

# What Do an Effective Leader “Looks Like”

*An Effective  
Leader  
Has a Large  
Tool Kit!*





# Spotting an Effective Leader

Countless books and articles extoll the virtues of “what it takes to be a great leader” or “how to be a better leader,” but has anyone really stopped to explore...

**What *is* leadership and *why* does it matter?**

**In this section, we will cover**

- ✓ What a leader **is** and **is not**
- ✓ Why being **known as a leader** is important
- ✓ How **being a leader impacts**
  - ❖ Your experience
  - ❖ The department or division’s experience
  - ❖ The student’s experience
- ✓ **Soft skills**—the essential ingredient everyone needs





**When you lead, you  
unleash potential in  
yourself and others!**

# What Leadership IS

*True leadership is a process of social influence, which maximizes the efforts of others toward the achievement of a greater good.*

## Leadership IS

- ✓ A direct result of **social influence**, not authority or power
- ✓ Something that **requires others to believe** in what you are doing or trying to do
- ✓ Situational
  - ❖ while well-known leaders **share personality traits and attributes**; there are many styles and tools needed to enable a person to be good at leading others
- ✓ A focus on the **greater good**
  - ❖ Leaders do not only focus on "what's in it for me", rather, they ask "what can I give back through my efforts?"



# Leadership IS NOT



*True leaders **don't**  
need a **title** to lead!*

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## ✓ A fancy title

- ❖ Being the “Executive Vice President of this or that” does not automatically translate to “leader” or “effective leader”
- ❖ The best leaders are found **leading from the middle**
- ❖ Leadership is an evolving process earned through hard work, risking, doing and pursuing

# [Group Activity]

Discuss someone who has led something here that has helped you – what made it work?

# Leadership IS NOT

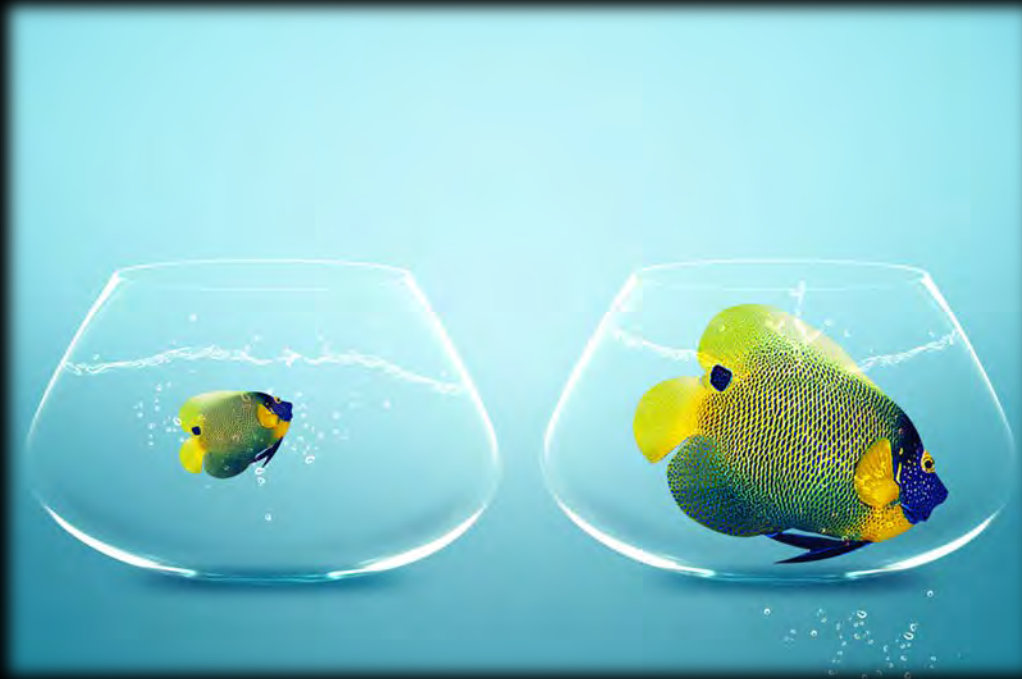
## ✓ A Stereotype

- ❖ Oftentimes, the word “leader” conjures up the image of a domineering, take-charge, charismatic individual like a General Patton.
- ❖ Leaders don’t demand compliance, instead they entice inspire others to follow due to their vision, approachability and inclusiveness





