Developing Your Leadership Capacity From The Inside Out

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67th Annual
College Business Management Institute, 2019
Developing Your Leadership Capacity From the Inside Out
Course Number PER 2253

Getting things done through others depends on the ability of the leader to create a vision both for the leader as well as the follower. This session explores the inner dimensions of personal leadership through self-assessments, exercises, and case studies. You will leave with a modern approach to defining leadership for higher education. You will develop in-depth understanding of your personal leadership strengths and weaknesses and develop strategies for improving. You will develop a personal plan for your leadership growth.
Monday, 8:30 a.m. - 12:15 p.m. (3.5 hours)

The purpose of this course is to prepare you for extraordinary leadership. Your success will depend on your mindset and your skills

Mindset:
Mindset is everything. Mindset is the lens through which we view and make sense of our world. If you have the ability to change your viewpoint, you can adapt your skills to any challenge. Here is what we will seek to achieve:

• We will challenge your presumptions and reframe your current view of leadership to more of a leader who enables capacity from others for the greater good of the enterprise.
• You will think differently about the strategies necessary for innovative colleges and universities to become high performing ones.

“"We know you can learn to lead. But don’t confuse leadership with position and place. Don’t confuse it with structures and systems, or tools and techniques. They’re not what earn you the respect and commitment of your constituents. What earns you their respect in the end is whether you are what you say you are, and whether what you are embodies what they want to become. So who are you, anyway?"”

James Kouzes and Barry Posner, Encouraging the Heart

Skills
Regardless of your mindset, you have immediate and long range challenges that require action. Here are the skills we will seek to develop:

• You will discover strengths and possible weaknesses in your preparation to be effective as a leader;
• You will draft a prospective team of people who will help develop your career.
• You will leave with commitments for action to advance your talent and achievements.
WHAT KIND OF LEADER DO YOU WANT TO BE?

Read the following paragraphs. Highlight those thoughts that resonate most with your thinking about leadership or stimulates your thinking.

An understated element essential to leadership is courage. If leadership is about change, then the driver for change is courage. Courage is having the strength of conviction to do the right thing when it might be easier not to. Leadership exists to disrupt mediocrity. Mediocrity exists because of a lack of courage. That is not to say that courage is impulsiveness. Ideally, courage reflects insightfulness and confidence, yet calmness that inspires belief in the leader’s competence and capability. Courage also entails being vulnerable.

Don’t confuse leadership with position. People have a tendency to overestimate the importance of a leadership title. A position gives you a chance, an opportunity to try out your leadership. Position does not give you total control—or protects you. Titles do not provide you the respect and commitment of your constituents. What earns you their respect in the end is whether you are what you say you are, and whether what you are embodies what they want to become. Over time, good leaders will build influence on the platform of their position. A position doesn’t make a leader, but a leader can make a position.

Leadership can be very effective in the middle. Leadership is about influence and influence is not sealed out on the edges of your position. It seeps across the institution depending on how you exercise it including with your own leader. Nothing makes a better impression on your leader than your ability to discipline yourself. Discipline your emotions, time, priorities, energy, words, and your personal life. If you manage yourself well, take initiative, help lift the load, do the things unsuccessful people are unwilling to do, then you become someone your leader can count on when opportunities develop.

Leaders set the tone and culture around them. The number-one competency lacking in the next generation of leaders is the ability to create a vision and inspire others to follow it. Shaping culture is intentional. Your behavior determines the culture in that actions speak louder than platitudes. Your values determine the quality of decisions. Your investment determines the return. Your character determines trust. Your passion determines productivity. Your growth determines potential.

If you know your skin is thin and that you react in a hyper-emotional way when your wisdom or your actions are criticized, you had better learn how to summon courage and deal with anger and frustration. Suspend your right to be offended if you are going to be an effective leader. When you live above the treeline as a leader, you stand out as a clear target. You must learn how to strengthen confidence in yourself, take risks, and deal with thorny problems.

