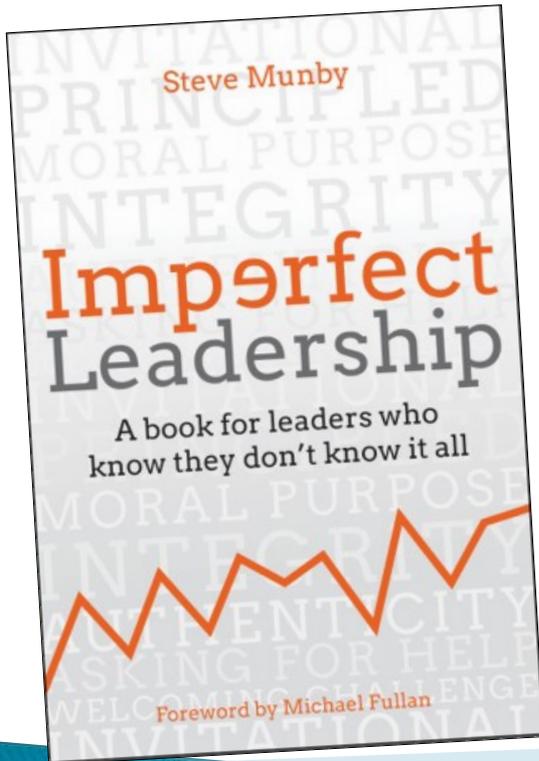


Imperfect Leadership

Schools North East

October 2019

Steve Munby
Munby Education

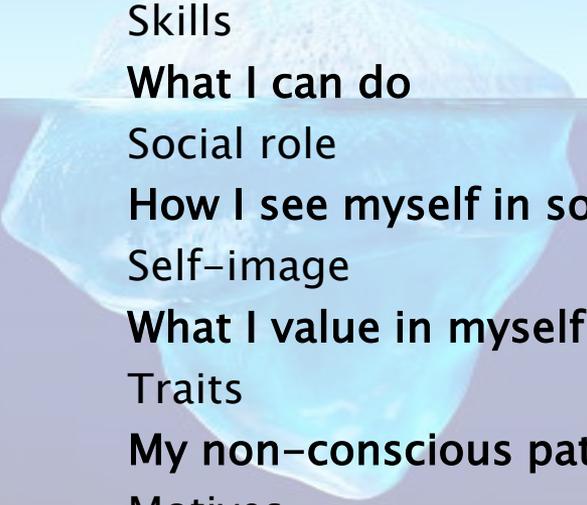


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Imperfect Leadership

1. Imperfect leaders are self-aware – they know their own strengths and weaknesses

The iceberg model

A diagram of an iceberg floating in water. The top part of the iceberg is above the water line, and the bottom part is below. The background is split horizontally: light blue for the sky above the water and dark blue for the water below. The iceberg is a light blue, textured shape.

Knowledge

My reservoir of knowledge and experience

Skills

What I can do

Social role

How I see myself in society

Self-image

What I value in myself

Traits

My non-conscious patterns of behaviour

Motives

What excites me and matters most to me

Source: Adapted from The Iceberg Model by M. Goodman, 2002

The iceberg model

1. What **knowledge** and **experience** do I have that make me an effective leader/ What are the gaps in my knowledge and experience?
2. What **Skills** do I have that make me an effective leader? What skills do I need to develop?
3. What do I think **others** want and expect from me as a leader? How do I know? Am I happy with that?
4. How strongly do I believe in **myself as a leader**? Do I have a healthy balance between confidence and fear/humility?
5. How do my **traits** work for or against me as a leader? What are my default modes? Why do I sometimes end up behaving in a way that I regret afterwards? How might I adapt or change my default modes to make me even more effective?
6. What **motivates** me about leadership? What are my drivers and how does that effect my behaviour and how I feel about myself? Making a difference? Achievement? Ambition? Status and power? Income for my family? Not being a failure? Being liked?

