

# Women in Leadership

*Mini-Programme*

Sustaining Your

Leadership

**dcm** THE  
LEARNING  
EXPERTS

 **Member  
Events**





# Upcoming Webinars



**14<sup>th</sup> October**

Overcoming  
Unseen Barriers



**25<sup>th</sup> November**

The Pursuit of  
Leadership



**13<sup>th</sup> December**

Celebrating Female  
Leaders



# Sustainable Leaders are . . .



All rounders with a variety of skills .  
They have certain areas of expertise  
but are not 'all knowing'



They are adaptive . They are aware  
of how situations and people require  
a different approach



They have influence not just authority



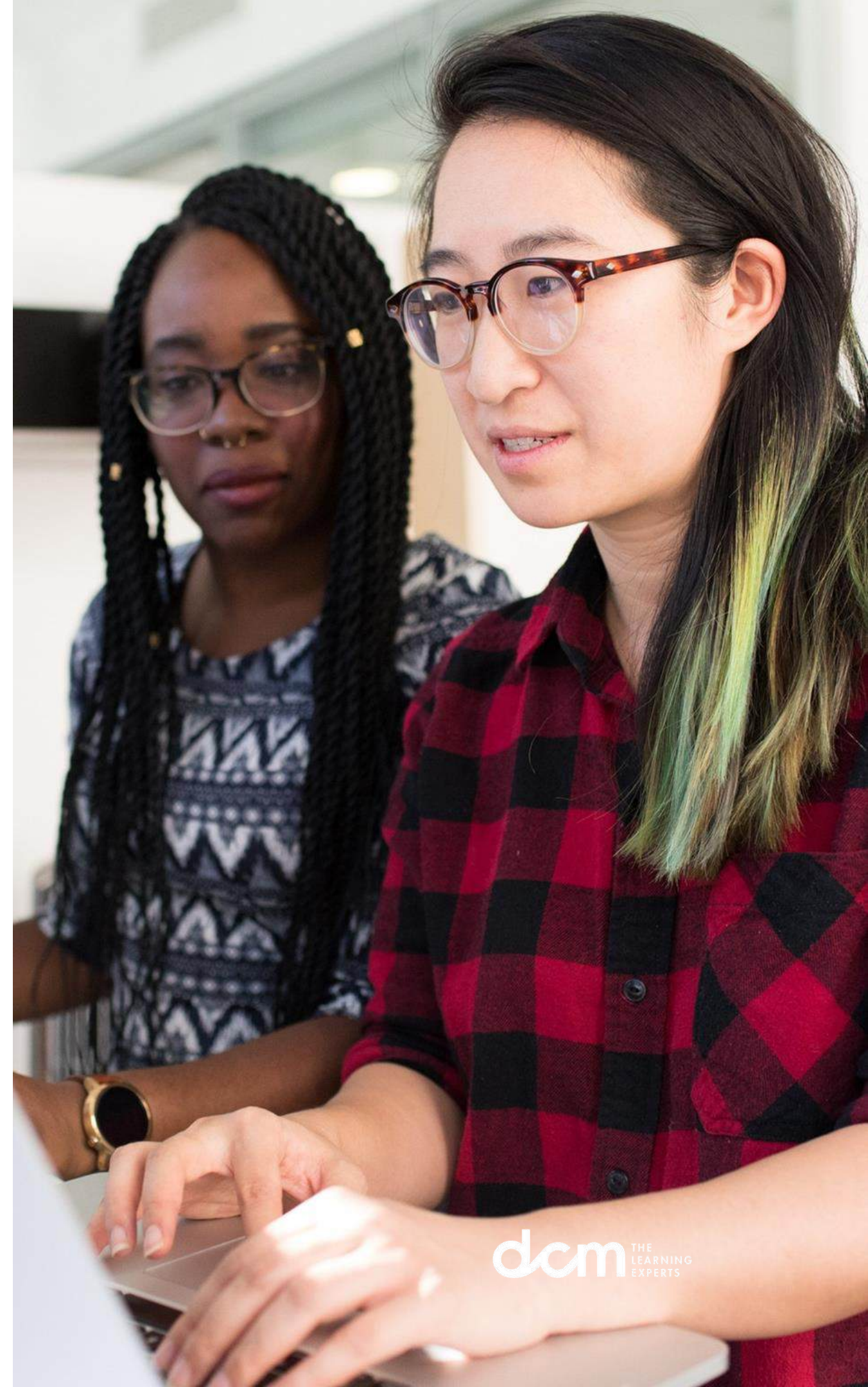
They have a long term prospective –  
Forward Thinkers