Everyone’s life provides opportunities to make a difference in some important domain. You must be firm in your conviction that you can make a difference. Anyone who is bent on assuming the major responsibility of being a leader should be forewarned that the road is not well paved and the signals are often obscure. You will need to understand what you value most and how your choice will affect your family and friends. Not to prepare to play a key role assures that you will lose when you want to win. The time to prepare for leadership is before the big challenges appear. Start with yourself. The choice is yours to make.”

[Taken from a myriad of sources including Kenneth and Miriam Clark, Choosing to Lead; Mike Myatt, Hacking Leadership; John Maxwell, The 360 Degree Leader; Nicholas Brealey, Leading With Vision; and Robert Smith.]
Managing Amid Chaos
Managing amid chaos has become the central problem for companies of every kind. It’s partly a result of globalization, partly the digital revolution and the information-based economy it spawns. The forecast for most companies is continued chaos with a chance of disaster. The challenge is getting comfortable with it—especially hard because modern organizations were created explicitly to resist chaos. The idea was to create structure and rules to resist the buffeting forces.

The most extreme example of meeting chaos with chaos is Semco, the Brazilian outfit where there are virtually no job titles, a few executives trade the CEO role every six months, and workers set their own hours and choose their managers by vote. Maybe your organization can’t do all those things (though it might be useful to ask yourself “Why not?”) but decentralization and an anti-control ethos seem to characterize a growing number of successful places. No one at W.L. Gore has a job title. Any employee of Whole Foods market can look up anyone else’s salary. Conventional wisdom says such policies will massively distract an organization, yet in a fast-changing world they seem to have the opposite effect.

If we’re in a truly revolutionary business age, it would be crazy to think that more radical change isn’t coming. The challenge: finding the will to embrace it.

Fortune, “Managing on the Edge”

The last few decades have belonged to a certain kind of person with a certain kind of mind—computer programmers who could crank code, lawyers who could craft contracts, MBAs who could crunch numbers. But the keys to the kingdom are changing hands. The future belongs to a very different kind of person with a very different kind of mind—creators and empathizers, pattern recognizers, and meaning makers. These people—artists, inventors, designers, storytellers, caregivers, consolers, big picture thinkers—will now reap society’s richest rewards and share its greatest joys.

The opening paragraph in A Whole New Mind by Daniel Pink

A definition: ________________________________________________________________

______________________________________________________________

Two key points } (1) You are responsible for your own restraints (You do it to yourself)

) to remember: (2) This is a skill you can develop
For each pair of choices listed below, select either the "a" or "b" choice that most describes how you see yourself. Be sure and always select one choice and only one choice for each pair. Use the context of your current employment.

1. a____Think very clearly and logically  
b____Show high levels of support and concern for others

2. a____Highly imaginative and creative  
b____Anticipate and deal adroitly with organizational conflict

3. a____Give personal recognition for work well done  
b____Enjoy sharing inspiring stories and examples of success

4. a____Develop alliances to build a strong base of support  
b____Am a highly participative manager

5. a____Communicate a strong and challenging vision and sense of mission  
b____Help find collaborative opportunities

6. a____Emphasize careful planning and clear time lines for completion  
b____Exceptional to mobilize people and resources to get things done

7. a____Inspire others to do their best  
b____Approach problems through logical analysis and careful thinking

8. a____Foster high levels of participation and involvement in decisions  
b____Succeed in the face of conflict and opposition

9. a____Effective in getting support from people with influence and power  
b____Generate loyalty and enthusiasm

10. a____Develop and implement clear, logical policies and procedures  
b____Build trust through open and collaborative relationships

11. a____A skillful and shrewd negotiator  
b____Approach problems with facts and logic

12. a____Listen well and unusually receptive to other people’s ideas and input  
b____See beyond current realities to create exciting new opportunities

13. a____See celebrations and symbols as ways to shape values and build morale  
b____Set specific, measurable goals and hold people accountable for results

14. a____Pay attention to detail  
b____Help find collaborative opportunities

15. a____Am persuasive and influential  
b____Strongly believe in clear structure and a chain of command

16. a____Sensitive to the feelings and needs of others  
b____Accept responsibility for my own actions

17. a____Serve as an influential model of organizational aspirations and values  
b____Politically very sensitive and skillful

18. a____Comfortable working within clearly articulated policy statements  
b____Able to be an inspiration to others

