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**"...Eagles...don't distinguish between work and play.
To them, it is all one and the same."**

— Rebecca Wells, author



Leading Yourself

Cultivating the Effective Leader in YOU!

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Fall 2016 | FLEX Workshop
Dr. Dianne Van Hook

The Essence of Leadership

An effective leader has the

- ✓ Confidence to stand alone
- ✓ Courage to make tough decisions
- ✓ Compassion to listen to the needs of others
- ✓ Confidence to commit and follow through

They do not set out to be leaders. They become leaders by the quality of their actions; the integrity of their intent.

In the end, leaders are much like eagles; they don't flock – they're found one at a time.

To Help Cultivate the Effective Leader in YOU

Today, We Will Discuss...

- ✓ Why **Leadership** is important in the first place & why is it important *now*
- ✓ Understanding **Leadership Styles**
- ✓ How **Effective Leaders** stand out
- ✓ What **Core Competencies** leaders have in common
- ✓ The importance of “**Soft Skills**”
- ✓ What’s next for *you*

Leadership is Important!

Leadership

- ✓ Focuses on your capacity as a resource to your colleagues, students community
- ✓ Allows room for new and different
- ✓ Encourages speedy response to changes in our environment
- ✓ Empowers you "step up" and go for what you want
- ✓ Gets results





Katy Perry – Rise (Olympic Video)
<https://youtu.be/IFlIMEe2Ht0>

Why Is Leadership Important?

The ball is always moving! Just when you think you catch up to it, there it goes again.



Leadership is Important!

The ability to **anticipate and shape change** enables some to stand out from the rest

**"Management is about arranging and telling.
Leadership is about nurturing and enhancing."**

—Tom Peters



Effective Leadership at COC is Extremely Important

Especially *now*, as we

- ✓ Embark on the next chapter in our district with the **successful passage of Measure E this past June**
- ✓ Plan ahead to **strategically manage Internal and External factors** that affect the college now and in the near future
- ✓ Anticipate and **shape change at the state, regional and local levels** in:
 - ❖ Funding
 - ❖ Programs
 - ❖ Planning
 - ❖ Competitiveness
 - ❖ Expectations
 - ❖ Initiatives

Changes in the Community College System are Creating Opportunities to Lead

The BIG Picture

- ✓ Transfer degrees
- ✓ BA Degree Initiative
- ✓ Continuing Ed Redesign (AB86)
- ✓ Prison Education (ASB1391)
- ✓ CTE Pathways
- ✓ OER
- ✓ 3SP (8SB1456)
- ✓ IEPI
- ✓ Doing What Matters
- ✓ Student Equity
- ✓ Basic Skills Initiative
- ✓ Economic Workforce Development
- ✓ And More!

\$27,669,625 in grant money!

2015-16

Budgeted Instructional Equipment	\$ 2.3 million
<u>Actual Expenditures - Instructional Equipment</u>	- <u>1.3 million</u>
Balance	\$1.0 million

2016-17

Instructional Block Grant	\$ 2.5 million
<u>2015-16 Balance Carryover</u>	+ <u>1.0 million</u>
Instructional Equipment Funding Available	\$ 3.5 million

External Factors Increasing the Need for Effective Leaders

Keeping Up With Change

- ✓ Technological advances
- ✓ Increasing student population
- ✓ State budget
- ✓ Partnerships & local initiatives
- ✓ Community's need for leadership
- ✓ K-12 needs and growth
- ✓ Anticipated growth in business and industry
- ✓ Doors are opening



Always Like a Girl
<https://www.youtube.com/watch?v=RUwLdGz7XtA>

Internal Factors Impacting the Opportunities to Lead

- ✓ Talent acquired
 - ❖ *85 new employees this year alone!*
- ✓ Enhanced capability and opportunities to partner
- ✓ Successful passage of Measure E
 - ❖ \$230 million for new facilities and modernization of old facilities over the next 12 years
- ✓ Ever-increasing grant revenue
 - ❖ Total received for 2016-17 - \$7,129,888
 - ❖ Total received for 2015-16 - \$15,947,119
- ✓ Demand to create new programs & training Initiatives
- ✓ Increasing number of AA degrees and CTE certifications

COC GETS IT DONE!

