

APA

EMERGING LEADERS

IN PSYCHOLOGY ACADEMY

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Building Strong Leaders from the Ground Up

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Today's agenda

- What is leadership?
- Learning leadership from experience
- Psychologists as learning leaders—key characteristics
- How to design a leadership development experience:
how leaders learn leadership
- Learning community application on applying principles of
leadership development

Objectives

- In this module, participants will:
 - Discuss popular leadership qualities
 - Identify your leadership style
 - List at least three personal goals for long-term leadership growth

Core Questions

- This module will answer:
 - What is my definition of leadership?
 - Where does my definition come from? What does it emphasize?
 - Am I a learner? A learning leader?
 - Can I identify and plan for key leadership development experiences?

WHAT IS MY DEFINITION OF LEADERSHIP?

- 25 words or less or one full tweet

SOME WAYS TO LOOK AT LEADERSHIP

- Leadership traits
- Competency models and skills sets for leadership
- Behavioral styles, leadership styles and types of leaders
- Contexts for leadership
- Interpersonal process and power emphases
- Feminist perspectives on leadership

Types/Styles of Leadership

- White and Shullman
 - Command and Control
 - Empowerment
 - Learning Leader
- Goleman, *HBR*, 2000
 - Coercive
 - Authoritative
 - Affiliative
 - Democratic
 - Pacesetting
 - Coaching

THREE TYPES OF LEADERSHIP

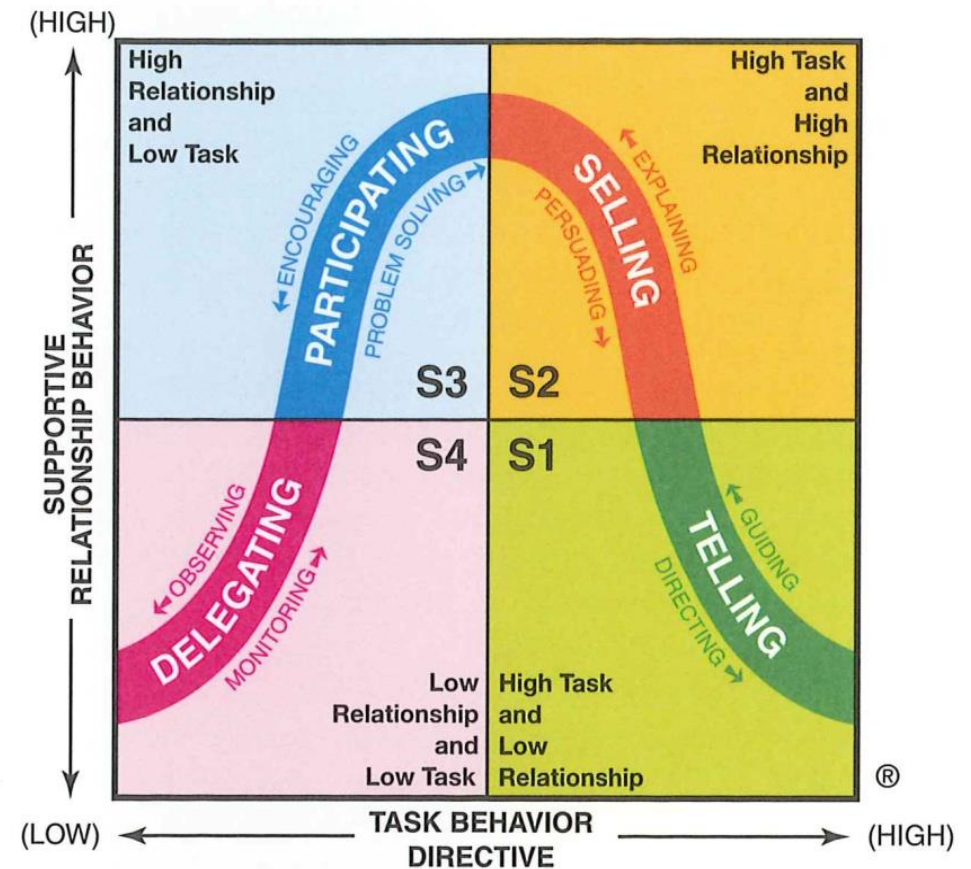
- Command and Control
- Empowerment
- Learning

