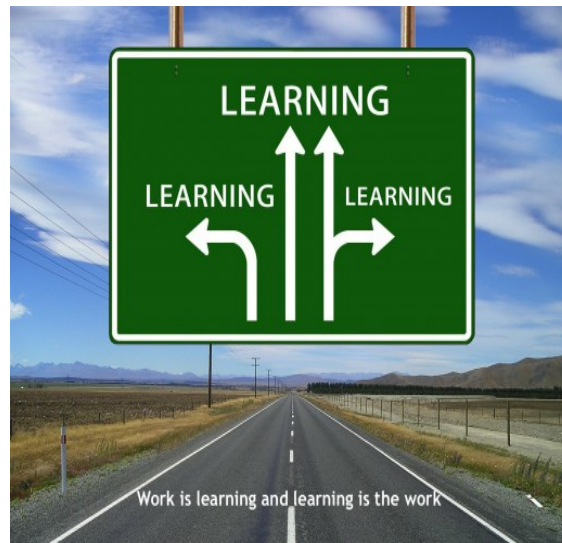# Neuro & Mindful Leadership – Think & Act Like A Leader

What is facilitation?
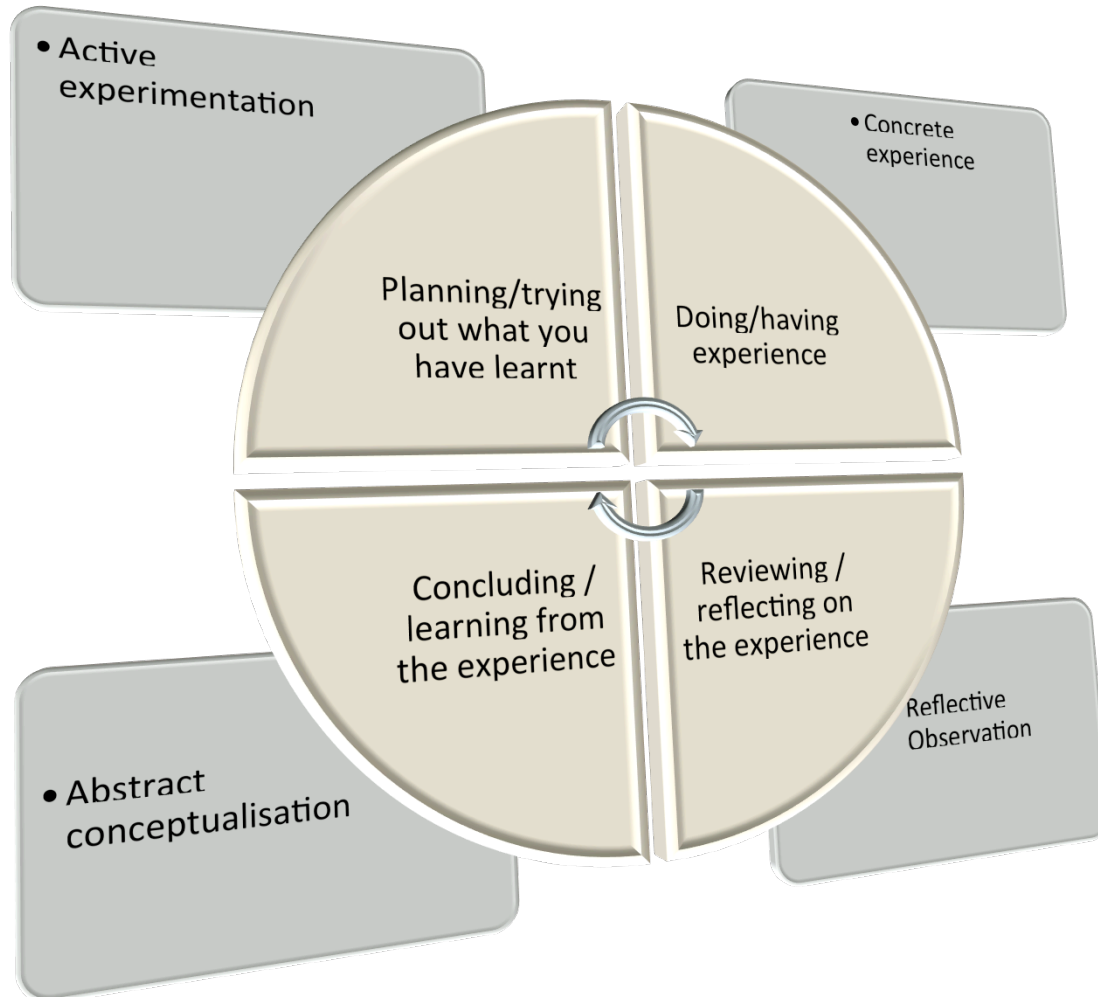
How can you use the Heron preference set to increase your leadership skills and gain insight?