# Leadership is not one-style-fits-all



**Leadership is not static**

# Why Being Seen as a “Leader” is Important In The First Place

## It Enhances and Supports

- ✓ Focus on the greatest assets: people, students
- ✓ Individuals to act as change agents in their areas of expertise
- ✓ Timely response to changes in our environment
- ✓ Individuals to focus on and go for they want
- ✓ Leaders to blaze trails; they don't wait to see if someone perceives them as being able to do so



# Are You an Effective Leader?



- ✓ Do you know your strengths?
  - ❖ Or do you fake it 'til you make it?
  
- ✓ Do you work to **your** personal highest level of achievement
  - ❖ Or do you "skate" and let others do the hard stuff?
  
- ✓ Do you know what is missing in your toolbox?
  - ❖ Or do you think you have it all handled, (but really don't)?



# [Group Activity]

## At your tables

1. Discuss your results from your pre-workshop “8-Minute Effective Leader” Assessments
  1. Take turns sharing:
    - 1-2 areas where you scored well
    - 1 area where your score may have surprised you
    - Identify an area of strength on which you’d like to build and why
2. On your own – Review your areas of improvement and select the one you’d most like to improve.

*At the end of this session you will be provided with a worksheet to assist in this process.*

# Core Competencies of Effective Leaders



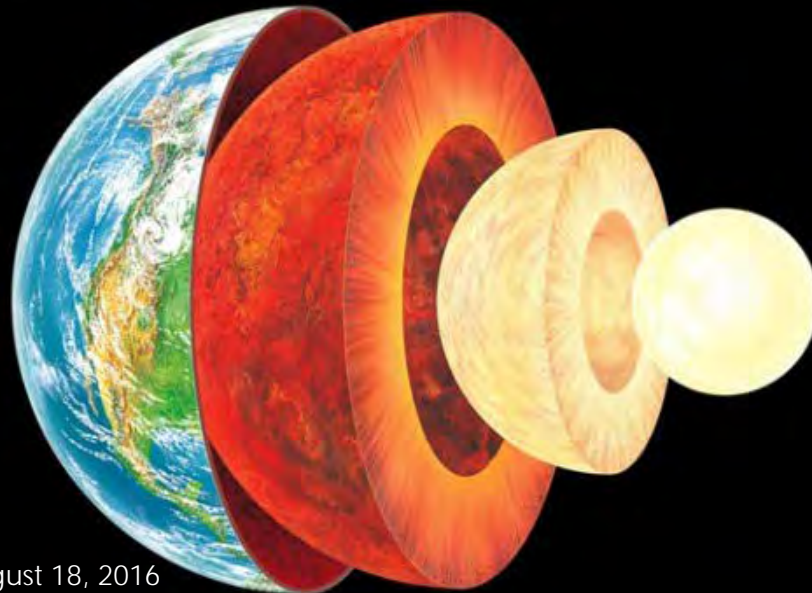
**"Leadership is action, not position." —Donald H. McGannon**



# What Is a Core Competency?

It is a defining capability or advantage that distinguishes an enterprise from its competitors.

*It is a defined level of competence needed to lead.*



# Has Strong Character- Honesty & Integrity

- ✓ Avoids saying one thing and doing another (i.e., walk the talk)
- ✓ Follows through on promises and commitments
- ✓ Models the core values
- ✓ Leads by example
- ✓ Willing to “take one for the team”

## *Ask Yourself*

- *Are you able to communicate bad news to your boss?*
- *Do you confront difficult problems directly and promptly?*
- *Are you assertive enough to stand up for what you believe, even if it is not the popular position?*

No matter how educated,  
talented, rich, or cool you believe  
you are, how you treat people  
ultimately tells all.

