ACC Association of
Corporate Counsel

Thursday, May 22

1:30 pm–3:00 pm
501 Leadership – Part I

3:30 pm–5:00 pm
601 Leadership – Part II

Douglas Riddle
Global Director, Coaching
The Center for Creative Leadership

Faculty Biography

Douglas Riddle

Douglas Riddle is the global director of coaching services at the Center for Creative Leadership (CCL), the world's leading organization committed to developing better leaders through an exclusive emphasis on leadership research and education. He is responsible for the advancement of coaching research and practice and manages over 400 professional leadership coaches worldwide. CCL coaches are located in 24 countries and speak 26 languages.

Before joining the Center for Creative Leadership, he led a specialized consultancy, Human Construction, focused on strategic leadership issues.

Dr. Riddle speaks and writes on leadership, coaching and organizational transformation at conferences and in publications all over the world.

He holds earned doctorates and is a licensed psychologist in California.

Law Dept Leadership
Social Needs
Douglas Riddle, Ph.D.

Agenda

- What makes a great leader in the legal department?

- How do interpersonal needs affect performance of groups?

- How to use a mental map of interpersonal needs to improve group effectiveness

- Implications for my organizational context

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What are the characteristics of the best boss you ever had?
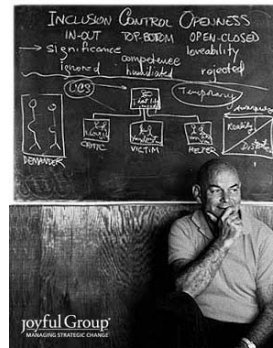
Difference between a tyrant and a leader

Attila

"Would I **rather be feared** or loved? Easy: both. I want people to be afraid of how much they love me." – Michael Scott, The Office

Caligula

FIRO-B

Belonging-Significance
Structure-Competence
Openness-Loveability

Inclusion	Control	Affection
2	6	6
0	4	6

Inclusion	Control	Affection
2	9	3
0	0	6

Inclusion	Control	Affection
0	0	0
0	0	0

Inclusion	Control	Affection
7	2	6
8	4	6

Inclusion	Control	Affection
8	1	6
8	9	6

Application

- Form a group of 6
- You are the legal department
  - What are the strengths and potential misunderstandings for this group?

Application

- Purpose: Apply an interpersonal needs lens to leadership issues in your department
- Map your department or team
- Guess the wl (low, med, high) of each person
  - How much attention do they need?
  - How do they measure their importance?

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Application

- Purpose: Apply an interpersonal needs lens to leadership issues in your department

- Map your department or team

- Guess the eC and wC (low, med, high) of each person

  - How are differing needs for structure and control managed in your group?