Leadership: Key to Success
Future Business Leaders of America

Dr. Dianne Van Hook
Chancellor
October 16, 2014
So...
What is leadership anyway?
(Role of Leadership)
The Essence of Leadership

• A true leader:
  - has the confidence to stand alone,
  - the courage to make tough decisions,
  - and the compassion to listen to the needs of others.

• He does not set out to be a leader but becomes one by the quality of his actions and the integrity of his intent.

• In the end, leaders are much like eagles; they don’t flock – you find them one at a time.
A Successful Leader:

- Doesn’t accept leadership to BE something but to DO something.
- Recognizes that actions speak louder than words.
- Is willing to invest personal energy to achieve objectives.
- Recognizes the difference between strength and force.
- Never stops identifying and addressing weaknesses.
- Understands the importance of being seen among the people.
- Rises above internecine squabbles.
- Must make personal sacrifices to achieve a greater good.
- Never stops growing.
- Rise above self-interest.
Leadership Draws on…

• Personal Power. It is all about your:
  ➢ Charisma,
  ➢ Passion to achieve,
  ➢ Strength of your convictions,
  ➢ Ability to communicate and inspire, and
  ➢ Leadership skills.

• Relationship Power. It derives from:
  ➢ Your network of contacts and friends you make and develop at work.
  ➢ Your network in the community, and
  ➢ The perception of you by your colleagues.
Leadership Demands That Those Who Lead...

- Understand the culture of where they are.
- Respect and preserve the good of the past.
- Understand when and where to change.
- Lead in shaping the present and planning for the future.
- Communicate constantly and forthrightly so people understand.
- Interpret the culture and become a part of it.
- Help to clarify goals/standards/expectations on an ongoing basis.
Leadership Demands That Those Who Lead...

- Help to determine whether those things referenced above are attainable.
- Identify...
  - if resources are adequate;
  - what barriers/constraints exist.
- Help to provide impetus to overcome barriers and constraints.
- Make a commitment to get it done.
- Persist until they succeed.
What is the role of leadership in society?
If there is a spark of genius in the leadership function at all, it must lie in this transcending ability, a kind of magic, to assemble—out of all the images, signals, forecasts, and alternatives—clearly articulated vision of the future that is at once simple, easily understood, clearly desirable, and energizing.
For me, leadership includes self reflection, applying what you’ve learned, being generous with your knowledge and grooming leaders for tomorrow.
Specifically, a leader...

- **Envisions**
  - Possesses a vision that:
    - Grabs & focuses
    - Transforms purpose into action
    - Compels & pulls people toward it
    - Commits people to action
    - Drives a stake in the ground
    - Becomes a rallying point
  - Realizes that a vision comes from three places inside of you:
    - Experience
    - Knowledge
    - Imagination
  - A vision is a “doable” dream.
Specifically, a leader...

- **Plans**
  - Establishes goals
  - Identifies resources
  - Creates goal-related tasks
    - Projects associated with achieving the goal
  - Prioritizes goals and tasks
  - Generates assignments and timelines
  - Establishes evaluation methods
    - Progress reports
  - Identifies alternative courses of action
    - Contingency plans
Specifically, a leader...

- **Inspires others**
  - Works as a catalyst
  - Knows that inspiration seldom comes from “one thing”
  - Allows you to employ various techniques
  - Works best when there is an end/goal/purpose for success
  - Is highly contagious
  - Gives you “role power”
  - Is driven by human emotion
Specifically, a leader...

- Builds a team
  - Selects competent individuals
  - Defines roles and responsibilities
  - Models positive team interaction
    - Respect
    - Helpfulness
    - Cooperation
    - Commitment
    - Trust
  - Is proactive with feedback
  - Celebrates success
Specifically, a leader...

- Takes Risks
  - Dares to dream about what could be
  - Tries something that has not been previously done
  - Is not afraid of being different

The policy of being too cautious is the greatest risk of all.

- Jawaharla Nehru
Empowers others by being an advocate, being present and communicating to the team its goals.

- Takes an active role in helping to define the goals of the team.
- Uses their skills to complement the skills of other members of the team.
- Takes responsibility for the progress of the team.
- Willing to play the role of “devil’s advocate” when necessary.
From a Big Picture Perspective - a leader...

- **Manages Conflict**
  - Which requires a desire to understand different perspectives until a solution emerges.
  - Has an ability to:
    - Handle difficult people and tense situations tactfully;
    - A knack for spotting potential conflict and helping to de-escalate the situation;
    - Encourages open discussion; and
    - Works for a win-win solution while maintaining high standards.
From a Big Picture Perspective - a leader...