THREE TYPES OF LEADERSHIP

COMMAND AND CONTROL LEADERSHIP

knows where to go
and how to get there

- Planning
- Controlling
- Organizing

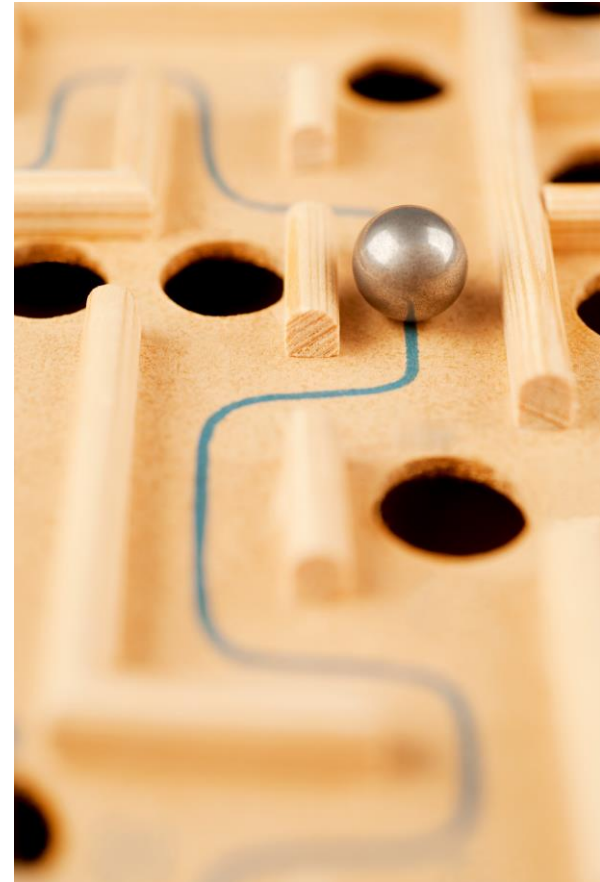


THREE TYPES OF LEADERSHIP

EMPOWERMENT LEADERSHIP

knows where to go but not how to get there, focusing on Quality, Acceptance, Time

