



Flood-Based Livelihoods
Network Foundation



META
META

Into

Leadership Skills

The Foundation of Leadership

- Leaders need to have values and vision and to be authentic and agile, aligned and on purpose





VALUES

Values

- Our true values reside within us at the deepest level. Those values are universal
- Ethical behaviour reflects those values
- Reality can be a confirmation that many of those in power lack sufficient inner values and do not lead their lives guided by values
- Buried and different layers – values are not always visible



- At present encouraged by the business model, expect and demand financial returns, not measured in human terms
- The business-oriented model and mentality is not longer considered sustainable or acceptable
- We need values-driven people, this means collective values not selfish values
- How to penetrate the conscious mind of the aspiring leader to have him or her access values and other vital qualitties?
- Are your personal values aligned with the organisations values where you work?
- Choice: To quit, to take responsaility to change the existing organization values

Vision

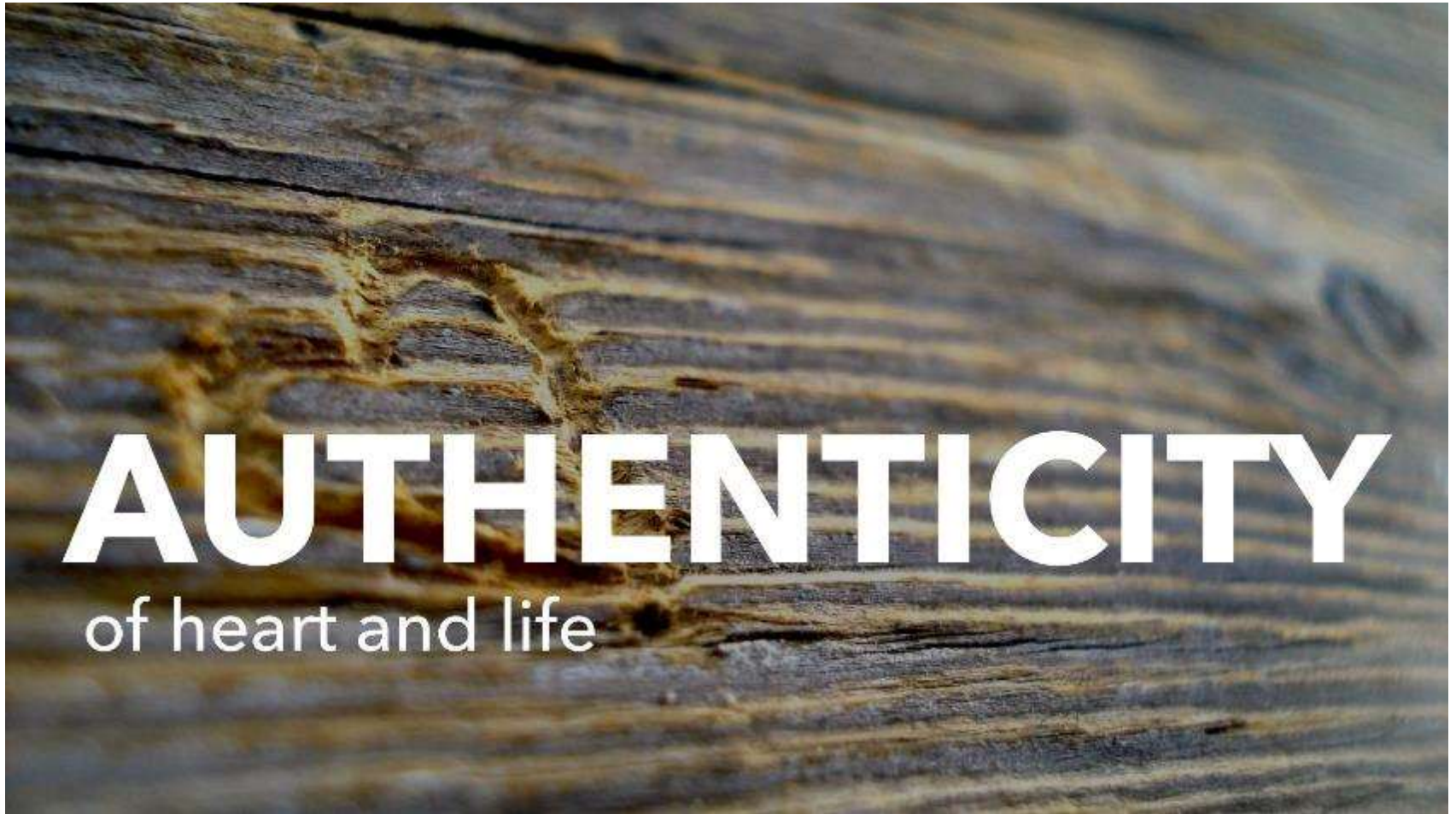


Vision

- Leaders must have an all-inclusive vision
- They must discover and take account on their impact everywhere
- Leaders get sometimes fixated on the financial bottom line, they can become blind
