

This is
my first
rodeo

Let's
go!

Reporting
for duty

LEADERSHIP ESSENTIALS



ENG

Put me
in coach

NEW

This is
my first
rodeo

New
leader

BILL TREASURER



**GIANT LEAP
CONSULTING**

[CourageBuilding.com](https://www.CourageBuilding.com)



Leaders in the Round



Describe someone you interact with whom you consider to be a leader. What do they do that makes them a “leader”?



**Which do you view as
more important to
leadership: Technical
knowledge or people
skills? Why?**



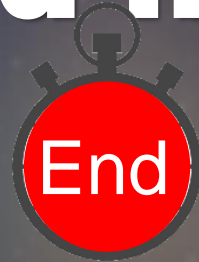
**How do you think the
people you lead would
describe your
leadership style?**



**When you are being led
by someone, what's the
best way to get the most
out of you?**



**When was the last time
you led in a way you
weren't proud of? What is
a "do over" you wish you
could have?**



What aspects of your leadership would you like to improve upon?

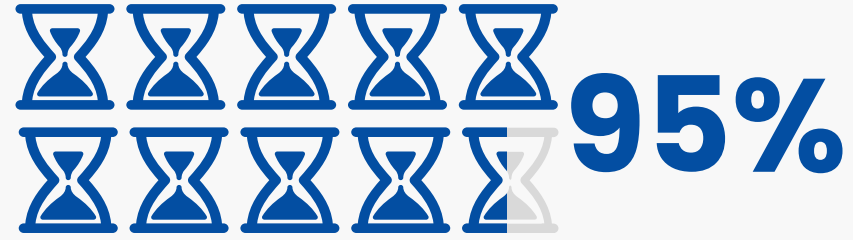


**If you were mentoring a
rookie leader at work,
what would be your most
important leadership
advice?**



On a scale ranging from 1 to 100, what percentage of your talents did the worst leader you ever worked for use?

On a scale ranging from 1 to 100, what percentage of your talents did the best leader you ever worked for use?





Leadership **KILLERS**

- Lack of clear vision and direction
- Not a good role model - failure to walk the talk
- Accepting mediocre performance
- Resistant to new ideas failure to innovate
- No self-development or learning from mistakes
- Not a collaborative team player
- Focus is on self not the development of others

Based on the work of Jack Zenger and Joe Folkman

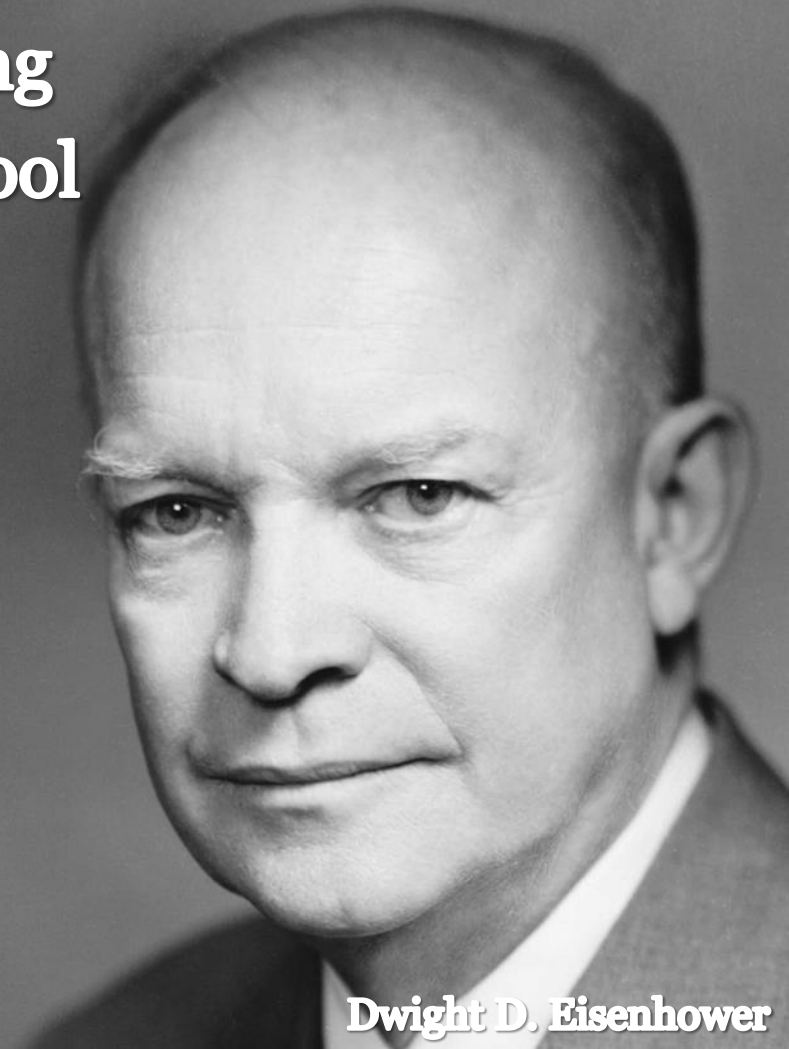


HUBRIS

LeadershipKiller.com

“You do not lead people by hitting them over the head. Any damn fool can do that, it’s usually called “assault” – not leadership. I’ll tell you what leadership is.

**It is persuasion ,
and conciliation ,
and education ,
and patience.”**



Dwight D. Eisenhower

**HOW DO YOU
DEFINE THE
WORD**

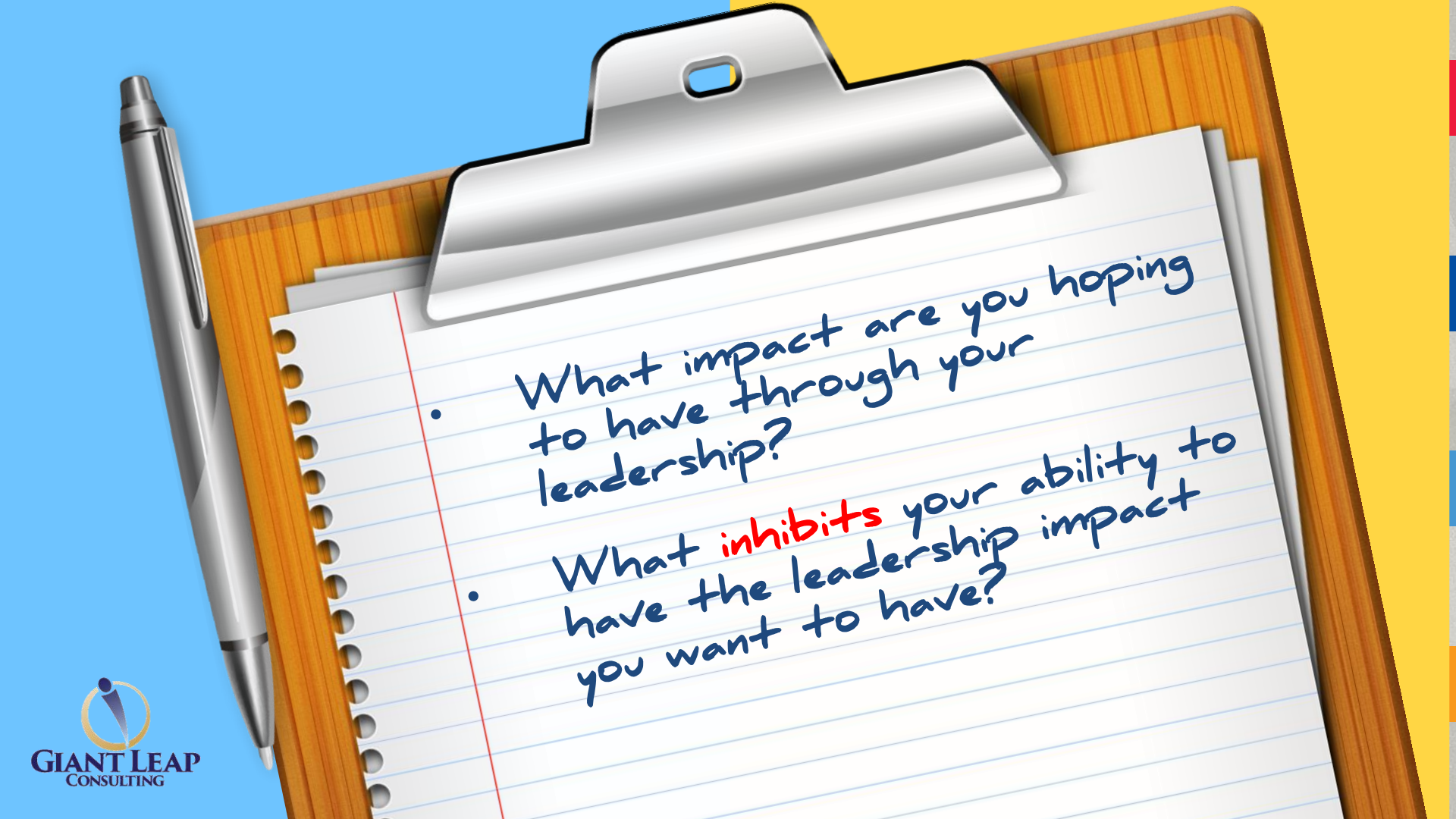
LEADERSHIP?



