

A Brief Overview of Leadership

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Professor, Criminology, Law and Society
and

Andy Policano



Outline: Andy

1. Tradeoffs
2. Traits and skills
3. Is a leadership path right for you?
4. Establishing a leadership style
5. Pragmatics
6. Phases of a leadership role



Tradeoffs

- Obvious tradeoff
 - 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.

Tradeoffs

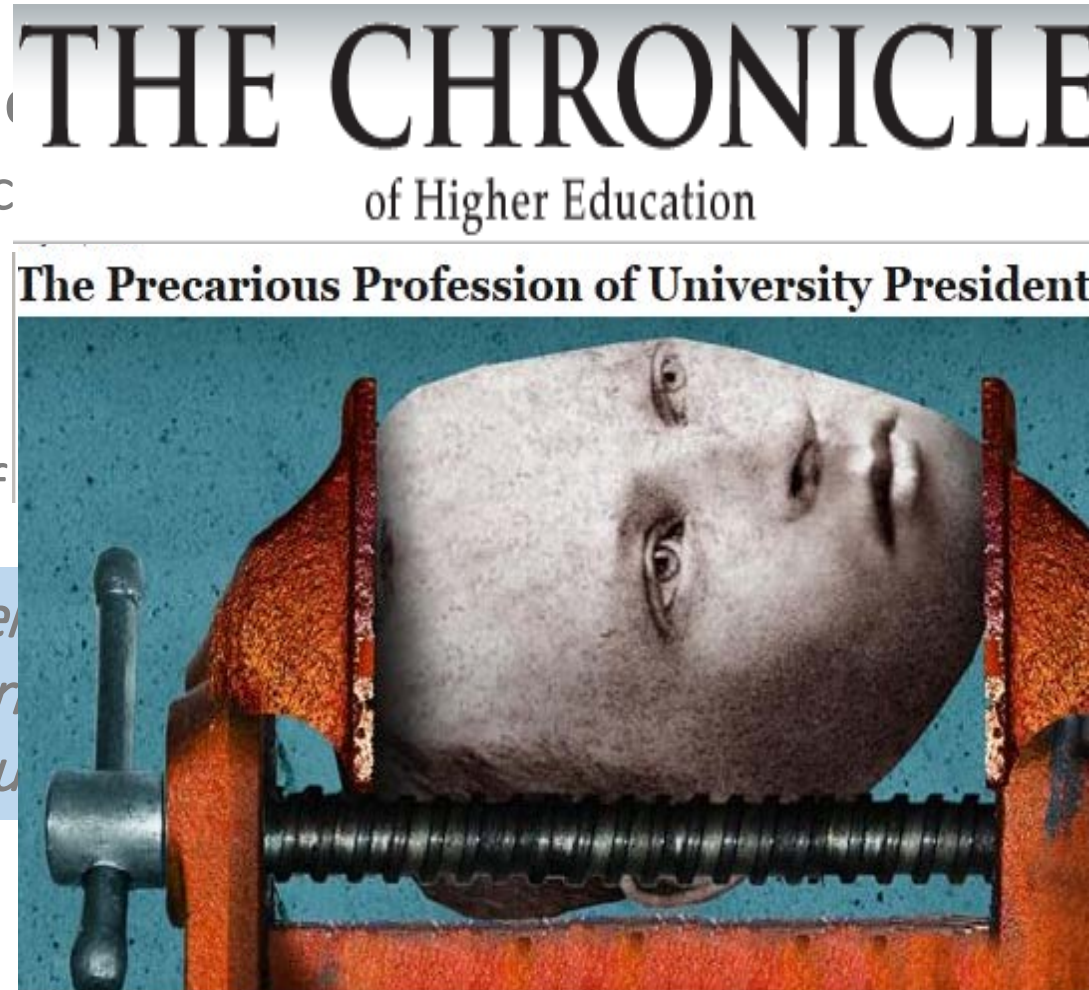
- Obvious tradeoffs

- Loss of social capital

- Less obvious

- *Extent* of

*An external
internal
frustration*



Michael Morgenstern for The Chronicle

By Gary C. Fethke and Andrew J. Policano

Age-old question

- Are leaders born or made?