Since You're Here Today, We Can Make Some Assumptions

You desire to better understand and determine if you have what it takes to be an Effective Leader

OR

You know you have what it takes and just need a guide (or a push) to get to the next level.

To better meet the needs of our Allied Health students, department leaders secured the funding for a full-size Ambulance Simulator.

The only one in a California Community College!

Dr. Van Hook | FALL FLEX | August 16, 2016



DISCUSS:
Where is leadership seen in this example?



BE BOLD

and brave





Are You Ready to Get Started?

Here's How You Do It!

Responsive Leadership Styles

Leadership Styles

There are as many approaches to leadership as there are leaders! From the "Lewin's Leadership Styles" frameworks from the '30s to the more recent ideas about transformational leadership, there are infinite from which to select.

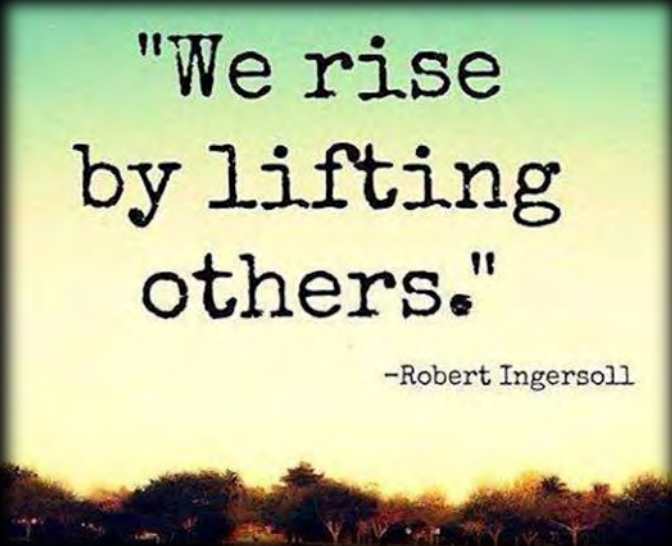
Today we will look at TWO:

- ✓ Transformational Leadership
- ✓ Situational Leadership

On Leadership

When leadership is defined not as a position you hold but as a way of **being**, you discover that you can lead from wherever you are...

And *that* is transformational.



"We rise
by lifting
others."

