Leadership Without the Title

Taking a leadership role when you are not the boss
Panelists

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Objectives

• Leadership continuum, personal strengths and opportunities

• Skills, traits, and behaviors that build trust and respect in the workplace

• Promote effective change in the workplace without being in charge
What is Leadership?
Continuum of Leadership Behavior

The continuum illustrates the range of leadership behaviors from a boss-centered approach to a subordinate-centered approach.

- **Boss-centered**
  - MGR makes & announces decision
  - MGR “sells” decision
- **Area of freedom by subordinates**
  - MGR presents problem, gets suggestions, makes decision
  - MGT defines limits; asks group for decision
  - MGR permits subordinates to function within superior defined limits

- **Subordinate-centered**
  - MGR presents ideas & invites questions
  - MGR presents tentative decision subject to change

Use of authority by manager:

- Increase in use of authority by manager correlates with a decrease in the area of freedom by subordinates.

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Leadership Continuum

- **Tells:** Leader identifies a problem, chooses a decision, and announces this to team members. Team members are not a party to the decision making process and the leader expects them to implement his/her decisions.

- **Sells:** Decision is chosen by the leader only but he/she understands that there will be some amount of resistance from those faced with the decision and therefore makes efforts to persuade them to accept it.

- **Consults:** Though the problem is identified by the leader, he/she does not take a final decision. The problem is presented to the team and the solutions are suggested by the team.

- **Joins:** Leader defines the limits within which the decision can be taken by the team and then makes the final decision along with the team.
Leadership Continuum (cont.)

• Being a Leader in a Job
  – Helps others achieve their goals
  – Communicates change
  – Solution oriented (i.e. find solutions to problems)
  – Effective at prioritization
  – Aligns goals with departmental priorities
  – Adapts to communications style of others
Leadership and Personal Power

• Referent Power
  – Derived from trust and respect of others
  – Models the way
  – Inspirational and Influential

• Expert Power
  – Derived from technical expertise and skill
Self Awareness

• Understand yourself first

• Know your:
  – Strengths and Weaknesses
  – Personality Type
  – Communication Style
  – Emotional Intelligence
Self Awareness (cont.)

• Your own Leadership style
• Self-aware individuals are able to be honest
  – With themselves and with others
• Leads to making decisions that align with your goals and values
• Allows you to understand how you effect others
Emotional Intelligence

• Components of EI in the Workplace
  – Self-awareness
  – Self-regulation
  – Motivation
  – Empathy
  – Social Skills

• Sharpening EI helps improve leadership skills

• Actions and impact
Behaviors that Build Trust
From Stephen M. Covey’s “The Speed of Trust”

– Talk Straight
  • State Expectations
  • Be Transparent
  • Extend Trust
– Show Respect and Loyalty
– Get Better
– Right Wrongs
– Deliver Results
  • Be Accountable
– Confront Reality
– Listen First

Trust is established through action.
- Hank Paulson, chairman and CEO, Goldman Sachs
Traits for a Strong Leader

- Honesty
- Confidence
- Take personal risks
- Be brave
- Respect
- Compassion
- Self-awareness
- Empowering
- Communicative
- Supportive
Promoting Change

• How can you promote change without being in charge?
Promoting Change

– Start locally
– Offer ideas and solutions
– Think outside the box
– Take initiative
– Be a mentor
– Overcoming Impediments
Leadership Skills in Action

• Creating Success as part of the Team
• Transitioning to a Leader with the Title
• Other thoughts?
THANK YOU!