Traits of successful leaders (there are many)

Natural	Acquired
Clarity	Ability to make tough decisions
Collegiality	Crisis management
Creativity	Financial savvy
Empathy	Fundraising
Honesty	Human resource intelligence
Intelligence	Political savvy
Passion	Public relations & public speaking

Is a leadership path right for you?

How well do you...

- Stomach controversy?
- Actively listen to ideas?
- Accept & learn from constructive criticism?
- Put yourself at risk?

Some questions to ponder

- Do you have a passion to make a difference?
- Do you see opportunities where others see problems?
 - Do you act on them?
 - Can you place the needs of the unit above your own?
 - Even small improvements matter
 - There are certain things only the leader can do
- Do you delight in other people's success?
 - Can you take responsibility but not credit?
 - Does not mean you are completely selfless

Which is your leadership style?

- Machiavellian (command and control)
 - Authoritarian: better to be widely feared than loved
- Charismatic, Visionary, Passionate
 - Best: focus on task and people
 - Danger: focus on people but not task
 - stress
- Bureaucratic
 - Motivates by appealing to rules
- Transactional
 - Uses self-interest of followers in exchange for loyalty

Leadership styles

- Which leadership style works best is largely situational
- Units vary widely
 - Traditions, structure, goals and aspirations
- Successful leaders use a combination of styles
- Common denominator of success: passion and vision
 - Others act as a gate keeper

Establishing your style

- Develop a powerful vision
 - But, don't let your vision outpace your relationships
 - Lots of folks have great ideas but

"Vision without implementation is hallucination"

Ben Franklin

- Be the proverbial swan
 - Cool, calm and confident in a crisis
 - Very little turns out to be the emergency that folks portray it to be

Establishing your style

- *“To lead the people, walk behind them.”*
 - Hire great people
 - Help your team do what they do best
 - Get out of the way but...
 - Keep informed!
 - (S,s) strategy

Some pragmatics: working with others

- Inspire partnership and trust
 - The more people know you, the more they will trust you
- Identify black holes and energy hogs
 - Confront problem folks immediately
- “When someone shows you who they are, believe them the first time.” (Maya Angelou)
 - Sometimes, the only way to change people is to ***change the people***
- Learn to say no: be honest but not brutal

Some pragmatics: strategic issues

- Don't be an empty suit at meetings
- Don't become deluded by "the way it should be"
 - You need to play the hand you are dealt
 - If you believe the environment can be improved, don't complain, act
- Don't be surprised by
 - How very different people's views can be on the same issue
 - How slow the university can be
 - How creative our colleagues can be

