



**Bridging Leadership
Introductory Seminar**

Leadership for Social Change

Introductory Question(s)

- **Please introduce yourself and tell us about your home.**

– or –

- **What is the road not taken for you?**

Seminar Objectives

- **To better understand one's leadership attributes and challenges**
- **To increase participants' understanding of the critical role of collaborative leadership in bridging societal divides**
- **To begin to develop the capacities needed to build and sustain collaboration**

Training Agenda

- **Day 1- Learning about Ourselves and Our Environment**

Theme: Understanding Leadership and Societal Divides

- **Day 2- Learning about Others**

Theme: Defining and addressing stakeholder interests leading to collaborative activity

- **Day 3- Learning to Act Together**

Theme: Managing personal and group resources and collaborative processes to build effective partnerships

Working Groups

- **Large Group**
- **Small Groups**
- **Real Time (Consulting)**

Suggestions on how to make the most of the seminar

- **Jump in, assume trust**
- **Taste everything**
- **Take responsibility for yourself and your learning**
- **Share your ideas, questions, experiences**
- **Suspend pre-conceived notions**
- **Listen deeply**

Suggested Agreements

- **Be on time**
- **Be at all sessions**
- **Keep Confidentiality**

Theories of Leadership

- **Great man theory**
- **Trait theory**
- **Charismatic leadership**
- **Situational leadership**
- **Servant leadership**
- **Transformational leadership**

Analysis of Current State of Leadership and Theory

- Leader as... Superman
- Leader as ... Authority
- Leader as ... Technician
- Leader as... Manager

Leadership Distinctions

- **Technical vs. Adaptive**
- **Authority vs. Leadership**
- **Individual vs. Collaborative**
- **Risk Averse vs. Risk Taking***

**Source: Marty Linsky, October 2002.*



Bridging Leadership Working Definition

**The leadership practices and processes
that support collaboration**

Processes = “Concertación”



Working Definitions

- **Divides – Social, political, economic, cultural, ethnic and/or religious barriers that prevent groups and societies from communicating and working together**

Working Definitions

- **Bridging Process – Bridging is the removal of barriers that prevent groups from finding common ground and working together towards sustainable solutions**

