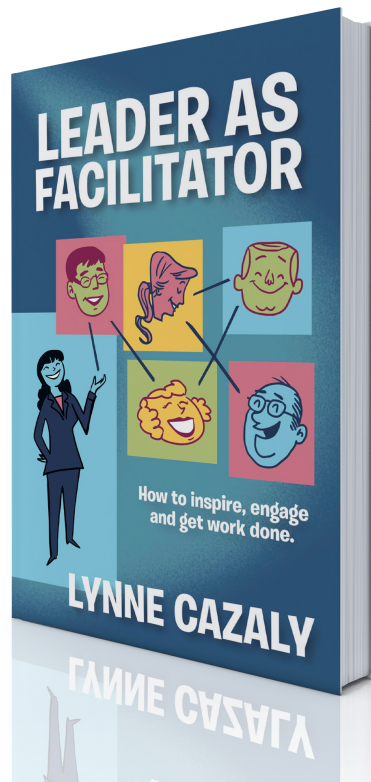


The Changing Role of Leaders...



...and the rise
of the
Leader as Facilitator

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Facilitation = ease of progress

The capability to facilitate is increasingly becoming one of this decade's critical skills for leadership.

These elegant, collaborative and engaging capabilities are no longer just for trainers, presenters or group and process practitioners.

Executives, business analysts, project managers, middle level team and people leaders as well as those new to managing and leading a team are seeing and experiencing the benefits of being able to

- engage with a group or team,
- draw information from that group, and then
- help them collaborate to achieve an agreed outcome.

For experienced leaders, the landscape is also changing: leadership styles continue to evolve and shift.

The days of telling people what to do are gone; greater engagement, influence and impact are how leaders are getting things done.

And add to these changes the diversity of teams today. Different ages, generations, cultures, languages, interests and motivations; finding ways of engaging, involving and working with them is totally up to the leader, not the team or the individual.

Expecting people to 'be engaged' is a cop out. Leaders of today need to elicit the involvement and engagement of their team.

People on your team need to feel like they want to be engaged in the plan, strategy and vision. They will contribute their input and give discretionary effort if the environment is right.

Leaders can do so much to create the right environment and set up the processes that will help that team work together and collaborate.

But make no mistake, facilitation is not 'soft' work. There are many effective and well-structured approaches and techniques that high performing facilitators use to achieve swift, creative and relevant outcomes with a group.

Facilitation means 'ease', to achieve and ease of progress.

This is the changing role of leadership.

It's about Engagement and Outcomes

Leaders who work to be high on both **engagement** and **outcomes** are what I'd call 'high impact' leaders. And if you're already 'high', how about going for 'higher' impact?

High impact leaders are themselves, engaging. And they're engaging to others around the organization, to customers, clients, suppliers, industry leaders – even competitors. They have an expertise that is beyond their subject matter, and they know how to inspire, engage and connect with people in a way that produces great work.

Think of a **horizontal scale or continuum**: at one end are leaders who suck the life force out of their team or organization on one end with **low engagement**, and at the other, are leaders who are **high engagement**, inspiring, collaborative and make great things happen around them.

We can't all be high engagement, high impact leaders, or global engagement scores would be better than they are, currently running at well under 50% (Gallup 2016).

Crossing that continuum is another one, a vertical continuum. This scale is about **outcomes**. Shifting from not achieving anything, **low outcomes** to achieving high levels of productivity and delivery, achieving **high outcomes**.

High impact leaders work to be high on both scales. **High engagement + high outcomes**.

Because here's what happens...

If you're in a meeting, workshop or a team environment where there is low engagement and nothing much gets done, it's a **yawn fest**. Who'd want to be in that environment?

Actually... I was! We've all had a stint in a team, project or group where it wasn't fun, it wasn't engaging and nothing much was achieved.



I remember working on a project for a government team. There were six of us, of varying levels of experience and expertise. The highlight of the day was completing our time sheets – what time we started, what time we finished. Seriously. Also, there was a wonderful view of the city and the river from our floor to ceiling windows. So time would be wasted, not many meetings would be attended and no one was really working on anything.

You might think it's fun... for a few hours. But day after day it was soul destroying. We are meant to have purpose, to achieve things and create so that our mark is left on the world. So a few days of this environment was enough to make me realise it was time to leave and find the next adventure. This was a typical low engagement environment. (Who was the leader anyway? We never really saw him or knew who she was – they were leader in title only!)

It was certainly a low outcome environment too. It really was a **yawn fest**. So uninspiring, so unproductive, so low on purpose and outcomes. I just had to get outta there!

Similarly, if you're still low on engagement but you're achieving things as a unit, team, project or organization, it's still not the best place to be. There can be this 'forcing' and pushing to get things done. A type of command and control approach. I call it a **hostage situation**. People don't really want to be there; they're not engaged, they're not inspired and they're not bringing their best creative or innovative selves to the team or the organization and what it does. People shut down, don't see any point in contributing and you're headed for a downward spiral.

