

## Fostering healthy leadership across genders and generations

August 16-18, 2016



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## Welcome

This workshop series is designed to take us on an exploration of healthy leadership. Over the course of four workshops, we will:

1. Think about the meaning of healthy leadership for ourselves and our communities;
2. Explore ways to practice and promote healthy leadership across genders and generations;
3. Examine the role of networks in healthy leadership;
4. Develop a personal and share vision of healthy leadership.



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## Leadership is plural

While the term “leader” is often used in the singular, healthy leadership really should be seen as “plural”. It means different things to different people in different places and at different times. It also cannot be done alone – it requires collective sharing and learning as well as mutual mentoring and support to get where we want to go.



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## Getting to know one another

Let's start by learning a bit about one another:

Step 1. Share your name and one word to describe yourself.

Step 2. Identify:

- one thing you hope to gain from the workshops and others in the group
- one thing you can give to others in the group



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## Workshop 1: THINKING ABOUT HEALTHY LEADERSHIP

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### Learning objectives for workshop 1

Together, we will gain a better understanding of:

- a. How leadership, health, and mental health are defined;
- b. The differences between “good” leadership and “bad” leadership;
- c. How we envision healthy leadership.

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## Unpacking the meaning of healthy leadership

- What is leadership?
- What is health?
- What is mental health?



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## What is leadership?

There are many different definitions of leadership out there, depending on who and when you ask, what you ask, and where you look



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## **What is health?**

According to the WHO:

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”

Source: Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22 June, 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of the World Health Organization, no. 2, p. 100) and entered into force on 7 April 1948.

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## **What is mental health?**

According to the WHO:

“Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”

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## Promoting Mental Health: Finding a Shared Language



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### What does healthy leadership mean to us?

What does healthy leadership mean to you, right now – in this place and at this time?

Split up into groups of 5-6 and work together to develop a collage that captures your current vision of healthy leadership.



Reflection: Do ideas about leadership reflect experiences of leadership?



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**Workshop 2:  
PRACTICING AND PROMOTING  
HEALTHY LEADERSHIP**

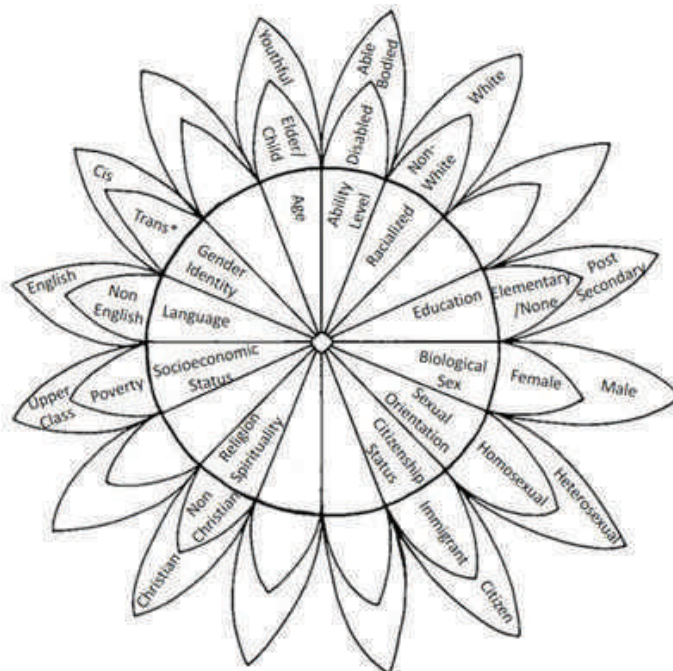
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## Learning objectives for workshop 2

Together, we will gain a better understanding of:

- The role (s) of sex, gender, diversity, and equity in healthy leadership
- The effects of power and privilege
- The relationship between experience, resilience, mentorship, and healthy leadership

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## Sex and Gender

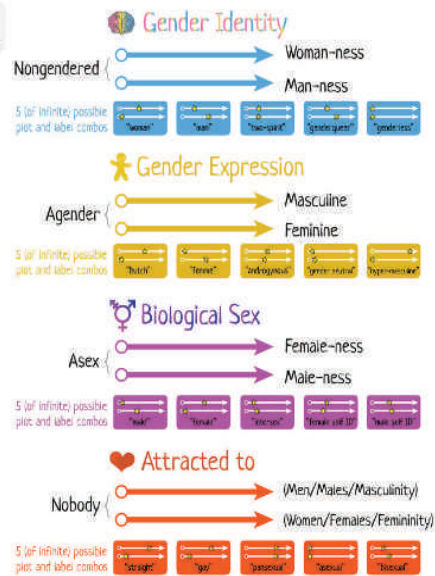
“Sex” refers to the biological characteristics that distinguish males and females in any species, including humans.



