to their manager. To help these

employees simply ask “what would you do?” Be persistent as it might take some time before answers come readily. Allow for silence. Give the person time to think about it.

- Encourage their responses e.g. “that’s a unique approach”, “I would not have thought of that” etc. Let the employee run with his/her idea to demonstrate your trust in their judgement and respect for their intellect.

Pass along praise and build trust

- Next time you are given praise for something, accept the praise graciously while pointing out those that helped you achieve the results. For example, let clients/students know the amount of effort others made to execute a specific job and that they too would appreciate the recognition.
- Pass on the praise to those individuals. Speaking-up for your team in this way will develop a greater degree of trust.

Speak positively about others

- Next time you are in a meeting with individuals outside of your immediate team, find an opportunity to recognize the skills of someone who works closely with you.
- Let the individual know you did this. Letting others know that you are talking about them positively within the organization is very gratifying and motivating.

Recognize achievements

- No one ever complains of receiving too much recognition. Make every effort to seize opportunities to recognize achievement. Catch people doing things right.
- Over the next week or so make a mental note of the times you recognize another person for doing something well as opposed to the number of times you ask for something to be done differently or better.
- At the end of the week, total the number of times you gave recognition. If infrequently, make a concerted effort to change.
- You may feel uncomfortable at first, almost forced, but the recipient will not see it that way. After a while, providing recognition will become much more of a natural behaviour for you.

Get your own feedback.

- Ask for feedback on your coaching. Was it helpful? Was it timely? Was the process appropriate for the situation and the person with whom you were working? Ask how you could improve.

Develop and use a range of coaching styles that correspond to people’s learning preferences.

- In this way you can maximize the effectiveness of the coaching process. Adapt your coaching style depending upon the needs of the individual. Relying on one style of coaching is ineffective over the long term because even if you are coaching the same individuals they

have different needs as they grow. If you do not know your style, ask your team members or Manager for some feedback. Read a book on coaching styles.

What are the individual learning styles of those in your team?

- Discuss how team members like to learn (e.g. Being given the opportunity to try things with little guidance or conversely getting as much information from you beforehand). You will be a better coach if you know how much or how little “hand holding” each individual requires. Tell people that your job is to support them and provide them with whatever they need to do their jobs well. Emphasize that you can’t know what they need unless they tell you.

“Just in Time” coaching.

- Coaching works best when it is provided “just in time”. It is often easier to provide coaching when you have a specific, relevant experience to discuss rather than waiting for a formal period when everyone’s memory of the event is vague. Furthermore, “just in time coaching” means that the individual can use this new information immediately and get the immediate benefits.

Hands on teaching.

- Make a point of spending time with individuals in your group to demonstrate “how to” perform certain tasks/roles or behave in specific situations. Observe them doing tasks and give practical feedback about their performance without micro-managing.

Evaluate the effects of coaching.

- Coaching is designed to help people develop their skills, minimize their weaknesses and take their performance to higher levels. Therefore, it is important to measure results before and after coaching. Were the desired results achieved, if not, why not? Assess your own coaching effectiveness rather than assuming it’s the other person’s lack of capability.

Become a mentor.

- Offer to be a mentor to a new or less experienced employee. Be prepared to spend time with the individual to find out what they really need from a mentor and whether you could provide those needs. Offer your time on a regular basis. Share information. Learn from your protégé as well as teaching them. Read about being an effective mentor.

Differentiate between personal counseling and coaching.

- Coaching focuses on the development of skills and improving results whereas counseling puts emphasis on more personal non-work related issues. Assist colleagues who need counseling to access other resources better suited to deal with such matters.

Developing Others

Each month, set aside time for your team’s development. Some suggestions:

- Ask someone to present something they recently learned from a book, website, course or development activity etc.

- Share with your team something you have learned this week.
- Share some information about your work; the organization; the community etc.
- Invite a speaker from another department to share information with your team and reciprocate by asking a team member to present to another group.
- If one of your team attends a formal training session meet with them to discuss specific learning goals; ask them to share their new knowledge with the group and act as the resident expert; provide them with every opportunity to practice their new skills immediately; provide coaching and follow-up.
- If you lead a team, ask them: “When was the last time I helped you to understand how your responsibilities and tasks fit into the bigger Langara picture?” Make a conscious effort to regularly make and communicate these connections, even if you think you are being repetitive, no one else will.
- Spend time with your team members to observe and then individually discuss their strengths and development needs.
- Meet with individuals who report to you to help them design individual development plans (see the Leadership Development Handbook). Help them to identify two or three leadership competencies to be developed over the next six to twelve months. Ask the individual to use the self-assessment questionnaire in the Leadership Development Handbook and then complete the questionnaire yourself to provide feedback to the individual. Meet to discuss your responses and ask the individuals which skill areas they think they need to develop; provide your feedback, linking the development to both the present job and future goals. Agree upon a review date and how the development will be recognized.
- Once the areas for development have been identified, ask the individual to work through the relevant sections in this Guide to help complete their individual development plan.
- Provide on-going constructive feedback, advice and encouragement throughout the development period. Consider the following questions as you do so:
 - What new behaviours has the individual demonstrated to indicate he or she is progressing?
 - Have you or others met the commitments you made to support the individual’s development?
 - What specific actions has the individual taken to impact department or organizational results?
- Keep a note of the feedback you are providing. Is it balanced or are you providing more negative than positive feedback? Give feedback that concentrates on the individual’s behaviour, providing examples of your observations so that the individual really understands your feedback. Balance negative feedback by first saying something positive.

