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Leadership Workshops

Prof Binna Kandola OBE and Stuart Duff

Because all business is psychology.

LEADERSHIP WORKSHOPS

1. MOSAIC Leadership Model (Today)
2. Coaching and Self-Awareness (Thursday)
3. Personal Resilience (Thursday)
4. Psychology of Change (Friday)
5. Communicating with Influence (Friday)
6. Making your commitments (Saturday)



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MOSAIC Leadership Model

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THE BIG QUESTIONS...



WORKSHOP OVERVIEW

1. Develop a MOSAIC model of leadership
2. Test models on each other
3. Pearn Kandola model of leadership
4. Use model for self-coaching



PRACTICAL: Creating Your Leadership Model

- Working in Groups
- Your starting point...
 - Groups 1 & 2: No constraint
 - Groups 3 & 4: Focus on values
 - Groups 5 & 6: Focus on skills/behaviours
 - Groups 7 & 8: Followers?
- Use materials - flip charts, pads, pens
- After 45 minutes, share with other group
- Be ready to share model at 11.30am



PRACTICAL: Creating Your Leadership Model

- Group 1 - Anas No constraint
- Group 2 - Farhiya No constraint
- Group 3 - Hamza Values
- Group 4 - Ifti Values
- Group 5 - Jamil Skills and behaviours
- Group 6 - Emia Skills and behaviours
- Group 7 - Palwasha Followers
- Group 8 - Shaeb Followers



MOSAIC MODEL OF LEADERSHIP...



PEARN KANDOLA MODEL OF LEADERSHIP



The
Leadership
Journey

Research
from global
academic
institutions

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LEADERSHIP MODEL: Three Sources