"Leadership is about being better able to listen to the whole"

Jeffrey Hollender, the founder and CEO of Seventh Generation,

The importance of Reflection
Kolb - Learning cycle

- Active experimentation
- Concrete experience

Planning/trying out what you have learnt

Doing/having experience

Concluding / learning from the experience

Reviewing / reflecting on the experience

- Abstract conceptualisation

Reflective Observation

Reflective learning

1. How do you make a decision on what you reflect on?
2. How did you feel the first time you reflected?
3. Was it easy or was it quite difficult?
4. Are you pushing your own comfort zone?
5. Have you changed your own method of reflecting from when you first started?
6. What difference have you seen since completing the reflection diary?

In groups of 3 you have 20 minutes

- Reflective learning emphasizes the self as the source of learning and it is inherently an individual process.

defining reflecting → being more aware of own process → controlling the process → Facilitating the process → utilizing the concept as a new perspective

The process of reflective learning

1. A sense of discomfort
2. Identification and clarification of the concern
3. Openness to new information from internal and external sources, with ability to observe and take in from a variety of perspective
4. Resolution expressed as integration, coming together, acceptance of self-reality and creative synthesis
5. Establishing continuity of self with past, present, future
6. Deciding whether to act on the outcome of the reflective process
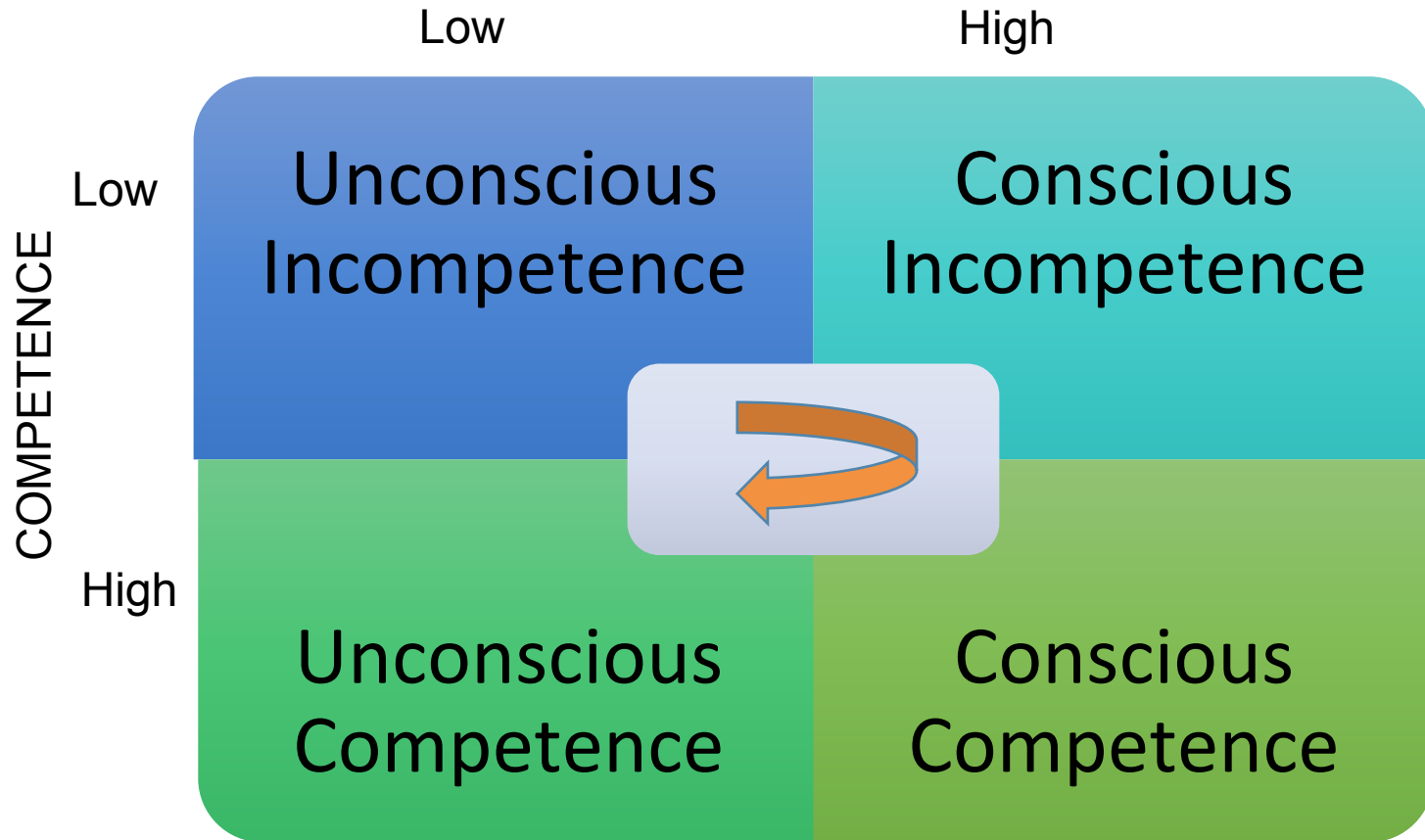
Reflect!