- Consider the notion of “feed forward”. While feedback is essential no-one relishes the thought of receiving it. If you concentrate more on what skills and knowledge the individual needs in order to be successful on future projects/tasks the conversation can be even more productive.

General coaching questions

- What can you do?
- What support do you need?
- What are the barriers?
- What is the biggest/boldest thing you can do?
- How can you call upon your strengths in this situation?
- What would be the best use of your time?
- What is the leadership you need to provide?
- What is most important to you?
- What is most important to the organization?
- How does this fit with your values?
- Are you motivated to do that?
- Do you have the confidence to take this on?
- What would give you the confidence you need?

Effective coaching questions for a specific issue:

To help an individual or team work through a particular issue or find a solution to a problem, try the following using the GROW model of coaching (GROW is an acronym for **G**oal, current **R**eality, **O**ptions and **W**ill):

1. Ask questions to establish the **Goals** of the coaching:
 - What is this issue?
 - What will our work or environment look like if the problem is solved?
 - How will we know if we achieved what we set out to achieve?
2. The team/individual needs to fully understand the current **Reality**. Any potential misunderstandings need to be cleared up before moving on:

- How are you/we currently handling the situation?
 - What are the problems with that approach?
 - Whom does this issue affect?
 - How does this issue relate to the organization's strategic priorities?
3. Help the team/individual explore the **Options**. Although you will have your own opinions it is important to ask the right questions to find out their opinions first so that they can be discussed fully:
- What else could you/we do?
 - What if there were no constraints?
 - What are the pros and cons of these options?
 - How does this option affect each stakeholder?
 - Whose support do you/we need?
 - How will you/we evaluate the success?
4. Establishing **Will**. It's important to get your team's will and commitment to action. The following questions ask individuals to commit to specific action. It's important that these commitments are written down and referred to as appropriate:
- Who will take the lead on this issue?
 - What will you do now and by when?
 - How will you communicate your progress with our team and other stakeholders?
 - How confident are you in achieving a successful outcome?
 - How often do you need to meet with your team members and/or me to ensure success?
 - What barriers do you foresee? How can we all help to overcome these?
 - Is there any other support you need?

Books

The Mentor's Guide: Facilitating Effective Learning Relationships (Second Edition), Lois J. Zachary (Jossey-Bass, 2011)

This is a primary resource for organizations interested in promoting mentoring as a means of developing leadership skills and for mentors who wish to deepen their mentoring practices. It can help any leader successfully navigate the mentoring journey by using the hands-on worksheets and exercises.

Becoming an Exceptional Executive Coach: Use Your Knowledge, Experience, and Intuition to Help Leaders Excel, Michael H. Frisch, Robert J. Lee, Karen L. Metzger, Judy Rosemarin & Jeremy Robinson (AMACOM, 2011)

This book helps you, as a coach, find your own voice as a practitioner. Whether you are a seasoned coach or a new one this book helps you to become an exceptional coach by showing you how your experiences, knowledge, and intuition can be leveraged to inspire your clients.

Executive Coaching with Backbone and Heart: A Systems Approach to Engaging Leaders with Their Challenges, Mary-Beth A. O'Neill (Jossey Bass, 2007)

This book is for any leader or coach, not just for coaching executives. It lays out a structured approach to coaching that is a useful guide to any coach. The book takes a coach through all stages of coaching and does a good job in stressing the importance of a coach's self-awareness and development which the author refers to as one's signature presence.

Zap the Gaps! Target Higher Performance and Achieve It!, Kenneth H. Blanchard, Dana Gaines Robinson and James C. Robinson (William Morrow & Co, 2002)

Learn how to improve workplace performance by being willing to spend time/resources to diagnose the multiple causes of performance gaps and then invest in the appropriate solutions.

Please Don't Just Do What I Tell You, Do What Needs to Be Done: Every Employee's Guide to Making Work More Rewarding, Bob Nelson and Ken Blanchard (Hyperion, 2001)

Think empowerment to figure out "what needs to be done" beyond the confines of your job description and do it. This book delivers quality perspectives on how to empower individuals and entire workforces.

Websites

Centre for Mentoring Excellence

<http://www.centerformentoringexcellence.com>

This website, developed by best-selling author Lois Zachary, provides articles, toolkits and resources to promote individual and organizational mentoring excellence.

