Leadership Principles

Charlotte, June 2017

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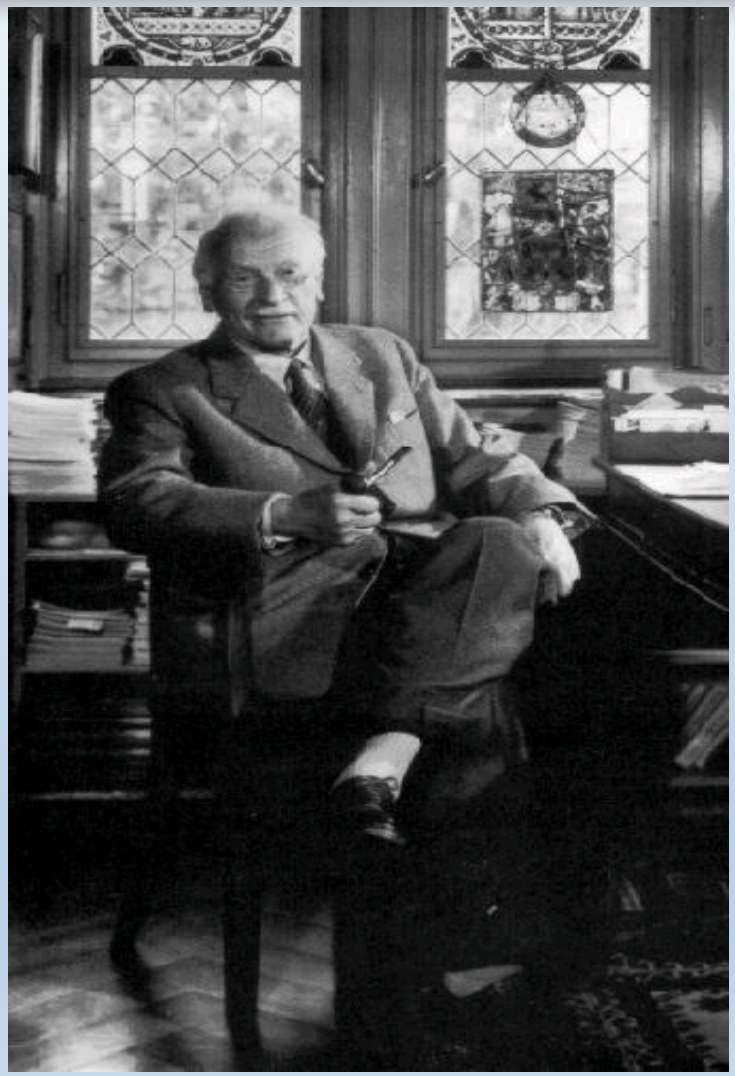
Authenticity

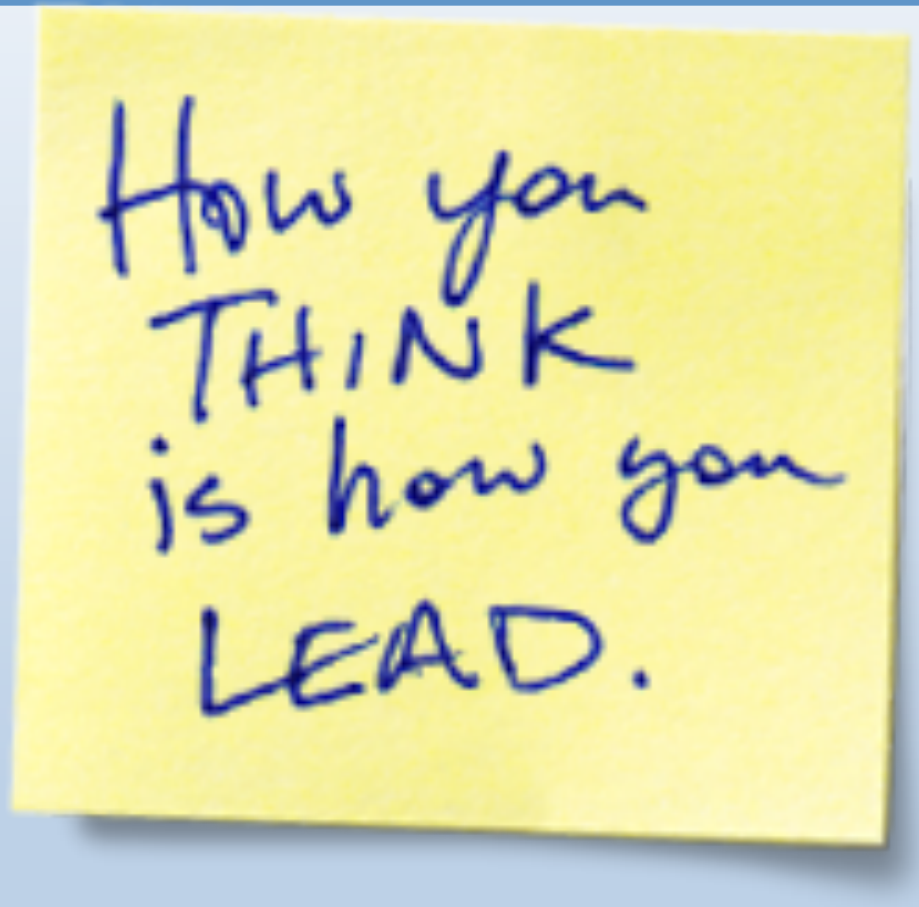
"The privilege of a lifetime is to become who you truly are."

C.G. Jung



SETTING THE STAGE

Underlying value of this program



Leadership: why not you?

Born not made

Is she a leader?

What about him?

YOU DON'T NEED
A TITLE TO BE A
Leader

Personal Best Experience

Each person

- Set context (1 minute)
- Tell your story (2-5 minutes)
- Reactions/comments (1 minute)

After everyone has had a turn

- Common themes
- Post of flip chart

"Leadership is the art of mobilizing others to want to struggle for shared aspirations."
— Kouzes and Posner

"Leadership is not a place, it's not a gene, and it's not a secret code that can't be deciphered by ordinary people.

The truth is that leadership is an observable set of skills and abilities."

Jim Kouzes and Barry Posner

The Leadership Challenge ®

LEADERSHIP IS

A relationship

Everyone's business

Self development

Is learned

An ongoing process

Requires deliberate practice

Is a choice and an aspiration

Leadership makes a difference

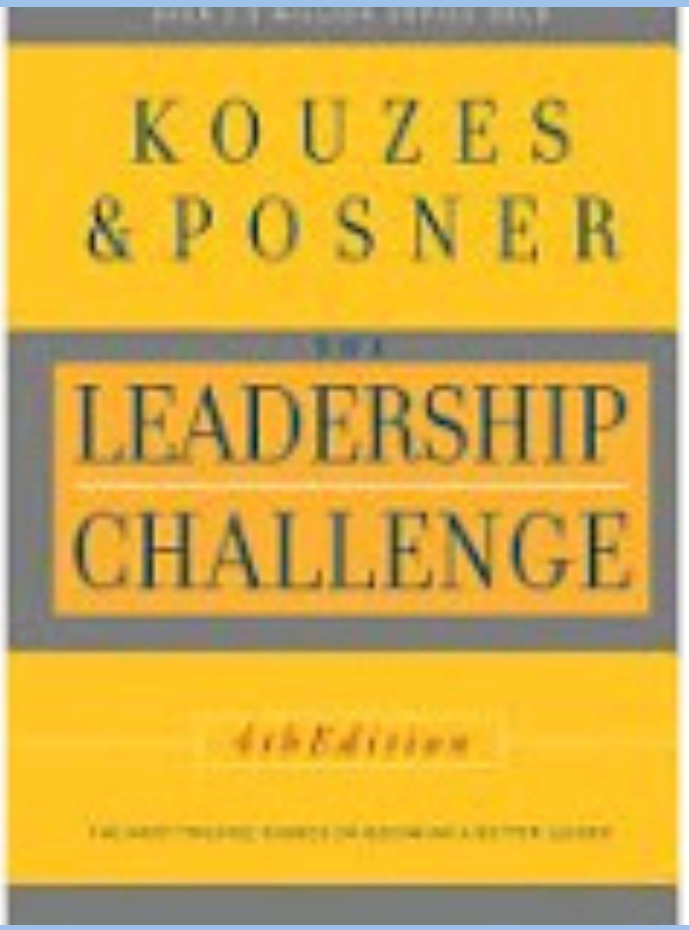
Making the transition to manager

"It was switching from being on the technical side as an individual contributor – where the way you prove yourself is to be smart –

