IOWA STATE UNIVERSITY
EMERGING LEADERS ACADEMY

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Most men and women go through their lives using no more than a fraction – usually a rather small fraction of the potentialities within them.

The reservoir of unused human talent and energy is vast, and learning to tap that reservoir more effectively is one of the exciting tasks ahead for humankind.

Among the untapped capabilities are leadership gifts.

INTRODUCTIONS

1. Name

2. Affiliation at Iowa State & number of years/months at the university

3. The first leadership role you held whether it was formal or informal
“Oh, Miss Saunders, when you say I’m away on vacation, add ‘well-deserved.’”
The hazards of leadership.
“Get me everything you can on scapegoats.”
“Remember, you can fool some of the people all of the time. Those are the people we need to concentrate on.”
"If I want feedback, Mansfield, I’ll pay a consultant for it."
“Every now and then I run a background check on myself just to make sure I’m really ‘that good.’”
“What was that ‘something or other’ about not being a good listener?”
SESSION GOALS

1. Explore working assumptions about leadership
2. Become familiar with various leadership models and concepts
3. Identify effective leadership practices and approaches
4. Understand the connection between leadership and positive psychology
What are your positive and negative beliefs and assumptions about leadership?
FREQUENT MISCONCEPTIONS ABOUT LEADERSHIP

**Impede Leader Development by Focusing on the Wrong Things**

- Leaders are born not made
- Leaders are made not born
- Anyone can be anything they want if they try hard
- All aspects of leadership can be developed

- There is one best path to leadership
- Fix weaknesses and strengths will take care of themselves
- Training is always an effective leadership development tool

- Leadership is a formal position
- Leaders should try to be like other successful leaders
- The best leaders have similar leadership strengths
LEADERSHIP LESSONS FROM THE DANCING GUY
EVOLUTION OF LEADERSHIP THEORIES
I. GREAT MAN APPROACHES
Mid-1800s to early 1900s

• Darwinist thinking dominated the first theories in the 18th Century – leaders are born, not made
• Assumed that leadership was hereditary
• Great man folklore based on brothers of reigning kings who were ascribed to have abilities of power and influence
II. TRAIT APPROACH
1904-1947

• In the early 1920s, Great Man Theories gave way to trait theory
• Assumed that leaders had superior traits or characteristics such as intelligence, height, and self-confidence that differentiated them from non-leaders and thus made them successful
III. BEHAVIORAL THEORIES
1950s to early 1980s

- Assumed there was one best way to lead
- Analysis of what managers actually did on the job
- Two dimensions of managerial behavior – consideration and initiating structure
- Leaders who expressed high concern for both people and production or consideration and structure were seen as effective
IV. SITUATIONAL CONTINGENCY APPROACHES (1950s-1960s)

• Leaders act differently depending on the situation
• The situation determines who will emerge as a leader
• Different leadership behaviors are required for different situations
V. INFLUENCE THEORIES
(Mid-1920s to 1977)

• Leadership is an influence or social exchange process
• Influence based on solely on traditional power but rather on follower perceptions that the leader is endowed with exceptional qualities
• Heightened focus on charismatic leadership
• Deference to the individual leader by followers
VI. RECIPROCAL LEADERSHIP
(1978 to present)

• Leadership is a relational process
• Leadership is a shared process
• Emphasis is on followership
• Leadership is an outcome of participants’ and/or leaders’ interactions on a common agenda
• Outcome of leadership is social change
VII. CHAOS OR SYSTEMS THEORIES
(1990 to present)

- Attempts to describe leadership within the context of a complex, rapidly changing world
- Control is not possible
- The importance of systems emphasized
AUTHENTIC LEADERSHIP APPROACHES (1990 to present)

• Leadership is genuine and transparent
• Authenticity emerges between and among leaders and participants’ interactions
• Grounded in positive psychological behaviors and traits
• Leadership is values and purpose driven with explicit moral dimensions
PERSONAL BEST LEADERSHIP STORY
## LEADERSHIP PARADIGM SHIFTS

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<thead>
<tr>
<th>OLD PERSPECTIVE</th>
<th>NEW</th>
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<td>Explain</td>
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<td>Set expectations</td>
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LEADERSHIP PARADIGM SHIFTS

