1. Start Crucial Conversations or Crucial Accountability.

2. Watch the video Sarah will post and consider how you would handle the situation it depicts, going forward.

3. Find and have handy for your definition of leadership you wrote in the first session.

4. How did you do with the and stance?

Exploring Leadership

Dr. Robert Easter

"When a paradigm changes, everyone starts over."
The success of any enterprise involving two or more people depends on leadership.
Leadership Styles

- Autocratic
- Participative
- Delegative

Lead With Intention

Leadership with a clear sense of purpose and direction in mind. And

How you get there is just as important as what you are trying to achieve; the right goal can be undermined by flawed or absent process.

“Management is the organization and coordination of activities of a business in order to achieve defined objectives.”

“Leadership is influencing people—by providing purpose, direction, and motivation.”
Authority does not automatically confer leadership.

**Authority**
The power or right to give orders, make decisions, and enforce obedience.

**Leadership**
A process of social influence in which one person enlists the aid and support of others in the accomplishment of a goal.

Authority does not automatically confer leadership.

**Positional Authority**
Comes with the office to which one is appointed. The authority to “manage others” and make the decisions that are expected for effective operations.

**Moral Authority**
Is earned through a leader’s actions and behavior when faced with ethical choices that involve a moral dilemma with no clear right answer.

In ordinary times, positional leadership is sufficient.

In difficult times, moral leadership is invaluable.

Always, always seek to behave in ways that will earn true moral authority.
You just received a letter from the dean stating that your departmental budget will be reduced by 10% beginning with the new year.

How will you proceed to decide where the reductions will be made?

“The most significant aspect of leadership is... trust”

Advice for Leaders

There is no “I” in leader.

with

Dr. Robert Easter
Dr. Nicholas C. Burbules
Understand Yourself… and Others

Leaders must be visible…
…and engaged.

A note:
“Nature abhors a vacuum”

Accept the Reality That You Can’t Do It all
Build a Team

- Deep knowledge of the organization and its culture
- Trusted and trustworthy
- Solid understanding the role of a supporting “actor”
- Able to engage with a variety of personality types
- Willing to work hard and selflessly
- Tough
- Willing to speak truth to the leader (not a “yes man or woman”)
- Has personal flexibility
Be ruthlessly **pragmatic** and **realistic**.

“Intent without dedicated action is simply not enough. Action without a clear intent is a waste. It is when these two powerful forces are aligned that the energy of the universe conspires in your favor.”

Steve Maraboli

Sometimes you will be wrong....

It is folly to stay the course when it’s the wrong course of action

Admitting error and changing is hard but essential to retain leadership credibility

Reversing an Announced Decision

Any change should be based purely on logical facts and never, never be the result of political pressure

A change in direction must be announced in a truthful but matter-of-fact manner and the basis for change given

Change will disappoint some. Be ready.
Empathy

One of the greatest unrecognized political skills…the ability to understand the feelings and needs of another.

The University of Illinois - Springfield
The Missing Piece for Creating a Campus Culture

Chancellor Susan Koch

The University of Illinois-Springfield
Student Union
Grand Opening
January 14, 2018
Elements To Consider

Networking

The art of building trusted relationships based on personal interactions.

“Decisions are made by those who show up and it is not only at official meetings.”

David L. Chicoine, Vice-President, Technology and Economic Development, University of Illinois 2001-2006

Know Those Who Influence Decision Makers

Always remember “little” people can be very helpful... or frustrating

As a Leader, You Spend a Lot of Time Negotiating

1. What does he or she need to leave the meeting successful? (What are his or her interests?)

2. What can I afford to give up to make him or her successful? (Make a win-win deal?)

3. Deal with it...politics by whatever name is always involved.
Policy and procedures are your friends.

“Every leader must realize that the power to motivate followers resides almost solely in the ability to communicate effectively.”

Catherine Adenle, Director, Employer Brand, Elsevier Founder, ChangeCentralPro

"The major reason employees resist change at work is because of bad management of change."
For the next 5 minutes

**identify a fundamental change occurring in your field and be prepared to describe how your unit will adapt to it.**

---

Key Lessons

- Successful leaders recognize that much of leadership is situationally driven.
- Successful leaders master a number of techniques and styles that can be consciously deployed.
- Choose your leadership persona to match unit needs, your goals.
- Improve your self-awareness and self-mastery.
- Be realistic when assessing situations you will face.

---

Questions or concerns?

**Key takeaways?**

- Re-visit your definition of leadership and reflect on your strengths; how will you play to them? What would you like to focus on going forward?
- Do you see a paradigm shift in your field or institution? How will your leadership help your colleagues prepare for or react to it? Record your thoughts in your journal.
- Submit discussion questions or a topic you would like to discuss with the group from your reading of *Crucial Conversations* or *Crucial Accountability* (whichever you read).
“Action expresses priorities”

Thank You