** Convene Stakeholders, Build Consensus, Act*

BRIDGE

DIVIDES

Society

Organization

Individual

Trust

Common Perspective

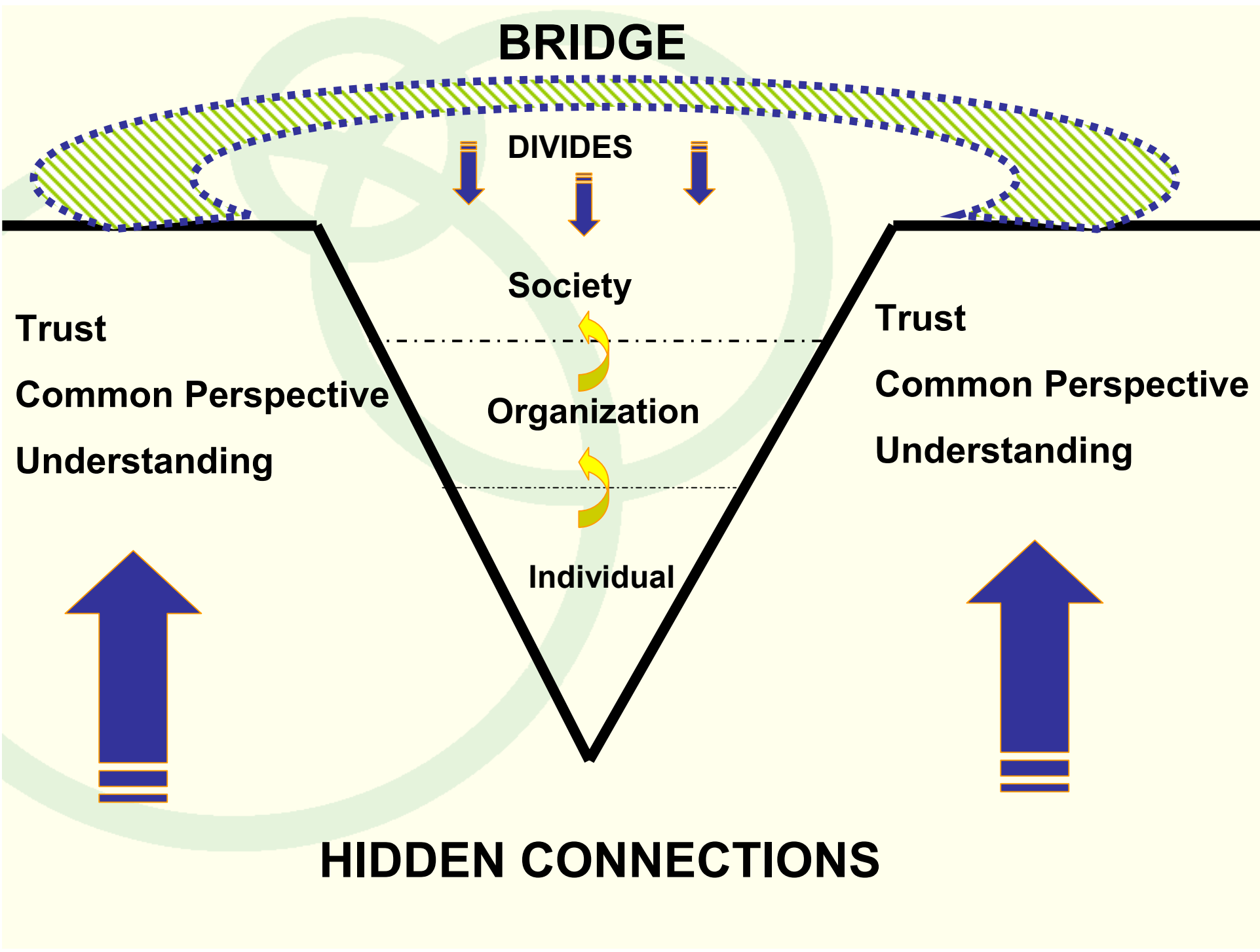
Understanding

Trust

Common Perspective

Understanding

HIDDEN CONNECTIONS



HDI – Small Groups Discussions

Guiding Questions

- **What would you consider the most serious social problems in (South Africa)? Why?**
- **What region has the most prospects for Development? Why?**
- **Why is data important? What can it tell us? What is left out? How else can we gather information?**

**Please pick one group member to present your findings to the larger group.*

HDI – Large Group Discussions

Guiding Questions

- **What does the data tell us about the region?**
- **What are the gaps, divides and polarized items represented in the data?**
- **What is missing from the analysis?**
- **What are the factors behind the data?**
- **Does the data reflect the region as you know it?**

Purpose Definition

- **Purpose – Living and acting out of a deeply-felt connection to our source of inspiration, that which gives our work and life meaning.**



Purpose Presentation Instructions

Create a one sentence statement of purpose. Repeat it to yourself three times before doing anything.

Purpose Presentation Instructions

- **Present your purpose to the group – a vision for the world, a project, your occupation – any scale you choose.**
- **Each presentation will be two minutes total.**
- **You will have ten minutes to prepare.**

Giving Feedback Guide

- **Come from a sincere place to be helpful**
- **Be direct**
- **Hold to a high standard**
- **Focus on leadership qualities more than presentation**
- **Be willing to be intuitive, make leaps**
- **Give wishes**