Free Management Library

<http://managementhelp.org/leadingpeople/mentoring.htm>

The Library provides free, easy-to-access, online articles to develop yourself, other individuals, groups and organizations. Articles focus on personal, professional and organizational development, including a significant section on mentoring

Relationship Management

...building and maintaining a crucial network of contacts within Langara and in the community

Please also refer to the “Learn how organizations function” in the “Organizational Awareness” section of this Guide.

Improve your social skills

Consider the following questions:

- Do you use common courtesies? Do you smile and say “good morning” or “good night”?
- Are you friendly and positive when you meet someone for the first time?
- Do you take the initiative to stand up when you are greeting someone, shake their hand and look them in the eye? (Be aware of cultural differences in this situation).
- Do you show genuine concern about others’ welfare? Do you ask them how things are going?
- When was the last time you offered support to a colleague?
- Are you approachable at work? Are you always in meetings or tucked away in your office? Being visible makes you immediately more approachable.
- Be aware of your body language. Do you show anger or disappointment quickly? When someone comes to your office or desk are you thinking, “I wish you would hurry up – can’t you see I’m busy”? If you are thinking it you will probably be showing it.
- How do you congratulate other people’s successes?

Build deeper relationships

Effective relationships go beyond the superficial. In order to build deeper relationships at the workplace, challenging and meaningful conversations need to take place. Try the Johari Window exercise outlined in the article listed at the end of this section of the Resource Guide.

Find out how others perceive you

You will improve your relationship building skills if you have a better understanding of how others perceive you. Solicit feedback from your peers or manager, asking for their honest opinion of your style and impact. Listen carefully to what they are saying, don’t justify your behaviour but choose whether to change.

Develop comfort with social interactions

Small talk alleviates awkward or uncomfortable social interactions. With practice it becomes easier. Here are some tips to help you.

- Listen carefully to what other people are saying - they are likely to say something that will give you a lead for a question.

- What questions might you ask to generate conversation? Craft some questions so that you have these at your fingertips when you next require them. Stick to open-ended questions rather than closed, yes/no questions.
- Once you have asked a couple of questions you should enter into a dialogue whereby you offer your viewpoint, perhaps on a work-related issue. Stick to areas that are of true meaning and value to you so that you appear credible and authentic.
- Mention something about a popular news topic or something of local interest.
- If you are going to a social gathering or meeting it is wise to have already prepared some topics of conversation, e.g. latest news topics. This is a trick of people who attend “Toastmasters” (a public speaking development group). They always seem to have something to say about any topic when often they have simply turned the conversation around to a topic they had already prepared.

Networking

Are you networked?

Effective working relationships and networks help you to achieve your work goals. People who are networked find it easier to get things done in an organization.

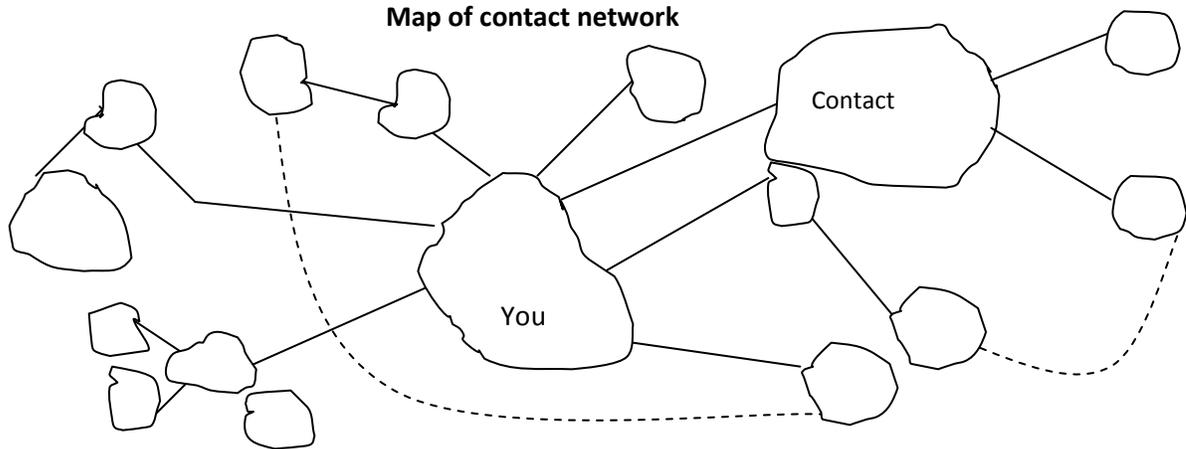
- Evaluate how well you are plugged into the organization’s networks:
 - Do you know what you need from a network?
 - Do you know what you can offer others in the network?
 - Are you contacted frequently for your input/advice?
 - Do you regularly and informally get together with contacts (internal and external)?
 - Have you identified at least one key decision-maker in the various departments with whom you have regular contact?
 - Do you have good rapport with these people?
 - Do you attend company social gatherings?
 - Do you make opportunities to meet people outside Langara in your field of expertise or in other areas of the community?

