Accelerating Authentic Leadership Development
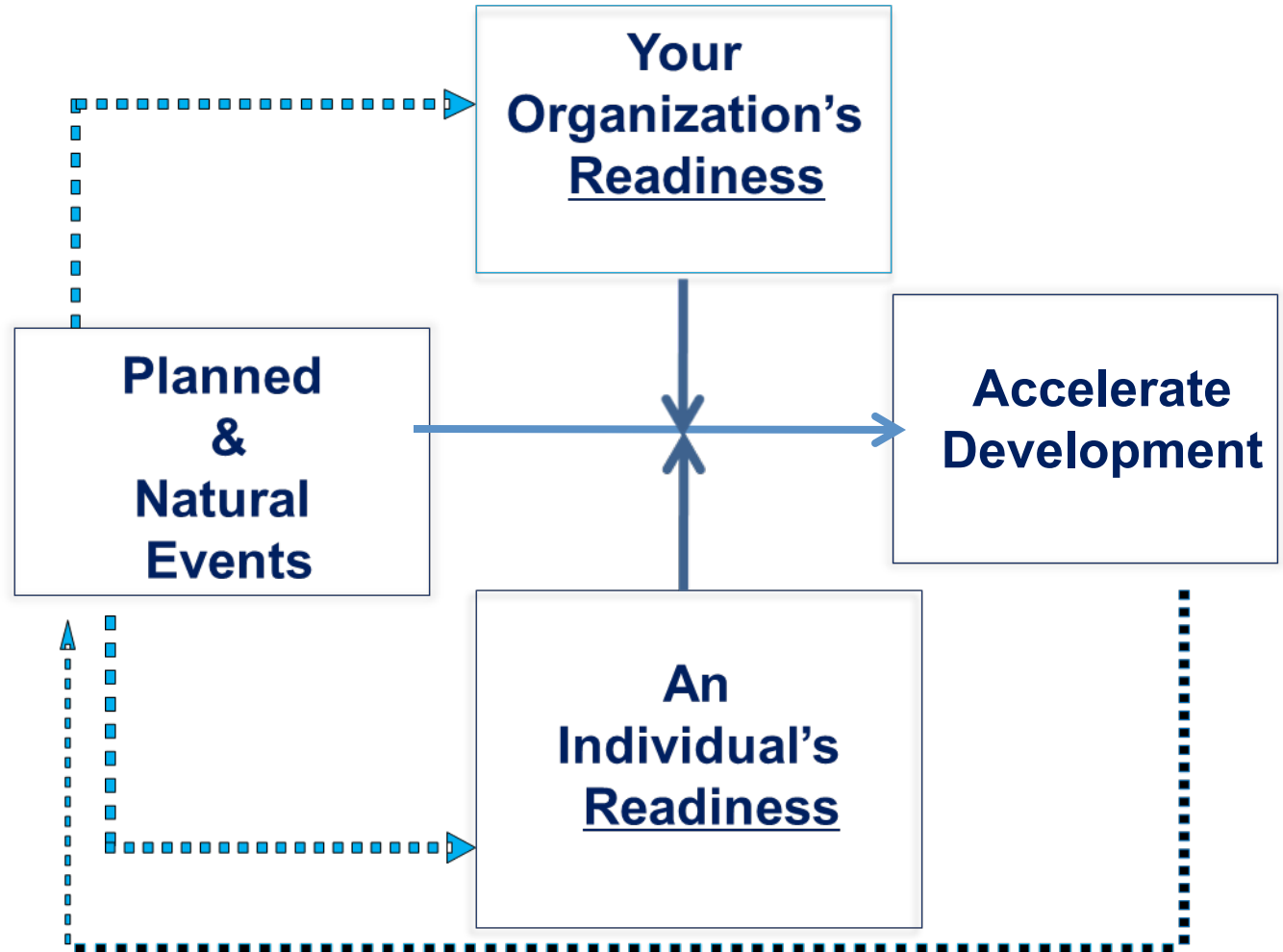

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Agenda

✓ Get Them Ready

✓ To Cascade

✓ A Framework

✓ They Own

✓ That is Authentic

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Whose Ready?

