

# **PRACTICAL LEADERSHIP**

## **WORKSHOP GUIDE**



## CONTENTS

LEARNING OBJECTIVES .....	3
INTRODUCTION .....	3
FEATURED VIDEOS .....	3
VIDEO 1 – HAVE A CLEAR VISION .....	4
VIDEO 2 – SHOW YOU BELIEVE .....	5
VIDEO 3 – SHOW THEM HOW IT’S DONE.....	6
VIDEO 4 – DEAL WITH PROBLEMS.....	7
PRACTICAL LEADERSHIP – PRACTISE.....	8

## LEARNING OBJECTIVES

This session covers four key principles for leaders at any level and helps to demonstrate that when it is done best, leadership is an activity not a position.

## INTRODUCTION

This guide is designed for a manager or a facilitator to deliver a short workshop featuring videos from the Video Arts Leadership Essentials Series. Each video comes with a series of activities around the following structure:

**LOOK** - watch the video and reflect on the content and message.

**THINK** - activities and questions linking the video to their own experience and workplace.

**REMEMBER** - a summary of the key learning points.

These activities will take about 15 minutes to complete. At the end of this guide is a practical exercise to help bring all of the learning points together.

## FEATURED VIDEOS

- Have a clear vision (Face down in the river of regret)
- Show you believe (If you were a puppy, I'd put you DOWN!)
- Show them how it's done (Clean up on aisle three please!)
- Deal with problems (Couldn't you have blown it up a bit more carefully?!)

## VIDEO 1 – HAVE A CLEAR VISION

LOOK (play video, 3 minutes)

---

A clear vision can carry a team from the beginning stages of a project, all the way to the end.

THINK (10 minutes discussion)

---

As a leader or a member of a project team, ask the group to think back to when the vision of a project wasn't clear. What effect did this have on the team? How can leaders be clear about their vision?

The discussion should cover the following points:

- **Be clear about your vision.** Make sure that everyone on your team is clear about what is expected of them, what their roles are and the tasks they have to perform.
- **Develop your vision.** Rise up above your day-to-day work and look to the future. Start mapping out where you want your department or organisation to go.
- **Get them involved, ask for their help.** As you develop your vision, ask the team for their thoughts and ideas in clarifying it. Make them feel part of it.

REMEMBER (recap, 2 minutes)

---

- Recognise that if you don't know where you're going, you're likely to end up somewhere else.
- As a leader you need a vision of where you want your organisation or department to go.
- Involve your team in clarifying your vision.

## VIDEO 2 – SHOW YOU BELIEVE

LOOK (play video, 3 minutes)

---

Show your team how to get the job done by getting involved yourself, even with the unpopular jobs. Leadership is an activity, not a position.

THINK (10 minutes discussion)

---

People will listen politely to what their boss says, but they pay much more attention to what their boss does.

How can leaders set an example and show teams how to get tasks done?

Responses could include:

- **Be visible:** Communicate with your team in person. Don't just send emails from an office somewhere. Engage with your team face-to-face.
- **Get involved:** Do some of the unpleasant tasks with them. Model the behaviour you want them to adopt.

REMEMBER (recap, 2 minutes)

---

- It's not enough to issue missives - you need to model the behaviour you want others to adopt.
- Be visible - not stuck in an office somewhere.
- Setting an example means not avoiding the unpleasant jobs, so show you can get your hands dirty.

## VIDEO 3 – SHOW THEM HOW IT'S DONE

LOOK (play video, 3 minutes)

---

When a leader believes in his team, morale of the whole group remains high; a happy team is likely to give better results.

THINK (10 minutes discussion)

---

How can leaders show their team they believe in them?

At the end of the discussion explain that leaders who believe in their teams follow three guidelines:

- **Believe in their abilities:** Believe in your team no matter what happens, or how difficult things get. When they make mistakes, be constructive and believe they can get it right.
- **Don't give up:** Find ways to encourage them and help them build their confidence.
- **Praise them:** Be on the lookout for ways to praise them, but be specific about what they've done well. Be honest – don't praise people for things they haven't done; and be immediate – praise has a short shelf life, don't save it up.

REMEMBER (recap, 2 minutes)

---

- Be always on the lookout for actions that deserve praise and be quick to do it.
- If you need to point out problems or mistakes, show faith in the person's ability to get it right.
- Don't give up on them - you're always looking to build belief and confidence.

## VIDEO 4 – DEAL WITH PROBLEMS

LOOK (play video, 3 minutes)

---

Part of being a leader is taking responsibility when things go wrong; and giving credit to others when they go right.

THINK (10 minutes discussion)

---

Either as a leader or as part of a team, what experiences have the group had of projects that have gone wrong? How can leaders focus on putting things right rather than shifting blame further down the line?

Responses should include;

- **Balance:** The balance between their private fears and their public face is one that all leaders have to get right. On the one hand, it is a mistake to keep the team completely in the dark. On the other, burdening them with problems over which they have no control can be demoralising.
- **Responsibility:** Manage the team's doubts and uncertainties, as well as your own.
- **Deal with confrontation:** When individual team members don't hold up their end, be prepared to confront them about it.
- **Solutions:** Find out what went wrong and why. Work with the team to find solutions.

REMEMBER (recap, 2 minutes)

---

- When the chips are down, it's you, the leader, who has to deal with the situation.
- When you delegate and things go well, it's the person who's done the job that takes the credit. But when things go wrong, it's you, the leader, who carries the can - don't try and shift the blame down the line.
- Find out what happened, why it happened and put it right.

## PRACTICAL LEADERSHIP – PRACTISE

This exercise provides an opportunity for participants to reflect on and share examples of good, practical leadership that they have encountered in their lives and to plan to put some of these same behaviours into action in their own leadership activities.

Divide participants into groups of 3 or 4.

In their groups, participants first individually identify a person whom they have encountered in their professional or personal lives that exemplifies the skills of practical leadership:

1. Having a clear vision
2. Showing the team how it's done
3. Showing they believe in their team
4. Taking responsibility for and dealing with problems

Within the groups, participants then share their choices. The group should explore further to determine what affect these leadership behaviours had on performance.

Have the groups re-convene to share the highlights from their discussions. Do not force them to share actual names if this makes them uncomfortable.

Look to identify ways in which participants could emulate these leaders in their own work.