January 2022

Leadership Institute

Session 3

Tools and Techniques –Assessing Progress and Looking Forward

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Leadership Institute Cohorts

New approach to leadership development

- Facilitate smoother transitions in committee leadership
- Enable lagging committees to reengage
- Provide a platform through which committee chairs/vice chairs can interact more directly

Topics

- TOPIC 1: Roles & Responsibilities: Connecting to APS Strategic Plan, delegation as chair, leading, managing, identifying/mentoring next leaders
- TOPIC 2: Leading, Managing, Partnering, Engaging
- TOPIC 3: Tools & Techniques to lead committees (what we've learned so far)
- TOPIC 4: Building an authentically diverse and inclusive culture

Online Series

- TOPIC 1: July 15, 20, and 21
- TOPIC 2: October 13-15
- TOPIC 3: January 10-12, 2022
- TOPIC 4: April 2022 TBD

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(The)role of the leader is the toughest, most-important role for the team's eventual success or failure . . . .

It has been said that the role of the leader is "like giving a brain to the scarecrow, a heart to the tin man, and courage to the cowardly lion." Teams with good leaders can accomplish results even when it appears that the deck is stacked against them. (F.M. Furman)

Today's Session

A Check-in to Start '22

Today's discussions are intended to give your team (chair and vice-chair or equivalent) a chance to reflect on your current progress and imagine the future. Most of our time will be spent in breakouts to allow for those discussions. We will come together at the end of our time to offer reflections to the whole group.

The Mid-Year Check-In discussion guides on following pages are intended to help focus the conversations. They are divided into the following areas of focus:

- Assess progress toward our charter and outcomes.

- Look ahead for the next two or more years.

- Personal Leadership Self-reflection

Attributes of Effective Teams

- Common purpose / vision
- Accountability
- Support and resources to team members
- Engaging and honest opportunities for self evaluation
- Collaboration
- Communication with clarity
- Value and appreciate

Six Competencies Exemplary Leaders Share *Review*

- Warren Bennis

Create a sense of common purpose - vision

Engage and Motivate Others

Build an adaptive and agile social structure

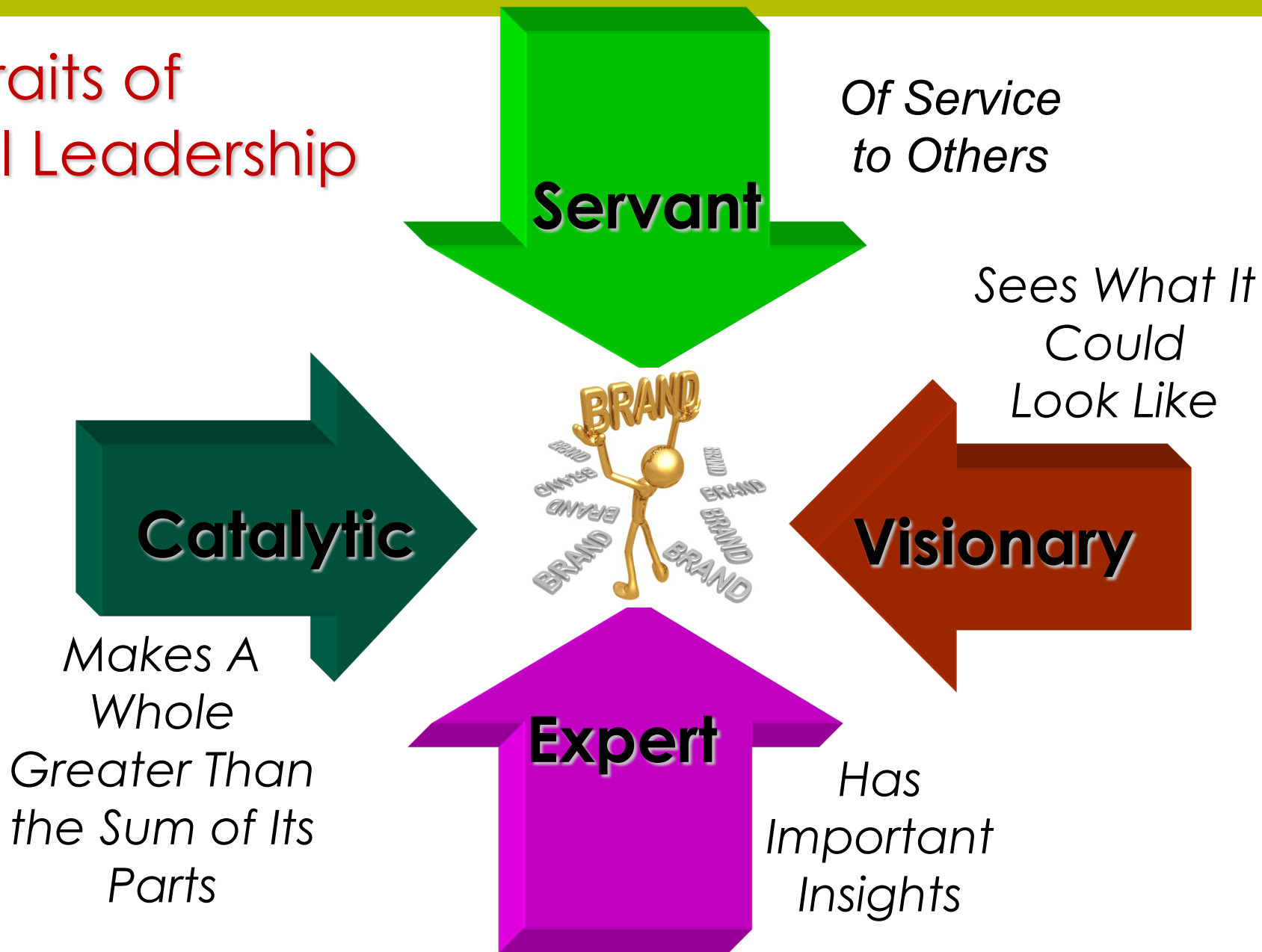Generate and sustain trust (culture of candor)