19. a____Pay close attention to details  
b____Find stories about our place to be a means to create inspiration

20. a____Consistently helpful and responsive to others  
b____Develop and implement clear, logical policies and procedures

21. a____Highly imaginative and creative  
b____Exceptional to mobilize people and resources to get things done

22. a____Am a skillful and shrewd negotiator  
b____Strongly emphasize careful planning and clear time lines

23. a____Set specific, measurable goals and hold people accountable for results  
b____Encourage others to take risks and try new approaches

24. a____Build trust through open and collaborative relationships  
b____Accept responsibility for my own actions
25. a____ Generate loyalty and enthusiasm  
b____ Anticipate and deal skillfully with organizational conflict

26. a____ Use questions to help others find answers to their problems  
b____ Pay close attention to detail

27. a____ Communicate a strong and challenging vision and sense of mission  
b____ Am a highly participative manager

28. a____ Approach problems with facts and logic  
b____ Am unusually persuasive and influential

29. a____ Foster high levels of participation and involvement in decisions  
b____ See beyond current realities to create exciting new opportunities

30. a____ Develop alliances to build a strong base of support  
b____ Use questions to help others find answers to their problems

31. a____ Explaining the importance of our work  
b____ Approach problems through logical analysis and careful thinking

32. a____ Explaining the importance of our work  
b____ Listen well and unusually receptive to other people's ideas and input

33. a____ Strongly believe in clear structure and a chain of command  
b____ Politically very sensitive and skillful

34. a____ Show high levels of support and concern for others  
b____ Enjoy sharing inspiring stories and examples of success as motivating tool

35. a____ Serve as an influential model of organizational aspirations and values  
b____ Effective in getting support from people with influence and power

36. a____ Think very clearly and logically  
b____ Give personal recognition for work well done

Move directly to the scoring sheet, next page
# SCORING SHEET

<table>
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<th>RIGOR</th>
<th>ENGAGEMENT</th>
<th>EXECUTION</th>
<th>ALIGNMENT</th>
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Totals: __________    __________     __________     __________

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<th>Execution</th>
<th>Alignment</th>
<th>Engagement</th>
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Observations:
1. Regardless of where you fall on the chart, all four skills are present.
2. Effectiveness comes from utilizing the right skill for the right circumstances. Skills in all four are desirable and balance is ideal.
3. Most managers start out relying primarily on the rigor and develop to become leaders by bringing in the other three.
**SKILL ONE: RIGOR**

My score on Rigor (p.6): ______________

**Analytical:** Rational, logical, facts and data.
High scores tend to believe that effective managers are people who are careful about data and who think logically. Practical and realistic and likes others who are the same way.

**Organized:** High scores are likely to be highly responsible and dependable leaders who dislike confusion and like things to be well organized.

**Four Disciplines To Success**

Four disciplines, practiced consistently, can vastly improve your ability to focus on and execute your top priorities. These disciplines are:

1. **Focus on the Wildly Important.** People are naturally wired to focus on only one thing at a time and still do an excellent job. The more goals, the lower the chance of achieving them all.

2. **Create a Compelling Scoreboard.** People play differently when they're keeping score. Without crystal-clear measures of success, they are never sure what the goal truly is. Your scoreboard should identify your key measures and represent them visually. For each priority, provide three elements: the current result, the target result, and the deadline for hitting the target.

3. **Translate Goals Into Specific Actions.** All the top people may know what the goals are, but that doesn’t mean others know what to do. Ultimately, the front line produces the bottom line. Translate your organization’s goals into weekly and daily tasks.

4. **Hold Each Other Accountable, All the Time.** A self-empowering team focuses and refocuses in frequent accountability sessions that move key goals forward. There’s “triage reporting” that quickly covers the vital few issues, leaving the less important ones for later, followed by finding third alternatives for moving goals forward.

