THE LEADERSHIP & MANAGEMENT PARADOX: UNCOVERED

HOW TO LEAD A TEAM THAT ACHIEVES

"

There is no greater power than a community discovering what it cares about.

ASK "WHAT'S POSSIBLE?" NOT "WHAT'S WRONG?"

Keep asking. Notice what you care about.

Assume that many others share your dreams.

BE BRAVE ENOUGH TO START A CONVERSATION THAT MATTERS.

Talk to people you know. Talk to people you don't know. Talk to people you never talk to. Be intrigued by the differences you hear. EXPECT TO BE SURPRISED.

Treasure curiosity more than certainty.

Invite in everybody who cares to work on what's possible. Acknowledge that everyone is an expert in something. Know that creative solutions come from connections.

Remember: you don't fear people who's story you know.

Real listening always brings people closer together.

Trust that meaningful conversations change your world.

RELY ON HUMAN GOODNESS.

Stay together.

- Margaret Wheatley

"

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So you're a team leader now...

What next? What does it mean to be a leader? Let's look to this quote by Jack Welch,

"*Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.*"

Jack Welch

In AIESEC we define leadership by twelve elements that can be summarized into the following four categories, the ability to empower others, self awareness, being solution oriented, and being a world citizen and we believe that these can be developed in anyone. As a team member you have probably begun to develop in these qualities, and now that you're a team leader, it is your job to also ensure that each of your members develops in these four qualities and each of the elements that comprises each one.

As your members go on this leadership journey, they will experience an outer journey - the external facing side of an experience, as well as an inner journey that explores what happens within. This is a process that will happen naturally but imagine what can happen when the process is accelerated, when we intentionally guide the process along and ensure that it happens in a deeper way.

The other side of your role as a team leader is to ensure the growth and sustainability of your project, program, and/or function. This includes planning, tracking, and training your team. Leadership and management are two sides of the same coin. No matter how much you try to cut that coin, there will always be two sides. They aren't exactly opposites but they are quite different - they co-exist together.

In this guide, you will learn about the six categories and standards for building and maintaining a high performing team. The 6 categories can be split into two main buckets, talent capacity and learning development. Read on to learn more.

chapter 1
BUILDING YOUR TEAM

BUILDING YOUR TEAM

It is important to take the time to build and form your team in the proper way. Without proper team forming, many teams fail as soon as the initial honeymoon phase is over. The key elements of team building are: developing a structure and acquiring your team, visioning, setting boundaries and principles, setting behaviors and culture, and building relationships amongst team members.

1. DEVELOPING A STRUCTURE
"My team has at least 3 team members."

2. PLANNING & ALLOCATING TALENT
"I have a talent plan for my team."

3. VISIONING
"My team has created a vision statement."

4. SETTING BOUNDARIES
"My team has outlined a set of team principles to follow."

5. SETTING BEHAVIORS
"My team has outlined the attitudes and behaviors of our desired team culture."

6. GETTING TO KNOW EACH OTHER
"My team has had at least one team building activity during this month."

First things first, you must acquire your team members. You can work with your HR or Talent Management responsible to help you plan, acquire, and allocate your talent.

Talent planning allows you to understand the types of roles and profiles needed on your team, the current talent capacity, what the talent gaps are, and how to fill those gaps.

Make sure that your team structure serves your strategic goals and allows for roles that are developmental and fulfilling for your team members.

5-Step Talent Planning

1. Start with your goals

2. What is the average productivity ratio you want per program (# members to results)?

3. What are the roles and responsibilities necessary to achieve your goals?

4. What is your current talent capacity?

5. How big is the gap?

When you have your team together, the next step is uniting for a common purpose.

Purpose comes from a clear need. Identify the clear need in order to create a more grounded purpose.

The way you can do this is by creating a vision statement.

What to Include:

1. THE **OUTCOME** OF WHAT YOU DO AS AN ORGANIZATION

EX: A bakery makes bread, but the outcome is consumers enjoying the bread.

2. THE **UNIQUENESS** OF YOUR ORGANIZATION

EX: This bakery sources all their ingredients locally.

3. **QUANTIFICATION** OF THE OUTCOME YOU WANT TO SEE

EX: Every customer who walks in the store walks away with a smile.

4. A RELATEABLE, **HUMAN ELEMENT**

EX: Our bread on every dinner table in the county (instead of just saying every person in the county eating this bread)

What is a vision statement?

A vision statement is a one-sentence description of the desired end state and long-term change you want to see as a result of your work. This is different from a mission statement which expresses why you exist as an organization.

You can format your vision statement like the following:

BY/THROUGH _____, MY ORGANIZATION WILL _____ BY _____.
doing this   *achieve this*   *this deadline*

QUESTIONS TO CONSIDER WHEN CRAFTING YOUR VISION:

What needs to be changed? What are the major issues or problems?

Why should those issues be addressed?

What are the strengths and assets of your organization, the program, or the people of the organization?

What is your dream end-state? What would this look like in a perfect world?

What would success look like for this project or your organization as a whole?

*NOTE If you are a sub team or there is a greater vision that already exists within your organization, you can adapt that one to show your team's contribution to the larger picture.

It is important to set expectations, boundaries, and agreements at the start of the experience so that every team member is on the same page about what is expected of them, their teammates, and how the team operates. Without these, confusion and miscommunication ensues, and that is just messy.

Make sure that each person on the team agrees to the principles that you all come up with. An agreement allows for a mutual understanding amongst all team members including the team leader. And with a set of agreed upon principles, the team can hold each other accountable. Without accountability and boundaries, any sort of behavior will be considered acceptable.

Categories for Team Principles:

COMMUNICATION
What are our expectations for how we will communicate with each other?

FORMAL TEAM SPACES
What are our expectations for how we operate and act in work spaces like meetings?

INFORMAL TEAM SPACES
What are our expectations for spaces with each other outside of operations and work?

*The origin of the word culture comes from the latin word "**colere**" which means to tend or cultivate.*

culture

the customs, arts, social institutions, and achievements of a particular nation, people, or other social group; the attitudes and behaviors, characteristic of a particular social group

Culture exists whether you like it or not, but if not cultivated and nurtured properly it can hurt your organization instead of propelling it forward.

To determine your culture, outline what each of the following should be to stay true to your mission and values as well as to achieve your vision and goals.

CUSTOMS The traditions and rituals of your organization or team.

ATTITUDES The mindset of team members and the way your people think.

BEHAVIORS The actions of members and how your people behave and work.