Develop Leaders

Get results / outcomes

"Perhaps the only unperishable characteristic at the base of all effective leadership is character. It is the human connection between the leaders, the led, and the organization."

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Mid-year Check-In: *Assessing Progress*

- Are we clear about our specific charge (task we are asked to accomplish on behalf of APS)?

- Do we have a common understanding of the outcome we are committed to achieving? What are those outcomes?
  - (outcome – something noticeably different as a result of our efforts, not output or the number or things that happen)

- What progress have we made toward the outcomes? Are we satisfied with that progress?

- What are the most significant barriers to progress?

- What is helping us make progress?

- Are we satisfied with the level of engagement by the entire group?

- What tools would help us accelerate progress?

Mid-year Check-In: *Looking Ahead*

- Success in 2024 - If we are successful what is happening in 2024 for those who are impacted by the work of our group?

- What else can we do to deliver that success and when? How will we make that happen?

- Creating a culture of inclusion increases access and results in diversity, particularly when we focus on including those perspectives who have not typically participated in the past. How can we continue to create a culture of inclusion or expand the depth and breadth of those participating in and benefiting from our work?

- Long-term succession planning: Have we identified our next leader or possible leaders (a short list)? How are we building their leadership confidence?

Mid-year Check-In: *Self-Reflection*

Take some time to reflect upon the Six Competencies Exemplary Leaders Share and the Four Portraits of Influential Leadership.

- Am I building upon my personal strengths?

- Do I try to do everything or am I empowering others to support the work of the group?

- Which Competencies do I need to develop?

- What are my personal leadership goals for 2022?

Discussions with your Committee

REVIEW

Between now and our next gathering in October

- What is our specific charge (task we are asked to accomplish on behalf of APS)?

- Which goal are we helping to achieve?

- Who are the key stakeholders impacted by our work?

- What do we anticipate will be different for them when we are successful?
  Or
- What outcomes are we committed to accomplishing on their behalf?

- What are the necessary steps we must take to deliver that success and when? How will we make that happen?

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Identifying your Next Leader

REVIEW

- Recognize the qualities a person possesses that allow them to step into the role. *Not step-up but step-in.*

- Observe who:
  - Understands our common sense of purpose or vision?
  - Engages and motivates others
  - Understands and Reinforces an adaptive and agile structure?
  - Gains the trust of others through self-awareness and candor?
  - Positions others to lead when appropriate?
  - Gets results?

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What Will Earn Engagement From Volunteers?

- Working on the things that matter to them.

- Demonstrating the work is making a positive difference.

- Providing an enjoyable opportunity for involvement.

Influential Leadership

Influencing the beliefs and behaviors of others to unleash the creative genius of all parts of the organization on a day-to-day basis.