-Robert Ingersoll

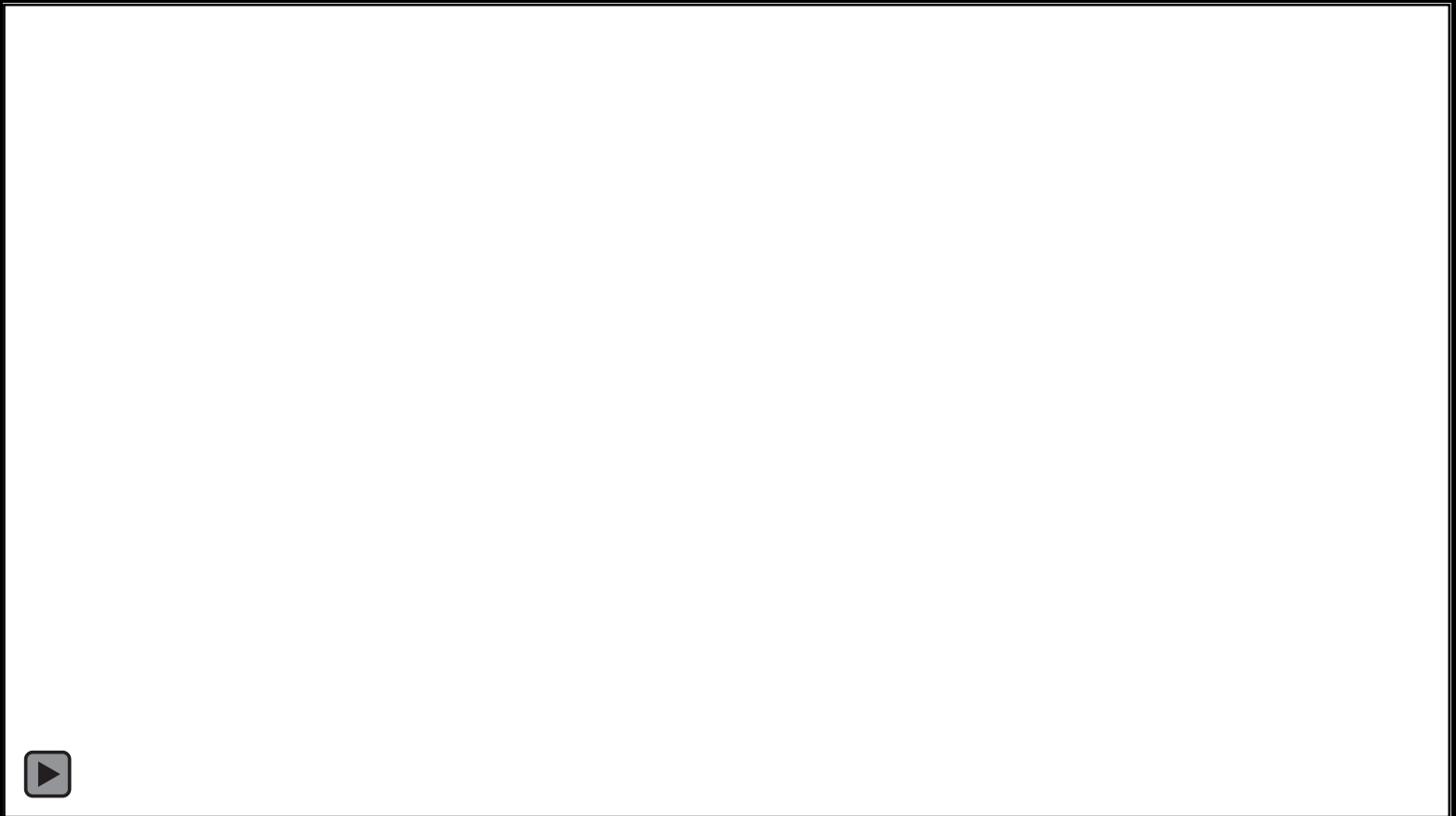
Everything that you will ever do as
a leader is based on one major
assumption



**YOU CAN MAKE
A DIFFERENCE**

It's Up to You

https://youtu.be/YMz2_S2y9WE



Transformational Leaders Have

✓ Integrity

- ❖ Integrity is always doing the right thing, even when no one is looking, and even when the choice isn't easy.
- ❖ Integrity is staying true to yourself and your word, even when you're faced with serious consequences for the choices you make.
- ❖ Integrity is a hallmark of ethical and effective leadership

On Integrity

You do not wake up one morning a bad person. It happens by a thousand tiny surrenders of self-respect to self-interest.

– *American writer, Robert Brault*

Transformational Leaders Have

The Ability to Inspire

Transformational Leaders inspire others by

- ✓ Sharing a vision of the future.
- ✓ Expecting the most of them.
- ✓ Challenging them to go beyond what's easy and comfortable.
- ✓ Caring about them—authentically.
- ✓ Standing up for what you believe in.
- ✓ Having the courage to change course.
- ✓ Being vulnerable – people want to be inspired by real human beings!
- ✓ Practicing integrity.
- ✓ Sharing the credit.
- ✓ Sharing their influences.
- ✓ Listening to members of the team.