- Look out side through the window to the larger world
- Consider the impact of their decision

- Do the decisions perpetuate old ways and therefore more social and environmental injustice?
- Long term visions are often at risk of being downgraded and devalued
- There is more focus on to deliver immediate financial results
- What are the negative consequences?

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Being who we really are

- It is about freeing ourselves from parental, social, and culture conditioning
- The false beliefs and assumptions we have accumulated along the way

Freeing our self of fear:

- Of what others might think
- Of being different, and rejected
- Fear of failure,
- Of being out side of the comfort zone



Who are you?

- Pure consciousness (awareness)
- Will, choice (responsibility)
- Self-accepting, self-directing
- Free from distortion, restriction
- Freedom to chose self-regulation
- Not longer victim of circumstances



Agility

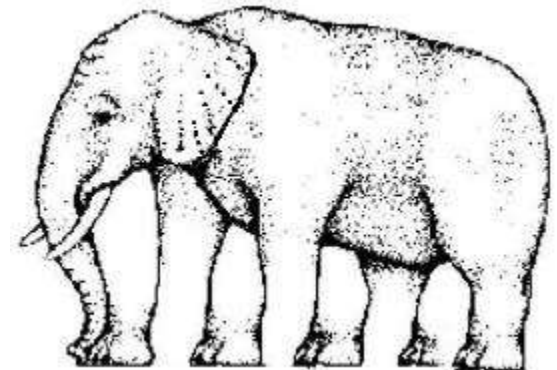


Connective awareness

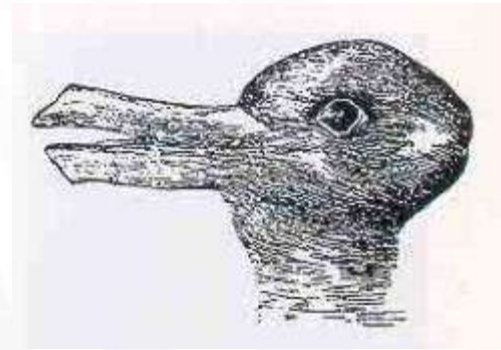
- Connective awareness is what allows you to hold different ideas and experiences loosely, whilst you compare and contrast them and make meaningful connections between them

Reflective judgement

- Reflective judgement is the thought process where you evaluate what is true and which is the best course of action