**Integrity** is  
Everything.



EmilysQuotes.Com

# Masters Personal Capability

- ✓ Stays up to date in the field
- ✓ Demonstrates technical, functional, and job-specific knowledge required for assignments
- ✓ Is sought out for opinions, advice, and counsel
- ✓ Makes a significant contribution toward achieving team goals through knowledge and skills

## *Ask Yourself*

- *Do you stay up to date by reading professional journals and books?*
- *Do you participate in trade association meetings?*
- *Do you help to integrate the different technologies that affect your group —determining how they fit together and how they contribute to the efforts of the organization?*



# Solves Problems & Analyzes Issues



*Do you ask your team members for help in solving problems?*

- ✓ Systematically evaluates information by using a variety of proven methods and techniques
- ✓ Encourages alternative approaches and new ideas
- ✓ See patterns and trends in complex data and uses the patterns to outline a path forward
- ✓ Clarifies complex data or situations so that others can comprehend, respond, and contribute

## ***Ask Yourself***

- *Do you consider the viewpoints of various interested parties?*
- *When problems arise, do you make a list of possible causes, prioritizing them in the order of probability that they actually contribute to the problem?*
- *Do you determine what information needs to be collected to resolve the problem?*



# Innovates

- ✓ Consistently generate creative, resourceful solutions to problems
- ✓ Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- ✓ Create a culture of innovation and learning that drives individual development
- ✓ Build on other people's suggestions and ideas. (Doing so often leads to new approaches and improvements)

## Ask Yourself

- *Do you champion ingenuity at all levels?*
- *Do you work to improve new ideas rather than discouraging them?*
- *Do you generate creative solutions by bringing together the most talented people?*
- *Do you integrate ideas and input from different sources to find innovative solutions?*





## The Crazy Ones

Dr. Van Hook | FALL FLEX | August 18, 2016 | [https://www.youtube.com/watch?v=LuLw9\\_JEAsw](https://www.youtube.com/watch?v=LuLw9_JEAsw)

# Practices Self-Development



- ✓ Makes constructive efforts to change and improve based on feedback from others
- ✓ Learns from both successes **and** failures
- ✓ Models self-development and embraces its value

## *Ask Yourself*

- *Do you take ownership of your own development?*
- *Do you seek feedback from others to improve and develop?*
- *Do you look for ways to build challenge into current assignments?*

**"A leader is one who knows the way, goes the way, and shows the way."  
-John C. Maxwell**





# Drives for Results

- ✓ Does everything possible to meet goals or deadlines.
- ✓ Consistently meets or exceeds commitments.
- ✓ Aggressively pursues all assignments and projects until completion.
- ✓ Shows confidence without being cocky.

## *Ask Yourself*

- *Do you follow up regularly on progress and reinforce any movement in the right direction?*
- *Are you willing to volunteer for a difficult task or assignment that requires you to stretch your current capability?*



# Establishes Stretch Goals

- ✓ Builds commitment with all employees on team goals and objectives.
- ✓ Promotes a spirit of continuous improvement.
- ✓ Maintains high standards of performance.
- ✓ Practice what they preach.
- ✓ Expects at least as much of themselves as they do of others.

## *Ask Yourself*

- *Do you focus on why you can achieve goals rather than on why they can't be achieved?*
- *Are you willing to discuss your priorities and your commitment to your work with others?*

“Our greatest  
weakness lies  
in giving up.  
The most certain  
way to succeed  
is always to  
try just one  
more time.”

Thomas A. Edison

# Takes Initiative

- ✓ Volunteers for challenging assignments.
- ✓ Goes above and beyond what needs to be done without being told.
- ✓ Has the confidence to initiate action independently.
- ✓ There will always be a need in any organization for a leader who *Takes Initiative*.

## *Ask Yourself*

- Do you approach your work as if your responsibilities extend beyond your immediate job descriptions?
- Are you willing to commit extra time and effort when the situation calls for it?
- Do you constantly ask, "Is there a better way to do this"?

