

Leading **Today** for Leaders
Tomorrow
An Examination of the **Authenticity**
of Our Leadership

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Thank you!

- My family for their support 
- Sigma Sigma Sigma Sorority
Kaye Schendel and Allison Swick-Duttine for
their written and verbal contributions 

Inspiration: *Turning to One Another:
Simple Conversations to Restore Hope to
the Future*
Margaret Wheatley

And Thank You!
Do we really connect? Think
about the songs to connect
the people...



We are the **Council of State of
Association of Presidents**
CSAP = Better Leaders Today
 Leading Today for Leaders
 Tomorrow for CSAP and in our own
 state associations

Yesterday, Today, and Tomorrow...
We are our history!
We make history!



We are the **voice** for the membership but...
 We have no voice without our
membership!

Today our voice is about...

- Defining authentic leadership
- Learning how to communicate better within our organization
- Determining our own leadership style
- I believe...Leaving a Legacy

A Call to Office or to do something?
Are you on this planet to do something?
Awesome Responsibility
Or, are you here for just something to do?
**Why did you accept the
 position?**

I.
Authentic Leadership
Why we lead the way we do...

There is **Art and Science to Leadership**

Authentic leadership is the most meaningful

a leader...

“is not necessarily a person who holds some formal position of leadership or who is perceived as a leader by others. Rather, a leader is one who is able to affect positive change for the betterment of others, the community, and society. All people, in other words, are potential leaders. Moreover, the process of leadership cannot be described simply in terms of the behavior of the individual, rather leadership involves collaborative relationships that lead to collective action grounded in the shared values of people who work together to affect positive change.”

Higher Education Research Institute

leadership =

relationships +

action +

shared values

positive change

Leadership is NOT about

- style
- image and charisma
- emulating great leaders
- conforming with organizational norms
- something you are born with

authentic, {adj.}

- that which can be believed or accepted, trustworthy; reliable
- that which is a fact as represented; genuine; real
- true to its type

Authentic Leaders...

- genuinely desire to serve others through their leadership
- interested in empowering the people they lead to make a difference
- not motivated by power, money, or personal prestige
- guided as much by qualities of the heart, passion, and compassion as they are by qualities of the mind

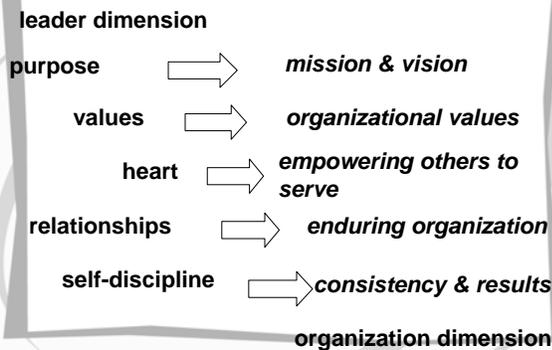
Authentic leaders...

- use natural talents as leadership gifts
- lead with purpose, meaning, and values
- build relationships with others
- others follow them because they know where they stand
- are consistent and self disciplined
- recognize personal shortcomings and work hard to overcome them
- when principles are tested, they refuse to compromise

Dimensions of authentic leadership

- Understanding your *Purpose*
- Practicing Solid *Values*
- Leading with *Heart*
- Establishing Connected *Relationships*
- *Self-Discipline* in Getting Results

dimensions



"Authentic Leaders genuinely desire to serve others through their leadership. They are more interested in empowering the people they lead to make a difference than they are in power, money, or prestige for themselves. They are as guided by qualities of the heart, by passion and compassion, as they are by the qualities of the mind."

Bill George

Top 10 List for Authentic Leaders

1. they speak their truth.
2. they lead from the heart.
3. they have rich moral fiber.
4. they are courageous.
5. they build teams and create community

Top 10 List for Authentic Leaders

6. they deepen themselves.
7. they are dreamers.
8. they care for themselves.
9. they commit to excellence rather than perfection.
10. they leave a legacy.

"Leaders are defined by their *values* and their *character*. The values of the authentic leader are shaped by *personal beliefs, developed through study, introspection, and consultation with others – and a lifetime of experience.*"

Bill George

Know yourself authentically

- If we want to be more effective with others, we first need to become more effective with ourselves
- Instead of focusing on finding the right partner, seek to be the right partner
- Practice being what you wish others to become

Listen authentically

- To influence others, we must first be open to their influence.
- Be generous. Listen with a giving attitude.
- Be open to the purpose and learning coming to us through the other person.

