



Leadership Development Groups

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WHY AM I TALKING ABOUT LEADERSHIP?



- I am the Founder and Director of the **European Academy of Diplomacy**, having succeeded since 2004 in transforming a “start-up” institution into an international renowned diplomatic academy, with over 8250 Alumni coming from 115 countries.



- I have inspired and led change within a number of organizations including the **Council of Europe** and the **Community of Democracies**.
- ***Personal motivation:*** I work to inspire others to lead.

HOW DO WE DEFINE LEADERSHIP?



LEADERS vs. MANAGERS

LEADERS

- Innovators
- Change
- Focus-ultimate direction of group
- Inspiring
- Effectiveness

MANAGERS

- Stability
- Problem solvers
- Focus-Maintaining status quo
- Motivating
- Efficiency

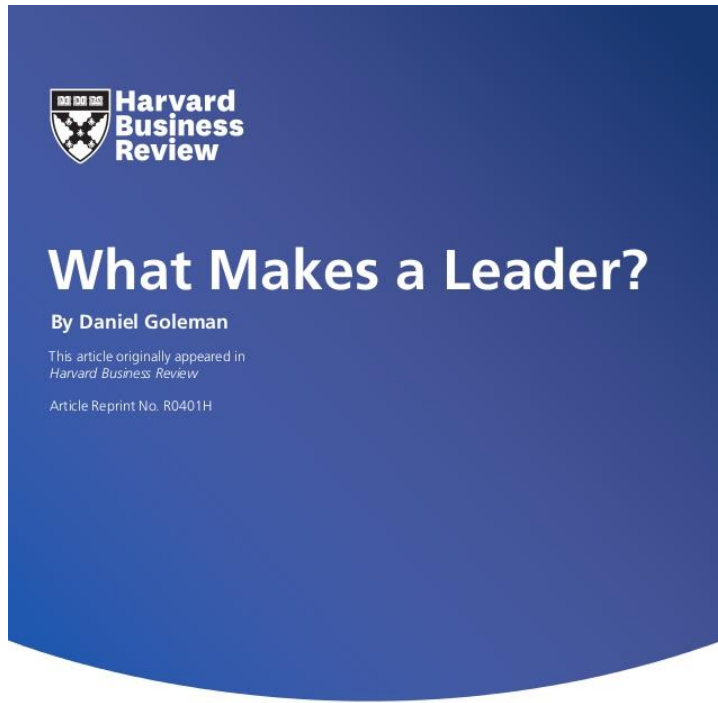


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HOW DO WE ACQUIRE LEADERSHIP SKILLS?



WHAT MAKES A GOOD LEADER?



What Makes a Leaders? (Daniel Goleman, *Harvard Business Review*, January, 2004)