**COURAGE**  
IS WHAT IT TAKES TO  
*STAND UP AND SPEAK*

**COURAGE**  
IS ALSO WHAT IT TAKES TO  
*SIT DOWN AND LISTEN*

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Winston Churchill

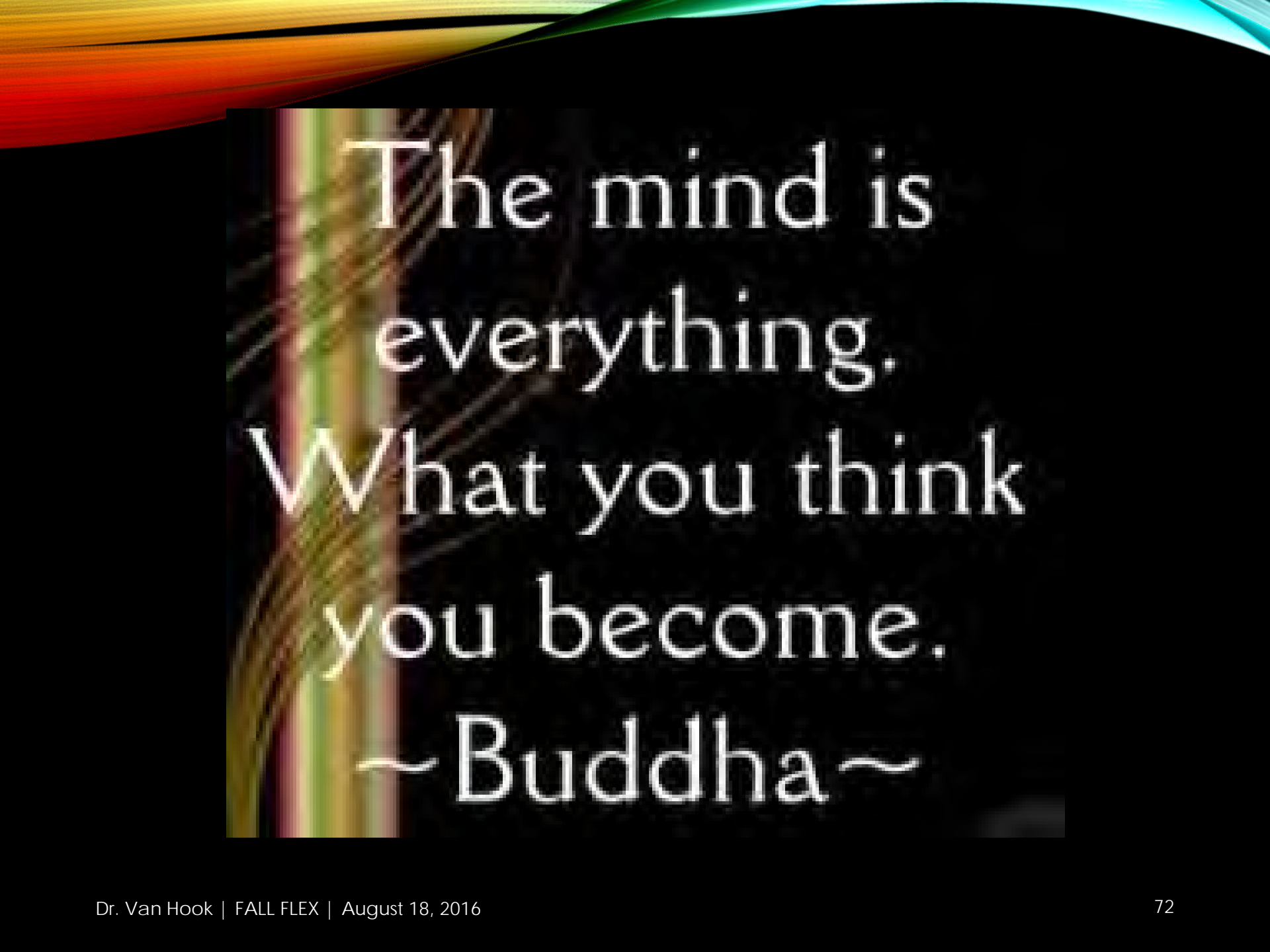
# Inspires & Motivates Others to High Performance

- ✓ Inspires and energizes the team to go the extra mile.
- ✓ Skillfully persuades others toward commitment to ideas or action.

