

LEADING FROM WHERE YOU ARE

FEBRUARY 19, 2014

INTRODUCE YOURSELF

Please use the chat area to:

- ✓ Tell us where you are coming from
- ✓ Please let us know what position you have in your library

ACTIVITIES & OUTCOMES


- ☐ Identify behaviors of effective leaders...
so that **you can try them in your work**
- ☐ Articulate your leadership strengths...
so that you can **consciously choose to use your strengths & skills**
- ☐ Share your thoughts and ideas...
so that you **become more confident & competent** in your natural abilities to lead

ACTIVITY

- Think of someone whom you think is a great leader.
- Now, what is it that leader does that makes them great?

First I am going to ask you to reflect. Think of someone whom you think is a great leader. Which leader do you most admire. Okay, you have that person in your mind? Now, what is it that leader does that makes them great? Using the chat area, please describe what the leader DOES that makes you admire them. How do they behave?

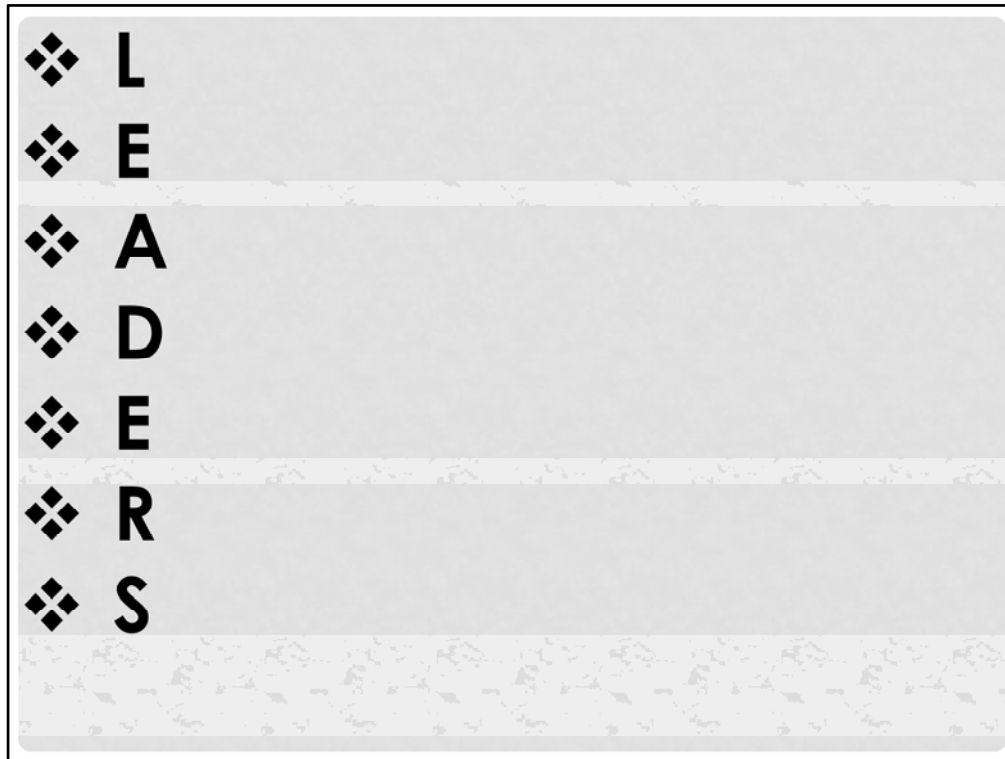
Summary: Leadership is not limited to a position of power -- effective leadership is about behavior – behaviors that influence others to act toward a common goal.

The quote is presented within a rectangular frame. The background of the frame is a light gray with a subtle, repeating pattern of small, stylized floral or leaf-like motifs. The text is centered and uses a mix of blue and black colors. The words "Leadership is a" and "rather than a role of heroes." are in a blue, sans-serif font. The words "series of behaviors" are in a bold, black, sans-serif font. The quote is enclosed in quotation marks.