Leadership:

A form of **behavior** by which one person **influences** others to direct their efforts toward the achievement of **goals**.





• What impact are you hoping to have through your leadership?

• What **inhibits** your ability to have the leadership impact you want to have?



Strategic



Tactical



IQ



EQ



Confident



Humble



Risk-taker



Risk Mitigator

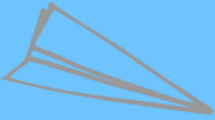


Decisive

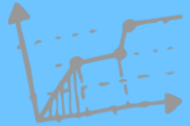


Inclusive





NEW LEADERSHIP IS HARD!



- *YOUR SUCCESS DEPENDS ON HELPING OTHERS BE SUCCESSFUL.*
- *LEADING TAKES MORE THAN SCIENTIFIC SMARTS.*
- *YOU'RE AN UNQUALIFIED PSYCHIATRIST!*
- *CAUSING DISCOMFORT IS YOUR JOB.*
- *NOBODY HANDS YOU A PLAYBOOK!*



Center Director Tension Points

LONG-TERM AIMS



SHORT-TERM URGENCIES

DRIVING FOR RESULTS



STRIVING FOR CONSENSUS

PIONEERING RESEARCH



FUNDAMENTAL PROGRESS

CENTER DEVELOPMENT

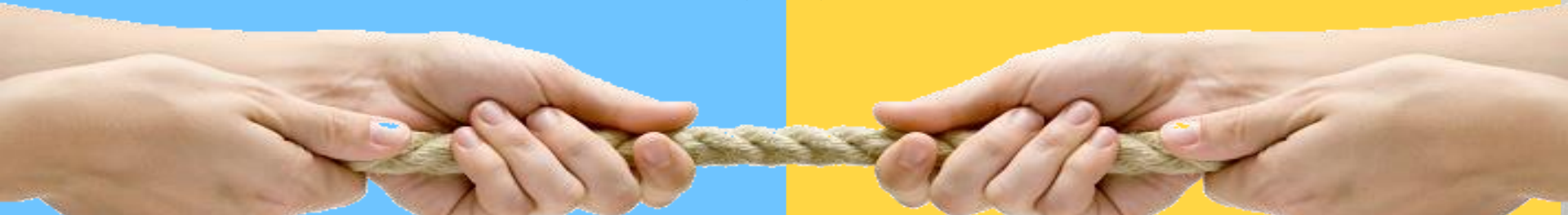


*INDIVIDUAL CAREER
DEVELOPMENT*

FIDELITY TO PLANS



BEING AGILE AND RESPONSIVE



"LOADED WITH ROAD-TESTED, PRACTICAL, AND CONCISE LESSONS THAT NORMALLY TAKE YEARS AND YEARS TO LEARN." DAVID M.R. COVEY, CEO OF SMCOVEY

LEADERSHIP

TWO WORDS

AT A TIME

SIMPLE TRUTHS FOR LEADING
COMPLICATED PEOPLE

BILL TREASURER

FOREWORD BY ELAINE BIECH, AUTHOR OF *SKILLS FOR CAREER SUCCESS*



Simplifying Leadership



Lead Yourself

Awareness
Discipline
Improvement



Am I fit to lead?



Lead Others

Inspiration
Caring
Development



Will others follow?



Lead Work

Organizing
Prioritizing
Results



Can we get great results?

Benchmarking Continuum

15 Leadership Dimensions

SELF

- Self-awareness
- Adaptable
- Leadership style
- Communication
- Seasoned Judgement

WORK

- Business-mindedness
- Strategic thinking
- Entrepreneurial spirit
- Managing change, risk, & uncertainty
- Driving execution

OTHERS

- Diversity appreciation
- Coaching and development
- Teaming mindset
- Leading people
- Leading clients



Benchmarking Continuum Example



///// BUSINESS-MINDEDNESS /////

DEFINED AS:

- Understand the economics of how your organization makes or losses money.
- Understand the key levers in delivering profitable and sustainable growth.
- Stay on top of industry trends and forecasts and set plans to address impending industry shifts.
- Intensely focused on acquiring new customers while building loyalty among current customers.
- Take an interest in other organizational and professional disciplines outside of your own, to understand the portfolio of ways your organization can provide value to customers.

///// EXAMPLE /////

	POOR					OUTSTANDING					SCORE	DEVIATION
	1	2	3	4	5	6	7	8	9	10		
SELF TODAY	●	●	●	●	●	●	●	●	○	○	8	
SELF FUTURE	●	●	●	●	●	●	●	●	●	○	9	+ 1
BOSS	●	●	●	●	●	○	○	○	○	○	5	+ 3
REPORTS AND CO-WORKERS	●	●	●	●	●	●	●	○	○	○	7	+ 1

VERY MUCH DOESN'T REFLECTS ME
VERY MUCH REFLECTS ME



Lead Yourself

Awareness
Discipline
Improvement



Am I fit to lead?



GIANT LEAP
CONSULTING





ENG

CULTIVATE

COMPOSURE



HOT-TEMPERED

EDGY

TOUGH

UNAPPROACHABLE

AGGRESSIVE

HOT-AND-COLD

UP-AND-DOWN

UNCOMPROMISING

MICROMANAGER

EXPLOSIVE




*WHAT DO YOU
THINK WAS
GOING ON
WITH
DUANE?*



Beware of **REDLINING!**

AN **UNHEALTHY**, **UNSAFE**, **UNSUSTAINABLE**
CONDITION WHEREBY A LEADER AND/OR
THEIR TEAM ARE **OVER-WORKED** AND
UNDER-RESOURCED FOR **UNREASONABLE**
AMOUNTS OF TIME.



Get YOURSELF Right First!

Sarah is a Center Director of a sizable scientific research center. It's a big deal for her university, and the chancellor has let her know that she's counting on her to do great things.

Two weeks ago, Sarah committed to meeting with Arnav, a center PI from another university. The meeting is supposed to take place in an hour. Sarah had to cancel the meeting twice before because of work-related urgencies. Sarah suspects that Arnav is going to ask for additional funding for his lab. Sarah has been disappointed that Arnav isn't as resourceful and self-reliant as she had hoped. In the past, he has sent her long emails with detailed questions that bog things down.

It's a tough time for Sarah. She is overloaded her own research workload and teaching duties. Between the needs of her center, her department, her lab and trainees, her classroom students, and her family, she feels stretched to the breaking point. It feels like she is failing everyone.

The school chancellor just left Sarah a voice mail requesting that she join her and some industry executives for lunch. The chancellor said they have expressed interest in the center's science and possible collaborations. If Sarah accepts the invitation, she will have to postpone her meeting with Arnav...again.

Questions: What consequences could emerge if she does or doesn't meet with Arnav? If she does meet with him, what kind of leader is Sarah likely to be? If you were a leadership coach, what guidance would you give Sarah?