## Ask Yourself

- *Do you employ different motivational strategies to influence the behavior of others?*
- *Do you express confidence in the individual's ability to reach goals?*
- *Do you demonstrate enthusiasm to your group by talking about why your goals are important and encouraging others to set challenging goals?*





The mind is  
everything.  
What you think  
you become.  
~ Buddha ~

# Builds Relationships

- ✓ Deals effectively with people in order to get work accomplished.
- ✓ Is trusted by work group members.
- ✓ Is approachable and friendly.
- ✓ Embraces relationship building.
- ✓ Show people they have time for them by approaching them and talking informally.
- ✓ Gets away from their desks to wander around the work area sharing information that may help others (and they don't eat lunch in their office).

## *Ask Yourself*

- *Do you pleasantly greet people when you meet them in the hall?*
- *Do you demonstrate an interest in people and their work? Are you able to handle difficult situations constructively and tactfully?*

# Develops Others—Opens Doors

- ✓ Acts as a coach or mentor to facilitate learning from experience.
- ✓ Gives honest and candid feedback.
- ✓ Finds stretch assignments for individuals who require them to achieve significant but realistic goals.
- ✓ Willingly shares his/her time to help others develop.
- ✓ Delegates tasks that require people to stretch and acquire new skills and knowledge.
- ✓ Doesn't work alone but expert in involving others.

## **Ask Yourself**

- *Do you foster a learning environment that encourages others to learn from their experience?*
- *Do you act as a coach or mentor to facilitate learning from experience?*
- *Are you willing to make the tough decisions necessary to ensure the current and future success of your employees?*

# Collaborates and Fosters Teamwork

- ✓ Promotes a spirit of cooperation with other members of the work group.
- ✓ Champions an environment that supports effective teamwork.
- ✓ Has the trust and respect of the team.
- ✓ Proactively addresses conflicts and disagreements that affect the team's effectiveness.
- ✓ Offers assistance to other.

## *Ask Yourself*

- *Have you developed cooperative working relationships with others in the company?*
- *Do you take into account how individual's actions affect the team?*
- *Do you remove barriers to positive team performance?*

# Develops Strategic Perspectives



- ✓ Knows how work relates to the organization's business strategy.
- ✓ Balances the short-term and long-term needs of the organization.
- ✓ Demonstrates forward thinking about tomorrow's issues.

## *Ask Yourself*

- *Do you ensure that work group goals are aligned with the organization's strategic goals and vision?*
- *Do you clarify vision, mission, values, and long-term goals for others?*
- *Do you propose initiatives that become part of the organization's strategic plan?*



# Champions Change

- ✓ Acts as a change agent—strongly support the continual need to change
- ✓ Becomes a champion for projects or programs, presenting them so that others support them.
- ✓ Is an effective marketer for work group projects, programs, or products

## Ask Yourself

- *Do you encourage people to let go of old ways so new ways can begin?*
- *Are you one to help teams and work groups translate new change goals into practical implementation steps?*
- *Can you champion organizational change initiatives in a way that helps people understand, appreciate, and support them?*



# Estella's Brilliant Bus

<https://youtu.be/MwnqVPcsFAE>



# Connects the Group to the Outside World

- ✓ Knows how to deliver products or services that delight customers by meeting and exceeding their expectations
- ✓ Uses knowledge and feedback from an external perspective to improve products or services

## *Ask Yourself*

- Do you view your work in the context (through the eyes) of the external customer?
- Are you willing to help people understand how meeting customer needs is central to the mission and goals of the organization?

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"The best executive is one who has sense enough to pick good people to do what he wants them to do, and self-restraint enough to keep from meddling with them while they do it."

Theodore Roosevelt