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Four Portraits of Influential Leadership
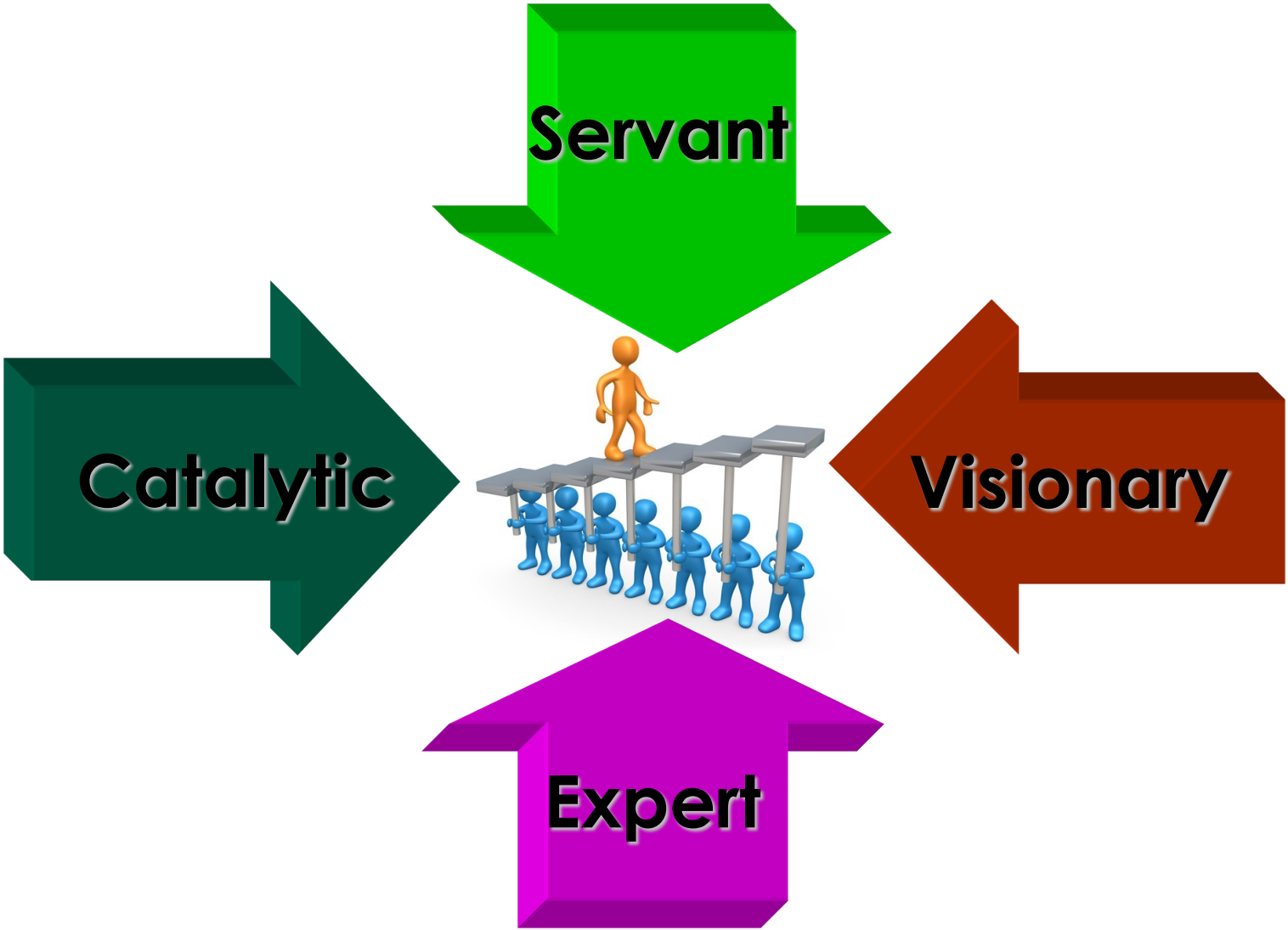
Four Portraits of Influential Leadership

- **Catalytic** : *respected for the ability to bring others together and leverage their capabilities*

