




**Virginia Cooperative Extension
Faculty Leadership Development
Program - Opening Session**

January 29, 2020

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Session Overview

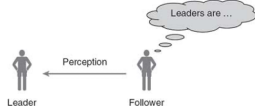


- Leadership Framing
- Strengths Development
- Program Logistics
 - Canvas Site
 - LinkedIn Group

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Implicit Leadership Frames



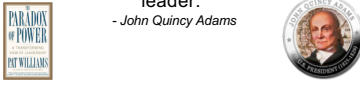
What are the characteristics of an effective leader?

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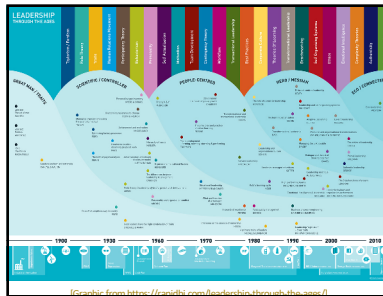
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

- John Quincy Adams



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Early Leadership Theory: Traits

Premise:
– All great leaders have common traits



Challenge:
1. Identify the leadership traits
2. Make people with those traits the leaders

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“Leadership” has Become a Commodity



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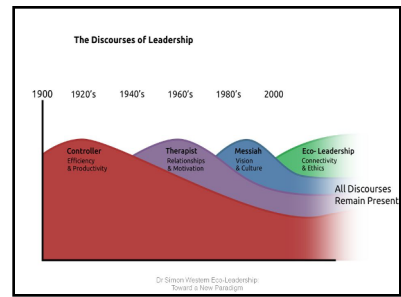
Strengths-Based Leadership



- Argues that we all have innate talents to be developed into strengths
- Views leadership as a collective process
- Recommends different strengths for different leadership situations

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Ways to Study Leadership

(Jackson & Parry, 2018)

1. Attempt to lead
2. Observe leadership in action
3. Talk about leadership
4. Read about leadership
5. Write about leadership

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The Truth About You

(Buckingham, 2008)

Myths.

- Each of us can be anything we want if we just work hard.
- We grow most where we are weakest.
- Strengths will take care of themselves.

Truths.

- You can be anything your strengths allow you to be.
- We grow most in areas we are already strong.
- I can be taught knowledge and skills, but I can't learn talents.

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Unlock your Potential

GALLUP Strengths

Unlock Your Potential

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What is a Signature Theme?

Signature theme = a group of similar talents

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Love, Crazy, Envy

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What is a Strength?

- Consistent, near perfect performance in an activity

Knowledge + Skills + Talents = STRENGTH

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"A leader needs to know his strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal. What great leaders have in common is that each truly knows his or her strengths – and can call on the right strength at the right time. This explains why there is no definitive list of characteristics that describes all leaders."

- Donald O. Clifton, Gallup Researcher and Father of Strengths Psychology

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Business Case for Strengths

AT WORK, DO YOU HAVE THE OPPORTUNITY TO DO WHAT YOU DO BEST EVERY DAY?

Teams whose members **STRONGLY AGREE** that they have the chance to play to their strengths every day are:

- 38%** MORE likely to be highly productive
- 44%** MORE likely to earn high customer satisfaction scores
- 50%** MORE likely to have high employee retention

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What happens when we focus our talents and turn them into strengths?

THE ADDITIVE EFFECT

- +59%** MORE IN PROFITS
- +18%** INCREASE IN REVENUE
- +6%** INCREASE IN CUSTOMER SATISFACTION
- +27%** INCREASE IN EMPLOYEE RETENTION

Can the 1% of those with 2 best strengths...

GALLUP

THE WALL STREET JOURNAL

Managers Who Take Time They Neglect To Coach Their Staff

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Aligning Workplace Expectations

What I Get Paid to Do	What I Do Best
1.	•
2.	•
3.	•
4.	•

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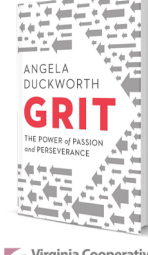
Talents vs. Strengths

- Talent** = A naturally recurring pattern of thought, feeling, or behavior that can be productively applied.
- Strength** = The ability to provide consistent, near-perfect performance in a given activity.

