



LLMC CIRCLES DISCUSSION GUIDE
LEADERSHIP ESSENTIALS





AGENDA

Leadership Essentials

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

Overview

Leadership is often identified as the most critical role in an organization. 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 min.)

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 min. 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 min.)

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 min. or less per member)

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

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 min. 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



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

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 min.)

- 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 min.)

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 min.)

Group discussion: Apply what you have learned

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

Examples on page 6 of Discussion Guide.

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

- 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.
- Next week will be our 4th circle session. The theme is Negotiation which is an essential skill that can enhance our public service careers. Who would like to be the Circle Leader for our next session?
- You will receive a short survey to complete after this week's session, please share your comments to help us improve version 2.0 of LLMC coming in 2022. There are also virtual office hours with the program team every Friday at 11am-12 noon EST if you would like to stop by and share your comments. Office Hours via MS Teams:
https://teams.microsoft.com/j/19%3ameeting_MjAxMGYwMjAtMmlyYy00MwVlTlhMjYtODQ2NmJlMTkxYzhm%40thread.v2/0?context=%7b%22Tid%22%3a%22325b4494-1587-40d5-bb31-8b660b7f1038%22%2c%22Oid%22%3a%2239e2d7b5-aabf-41e1-bfd0-e4fac6e2aeba%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 organization. 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 organization we become and what kind of leaders are developed within our organization.

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 organization 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 organization. They are able to achieve a balance between the needs of the organization 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 organization is judged by its leaders. Leaders are who the members of the organization see; to the public, leaders are the organization. It is important that our leaders be people that members of the organization 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 organization. If someone does not have a base, if they are not able to influence members of the organization, 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:

	Becoming A Leader	One Action
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

Educational 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
2. Want to truly succeed? Lift other 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
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
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

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-organization-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>

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
2. Inhersight – a woman-focused career advice and company review website
<https://www.inhersight.com>



SUPPORT

Remember, support is available for you and your family when you need it. 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.

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

Connect with a responder now by calling our toll-free number 1-833-456-4566.

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

Wellness Together Canada

Mental Health and Substance Abuse Support.

Toll free 1-866-585-0445

<https://wellnesstogether.ca>