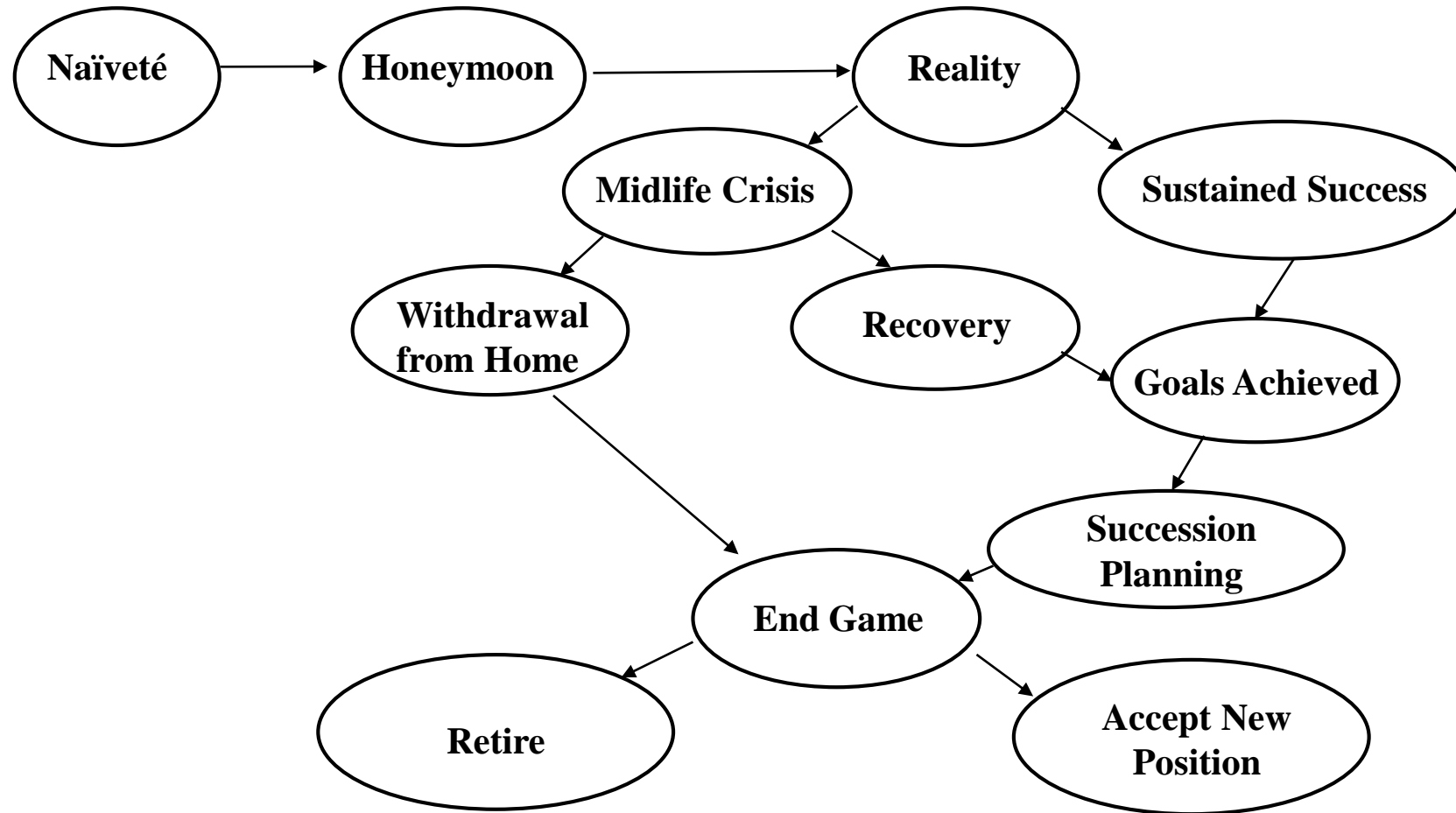
Some pragmatics: personal issues

- Leadership roles demand excellent health, EI and resilience
- Prioritize life balance
 - Health and family; then work
- Make your spouse or partner a confidant
- What you say and do is watched with great scrutiny
 - Be clear and consistent—develop your elevator speech
- One thing at a time (focus)
 - There is always one more thing (go home)
- Most important, **be authentic!**

Phases of Leadership

(Please see Chapter Two, *From Ivory Tower...*)

FIGURE 2.1



Reflections

- Don't let your position define who you are
 - Don't be afraid to move on
 - Anyone who desperately wants to keep their job has no leverage
 - Money should not be the primary motivator
- Your legacy
 - When is it time to step down?
 - Your accomplishments
 - Most important: The success of the folks you help along the way



A horizontal banner with a dark blue background. On the left side, there are two vertical bars: a dark blue one and a yellow one. The text "UCI Leadership Academy" is centered in white.

UCI Leadership Academy

Valerie Jenness

Past Dean

School of Social Ecology

Professor

Criminology, Law and Society

Sociology (by courtesy) and Nursing (by courtesy)

Key Question

**WHO DO YOU WANT TO
LOCK ARMS WITH?**

Who do you want to lick arms with and why?