Express authentically

- Authentic expression is the true voice of a leader
- Expressing authentically is about straight talk that creates value
- Share your real thoughts and feelings in a manner that opens up possibilities

Appreciate authentically

- Appreciation energizes people and makes people want to exceed their goals and perceived limits

Serve authentically

- Ultimately, a leader is not judged by how well she leads, but by how well she serves.
- Our real job is to serve all the constituencies in life.
- Appreciate genuinely the fact that only through our interdependence with others do we create value

touchstones of authentic leadership

1. know yourself
2. listen
3. express
4. appreciate
5. serve

authentically

How do we demonstrate authentic leadership in our organization?

How are we NOT demonstrating authentic leadership?

II.
Communicating Better in Our Own Organization

How to invite leadership with communication...

We are the voice of the membership but...

We have to be good listeners to know how to be the right voice for the membership!

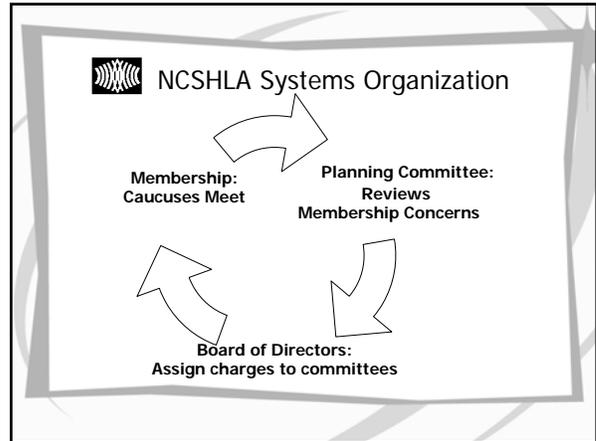
Organizations should be membership driven!

This cannot occur if we don't invite communication from our membership

"I believe we can change the world if we start *listening* to one another again. *Simple, honest, human conversation.* Not mediation, negotiation, problem-solving, debate, or public meetings. Simple, truthful conversation where we each have *a chance to speak*, we each *feel heard*, and we *listen well!*"

Margaret Wheatley

Turning to one another
Simple Conversations to Restore
Hope to the Future



Communication tools to growing
our membership...

It has to do with how
invitational we are perceived

Systems Thinking

- Organizations are perceived as living organisms, not machines.
- Living systems learn constantly, change when necessary, and adapt by tinkering
- Living systems are self organizing. Temporary patterns and structures emerge without plans, supervision, or directive leadership.

Systems Thinking, cont.

- Life is systems seeking. Affiliation and sustainability make life more possible.
- Life is attached to order, but it uses messes to get there.
- Change, growth, and adaptation occur without outside engineering.

Systems Thinking is...

"a shift of mind from seeing parts to seeing *wholes*; from seeing people as helpless reactors to seeing them as *active participants in shaping their reality*, and from reacting to the present to *creating the future*."

Peter Senge

Simple Conversations

- Acknowledge each other as equals
- Stay curious about each other
- Recognize that we need each other's help to become better listeners
- Slow down so we have time to think and reflect
- Remember that conversation is the natural way humans think together
- Respect and honor each other's ideas

Touchstones

- Be 100% present – extending welcome and presuming welcome
- Listen deeply
- It is never "share or die"
- No "fixing"
- Suspend judgment
- Speak your truth
- Respect silence
- Maintain confidentiality

Simple Conversations

- Be brave enough to start a conversation that really matters
- Talk to people you know
- Talk to people you don't know
- Talk to people you never talk to
- Be intrigued by the differences!

Simple Conversations

- Expect to be surprised
- Treasure curiosity more than certainty
- Invite everyone who is interested in being involved
- Acknowledge that everyone is an expert about something

Simple Conversations

- Rely on human goodness. Stay together.
- Know that creative solutions come from new connections
- Real listening always brings people closer together
- Trust that meaningful conversations can change your world

Experiment with good listening!

Pick a partner and for two minutes and talk about what is important to you for your state organization to achieve and why (your communication partner must be silent for the entire two minutes)

Courageous Conversations

"...if we invite colleagues into conversation, we have to **believe they have something to offer**, and that they are interested in **meaningful conversation**"

Wheatley (pg. 27)

"Good conversation connects us at a deeper level. As we share our different human experiences, we rediscover a **sense of unity**. We remember we are **part of a greater whole**. And as an added joy, we also discover our **collective wisdom**. We suddenly see **how wise we can be together**."

Wheatley (p. 28)

Well, is there bad conversation?

What do we do with conflict?

Ask "**what's possible**"?
not just "**what's wrong**"?

Conversations About Conflict

"Human conversation is the most ancient and easiest way to cultivate the conditions for change – personal change, community change, and organizational change, planetary change."

Margaret Wheatley

What is conflict?

- **Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or needs. It can also originate from past rivalries and personality differences. Other causes of conflict include trying to negotiate before the timing is right or before needed information is available.**

Ingredients of Conflict

- Needs
- Perceptions
- Power
- Values
- Feelings and emotions

"Conflict is inevitable, but combat is optional."