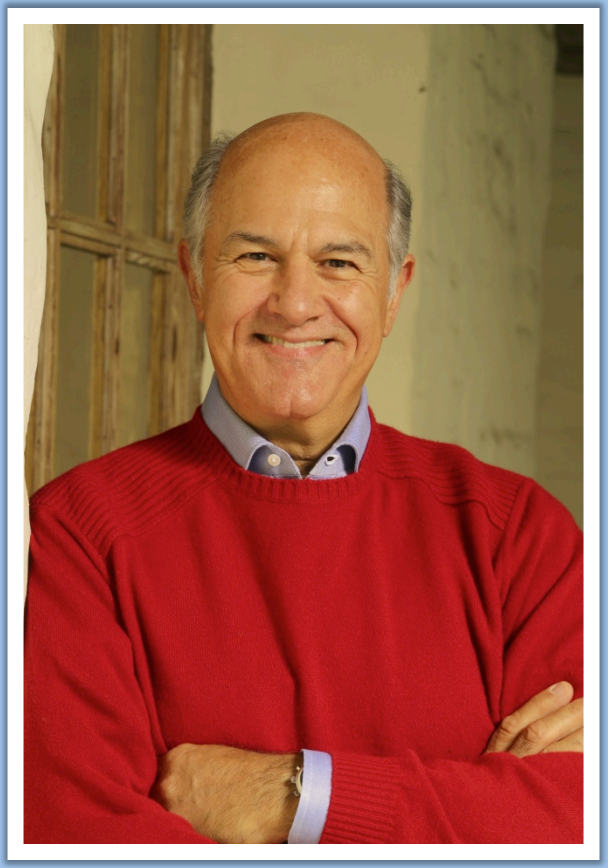
to focusing on how you actually make a team work and bring out others' contributions."

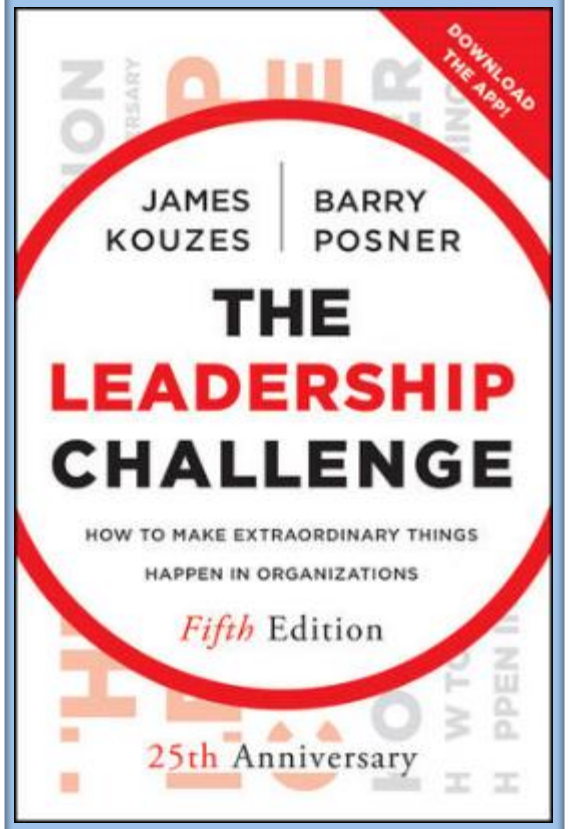
Helene Gayle, CEO, CARE USA

LEADERSHIP CHALLENGE REVIEW

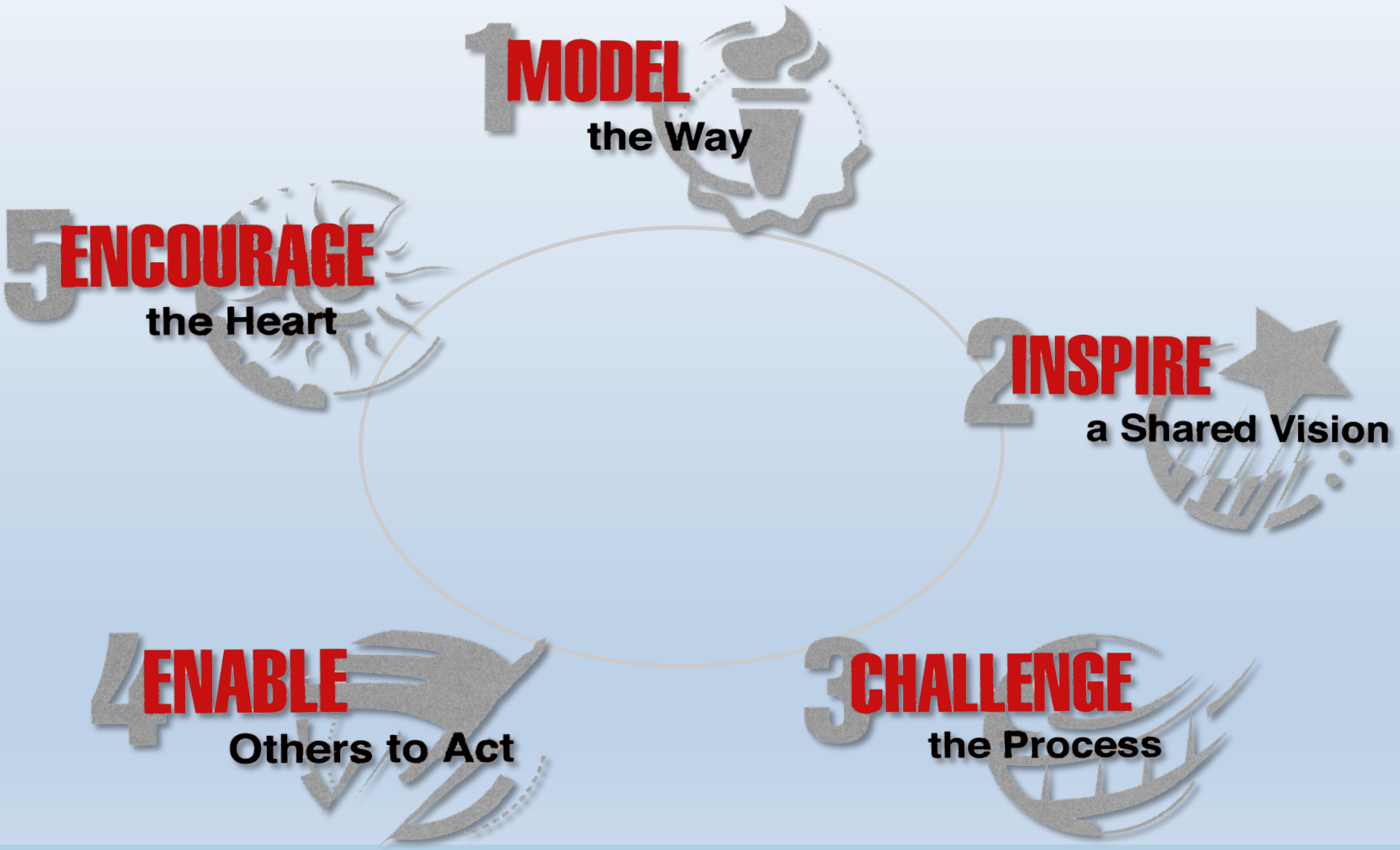


The Leadership Challenge ®



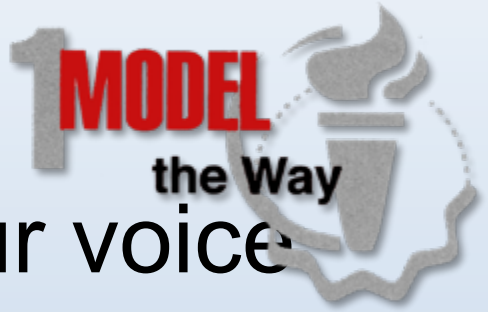


Five Practices of Exemplary Leadership®



Model the Way

Personal commitment:



Clarify values by finding your voice and affirming shared ideals.

How you show it:

Set the example by aligning actions with shared values.

Inspire a Shared Vision

Personal commitment:

Envision the future by imagining exciting and ennobling possibilities.

How you show it:

Enlist others in a common vision by appealing to shared aspirations.