**The Love of Money, Using Money Wisely,
Social Uplift as a Moral Imperative,
U.S. Currency as Symbolism,
and Changing the World....**

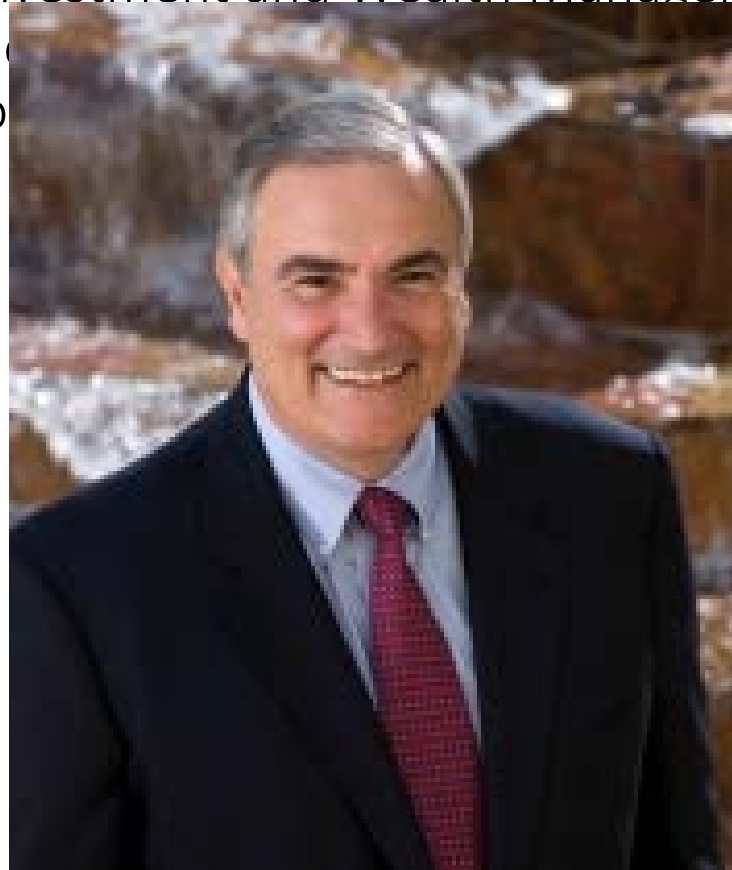
**Keynote Address
Financial Literacy Program
Center for Investment and Wealth Management
Paul Merage School of Business**

**Valerie Jenness, Ph.D.
Department of Criminology, Law and Society
School of Social Ecology
University of California, Irvine**

August 8, 2015

Andrew J. Policano

Director, Center for Investment and Wealth Management Dean's
Leadership Circle Endowment
Paul Merage School of Business





In the beginning and toward the end.....



First public talk as dean



Last public talk as dean

And in between...



