

A Brief Overview of Leadership

Andy Policano



Review

- External environment
- Panel: Choosing a leadership path
- Panel: Pragmatics
- Strategic planning
- Budgeting and financial strategy
- External relations & development

Outline: Luncheon sessions

1

- Leadership characteristics and strategies

2

- Recruitment, retention and development

3

- Affecting change; governance

4

- Managing conflict

5

- The art and science of development

Today

1

- Review tradeoffs

2

- Leadership traits and styles

3

- Phases of a leadership position

4

- Assessing a leader's success

5

- Val Jenness

Tradeoffs

- Obvious
 - Loss of scheduling flexibility & life balance
- Less obvious
 - **Extent** of time commitment to make lasting change



An external environment demanding change and an internal environment resisting it can lead to a frustrating, underappreciated experience.

Age-old question

- Are leaders born or made?

Traits of successful leaders (there are thousands)

Natural

Clarity

Collegiality

Creativity

Empathy

Honesty

Intelligence

Passion

Sense of humor



Can you....

- Stomach controversy
- Put yourself at risk
- Actively listen to ideas
- Accept & learn from constructive criticism



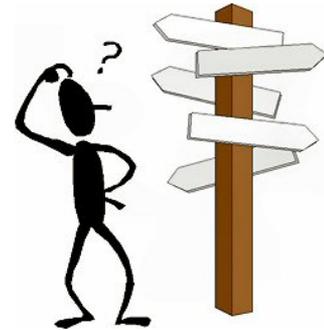
Can you...

- Deal effectively with the external constituency
- Place priorities of organization above your own
- Take responsibility when things go bad



Hidden leadership signs

- Do you have a passion to make a difference?
- Do you see opportunity where others see problems?
 - Do you act on it?
- Do you delight in other's success?
 - Does not mean you are completely selfless



Age-old question

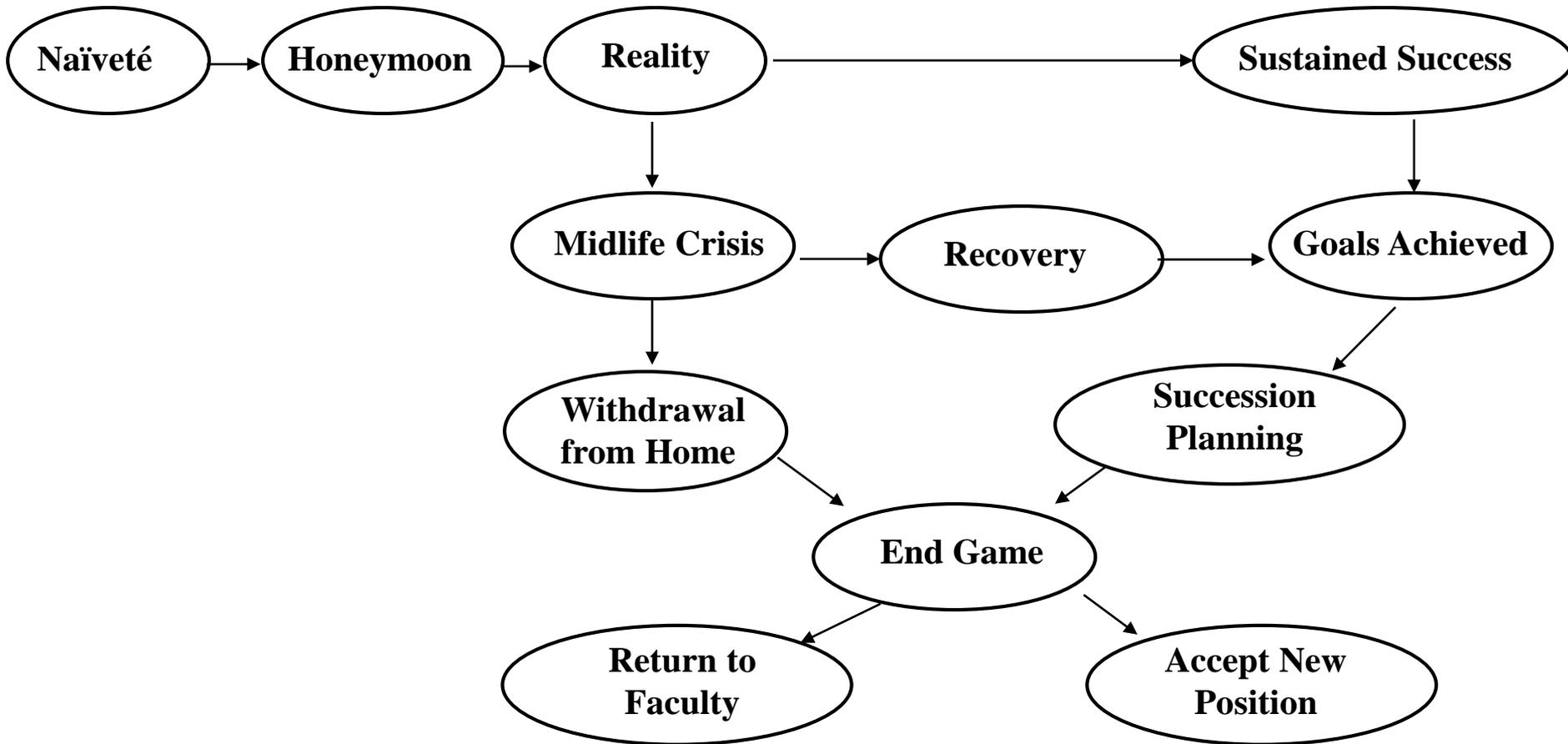
- Are leaders born or made?