*From The 8th Habit by Stephen R. Covey*

**Keeping Score:**

Ideally, we want great results and great leadership.
- Play for the long run, not just the short term
- Know what you want both in terms of results and leadership

<table>
<thead>
<tr>
<th>Type of Results</th>
<th>Measure</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>Measures actual impact or benefit of an action</td>
<td>Percentage of entities in compliance</td>
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<tr>
<td></td>
<td></td>
<td>Percentage of students graduating</td>
</tr>
<tr>
<td>Output</td>
<td>Count of products or services delivered</td>
<td>Number of students graduating</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of accounts closed</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Unit cost or productivity</td>
<td>Average cost per admission</td>
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<tr>
<td></td>
<td></td>
<td>Average time to process transaction</td>
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Future potential matters (much) more than past performance. That’s the new quantitative consensus reshaping professional sports worldwide. After looking hard at the numbers and algorithms, the smartest — and richest — general managers and franchises have made up their collective minds: They’re not paying a premium for yesterday. Period. Iconic athletes from Barcelona to Manchester United to the Chicago Bears to the New England Patriots to the New York Yankees have been effectively cut loose. The questions now are, “How well will you do tomorrow?” and “How can we be sure?” The better the answers, the richer the paychecks. Thanks for the memories. See you at the Hall of Fame induction ceremonies, dude.

*Michael Schrage, a research fellow at MIT Sloan School’s Center for Digital Business*
SKILL TWO: ENGAGEMENT  
My score on Engagement (p.6): ________

Supportive: High scores are likely to genuinely enjoy other people and let them know it.  
Tend to be encouraging and warmly enthusiastic, feeling a real concern for others.  

Participative: High scores are likely to believe in shared decision-making and getting input from others.  
Tend to be effective in situations that require listening and empathy.

LEADERSHIP IS ABOUT .......... RELATIONSHIPS, NOT AUTHORITY

Maxim: The higher up the hierarchical leadership ladder you go, the less you are the expert (Hero). Instead of announcing answers, you need to be asking:
______________________________________________________________________ !!

Smart questions make smarter people:

Questions that promote trust and engagement:

• ____________________________________________________________________

• ____________________________________________________________________

Questions that spark creativity and innovation:

• ____________________________________________________________________

• ____________________________________________________________________

• ____________________________________________________________________

• ____________________________________________________________________

The best innovators are learners, not knowers. The same can be said about innovative cultures; they are learning cultures. The leaders who have built these cultures, either through intuition or experience, know that in order to discover, they must eagerly seek out things they don’t understand and jump right into the deep end of the pool. They must fail fearlessly and quickly and then learn and share their lessons with the team. When they behave this way, they empower others around them to follow suit—and presto, a culture of discovery is born and nurtured.

Michael Maddock & Raphael Louis Vitón,  
“Three Types of People to Fire Immediately,”  
Bloomberg Businessweek 2011.
Great achievers develop their mental energy into vision. Vision is applied imagination. Everything is created first as a mental creation, then as a physical reality. Vision also means affirming others, believing in them and helping them realize their potential.

Stephen Covey, *The 8th Habit*

**Skill Three: Alignment**

My score on Alignment (p.6): ____________

**Inspirational:** Imaginative, insightful, creative, visionary. High scores tend to have ability to inspire others and develop strong loyalty. Tend to see the “big picture” and an ability to communicate it to others. Tend to be effective when people need a sense of direction, vision, and common purpose.

**Charismatic:** Passionate. High scores are likely to be enthusiastic and energetic with possibly a flair for dramatic. More successful on seeing the big picture rather than focused on details but are willing to see that taking care of the details boosts the big picture.

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**How Alignment Drives Productive Innovation:**

1. Communicate powerfully to align:
   a. _________________________________________________________________
   b. _________________________________________________________________
   c. _________________________________________________________________

2. Challenge the status quo / Shorten time to value: *
   a. _________________________________________________________________
   b. _________________________________________________________________
   c. _________________________________________________________________

3. Use “push - pull” strategies to achieve alignment by:
   a. _________________________________________________________________
   b. _________________________________________________________________
   i. _________________________________________________________________
   ii. _________________________________________________________________
   iii. _________________________________________________________________
   iv. _________________________________________________________________

* Find out your Speed scores at: [https://zengerfolkman.com/speedbook-assessment/](https://zengerfolkman.com/speedbook-assessment/)

Culture Drives How Things Are Done:
Culture is the core beliefs and assumptions that fuel (either positively or negatively) how things get done or not!