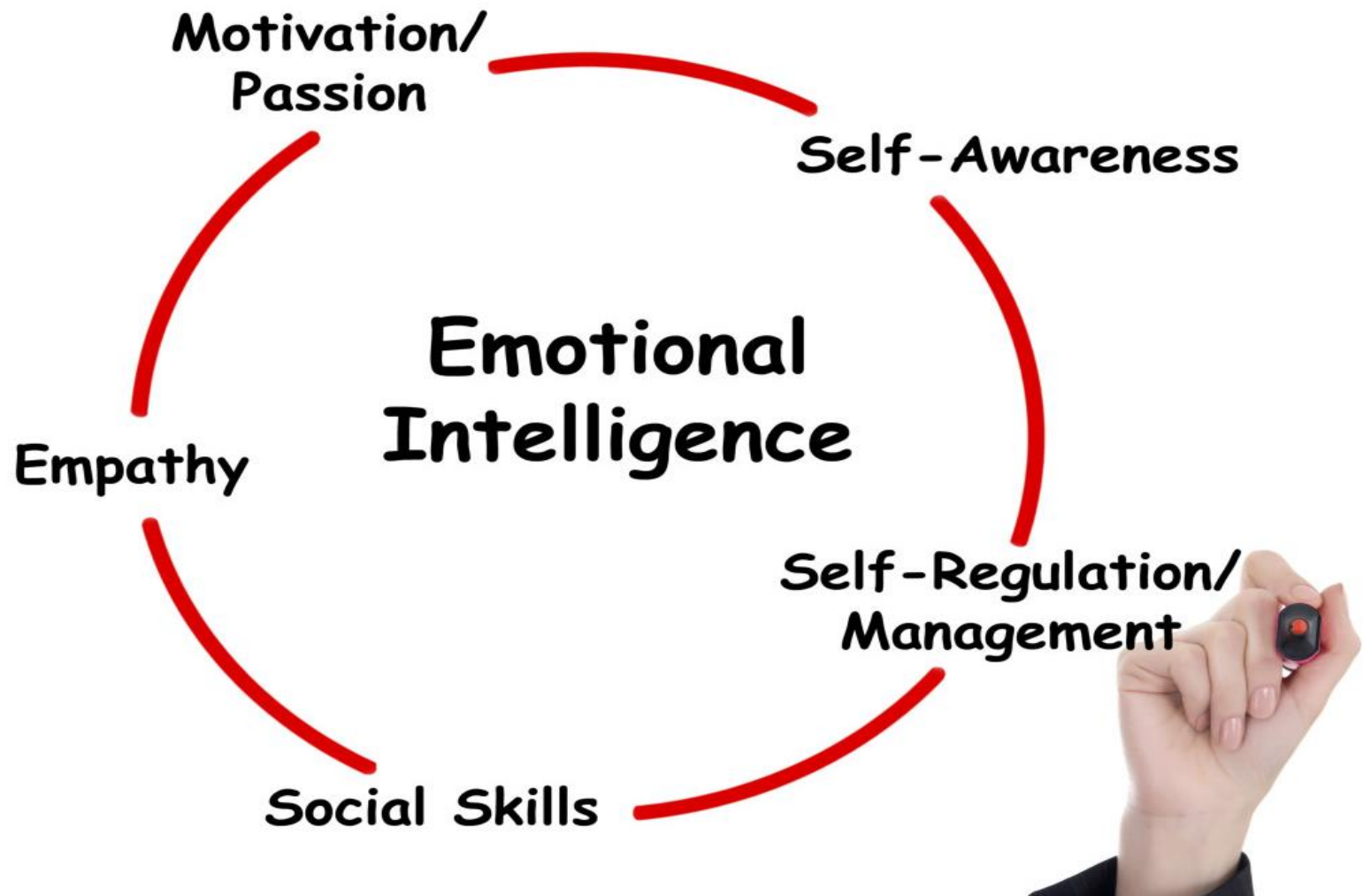
- 1. IQ (30%)**
- 2. Technical skills (20%)**
- 3. Emotional intelligence (50%)**

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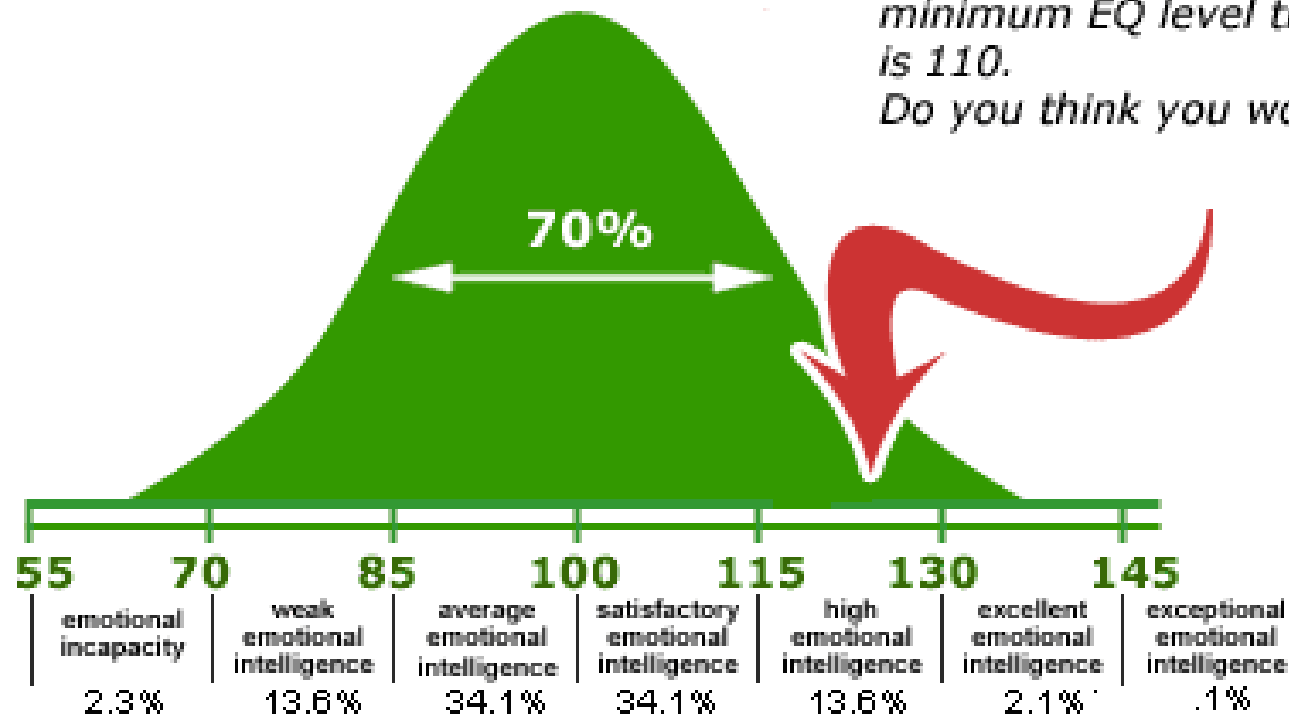
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EMPLOYEES = EQ of 110 and above
HOW ABOUT YOU?

