Be a Leader Who Inspires Others:
Transforming Yourself into the Leader You are Meant to Be

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Who is the most inspirational leader you personally know?

Why?

What trait makes them inspirational?

(2 minutes)
Agenda

1-1:15 p   Getting to know you, getting to know us
1:15-2 p    Communication
2-2:10 p    Short break
2:10-3:10 p Problem Solving
3:10-3:40 p Refreshments & Break
3:40-4:40   Why Good Enough Leads to Exceptional
4:40-5 p    Wrap Up
Who are we & who are you?
Effective Communication Strategies
Learning Objectives

- Understand your communication style
- Learn how those with other communication styles interpret how you communicate
- Develop effective ways to communicate with those who have different styles from yours
What is Communication?

“The single biggest problem in communications is the illusion that it has taken place.”

– George Bernard Shaw
Layers of Communication

- Individual
- Team
- Dept.
- Campus
Communication Channels

- Email message to campus
- Participation in town hall meetings
- Social Media (tweets, blogs,...)
- Large group presentations
- Team meetings
- One-on-one conversations
Survey Results

- Styles - Analytical, Intuitive, Functional, Personal
- Everyone uses all four styles
- No one style is better than another
- Style can change based on conditions
- You can change your style to match audience
- With clear understanding of your style, you can apply that knowledge for effective communication.
Do You See Yourself
Do You See Others?
Your Turn

- Leave things at your table
- Go to flip chart that matches with your communication style
- Prepare a communications related to a given situation
- When completed, your team will read the communications and be critiqued by the other communications styles
Scenario
(10 minutes)

Your university made The Princeton Review’s Top 10 Colleges with the Least Happy Students primarily because of your shabby campus network. The good news: your administration has provided the funds needed to upgrade the campus network. The bad news: the work will not be completed until the end of the academic year.

Craft a message to the students that informs them of the campus network upgrade and the timetable for the improvements.
Report Out
Top 5 Tips for Each Style
(10 minutes)

● Develop a “Top 5 Tips for Communicating with your style
● Record to flip charts
● Be ready to share your tips, on a flip chart, with the full group
Top 5 Tips for Each Style

● Spokesperson for each style
● Listen to each perspective
● Comments from the full group
How to Apply These Insights

- Know your audience -- To whom am I speaking? What keeps them up at night? Why do they care about my message? “WIIFM?”
- Understand your story -- What will reach them and bring them to my message?
- Understand strengths and blind spots
- Develop skill so you can stretch to meet others -- What will reach them and bring them to my message?
- Be conscious of triggers that cause people to get stuck
In Summary

- The goal is to connect
- Use and apply these insights across all communication modes
- Observe - Categorize - Connect!
30 Days from Today

Set a meeting with yourself in 30 days to review this material and ask yourself these questions:

*What HAVE I changed as a result of this material in the past 30 days?*
*What WILL I change as a result of this material in the next 30 days?*
Questions?
10 Minutes
Problem Solving
Learning Objectives

● Understand problem solving techniques
● Learn how to adapt techniques to situation
Activity #1
(5 minutes)
Connect all 9 dots on the page by drawing 4 straight lines without lifting your pen from the page.
SOLUTION
Why does this matter?
A leader must never view a problem as a distraction, but rather as a strategic enabler for continuous improvement and opportunities previously unseen.
Your Turn
(18 minutes)

1. Get into groups of 4

2. Build the tallest free-standing structure out of 20 sticks of spaghetti, one yard of tape, one yard of string and one marshmallow. The marshmallow needs to be on top.
Debrief

- Who wins & why?
- Underlying assumptions?
- Group dynamics?
- What improves performance?
- What kills performance?
Apply Marshmallow Challenge

● Help your teams identify the Marshmallow in their projects
● Shared Experience
● Common Language
● Prototyping & Facilitation

Are you working on something right now that would benefit from this experience?
Problem Solving Traits of Leaders

- Transparent communication, break down silos, be open-minded, have a solid strategy
- Professional, big picture thinking, avoid finger-pointing, collect data, be positive, monitor results
- Understand problem, understand causes, understand roles & evaluate ability of those with & against you
Common Techniques