Striving For Excellence

We continuously improve through creativity and innovation. We strive to deliver the highest quality performance in everything we do.

Enjoying Participation

We create dynamic and welcoming environments through active and enthusiastic participation of individuals. We enjoy being involved in AIESEC.

Activating Leadership

We lead by example and inspire leadership through actions and results. We take responsibility for developing the leadership potential of others

Demonstrating Integrity

We are consistent and transparent in our decisions and actions. We fulfill our commitments and conduct ourselves in a way aligned with our vision.

Acting Sustainably

We act in a sustainable way for our organization and society. Our decisions take into account the needs of future generations.

Living Diversity

We actively learn from different ways of life and opinions represented in our multicultural environment. We act inclusively, respecting and actively encouraging the contribution of every individual.

THESE ARE AIESEC'S VALUES. EVERY AIESEC MEMBER PRACTICES THESE VALUES EVERYDAY. THEY MAKE UP OUR CULTURE AND OUR WAY OF DOING THINGS.

Here we can explore the concepts of authenticity and empathy. Each of these are present in everyone and the more you practice them, the more self aware you will become and the more you will be able to understand others' perspectives and empower them.

PRACTICE CULTIVATING *authenticity* BY

Learning more about your strengths, weaknesses, values, and personality, discussing those things, and practicing them. There are many online assessments that you can take to begin this self-discovery journey such as: Gallup's StrengthsFinder Assessment, the VIA Institute Character & Values Assessment, the Meyers-Briggs Type Indicator Personality Test, as well as many others.

authentic
not false or copied; genuine, real

empathy
understanding what others are feeling because you have experienced it yourself or you can put yourself in their shoes

PRACTICE CULTIVATING *empathy* BY

Practicing listening with attention to colleagues and friends to hear their perspectives and stories. Empathy is feeling with someone, not feeling for someone - that's sympathy and it's important to distinguish between the two.

When teams do not know, understand, or accept each other, they tend to operate from a place of assumptions and biases, which breeds a toxic culture of gossiping and put downs. The more work that is put into learning about each other, the faster teams can get out of this storming phase.

Relationships begin in one-on-one settings where people have the chance to have more focused attention on the other person and have the space to be more authentic and not be in a groupthink environment. The actual **connection is made when the two people converse with each other**. Connections can be sparked through things like games, social events, etc., but it's solidified when they begin to share their stories, passions, and find commonalities.

3 Questions to Connect With Anyone:

1. Tell me your life story in 4 minutes.
2. What fascinates you?
3. What are 3 things we have in common?

After strengthening the one-to-one relationships on the team, doing activities with the team as a whole can bring everyone together. Activities where your team has to create something or achieve something together are great ways to see how your team faces challenges and works together. And other times it's nice to just relax and appreciate each other's company.

building your team CHECKPOINT ☑

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chapter 2
PLANNING & SETTING YOUR DIRECTION

PLANNING & SETTING YOUR DIRECTION

Now that your team is together, you can move on to more concrete planning and break down your vision into clear goals and actions. The key elements of planning are: having a space for initial planning to set your goals and measures, outlining the operational activity, and creating a budget.

1. INITIAL PLANNING

"My team has had at least one day for planning at the beginning of the experience."

2. MIDTERM RE-PLANNING

"My team has had at least one day for re-planning in the middle of the experience."

3. GOAL SETTING

"My team has outlined our main Measures of Success (MoS) for each week of the experience."

4. BREAKING DOWN THE GOALS

"My team has outlined our Key Performance Indicators (KPI) for each week of the experience."

5. OUTLINING OPERATIONAL ACTIVITIES

"My team has outlined the key operational activities for each week of the experience."

6. BUDGETING

"My team has created a budget."

Have a space for your team to do comprehensive planning at the beginning of your experience; ideally, before operations begin as well as half-way through the term so that you can review and adjust your actions to ensure goal achievement.

BACKWARDS PLANNING

Utilize a backwards planning process to develop a comprehensive action plan.

3 BREAK DOWN THE MILESTONES INTO SPECIFIC ACTIONS & DELIVERABLES

2 BREAK DOWN YOUR VISION & GOALS INTO MILESTONES

1 BEGIN WITH YOUR ULTIMATE VISION & GOALS

An effective plan should include the following:
Measures of Success, Key Performance Indicators, and Key Operational Activities.

Once you have this plan, you can add the learning and development plan (see the chapter on 'Training Your Team') to ensure your team members are able to do and know everything they need to carry out the action items.

The first step of backwards planning is to define your Measures of Success or MoS.

MEASURE OF SUCCESS (MoS)

MoS's are the metrics that allow you to quantify your vision and know if you have achieved it or not. These measures are ones that come only after the result has happened and you can't do anything to change them by the time you see the result. You do not have direct control over these measures.

Set yearly goals, half-year goals, monthly goals, and finally weekly goals.

If you can break it down to weekly goals, it will be much easier to track and you will be able to have a greater understanding of your performance more often.

When setting MoS's, consider the following:

There can be MoS's at each stage of the customer flow so that you can understand quickly where the bottlenecks are.

THE MINIMUM AMOUNT OF REVENUE NEEDED TO STAY IN BUSINESS AND HOW MANY PRODUCTS/SERVICES MUST BE SOLD TO GENERATE THAT.
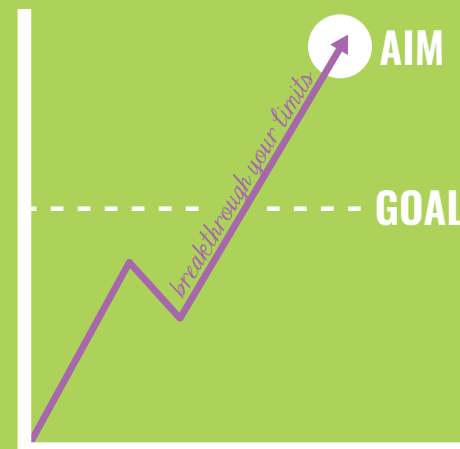
YOUR VISION AND AMBITION FOR THE TERM.

PREVIOUS YEARS' GROWTH TRENDS.

REGULATORY MINIMUMS FOR YOUR ENTITY TO KEEP ITS STATUS AS A FULLY ACTIVE AND OPERATING ENTITY.

Setting two levels of goals can help to ensure growth. They can be referred to as:

GOAL

the minimum accepted standard for achievement.

