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)

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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)

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Phases of Academic Leadership

FIGURE 2.1

Naïveté → Honeymoon → Reality → Sustained Success

Reality → Midlife Crisis → Recovery → Goals Achieved

Midlife Crisis → Withdrawal from Home → Succession Planning

Recovery → End Game

End Game → Return to Faculty → Accept New Position

Provost's Leadership Academy
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

Provost's Leadership Academy
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

UCI School of Social Ecology

Discover • Engage • Transform
And in between…

UCI School of Social Ecology

Discover • Engage • Transform
“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.”
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
A Concern with Justice

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

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

George Bernard Shaw
Thank You
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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!