The more “yes” answers you gave, the better networked you are. Reflect on your “no” answers and set yourself some targets to increase the amount of time you spend on networking.

Draw a physical map of your contacts

- Using a mind-mapping technique (see below) hand sketch a map of your contact network.
- Write your name in the centre shape. Each line represents a link to a contact of yours (peer, supplier, client, Manager, student group etc). Write the names of these contacts in the shape at the end of the connecting line.
- Add in any potential contacts (competition, new suppliers, potential clients, international students etc.) and mark them as “potential”.

- Can your current contacts connect you with other contacts? Perhaps you could invite your contact to a social or work-related event and ask him/her to extend the invitation to his/her contact.
- Once you have drawn your map, you can then assess the value and the health of your relationship with each contact (be sure to mark in all contacts and not just those with whom you have a successful relationship). What do you need to do to ensure the relationship is nurtured for the long term?



Staying in contact

- Continue the contact after an initial meeting (make a note to do so in a month or so). Call them to stay in touch, share information or pursue a joint interest.
- When you come across any pertinent information or interesting material, send your contacts a copy, or keep them updated through e-mail or voice-mail. Follow-up with them to measure their reaction (some people like to receive information while others don't).
- Review your contact list periodically and create reminders of when to follow up with individuals to ensure that you make a concerted effort to build and maintain rapport.
- Although your relationship is work-related, you will enhance your interaction if you take the time to find out more about the non-work interests of people in your network.
- Make a point of asking your contacts something about their interests or family life, for example:
 - "Did you have a good weekend?" typically opens up the conversation and you will potentially find out about their interests or family life.
 - Write down the names of any family members mentioned or any interests so that you can refer to these in subsequent conversations.

Maintaining relationships

Ineffective networkers allow relationships to go "cold" when there is no immediate work need for regular contact with an individual. Effective networkers continue to nurture the relationship even when there is no immediate work issue bringing them together. However, networking should not

be viewed as a superficial activity. It's important to find topics/issues/concerns of mutual interest and use your shared interests to maintain a valuable relationship

Understand the nature of reciprocal relationships

Networks are built on the premise that they provide mutual benefit. As such it is perfectly OK to ask for help today because there is a mutual understanding that you will provide help sometime in the future. To ensure maximum leverage of your network relationships:

- Introduce your contacts so that they can grow their own networks.
- Set up a vehicle for exchanging information (if meetings are viable, you can get a better perspective on how people stand on certain issues and use this information when you need to get their buy-in).
- Ask for help but come prepared to negotiate particularly if you are looking for resources. Have important information to hand e.g. priority of issue as it relates to organizational success, stakeholder impact etc.
- Networks demand respect not authoritative or dictatorial approaches (regardless of the hierarchical relationship).
- To get what you want from your network you will need to use a variety of interpersonal skills. Remember that everyone likes to be treated differently so vary your approach depending upon the likes/dislikes and personality style of the individual.
- Keep your "ear to the ground" to remain aware of your network's needs. Offer support to individuals without being asked to do.
- Be honest and candid with your contacts. Share all the information you know. Don't hold back information, as information is only powerful when it is shared.
- Find ways to help your contacts be successful.
- Understanding the nature of reciprocal relationships

General assignments

- Initiate a visit to a dissatisfied community partner to troubleshoot problems.
- Make peace with someone at Langara with whom you have had conflict.
- Work to resolve conflict among two different departments (see "Resolving conflict" in the "Collegiality" section of this Guide.)
- Sponsor a strategic initiative.
- Act as a consultant on a problem outside of your current role.

Books

What People Want: A Manager's Guide to Building Relationships That Work, Terry R. Bacon (Nicholas Brealey Publishing, 2011)

With an eye toward the changing demographics and complexity of today's workplace, What People Want uncovers the truth about what people really want from their relationships at work.

Networking Like a Pro: Turning Contacts into Connections, Ivan Misner, David Alexander & Brian Hilliard (Entrepreneur Press, 2010)

Networking Like a Pro recognizes the unique skills and practice required to form mutually beneficial relationships and keep in touch with others. This book will show you ways to adopt the networking mindset and build profitable, sustainable relationships that help contribute to your bottom line.

Networking for People Who Hate Networking: A Field Guide for Introverts, the Overwhelmed, and the Underconnected, Devora Zack (Berrett-Koehler, 2010)

This book is for the more reflective type, those who have shied away from networking because they think of networking as constant contact and small talk. The book shows how the very traits that ordinarily make people avoid networking can be harnessed to forge an approach that is just as effective as more traditional approaches, if not better.