- Observe, ideation, rapid prototyping, user feedback, iteration, implementation

- Identify, analyze, describe, look for root causes, develop alternatives, implement solution, measure results
Remember

- No right or wrong
- No perfect solution
- Be courageous!
Your Turn
(10 minutes)

● Write down a problem you are facing

● With your small group, brainstorm options

● Identify the option you try
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Questions?
30 Minutes
Why Good Enough Leads to Exceptional
Learning Objectives

● Understand the difference between leaders & managers
● Identify opportunities for delegation
● Identify key traits leaders possess
“Management is doing things right; leadership is doing the right things.”

Peter Drucker
### Leading Versus Managing

<table>
<thead>
<tr>
<th>Leaders</th>
<th>Managers</th>
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</thead>
<tbody>
<tr>
<td>Provide Direction</td>
<td>Plan</td>
</tr>
<tr>
<td>• Establish the vision</td>
<td>• Set goals and targets</td>
</tr>
<tr>
<td>• Develop the strategies</td>
<td>• Establish goals to achieve the plan</td>
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<tr>
<td>• Cope with Change</td>
<td>• Allocate resources</td>
</tr>
<tr>
<td>Align People</td>
<td>Organize</td>
</tr>
<tr>
<td>• Communicate the direction</td>
<td>• Create structure</td>
</tr>
<tr>
<td>• Engage people in implementation</td>
<td>• Develop staffing</td>
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<tr>
<td>• Build commitment</td>
<td>• Communicate the plan</td>
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<tr>
<td>Motivate</td>
<td>Coordinate and Control</td>
</tr>
<tr>
<td>• Hold up the banner</td>
<td>• Identify deviations</td>
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<tr>
<td>• Coach and Empower</td>
<td>• Solve problems</td>
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<tr>
<td>• Recognize and reward success</td>
<td>• Measures results against plans</td>
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</tbody>
</table>

Leading, Managing, Doing
<table>
<thead>
<tr>
<th>Agenda Focus</th>
<th>Doers</th>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do the task</td>
<td>Facilitate operational excellence</td>
<td>Create future viability</td>
</tr>
<tr>
<td><strong>Personal Producer</strong></td>
<td>Focus on operational tasks</td>
<td>Draft goals &amp; operational plans</td>
<td>Establishing Direction</td>
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<tr>
<td></td>
<td>Get core work done</td>
<td>Allocate resources</td>
<td>Track external trends</td>
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<tr>
<td></td>
<td>Do high risk, high visibility items</td>
<td>Submit budgets</td>
<td>Anticipate future needs</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Develop vision and strategies to achieve goals</td>
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<tr>
<td><strong>Planning &amp; Budgeting</strong></td>
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<tr>
<td><strong>People Focus</strong></td>
<td><strong>Self &amp; Boss</strong></td>
<td><strong>Organizing &amp; Staffing</strong></td>
<td><strong>Inspiring Commitment &amp; Aligning People</strong></td>
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<td></td>
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<td>Individuals, teams</td>
<td><strong>Communicate direction</strong></td>
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<td></td>
<td></td>
<td>Establish structure to accomplish plan</td>
<td>Engage others in formulating and undertaking strategic pursuits</td>
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<td>Assign responsibilities</td>
<td>Work on raising people’s commitment levels</td>
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<td></td>
<td>Develop policies and procedures</td>
<td>Role model leadership</td>
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<td>Develop systems to monitor</td>
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<td>implementation</td>
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<tr>
<td><strong>Process Focus</strong></td>
<td><strong>Being the Best Player</strong></td>
<td><strong>Controlling &amp; Problem-Solving</strong></td>
<td><strong>Developing Future Capability Needs</strong></td>
</tr>
<tr>
<td></td>
<td>Do it myself</td>
<td>Monitor results vs plan</td>
<td><strong>Build organizational capability required to accomplish strategic goals</strong></td>
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<tr>
<td></td>
<td>Whatever it takes</td>
<td>Identify deviations, variances</td>
<td><strong>Oversee High-potential leader development</strong></td>
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<tr>
<td></td>
<td>Do it right</td>
<td>Facilitate problem-solving</td>
<td><strong>Challenge and coach</strong></td>
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<td></td>
<td></td>
<td>Develop systems for repetitive processes</td>
<td><strong>Recognize and reward</strong></td>
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<tr>
<td><strong>Results Focus</strong></td>
<td><strong>Individual Results</strong></td>
<td><strong>Operational Results</strong></td>
<td><strong>Strategic Results</strong></td>
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<tr>
<td></td>
<td>Produce outcomes</td>
<td>Produce stakeholder outcomes:</td>
<td>Position the organization to add value in the future</td>
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<tr>
<td></td>
<td>Produce high quality individual contributions</td>
<td>quality, service, cost, on budget</td>
<td>New business direction and strategies</td>
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<tr>
<td></td>
<td>Role model style for others</td>
<td>Produce degree of predictability and order via systems and processes</td>
<td>New products, processes</td>
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<td></td>
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<td>New organizational capabilities</td>
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Leading, Managing, Doing Worksheet
(5 minutes)