"Well-known international companies are now using EQ tests in their recruitment process for certain key positions. The minimum EQ level they require is 110. Do you think you would qualify?"





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TODAY'S MOTTO

***Leadership development is
self-development.
It is an inner quest to discover
who you are.***



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GROWING YOUR EMOTIONAL INTELLIGENCE

Emotional Intelligence can be learned.



How To Improve Emotional Intelligence?

Be Attentive
And Self-aware
– Know Yourself

Practice
Observing How
You Feel

Pay Attention To
How You
Behave

Take
Responsibility
For Your
Feelings And
Behavior

Practice
Responding,
Rather Than
Reacting

Practice
Empathizing
With Yourself
And Others

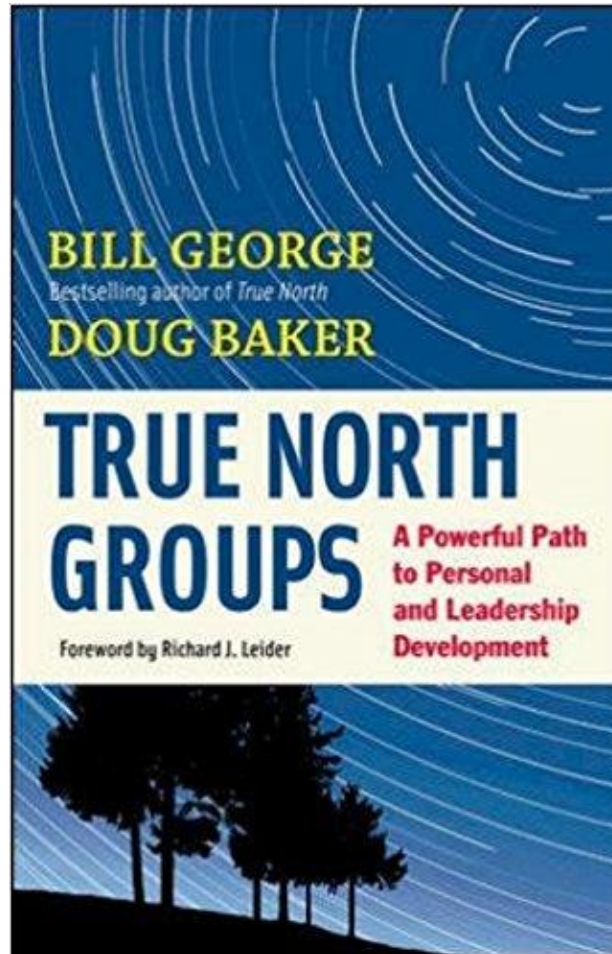
Create A
Positive
Environment

Practice
Communication
Skills



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LEADERSHIP DEVELOPMENT GROUPS





Grounded in the teaching of Harvard Professor Bill George, the **Leadership Development Groups** (LDG) are an opportunity for emerging leaders to discover their authentic self.