- Creating Vision
- Setting Direction
- Empowering

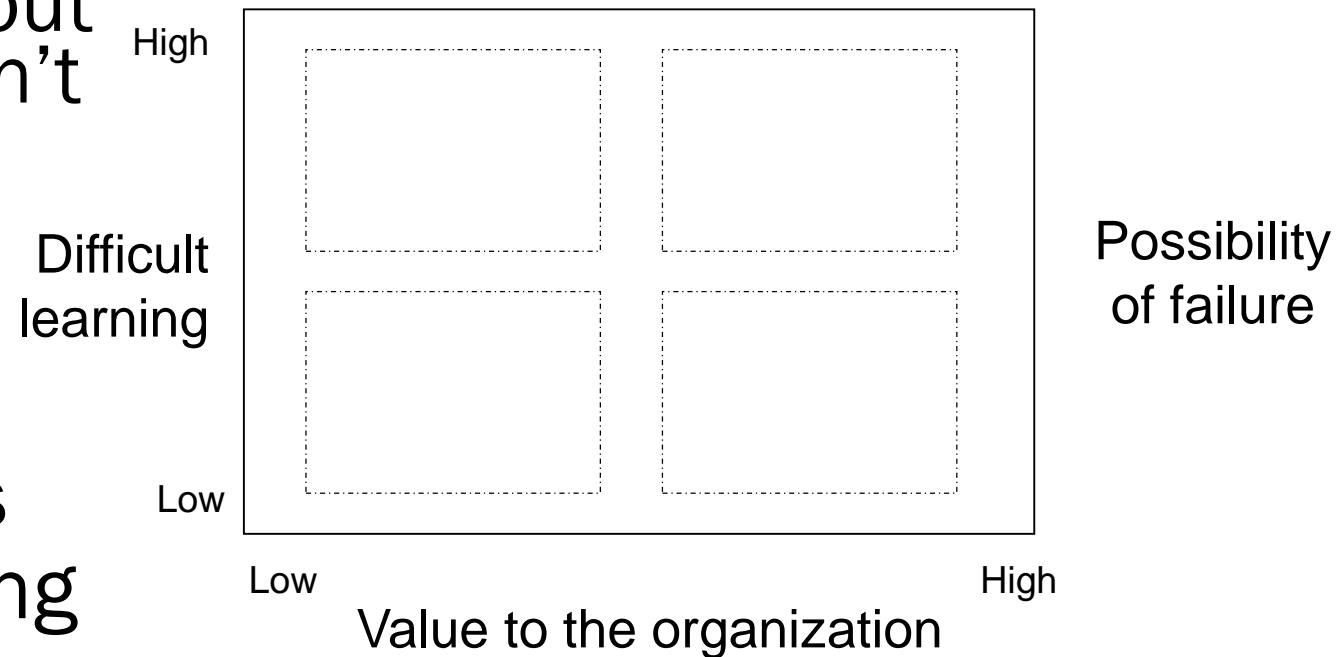


THREE TYPES OF LEADERSHIP

LEARNING LEADER LEADERSHIP

faces great uncertainty about where to go and thus doesn't know how to get there

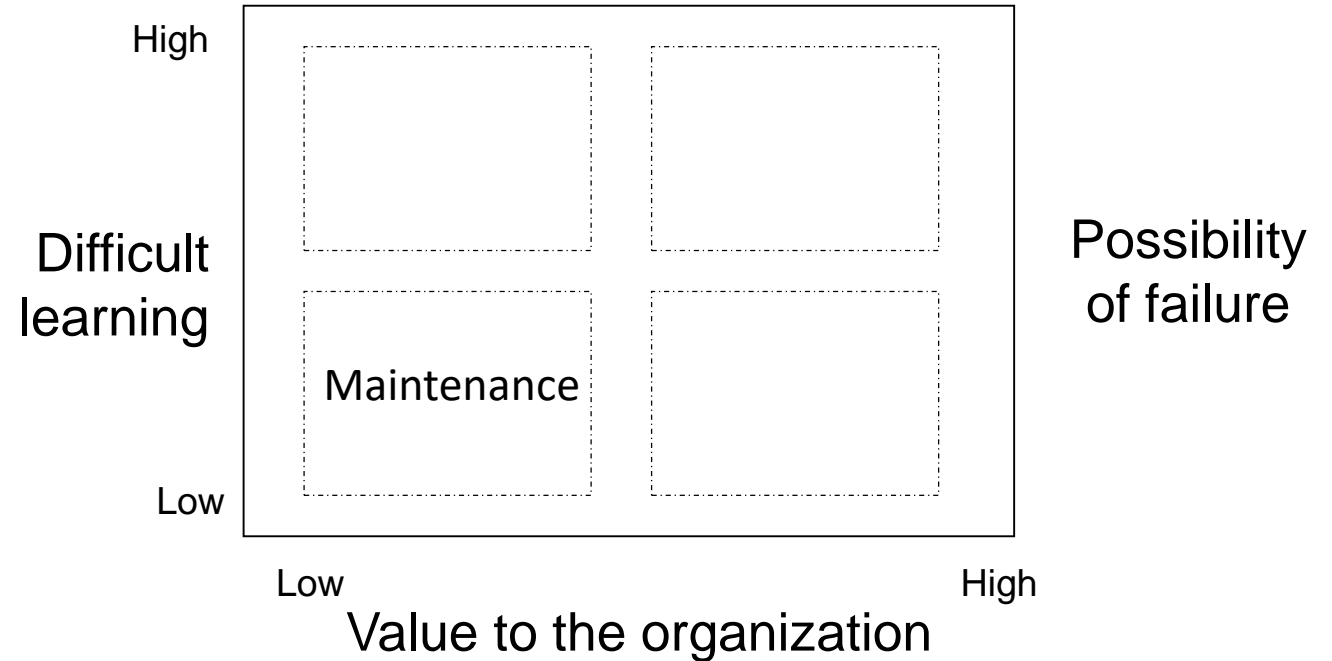
- Managing Uncertainty
- Finding Resources
- Leveraging Learning