This could be so many organizations, teams and units around the globe. I think this is the situation in many more instances than the research data on engagement reveals and more than what people will reveal.



'Engagement is low but we're producing or achieving.' Ineffective and delusional leaders might think this is an OK second prize to high levels of productivity, outcomes and engagement, but it's not sustainable. It's short term thinking to believe that simply hitting some targets and producing things is acceptable.

So for my thinking, this **hostage situation** is having an impact on the individuals and damaging their capacity to give, do, contribute or perform to the levels they are capable of – and would like to.

Many people bear the scars of working in an environment that was either low engagement and low outcomes, or low engagement and high outcomes, but it was painful, harsh, hurtful, depressing and ... it injured them.

This scar tissue gets aggravated when the hint of that type of leader or environment is presented. It can manifest as 'pushing back' on a request – resisting collaboration, lack of willingness to contribute ideas and suggestions, cynicism to whether things will really change this time... and on and on and on.

Hostage situations and yawn fests are to be avoided, no matter the environment. Whether it's a project team a flight crew on board a plane, a hospitality team at a five star resort, a manufacturing team making technological goods, an organic baker making bread.

But what of high engagement leaders who don't produce or deliver much? They're on the right side of engagement that's for sure. But I liken it to a party environment. 'We all get along so well,' can be a telltale sign that you have a team that's highly engaged but there could be other issues lurking below.

I worked in a highly engaged team in a consulting environment. We were developing programs, services and products to sell across the business and beyond and we did a fair bit of work and produced 'stuff', but oooo-eee it was a great time!

Friday night drinks. Actually, why wait; let's go for Thursday night drinks. And Friday lunch. And oh, let's be social and 'let's all hang out after work.'

The manager would put the corporate credit card on the bar for drinks. 'Team building it's called,' he would say. And it did build the team. But it didn't impact our ability to deliver things, to shift the way we were working or what we were producing. Most of us had hangovers two or three days of the week, thanks to the boss and the party environment.



I think it's a high-priced party. Woo hoo! Rock on! It's all about having a good time. Hang the productivity, sustainability or responsibility.

No, there is somewhere else to be on the high impact leadership quadrant. And that is where the leader and team create an environment where there is **high engagement as well as high outcomes**. The team is engaged, connected to the vision, wanting to work well and feeling a part of it all. Additionally there is an approach in that team that means they are delivering, achieving, contributing and making an impact on customers, clients, stakeholders, the wider community because of what they do.

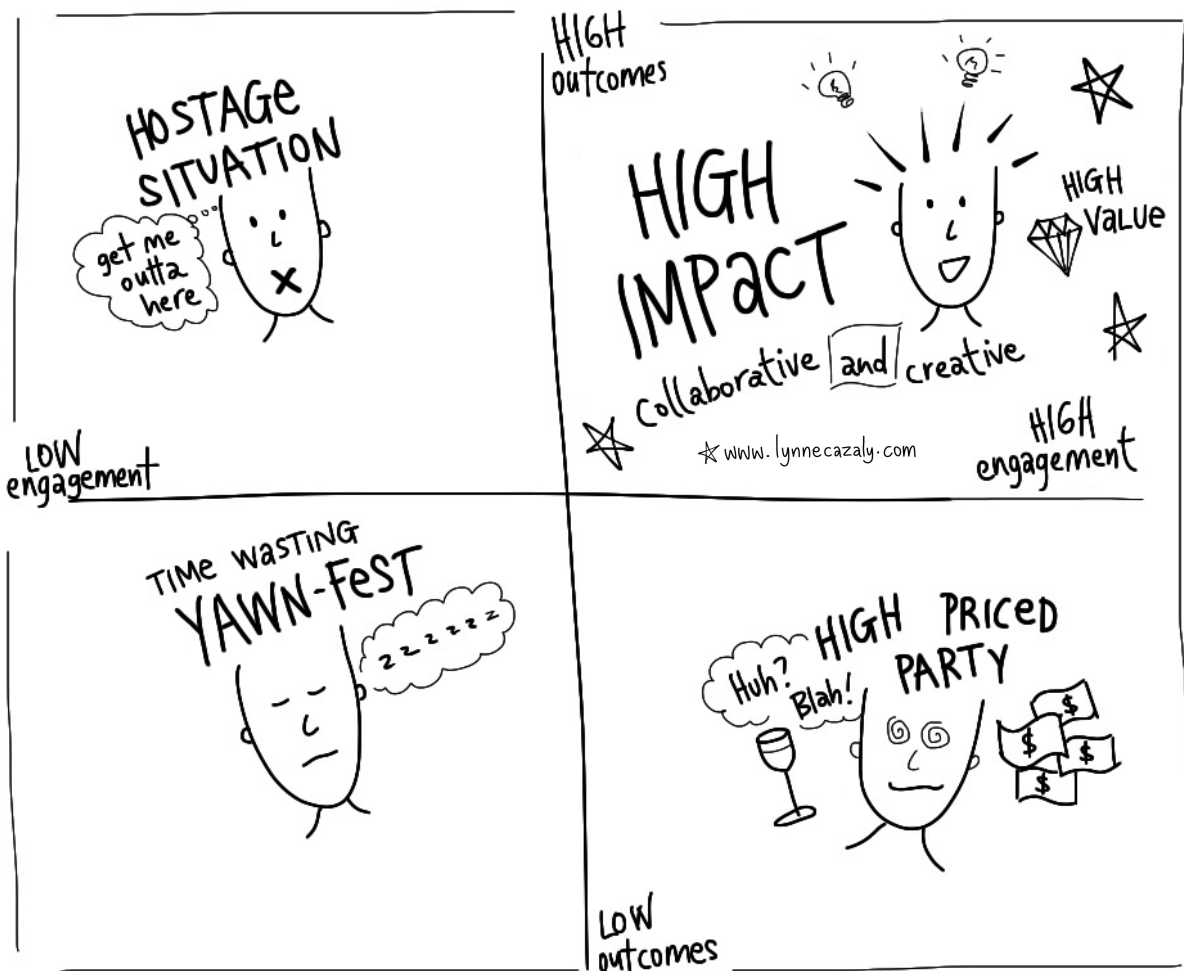
This is the magic space to be in: achieving great work, feeling like it's a good place to be. You're able to do your best work. The team is producing. They're engaged.



