Leadership Frames: What Does It Mean To Exercise Leadership
1. What do you see as your present strengths?

2. What about your position, agency, or state culture may make it harder to exercise leadership as you might wish?

3. Draw a picture of how you see yourself as leader. Now draw another picture of how you think others see you as a leader.

4. We all have goals we want to accomplish as leaders. Some are public and some are deeply private. What are your private goals? What motivates you to step forward as leaders - either privately or publicly? Try to be as honest as possible with yourself.
It's Challenge Time
Did you choose that approach?
PRACTICE MAKES PROGRESS not PERFECT

1. Your challenge
2. Role-play approach
3. 5-W Interview
Leadership Styles

Situational Approach To Leadership
Managerial Leadership Styles

- SUPPORTING
  - Praise, listen, and facilitate
  - For people who have High Competence, Variable Commitment

- EMPOWERING
  - Turn over responsibility for day-to-day decision-making
  - For people who have High Competence, High Commitment

- COACHING
  - Direct and support
  - For people who have Some Competence, Some Commitment

- DIRECTING
  - Structure, control, and supervise
  - For people who have Low Competence, Low Commitment

The Five Leadership Styles

<table>
<thead>
<tr>
<th>Innovator</th>
<th>Developer</th>
<th>Activator</th>
<th>Maximizer</th>
<th>Stabilizer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>Design and Build</td>
<td>Build</td>
<td>Build and Maintain</td>
<td>Maintain</td>
</tr>
</tbody>
</table>

- Creativity, Flexibility, Tenacity, Diplomacy, Consistency
Finally, we agree this is the most effective leadership approach!
What exactly do they want us to do?

How am I supposed to get my work done with all of these meetings?

We always have time to do it over again, but never time to do it right.

The folks making recommendations don’t understand our “reality”
“Some problems are so complex that you have to be highly intelligent and well informed just to be undecided about them.”
--Laurence J. Peter
Tame

Critical

Wicked
Social Messes
Representing Wicked, Ill-Structured Problems

No unique "correct" view of the problem

Ideological constraints

Many possible intervention points

Political constraints

Often a-logical or illogical or multi-valued

Great Resistance to change

Copyright 2007 Robert E. Horn

Social Messes-2
Representing Wicked, Ill-Structured Problems

- Different views of problem and solutions are contradictory
- Most problems are interconnected to other problems
- Multiple value conflicts
- Risk difficult or impossible to calculate
- Considerable Uncertainty
- Ambiguous
- Consequences difficult to imagine
- Data are often uncertain or missing

Copyright 2007 Robert E. Horn

1. Were there any surprises or ah-ha’s for you?

2. Draw a picture of how you see yourself as leader. Draw another picture of how you think others see you as a leader.

3. Did your thinking change in any way as a result of the role playing:
   a) Now how might you choose to capitalize on your strengths?
   b) what strategies can you put in place to mediate your leadership challenges?
   c) How can your Academy colleagues and coaches assist you?