THREE TYPES OF LEADERSHIP

LEARNING LEADER LEADERSHIP

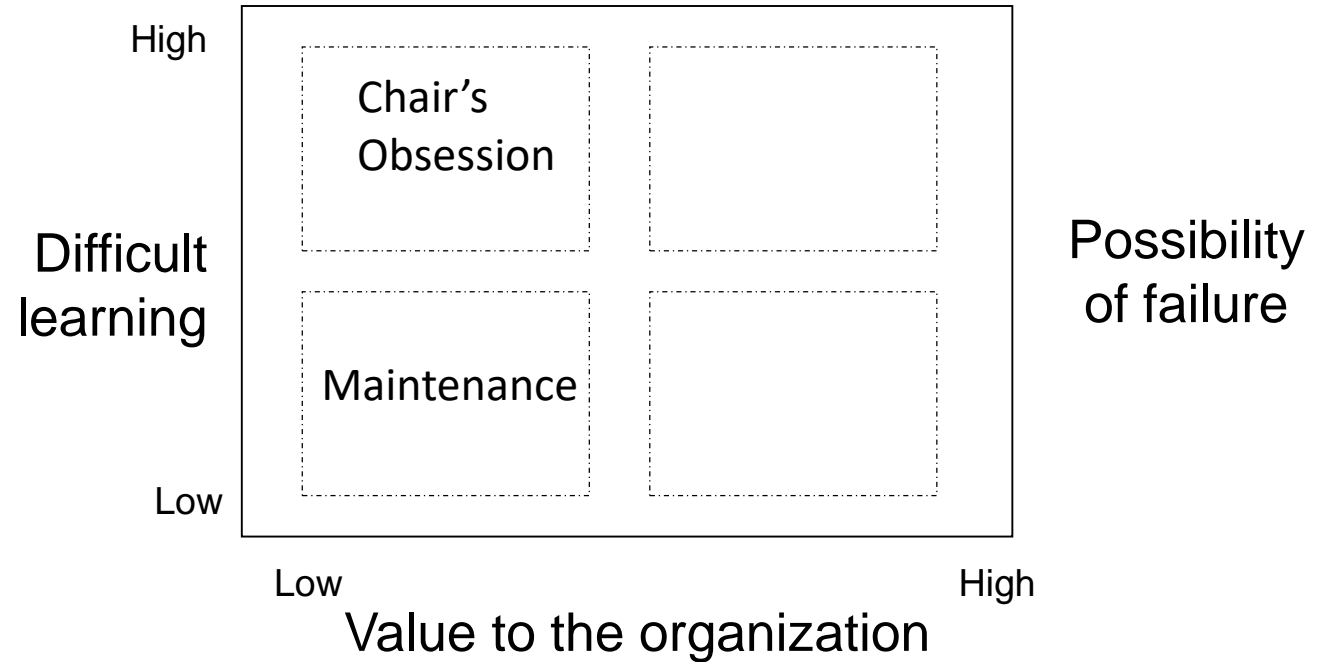
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THREE TYPES OF LEADERSHIP

LEARNING LEADER LEADERSHIP

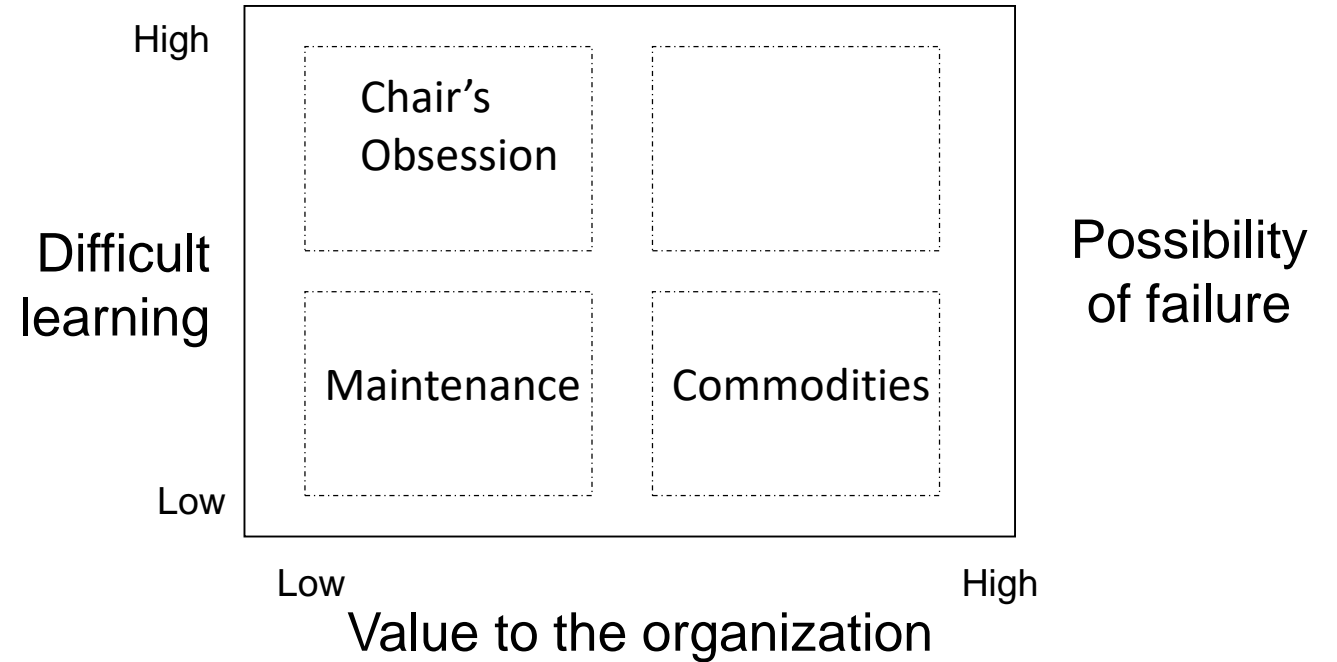
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THREE TYPES OF LEADERSHIP