How as a leader can you guide others?

How do you know if you have been heard?

Think about or discuss an example of when leading a project or team has worked for you and an example of when it has not worked for you. What can you do to improve your facilitating skills?

What is facilitation?

One definition of facilitation

Facilitation means helping the team contain discomfort with differences, so as to accomplish tasks all consider important and none can do alone.

(Sandra Janoff & Marvin Weisbord)
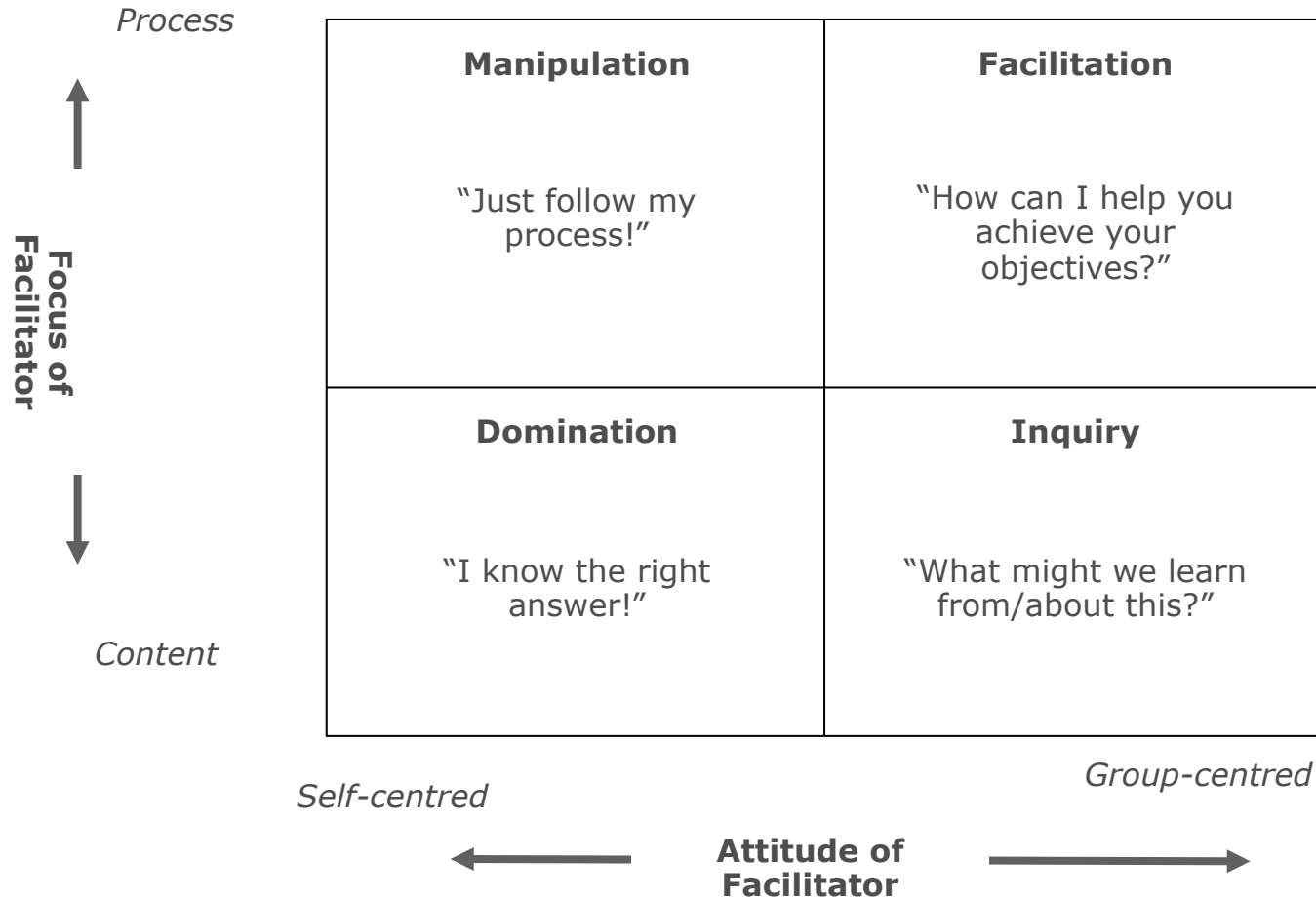
The 4 rules of facilitation