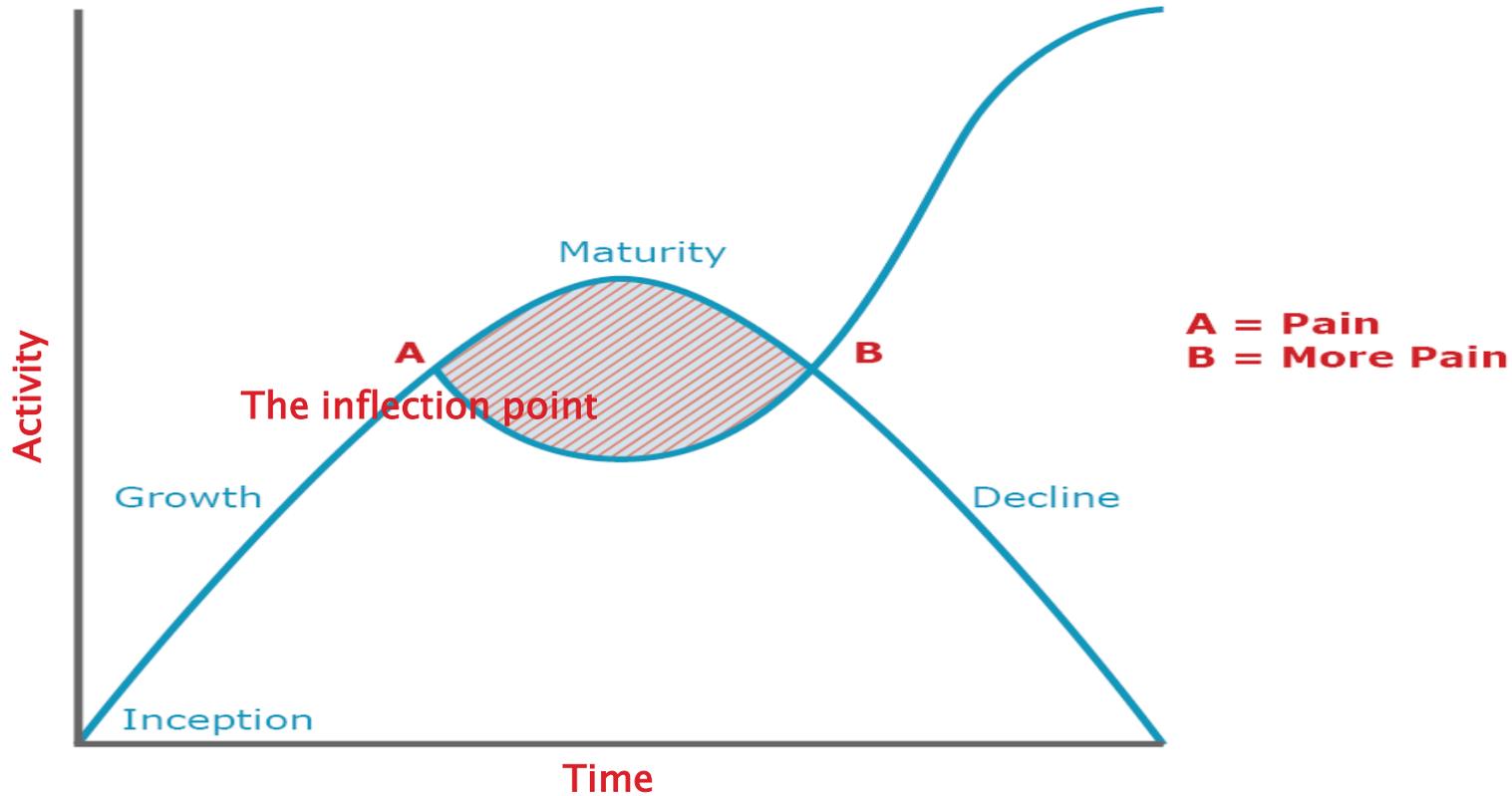
Leadership Style

“Leaders need to develop their own leadership style based on their beliefs and values, their expertise and skills and their personality. But context matters so our leadership style has to change as our context changes.”

Steve Munby

Imperfect Leadership.

