

# Developing the Next Generation of Leaders



**Conducted for First 5 Santa Cruz County  
Service Integration Brown Bag Lunch**



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# Road Map

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## Desired Outcomes

- Identify individual and organizational beliefs about leadership.
- Understand 9 key tasks in creating an organizational approach to leadership development.
- Understand a multi-faceted model of leadership competencies and dimensions.
- Identify ways to incorporate leadership development activities into your everyday work.

## Agenda

- I. Welcome/Introductions/Overview
- II. Define Leadership
- III. A Systematic Process for Developing Next Generation Leaders
- IV. Models of Leadership Competencies and Dimensions
- V. Self-Assessment and Discussion
- VI. Everyday Leadership Development
- VII. Closing/Evaluation

## Group Agreements

1. Listen before responding.
2. Take turns speaking.
3. Stretch your comfort zone.
4. Start and end on time.
5. Keep an open mind.
6. Value different opinions and ideas.
7. Maintain confidentiality.
8. Turn phones/pagers to silent or vibrate.

# Leadership is in the Eye of the Follower

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## Leadership is the ability to

- Create a vision for positive change
- Help focus resources on the right solutions
- Inspire and motivate others
- Provide opportunities for growth and learning

	Common Myths and Half-Truths	Reframed Reality
1.	The “higher-ups” are THE leaders in the organization.	
2.	People in leadership positions are there because they are effective leaders.	
3.	There is one best (right) way to lead.	
4.	Future leaders need to be just like the current leaders.	
5.	Good leaders are 100% effective 100% of the time in 100% of the situations.	
6.	People are either born leaders or not.	
7.	You will know a good leader when you see or hear one.	
8.	It’s a waste of time, energy and resources to develop leaders because they just end up leaving for “greener pastures.”	
9.		
10.		

# 9 Key Tasks for Developing Leaders

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## 1. Define the desired leadership competencies.

- What knowledge, attitudes, qualities and skills are needed to be leaders in the organization now and in the future?

## 2. Establish a leadership development process (how to identify, cultivate and retain leaders).

- Highly structured (training, mentoring, coaching) → usually requires application process, dedicated training, structured mentoring program
- Semi-structured (supervision, real-time coaching, targeted trainings) → may require fewer resources but need to ensure that managers/supervisors have the skills to coach and mentor
- Unstructured (peer support, informal mentoring) → requires minimal resources but may be harder to link activities to results

## 3. Align organizational structures to reinforce leadership development process.

- Examine the organization's current culture and processes to make sure they are supporting efforts to identify, cultivate and retain new leaders.
- Examples: Recruiting, hiring, performance appraisals, recognition, meeting structures, team structures and assignments

## 4. Identify potential leaders.

- Observe, ask questions, conduct surveys to find people who are motivated to lead and to develop the desired leadership competencies.

## 5. Assess current leadership skills.

- Use validated assessment tools or create your own based on the desired leadership competencies.

## 6. Provide leadership development activities.

- Specific activities will vary based on how structured the leadership development process is. Usually involves some combination of training, coaching, mentoring, shadowing, delegation, feedback.

## 7. Develop leaders in context of the everyday work.

- Provide real-time training and coaching (as situations come up that require leadership skills) and/or team training

## 8. Evaluate leadership development efforts.

- Set goals about what you're trying to accomplish in terms of leadership development, collect data, monitor results

## 9. Continuously plan for the next generation of leaders.

- Test, evaluate, repeat/expand, formalize → succession plan

# Kouzes and Posner: The Five Practices of Exemplary Leadership®

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## 1. Model the way.

- Do what you say you are going to do.
- Have a discussion on personal and shared values.
- Measure the important things. What gets measured gets done.
- Trade places with others in other areas for a day.
- Be willing to do some of the hard things you ask others to do.
- Make a plan, so that large projects are broken into small wins.