Max Lucade

"Conflict is the beginning of consciousness"

M. Esther Harding

"Whenever you're in **CONFLICT** with someone, there is ONE **FACTOR** that can make the difference between damaging your relationship and **DEEPENING** it. The factor is, **ATTITUDE.**"

William James

WIBI

WIBI

- When... begin by stating the event
- I feel... state honestly and specifically how you feel when the event occurs
- Because...(why does the event provoke these feelings; don't blame the other person by saying, "because you.")
- I want... (What is your desired result? Again, own your statement; be honest but do not attack the other person.)

4 step process

1. **Your Turn**
2. **My turn**
3. **Mutual Planning**
4. **Follow Through**

“Peace is not the absence of conflict but the presence of creative alternatives for responding to conflict.”

Dorothy Thompson

Remember People Care about...

- **7% Actual spoken words**
- **38% Tone of Voice**
- **55% Non-verbal behavior (body expressions/movements)**



“Human conversation is the most ancient and easiest way to ***cultivate the conditions for change*** – personal change, community and organizational change, planetary change. If we can sit together and talk about what’s important to us, ***we begin to come alive***. We share what we see, what we feel, and we listen to what others see and feel.”

Wheatley (p. 3)

How do I handle conflict?

- If I see a conflict coming, I...
- During heated discussions, I...
- After a conflict, I usually...

The CSAP Conversation

- **In our relationships together, how can we *reflect, renew, and transform* the work we do as state organization volunteers?**
- **How can we work together to see CSAP *thrive*?**

"We can change the world if we start listening to one another again."

Wheatley (pg. 11)

Sometimes the person you have to listen to or communicate with...

is yourself!

It takes a great Leader to ask:

Am I being authentic or Am I being the best communicator and listener?

III.

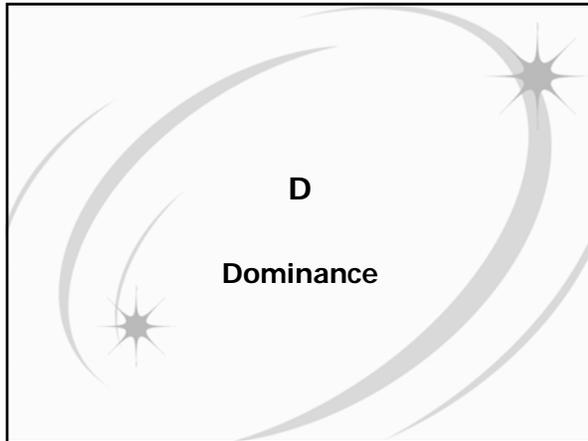
Metaleadership
Know your leadership style

When the solution is within you?

Primary Dimensions
You are a LEADER!!
Find the leader in you!
Individual leadership styles

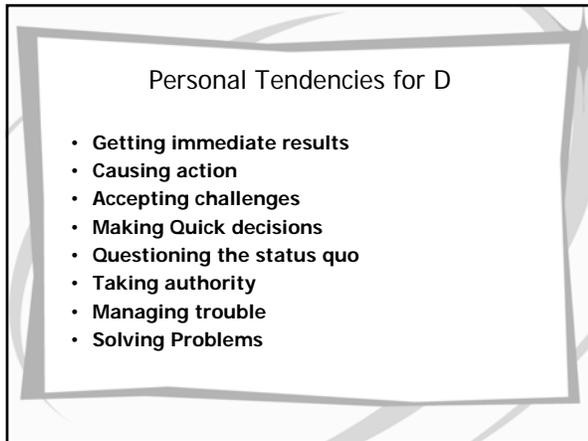
Primary Dimensions

- d Dominance
- i Influence
- s Steadiness
- c Conscientiousness

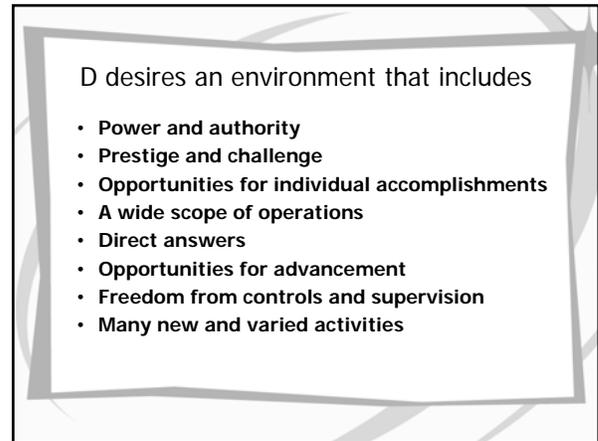


D: Dominance

Emphasis is on shaping the environment by overcoming opposition to accomplish results.