“Gender” consists of the socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes females and males.

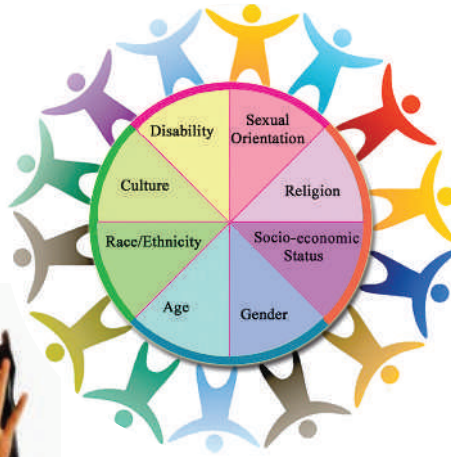
## The Genderbread Person v2.0

Gender is one of those things everyone thinks they understand, but most people don't. Like Inception, Gender isn't binary. It's not either/or. In many cases it's both/and. A bit of this, a dash of that. This tasty little guide is meant to be an appetizer for understanding. It's okay if you're hungry for more.



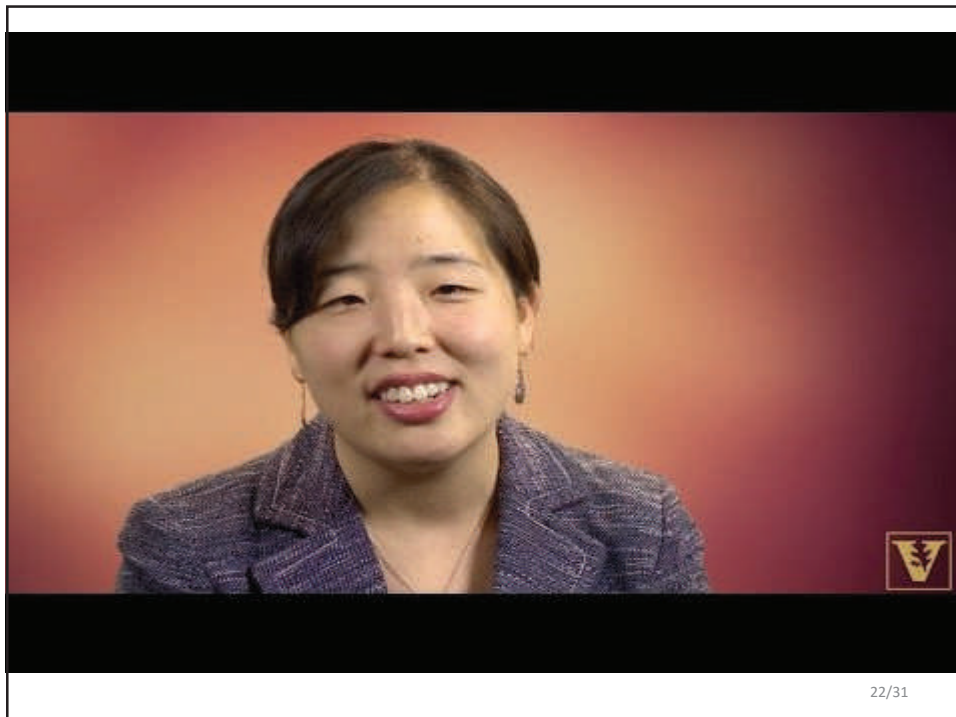
# Diversity <sup>JK15</sup>

At its most basic and best, “diversity” comprises any and all differences between and among people.



