


## Elements of Leadership: Development for the Greater Good


Presented by Eric K. Kaufman  
June 1, 2024

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## Overview



- Defining Leadership
  - Leadership Discourses
- Exploring Your Life Stream
  - Personal-Best Leadership Experiences
- Exemplary Leadership
  - 5 Practices & 10 Commitments
- Eco-Leadership & Leaderful Practice
  - Activities of Leadership-as-Practice (L-A-P)
- Inner Development Goals
  - 5 Dimensions & 23 Skills / Qualities





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### Leadership Defined

*Leadership is the process of inspiring vision and hope.*


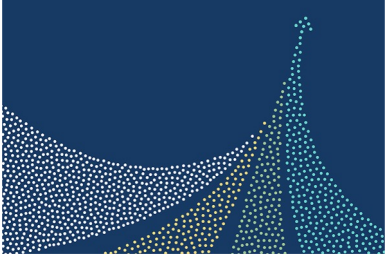
- Dr. Eric K. Kaufman

"If we know all too much about our leaders, we know far too little about leadership. We fail to grasp the essence of leadership that is relevant to the modern age .... Leadership is one of the most observed and least understood phenomena on earth".

- James MacGregor Burns (1918-2014)  
Historian, political scientist, Pulitzer Prize-winning presidential biographer, and founder of the field of Leadership Studies

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### What Is Leadership?


Leadership is defined by 3 outcomes — direction, alignment, and commitment — and it's a social process, where individuals work together to produce results that they could never achieve alone.

**The Definition of Leadership: It's a Social Process** (McCauley, 2024)

[www.ccl.org/articles/leading-effectively-articles/what-is-leadership-a-definition/](http://www.ccl.org/articles/leading-effectively-articles/what-is-leadership-a-definition/)

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### The Art And Science Of Leadership

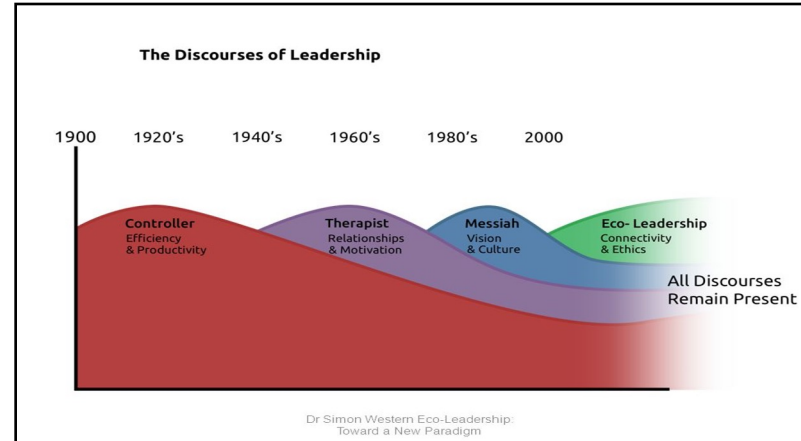


"While leadership involves strategic vision, critical decision-making, and communication skills, it also requires using a wide range of scientific principles, such as psychology and sociology, to understand how people interact."  
(Rahaman, 2023)

**Forbes**

[www.forbes.com/sites/forbesbusinesscouncil/2023/07/14/the-art-and-science-of-leadership](http://www.forbes.com/sites/forbesbusinesscouncil/2023/07/14/the-art-and-science-of-leadership)

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### Early Leadership Theory: Traits

Premise:

- All great leaders have common traits

Challenge:

- Identify the leadership traits
- Make people with those traits the leaders




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Leadership for the Greater Good: Reflections on Today's Challenges From Around the Globe

### Overcoming an Addiction to Leadership

(Hartley & Bolden, 2024)



International Leadership Association

As for "followers," we cannot expect "leaders" to fix and control the complicated problems we encounter. This is a fantasy that can make us feel better, but it does not reflect reality.



<https://ilaglobalnetwork.org/overcoming-an-addiction-to-leadership/>

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### "Leadership" has Become a Commodity

LIE 9:  
Leadership is a thing.