&AIM

the desired (and slightly ambitious) goal for achievement.

breakthrough your limits

AIM

GOAL

*NOTE

All plans should be based on the aim to ensure that the goals will be met and surpassed.

Once you have your overall goals, break them down into smaller goals called Key Performance Indicators or KPI's.
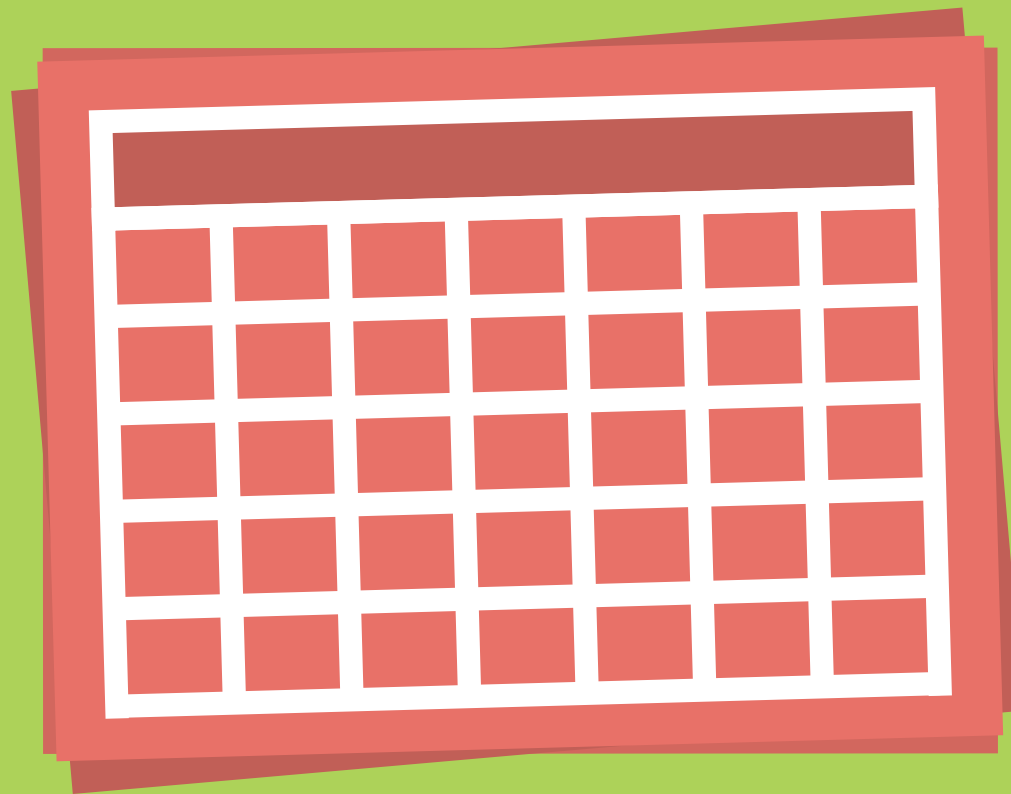
KEY PERFORMANCE INDICATOR (KPI)

KPI's are the metrics that allow you to know if you're on track to meeting your MoS's. These are the measures that you can control and which allow you to have adaptable and flexible plans. Your KPI's should also be broken down all the way to a weekly basis.

If you have these in place, you will be able to map out the action plan in much more detail, which will also allow you to adapt and adjust the activities each week if necessary to cater to bottlenecks or opportunities that arise.

Now that the goals are all mapped out on a timeline, you can outline the action items required for each of those goals. Be specific when writing these because these activities will filter directly into the individual job descriptions for each of your team members.

Once your operational plan is in place, it is time to create your budget. Your budget should consist of the expected revenue and expenses. Be sure to factor in the operating costs, as they are usually standard from year to year.

revenue & expenses

It is beneficial to budget for some of your money to be allocated to reserves too. You never know when you get into a big pinch.

When you've outlined the revenue and expenses that are standard, then you can look at where you want to invest and focus more of your resources towards.

planning & setting your direction
CHECKPOINT ✓

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chapter 3
ALLOCATING ROLES & RESPONSIBILITY

ALLOCATING ROLES & RESPONSIBILITY

After you've set your team plan, you can begin to allocate responsibility amongst your members and develop their individual plans and job descriptions. The key elements of individual planning are: setting performance goals and measures, as well as personal ones and outlining their operational and personal development activities.

1. INDIVIDUAL GOAL SETTING

"Each of my team members has Measures of Success for each week of their experience."

2. BREAKING DOWN INDIVIDUAL GOALS

"Each of my team members has Key Performance Indicators for each week of their experience."

3. CREATING AN INDIVIDUAL ACTION PLAN

'Each of my team members has the key operational activities outlined for each week of the experience."

4. PERSONAL GOAL SETTING

"Each of my team members has set personal development goals."

5. PERSONAL DEVELOPMENT PLANNING

"Each of my team members has the key activities to accomplish their personal development goals outlined for each week of the experience."
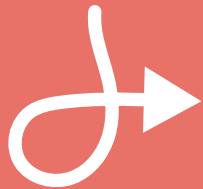
Based on the team's MoS's, KPI's, and key operational activities, assign a member of your team to be responsible to a portion of the goals and each of the activities.

Once all of that has been allocated, each member can see what their workload looks like and will be able to allocate their time accordingly.

Each individual should then outline the amount of time that will they will be spending on each of those action items so they can understand how to manage their time effectively. With your members, map out in terms of percentages how much of their time is being allocated to achieving each of the MoS's.

be sure to map it out on a weekly basis

Use this template to create your individual plans:

CATEGORIES	% OF WEEK	HRS PER WEEK	MoS's	KPI's	KEY ACTIVITIES	WEEK OF ACTIVITY			
Throwing a Party	10%	4	50 People Attend the Party	1 Cake Made	Buy ingredients			■	
					Bake the cake				■
					Frost the cake				■
				30 Balloons for Decoration	Buy the balloons			■	
					Blow up the balloons				■
				60 Invitations Sent	Make invitations	■			
					Address the invitations		■		
					Put invitations in the mail		■		

It's time to dream!

Allow yourself
to be in a mindset of
WHAT'S POSSIBLE **NOT** WHAT'S WRONG.

Who do you want
Let there be no barriers or limits.
to become?

Give yourself only 90 secs to answer each question.
The rapid-fire nature of this activity will extract more authentic answers.