Some Simple Dos And Don'ts As You Develop Your IQ [Inspirational Quotient]

- ✓ **Do** focus on relationships...nobody cares how much you know until they know how much you care
- ✓ **Do** speak up!: People need to know two things: where you stand on a given topic and where they stand with you.
- **Do** listen actively:
There are 2 types of listeners – those who seek to understand and those who seek to be understood



- ✓ **Do not** pack your ego in the morning! Let your actions speak for you; don't tell everyone how awesome you are...they either already know or will see it quickly enough!

Transformational leaders have

High emotional intelligence (EI)

- ❖ Emotional intelligence (EI) is the ability to understand and manage your own emotions, and those of the people around you.
 - ❖ People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and **how these emotions can affect other people.**
- ❖ And, having Emotional Intelligence is **essential for success.**
 - ❖ After all, **who is more likely to succeed** – a leader who shouts at his team when he's under stress, or a leader who stay in control, and calmly assesses the situation?



vs.



Transformational Leaders Are

✓ Self-aware

- ❖ One of the most important qualities that you can have as a leader

✓ Authentic

- ❖ Authentic leaders emphasize honest relationships with followers
- ❖ This leader values input and relationships are built on an ethical foundation
- ❖ Generally, **authentic leaders** are positive people with truthful self-concepts who promote openness

**It is wisdom to know others;
It is enlightenment to know one's self.**

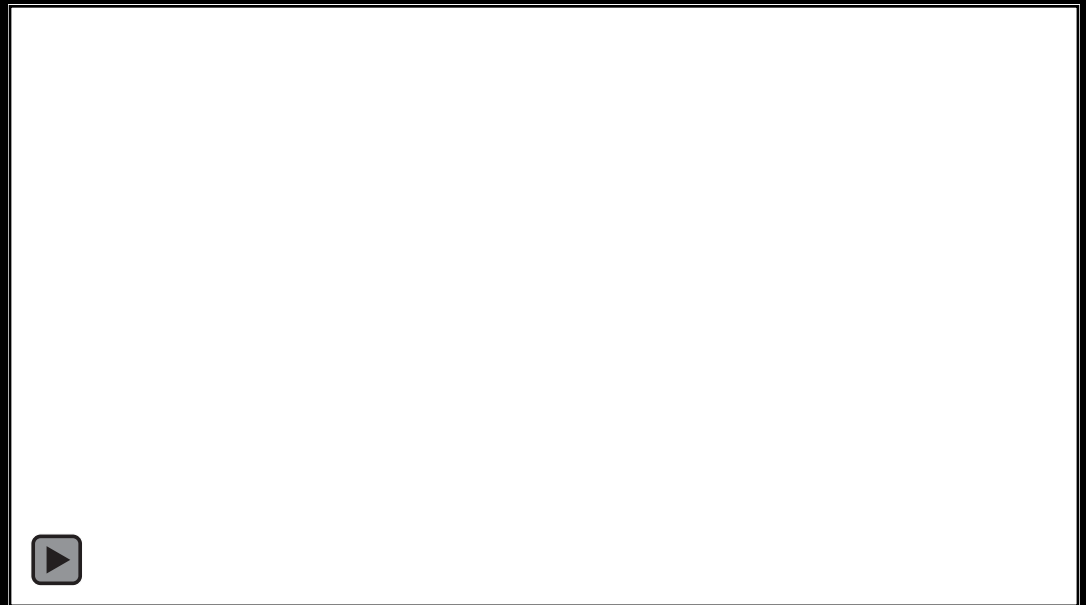
– Lao-Tzu, Chinese philosopher

Transformational leaders are

Empathetic

One of the toughest things for leaders to master is kindness.

- ✓ Kindness **shares credit** and offers enthusiastic praise for others' work.
- ✓ It's a **balancing act**, between being genuinely kind and not looking weak.
- ✓ **True kindness is inherently strong** – it's direct and straightforward.



It is telling people the difficult truth they need to hear

- ✓ **True kindness doesn't come with expectations.** Kindness is weak when you use it in a self-serving manner.

And, they are great communicators!