OLD  NEW
Individual  Collaborative/team

Set course of action  Nimbleness
Skill development  Talent development
Answers  Great questions
Talk  Listen
CLASSICAL ORCHESTRA

http://www.youtube.com/watch?v=2eTlaE5y9hk
JAZZ BAND

http://www.youtube.com/watch?v=5CAAwOCzjMU
THE GREATEST SKILL YOU HAVE IN LEADING IS LISTENING
U of Missouri President Tim Wolfe Resignation
SELF-AWARENESS

- KNOWING STRENGTHS
- KNOWING NON-STRENGTHS
- UNDERSTANDING WHY YOU LEAD
- KNOWING THAT DEVELOPING SELF-EFFICACY RESULTS IN HIGHER PERFORMANCE CAPACITY
- KNOWING YOUR VALUES AND LEADING WITH THEM
- KNOWING SELF IS ESSENTIAL TO AUTHENTIC LEADERSHIP

Leadership is one of the most observed and least understood phenomena on earth. (James Macgregor Burns, 1978)

There are almost as many different definitions of leadership as there are persons who have attempted to define the concept. (Bass, 1990)
Leaders and followers raise one another to higher levels of morality and motivation.

Can result in a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents.

Leaders appeal to followers' higher ideals and moral values such as liberty, justice, equality, peace, and humanitarianism, not to lesser emotions such as fear, greed, jealousy, or hatred. (James Macgregor Burns, 1978)
SOCIAL CHANGE MODEL OF LEADERSHIP
RELATIONAL LEADERSHIP MODEL
RELATIONAL LEADERSHIP

LEADERSHIP IS A RELATIONAL AND ETHICAL PROCESS OF PEOPLE TOGETHER ATTEMPTING TO ACCOMPLISH POSITIVE CHANGE.

(KOMIVES, S. R., LUCAS, N., & McMAHON, T., 2013)
ADAPTIVE LEADERSHIP MODEL

• Adaptive challenges require experiments, new discoveries, and adjustments from all levels of the organization with a focus on process.

• Sustainability of change depends on having the people with the challenges internalize the change itself.

• What people see clearly in any change situation is the potential for loss.

ADAPTIVE LEADERSHIP CONTINUED

• Technical problems are well defined and require application of current knowledge where the solutions are known

• Adaptive problems are not well defined and require learning and inclusive problem solving – solutions stem from the stakeholders themselves
• Leaders often treat adaptive challenges like technical problems

• When people look to authorities for easy answers to adaptive challenges, they end up with dysfunction

• In facing adaptive challenges, people don’t want questions; they want answers
• Adaptive work requires risk, conflict, and instability

• Adaptive leadership requires disturbing people, but at a rate they can absorb, and persevering until a successful adaption can take hold
6 STAGES OF THE ADAPTIVE LEADERSHIP PROCESS

1. Observe events and patterns around you

2. Interpret what you observe (develop multiple hypotheses about what is really going on)

3. Design interventions based on observations and interpretations to address the adaptive challenge you identified
STAGES OF THE ADAPTIVE LEADERSHIP PROCESS

4. Secure Ownership – challenge expectations and place the work where it belongs

5. Manage stakeholder conflict and maintain stress – align stakeholders with different agendas and uphold productive stress required for change to occur

6. Create a safe haven – slow the pace of change when needed and create a secure place to discuss divergent perspectives
GET OFF THE DANCE FLOOR
AND ONTO THE BALCONY!

• Seeing the whole picture requires standing back and watching even as you take part in the action

• The most difficult part to notice is what you do yourself

• Achieving a balcony perspective means taking yourself out of the dance, even for a moment

• Iterative process – move back and forth between the dance floor and balcony
THE CASE OF MIXING SHELL OIL WITH KRYPTONITE
INTERSECTION OF POSITIVE PSYCHOLOGY AND LEADERSHIP
FACILITATING ONE’S WELL-BEING AND FACILITATING THE WELL-BEING OF OTHERS IS A LEADERSHIP RESPONSIBILITY & ACT
A REVIEW OF 100 YEARS OF PSYCHOLOGY

- 8,000 articles on anger
- 850 on joy
- 3,000 on happiness
- 5,700 on life satisfaction
DSM MANUAL

40,000 labels for various disorders
(what’s wrong with people)

4,000 labels describing what’s right about people
POSITIVE PSYCHOLOGY

• POSITIVE PSYCHOLOGY – THE SCIENTIFIC STUDY OF WHAT GOES RIGHT IN LIFE (POSITIVE SUBJECTIVE EXPERIENCES; POSITIVE INDIVIDUAL TRAITS; AND POSITIVE INSTITUTIONS)

• POSITIVITY - THE POSITIVE MEANINGS AND OPTIMISTIC ATTITUDES THAT TRIGGER POSITIVE EMOTIONS
PHILOSOPHY OF TALENT

HANDWRITING ACTIVITY
“What will happen when we think about what is right with people rather than fixating on what is wrong with them?”