Today, what percentage of your time do you spend on the following activities?
Leading _____ % + Managing _____ % + Doing _____ % = 100%

What percent of your time would be desirable for you to spend in each of the following activities?
Leading _____ % + Managing _____ % + Doing _____ % = 100%

It’s _____ months later, how are you dividing your time now?
Leading _____ % + Managing _____ % + Doing _____ % = 100%
Leading, Managing, Doing Worksheet
(10 minutes)

● How do you think you currently divide your time between activities related to leading, managing and doing?
● Would you change this distribution in any way?
● Where are there opportunities for you to play more of a leadership role?
● What do you need to do to enhance your ability to act in “leaderly” ways?
Then what happens?
Delegation Is…….

Assigning specific tasks to others, along with clear criteria for success, and the authority to complete those tasks.
Delegation Is Not.....

• Abdicating responsibility for a task
• Dumping work on the unprepared or unwilling
• A new and fun way to micromanage your staff
The Results of Delegation

• Frees up the manager’s/leader’s time to focus on facilitating operational excellence/creating future viability

• Draws on the strengths and expertise
  – Develops your staff
  – Provides exposure to wider experiences
  – Creates opportunities
Your Turn
(5 minutes)

• What are some things to take off your plate?
• What steps are necessary to make it happen?

Work together at your tables, record, report out.
What to Take Off Your Plate

- The routine and the necessary
- Tasks that don’t contribute to group goals
- “Occupational hobbies”
Things to Think About

• Developmental opportunities
• Consider succession
• Over delegating is rarely a problem *
What Should Stay Yours

- Tasks that require a level of authority
- Policy/direction setting tasks; strategy
- Personnel/confidential matters
- Crisis management
Your Responsibilities

- Willing to delegate
- Select right person/tasks to delegate
- Clear communication of expectations
- Provide access to necessary information
- Delegate not only task, but decision-making authority
- Monitor progress
- Focus on results, not how it’s done
- Don’t solve the problem
Where Do Your Team’s Responsibilities Fit?

- **Others must do**
- **Others should do, but you can help out in an emergency**
- **You could do, but others could do if given an opportunity**
- **You should do, but someone else could help you**
- **You must do**
Your Turn

(10 minutes)

Think about the activities that you engaged in last week. Make a list:

• Were these all necessary?
• Could someone else have done those tasks more effectively?
• Was there anything on your schedule that you wished you had said “no” to?
• What might you do differently next week?

Discuss at your table, record, report out.
Does good enough lead to exceptional?
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Questions?
Back to the Beginning

Who is the most inspirational leader you personally know? Why?

What trait makes them inspirational?

Have we discussed that trait today?
Joan Cheverie, Director, Professional Development, EDUCAUSE, jcheverie@educause.edu (leaving tomorrow)

Beth Rugg, Asst. Vice Chancellor Client Engagement, UNC Charlotte, erugg@uncc.edu