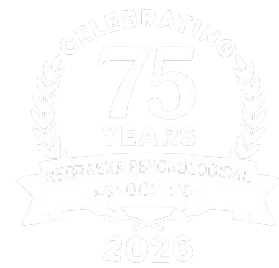


Destination Leadership: A Guide for Your Journey

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Outline

- Review common types of leadership styles
- Cover key traits and skills of effective leaders
- Identify core competencies of an inclusive leader
- Review the impact and value of the leadership of inclusion

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Goal and Objective

- Excite attendees about being leaders in the Nebraska Psychological Association (NPA)
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Disclaimer

- I have an agenda to encourage, ignite, excite, support you—and whatever else I need to do—to facilitate discovery of your leadership capacity and contributions you can make to NPA and beyond!
 - This is not a conflict of interest!
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Leadership Journey

- Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” — Jack Welch
- “Leadership is not about being in charge. It is about taking care of those in your charge.” — Simon Sinek
- “The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.” — John Buchan

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Leading Differently and Importantly

- Leaders are made, not born
- Leaders are not always in front or “in charge”
- Some of the best leaders are also followers (“Followship”)

(Peters & Haslam, 2018)

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Reflections

"A master can tell you what he expects of you. A teacher, though, awakens your own expectations." Patricia Neal

With modification:

"A master can tell you what he expects of you. A 'leader', though, awakens your own expectations."

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Leadership

- Is an "influence" relationship
 - Is reciprocal
 - Is the ability to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are all members
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Leadership

- Is about change, not stability
- Is about collaboration and the empowerment of others
- Is about diversity of thought, ideas, experiences, talents, people

(Daft, 2022)

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Identifying and Enhancing Your Own Leadership Skills

- Self-Reflection
- Understand different leadership styles
- Seek feedback
- Leverage your strengths
- Continue learning and developing

(Daft, 2022)

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Psychological Skills and Leadership Development

- Emotional intelligence
 - Active listening
 - Conflict resolution
 - Communication
 - Critical thinking
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Psychological Skills and Leadership Development

- Adaptability
- Ethical decision-making
- Motivation and coaching
- Cultural competence
- Empathy and compassion

(Daft, 2022)

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Leadership Styles

Flexibility with styles is most effective

- Coercive: ***Do what I tell you***
 - Use when you need to fix a problem quickly and effectively, when performance is poor, or when a task is ambiguous
- Affiliative: ***People come first***
 - Use when trust or motivation are low; stressful time
- Democratic: ***What do you think?***
 - Use when building consensus or you want motivated team members' input

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Leadership Styles

- Pacesetting: ***Do as I do now***
 - Use with a motivated team to get high-quality results quickly
- Coaching: ***Try this***
 - Use when team members lack confidence or mentoring is needed
- Authoritative/Visionary: ***Come with me***
 - Use when a new vision and/or direction are needed; to help teams manage change

(Goleman, 2002; Knight, 2024)

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The Inclusive Leader

- Four layers of diversity: Internal, External, Organizational, Era
- Treating people and groups fairly based on unique characteristics, not stereotypes
- Personalizing individuals, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
- Leveraging the thinking of diverse groups for smarter ideation and decision-making that reduces the risk of being blind-sided

(Dillon and Bourke, 2016)

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The Inclusive Leader

Core competencies

- Building interpersonal trust with honesty, follow through and valuing different perspectives
- Integrating different perspectives, considering all points of view/needs of others
- Optimizing talent by motivating others and supporting growth
- Applying an adaptive mindset, taking a broader worldview, and adapting an approach to fit the situation
- Achieving transformation by being willing to confront difficult topics

(Dillon & Bourke, 2016)

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The Inclusive Leader

Impact and Value of Diversity

- Sparks innovation, leads to better decision-making, spurs growth
- Develops greater organizational flexibility and a broader base of experience for problem-solving and innovation
- Groups are more creative than homogenous groups due to different perspectives

(Phillips, 2017)

“If your actions inspire others to dream more, to learn more, to do more, and to become more, you are a leader.” John Quincy Adams

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Traits of Leadership

- Optimism and self confidence
- Drive
- Honesty and integrity

(Stogdill, 1974)

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Characteristics of Effective Leaders

- Demonstrate courage
 - Give credit to others
 - Have a sense of purpose beyond the immediate value
 - Break down barriers
 - Listen
 - Take risks
 - Build relationships
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Characteristics of Effective Leaders

- Find ways to bring out the best in others
- Create vision and strategic direction and excite others about them
- Encourage teamwork
- Create environments which enable people to contribute their best
- Create environments where people feel they matter
- Are inspirational
- Engage others

(Daft, 2022)

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Characteristics of Effective Leaders

- Have a passion for their work and genuine concern for others
 - Have openness to new ideas
 - Commit to things important to you
 - Seek self-awareness
 - Have a desire to stretch and learn
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Characteristics of Effective Leaders

- Are authentic, honest, have and model integrity
 - Are self-aware, curious, courageous, nimble, inspirational
 - Take risks
 - Create an environment for others to flourish
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Encouraging Others to Become Leaders

- Highlight their strengths: Help them to recognize how these reflect qualities of a leader
- Provide opportunities: Invite them to accept leadership roles such as small tasks or projects so that with confidence they can be encouraged to take on more
- Be a role model: Reflect integrity and decisiveness
- Be encouraging and supportive: Let others know you believe in their ability to lead, and you'll support them

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Encouraging Others to Become Leaders

- Promote Growth: Help them to see opportunities to grow, especially when things are challenging, and remind them that many skills are developed over time
- Teach decision-making: Guide the process and offer feedback
- Foster initiative: Support that taking risks and making mistakes is part of leadership development
- Encourage collaboration: Support efforts where others can be a part of a larger effort

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Encouraging Others to Become Leaders

- Celebrate achievements: Identify the value of their contributions
- Encourage self-reflection: Help others to understand what worked and what didn't and how exploring these can lead to growth and change

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Rewards of Leadership

- Helping team members develop, grow, and succeed
- Being able to set direction, take risks, and make things happen
(Figliuolo, 2020)
- *“In the end, leadership is not about accolades or authority. It is about making a difference, inspiring others, and navigating the complexities of human endeavor with courage and compassion. It is a journey worth undertaking, for it holds the promise of not just professional success but also personal growth and satisfaction.”*

(Daft, 2022)

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Reflections

- Leadership begins with self-awareness and empathy
- Leadership is a choice you make
- It's available to anyone, anytime, anywhere
- Every moment is an opportunity to lead
- Leaders inspire by example, not by command
- Leaders seek solutions, not scapegoats
- Leaders build bridges, not barriers

Justin Wright

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Reflections

- Leadership isn't just about leading others
- It's about leading yourself to higher standards
- And setting an example others will want to follow
- Be the leader you always needed
- Be the leader who awakens someone's own expectations
- Improve everything you touch

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Questions and Discussion

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