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.
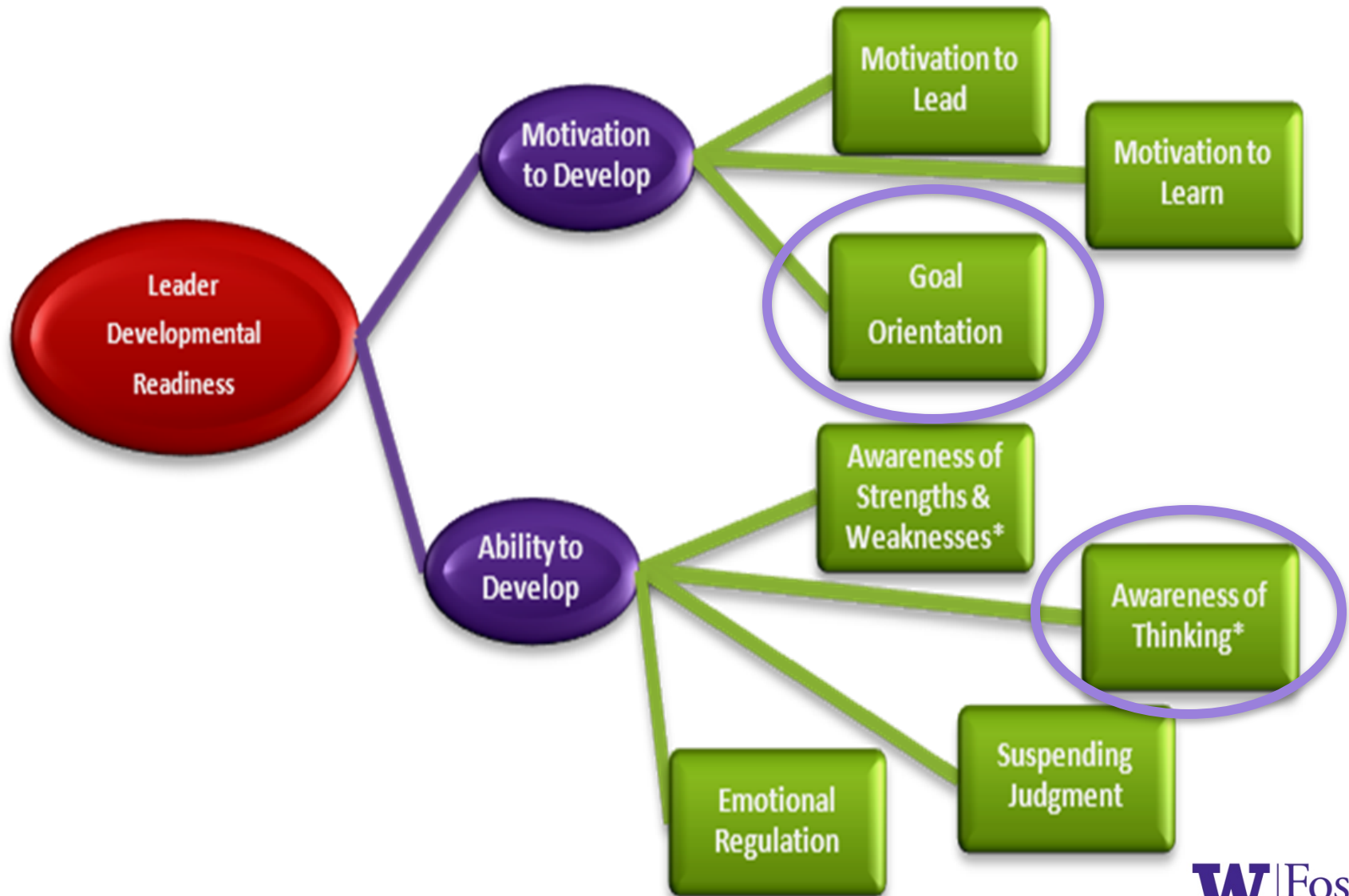
Reflect On:

What is your student's (faculty/staff) **motivation or agency** to lead others?