Receiving Feedback Guide

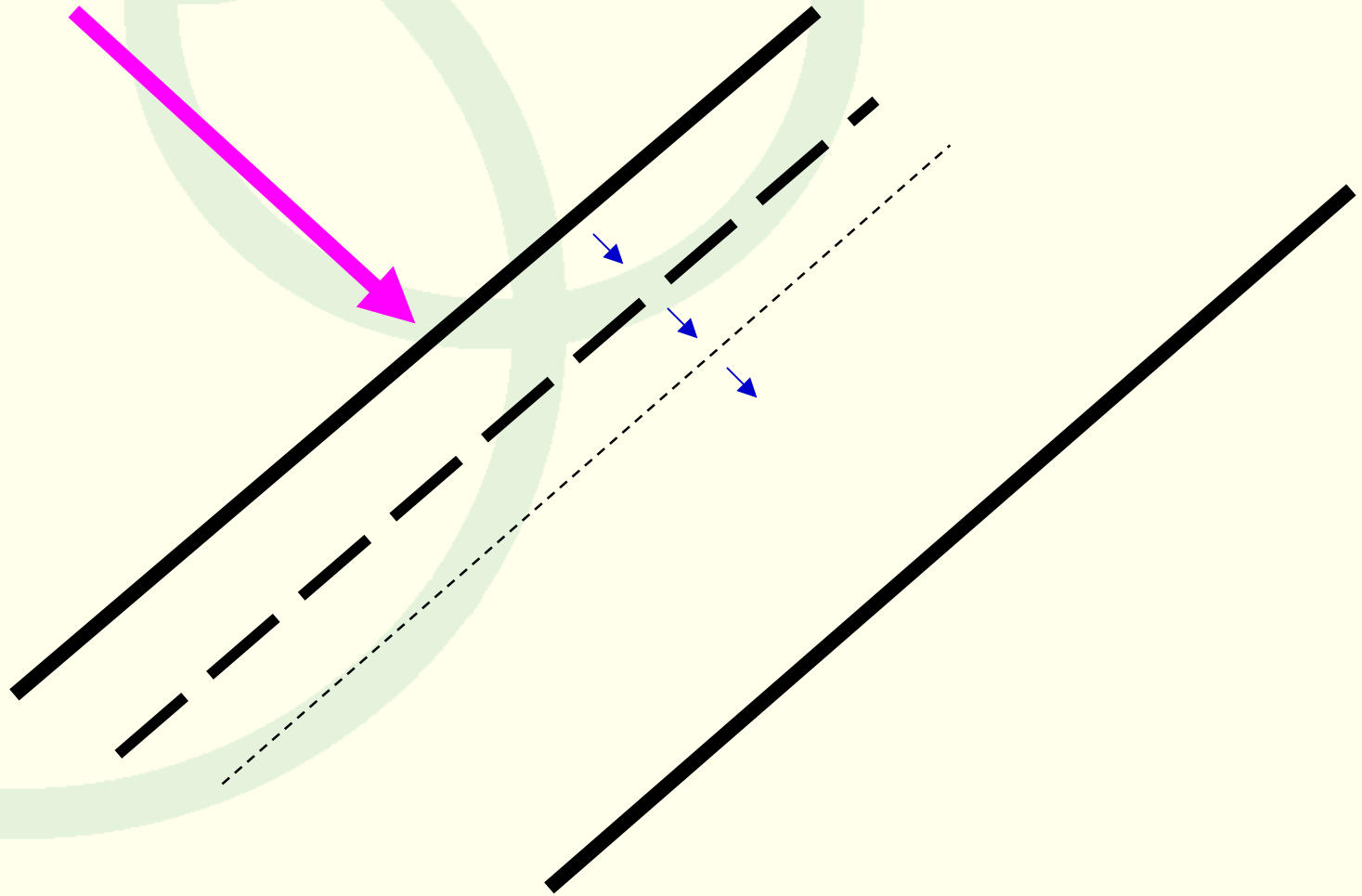
- **Try to suspend ego**
- **Recognize being Defensive**
- **Look for patterns**
- **Listen fully – (Take notes afterwards or have someone else take notes)**
- **Think about posture and body language**
- **Say thank you afterwards**

Real Time Consulting – Session 1

Instructions

- **You have approximately 45 minutes**
- **Please review the three leadership challenges. Divide the allotted time accordingly.**
- **Briefly explain the leadership challenge giving sufficient information to allow for understanding and input**
- **In discussion, analyze the presented situation with the following items:**
 - **Type of Problem (Technical vs. Adaptive)**
 - **Where Authority is needed?**
 - **Where leadership is needed?**
 - **What are the divides?**
- **Focus on listening and feedback**