## Intersectionality

Intersectionality holds that race/ethnicity, gender, religion, nationality, sexual orientation, language, class, or disability-based oppressions do not act independently of one another; instead, these forms of oppression interrelate, creating a system of oppression that reflects the “intersection” of multiple forms of discrimination.

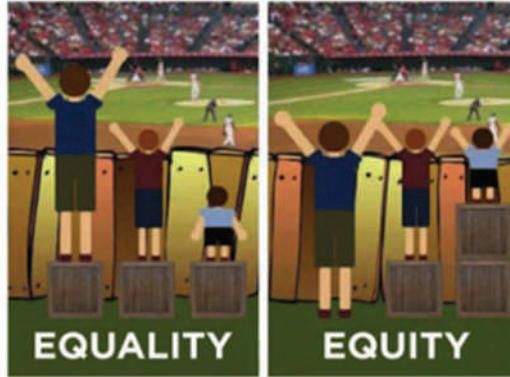


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## Equity

“Equity” involves trying to understand and give people *what they need* to enjoy full, healthy lives.

“Equality” aims to ensure that everyone gets *the same things* in order to enjoy full, healthy lives.



## ASI Integrated Leadership Model



# Reflection



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**Workshop 2: (cont'd)**  
**PRACTICING AND PROMOTING**  
**HEALTHY LEADERSHIP**

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## Becoming a healthy leader involves understanding our leadership path



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## Workshop 3: NETWORKS THAT WORK

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## Learning objectives for workshop 3

Together, we will learn more about networks and their role in healthy leadership, including:

- How to identify different kinds of networks and the ways in which they contribute to or interfere with mental health and leadership;
- How to assess existing networks;
- How to grow networks that support mental health among leaders across genders and generations.

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## Networking is NOT Schmoozing

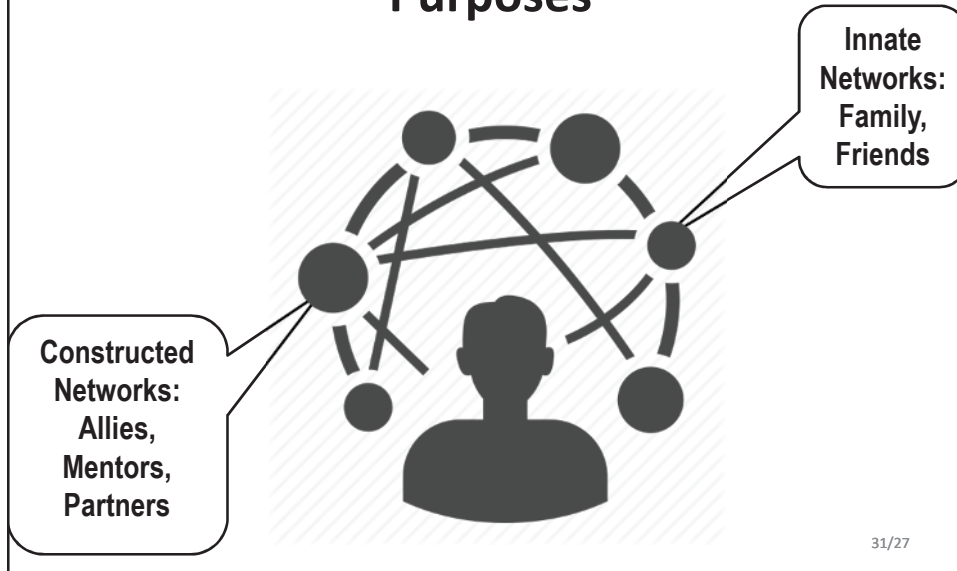
A **Schmoozer** is the person at the party who can talk with anyone. People are comfortable in her presence and feel like they can open up. The schmoozer never feels out of place in a roomful of people because she can chat with anyone, but she also doesn't necessarily 'know' people.

A **Networker** is the person who follows up after the event, someone who connects because networking is "the process of developing long-term mutually beneficial relationships".

Everyone knows the networker as someone who 'knows' everyone.