Rule 1: The facilitator guides the team's working process.

Rule 2: The facilitator maximizes the team's productivity by helping to minimize their "team process loss".

Rule 3: The facilitator supports the rigor of the team's thinking process.

Rule 4: The facilitator only does things for the team that its members cannot do themselves in order for them to take responsibility for their own work.

Modes of interaction with groups

Process

	Manipulation	Facilitation
	"Just follow my process!"	"How can I help you achieve your objectives?"
	Domination	**Inquiry**
	"I know the right answer!"	"What might we learn from/about this?"

Focus of Facilitator

Content

*Self-centred*

Group-centred

Attitude of Facilitator

The basic prerequisite

The facilitator needs to have a person centered attitude by constantly striving to live the growth promoting conditions.

Realness

Authentic relationship

Valuing

Empathy
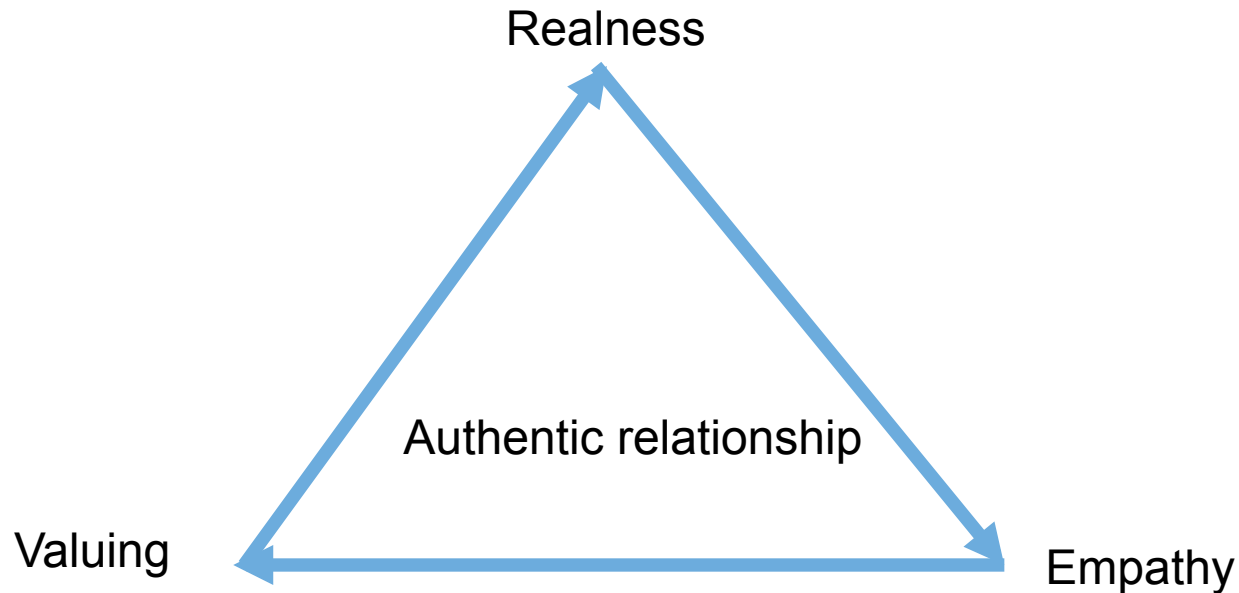
The element of trust

BENEVOLENCE

The extent to which someone else believes that you care about them and only want the best for them