Intention vs. Impact



360° Evaluation Guide

- **Place next to the five highest average scores**
- → **Place next to the five lowest average scores**
- B** → **Place next to the “blind spots” where the difference between the average and your score is greater than 2**
- W** → **Place next to the questions where there is an especially wide range of individual responses**

Homework for Day 2

- **Review 360° degree Feedback**
- **Read Adam Kahane Article**
- **Read Tessie Fernandez Case Study**
- **Read Systems Thinking Article**
- **Review “Stakeholder Analysis” by Allen & Kilvington**

Listening Skills

- **Paraphrasing**
- **Summarizing**
- **Clarifying**
- **Acknowledging**
- **Encouraging**
- **Supporting**
- **Delegating**

Active Listening Exercise

- **Eight minutes each**
- **One person talks about a Leadership Challenge**
- **The others practice active listening**
- **Quick 5 minute debrief at conclusion**

Systems Thinking



- **A system is an entity that maintains its existence and functions as a whole through the interaction of its parts.**

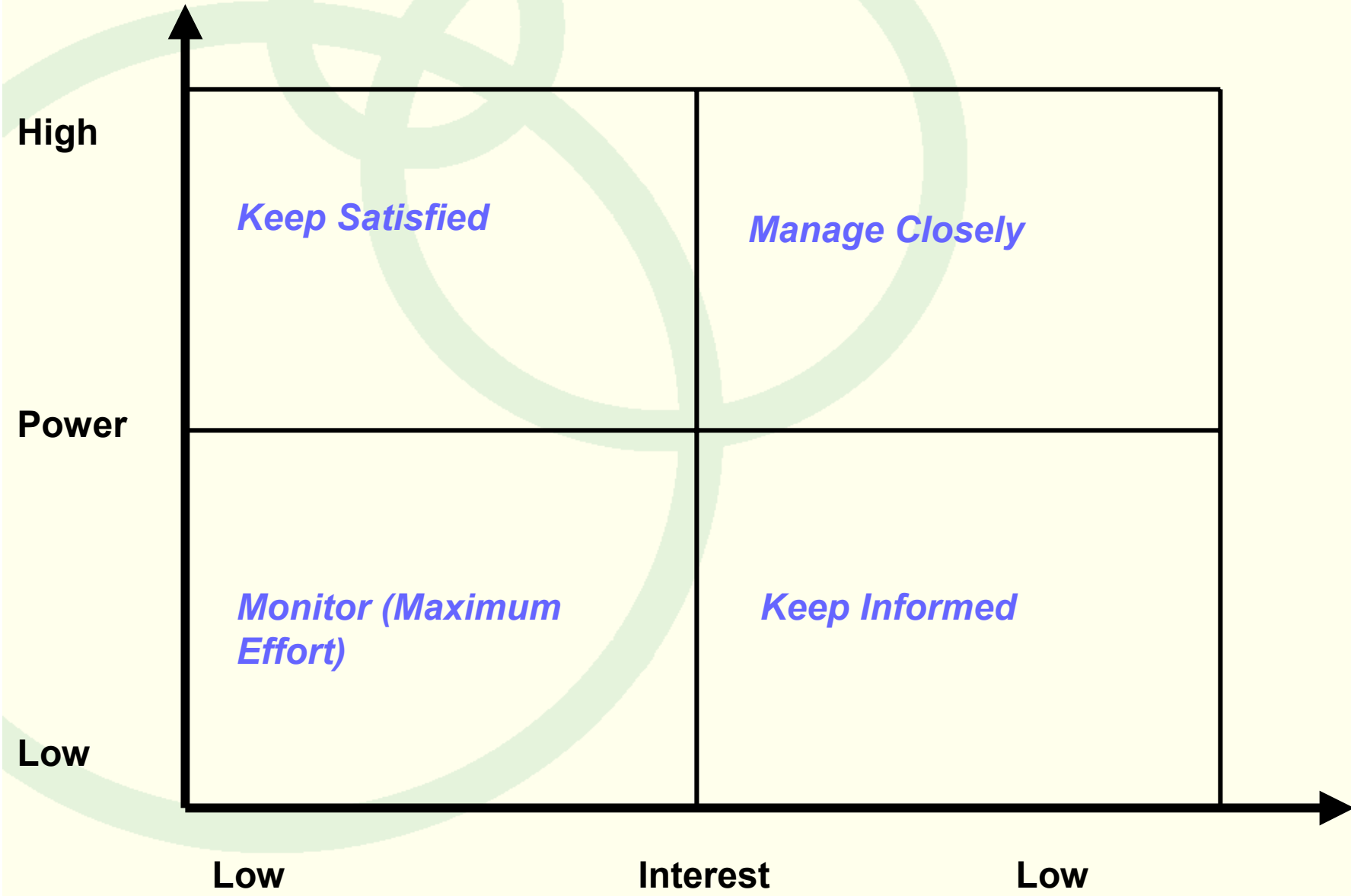
Stakeholder Analysis Definition

- **Stakeholder Analysis-** The process of determining and evaluating each affected person, group or organization and their relationship to the pertinent issue.

Stakeholder Matrix

	Names	Relationships	Interest	Most Preferred Outcome
Direct Effect				
Indirect Effect				

Stakeholder Prioritization



Stakeholder Discussion

- **45 minutes**
- **Identify the stakeholders**
- **For each stakeholder identify their interests**
- **For each stakeholder identify their current role**

Homework for Day 3

- **Case Study Readings:**
 - FECHAC
 - A Man of Courage, KZN 2
- **Articles on Building Partnership**
 - Building Partnerships Between Corporations and NGO's Article
 - “Principles for Partnership” Article
- **Jaworski Chapter 16 “Dialogue” in the book titled *Synchronicity***



Personal Ecology

- **Maintaining the balance, pace and efficiency to sustain our energy for development work over a lifetime.**

Personal Ecology Assessment

- **Force Field Analysis**
- **Time Management Matrix**
- **Urgency Index**
- **Self-Care Assessment**

Force Field Analysis

- Write a large T on your paper
- On the top of the left column write “LIST DRIVING FORCES”
- On the top of the right column write “LIST RESTRAINING FORCES”
- On top of the T write down your vision
- Fill in the forces that contribute on both sides in terms of personal, organizational and social forces.
- Under each force, draw an arrow relative to the size of the force