*"Leadership is a
series of behaviors
rather than a role
of heroes."*

~ Margaret Wheatley

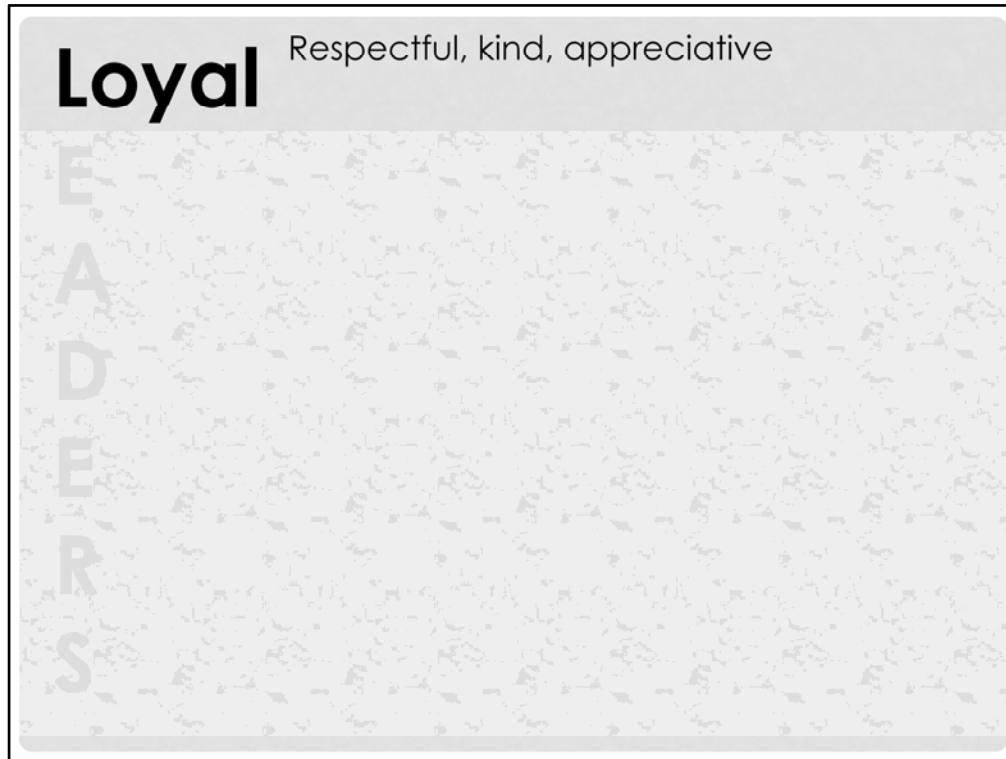
There is positional leadership, however, for today we are talking about leadership as a VERB. Action. How a person behaves to influence others. And you can learn to have influence. You can learn to be perceived as a leader and, in fact, acting as a leader will make you someone others want to follow.



Here is a tool; a cheat sheet of behaviors that others admire in leaders. It's not comprehensive but it is based on about 75 years of leadership research literature. It's kind of the Cliff Notes of the research which means it's not particularly scholarly but just meant to be a handy tool for you to consider ways to step more into leadership.