Pearn
Kandola
practice



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graph TD; A((The Leadership Journey)) --- B((Research from global academic institutions)); B --- C((Pearn Kandola practice)); C --- D[Core elements that predict leadership?];
```

Core elements that predict
leadership?

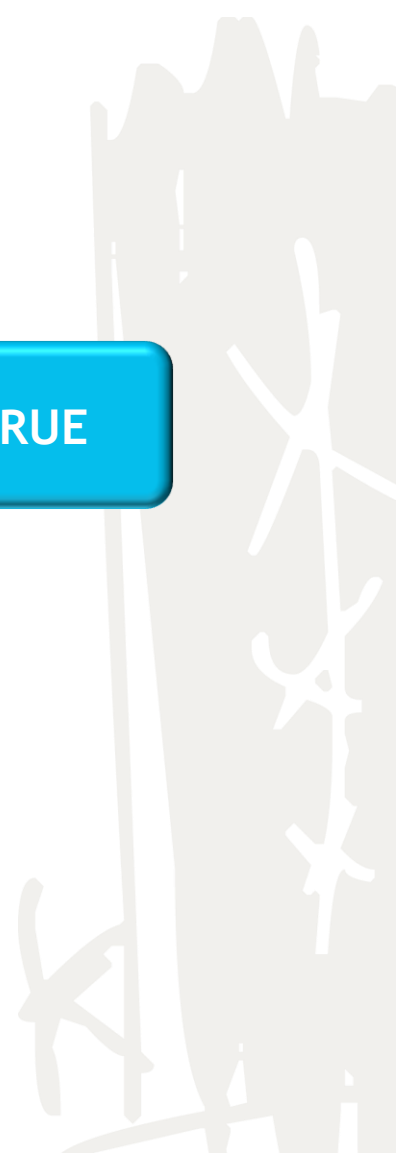
AWARE

LEARNS

ENABLES

RESILIENT

TRUE



AWARE

Has a clear awareness of what motivates them

Adjusts their impact on others depending on the situation

Aware of the impact that their emotions can have on their behaviour

Alert to what is going on around them

Aware of potential risks

Scans their environment for future opportunities

Aware of personal biases and their impact

Able to capitalise on cross-cultural differences

LEARNS

Continues to learn throughout career

Open to new experiences

Listens to others' feedback and suggestions

Seeks out and uses mentors for advice

Seeks to understand the value of new opportunities

Experiments with new ways of working

Embraces difference in teams in order to learn from new perspectives

ENABLES

Has a personal vision of a better future
Creates a supportive environment in which others thrive
Values opportunities to work in teams
Plays to others' strengths in teams
Engages teams with diverse backgrounds
Removes barriers that prevent others from performing

RESILIENT

Consistent, strong personal drive

Bounces back from problems

Optimistic without being unrealistic

Approaches problems and challenges in a resourceful way

Able to accept negative outcomes

Focused on achieving end goals under pressure

Calm and clear when expressing self

TRUE

Takes actions that are true to their word
Resolves problems while maintaining high integrity

Challenges dishonesty

Stands ground on principle

Ethically aware

Alert to impact of decisions on others

Does not hide when under pressure

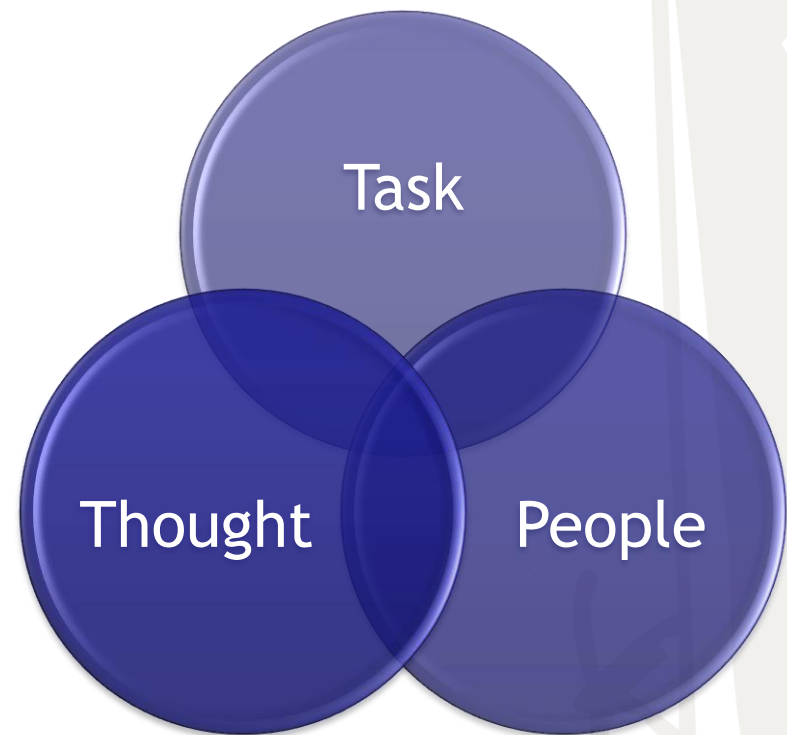
| | | | | |
|-------|--------|---------|-----------|------|
| AWARE | LEARNS | ENABLES | RESILIENT | TRUE |
| A | L | E | R | T |

RAISING AWARENESS: THE iLEAD TOOLKIT



The iLEAD Toolkit

- 52 original tools
- Covers core areas of leadership
- Starts with self-diagnostic tool
- Tools have range of:
 - Questionnaires
 - Hints and tips
 - Best practices
 - Ideas to test with others



The iLEAD Toolkit



iLEAD Screenshots

PK Tech: iLead - Leadership Radar - Microsoft Internet Explorer provided by Pearn Kandola

PK https://www.pktech.co.uk/pktech-platform/mod/ilead/lead_leadership_radar.php?course=218

PK Tech: iLead - Leadership Radar

PK Tech > iLead > Leadership Radar

You are logged in as Louise Weston (Logout)

iLead

- Tools home
- Aims and objectives
- iLead toolkit
- Leadership radar
- Where should I concentrate?
- The tools outlined
- Further information

iLEAD

Leadership Radar

Everyone has the potential to lead. You may find that this happens both in and out of work. Leadership should be thought of as a journey that we take - there is no end point or time when you can say 'I've made it, I'm a leader' as it is a fluid concept and will not become static or stand still, even if you do!

What is the Radar?

The Pearn Kandola Leadership Radar Tool recognises that there are three facets of leadership; people, thought and task. The analogy of a radar is used, as an effective leader will need to have an awareness of each of the three domains, to fulfil their role. In effect, a leader needs to have a radar for each domain and let information from each inform their decisions.

TASK **PEOPLE**

Done

Internet 100%

start K:\Prop... C:\Doc... Inbox -... T4 Plan... PE3 Fa... Sellafiel... T1 Prov... JJ Glob... Microso... PK Tec... EN 17:23

