LEADERSHIP
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SPI helps companies deliver on their promises of sustainability by providing education, tools, resources, consulting and certification.
Bristol Community College Health and Science Building, Net Zero/LEED Platinum
AGENDA

1. Building on your Experience
2. Leadership Behaviors
3. Leadership Styles
4. Discussion
WHY?
Targets: LEED, NZ, LBC, 2030 = “WHAT”
Leadership = “HOW”
If only they would look down here!
In pairs:
Discuss your experiences working with/under GOOD leaders.

• What were their characteristics?
• How did people feel working with them?
In pairs:
Discuss your experiences working with/under BAD leaders.

• What were their characteristics?
• How did people feel working with them?
James Kouzes and Barry Posner

The Five Practices of Exemplary Leadership
The Five Practices by Kouzes and Posner

- *Model the way*:
  - Clarify values
  - Set the Example

- *Inspire Shared Vision*:
  - Envision the Future
  - Enlist Others

- *Challenge the Process*:
  - Search for Opportunities
  - Experiment and Take Risks

- *Enable Others to Act*:
  - Foster Collaboration
  - Strengthen Others

- *Encourage the Heart*:
  - Recognize Contributions
  - Celebrate Value and Victories
A. Know values (find your voice)
B. Set an example (act on values)

Titles are granted, leadership is earned.

Behavior far outweighs words.

If there is a disconnect between values & behavior, you lose credibility.

You can’t impose values. Engage, build and affirm shared values. Find common ground.

Tell stories to share values.

“Be there” in times of uncertainty

Simple, daily acts create progress, build momentum
What are your firm’s stated values? How should they manifest?
Where are the disconnects between values and behavior?

Ken Olson said: The culture of organization is determined by the worst behavior tolerated by its leader.

If an alien came to look at just the behavior in the firm, what do you think they would perceive your values to be?
You must be the change you wish to see in the world.

Mahatma Gandhi
EXERCISE:  
Model the Way

Take a minute:  
Write down your personal values.

How would you characterize them?
EXERCISE:
Model the Way

Now:
How do you spend your time, and money?

Discuss in pairs.
2. INSPIRE A SHARED VISION

A. Envision the future

Vision transforms purpose into action
Leaders inspire with a clear image of possibility

Buckminster Fuller said:
“People need to accept a vision as their own. Speak their language –
They must believe that you understand their needs. Connect by shared aspirations!”

Moving from Me to We

Kouzes and Posner: The Leadership Challenge
Always lead with the desired “end state” you are trying to achieve. Including: vision for every project meeting!

Make sure your vision is compelling and excites you. You can’t fake it.

NEVER miss an opportunity to reinforce the vision. Every conversation, every communication, every tangible opportunity.

Think BIG!

Kouzes and Posner: The Leadership Challenge
EXERCISE: Inspire
Shared Vision

Think of an activity (project meeting, family trip, sports event)
Typically we describe activities to the people we lead in terms of actions or deliverables.

In pairs: Describe your activity in terms of actions / deliverables. Then go back and describe again but this time in terms of vision.

Coach each other to improve the “vision” description.
A. Search for opportunities
B. Experiment and take risks

Innovation = experiment + risk + failure + learning

Leaders are always looking to improve outcomes, but also encourage ideas to come from anyone.

Encourage learning from (early) failure

Change is always a part of leadership

Change can be stressful, so leaders must create a climate in which people are psychologically hardy—in which they feel in charge of change

Kouzes and Posner: The Leadership Challenge
Imagine you start a project where the design team has a “traditional” mindset. How do you get people on board with a more integrative design process, or Net-Zero design?

What parts of process do you need to challenge, and how would you describe your vision?

Discuss in pairs.
A. Foster collaboration

B. Strengthen others

Teamwork, trust and empowerment.

“I’ve got your back” allows people to take a risk.

Exemplary leaders make people feel strong, capable, informed, and supported. They use their power in service of others.

When people have more discretion, authority, and information, they have the energy to produce extraordinary results.

Kouzes and Posner: The Leadership Challenge
5. ENCOURAGE THE HEART

A. Recognize contributions
B. Celebrate values and victories

Struggle is long, hard and frustrating.
Must keep morale up!
Pay attention, offer encouragement: rekindle and focus people’s energies.

“We’re in this together”
Build strong sense of collective identity and spirit to carry a group through turbulent times.

Kouzes and Posner: The Leadership Challenge
Kouzes and Posner: The Leadership Challenge
LEADERSHIP STYLES
# The Six Leadership Styles (Goleman)

<table>
<thead>
<tr>
<th>LEADER’S MODUS OPERANDI</th>
<th>COMMANDING</th>
<th>VISIONARY</th>
<th>AFFILIATIVE</th>
<th>DEMOCRATIC</th>
<th>PACE SETTING</th>
<th>COACHING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Style In A Phrase</strong></td>
<td>“Do what I tell you”</td>
<td>“Come with me”</td>
<td>“People come first”</td>
<td>“What do you think”</td>
<td>“Do as I do, now”</td>
<td>“Try this”</td>
</tr>
<tr>
<td><strong>Underlying Emotional Intelligence Competency</strong></td>
<td>Drive to achieve, initiative self-control</td>
<td>Self-confidence empathy change catalyst</td>
<td>Empathy building relationships communication</td>
<td>Collaboration team leadership communication</td>
<td>Conscientious drive to achieve initiative</td>
<td>Developing others, empathy self-awareness</td>
</tr>
<tr>
<td><strong>When Style Works Best</strong></td>
<td>In a crisis, to kick-start a turnaround, with problem staff</td>
<td>When changes require new vision, when clear direction is needed</td>
<td>To heal rifts in a team, to motivate people during stressful times</td>
<td>To build buy-in or consensus, to get input from valuable staff</td>
<td>To get quick results from a highly motivated, competent team</td>
<td>To help improve performance, develop long term strength</td>
</tr>
<tr>
<td><strong>Overall Impact On Team</strong></td>
<td>Negative</td>
<td><strong>Most Strongly Positive</strong></td>
<td>Positive</td>
<td>Positive</td>
<td>Negative</td>
<td>Positive</td>
</tr>
</tbody>
</table>
Hypothetical scenario:
You are deep into Design Development.
Your client now says: they want to achieve LEED Platinum.

6 volunteers will act out how they would handle this situation – each one will be assigned a specific style.

Your job is to guess which one they are!
Let’s be intentional about the future we build.

Image: Scientific American 9/06