- Leads on all fronts as an active community leader, figuring out where they have passion and expertise.
  - Influences Others by skillfully winning people over by listening and networking with them. Willing to use a variety of strategies to build support.
  - Supports and coaches the greatest resource – human beings
  - Invests time and effort in developing others by mentoring, coaching, and offering tasks that challenge and foster a person’s skills.
From a Big Picture Perspective - a leader...

- **Initiates change** and realizes that empowerment is not something that is done to you, it is something you do for yourself.

- **Raises Funds and Friends** by contributing time, making contacts, opening doors, supporting the work of volunteers, creating stretch goals, mentoring staff, and involving others.

- **Develops meaningful relationships** – we don’t get it done alone.
A Leader Develops Good Relationships

- Helps others understand what we do and what is in it for them.
- Builds bridges and connections.
- Helps us leverage what we have with what others have.
- Enables the team to create something greater than either of us could do alone.
- Helps to connect with others who share interests.
A leader is resilient!
What is the True Meaning of Resilience?

According to the Dictionary
Resilience: re-sil-i-ence, n.

- From Latin: resile – to leap back
- ...the ability to recover from or adjust easily to change or misfortune.
- ...the capability of a strained body to recover its size and shape – to bounce back after being subjected to adversity or stress.

Adapting to Adversity

- Resilience is the ability to roll with the punches.
- When stress, adversity or trauma strikes, you still experience anger, grief and pain.
- But you’re able to keep functioning—both physically and psychologically.
- In fact, being able to reach out to others for support is a key component of being resilient.
If you voluntarily quit in the face of adversity, you’ll wonder about it for the rest of your life.”

- Bill Clinton
What are the Characteristics of the Resilient Person?

- Views changes as an opportunity for learning and growth.
- Handles multiple changes simultaneously.
- Helps others through a change.
- Discovers the upside of every change—no matter how difficult or traumatic.
- Shapes or influences the change such that it works with us and for us.
- Views setbacks not as fatal personal flaws or failure—but as temporary states to be traveled through.
- Expects the unexpected and know that surprises are normal and are around every corner.
- Has the capacity to see beyond the stress, anxiety, confusion and frustration of the moment.
- Views the larger picture and grander vision of the present and emerging future.
- Has hope!
Where Does Resilience Come From?

- Resilience is rooted in a tenacity of spirit - a determination to embrace all that makes life worth living even in the face of overwhelming odds.
- When we have a clear sense of identity and purpose, we are more resilient, because we can hold fast to our vision of a better future.
- Much of our resilience comes from community—from the relationships that allow us to lean on each other for support when we need it.
- Resilience demands that we have courage, and if we don’t have it, find it within ourselves.
Man never made any material as resilient as the human spirit.
- Bern William
At COC, we work hard to create a resilient mindset

- We create opportunities
- We foster personal development
- We are resourceful under all circumstances
- We are optimistic
- We have a can-do approach
- We see potential in people
- We see in others what others can’t yet see in themselves

- We don’t only do what we have already done
- We evolve with the times
- We are responsive
- We lead and blaze trails
- We risk
- We are accountable
- We make mistakes
- We learn from them
How Do You Develop Leadership Skills?
“Our job in this life is not to shape ourselves into some ideal we imagine we ought to be, but to find out who we already are and become it.”

- Steven Pressfield
So, how are leadership skills acquired and how are leaders made? By Knowing Ourselves!

Each of us must honestly ask ourselves:

- What are we trying to become?
- How will we climb the mountain?
- What are our strengths?
- What can we do better?
- In what environments do we thrive?
- Who do we need on our team to achieve our goals?
- How well do we communicate?
- What do we like to do and how will that benefit my employer?
By Gaining Knowledge

- From traditional sources
- From dialog with others
- From networking
- From site visits
- From internal searches (with dialog to follow)
- From enhancing awareness of what others do
- From reviewing our plans and seeing what is already in the works
- From discrepancy, analysis and planning
By Building Networks

- Reaching out, making cold calls
- Asking for help
- Listening and seeing where common points intersect
- Getting involved
  - Attending meetings and presentations
  - Volunteering to help another department or organization
  - Socializing
  - Joining a group off campus
  - Connecting on campus
- Being a good communicator
By Risking

- Trying something you have not previously done
- Mentoring someone else
- Pursuing additional certificates or degrees
- Applying to do something new
- Being assertive
- Daring to dream about what could be
By Dreaming, Thinking & Doing!