What is their **ability** to lead others?

Leader Developmental Readiness

Students like to work on tasks they have done well on in the past.
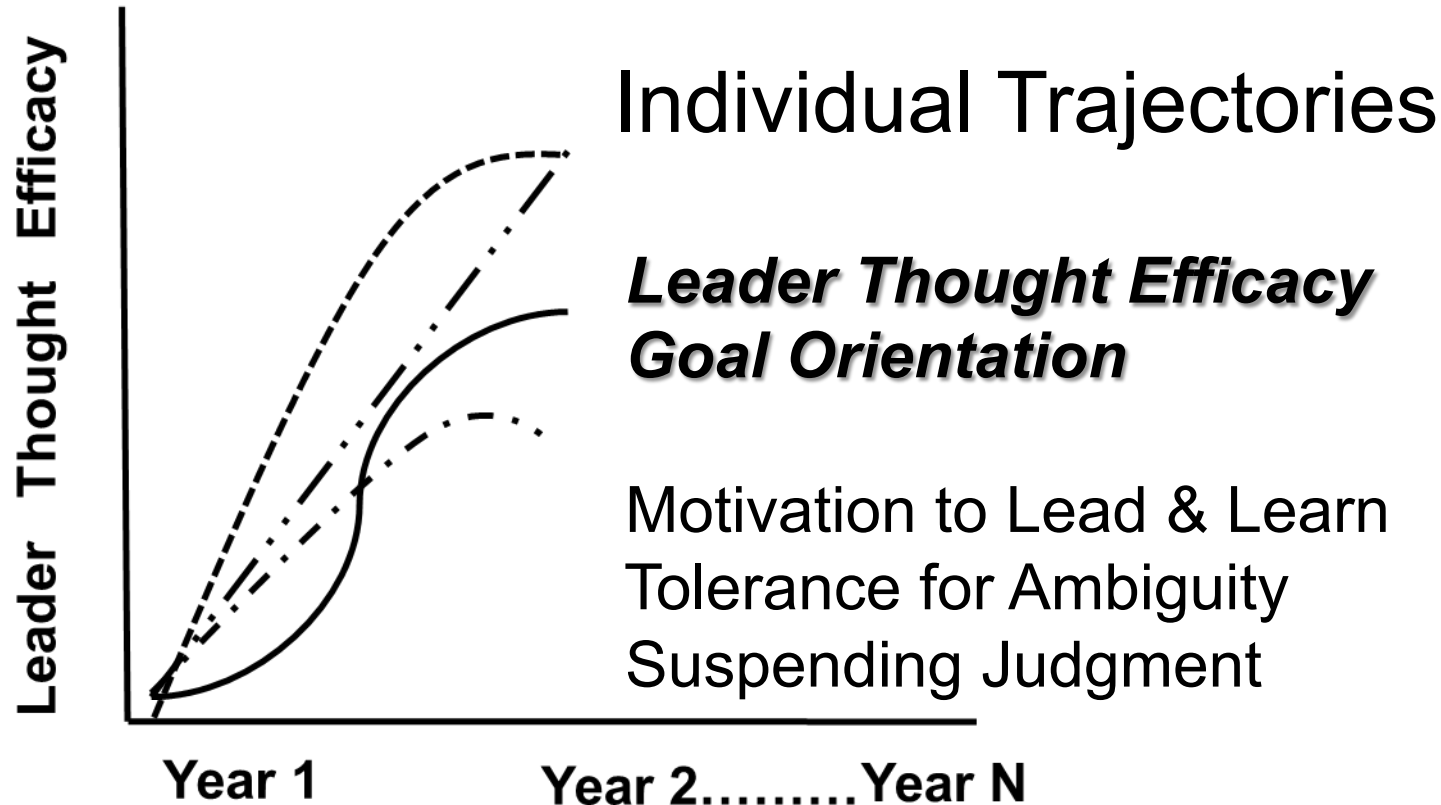
1. True
2. False