The Networking Survival Guide: Get the Success You Want By Tapping Into the People You Know, Diane Darling (Paperback, 2003)

This book takes the reader step by step through each phase of the networking process, and helps you find the style and approach that's right for you. Practical tips are provided to help overcome shyness and proven "scripts" are provided to help you network successfully over the phone, online, on the job, at business events, and on social occasions.

Networlding: Building Relationships and Opportunities for Success, Melissa Giovagnoli & Jocelyn Carter-Miller (Jossey-Bass Publishers, 2000).

This book shows you how to build the mutually beneficial relationships that are the real keys to job satisfaction, career advancement, and personal fulfillment in the 21st century. The authors offer transformational, seven-step networlding process built on their unique support exchange model. They explain how you can use Networlding to generate a constant flow of exciting opportunities for expanding your career, starting a new business, or launching a community project. A wealth of practical tools, including quizzes, exercises, and risk-free simulations, help you create the kind of connections that are today's best catalysts for career success. (from back cover)

People Styles at Work: Making Bad Relationships Good and Good Relationships Better, Robert Bolton & Dorothy Grover Bolton (AMACOM/American Management Asoka, 1996)

Authors' quote: 'The ability to relate well to people has become a critical factor for success in nearly every position in the modern organization' This practical book explores 4 different 'people styles' i.e. driver, analytical, amiable, and expressive to help to build a better understanding of people and to explore the key to productive relationships.

Articles

Sailing the Seven C's of Collaborative Business Relationships

<http://www.abetterworkplace.com/038.html>

The Seven C's provide a platform for building a culture where teamwork thrives, including how effectively you build relationships and your ability to forward action and get results.

Building deeper relationships with the Johari Window

<http://www.theinnovationcenter.org/files/doc/A4/CLW%20pp%20120%20Building%20Deeper%20Relationships%20with%20the%20Johari%20Window.pdf>

The Center for Ethical Leadership introduces the Johari Window as a tool to foster deeper conversations and ultimately create stronger relationships.

Websites

CEO Forum

<http://ceoforum.com.au/>

Ceoforum is a website designed specifically for CEO's but is just as useful for anyone wanting to be successful in business. It includes articles and resources on effective networking.

Programs offered by Langara Continuing Studies

CDVL 1087: Introduction to Nonviolent Communication-

"Language of the Heart", also known as Nonviolent Communication (NVC), was developed by Marshall Rosenberg. In this interactive workshop, you'll gain a basic understanding of how NVC can bring empathy and compassion into your life, get your needs met and deepen your connection with others. You will also have an opportunity to use the language of NVC and get some practice.

CDVL 1054: Communication with Compassion - Level 1

What is the difference between communication that releases people's natural desire to collaborate and communication that creates conflict? This introduction to needs-based communication is based on the work of Marshall Rosenberg and his book "Nonviolent Communication: A Language of Life". Learn the skills that will help you develop meaningful connections and interactions with others.

Communication

...using the power of personal interaction and language to effectively influence, inspire and lead others

Importance of communication

As a leader, every opportunity you have to communicate is important whether it's to a team, larger group, one-on-one or a casual meeting in the hallway. It's important because:

- To others you are an influential part of the organization
- Your communication demonstrates how much you care about others' opinions and their well-being.
- Through your communication, you project your leadership style and credibility.

Listening

Listening effectively is key if you want to communicate well.

- Concentrate on what you are hearing, not on how you are going to respond.
- Paying attention to the speaker's non-verbal cues.
- Ask open ending and probing questions to increase your understanding of the speaker's needs.
- Paraphrase what you have heard to test your understanding.
 - Paraphrasing is a brief restatement of what another person has said. It focuses on content, i.e., information, ideas, facts and opinions. Practice paraphrasing with a colleague who can give you feedback on how well you are doing.
- Use reflective statements:
 - Reflective statements are short, declarative statements that capture the speaker's feeling or emotions. To create reflective statements, listen for words that indicate feelings, i.e., happy, sad, worried, etc., and watch for nonverbal clues that indicate how the speaker is feeling, e.g. "I sense that you are concerned with..."
- Use appropriate non-verbal cues (e.g. relaxed open posture, maintain eye contact, nod to show interest).
- Allow for silences.
- Minimize distractions (e.g. telephone calls, interruptions, etc.).
- Respond in a way that shows you have not only heard but that you are considering and taking into account what was said.

Listening versus talking

Analyze how much time you spend talking rather than listening. Over the next little while try to keep a track of how much time you spend listening as opposed to speaking. Pay particular attention during meetings, when you are trying to sell an idea or when you disagree with another's point of view, as these are typically times when we do more talking than listening.

After your next meeting or conversation, try this evaluation checklist to determine how well you listened. Ask a colleague to provide you with the same feedback. Did you:

- Interrupt?
- Feel impatient while another person spoke?
- Find the speaker correcting your interpretation of what he/she had said?
- Give any indication through your verbal or non-verbal cues that you were bored with what was being said?
- Have more to say than the other person(s)?
- Find yourself thinking more about what you wanted to say next rather than what the other person was saying?
- Do you remember more about what you said than about what anyone else said?

