APPLYING SDGS IN CREATIVE MSME LEADERSHIP AND MANAGEMENT

Facilitator Training

Prepared by: Kat Mallillin
Hello, I’m Kat!

Fine Arts graduate to becoming a walking agency to a full-time educator

Learning Experience Designer, Facilitator, Programme Manager, Hyper Island Institute of Higher Education

Innovation and Creative Entrepreneurship Programme Director, Thames International

MSc in Managing Innovation in Creative Organisations, Loughborough University London

Chevening Awards Scholar 20/21 and Social Media Ambassador

LET’S CONNECT!
HYPER ISLAND’S LEADERSHIP COMPETENCIES AND LENSES

BECOMING AN ADAPTIVE LEADER

KNOW YOURSELF
- LENSES THAT DEVELOP SELF-REFLEXIVITY AND SELF-ASSESSMENT

KNOW THE WORLD
- LENSES THAT DEVELOP DOMAIN EXPERTISE & CONFIDENCE

KNOW YOUR TEAM
- LENSES THAT DEVELOP HIGH PERFORMING TEAMS

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INTENTION

“This gives me the confidence to develop and lead my creatives team / organisation navigate the VUCA/ BANI horizon.”
“This gives me the confidence to develop and lead my creatives team / organisation to navigate a VUCA/BANI horizon.”
Learning Outcomes:

Upon completion of this module, participants will be able to:

1. Understand group dynamics better by learning the stages of group development and how teams evolve over time.
2. Understand the concept of psychological safety and its importance in team settings.
3. Develop greater self-awareness by understanding their leadership style and behaviors through the Leadership Circle Profile.
4. Gain an understanding of the United Nations Sustainable Development Goals (SDGs) and their relevance to business leadership.
5. Understand the concept of polarity management and its application in balancing competing priorities.
6. Identify key polarities in their business, such as artistic vision versus commercial success, and map strategies to manage them effectively.
LEARNING EXPERIENCE DESIGN PROCESS

TRANSFORMATION JOURNEY

From: “Times have changed. I need help in leading and managing my creatives team / organisation.”

LEADING SELF AND THE TEAM

VALIDATION of lived experience

CURIOUS to understand how to build a high-performing team

Turn TENSION into EXCITEMENT when talking about psychological safety

REFLECTIVE on the my capabilities as a leader

CURIOUS to understand how to manage passion vs profit

INSPIRED AND COMMITTED to transform the business following the SDGS

CONFIDENT AND COMMITTED to becoming a better leader

Day 1

ICE BREAKER: INTEGRATED MODEL OF GROUP DEVELOPMENT (IMGD)

PSYCHOLOGICAL SAFETY

LEADERSHIP CIRCLE PROFILE

POLARITY MANAGEMENT

BLUEPRINT FOR BUSINESS LEADERSHIP FOR SDGS

REFLECTION

Day 2

LEADING IN COMPLEXITY

TRANSFORMATION JOURNEY

To: “This gives me the confidence to lead my creatives team / organisation and step towards how to navigate the unknown.”

Source: Process and Content Model, Hyper Island
CHECK-IN
CHECK-IN

Share one defining moment that shaped you into the leader you are today.

Draw your visual (5 mins)
Share in groups (20 mins)
OPENNESS AND TRUST SPIRAL

By investing in each other we create an open space.

Source: Anders Wendelheim, Dr of Psychology, Stockholm University
Integrated Model for Group Development (IMGD)
Susan Wheelan discovered several behavioural patterns across multi-generational, multi-cultural teams.

- trust and dependency must be established
- relates to leadership
- changes in verbal behavior
Integrated Model for Group Development (IMGD)

STAGE 1
Dependency and Inclusion

Integrated Model for Group Development (IMGD)

Stage 1: Dependency and Inclusion
Stage 2: Counter-Dependency and Fight

**Integrated Model for Group Development (IMGD)**

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<thead>
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<th>STAGE 1</th>
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Integrated Model for Group Development (IMGD)

STAGE 1
Dependency and Inclusion

STAGE 2
Counter-Dependency and Fight

STAGE 3
Trust and Structure

STAGE 4
Performance and Productivity

STAGE 5
Termination

### Integrated Model for Group Development (IMGD)

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Termination might occur at any stage.

Integrated Model for Group Development (IMGD)

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<td>1</td>
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<tr>
<td>2</td>
<td>Coaching</td>
<td>Counter-Dependency and Fight</td>
</tr>
<tr>
<td>3</td>
<td>Collaborative</td>
<td>Trust and Structure</td>
</tr>
<tr>
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Death: Grief may occur.