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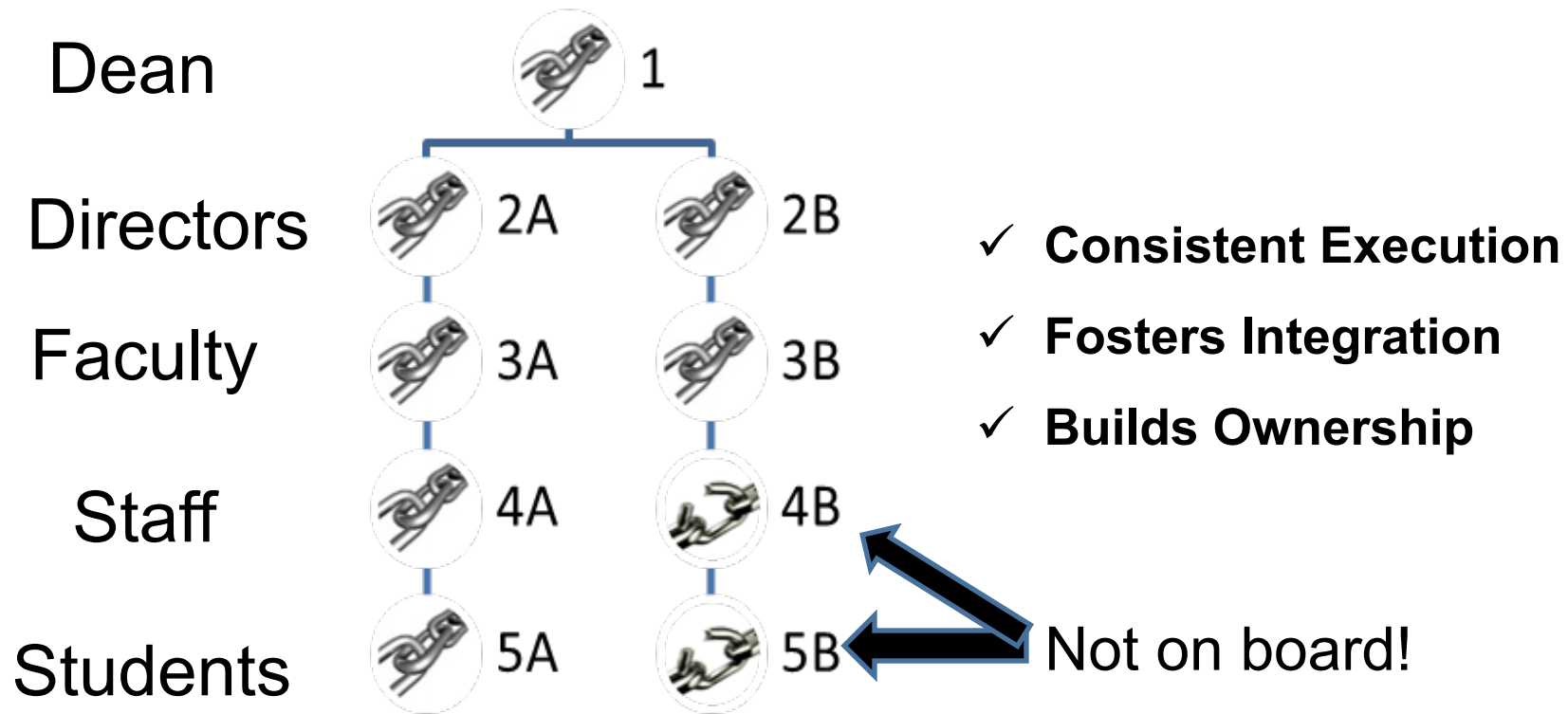
1. True
2. False

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

Can We Examine Organizational Readiness?

