

# ***Business Management Institute***

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## **Essential Leadership Skills for Challenging Times**

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## **Essential Leadership Skills for Challenging Times**

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- I. Changing Times**
- II. Essential Leadership Skills**
- III. Strategic Thinking and Planning**
- IV. Leadership Excellence**
- V. Takeaways**



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# I. Changing Times

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## A. Change Process

- Change “is the process by which the future invades our lives and organizations” ~Alvin Toffler
- Views of Change:  
“Danger” or “Opportunity”
- Options for Change:
- “Choose Change” or “Chase Change”



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# I. Changing Times

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## B. Change Options

- Thrive or Survive
- Niche or Everything
- Quality or Quantity
- Fixed or Growth



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# I. Changing Times

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## C. Change Mindsets

	(NO)	(YES)
SITUATION	FIXED	GROWTH
Intelligence	Static	Developing
Challenges	Avoid	Embrace
Obstacles	Give Up	Persist
Effort	Fruitless	Path to Success
Criticism	Ignore	Learn From
Success of Others	Threatened	Find Inspiration & Learning

Source: *Mindset*, Carol S. Dweck, Ph.D., Ballantine Books

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# I. Changing Times

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## D. Change Strategies

- Awareness
  - ✓ Know your business
  - ✓ Be alert internally and externally
- Adaptability
  - ✓ Be open to change
  - ✓ "Choose" change
- Decisiveness
  - ✓ Be proactive
  - ✓ Keep a competitive edge



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## I. Changing Times

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### QUESTIONNAIRE (answer yes or no)

- ☐ Do you have colleagues at your institution who have a fixed mindset?
- ☐ Do you feel that you have a change mindset?

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## II. Essential Leadership Skills

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**A. Core Values:** “Traits or qualities that represent an individual's highest priorities, deeply held beliefs and fundamental driving forces.”

**List 3 Words that Describe Your Core Values:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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## II. Essential Leadership Skills

### B. Know Your Mission/Purpose

*"The purpose of life is a life of purpose." ~Robert Byrne*

- Who Am I?
- What Are My Core Values?
- What Does Success Mean?
- What Legacy Will I Leave?
- Illustration: Alfred Nobel



*"The secret of success is consistency of purpose." ~Ben Disraeli*

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## II. Essential Leadership Skills

### C. Know Your University's Mission/Purpose

#### University of Kentucky Mission Statement:

*The University of Kentucky is a public, land grant university dedicated to improving people's lives through excellence in education, research and creative work, service and health care. As Kentucky's flagship institution, the university plays a critical leadership role by promoting diversity, inclusion, economic development and human well-being.*

#### UC Santa Barbara Mission Statement:

*The University of California, Santa Barbara is a leading research institution that also provides a comprehensive liberal arts learning experience. Teaching and research go hand-in-hand at UC Santa Barbara. Our students are full participants in an educational journey of discovery that stimulates independent thought, critical reasoning, and creativity. Our academic community of faculty, students, and staff is characterized by a culture of interdisciplinary collaboration that is responsive to the needs of our multicultural and global society. All of this takes place within a living and learning environment like no other, as we draw inspiration from the beauty and resources of our extraordinary location at the edge of the Pacific Ocean.*

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## II. Essential Leadership Skills

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### D. Cast Your Vision

*"We are limited not by our abilities but by our vision" ~Anonymous*

- Desired Future
- Passionate
- Exciting
- Challenging



*"Create a vision for the life you really want and then work relentlessly towards making it a reality."  
~ Roy Bennett*

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## II. Essential Leadership Skills

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### E. Mission/Purpose and Vision Exercise

**Mission/Purpose:** The reason why a person exists

**Vision:** The desired future for a person

**Complete the following statements:**

- My mission/purpose in life is:

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- My vision in life is:

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## II. Essential Leadership Skills

### F. SOAR Analysis

1. SOAR Strengths: What makes me proud?  
\_\_\_\_\_
2. OAR Opportunities: What are my best opportunities?  
\_\_\_\_\_
3. SOAR Aspirations: What is my preferred future?  
\_\_\_\_\_
4. SOAR Results: What are the measurable results that will tell me I have achieved my vision of the future?  
\_\_\_\_\_

Source: Stavros, Jacqueline & Cole. (2013) SOARing toward positive transformation and change. Development Policy Review, 1:10-34.