# Sustaining Your Leadership

## Leading Your Team

- ❖ The Transformational Leader
- ❖ Be inclusive and create a constructive feedback culture.
- ❖ Forward Thinking & Future Proofing

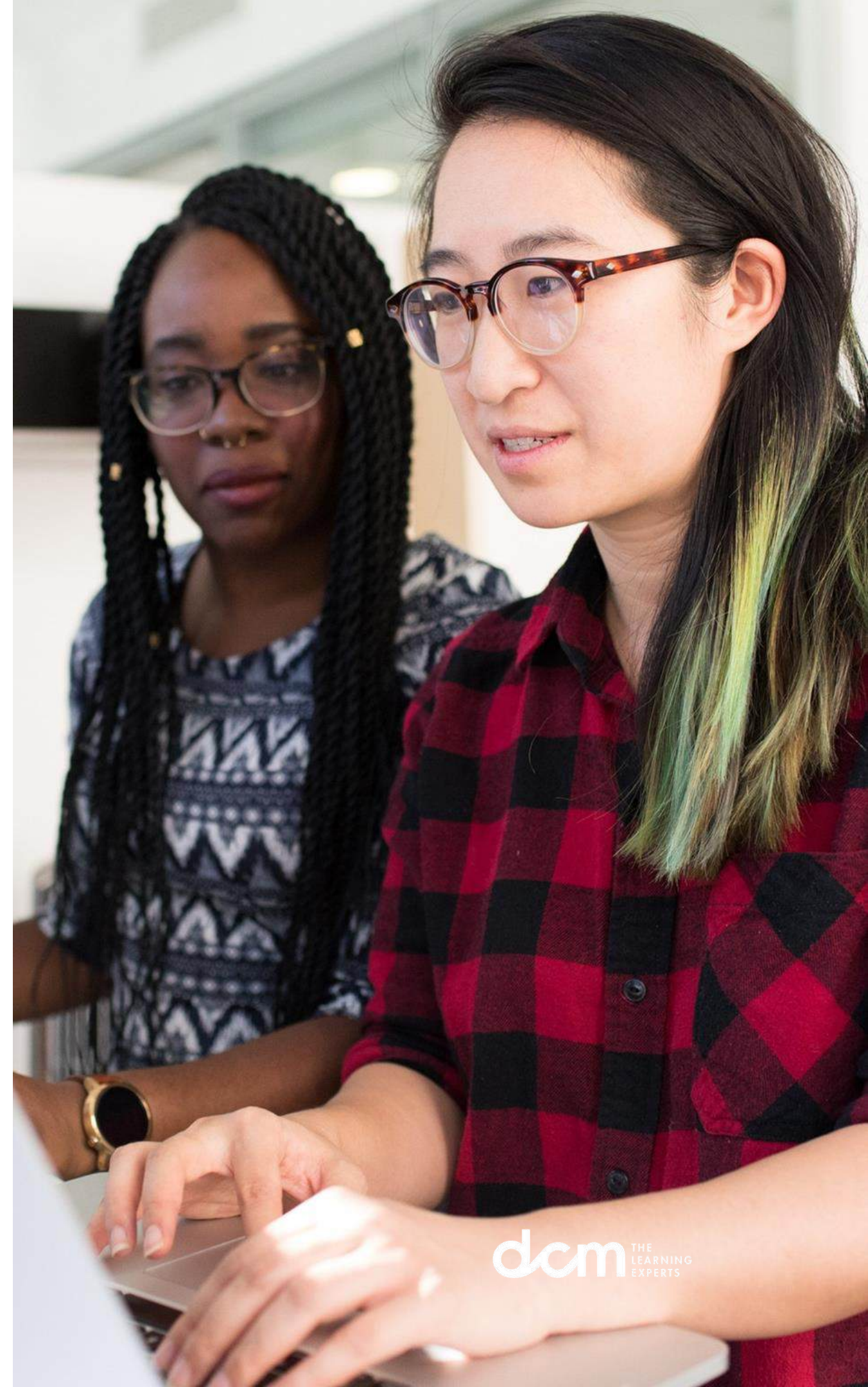




# Sustaining Your Leadership

## Sustaining & Developing You

- ❖ The Performing Zone & Learning Zone
- ❖ Time & Stress Management





# Leadership Styles





**“A LEADER IS ONE WHO KNOWS THE WAY,  
GOES THE WAY, AND SHOWS THE WAY.”**

*- John C. Maxwell*



# The 2020 Leader

**Innovative &  
Creative**

**Soft Skills**

**People  
Orientated**

**Collaborative**

**Approachable &  
Open**





# Be adaptable ! Be aware and Be you!

There are many leadership styles in today's world.

Being aware of the different styles and knowing when to use them is key!

Being an effective leader means adapting your leadership style to suit;