## 2. Inspire a shared vision.

- Be clear about the strengths of the past.
- Be aware of the values and motivations of those with whom you work.
- Construct a vision statement, and have others add their feedback.
- Keep your eye on the big picture, and keep heading on that path.
- Speak positively.
- Listen first and often.

## 3. Challenge the process.

- Question the status quo.
- Find something that needs fixing.
- Add adventure and challenge to the work process.
- Be open to new ideas.
- Model risk-taking.
- Debrief every failure as well as every success.
- Be open to feedback coming from other industries, departments, customers, and vendors.

## 4. Enable others to act.

- Be inclusive. Use “we” instead of “I” whenever possible.
- Increase connections with the people you work with.
- Collaborate with others to plan or solve problems.
- Share information instead of hoarding it.
- Focus on gains, not losses.
- Give power and opportunity to others.
- Enlarge everyone’s sphere of influence.
- Educate, educate, educate.

## 5. Encourage the heart.

- Celebrate successes with creative rewards and personal recognition.
- Find out what will be rewarding to members of your team.
- Catch people doing things right and give them immediate feedback.
- Coach others by being clear about strengths and weaknesses.
- Find ways to make work more fun.
- Take time to build your own professional and social network.

# Emotional Intelligence and Leadership

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## **PERSONAL COMPETENCE:** HOW WE MANAGE OURSELVES.

### **Self-Awareness**

- *Emotional self-awareness:* Reading one's own emotions and recognizing their impact; using "gut sense" to guide decisions
- *Accurate self-assessment:* Knowing one's strengths and limits
- *Self-confidence:* A sound sense of one's self-worth and capabilities

### **Self-Management**

- *Emotional self-control:* Keeping disruptive emotions and impulses under control
- *Transparency:* Displaying honesty and integrity; trustworthiness
- *Adaptability:* Flexibility in adapting to changing situations or overcoming obstacles
- *Achievement:* The drive to improve performance to meet inner standards of excellence
- *Initiative:* Readiness to act and seize opportunities
- *Optimism:* Seeing the upside in events

## **SOCIAL COMPETENCE:** HOW WE MANAGE RELATIONSHIPS.

### **Social Awareness**

- *Empathy:* Sensing others' emotions, understanding their perspective, and taking active interest in their concerns
- *Organizational awareness:* Reading the currents, decision networks and politics at the organizational level
- *Service:* Recognizing and meeting follower, client or customer needs

### **Relationship Management**

- *Inspirational leadership:* Guiding and motivating with a compelling vision
- *Influence:* Wielding a range of tactics for persuasion
- *Developing others:* Bolstering others' abilities through feedback and guidance
- *Change catalyst:* Initiating, managing and leading in a new direction
- *Conflict management:* Resolving disagreements
- *Building bonds:* Cultivating and maintaining a web of relationships
- *Teamwork and collaboration:* Cooperation and team building

Source: [Primal Leadership: Learning to Lead With Emotional Intelligence](#), Daniel Goleman

# The Leadership Dimensions Survey

## Leadership Competencies

1. **Profound Knowledge:** depth of information, data, experience and expertise
2. **Profound Strategy:** well thought-out plan or course of action that goes beyond the “status quo”
3. **Purposeful Direction:** vision, goal and mission that will results in a desired future state; is intentionally created
4. **Purposeful Behavior:** intentional actions that are meaningful and attached to the vision, goal and mission; behaviors provide role model for the values and skills needed to achieve the desired state