Affection	TRUST
Distrust	Respect
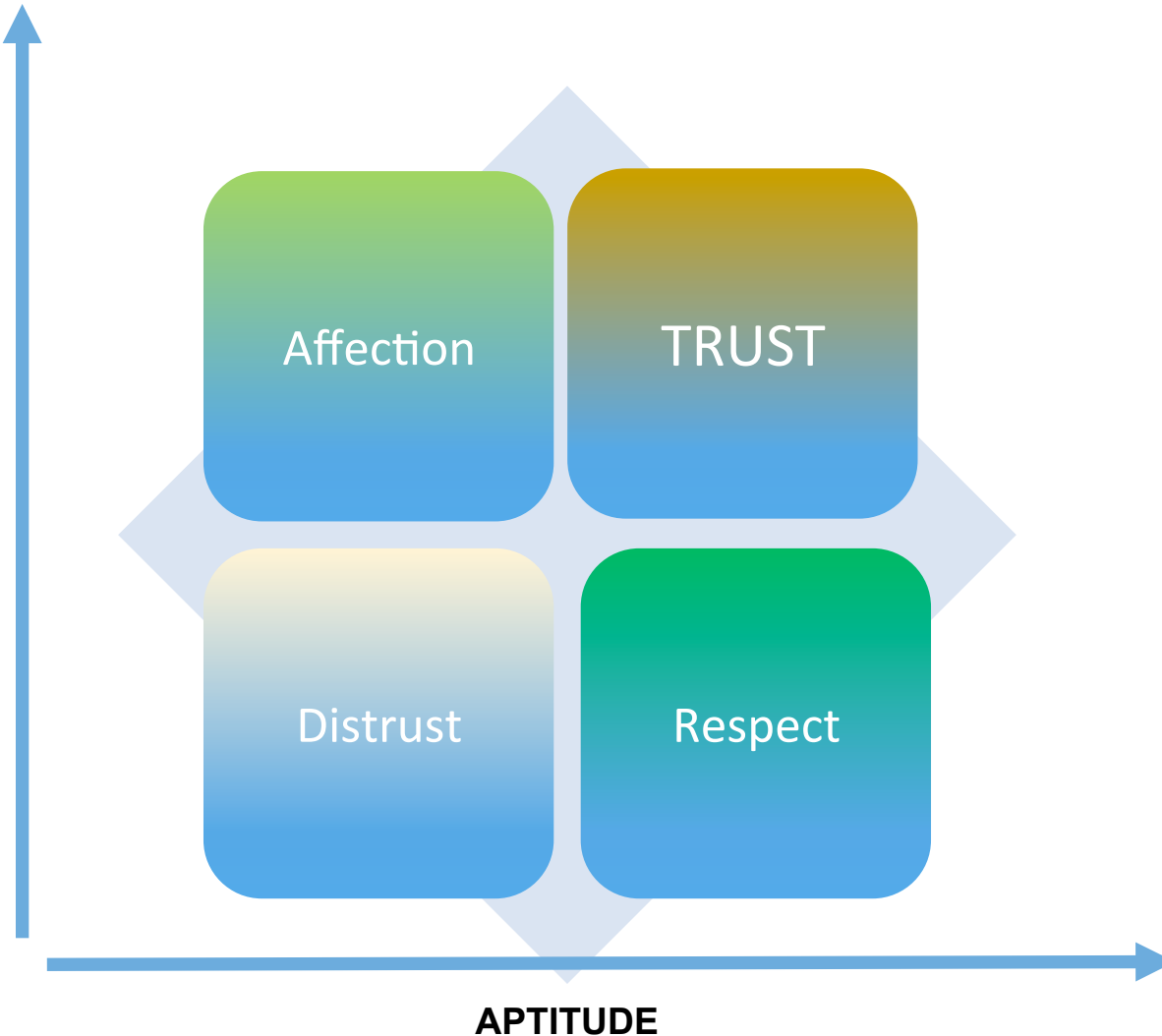
APTITUDE