Dean

Directors

Faculty

Staff

Students

✓ **Consistent Execution**

✓ **Fosters Integration**

✓ **Builds Ownership**

Not on board!
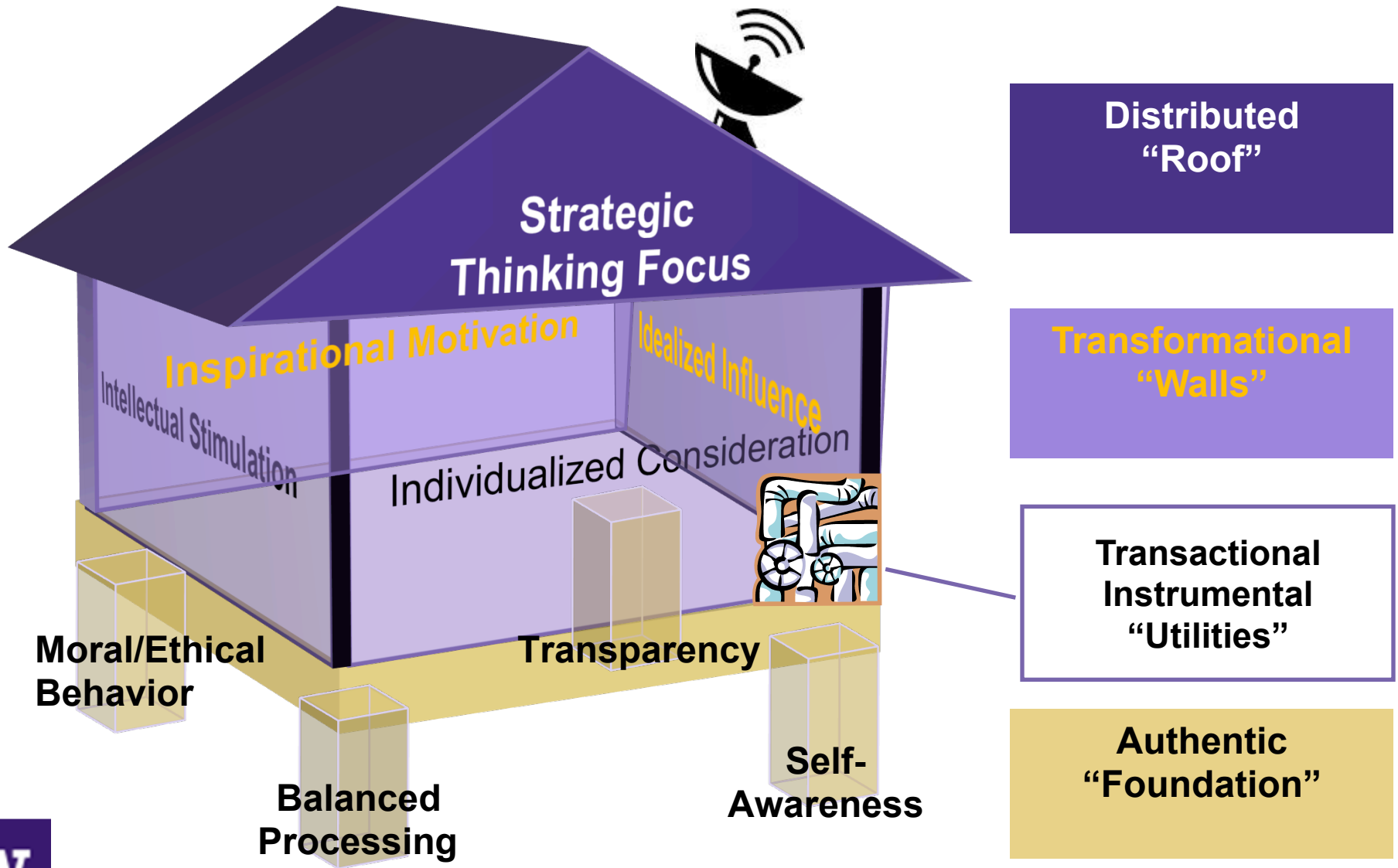
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Our faculty are engaged in the design, delivery and assessment of the leadership curriculum.

