TOURISM LEADERSHIP VADMO INSTITUTE

Day 1
Perspectives in Leadership
Emotional Intelligence
Leading for Innovation

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Perspectives in Leadership

Why leadership?
Why is it important?

A definition of leadership...

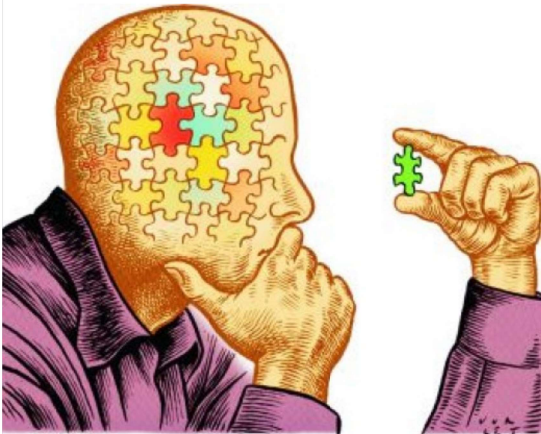*Leadership is the art of mobilizing others to want to struggle for shared aspirations.*

Kouzes and Posner

Effective Leadership Requires AWARENESS…

Self-Awareness

Other-Awareness

Situation-Awareness

OTHERS (those led)
- Individuals
- Teams
- Groups
- Stakeholders
- Community

THE SITUATION
- Community context
- Industry (healthcare, agriculture, tourism)
- Economic development strategy

Effective Leadership

LEADER (you)
- Your skills
- Your knowledge
- Your abilities
- Your values
- Your leadership philosophy

Authenticity

Personal Authenticity is knowing
who you truly are, and acting accordingly;
Maintaining sense of self; Staying true to core
values & purpose, regardless of situation, roles
& external pressures; Motivated by internal,
not just external motivations.

Values

Our values are deeply held beliefs, principles or ideals that guide how we behave.

Values Congruence and Individual Commitment

	Low	High
High	4.87	6.26
Low	4.90	6.12

Clarity of Organizational Values

Clarity of Personal Values

7-point scale: 1 – Low and 7 – High

Posner and Schmidt

Communicating

- We are always communicating ("Actions speak louder than words")

- Effective communication requires Other-Awareness
    - With WHOM are you communicating?
    - How might their Behaviors, Thoughts, Feelings affect how you choose to communicate with them?
    - How do you know your communicate was received as intended? (Impact vs. Intent – how a communication is received is the responsibility of the communicator)
- Listening – the most critical of communication skills
    - Empathizing (truly understanding the other's perspective)
    - Inquiring, while withholding judgment

Inspire a Shared Vision

- Vision is a compelling image of a desired/preferred future

- Avoid seeking others' "buy in" to your vision. Rather, seek their co-ownership of the vision. Create opportunities for others to co-create the vision. (People tend to support that which they help to create.)

- Show others how their long-term interests can be realized by enlisting in a common vision. Intrinsic Motivation tends to be longer lasting than extrinsic.

- Along the way, continue to refer to the shared vision – regularly. Over time, people tend to lose sight of the vision. Help others see how today's work connects to what we aspire to accomplish longer-term.

- Want to address the rational? Fine. But, also Speak from the Heart. Let people know you are human, that you care, why this is important to you (and possibly to them).

Vision as opposed to Vision Statement
Some maybe-not-so-good examples

"We had a retreat and got to the essence of it...

Our vision is <u>to maximize shareholder value</u>."

(He left the company within 6 months.)

We are going to *delight* our customers every day in every way!

From Dilbert...

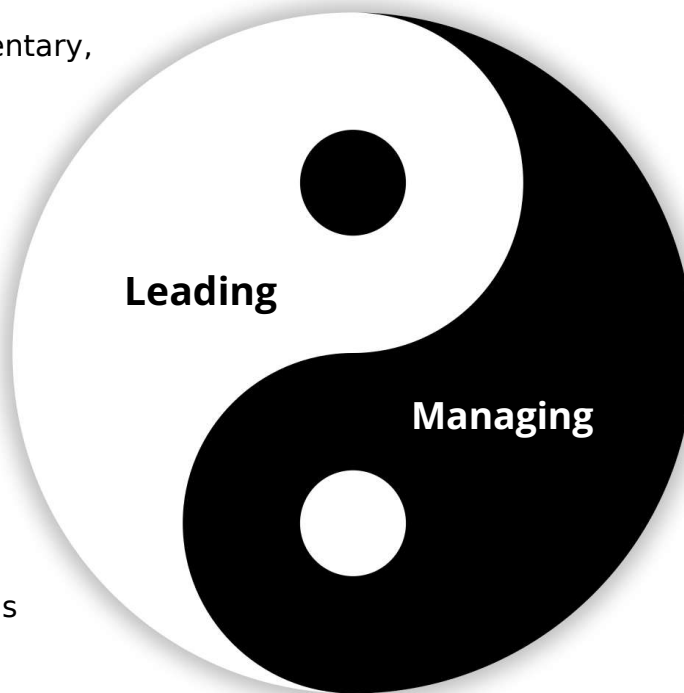# Managing & *Leading*

They are not one and the same.

They are complementary, and they overlap.

One is not superior to the other. Each is necessary, depending on the situation.

Some roles require more of one than the other. Some situations require more of one than the other.

Leading

Managing

Why invest in understanding the difference?

Deepen our understanding of when to Manage and when to Lead.

Reflect:
How much does your role call for Managing/ how much for Leading? What are your tendencies? How might shifting focus increase your effectiveness?

Managing vs. Leading

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling, and problem solving. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.

-- John Kotter

Managing	Leading
Establish Stability; Assure Quality	Inspire Innovation and Change. Develop new Strategies
Give Direction	Help Find Direction
Focus on the Present. Maintain/improve status quo	Look to the Future
Implement Plans, Policies and Procedures	Influence others. Guide with Principles.
Focus on Processes	Focus on People. Inspire them to Grow and Develop.
Regulate the use of resources to achieve specific outcomes	Empower people to own their work and to use resources wisely
Manage Performance	Create and Nurture a Healthy, Supportive and Productive Culture

Take a moment or two and consider the following questions...

Approximately what percentage of your time do you invest in Managing and what percentage in Leading?

Which – Managing or Leading - plays more to your strengths?

What may be needed and what, if any, changes might you want to consider making?

When finished, pair up with someone, share your responses and what new questions or insights are emerging for you.