

The background features several large, overlapping, colorful swirls in shades of purple, green, and blue. Scattered throughout are numerous small, yellow, triangular shapes that resemble confetti or light rays.


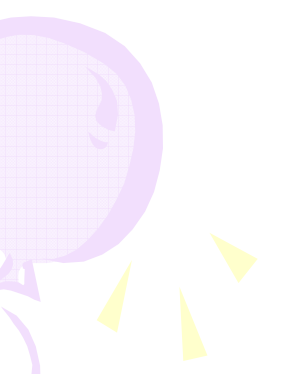
The Leadership Development Process

Becoming a Resonant Leader

nancy@nmcampbell.com



Leadership Development

- Leadership Development Assumes
 - We can learn leadership skills
 - The individual is the target
 - There are many leadership roles in our lives
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- 


Elements of a Successful Developmental Experience

- Assessment: Provides clarity about needed Changes (behavior, skills, attitude)
- Challenge : Opportunity to experiment and Practice new (behavior, skills, Attitudes)
- Support: Confirmation and clarification of lessons learned



Here she goes again...

- How many times do we have to hear this?
- Doesn't she know we are bright, intelligent and capable people?



How the Brain Impacts Learning

- Neo-Cortex: Center for Analytical and Technical Ability
 - Associative mode of learning is quicker; more efficient
 - Concepts often learned by simply reading or watching
- Limbic Brain: Governs feelings, impulses and drives
 - Requires re-learning deeply ingrained habits
 - Slower and less efficient
 - Requires more practice and repetition

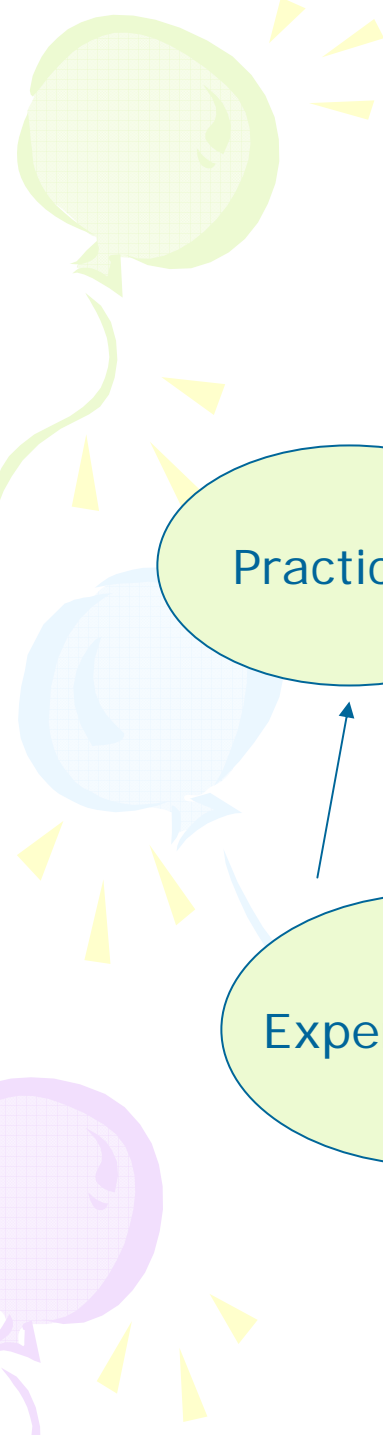


We all suffer from CEO's Disease

nancy@nmcampbell.com

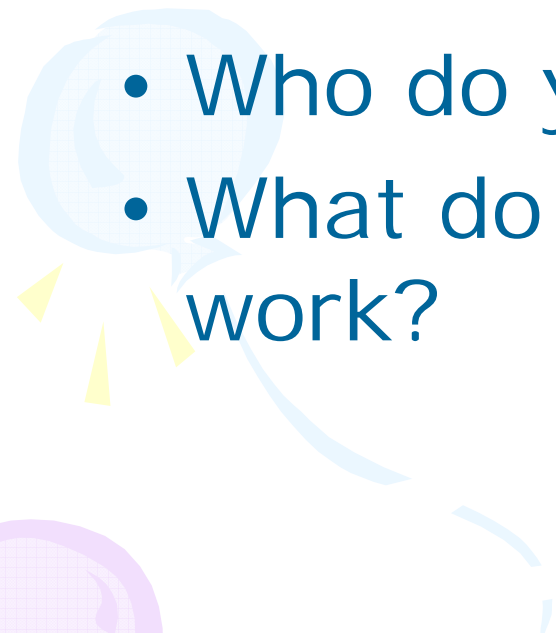
Requirements for Effective Leadership Development

- Self-Directed: Intentionally strengthening or developing an aspect of who you are or want to be
- Requires
 - Strong Image of ideal self
 - Accurate Image of real self





The Ideal Self

- 
- Who do you want to be?
 - What do you want in your life and work?