Traits of successful leaders (there are thousands)

Natural	
Clarity	
Collegiality	
Creativity	
Empathy	
Honesty	
Intelligence	
Passion	
Sense of humor	

Phases of Academic Leadership

FIGURE 2.1



Reflections on leadership styles

- Machiavellian
 - Authoritarian: better to be widely feared than loved
- Charismatic, Visionary, Passionate
 - Best: focus on task and people
 - Danger: focus on people but not task
- Bureaucratic
 - Motivates by appealing to rules
- Transactional
 - Uses self-interest of followers in exchange for loyalty



Leadership styles

- Many styles can work
- Depts/schools/colleges vary widely
 - Traditions, structure, goals and aspirations
 - Some view chair as “take your turn”
 - Others look for strategy, vision
- Which leadership style works best is largely situational
 - First task is to assess the internal and external environment



Examples of successful leadership

- How do you assess success?



Quotes to ponder

- “Even the mightiest of tasks may change the world only a little. But to change the world only a little, that is a mighty task.”
 - *Lyndon Baines Johnson*
- “It isn’t what you don’t know that will hurt you, it is what you know with certainty that isn’t really true.”
 - *Mark Twain*

Quotes to ponder

- “When Cicero speaks, people listen.
When Caesar speaks, people march.”
 - *William Shakespeare*
- “A verbal contract isn’t worth the paper it is written on.”
- “When you work speaks for itself, don’t interrupt.”
 - *Henry Kaiser*

Quotes to ponder

- “Innovative leadership requires looking at the same data as everyone else and seeing something completely different.”
- “Be wary of people who are never in doubt but not always right.”

Quotes to ponder

- “To innovate, seek alignment, not consensus. Consensus will come with success.”
- “ Hope’ is not a strategy.”

Quotes to ponder

- “The best way to have a good idea is to have a lot of ideas.”
 - *Linus Pauling*
- “I never scored a goal on a shot I didn’t take.”
 - *Wayne Gretzky*

My leadership style

- “To lead the people, walk behind them.”
 - Hire great people
 - Develop the vision
 - Get out of the way
 - (S,s) strategy
 - Help your team to do what they do really well
 - Create five year personal development plans
 - Your legacy
 - Your accomplishments
 - But way more important
 - the success of the folks you help along the way

My leadership style

- “Anything is possible, but everything is not.”
 - Passion with priorities
 - Delegate wisely
 - How to decide
 - If you don't understand the financials, someone else is running the company
 - Be the proverbial swan
 - Cool, calm, ready for the crisis
 - One thing at a time (focus)
 - But there is always one more thing (go home!)

My leadership style

- “Don’t let your position define who you are.”
 - Never be afraid to move on
 - Anyone who desperately wants to keep their job has no leverage
 - Never let money be the primary motivator
 - Most of all...

A Brief Overview of Leadership

Valerie Jenness

Immediate Past Dean, Social Ecology



UCI Leadership Academy

Valerie Jenness

Past Dean

School of Social Ecology

Professor

Criminology, Law and Society

Sociology (by courtesy) and Nursing (by courtesy)

Lessons from History



In the beginning and toward the end.....



First public talk as dean



Last public talk as dean

And in between...