To develop a productive culture, leaders must Create Emotional Moments That Connect People to the Greater Purpose of Their Work. The link is often made through the informal rules of behavior as well as the rituals, myths, and ceremonies of the institution. What are examples from your institution?

1. __________________________________________________________________________
2. __________________________________________________________________________
3. __________________________________________________________________________

What are some of the returns we get from investing in workplace magic?
1. Promoting a sense of community
2. Reinforcing organizational values and desired behaviors
3. Engaging emotional energy
4. __________________________________________________________________________
5. __________________________________________________________________________
6. __________________________________________________________________________
SKILL FOUR: EXECUTION

My score on Execution (p.6): ______________

Powerful: Mobilize people and resources. High scores tend to be very good at persuading others. Show ability to getting support and cooperation from others, develop alliances to get things done.

Adroit: An astute analyst of dynamics of power, conflict, and politics. In chaos, tend to be the one who figures out what is happening and what needs to be done.

LEADERSHIP IS ABOUT EXECUTION:
HOW TO COACH ACCOUNTABILITY.
(Note the similarity here with our “Push - Pull” strategies)

1. ________________________________

2. ________________________________

3. ________________________________

4. ________________________________

5. ________________________________

6. ________________________________

7. ________________________________
Accountability can’t be expected of others until you demonstrate your own accountability:

![Diagram of Above the Line: Steps to Accountability and Below the Line: The Blame Game]

**Execution**

Every truly great leader has an instinct for execution, but that instinct is not typically cultivated in the selection, training and development of all leaders. A high proportion of those who actually rise to the top of an organization make their mark as high-level thinkers but uninvolved in the “how” of getting things done. Many do not realize what needs to be done to convert a vision into specific tasks.

The crucial component of dialogue between leaders and those who help them execute a strategy is typically lacking. Some leaders don’t know to involve people from all affected areas of a strategic plan’s outcome in the initial shaping of the plan. They don’t think to ask those people about the hows of the plan’s execution. As a result, leaders never set milestones for the progress of the plan, nor do they put contingency plans into place to deal with unexpected issues.

In other words, when those in leader roles are allowed to remain detached and rendered incapable of developing skills and experience related to execution, efforts at creating and running an execution strategy will fail, from the top down.

From *Execution* by Larry Bossidy and Ram Charan, Random House, 2002

**Results Begin With Small Acts**

When New York City Mayor Giuliani took office in 1993, he could have turned his attentions just about anywhere; America’s largest city certainly had its share of problems. But Giuliani set one specific, clear and focused goal for his administration. He would reduce crime and improve quality of life for residents. Then he laid out three simple ways he was going to start making that happen: He announced he would get rid of the window washers who pestered New York City drivers; clean subways of graffiti and then keep the vandals away; and make all cab drivers wear collared shirts. The issues were, on their surface, minor. But they were relevant to his citizens. And by setting three immediate goals -- and then achieving them -- Giuliani was able to build trust among residents and respect among his workers. That trust carried over as he tackled larger challenges, and within a few years of his arrival, the FBI named New York the safest big city in America.
Strategically building your leadership success

1. Assemble a support team. Members of your team help you stay focused, keep you grounded in reality and provide the support you need as you venture on your leadership journey.

2. Have an agenda for your team that builds your Executive Presence. 3 Dimensions are:
   a. How you act
      1. Integrity
      2. Emotional intelligence
      3. Reputation
   b. How you communicate
      1. Confidence and grace under fire
      2. Ability to read a room (i.e., sensing mood, cultural clues)
   c. How you appear. Research suggests that appearance is the filter and first impression through which your actions and communication are evaluated. Your appearance should show:
      1. You take your work or the current situation seriously;
      2. That you are fit for the job and that you look after yourself; and
      3. You understand what is appropriate for the job you want, not the one you have.

3. Seek “enterprise” assignments. Look for ways to broaden your base of experiences and accomplishments.

4. Continue your education. Read widely. Train for the next position through conferences and workshops.

5. Protect your “brand.” Stay “Above the Line.”.