Leading Self & Others
# Motivation & Leadership

Unlocking creativity within Leadership – Module 4

How creative are you?   Think of your own design scale and place where you are today. 0 being the lowest and 10 being the highest level.

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Leadership model from Blanchard et al. (1985)

Please note that when working with teams we have the following analogy, in terms of leadership style fit:
Directing: Forming
Coaching/Selling: Storming
Supporting: Norming
Delegating: Performing

figure 1
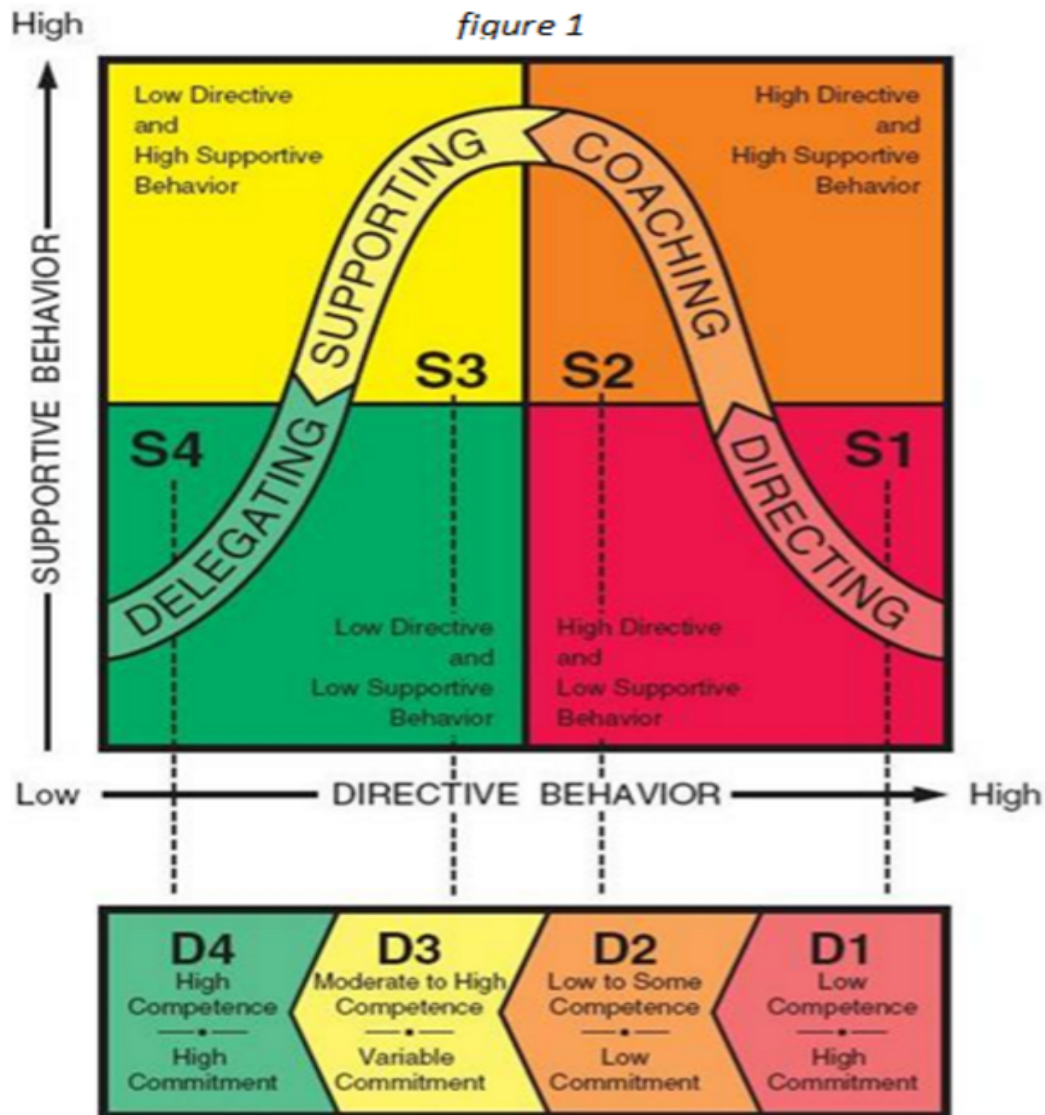
Linking Design Thinking with Leadership:
Today, innovation is everyone's business. Whether you are a manager in a global corporation (you can look into IBM and the work they do with design thinking: http://www.ibm.com/design/thinking/in-practice/) , an entrepreneur starting up, in a government role, or a teacher in an elementary school, everyone is expected to get lean – to do better with less. And that is why we all need design thinking. At every level in every kind of organization, design thinking provides the tools you need to become an innovative thinker and uncover creative opportunities that are there – you're just not seeing them yet.

Design innovation begins with a change in the attitudes of your existing employees. These attitudes are best supported through role modeling and giving people space to experiment with a new way of working. This may mean having a 30 minute lunch break to practice the attitudes, or encouraging experimentation during a meeting, rather than expecting a single right answer.

How can you draw from design thinking to become a better leader? We will look into the 5 steps of that we went through during the workshop and showcase how they can contribute to leadership:

1. Empathise: In addition to the benefits that we saw during the wallet designing exercise and the impact that getting to know your customer had to the solution your created, you can think about creating empathy within the team, the people you work with. What is it that they are looking for from their job/the organisation? What are their development needs and how can you help them evolve their skills further? Alternatively, try to complete the work they are assigned for a day – how does it feel to be them? Are you motivating them using the things that matter to them? This first level understanding and the empathy you build along this process will help you evaluate better where they stand on the motivation-competence scale (see the model by Blanchard et al. provided during the workshop) and inform further your leadership style.

2. Define: Working actively towards synthesizing information to better define a problem, will provide focus and frame the problem for the whole team working on it. Additionally, it can inspire your team and empower them to make decisions in response to high-level goals of the team. When attempting to tackle together a challenge as a team, a well-designed problem on the basis of rich insight collected can fuel brainstorming meetings.

3. Ideate: Allowing your team to brainstorm (having established a non-judgemental and open to learning and exploring team culture) increases the chances of moving beyond obvious solutions to more creative ideas. The pluralism of ideas and collective insights that can be harnessed from this process will be invaluable for current and future problem solving/product development.

4. Prototyping and Testing: Prototypes provide you and your team with something tangible. This in turn provides you with a first class opportunity to learn- having something at hand, as imperfect as it might be, can initiate discussions (that draw from something tangible rather than abstract ideas) and solve disagreements within a team much faster. It can also expose further areas of specific interest, helping to further define the problem. These two steps will allow you to iterate this process with an even deeper insight and produce even more creative, even more valuable solutions.

Summarising the above, the principles/steps behind design thinking can contribute not only to designing better product services, but also to problem solving, within teams and individually and finally to creating nurturing leaders and working environments. The steps/rationale outlined above aim to create a workplace where people want to be, one that responds quickly to changing business dynamics and empowers to contribute and creatively express themselves. And because design is empathetic, it implicitly drives a more thoughtful, human approach to business.

Name:

Course Evaluation

We are constantly striving to be the best that we can be. In order to ensure this happens we invite all our member's to complete this short feedforward form on completion of the workshop.

Please suggest any feedforward for the service of the Cambridge Inner Game Leadership member's club. Anything you would like to add to make it even better, please write on the back of the sheet.

- Write down your discoveries and your learning from today, which you will take back and use within a work environment?
- If you have any questions, do note them down and we will answer them by phone or email.   Many thanks.