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## II. Essential Leadership Skills

### G. Build Character

- Keep Your Promises
- Protect Your Name
- Establish Integrity as Your Foundation



*"Character is doing the right thing even when it costs more than you want to pay."*

*~Michael Josephson*

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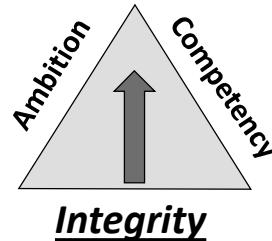
## II. Essential Leadership Skills

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### G. Build Character (cont.)

- Establish Integrity as Your Foundation

- Ambition
- Competence
- Integrity



*"Life consists of our beliefs, thoughts and actions" ~Hunter*

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## III. Strategic Thinking and Planning

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**"Never, ever, think outside the box."**



*"A vision without strategy remains an illusion" ~Lee Bolman*

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## III. Strategic Thinking and Planning

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### Are you a Strategic Thinker?

**POLL: Answer yes or no:**

**Do you possess more than 3 of the following characteristics?**

1. You're Prone to Self-Reflection
2. Duplication of Effort Frustrates You
3. You Ask More Questions Than Most
4. You Use the SWOT Analysis in Decision Making
5. You Regularly Set Goals for Yourself

Source: Adapted from [Signs you are a Strategic Thinker](#), by William Craig, Forbes 8/16/2019

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## III. Strategic Thinking and Planning

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### A. Strategic Planning Components:

- **Purpose** – *Reason For Existing*
- **Vision** – *Desired Future*
- **Values** – *What You Stand For*
- **Insight/Innovation** – *New Ideas*
- **Strategic** – *What, How, Who*
- **Niche** – *Distinctives*
- **Results** – *Outcome Oriented*

*"If you don't know where you're going, you'll probably end up somewhere else."*

~ Yogi Berra

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## III. Strategic Thinking and Planning

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### B. Strategic Criteria:

- Begins with the end in mind
- Is the ability to generate insights, set goals and develop strategies
- Consists of the Strategic Planning Formula

How + What + Who = Desired Results

### C. Strategic Leadership Skills:

- Trust
- Sense of Urgency
- Broad-based Participation
- Open Communication and Collaboration

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## III. Strategic Thinking and Planning

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### D. Strategic Questions

1. Where are we?
2. Where are we going?
3. How do we get there?



*"The most sought after leadership skill is strategic thinking."  
~Wall Street Journal Study*

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## IV. Leadership Excellence

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### A. Promote Teamwork

- Trust
- Participatory Leadership
- Alignment
- Spirit of Cooperation and Collaboration



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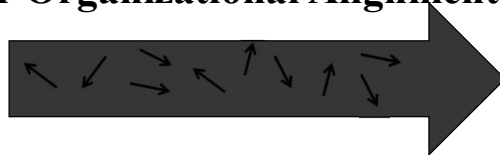
## IV. Leadership Excellence

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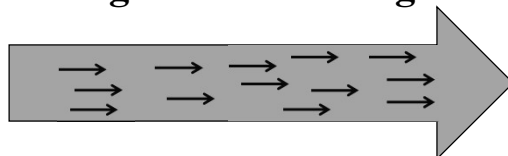
### A. Promote Teamwork

- Alignment

**Poor Organizational Alignment**



**Good Organizational Alignment**



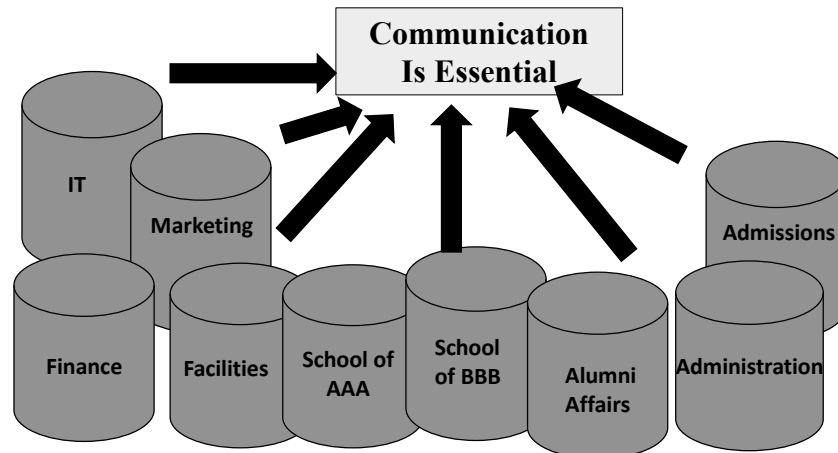
Source: Bill Barbert, Insightformation, Inc.

