

Fundamental Leadership Development

Dr. Dana L. Gillon

Examine

- Challenges
 - Developing as leaders
- Competencies
 - Of effective leaders
- Core Values
 - Affecting organizational leaders

Why do we care about 'leaders at all levels?'

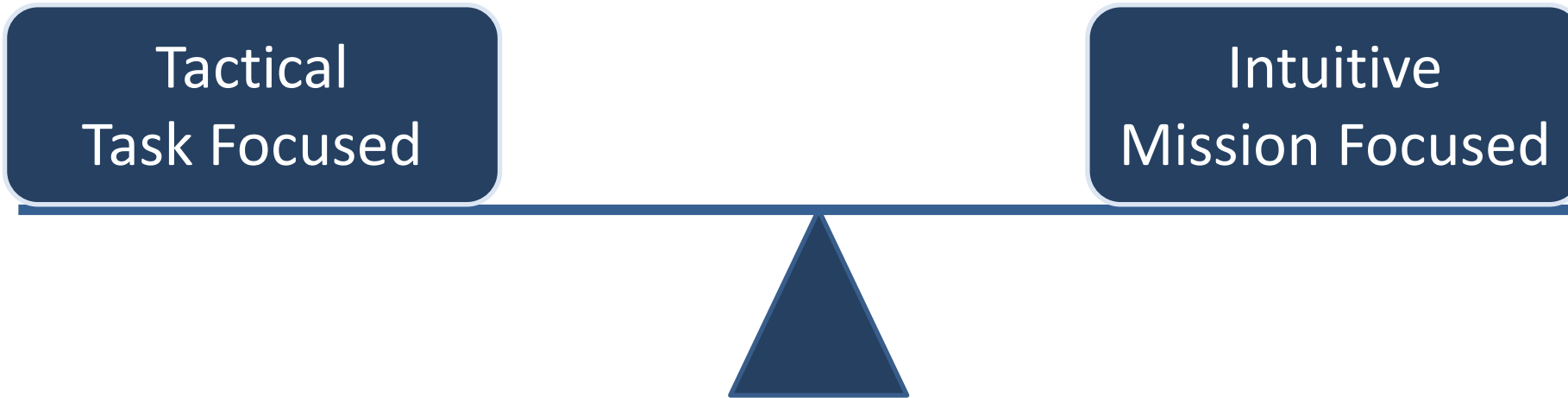
Organizational Challenge

Manager

Tactical
Task Focused

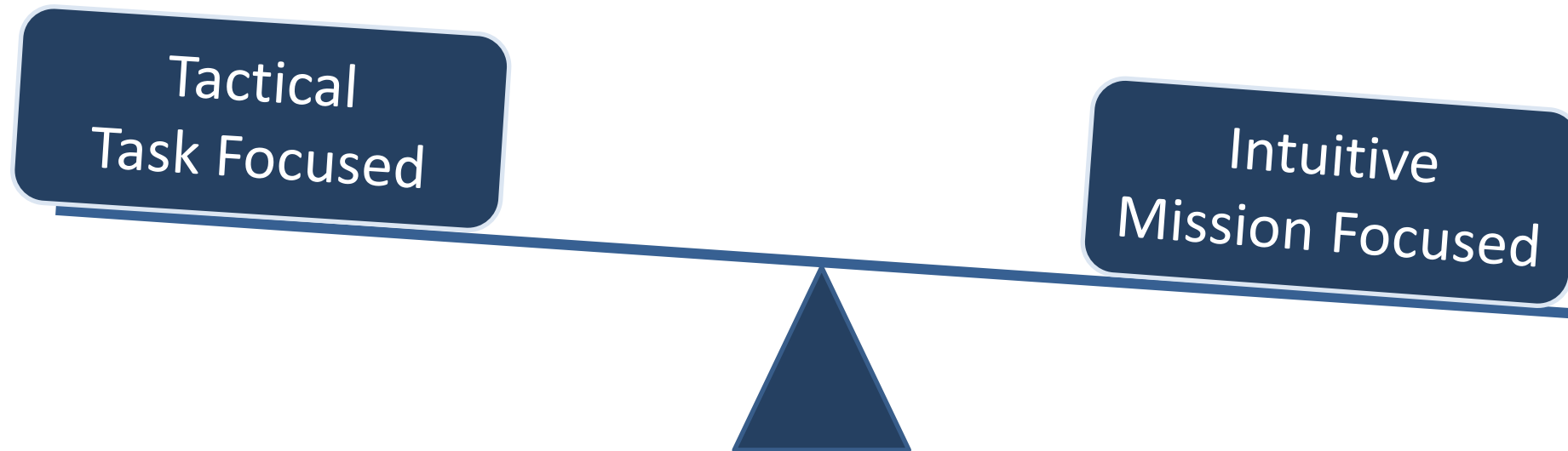
Leader

Intuitive
Mission Focused



Manager

Leader



Why do we care about 'leaders at all levels?'

Organizational Challenge

Leaders at all levels...

- Informed
 - Common vocabulary enables clearer communication between executive team and leaders at every level
- Equipped
 - Link individual goals to the organization's strategic plan
- Empowered
 - Action-oriented based on descriptive feedback and organizational knowledge

Organizational Values— Percentage of Employees who strongly agree....

A. They "believe in" their organization's values.

B. They can apply their organization's values to their work every day.

A. 65%

B. 43%

C. 27%

D. 82%

A. 71%

B. 23%

C. 14%

D. 52%

Competencies

Our leaders lack the competency necessary to address these organizational challenges.