Based on regular meetings in 5-6 peers groups, and assisted by monthly assignments preparing for the meetings, **the LDG help build self-awareness and a sense of purpose – both necessary to develop true leadership potential.**

Structure

- **6 individual assignments** from the True North fieldbook (one as homework)
 - **5 group meetings** (5 to 6 peers) on each session
- **1 plenary class** that includes questions and insights from the discussion groups as well as a summary of the exercise

Topic and Dates

LDG sessions:

- Saturday, 18 January - **Your Life Story**
- Saturday, 22 February - **Crucibles of Leadership**
- Saturday, 28 March - **Developing Self-Awareness**
- Saturday, 09 May - **Practice Your Values**
- Saturday, 20 June - **Become a Global Authentic Leader**

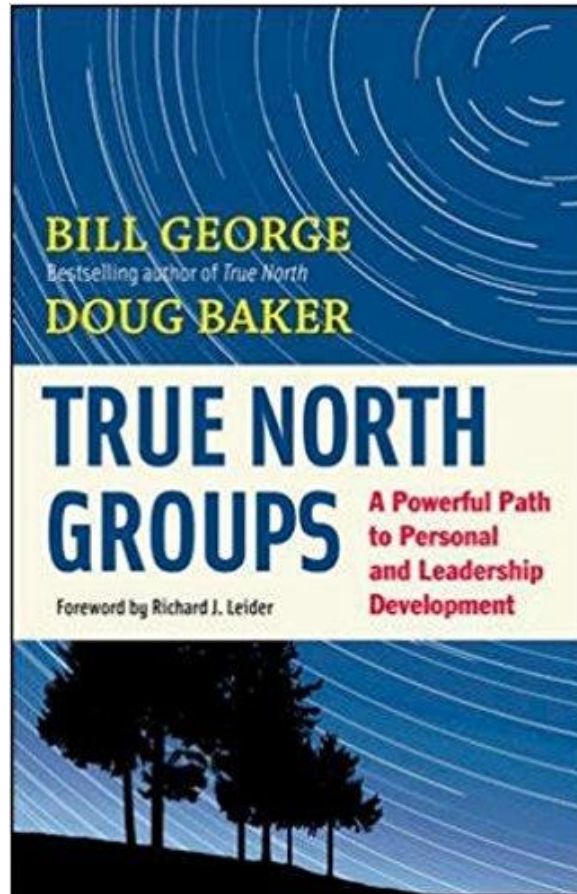
Plenary session:

- Saturday, 20 June



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HOW DO THE LEADERSHIP DEVELOPMENT GROUPS WORK?



Group Leaders

On a rotating basis, one member will **be responsible for leading the group** each session. The leader is responsible for both planning the program for the meeting and guiding the discussion.

Program

The group should discuss and agree on a way to schedule assignment materials. The material from each session's individual assignments will form the basis for the LDG discussion. The **exercises must be completed by each individual in advance**, and then shared with the group by each group member. When the exercises in *The Discover Your True North Fieldbook* are complete, the group should determine additional topics it wants to discuss in greater depth, or leave the choice of topic to the facilitator each session.

Norms and Expectations

The group should agree in writing on norms relative to: (1) open participation, (2) trust in interaction, (3) confidentiality, and (4) expectations of support. These norms should address the ground rules for respecting differences, setting expectations of tolerance, and for sharing feedback and constructive conflict.

[The following is a set of possible norms that might be discussed by your group and incorporated in whole or in part into your contract.]

Norms and Expectations

1. Openness

To be effective, open sharing with group members is essential to learning. If individuals are not sharing openly with the group, it is the responsibility of group members to raise this with them for discussion within the group. However, it is important that group members not push individuals beyond their comfort zone on personally sensitive matters.

Norms and Expectations

2. Trust

For the LDG to be effective, it is essential that group members trust each member of the group, as well as the group as a whole. Trust is built through honest, open communication and through the expression of care and concern for each other. Members must feel cared for on their journey to becoming effective leaders.

Norms and Expectations

3. Confidentiality

A firm agreement should be reached that nothing said within the group is discussed with others outside the group, even with spouses or partners.

Norms and Expectations

4. Differences

The group should allow for individual differences and make accommodations for each member's goals for the group experience.

Norms and Expectations

5. Tolerance

There are no „right” answers when life priorities or values are discussed, nor should group members make judgements about others in the group.

Norms and Expectations

6. Feedback

Group members offer and receive constructive feedback from each other on their ideas, leadership traits, and communication styles.

Norms and Expectations

7. Challenges

Challenges by other group members are considered to be healthy, if expressed in a respectful manner in which individuals do not engage in personal attacks. If managed well, respectful challenges contribute to meaningful learning for all.



Interested in developing your leadership potential?

- SIGN UP FOR THE LEADERSHIP DEVELOPMENT GROUPS UNTIL **DECEMBER 15th (Sunday)**
- FIRST ASSIGNMENT DUE **JANUARY 18th 2020 (Saturday)**