Time Management Matrix

Urgent

Not Urgent

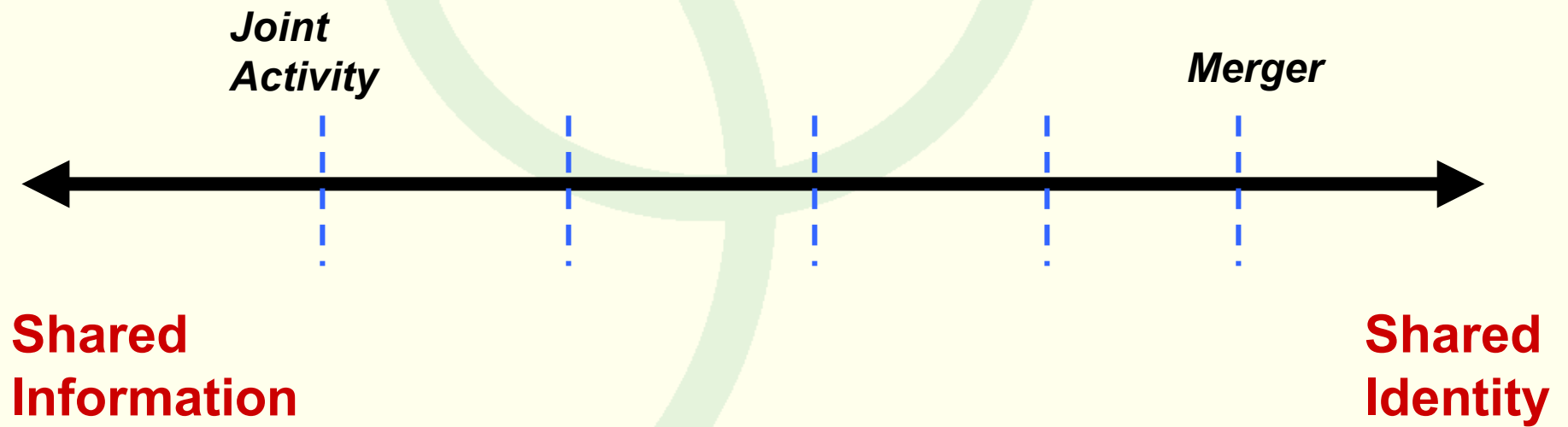
Important

Not Important

Group Ecology

- **Maintaining the balance of individual agendas, ensuring effective communication and creating a learning and supportive atmosphere to make the work of the group sustainable over time.**
- **Team Performance Inventory**
- **Team Assessment Worksheet**

Shared Risk, Responsibility and Reward



SOURCES OF POWER

(Exercising Power)

- **Positional:** organizational authority
- **Referred:** connections to others
- **Expert:** knowledge and experience
- **Obstructive:** ability to coerce or block initiative
- **Personal:** charisma, energy, vision
- **Collaborative:** ability to join energies in partnership with others
- **Institutional:** economic, legal, political power wielded by institutions
- **Cultural:** related to cultural norms
- **Structural:** covertly or implicitly exercised by dominant institutions of soc.
- **Transcendent:** aligning with “higher” power

Bridging Leadership Roles

Communicator: Articulate purpose in a way that involves others

Convener: Make sure the right people are at the table and stay there

Visioner: Help people see common interests and the benefits of joint effort

Trust builder: forge chains of trust that last

Process designer: Help people design a transparent, credible process

Mediator: Assist participants in meeting needs, product and relationship

Critical Functions

- **Makes relationship building a priority**
- **Ensures that there's a "champion" for the effort**
- **Helps everyone engage problem-solving creatively, valuing diversity**
- **Acknowledges and celebrates "small successes", sharing credit widely**
- **Provides confidence, hope and resilience**

Bridging Leader Attributes

- **Clear competence**
- **Comfortable with risk and responsibility**
- **Know how to deal with chaos**
- **Future oriented**
- **Good political skills**
- **Keen sense of timing**
- **Able to capture the voice of key stakeholders**
- **Good interpersonal skills, especially good listeners**
- **Sensitive to critical issues across cultures**

Bridging Leader Qualities

- **Combine tremendous persistence, energy and resolve with low ego needs**
- **Passionate about achieving desired outcome and willing to persevere**
- **Pull others (rather than push them)**
- **Think systemically and see interconnections in complex environment**

