

LEAD

Competency #1

“Evolving in Professional Capability”

YMCA of Greater Vancouver

Intended Impact

The differences we want to see in our staff a year from now

Deeper engagement of staff

Team at all levels are engaged, Staff engaging other staff, Culture of engagement, Increased ownership

Greater sense of personal value to the organization

Everyone knows they are valued and feels they are values

Our team has belonging to Y people and Y mission

Staff will know they belong to an organization with big plans and that they are part of the plan; Better understanding of each other and other departments

Staff invest beyond technical role

Staff members are connected to the vision of the YMCA; Our teams will be invested in the work the YMCA does beyond their technical role

Staff grow and develop in their ability to lead

We all learn; Growth of all staff; Staff feel psychologically safe to make mistakes; Staff and volunteers achieve their full potential so that they can make a contribution to the community

Staff feel appreciated and empowered

People will feel they are in a position to succeed; Culture of peer appreciation

Best Means

What we want to characterize our leadership development

Starts with us

Make the time

Prioritize people

Asset-based approach

Dedicate the necessary resources

Behaviors become part of our DNA

We go first

Intentional with our daily actions

Part of every interaction

Include in all agenda items

Sustained and Measurable

Characterized by our leadership competencies

Oriented toward our “in service to...”

We all own it

Embedded in our systems

Keep it simple

People grow through being given real responsibility

Relationship-driven

Requires vulnerability

Hold each other accountable

Premises

The guiding ideas to which we are dedicated

We believe in the potential of all people

Every staff member has something valuable to offer

All of our employees and volunteers bring value and talent worth nurturing

Leadership is in everyone

Developing people is a fundamental part of who we are

People are worth the time

Ultimate Aims

How we will “show up” as leaders to develop leaders

In all things we will be a model of what we seek to develop in others.

In all things we will look beyond ourselves and to the development of others.

Actions

What we will do collectively

1. Focus on the competencies for LEAD 2.0
2. Identify new triads to help with accountability
3. Articulate strategies for each team led by a Forum leader
4. Develop “Growing Edge” plans for middle management and direct reports
5. Mentor, coach, and invest in the development of our staff intentionally
6. Embed leadership development in our meetings and informal moments (“seize the moment”) so that it becomes “how we do things”
7. Integrate leadership development in performance plans to provide accountability
8. Showcase our staff’s growth and achievements in leadership

My Leadership Strategy for 2015

Intended Impact

The differences I want to see in my team a year from now

Best Means

What I want to characterize my leadership development

Premises

The guiding ideas to which I am dedicated

Ultimate Aims

How I will “show up” to develop leaders

Action

What I intend to do with my team



Where do we go from here?



Our Focus for 2015: Leadership Competencies

YMCA of Greater Vancouver **Leadership Competency Model**

LEADING SELF

Competency #1

**Evolve in
Professional
Capability**

Commit to
being better

Competency #2

**Achieve
Excellence and
Authenticity**

Show up
with the best
version of you

LEADING OTHERS

Competency #3

**Develop the
Potential in
Others**

Help
people grow
and lead

Competency #4

**Create
a Culture
of Connection**

Build bridges
between people
and partners

LEADING MISSION

Competency #5

**Think
and Act
Strategically**

Make good
decisions and
act on them

Competency #6

**Make an
Intentional
Impact**

Advance
the strength
and cause
of the Y

“Growing Edge”

Characteristics of a Growing Edge

- about you, not your team or the Y
- not just a technical skill, but rather a capacity
- not primarily about self-actualization
- impact-oriented
- current challenge
- requires you to grow
- pushes you into a zone of stretch (and often into productive discomfort)
- has implications for many areas

Rules of thumb...

If you're not quite sure you know how to grow in this area...



If you think it might be a game-changer for you (or at least make a difference in a number of areas of your leadership)...

If the thought of working on it holds a little dread...

Three Building Blocks

1. Vision for Your Leadership Impact



- What will be the effect of your leadership?
- What will be your legacy here?
- What particular impact do you want to have among others in and through the Y?
- What is your vision for how people will be different because of you?

2. Personal Leadership Ethic

In all things...



To check and see if it's an ethic, make sure it is:

Immediate

Sovereign

Paramount

Personal Leadership Ethic

Try this In all things I will treat people with dignity
Not that In all things I will gain the respect of people

Why?

We can control how we treat people, even those who mistreat us. But winning the respect of people as a Box A will make us chasing the opinions of others. We will be able to influence those opinions, but those are out of our control.

Try this In all things I will be optimistic

Not that In all things I will make a difference

Why?

The second option is vague, excessively aspirational, and focused on an effect, not an essence. In addition, the first option is immediate; the second option is not.

3. Indicators of Progress



Meaningful

Observable

Personal

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Learning – seeking and adopting new ways of thinking and acting

Experiment – willingness to engage on the growing edge of leadership competency

Teachable – respond to feedback and guidance

Innovate – trying new things

Courageous – taking smart risks to grow

Adapt – openness to change, stretch, and grow

Respond – applying new lessons to build effective habits

Stretch – accepting experiences to provoke professional advancement

Grow – developing in gap areas, rising to challenges, willingness to change

Leadership Competency #1

Evolve in Professional Capability

“Commit to being better”

Level 1 Behaviours (front line and support staff)

- Being aware of personal strengths and areas for growth and development
- Embracing continuous learning and actively pursuing self-development
- Using constructive feedback to improve performance
- Learning from mistakes
- Asking questions, thinking “outside-the-box”, and making suggestions for improvements
- Willing to adapt to and work effectively within a variety of situations
- Trying new things, even at the reasonable risk of failure