Check out his video here: www.mindvalley.com/goal-setting-redefined

1. What do I want to experience in life?

2. How do I want to grow?

3. What do I want to contribute to the planet?

Vishen Lakhiani, AIESEC United States alumnus and founder and CEO of Mindvalley, asks three important questions that help us set personal goals that reflect the end state we really want instead of just focusing on the means to the end goals.

Once you have your three lists, map them out weekly on a timeline and attach measures to them so you and your team can track each other on your progress.

Similar to your operational planning, you can use a backwards planning process to break down your personal goals if necessary.

Align your goals with any opportunities that are available within your organization so that you can match up organizational and personal ones.

allocating roles & responsibility
CHECKPOINT ✓

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TRAINING YOUR TEAM

TRAINING YOUR TEAM

With your team complete and your plans all layed out, it is time to train your team members so that they are able to do all of the key operational activities in their individual plans. The key elements of training are: creating a learning and development plan, training on organization and operational knowledge, ensuring members know where to access more information, and encouraging members to attend local, regional, and national conferences.

1. LEARNING & DEVELOPMENT PLANNING

"I have a weekly learning and development plan including the knowledge, skills, attitude, and leadership development for my team."

2. ORGANIZATIONAL TRAINING

"All of my team members have received organizational induction."

3. OPERATIONAL TRAINING

"All of my team members have received functional induction/transition for their roles."

4. LOCATING RESOURCES

"All of my team members have received the Education Resources document."

5. ATTENDING CONFERENCES

"All of my team members have attened or will attend (in the next 6 months) at least 1 local, regional, or national conference."

Based on your weekly operational plan, you can outline the learning objectives for each week. "A.S.K." yourself the following:

A

ATTITUDE
What is the attitude required to complete each operational activity?

S

SKILLS
What are the skills required to complete each operational activity?

K

KNOWLEDGE
What is the knowledge required to complete each operational activity?

Once the learning needs are outlined, identify the gaps between what your team members should know and already know. Then organize the needs on a timeline, combining objectives where there is overlap.

Now you can begin developing the trainings for each of the learning objectives you've identified. Some learning objectives may occur naturally within the operations activities and in those cases, it is important to have spaces for reflection so your team members take the time to understand what they learned from doing those activities.

Develop trainings that are interactive AND THAT ALLOW YOUR TEAM MEMBERS TO **UNDERSTAND & PRACTICE** THE KNOWLEDGE, SKILLS, AND ATTITUDES THEY ARE LEARNING

THE BEST WAY FOR SOMEONE TO LEARN IS TO **LEARN BY DOING**

The more experiential learning that can occur, the better the training will stick.

You can use the Global Learning Environment to help you think of different ways to engage your team. The Global Learning Environment consists of six elements:

INDIVIDUAL DISCOVERY & REFLECTION

TEAM EXPERIENCES

LEARNING CIRCLES

CONFERENCES & SEMINARS

ONE TO ONE

VIRTUAL SPACES

Read more about them later in the "Catalyzing Leadership Development" section.

Visual Learners
Learn best by **SEEING**

RESPOND WELL TO
graphics and images
to understand ideas
and concepts.

Auditory Learners
Learn best by **HEARING**

RESPOND WELL TO
storytelling and music
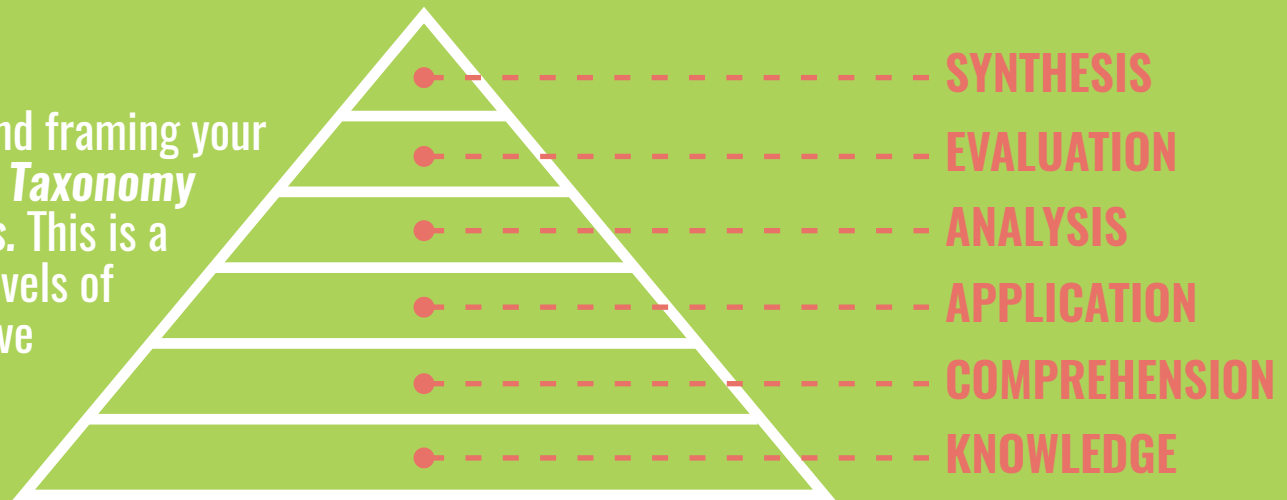to understand ideas
and concepts.

Kinesthetic Learners
Learn best by **DOING**

RESPOND WELL TO
**hands-on activities
and movement**
to understand ideas and concepts.

Every person learns a little differently. Be sure to cater to different learning styles. Three common categories are VISUAL LEARNERS, AUDITORY LEARNERS, and KINESTHETIC LEARNERS. There are many online assessments that can help you identify which ones you and your team are.

When crafting objectives and framing your trainings, refer to **Bloom's Taxonomy of Educational Objectives.** This is a model that organizes the levels of expertise required to achieve various learning outcomes.

- SYNTHESIS
- EVALUATION
- ANALYSIS
- APPLICATION
- COMPREHENSION
- KNOWLEDGE

Bloom's Taxonomy of Educational Objectives

KNOWLEDGE
remembering
Recognizing and recalling facts and basic concepts.

COMPREHENSION
understanding
Understanding and explaining ideas or concepts.

APPLICATION
practicing
Applying the facts, rules, concepts, and ideas in practice.

ANALYSIS
examining
Breaking down information into component parts and drawing connections among ideas.

EVALUATION
judging
Judging the value of information or ideas to justify a stand or decision.

SYNTHESIS
creating
Combining parts to make a new whole or produce an original work.