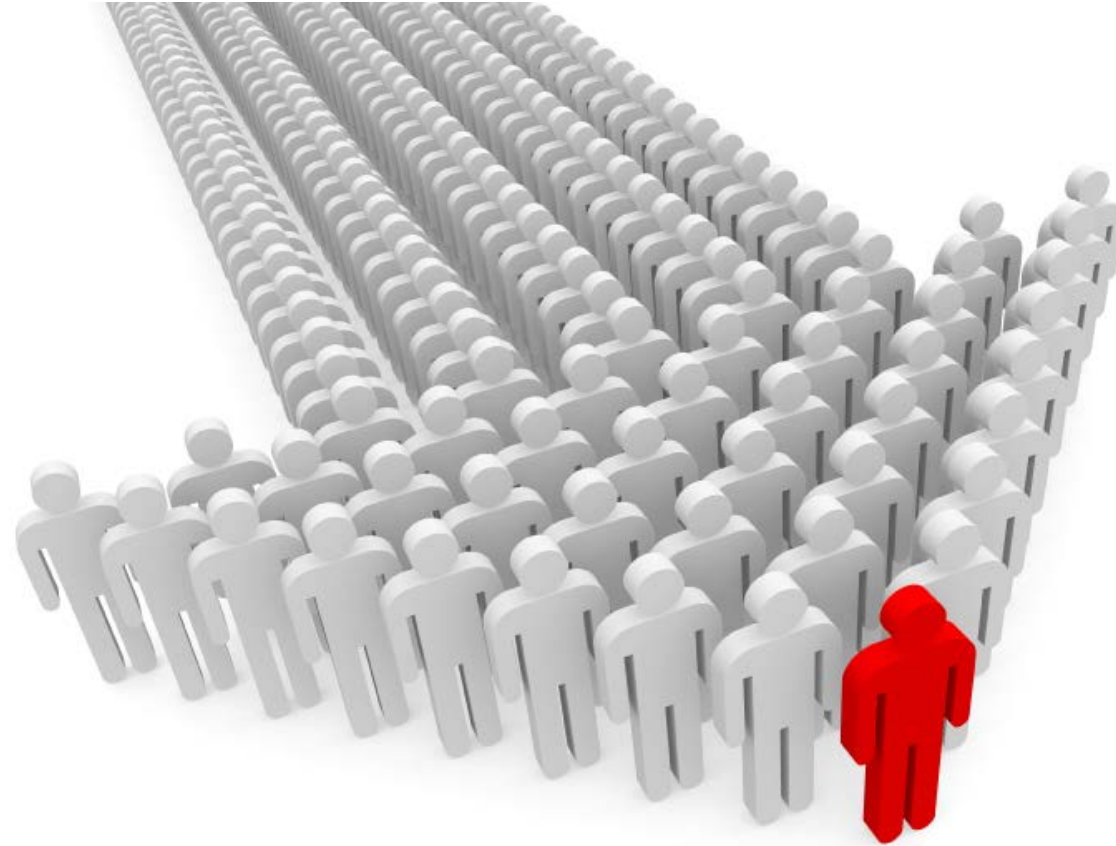
People, Purpose and Place



“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



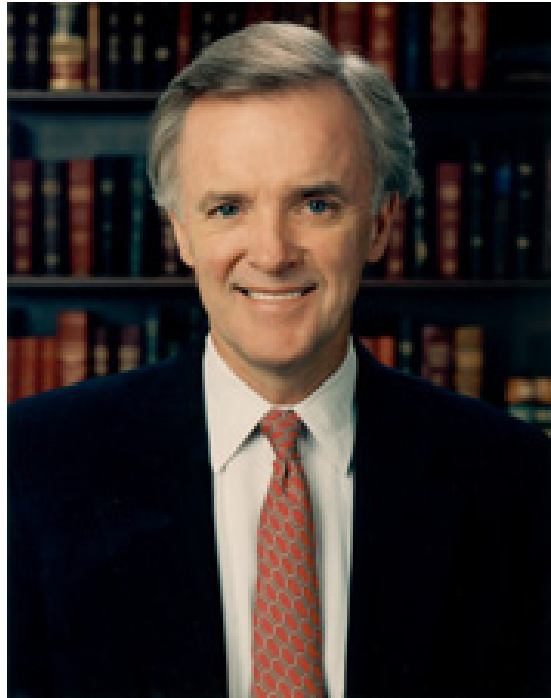
“He that fights and runs away, may turn and fight another day; But he that is in battle slain, will never rise to fight again.”

-- Tacitus

On the flip side...



On the power of kindness...



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

A recent act of kindness

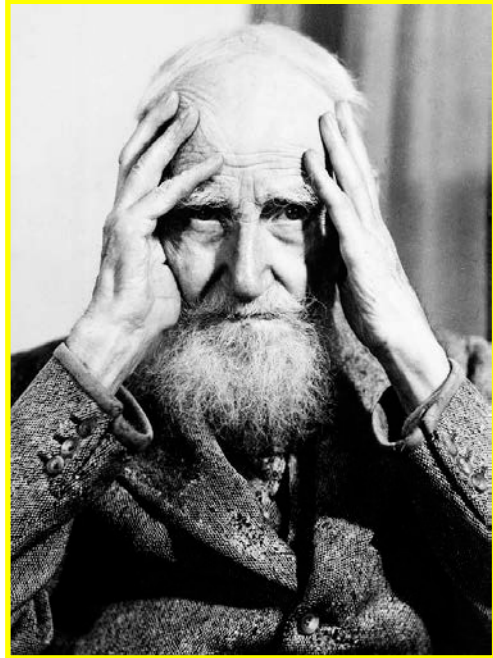
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“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

-- Marian Anderson

Now what?



George Bernard Shaw

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

Who do you want to lick arms with and why?



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!

Thank You



How well do you...

- Interact with the external constituency?
- Place priorities of organization above your own?
- Take responsibility when things go bad?



Discover your leadership style

- With whom would you most like to work?
- Whose style resonates with you?