Competencies

Traditionally

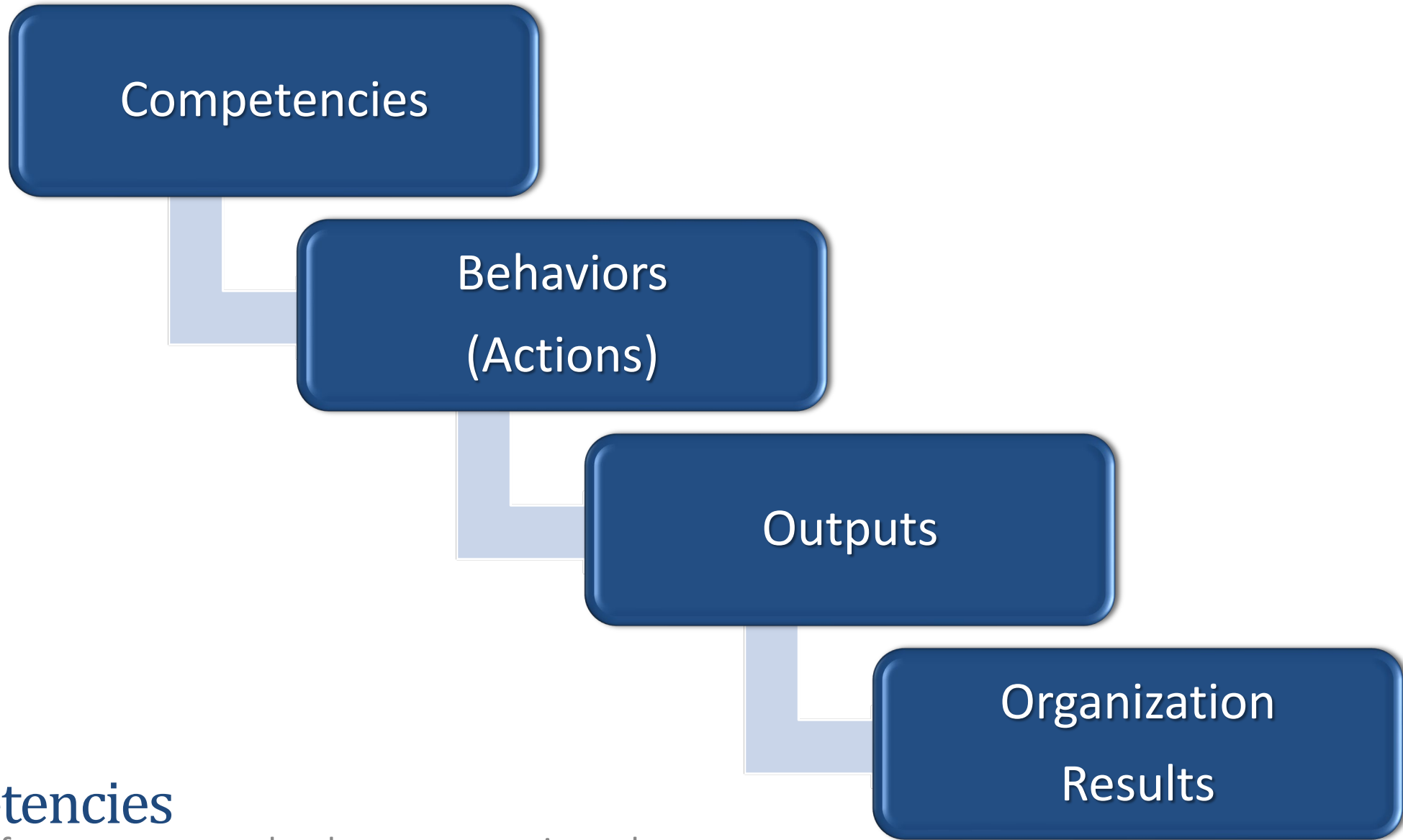
Technical Skill Sets

**What needs
to be
accomplished**

**Excellent Job
Performance**

Competencies

**How to
successfully
accomplish**



Competencies

More often...more completely...more consistently

Competency:

Committed to Continuous Improvement

1. Set measurable goals and work with management to achieve them
2. Proactively communicate the status of tasks
3. Demonstrate ownership and follow-through
4. Be consistent
5. Effect balance between customer and operational needs
6. Consider strategic goals and work towards that end

Specific Behaviors:

- Common language
- Drives culture
- Targets for performance reviews
- Links to organizational goals

Leadership Competency

Planned Development:
Experiential & Training

Executive Leader

Vision * Strategic Thinking * Decisiveness * Developing Others
Accountability * Influencing/Negotiating * Political Savvy

Senior Leader

Decisiveness * Partnering * Accountability * Influencing/Negotiating
External Awareness * Strategic Thinking * Developing Others

Mid-Level Leader

Team Building * Creativity/Innovation * Problem Solving
Accountability * Partnering * Conflict Management * Technical Credibility

1st Appointment Leader

Problem Solving * Flexibility * Accountability
Creativity * Team Building * Customer Service * Technical Credibility

Foundational Leadership Competencies

Interpersonal Skills * Oral Communication * Continual Learning
Written Communication * Public Service Motivation * Integrity/Honesty

Trust—three components:

1. the capacity for trusting
2. the perception of competence
3. and the perception of intentions

Five Values... My Leadership Cornerstone

- Achievement
- Challenge
- Control
- Creativity
- Engagement
- Fairness
- Freedom
- Happiness
- Honesty
- Trust
- Respect
- Conformity
- Cooperation
- Flexibility
- Friendship
- Helpfulness
- Independence
- Integrity
- Morality/ethics
- Service
- Loyalty
- Predictability
- Responsibility
- Responsiveness
- Power
- Recognition
- Risk
- Variety
- Security
- Tradition

Leadership Core Values

Leadership Challenges

Employee 10-80-10 Rule

- 10% internally motivated
- 80% need a reason to get involved—they will then pull the bottom 10%
- 10% will require you to spend most of your time mitigating their behavior

Challenge of
Developing
Leaders

Competencies

Core Values



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Vision

Strategic
Objectives

What's Your One Thing?

do it!

Questions

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