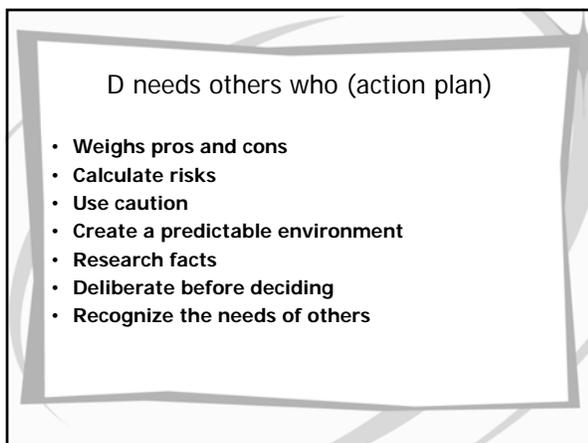


- **Getting immediate results**
- **Causing action**
- **Accepting challenges**
- **Making Quick decisions**
- **Questioning the status quo**
- **Taking authority**
- **Managing trouble**
- **Solving Problems**



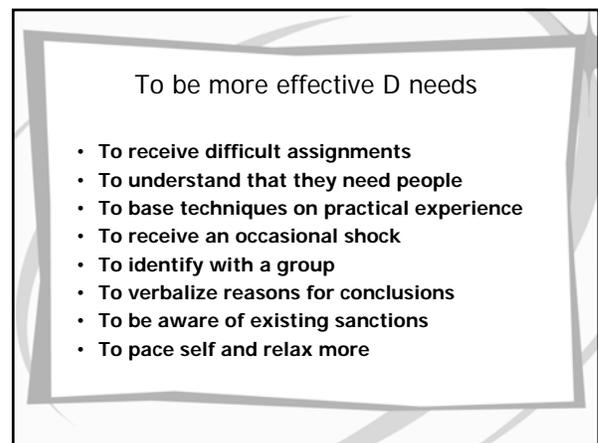
D desires an environment that includes

- **Power and authority**
- **Prestige and challenge**
- **Opportunities for individual accomplishments**
- **A wide scope of operations**
- **Direct answers**
- **Opportunities for advancement**
- **Freedom from controls and supervision**
- **Many new and varied activities**



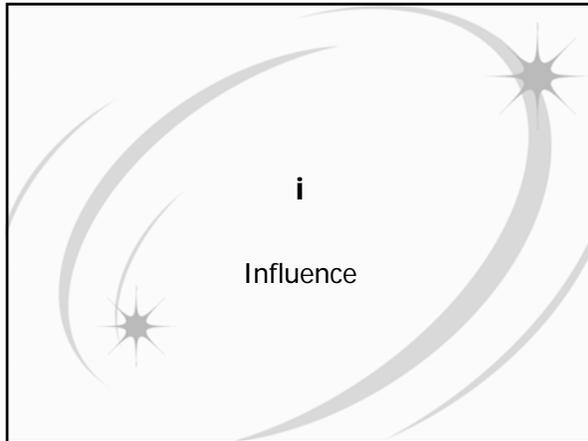
D needs others who (action plan)

- **Weighs pros and cons**
- **Calculate risks**
- **Use caution**
- **Create a predictable environment**
- **Research facts**
- **Deliberate before deciding**
- **Recognize the needs of others**



To be more effective D needs

- **To receive difficult assignments**
- **To understand that they need people**
- **To base techniques on practical experience**
- **To receive an occasional shock**
- **To identify with a group**
- **To verbalize reasons for conclusions**
- **To be aware of existing sanctions**
- **To pace self and relax more**



i: Influence

Emphasis is on shaping the environment by influencing or persuading others.

Personal tendencies for i

- **Contacting people**
- **Making a favorable impression**
- **Being articulate**
- **Creating a motivating environment**
- **Generating enthusiasm**
- **Entertaining people**
- **Viewing people and situations with optimism**
- **Participating in a group**

