Leadership Development
Agenda

- Leadership & IPMA-HR
- Defining Leadership
- Action Plan for Self Improvement
- Tips for a Successful Program Launch
- Implications for Leaders
- Endnote
IPMA-HR Certification

Three Roles

- Business Partner
- Change Agent Role
- Leadership Role
IPMA-HR Leadership Role

Competencies

- Promote the merit systems principles
- Foster diversity
- Balance employee satisfaction and welfare with organizational requirements and goals
- Builds teamwork
- Models collaborative problem solving
Thought to Consider

“To meet the increased expectations of their organizations, HR professionals... must focus more on the deliverables of their work and less on just getting their work done. They must articulate their role in terms of the value they create.”

From: David Ulrich “A New Mandate for HR”
Defining Leadership
What is Leadership?

Please write down your definition
What is Leadership?

Ability to mobilize self and others toward a common purpose for a common good

Astin & Astin (1996)
Defining Leadership

- Not necessarily a person who holds a formal position of leadership or is perceived as a leader by others.
- One who is able to effect positive change for the betterment of others, the community, and society.
- Leadership involves collaborative relationships that lead to collective action grounded in the shared values of people who work together to effect positive change.
- Leadership as a process rather than a position.

Astin & Astin (1996)
Leadership Strengths

Please respond in writing to the three questions

This is an opportunity for you to reflect on what it means to be a leader

Also reflect on your strengths in that role
Exceptional Leadership?

1. Think about a time when you worked with a leader who was truly outstanding in that role. Describe the experience. What were some things that she or he did that helped you conclude that this was an example of excellence?
What Are Your Leadership Strengths?

2. Think about yourself as a leader. What are some of your strengths in this role? Considering the definition, in what ways does your work environment reinforce your capacity to utilize your strengths?
What Are Your Opportunities?

3. What are some of the challenges you experience (or expect to experience) in your role as a leader? Identify at least one challenge that is personal, interpersonal, and structural in nature.
Leadership

Ability to mobilize self and others toward a common purpose for a common good

Astin & Astin (1996)
Leadership Development

Expansion of a person's capacity to be effective in leadership roles and processes

Mc Cauley, Moxley, & Van Velsor (1998)
Assumptions

- It is primarily the development of the capacities within the individual.
- Assume that everyone can learn and grow in ways that make them more effective in leadership roles and processes.
- Individuals can expand their leadership capacities.

Mc Cauley, Moxley, & Van Velsor (1998)
Assumptions & Culture

- Leadership development is development of individuals
- Leadership development is development of the whole person (personal development)
- (Almost) everybody can develop leadership capacities
- (Almost) everybody is called on to lead at times
- Taking action is essential

Mc Cauley, Moxley, & Van Velsor (1998)
Assumptions & Culture

- Leadership can be learned
- It is good to face challenging tasks in life
- Personal advancement is desirable
- Ambiguity and uncertainty are natural
- Being open to change is good
- Leading is learning by doing
- Data and measurement are good
- Practical experience is good

Mc Cauley, Moxley, & Van Velsor (1998)
Necessary Personal Capacities

- Self-awareness
- Self-confidence
- Ability to take a broad, systemic view
- Ability to work effectively in social systems
- Ability to think creatively
- Ability to learn from experience

Mc Cauley, Moxley, & Van Velsor (1998)
Necessary Personal Capacities

Think PERSONAL DEVELOPMENT
How to Enhance Leadership Development Processes

- By creating rich developmental experiences
- By enhancing the ability to learn
- By linking development experiences

Mc Cauley, Moxley, & Van Velsor (1998)
Enhancing Leadership Development

Rich Developmental Experiences

1. Assessment
   - My not be aware of effectiveness of behaviors or actions
   - Desire to close gap between current self and ideal self
   - Clarity about needed changes and how to close the gap

2. Challenge

3. Support

Mc Cauley, Moxley, & Van Velsor (1998)
Enhancing Leadership Development

Rich Developmental Experiences

1. Assessment

2. Challenge
   - Moving people beyond habit and comfort zones
   - Need to master the challenge
   - Opportunity for experimentation and practice
   - Exposure to different perspectives

3. Support

Mc Cauley, Moxley, & Van Velsor (1998)
Enhancing Leadership Development

Rich Developmental Experiences

1. Assessment
2. Challenge
3. Support
   - Confidence in ability to learn & grow
   - Positive value placed on change
   - Confirmation and clarification of lessons learned
   - Continuous confirming messages and seeing that others place a positive value on growth

McCauley, Moxley, & Van Velsor (1998)
How to Enhance Leadership Development Processes

- By creating rich developmental experiences
- By enhancing the ability to learn
- By linking development experiences

Mc Cauley, Moxley, & Van Velsor (1998)
Enhancing the Ability to Learn Requires Three Activities

1. Recognizing new behaviors, skills, or attitudes are needed
2. Engaging in activities that provide the opportunity to learn or test new skills and behaviors
3. Working to develop and use a variety of learning tactics to acquire skills or behaviors
As you look back over your personal, interpersonal and structural challenges, please identify five development goals for yourself.
How to Enhance Leadership Development Processes

- By creating rich developmental experiences
- By enhancing the ability to learn
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Mc Cauley, Moxley, & Van Velsor (1998)
Enhancing Leadership Development