## Leadership Dimensions

<b>Constancy of Purpose</b>		Profound Strategy	<b>Congruity of Activity</b>	
Purposeful Direction	<p>The leader</p> <ul style="list-style-type: none"> <li>- has reasons for initiating change and has a clear outcome in mind</li> <li>- understands the resources necessary to put changes into effect</li> <li>- understands the scope and impact of change</li> <li>- can “see and sell the vision”</li> </ul>		<p>The leader</p> <ul style="list-style-type: none"> <li>- matches his/her words with actions</li> <li>- “practices what s/he preaches”</li> </ul>	Purposeful Behavior
	<p>The leader</p> <ul style="list-style-type: none"> <li>- has credible experience to back up his/her vision and actions</li> <li>- is trusted by others to know what s/he is talking about and what s/he is doing</li> <li>- reassures others that “I’ve been there and I’ve done that”</li> </ul>		<p>The leader</p> <ul style="list-style-type: none"> <li>- integrates what s/he believes, says and does with the organization’s value system</li> <li>- values and promotes interdependence by trusting others to plan how they will do their work in accordance with the vision</li> <li>- “creates trust through trust”</li> </ul>	
<b>Competency of Outcome</b>		Profound Knowledge	<b>Compatibility of Values</b>	

Source: *The Pfeiffer Book of Successful Leadership Development Tools*

# Leadership Dimension Survey – Self Assessment

Adapted from *The Pfeiffer Book of Successful Leadership Development Tools*

Contact [nicole@opti-solutions.com](mailto:nicole@opti-solutions.com) to request assistance with using the original Leadership Dimension Survey.

Name: \_\_\_\_\_

*Instructions:*

Read each statement, then write down the Rating that best applies to you, using the following scale:

**3 = Strongly Agree      2 = Inclined to Agree      1 = Inclined to Disagree      0 = Strongly Disagree**

I ...		I	II	III	IV
1. Can describe the kind of future that I would like to create.	...	_____			
2. Have behavior that is congruent with (matches) my leadership philosophy.	.....		_____		
3. Am aware of new developments in our field.	.....			_____	
4. Am consistently an ethical and upstanding leader.	.....				_____
5. Can give a clear, specific outcome that would result from change.	...	_____			
6. Support projects and changes, both publicly and privately.	.....		_____		
7. Have experienced what I am talking about and know what I am doing.	.....			_____	
8. Practice principles of self-accountability.	.....				_____
9. Appeal to others to join in the vision of the future.	...	_____			
10. Am consistent in practicing what I preach.	.....		_____		
11. Seek out challenging opportunities that test and stretch the organization's skills and abilities.	.....			_____	
12. Encourage team members to be interdependent and empowered team members.	.....				_____
13. Have clear and specific reasons for initiating change.	...	_____			
14. Monitor projects and change activities with clear goals, plans and established milestones.	.....		_____		
15. Am consistently well-prepared for any project or change effort contingency (unforeseen event).	.....			_____	
16. Am sincere when asking for others' suggestions and opinions.	.....				_____
17. Clearly communicate a hopeful and inspiring outlook for the future of the organization.	...	_____			
18. Reinforce and reward the efforts of those who carry out projects and change efforts.	.....		_____		
19. Typically can provide team members with a thorough understanding of any project or change effort.	.....			_____	
20. Create an atmosphere of mutual trust during projects and change efforts.	.....				_____
21. Understand the resources necessary to put change into effect.	...	_____			

I ...	I	II	III	IV
22. Experiment and take risks with new approaches, regardless of the chance of failure.		■		
23. Am capable and effective in both technical and leadership abilities.			■	
24. Make a concerted effort to tell the organization about the good work done by the team.				■
25. Show others how their interests can be realized by joining a common vision.	■			
26. Make personal sacrifices in order to complete projects and to further change efforts.		■		
27. Am competent in understanding how all the interacting parts of our organization come together.			■	
28. Can always be believed about what I am saying.				■
29. Understand the scope of proposed changes and the impact of change on people and the organization.	■			
30. Practice innovative leadership that fosters a sense of ownership in others.		■		
31. Challenge the status quo regarding the way things are done.			■	
32. Typically establish open, trusting work relationships.				■
<b>Now add up the Ratings for each column of shaded boxes.</b>				
<b>Total</b>	■	■	■	■

**How to interpret your scores:** The Leadership Dimension Survey is interpreted on an item-by-item basis, as well as by comparison of total category scores. You will be able to determine the following information from your scores.

**Individual Item Scores**

Scores of 2 or 3 for *individual items* reflect strengths, while scores of 0 or 1 reflect areas to improve.

