

Keys to Effective Leadership

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Objectives

- ◆ Clarify a definition of **leadership** and see how it **relates** to your personal best leadership experience
- ◆ Clarify **actions** leaders take to **challenge the status quo** and the **feelings** associated with such actions
- ◆ Understand the key role of **vision creation** and communication in leadership
- ◆ Clarify how leaders build **collaboration** and **cohesion** in teams
- ◆ Clarify what leaders do to **celebrate successes**

Leadership: The process of moving yourself and others in directions through mostly noncoercive means

Effective

Leadership: The process of moving yourself and others in directions that are ultimately in the long-term best interests of all stakeholders



In what ways did your
personal best leadership
experience fit these
definitions?

Ten Questions for Leaders

1. What are **my strengths** and **weaknesses**?
2. What are the **strengths** and **weaknesses** of my **unit** of responsibility?
3. Where do I need to **improve** my **leadership** ability?
4. Where does the **unit** need to **improve**: productivity, quality, control of costs, safety, competitiveness, personnel knowledge and skills, morale, innovation?
5. What are our **opportunities** for small and big wins?
6. What should be our common **vision** and **purpose**?
7. How do I **inspire** and **motivate myself** and **others** to support, commit to, and work to accomplish our common vision and purpose?
8. What do I need to do to build a **cohesive, productive team**?
9. What do the **people** in the unit **need** to do their best?
10. How can we put more **joy** and **celebration** into our efforts?

Challenging the Status Quo

In terms of your personal best leadership experience, what did you do, if anything, to challenge the status quo, the existing ways of doing things? What changes did you make? What risks did you take? How did you feel about your actions?

Commitment Number 1: Search out challenging opportunities to change, grow, innovate, and improve

- ∅ Treat every job as an adventure.
- ∅ Treat every new assignment as a start-over.
- ∅ Question the status quo.
- ∅ Send people shopping for ideas.
- ∅ Put idea gathering on your own agenda.
- ∅ Go out and find something that needs fixing.
- ∅ Assign people to the opportunities.
- ∅ Renew your teams.
- ∅ Take a class; learn a new skill.

Commitment #2: Experiment, take risks, and learn from the resulting mistakes

- ∅ Set up little experiments.
- ∅ Make it safe for others to experiment.
- ∅ Work even with ideas that sound strange initially.
- ∅ Honor your risk takers.
- ∅ Debrief every failure as well as every success.
- ∅ Model risk taking.
- ∅ Encourage possibility thinking.
- ∅ Maximize opportunities for choice.

Envisioning the Preferred Future

In terms of your personal best leadership experience, what did you dream that you would accomplish? What was your fondest wish, your preferred outcome?

Commitment Number 3: Envision an uplifting and ennobling future

- ∅ Think first about the past of your department.
- ∅ Envision what you would like it to be in the future.
- ∅ Write an article about how your department has made a difference.
- ∅ Write a short vision statement.
- ∅ Act on your intuition.
- ∅ Rehearse with visualizations and affirmations.
- ∅ Use a team approach to vision creation.

Yeah, But !!!!!!!

- ◆ “I don’t have the time it takes to create a vision for the department; after all, ‘It’s hard to drain the swamp when you are up to your elbows in alligators!’”
- ◆ “I am not an intuitive or visionary person. I am too detail-oriented to do so.”
- ◆ “The times we live in in Coop force us to be reactive, not proactive.”

What’s your response to these concerns?

Commitment Number 4: Enlist Others in a Common Vision by Appealing to Their Values, Interests, Hopes, and Dreams

- Ø Understand your constituents: their needs, wants, motivators, objectives, priorities.
- Ø Find common ground with each person.
- Ø Develop your interpersonal competences: building trust and rapport, listening, crediting, empathizing
- Ø Breathe life into the vision; help people see their role in bringing the vision alive.
- Ø Speak positively about the department.
- Ø Speak from the heart.
- Ø Make the intangible tangible.
- Ø Listen first—and often.

Fostering Involvement

In terms of your personal best leadership experience, how did you foster cooperation and collaboration among those whose support you needed, even if they didn't report to you?

Commitment Number 5: Foster Collaboration by Promoting Cooperative Goals and Building Trust

- ∅ Always say "we."
- ∅ Increase interactions, emphasizing openness of communications
- ∅ Focus on gains, not losses.
- ∅ Form planning and problem-solving partnerships.
- ∅ Always, "Do What You Say You're Going To Do."
- ∅ As a team, create and live out communication ground rules.
- ∅ As a team, work to enhance strengths and minimize department weaknesses

Commitment Number 6: Strengthen People by Giving Power Away, Providing Choice, Developing Competence, Assigning Critical Tasks, and Offering Visible Support

- Ø Ensure that you have matched the right person to the right job
- Ø Enlarge people's sphere of influence.
- Ø Make sure delegated tasks are relevant.
- Ø Educate, educate, educate; train, train, train..
- Ø Make heroes of other people.

Setting the Example

In terms of your personal best leadership experiences, how did you set the example for others in terms of standards, values, or actions?

Commitment Number 7: Set the Example by Behaving in Ways that are Consistent With Shared Values

- ∅ Write your leadership credo. Tell people what they can expect from you. Find out what they want and don't want from you.
- ∅ Open a dialogue about personal and shared values.
- ∅ Audit your actions.
- ∅ Conduct "Stop, Start, Continue" interviews with everyone in your office.
- ∅ Clarify standards and hold people accountable for living up to them.
- ∅ Deal effectively with performance problems.

Commitment Number 8: Achieve Small Wins that Promote Consistent Progress and Build Commitment

- Ø As a team, create a plan, marked by readily accomplishable goals. Start small.
- Ø Ensure that goals are realistic, measurable and specific. Make them visible to all.
- Ø Spread out the work, but ensure people's best talents are used best.
- Ø Use a bulletin board to announce progress toward goal accomplishment.
- Ø Talk about progress at weekly staff meetings.

Recognition and Celebration

In terms of your personal best leadership experience, what specifically did you do to recognize individual contributions?
Did you celebrate as a team? How?

Commitment Number 9: Recognize Individual Contributions to the Success of Every Project

- Ø Be creative about rewards and recognition and give them personally.
- Ø Tailor what and how you recognize people to their preferences
- Ø Make recognition public to those who wish it so.
- Ø Design the reward and recognition system participatively.
- Ø Provide feedback en route.
- Ø Create Pygmalions.
- Ø Find people who are doing things right.
- Ø Coach people for improvement.

Commitment Number 10: Celebrate Team Accomplishments Regularly

- Ø Schedule celebrations for completions of projects, accomplishments of milestones, and other achievements.
- Ø Be a cheerleader *your way*.
- Ø Have fun.
- Ø Plan a celebration right now.