Agility

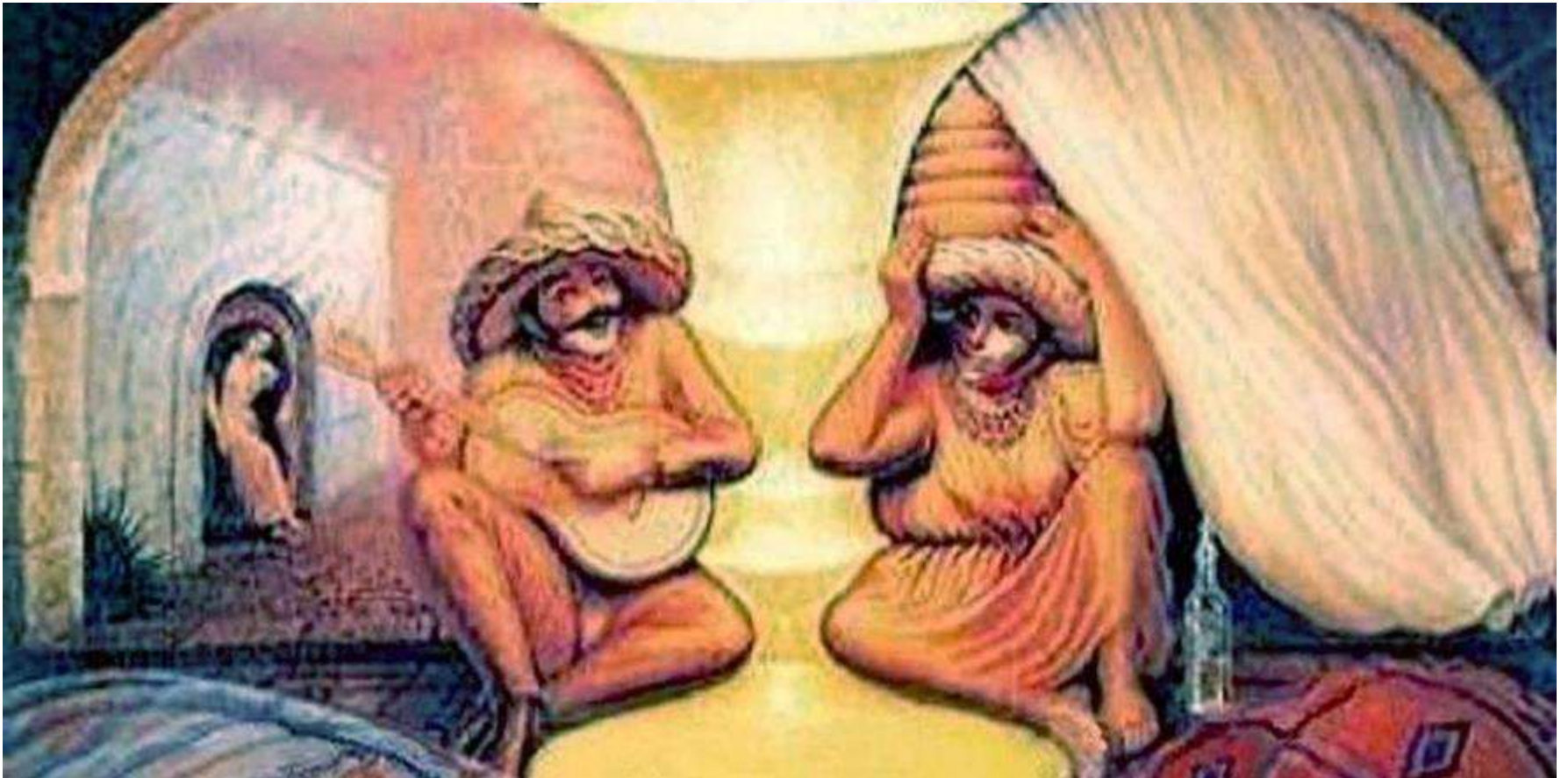


- To identify and diagnose key issues
- To generate and develop possible options
- To decide on the best solutions

- The ability to be flexible and creative
- The willingness to change direction quickly when new conditions so demand, with not fear
- the connective awareness to hold mental and emotional tension.
- Stopping fixed habit patterns . Agility in all ages
- Help your agility by avoiding repetition in things you do.
- Do something different



Thinking out of the box



When you look in different way, you can get values solutions



Alignment

Alignment

Building alignment means ensuring that each and every person understands his or her role in making the vision a reality.



Alignment

- At minimum: Between the members of the board or of a work team to achievement of a goal of a agreed way of working. This type of alignment is important
- The inner or psychological alignment within leaders themselves
- What is inner alignment?
- Reflecting lives lived thus far, and to contemplate a fundamental re-setting of their inner compass, before engaging the world with a new framework for the reclaiming of their own authenticity and influence in life.

- Inner conflict, about organisation decision
- 93 percent of employees don't fully understand their company's business strategies and what's expected of them as individuals to achieve those goals.
- process of realignment. Whenever you're feeling like you have to push, *it's time to realign*. Whenever you're feeling like you're not enjoying life, *it's time to realign*. Whenever you feel like you're trying to fulfill a quota or expectation, *it's time to realign*.