Challenge the Process

Personal commitment:

Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

How you show it:

Experiment and take risks by constantly generating small wins and learning from experience.

Enable Others to Act

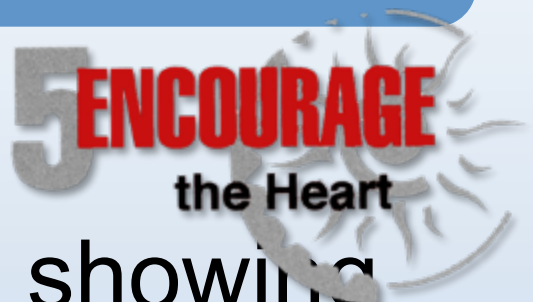
Personal commitment:

Foster collaboration by building trust and facilitating relationships.

How you show it:

Strengthen others by increasing self-determination and developing competence

Encourage the Heart

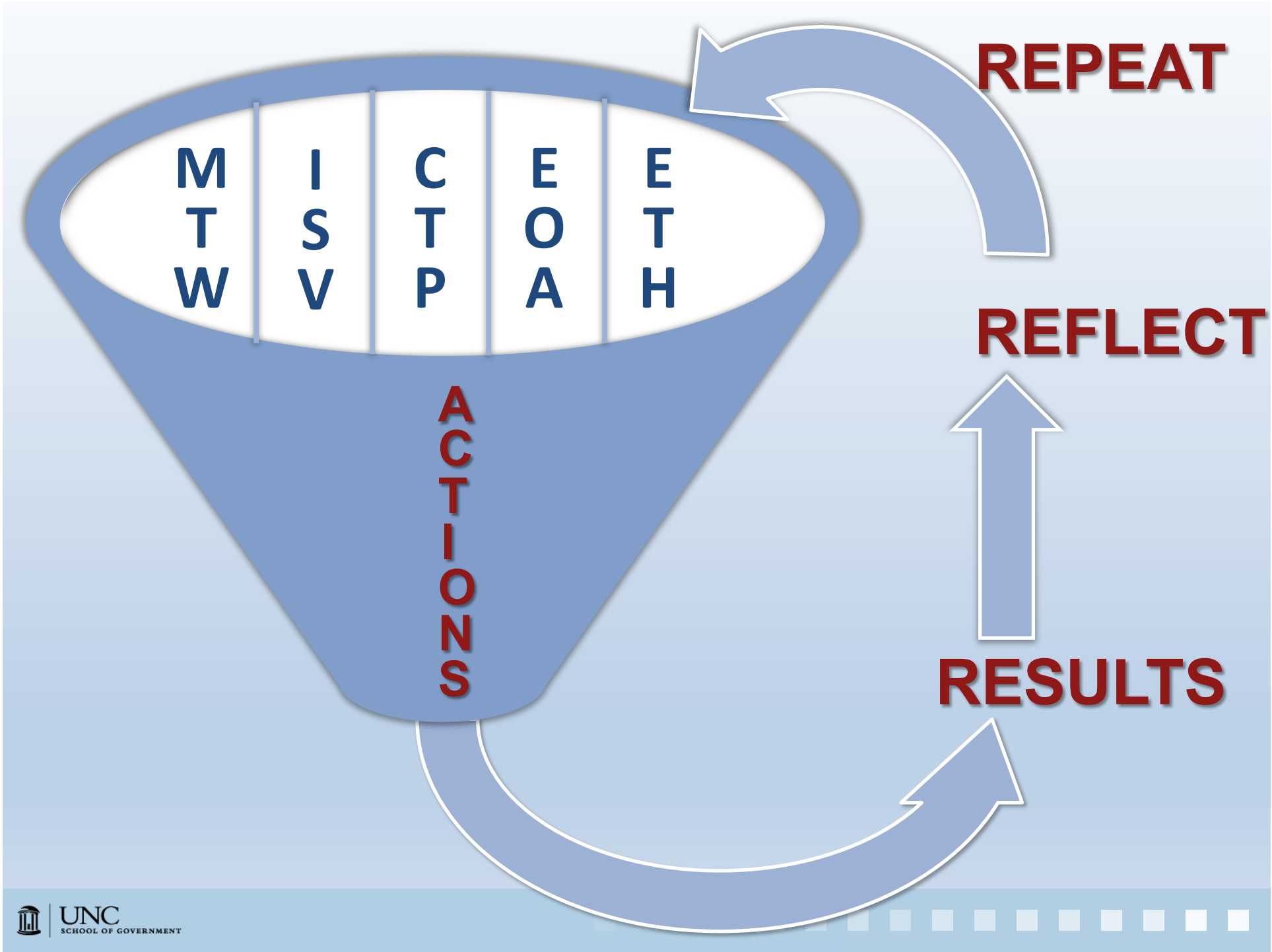


Personal commitment:

Recognize contributions by showing appreciation for individual excellence.

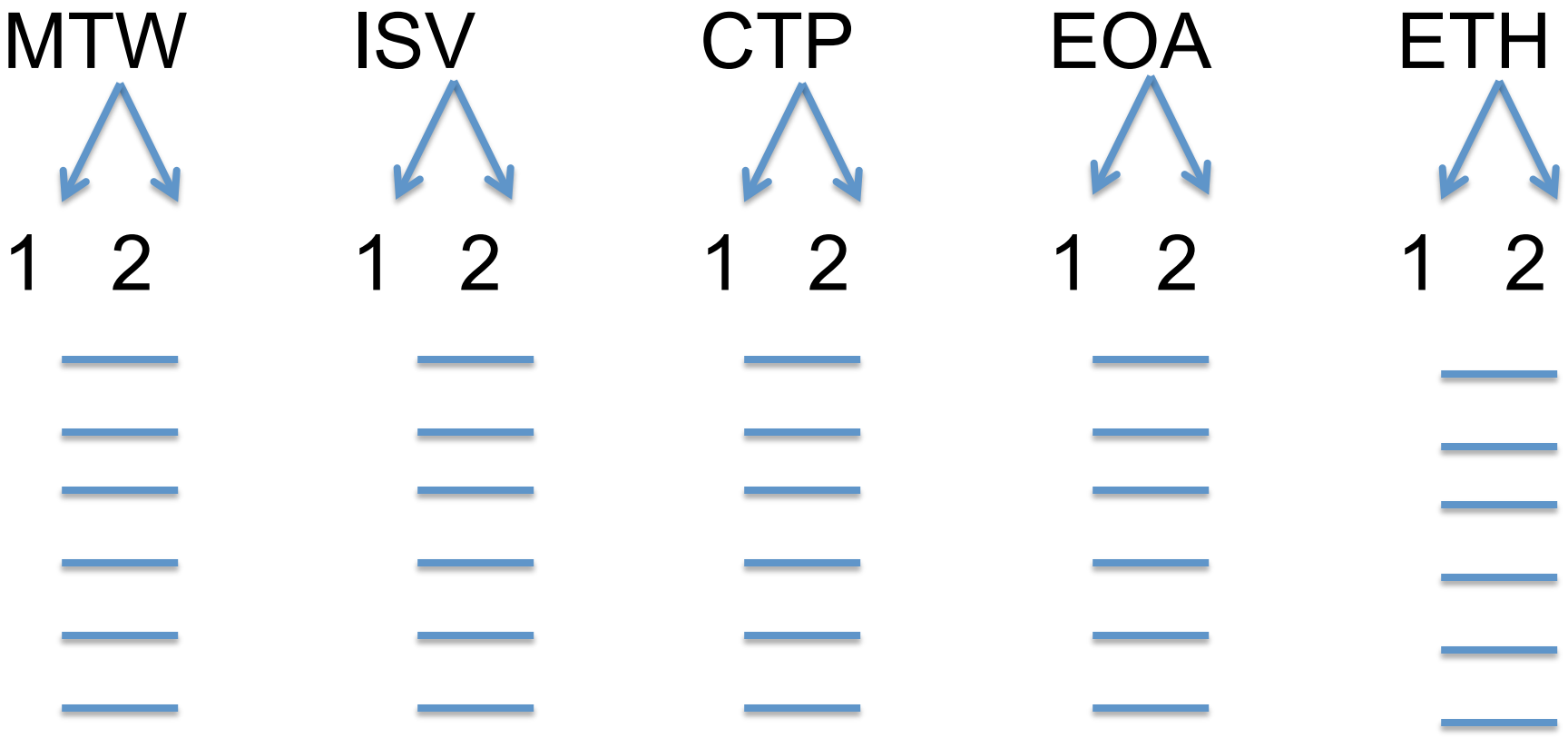
How you show it:

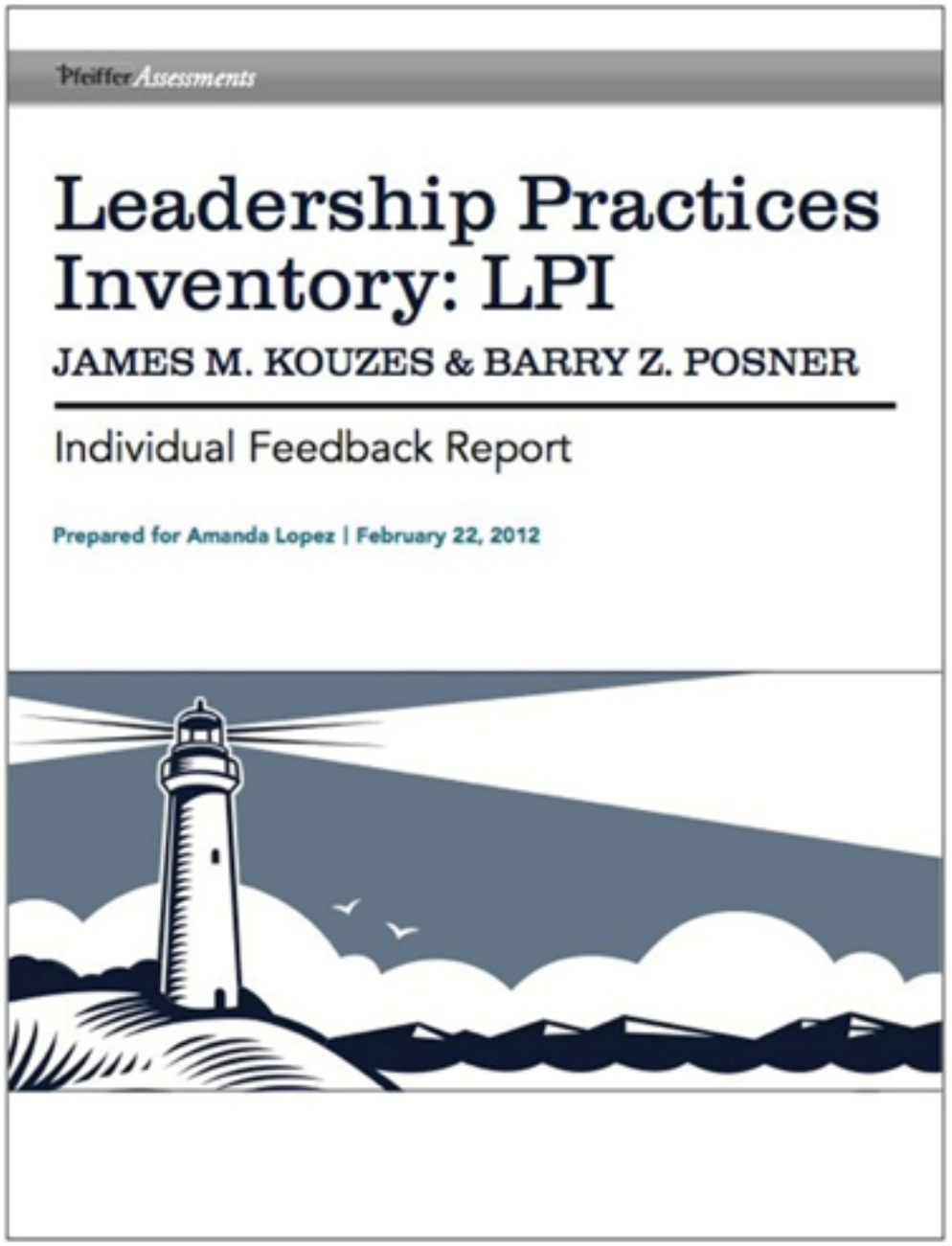
Celebrate the values and victories by creating a spirit of community.


M T W
I S V
C T P
E O A
E T H
ACTIONS
REPEAT
REFLECT
RESULTS

YOUR LPI

Structure of the LPI




Pfeiffer Assessments
Leadership Practices Inventory: LPI
JAMES M. KOUZES & BARRY Z. POSNER
Individual Feedback Report
Prepared for Amanda Lopez | February 22, 2012

MOST FREQUENT

		PRACTICE	SELF	AVG +/-	M +/-
14.	Treats others with dignity and respect	Enable	10	9.6	10.0
11.	Follows through on promises and commitments he/she makes	Model	10	9.0	10.0
3.	Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	10	8.9	9.0
1.	Sets a personal example of what he/she expects of others	Model	10	8.7	10.0
2.	Talks about future trends that will influence how our work gets done	Inspire	10	8.6	10.0
23.	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on	Challenge	10	8.4 -	7.0 -
28.	Experiments and takes risks, even when there is a chance of failure	Challenge	9	8.4	9.0
4.	Develops cooperative relationships among the people he/she works with	Enable	8	8.4	8.0
9.	Actively listens to diverse points of view	Enable	9	8.2	9.0
13.	Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	8	8.2	8.0
24.	Gives people a great deal of freedom and choice in deciding how to do their work	Enable	10	8.1 -	9.0
6.	Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	Model	9	8.1	8.0
8.	Challenges people to try out new and innovative ways to do their work	Challenge	9	7.9	8.0
19.	Supports the decisions that people make on their own	Enable	8	7.9	8.0
22.	Paints the "big picture" of what we aspire to accomplish	Inspire	6	7.9 +	8.0 +
7.	Describes a compelling image of what our future could be like	Inspire	7	7.8	8.0
26.	Is clear about his/her philosophy of leadership	Model	8	7.6	8.0
21.	Builds consensus around a common set of values for running our organization	Model	9	7.4 -	8.0

EXERCISE

Leadership is about

RELATIONSHIPS

RESULTS

Myth: leader knows everything

PRACTICE ONE: MODEL THE WAY

Model the Way

Personal commitment:

Clarify values by finding your voice and affirming shared ideals.

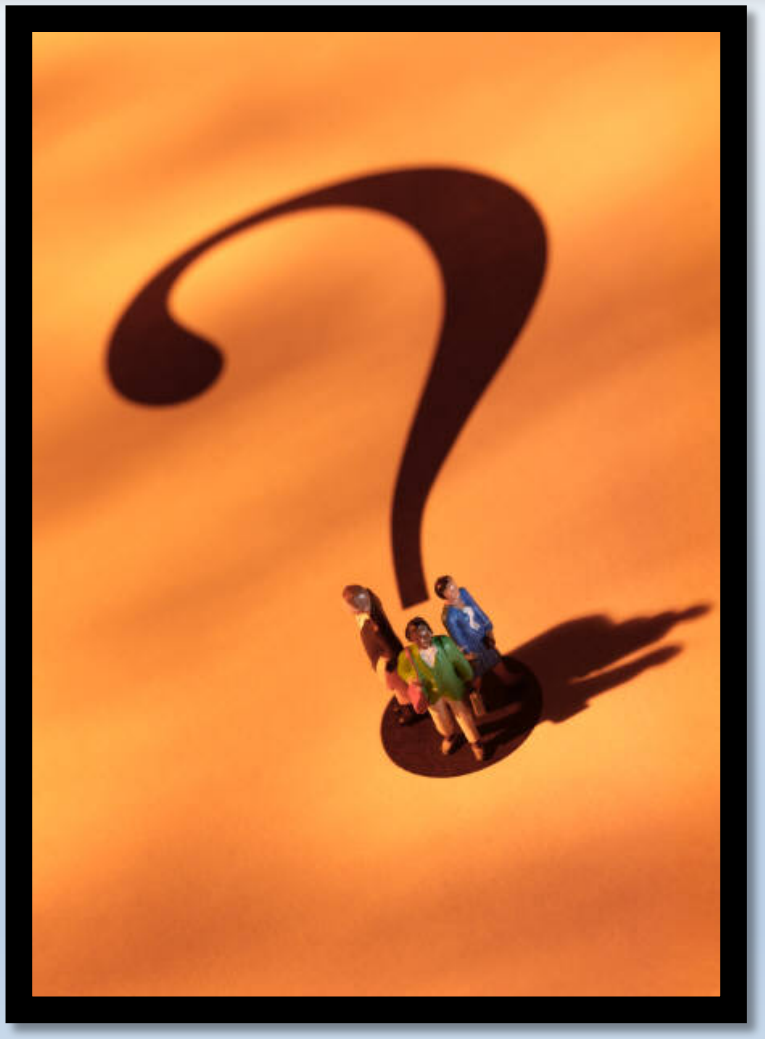
How you show it:

Set the example by aligning actions with shared values.