Talent X Investment = Strength

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Effort Matters... Even More Than Talent

(Angela Duckworth, *Grit*)

Talent x **Effort** = Skill
Skill x **Effort** = Achievement

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Gallup's Approach to Strengths-Based Development

Talent
Your preferred way of thinking, feeling, and behaving naturally

X

Investment
Time, money, & energy you spend to gain knowledge, training, & practice

=


Strength
The ability where you can provide near perfect performance consistently

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Your Individual Development Plan

- Name It
- Claim It
- Aim It



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Personalizing Your Growth as a Leader

- Select three of your signature themes (a.k.a. strengths) and describe them in your own words.
- Connect those to a personal goal.
- Outline a plan for applying your talents and developing them into strengths.

INDIVIDUAL DEVELOPMENT PLAN

Signature Themes: _____

Personal Goal: _____

Development Plan: _____

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Domains of Leadership Strength

	Present-Oriented & Internal-Focused		
Task-Oriented	Executing	Relationship Building	People-Oriented
	Strategic Thinking	Influencing	
	Future-Oriented & External-Focused		


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Strategic Thinking Domain

Description

- Keep us all focused on what *could be*
- Constantly absorbing and analyzing information and helping the team make better decisions




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Executing Domain

Description

- Know how to make things happen
- Have ability to "catch" an idea and make it happen



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Relationship Building Domain




Description

- Provide essential glue that holds the team together
- Create groups and organizations that are much greater than the sum of their parts

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Influencing Domain



Description

- Help the team reach a broader audience
- Take charge, speak up, and make sure the group is heard

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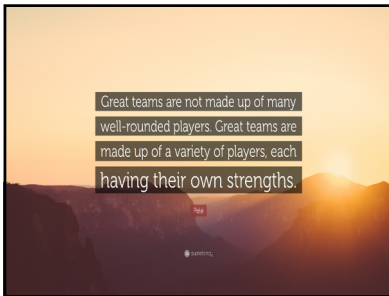
What Strong Teams Have in Common

(Rath & Conchie, 2008)

1. Conflict doesn't destroy strong teams because strong teams focus on results
2. Strong teams prioritize what's best for the organization and then move forward
3. Members of strong teams are as committed to their personal lives as they are to their work
4. Strong teams embrace diversity
5. Strong teams are magnets for talent

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Great teams are not made up of many well-rounded players. Great teams are made up of a variety of players, each having their own strengths.

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Insight for Practice




"A leader is someone who can get things done *through* other people."
-Warren Buffet

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Moving from Knowledge to Understanding

The Backwards Brain Bicycle - Smarter Every Day 133



- How does this relate to learning?
- How does it relate to this program?

Video at:
<https://ed.ted.com/featured/bf2mRAC>

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Program Timeline

Component	Dates	Location
Kick-off Session: Orienting to the Learning (VCE Conference)	January 29th	Roanoke
Module 1, Intro to Leadership	Feb. 3-16	Online/Canvas
Module 2, Identity: Self & Other	Feb. 17 - Mar. 1	
Module 3, Leadership Environment	Mar. 2-15	
Module 4, Leadership Tools	Mar. 16-29	
Module 5, LifeLong Development	Mar. 30 - Apr. 12	
Wrap-Up Session & Graduation Celebration	April 15-16	TBD

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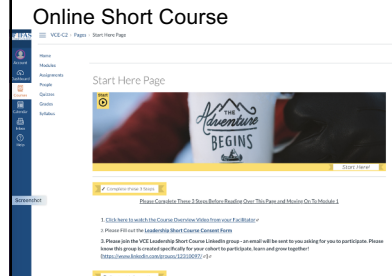
Online Short Course



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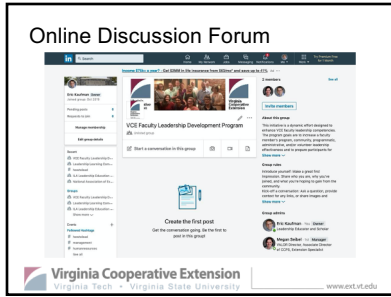
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Online Short Course



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