The Leadership Toolbox

*Adding to what you’ve got*

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The Leadership Toolbox

Adding new tools – ideas, concepts, techniques – broadens your ability to lead in any situation.

The Leadership Toolbox

We believe every person, in every position, has an opportunity to lead.

Sometimes you
  • lead people
  • lead ideas or projects
  • demonstrate leadership by the way you approach conversations or everyday tasks in your organization
Management vs. Leadership – the difference

The Transformational Leader

The Discriminating Leader

The Everywhere Leader

Are you managing or leading? Sometimes you do both

Managers
- Have defined responsibilities
- Supervise subordinates
- Review priorities set elsewhere and allocate resources for efficiency and effectiveness
- Focus on deliverables – delegate accordingly
- May be risk averse – avoiding conflict to keep a team running

Leaders
- Inspire others to follow
- Create vision and direction without necessarily defining exactly how to get there
- Focus on the people – understanding that they must attract and retain the attention for longer term goals
- Will take risks – acknowledging that encountering hurdles is part of leadership
## Are you managing or leading?
Sometimes you do both

<table>
<thead>
<tr>
<th>Managers</th>
<th>Leaders</th>
</tr>
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<tbody>
<tr>
<td>Focus on things</td>
<td>Focus on people</td>
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<tr>
<td>Do things right</td>
<td>Do the right things</td>
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<tr>
<td>Plan</td>
<td>Inspire</td>
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<tr>
<td>Organize</td>
<td>Influence</td>
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<tr>
<td>Direct</td>
<td>Motivate</td>
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<tr>
<td>Control</td>
<td>Build</td>
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<tr>
<td>Follow the Rules</td>
<td>Shape entities</td>
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What do you think some of the differences are?

Are you managing or leading?
The Transformational Leader

Transformational leadership is one style that...

- Is a catalyst for change in individuals, groups and organizations
- Understands that a leader cannot transform people but you can inspire them to transform themselves
- Inspires people through motivation, compelling vision, and intellectual stimulation

Inspiring transformational change

- Articulate shared visions and goals
  Not just the “what” – More important to understand why and where change will take you, your team, your organization

- Express dedication and support to staff
  Motivation – You can do it! We can get there together!

- Address crises and demonstrate high performance expectations
  Acknowledge when people don’t see the vision or understand the values – rinse and repeat!
The Transformational Leader

trans·for·ma·tion | change in form, appearance, nature, or character

Steve Jobs with Apple
- Mobile phones
- Portable digital music players
- Tablet computers

Toyota
- Hybrid vehicles

http://www.youtube.com/watch?v=dX9GTUMh490
2 Adding to the Toolbox: Transformational approaches

• Think of a time when someone inspired you to think differently or creatively about your work (or your role). What motivated you to approach things differently?

• Share your thoughts and experience with your group. Collectively describe 2 new approaches that would motivate you to approach the work you do in your organization differently.

3 The Discriminating Leader
dis·crim·i·nate | to note or observe a difference; distinguish accurately

Positively Practicing Discrimination as a Leader and Manager
Original concept by Richard Morrell

The thought of being a “discriminating leader” generally has negative connotations. What we are not recommending:

• Being biased with no foundation
• Allowing preferential treatment for some
• Playing ‘favorites’
• Unfair treatment of certain people or groups
But think about it more like discriminating wine connoisseur…

- Makes decisions based on qualities and characteristics of people and circumstances involved
- Is mindful of the precedence of the person/people involved
- Understands the personal ethics, organizational ethics, work ethics involved

Merit based leadership and management is prevalent in our daily lives

- Merit based scholarships, salary increases, job promotion
- Selecting a college, a car, friends, etc.

Merit basing is prevalent throughout higher education

- Merit Based Scholarships
- Merit Based Salaries/Raises
- Merit Based Grants
- Merit Based Funding
- Merit Based Job Promotions
Why might you create a well understood and articulated merit based framework?

- Helps leaders and managers reward positive behavior
- Support individual employee needs
- Honors the values of responsibility and compassion
- Sets high expectations for others

Franklin Covey’s concept of an Emotional Bank Account
- You can only withdraw as much as you put in.

Adding to the Toolbox: Merit based approaches

- Think of a time when a leader or manager used discriminating leadership or a merit based framework to help you meet your needs of work/life balance?
- Share your thoughts and experience with your group. What new ideas could you take back to your organization to create a merit based / discriminating framework of leadership?
Leaders exist at every level of an organization whether it is part of their job description or not.

Leading from where you are is...

• Showing competence by the quality of the questions you ask. Leaders ask more/better questions to learn from others.

• Astute assessment of people and situations. A leader can see those who are not pulling their weight or sabotaging a project.

• Helping others feel that they have an important part to play in the overall success of a team.

• Seeking to complete a team rather than compete. Leaders will put the organization first in order to succeed.
Adding to the Toolbox: Leading from where you are

- Think of a time when you were successful leading from a “non-leadership” role.

- Share your thoughts and experience with your group. What could you do differently tomorrow, in your current role, to become a leader in your position?

Closing Thoughts

Thank you for being an active participant in adding to your toolbox today!

Exchange business cards or contact information with your neighbors to build your network of tools!

Just like a carpenter, different tools are better for certain jobs/situations. Think of your entire leadership toolbox and pick the right tool for your situation.
Resources

Good to Great: Why Some Companies Make the Leap... And Others Don't
by Jim Collins

Who Moved My Cheese
by Spencer Johnson

In Search of Excellence: Lessons from America's Best-Run Companies
by Thomas J. Peters and Robert H. Waterman

Why Leaders Can't Lead: The Unconscious Conspiracy Continues
by Warren Bennis

The Effective Executive: The Definitive Guide to Getting the Right Things Done
by Peter F. Drucker