People, Purpose and Place

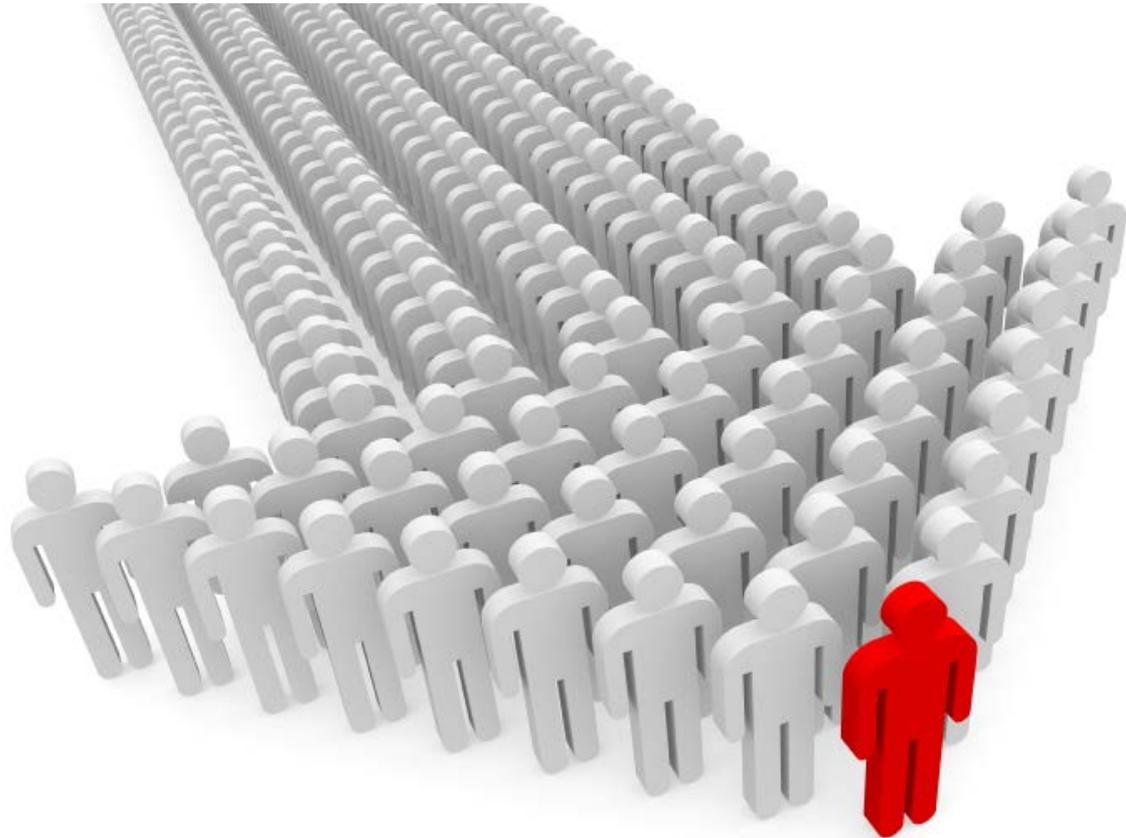


“As an experienced dean, I have come to appreciate that along with fiscal challenges and rapidly changing structures of higher education come unique opportunities to engage in creative strategic planning that include the development of a philanthropic culture, the implementation of organizational efficiencies, and most importantly the creation of working environments that encourage faculty, staff, students, administrators, alumni, and donors to work together to achieve common goals and fulfill the honorable mission of public research universities.”



Discover • Engage • Transform

Qualities and Characteristics that Distinguish Leaders: Lessons from the Literature



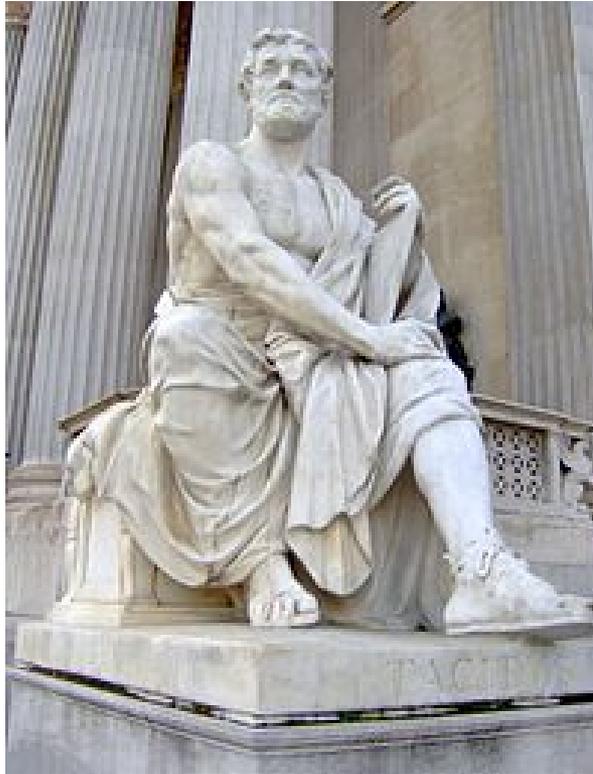
Relationships: Lessons from Experience



First Follower: Leadership Lessons from Dancing Guy

<https://www.youtube.com/watch?v=fW8amMCVAJQ>

Lessons from History



“He that fights and runs away, may turn and fight another day; But he that is in battle slain, will never rise to fight again.”