1. True
2. False

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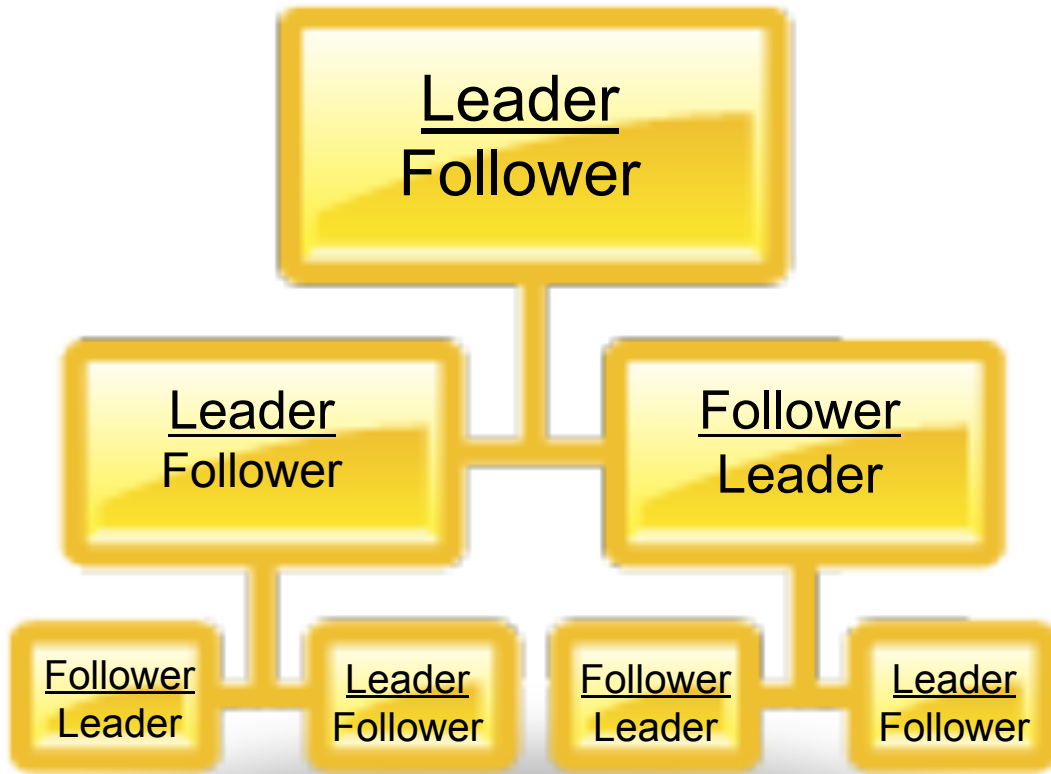Center for Leadership & Strategic Thinking

The focus on developing leadership is integrated throughout the school experience.

1. True
2. False

A Leadership Framework

Re-balancing Leadership & Followership

Leader
Follower

Leader
Follower

Follower
Leader

Follower
Leader

Leader
Follower

Follower
Leader

Leader
Follower

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

Ownership Vintage1914

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."
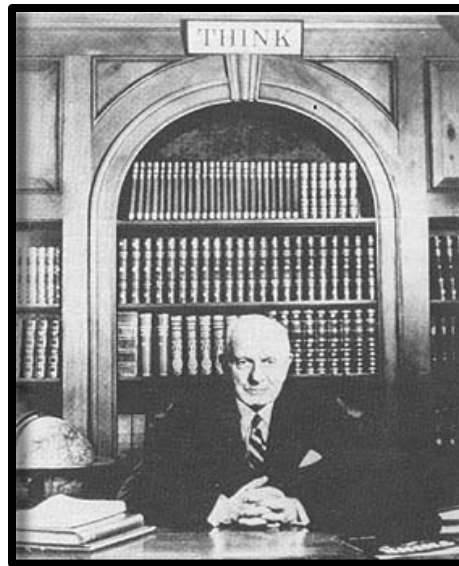
We would challenge anyone in our school if we thought something was done wrong.

