

# LEADING FROM WHERE YOU ARE

*“As far as accomplishments, I just did what I had to do as things came along.”*

Eleanor Roosevelt

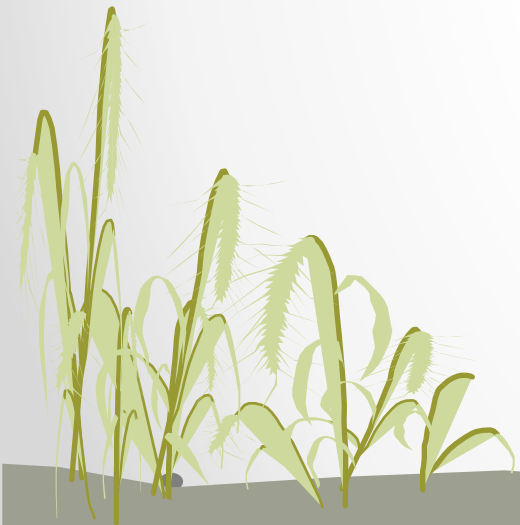
Presenter

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# Leadership and your place in the organization

- You don't have to be the top dog to be a leader
- 99% of all leadership occurs not from the top but from the middle of an organization
- Leadership is a choice you make, not a place in which you sit
- Leaders in the middle can have a profound effect on an organization
- Good leadership is learned in the trenches
- Leadership is needed at every level of an organization



# Leadership

- Leadership is based on a belief in yourself, in the people you work with, in your profession, the future and in the ability to achieve something more. (Bellman)
- Leadership is everyone's business. Leadership is an observable set of skills and abilities that are useful whether one is in the executive suite or on the front line...(Kouzes and Posner)
- It's almost impossible to define leadership. It's kind of like art: you know it when you see it.
- Outstanding leaders go out of their way to boost self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.



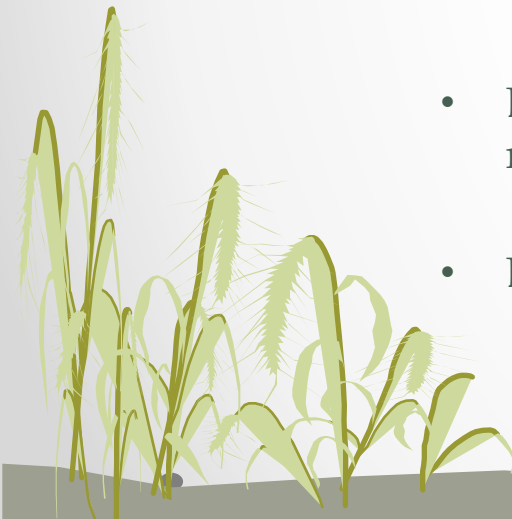
# Develop Strong Relationships with Key People

- Relationships help people accomplish their tasks
- It's more important to get along with people than to get ahead of them
- Build and nurture trust in all of your relationships
- Recognize and acknowledge the contributions of others
- People want to be appreciated, informed and listened to
- Draw out the best of yourself and others



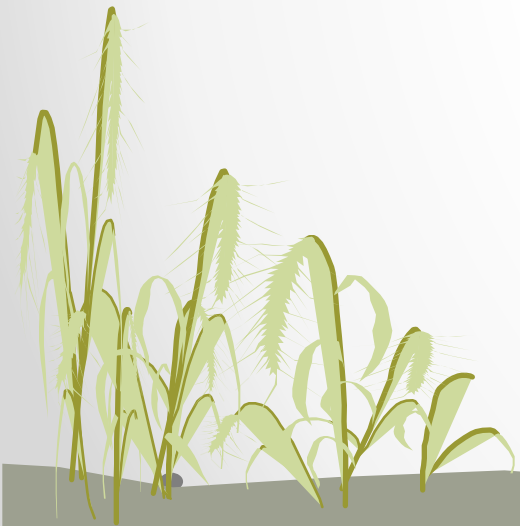
# Leading requires good listening

- Listen with your eyes and your heart, not just your ears and brains; hear the heart and see the soul
- Listen and act on what you hear
- Be attentive to personal needs and accomplishments as well as professional ones. Then write a personal note
- Lead with questions, not answers (i.e. So, what's on your mind? Can you tell me about that? Can you help me understand?)
- Learn what others value, enjoy and treasure



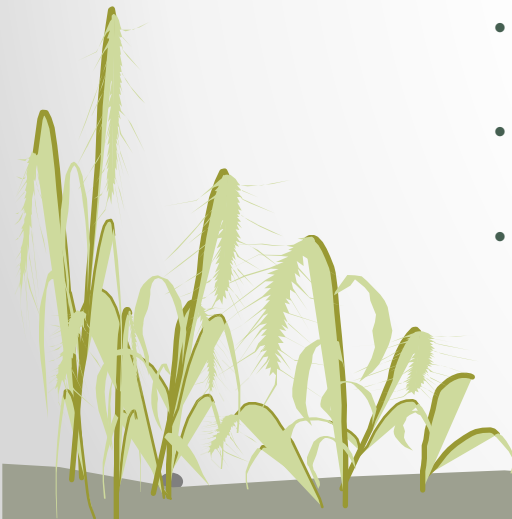
# Model Up

- Be congruent in your thoughts, words and deeds
- Do what you say you will do
- Be your own good example
- Pay more attention to the positive things people are doing than the negative
- Recognize and acknowledge the contributions of others
- Everyone has value. Remember that.