“Hi, I’m your new leader.”

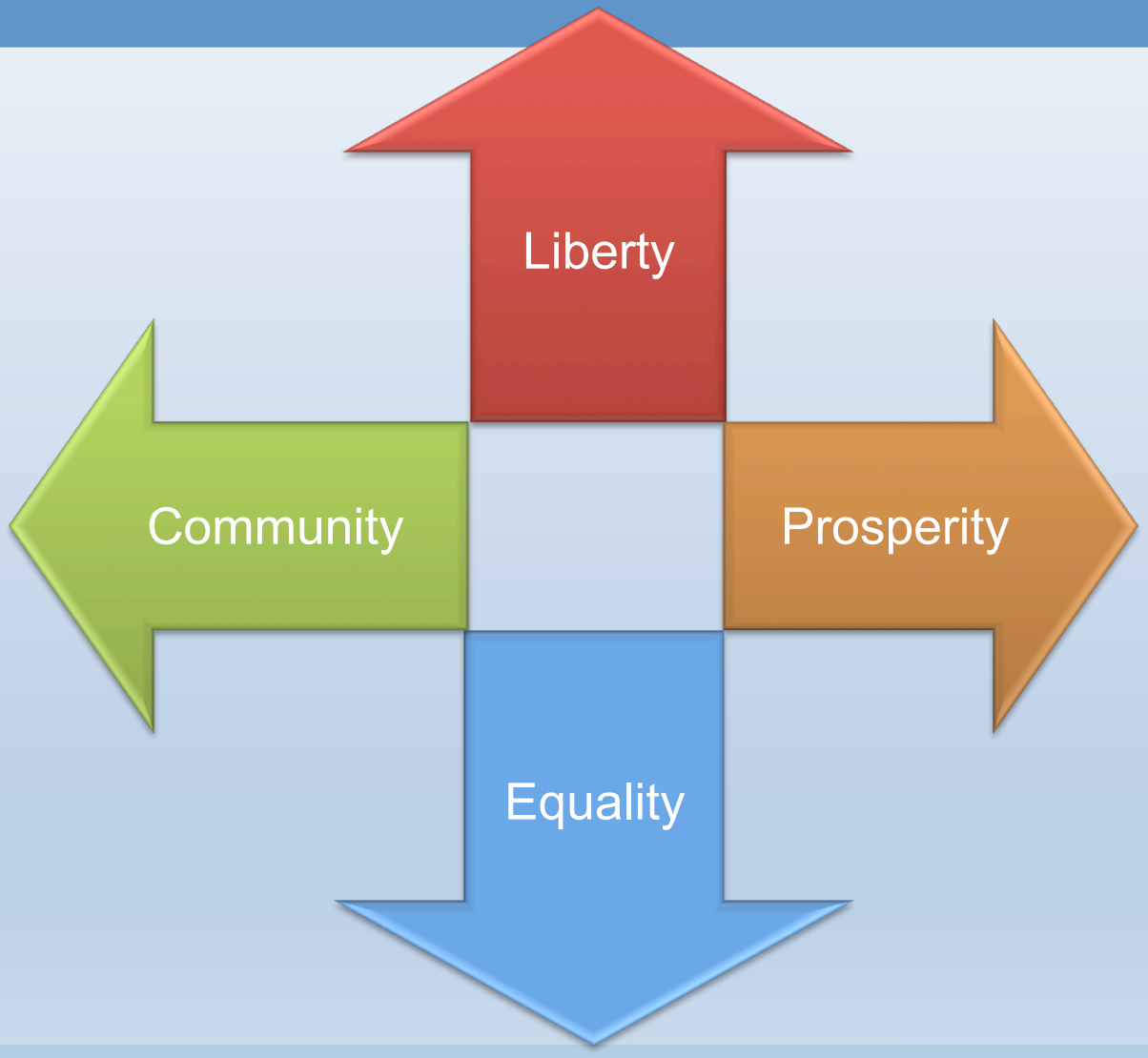
What do you want to know?

1. Who are you?
2. Where are we headed?
3. What are you going to do?



EXERCISE: VALUES SORT

Public Values



Liberty

Freedom, autonomy, opportunity, choice, access, privacy, competition, due process, independence, personal responsibility, self-determination, self-sufficiency

Equality

Fairness,
justice,
tolerance,
diversity,
inclusion,
equity,
level playing field

Community

Safety, security, place, belonging, preservation, restoration, family, neighborhood, tradition, customs, social and moral order, quality of life

Prosperity

Economy, efficiency, productivity, growth, profit, development, competition, privatization, return on investment, market rules, quantity of life

Public values and local government

Asphalt company asks for change to zoning rules

Dog tethering

Remember

DWYSYWD

Source credibility

- Trustworthiness
- Dynamism
- Expertise

Being Trustworthy

- Warmth
  - Pay attention
  - Show empathy
  - Trust first
- Competence
  - Willpower (appearance)
  - Realistic confidence
  - Power pose
  - Emphasize potential

The winning formula

Credibility + Vision =

Leadership

Align actions with values

Calendars, wallet

Critical incidents

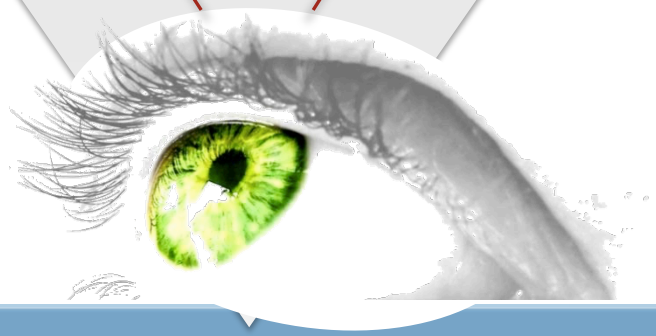
Stories

Language

Measurements

Rewards

Line of Sight



Community/Regional Partners

Board

Personal

Reflection – page 34-35

1. Which leadership behaviors are you most comfortable for you? Why?
2. How you use them in your job?
3. Which behavior would you like to engage in more frequently?

Behaviors

1. Sets a personal example of what you expect of others.
2. Makes certain that people adhere to agreed upon principles and standards
3. Follows through on promises and commitments

Behaviors continued

4. Asks for feedback on how his/her actions affect people's performance
5. Builds consensus around organization's values
6. Is clear about his/her philosophy of leadership.

INSPIRE A SHARED VISION

Inspire a Shared Vision

Personal commitment:

Envision the future by imagining exciting and ennobling possibilities.

How you show it:

Enlist others in a common vision by appealing to shared aspirations.

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Inspire A Shared Vision

The toughest practice?

Inspire A *Shared* Vision

The toughest practice?

Definition

A vision is an ideal and unique image of the future for the common good.

What do we mean by “common good”?

5 components of shared vision

- Ideal
- Unique
- Image
- Future oriented
- Common purpose

A vision is an invitation

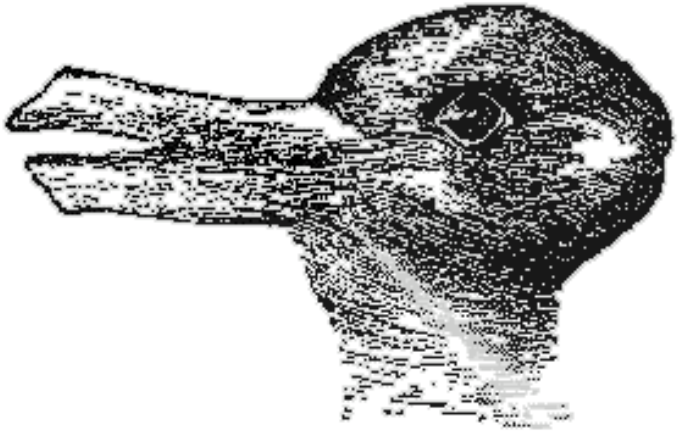
Your best vacation - ever

"I Have A Dream"

- What makes this compelling?
- What draws you in?
- What do you notice?