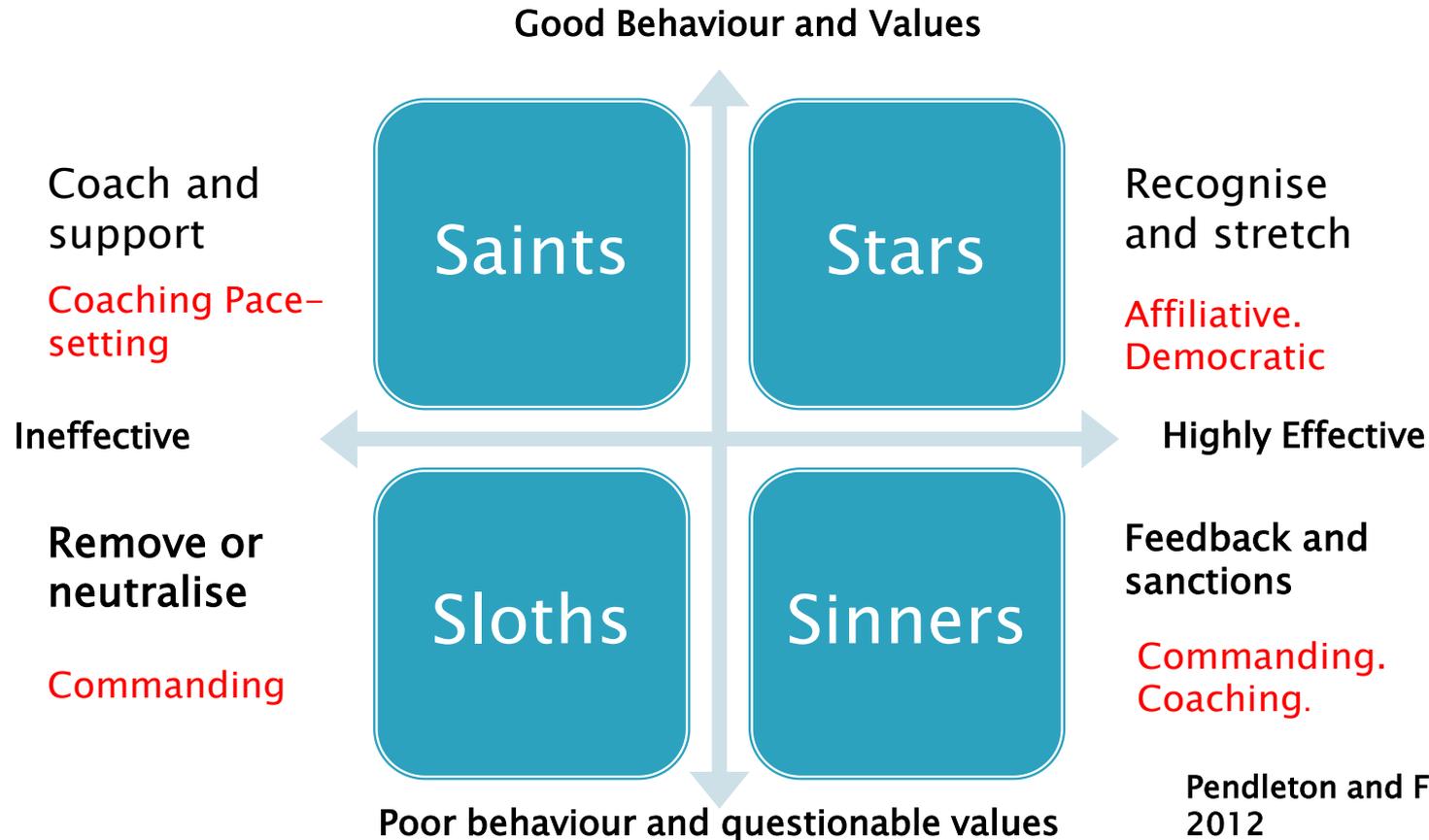
Sigmoid Curve – Understanding the inflection point



The Sigmoid Curve

Source: *The Age of Unreason*, Charles Handy

Using leadership styles to manage colleagues



Imperfect Leadership

- 2. Imperfect leaders know their weaknesses so they try to appoint people who are noticeably better at things than they are. They try to ensure that the team has the balance of skills and expertise that no single person can possibly have.*

Imperfect Leadership

- 3. Imperfect leaders understand that it is not all about them (why should it be?), and that it is better to be right at the end of a process than to be seen to be right at the beginning. They empower their team and distribute the leadership.*

When teams go wrong

Reason number 2.

