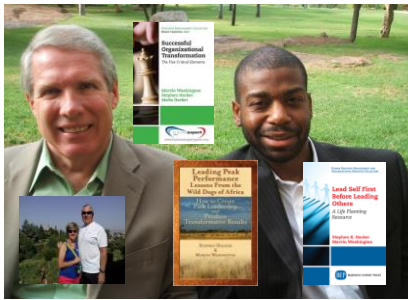


Lessons from a leadership instructor turned senior leader

- Marvin Washington, PhD
- College Dean and Vice Provost
- Social Science and Humanities
- University of Alberta

1



2

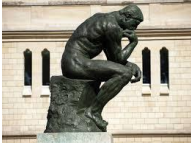
What I got wrong

- Time
- Speed
- People



3

What I have learned



- We see things differently—stay open
- Change looks different depending on where you are
- How we get results today is different than "when I was young"
- Need a Frame
- Trust matters for so many things
- 2-levels of Diversity
- Lead with Passion and Positivity

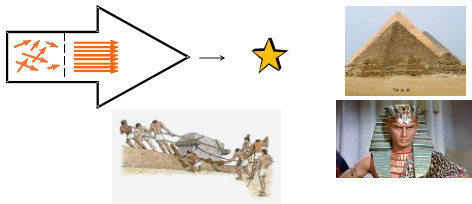
4

Change is EXTREMELY emotional

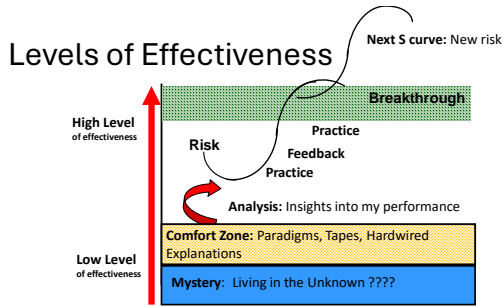


5

How we used to achieve results

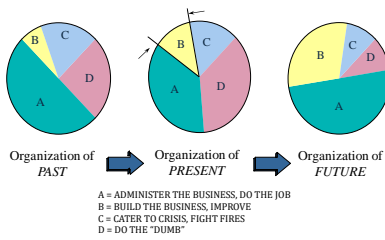


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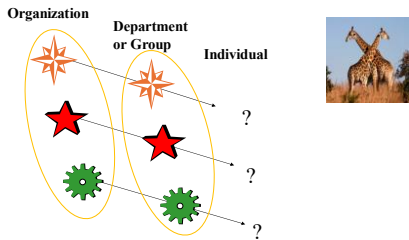
7

ABCD Model



8

Mission and vision driven organizations require mission and vision driven individuals



9

Need a Learning Stance

- Growth Mindset
 - You can grow / learn / develop / change
- Learning to Learn
 - Aspiration
 - Self Awareness
 - Curiosity
 - Vulnerability
- Peter Principle
 - All learning has a "half-life"



Carol Dweck



Maya Angelou

• Courage is the most important of all virtues, because without courage you can't practice any other virtue consistently. You can practice any virtue erratically, but nothing consistently without courage

10

Five Messages every leader must know (John Hamm)

- Organizational Structure and Hierarchy
 - How do you communicate and deploy resources?
- (Financial) Results
 - When do we celebrate?
- Leader's Sense of His or Her Job
 - What are you trying to do?
- Time (energy) Management
 - Where should you put your energy?
- (Corporate) Culture
 - What do you want others to do and how do you want them to act?



11

Leader as Coach

- Grow Model
 - Goal
 - What are you trying to accomplish...right now
 - Reality
 - What, when, where, who?
 - Not why (no need for judgment)
 - Options
 - If you only have one option, then you have no options
 - Will
 - Plan
 - Intention / energy / passion



12

In short, your level of 'trust readiness' depends upon your...



Trustworthiness:

- Capability
- Commitment
- Consistency

Trust Willingness:

Willingness to...

- Invest
- Examine Assumptions
- Risk

13

Diversity improves teamwork

Diversity of expertise

- Different backgrounds, skills, education

Social diversity

- Visible differences

Diversity Equation

- Social Categorization + Similarity Attraction = makes people work harder to take information and make decisions = better outcome
- If they don't want to work harder, diversity is then seen as an issue
- If they want to work harder, the additional information that comes as well as quality of decision-making leads to better outcomes

Other concepts

- Code Switching—switching yourself depending upon the dominant traits of the group
- Covering—try to "hide" your otherness

14

How to deal with diversity

- Champion / sponsor
 - Bringing diversity into the room when it is not there
 - Going slow
 - Connect your efforts to your stakeholders
 - Ask / listen
- Prepare for defensiveness



15

You need Passion

- Act like a Superstar
- Treat others like they are a superstar
- Be the 2nd guy



16

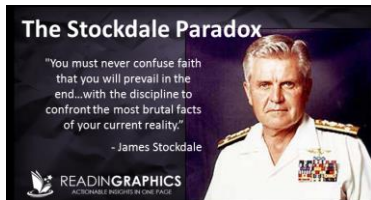
Yes....it takes a lot of intention!



- as much as talent counts, effort counts twice
- ...**grit grows as we figure out our life philosophy**, learn to dust ourselves off after rejection and disappointment, and learn to tell the difference between **low-level goals that should be abandoned quickly** and **higher-level goals that demand more tenacity**. The maturation story is that we develop the capacity for long-term passion and perseverance as we get older

17

How do you develop grit?



18

So what do you do with this?

- **First...remember its over from the beginning**

- Second...lean in

- Third...Make sense of you

- Four...find your platform

- Five...work

- Six...shine