LEARNING LEADER LEADERSHIP

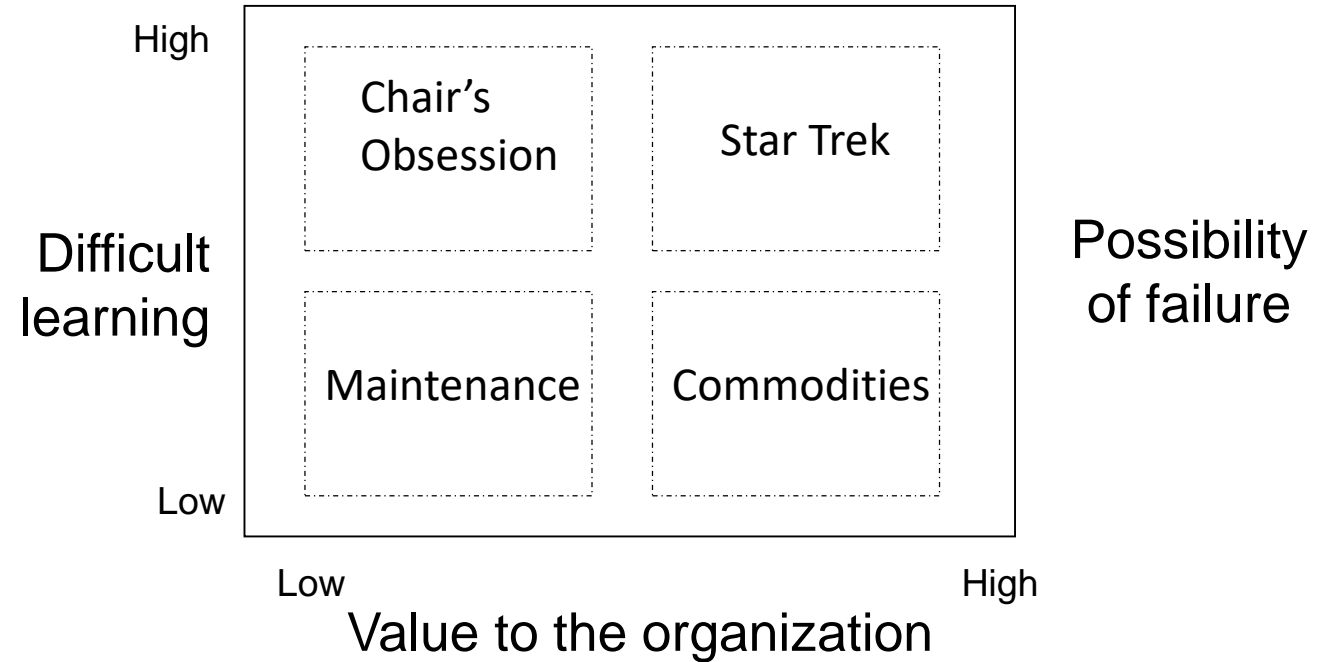
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THREE TYPES OF LEADERSHIP

LEARNING LEADER LEADERSHIP

faces great uncertainty about where to go and thus doesn't know how to get there



Other related leadership approaches

- Authentic Leadership
 - Collaborative Leadership
 - Feminist Leadership
 - Other culture-centered approaches
-
- *Demographics, diversity and context make every situation unique for leadership*

