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