



**LLMC CIRCLES DISCUSSION GUIDE**  
**LEADERSHIP ESSENTIALS**



# LIFTING AS

## YOU LEAD

MENTORING CIRCLES PROGRAM

CONNECT • ELEVATE • INSPIRE



# DIRIGER EN

## SOULEVANT LES AUTRES

PROGRAMME DES CERCLES DE MENTORAT

CONNECTER • ÉLEVER • INSPIRER

# Agenda

## Leadership Essentials

### 1. Check-In: Warm up, catch up, and get going (15 minutes)

Before we begin this session, we want to acknowledge that some of the discussions during the Circle or the content shared may bring forward past trauma or uncomfortable feelings; please seek professional help if this is the case. Remember, support is available for you and your family when you need it. Please see the support section of this Discussion Guide for contact information.

#### Overview

Leadership is often identified as the most critical role in an organisation. It is the art of influencing and developing others to achieve their highest potential. Let's learn together some leadership best practices to effectively lead today and in the future. How can we enhance our leadership skills to lead across our differences and cultivate a more inclusive workplace; establish trust; build relationships up, down, and across the public service; lead change through agility and resilience; have difficult conversations; and so much more? Let's get started!

**Step 1: Icebreaker - Diversity bingo  
(10 minutes)**

Each member picks one square from the diversity bingo (see below) and explains how it relates to them and their experience in the workplace.

(1 minute per member)

I am over 49 years of age	I do volunteer work	I belong to an Employment Equity group	I speak a language other than English or French	I am under 30 years of age
I have military experience	I am the first generation of a family who immigrated to Canada	I live/have lived on an island	I attended post-secondary education	I am left handed
I have grey hair	I have lived in another country	I immigrated to Canada	I live in one city, but work in another	I am an Indigenous person in Canada
I live/have lived in a Territory	I have a daily ritual in my life	I am a manager	I have difficulty hearing	I did not attend post-secondary education
I am religious or spiritual	I know American Sign Language (ASL)	I wear glasses or contact lenses	I identify as part of the LGBTQ2+ community	I am a single parent

**Step 2: One Action from the last meeting  
(5 minutes)**

Once you're warmed up, go around your Circle and have each member share their One Action Update. A One Action is one concrete action you committed to take at your last meeting. The goal of a One Action is to step outside your comfort zone, practice a new skill, or try something new.

(1 minute or less per member)

## 2. Group activity: Lean in, get inspired, and add to your toolkit (10 minutes)

### Group discussion: Leadership quotes - Share what inspires you

From the list below, each member selects a quote that resonates with them. Each member shares why their selected quote resonates with them.

(1 minute per member)

1. “We must open the doors and we must see to it they remain open so that others can pass through.”  
Rosemary Brown, advocate for women’s rights and the first black woman elected to public office in Canada
2. “The leadership role is really to build the riverbanks and let the water flow freely.”  
Bonnie Brooks, Member of the Order of Canada and former Vice Chairman of the Hudson’s Bay Company
3. “A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.”  
Eleanor Rosalynn Carter, inductee in the National Women’s Hall of Fame and former First Lady of the United States of America
4. “Inclusivity means not: ‘we are only just allowed to be there,’ but we are valued. I’ve always said: smart teams will do amazing things, but truly diverse teams will do impossible things.”  
Claudia Brind-Woody, IBM Managing Director/Diversity & Inclusion Champion
5. “Success comes not when you fail but when you fail and rise again to work harder.”  
Nelson Mandela, Political activist and leader
6. “If you tell me, I may forget. If you teach me, I will remember. But if you involve me, I will definitely learn.”  
Benjamin Franklin, Inventor and statesman

## 3. Group activity: Share your story, learn from others, and make new connections (30 minutes)

### Group discussion: Lead and be led

The Circle Leader assigns members a partner.

- Partners can be chosen through the use of alphabetical order, participant list order, etc.
- Form a group of three, if needed.

In a pair, choose amongst yourselves one person to be the advice seeker and one to be the advice provider. The Circle Leader selects someone to speak first then their assigned partner will respond with advice and resources. The Circle Leader then selects a different pairing. Continue the exercise until all pairs have spoken. If there is time, switch roles and repeat the exercise.

The advice seeker answers one of the following questions:  
(1 minute)

- Describe characteristics of a great leader that you aspire to develop.
- Describe a great leader in your life and the characteristics that make them an effective leader. (Refer to the Discussion Guide for a list of characteristics).

**For example:** Good listener; Courageous; Patient; Knowledgeable; Transparent; Encouraging...

The member's partner provides feedback, guidance, resources, or can share a similar personal experience.  
(2 minutes)

Other members can share advice, guidance, resources, or their own personal experiences in the chat.

