

LEADING FROM PLACE

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Adapted from Kezar & Lester, 2009

Objectives

- Debunk myths about leading from place
- Describe ways to expand your leadership regardless of formal position or title
- Identify concrete steps you can take to enhance your leadership ability



Consistent Results



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Kouzes & Posner, 2007

Characteristics of Admired Leaders

Honest

Forward looking

Inspiring

Competent



***Leadership is an identifiable set of skills
and abilities that are available to us all***

-Kouzes and Posner, 2007



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MYTHS about Leading from Place

The Position Myth:
I can't lead if I'm not at the top

Reality:
Leadership is not a place, it's a process

The Influence Myth:
If I were at the top, then people would follow me

Reality:
The position does not make the leader, the leader makes the position

The Inexperience Myth:
When I get to the top, I'll be in control

Reality:
Being in control is not the same thing as being a leader

The Power Myth:
People in the middle have no power

Reality:
Power, by definition, is influence



Reframe POWER as INFLUENCE

Power over

vs.

Power to



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Influence Without Authority



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Worksheet

- Think of a time when you showed effective leadership without being in a formal position of power or at the top of the org chart
- Describe what happened
- Note what you did to exert influence, being as specific as possible
- What made this an act of leadership?
- Share with a colleague and generate themes



Strategies

- Seize moments of small leadership
- Build your political skills
- Be authentic
- Develop a leadership presence
- Learn to manage up



The Power of Small Leadership

Stories abound about individual heroism...yet by doing so, we discount the interaction between the leader and follower or under-tend to the ripeness of the moments that make effective leadership possible...Stories of this kind can be discouraging as they suggest a 'dare-to-be-great' image of leadership that contradicts the actual experience of daily work...We propose a shift away from heroic deeds to small, subtle leadership actions that can have big impact."



Power of Small Leadership

- Leadership at the boundary
 - Being inclusive; Altering group interactions
- Leadership that pulls rather than pushes
 - Facilitating discussion and best thinking
 - Creating space for reflection, divergent views
- Addressing elephants and countering organizational silence



Organizational Silence

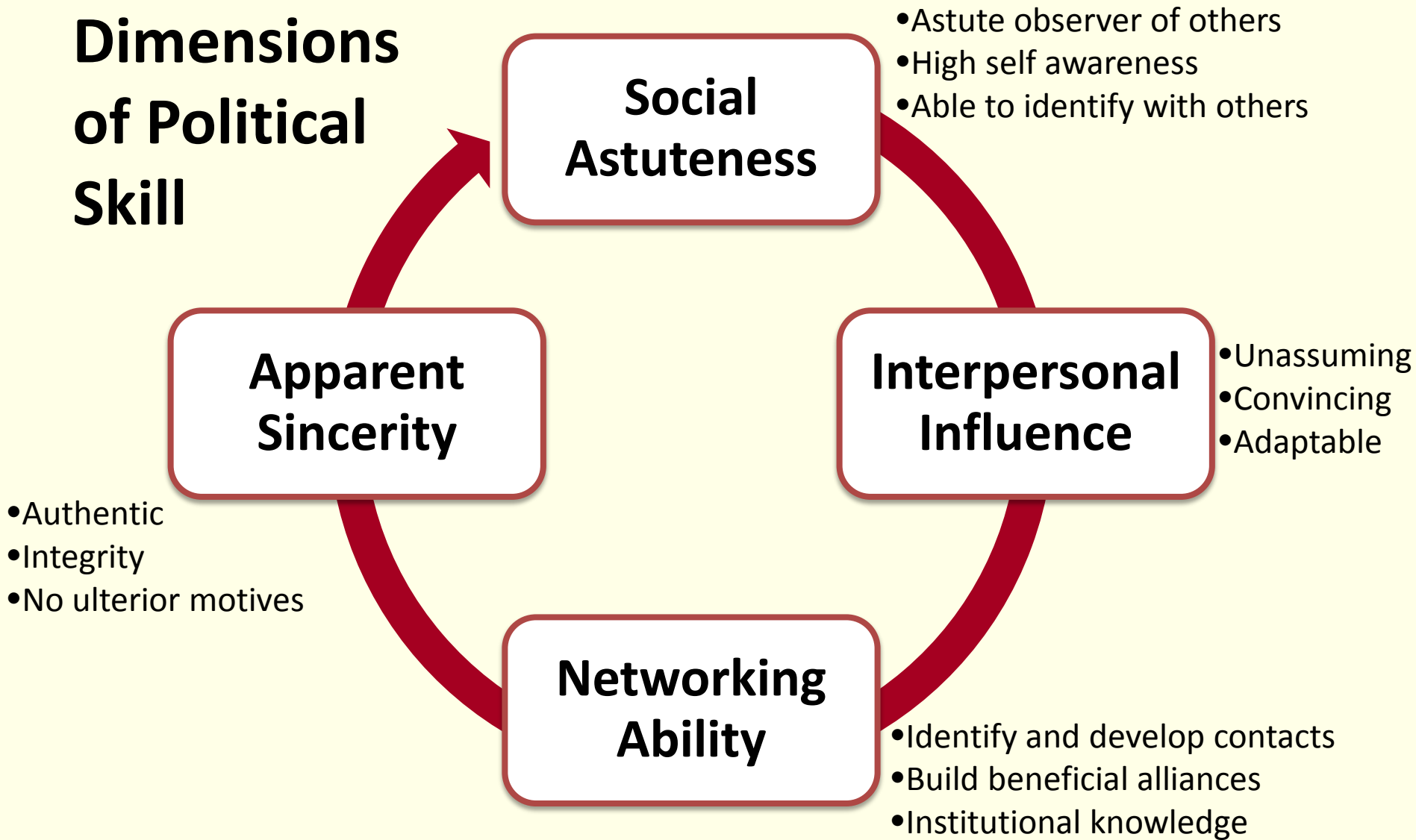


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Souba et. al., 2011
Dankoski, Bickel, Gusic, 2014