The extent that someone else believes you are competent

Six styles of facilitation

(After John Heron)

DIRECTIVE
MANAGER leads

Informing

Directing

Confronting

PUSH

PULL

Enabling

Supporting

Releasing

FACILITATIVE
Manager helps DELEGATE to lead

PR

Directing Prescribing

Giving directions, advice, recommendations

PUSH

When
- If the Delegate lacks confidence
- If the Delegate is unable to direct own learning yet
- If there are legal, safety, ethical guidelines

Skills
- Diagnosing learning needs
- Insight into learning process
- Giving clear instructions
- Explaining WHY
- Motivating

Traps
- Giving unwanted advice
- Taking over, imposing solutions
- Creating dependency
- Hesitating when firmness needed
- Over-controlling

Examples
- "Remember to include these figures in your report"
- "Have you talked to other departments about this?"
- "I suggest that you attend this training course"
- "Our policy is to do it this way … "

PR

Directing Prescribing

Giving directions, advice, recommendations

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IN

Informing

Giving information and knowledge to the learner

PUSH

When
- Showing where to find extra help, information
- Supplying missing facts
- Explaining what just happened
- Telling your own experiences

Skills
- Presenting information clearly
- Checking for understanding
- Inviting and handling questions

Traps
- Overloading
- Using too much jargon
- Not structuring the information
- Not saying WHY it's important
- TEACHING focus, not learning

Examples
- "You can find the information in this report"
- "If you need help, you can get it by pressing F1"
- "John will not support you because it adds to his group's cost"
- "At my first presentation I forgot to check the equipment!"

CO

Confronting

Raising awareness; challenging assumptions

PUSH

When
- To show consequences of the Delegate's actions
- To challenge the Delegate to re-think assumptions
- To raise the Delegate's awareness of others' perceptions
- To boost the Delegate's confidence by affirming success

Skills
- Direct questions
- Giving constructive feedback
- Challenging defensive excuses
- Giving 'space' to reflect

Traps
- Avoiding painful issues
- Punishing
- Acting like an angry parent
- Making character judgements
- Confronting on a trivial issue
- Creating win/lose outcomes

Examples
- "Are you aware that you are not using one of your key talents?"
- "We missed delivery to the customer because of your mistake"
- "Are you assuming that it's the same problem as last year?"
- "I've received very good comments about your last report"

Supporting

Building the DELEGATE's self- *PULL* esteem, self-confidence

When
- To build morale and self-confidence
- To encourage risk taking
- To reward success, promote further learning

Skills
- Expressing appreciation
- Showing YOUR confidence
- Sharing your mistakes
- Encouraging SELF respect
- Apologising when necessary

Traps
- Patronising
- Giving "Yes, BUT.." support
- Overdoing it so it feels false
- Held back by OWN inhibitions
- Sending mixed signals

Examples
- "You did a great job with those figures"
- "I'm here next week if you need any more help"
- "I'm confident that you'll make a big success of it"
- "Don't worry if some of the details are missing at this stage"

Releasing Cathartic

Releasing emotions which block progress

PULL

When
- If the Delegate is afraid of risk or failure
- If the Delegate feels incompetent
- If the Delegate is frustrated, demotivated, angry

Skills
- Active listening
- Questioning
- Showing empathy
- Feeding back what you perceive
- Creating a supportive climate

Traps
- Talking, not listening
- Making it hard to express emotions
- Spending too long
- Going too deep
- Sympathising too quickly
- Denying or criticising their feelings

Examples
- "Why are you not very confident about this?"
- "What is the problem here?"
- "I have the impression that you don't agree with this…"
- "Tell me about it…"

CAMBRIDGE INNER GAME LEADERSHIP
Cambridge UK Branch

CT

Enabling Catalytic

Promoting self-discovery, self-directed learning

PULL

When
- To achieve a deeper level of understanding
- To encourage the individual to take responsibility
- To promote motivation and commitment

Skills
- Wide range of questions
- Reflecting and paraphrasing
- Provoking curiosity
- Keeping hands in pockets!
- Silence

Traps
- Too many closed questions
- Structuring too soon
- DIRECTING in other words
- Following YOUR curiosity
- Not clarifying objectives

Examples
- "What advice would you give to the next person to do this?"
- "How do you intend to start?"
- "What would you do differently next time?"
- "How important is this to you?"