-- Tacitus





Of all the things I have learned in my lifetime, the one with greatest value is that unexpected kindness is the most powerful, least costly and most underrated agent of human change. Competition will improve quality and lower costs. Confidence will enable us to climb a mountain instead of a molehill. But kindness that catches us by surprise brings out the best in our natures.

-- Bob Kerry

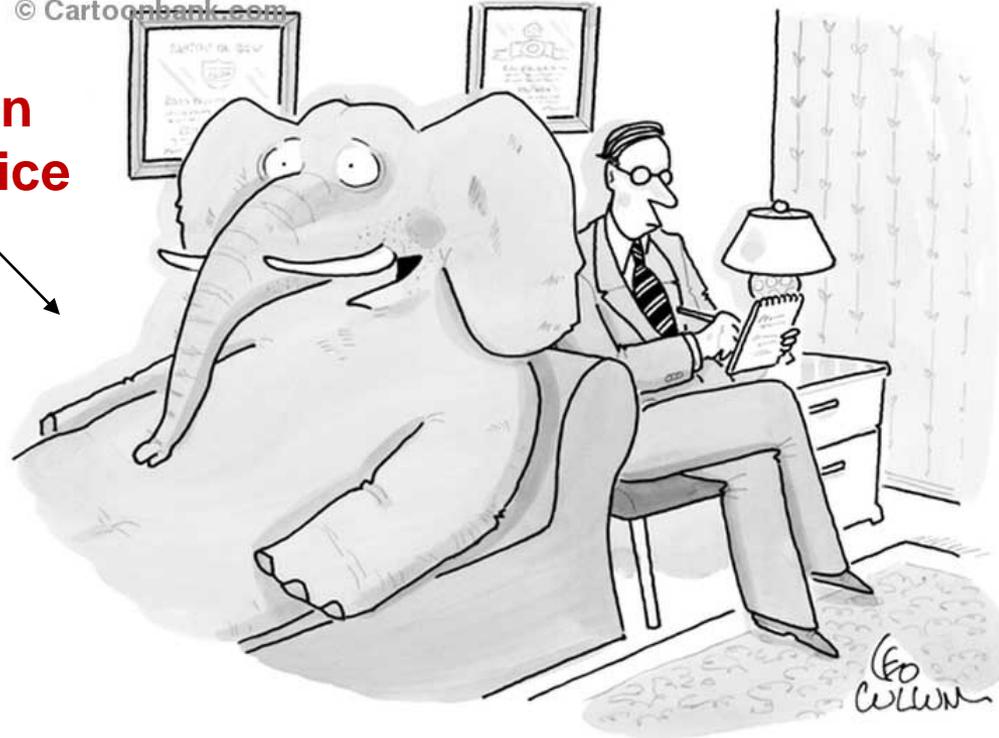
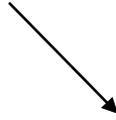


“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

-- Marian Anderson

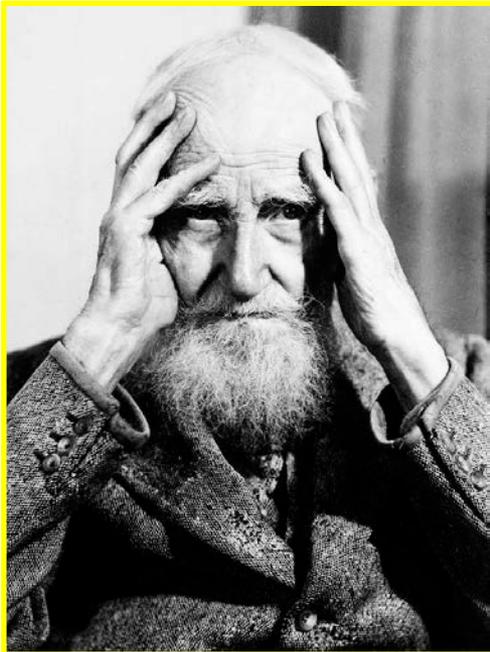
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**A Concern
with Justice**



"I'm right there in the room, and no one even acknowledges me."

Now what?



George Bernard Shaw

“What are you
to do without
me, I cannot
imagine.”

Thank You



Contact Information

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A hero of mine....



Nelson Rolihlahla Mandela, South African anti-apartheid revolutionary, prisoner, politician, and philanthropist who served as the first President of South Africa from 1994 to 1999—the first democratically elected president!