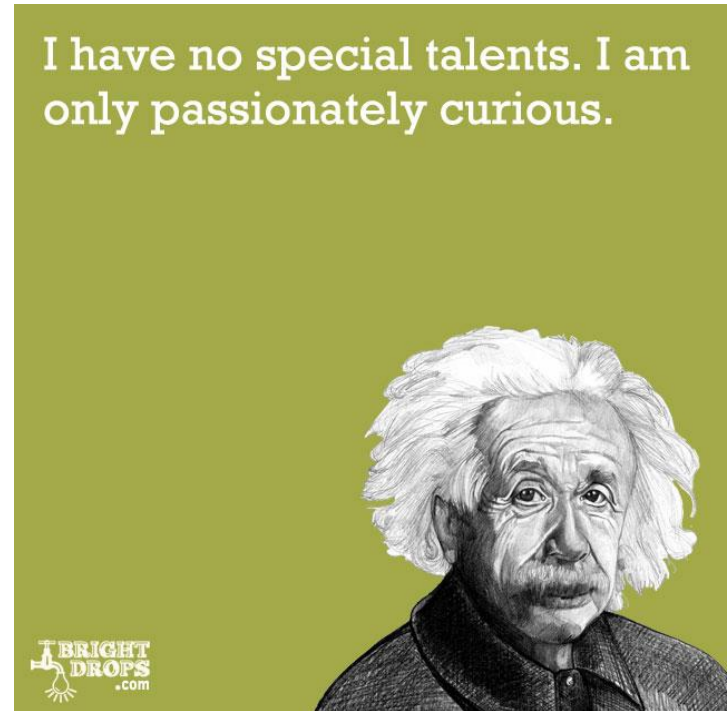
Eight Skills of Learning Leaders

- Mystery Seekers
- Risk Tolerators
- Future Scanners
- Tenacious Challengers
- Exciters
- Flexible Adjusters
- Simplifiers
- Focusers



1. Mystery Seekers

- Curious people who are attracted to areas that are unknown and to problems that appear to have no obvious solution.



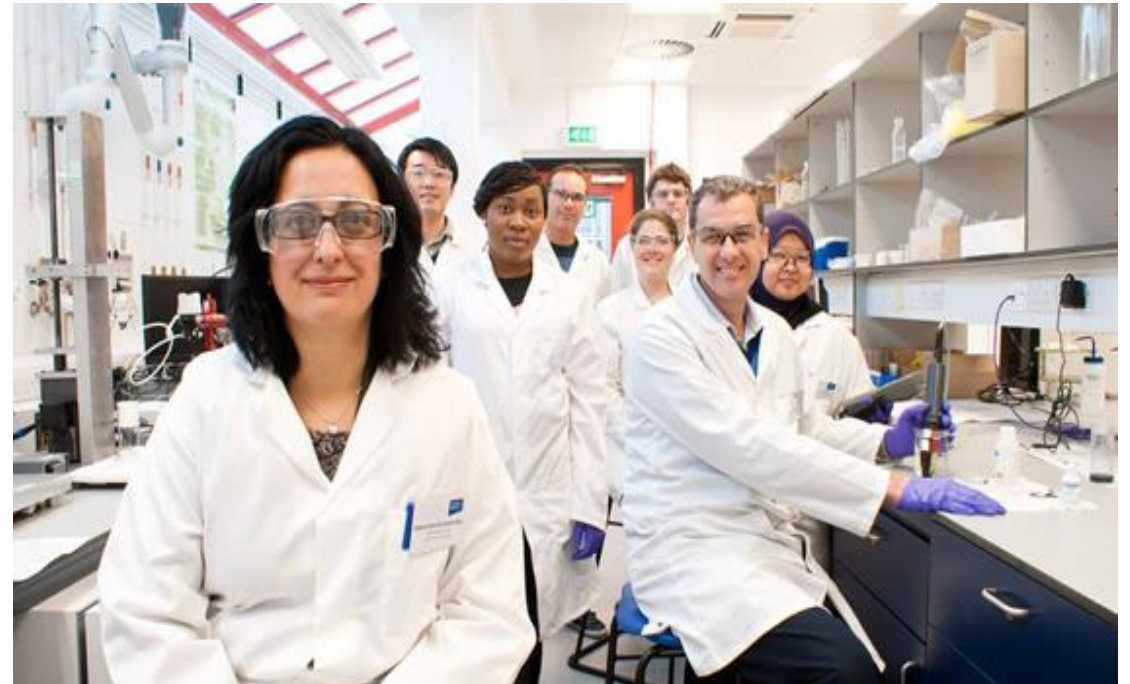
2. Risk Tolerators

- People who can make decisions when necessary, despite incomplete information, and will tolerate the risk of failure.
- Perceive there is a risk in the first place
- Courage