- Looking at where you are, being familiar with other possibilities, doing your homework, keeping your eye on the target
- Analyzing what you need to know or lean before you can get where you want to go
- Getting started
- Telling others about what you want to do; providence will follow
- Staying focused, yet flexible
- Keeping with it and getting there!
As We Acquire Leadership Skills We Increase Our Chances of Success; We Find a Good Fit

- Change has no absolute laws.
- It is rather, a domain of possibilities – a game of chance.
- Using strategies doesn’t generate anything. It does enhance possibilities.
- Human qualities of daring, instinct, and intuition are powerful elements in the process.
- The Bottom Line? It’s up to you to find a good fit.
“Every one of us faces the challenge of discovering the unusual, potentially limiting conditions of our lives, and then learning how to stop those conditions from disabling our spirits.”

- Unknown
We Must Lead the Change for Ourselves

- In any setting professional development is everyone’s responsibility – but ultimately, you are responsible for your own.
“None of us can ever know fully what it is like to live out another person’s life. Our challenge is to figure out how to live out our own lives fully!”

- Unknown

We Do So:
By Assessing Where We Are

- In order to develop and continue to hone these competencies, you must do an honest assessment of yourself.
- The first phase in the development of leadership is to stop pretending – especially to ourselves – that we are something we are not. We must:
  - Own up to our strengths and weaknesses.
  - Accept that we do not always operate at our highest levels.
  - Accept that we do not fully control our destinies.
  - Live in the present.
By Being a Star. Traits of Star Initiators...

According to Robert Kelley, author of *How to Be a Star at Work*, masters of star-quality initiative do the following:

- They seek out responsibility above and beyond the expected job description.
- They undertake extra efforts for the benefit of coworkers or the larger group.
- They stick tenaciously to an idea or project and follow it through to successful implementation.
- They willingly assume some personal risk in taking on new responsibilities.
By Delivering Above and Beyond Service

- **Being a hero!** Superb service doesn’t take much more effort than lousy service; it’s simply an attitude adjustment.
- **Never settling for less than the best.** Your work is a direct reflection of you. Make it shine!
- **Searching for models of great service.** Look around your organization and find the people who are stars at work. Study them – learn what makes them tick. See if you can do what they do.
- **Following through on your actions.** Make sure the action you take have the desired effect – not just when you do them, but a week, a month, or a year later.
- **Encouraging others to follow your example.** Your refusal to compromise your standards of quality and service will motivate others to do the same.
By Making a Commitment to Learning

• Learning from mistakes.
• Asking others how they would have handled a situation that didn’t turn out well.
• Being on the lookout for ways to increase your value to the organization.
• Don’t wait for learning opportunities to be dropped in your lap; actively seek them out.
• Learning something new each and every day by talking to your coworkers about their jobs and how what they do relates to your job.
By Being Trustworthy Ask:

- Are you a person of integrity?
- Do you play fairly (no surprises)?
- Are you genuine and straightforward in your intent?
- Do you follow through?
- Can you be counted on to help in the relationship on both good and less than stellar times?
- Can you admit your mistake, take responsibility for it, then move on?
By Developing Your Personal Attributes

- **Taking time to be creative.** Schedule a regular appointment with yourself to think about the big picture and new ways to solve old problems.
- **Being open to new ideas.** Listen to your coworkers, encourage their creativity, and respect their opinions.
- **Putting your ideas into action.** Coming up with an idea is only part of the equation. Ideas are worthless if you do not follow through.
- **Being persistent.** Not everyone is going to agree with your ideas, and even if they do, it may take some time to bring them around to your way of thinking.
- **Taking risks.** The biggest organizational payoffs occur in an environment where risk taking is encouraged.
By Being a Mentor to Others.
We all need help and role models!
How can you be a mentor?

- LISTEN.
- Ask good questions.
- Further develop a mentee’s plan.
- Influence, but don’t determine others plans.
- Help others solve problems.
- Expect others to use their own best judgment.
- Help others find their own skills and potential.

- Do not expect others to be “just like they were.”
- Challenge and prod others.
- Give others advice on technical or organizational matters, serving as expert resources.
- Share ups and downs.
- Provide others with realistic personal information.
By Building Networks

- Developing informal contacts within your organization
- Developing informal contacts outside of your organization
- Making contact
- Referring others for help and information
- Joining professional and/or college organizations (such as FBLA)
- Job shadowing someone in the community
What Are the Positive Outcomes of Building a Network?

- Professional advancement
- Opportunities to further develop your skills
- A “safe” environment in which to try out new behaviors
- A greater understanding of the profession
- A reciprocity of skills
- A support system
- Deepened self-confidence
- Results
What You Shouldn’t Do...

