IDENTIFYING LEADERSHIP

NJ AGRICULTURAL EXPERIMENT STATION
RUTGERS
COOPERATIVE RESEARCH & EXTENSION

ENVIRONMENTAL STEWARDS

SESSION I
January, 2006

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RCRE

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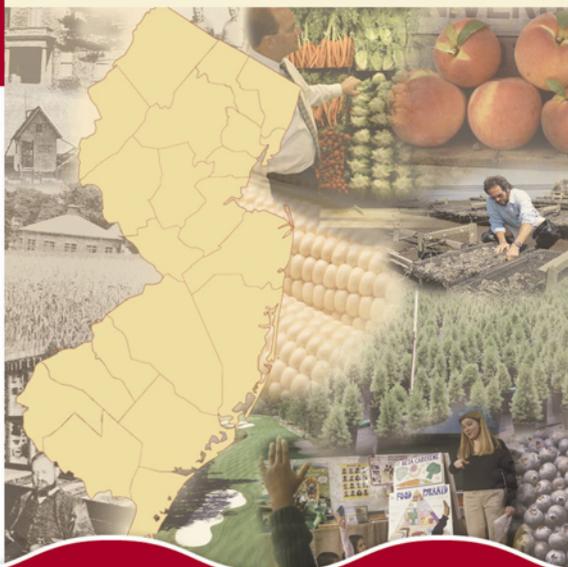
AGENDA

I.   Introduction, Agenda and Objectives & Your Leadership Experiences

II.   Defining Leadership: Who, What, and How

III.   Application and Action Planning

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OBJECTIVES

- Review recent trends in leadership

- Explore leadership competencies

- Identify your specific areas of interest in leadership

I.   YOUR EXPERIENCES

Think of a time in the past when someone you know demonstrated good (or poor) leadership.

- What did the person do?

- What were the results?

- What was the person's position/role?

II. DEFINING LEADERSHIP

- Identifying leaders ?

- What do leaders do ?

- How do they do it ?

- What makes them effective?

Review of the Research

- Secondary literature review 1996

- 100+ studies between 1980-1992

Review of the Research

FINDINGS

- Previous studies revealed "little agreement" on what constitutes leadership

Review of the Research

FINDINGS

- Of the hundreds of identified leadership characteristics, only one characteristic appeared in **every study**

FINDINGS

"Effective leaders   ………………"

FINDINGS… The other top characteristics

- Ability to **c**_____ a _____
- **C**_____ to & a **p**_____ for the organization
- Ability to **communicate** c_____
- Ability to **i**_____ trust & **b**_____ relationships

Critical Incident Study

(Zenger Miller, 1996)

- 450 organizations—manufacturing, high-tech, service, government, health care, and educational institutions
- U. S. and Canada
- 1,871 incidents of leadership behavior

Critical Incident Study

Asked the question….Think of a time in the past when someone you know demonstrated good (or poor) leadership.

Collected 1800+ examples

The Batching Process

1,871 incidents

↓

120

↓

50

↓

17 behaviors

2/3 examples referenced traditional leaders

1/3 examples referenced **non- traditional leaders**

LEADERSHIP BEHAVIORS

- Setting a vision
- Managing change
- Focusing on the customer
- Dealing with individuals
- Supporting teams and groups
- Sharing information
- Solving problems, making decisions
- Managing business processes
- Managing projects

- Displaying technical skills
- Managing time and resources
- Taking responsibility
- Taking initiative beyond job requirements
- Handling emotions
- Displaying professional ethics
- Showing compassion
- Making credible presentations

How do your leadership examples align with these competencies?

LEADERSHIP TRENDS

- Shift in practice in the field

    – Traditional leaders **no longer automatically** viewed by others as leaders

    – Those **not** traditionally seen as leaders are in fact identified by others as demonstrating leadership behaviors
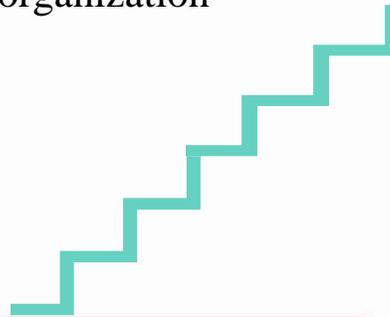
C.L.I.M.B.
Leadership Model

Russ-Eft, Hurson et. al.'s

- **C**reate a compelling future
- **L**et the customer drive the organization
- **I**nvolve every mind
- **M**anage work horizontally
- **B**uild personal credibility

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III. APPLICATION

- What's Next in Leadership for us?

- What areas of leadership are you interested in pursuing in the Environmental Steward Program ?

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"LEAD FROM WHERE EVER YOU ARE"

APPENDIX

- Examples of Critical Incidents aligned with the C.L.I.M.B. Model

Create a Compelling Future

Positive Incidents

"He described the vision so well, we could see it."

"She made me believe it couldn't happen without me."

"We were impressed, inspired, we felt valued."

"We became vision ambassadors."

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Create a Compelling Future

Negative Incident

"The direction is not clear, we were not brought in, we feel left in the dark, we're pessimistic about the future."

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Let the Customer Drive the Organization

Positive Incident

"Through the use of focus groups and instruments, the Dean has begun to shape a quality customer service focus mentality in the college."

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Let the Customer Drive the Organization

Negative Incident

"Sometimes management makes decisions without going to the staff to see what would be best for the customer."

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Involve Every Mind

Positive Incident

"My manager was honest in expressing his concerns but had confidence in my intelligence and abilities, so he supported my decision despite his doubts. He did not force me to follow his line of thinking. As a result, I confidently pursued my own course of action, was successful, and made us both look good. Had I failed, I would have learned from it without fear of being penalized."

Involve Every Mind

Negative Incident

"He told us what needed to be done, how it needed to be done, and never explained why or gave us any latitude to make our own decisions--we didn't put our whole hearts in the project and as a result, it was a medium job."

Manage Work Horizontally

Positive Incidents

"He solved the problem that had been going on for a year by getting all the departments involved."

"We did the right things right, cut out steps, combined documents, shortened the process."

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Manage Work Horizontally

Negative Incidents:

"We waste time and end up with rework."

"Nothing ever gets resolved."

"It's like we're revving in neutral around here."

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Build Personal Credibility

Positive Incident

"Took responsibility for the error as
a representative of the company,
even though he didn't do it himself."

Build Personal Credibility

Negative Incidents

"Both managers passed the responsibility
back and forth, they had no backbone."

"His shouting drove fear into the organization,
half the employees quit, we give him what he
wants, whether it's wrong or not."