Breathe life Into shared visions

- Images and word pictures
- Metaphors
- Examples
- Stories
- References to history
- Emotions
- Symbols



Behaviors

1. Talks about future trends that will influence your community
2. Describes a compelling image of the future
3. Appeals to others to share dream of the future

Behaviors continued

4. Shows others how their interests can be realized
5. Paints the “big picture” of what we aspire to accomplish
6. Speaks with conviction about the higher meaning and purpose of work

Vision assignment:

What's not going well?

What would you like to see?

Be prepared to share your vision for what success will look like.

Make us as passionate about it as you are.

What will success look like?

INSPIRE A SHARED VISION

CHALLENGE THE PROCESS

Challenge the Process

Personal commitment:

Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

How you show it:

Experiment and take risks by constantly generating small wins and learning from experience.

Taking risks

Get into triads

- What is the greatest risk you have taken and how did it feel?
- How much risk are you willing to take?
- What prevents you from taking risk?

Challenge the Process

EXERCISE

Behaviors

1. Seek out challenging opportunities that test your skills and abilities
2. Challenges people to try out new and innovative ways to do their work
3. Actively searches for innovative ways to improve what we do.

Behaviors

4. Asks “What can we learn?” when things don’t go as expected

5. Identifies measurable milestones that keep projects moving forward.

6. Takes initiative in anticipating and responding to change.

ENABLE OTHERS TO ACT

Enable Others to Act

Personal commitment:

Foster collaboration by building trust and facilitating relationships.

How you show it:

Strengthen others by increasing self-determination and developing competence

EXERCISE

The Leaders' Mindset

Citizens (Voters)
Elect
Responsible to
Town Council
Hire
Report / Advise
Town Manager
Manage
Report
Town Staff

Collaboration

Time

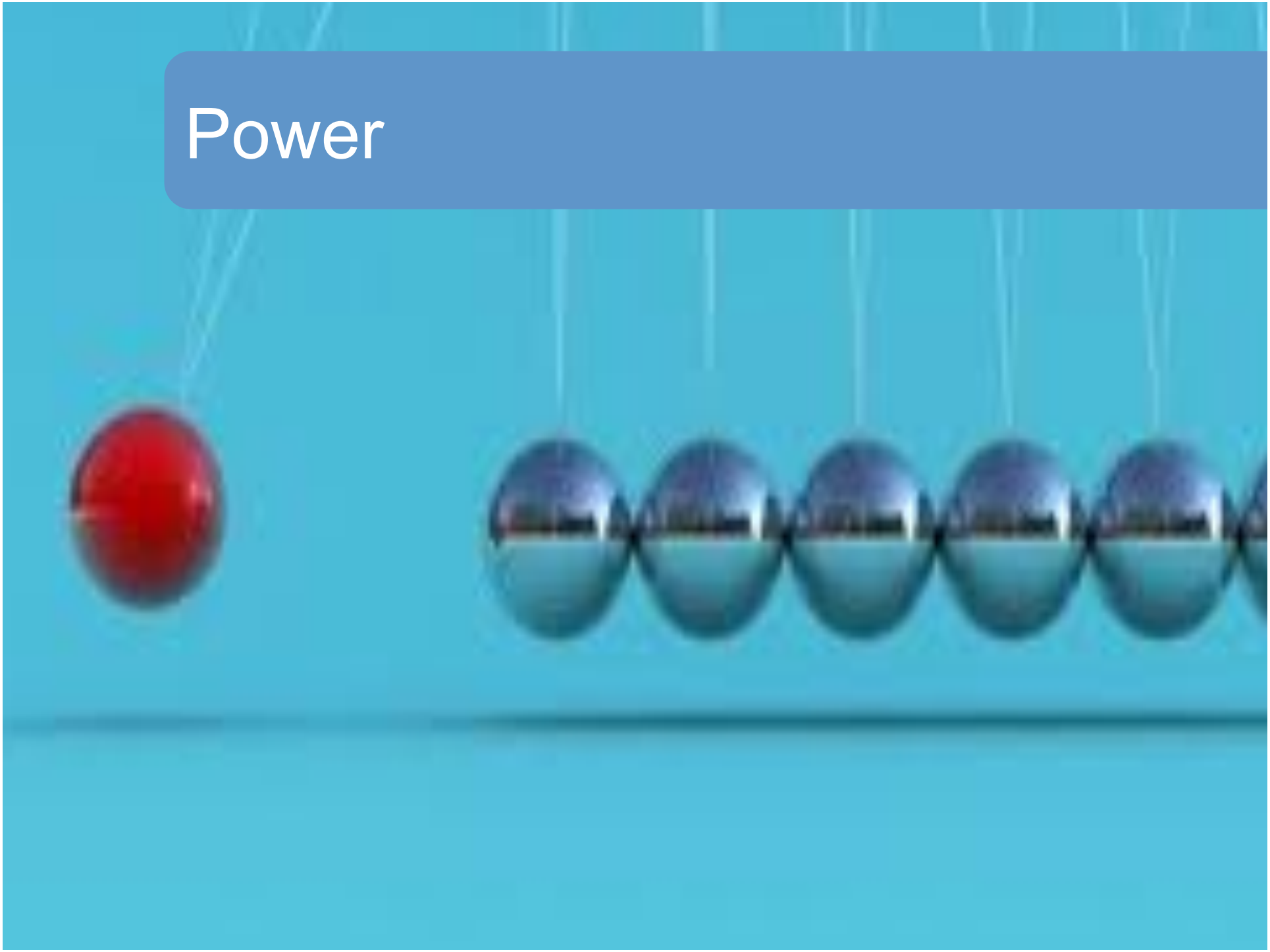
Turf

Trust

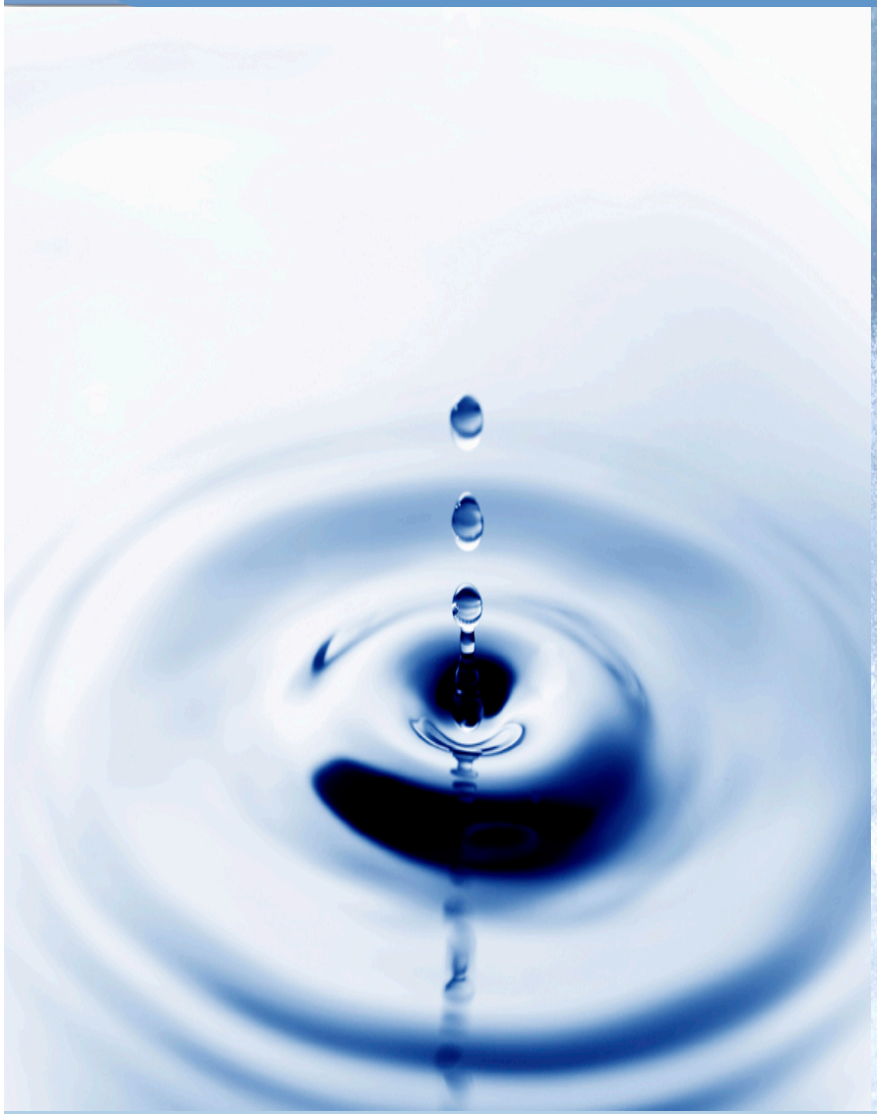
Trust

Years to earn, seconds to break

Power



Powerful/Powerless



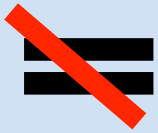
Sources of Power

1. Official power and formal authority
2. Personal characteristics -- charisma
3. Ability to coerce, reward, persuade
4. Expertise or control of information
5. Referent power

