

National Association of Deans and Directors

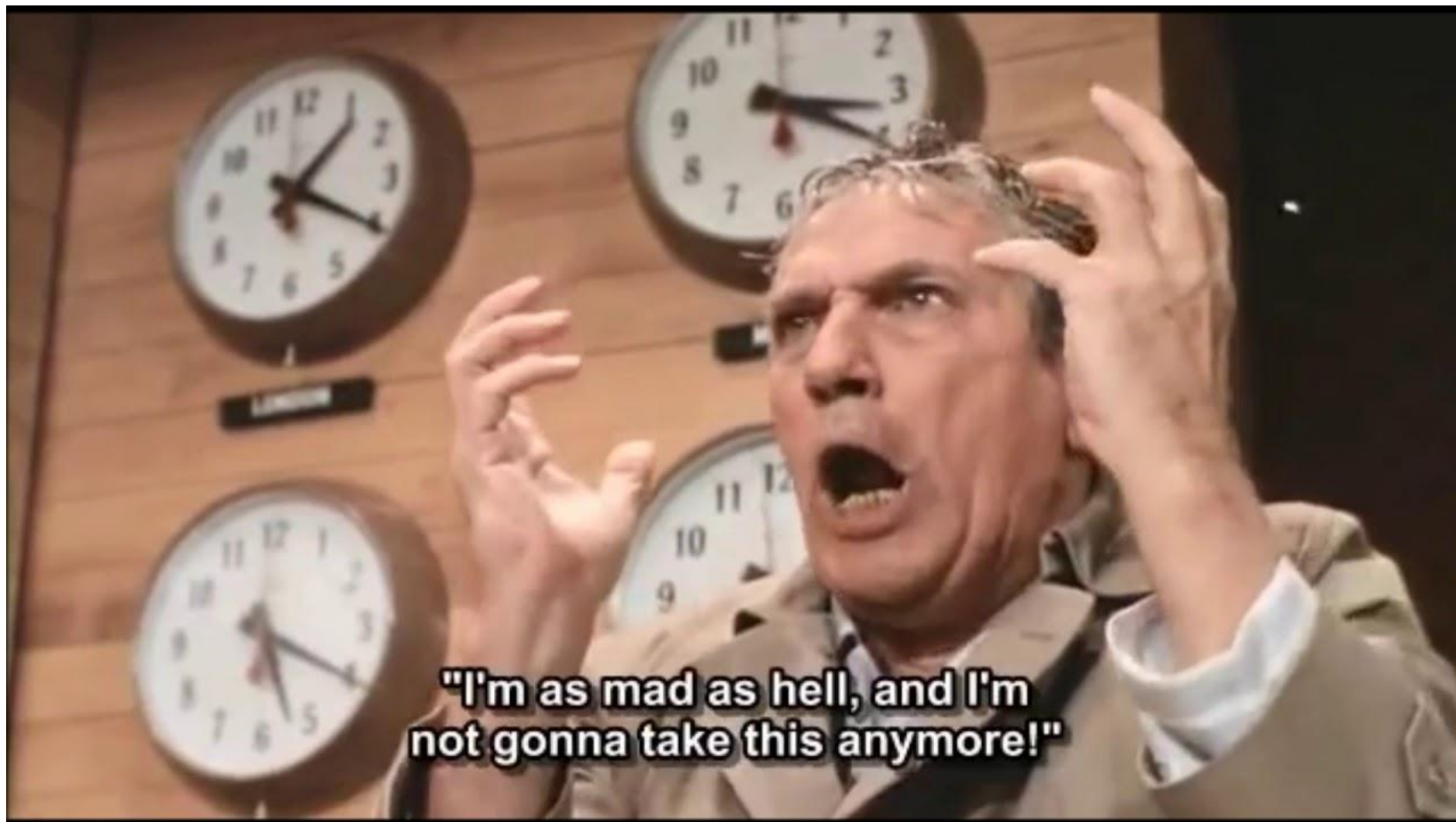
*“Reframing Leadership Practice:
Reflections, Ideas, and Actions”*

Jessica C. McWade, Ed.D.