Dimensions of Political Skill

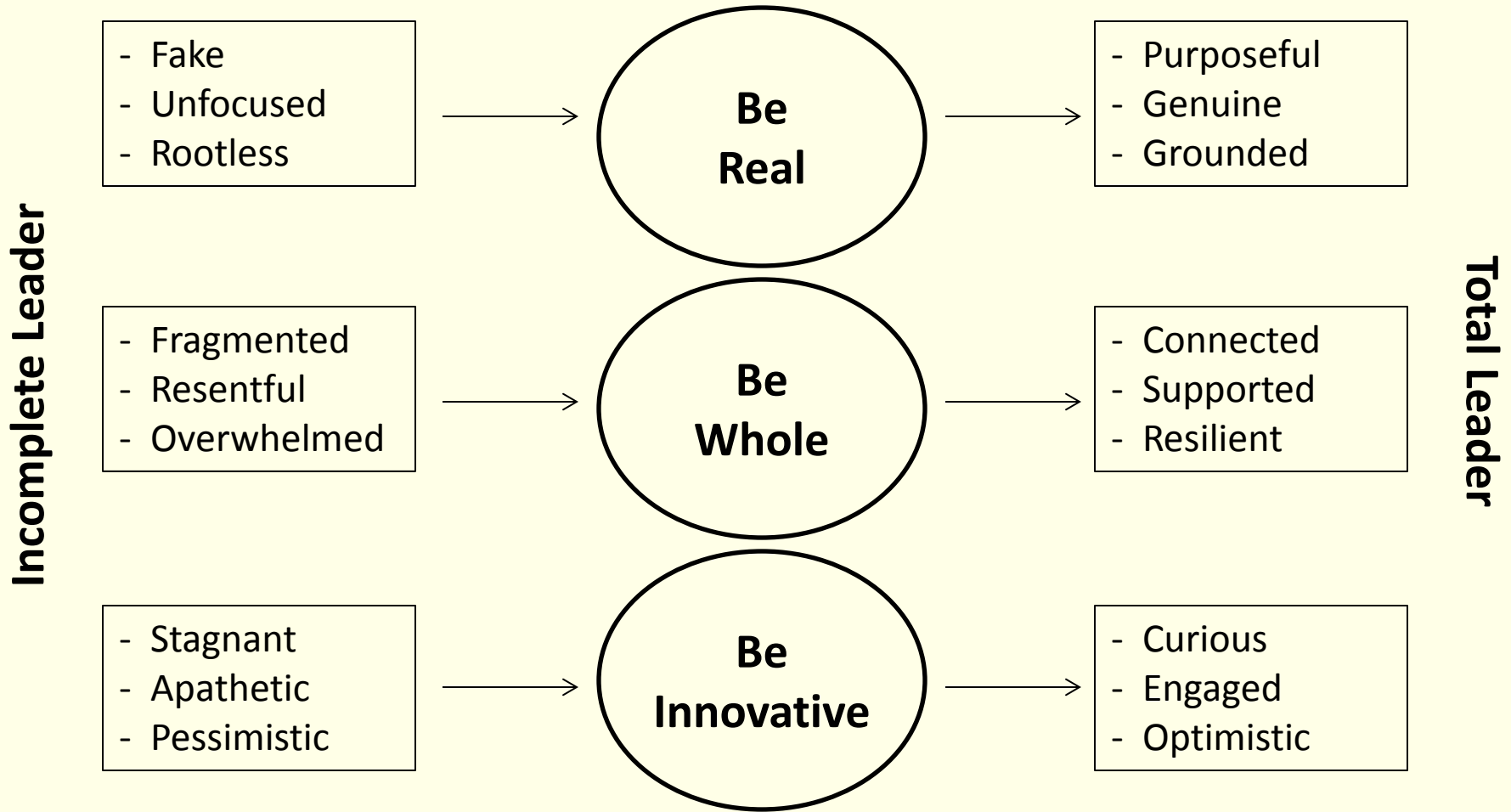


Yes! You Can Develop Political Skills

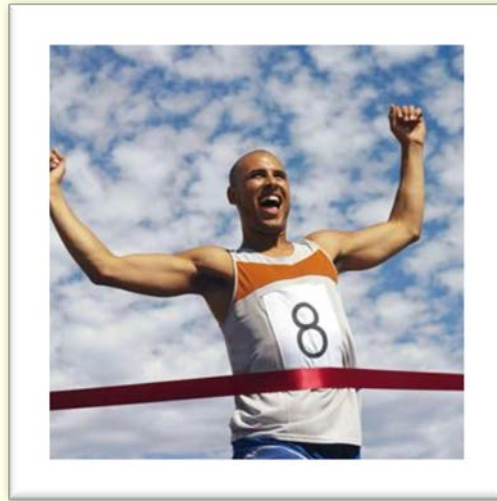
- **Social astuteness:** Be a participant observer
- **Interpersonal influence:** Enhance public speaking, issue-framing, and relational communication skills
- **Networking ability:** Develop an elevator speech, cultivate relationships, broaden institutional knowledge
- **Apparent sincerity:** Align your values and goals to find your authentic voice



The Practice of Total Leadership



Power Pose: Enacting the Presence of a Leader



Managing Up

- Understand the responsibilities your boss has given you
- Clarify expectations
- Observe his/her preferences
- Learn how your boss interprets the vision and mission of your institution
- Keep your boss informed
- Present him/her with possible solutions
- Never violate trust



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Questions? Comments?

- **THANK YOU!**
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