

TU321

American Society for Training & Development International Conference & Expo 2010
Chicago, Illinois

It's the Questions You Ask Not What You Know

- Differentiate between traditional and evolving 21st century leadership practices
- Analyze personal and organizational leadership behaviors to determine underlying assumptions and disconnects with the current leadership landscape
- Formulate alternative leadership-development models that are productive in today's leadership environment

Speakers:

Madeline Finnerty PhD

Finnerty International

Madeline@bright.net

Jonathan Halls M.Ed.

Jonathan Halls & Associates

jgh@jonathanhalls.com

A gravel road curves through a flat, arid landscape under a clear blue sky. The road is made of dark grey gravel and leads towards a distant horizon. The surrounding terrain is dry and brown, with sparse, low-lying vegetation. A fence line is visible on the right side of the road. The sky is a uniform, clear blue.

It's the
Questions You Ask,
Not What You Know

Leadership Story

If you hold a card with a “D” tell your partner a short story that describes a Dysfunctional Leader. What does that person do, say, ask, tell? How does this leader interact? Your partner will capture this description here:

Leadership Story

If you hold a card with an “F” tell your partner a short story that describes a Functional Leader. What does that person do, say, ask, tell? How does this leader interact? Your partner will capture this description here:

Traditional Organizations and Leaders

- Command and control
- Hierarchical power structure
- Provides feedback down; doesn't take it back up.
- The learned are in charge
- Knowledge resides with the leaders
- Leadership training is about making a person into a leader, matching the best practice or seeking the perfect model

Complex Organizations and Leaders

- Defines the vision
- True to core values
- Establishes parameters for action and lets go
- Pays attention to Followers
- Creates an environment where everyone's assets can be shared
- Always learning
- Networked power structure
- Leaders may not fit a model; they have the right questions

Leadership Behaviors

Look at the descriptions you have of Dysfunctional and Functional Leaders. Can you pick out behaviors that inhibit organization effectiveness? What are the underlying assumptions that drive these behaviors? Are they grounded in the traditional organization view?

Leadership Behaviors

What behaviors enhance organization effectiveness? What are the underlying assumptions that drive these behaviors? Are they grounded in the complex organization view?

The key skill that you need to develop as a training and development professional is the ability to be critically reflective at a deep level. Ask the hard questions.

Your Leadership Style

Tell a story about yourself in a leadership situation in your organization. Manage the details as you only have 3 minutes to do this. AS you are telling your story or when you are finished, your partner will ask you three questions and take notes for you.

You may want to exchange your handout for this exercise so that you go home with notes about yourself.

Questions:

- What were you thinking?
- What were you feeling?
- What are you going to do?

Your Leadership Style Notes

More Stories

Notes from cutting-edge leadership in complex organizations.

Your Questions

1:

2:

3

Who are Madeline & Jonathan?

Madeline Finnerty and Jonathan Halls are fascinated by the profound changes taking place in the world and their effects on organizations and leadership. However, they're alarmed at how many leaders and organizations are missing these significant shifts and the opportunities that come with them to powerfully transform their organizations.

Halls moved his London practice to the United States in 2009. This created an opportunity for Finnerty & Halls to collaborate on some US-based workshops for leaders to reflect on core values, align leadership and create change. Halls & Finnerty are also working on leadership programs in Europe.

Madeline Finnerty, Ph.D., is president of Finnerty International, LLC, a consulting practice specializing in the design and facilitation of strategic planning, organization change, leadership development, and team building processes. Her curiosity about organizations has led her to work with a variety of domestic and international clients including financial services, transportation, manufacturing and service companies, public school systems, social service agencies, churches, libraries, and large consulting firms.

Her commitment to the profession is reflected in her volunteer service to ASTD. Finnerty has served on the International Conference and Exposition program committee, the National Nominating Committee, the Quality Symposia advisory committee and as an advisor for the Certification for Professionals in Learning and Performance. She is past national director of the ASTD Women's Network, past president of the Mohican Valley Chapter and past member of the Multicultural Network Executive Committee.

A student of cultures other than her own, she travels and works internationally having spent a month in both Lyon and Bordeaux, France with Rotary Group Study Exchange Teams, a month in the People's Republic of China and Hong Kong with an ASTD People to People group, and shorter visits to fourteen other countries and most parts of the United States.

Jonathan Halls is a global specialist in leadership, communication, media and learning. Based in Washington DC, he has worked with professionals from 30 nationalities in 20 different countries in leading edge companies across the media, retail and hospitality sectors. He runs a specialist training firm in Northern Virginia, Jonathan Halls & Associates, and is an adjunct professor at George Washington University (GWU) in Washington DC.

Jonathan has worked as an executive, journalist, talk show host and trainer. He formerly ran the BBC's prestigious Production Training department in London and was Managing Director of Talkshow Communication Ltd.

Jonathan was founding president of ASTD's UK Global Network. He has sat on various ASTD committees including the planning committees for ASTD's International Conference & Expo and ASTD's Techknowledge conference. Jonathan also facilitates ASTD's certificate program in Facilitating Change and delivers its Essentials Webinar in new media and learning. He has a master's and bachelor's in adult education.