Ways to manage power

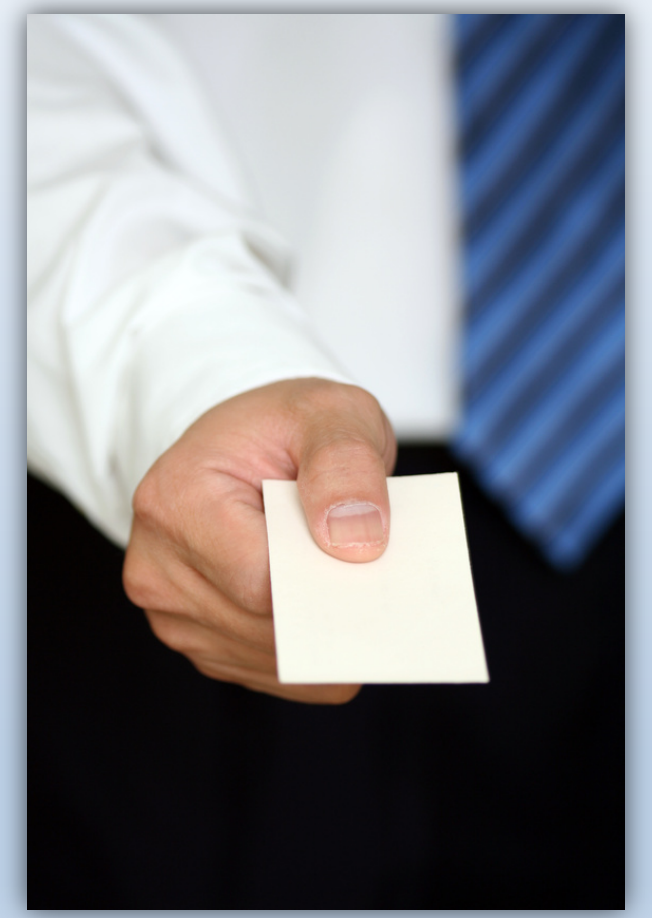
1. Set agendas
2. Network and build coalitions
3. Bargain and negotiate
4. Build credibility
5. Empower others