- The situation
- The team
- The company culture
- Each individual

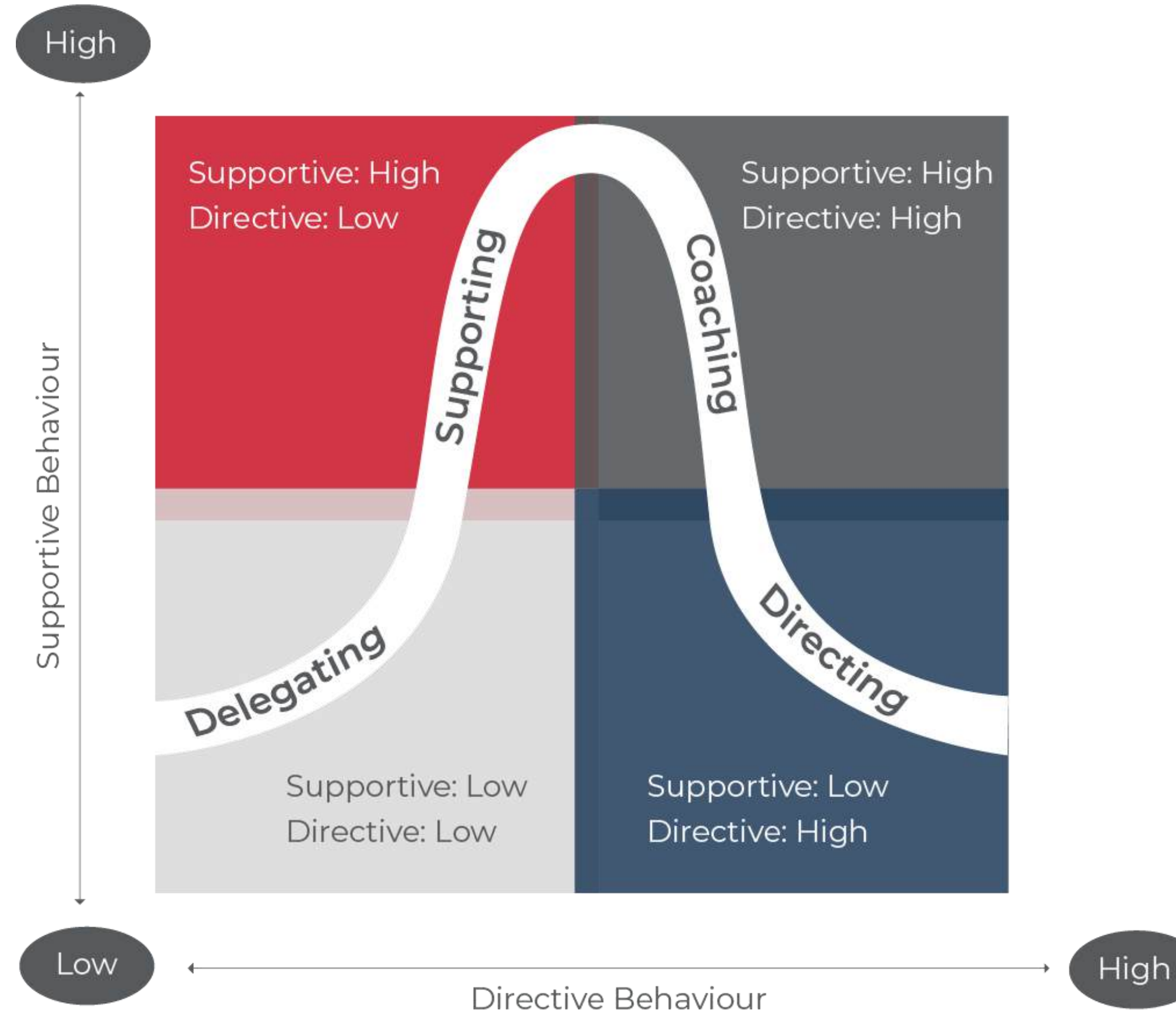
# Hersey & Blanchard Leadership Styles

**Directive**

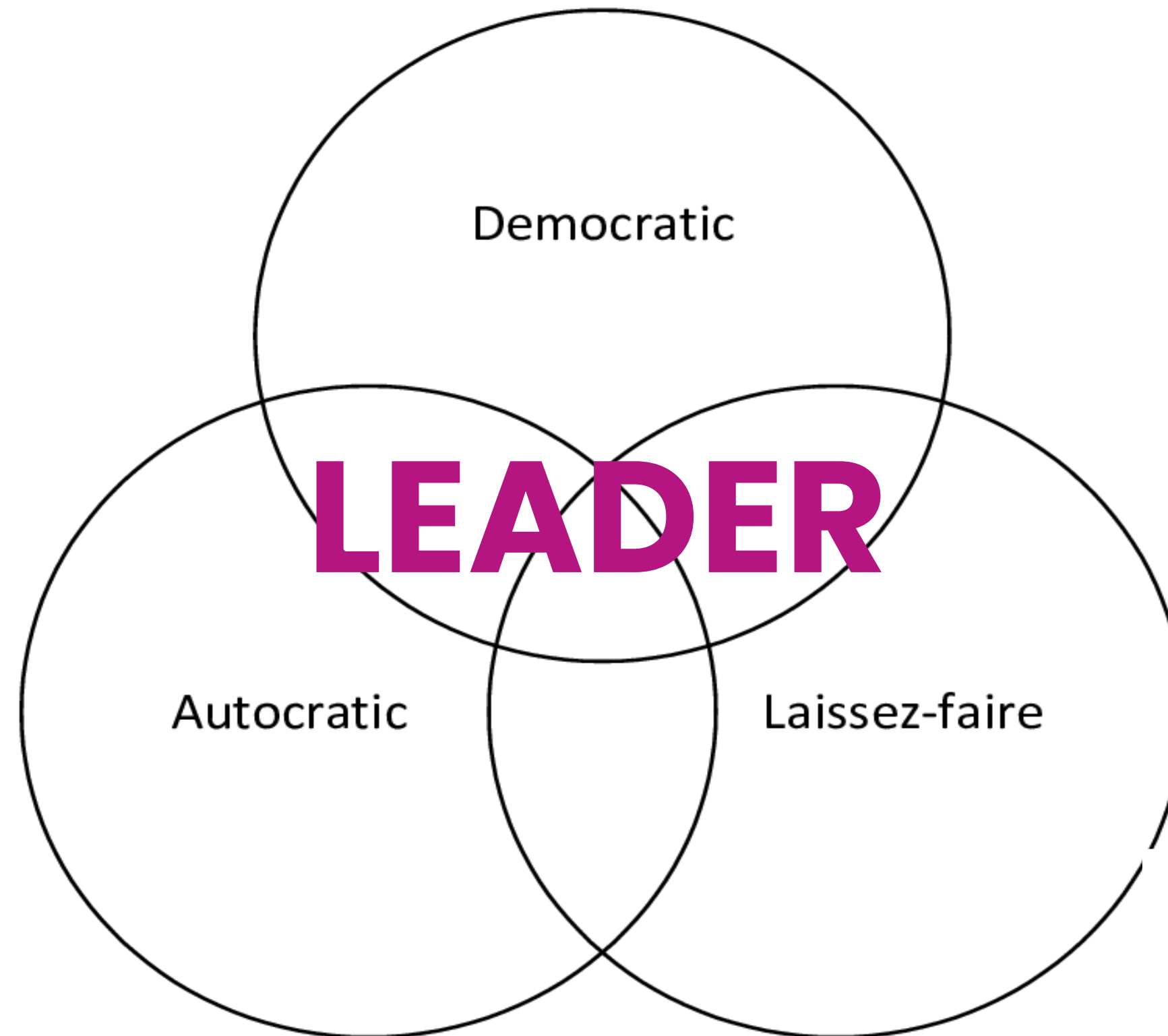
**Coaching**

**Supporting**

**Delegating**



# Kurt Lewin's Three Styles of Leadership





## Autocratic

- Leader makes decisions and tells the team
- Don't get involved in the groups work
- Little consultation with others
- Suits high risk, short timescale projects/decisions

