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
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
Organizations function on 4 levels

Structure, People, Politics, and Symbols
A Focus for Leadership

- **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
How do you like to lead?

Leadership Orientation
<table>
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<th>Frame Scores</th>
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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.
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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
- **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**