If you answered yes to any of these questions, you are probably not listening as well as you might and are probably missing out on useful information and ideas.

Reasons for not listening

Consider some of the reasons you don't listen to people as well as you might. For example, perhaps you:

- Don't have enough time for the conversation.
- Have a hard time concentrating.
- Don't feel like making the effort.
- Think you know what the person will say before they say it.
- Don't respect and/or like the person.
- Feel that the person's opinions are irrelevant.
- Think the person is boring.

Whenever you anticipate encountering any of the above situations, determine beforehand what you will do differently to ensure that you listen carefully.

If you get bored easily while listening to others:

- Practice how to use summary statements to bring a long conversation or drawn out story to a close (e.g. "As I understand it, the main problem with the new system is that it does not meet your students' needs"). A summary statement need not imply agreement but it forces the discussion forward. A summary statement shows that you have understood the speaker's message and now you want to move along.

- Avoid sorting out your papers around or use your keyboard, etc. when talking with someone on the telephone. It is difficult to truly listen if you are engaged in other activities.

If you find it difficult to concentrate in a group meeting:

- Sit close to the speaker (usually at the front).
- Look at the speaker, make eye contact.
- Try to learn something from the speaker's delivery or style.
- Observe other people who are demonstrating poor group behaviours (e.g. having side conversations, moving paper around, leaning away) and imagine yourself as the speaker. This may prevent you from displaying equally rude behaviours.
- Ask questions to create dialogue about the topic.

Being open-minded and approachable

Do you accept that others have different and sometimes better ways of doing things? Do you value the diversity of others' opinions and ideas? All of us are narrow-minded to some extent thus making us appear inconsiderate, less approachable to others and less effective communicators.

- Next time you have a conversation with someone whose opinion you do not particularly respect, hold off giving your opinion. Listen carefully and let the person know that you will consider their ideas/opinions overnight. Try to see something positive in what the person had to say and do what you can to advance its cause (obviously, you will need to weigh the risks, but unless the idea/opinion is potentially damaging try not to dismiss the idea immediately).
- Question yourself. Why do you feel so strongly opposed to a particular idea or opinion? Do you think you've seen it all before? Do you lack respect for a particular individual and therefore anything he/she says? Do you fear the change? Once you have found the root cause of your opinions/feelings, start to question yourself further, eventually you may determine why you are being stubborn or narrow-minded and find it easier to change.

Communicating clearly

Basic principles of communication should always be adhered to and are particularly critical when attempting to communicate complex information:

- Style and delivery is as important as content when communicating.
- Using clear and simple language is the best way of communicating. Wordiness is not an indication of knowledge or power but instead, can obscure the message and distract or even annoy your audience. The same is true of using "jargon."
- Organize your thoughts and determine the most appropriate medium of communication in advance. If you feel that people often miss the point you are trying to make, particularly when the information you are attempting to communicate is complex, you may need to alter the method of communicating.

- Identify the major theme or idea you wish to express and develop it into a clear and concise statement or set of statements.
- Organize your supporting ideas into a logical flow that leads up to the point you are trying to get across.
- If you are making your point orally, ask the listener if the message is clear to him or her.
- If you are making your point in writing, ask a trusted colleague or friend to review your document to ensure the message is clear to him or her.
- Determine whether you chose the correct medium to communicate by asking the listener for feedback – would there have been a more effective way to have gotten your point across, e.g., in person instead of in writing.

Presentations

General tips:

- Practice in front of a mirror, another person or make a video tape and review with a trusted colleague.
- Pursue opportunities to give more presentations. Start with a group you feel most comfortable with.
- Anticipate questions and prepare in advance. The best way is to speak to as many of the audience before the presentation so that you can ask what their questions are or if they have any concerns. That way you can address those questions and concerns upfront in your presentation and you will not be caught off guard.
- Seek feedback on your use of gestures, grammar, vocal expressions, delivery style etc.
- Vary visual aids.
- Make eye-contact with the audience while you are speaking.
- Use note cards or an outline.
- Breathe, avoid excessive caffeine, relax and be yourself. If you are not yourself, you will come across as stiff or false.
- Use humour and stories, it brings your message to life.

Preparing for the presentation

- What is the need for the presentation?
- Who is the audience?
- What do the audience members know about the subject?
- What is the audience's attitude towards me and what can I do beforehand to improve their perception of me? (Relationship, credibility etc.)

- What is important to the audience?
- What are the physical arrangements? (It's always best to visit the space ahead of time to see the limitations and advantages of the room).

Delivering the presentation

Avoid annoying behaviours such as:

- Using a monotone voice.
- Mumbling.
- Repeating too much.
- Appearing unprepared.
- Being vague.
- Using “um”, “er” etc., particularly the first thing you say.
- Mispronounce words.
- Jangling change/keys in your pocket.
- Pacing the stage – movement is good but should be varied and relevant i.e. to engage a particular person.
- Complaining about the equipment.
- Having side jokes/interactions with one or two people while others are left in the dark.