It's not easy to get there, but it is aspirational. It's a place to be aiming for and without something to aim for you're just marking time, not getting anywhere in particular.

Aspire for high impact leadership with high outcomes.

To get there, you need to be agile, adaptive, responsive and willing to shift, change, pivot, yield and, well, morph. The leaders who are best able to do this is the ... Leader as Facilitator.



The yawn fest, hostage situation, high priced party.
Keep striving to be a high impact leader – a Leader as Facilitator.

“Good leaders organize and align people around what the team needs to do. Great leaders motivate and inspire people with why they’re doing it. That’s purpose. And that’s the key to achieving something truly transformational.”

-- Marillyn Hewson, Lockheed Martin

The Changing Role of Leaders

The days of a leader being directive and telling people what to do 24/7 are gone. That's so last century! Leadership shifted to being more consultative, asking and connecting and engaging with teams.

And it is evolving further to being facilitative, where the leader is able to draw information, ideas and insights out of the team rather than telling, instructing or adding their own thoughts to the team.

From our childhood memories of being told to 'clean up your room' to adulthood experiences of being told to 'do this thing in this way', we are self-directed human beings and we don't really like being told what to do.

So why are leaders STILL trying to parent their teams and tell them what to do?

The telling role of leaders is shifting from just sharing information where the new strategy or project is 'rolled out' in a darkened auditorium or 'Town Hall' event (that people THINK is collaborative) to one where the onus is on the leader to elicit information.

'Elicit' means to draw out information and leaders can do this through enhanced communication and questioning techniques.

This is what builds engagement. Posters, videos, promotional products and pot plants don't build engagement. Humans create engagement with other humans.

Teams are co-creating

Changes are afoot in many industries and businesses - they're moving from teamwork to collaboration and now shifting and evolving further to people co-creating. Here people across the business are working with customers, clients, colleagues and others from diverse fields to make and design products, services and offerings of the company.

Leaders increasingly need the capabilities of facilitators to:

- create the right environment,
- set up a process for engagement with their team,
- run that process and handle what happens during it, and
- honestly and authentically gather the input and contributions from their team.

Diversity demands it

There is a mix of diverse ages and cultures on every team, and finding ways of engaging them and working with them is up to the leader, not the team.

The days of simply 'telling' people in a team what to do are fading; people need to be engaged, their capabilities harnessed and the group given the environment, situation and processes to help them work together and collaborate. Today's leader is a facilitator.

	Leadership 1.0 Last Century Leaders	Leadership 2.0 Consulting Leadership	Leadership 3.0 Future Ready Leaders
Leadership Style	Leader as director	Leader as coach	Leader as facilitator
	Control	Consult	Co-create
	Commander	Parent	Partner
	Direct	Evolve	Curate
Engagement Approach	Tell	Ask	Elicit
	Instructions	Questions	Context
	One voice	One-to-one	One-to-many
	Alone	Together	Cohesive
	Compliance	Will	Buy-in
Team Performance	Push	Pull	Engage
	Group	Team	Tribe
	Require	Uncover	Harness
	One way	Formulaic	Integrated
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The shift from Leader as Director, to Leader as Coach and now... to Leader as Facilitator.