- Assume
  - Who is interested
  - Who knows what
  - Who is already a supporter
- Give up
- Judge yourself too harshly
- Fail to do your homework
  - History
  - Structure
  - Rules and regulations
  - Relationships
- Fail to use manners
If you don’t know where you’re going, any road will take you there.
Chinese Proverb
What is the impact of leadership?
“The development of transformational leaders will lead to the development of a transformational culture which will transcend the individuals concerned.”

- Unknown
Transformational Leadership Enhances an Organization’s Capability

- Transformational leadership is:
  - An informal and non-hierarchical “cadre” of talent located throughout all sections of the organization – it enhances organization capability.
  - The ability to take a long-term view while balancing urgent short-term priorities.
  - Functionally diverse in its make up, comprising a range of occupational, functional and technical specialisms sourced from across the organization, but united both in purpose and method.

Vince Lombardi

THE ONLY PLACE SUCCESS COMES BEFORE WORK IS IN THE DICTIONARY.
Leadership Prepares the Organization for Transformational Leadership

“Shaping Change”

- Transformational leaders demand a lot, including:
  - Freedom to create, make mistakes and learn
  - An unambiguous remit to drive transformation
  - A collaborative leadership ethos and access to diverse talent
  - Clarity about the opportunity and potential for their contribution
  - The opportunity to leave a positive and sustainable footprint
  - Significant learning and development opportunities
  - Stimulation and challenge, intellectually and emotionally
  - An appeal to a high purpose of making a positive difference socially and economically to communities

John Wooden

“DON’T MISTAKE ACTIVITY FOR ACHIEVEMENT”
Transformational Leadership Inspires Others

- Transformational leaders emerge on the basis of their potential to collegially and consensually take ownership of the change agenda.
- Success as a transformational leader requires an ability to:
  - Navigate complex scenarios and thrive on uncertainty and paradox.
  - Exhibit thought leadership, intellectual authority and creativity.
  - Inspire and mobilize change through personal influence.
  - Create the right environment for the best contribution of others.
  - Emphasize humility and the value of others in securing success.
  - Craft a compelling and accessible vision of future state.

Warren Buffet

It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.
How Do You Develop Into a Transformational Leader?

- You will know when you are a Transformational Leader when you are:
  - Comfortable with complexity
  - Network and communicate well
  - Willing to help others
  - Able to visualize with a purpose
The Impact of Leadership is all around us

- Globally – Bill Gates is a great example
  - His vision, entrepreneurial ability and business savvy developed an industry that changed the business and technology world as we know it, providing a springboard for giving back to the global community.
  - Through the Bill and Melinda Gates Foundation they partner worldwide to tackle critical problems in:
    - Global Development – to help the world’s poorest people lift themselves out of hunger and poverty.
    - Global Health – to harness advances in science and technology to save lives in developing countries.
    - Domestically - they work to improve high school and postsecondary education and support vulnerable children and families.
    - Their grant making emphasizes collaboration, innovation, risk-taking, and results. ALL CHARACTERISTICS OF A TRANSFORMATIONAL LEADER!
The Impact of Leadership is All Around Us

- **Statewide**
  - The cost of higher education in the State of California is the lowest of any state in the U.S.
  - The recently passed Filming Initiation will bring back filming and its economic benefits to the State of California.
  - Prop 1, if passed in November, will provide general obligation bonds for state water supply infrastructure projects, such as public water system improvements, surface and groundwater storage, drinking water protection, water recycling and advanced water treatment technology, water supply management and conveyance, wastewater treatment, drought relief, emergency water supplies, and ecosystem and watershed protection and restoration.
  - Prop 2, if passed in November, will provide California with a “rainy day” fund.
  - Prop 39 restored cuts to higher education at least for 6 years.
The Impact of Leadership is All Around Us

- **On Our Campus**
  - University Center
  - Honors Program
  - Study Abroad Program
  - International Student Program
  - Sustainable Development Center
  - Car Charging Stations
  - Water Bottle Refill Stations
  - Culinary Arts Program
  - Partnerships with Business
  - And More!
What traits do leaders exhibit?
Leaders

- Know what they want
- Know they have a right to get it
- Are articulate, logical and concise
- Know how to deal with opposition
- Are sensitive, listen and hear what other say
- Know how to motivate
- Invite credibility, work hard to build “believability” and “trustworthiness”
- Know how to ask for, and go after, what is wanted
- Know how to obtain resources, sell the mission, and promote excellence, responsiveness and change
- Understand that change processes are employee-driven
- Set the tone for establishing partnerships in the local communities they serve
What are their common qualities?