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## IV. Leadership Excellence

### A. Promote Teamwork

- Spirit of Cooperation and Collaboration



Source: Bill Barbert, Insight formation, Inc.

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## IV. Leadership Excellence

### B. Communicate Effectively

- Practice "No Surprises"
- Freeze Rumors
- Make Others Feel Important
- Nurses Final Exam



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## IV. Leadership Excellence

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### QUESTIONNAIRE (answer yes or no)

- ☐ Do you and your colleagues communicate effectively?
- ☐ Does your organization communicate urgent messages frequently?
- ☐ Did your organization use different methods to keep everyone informed about COVID-19 guidelines?

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## IV. Leadership Excellence

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### C. Develop 10-Level Qualities

- Maxwell's Law of the Lid



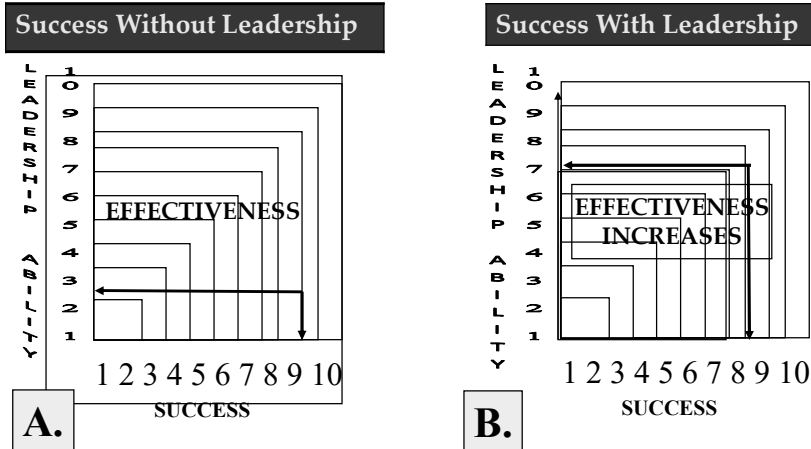
Source: John C. Maxwell,  
*Learning Laws of Leadership*,  
Maximum Impact.

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## IV. Leadership Excellence

### D. Be a 10-Level Leader

- Maxwell's Law of the Lid



Source: John C. Maxwell, *Learning Laws of Leadership*, Maximum Impact.

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## IV. Leadership Excellence

### E. Maximize Your Potential

- Exhibit "Want To"
  - Energy
  - Enthusiasm
  - Empathy
- Go the second mile
  - "Do What Others Won't Do"
  - "Do More Than Is Expected"
  - Live for something greater than self



*"Motivation will always beat mere talent." ~Norman R. Augustine*

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## IV. Leadership Excellence

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### F. Plan to Maximize Your Future

Goal Category	3 Years	5 Years	10 Years
Spiritual			
Physical			
Educational			
Financial			
Professional			
Bucket List Items			

*"There is power in writing out your goals." ~ Hunter*

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## IV. Leadership Excellence

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### G. Preparation for Next Job

- Research organization
- Review your social media presence
- Write answers to key interview questions
- Contact references
- Imagine yourself in the role

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## IV. Leadership Excellence

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### H. Questionnaire:

1. What ways can you maximize your potential in your job and career?

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2. What actions can you take today to begin maximizing your potential?

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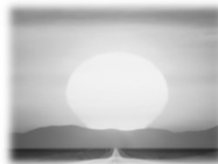
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## V. Takeaways

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- Choose & Embrace Change
- Know Your Purpose & Vision
- Build Character
- Think & Plan Strategically
- Strive for Leadership Excellence
- Have Fun & Relish the Moment



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