The shift is underway from **Leadership 1.0** or '**Last Century Leadership**', where the style was commanding and controlling and involved leaders directing. They tell people what to do and use compliance as a way to achieve outcomes. This style pushes people away and tends to group people together as a requirement.

The move to **Leadership 2.0** or '**Consulting Leadership**' is where many businesses are aiming for, but it's not enough. The workplace has changed again. The leadership style of leader-as-coach is time consuming and frustrating and many leaders report feeling like parents with the need to ask endless questions to pull a team together. It can feel formulaic and forced.

Leadership 3.0 is '**Leader as Facilitator**'. It sees the leader as a partner in the team – or rather, tribe. The tribe is co-creating, they are cohesive and engaged. The team has achieved buy-in by harnessing their talents, integrating their performance and focusing on the bigger context of their role in the business.

So what next...

Where are you at? What do you need to help you move along, to adapt to the changing work environment and the changing needs of the people in your team... tribe?

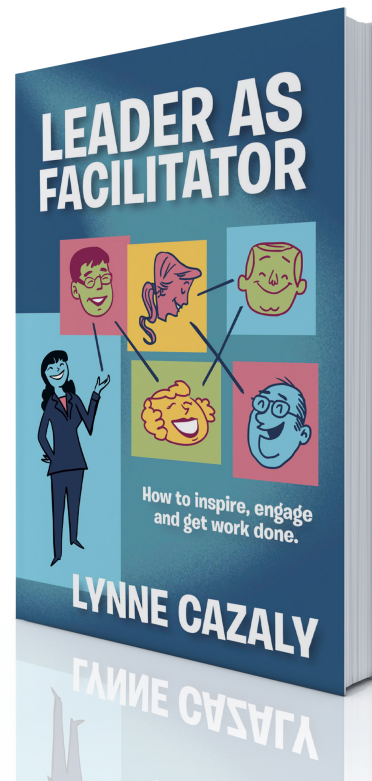
Read more about Leader as Facilitator in Lynne Cazaly's book 'Leader as Facilitator: How to inspire, engage and get work done' or on Lynne Cazaly's blog or LinkedIn profile.

Lynne Cazaly offers 1, 3 and 8-day development programs to build your leadership team's 'Leader as Facilitator' skills.

These programs can be tailored to address the unique culture of your organisation, the size of the group and the level of leadership capability.

Keynotes and presentations at conferences are also available on this topic.

Further details at www.lynnecazaly.com



Lynne Cazaly's workshops are highly engaging, practical, participative, experiential and make high use of visual tools. In a word, there'll be no PowerPoint!

About the Author

Lynne Cazaly is a keynote speaker, author and mentor. She is the author of the books:

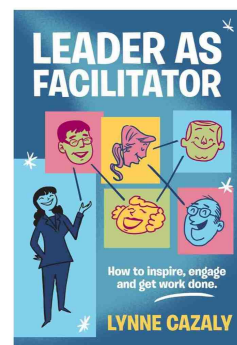
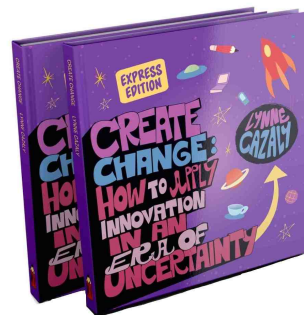
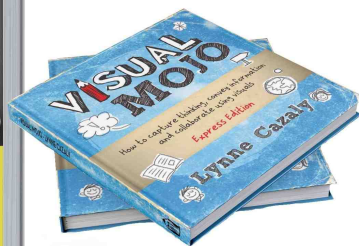
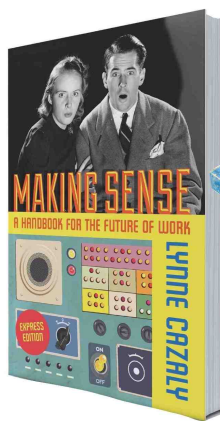
- *Leader as Facilitator: How to engage, inspire and get work done*
- *Making Sense: A Handbook for the Future of Work*
- *Create Change: How to apply innovation in an era of uncertainty, and*
- *Visual Mojo: How to capture thinking, convey information and collaborate using visuals.*

She works with executives, senior leaders and project teams on major change and transformation projects. She helps people distil their thinking, apply ideas and innovation and boost the engagement and collaboration effectiveness of teams.

Lynne is an experienced board director and chair and is a global keynote speaker and an executive facilitator.

She is a partner with Thought Leaders and on faculty of Thought Leaders Business School.

Read more at www.lynnecazaly.com



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