Innovation Through Leader Development Across the Life Span

Presented by
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Who is Eric Kaufman?
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• Coordinator of VT’s Graduate Certificate in Collaborative Community Leadership
• Former H.S. AgriScience Teacher
• Father & Husband

Session Overview
• Extension is uniquely qualified to provide programming for leader development across the life span
• Critical reflection is a key tool for developing self and others
• Each of us has an important role in facilitating critical reflection and rational dialogue to facilitate leader development

AGREE/DISAGREE: WE HAVE A LEADERSHIP CRISIS IN THE COUNTRY TODAY

AGREE/DISAGREE: UNLESS WE GET BETTER LEADERS, U.S. WILL DECLINE AS A NATION

AGREE/DISAGREE: OVERALL, OUR COUNTRY’S LEADERS ARE EFFECTIVE AND DO A GOOD JOB
Across the Decades

Harris Interactive Confidence in Leadership Index

Gallup Poll: Confidence in Institutions
Confidence is Institutions

Critical Perspective on Leadership

Americans Remain Optimistic

More than 80% of Americans believe the nations problems can be solved with effective leadership. That figure has remained the same, statistically, over time.
Americans Remain Optimistic

61% of Americans believe that ordinary citizens have a great deal or a moderate amount of power to help make America’s leadership more effective.

88% of Americans feel they have a great deal or a moderate amount of personal responsibility to participate in making America’s leadership more effective.

500 Years of Leadership Theory

(Garrick, 2006)

Control of Information

Regard for informers & informants

Trait Theories

Courage, Physical Strength, Charisma, Heroism

Behavioral Theories

Leader & Subordinate Influence, Decision-Making, Emotional Behavior

Open Systems

Event Management, Situations, Role Making

Inter-Personal Leadership

Values, Integrity, Mentoring, Role Models, Empowerment

Leadership Defined

“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

– James Kouzes & Barry Posner, researchers and authors of The Leadership Challenge

Leadership Defined

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

- John Quincy Adams

Are leaders born or made?

Avolio’s study on identical twins suggests that leadership effectiveness is 30% ‘born’ and 70% ‘made’
The Leadership Development Equation

**MADE**
- **Made**: Experiences, learning, and skills that contribute to effective and efficient leadership

**BORN**
- **Born**: One’s genetic composition that contributes the foundation for leadership development

Born vs. MADE
- Inflate your perceptions
- Explore possibilities through leadership development

Example:

| 72 | 58 |

Qualities for Confidence (Rosenthal et al., 2009)
- Trust
- Competence
- Working for the Greater Good
- Shared Values
- Results
- Being in Touch with People’s Needs and Concerns

The Life Stream

“*The life stream* represents events you accumulate from birth to the present that shape how you choose to influence others and yourself.”

(Avolio, 2005, p. 12)

Multi-Level View of Leadership Development (Avolio, 2005)

How does this picture represent leadership?
Some Assumptions:
• Leadership is a process, not a position.
• Leadership is socially responsible, it impacts change on behalf of others.
• Leadership is inclusive and accessible to all people.
• Leadership is values-based.
• Community involvement/service is a powerful vehicle for leadership.

Erikson’s Stages of Psychosocial Development

<table>
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<tr>
<th>Stage</th>
<th>Age</th>
<th>Opposing Forces</th>
<th>Positive Outcomes</th>
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<tr>
<td>Infancy</td>
<td>0-18 months</td>
<td>Trust vs. Mistrust</td>
<td>Hope &amp; Drive</td>
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<td>Early Childhood</td>
<td>2-3 years</td>
<td>Autonomy vs. Shame &amp; Doubt</td>
<td>Willpower &amp; Self-Control</td>
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<td>Preschool</td>
<td>3-5 years</td>
<td>Initiative vs. Guilt</td>
<td>Purpose &amp; Direction</td>
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<td>School Age</td>
<td>6-11 years</td>
<td>Industry vs. Intimacy</td>
<td>Competence &amp; Method</td>
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<td>Adolescence</td>
<td>12-18 years</td>
<td>Identity vs. Role Confusion</td>
<td>Fidelity &amp; Devotion</td>
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<td>Young Adulthood</td>
<td>19-40 years</td>
<td>Intimacy vs. Isolation</td>
<td>Love &amp; Affiliation</td>
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<td>Middle Adulthood</td>
<td>40-65 years</td>
<td>Generativity vs. Stagnation</td>
<td>Care &amp; Production</td>
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<tr>
<td>Maturity</td>
<td>65+ years</td>
<td>Intimacy vs. Despair</td>
<td>Wisdom &amp; Renunciation</td>
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Application: Morgan A. Leader
• 6 to 11 years old - 4-H Member:
  – Triggers = approval of peers and adults
  – Resolution = self-disciplined, motivated, autonomous
• 12 to 18 years old – 4-H and FFA Member:
  – Trigger = Who am I?
  – Resolution = Sense of achievement and development of values
• 19 to 40 years old – College organizations, work & social groups
  – Triggers = Positive relationships
  – Resolution = network of close relationships
• 40 to 65 years old – VALOR
  – Triggers = Contributing to Society
  – Resolution = sense of fulfillment and integrity
• 65+ years old – Volunteering
  – Triggers = reflections on lived life
  – Unity with self and connectedness to others

START Technique for Reflection

- Situation / Scenario
  - Give examples
  - Provide background & context
  - What & Why?
- Task / Target
  - Provide details about the problem or challenge
  - What happened? How did you do it?
- Activity / Action
  - Describe what you did
  - How did you do it
- Result
  - Describe what happened in the end - the benefits, recognition, savings etc.
- Taught
  - Describe what you learnt from the Situation / Scenario
  - Explain why
Cue Questions for Development (Borton, 1970)

- **What?**
  - What happened?
  - Description, facts

- **So What?**
  - What did the experience mean?
  - Interpretation, lessons learned

- **Now What?**
  - What are the next steps?
  - Planning future action

Leader Development Across the Lifespan

Continuing to Develop:
- Get Ongoing Feedback
- Reflect on Your Progress
- Use Reinforcement

Implications for You and Others?

“What if we don’t change at all... and something magical just happens?”

Extension’s Role in Leader Development

Caveat on Studying Leadership

“The distinctive feature of leadership is that it would appear the more we learn about leadership, the more we realize we have to and want to learn.” (Jackson & Parry, 2008, p. 9)
What questions and insights do you have to share?

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