YOU NEED TO LEAD AND MANAGE YOURSELF BEFORE YOU CAN EFFECTIVELY LEAD AND MANAGE OTHERS. LEADING YOURSELF REQUIRES SELF REGULATION, GENUINE HUMILITY IS IMPOSSIBLE WITHOUT IT, AND A LEADER CAN EASILY SLIP INTO HUBRIS.



Retired Vice Admiral John R. Ryan

**What do YOU do
to get back to
sanity when
you're **REDLINING?****





GET CENTERED: PUSH ASIDE DISTRACTIONS, TAKE A “DEEP-BREATH MOMENT.”



ASK: AM I PREPARED TO BE A GREAT COACH, LEADER, RESOURCE TODAY?



SWITCH TO SERVICE: THE #1 RULE OF LEADERSHIP: IT'S NOT ABOUT YOU. GET YOURSELF RIGHT FOR THEM.



Lead Others

Inspiration
Caring
Development



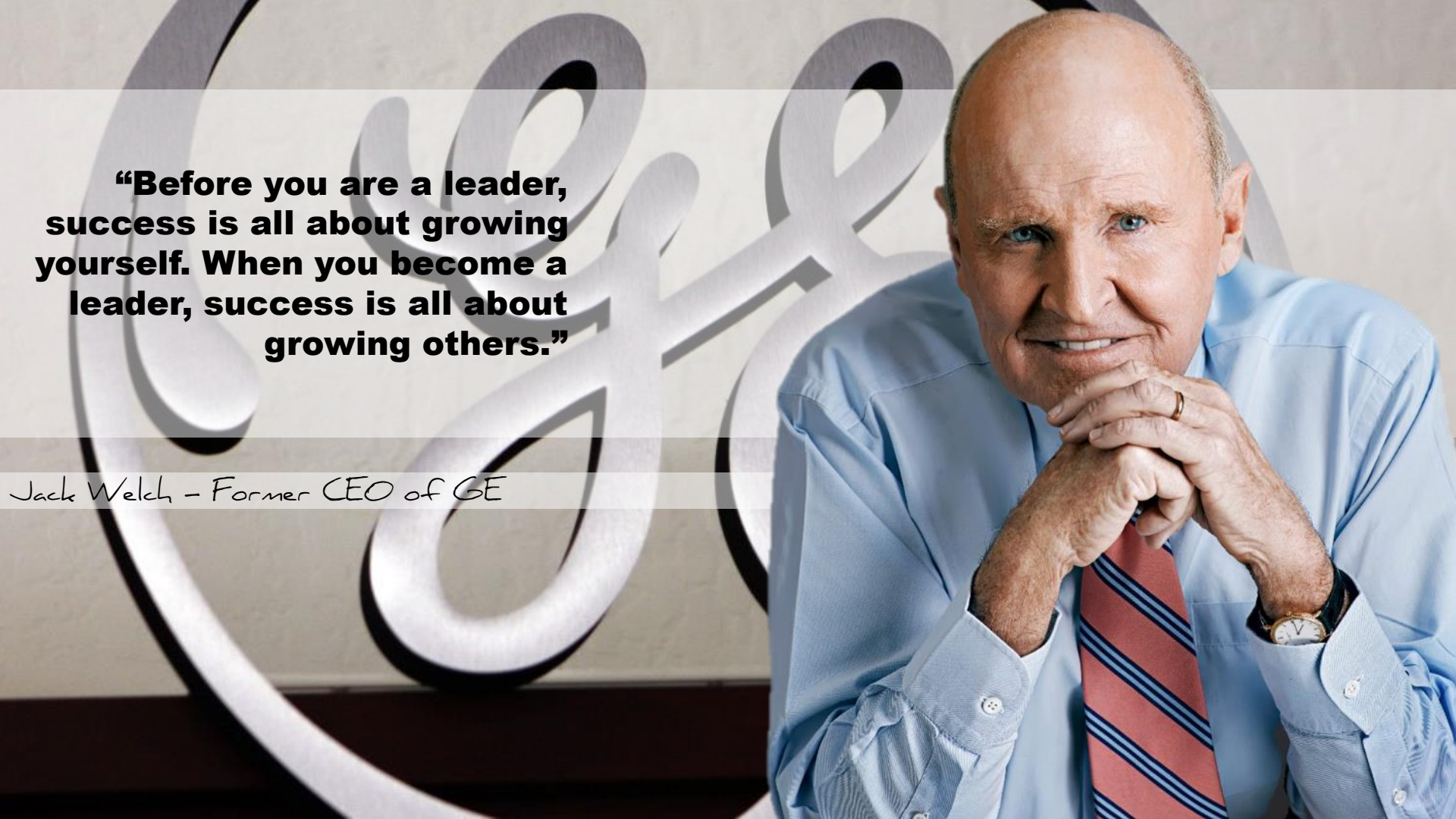
Will others follow?



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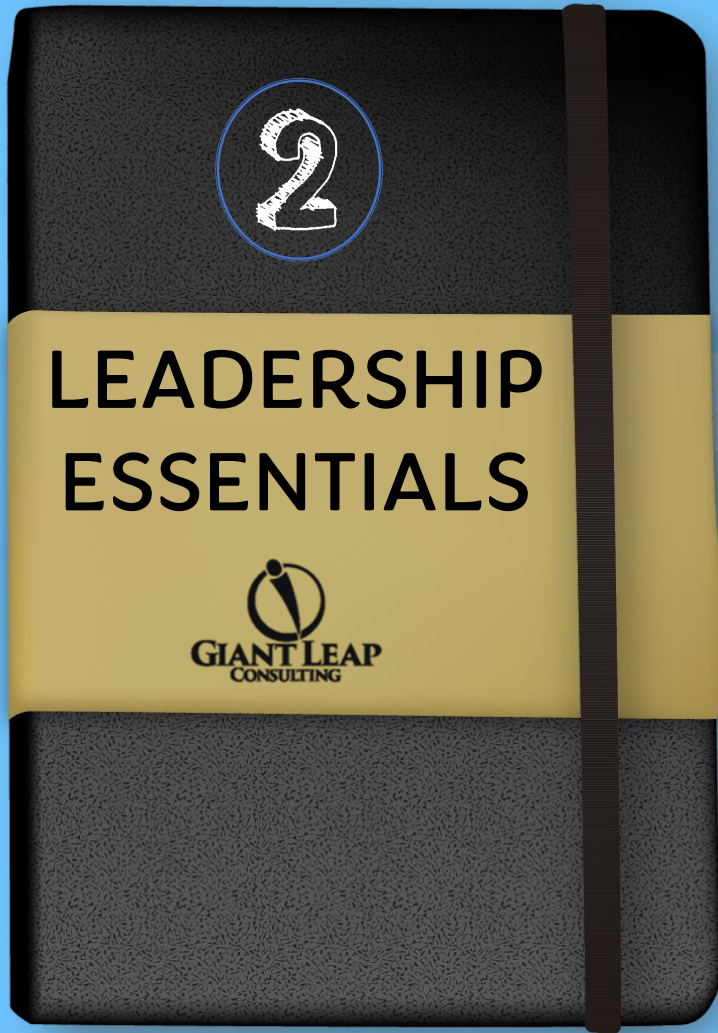
LEADERSHIP ESSENTIALS



A portrait of Jack Welch, former CEO of GE, wearing a light blue shirt and a red and blue striped tie. He is smiling slightly with his hands clasped in front of him. The background features a large, stylized GE logo in a light gray color.