<https://youtu.be/ae1kTTY3Nxx>

FreeThinking  
A Leader's Guide to the Real World  
**NINE LIES ABOUT WORK**  
MARCUS BUCKINGHAM  
ASHLEY GOODALL

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1. Develop innate talents into strengths.
2. Apply a collective process to leadership.
3. Use different strengths for different leadership situations.

GALLUP®

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EDGAR H. SCHEIN  
PETER A. SCHEIN  
**HUMBLE LEADERSHIP**  
THE POWER OF RELATIONSHIPS, OPENNESS, AND TRUST

Adam Grant  
@AdamMGrant

Narcissistic leaders are threatened by talent. They want to be the smartest person in the room.

Humble leaders are drawn to talent. They surround themselves with people who make them smarter.

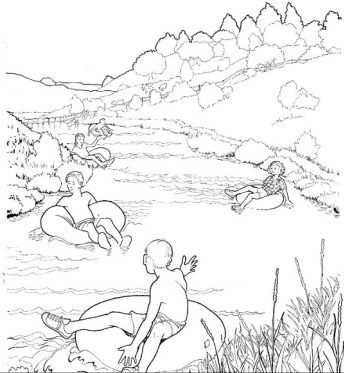
Great leaders grow talent. They strive to make everyone in the room smarter.

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### 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)

Access template at <https://bit.ly/KaufmanLSE>



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### Eric Kaufman's Life Stream



Access template at <https://bit.ly/KaufmanLSE>

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What is your personal-best leadership experience, and what did you learn from it?



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### Insights from *The Leadership Challenge*



THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

- ENCOURAGE THE HEART
- MODEL THE WAY
- INSPIRE A SHARED VISION
- CHALLENGE THE PROCESS
- ENABLE OTHERS TO ACT

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## Exemplary Leadership Practices & Commitments

JAMES M. KOUZES  
ZHAOYI XIAO  
AND  
DAVID W. POSNER

**Everyday People, Extraordinary Leadership**  
© 2002 Jossey-Bass  
www.josseybass.com

**Model the Way**

- Clarify values by finding your voice and affirming shared values.
- Set the example by aligning actions with shared values.

**Inspire a Shared Vision**

- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

**Challenge the Process**

- Search for opportunities by seizing the initiative and looking outward for innovative ways to improve.
- Experiment and take risks by constantly generating small wins and learning from experience.

**Enable Others to Act**

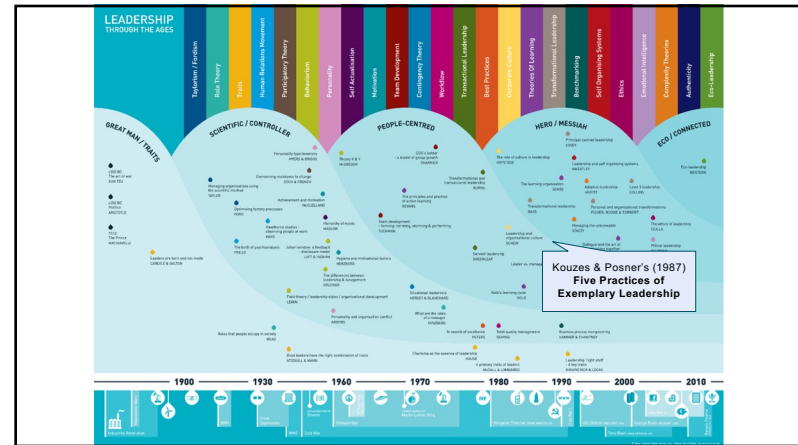
- Foster collaboration by building trust and facilitating relationships.
- Strengthen others by increasing self-determination and developing competence.

**Encourage the Heart**

- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.