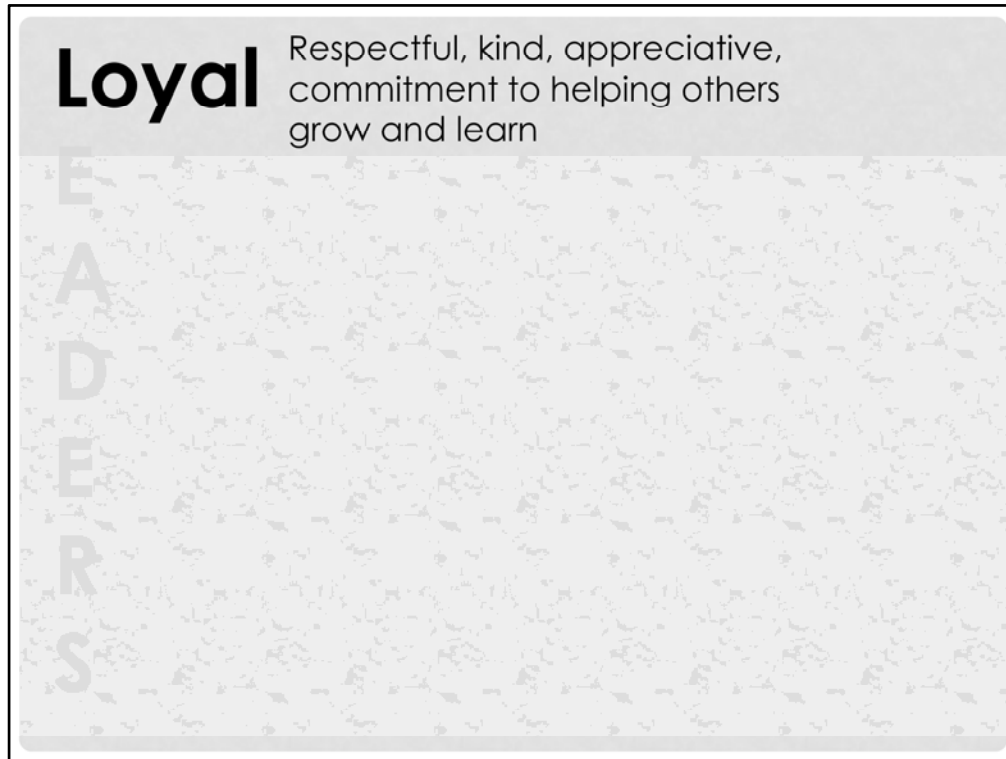
- ❖ **Loyal**
- ❖ **Engaged**
- ❖ **Ambitious**
- ❖ **Dependable**
- ❖ **Energetic**
- ❖ **Results-oriented**
- ❖ **Stays attentive**

So just real quickly, these are the seven overarching concepts. People perceive people as effective leaders if they are loyal, engaged, ambitious, dependable, energetic, results-oriented, and able to stay aware & attentive. We are going to quickly tease out a bit of the specific behaviors in each of these general groupings. Then you will reflect on your own strengths, areas of growth, and ways to specifically leverage a few of these actions in your work.