**“Before you are a leader,
success is all about growing
yourself. When you become a
leader, success is all about
growing others.”**

Jack Welch - Former CEO of GE



ENG

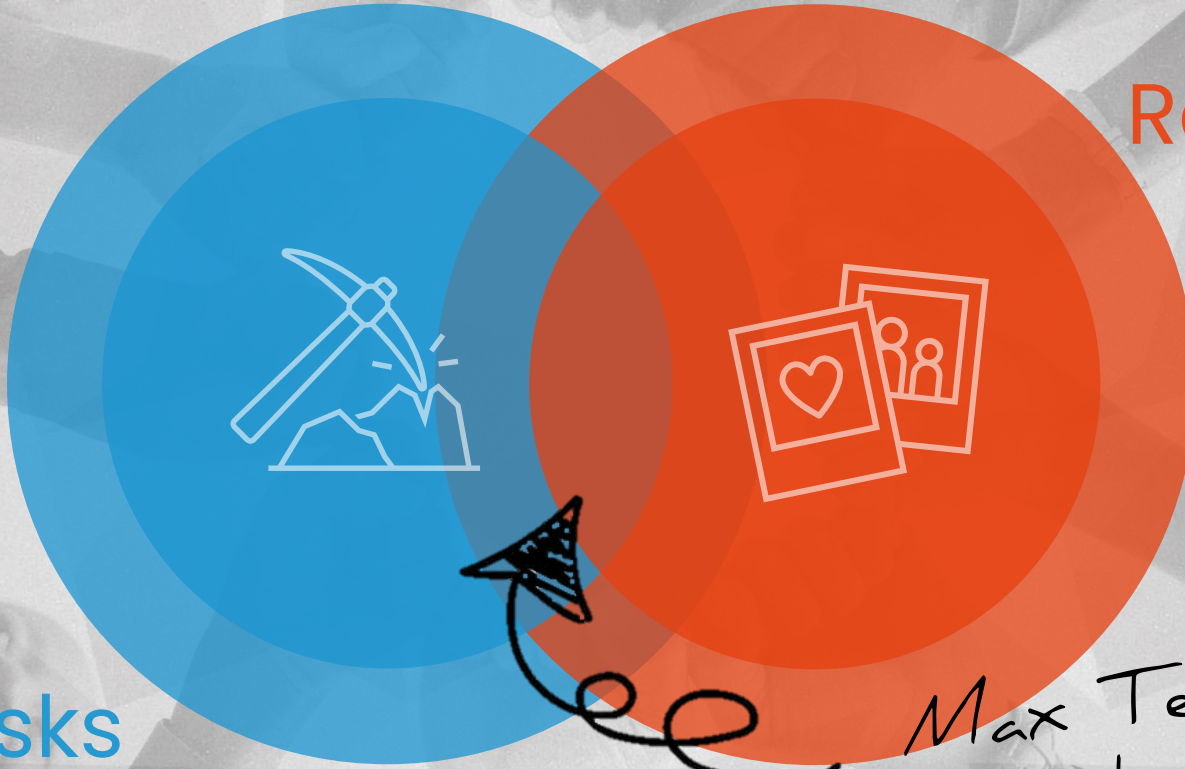
FOSTER

IDENTITY

my first



Relations