#### **4. One Action: Apply yourself, pledge to grow, and inspire others (10 minutes)**

**Group discussion: Apply what you have learned**

Each member declares their One Action commitment for this week.  
(1 minute per member)

**Examples on page 6 of Discussion Guide.**

#### **5. Wrap-Up: What's next and a few final words (5 minutes)**

- Thank you everyone for your active participation in this week's topic – Leadership Essentials
- We now have some new thoughts on requesting assistance from our leaders in areas that we might have felt uncertain about how best to proceed. We hope you found it interesting!
- To recap today's Circle, I wanted to refer you to the details in the Discussion Guide to help you reflect on this Circle session and think of your One Action for Leadership.
- You are all invited to take part in our optional bi-weekly enrichment sessions that are intended to offer all Circle members some practical knowledge based upon the topic of the previous week's session. You will receive an email with the invitation later this week.
- The next Circle session will be focussed on Anti-racism, Diversity and Inclusion. In this session, we will focus on self-reflection, privilege, and shifting mindsets in the workplace. Please review the Circle session #3 Discussion Guide prior to the session.

- **If Circle leaders and assistant leaders were chosen at the pre-Circle check-in:** At our pre-Circle check-in, a Circle leader and an Assistant Circle Leader were identified for our 3rd Circle session. Thank you! **If a Circle leader and assistant were not chosen at the pre-circle check-in:** Who would like to volunteer to be our next Circle leader and assistant Circle leader?
- You will receive a short survey to complete after this week's session, please share your comments to help us improve the 3rd LLMC cohort planned for 2023.
- To allow time for you to ask any questions you may have, the Diversity and Inclusion Office team will host a 30-minute session each Friday from 12:00 pm to 12:30 pm ET. Please feel free to drop by using the following link:  
[https://teams.microsoft.com/join/19%3ameeting\\_MDc0Yml4OTgtMDZiMS00OGUzLTg5ZjctNTcwYWVmZDk2MWVh%40thread.v2/0?context=%7b%22Tid%22%3a%22325b4494-1587-40d5-bb31-8b660b7f1038%22%2c%22Oid%22%3a%22c2d093df-2beb-4796-b59e-3fe19605c039%22%7d](https://teams.microsoft.com/join/19%3ameeting_MDc0Yml4OTgtMDZiMS00OGUzLTg5ZjctNTcwYWVmZDk2MWVh%40thread.v2/0?context=%7b%22Tid%22%3a%22325b4494-1587-40d5-bb31-8b660b7f1038%22%2c%22Oid%22%3a%22c2d093df-2beb-4796-b59e-3fe19605c039%22%7d)
- Thank you everyone! Be well, take care and see you next week.

### What Makes A Good Leader?

It is often very difficult to tell who will be a good leader. We tend to adopt the models of leadership offered to us by the media and by the government, but these may not be the kinds of leaders we want in our organisation. A true leader needs to have a real commitment to democracy, to helping other people develop their own leadership skills, to including people rather than excluding them. Leaders need to be concerned not only with what is achieved, but with how it was achieved. The process by which we fight our fights, win our victories, and suffer our defeats defines the kind of organisation we become and what kind of leaders are developed within our organisation.

A leader, unlike a manager or a “boss”, should not attempt to consolidate power in themselves, but should instead seek to build a broad base of leadership and power which is shared with others. It is far more important to be able to convince others to take on increased responsibility, try out new skills, and play a role in the organisation than to take on all the work oneself. Strength comes from working together, not from unilateral action.

Responsible leaders take seriously the needs and requirements of their organisation. They are able to achieve a balance between the needs of the organisation and their personal commitments. Leaders are reliable, but are savvy enough to avoid work burnout. Our leadership is too valuable for us to lose to work overload.

Kind leaders are universally respected. An organisation is judged by its leaders. Leaders are who the members of the organisation see; to the public, leaders are the organisation. It is important that our leaders be people that members of the organisation are proud to have representing them.

A leader needs to have a base. By a base, we mean a group of people who see that individual as their leader. Too often when we talk about leaders we are merely referring to those individuals who are well spoken. As inspiring as it may be to have leaders who can make eloquent speeches, it is far more important that they are able to influence and lead people within the organisation. If someone

does not have a base, if they are not able to influence members of the organisation, then that person is not a real leader. Leaders need to be judged by what they do, not simply by what they say.

Leadership is not bestowed, it is earned.

**One Action**

**“One Action” – one concrete thing that you are going to do before your next Circle meeting.**

Examples:

	<b>Becoming A Leader</b>	<b>One Action</b>
1	Ask my leadership for guidance in achieving my career or personal objectives.	Use the “What Makes A Good Leader?” blog post on page 5 of the Discussion Guide to inform yourself on how your One Action makes you a good leader.
2	Ask an employee or peer about their career or personal objectives and offer to provide them guidance.	
3	Take a leadership position either within the workplace or in my personal life by joining a committee, a community group, etc.	

