

Reflections Leadership Powerbrokers

What's your perspective: Are you performing to your greatest leadership potential?

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Powerbrokers Leadership Pathways

Reflection Leadership Days:

September-October 2010

A Memo to Powerbrokers

“Where your talents and your leadership strengths are concerned, we want you to think like a genius and maximise your contribution and impact”

It's been one year since Powerbrokers discovered their top five talents during the Powerbrokers “BuildStrengths”[®] Leadership Discovery Day. Many were already playing exceedingly well to those inherent skills and then took further advantage of the realisation and awareness gained by the impact of this self-knowledge by intentionally increasing your performance around those talents. Some of the mid-career leaders also told us that the leadership skills that they craved to possess and saw in others as being strong leadership competencies were in fact residing within their own ability but had yet to be unlocked in a particularly meaningful way. In fact they were innate, but perhaps overshadowed and deflected by a focus in trying to boost technical skills or other competences that they had been told had *had* to develop to progress in order to reach the next level or to get that promotion. In many cases, perhaps this was to the detriment of maximising intrinsic leadership strengths. For some, that day of *Leadership Discovery* was revelatory, for others, the value of

the strategic learning and development would have to be taken back and applied at work in order to make sense of how best to use those strengths and skills in changing and somewhat demanding environments – most especially to *make the learning feel real*.

Today we want to encourage fellow Powerbrokers to benefit from the ritual of leadership reflection. Many will appreciate that Reflective practice is developed out of learning from experience, and is viewed by many as an important strategy for embracing lifelong learning and promoting the development of successful leadership

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behaviours, stimulating personal and professional growth and, in particular, closing the gap between theory and practice. We have found that leaders who are very successful, have at a crucial turning point in their journey, made a definitive commitment to the ritual of reflection, self-analysis and, of course, intention.

We often venerate innovators, pioneers and geniuses as the most outstanding leaders of our time, but how much is our impression of their style of leadership a true reflection of our understanding of the *core* of their behaviours? What they have in common is an intentional approach to acquire perspective via a process of reflection and self-directed challenge. Genius often comes from finding a new perspective that no one else has offered before.

Leonardo da Vinci believed that to gain knowledge about the form of problems, you needed to begin by learning how to restructure its issues or the challenges faced in many different ways. He felt the first way he looked at a problem was always going to be too biased toward his usual way of seeing things. He would restructure his problem by looking at it from one standpoint, move to another angle, and then still another. With each move, his understanding would deepen and he would begin to understand the real meaning of the problem.

Powerbrokers have the genius to create their own successful leadership pathways

Einstein's theory of relativity is, in essence, a description of the interaction between different perspectives. Freud's analytical methods were designed to find details that did not fit with traditional perspectives in order to find a completely new point of view.

In order to creatively solve a problem, leaders often abandon the initial approach that stems only from past experience and re-conceptualise the problem. By not settling with one particular perspective, pioneers, innovators or geniuses do not merely solve existing problems, for example, like developing a newly enhanced strand of penicillin. Rather, they identify new ones and get to work on those. A case in point being that it does not take a mastermind to analyse dreams. It took someone possessing foresight and perspective like Sigmund Freud to delve further and ask, what is the *meaning* that dreams carry from our psyche?

“What are you doing to intentionally to lead yourself and how does that impact on your role in leading others?”

During the Powerbrokers Reflections Leadership Day, mid-career BAME leaders are encouraged to benefit from the ritual of reflection and to unlock the power of using perspective.

In 2009 and 2010 during BuildStrengths, we promoted the idea of working with purpose and intention as a daily mantra. Remember the “3:3:12”® tool? During the new Reflections course, participants will ask themselves: “Did I build in time to plan to acquire a broader perspective? Did I engage in a series of leadership reality checks so that I avoided tunnel vision?” In the autumn we will offer Powerbrokers the opportunity to take that essential time out to obtain life-long reflection skills and to help overcome an inclination to “sail”. Participants will be able to steady resolve by increasing skills to circumnavigate tempests or those day-to-day challenges. We want to help

explore how one might more powerfully deploy talents to engineer change and support progression in oneself and in others. There will be of course, the added bonus of looking back in order to look ahead with even greater clarity and purpose.

We are committed in supporting and helping Powerbrokers cultural leaders to further shape their unique leadership pathways. We’d like all participants, including those new to BuildStrengths® to leave the one-day course with a fresh view of one’s self, practice or current situation. Indeed, we will offer practical metaphors and share

valuable analogies to arrive at smart solutions for the most difficult of situations. We'd also like to help participants to work with peers to assess exactly where their leadership development work has taken them to them and to contribute ideas of how to integrate change through learning in supporting career growth or personal evolution.

Powerbrokers Reflections Leadership Day

Reflections Leadership Course:

27 September – Yorkshire Dewsbury
30 September – North East Newcastle
6 October – Midlands Nottingham
8 October – London Central London

Time: 10:00 – 17:30hrs

Closing Date: 15 August 2010

During the last in the current series of Powerbrokers leadership development one-day courses, participating leaders will take stock and assess where their journeys has taken them to and share how they have integrated leadership tools, knowledge and skills across their work, career or personal development

plans. Essential future planning on building core leadership strengths will be an important part of the course as will be the exploration of ideas to create sustainable support groups with peer Powerbroker leaders.

You've already done the work. You have the genius to create, write or design your own leadership pathway. You have the knowledge, skills and own the copyright on all the content. So what we will do is to provide you with strategic guidance with tools to strengthen what you have been putting into practice with purpose and intention, offering support in areas where fresh thinking and different approaches will add value to the transformative journey that you have been so courageously and generously engaged upon.

Book online: www.culturalleadership.org.uk/234

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