

September  
2008  
Volume 4

# Autumn News

## Welcome

Over the last few years as we have matured as a business we have noticed more of a shift to creating our own models and theories to support the programmes that we deliver. Far from neglecting well established models; in fact our bespoke models can only be influenced by external thinking. However, we have found that we can achieve greater impact, relevance and positioning when we use our own work. To follow is a short overview of how we have developed the CORE model for our authentic leadership programme.

### The CORE model of authentic leadership

If we are going to create any bespoke materials it has to happen for a reason. One of our underlying principles of authentic leadership is that it isn't really based on leadership theory. Instead we place you the leader at the heart of the subject. However, this left us with the paradox that our programmes lacked any theory or frameworks for delegates to 'hang' their development on.

Thus through reading and working with different groups we created the CORE model. Typical use of the model would include the framing of 2 questions...

- As a leader what have you achieved in your current role?
- As a leader what can you shape in your current role?

The mnemonic CORE has been chosen to represent your true core authentic self. The 4 dimensions stand for - culture, objectives, relationships and emotions. **Culture** illustrates the working environment that you thrive in and what

motivates you and others to excel. **Objectives** appreciates how attuned you are to the needs of the organisation, and your opportunities to make performance meaningful. **Relationships** explores not what the leader is or does, but rather a process that engenders and is the result of relationships. Ones that focus on the interactions of both leaders and collaborators instead of focusing on only the competencies of

the leaders. **Emotions** uncovers recognising and managing our own feelings. How as leaders we can support and challenge those around us to reframe situations and relationships.

Usually introduced at the start of our authentic leadership programme as an awareness raising tool we then reference CORE throughout. Sometimes (as pictured) we encourage delegates to develop their own CORE model; using their language, metaphors and images etc. Thus creating a framework that is meaningful to them and one that has a focus on how they will shape their future.



## Emerging tools - seeing your vision

We've developed a new training tool that we are calling 'seeing your vision'. Simply created as a 7 minute visual presentation relying on 4 key dimensions...

- Powerful images to stimulate your vision.
- Key words to spark your creativity.
- Incisive questions to challenge your current perception.
- Music to relax and stretch your thinking.



This tool is particularly powerful used relatively early on in programmes or coaching relationships. Although it is challenging so we ensure rapport has already been developed. The key to this tool is creating a space for managers and leaders to develop their vision for the future, one that is not constrained by past thinking. It can also help to clarify an individuals intentions, what they have achieved and what they need to focus on.

As a presentation there is also flexibility, any music can be used to accompany it (Café Del Mar by Energy 52 is our favourite). We have constructed the flow using 10 key words and 3 questions, which is a ratio we find that works well. Again these can be adapted for the audience, taking into account their language and using words from competency frameworks and the strategy etc.

### Resources - A simpler way: Wheatley & Kellner-Rogers



a simpler way

Margaret J. Wheatley and Myron Kellner-Rogers  
with the author of *Leadership and the New Science*

Illustrated with photos and interspersed with poetry Meg Wheatley continues her tradition for writing books that are a great read. We are encouraged to enjoy a new way of being in the world. One without fear; where we can rely on play, creativity, possibilities, a willingness to learn and being surprised. Taking inspiration and observations from the natural world for how we might (or might not) organise our work environments. Posing questions such as what could we accomplish if we stopped trying to structure the world into existence? What could we accomplish if we worked with life's natural tendency to organise? Who could we be if we found a simpler way?

Storm Beach

Learning and Development Limited

78 Bendemeer Road, Putney, London. SW15 1JU.

Tel: 07967 634 669 [stuart@stormbeach.co.uk](mailto:stuart@stormbeach.co.uk) [www.stormbeach.co.uk](http://www.stormbeach.co.uk)