It is important not to get too caught up in "facilitating" lots of sessions or overwhelming your members with lots of content because they will get overwhelmed, sometimes rendering them paralyzed and unable to work.

Instead, focus on hosting the spaces necessary to ensure the learning is happening by doing.
The learning doesn't mean anything unless there's doing and achieving.

Here is a modeling framework to help you ensure learning by doing as a leader:

I DO IT	I DO IT & YOU ARE WITH ME	YOU DO IT & I AM WITH YOU	YOU DO IT	YOU DO IT & SOMEONE IS WITH YOU
COMPETENCE	**DEMONSTRATION**	**COACHING**	**EMPOWERMENT**	**REPRODUCTION**

This will also help you with delegation as a team leader. Delegations is a difficult skill for new leaders or those of us who always tend to take over if we feel something is not happening properly.

When each team member first joins your organization, train them on the history, values, structures, programs and products, and in general your organization's culture or "way" of doing things.

Teaching your members the ways of your organization will ensure that they have the proper context and parameters within which to oeprate.

customer flow

BEFORE

DURING

AFTER

A very important thing to include in operational training is the **customer flow**.
Teaching the customer flows for each program or product of you organization will allow your team members to see how the big picture works. Understanding the processes means understanding how the organization works in a fundamental and simple way. Then focus in on whichever customer segment they will be focusing on.

NEXT IS THE TRAINING THAT ALLOWS YOUR MEMBERS TO BE ABLE TO KNOW AND DO WHAT'S NECESSARY TO CARRY OUT THE OPERATIONAL ACTIVITIES AS MENTIONED BEFORE.

For each customer flow, there are two sides: what the **customer is doing** and what the **organization is doing**, show your team members both sides so that customer centricity is always kept in mind. For each flow, there is usually a period **before** the customer has acquired the product/service, a period **during** when the customer is using the product/service, and a period **after** the customer is finished with the product or service. Make sure each part is covered; every organization has different names for each stage and breaks the flow down differently so know how your organization does it.

Operational training should happen consistently and often throughout the working experience of your team members to ensure that for each stage of the process they are capable to doing what they need to do. This is not something that only happens at the beginning and can be expected to last throughout the entire working experience.

Once you've begun the training process for you members, it is important to show them where they can continue to learn and find more information about the organization. This will foster a culture of self-learning and allow them an initial place to direct their questions.

If they are able to locate resources and documents for their work, they will be able to work faster and it will save you time as well. It is never good if the bottleneck in a process is a lack of training or access to necessary resources since those can be controlled internally.

*NOTE

If you don't yet have a knowledge or information management system, now may be the time to get one so that all of your information is organized and easy to find.

In many organizations, they host conferences that provide extra training that members of the organization will be able to attend. They may range in size from local or regional to national or international.

Conferences are a unique space where many members from diverse backgrounds can gather and learn all together.

They can help build connections across the organization and provide perspective. They can also be key touchpoints for major strategic updates or changes regarding organizational direction.

No matter the purpose, they are great opportunities to learn and engage with people in a different way than the normal day-to-day operations and bring us back to the bigger picture and mission of the organization.

training your team
CHECKPOINT ☑

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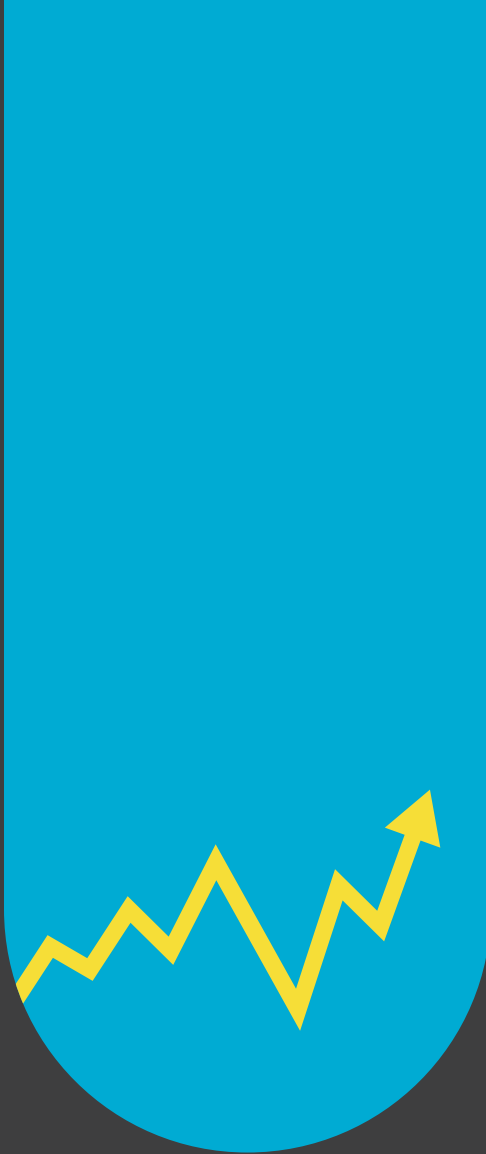
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chapter 5
EVALUATING & TRACKING ACHIEVEMENT

EVALUATING & TRACKING ACHIEVEMENT

To understand our progress towards our vision and goals, whether they're organizational or personal. The vision and goals must be tracked and evaluated. The key elements of evaluating and tracking are weekly meetings, monthly reviews, one-on-one coaching, and giving and receiving feedback.

1. MEETING WEEKLY

"My team has had weekly team meetings to track weekly goal achievement against the team and idividual plans each week this month."

2. CONDUCTING MONTHLY REVIEWS

"My team has had a monthly team meeting to review monthly goal achievement and strategies this month."

3. ONE-TO-ONE COACHING & TRACKING

"I have had a monthly individual meeting with each of my members to review individual operational performance and personal development based off of their individual plans, and to give each other direct feedback this month."
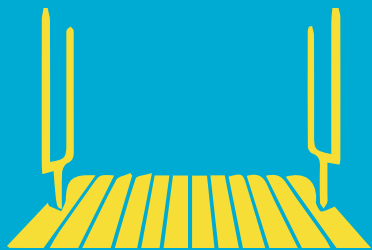
4. GIVING & RECEIVING FEEDBACK

"My team has had at least one team feedback space to give each other feedback and assessments this month."
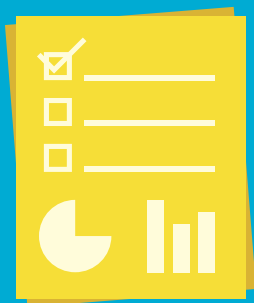
Conducting weekly meetings that are concise, effective, and productive can be tricky. A way to ensure that you are running good meetings is first to take a note from Franklin Covey's "The 4 Disciplines of Execution" and ensure that your tracker is compelling - simple and visually pleasing.