The CEO keeps too much control. He or she delegates tasks rather than responsibility/accountability. Team members are neither empowered nor supported/coached in their key areas of work. The team just waits for the CEO to make all the decisions.

When teams go wrong

- Reason number 3

People can think it is the CEO 's meeting and his or her responsibility to make it work, not theirs. Therefore, they tend to do scant preparation and give the agenda little prior thought....The key is very strong delegation to others (to each member of the team, not just to some) so that increasingly there is collective accountability. It requires constant vigilance, since the default position for any executive team is to rely on the CEO to make things work.

Why teams go wrong

Reason number 4

People are there because of their role rather than their expertise on the issues being addressed. At any given time, the person in the organisation with the most expertise on the issue being discussed may not even be in the room! This is a real weakness with executive teams. Decisions end up being less informed than they ought to be and at the same time those with the real expertise on the issue end up being on the receiving end of top-down change.

When teams go wrong

Reason Number 6.

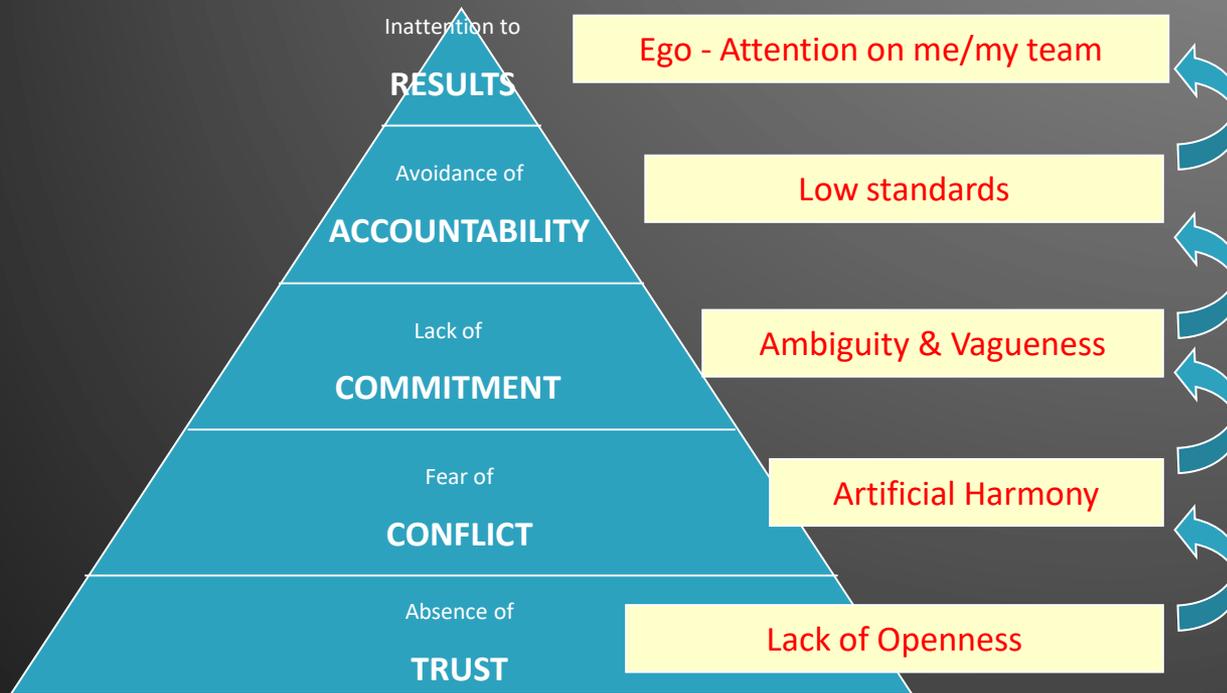
Poor behaviour (eg turning up late, being rude to a colleague, being rude about a colleague) is not challenged and confronted so it continues.