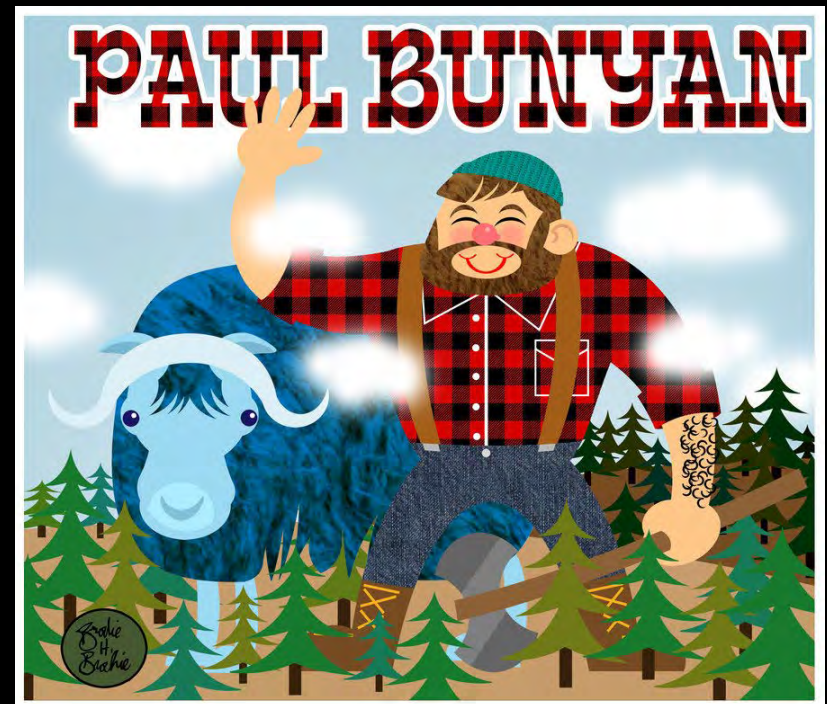
What is good communicator?

- ✓ Being accurate v. embellishing
- ✓ Being complete v. selective
 - ✓ Maintaining context v. hyperbole
- ✓ Being considerate of time, place and manner
- ✓ Being inclusive v. exclusive
 - ✓ Listening v. telling

Being Accurate v. Embellishing

This communication

- ✓ Is honest and accurate
- ✓ Includes all relevant information
- ✓ Is true in every sense, is not deceptive
- ✓ Is accurate and sincere—avoids language that manipulates, discriminates or exaggerates
- ✓ Does not obscure information
- ✓ Does not state opinions as facts
- ✓ Portrays data fairly
- ✓ Does not lie or deceive
- ✓ Is not ambiguous – does not use words to influence others' behavior
- ✓ Maintains candor
- ✓ Avoids deceptions and exaggeration
- ✓ Behaves consistently



In relationship building, accuracy is better than a tall tale

Being Complete v. Select

- ✓ Is timely in communication
- ✓ Includes all the facts
- ✓ Includes the context and relevant information
- ✓ Tells the whole story, not just the parts that make their case

Can you think of a time when you communicated in an incomplete way?

Why did you do so?



Being complete is just as important in relationship building as it is on tests.

Being Considerate of Time, Place and Manner

- ✓ Timing IS everything in communication
- ✓ People are more receptive at some times compared to other times.
- ✓ We tend to forget this
- ✓ But we get upset when we don't get the reactions we want
- ✓ Consider the other person – state of mind, emotions, time schedule to assess whether it's a good time to talk about a particular subject. (Do this before approaching the other person.)
- ✓ If you get an unexpected negative reaction during the conversation, think about whether the other person is simply not ready to hear what you're saying.
 - ❖ If that's the case, delay the conversation to another time.
- ✓ Timing is particularly important with emotional or tough conversations.
- ✓ Not sure whether it's a good time to talk with someone? Ask!
 - ❖ "I'd like to talk to you about [topic]. Is now a good time?"