"Effective leaders also understand that alignment is not something to check off a to-do list. Alignment is a *dynamic, ongoing process* that requires continual monitoring and realigning as conditions and needs change."

talent gear

Purpose

The reason for which something is done or created or for which something exists.



- For the first time ever we have the capability to meet the basic need of everyone on the planet, in terms of food, water, shelter, health and education, in the same time we have gained the capability to destroy it partly
- Is our individual purpose contribute to the whole universal purpose? Why?
- Our purpose can change as an effect of the changing human conditions
- We can manifest our propose wherever we find our self.



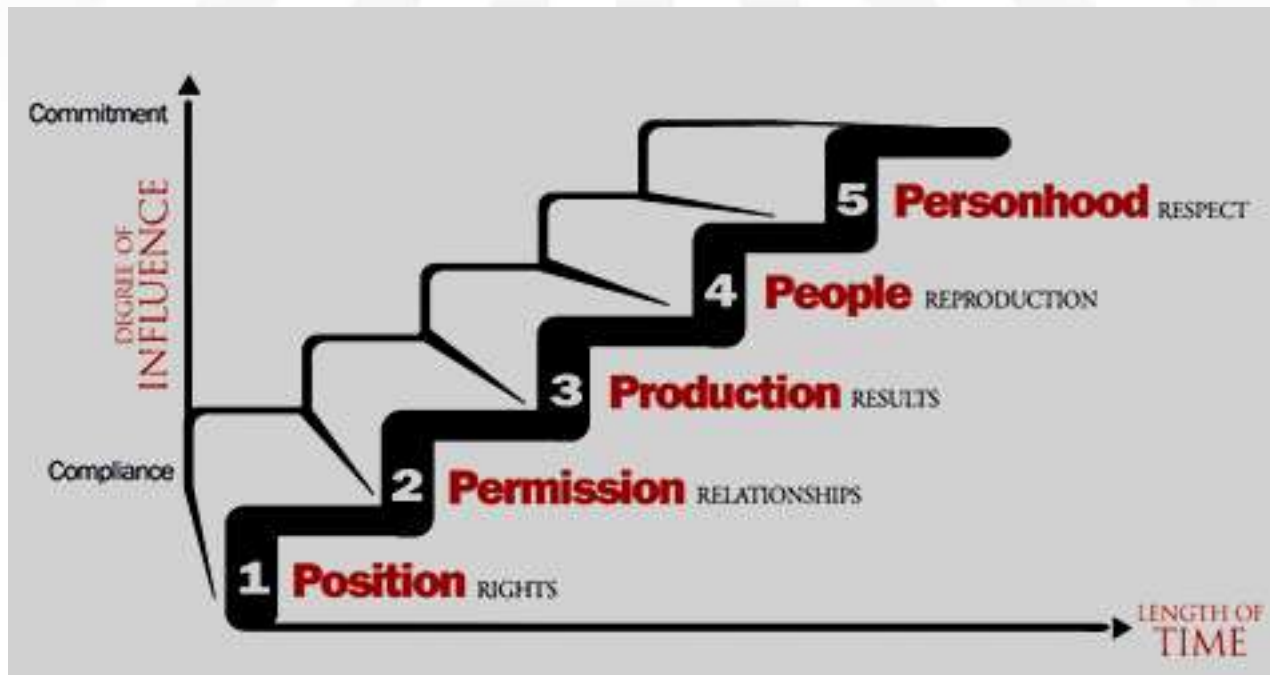


desmotivaciones.es

Un líder

No te dice lo que tienes que hacer.
Te muestra cómo hacerlo.

5 Common ways of leadership



Level 1 Position

- People follow you because they have to, you are the boss, not a leader yet
- Some one in authority saw talent, potential and ability in you (you are the boss).
- Invitation to grow as a leader
- Rely on rules, regulations, policies, to control people
- Often starting place for others levels of leadership, is the foundation to built. Influence must discovered and strengthened

Level 1 Position

To be effective at this level

- Know your job
- Be prepared to accept responsibility
- Exercise authority with caution
- Assess the strengths and the short coming of your people
- Do more than what is expected
- Challenge people with interesting and tough assignments
- Stop bossing and start listening and encouraging,
- Be a people oriented leader

Level 1 Break patterns

- Top down- I am over you
- Separation- Dont let people get close to you
- Image- Fake it till you make it
- Strength- Never let them see you sweat
- Selfishness- You are here to help me
- Intimidation- Do this or else..
- Rely on “Rules”- The manual says.. According to our.....