i desires an environment that includes

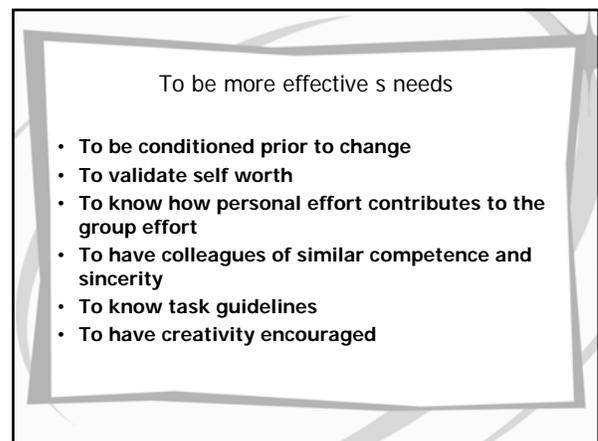
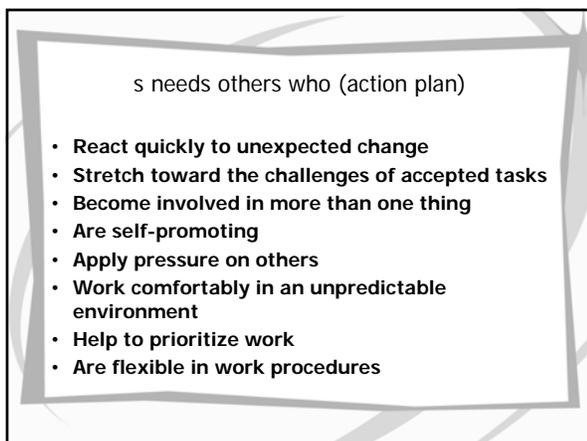
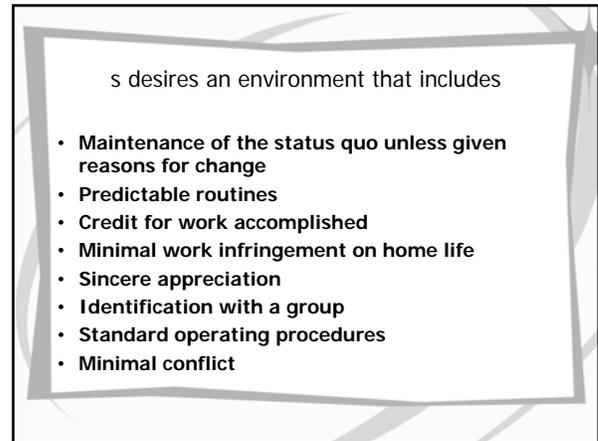
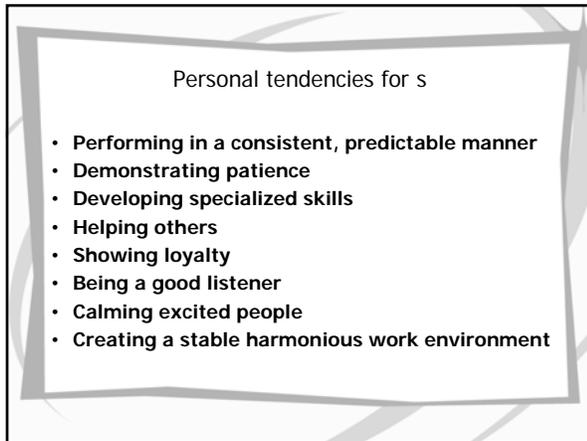
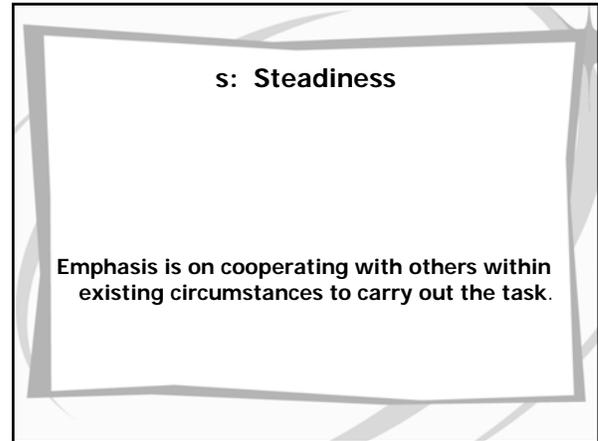
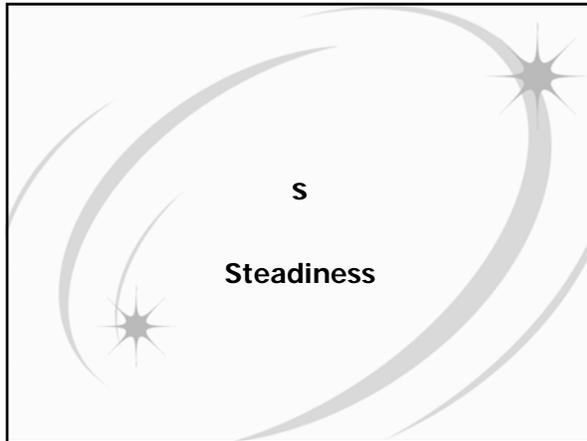
- **Popularity, social recognition**
- **Public recognition of ability**
- **Freedom of expression**
- **Group activities outside of job**
- **Democratic relationships**
- **Freedom from control and detail**
- **Opportunities to verbalize proposals**
- **Coaching and counseling**
- **Favorable working conditions**