Being Inclusive v. Exclusive

Our similarities far outweigh our differences, so there is a distinct advantage in making the diverse mix work. Inclusiveness is about equity and opportunity, about celebrating differences so that talented people are recognized.

✓ Inclusiveness:

- ❖ Adjusts preconceived structures and notions and options
- ❖ Involves and cooperates
- ❖ Invites others in vs. lets them float by
- ❖ Creates opportunities for personal transformation
- ❖ Pays attention to the members
- ❖ Takes advantage of and uses talents of all
- ❖ Connects with and serves diverse group
- ❖ Motivates a wide range of people
- ❖ Helps encourage others to support your cause

Listening v. Telling

- ✓ Really listening is the ability to accurately receive messages in the communication process
- ✓ Listening is not the same as hearing
 - ❖ Listening is paying attention to the message and how it is told – the use of language and voice
- ✓ It is being aware of both verbal and non-verbal messages
- ✓ In order to be a good listener, you need to:
 - ❖ Stop talking
 - ❖ Prepare yourself to listen
 - ❖ Put the speaker at ease
- ✓ Good listeners can expect to have fewer mistakes, move creative and productive teamwork forward, more and better friends and improved self-esteem and confidence.



You can learn a lot more from listening
than you can from talking.

Find someone with whom you don't agree in the slightest
and ask them to explain themselves at length. Then take
a seat, shut your mouth and don't argue back.

It's physically impossible to listen with your mouth open.

~John Moe, "Conservatize Me"

Why is Good Communication Important

- ✓ Communication is a skill
 - ❖ Employers look for employees who are effective communicators
 - ❖ The most successful people in society are those who have strong communications skills
 - ❖ Speaking and listening skills are important to the success of motivating oneself and others to assessing the circumstances to making good choices
- ✓ Communication links people via:
 - ❖ Oral conversation
 - ❖ Listening
 - ❖ Observing and reacting
 - ❖ Checking for understanding
 - ❖ Gestures and facial expressions, i.e., non-verbal

Situational Leadership

- ✓ Situational leadership refers to **when the leader adjusts her style to provide context for her team**
- ✓ It is up to the leader to change his style, not the follower to adapt to the leader's style



Situational leadership is a leadership style that has been developed and studied by Kenneth Blanchard and Paul Hersey.

Situational Leaders

Use These Styles Interchangeably

- ✓ Telling and Directing
- ✓ Selling and Coaching
- ✓ Participating and Supporting
- ✓ Delegating
- ✓ Development Level

And each may have
its place in time!



Situational Leadership

✓ Telling and Directing

- ❖ The leader makes the decisions and informs others of the decision.
 - *Participants...please share examples*
- ❖ Also referred to as **micro-management**; leader is involved and closely supervises the people who are doing the work.
- ❖ This is a very **top-down approach**.

"Whether you think you can or
think you can't,
you're
right."

- Henry Ford



Situational Leadership

**LIFE IS WHAT
WE MAKE IT
ALWAYS HAS
BEEN ALWAYS
WILL BE**

..Grandma Moses

✓ Selling and Coaching

- ❖ The leader is still very involved in the day-to-day activities.
- ❖ The decisions still ultimately lie with the leader, however, input is requested from the team before the decision is made.
- ❖ Team members are still supervised but it is in more of a coaching manner rather than a compliance manner.
- ❖ Works well with those who are inexperienced and still learning.
- ❖ Involves direct praise to increase confidence and self-esteem.

Situational Leadership

✓ Participating and Supporting

- ❖ Passes more responsibility to the team.
- ❖ Decisions ultimately lie with the team. The leader provides feedback to increase their confidence and motivation.
- ❖ Benefits team members who have the necessary skills but lack the confidence or motivation to achieve them.



Situational Leadership

✓ Delegating

- ❖ The leader is not directly involved with those doing the work.
- ❖ Employees are responsible for developing the path to do the work.
- ❖ The leader provides feedback and can be a resource, it is on a much lower level than with other situational leadership styles.
- ❖ The team knows their roles and leads getting it done.