Principles of Partnership

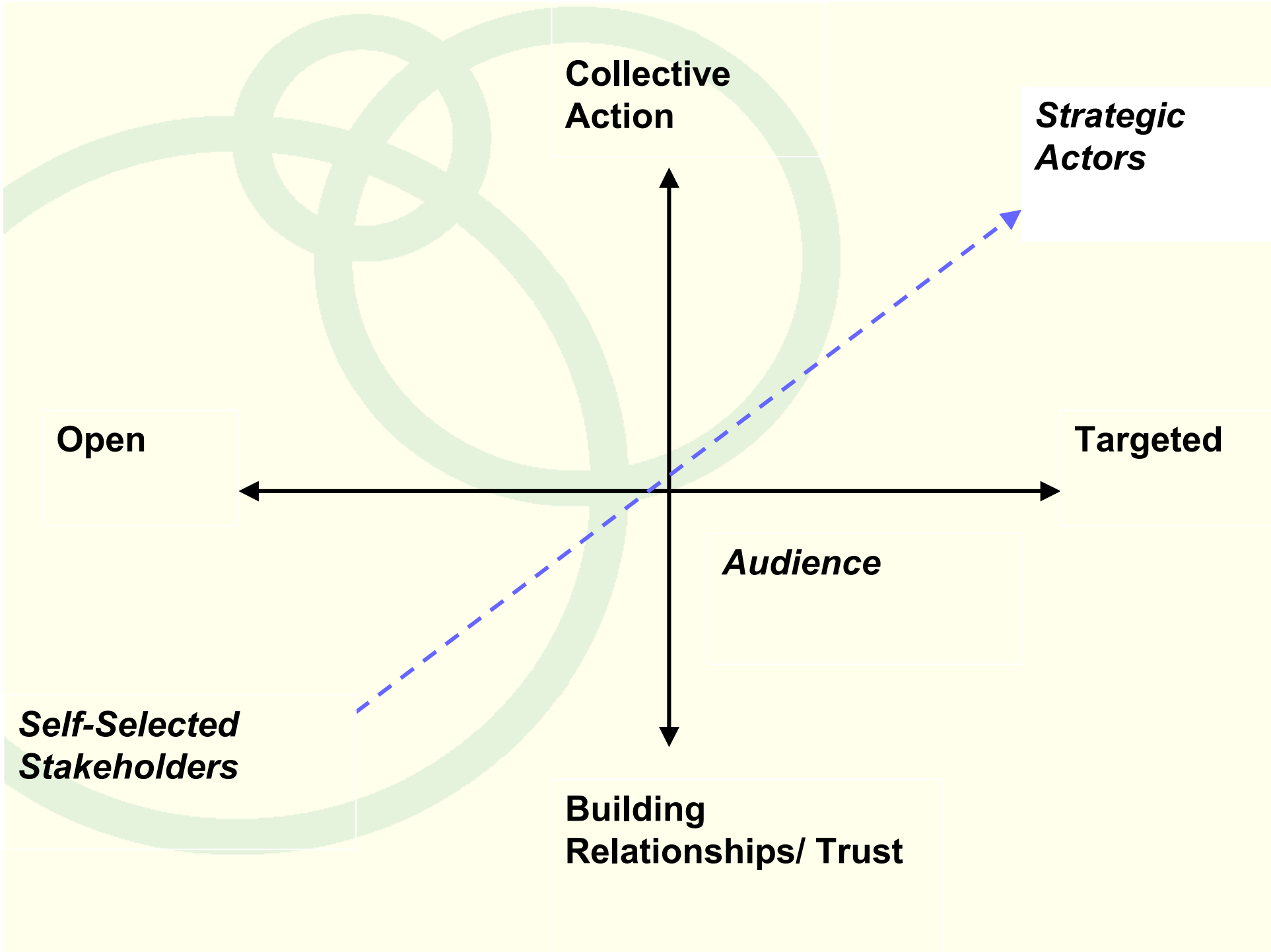
- 1. There is a minimal level of skills and competencies needed**
- 2. A partnership is a dynamic relationship and requires constant nurturing**
- 3. The basic components function interdependently**
- 4. A change in any one of the parts affects the whole**
- 5. Activities should be linked to mutually agreed upon desired results**

Principles *Continued*

- 6. Programs should be based on a mutual understanding of local reality**
- 7. Institutional cultures matter, and should be made explicit (structures etc.)**
- 8. The more capable the organization, the stronger the partnership (ID matters)**
- 9. The alliance should strengthen, not weaken, each partner**
- 10. Complimentarity is more important than compatibility**

Bridging Dialogue

- **A process of collective thinking and communication in which mutual understanding and trust are developed, new relationships formed, and barriers and obstacles removed.**
- **Concertación: Convene–Consensus-Action**



Dialogue Stages

- **Deciding to Engage in Dialogue**
- **Mapping and naming problems and relationships**
- **Probing problems and relationships to choose a direction**
- **Scenario-Building – experiencing a changing relationship**
- **Acting together to make change happen**

** From Harold H. Saunders, A Public Peace Process*

TRUST

- **INHIBITORS:** Behaviors that consistently sabotage good dialogue; evoke defensiveness, less listening, less authenticity and, in the end, produce less partnership and trust, while rarely changing opinions or actions
- **ENHANCERS:** Behaviors that facilitate effective communication, good dialogue and building shared understanding