What are you seeing about yourself?

- In your journals you have been observing and reflecting about the leaders you are experiencing
- What two things have you learned about your own leadership from this experience?

Your Typical Day Five Years from Now

- Imagine what a typical day will be like for you five years from now?
- Choose a particular day
- Write a letter to a dear and trusted friend telling them what this day is like

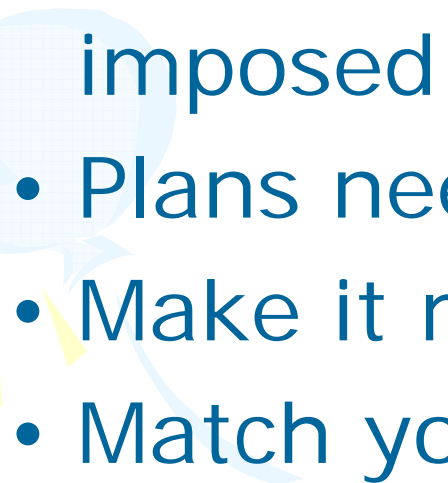
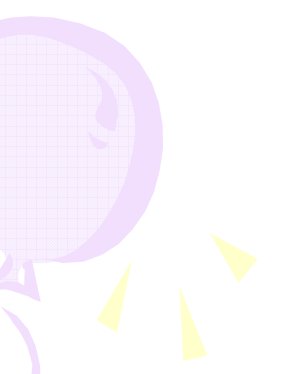


Personal Mission

- We write these to clarify who our ideal self is and to serve as a guide for our progress

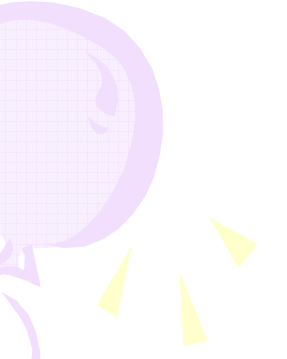


Future Goals

- Build on your strengths
 - Goals must be your own, not those imposed by others
 - Plans need to be flexible
 - Make it manageable
 - Match your learning style
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Your Leadership Development Plan

- Elements
 - Personal Mission
 - Values
 - Strengths
 - Development Needs
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Your Leadership Development Plan

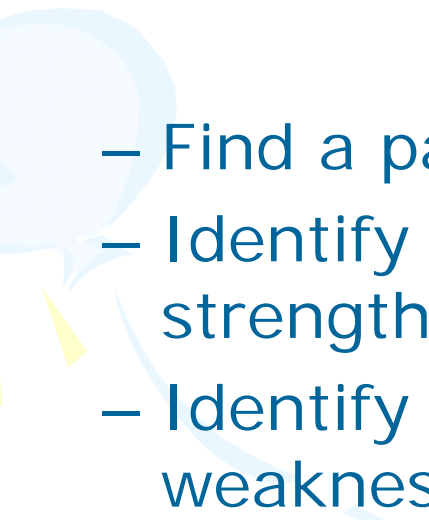
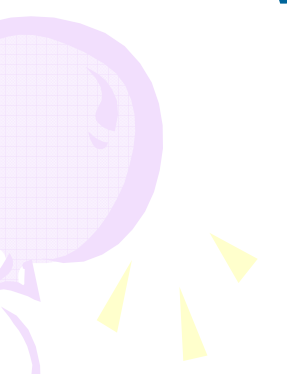
- Elements
 - Vision
 - Broad Goals
 - Action Steps
 - Affirmations
 - Support System
- 
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Elements of a Successful Developmental Experience

- Assessment: Provides clarity about needed Changes (behavior, skills, attitude)
- Challenge : Opportunity to experiment and Practice new (behavior, skills, Attitudes)
- Support: Confirmation and clarification of lessons learned



Assessing Your Real Self

- If you have completed Skillscope:
 - Find a partner and
 - Identify for your partner two of your identified strengths that most surprised you
 - Identify for your partner two of your identified weaknesses that most surprised you
- 
- 



Assessing Your Real Self

- If you have not completed Skillscope:
- Find a partner and
 - Identify two areas that you *think* will be identified as strengths
 - Identify two areas that you *think* will be identified as development needs



SKILLSCOPE 15 Skills Clusters

Informational

- 1. Getting Information, Making Sense of It**
- 2. Communicating Information, Ideas**