## Democratic

- Leaders expresses their priorities and values in setting goals and making decisions
- Is involved in group work and takes advice and suggestions from colleagues
- Works well in creating a creative working environment
- Works in non emergency situations

## Laissez-Faire

- Leader hands over responsibility to the group
- Allow the team to set goals, set work methos roles and work at their own pace
- Only works if everyone has the KSA of a leader and on projects that can allow for autonomy and creativity.

# Do Women Lead Differently?

Researchers have found that women tend to have a distinct leadership style that shapes how they run their teams

Specifically, these studies show that women tend to use what's called the transformational leadership style

Transformational leaders aim to enhance the motivation, morale and job performance of followers by working with teams to identify needed change, to create a shared vision and to guide through inspiration.





# Avoid Transactional Leadership

The opposite of transformational leadership is transactional leadership.

Key tactics of transactional leaders include:

- They often remain uninvolved in their team and have strong line between manager and members.
- They wait until problems become severe before they step in
- Hold their team accountable and only step in when it is too late and place blame
- Delegate tasks with little support
- Focus solely on team goals and targets rather than the individuals



# Goal Alignment

Leaders should aim to accomplish goals by transforming their teams into better people.

## Key tactics for transformational leaders:

Seek to be a role model who inspires their team

Invest time in coaching your team members and care about their personal development.

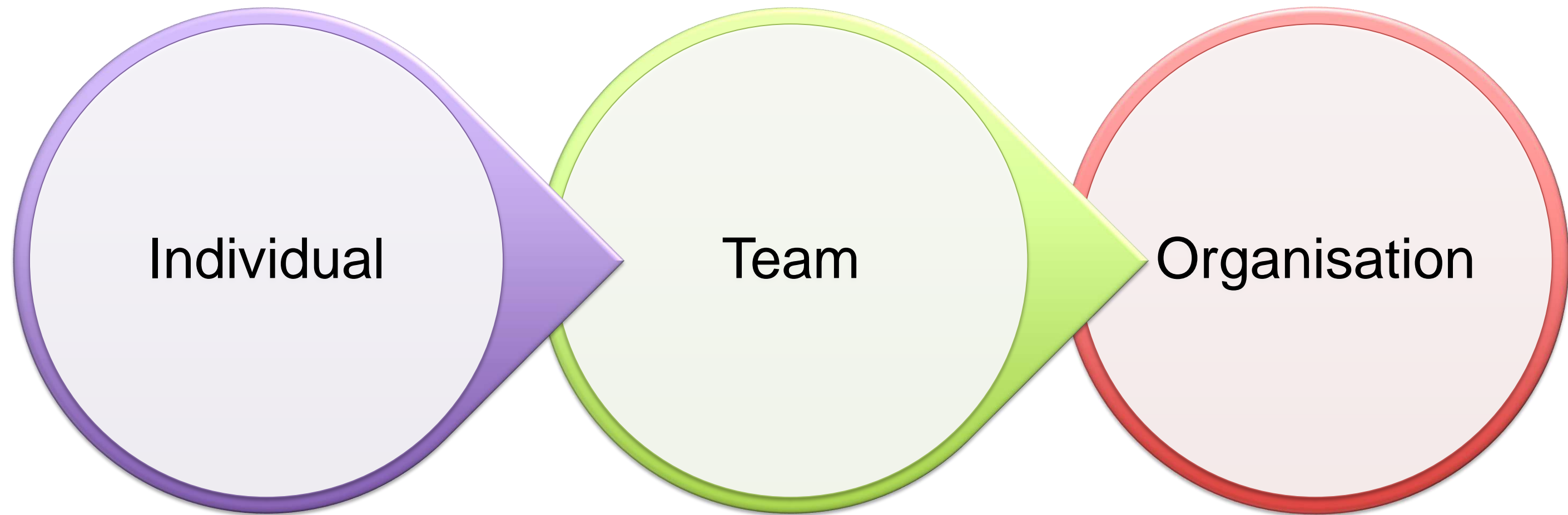
Emphasize teamwork and authentic communication as a key to success.