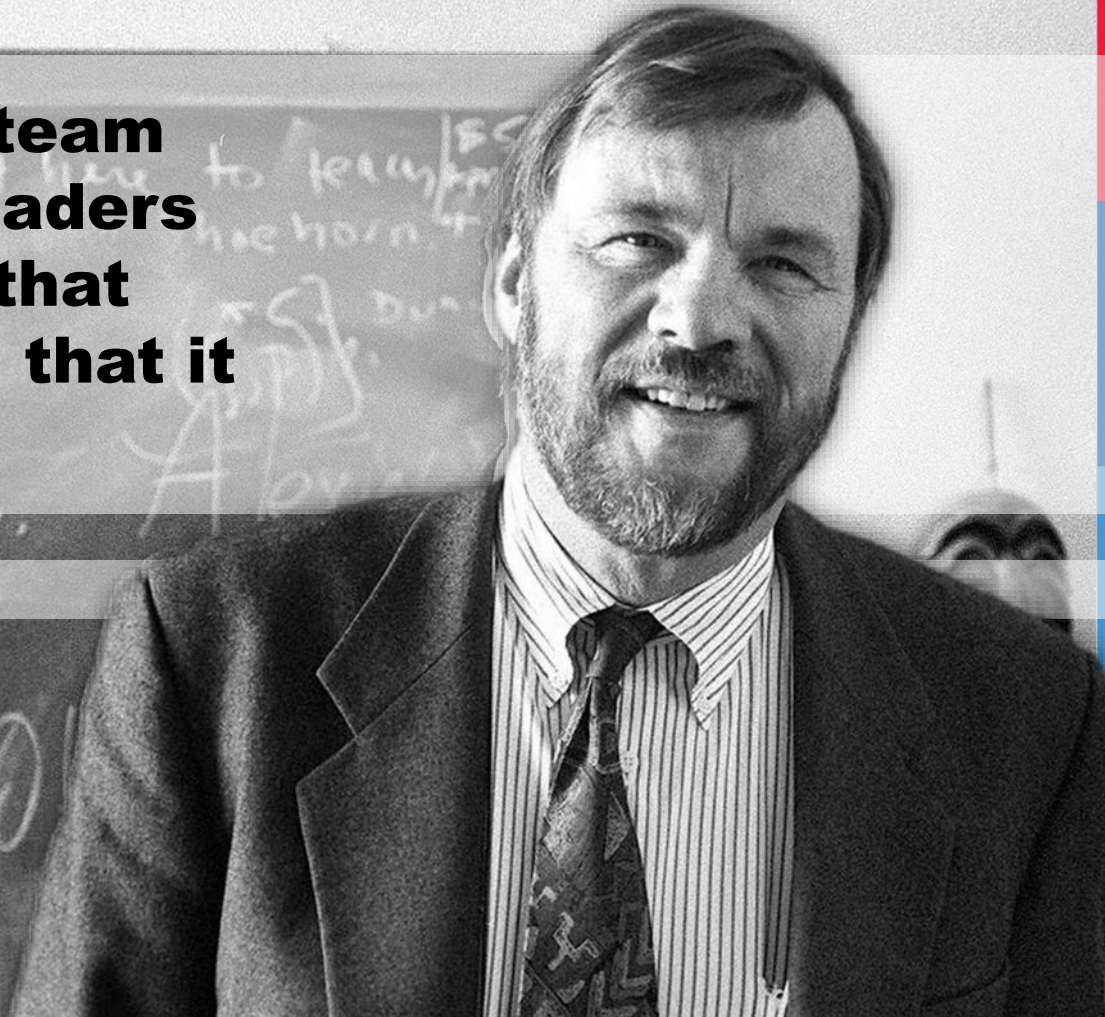


Tasks

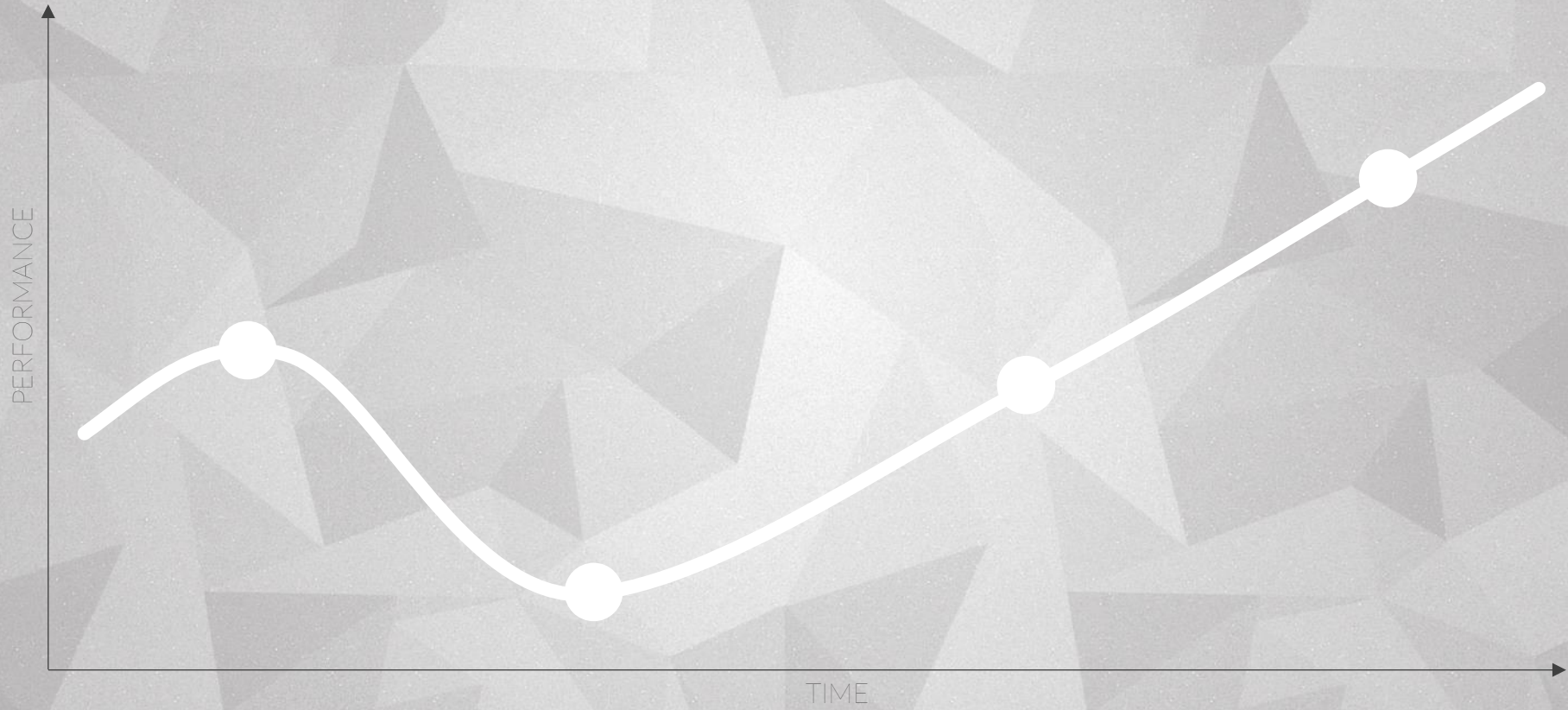
Max Team
Effectiveness

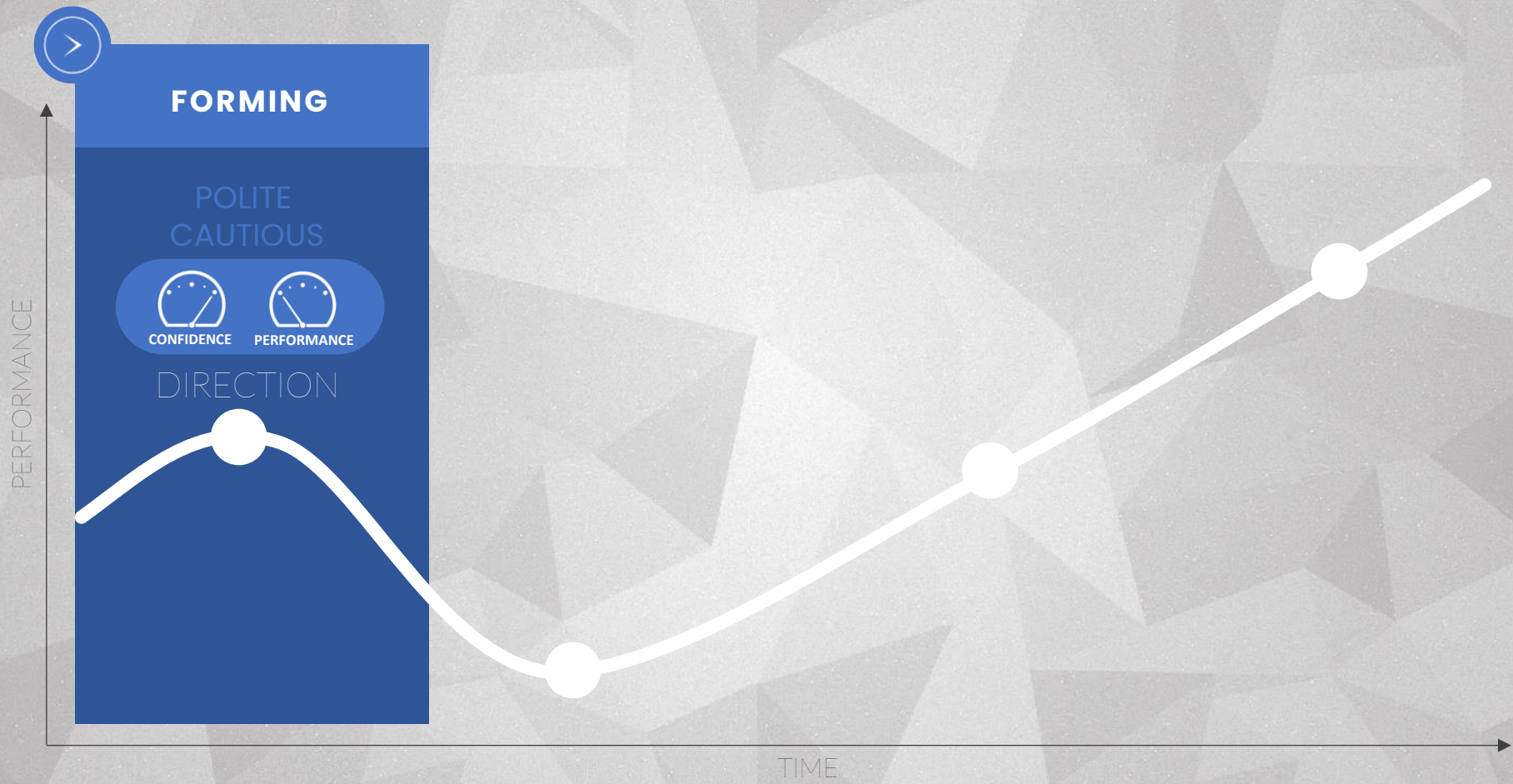
No leader can make a team perform well. But all leaders can create conditions that increase the likelihood that it will.