Level 1 Thinking

- Moving up from level 1 to level 2 requires:
 - Change in beliefs
 - attitudes towards other people
 - leadership
- The way to achieve success at the other levels:
 - Decide to include others in the leadership
- Get out of your comfort zone
- Define your leadership
 - Who am I? What are my values? What kind of practices I want to put to this place? Change focus from “management” to leadership.

Guide for Growing

- Know vision and how you can support the organizations vision
- Shift from rules to relationships
- Initiate contact with your folk, get to know them
- No mention of title or position all the time
- You can ask opinion to your team.
 - You can say “I dont know” when you dont know.



Level 2 Permission: Relationships

- People follow you because they want to. You are building leadership based on relationship.
- You are not focused just on preserving your position but on getting to know your people
- The shift from Position to Permission is your first step to real leadership
- Influence people with a relationship not just a position



Level 2: Permission

- Permission may seem soft in a seemingly hard and fast business world
- Seeking permission might also be frustrating for achievers, who just want to get things done immediately, rather than slowing down to build a relationship.
- Yet...



Level 2 Permission

- Possess a genuine concern for your people
- Deal wisely with difficult people. Set employees up for success
- People see you as a professional partner, sharing the same goal and the same challenges
- Trust is the foundation of permission. Working with integer people develops trust
- When people feel liked, cared for, included, valued and trusted, it will change the entire working environment

Level 2 Best Behavior

- Connect with yourself before attempting to connect with others.
 - Self-awareness-Strengths and weaknesses
- Develop a people-oriented leadership style
- Treat people with respect
- Become a chief encourager of your team
- Care for people yet hold people accountable



Level 2 Good patterns

- Side by side
- Lets work together
- Initiation: “I will come to you” Inclusion “what do you think?”
- Cooperation: Together we can win
- Service attitude: I am here to help you
- Growing: I want to add value to you
- Encouragement: I believe you can do this
- Innovation: Lets think outside the box

Level 3 Production

- Production qualifies and separates true leaders from people who merely occupy leaderships position
- Good leader make things happen. They make results
- They are productive individually and also able to help the team produce
- You achieve results for your organization or not: nobody is half pregnant!



Level 3 Production

- Some leaders don't move up from level 2 Permission to level 3 Production "they can't produce results"
- Not just "create a pleasant working environment"
- Reason why: Lack of self-discipline, work ethic, organization, or skills to be productive; does not like to be tough
- Get things done: Good leaders hit targets.
- Success and productivity solve a lot of problems

Level 3 Production

- Being a change agent, taking you people to a level of effectiveness. Understand how you and others abilities can be used productively
- Connecting others with the goals and the vision through your communication.
- Develop your people into a team and focus on the things that yield high returns

Level 3 Production

- Develop accountability for results, starting with your self and ending with your people
- Make the difficult decisions
- On level 3, the emphasis is on the ability to create a personal, team and corporate productivity
- Leadership by example

Level 3 Best behaviors

- Know your strengths and grow them
- Cast a vision for what needs to be accomplished.
 - Help others commit to the success of that vision
- Grow your people in to a team
- Praise accomplishments
- Be willing and able to be a change agent

Level 4 People Development

- People follow you because of what you are doing and what you are doing for them
- Leaders become effective not only because of their power, but, because of their ability to empower others and build their confidence
- Leaders shift their focus from the production achieved by others to develop their potential. Putting 20% of their focus on productivity and putting 80% on developing and leading others



Level 4 People Development

- You now use your position, relationships, and productivity to invest in your fellows, until they become leaders on their own. On this level leaders reproduce themselves.
- Give people freedom and responsibility but be there and support when things are difficult
- Identify talented/skilled people and place everyone in the right position
- Building on their strengths and equipping them with the resources and confidence to do their job.
- Encourage initiative of others and be a source of initiative yourself