Termination might occur at any stage.

### Tips for Leaders

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<th>Leadership Style</th>
<th>Tips</th>
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<td><strong>STAGE 1</strong></td>
<td><strong>DIRECTING</strong></td>
<td>Help members to get to know one another to feel included and safe. Directive, confident, organised. Facilitate open discussion about purpose, goal, values, norms and roles.</td>
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<td><strong>STAGE 2</strong></td>
<td><strong>COACHING</strong></td>
<td>Help the group to resolve conflicts about goals, roles, and leadership. Support, coach, facilitate collaboration. Do not take attacks or challenges personally.</td>
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<td><strong>STAGE 3</strong></td>
<td><strong>COLLABORATIVE</strong></td>
<td>Delegate more responsibilities to members. Encourage initiatives and responsibilities. Challenge and coach the team forward.</td>
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<td><strong>VISIONARY</strong></td>
<td>Focus on vision &amp; further development. Let the most suitable lead each task. Encourage and empower self-management within the team.</td>
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<td><strong>STAGE 5</strong></td>
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<td>Facilitate processes for evaluation, reflection, feedback, celebration and closure. Ensure team learning and wisdom is taken forward.</td>
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### STAGE 1: Dependency and Inclusion
- Help members to get to know one another to feel included and safe.
- Directive, confident, organised.
- Facilitate open discussion about purpose, goal, values, norms and roles.

### STAGE 2: Counter-Dependency and Fight
- Help the group to resolve conflicts about goals, roles, and leadership.
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### STAGE 3: Trust and Structure
- Delegate more responsibilities to members.
- Encourage initiatives and responsibilities.
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### STAGE 4: Performance and Productivity
- Focus on vision & further development.
- Let the most suitable lead each task.
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### STAGE 5: Termination
- Facilitate processes for evaluation, reflection, feedback, celebration and closure.
- Ensure team learning and wisdom is taken forward.

### Leadership Style
- **DIRECTING**: Directive, confident, organised.
- **COACHING**: Facilitate open discussion about purpose, goal, values, norms and roles.
- **COLLABORATIVE**: Delegate more responsibilities to members.
- **VISIONARY**: Focus on vision & further development.

### Death:
Grief may occur.
DISCUSSION

In your current teams at work, which stage resonates with you?
“Great things in business are never done by one person. They’re done by a team of people.”

—Steve Jobs
NO-BLAME CULTURE.

Do not blame others for problems in the group.

CLEAR GOALS, ROLES, AND TASKS. TRANSPARENCY.

Encourage the Process of Goal, Role, and Task Clarification.

ALL SPEAK, ALL ARE HEARD. EQUAL SPEAKING TIME.

Encourage the adoption of open communication.

SKILLFUL, SUBJECT MATTER EXPERTS.

Promote the use of effective problem-solving & decision-making procedures.

PSYCHOLOGICAL SAFETY, AUTONOMY, SELF-ORGANIZING.

Establish norms that encourage productivity, innovation, and freedom of expression.

CONFLICT RESOLUTION.

Conflicts are managed, not avoided. Promote group cohesion and cooperation.

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The job of the Braintrust is to “push towards excellence, and root out mediocrity.”

—Ed Catmull, Co-founder of Pixar
TEAMING ON THE FLY

Reflect individually on at least 3 helpful and 3 hindering behaviours...

What behaviors will HELP or HINDER collaborative learning for me with my team?
Add a post by clicking the + button

Add your name here

Feel free to add an image!

Add your behaviors here

What are my top 3 helpful behaviors? *

What are my top 3 hindering behaviors? *

Add a post by clicking the + button
TEAMING ON THE FLY

Then, share your answers within the group.

As a group, combine the top 3 helpful and top 3 hindering behaviours.
LEADERSHIP COMPETENCIES AND LENSES

BECOMING AN ADAPTIVE LEADER

- Know Yourself
  - Lenses that develop self-reflexivity and self-assessment

- Know the World
  - Lenses that develop domain expertise & confidence

- Know Your Team
  - Lenses that develop high performing teams

Know Yourself

Know the World

Know Your Team

- Lenses that develop high performing teams
HYPER ISLAND’S LEADERSHIP COMPETENCIES AND LENSES

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Our connection with other people is only as solid and deep as our connection to ourselves.
A free tool that provides a detailed snapshot in time, enabling leaders to answer the question: “How are my behaviors and mindset enabling or constraining my intended leadership impact and our business performance?”
Complete your Leadership Circle Profile

Scroll down to take self assessment
Results

The top half of the circle maps Creative Competencies that contribute to a leader’s effectiveness. This measures how you achieve results, bring out the best in others, lead with vision, enhance your development, act with integrity and courage, and improve organizational systems.
Results

The lower half of the circle maps self-limiting Reactive Tendencies and behaviors. This reflects inner beliefs and assumptions that limit effectiveness, authentic expression, and empowering leadership.
Results

**Reactive-Creative Scale** (Left scale) reflects the degree of balance between the Creative dimensions and the Reactive dimensions.