Activity : Facilitation Styles

Heron 6 style of facilitation
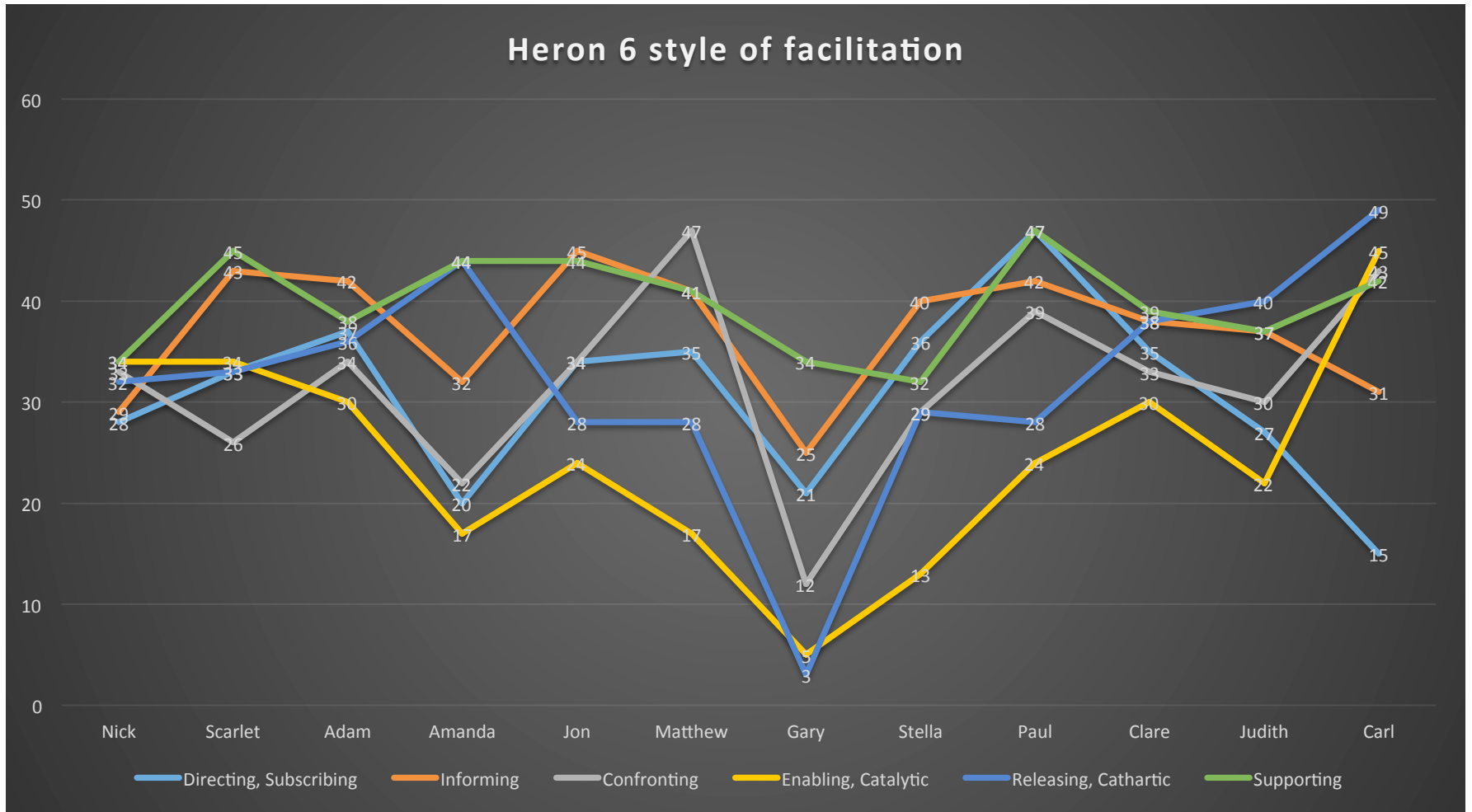
Reflective questions:

- What style of facilitating do you use when you are leading others?
-
- What Heron styles have you used in the past and how has knowing your lowest Heron scores helped you to increase your leadership skills?