



# Empowering others more as leaders

## **Agenda for our 10th Leadership Conversation**

10.30am - 4.30pm Tuesday September 5th, 2017

## One of the hardest things to do – as a leader

Most of us think we're pretty good at empowering others as leaders, don't we?

Do you remember the last time another leader said to you "I'm lousy at empowering others"? Exactly.

If and when we're not good at empowering others, it's one of the last things that we own up to. No surprise, really, since the fact is that empowering others is one of the hardest things to do as a leader.

We need to put ourselves in their shoes – constantly.

We need to encourage them to develop their own leadership style, even if at times it is so different from our own that it bugs us something rotten.

We need to want them to feel free to challenge us, too, and say we might have got something wrong.

Then we need to be able to put a smile on our face and say, "Thank you, I'm so pleased you said that".

You know what this means, don't you?

To empower others more as leaders we need to feel incredibly empowered ourselves.

And even though we might be reluctant to admit this, the fact is that many of us are struggling with our own sense of empowerment, let alone helping others with theirs!

## Feeling more empowered ourselves – to empower others

We need to feel good enough about our own leadership role before we can really share “power” and authority with those around us.

And we need to be as committed to their own leadership development as much as we are to our own.

**That's a challenge. It's one that we will take on in this exciting one-day Leadership Conversation on Tuesday September 5th.**

Our intention is that by the end of this Conversation everyone joining us will feel more **empowered**.

**Empowered** to build those around you as leaders in their own right.

**Empowered** to be able to say, to yourself as much as to anyone else, that at times Chief Executives and Managing Directors need to be ready to step back for Executive Directors and senior Managers to step forward as leaders.

**Please join us for one of our most powerful Conversations so far and make September 5, 2017 your “empower others” day.**

You know what is certain, don't you?

The more you commit yourself to empowering others, the more you will find that you are empowering yourself. Because that's the way these things work.

So long as you go into this clear that it is all about you exercising leadership.

**Leading** in a way that invites others to step forward and lead in their way.

**Leading** in a way that makes your top team feel a natural part of your leadership, so that when you encourage them to step forward, they know you are there for them.

# Agenda

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- 10.30am onwards.** Coffee and light refreshments served in the Vicars' Hall
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- 10.45am (prompt please)** As always, we first welcome everyone to St George's House and then agree a small number of groundrules for our time together. We then break into small (standing) groups for 15 minutes to consider our first question: "Please think of one member of your team who you would like to empower more and one behaviour of yours that has got in the way of you empowering them in the past"
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- 11.15am** Back from groups (different chairs, please). We hear your personal answers to this question and focus on the range of behaviours that got in your ways as empowering leaders. Are there one or two in particular that stand out more than the others? General discussion
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- 12 noon** In groups of two, for 10 minutes (walking around outside): if there is one behaviour that you would most like to develop/adopt to enable you to become a more empowering leader, what is it?
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- 12.15pm** Back in the circle in new seats. We discuss the range of behaviours that you have identified, and capture the top 3. We then agree on one behaviour that we will all work on in small groups over lunch, to enable us to become more empowering of others as leaders. We then split into new groups
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- 12.45pm** Lunch is served in the Vicars' Hall and groups work on one behaviour, as agreed, to enhance our ability to empower others as leaders. Each group nominates the individual who made the greatest personal breakthrough to share their story with the rest of us
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# Agenda *continued*

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- 1.30pm** Those who made breakthroughs share their stories while the rest of us assess the wider lessons that we should all learn. We then remind ourselves of the behaviours identified before lunch and agree on one more to work on in fresh groups of 3 for 15 minutes
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- 2.10pm** Small groups work on another key empowering behaviour (fresh tea and coffee are served while we are in groups)
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- 2.30pm** We hear the main insights from each group, leading into a discussion about the most important lessons we are taking away so far from our discussions. At the end of this session we break for our final round of small groups in which we each work up three personal resolves that we believe should have a significant impact in enabling us to become more empowering as leaders
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- 3.30pm** Our final session. We each feedback on our resolves. In a spirit of high trust we are open to challenging each other if we feel that the resolves are unduly cautious and not demonstrating a high enough level of commitment in the people we are seeking to empower. In the final few minutes we ask as many of the group as possible to identify the one resolve that others shared that should be of the greatest benefit to you in becoming a more empowering leader
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- 4.30pm (on the dot)** Close of the Conversation
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## **Empowering others more as leaders**

*One of  
the most  
exciting  
privileges of  
leadership*