

**What is?**

# Building A Positive Leadership “Flow”

**What if?**



**“A House Graces the Hill its Built On”**

**Frank Lloyd Wright**

**FOSTER**  
SCHOOL OF BUSINESS

**W** UNIVERSITY of WASHINGTON

# A Short List of Contributors to Mastering Leading Yourself:

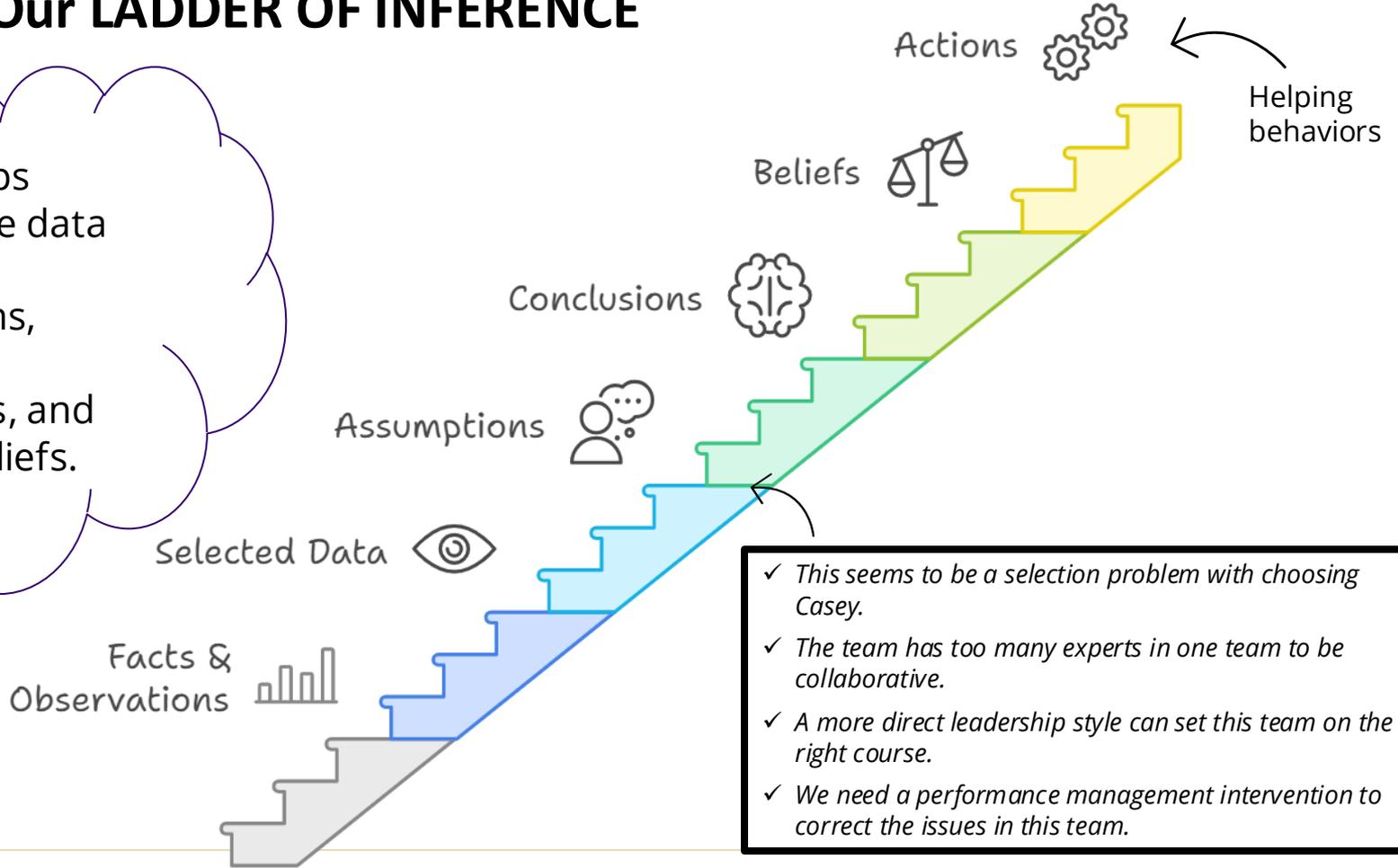
- ✓ What is the situation?
- ✓ How do you show-up intentionally?
- ✓ What is your purpose?
- ✓ What is your narrative?
- ✓ What is your reliability index?



