



Searchlights

This is Searchlights.

Searchlights was made to help design leaders temporarily shift their perspective on leadership styles, in order to start seeing other leaders more as peers. Searchlights is the result of a master thesis project for 'Design for Interaction' at the Delft University of Technology by Tim Rijkers, that focused on developing leadership qualities for designers. Be sure to embrace the vagueness and happy searching!

Turn on your searchlight!

In the following 7-step exercise, you will be asked to think back and write about your leadership activities of the last few weeks. You will then be asked to rate the importance of the five leadership competencies in those activities. After which you will be challenged to take a leader-week based on a card you will draw from the searchlight-decks.

Step 1

Enter an environment that is new to you!

For example, go out into the park, sit underneath your desk or stand up behind your desk.

Be sure to **keep an open mind!** You might learn something you did not already know.

Step 2

Now think about your leadership activities of the last few weeks.

Write down and summarize at least two leadership activities that stand out to you. Now think about your leadership activities of the last few weeks.

Write down and summarize at least two leadership activities that stand out to you.

Step 4

Whilst keeping your score distribution in mind, you can draw one card from any of the searchlight-decks.

Step 3

Next, divide all 23 points between the five leadership competencies on the fill-in sheet, based on how important they were in the recent activities you just wrote down.

Give a short explanation for each given score.

Step 6

Write down at least two leadership activities you might encounter in the upcoming weeks. How would the leader on your card handle those situations differently from you?

Step 7

Put the card up in your personal space, to serve as a reminder and inspiration for your challenge.

Step 5

Now reflect on the leadership activities that you just wrote down, through the eyes of the leader you just drew from the searchlight deck you picked.

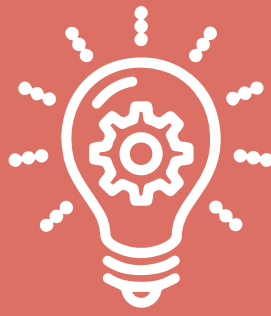




Dare

Daring is the ability to act on the belief in talent and potential of individuals and ideas, to create environment where these can be released. You dare to be creative to challenging the status quo to create this environment.

Higgs, 2003; Dess & Picken, 2000



Manage

Managing is the ability to translate and integrate new knowledge whilst finding appropriate ways for each individual to understand the vision and the way in which they can contribute to that vision.

Higgs, 2003; Dess & Picken, 2000



Envision

Envisioning is the ability to identify a clear future picture and place a dot on the horizon that will motivate and inform the way people direct their efforts and utilise their skills.

Higgs, 2003; Dess & Picken, 2000

Searchlights



Empower

Empowering is the ability to work with people on all levels to build their capability and help them make the envisioned contribution.

Higgs, 2003; Dess & Picken, 2000



Inspire

Inspiring is the ability to being open to and encourage real dialogues, the sharing of internal knowledge and the frank debate of all issues.

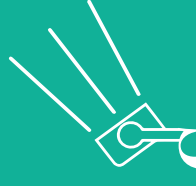
Higgs, 2003; Dess & Picken, 2000



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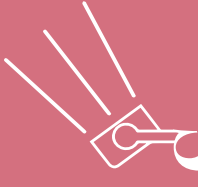
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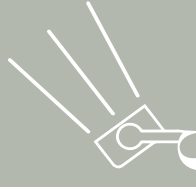
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Hello, **Steve Jobs** here!

- Hires smart and expert people so they can tell him what to do.
- Regularly drops in to check up on others and chip in with new ideas.
- The world was built by regular people, so I think I can influence it as well.
- Innovation is about subtraction. Focus on a few things so they may be excellent, but a still enough thinks so some of them can fail.

I challenge **you** to try a Steve Jobs week!



Hello, **Kamala Harris** here!

- “None of us can do everything, but we all have the responsibility to do something.”
- Knows that people will see what they see, not what you want them to see.
 - “Anyone who claims to be a leader must speak like a leader and that means speaking with integrity and truth.”

