

Architects Male
Champions of Change

Leadership Shadow



2019



The Leadership Shadow was developed by the Male Champions of Change in partnership with Chief Executive Women. In 2014, they published the document *It Starts with Us: The Leadership Shadow*.

The content in this document is a summary of *It Starts with Us: The Leadership Shadow*.

See below link to the original resource:

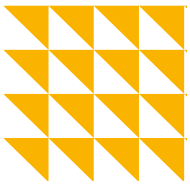
<https://malechampionsofchange.com/the-leadership-shadow/>



If we want our leadership to make a difference, we must understand our own impact - the shadow we cast on those around us. The challenge is that it is hard to see our own shadow - its shape, clarity and reach.

The path to lasting performance improvement starts at the top - what we say; how we act; what we prioritise; and how we measure. It is also determined by what gets done (and what doesn't get done). These four elements make up the Leadership Shadow model, a tested formula to allow you as a leader to consider whether the imprint of your words and actions is as clear and powerful as you want it to be.

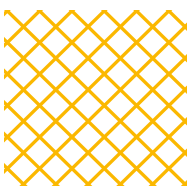




What I say

Values, context setting, message repetition and emphasis

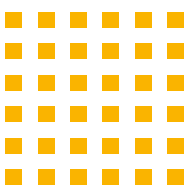
- Deliver a compelling case for gender balance
- Provide regular updates and celebrate progress



How I act

Behaviours, symbols, relationships

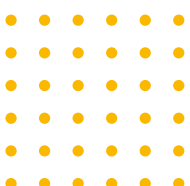
- Be a role model for an inclusive culture
- Build a top team with a critical mass of women
- Call out behaviours and decisions that are not consistent with an inclusive culture



What I prioritise

Disciplines, routines, interactions

- Engage senior leaders directly
- Play a strong role in key recruitment and promotion decisions
- Champion flexibility for men and women



How I measure

Rewards, recognition, accountability

- Understand the numbers and levers; set targets
- Hold yourself and your team to account
- Get feedback on your own leadership shadow

1.1

My Leadership Shadow Action Plan

What I say

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How I act

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What I prioritise

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How I measure

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