**Relationship-Task** (Upper scale) balance measures the degree of balance a leader shows between the Achieving and Relating competencies.
**Results** (Right scale) is a bottom-line measure that compares the overall score of the dimensions measured to that of other leaders who have taken the LCP.

**Leadership Effectiveness** (Bottom scale) measures the leader’s perceived level of overall effectiveness.
Reflection

What did you observe about yourself while you were taking the test?

- How did you initially feel about your result?
- What did you observe about the dimensions in the circle?
- What do you want to do about your result?
“...the development of effective leadership, especially in complex leadership roles, is a long -term project —it is life work. The process of developing extraordinary leadership is the same process as becoming an extraordinary person.”

—From the authors of the Leadership Circle Profile
HYPER ISLAND’S LEADERSHIP COMPETENCIES AND LENSES

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KNOW YOURSELF

KNOW YOUR TEAM

KNOW THE WORLD
Aims to **inspire** all business — regardless of size, sector or geography — to take leading action in support of the achievement of the Sustainable Development Goals (SDGs).
Business leadership on the SDGs evolves through repeating three steps:

1. **Prioritize**
   - Prioritization of actions based on their potential contribution to the SDGs

2. **Act**
   - When priorities are set, organizations take time and context-specific action that embodies five, equally important, leadership qualities

3. **Learn**
   - Company commits to learn about the impacts of its actions on the SDGs, sharing lessons both internally and externally

Source: Blueprint for Business Leadership on the SDGs
Five (5) Qualities of SDG Leadership

Support for the SDGs is an integral, deliberate part of a leading company’s strategy.

Source: Blueprint for Business Leadership on the SDGs
Five (5) Qualities of SDG Leadership

**INTENTIONAL**
Support for the SDGs is an integral, deliberate part of a leading company’s strategy.

**AMBITIOUS**
The organisation’s level of ambition greatly exceeds prevailing levels of ambition, its actions are material in the context of its end-to-end operations, and it focuses on long-term outcomes.

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Support for the SDGs is embedded across organisational functions and external communications.

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**COLLABORATIVE**

Support for the SDGs involves partnerships, including with business, government, civil society and other actors.

Source: Blueprint for Business Leadership on the SDGs
## Five (5) Qualities of SDG Leadership

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<td>Accountable</td>
<td>A leading company is transparent, manages risk, seeks out meaningful engagement with stakeholders, and is accountable for adverse impacts</td>
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Source: Blueprint for Business Leadership on the SDGs
Leadership Qualities in Action
Organisation Review and Assessment

**INTENTIONAL**
- Is your company committed to supporting the achievement of Goal #? Have you developed a holistic strategy that reflects this commitment, covering end-to-end operations and the wider community?
- Are you committed to learn from your actions and do you have processes in place to improve them accordingly?
- Is your strategy supported by the highest levels of management, including the Board of Directors?

**AMBITIOUS**
- Do your actions achieve long-term outcomes that greatly exceed those resulting from current industry practice?
- Are your actions aligned with what is needed to achieve Goal #?

**CONSISTENT**
- Is support for Goal # embedded across all organizational functions?
- Are staff and board incentives aligned with achieving Goal #?

**COLLABORATIVE**
- Do you proactively look for opportunities to partner with Governments, UN agencies, suppliers, civil society organizations, industry peers and other stakeholders to inform how to advance Goal #?

**ACCOUNTABLE**
- Do you publicly express your commitment to advance Goal #?
- Do you identify, monitor, and report on impacts, including potentially adverse impacts?
- Do you mitigate risks associated with your action?
- Do you remediate negative impacts associated with this action?
- Do you engage stakeholders in a meaningful way?

Source: Blueprint for Business Leadership on the SDGs
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POLARITY MANAGEMENT
BLUEPRINT FOR BUSINESS LEADERSHIP FOR SDGS
REFLECTION

Source: Process and Content Model, Hyper Island
Feedback

Module 2 Evaluation
Check-out

Use the Patrick Mood Scale to share how you are going to approach your team back after this training.