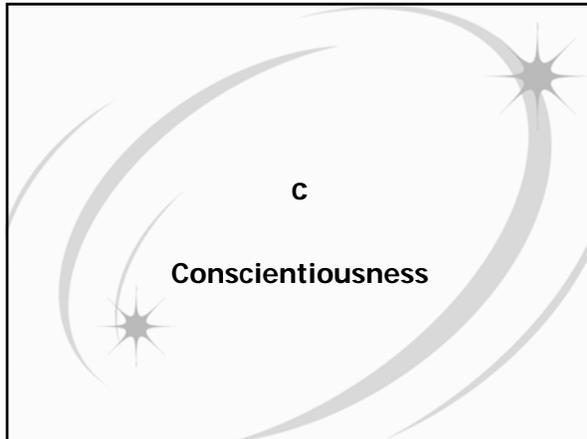
i needs others who (action plan)

- **Concentrate on the task**
- **Seek facts**
- **Speak directly**
- **Respect sincerity**
- **Develop systematic approaches**
- **Prefer to deal with things instead of people**
- **Take a logical approach**
- **Demonstrate individual follow-through**

To be more effective i needs

- **To control time if D or S is low**
- **To make objective decisions to use hands-on management**
- **To be more realistic when approaching others**
- **To make priorities and deadlines**
- **To be more firm with others if D is low**





c: Conscientiousness

Emphasis is on working conscientiously within existing circumstances to ensure quality and accuracy

Personal tendencies for c

- Adhering to key directives and standards
- Concentrating on key details
- Thinking analytically, weighing pros and cons
- Being diplomatic with people
- Using subtle or indirect approaches to conflict
- Checking for accuracy
- Analyzing performance critically
- Using a systematic approach to situations and activities

c desires an environment that includes

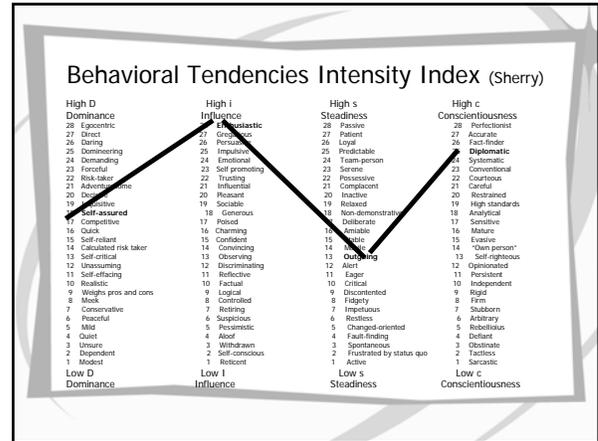
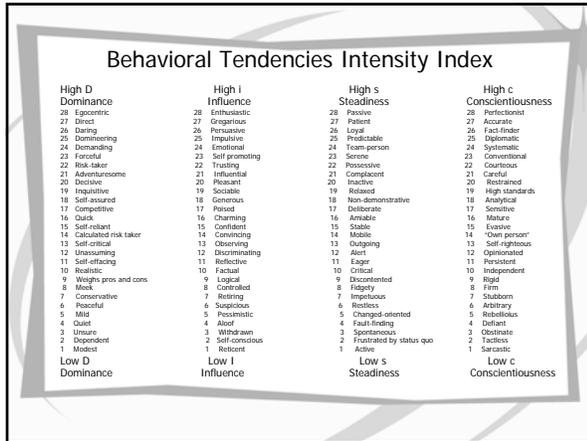
- Clearly defined performance expectations
- Values of quality and accuracy
- A reserved, business-like atmosphere
- Opportunities to demonstrate expertise
- Control over factors that affect their performance
- Opportunities to ask "why" questions
- Recognition for specific skills and accomplishments

c needs others who (action plan)

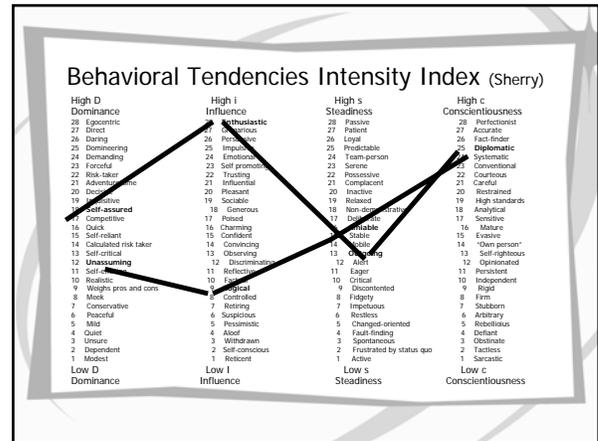
- Delegate important tasks
- Make quick decisions
- Use policies only as guidelines
- Compromise with the opposition
- State unpopular positions
- Initiate and facilitate discussions
- Encourage teamwork

To be more effective c needs

- To have time to play carefully
- To know exact job descriptions and performance objectives
- To schedule performance appraisals
- To receive specific feedback on performance
- To respect people's personal worth as much as their accomplishments
- To develop tolerance for conflict



The key is making the necessary changes!
Knowing how you should lead is only part...
Authentic leadership is being the leader you need to be...
Knowing how you lead is only part...