Think about a football game for example, what the coaches are looking at is very different from what the crowd is looking at. The coaches are looking at all of the stats of the players and seeing how many yards they are running, how many passes they make, and many other things. All the crowd looks at is the big scoreboard with the number of points, which down it is, and how much time is left.

Using visual elements like graphs and charts can be very helpful for quick processing of the information. Covey speaks of the "5 Second Rule," which says that if it takes someone more than 5 seconds to understand what the information is telling you, it's not being presented in a compelling way.

Before each weekly meeting, ensure that you and your team have updated all of the KPI's and MoS's so that your conversations can be more productive. If possible circulate a weekly report with all of the key data points to every team member before the meeting so they have time to review it all and in your meeting you can delve deeper into what the data is telling you so that you can adapt your tactics.

Team Meeting Agenda

CHECK IN [5-10 MIN]

Ask how everyone is doing so that everyone can be on the same page about how everyone is feeling and so that you can all be fully present in this space.

OUTSTANDING ACTION ITEMS REVIEW [10 MIN]

At the beginning of each meeting, review any outstanding action items of your team members and yourself from the past week. If it didn't happen, ask why - sometimes there's a good reason, sometimes there's not, and this allows you to understand how to move forward with that team member or action item.

PROGRAM STATUS UPDATE [5-10 MIN]

Take only a few minutes to review the stats of the progress towards your goals over the past week and draw any conclusions about why a tactic is or is not working. If action steps arise from this, assign them immediately to a team member to carry forward.

OPERATIONAL STRATEGY [10-15 MIN]

Refer to your plan and discuss the operations for the upcoming week, adapting tactics if necessary based on the weekly progress report.

MAJOR TOPICS & PROJECTS [10-15 MIN]

Discuss any major topics that require the entire team's attention and input.

Be sure to take minutes of each meeting and especially note down any action items that come out of the discussions - those will begin the meeting for the next week.

Weekly team meetings do not have to be long. A meeting with this style could take anywhere from 30 to 60 minutes depending on how many extra topics you have to discuss.

In the first week of each month, conduct a review of the previous month. It is helpful to zoom out at this milestone to see your progress on a bigger scale in relation to your overall plans. The monthly review process is designed to ensure the effective execution of an organization's strategic and operating plan.

Key Questions to Ask:

How well are we executing our plan?

What issues or obstacles need to be addressed?

What opportunities have arisen that we may want to pursue?

What adjustments, if any, need to be made to our plan or our approach?

It is also important to check in on your team **VISION** and **PRINCIPLES** to ensure that you are still aligned. It is not difficult to forget about these when you get into the whirlwind of daily operations.

Review the Following Elements:

Financial Performance
(revenue and expenses for the month - week by week, compared to the previous year, compared to the goals)

Operational Performance
(each of the MoS's and KPI's for the month - week by week, compared to the previous year, compared to the goals)

Progress and/or Results of Strategic Initiatives

Individual Team Member Performance

In these spaces, review each team member's individual operational plan as well as their personal development plan. This is also the space for each of you to give honest assessments of each other, which will be covered in the following section.

The first thing that is important to note is that you are most likely

NOT A PROFESSIONAL COACH!

So don't try to be one, acknowledge that you are not one and understand that you will not always have the right answer. Explain this to the person you are conversing with too. That will ensure the right expectations are set.

Your most important job as a coach is actually not to provide all the answers, but to

ask the right questions & listen with attention

Each person has inside them everything they need to overcome challenges and create the outcome they want to see, they may just need a little push or a little perspective to open their mind in a way that allows them to figure it out on their own.

This is especially important when it comes to more personal matters. That being said, it is not wrong for you to give advice or suggestions that come from your own expertise or experiences. When it comes from a place of empathy, it will go a lot farther.

When coaching is only going in one direction, coachees will disengage more quickly. Instead, embrace these spaces as conversations that are two-way and go back and forth.

Use the following conversational qualities to ensure your conversations come from a place genuine curiosity, authenticity, and empathy.

Conversational Qualities

Ability to relate and suspend judgment.

Capacity to challenge.

No victimizing, patronizing, or projecting.

Making and keeping commitments.

Genuine interest in the other's growth.

Inspiring authenticity.

Ethics - maintaining high standards and values.

Focusing on actions and behavioral changes.

"... Suddenly the conversation goes to a place that we never imagined it will go. Rather, the conversation begins to have its own force, its own pulling, rather than you or I defining where to go. Literally, for me, those moments of the conversation are moments in which we are free. Literally free."

nickaskew.com/collection/converse/
JULIO OLALLA

WHAT MIGHT YOU CREATE IN THE FREEDOM OF CONVERSATION?

ONE-TO-ONE COACHING & TRACKING

A framework to follow for coaching is R.O.S.A. It works for both reviewing performance and personal development.

R — REALITY
What is the context and the current state of the situation?

To understand the reality, you can ask questions like:

- How would you describe your activity in the past month?
- Tell me about what's going on for you right now.
- What have you been up to since we last spoke?
- Have you come across any obstacles in accomplishing your goals or carrying out operations? If so, what were they?

O — OBJECTIVES
Where do they want to go? What to they want to accomplish?

To understand what their objectives are, you can ask questions like:

- What is the ideal state for you?
- What would you like to accomplish in the next month?
- Where would you like to be by the end of the next month?
- Are you still comfortable with the goals and activities you have set in your plan? If not, what would you change?

S — SOLUTIONS
How can they bridge the gap between their reality and their objectives?

To come up with solutions together, you can ask questions like:

- What are your first thoughts on how to bridge the gap between where you are now and where you'd like to be?
- What do you think needs to change to accomplish your objectives?
- What is missing for you to accomplish what you want to?
- Make a list of 10 ways to accomplish your objectives.

A — ACTIONS
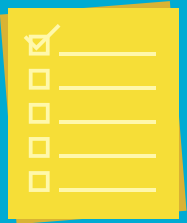What will be the tasks moving forward from this meeting to take action on those solutions?

To come up with solutions together, you can ask questions like:

- List all the actions necessary to accomplish your goals, then prioritize.
- To accomplish your goals, what needs to happen first?
- Which actions can you take, and which actions should someone else do?
- Do you need help or support from anyone to accomplish your goals?

