1. Review the definition of leadership you wrote in the first session, and update it, as appropriate.

2. Read something that matches your interests.

3. Take care of you and yours until we next meet!

4. Practice applying the And Stance in your everyday life. First, try to go one week without using "but" in an email, instead restructuring the statement with "and" in order to align with others. Then, try to go 24 hours without saying "but" at all.

Homework:

When a paradigm changes, everyone starts over.

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

Levels of Leadership

- **Direct Leadership**: face-to-face; frontline leader
  - *Academic Department Heads*

- **Organizational Leadership**: influence hundreds to thousands through policies and plans
  - *Deans*

- **Strategic Leadership**: overarching structure; set direction, strategy
  - *Chancellors and Presidents*

Each level of leadership requires a different approach.
Leadership Styles

- Autocratic
- Participative
- Delegative

Lead With Intention

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

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.”

- 1962
- FFA
- College
- ROTC
EXCELLENCE in ACADEMIC LEADERSHIP

Authority does not automatically confer leadership.

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

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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 dilemmas with no clear right answer.

In ordinary times, positional leadership is sufficient.

In difficult times, moral leadership is invaluable.

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Always, always seek to behave in ways that will earn true moral authority.

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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.

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

Leaders must be visible... ...and engaged.

A note:

“Nature abhors a vacuum”

If the leader does not step into the role, someone else will.

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

Aristotle
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.
Elements To Consider

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

Campus

The University of Illinois-Springfield
Student Union

Grand Opening
January 14, 2018
Excellence in Academic Leadership

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

Networking

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.”

Donald T. Phillip
Lincoln on Leadership

“...The major reason employees resist change at work is because of bad management of change.”

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

1. 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?

2. 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.

“Action expresses priorities”
Thank You