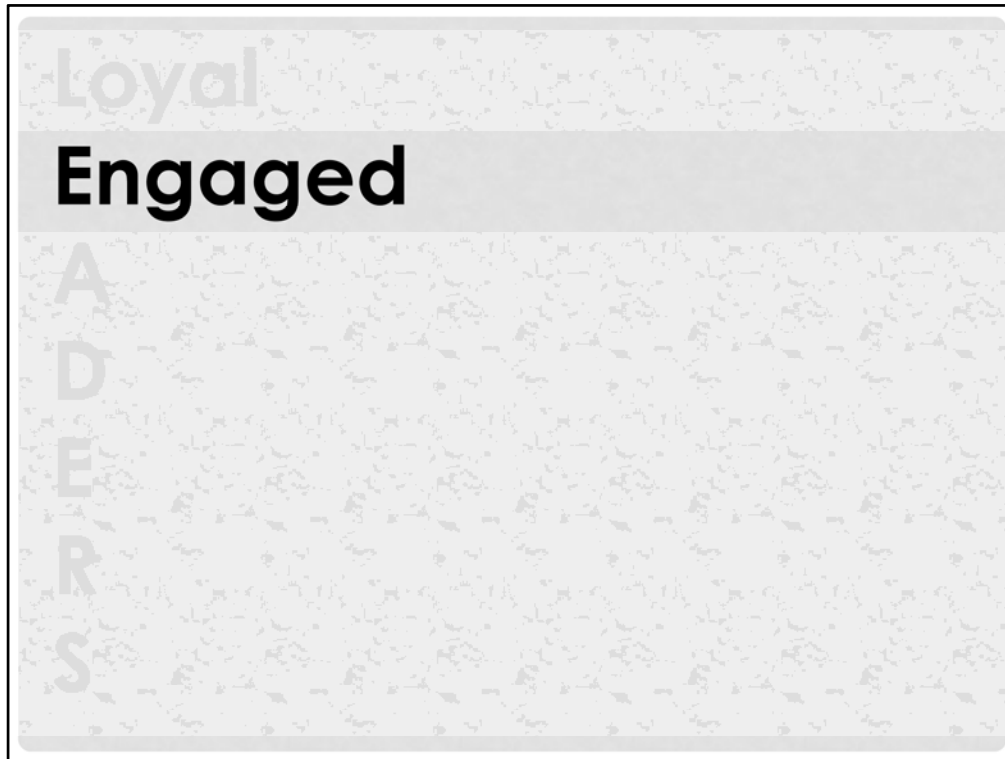


First, Loyalty is about respect, and about kindness. It is important to treat each other with respect and kindness consistently and regardless of the situation. Sometimes in stressful situations, it is those that are generous with others, compassionate, and straightforward, that others look to for leadership. Another aspect is to appreciate what others are offering to the team. Is this enough?

Although some people are kind and respectful, they may be great colleagues but what is a deeper show of loyalty?



What elevates loyalty to a leadership behavior is a deeper commitment to helping others learn and grow. Jack Welch wrote: “Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” When you reach out and help others to grow, you show a loyalty to them that makes them loyal back.



Using the chat area, I want to ask you to describe behaviors that show that someone is engaged. While you do that I want to describe this study in which they brought college kids together and gave them group projects to complete. At the end, they asked them which of the people in the group were the leaders. Everyone was equal going in but some exhibited behaviors that others perceived as leadership behaviors. They were engaged by listening to others, contributing new ideas and insights. What are some other characteristics (informed, confidence, good humor, curious)



So for this, I want you to go up to the top middle and click on the icon. If you are comfortable being ambitious, use a thumbs up, if you are uncomfortable with being ambitious, 'No" or thumbs down.

What if I said that a strong leader is ambitious but not for themselves – rather for the goals of the team or organization. In fact, those leaders who are aspirational about the goals – choosing really ambitious goals, having a strong vision, are really looked up to. People want to reach for an aspirational goal that ties in with their values. The leader can encourage others, inspire them with this ambition by coaching and growing themselves and others.



The next general category is dependability. So, again, I am going to ask you to use the chat area. Tell me why it followers in multiple research studies say that one of the most important things about a leader is that they are dependable (other words are reliable, trustworthy, have integrity, keeps commitments, consistent with words and actions)



Now, for a long time, these four general behaviors and our additional list of behaviors were considered to be the keys to effective leadership. And it is a pretty good list but in recent years, more research includes additional behaviors. Why? Imagine a very loyal, engaged, ambitious, and dependable leader of an organization working overtime, always devoted, after a while even these very effective leaders get burned out and start to behave in less than desirable ways.



This category of being energetic includes several specific concepts. First, from the Resonant Leadership perspective, the leader has to regulate their energy and those of followers to avoid burn out. There is an optimal level of performance both in the short and long term and the leader needs to know when to push and when to relax, reflect, and rejuvenate. Sometimes this looks like celebrations after a large project is completed. What else could regulating energy look like? Please add in the chat area.

Another aspect of being energetic is being positive. This actually seems pretty obvious: we want to follow upbeat people telling us a story of change for the better. So no Eyeores in leadership roles. It just doesn't work well. Staying positive, constructive, upbeat can be challenging. Humor is the key. Great leaders cultivate humor and sometimes fun into the team/work environment. Regulating energy is important and often overlooked.