The list of actions that come out of these meetings will serve as the starting point for each following one-to-one space.

To delve deeper into these topics and allow the other person to reflect more on their experience, you can ask questions like:

How do you feel about your progress?

How would you describe your working relationships with your teammates?

Are you becoming the person you want to become? If no, why do you think that is and what would you do differently?

How would you say you have grown since we last talked?

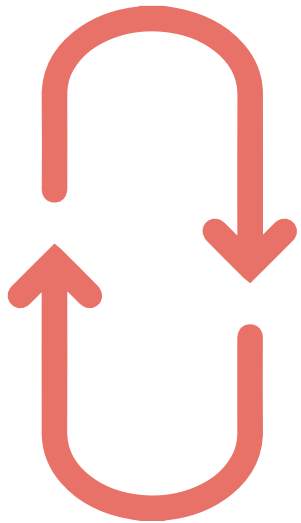What have been your greatest learnings since the last time we met?

What is feedback?
Information about reactions to a product or a person's performance of a task, etc., used as a basis for improvement.

What are assessments?
The evaluation or estimation of the nature, quality, or ability of someone or something.

Feedback tends to be loaded with some sort of opinion, whereas assessments are unbiased observations. Feedback and assessments are best given in a one-to-one setting directly to the person that it is regarding.

This eliminates the potential for groupthink when feedback is done in groups all together, and it eliminates the possibility for gossiping or talking behind people's backs that can happen when it's not given to the person directly.

This guide will focus on how to work with assessments.

You can format your assessments like the following:

I NOTICED _____, AND IT MAKES ME FEEL _____ FOR EXAMPLE _____.
some activity they are doing   *how you feel*   *give a specific example(s)*

Assessments are to be descriptive, not judgemental; to describe behavior, not to guess the intentions behind the behavior; to be specific, not general.

To give proper assessments...

Focus on how what the person said or did affected YOU.

DON'T speak about how it might have affected others.
*YOU CAN'T READ MINDS **OR** SPEAK FOR OTHER PEOPLE*

DON'T offer them advice. The idea is to disclose what has happened for **YOU**.

Ask for permission before giving an assessment.
SOMETIMES SOMEONE MAY NOT BE IN THE RIGHT MIND TO RECEIVE ONE AND YOU SHOULD RESPECT THAT.

Listen to understand NOT to reply. Listen with your whole being.
WITHOLD SPEAKING UNTIL AFTER THEY ARE COMPLETELY FINISHED. DON'T EXPLAIN AWAY THE ASSESSMENT.

Don't forget to say...

thank you

Once you've listened to everything they had to say, thank them for giving you an assessment.
(you will be able to grow and improve yourself with this information and it is not easy for many people to be so direct with something like this).

If now is the right time to have a conversation about it then you may proceed to talk with them, otherwise, just let it be and allow yourself the space to process it.

Be sure that there is a space for team-leader-to-team-member assessments as well as a space for team-member-to-team-member assessments. Giving and receiving feedback is not usually natural for most people. To build the behavior keep a consistent interval of these spaces and encourage them to happen in the day-to-day, outside of the formal spaces. The more open and honest the team is, the more you will build each other up, and the stronger you will become.

evaluation & tracking CHECKPOINT

☐ **MEETING WEEKLY**
"My team has had weekly team meetings to track weekly goal achievement against the team and idividual plans each week this month."

☐ **CONDUCTING MONTHLY REVIEWS**
"My team has had a monthly team meeting to review monthly goal achievement and strategies this month."

☐ **ONE-TO-ONE COACHING & TRACKING**
"I have had a monthly individual meeting with each of my members to review individual operational performance and personal development based off of their individual plans, and to give each other direct feedback this month."

☐ **GIVING & RECEIVING FEEDBACK**
"My team has had at least one team feedback space to give each other feedback and assessments this month."

CATALYZING LEADERSHIP DEVELOPMENT

CATALYZING LEADERSHIP DEVELOPMENT

In AIESEC, we believe that leadership is the fundamental solution to creating peace in the world and allowing every individual to realize their potential. We believe that leadership is comprised of four main qualities, the ability to empower others, self awareness, being solution oriented, and being a world citizen.

The key elements of catalyzing the leadership development journey are integrating it intentionally into everything we do and providing spaces in which team members can reflect and assess their journey and how they've grown.

1. INTEGRATING LEADERSHIP DEVELOPMENT

"All of my team members have participated in spaces for them to develop in each of the 12 elements of the 4 leadership develop qualities."

2. HOSTING REFLECTION SPACES

"All of my team members have participated in at least 1 space to assess their personal values and 1 space to reflect on them."

OUR LEADERSHIP DEVELOPMENT MODEL

LEAD AS A CATALYST

OUTER JOURNEY

LDM

INNER JOURNEY

STANDARDS

The **Outer Journey** refers to everything the customer is interacting with during his/her experience.

The **Inner Journey** refers to how the customer is internalizing everything he/she is living and reflecting it in the development of the leadership qualities.

LEAD works as a catalyst in the form of spaces that we provide to our programs'participants to facilitate their Inner Journey, and thus ensure they're developing the leadership qualities from our model. To do so, the elements of the Global Learning Environment are used as tools depending on the context.

Standards & Satisfaction refers to the minimum activities we must deliver to have satisfied customers.

what our leaders say...

Empowering Others

"I am able to communicate ideas clearly, engage in meaningful conversations with others, and co-create spaces of collaboration that empower people to take action."

Solution Oriented

"I come up with solutions to challenges. I am flexible and I am always ready to take the necessary risks. Every time I fall I always stand back up."

Self Aware

"I know what I am good at, what's important to me, and what I am passionate about. I am constantly exploring what I want to achieve in my life."

World Citizen

"I am aware of what is going on in the world and enjoy taking an active role in contributing towards making it a better place for everyone."