Level 4 People Development

- People are the most valuable asset. Success will depend on your ability to have an inner core of competent people who share your style, principles and goals.
- The leadership of people is built on natural loyalty



Level 4 Best Behaviors

- Recruiting: Identify talented/skilled people
- Job Positioning: Placing the right people on the right place
- Team Positioning: Complimenting their strengths
- Example: Showing others how to lead and deliver
- Equipping: Helping others to do their job well and be there as a last resort and provide backup
- Developing: Teaching them how to do life well
- Empowering: Enabling others to succeed and enjoy
- Measuring: Evaluating how things are going

Level 4 Thinking

- Have a spirit of transferring knowledge and skills
- Decide that people are worth the effort
- Work through your insecurities
- Spend time with your people
- Commit the time necessary to develop your leaders (organization or community leaders)
- Organize a personal development process

Level 5 The Pinnacle

- People follow you because of who you are and what you represent
- Not many leaders reach this level. Its a culmination of leading well on the other four levels.
- Requires high degree of skills and same amount of natural leadership ability.



Level 5 The Pinnacle

- Leaders on level 5 lead so well for so long that they create a legacy of leadership in the organization they serve
- Pinnacle leaders have developed a charisma and stand out from everyone else, they seem to bring success with them wherever they go, and create an environment that benefits everyone in it.
- They should make the most of it while they can, tackle as many great challenge as possible, extend their influence to make a different beyond their own organization.
- Life of accomplishments, people seek them out even after they have left the organization.

Level 5 Best Behavior

- Make room for others at the top
- Help others by better developing their strengths
- Create an inner circle that keeps you grounded
- Plan for your succession
- Leave a positive legacy

Leadership

Summary:

- The world needs more and better leaders at all levels: more commitment, more direction, more initiative.
- Everyone can become better in leadership
- We need to encourage leadership in our organization and in the organizations that we work with (farmer networks for instance) and work on it systematically.

Community Leadership

- Wisdom, knowledge, empathy, authority?
- Or courage, ruthlessness, raw power?
- Community role models or opportunistic client relationships
- Mentoring by older community members
- Who, individually and collectively, creatively applied the strategies for the promotion of common wellbeing.

Community Leadership

- It serves as a liaison between the community and outside agencies.
- It knows and understands what the community needs are.
- It guides the community into realistic expectations.
- It organizes the community.
- It builds community consensus.
- It researches community resources.
- It organizes and oversees the daily work involved in carrying out a particular project.

AN ARMY OF
SHEEP, LED BY
A **LION**, IS
BETTER THAN
AN ARMY OF
LIONS, LED
BY A SHEEP.

ALEXANDER THE GREAT





In which level of **Leadership** are you now ?

Exercise In pairs

Discuss examples you have come across of strong and weak leadership
(keep anonymous)

You can use different examples from leaders you don't know personally
Role playing

Convening



Convening

- Bringing parties together in a positive and productive frame of mind
- Convening is the art and the skill of gathering and holding people together for a common purpose
- Convening : catalyzing initiative

Convening

- Create a condition for engagement
- Life is about relationship and in each interaction there is an opportunity
- The core of convening is how we do discover and use the potencial in our self and others!
- What are we committed to? What is the responsibility we have?
- How we create something effective and meaningful for the people in a collaboration.

To be a convenor means:

- Be seen as credible, “unbiased”, trustworthy, knowledgeable
- Determine precisely what you seek to accomplish.
- If issues are not clarified well, time is wasted due to confusion and frustration
- What are the goals?
- Identifying and inviting the allies (stakeholders) make sure everyone who should be involved is so!
- The convener must ask question such as: Who is affected by the issue? What triggers each ally? Who will implement? Who could possibly block an initiative? What are the power of dynamics between them?

Convening

- Determine what resource needs may arise during the convening
- Resource can be contacts, commitment, funds, endorsement, networking etc
- Know how to link those needs and determine how those needs can be met by “experts, facilitators, farmers, allies”



Convener

- Conveners help start a process but do not necessarily assume all the responsibility for conducting it