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?

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Authentic Leadership Development
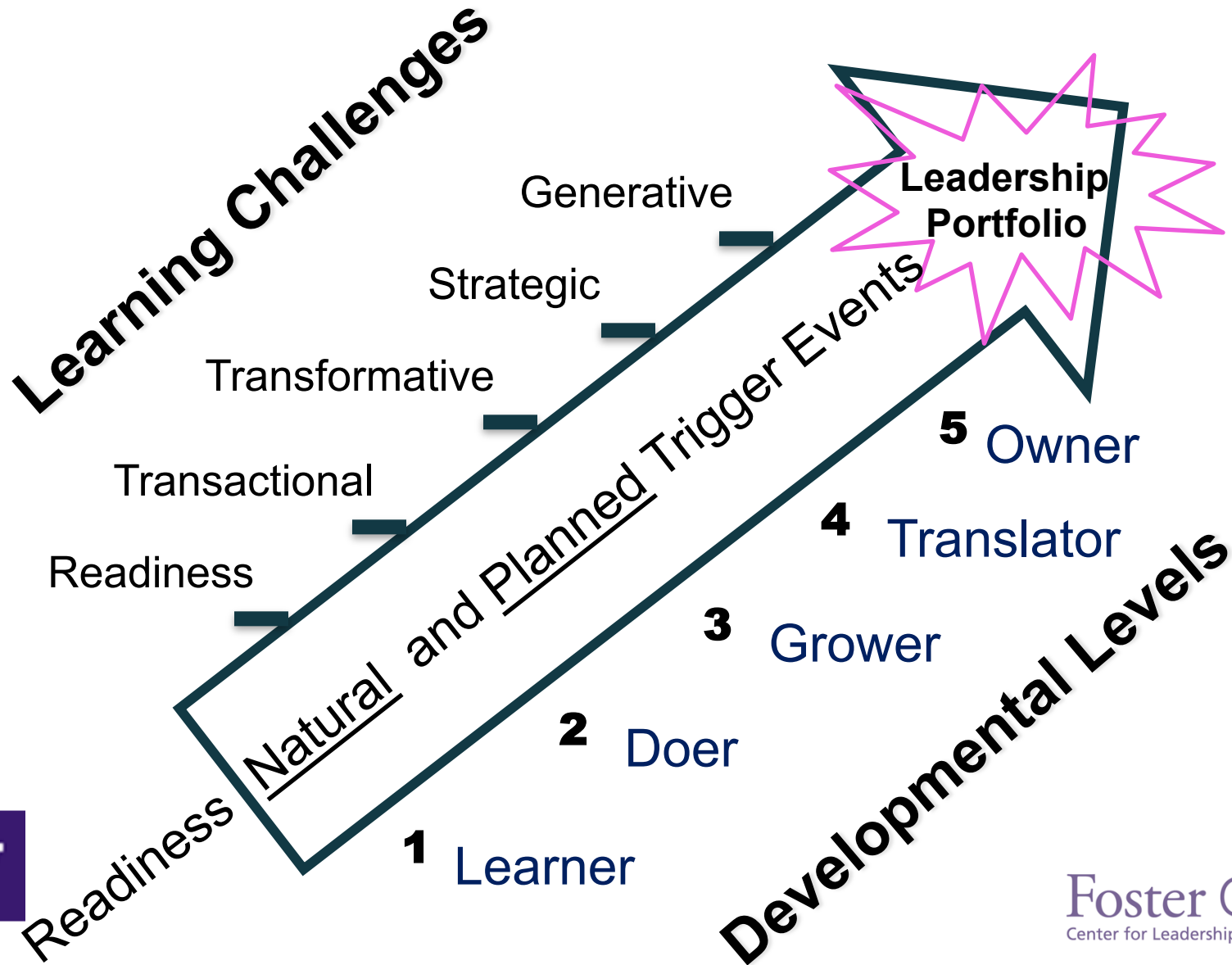
Top 5 Take Away Tips

- ✓ **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**