SPRING CONFERENCE

ST. PETERSBURG, FL

APRIL 6, 2022



"I'm as mad as hell, and I'm not gonna take this anymore!"





A hand is holding a camera lens, with the lens's opening showing a blurred view of a lake and mountains. The background is a soft-focus landscape with a blue sky and water. The text is overlaid on the image.

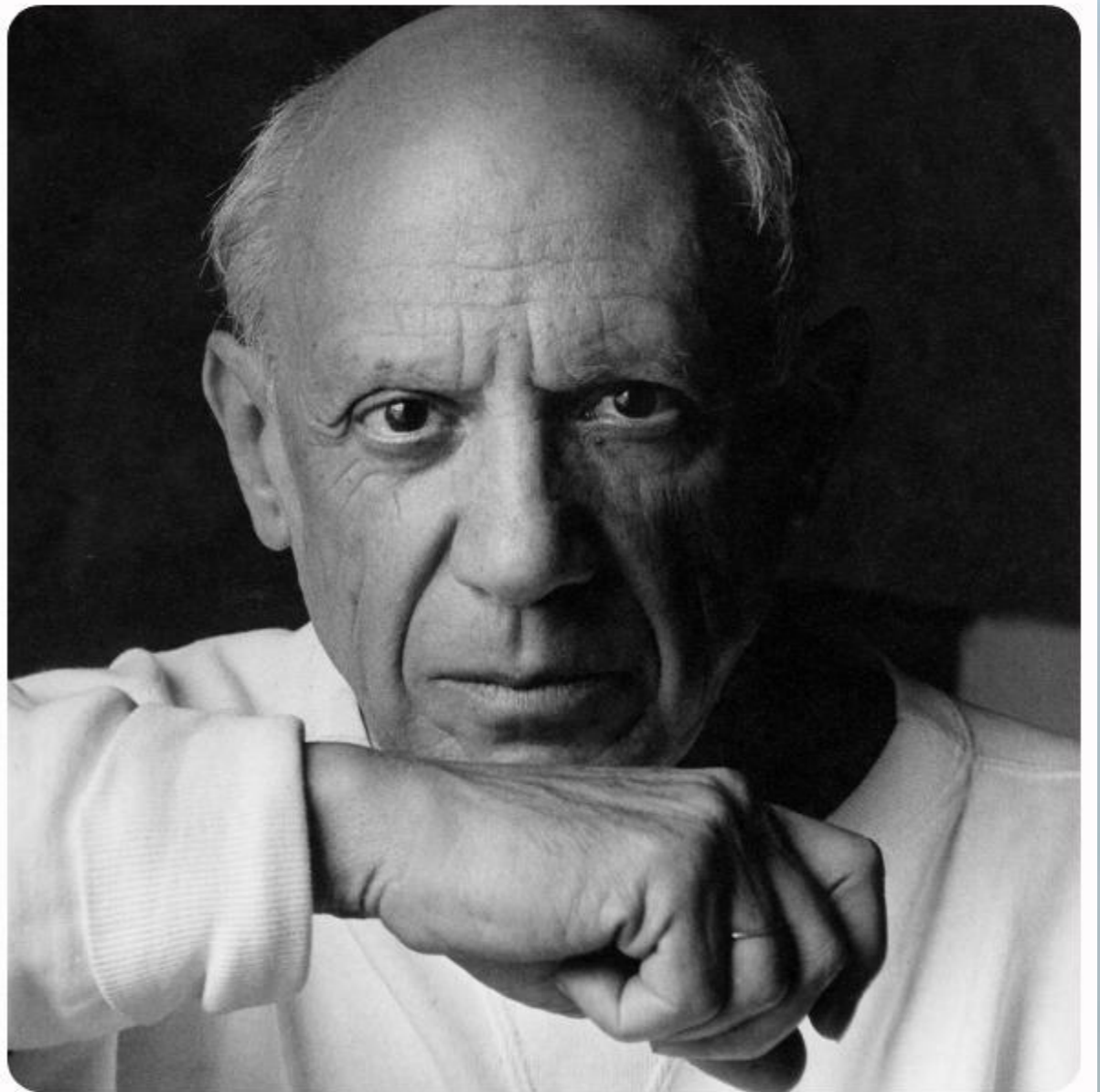
It's only natural to be too close to it.