Great so now, using the chat area, why is focusing on results important in a leader?

Let me just try this. What if I say to you: “do your best” how does that make you feel?
Okay, now what if I said, think of your work today, what could you do today to make it better?

How does that feel? Does that seem manageable? Just attempt to be a bit better...
And if you do that every day, you really do make some amazing progress over time.

(the leader commits to quality results, uses data to plan and improve, states intentions clearly)

Also focusing on results helps to resolve conflicts. For example: when people are in conflict often it is the person who can find common ground -- reminding people of their common goal that helps them move past small, specific conflicts to reach agreements on larger strategies to reach goals.



The final category is about being attentive, aware. Because we intend to do well but mess up at times. Staying attentive means being consistent with the other activities. It also means being flexible and adaptive as changes occur. In authentic leadership, the research talks about self-awareness and self regulation. It reminds me of my dad who was diagnosed with cancer. He got up each morning and said to himself "I am going to be the best Harold I can be today." And I watched him do that. He was attentive to be kind and caring, interested and supportive. And sometimes people annoyed him. One time I was having breakfast with him and our waitress was not very good. I could see him getting annoyed and frustrated with her and then in an instant I watched him stop himself, he just froze, smiled to himself, took a deep breath and let it out slowly, letting go of whatever was annoying him. And his whole mood changed. He was attentive and chose to be his better self. Really this is what I am suggesting for all of us. That we be attentive each day and when we can, like my dad, we consciously choose to be our better selves.

Loyal – kind, respectful, appreciative, grows others

Engaged – curious, informed, innovative, values others' input, listens

Ambitious – for goal/team, aspire to more, articulates inspiring vision

Dependable – trustworthy, reliable, keeps commitments, integrity, consistent w/actions

Energetic – positive, regulates energy, reflects, relaxes, celebrates, adds humor

Results-oriented – seeks quality, resolves conflicts, uses data to improve,

Stays attentive – mindful, self-regulates, self-awareness, builds adaptive capacity

Okay, now that we have gone through all of these, you will notice I added some of our discussion plus a few more behaviors. I want you to use a piece of paper near you and write down which three of these you feel you are the most strong in. Which are you good at? What are your leadership strengths?

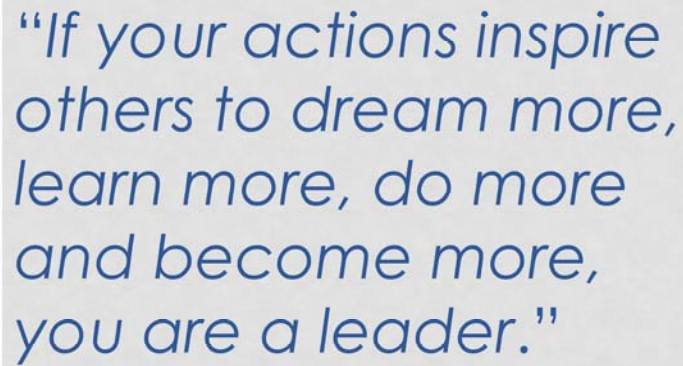
Use the chat area to tell others of your strengths. This is the time to celebration...

Okay, now Christine has added a white board to this slide here on the right. Using the drawing tools that you should now see, please make a mark by one or two of these you would like to apply more in your work. Which of these do you seek to improve or grow?

SUMMARY & OUTCOMES

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Okay, so now that you have discovered some leadership behaviors and identified some of your strengths and areas of growth, think about a specific situation in your work – a project you are working on – which behavior do you want to leverage in order to lead change and improvement with that project? Please indicate in chat.

A quote by John Quincy Adams is displayed in a blue, italicized serif font. The text is centered within a rectangular frame that has a light gray background with a subtle, repeating pattern of small, stylized floral or leaf motifs. The quote is: "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

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~ John Quincy Adams

We will have John Quincy Adams sum up our session...