Donald O. Clifton, psychologist and business executive (1924-2003)
POSITIVE LEADERSHIP

• AN AFFIRMATION BIAS - A FOCUS ON STRENGTHS & CAPABILITIES AND ON AFFIRMING HUMAN POTENTIAL.

• EMPHASIZES POSITIVE COMMUNICATION, OPTIMISM, & STRENGTHS AS WELL AS THE VALUE AND OPPORTUNITY EMBEDDED IN PROBLEMS & WEAKNESSES.

• POSITIVE LEADERSHIP DOES NOT IGNORE NEGATIVE EVENTS, BUT BUILDS ON THEM TO DEVELOP POSITIVE OUTCOMES.
THE REALITIES OF POSITIVITY & NEGATIVITY

- Common human experience, as well as abundant scientific evidence, supports the idea that negativity has a place in human flourishing.

- Negative news sells more than positive news.

- People are affected more by negative feedback than positive feedback.

- Traumatic events have greater impact on humans than positive ones.
THE REALITIES OF POSITIVITY & NEGATIVITY

- A COMPREHENSIVE REVIEW OF PSYCHOLOGICAL RESEARCH SUMMARIZED THIS CONCLUSION BY POINTING OUT THAT BAD IS STRONGER THAN GOOD.

- HUMAN BEINGS REACT MORE STRONGLY TO NEGATIVE PHENOMENA THAN TO POSITIVE PHENOMENA.

- WE LEARN EARLY IN LIFE TO BE VIGILANT IN RESPONDING TO THE NEGATIVE AND TO IGNORE NATURAL HELIOTROPIC TENDENCIES.
POSITIVITY RATIO  
(Fredrickson, B., 2009)

POSITIVITY RATIO = FREQUENCY OF POSITIVITY OVER NEGATIVITY (P/N)

RESEARCH ON HIGH PERFORMING TEAMS FOUND THAT THESE TEAMS SCORED HIGH ON 3 DISTINCT BUSINESS INDICATORS:

1. PROFITABILITY
2. CUSTOMER SATISFACTION RATINGS
3. EVALUATIONS BY PEERS, SUPERIORS, AND COLLEAGUES
POSITIVITY RATIO

- As positivity increased within the team, so did connectivity and responsiveness to one another.
- Teams with higher positivity were more flexible and resilient.
- The tipping point in positivity is 3 to 1 to experience flourishing.
POSITIVITY RATIO IN TEAMS

3:1 tipping point
POSITIVITY RATIO IN MARRIAGES

5:1
RESONANT LEADERS

- Build & sustain powerful and positive relationships
- Unyielding in their commitment to personal values
- Live and lead with hope and optimism
- Face reality with courage & creativity

RESONANT LEADERS

• Capture passion – their own and others – and use emotion, relationships, and vision to move people forward toward a better future

• Attuned to self and to the needs, desires, and dreams of people they lead

• Create conditions in which people can be their best
“SISTER ACT”
NANCE’S TOP LEADERSHIP PICKS


ADAPTIVE LEADERSHIP IN ACADEMIA ARTICLE
ONE’S OWN SELF IS WELL HIDDEN FROM ONE’S OWN SELF;
OF ALL MINES OF TREASURE, ONE’S OWN IS THE LAST TO BE DUG UP.

---FRIEDRICH NIETZSCHE
There is no guaranteed path to becoming a leader. It is a process requiring a lifelong commitment to personal development, so that you will be prepared to confront the enormous complexities leaders face and, under tremendous pressure, to fulfill your responsibilities honorably and successfully.

The challenges are great, but the satisfaction of knowing you made a positive difference in the lives of others is even greater.

---William George, 2005