Why teams go wrong

Reason number 5

Trust between team members can be lacking. Lack of reciprocity and generosity within and outside the meeting can lead to tensions. The team does not address this or even discuss it.

The 5 Dysfunctions Of A Team Patrick Lencioni

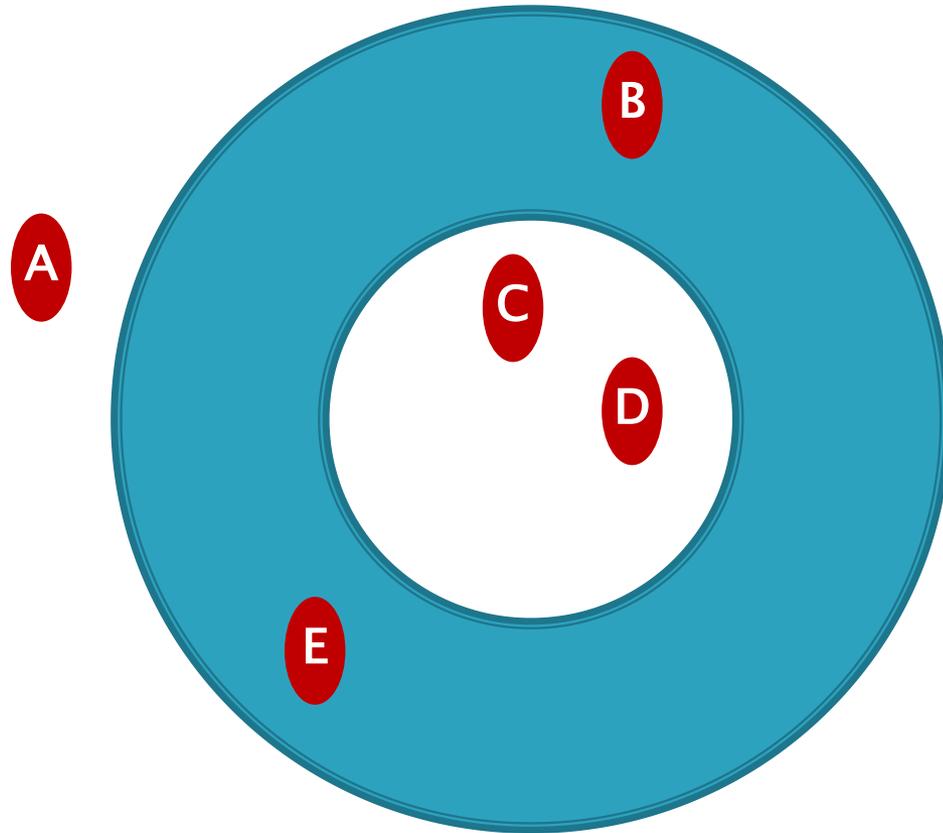


Members of trusting teams...

- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Take risks in offering feedback and assistance
- Appreciate and tap into one another's skills and experience
- Focus time and energy on important issues, not politics
- Offer and accept apologies without hesitation

Patrick Lencioni

The Circle of Trust



Imperfect Leadership

- 4. Imperfect leaders are invitational. They ask for help and are prepared to admit that they need it*

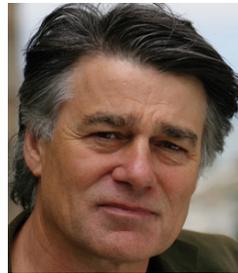
Why Invitational leadership/asking for help is so effective

1. It builds collective ownership and is more likely to change behaviours

Santorini in the mist



“At the heart of leadership, indeed in its very soul, is the ability to create a dialogue that others will willingly join”



David Whyte

Invitational Leadership

- Who are we?
- Why are we here?
- What are we trying to achieve together?
- Are we in or out?