**Category Scores**

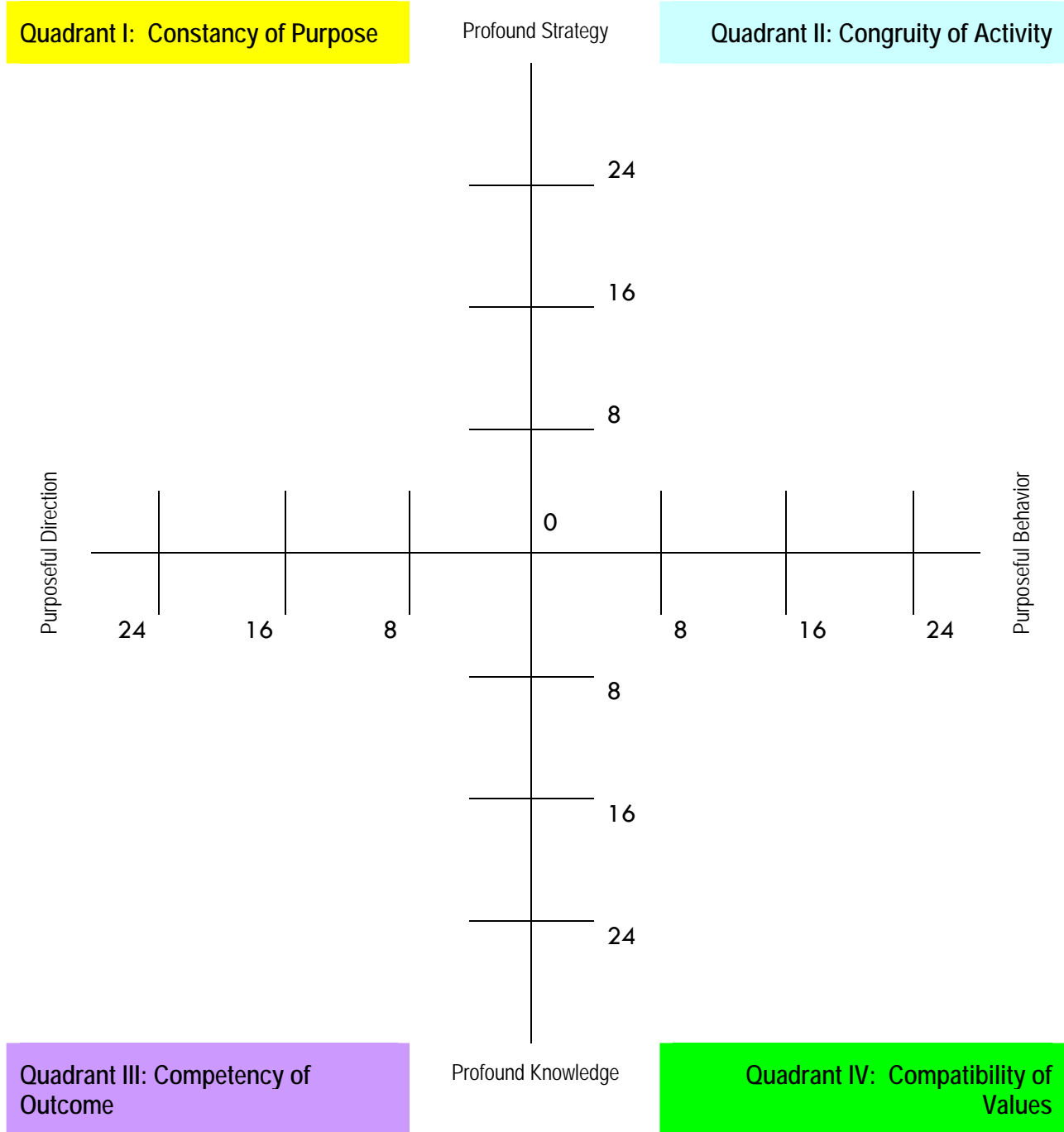
For each dimension, look at the total score. Use the following scale to determine your skill level:

- 0 to 9 = Skills Need Significant Improvement
- 10 to 19 = Skills Are Adequate, But Could Be Improved
- 20 to 24 = Excellent Employment of the Skills

This will help you to apply what you have learned about yourself. For best results, focus on dimensions on which you scored between 10 and 19 (areas for improvement) and between 0 and 9 (areas requiring concerted effort).