**Write down your One Action commitment, get ready to report about it next week:**

## Reflection Question

Write down 3 insights/key takeaways learned from the session

1	
2	
3	

## Resources

### Books:

1. *The Five Dysfunctions of a Team: A Leadership Fable* by Patrick Lencioni
2. *Gestionnaires inspirants: Les 10 règles de communication des leaders* par Isabelle Lord
3. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You* by John C. Maxwell
4. *Mastering Leadership // Maîtriser l'art du leadership* by/par Robert J. Anderson *et al.*
5. *The Leader Who Had No Title // Le leader sans titre* by/par Robin Sharma

### Videos:

1. How Reverse Mentorship Can Help Create Better Leaders  
[https://www.ted.com/talks/patrice\\_gordon\\_how\\_reverse\\_mentorship\\_can\\_help\\_create\\_better\\_leaders?language=en](https://www.ted.com/talks/patrice_gordon_how_reverse_mentorship_can_help_create_better_leaders?language=en)
2. Want to Truly Succeed? Lift Others up While You Climb  
[https://www.ted.com/talks/amber\\_hikes\\_want\\_to\\_truly\\_succeed\\_lift\\_others\\_up\\_while\\_you\\_climb](https://www.ted.com/talks/amber_hikes_want_to_truly_succeed_lift_others_up_while_you_climb)
3. 3 Ways to be a Better Ally in the Workplace  
[https://www.ted.com/talks/melinda\\_briana\\_epler\\_3\\_ways\\_to\\_be\\_a\\_better\\_ally\\_in\\_the\\_workplace/transcript?language=en](https://www.ted.com/talks/melinda_briana_epler_3_ways_to_be_a_better_ally_in_the_workplace/transcript?language=en)
4. How to Foster True Diversity and Inclusion at Work (and in Your Community)  
[https://www.ted.com/talks/rosalind\\_g\\_brewer\\_how\\_to\\_foster\\_true\\_diversity\\_and\\_inclusion\\_at\\_work\\_and\\_in\\_your\\_community/transcript?language=en](https://www.ted.com/talks/rosalind_g_brewer_how_to_foster_true_diversity_and_inclusion_at_work_and_in_your_community/transcript?language=en)

5. How to Find the Person Who Can Help You Get Ahead at Work  
[https://www.ted.com/talks/carla\\_harris\\_how\\_to\\_find\\_the\\_person\\_who\\_can\\_help\\_you\\_get\\_ahead\\_at\\_work?language=en](https://www.ted.com/talks/carla_harris_how_to_find_the_person_who_can_help_you_get_ahead_at_work?language=en)
6. Keys to Leadership Communication  
<https://canada.lifespeak.com/video/keys-to-leadership-communication--6131>  
 (For all Lifespeak resources, you will be required to input an access ID:input **canada**, then scroll down, accept terms and conditions and then choose your GoC department to access the site.)

### Articles:

1. How to Mentor and Support Other Women – and Help Them Succeed  
<https://ideas.ted.com/how-to-mentor-and-support-other-women-and-help-them-succeed/>
2. Les 10 qualités d'un vrai leader  
<https://www.michaelpage.fr/advice/entreprises/management-equipe/les-10-qualit%C3%A9s-dun-vrai-leader>
3. The Mix that Matters: Innovation through Diversity  
<https://www.bcg.com/publications/2017/people-organisation-leadership-talent-innovation-through-diversity-mix-that-matters>
4. Diversity at Work  
<https://www.bcg.com/publications/2017/diversity-at-work>
5. The Key to Inclusive Leadership  
<https://hbr.org/2020/03/the-key-to-inclusive-leadership>
6. 6 Leadership Paradoxes for the Post Pandemic Era  
<https://hbr.org/2021/04/6-leadership-paradoxes-for-the-post-pandemic-era>

### Websites:

1. LinkedIn Learning – learn the practical skills you need to excel in your career (e.g. Become a leader).  
[https://www.linkedin.com/learning/search?keywords=leader&upsellOrderOrigin=default\\_guest\\_learning&trk=learning-serp\\_learning-search-bar\\_search-submit](https://www.linkedin.com/learning/search?keywords=leader&upsellOrderOrigin=default_guest_learning&trk=learning-serp_learning-search-bar_search-submit)
2. Inhersight – a woman-focused career advice and company review website  
<https://www.inhersight.com>
3. Key Leadership Qualities  
<https://www.canada.ca/en/treasury-board-secretariat/services/professional-development/key-leadership-competency-profile.html>
4. Canada School of Public Service - Becoming a Supervisor  
[https://catalogue.cspc-efpc.gc.ca/product?catalog=LPL125&cm\\_locale=en](https://catalogue.cspc-efpc.gc.ca/product?catalog=LPL125&cm_locale=en)

5. The Governor General's Canadian Leadership Conference  
<https://www.leadershipcanada.ca/>

## Support

### **Employee Assistance Program (EAP)**

An EAP provides free short-term counselling for personal or work-related problems as well as crisis counselling.

Toll-free: 1-800-268-7708

TTY (for people with hearing impairments): 1-800-567-5803

<https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/employee-assistance-program.html#E>

### **The Canada Suicide Prevention Service**

Talk Suicide Canada provides nationwide, 24-hour, bilingual support to anyone who is facing suicide.

<https://www.crisisservicescanada.ca/en/>

### **Wellness Together Canada**

Mental Health and Substance Abuse Support.

Toll free 1-866-585-0445

<https://wellnesstogether.ca>

### **Hope for Wellness Helpline**

24/7 access to Indigenous Counsellors

Available in French and English and upon request Ojibway, Cree and Inuktituk.

1-800 #1-855-242-3310

Chat line via: <https://www.hopeforwellness.ca/>