Decision Making

- 3. Taking Action, Making Decisions**
- 4. Risk-Taking, Innovation**
- 5. Administrative/Organizational Ability**
- 6. Managing Conflict; Negotiation**

Interpersonal

- 7. Relationships**
- 8. Selecting/Developing People**
- 9. Influencing, Leadership, Power**
- 10. Openness to Influence; Flexibility**

Personal Resources

- 11. Knowledge of Job, Business**
- 12. Energy, Drive, Ambition**

Effective Use of Self

- 13. Time Management**
- 14. Coping with Pressure, Adversity, Integrity**
- 15. Self-management, Self-insight, Self-development**



Top 10 Reasons for Rejecting Feedback

10. My job makes me act that way; I'm really not like that.
9. This was just a bad time to do this.
8. All my strengths are right, but my weaknesses aren't.
7. Some one really has it in for me.
6. I used to be that way, but I've changed recently.
5. Nobody understands what I am going through.
4. This must be someone else's report.
3. My raters didn't understand the questions.
2. They're just jealous of my success.
1. It is all accurate, but I just don't care!

nancy@nmcampbell.com



Future Development

- Next Steps

- Conceptual

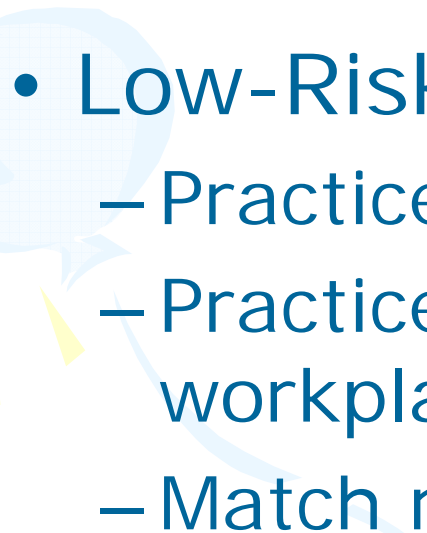
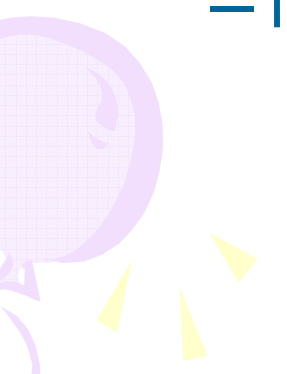
- Read

- Take workshops

- Move from performance improvement to learning agenda



Future Development

- Next Steps
 - Low-Risk Practice
 - Practice outside the workplace
 - Practice in safe ways within the workplace
 - Match role to situation
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Future Development

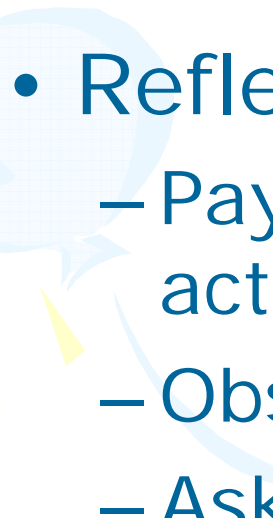
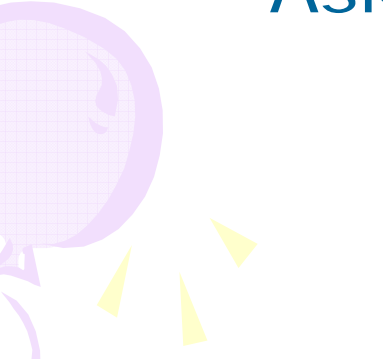
- Next Steps

- Hands-On Experience

- Take on new assignments that stretch you




Future Development

- Next Steps
 - Reflective Analysis
 - Pay Attention to your normal work activities
 - Observe yourself
 - Ask for feedback from others
- 
- 



Summary

- Leadership is a developmental process
- The most effective leaders strive to understand their *real* and *ideal* selves
- Effective leaders understand that they have limitations that if acknowledged and understood can be effectively addressed
- Effective leaders develop their personal and social competencies as well as their technical and conceptual

A decorative graphic on the left side of the slide features three balloons in shades of green, blue, and purple, each with yellow triangular rays emanating from it, suggesting a sun or a celebratory theme.

We should take care not to make the intellect our god.
It has, of course, powerful muscles, but no personality.

It cannot lead
It can only serve.

Albert Einstein

nancy@nmcampbell.com



The Challenge for Leaders

The Key is in
Balancing
*Task and
Relationship*

nancy@nmcampbell.com



Remember

Knowing one's true self is the first task of a leader.

--Nisargadatta Maharaj
Indian spiritualist