Project and protect your leadership style

- Be the proverbial swan
 - Cool, calm, ready for a crisis
- One thing at a time (focus)
 - But there is always one more thing (go home!)



So... who is next?

- What is succession planning?
 - The process of identifying and developing individuals within your organization to assume leadership positions.

So... who is next?

- Why is succession planning important?
 - Helps the organization to run smoothly in your absence
 - Develops individuals to maintain continuity in mission, vision, and planning
 - Demonstrates a commitment to professional development
 - Sends an important message to employees
- Why do so few deans do succession planning?

Diversity: The PhD Project

- Designed to increase the diversity of leadership
- First, increase the diversity of faculty who educate, inspire and mentor youth
- Methods
 - Annual conference, mentoring, network groups
- Results
 - Since 1994 have increased number of minority faculty by over 450%



Successful succession planning

- Key Elements
 - Starts with the hiring process
 - Meet with each assistant professors at least annually
- Identify the competencies needed in the position
 - Mental/Intellectual
 - Physical
 - Emotional
 - Social

Successful succession planning

- Provide leadership opportunities
 - Committee chairs
 - Department or area chair or coordinator
 - Center director
 - Program director
- Encourage faculty to take leadership roles
 - Within your area
 - On campus
 - In their professional societies

Successful succession planning

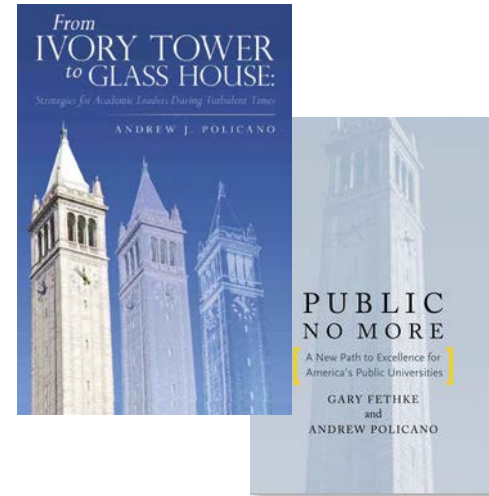
- Provide feedback and assessment.
- Provide coaching and mentoring to individuals.
 - Growth and learning often comes from difficult experiences
 - Failure is often the best teacher.

Successful succession planning

- Does your succession plan
 - address diversity, recruitment, and retention?
 - align with your mission?
- How do you know when it is time to step down?
 - Fulfilling your mission/legacy
 - The story of the three letters
- Life after deaning

Conclusions

- **A new paradigm**
 - Competitive positioning strategy
 - Sustainable-funding plan
 - Financial management model
- Universities must be
 - Less like an Ivory Tower
 - More efficient & accountable
 - More externally focused
- Leaders must adapt



Will It work?

- Transformation is dismissed as infeasible
- Cultural resistance is accepted:
 - Best way to predict the future...

“In the battle between culture and strategy, culture usually wins.”

But there is hope:

Policano:

