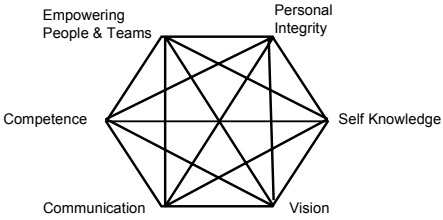


The Essence of Leadership

Mid-America Intergovernmental Audit Forum
May 2, 2008

Beverly Norwood
Director of Leadership Programs, GAO

Key dimensions of leadership behavior – GAO 2007

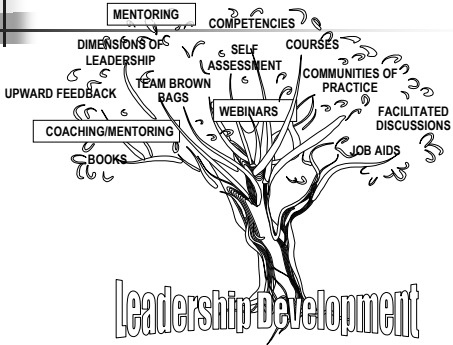


Empowering People & Teams Personal Integrity

Competence Self Knowledge

Communication Vision

2



MENTORING COMPETENCIES

DIMENSIONS OF LEADERSHIP SELF ASSESSMENT COURSES

UPWARD FEEDBACK TEAM BROWN BAGS COMMUNITIES OF PRACTICE

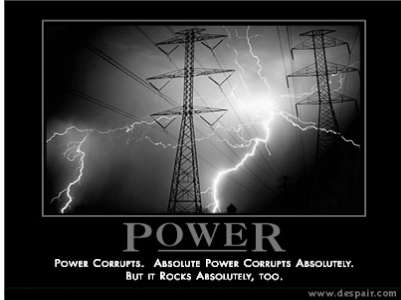
COACHING/MENTORING WEBINARS FACILITATED DISCUSSIONS

BOOKS JOB AIDS

Leadership Development

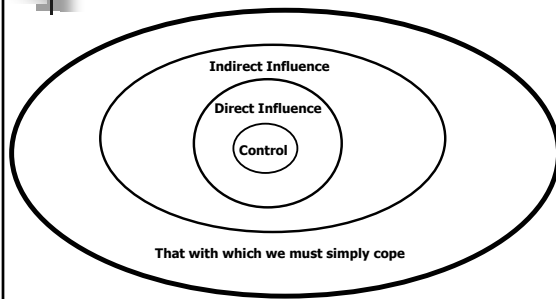
3

Tempting, but not our goal today



4

How do you find the path to power?



5

What **is** within our sphere of control?

- Our **attitude** – Do you see people as potential allies, competitors or enemies?
- Our **motives** – For what outcome or purpose are you trying to exert influence and gain power?
- Our **skill in assessing & engaging other's interests** and/or values – Are you ready, willing and able to practice basic push and pull skills?
- Our **negotiating ability** – Are you ready to practice reciprocity?
- Our **commitment to honesty** – How much effort are you willing to put into ensuring that your walk matches your talk?

6

So, how do you gain influence?

- NOT by ordering people around
- NOT by assuming they have nothing better to do than to help you
- NOT by attempting to manipulate people

Instead:

- Ask thoughtful questions
- Notice what needs to be done, and step forward to do it
- Understand where your work intersects with or affects that of others
- Invest in relationships
- Learn to balance "push" and "pull" techniques

7

What are those techniques?

Push Techniques

- Suggest
- Express needs
- Offer reasons
- Refer to shared goals
- Offer incentives
- Describe consequences
- Envision positive results
- Encourage others to join you

Pull Techniques

- Ask open-ended questions
- Elicit information
- Check your understanding
- Test implications & reasons
- Identify with others
- Disclose your interest
- Work to clarify issues
- Pose challenging questions

8

Examples of "push" language

- I suggest (propose, recommend) that...
- One possibility is to...
- What I need is to have...
- What I would like you to do is...
- It's important to me that...
- Here's an idea. You could...
- One possibility is...
- What about this? If we...
- My analysis shows...
- Our common interests are...
- What if we were to...
- Here's why...
- If I were in your shoes...
- If we don't...the consequences are...
- If I do this, can you do...
- I know that you can...
- We would both gain if...
- Here's what I can offer...
- We should be aware that...
- It's only fair that I...

9

Examples of "pull" language

- What do you think about...?
- What concerns do you have about...?
- Tell me more about...
- Help me to understand your thinking...
- So, you're saying that...?
- From what you said, I assume... is that right?
- What other possibilities can we explore...?
- Let me explain myself...
- I know that you are very busy...
- If I were in your shoes, I might...
- Let me see if I have this right, you think/feel/believe...?
- What would it take for you to...?
- How can I help you...?
- How does this fit into your other priorities...?
- So, you recommend that...?
- How can we...?
- What else might we do?

10

As we practice our influencing skills, remember, we're all in this together



11

How can I influence more effectively?

- Develop a clear understanding of your influence preferences (both how others interact with you and how you interact with others)
- Pay attention to what works (and what doesn't)
- Expand your repertoire so that you are equally comfortable with "push" and "pull" techniques – practice with sentence starters in your handout
- Get feedback on how others experience your typical workplace behavior (see handout)
- Ask others how they prefer to be approached – and try to comply!

12

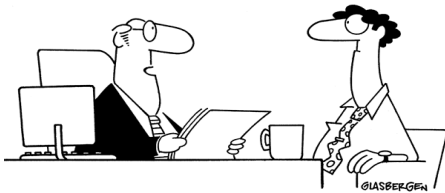
Envisioning Leadership Exercise

- View the pictures on your table
- Select the one that best captures “the essence of leadership” for you
- Pair up with someone at your table and discuss why you selected a particular picture
- We will debrief as a whole group

13

What Ideas Do you Have for Improving Your Feedback?

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"I haven't read your proposal yet, but I already have some great ideas on how to improve it!"

14

Principles of Effective Feedback

- Capture the situation
- Describe the behavior
- Describe the impact (“so what”) on you, the organization, coworkers, on a program, etc.

15

The Essence of Leadership

What will your next step be toward becoming a more effective leader?

Questions?

Comments?

Thoughts?

16
