



LEADERSHIP TODAY: TURNING CHALLENGES INTO OPPORTUNITIES

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Leadership: A Definition

Truly successful leadership today requires teams, collaboration, diversity, innovation, and cooperation. Leadership has begun to take on a new dimension. The leadership we are seeking is one that is empowering, supportive, visionary, problem-solving, creative, and shared.

-- Warren Bennis and Joan Goldsmith

What motivates people at work?

- Opportunity to do interesting, challenging work
- Believing “my work is important”
- Opportunity for self-development and improvement
- Respect for “me as a person”
- Large amount of freedom on the job



What motivates you to do your best?

Think about your own work performance. What do you believe motivates you?

What are your passions?



Emotional Intelligence Competencies:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skill

Self-Awareness

- The ability to recognize and understand your moods, emotions and drives, as well as their effect on others

Hallmarks:

- Self-confidence
- Realistic self-assessment
- Self-deprecating sense of humor

Self-Regulation

- The ability to control or redirect disruptive impulses and moods; the propensity to suspend judgment – to think before acting

Hallmarks:

- Trustworthiness and integrity
- Comfort with ambiguity
- Openness to change

Motivation

A passion to work for reasons that go beyond money or status and a propensity to pursue goals with energy and persistence

Hallmarks:

- Strong drive to achieve
- Optimism, even in the face of failure
- Organizational commitment

Empathy

The ability to understand the emotional makeup of other people and skill in treating people according to their emotional reactions

Hallmarks:

- Expertise in building and retraining talent
- Cross-cultural sensitivity
- Service to clients and customers

Social Skill

Proficiency in managing relationships and building networks; an ability to find common ground and build rapport

Hallmarks:

- Effectiveness in leading change
- Persuasiveness
- Expertise in building and leading teams

Resonant Leadership

“Resonant leaders are in tune with those around them. This results in people working in sync with each other, in tune with each others’ thoughts (what to do) and emotions (why to do it). Leaders who can create resonance are people who either intuitively understand or who have worked hard to develop emotional intelligence – namely, the competencies of self-awareness, self-management, social awareness, and relationship management. They act with mental clarity, not simply following a whim or an impulse.”

- Boyatzis and McKee in **Resonant Leadership**



Three Key Elements:

- Mindfulness
- Hope
- Compassion

Adaptive Leadership

“the practice of mobilizing people to tackle tough challenges and thrive. It is “a daily opportunity to mobilize the resources of people to thrive in a changing and challenging world.”

Four Key Strategies:

- foster adaptation
- embrace disequilibrium
- generate leadership
- take care of yourself



Foster adaptation by:

- Confronting loyalty to legacy practices
- Distinguishing the “essential from the expendable”
- Running numerous experiments



Embrace disequilibrium by

- Monitoring the “thermostat”
- Depersonalizing conflict
- Creating a culture of courageous conversations



Generate leadership by:

- Empowering others to engage in adaptive work by distributing leadership responsibility across the organization
- Mobilizing everyone to generate solutions
- Leveraging diversity

Take care of yourself by:

- Being both optimistic and realistic
- Finding sanctuaries – place where you can be reflective and regain perspective
- Reaching out to confidants to debrief and review your actions and decisions
- Bringing more of your emotional self to the workplace
- Not losing yourself in your role

Engaging and Inspiring Others

- The key to engagement is gaining commitment.
- Commitment arises out of a serious and sustained effort to build relationships based on trust.
- Trust develops when we are open, honest and direct in our communication.
- We inspire others when enable them to find meaning and purpose in the work they do, when they act on their commitment, and have opportunities to pursue their passions.



Developing Self-Confidence

- Know your strengths and build upon them
- Identify areas for your development
- Prepare a leadership development plan
- Use your support system
- Find colleagues who will provide positive reinforcement and guidance



...confidence building

- Seek feedback from trusted sources
- Believe in yourself
- Commit to learning and developing new areas of competence
- Affirm your accomplishments
- Contribute to the learning and development of others



Your Leadership Development

- What are some of your strengths?
- Identify one or two areas in which you would like to be more effective.
- What steps can you take to develop your abilities in these areas?
- Who can provide guidance and support to you?

Some Resources

The Practice of Adaptive Leadership by Ronald Heifetz et al.

Learning to Lead by Warren Bennis and Joan Goldsmith

Focus and Primal Leadership by Daniel Goleman

Developing Library Leaders by Robert D. Stueart and Maureen Sullivan

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Thank you!

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