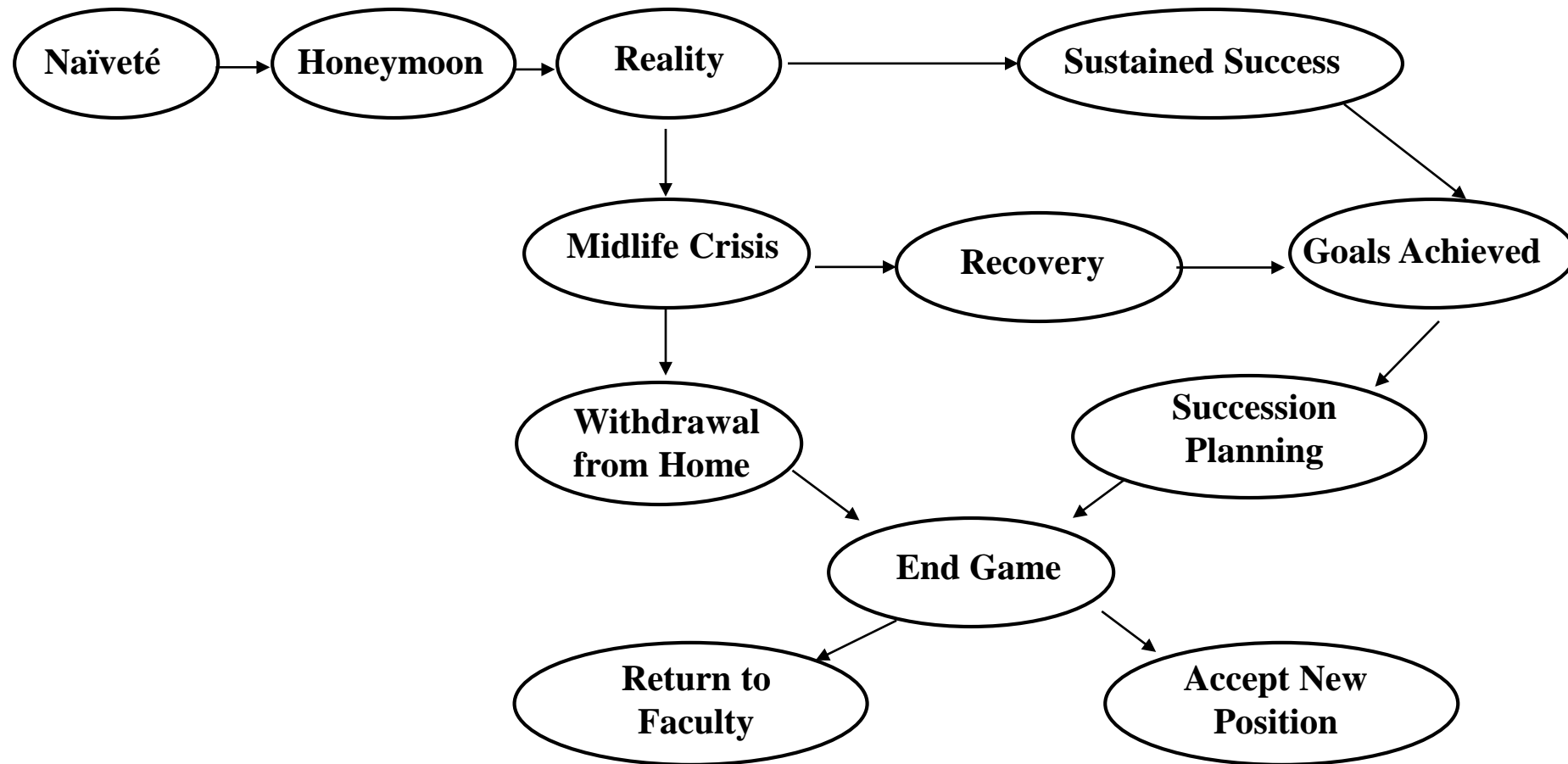
“From Ivory Tower to Glass House”

Your leadership style

- “I believe I am an effective academic leader because...”
- Describe a situation in which you showed excellent leadership skills.
- Challenges
 - Leading change
 - The dean as a quarterback
 - Faculty who choose to think otherwise
 - Bureaucracy

Phases of Academic Leadership

FIGURE 2.1



Changing role Traits Phases Your Style Succession planning

Age-old question

- Are leaders born or made?
- Traits of Successful Leaders (Table 2.1)

Natural		Acquired	
Clarity		Ability to make tough decisions	
Collegiality		Crisis management	
Creativity		Financial savvy	
Empathy		Fundraising	
Honesty		Human resource intelligence	
Intelligence		Political savvy	
Passion		Public relations & public speaking	
Sense of humor		Strategy	

Can you....

- Stomach controversy
- Leave ego at the door
- 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
- Delight in rewarding and recognizing others
- Take responsibility when things go bad

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

Reflections on leadership styles

- Machiavellian
 - Authoritarian: rule by fear
 - Little concern for people
- 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

Take Responsibility, not Credit

“If things go well, you did it.

If things go okay, we did it.

If things go bad, I did it.”

