



BUILDING YOUR LEADERSHIP SKILLS

Chad Olson, Associate Director, Iowa State University

Today's Agenda

- Are You a Leader or a Manager?
- Leadership/Supervisory Skills
- Evaluation of Skills
- Where do you stand?
- Wrap Up



Leadership Definitions

- The power or ability to lead other people
- Leadership is the ability to create a vision that motivates others for positive change, help refocus resources on the right solutions, and provide opportunity for growth and learning.



Quotes to consider

- "Leadership is the art of getting someone else to do something you want done because they want to do it." Dwight D. Eisenhower
- "Leadership is a series of behaviors rather than a role for heroes." Margaret Wheatley
- "You manage things; you lead people." Grace Murray Hopper
- "If your actions inspire others to dream more, learn more, do more and become more, you are a leader." John Quincy Adams
- "A leader is one who knows the way, goes the way, and shows the way." John C. Maxwell



Are you a manager or a leader?

Manager

- Oversees the current process well
- Must achieve balance
- Thinks execution
- Comfortable with control
- Problems are just that, and need resolution ASAP
- Procedure is king
- Instructs as to technique and process
- Impersonal, remote

Leader

- Wants to create the future
- Needs to make change
- Thinks ideas
- Welcomes risks
- Sees problems as opportunities
- Is patient
- Substance is king
- High emotional intelligence



Leadership vs. Management

Leaders

- Ability to develop a vision that motivates others to work with passion towards a common goal
- Seeks improvement through positive change
- Doing the right thing and leading by example

Managers

- Ability to organize resources and coordinate execution of tasks necessary to reach a goal in a timely and cost effective manner
- Seeks order through stability and predictability.
- Do things right and save themselves



Three types of leaders



Autocratic

- Authoritarian Leader
 - Makes decisions alone
 - Only one person has power
 - Decisions enforced by using rewards and fear of punishment



Participative/Democratic

- Participative/Democratic leader
 - Includes one or two employees in decision making
 - Open communication
 - Suggestions and feedback are given in both directions
 - Information is shared with the group



Delegate

- Free-reign leader
 - Gives power to followers to make decisions
 - Still responsible for decisions made
 - Followers are able to analyze the situation



Leadership Styles



What's your Pathway to Leadership?



Reflection: What makes a good leader?



Leadership Skills

individual-contributor transparent admits-mistakes
 innovative optimizer change-champion skills
 initiative time-management feedback honesty
 reflective leader staff-development
 creative collaboration humor team-building loyal
 balanced partnerships balance
 positivity ethical diversity-advocate communication
 open cultural-competencies work-life delegate
 engaged directional follower concise
 problem-solver assessment fair active-listener
 project prioritize decisiveness
 challenging data-analysis strategist optimism
 recognition openness courage



Leadership = Personality Traits

- We all bring who we are into how we lead.
- It is highly personal.
- Overcome barriers by honing your personal leadership style.
- Know yourself and know others.
- Know, recognize, and understand you have biases.



Skills for Leaders – Today’s focus

- Communication
- Confidence
- Conflict Resolution
- Interpersonal Skills
- Leadership Development
- Motivational
- Networking
- Problem Solving Skills
- Priority Management
- Respect of Diversity



Communication

- Encourage two way communication
- Be clear and intentional
- What’s your meaning?
- What are your methods of communication?
- Constant, over communicate at times.
- Regular staff meetings collective and individual.
- Leaders do not always speak, they listen!



How do good leaders communicate?



Confidence

- Sometimes being confident is *projecting* confidence
- Know your strengths and your weaknesses
- Sometimes you have to step out of your comfort zone to develop as a leader



Conflict Resolution

- Conflict must be addressed head-on
- Don't miss an opportunity for growth in your office or with a team member
- Know your team and know what will work



Interpersonal Skills

- Interpersonal effectiveness-individual's ability to influence others, competently.
- How well do you play in the sandbox?
- Do you have an awareness of the situation?
- Do you have an ability to sway the conversation or focus?
- Do you have a strong commitment or connection to your team?



Leadership Development

- Empower your staff
- Create an environment where suggestions are respected
- Participation is encouraged
- Give your employees opportunities for growth
 - Within the Financial Aid Office
 - On Campus
 - Other?
- Don't be afraid to get involved, roll up your sleeves!
- Create accountability



Motivational

- Create environment of appreciation
- Participation and suggestions should be encouraged
- Use the feedback that is given



Motivational



Networking

- Build your network!
- They can help you with Financial Aid topics or management issues



Problem Solving Skills

- Be proactive
- Look at things from all angles
- Who benefits the most?



Priority Management

- How do you prioritize your time?
- How do you prepare for your day?
- One person's emergency may not be yours



Respect of Diversity

- Listen to the opinions of those with different experiences
- Treat people with respect
- Walk in others' footsteps



Self-Evaluation



Self-Evaluation

For the 10 skills, give yourself a "10" for your best skill, and a "1" for your skill that needs the most work...

- Communication
- Confidence
- Conflict Resolution
- Interpersonal Skills
- Leadership Development
- Motivational
- Networking
- Problem Solving Skills
- Priority Management
- Respect of Diversity



Chad's Scores



Evaluation of Skills

- Allow for self-evaluation
- Have your team/direct reports/supervisor evaluate you



Let's Build Your Foundation!

- Who are the people, what are the places, and what are the events that have helped you develop your leadership?
- What about books you have read? Trainings you have attended? Classes you took throughout your education?



How to Take the Next Step

- Establish your goals
- Get feedback, what can you do better?
- Talk with your leadership
- Discuss with your spouse, partner, family, etc.
- Define what success means to you!



In Conclusion

- Your path to leadership will be unique
- No one can master all skills
- You must constantly work on your leadership skills



Acknowledgements

- Shashanta James, Western Michigan University
- Dr. John Parker, retired



Questions?

• Chad Olson, chad@iastate.edu


