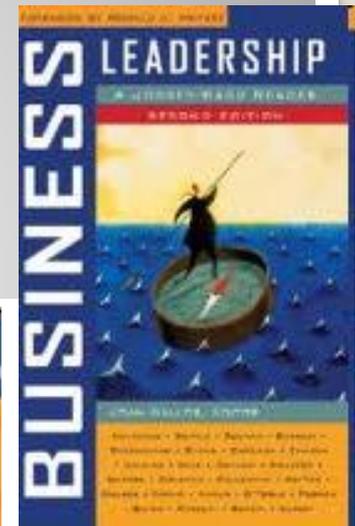
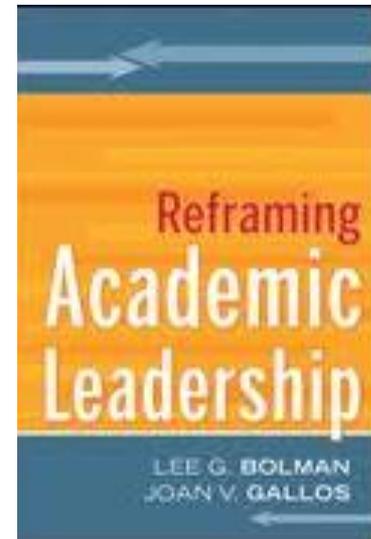


Identifying the Leader Within

Deconstructing the complexities in leading

Starr/EMBA Day of Learning
March 10, 2012



- **Provide opportunities for you to . . .**
 - Get a deeper understanding of leadership challenges and opportunities
 - Appreciate your strengths and predispositions
 - Leave with insights to support your ongoing leadership development

Purpose

- Leadership is a performing art (embedded in context and relationship)
- How you lead depends on what you think your organization or group needs
- How effective you will be depends on whether your assessment of need is right

Themes

Organizations function on 4 levels

Structure, People, Politics, and Symbols

- **STRUCTURE:** Bring clarity to rules, role, policies, procedures, etc.
- **PEOPLE:** Enhance motivation and productivity
- **POLITICS:** Manage conflict productively
- **SYMBOLS:** Know how to infuse work with hope, purpose, and joy

A Focus for Leadership

**How do you like to
lead?**

Leadership Orientation



	High	Low
Structural		
Human resource		
Political		
Symbolic		

Frame Scores

Reframing



Choosing to
view the same
thing from
more than
one
perspective

Some say love, it is a river that drowns
the tender reed.

Some say love, it is a razor that leaves
your soul to bleed.

Some say love, it is a hunger, an endless,
aching need.

I say love, it is a flower and you its only
seed.



Reframing

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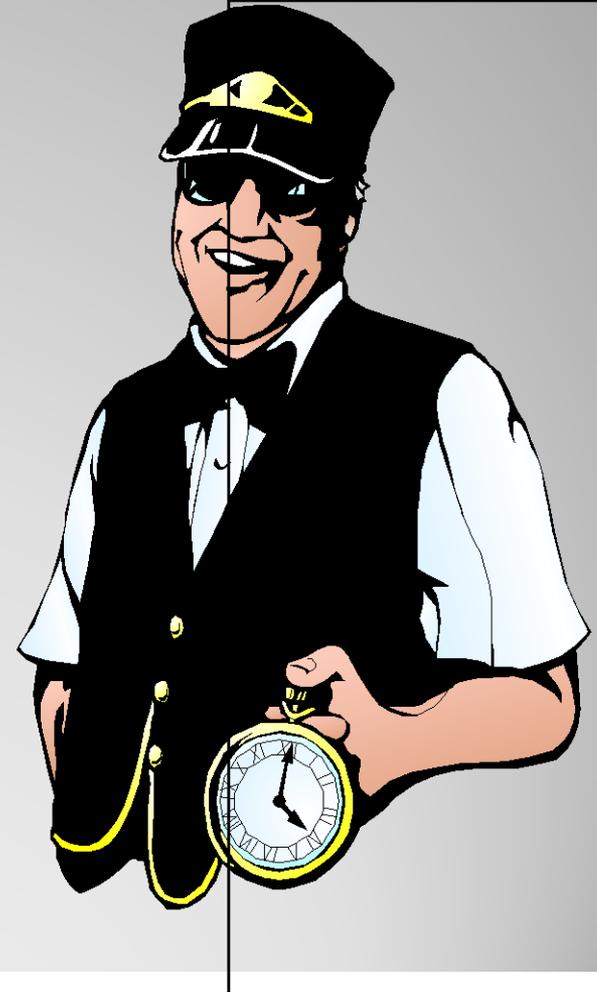
Reframing

Leadership frames

Tacit assumptions about how the world works

Structural View

- **Leader:** analyst, architect, designer
- **Task:** divide the work, coordinate the pieces
- **Goal:** clarity and control
- **Emphasis:** formal roles, rules, and relationships
- **Strategy:** do your homework, analyze, design new approaches, implement
- **Focus:** data, logic, structure, plans, policies, roles

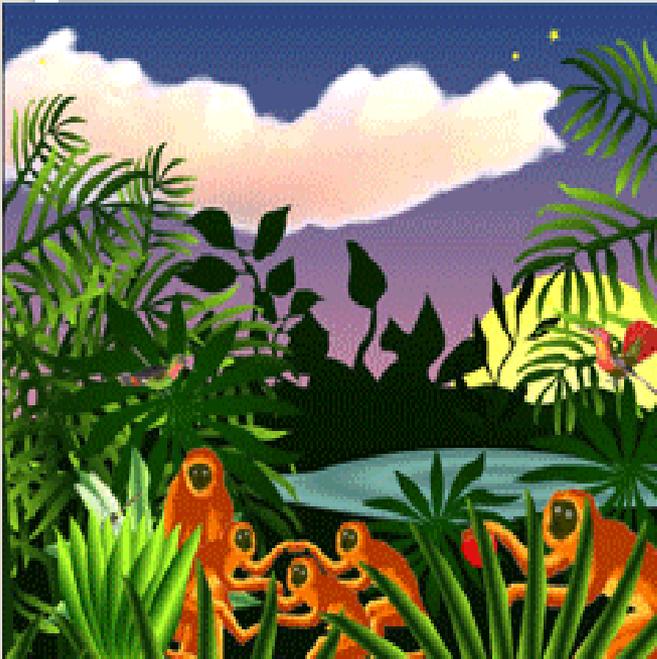


Human Resource View



- **Leader:** facilitator, coach
- **Task:** “fit”
- **Goal:** attend to people
- **Emphasis:** satisfaction, learning, motivation, empowerment
- **Strategy:** tend relationships, listen, educate, be open, facilitate, meet needs
- **Focus:** understanding, teaching, hiring, teamwork, open communication

- **Leader:** advocate, negotiator
- **Tasks:** bargain, negotiate, build coalitions, set agendas, manage conflict
- **Goal:** fairness
- **Emphasis:** allocation of power and resources
- **Strategy:** map terrain, network, talk, attract allies, defuse opposition
- **Focus:** build a power base, get access, influence key players



Political View

- **Leader:** artist, wizard
- **Tasks:** see possibility, create common vision, infuse passion, manage meaning



- **Goal:** hope, promise
- **Emphasis:** purpose, vision
- **Strategy:** tell stories, lead by example, stage ceremonies and rituals
- **Focus:** joy, optimism, contribution, commitment

Symbolic View