Bear Bryant

Establishing a leadership style

- Develop a powerful vision
 - BUT, lots of folks have great ideas
 - You need to make the vision come to life

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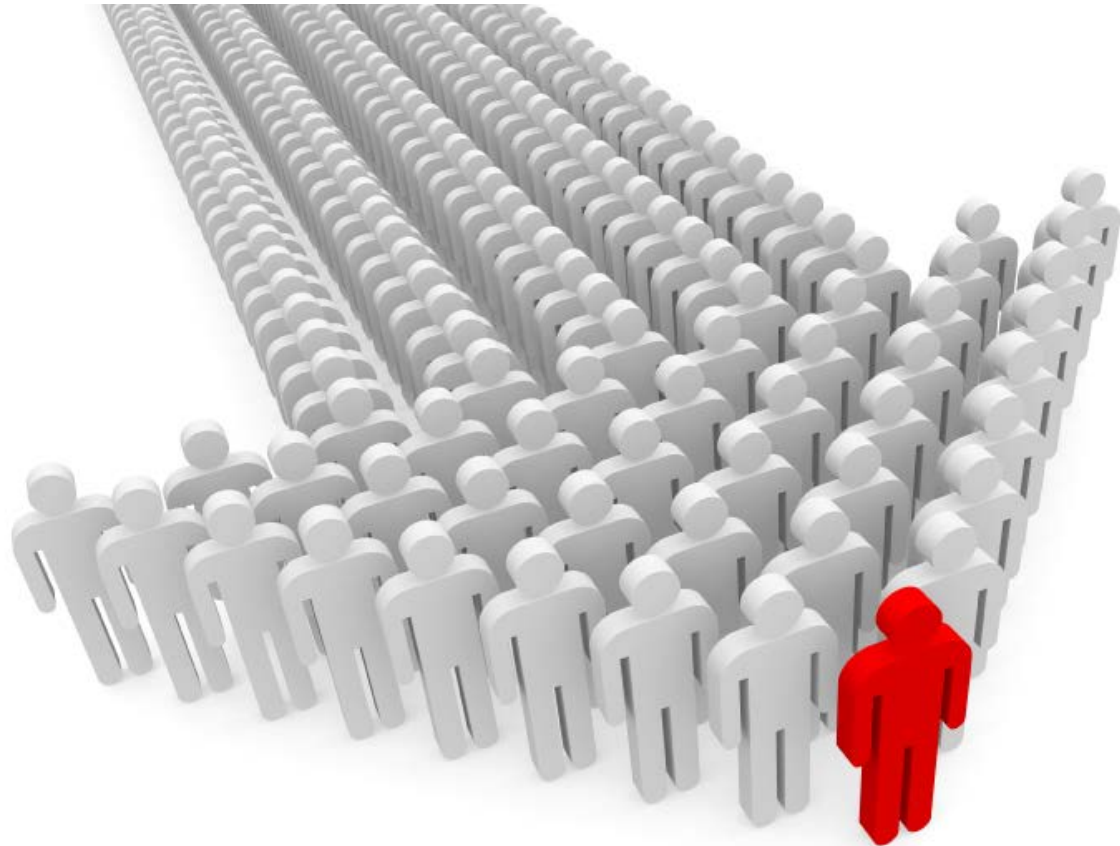
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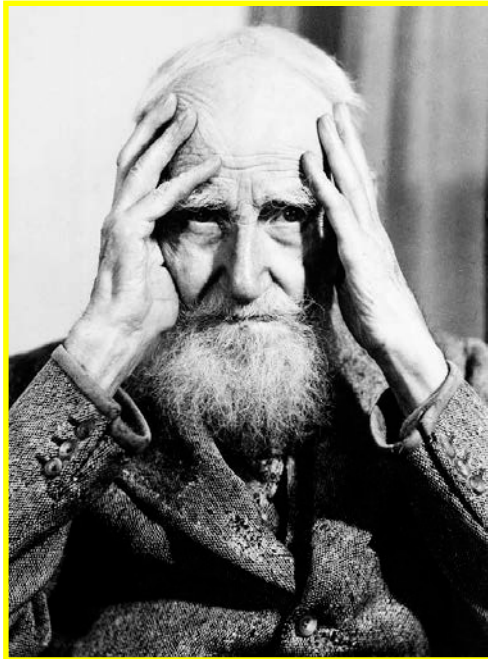
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