Review of Disc

From the North-American Interfraternity Conference's
IMPACT Manual

- ## High "D" Behavioral Tendencies
- High "Sense of Personal Worth"
 - Task oriented- needs results
 - Motivated by directness
 - Basic fear- Being Taking Advantage of
 - Possible limitations- lack of concern for other's views or feelings

High "I" Behavioral Tendencies

- Optimistic
- People- oriented
- Motivated by Social Recognition
- Basic Fear- Social Rejection
- Possible limitations- disorganized

High "S" Behavioral Tendencies

- Pragmatic- The "Team" Player
- People-oriented
- Motivated by established practices
- Basic Fear- loss of stability
- Possible limitations- Possessiveness, may not give

High "C" Behavioral Tendencies

- Accurate- The precision, "Quality Control" Person
- Task-oriented
- Motivated by adherence to standards
- Basic Fear- Criticism of their work
- Possible limitations- Overly critical of self, demanding of others

What have you learned about you?

- Did you learn something new about you?
- Do you agree with what you read about yourself?
- How are you an effective leader?
- What is the one thing you can do to improve your leadership ability?

Open communication and awareness is the key!
How do our leaders lead?
Let the Organizational Climate work for the team!
The organization mirrors dynamics
of their leaders

Organizational Climate Dimensions

- **Clarity**
- **Standards**
- **Responsibility**
- **Flexibility**
- **Team Commitment**

Clarity

- **Each person must understand her/his responsibility for personal and team success**
- **President asking: Do members/other leaders completely understand how their job directly links to the success of the organization?**
- **Targeting Metacognitive Awareness- a holistic understanding of "what I do..."**

Examples of clarity

- Charges to committees with measurable goals and timelines
- Training of chairs and officers
- The President should collaborate the President-elect/President-elect shadows the President
- Making sure the leaders reflect what the members have identified as needs in questionnaires, surveys, membership polls, etc.

Standards

- **Complete description of what level (intensity) a member/leader is expected to perform**
- **Understanding without question to what degree poor performance is tolerated and what is considered poor performance (timelines)**
- **Consequences given timely and in association with the action**

Examples of setting standards

- Caucuses help to establish and re-establish standards that are important for today's membership
- All communication should be invitational and as personalized as possible always and non-confrontational when someone is not performing
- Make sure the Constitution and Policies and procedures concisely state requirements

Responsibility

- **Members have more loyalty when given as much autonomy as possible**
- **Micro-management can be stifling**
- **All members must equally be measured and held accountable to understand their responsibilities to the success of the organization**

Examples of encouraging responsibility

- Help members understand that they have a place to serve by assigning them charges (e.g., inviting new members/disbursing the idea of cliques)
- Listservs can open up communication among the members
- Leaders sharing the responsibility- delegating so that there will be a legacy and not a forgotten model
- The President should be efficient with emailing (24-48 hours) and collaborate often with committee chairs/members

Rewards and Recognition

- **Understanding the feedback mechanism and the measure of consistency and dependability of this system of reward and recognition**
- **Members knowing where they stand at all times in an organization**
- **Determining what kind of rewards/recognition serves the membership/individual members best**

Examples of Rewards and Recognition

- Invitation only reception from the Board of Directors for future leaders at Convention
- Leadership Institute sponsored by your association
- Letters of Recognition to those who serve with you
- Congratulation letters to award winners and new officers
- Letters thanking those who ran for office but who did not win

Flexibility

- **What is the perception of the leaders' flexibility**
- **Are new ideas embraced and accepted (innovation)**
- **How much are the systems policy and procedures felt to be necessary vs. red tape**