**Where do you see examples or evidence in your life stream?**

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## Changing Nature Of Leadership (Martin, 2007)

- challenges are becoming more complex
- greater reliance on interdependent work
- viewing leadership as a collective process

<https://youtu.be/fW8amMCVAJQ>

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## Eco-Leadership

Connectivity & Ethics

Distributed & Network Leadership

"Eco-Leadership shifts power from individual leaders to leadership ... in an attempt to harness the energy and creativity of the whole system."  
(Western, 2010, p. 44)

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### When Assumptions Change, Our Approach to Leadership Needs to Change


	Leadership illustrated...	Leadership as....	Embedded assumptions	Leadership developed through
Heroic Leader	Individuals as Leaders	Who is in charge	Leaders create leadership	Learning new skills and competencies
Relational Leadership	Networks of Power	How things get done	Networks of power create leadership	Learning how to gain and exercise power
Leaderful Practice	Collaborative leadership	Interactions across members of a group that change the trajectory of activity, decisions, or strategy	Leadership emerges from the dynamics of a collective	Learning about the confluence of social and material practices that may emanate regardless of hierarchy

Robinson, J. L., & Riddell, P. (2022). Discovering and developing collaborative leadership using vectors and videos. *Organizational Dynamics*, 100902. <https://doi.org/10.1016/j.orgdyn.2022.100902>

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### Why Gathering is a Key 21st Century Leadership Skill


**“Everyone needs to understand that a core tool to how they get work done, how they influence people, how they build and form relationships is how they meet.... Creating effective and valuable gatherings at work is a learnable skill.”**





**Priya Parker**  
Facilitator, strategic advisor, and acclaimed author of **THE ART OF GATHERING**

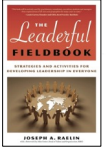
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### Leaderless vs. Leaderful











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ED O'MALLEY & JULIA FARRIS MBRIDE





[go.kansasleadershipcenter.org/WEL](https://go.kansasleadershipcenter.org/WEL)



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### Characteristics of Leaderful Organizations

TRADITIONAL	LEADERFUL	The 4 Cs
<p>Serial</p>	<p>Concurrent</p>	<p><b>Concurrent</b> — leadership emerges from everywhere, and at any time, as important issues arise; no one depends on one individual.</p>
<p>Individual</p>	<p>Collective</p>	<p><b>Collective</b> — any member in the team/organisation can provide leadership at any given time to mobilise action or make decisions on behalf of others.</p>
<p>Controlling</p>	<p>Collaborative</p>	<p><b>Collaborative</b> — anyone can speak for the whole team/organisation, and advocate a point of view they believe can contribute to the common good.</p>
<p>Dispassionate</p>	<p>Compassionate</p>	<p><b>Compassionate</b> — everyone is committed to preserving each other's dignity, regardless of background, social status or point of view.</p>

\* Adapted from Joseph Raetin. (2003). Creating Leaderful Organizations: How to Bring Out Leadership in Everyone. San Francisco, CA. Berrett-Koehler.

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### What might a leaderful practice approach look like in a business?

Pressing Sides: A marketplace of mutual respect and accountability.

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### What might a leaderful practice approach look like in an orchestra?

**Orpheus**  
LEADERSHIP INSTITUTE

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When Everyone Leads  
Page 51  
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How might we avoid the band aid approach?

When Everyone Leads  
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How Might You Integrate Activities of Leadership-as-Practice?

Scanning  
Signaling  
Weaving  
Stabilizing  
Inviting  
Unleashing  
Reflecting

Photo by [Shirley Dooling](#) on [iStockphoto](#)

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Purpose-Driven Leadership

6 THINGS THAT  
**DRIVE A SENSE OF PURPOSE**

1. UTILITY
2. PERSONAL DEVELOPMENT
3. IMPACT
4. IDENTITY REINFORCEMENT
5. INTRINSIC INTEREST
6. EXTERNAL REWARDS

Center for Creative Leadership

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Inner Development Goals (IDGs) Framework

- 1 **Being** — Relationship to Self
- 2 **Thinking** — Cognitive Skills
- 3 **Relating** — Caring for Others and the World
- 4 **Collaborating** — Social Skills
- 5 **Acting** — Driving Change

[www.innerdevelopmentgoals.org/framework](http://www.innerdevelopmentgoals.org/framework)

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### Reflection & Discussion

- Which elements of leadership resonate most with you?
- How might you use one of these frameworks to guide your own development as a leader?
- When you are working with a group or team, what might be your best contribution or role?
- Based on the insights gained today, where do you hope to shift the leadership conversation?

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Contact Dr. Eric Kaufman via email, [ekk@vt.edu](mailto:ekk@vt.edu)

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