3. Future Scanner

- Individuals who make links between apparently different or unrelated pieces of information.
 - Breadth and Depth
 - Long-term and wide scope
 - Conceptual intersectionality



4. Tenacious Changers

- Individuals who doggedly pursue difficult and challenging issues and problems.
- Motivated when someone tells them that something can't be done



5. Exciters

- The ability to create excitement in both yourself and others.

SUCCESS IS WALKING
FROM FAILURE TO FAILURE
WITH NO LOSS OF
ENTHUSIASM.

Winston Churchill



6. Flexible Adjustors

- Sell others on change by reaching out to others, listening and working with them.

WE ARE NOT
RETREATING
— WE ARE —
»»→ ADVANCING
IN ANOTHER DIRECTION.

- Douglas MacArthur

7. Simplifiers

- People who can convey information and ideas in a way that gets to the essence or core of complex and technical knowledge
 - Eliminates the fuzziness
 - Symbols and metaphors
 - “Emotional intelligence”



8. Focusers

- “Obstacles are those frightful things you see when you take your eyes off your goal.” - Henry Ford
- A clear focus on the future of impact the public for good
- Embrace some conflict and to learn valuable lessons



Poll Question

- Question: How do leaders most typically learn to lead?
- Answer choices:
 - A Watching what good/bad leaders do, mentoring
 - B Taking leadership development training programs
 - C Reading books and leadership cases
 - D Figuring it out while tackling tough things

Live viewers: Submit your answer now. We'll share results in a moment.

The 70-20-10 Principle

01

70 % – learned on the job under tough circumstances, especially with other life issues running parallel

02

20% – learned from models of both effective and ineffective leader behaviors

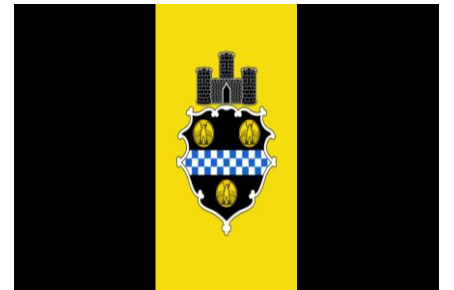
03

10% – learning from *timely* key resources such as training programs, books, courses, etc.

Learning from Experience— The Duquesne Club

- In 1979...

THE DUQUESNE CLUB



Developmental Experiences (the 70%) Have Certain Properties for Learning

- Developmental experiences are most effective when there is:
 - Variety
 - Adversity
 - Diversity
 - Intensity



VADI PRINCIPLE

- Variety
 - Different from a usual experience for you in some key way
- Adversity
 - Difficult and challenging to do; success is not guaranteed
- Diversity
 - Engagement with people new to you in some key way
- Intensity
 - You and others will all know whether successful or not

Three Big Questions for Successful Leaders—Roselinde Torres

1

Where are you looking to anticipate the next changes in your work and/or life? Who are you spending time with and what are you spending time on or looking at to identify discontinuities in the future?

2

What is the diversity measure of your network? Breadth, Depth, Bridging—Echochambers vs echosystems.

3

Are you courageous enough to abandon a practice that has made you successful in the past? Willing to try new things not knowing whether they will work or not.

Resources and References

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Practice Today's Lessons

Discuss your definition of leadership with others.

- What is your definition of leadership?
- Where did your definition come from?
- How is it informed by your lived experience and identity?

Share a story about a situation where you specifically learned a lot about leadership (from any point of your career or life). Ask yourself the following:

- Briefly, what was going on in the situation?
- What was the role of your supervisor/boss?
- What else was going on in your life?
- What did you learn about leadership?

Questions & Answers

We will answer a handful of questions today.
Some additional questions will be responded to
and placed in your Slack Learning Community.

Stay Tuned

Next session: 2/27 at 3:00 PM ET

Title: Moral Management and Ethical Leadership

Faculty: Dr. Mary Brabeck