Four Portraits of Influential Leadership

■ **Servant:** *respected for commitment to the needs of others*

Four Portraits of Influential Leadership

- **Visionary:** *respected for   the ability to articulate a compelling picture of something different and better*
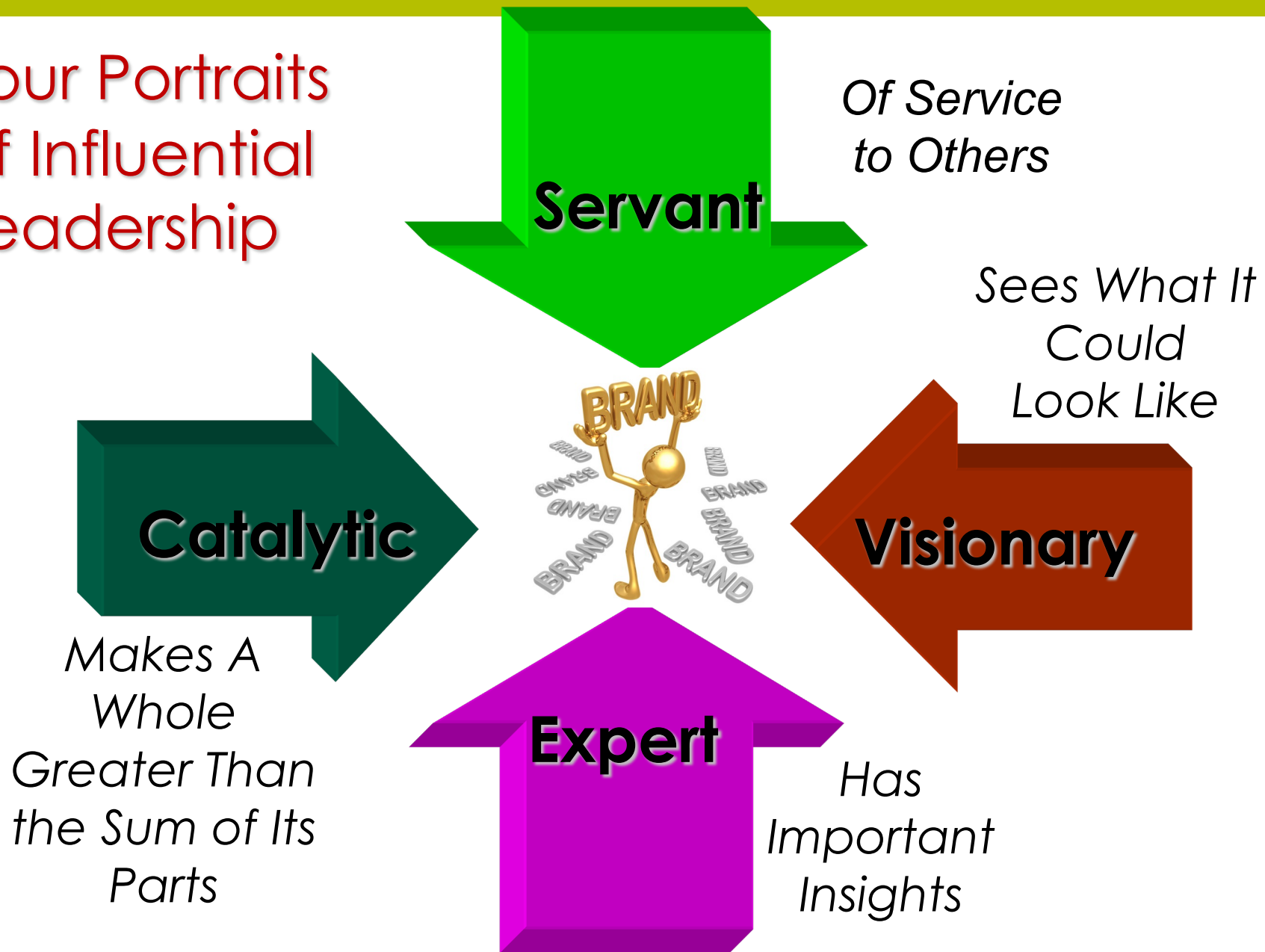
Four Portraits of Influential Leadership

■ Expert: *respected as an authoritative source of valuable knowledge and insight*

Defining
Brand Behavior

Personal Brand / Reputation:

The expectations others will have about you based on the experience they have at points of contact with you.

Brand Behavior:

The ways in which individuals, groups and organizations must behave in order to earn the desired reputation.

Reflection…

1. What will **I** do differently as a result of this conversation?
2. What will **I** direct/assist others to do differently as a result of this conversation?
3. How might I help my committee understand the reason why a person may take action in a way that does not make sense to me?
4. What else do I need to be successful with my committee?

Questions

Additional questions, comments or ideas?

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