Examples of flexibility

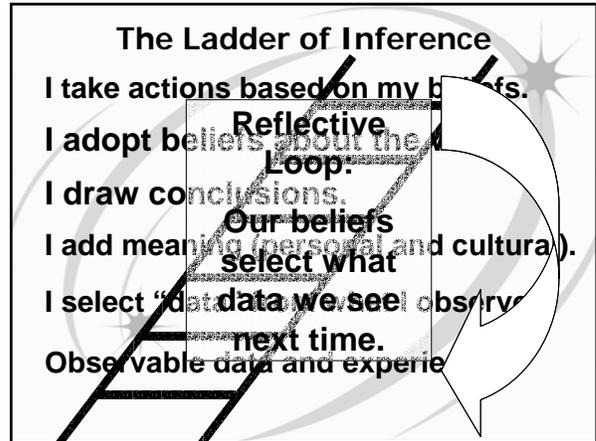
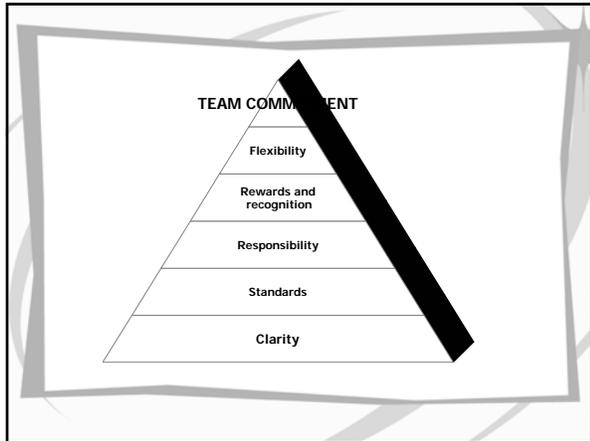
- The web site should reflect the action of the boards and committees
- The President should discuss in a quarterly newsletter or more often how the voice of the membership is being heard
- A year end review of accomplishments should be shared with the membership including how the committees have met the charges that originated from the different caucuses

Team Commitment

- **The effect of Pride and belonging to the organization**
- **Trusting the organization to get the job done**
- **Dedication focused on extra effort**
- **Members understanding learning styles and *learning* how to get along**

Examples of team commitment

- The President and Board should take their lead from the membership
- Encourage diversity
- Make available information of how we advocate for those with communication disorders- one profession/one mission
- Encourage student membership- visit NSSHLA groups
- Incorporate ASHA focused initiatives
- Collaborate with the Legislative Councilors and MICS, STARS, and SEALS representatives
- Be an active participant in CSAP



Renewing for the future...beliefs

"I've found that I can only change how I act if I stay *aware of my beliefs and assumptions. Thoughts always reveal themselves in behavior.* As humans, we often contradict ourselves – we say one thing and do another. We state who we are, but then act contrary to that. We say we're open minded, but then judge someone for their appearance. We say we're a team, but then gossip about a colleague. If we want to change our behavior, we need to notice our actions, and see if we can *uncover the belief that led to the response.* What caused me to behave that way and not some other way?"

M. Wheatley, 2002, p. 18

What do you believe about you and your organization?

I believe...

DWYSYWD
 {do what you say you will do}

I believe
 I have something important to give...

My legacy

IV.

Believing in your legacy

**What can I give to the leaders
of tomorrow, today?**

Jim Kouzes and Barry Posner: "The
Leader's Legacy" ask:

- Are you on this planet to do something or are you here for just something to do?
- If you are on this planet to do something, then what is it?
- What difference will you make?

What is a **legacy**?

Legacy: Anything Handed Down...

A Gift

What will be your legacy?

Legacy: Your Gift

- Leaving a legacy is no easy task
- What you leave as your legacy does not have a single answer or right answer
- It's not like a math problem with a formula as the solution

Life is a Journey

- Along life's journey, you're going to be struggling with determining the difference you want to make...
- And with doing things that matter
- You are going to be making choices at work, at home, and in the community

I believe...

" we can change the world if we start **listening** to one another again. **Simple, honest, human conversation.** Not mediation, negotiation, problem-solving, debate, or public meetings. Simple, truthful conversation where we each have **a chance to speak**, we each **feel heard**, and we **listen well.**"

Margaret Wheatley

Every choice you make will be part of the legacy you leave, however consciously or unconsciously you conduct yourself!

"As long as you **believe** that what you're doing is **meaningful**, you can cut through the fear and exhaustion and **take the next step.**"

Arlene Blum

Are you on this planet to do something or are you here for just something to do?

Can we give as much as we have been given?

We are so rich when we give because of all we receive in return.

“INTEGRITY... goes far beyond telling the truth. Integrity means total congruence between who we are and what we do. It’s a formidable goal and most of us will spend our lifetime getting there.”

Kevin Cashman

Today, we are

- Authentic leaders who serve our constituencies well
- Who embrace collaborative relationships and know how to listen well
- And who know our own leadership styles and can adapt to different settings to be more effective for our membership
- Because ultimately we believe we have a legacy to leave the next generation of leaders

In essence...

We are leaders today leading for leaders tomorrow!

“Good human conversation connects us a deeper level. As we share our different human experiences, we rediscover a sense of unity. We remember that we are part of a greater whole. And as an added joy, we also discover our collective wisdom. We suddenly see how wise we can be together.”

Margaret J. Wheatley

Learning!!
Leading!!
The Time is NOW!!
Leading TOGETHER!!
You and Me
Us Working Together
Team work!!