Linking Developmental Activities

- Greatest challenge/opportunity for most organizations!
- Systemic and interrelated activities building on one another
- Leadership development process MUST be embedded - NOT ONE-TIME fixes
- Combines feedback-intensive programs with skill-based training
Necessary Personal Capacities

Feedback-Intensive Programs

- Self-awareness
- Self-confidence
- Ability to take a broad, systemic view
- Ability to work effectively in social systems
- Ability to think creatively
- Ability to learn from experience

Mc Cauley, Moxley, & Van Velsor (1998)
Gap Between Thinking & Doing

Theory of Beliefs

- Be open and honest to promote healthy exploration of the topic at hand
- Allow everyone to contribute their best thinking and respect their ideas
- Constantly check in to make these first two are working
- Create a reward system that values learning in the organization

Gap Between Thinking & Doing

Theory of Actions

- Bypass any threat or embarrassment
- Pretend you are not doing this
- Make numbers these first two 
undiscussable
- Make the undiscussables 
undiscussable

Necessary Personal Capacities

Skill-Based Training

- Self-awareness
- Self-confidence
- Ability to take a broad, systemic view
- Ability to work effectively in social systems
- Ability to think creatively
- Ability to learn from experience

Mc Cauley, Moxley, & Van Velsor (1998)
Necessary Personal Capacities

Feedback versus Skill Based

Feedback-Intensive
- Goal - gain in-depth understanding of self
- Wide focus
- Feedback from multiple perspectives and impact on others
- Experiential activities
- Design helps people organize their experiences

Skill-Based Training
- Goal - improve performance
- Focus on narrow skill areas
- Feedback through pre-/post-assessment
- Practice necessary to improve skills
- Design is prescriptive, “how-to’s” and tactics

Mc Cauley, Moxley, & Van Velsor (1998)
Necessary Personal Capacities

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Mc Cauley, Moxley, & Van Velsor (1998)
Leadership Development

- Overarching theme that runs through the work
- Ongoing process
- Grounded in personal development
- Embedded in experience
- Leaders learn over time
- Facilitated through connections

Mc Cauley, Moxley, & Van Velsor (1998)
Action Plan for Self-Improvement
Five to One
(Shoulds, Wants & Wills)

SHOULD

- Identify from your lists, five items that you feel like you should do for your own professional development.

WANTS

- From that list of five, choose three that you really want to do.

WILLS

- From the list of three, choose one that you actually will begin tomorrow.
Questions for Exploring

- Please find Table 5.2
- Transfer that "Development Goal" to the sheet
- What roles do you need?
- Who could provide this role?
Roles Played by Others

- **Assessment**
  - Feedback provider, sounding board, point of comparison, feedback interpreter

- **Challenge**
  - Dialogue partner, assignment broker, accountant, role model

- **Support**
  - Counselor, cheerleader, reinforcer, cohort
Develop Necessary Leadership Capacities

- Self-awareness
- Self-confidence
- Ability to take a broad, systemic view
- Ability to work effectively in social systems
- Ability to think creatively
- Ability to learn from experience

Mc Cauley, Moxley, & Van Velsor (1998)
Tips for a Successful Program Launch
For a Successful Program Launch

1. Identify and cultivate key administrative sponsors or champions
2. Develop credibility of program content
3. Communicate the program’s concept to senior management
4. Select a cross section of key participants
5. Fine-tune and conduct the pilot
6. Evaluate the pilot and share feedback with senior management
7. Formalize and fund the program

Implications for Leaders
Implications for Leaders

1. Develop the Individual’s Ability to Take Part
   - See the leader as a participant in a process
   - As incomplete, interdependent part rather than an autonomous, initiator, motivator, and evaluator

2. Develop People in Context

3. Develop the Leadership Capacity of Work Groups

McCauley, Moxley, & Van Velsor (1998)
Implications for Leaders

- Develop the Individual’s Ability to Take Part
- Develop People in Context
  - Shift focus of concern from individuals to the interrelationship of individuals
  - Quality of leadership seen as vitality of interrelating
- Develop the Leadership Capacity of Work Groups

Mc Cauley, Moxley, & Van Velsor (1998)
Implications for Leaders

- Develop the Individual’s Ability to Take Part
- Develop People in Context
- Develop the Leadership Capacity of Work Groups
  - See team as the sum total of all interactions

Mc Cauley, Moxley, & Van Velsor (1998)
The BIG Finale

(OK, it is really just the Endnote)
Practice Solid Values

正直 Integrity

- Alignment of internal beliefs and outward behavior
- Keeping promises and fulfilling expectations
- Consistency & trust building
Thoughtful Moment

“Wrong is wrong even if everyone agrees with it and right is right even if everyone disagrees with it.”

-Anonymous
Hope

* Desire accompanied by expectation
* "When people are ripe for a mass movement, they are usually ripe for any effective movement, and not solely for one with a particular doctrine or program" (Hoffer, 1951)
Possible Unifying Themes

- Hatred
- Imitation
- Persuasion and coercion
- Leadership
- Action
- Suspicion

Hoffer (1951)
Effectively Create Conditions for Success

- Build relationships without fear
- Acknowledge the presence of fear
- Pay attention to interpersonal conduct
- Value criticism, reward the messenger
- Reduce ambiguous behavior
- Discuss the undiscussables
- Collaborate on decisions
- Challenge worst-case thinking
Resources


Questions? Comments!

Thank you for your time!