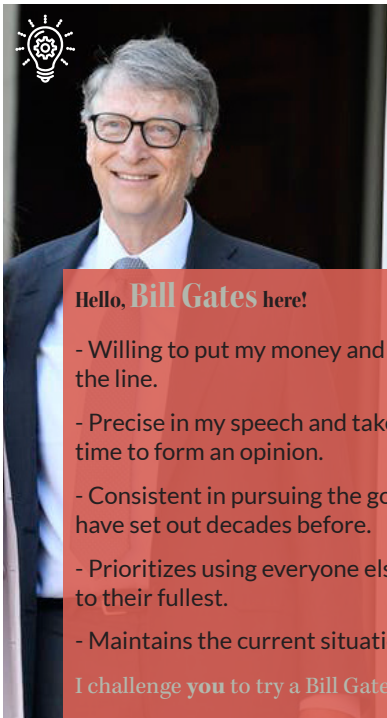
I challenge **you** to try a Kamala week!



Hello, I'm a **Mountain Guide**.

- “Get on the balcony; it is hard to see everything when you are on the dance-floor.”
- Starts by teaching in the shed, coaching on the trail and guides on the mountain.
 - Shows the team heights they can reach, that they had previously not thought of themselves.
 - Is risk aware, but not risk averse.

I challenge **you** to try a Guide week!



Hello, **Bill Gates** here!

- Willing to put my money and name on the line.
- Precise in my speech and take ample time to form an opinion.
- Consistent in pursuing the goals I have set out decades before.
- Prioritizes using everyone else's skills to their fullest.
- Maintains the current situation.

I challenge **you** to try a Bill Gates week!



Hello, **Angela Merkel** here!

- Uses a methodical and low-key approach to problem solving.
- Has a careful approach that is lined with a love of detailed planning.
- Views leadership as a collective activity as she understands the power of purpose in motivating others.
- Unpretentious and straightforward in pursuing lasting change.

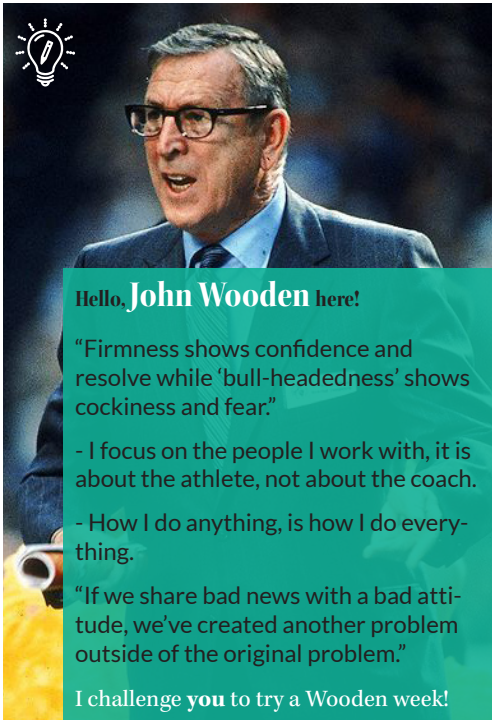
I challenge **you** to try a Angela week!



Hello, I'm a **Manager**.

- Here to optimize by directing others in what they should do.
- About maintaining and protecting what we know. Effective in making a good thing even better!
- Favors small and proven adaptations over big sweeping uncertain changes.
- I deal with the questions of When, Whom and How?

I challenge **you** to try a Manager week!



Hello, **John Wooden** here!

- “Firmness shows confidence and resolve while ‘bull-headedness’ shows cockiness and fear.”
- I focus on the people I work with, it is about the athlete, not about the coach.
 - How I do anything, is how I do everything.
 - “If we share bad news with a bad attitude, we've created another problem outside of the original problem.”

I challenge **you** to try a Wooden week!



Hello, **Malala Yousafzai** here!