Overcoming nerves:

- A good presenter never fully overcomes nerves. In fact all good presenters are somewhat nervous, they just use this energy. If you are really nervous, try doing something really physical just before your presentation.
- Anxiety decreases with experience so seek out opportunities to present in front of others.
- Your nervousness is much more apparent to you than it is to the audience.
- All presenters make mistakes, just pick up and go on. Do not make a big thing about it.
- Don't put yourself down or expose weaknesses.

Engaging everyone

- Some people will ask questions and make comments while others will sit and reflect on what you are saying. To hear from everyone, ask the audience to write down a question or comment and pass it to the front or tell them that you are going to go around the table in a minute and seek their input (giving them time to write it down first).
- Eye contact helps to keep people engaged.

- If you are presenting or facilitating a long session, tell the audience that you would like to test the “pulse” of the group – “do they need a break right now or would they like to get through a particular discussion/exercise?”

Gaining support for an idea/recommendation

Effective communication also means being able to effectively influence and inspire others. Consider the following:

- Decide whose support is crucial to the implementation of your idea (both formally and informally). Ensure that your ideas are somehow heard by those individuals or groups.
- When presenting an idea or proposal consider what else is going on at that time (either in your team, department and organization) to ensure that you get your timing right. Consider how your idea relates to other priorities in the organization and the readiness of others to accept the change. Remember timing is crucial.
- Think about your audience’s common interests and individual needs, what you can do for them and what’s most important to them. By preparing this information beforehand, you will start to develop your message with regards to the audience. You will capture their attention if you frame what you say with their interests and needs in mind.
- Seek to understand those whose support you are seeking. What sort of information do they like to get, what’s their tolerance for technical information, etc.
- Before making a formal presentation, talk with some of the key people who will be attending (or people who can influence them) so that they have some understanding of the issues and ideas beforehand. Having a group of people in the audience who understand and support your idea will make your job a lot easier.
- Think about the potential objections and obstacles you might face when trying to influence someone or implement change. Develop alternate plans and strategies to handle these potential hurdles.
- People are not always open about their needs or motives but their questions often give hints as to their real needs and concerns. Listen carefully. Try to generate alternate solutions that meet their needs and that you can live with.
- When your ideas are challenged or dismissed, don’t back down just to seek approval. Ask the listener specific questions to determine the reasons for his/her disapproval then answer the questions while continuing to show enthusiasm and energy for your position.
- Avoid a situation where only one side feels their needs have been met. Take charge. If you feel that the discussion is heading in that direction, state your feelings and remind everyone that you are there to find a solution with which everyone is comfortable.
- Don’t get caught up with time pressures. Give people time to mull over your points. Removing deadlines will put you in a stronger position. You will reduce the stress and urgency of having to get others to agree immediately. Remember that your time pressures are of little consequence to others.

- Recognize when your idea is outdated or inappropriate for Langara’s direction. Knowing when to back down on certain issues is important for future success.

Effective ways of being heard

As a leader of this organization you have accountability and obligation to contribute to dialogue and decisions that affect the wellbeing of the organization.

In meetings:

1. Use assertive statements or questions rather than disclaimers (example of a disclaimer might be “you might not agree but I think...”)
2. Use assertive statements like:
 - Here’s what I’m thinking.
 - How have you done this before?
 - May I understand this correctly before I comment?
 - Is this debate helping us to decide XXXX?

General assignments

- Join a Toastmaster Group to become more comfortable speaking in front of groups. Toastmasters provide excellent opportunity to practice in a learning environment.
- Seek out activities that will help you to develop your listening skills. For example, accept a volunteer position such as a counselor or help-line support with a charity organization or local community group (the organization may also provide intensive training).
- Ask to be part of a project team that is responsible for implementing something that you instinctively feel is a waste of time. Don’t try to sabotage the project. Ask lots of questions to gain a better appreciation of why others think the project is such a good idea. Avoid rhetorical questions that aim to prove others wrong. You may, in the end, retain your original opinion but chances are you will have gained a wider perspective of the issues and learned to be more open-minded in the process.
- Try debating for the other side of the argument. You may learn that there are indeed some issues for the other side that are worthy of further consideration.
- Read a book or magazine about something with which you disagree or have a hard time understanding or accepting the content. Try communicating its message to your colleagues.