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Level 2 Behaviours (team leaders)

- Maximizing strengths and facilitating growth and development in self and team
- Providing opportunities for continuous learning and self-development (technical and leadership)
- Seeking out and being open to constructive feedback from others
- Treating mistakes as learning opportunities
- Seeking new approaches and “outside-the-box” thinking
- Demonstrating and communicating support for organizational changes
- Pursuing the next level of learning and discovery

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Level 3 Behaviours (organizational leaders)

- Celebrating strengths and driving personal growth and development
- Creating a culture of continuous learning and advancing self-development by actively engaging in LEAD
- Creating an environment where honest and open feedback on all issues, even controversial/difficult ones, is encouraged
- Fostering an environment where mistakes are seen as learning opportunities
- Respectfully improving the ideas and approaches of others
- Inspiring others to understand the need for and embrace change
- Creating an environment where measured risk taking (in service to progress) is encouraged

How do you lead those on your team
(or within your sphere of influence) to
Evolve in Professional Capability?

5 conditions for development

5 conditions for development

1. Coach

The right kind of feedback and guidance

5 conditions for development

1. Coach

The right kind of feedback and guidance

Feedback

seeing, reflecting back, observing, holding a mirror, illuminating parts that are difficult for others to see for themselves, providing insight and interpretation

Guidance

instruction, direction, help, assistance, support, steering, inputs

5 conditions for development

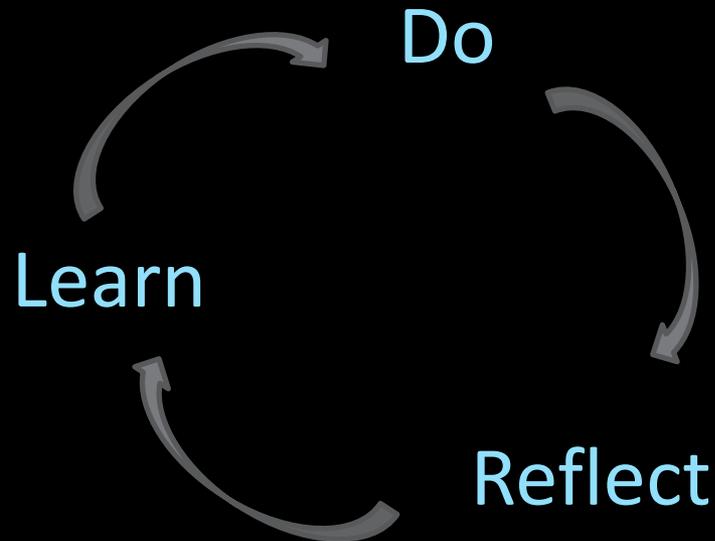
2. Praxis

The right kind of learn-do-reflect cycles.

5 conditions for development

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The right kind of learn-do-reflect cycles.



5 conditions for development

3. Stretch opportunities

The right kind of space and experiences to grow.

5 conditions for development

3. Stretch opportunities

The right kind of space and experiences to grow.



VS.



5 conditions for development

4. Disequilibrium

The right kinds of disruption.

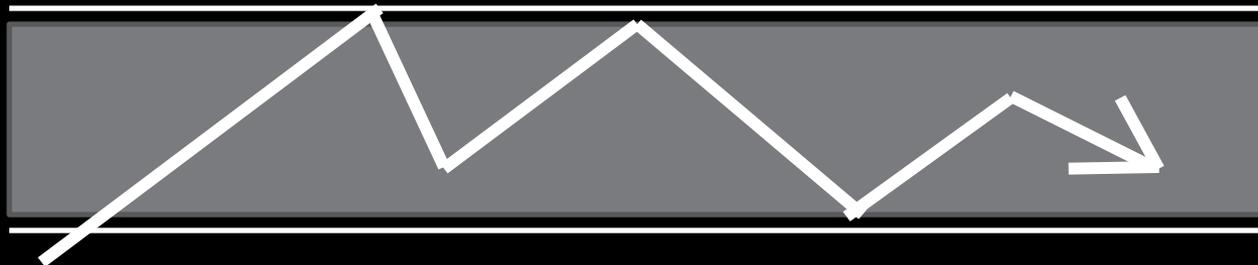
5 conditions for development

4. Disequilibrium

The right kinds of disruption.

Zone of optimal disequilibrium

Trauma (too much)



Complacency (too little)

5 conditions for development

5. Make meaning

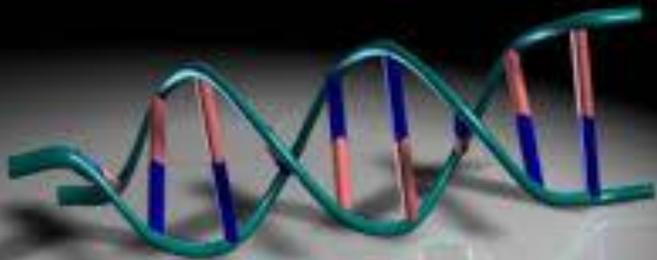
The right kind of ownership.

5 conditions for development

5. Make meaning

The right kind of ownership.

The “helix” of ownership:



My life



The Y

5 conditions for development

5. Make meaning

The right kind of ownership.

“Beware of ‘inert ideas,’ ideas that have not been utilized, tested, or thrown into fresh combinations.”

- Alfred North Whitehead

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What will it take for us to lead our Y in this competence?

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To Do

1. Start your own LEAD canvas for 2015
2. Help your team start their own LEAD canvases
3. Design one action step for yourself and each person on your team to develop this competency
4. Check in with your triad