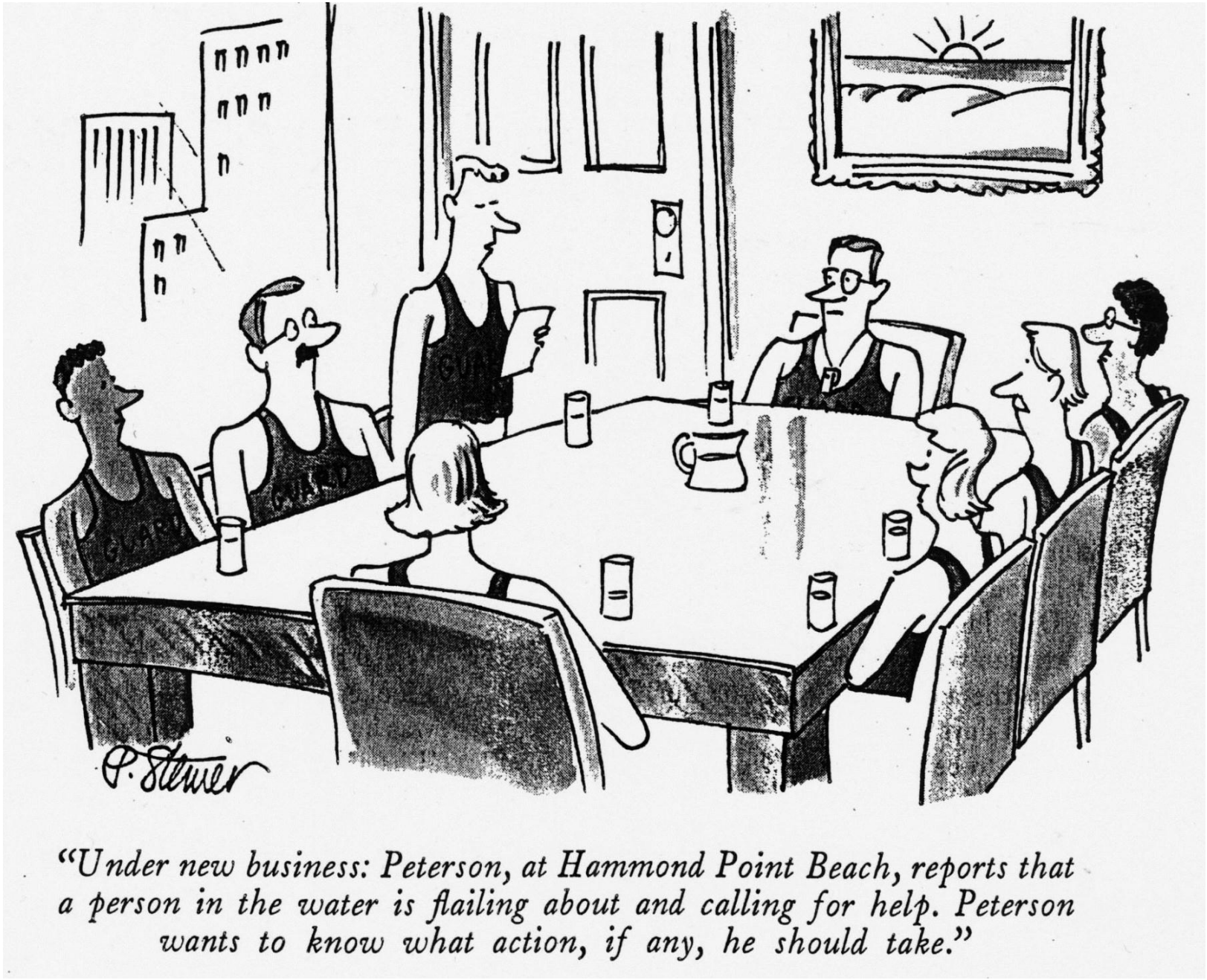
Power equation

Power  **Authority**

Give Your Power Away

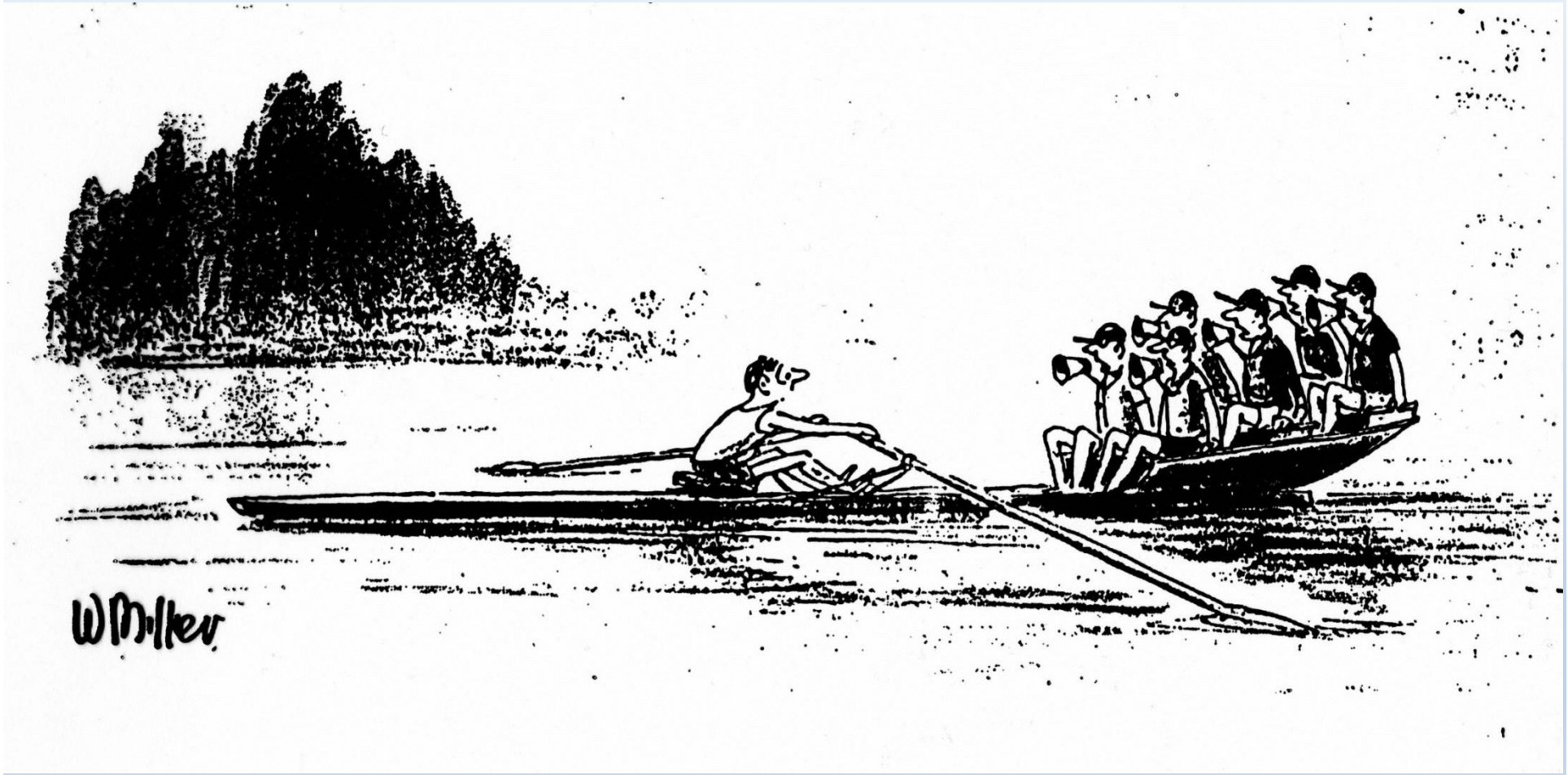
- Share information.
- Involve people in decisions.
- Allow discretion.
- Back people up.
- Assign non-routine jobs.
- Clear away obstacles.
- Explain rationale for rules.



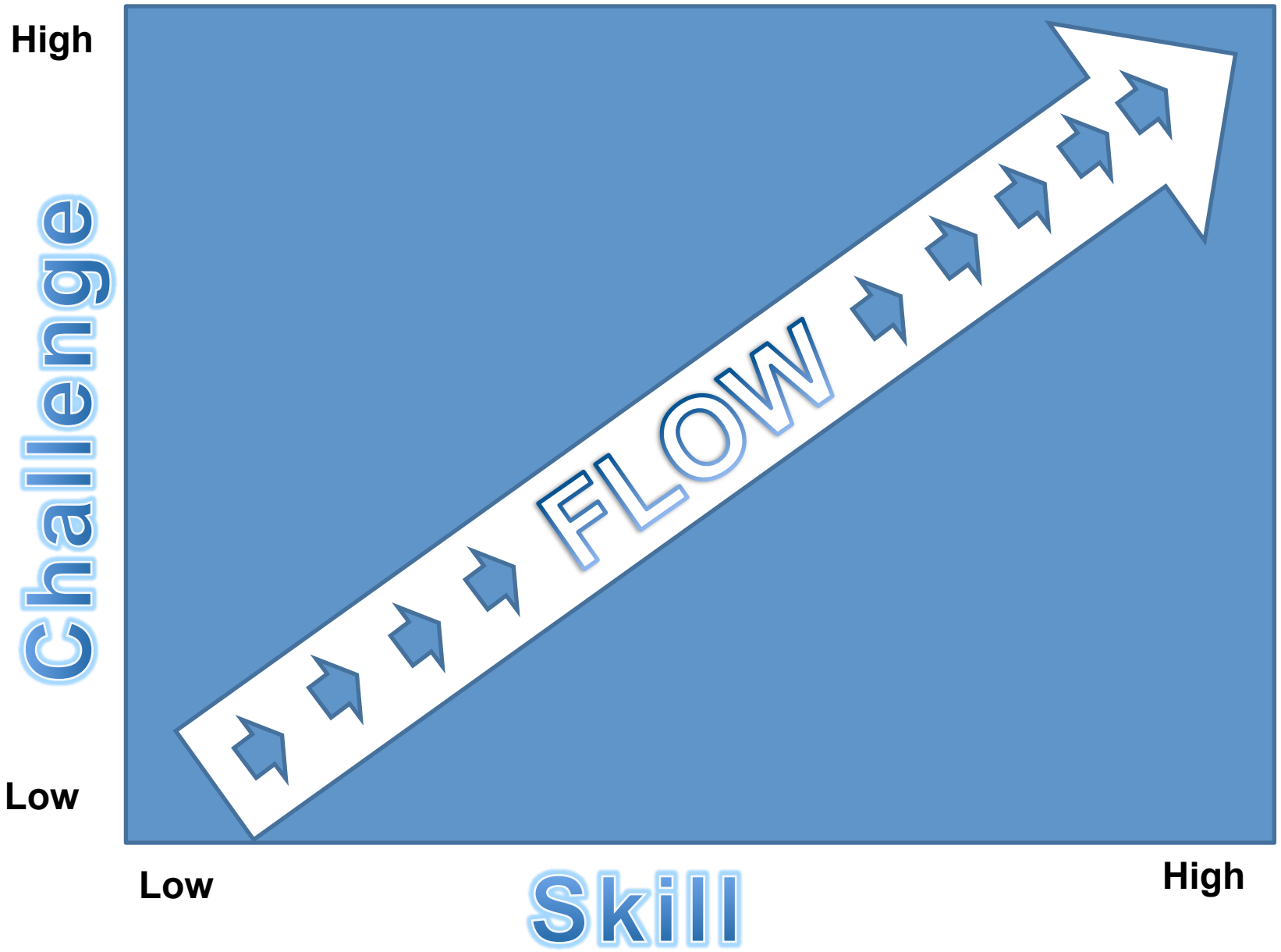


"Under new business: Peterson, at Hammond Point Beach, reports that a person in the water is flailing about and calling for help. Peterson wants to know what action, if any, he should take."

Confidence



Competence


High
Challenge
Low
FLOW
Low
Skill
High

Behaviors

1. Develops cooperative relationships with the people with whom you work

2. Actively listens to diverse points of view

3. Treats others with dignity and respect

Behaviors continued

4. Involves people in the decisions that directly impact their job performance

5. Gives people a great deal of freedom and choice in deciding how to do their work

6. Ensure people grow in their jobs by learning new skills and developing themselves

ENCOURAGE THE HEART

Encourage the Heart

Personal work:

Recognize contributions by showing appreciation for individual excellence.

Working with others:

Celebrate the values and victories by creating a spirit of community.

EXERCISE

Most meaningful recognition

1. Think of a time when you received a meaningful recognition
2. Describe specifically what was said or done that had the impact.
3. What are some of the common themes that you heard in others stories?

Positive to negative ratio

The 7 Essentials of ETH

1. Focus on the vision
2. Expect the best from others
3. Pay attention – catch someone doing a great job
4. Personalize recognition
5. Tell the story
6. Create a spirit of community
7. Set the example

Behaviors

1. Praises people for a job well done

2. Makes a point to let people know about your confidence in their abilities

3. Makes sure that people are creatively rewarded for their contributions to the success of our projects

Behaviors continued

4. Publicly recognizes people who exemplify commitment to shared values

5. Tells stories of encouragement about the good work of others.

6. Gets personally involved in recognizing people and celebrating accomplishments.

I want to be known as a leader who

Leading and Managing Classes

Link to public leadership website:
https://www.sog.unc.edu/resources/microsites/public-leadership

Courses:

• Getting Your Message Across	July 2017
• Get it Done! Make your Strategic Plan a Reality	August 2017
• Leading Change in Government Organizations	August 2017
• Managing Conflict Effectively	Sept 2017
• Understanding Leadership through the MBTI	October 2017
• Building a Positive Approach	November 2017
• Facilitation Skills for Successful Meetings	December 2017
• Leading with Emotional Intelligence	January 2018

Check the website for new listings and updated information