Books

Harvard Business Review on Communicating Effectively (Harvard Business Review Paperback Series),
Harvard Business Review (Harvard Business Review Press, 2011)

This collection of HBR articles will help you:

- *Pitch your brilliant idea successfully*
- *Connect with your audience*
- *Establish credibility*
- *Inspire others to realize your vision*
- *Adapt to your listeners' decision-making styles*
- *Frame goals around common interests*
- *Build consensus and win concessions*

- *Neutralize stressful conversations*

The Silent Language of Leaders: How Body Language Can Help--or Hurt--How You Lead, Carol Kinsey Goman Ph. D (Jossey-Bass, 2011)

The Silent Language of Leaders will show readers how to take advantage of the most underused skills in the leadership toolkit—nonverbal skills—to improve their credibility and stay ahead of the curve. Goman explains that personal space, physical gestures, posture, facial expressions, and eye contact communicate louder than words and, thus, can be used strategically to help leaders manage, motivate, lead global teams, and communicate clearly in the digital age.

Mastering Communication at Work: How to Lead, Manage, and Influence, Ethan F. Becker & Jon Wortmann (McGraw Hill, 2009)

This book offers an inspiring overview of strategies that will help you become a master communicator. It recognizes that communicating effectively requires intense awareness and practice. Be it presentations, providing critical feedback, selling, motivating your team or interviewing, the book offers practical suggestions on how to maximize the return on your speaking time. It offers insights into how to build trust, credibility and relationships with everyone within and outside the organization. The book is written in a conversational style and the authors make effective use of case studies and examples to drive home their point.

Messages: the communications skills book, Matthew McKay, Martha Davis & Patrick Fanning (New Harbinger, 3rd Edition, 2009)

The book helps readers build their communication skills in all areas of life. It provides guidance on active listening, reading body language, identifying communication styles, conflict resolution, public speaking, and more.

Great Communication Secrets of Great Leaders, John Baldoni (McGraw Hill, 2003)

In this book, readers explore how leaders can develop, deliver and sustain their leadership messages to build greater levels of trust and to achieve desired results.

Articles

Improving Your Communication As A Leader

<http://www.theagileleader.com/2012/01/improving-your-communication-as-a-leader/>

This article explores effective modes of communication and offers guidance to assessing the leadership communication style that works best for you and/or your team.

Websites

Toastmasters International

<http://www.toastmasters.org/tips.asp>

Toastmasters International is a world leader in communication and leadership development. This site offers links to free resources and coaching materials for public speaking, as well as information on local chapters to improve your public speaking & presentation skills.

MindTools

<http://www.mindtools.com>

A website full of resources that will help you learn the practical, straightforward skills you need to excel in your career.

Melcrum Communications

<http://www.melcrum.com/>

Melcrum is a global organization for internal communicators. It has a wealth of information on the site that is free. The information is current and global, providing ideas of how organizations and employees are effectively communicating given current business issues, technology etc. Their printed publications are very good but expensive.

Programs offered by Langara Continuing Studies

GBSC 1004: Business Communications-

This course introduces the fundamentals of interpersonal and group interaction including written, verbal, and non-verbal communication. We look at options in presentation preparation and delivery techniques, awareness of tone, consideration of audience, and selection of indirect and direct message organization. Note: Completion of this course along with Management Communications will provide CM1 & Public Speaking exemption from CGA.

GBSC 1007: Management Communications-

Take your communication skills to the next level. Learn the techniques of writing documentation and procedures both clearly and effectively. Learn to deliver brief business presentations for today's supervisory role. This course takes an in-depth approach to writing report conventions and documenting sources, as well as writing summaries, reports, instructions, and procedures.

SSCP 1009: Communicating Effectively-

Communicating effectively is vital to the success of every manager and team. Take a new look at your role as an effective communicator and learn ways to improve the overall communication process. Learn how different personality types send and receive messages. Identify communication barriers to reduce fly-bys and ensure common understanding. Gain insight into your role in communicating change.

BSAD 1113: Public Speaking

Learn to deliver brief business presentations that are commonplace in a supervisory role. Students will learn to develop oral communication skills in a mutually supportive and interactive environment. This course will help students become more confident in speaking in public. Note: Students can take this course to receive Public Speaking completion for the CGA program if the Communication requirement has been accepted by CGA.

CDVL 1001: Workshops that Work

Learn or upgrade your skills as a trainer or workshop facilitator. Explore the fine art of getting a group engaged, motivated and thinking. Using the principles of adult learning theory, participants will build a workshop design template. We'll also practice tools for engaging diverse participants in a workshop environment and learn to manage groups through difficult topics.

CDVL 1087: Introduction to Non-Violent Communications

"Language of the Heart", also known as Nonviolent Communication (NVC), was developed by Marshall Rosenberg. In this interactive workshop, you'll gain a basic understanding of how NVC can bring empathy and compassion into your life, get your needs met and deepen your connection with others. You will also have an opportunity to use the language of NVC and get some practice.

CDVL 1054: Communication with Compassion - Level 1

What is the difference between communication that releases people's natural desire to collaborate and communication that creates conflict? This introduction to needs-based communication is based on the work of Marshall Rosenberg and his book "Nonviolent Communication: A Language of Life". Learn the

*skills that will help you develop meaningful connections and interactions with others. Required text:
"Nonviolent Communication - A Language of Life" by Marshall Rosenberg*