

NAWO Mentoring Program: Mentoring Conversation Map

Adaptive & Courageous Leadership

Five Key Learning Priorities

Future Focused & Adaptive Learning

5



Adaptive & Courageous Leadership

- Self-awareness, authenticity, values & motivations
- Leadership vision & legacy
- Taking decisive action
- Having courageous conversations
- Building trust



Overview

Making the transition from a technical or support role to a leadership role can be both a challenging and rewarding time. There can be different challenges and rewards if you are an experienced leader who is exploring and developing their skills in the leadership space. The way in which you approach this transition will play an important part in your first experiences of 'sole leadership' and the way in which you develop yourself as an adaptive and courageous leader. The activity of transitioning to a leadership role is 'ripe' for the 70:20:10 learning approach, as you'll want to talk with others about leadership (70%), you'll need to act and try out your leadership (20%); and it's a great time to learn new knowledge or attend a training program about leadership (10%).

Vision for this Mentoring Conversation Map

Before you start, consider your vision for this conversation. These questions might help you to 'begin with the end in mind':

- Why are you interested in developing yourself as an adaptive and courageous leader?
- What career positions are you in that now requires you to be an adaptive and courageous leader?
- What concerns do you have about making the transition to being an adaptive and courageous leader?
- What do you want to be different as a result of exploring this topic? How will you know/measure that you (we) have achieved this?

Questions to Facilitate Conversation (70%)

These questions contribute to the exploration of **Adaptive and Courageous Leadership**:

- Who are the leaders who have inspired you and what are their characteristics or traits?
- Who do you want to become as a leader and what are the personal values that represent you?
- How will you handle the potential issue of leading or managing fellow teammates (if making an in-team transition)?
- What do you currently do to speak up about issues that you feel strongly about or weigh you down?
- What happens to your emotions during a difficult situation of conflict? For example –emotions can ‘show’ in different ways in different people during situations of conflict and can inhibit us from dealing with situations in a way that we would like. Some people respond with anger; some respond with tears; some respond with silence. Delve down to identify your triggers and what role your emotions might play in how you handle conflict –now –and what you’d like to be different in the future.
- How do you role model the vulnerability and courage that you expect to see from others?
- How do your personal values align with the values you look for in an organisation?

Actions or Activities to Enhance Growth and Development (20%)

The following actions and activities can enhance growth and development of yourself as you become a new leader:

- What opportunities are there in your own organisation to be in an acting leadership role? Explore the options available to get some experience.
- In written format, describe the type of leader you desire to be. Create a vision statement for your leadership approach.
- Contact colleagues (female and male) who have recently made the transition to a leadership role. Organise time to talk with them about what they have learnt about themselves as leaders and what advice they might share with you.
- Observe yourself 'in action' (and others). As you work towards your own development, it will take time. Being in touch with situations by 'observing yourself in action' is a powerful way to get to know yourself, your trends in behaviours, and ultimately how you are conducting yourself in situations of conflict.
- Create a vision for how you want to handle conflict or courageous conversations in the future. Consider the actions you will take before, during and after those conversations.
- Identify any special interest groups that relate to women in leadership in NAWO and other related organisations. Find out how you might connect and learn from these groups.
- How well do you know your own style? You might consider undertaking a self-diagnostic (such as DISC) to understand more about yourself and others as a first step to reflecting on your own role in handling conflict -but also explore diagnostics that deal with emotional and social awareness etc.

Research & Development AND/OR Formal Training that Contributes to Development (10%)

The following actions might help you to learn more about the transition to leadership and leadership in general:

- Explore contemporary theory about leadership –undertaking a quick internet search or asking others about their favourite websites will give you ample information to get started.
- Review resources from [WGEA](#) and reflect on what you can learn from this – discuss this with others.
- Talk to NAWO about their Adaptive and Courageous Leadership events that combine a learning approach and networking.
- Identify a relevant leadership or related text that you can read. Ask your mentor or fellow mentees about leadership texts that they have found helpful. Ideas might include reading *The Leadership Challenge* (Kouzes and Posner); *Crucial Conversations* (Patterson); *Lean In: Women, Work and the Will to Lead* (Sandberg); and *Daring Greatly* (Brene Brown) - just to name a few.
- Organise to interview key leaders (both female and male) within your organisation or network. Find out how they have made the transition to leadership and what advice they might share with you about their leadership journey.
- What do you understand about the theories that ‘sit behind’ conflict? Develop your knowledge base about the ‘science’ of conflict. This helps you to move from a purely emotive base to a more science/evidence-based approach.