MASTERY

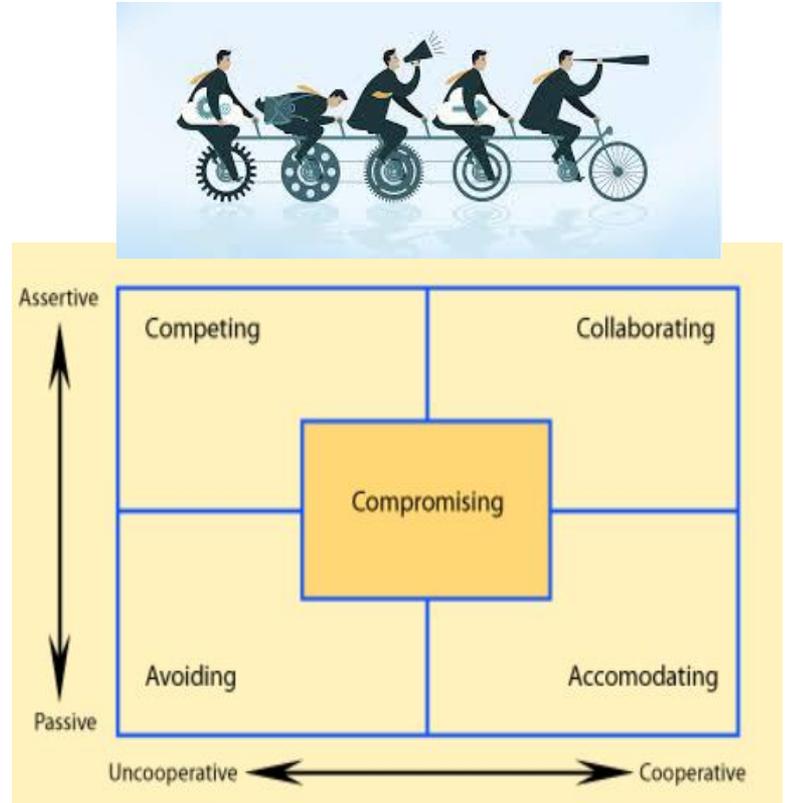
# Team D: Our LADDER OF INFERENCE

Inquiry helps collect more data to test assumptions, identify conclusions, and reframe beliefs.



- ✓ *This seems to be a selection problem with choosing Casey.*
- ✓ *The team has too many experts in one team to be collaborative.*
- ✓ *A more direct leadership style can set this team on the right course.*
- ✓ *We need a performance management intervention to correct the issues in this team.*

# Strategies for “Lubricating” Team Fault-lines



Which is more common in your own team experience?

