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 exercíse leadership as you might wish? 3. Draw a pícture 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.







Why? Did you choose that approach?



PRACTICE MAKES

- PROGRES not PERFEC 1. Your challenge
- 2. Role-play approach
- 3. 5-W Interview



High

SUPPORTIVE BEHAVIOR

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

DIRECT LOW Adapted from "Leadership and the One Minute Manag

COACHING Direct and support

Democratic

For people who have > Some Competence > Some Commitment

DIRECTING Structure, control, and supervise For people who have

and Concerning and

The Five Leadership Styles

Authoritarian Paternalistic

Laissez-faire

Innovator	Developer	Activator	Maximizer	Stabilizer
Design	Design and Build	8500	Build and Maistain	Maxetain
Bringing new Ideas and anginal solutions to the marketplase. Thinking outside the box to solve problems.	Taking action on original solutions and learning along the way. Mostor Ready, Fire, Aim.	Moving forward to action challenging positi Overcoming obstacles and getting things done.	Embracing the good of the part while making nere changes. Working together with all different kinds of people	Securing things nurshing ore-satility and efficiently. Creating systems that most the highest standards of accountability
Creativity	Flexibility	Tenocity	0/p/omacy	Consistency

Pacesatting Democratic

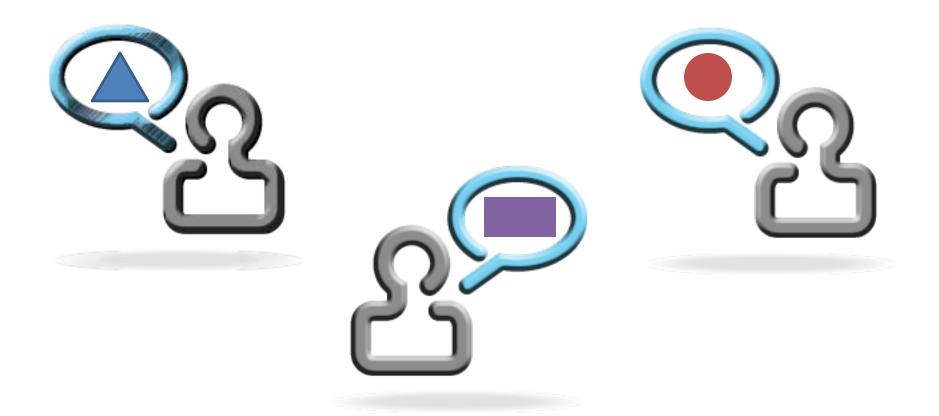
Leadership Styles

hutheritere

Affiliative

Coencive

Capiting



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

reality

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



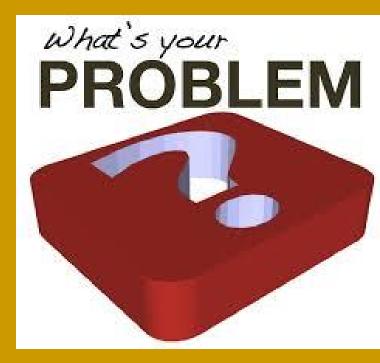
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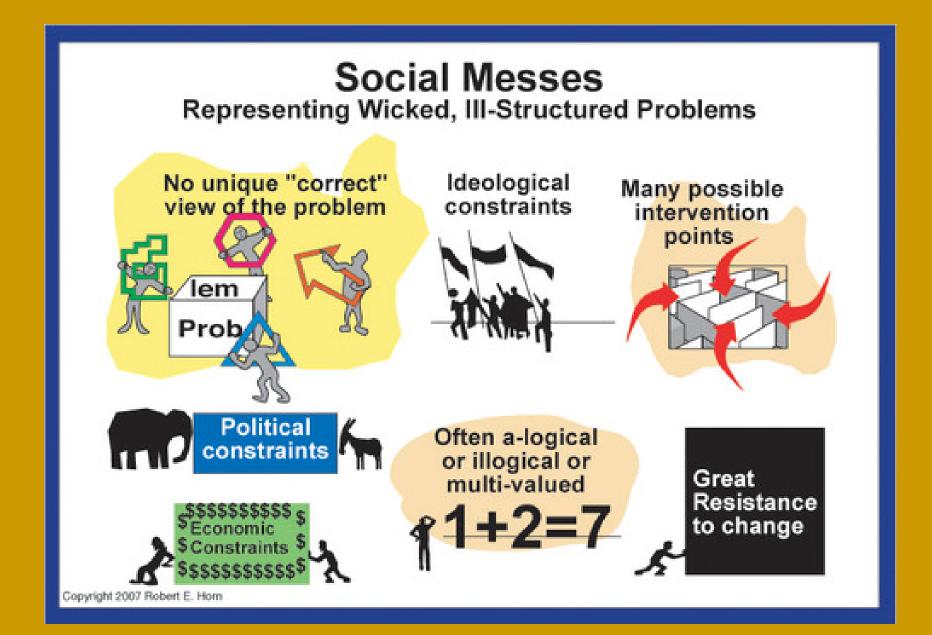
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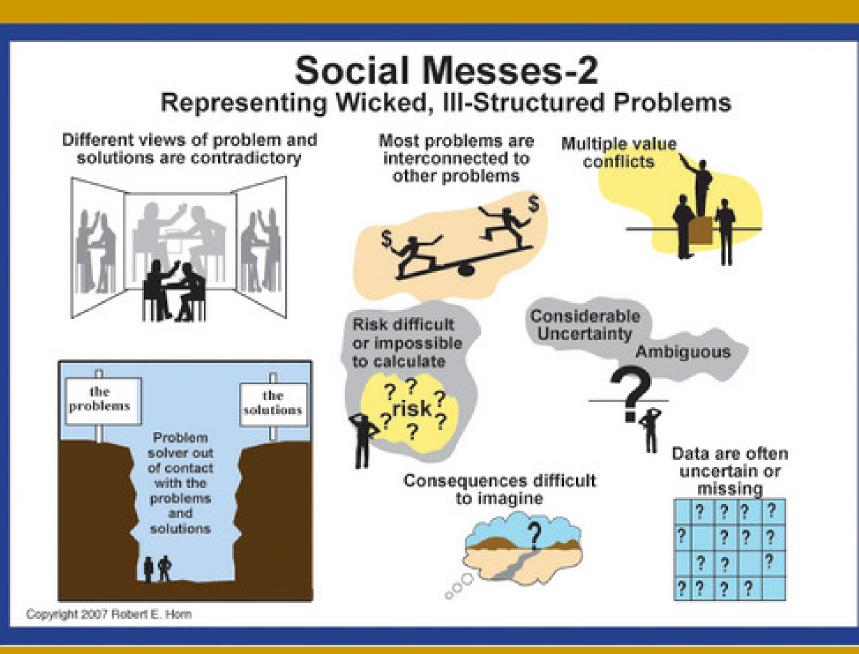
Critical

Wicked





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Were there any surprises or ah-has Draw a picture of how you see for you? yourself as leader. Draw another picture of how you think others see 2. you as a leader. Díd your thinking change in any way as a result of the role 3. Now how might you choose to playing: capítalíze on your strengths? a) what strategies can you put in place to mediate your 6) leadership challenges? c) How can your Academy colleagues and coaches assist you?