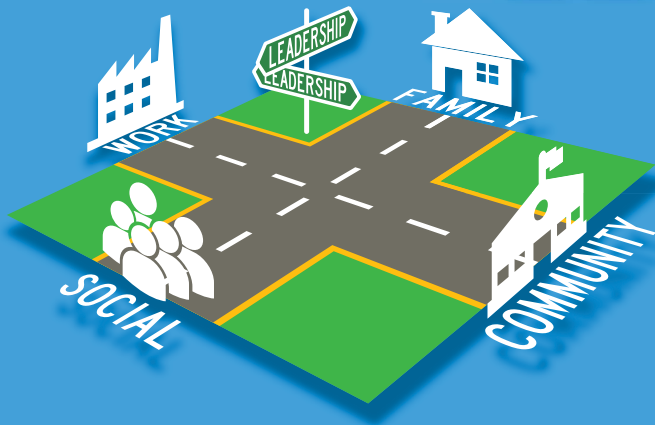


# LEADERSHIP DEVELOPMENT



A WHOLE-PERSON APPROACH

MULTI-DOMAIN LEADERSHIP  
DEVELOPMENT WORKBOOK





# **LEADERSHIP DEVELOPMENT**

## **A WHOLE-PERSON APPROACH**

### **Multi-Domain Leadership Development Workbook**

**Version 2.1**

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# INTRODUCTION

## THE BEGINNING OF THE JOURNEY

### Workbook Overview

One benefit of a multi-domain approach to leadership development is allowing yourself to create synergy, instead of discord, among different domains of your leadership life.

This workbook first addresses the content of what develops when you improve as a leader, namely, who you **are** as a leader (your *leader identity*) and what you **do** as a leader (your *leader competence*).

Then, the workbook describes a process to develop your leadership in a more sustainable way. This process involves *seeing* and *understanding* connections across the domains of your life.

The workbook concludes with some tools and exercises to get you thinking about how to develop yourself as a leader, both in terms of who you are as a leader (*becoming a better leader*) and what you do as a leader (*practicing leadership*).

Many leadership development experiences are new, but we will take a retrospective approach today to consider how yesterday's leadership experiences can shape you into a leader for tomorrow.

We begin our journey with some foundational information: a couple definitions and some concepts. We will then ask you to reflect on a past leadership event and consider what you learned about who you are as a leader from that event. Then, you will go through a process to make your leadership development more deliberate and easier to sustain over longer time horizons.

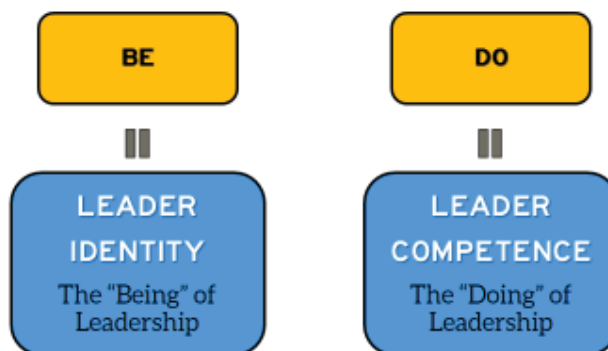
Good luck and have fun!



# PART 1

## Leader Identity

### WHOLE-PERSON LEADER DEVELOPMENT FRAMEWORK



### LEADER IDENTITY

"Identity **AFFECTS** what individuals pay **ATTENTION** to, shapes the **GOALS** individuals pursue, and affects how they **PERCEIVE** themselves and others."

*Baumeister, 1999; Day, Harrison & Halpin, 2009*

"Identity is **IMPORTANT** for leaders because it grounds them in **understanding WHO** they are, their major **GOALS** and **OBJECTIVES** and their personal **STRENGTHS** and **LIMITATIONS**."

*Day & Harrison, 2009: 366*

## ILT: THE BASIS OF LEADER IDENTITY

Beliefs about the nature of leadership have implications for **WHO** we identify as leaders, how we view **OURSELVES** as leaders (or not), and our **EXPECTATIONS** for leadership in our lives.

Our *Implicit Theories of Leadership* and definitions often reflect the **IDEAL** and can be limiting.

## AUTHENTIC LEADERS

...display genuine leadership, lead from conviction, are original, and base their actions on values.

“ those individuals who know who they are, what they think and how they behave, and are perceived by others as being aware of their own and others’ values/moral perspective” (Avolio et al., 2004, p. 4)

## LEADERSHIP BELIEFS

Beliefs about the nature of leadership have implications for **WHO** we identify as leaders, how we view **OURSELVES** as leaders (or not), and our **EXPECTATIONS** for leadership in our lives.

These form the **BASIS** of our leader **IDENTITY** and **AUTHENTIC** leadership.

## Exercise 1

What does good leadership look like? Draw a picture or symbols to illustrate below.

## Exercise 2

What does your drawing reveal about how you think of leadership? What is leadership? What does it mean to you? Write your definition of leadership below.