

# RUTGERS

New Jersey Agricultural  
Experiment Station

## THE LEADERSHIP CHALLENGE

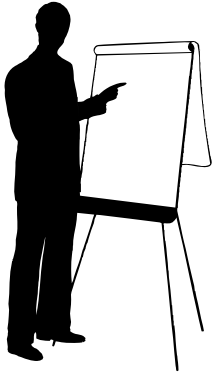
ENVIRONMENTAL STEWARDS

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New Jersey Agricultural Experiment Station



# AGENDA

- I. Introductions, Agenda and Objectives
- II. Defining Leadership
- III. The Leadership Model
- IV. Application and Action Planning

# OBJECTIVES



- Describe leadership “personal bests”
- Identify characteristics of effective leaders
- Describe Five Practices Leadership Model
- Specify actions for developing leadership



## II. Defining Leadership

### Your Leadership Experiences

With leadership, as with many things,  
experience is the best teacher.

Most leaders learn what to do by trying it themselves or by watching others. The problem is that not all of what's done or observed is appropriate.

It's important to base our leadership practices on the best of what we do or see; those times when we've done our best as a leader or when we've observed others at their personal best.

Such examples provide role models for effective leadership.

# Good Leadership Experience

Recall a time when **you personally observed someone demonstrating good leadership**. Your leadership example can be from a work, volunteer or other type of situation. Summarize that experience below. Be prepared to share your example. (5 min)

- \* Specifically, what was the situation?
  
- \* Specifically what did the person do?
  
- \* What was the impact?

## GROUP EXERCISE

- Working in assigned teams, discuss your personal examples. Include actions and impact.
- Capture common leadership behaviors or themes from the discussion.
- Select spokesperson to report out.



# YOUR OBSERVATIONS ?



## OVERLAPPING RESPONSIBILITIES

### Management

- Administration
- Implementation
- Focus on Structure & Control
- Motivate via rewards &/or sanctions
- Eye on bottom line
- Imitate

### Leadership

- Innovative
- Conception
- Focus on people & ways to inspire trust
- Motivate shared meaning/intrinsic
- Eye on horizon
- Originate

**IF IT AIN'T BROKE ...**



### **What the Research Shows The Five Best Leadership Practices**

- Kouzes and Posner
- 20 years or research and application
- 7500 Personal Best Examples
- 4000 Personal Best leadership survey
- 100,000 respondents in data base

# 1. Model the Way



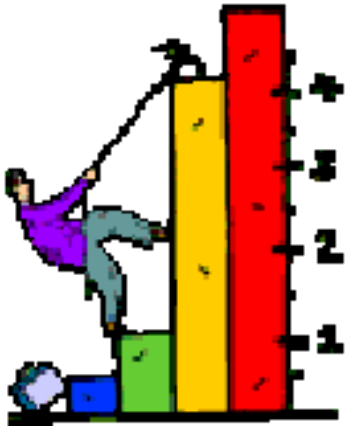
- **Clarify** your personal values
- Set the **example** by aligning actions with shared values.

## 2. Inspire A Shared Vision

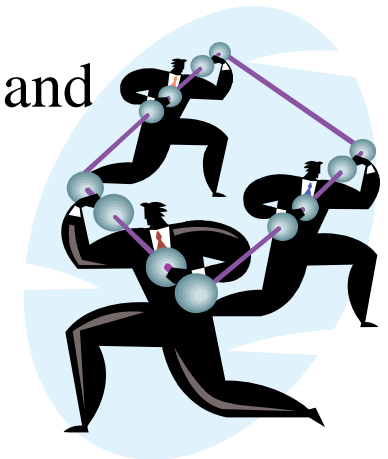


- **Envision** the future by imagining exciting and ennobling possibilities
- **Enlist** others in a common vision by appealing to shared aspirations

### 3. Challenge the Process



- Search for opportunities by seeking **innovative** ways to change, grow, improve
- Experiment and **take risks** by constantly generating small wins and learning from mistakes



#### 4. Enable Others to Act

- **Foster** collaboration through cooperative goals & building **trust**
- Strengthen people by **sharing** power and discretion



#### 5. Encourage the Heart

- **Recognize** other's contributions, showing appreciation for individual excellence
- **Celebrate** the values & victories by creating a spirit of community

## *IN SUMMARY*



1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable others to Act
5. Encourage the Heart



## Reflections

Here is what I'm thinking ...



Action Steps - Consider today's discussion on leadership

- Insights?
- Opportunities to demonstrate leadership?
- Other questions, comments or observations

