Accelerating Authentic Leadership Development

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Agenda

✓ Get Them Ready
✓ To Cascade
✓ A Framework
✓ They Own
✓ That is Authentic
Whose Ready?

- Your Organization's Readiness
- Accelerate Development
- An Individual's Readiness
- Planned and Natural Events
Individual Developmental Readiness

**DR**= Your **ability** and **motivation** to focus on, make meaning of and develop **new** and **more complex** ways of thinking to more effectively execute in leadership episodes & roles.

**Reflect On:**
What is your student’s (faculty/staff) **motivation or agency** to lead others?

What is their **ability** to lead others?
Leader Developmental Readiness

- Motivation to Develop
  - Motivation to Lead
  - Motivation to Learn
  - Goal Orientation
- Ability to Develop
  - Awareness of Strengths & Weaknesses*
  - Emotional Regulation
  - Suspending Judgment
- Leader Developmental Readiness

*Note: * indicates a focus area.
Students like to work on tasks they have done well on in the past.

1. True
2. False
Students like to take on challenges, even if they might fail.

1. True
2. False
Students know how to coach their peers to assume greater responsibilities for leadership.

1. True
2. False
We Should Examine Individual Readiness
(Motivation & Ability)

Individual Trajectories

- Leader Thought Efficacy
- Goal Orientation
- Motivation to Lead & Learn
- Tolerance for Ambiguity
- Suspending Judgment

Year 1
Year 2.........Year N
Can We Examine Organizational Readiness?

- Dean
- Directors
- Faculty
- Staff
- Students

1. Consistent Execution
2. Fosters Integration
3. Builds Ownership
4. Not on board!
Our faculty are engaged in the design, delivery and assessment of the leadership curriculum.

1. True
2. False
The focus on developing leadership is integrated throughout the school experience.

1. True
2. False
A Leadership Framework

**Transactional**

- Instrumental
- "Utilities"

**Transformational**

- "Walls"

**Strategic Thinking Focus**

- Inspirational Motivation
- Individualized Consideration
- Intellectual Stimulation

**Distributed**

- "Roof"

**Transactional Instrumental**

- "Utilities"

**Authentic**

- "Foundation"

**Moral/Ethical Behavior**

- Self-Awareness

**Balanced Processing**

- Transparency

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Re-balancing Leadership & Followership

Are you aware of how you develop followers into leaders & leaders into followers?
Taking Ownership

Level 1: *Territoriality* “Get out of my department”

Level 2: *Accountability* “I feel responsible for the curriculum”

Level 3: *Belonging* “It’s my school, I want to shape it”

Level 4: *Identification* “If you impact this school, you impact me”

Level 5: *Ethos* “First, leave no student or faculty or staff behind”

**Current Findings**

Positive Forms of Leadership → Promotion-oriented ownership

Inconsistent/Inauthentic Leadership → Prevention-oriented ownership
In December 1914, Thomas Watson Sr. called together top managers from across the Computing-Tabulating-Recording Company for the first time. Watson preached unity of purpose. “We want you all to get together and everybody have their shoulder to the same wheel and push in the same direction. What all businesses need is more people who think….accept ownership of everything we do.”
We would challenge anyone in our school if we thought something was done wrong.

1. True
2. False
We feel this school’s success is our success.

1. True
2. False
**Mayo Credo:** Train physicians who will provide outstanding collaborative and comprehensive inpatient care.

✓ How do you reinforce the value you place on leadership development?

✓ How do students nearing graduation judge your authenticity on LD?

✓ How do recruiters & employers evaluate your authenticity?

✓ How do you know students are different following your curriculum path?
Authentic Leadership Development

Learning Challenges

- Generative
- Strategic
- Transformative
- Transactional
- Readiness

Natural and Planned Trigger Events

- 1. Learner
- 2. Doer
- 3. Grower
- 4. Translator
- 5. Owner

Leadership Portfolio

Transactional

Generative

Strategic

Transformative

Readiness

Developmental Levels

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Top 5 Take Away Tips

✓ Set clear expectations about your development path

✓ Observe readiness, adjust and develop

✓ Consistently execute on your leadership framework

✓ Promote ownership in new ways

✓ Be an authentic reflection of what you expect of others