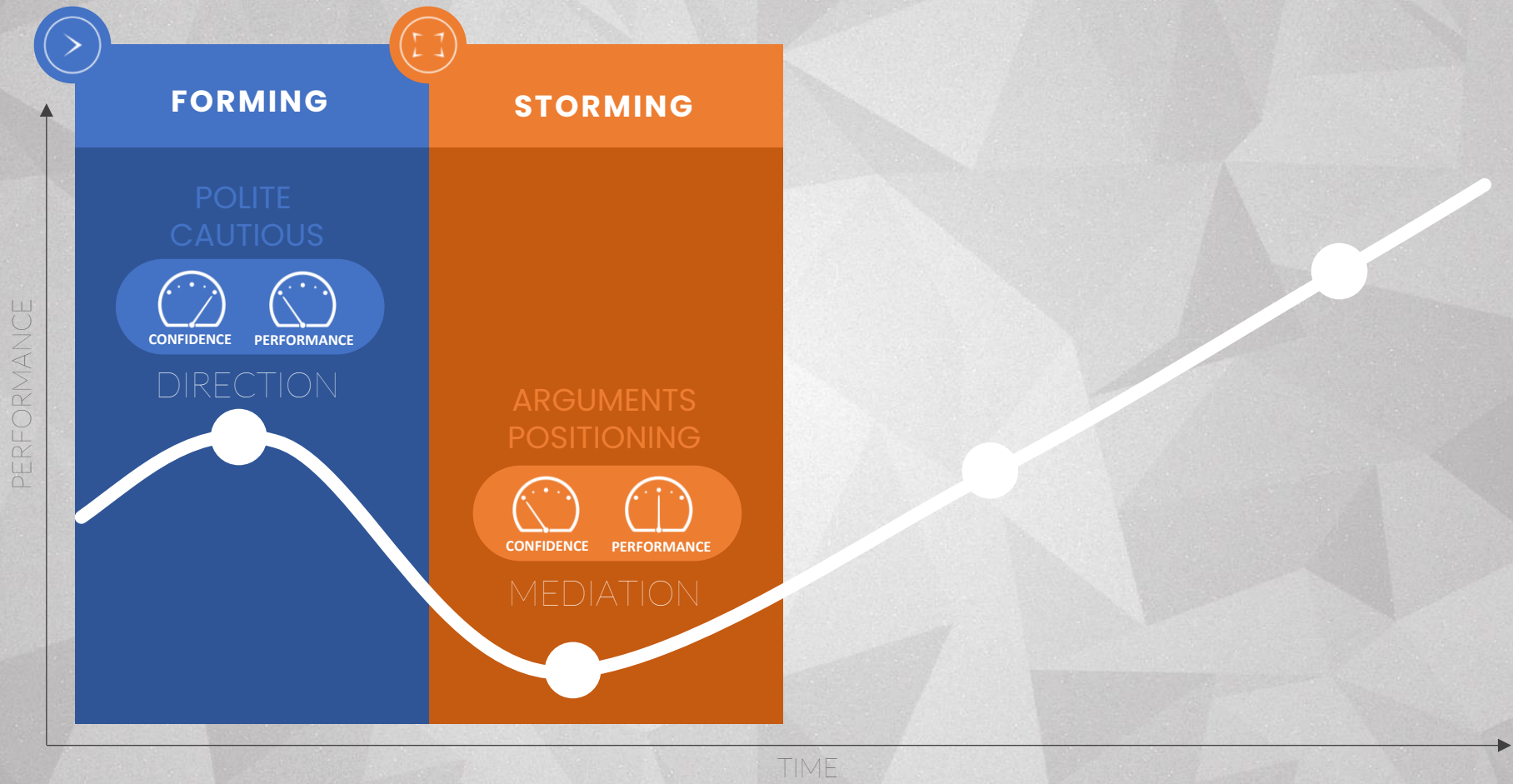
J. Richard Hackman



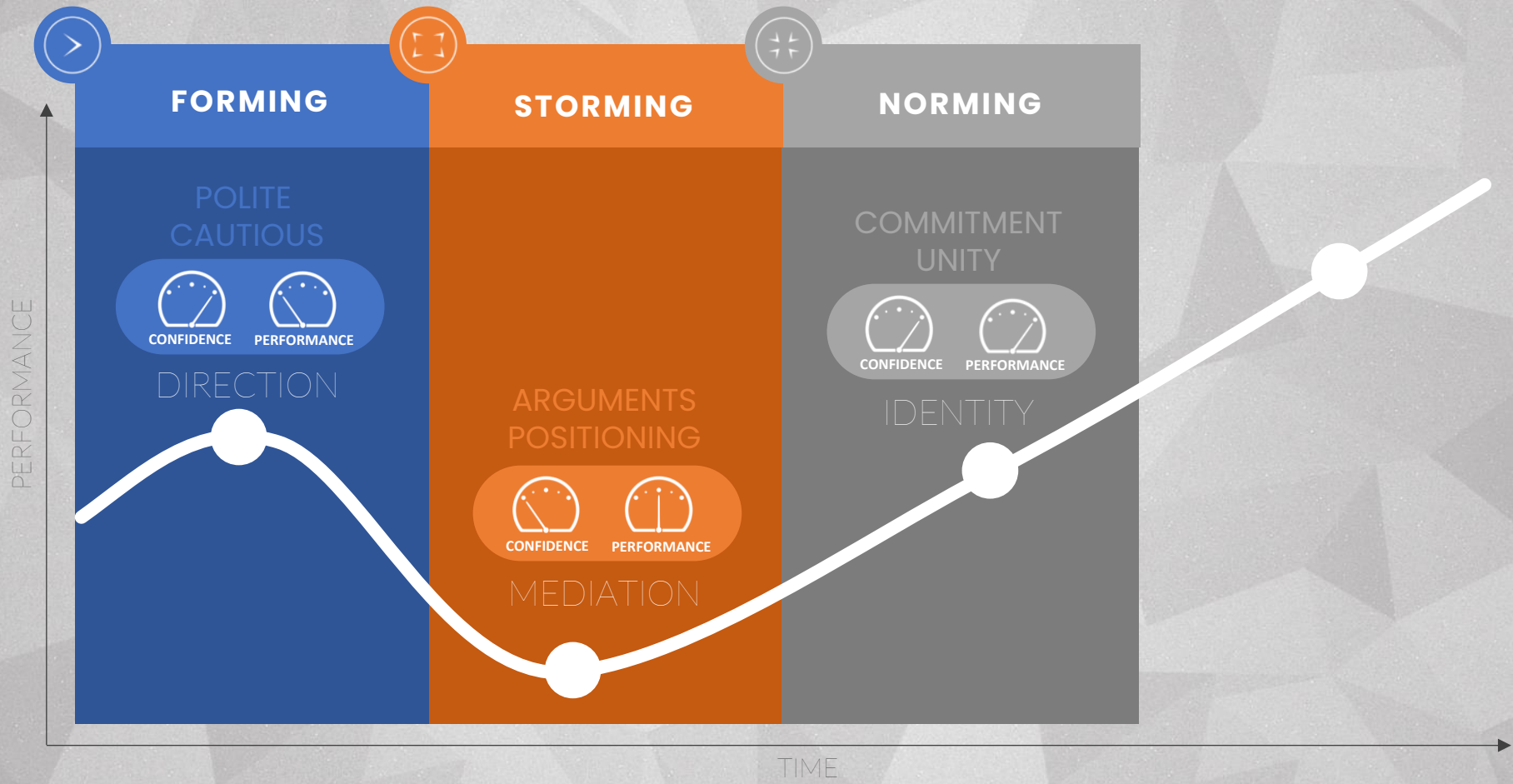
TEAM DEVELOPMENT

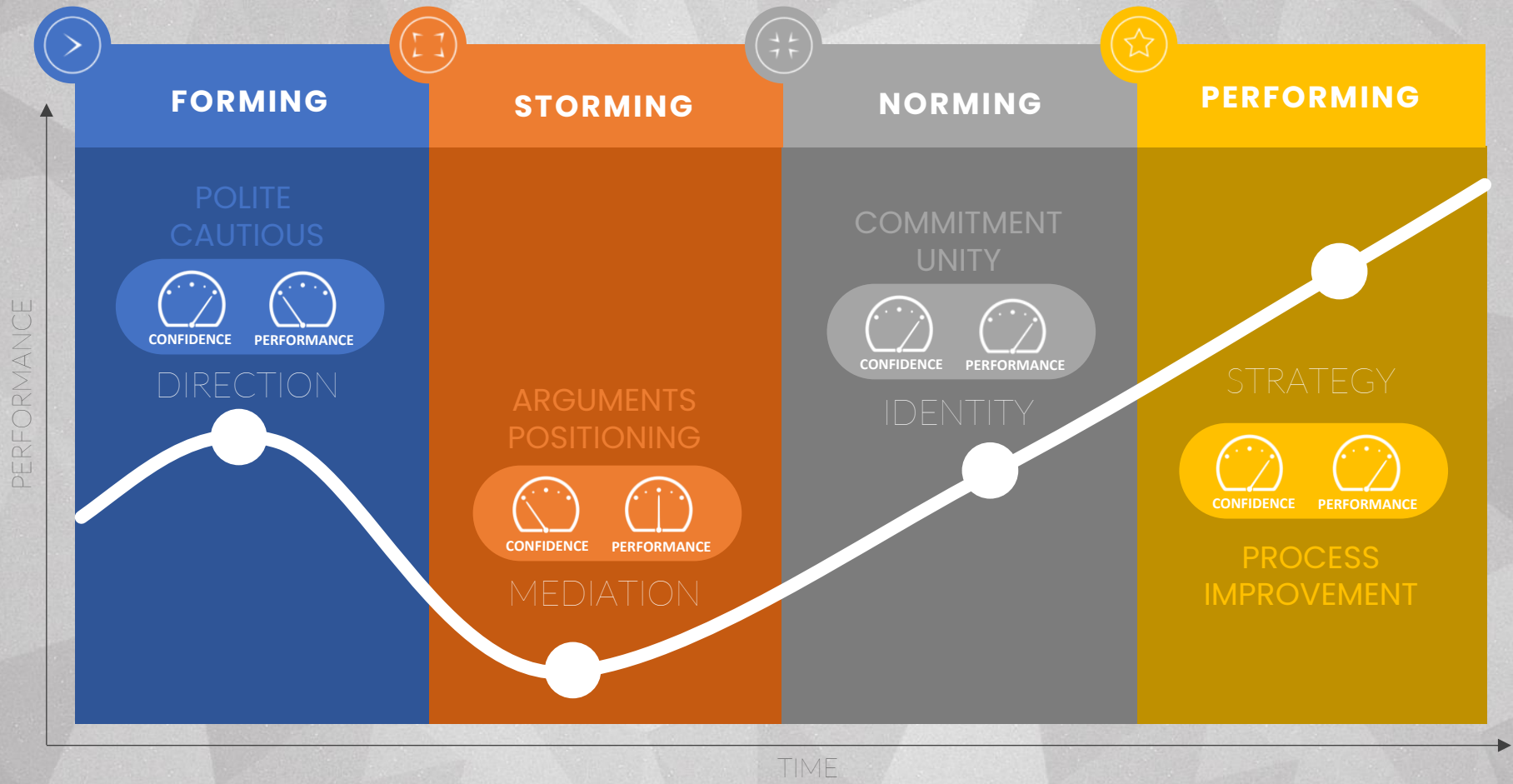




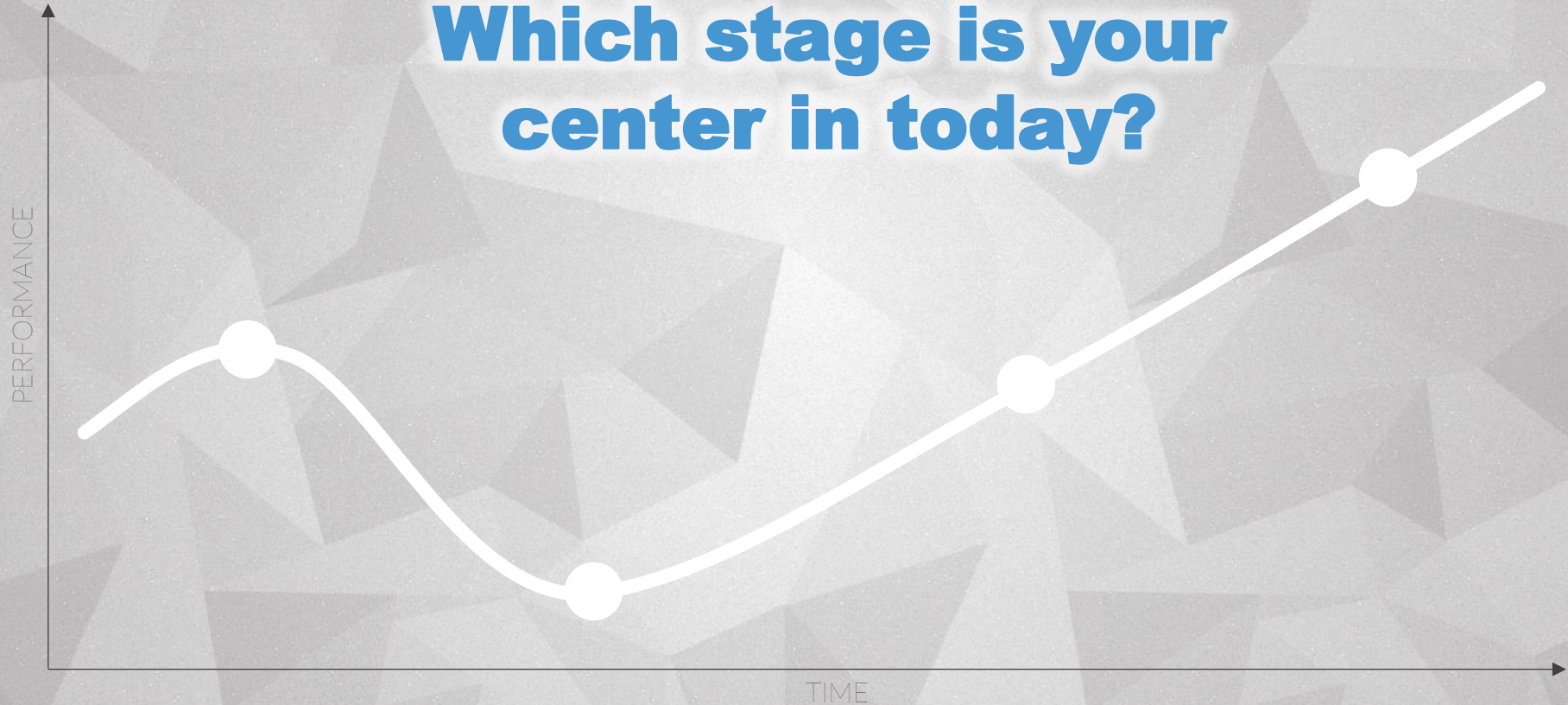


TIME





Which stage is your center in today?



QUESTION:

**WHAT CAN YOU DO TO
PROMOTE A SENSE OF**

IDENTITY

ON YOUR CENTER?



“The only thing of real importance that leaders do is to create and manage culture.”

Edgar Schein, Former Professor MIT Sloan School of Management



Describe the cultural environment that you would be proud to work in as a world-class scientific enterprise.

FROM

TO



CENTEREDNESS



**YOU HAVE TO
TEACH PEOPLE TO