EMPOWERING OTHERS

COMMUNICATES EFFECTIVELY IN DIVERSE ENVIRONMENTS

DEVELOPS & **EMPOWERS** OTHER PEOPLE

ENGAGES WITH OTHERS TO **ACHIEVE A BIGGER PURPOSE**

SOLUTION ORIENTED

ADAPTS AND SHOWS **RESILIENCE** IN THE FACE OF CHALLENGES

TRANSMITS **POSITIVITY** TO MOVE FORWARD **THROUGHOUT UNCERTAINTY**

TAKES **RISKS** WHEN ITS NEEDED

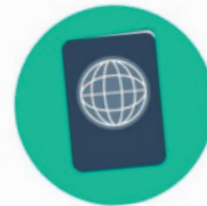## SELF AWARE

UNDERSTANDS AND LIVES **PERSONAL VALUES**

FOCUSES ON STRENGTHS OVER WEAKNESSES

EXPLORES ONE'S **PASSIONS**

WORLD CITIZEN

BELIEVES IN THEIR ABILITY TO **MAKE A DIFFERENCE** IN THE WORLD

INTERESTED IN **WORLD ISSUES**

ENJOYS **TAKING RESPONSIBILITY** FOR IMPROVING THE WORLD

Within each of the four qualities of leadership development, there are three defining elements that explain what it means to embody each of the qualities.

Create activities for your team members to develop each of the elements. Be sure to include all of them in your development plan.

AIESEC experienes will naturally develop these qualities but imagine what happens when the leadership development is intentional and accelerated.

More leaders, sooner!

intention
to do something with purpose and determination

INDIVIDUAL RESPONSIBILITIES & GOALS
Taking individual responsibility with clear goals is a first step in the outer journey of leadership development.
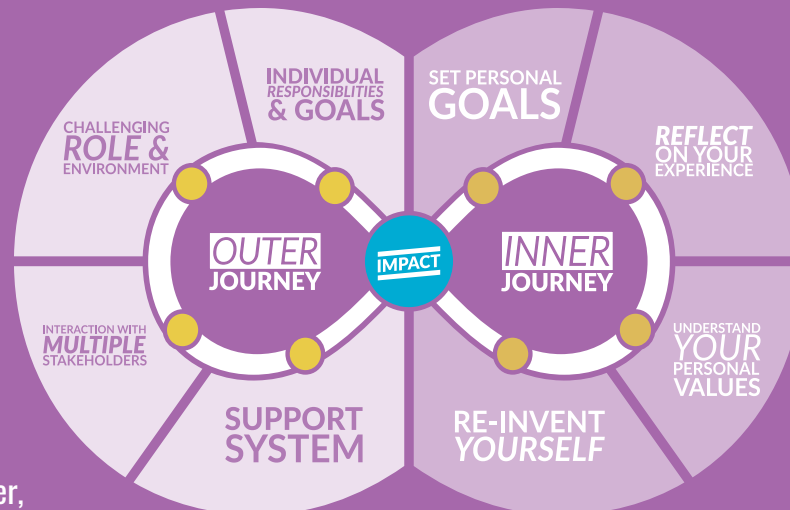
CHALLENGING ROLE & ENVIRONMENT
Your role and surrounding environment push you to leave your comfort zone, enabling you to learn.

INTERACTION WITH MULTIPLE STAKEHOLDERS
The diversity and quantity of stakeholders to which an individual is accountable heavily influences one's leadership development. For example, interaction with diverse cultures or different types of stakeholders (boss, customer, colleague, AIESEC, company, NGO, etc.)

SUPPORT SYSTEM
In the outer journey there should be some support system for the inner journey. It can be a mentor, coach, buddy, etc. A support system can be provided by AIESEC or any other external stakeholder.

SET PERSONAL GOALS
The inner Leadership journey starts with understanding where you are currently and with setting goals for what you want to gain from the experience.

REFLECT ON YOUR EXPERIENCE
Going through self-reflection exercises to understand how you are achieving personal goals, changing throughout the experience, and capture your learnings and realizations.

UNDERSTAND YOUR PERSONAL VALUES
By living the experience and going through inner journey you realize the fundamental things about yourself – your values and how they impact your everyday life.

IMPACT
Your journey's impact on society. This enables young people to see their connection with the world and take ownership and responsibility for their actions and impact.

REINVENT YOURSELF
Capturing the learning from this experience to use it in the future; Understanding your ' new self.

CHALLENGING ROLE & ENVIRONMENT
INDIVIDUAL RESPONSIBLITIES & GOALS
SET PERSONAL GOALS
REFLECT ON YOUR EXPERIENCE
OUTER JOURNEY
IMPACT
INNER JOURNEY
INTERACTION WITH MULTIPLE STAKEHOLDERS
UNDERSTAND YOUR PERSONAL VALUES
SUPPORT SYSTEM
RE-INVENT YOURSELF

Have you taken the time to acknowledge both your outer and your inner journey?

THE GLOBAL LEARNING ENVIRONMENT

The way to catalyze this journey is by using the spaces of the Global Learning Environment to create a dynamic development journey that engages team members in several different ways. The Global Learning Environment is comprised of six different elements: Individual Discovery & Reflection, Team Experiences, Learning Circles, One-to-One, Conferences & Seminars, and Virtual Spaces.

Individual Discovery & Reflection
Self reflection is the human capacity of introspection. Doing this we show our willingness to know more about ourselves, the fundamental nature and purpose. This is related to psychology of consciousness. In AIESEC we go through this process by the following ways.

Team Experiences
Interaction with a group of three or more people with different skills and different tasks, who work together on a common project, service, or goal, with a meshing of functions and mutual support.

Learning Circles
Learning Circle is a way to organize and honor the collective wisdom of a group, community or tribe. This is used to empower members using the collective wisdom in different societal contexts.

One-to-One
An element of learning environment which requires a one-on-one approach to enable a person's learning and development. Utilizing conversation to build connections.

Conferences & Seminars
A conference is a gathering of people gathered to discuss, incept, design things for a common purpose. A seminar is a gathering of people in which experts share their knowledge through workshops and lectures.

Virtual Spaces
A navigable visual digital environment for communication and learning. Using Webinars, videos, online platforms to communicate with a wide audience.

catalyzing leadership development
CHECKPOINT ☑

- ☐ **INTEGRATING LEADERSHIP DEVELOPMENT**
  "All of my team members have participated in spaces for them to develop in each of the 12 elements of the 4 leadership develop qualities."

- ☐ **HOSTING REFLECTION SPACES**
  "All of my team members have participated in at least 1 space to assess their personal values and 1 space to reflect on them."

"

Challenges are what you came for.
And you are never, ever given a challenge you cannot overcome.

The purpose of life is to give you a chance to be the grandest version of the greatest vision ever you held about who you are.

When challenges arrive, then, move straight to clarity.

THIS IS WHAT YOU CAME FOR

Now rise to this occasion
and know that you have every resource
with which to create the
right and
perfect outcome.

- Neale Donald Walsch

"

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To learn more about AIESEC Visit
www.aiesec.org