## Leadership Dimensions Map

*Instructions:* Plot your scores for each quadrant. For example, if you received a score of 19 for Column I (yellow box), find 19 on both the Profound Strategy and Purposeful Direction lines. Make an X where the two scores meet in the quadrant. Do the same for your scores in each of the other quadrants.



Source: *The Pfeiffer Book of Successful Leadership Development Tools*

## Leadership Dimensions Interpretation Sheet

Adapted from *The Pfeiffer Book of Successful Leadership Development Tools*

### *Constancy of Purpose*

Low (0 to 9) scores in this quadrant indicate that the following areas require improvement:

- Being able to describe the future toward which you are leading your team;
- Formulating clear, specific reasons and outcomes before initiating changes;
- Showing others how their interests can be realized by achieving a common vision and purpose and inspiring them to join you; and
- Showing your understanding of proposed changes and the impact they will have on people and the organization.

### *Suggestions for Improvement*

- Take a course in public speaking or presentation skills.
- Read a book about motivating others and practice what you have learned.
- Develop your interpersonal skills in the areas of opening up and sharing your vision, purpose and concerns with others.

### *Ways To Support Development in This Dimension on an Everyday Basis*

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### ***Congruity of Activity***

Low (0 to 9) scores in this quadrant indicate that the following areas require improvement:

- Backing up what you have said, both publicly and privately;
- Monitoring and reinforcing any project or change efforts;
- Fostering a sense of ownership in your team;
- Personally sacrificing to further any project or change; and
- Practicing innovative leadership.

### ***Suggestions for Improvement***

- Initiate third-party shadowing, for example, ask a trusted advisor to spend extensive time with you to observe your behavior and provide feedback to you.
- Begin daily “journaling” to note any behaviors that might lead others to believe that you are saying one thing and doing another.

### ***Ways To Support Development in This Dimension on an Everyday Basis***

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### ***Competency of Outcome***

Low (0 to 9) scores in this quadrant indicate that the following areas require improvement:

- Keeping abreast of and ahead of any new developments in your field of expertise;
- Balancing your leadership skills with top-notch technical skills;
- Challenging the status quo and finding new ways of doing work; and
- Rolling up your sleeves and doing the actual work along with your team members.

### ***Suggestions for Improvement***

- Obtain just-in-time, experiential training that provides you with actual work skills;
- Request to be mentored by a trusted expert practitioner, someone who has a reputation for excellent application skills.

### ***Ways To Support Development in This Dimension on an Everyday Basis***

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### *Compatibility of Values*

Low (0 to 9) scores in this quadrant indicate that the following areas require improvement:

- Being responsible and accountable;
- Creating an atmosphere of mutual trust through open and direct communication;
- Communicating your personal and the organization's ethical standards of operation and values; and
- Encouraging team members to be empowered and interdependent.

### *Suggestions for Improvement*

- Attend experiential business ethics training with emphasis on job satisfaction, cooperation, achievement, creativity, tolerance, dignity and respect, truth, honor and loyalty.
- With the aid of a trusted consultant, conduct a values clarification activity with your team.

### *Ways To Support Development in This Dimension on an Everyday Basis*

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## **4 Critical Questions for Every Leader**

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1. What else do I/you/we need to know about this situation? (Knowledge)
2. What should I/you/we do in this situation? (Direction)
3. Why should I/you/we do it this way? (Strategy)
4. What challenges do I/you/we anticipate, and how will I/you/we handle them? (Behavior)