GIVE A RIP!**

GIVE-A-RIP-EDNESS



**NO
RIPS**

**ALL
IN**

Teaching Give-A-Ripeness



**Always
Add Value**



**Stay
positive in
the face of
setbacks**



**Hone your
craft**



**Give and
take honest
feedback**



**Face
challenges
head on**



**Continuously
improve**



**Be a team
player**



ENG

BUILD

TRUST

EW



TRUST REALITIES

- TRUST STRENGTHENS RELATIONSHIPS
- TRUST TAKES TIME BUT THE PROCESS CAN BE SPED UP
- TRUST REQUIRES MAINTENANCE
- THE MORE TRUST YOU HAVE, THE MORE INFLUENCE YOU'LL HAVE



Fill in the blank...



I will trust you when...

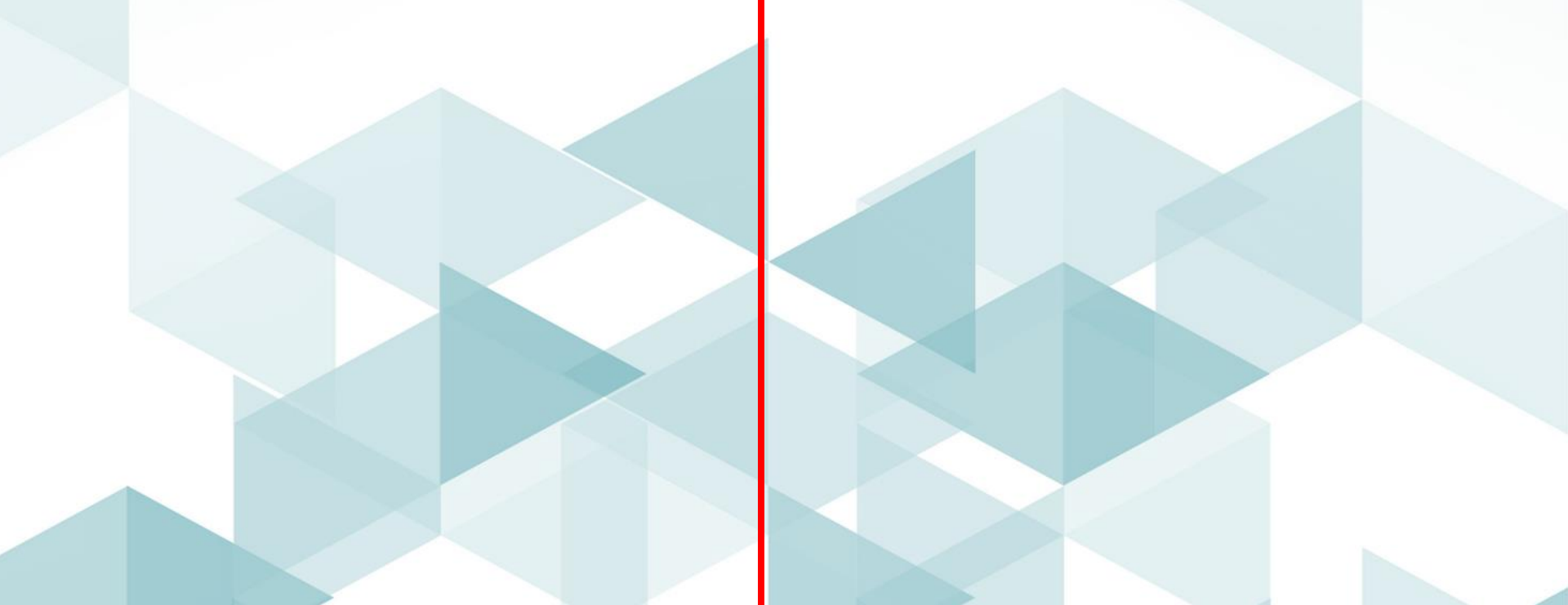


Can I trust you?
Do you care about me?
Can you make me better?