Why Invitational leadership/asking for help is so effective

2. It leads to better and cleverer strategies

Knowsley Education Office.



The National College for School Leadership



Why Invitational leadership/asking for help is so effective

3. It helps to avoid “groupthink”

“ For too many of us, it’s become safer to retreat into our own bubbles, whether in our neighborhoods.....or our social media feeds, surrounded by people who look like us and share the same political outlook and never challenge our assumptions....And increasingly, we become so secure in our bubbles that we accept only information, whether true or not that fits our opinions, instead of basing our opinions on the evidence that’s out there. ”



Barack Obama

Final speech as President of USA – Jan 2017

Imperfect Leadership

5. Imperfect leaders acknowledge their mistakes. They are not afraid of being seen to be imperfect. They avoid narcissism and manage their ego.

Charting the downfall of the 'famous five' superheads

Richard Vaughan

14th October 2016 at 00:00

Share this



“Success requires a moderate fear of failure because it is the balance of such fear with the desire to excel that leads to great leadership”.....

those who lack this fear of failure “break rules, take risks and sense no boundaries; they are a law unto themselves”.

Dr Ben Laker

Imperfect Leadership

6. Imperfect leaders make public promises because they are acutely aware of their own weaknesses and they know that, without making public promises, they might fail to deliver on something that is really important

Imperfect Leadership

7. Imperfect leaders are learners. If they mess up – and they often do – imperfect leaders learn from their mistakes and try to do it better next time. They worry about having got it wrong today (sometimes they worry too much), but they are even more concerned about getting it right tomorrow

Being at our best more often

“We all have down times and up times, and it is important that we give ourselves permission to have those down times. But the best leaders are able to be at their best more often because they reflect on it, then they apply what they are learning in a more consistent way. Reducing variation within our own leadership– that is a great skill. Outstanding leaders aren’t necessarily better leaders than the rest of us, they just operate at their best more often”

Steve Munby

Imperfect Leadership

Imperfect Leadership

- 8. Imperfect leaders encourage others to step up to leadership rather than putting them off. There is a deep understanding in the organisation that you don't have to be "the finished product" in order to become a leader.*

Imperfect Leadership

9. Imperfect leaders are authentic

Imperfect Leadership

“People will forgive leaders who make mistakes and admit to them, but they hate a cover-up or a blame culture. It takes confidence to admit to being a learner and to being vulnerable, and those who do so are probably more self-confident than those who give the impression that they know all the answers”

Steve Munby
Imperfect Leadership

Imperfect Leadership is more likely to lead to better collaboration

Why jump from the bowl to the lake?



Familiar. Expectations of the kind of swimming are traditional and known. Know who is in the bowl and how to interact. Current rewards are understood. Know how to survive.



Full of unknowns. Expectations of the kind of leaping and swimming required are unclear. Some unfamiliar fish in the lake. Support structures are unknown. Rewards are distant and lack specificity. Dangers of leaping are in the present

Adapted from Michael Fullan and Joanne Quinn

Imperfect Leadership makes collaboration more attractive and more effective

“If a network, a trust or a local system is led by a “perfect leader”, he or she will devise clever strategies, tell you to implement them, then monitor compliance. This is unlikely to attract schools to want to participate. In contrast, “imperfect leaders” are more likely to make themselves vulnerable and to ask for help. This behaviour attracts others and helps them to feel that they can contribute; it encourages reciprocity. Systems led by imperfect leaders may take longer to get going but the outcome is more likely to be collective efficacy across schools rather than dependency”

Why Imperfect Leadership is so important

'If we want sustainable, well-led schools, if we want long-term and effective education systems, if we want to attract the next generation into leadership, then we should ditch all the striving towards perfection, focus on doing what is right for the students, genuinely ask for help from others and celebrate the fact that we are imperfect leaders'.

Steve Munby

Imperfect Leadership







"Kasserian Ingera"

"How goes it
with our children?"

Masai traditional greeting

Email: steve@munbyeducation.co.uk

Twitter: [@steve_munby](https://twitter.com/steve_munby)