## Action Steps:

- Spend more time engaging with your team members on a personal level.
- Look for ways to inspire your team members to be more motivated in accomplishing your goals.
- Get to know them – what they want, their goals and align them with yours, the teams and the organisation.



# Strategic Thinking







## Your Thoughts . . .

What is your 'go to' leadership style?

Is this because of  
You  
Your team  
The Workplace

Have you had a leader/manager before that was transactional or transformational how did this effect you and the team?





# Be Inclusive & Create a Constructive Feedback Culture



# Productive and Happy Teams

Every leader wants to lead an effective, productive and happy team

But there are often challenges and barriers along the way...

- Conflict
- Lack of Resources
- Accountability
- Lack of cohesion

**Start by considering - what the fundamental building blocks of any successful team?**



# Effective Teams





# Team Charters





# Team Charters

A Team Charter is a document that clearly defines a group's objectives, roles, timeframe and responsibilities on a project or lifespan.

It helps keep the whole team focused and clears up any ambiguity on everyone's roles, responsibilities and the preferred outcome.

- ❑ A Team Charter should be created as a group not just by the leader/management
- ❑ It is an effective way of sharing information, targets and timeframes with everyone.
- ❑ It should be seen as a living document that needs constant updating and changing when appropriate



**Common  
goal/Purpose**

**Roles &  
responsibilities**

**How we  
communicate**

**Strengths and  
areas for  
improvement**

**How we deal  
with problems  
or conflict**



## Your Thoughts . . .

Have you any insights or thoughts on how to communicate effectively with your team?

Have you used/implemented or considered a team charter before ?







# Forward Thinking & Future Proofing



# Planning & Development

As a manager you must assess your teams

- Abilities/competencies
- Gaps/Need for improvement

You assess and review your team and decide what is needed and plan how that can be done.

Good leaders plan with the individual in mind (keep them focused and motivated) as well as the teams development as a whole



# KSA Audit

A skills audit can be completed by a team leader/manager.

It is a great way to assess the abilities, strengths and weaknesses of a team.

In completing a skills audit you as a manager can see:

- Where there are gaps in your teams Knowledge. Skills Attitudes & Attributes and help you then plan or develop your team.
- It can also be an affective tool to assess who and what to delegate to others.
- It can open your eyes to the workload and pressure that some team members may be under.



# KSA Audit - Template



K, S or A	Required / Who	Actions



# Sustaining You



# Your Journey doesn't end here!



Don't forget about your needs, your mental health and your self!



Becoming a leader/manager isn't the 'end goal' it is only the beginning – start planning your next move – think strategic!



Alternate between the Performance Zone & Learning Zone

# Resources

## Websites

Sustainable Leadership

<https://wdhb.com/blog/sustainable-leadership/>

Leadership Skills for the 21<sup>st</sup> century

<https://www.forbes.com/sites/bernardmarr/2022/07/26/10-most-important-leadership-skills-for-the-21st-century-workplace-and-how-to-develop-them/>

Leadership Circle

<https://leadershipcircle.com/blog/women-leaders/>

KSA Audit

<https://www.indeed.com/career-advice/career-development/knowledge-skills-and-abilities>

Transformational Leadership

<https://www.verywellmind.com/what-is-transformational-leadership-2795313>

## Books

- 7 Habits of Highly Effective People – Stephen Covey
- The Unwritten Rules of Women in Leadership – Helen Appleby
- Developing Sustainable Leadership – Bret Davies
- Lean In – Sheryl Sandberg

# Resources

## Videos

When Performing gets in the way of improving

<https://youtu.be/KaiwGb0csas>

Great Leadership Starts with Self Leadership

<https://youtu.be/vlpKyLkIDDY>

The Science of Womens Leadership

<https://youtu.be/FVzHBWoIGew>

Women in Leadership Discussion Panel

<https://youtu.be/QTN9JO4BMSE>

## Other

DCM Learning Slides

QQI Effective People Management Course

DCM Manual – EPM





# Thank You

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