BUILD or BUST?

What **BUILDS** Trust?

What **BURNS** Trust?



15 Minutes of Relationship Connection



How are things going for you as a member of the center?

What are you finding surprising or particularly interesting as a member of the center?

What are some things I might be able to do to make your center experience truly fulfilling?

What is life like for you outside of the center?



PSYCHOLOGICAL SAFETY





**PROVIDE
PSYCHOLOGICAL
SAFETY**

***DO OTHERS FEEL
PSYCHOLOGICALLY
SAFE
AROUND ME? HOW
CAN I BE SURE?***

“Psychological safety is a climate in which one feels one can be candid. It's a place where interpersonal risks feel doable, interpersonal risks, like speaking up with questions and concerns and half-baked ideas and even mistakes.”

the
fearless
organization

Creating **Psychological Safety** in the
Workplace for Learning,
Innovation, and Growth

Amy C. Edmondson
HARVARD BUSINESS SCHOOL

WILEY

Amy Edmondson
Professor, Harvard Business School





Lead Work

Organizing
Prioritizing
Results



Can we get great results?



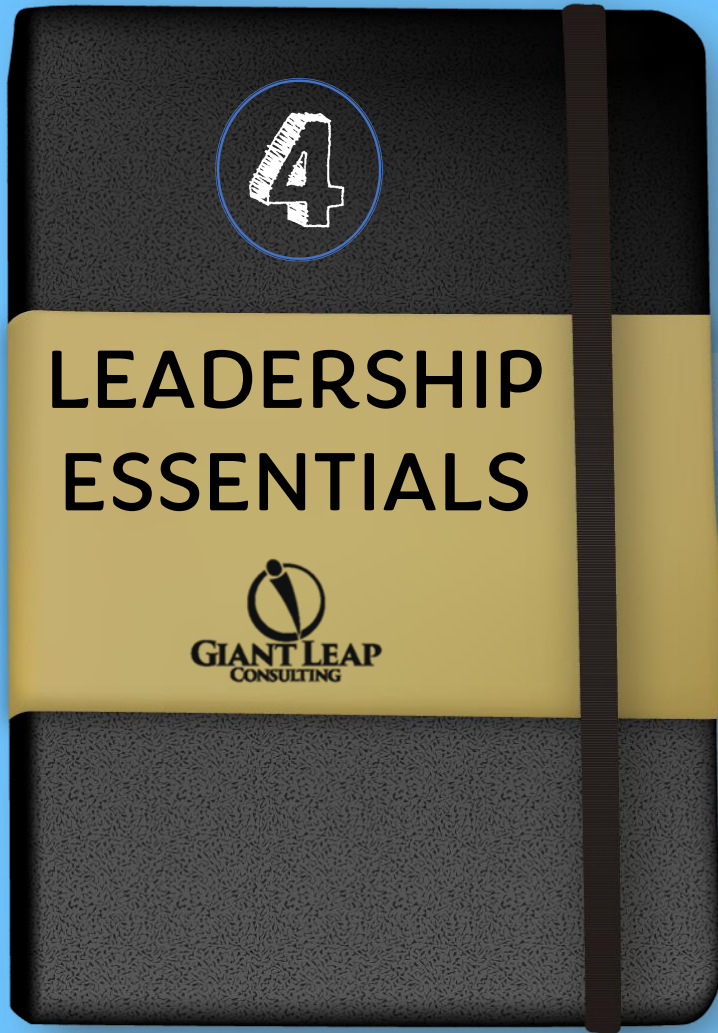
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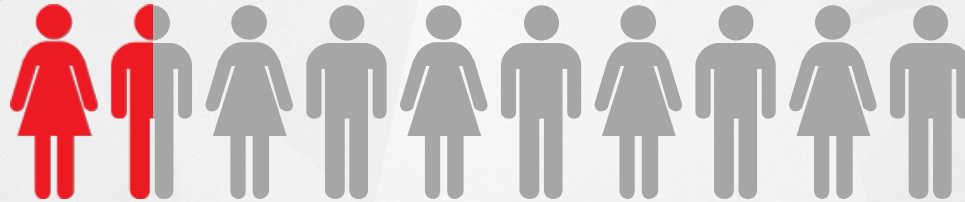


ENG
PRIORITIZE

GOALS



What percentage of workers can typically state any of the top three goals of their organization?



15

%

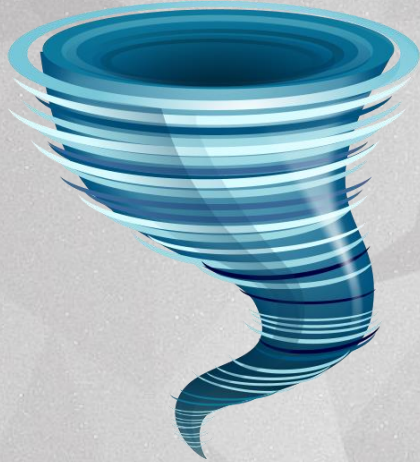
TODAY'S WHIRLWIND



ADVANCING THE VISION



THE STRUGGLE IS REAL



- Operational
- Short-term tasks
- Urgent
- Necessary to survive
- Immediate gratification



- Strategic
- Long-term *new* activity
- High importance (low urgency)
- Necessary to endure
- Delayed gratification





WHAT MAKES ACHIEVING

GOALS

SO HARD?





ONE

They aren't set.
They aren't clear.



TWO

They are important to the organization, but they don't answer the WIIFM.



THREE

There are too many.
They are too big.
They're too far in the distance and lack urgency.



FOUR

They aren't measurable.
You can't gauge progress.



FIVE

They aren't operationalized.
The specific actions/tasks haven't been specified.



**“Know what you want.
Clarity is power. And vague
goals promote vague
results.”**

 Robin Sharma

A target with concentric rings of yellow, red, and blue, with a text box in the center. The target is mounted on a metal plate with several circular holes. The text box is a light pink rectangle with a thin black border, containing the text "Vague Goals" in a black, sans-serif font.

Vague Goals

Get involved

Collaborate across labs

Do good science

Get published

Be responsive

Communicate more!

**“The main thing is
to keep the main
thing the main
thing.”**



Dr. Stephen Covey



TIPS for GOAL ACHIEVEMENT

**IMPORTANCE**

Identify the goal's criticality.
Answer "Why."

**LINKAGE**

Link the goal to the center's mission & people's success.

**MEASURE**

Identify the measure(s) with which you can track progress.

**RESOURCES**

ID the resources that will be needed to get the goals.

**RISKS**

Identify the risks that could inhibit goal progress.

**ACTION**

Identify the specific actions/tasks that must be done to advance the goals.

Think / Pair / Share



- **Reflect on everything we've discussed during today's workshop.**
- **Identify ONE action that you will take to enhance your leadership impact.**

**Pair up with someone from another center.
Share your goals with each other.**

**YOU CAN GET EXCEPTIONAL
RESULTS WITHOUT**

CRUSHING PEOPLE'S SOULS !



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