- Dared to think differently and not accept things as they just seemed to be.
- Believes that serving others comes before leading others.
- Promotes for others to be independent and responsible.
- Willing to pay the ultimate price to see my vision through, as sometimes you have to be very brave.

I challenge **you** to try a Malala week!



Hello, I'm a **Coach**.

- Encourages people to work independently, but still makes them feel supported and involved in their work.
- Keeps people on target, inspired and shows them how to overcome weaknesses and difficult situations.
- Either only coaches people who fit their coaching style or adapts his style based on what others respond best to.

I challenge **you** to try a Coach week!



Envision



Envision



Envision



Manage



Manage



Manage



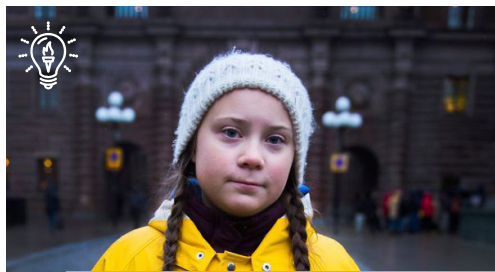
Dare



Dare



Dare



Hello, **Greta Thunberg** here!

- Laser-like focus on issues that she deems the most important and uncompromising in these beliefs.
- Would rather be too harsh in her words, than being unclear.
- Does things that others won't, to rip open the bubbles that people reside in.
- Not afraid to stand out from the crowd.

I challenge **you** to try a Greta week!



Hello, **Stephen Hawking** here!

- Embraces failure and then pivots in a new direction.
- “Good leaders are not always right, but are always willing to learn from their failures.”
- Embraces contradiction as a way of life.
- “Our challenge is to defrost and re-examine our 'frozen thoughts' when it is appropriate, and to rise above it.”

I challenge **you** to try a Hawking week!



Hello, I'm a **Rolemodel**.

- My struggles, flaws and the habits that made me successful, are far more valuable than my accomplishments.
- Aware that I influence other peoples actions and help them push and strive to overcome their weaknesses.
- “All great leaders, sportsmen and high-achievers have one thing in common – they all have positive role models”

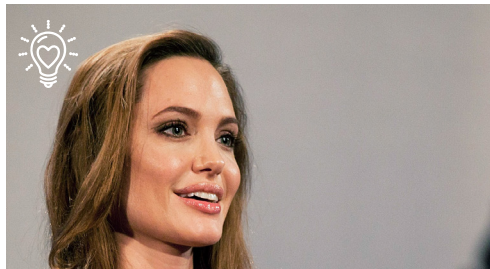
I challenge **you** to try a modeling week!



Hello, **Jordan B. Peterson** here!

- Communicates primarily through stories; what is in it for me, for you and for the organization.
- Looks for the “calibrated state”, where everyone agrees on their role and participates voluntarily
- Appeals to others sense of purpose and tries to contribute to their lives.
- “Free states will always out-compete authoritarian states over time.”

I challenge **you** to try a Peterson week!



Hello, **Angelina Jolie** here!

- Never commits to anything she is not likely to be able to handle for the full duration..
- Promotes the interests of the group members, as the people go before the tasks to be completed.
- Insists that you should not work alone at most things and instead ask for help.
- “We have a choice about how we take what happens to us in our life...”

I challenge **you** to try a Jolie week!



Hello, I'm a **Mother**.

- Makes sure others feel safe and feel heard when they speak.
- Encourages others to try things they have not done before.
- Offers others two choices, not fifty.
- Looks at other's strengths instead of their weaknesses.
- Keeps everything running smoothly in the background.

I challenge **you** to try a mom week!



Inspire



Inspire



Inspire



Empower



Empower



Empower




Date:

Recent Leadership Activities (Step 2)

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Recent Leadership Activities (Step 3)


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Future Leadership Activities (Step 5)

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Date:

Recent Leadership Activities (Step 2)

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Recent Leadership Activities (Step 3)


 = 23

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Future Leadership Activities (Step 5)

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