iLEAD Screenshots

PK Tech: iLead - Where should I concentrate? - Microsoft Internet Explorer provided by Pearn Kandola

PK Tech: iLead - Where should I concentrate?

iLEAD

Where should I concentrate?

Step 1 - Complete the tool

For each statement decide whether this is a strength (S) or development need (D). Tick the appropriate box. It may be neither; in which case leave both boxes blank.

| D | People statements | S |
|-----------------------|---|----------------------------------|
| <input type="radio"/> | I know how to get the best out of others | <input checked="" type="radio"/> |
| <input type="radio"/> | I can motivate different people | <input type="radio"/> |
| <input type="radio"/> | I openly value the efforts and performance of my colleagues | <input type="radio"/> |
| <input type="radio"/> | I value each team member as an individual | <input type="radio"/> |
| <input type="radio"/> | I listen carefully to others and am 'present' in conversations | <input type="radio"/> |
| <input type="radio"/> | I develop strong trust with others through my openness and honesty | <input type="radio"/> |
| <input type="radio"/> | I create a unity within teams and encourage a collective spirit | <input type="radio"/> |
| <input type="radio"/> | I help others identify a sense of meaning in what they aim to achieve | <input type="radio"/> |
| <input type="radio"/> | I role model positive behaviours to my team | <input type="radio"/> |

iLEAD Screenshots

The screenshot shows a Microsoft Internet Explorer browser window displaying a course page. The address bar shows the URL: https://www.pktech.co.uk/pktech-platform/mod/ilead/laterally/laterally_participant_home.php?course=218. The page title is "PK Tech: iLead - How to think about problems laterally - Isn't it interesting?".

The page content includes a breadcrumb trail: "PK Tech > iLead > How to think about problems laterally > Isn't it interesting?". A user is logged in as "Louise Weston (Logout)".

The main content area is titled "HOW TO THINK ABOUT PROBLEMS LATERALLY" and features a section "Isn't it interesting?". This section contains an image of a green sign with the text "True False" and arrows pointing left and right. Below the image, a question asks: "What should the boy ask the girl to find out the way to Trueville?".

The text to the right of the sign reads: "A boy was walking down the road, and came to a place where the road divided in two; each separate road went in a different direction. There was a girl standing at the fork in the road. The boy knew that one road led to Lieville, a town where everyone always lied, and the other led to Trueville, a town where everyone always told the truth. He also knew that the girl came from one of those towns, but he didn't know which one."

Below the question, a section titled "Are you in or outside the box?" provides context: "In 1967, Edward DeBono¹ dubbed the concept of 'lateral thinking' - a way of understanding concepts and rules but not being restrained by these. Albert Einstein, for example, understood classical mechanics but was still able to think laterally about

The browser's taskbar at the bottom shows several open applications, including "start", "K:\Prop...", "C:\Doc...", "Inbox...", "T4 Plan...", "PE3 Fa...", "Sellafiel...", "T1 Prov...", "JJ Glob...", "Micro...", "PK Tec...", and "EN". The system clock shows the time as 17:28.

And Finally...



ACTIVITY: ACTION POINTS

- What are you taking away from the session?
 - What will you remember?
 - What will you use?
 - What actions will you take?
- Share your thoughts in pairs
- 5 minutes



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