Six Leadership Assets for The Future
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Where are we now?
An Opportunity to Construct the Future
Where Are We Going?

A place where the legislature becomes…

- A model of effective problem solving
- An inspiration to others for creative adaptation and powerful collaboration
- A cornerstone for the future that is waiting to be built.
How Do We Get There?

6 Leadership Assets:

1. Resilience
2. Navigate and Lead Through Change
3. Asking Powerful Questions
4. Inspiring Others Through Narrative
5. Mobilizing Difference To Maximize Performance
6. Thrive in Collaborative and Hierarchical Settings
Asset-Based Leadership

Leadership Assets:

Functions or Capacities required for effective leadership
1. Resilience

Leaders are resilient. You can routinely overcome adversity and failure by learning from your mistakes and adapting those lessons into your future choices. Resilience also requires that you be brutally honest with yourself about your shortcomings while also being relentlessly optimistic about the opportunities in front of you.
Disruption:

Significantly stressful events that shake us up and disrupt the structures of the world around us.

Such episodes will involve distress – from mild anxiety to profound anguish.
Common Disruptions

**Normal Life Transitions:**
- Adolescence
- Starting College
- Graduation
- Marriage
- Children
- Death of Parent

**Setbacks:**
- Divorce or Breakup
- Job Loss
- Untimely death of someone close
- Career Setback

(Basically, anytime life doesn’t work out the way you planned.)

- Flach, *Resilience*
Crucible Experiences

Force you to wrestle with such questions as:

- *What am I made of?*
- *What do I believe in?*
- *What lines will I not cross?*
- *What is really important to me?*
To Extract Insight:

Reflect on your experience,
Observe what it reveals to you,
and going forward,
Apply the knowledge you have gained.
2. Navigate through and lead change

Routinely solving clear problems that have clear solutions is a sign of effective management. Leaders work in a different arena, one where problems are difficult to define and where there are multiple possible “right” answers. This requires you to continually learn so that you can successfully navigate uncertain environments using incomplete information.
Navigating Through and Leading Change
How disruptive is the change?
Management vs. Leadership

Management is about coping with complexity.

Leadership is about coping with change.

- Kotter, *What Leaders Really Do*
Managing vs. Leading

Managing

• Planning and Budgeting
• Control
• Organization, Staffing

Leading

• Setting Direction
• Aligning People
• Motivating, Inspiring

Kotter, *What Leaders Really Do*
What is the proper response?
3. Ask powerful questions

People prefer to solve the problem that’s right in front of them. However, experienced leaders know that solving the right problem is key to their success. So, effective leadership begins with your ability to ask powerful questions: questions that reveal the few clear and profound truths about the opportunity or problem at hand.
3. Ask Powerful Questions
A Good Start:

**Problem-Oriented Questions:**
- What are the symptoms?
- What is the problem?
- What is the cause?
- What is the solution?

**Response-Oriented Questions:**
- What is our plan?
- Who will do what?
- When will they do it?
- How will we know they’ve done it?

**Team-Oriented Questions:**
- How will we work together?
- What are our team strengths?
- What are our team assets?
3. Ask Powerful Questions
A Good Start:

Drucker:

1. What is our mission?

2. Who is our customer (constituency)?

3. What does the customer (constituency) value?

4. What are our results?

5. What is our plan?
3. Ask Powerful Questions

A Good Start:

1. Where are we now?
2. Where are we going?
3. How will we get there?

- Adam Goodman
4. Inspire others through narrative

Thoughtful analysis and the artful use of information are essential tools for any leader. Leaders must also be able to weave these tools with stories that engage people and call them to action.
We live in Narrative

“This is what fools people: a man is always a teller of tales, he lives surrounded by his stories and the stories of others, he sees everything that happens to him through them; and he tries to live his life as if he were telling a story.”

- Jean-Paul Sartre
The limits of an effective argument…

(Is this what your meetings look like?)
The advantage of narrative...
A Day in The Life…

- Phone calls # per day?
- Voice Mail Messages # per day?
- E-Mail messages # per day?
- Texts # per day?
- Internet Pages # per day?
- Television Screens # per day?

Add lectures, books, magazines, etc.
What do we do with all of this data?
What is the *MEANING* of this information, and what is the *PURPOSE*?

i.e.
The Problem:

We are *stuffed* with data but *starved* for meaning.
Narrative and Meaning

- By tapping into the wants, needs and goals of people, narrative takes information and invests it with meaning.

- Stories help create cognitive structures that determine how we filter information and put it together in a way that makes sense to us.
What does this mean?

“A leader defines reality.”
- Max DePree
Narrative and Leadership

What followers are asking leaders, especially in crisis:

*Interpret this for us.*

*What does this mean?*

*What is the story?*

*What happens next?*

*Where do we go from here?*

*What is my role?*
Narrative and Leadership

- Define the situation (journey, war, game, etc.)

- Brings everyone together collaboratively

- Engages both hearts and their minds.

- Helps everyone know their role.
5. Mobilize difference to maximize performance

Leadership is, by definition, a community act. We don’t lead ourselves; we lead others. Ideas are only transformed into real results when you mobilize others to take action. This asset is especially valuable when you lead people who come from backgrounds unlike your own.
Mobilize Difference to Maximize Performance

Key Assumption:

“Leaders don’t emerge from factories with pre-programmed styles, habits or rules. Instead, successful leaders understand and work from their own strengths while building a team around them to close needed gaps.”
Mobilize Difference to Maximize Performance

StrengthsFinder Research:

Instead of one dominant leader who tries to do everything, or individuals who all have similar talents, the most cohesive and successful teams have a representation of strengths in four domains:

- Executing
- Influencing
- Relationship Building
- Strategic Thinking

- Rath and Conchie, *Strength Based Leadership*
Four Pillars of A Successful Team

Executing – Know how to make things happen
Influencing – Help teams reach a broader audience
Relationship Building – Hold teams together
Strategic Thinking – Stay focused on what could be

Individuals need not be well rounded but teams should be.
Leadership Assets and Personal Strengths

Assets refer to capacity

(\textit{Can you do it?})

Strengths refer to style

(\textit{How do you do it?})

Equifinality – An end can be reached by many potential means
6. Thrive in collaborative and hierarchical settings

Leaders often find themselves working with others in collaborative and hierarchical arenas, so you need mastery of both environments.
Collaborative settings are characterized by shared ownership, one where problems and opportunities are discovered among group members, where action is taken on behalf of the group, and where success is defined by the group.
Hierarchical settings require you to inspire others who are accountable for results, even though they are not decision makers.

“A team effort is a lot of people doing what I say.”

- Film Director Michael Winner
Collaborative or Hierarchical?

- What do people understand about themselves and one another?
- What do they understand about their circumstances?
- What is at stake?
- How high are the stakes?
Questions?
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Thank you!