- They are pioneers, not followers
- They have a record of long-term success and results
- Whether flamboyant or low-key, they are deeply dedicated to inspiring others to their highest levels of employment and performance.
- They are doing things radical enough to say, that takes guts!
- What they are doing can be replicated to help other businesses succeed
- They run organizations in which people would want to work in.
Top 10 Qualities that Leaders Possess

- Communication Skills (verbal & written)
- Honesty/Integrity
- Teamwork Skills
- Interpersonal Skills
- Strong Work Ethic
- Motivation/Initiative
- Flexibility/Adaptability
- Analytical Skills
- Confidence
- Organizational Skills
Leadership Qualities

- **Communication Skills** *(listening, verbal, written).* By far, the one skill mentioned most often by employers is the ability to listen, write, and speak effectively. Successful communication is critical in business.

- **Honesty/Integrity/Morality.** Are valued more now than ever, especially in light of the many recent corporate scandals.

- **Teamwork.** Since so many jobs involve working in one or more work groups, you must have the ability to work with others in a professional manner while attempting to achieve a common goal.

- **Interpersonal Abilities.** The ability to relate to your co-workers, inspire others to participate, and mitigate conflict with co-workers is essential given the amount of time spent at work each day.

- **Dedication/Hard-Working/Work Ethic/Tenacity.** People who love what they do and will keep at it until they solve the problem and get the job done inspire others. They are not entitled.
Leadership Qualities

- **Positive Attitude/Motivation/Energy/Passion.** Having drive and passion and demonstrating this enthusiasm through words and actions.

- **Flexibility/Adaptability/Managing Multiple Priorities.** This includes your ability to manage multiple assignments and tasks, set priorities, and adapt to changing conditions and work assignments.

- **Analytical/Research Skills.** Deals with your ability to assess a situation, seek multiple perspectives, gather more information if necessary, and identify key issues that need to be addressed.

- **Self-Confidence.** If you don’t believe in yourself, in your unique mix of skills, educations and abilities, why should anyone else? Be confident in yourself and what you can offer those who you lead.

- **Planning/Organizing.** This is your ability to design, plan, organize and implement projects and tasks within an allotted timeframe. Also involves goal setting.
Personal Values/Standards that Leaders Emulate

- **Adaptability/Flexibility.** Leaders are open to new ideas and concepts, to working independently or as a part of a team, and to carrying out multiple tasks or projects.

- **Dependability/Reliability/Responsibility.** There is no question that people who arrive at work every day, on time and ready to work, and who take responsibility for their actions garner our regard.

- **Loyalty.** Those who will have a strong devotion to what they are a part of.

- **Professionalism.** Acting in a responsible and fair manner in all your personal and work activities, a sign of maturity and self-confidence, is rare today.
Personal Values/Standards that Leaders Emulate

- **Self-Motivated/Accrability to Work with Little or No Supervision.** While teamwork is always mentioned as an important skill, so is the ability to work independently with minimal supervision. You must get yourself started.

- **Willingness to Learn.** No matter what your age, no matter how much experience you have, you should always be willing to learn a new skill or technique. Jobs are constantly changing and evolving, and you must show an openness to grow and learn with that change.

- **Entrepreneurial Spirit.** It is critical to view yourself as an entrepreneur.
  - Challenge yourself to be creative, persistent, determined and to recognize that change is constant.
  - Remember that success means taking ownership of and identifying opportunities in a dynamic economy and society, and most important, success is a personal responsibility, regardless of the variable beyond our control.
  - Everyone needs to act to create and sustain our own success.
  - Entrepreneurship nurtures creative thinking.
Some Tips!

- Don’t be an egomaniac.
So where do you go from here?

- Have a vision.
- Make a plan
  - Dream, Think, and Do!
- Whatever your future holds, College of the Canyons is uniquely positioned to help you adapt.
- You need to stay at the forefront of emerging trends and developments.
- You open doors to your future, over and over again.
The best way to predict the future is to create it.

If you go for the excellence, great things will happen.
Summary
Summary

• Keep your eyes on the prize!
• Go boldly where you have not gone before.
• Continually self-assess. Ask yourself:
  ➢ What do I really want?
  ➢ What will it cost?
  ➢ Am I willing to pay the price?
  ➢ When do I start?
• Pull the nails out of your feet and move forward!

"The great thing in the world is not so much where we stand, as in what direction we are moving."

-Oliver Wendell Holmes
Believe, and act as if it were impossible to fail.

- Unknown
Questions?