# Claire's Narrative 5 Minute Breakout #3

LEADERSHIP IN FOCUS

## Shining Without Alienating

Claire Alexander

V.P., Digital Strategy & Operations

Discovery Communications

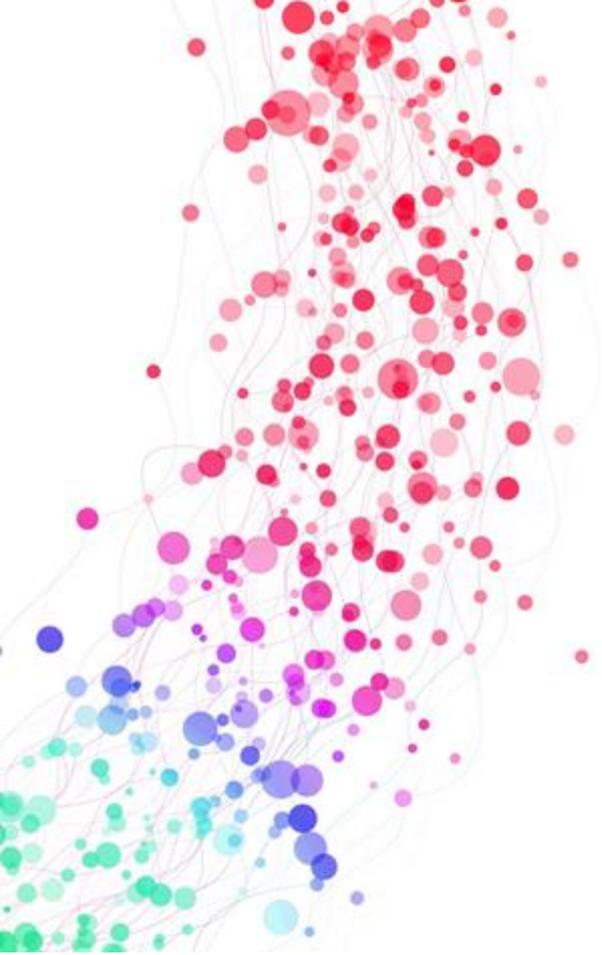
### Questions to discuss:

What's Claire's Situation?

What's her narrative purpose?

How does she align with others?

How did she measure her success?



# Coaching Conversation Skills

# What is Inquiry Focused Coaching?



- A leader as coach should...
  - Support development & learning
  - Listen hard – reflect what you hear
  - Encourage new learning & insight
  - Focus on present & future
  - Provide support & accountability for goals & action steps

# OARS Coaching

• *The OARS technique provides a series of behaviors a coach can engage in during a conversation that will support the coaching process.*

- **O**pen-ended Questions (vs. close-ended)
- **A**ffirmations (positive-focus on strengths, efforts)
- **R**eflective Listening (listen carefully; use silence)
- **S**ummarizing (when appropriate; use sparingly)

# A Powerful Tool--OARS:

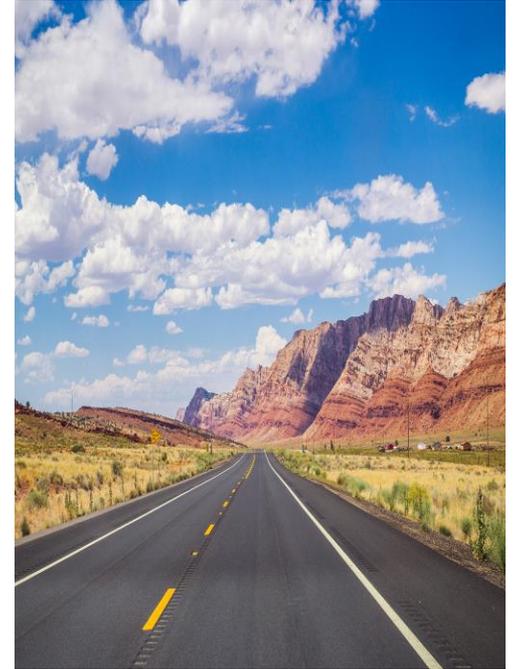
**An open question is an invitation** – an opportunity to ask a question that does not anticipate a specific answer. Try to discover.

## **++ Information**

By asking an open-ended question, a respondent can share something you hadn't considered.

## **Autonomy**

You offer more degrees of freedom for coachee to respond.



# Back to Building Augmenting & Building Things.



Always design a thing by considering it in its next larger context — a chair in a room, a room in a house, a house in an environment, an environment in a city plan.

(Eliel Saarinen)

# Leadership Development Goal Simplified



*"If you're comfortable while you're doing it,  
you're probably doing it wrong."*