# Define a win in terms of teamwork

- “The main ingredient of stardom is the rest of the team.” John Wooden
- One person may be crucial to a team, but one person cannot make a team
- Make sure you have (or get) the right makeup of team members
- A team of people can do so much more than the individuals
- One leader, no matter how good, does not make a team
- Always put the success of the team ahead of your own personal gains



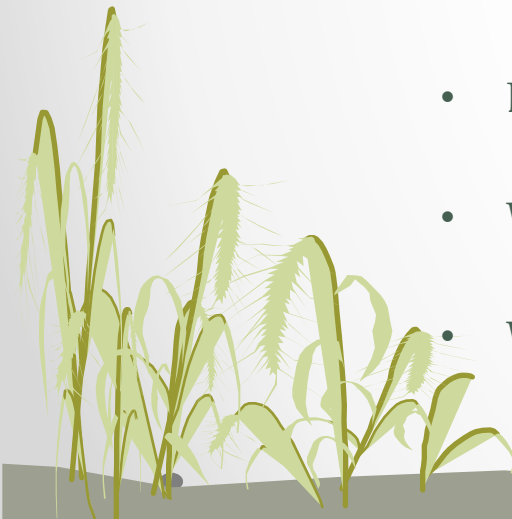
# Engage in continual communication

- Make sure team members are not having to guess what you are thinking, you need to be communicating your vision
- Your team and the “sense of team” will fall apart if you are not engaged in constant communication to keep the team on track
- Sometimes you have to read between the lines to figure out what is NOT being said
- Good communication leads to understanding, connection and mutual appreciation



# Reflection and looking back

- Take time to assess what you have tried to accomplish
- Get feedback from team members and other institutional personnel to make sure you are on the right track
- Evaluate lessons learned
- What can be improved?
- What steps will you take to alter the course?



# Take some chances

- Learn to understand and see things from another's perspective.
- It's not about getting people to be the way you want them to be. It's about getting them to do what you want them to do.
- When you try everything that's supposed to work, and it doesn't work, the only thing left to try is what's not supposed to work.
- Be brave enough to admit you don't know everything and seek advice.
- Let go of "how things are done" and begin to look at how things might be done differently and better.

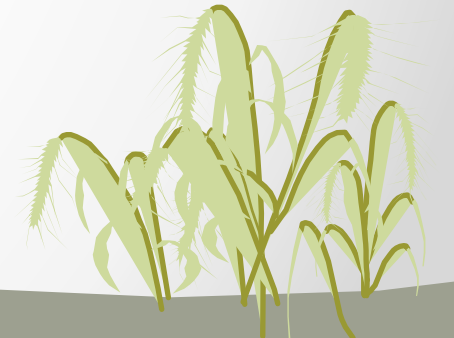
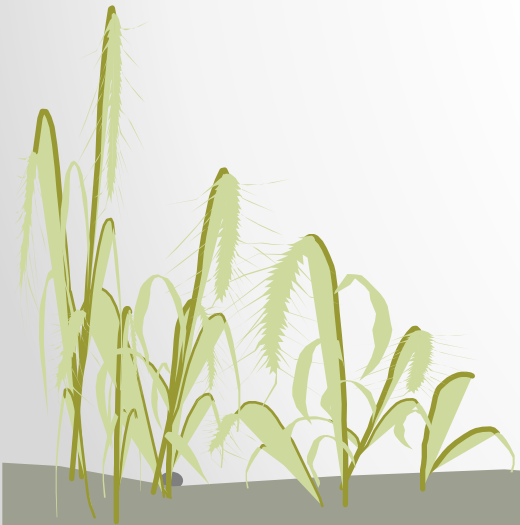
# Don't be afraid

- Think of where you came from and how you got to where you are now.
- Be receptive to change, responsive to opportunity and dedicated to risk taking.
- Find a mentor that's a good model for how you would like to be perceived.
- Find ways to make your workplace enjoyable and fun.
- Be patient.
- Ask, "what do you think we should do?"



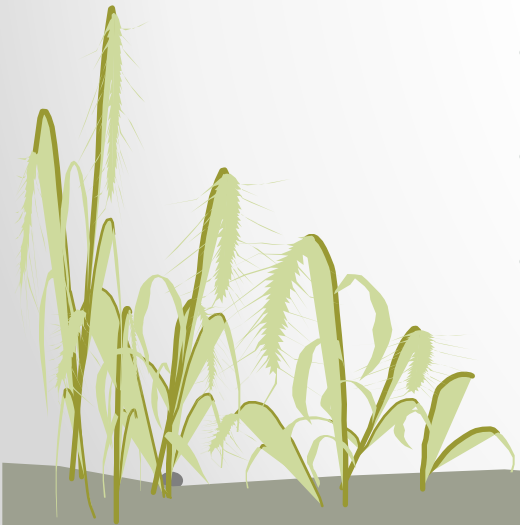
# Leader as a coach

- Give praise and recognition
- Avoid blame and embarrassment
- Focus on the behavior and not the person
- Don't criticize
- Give specific and timely feedback
- Develop supportive working relationships
- Provide training



# Make those connections

- Look around— who do you want to be on your team?
- Find people you think you can learn from
- Where in the organization do you think you can be most effective?
- Start by observation
- It's okay to start small and grow gradually
- Inspire and empower



# Small group discussions

- Share 2-3 characteristics of the best leaders you have had
- Share 2-3 characteristics of the worst leaders you have had
- How are they different, or the same, from the best/worst characteristics of co-workers or colleagues?
- Which characteristics describe you?
- Name 3 things you plan to do differently
- Name 3 people you want to choose as a mentor going forward