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## Different Networks Serve Different Purposes



## Personal/Supportive network





### **Innate Networks:**

- family networks
- affiliated networks
- friendship networks
- faith networks
- hobby networks

### **Constructed networks:**

- knowledge networks
- innovation
- community of practice
- organisational
- business opportunity
- social change networks

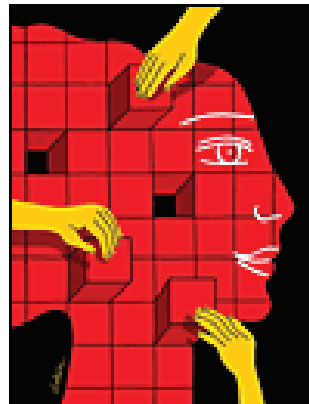
**DIFFERENT RULES APPLY!**

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## **Why leaders need networks**

Leaders need to find people who can:

- support their strengths, and
- balance their weaknesses, so they can
- make sense:
  - have influence
  - see a clear future
  - innovate



(Ancona, Malone, Orlikowski, Senge, 2007)

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## Creating individual connections – mentors and mentees

### What Mentors Do:

- Listen
- Coach
- Counsel

### What Mentorship is:

- Two-way
- Mutually beneficial
- Intergenerational



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## Describing your network

- List the names of people you turn to for information or advice to help you do your work
- Map those relationships – who is similar to you? / who is different from you? – in what ways?
- Describe your network in two sentences



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## Are your networks working for you?

What are the strengths, challenges, and gaps in your networks?



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### 1. Do your networks include people who support your mental health as a leader?

- Do you have “experts” to turn to for information and advice?
- Do you have mentors who provide you with feedback on your leadership and challenge you to improve?
- Do you have supporters who validate your sense of worth and who hold you to account on work-life balance?

### 2. Do your networks include people who do not contribute to your mental health as a leader?

- Are your “experts” reliable, aware of their own limitations and biases?
- Are some of your supporters really critics?
- Do your mentors listen or only advise?

### 3. Who is missing from your networks?

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# Reflection



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## Workshop 4: ENVISIONING HEALTHY LEADERSHIP

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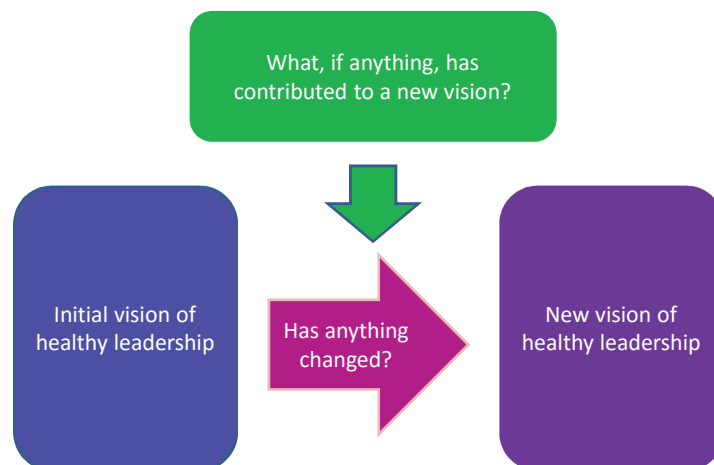
## Learning objectives for workshop 4

Together, we will explore personal and collective visions for healthy leadership, including:

- Evaluating how gender, diversity, and mental health could better inform approaches for practicing and advancing healthy leadership;
- Identifying personal goals for practicing healthy leadership;
- Identifying community goals for fostering healthy leadership across gender and generations.

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## Reflecting on healthy leadership



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## Promoting Healthy Leadership

### Personal Goals



- Take some time individually to think about your leadership strengths – in what ways are you already healthy as an established or emerging leader?
- Now think about your leadership challenges – in what ways do you think you could be healthier as an established or emerging leader?

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## Promoting Healthy Leadership

### Community Goals

- Identify one idea or action for advancing healthy leadership in your organization or community
- Find others who share your idea or have similar ideas



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## Promoting Healthy Leadership Across Genders and Generations

- Work with your family to answer the following question: “How can we ensure healthy leadership by and for future generations in all their diversity?”
- Work with the whole group to identify priority actions



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## Final Reflection and Wrap up

- Choose one or two words to describe your experience in the workshops or your current state of mind and share with the group
- Don't forget to give us more feedback by completing the evaluation form



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Thanks and bon voyage

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