perspective



Picasso/Dalí. Dalí/Picasso
Exhibit





WHERE AM I?



When in doubt,
zoom out.

Reggie Watts

“Strategies for Leading Through Uncertainty”

Rebecca Zucker, Darin Rowell

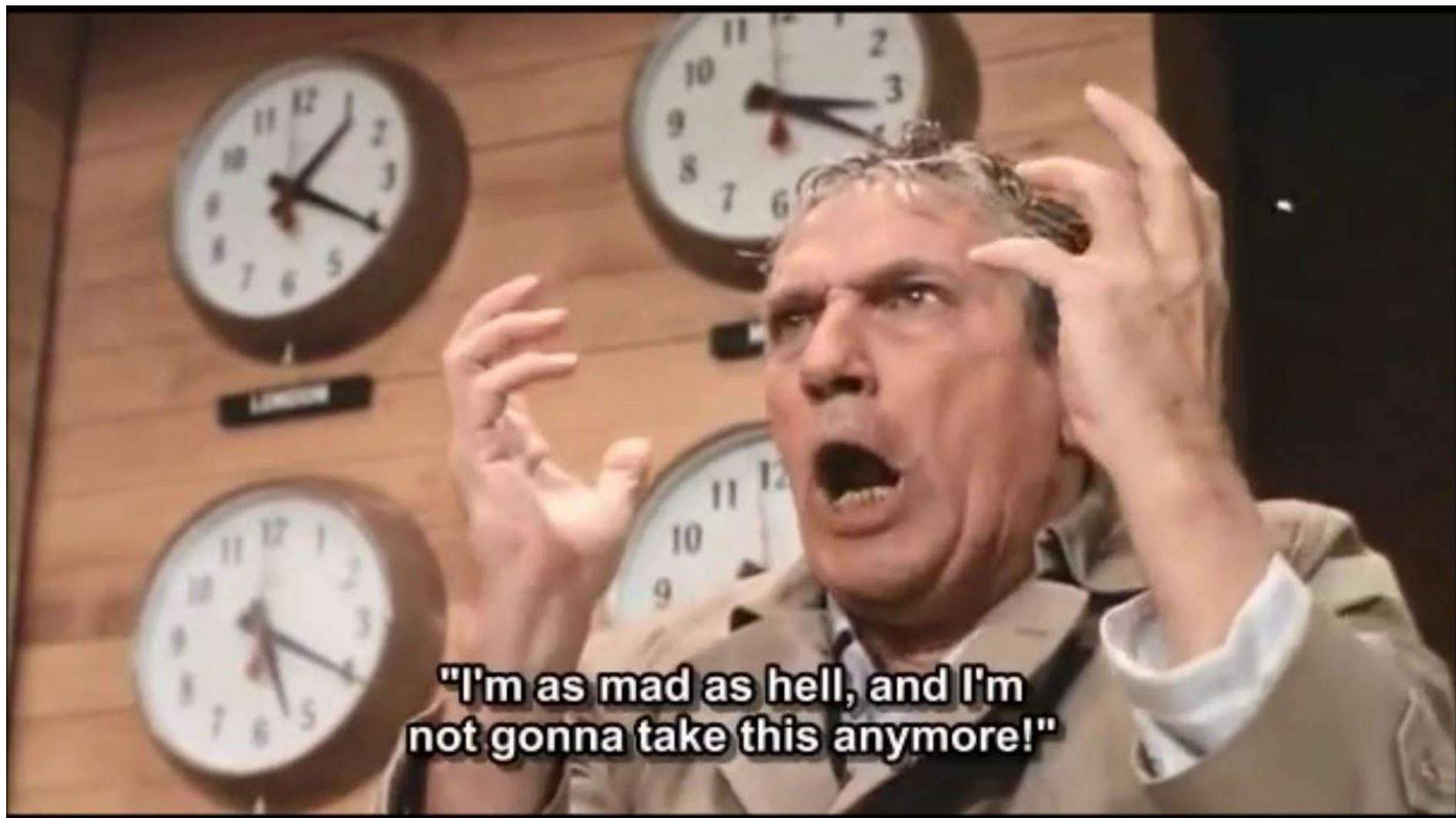
Harvard Business Review, April 26, 2021

ZOOM OUT.

REMIND YOURSELF OF THE BIG PICTURE.

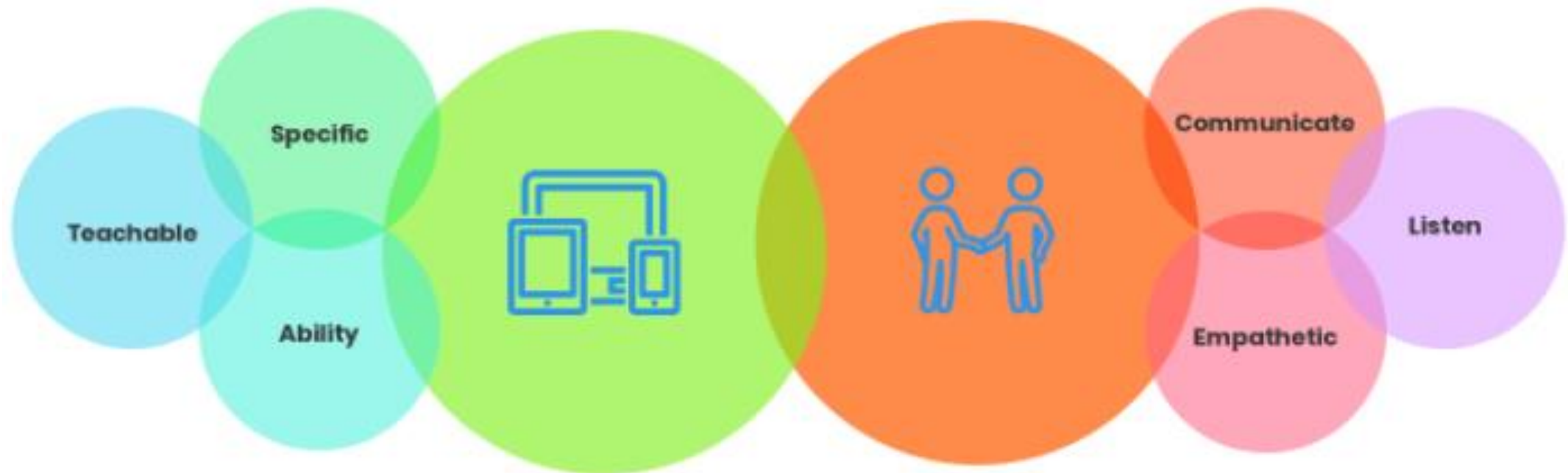
“Leaders often get stuck in the challenges they face because they are too immersed in them. ‘Zooming out,’ or moving from ‘the dance floor to the balcony,’ as described by Ron Heifetz, Marty Linsky, and Alexander Grashow in *The Practice of Adaptive Leadership* provides you with a broader perspective and a systemic view that can shine a light on unexamined assumptions. From this elevated vantage point, interdependencies and larger patterns become observable, potentially revealing unforeseen obstacles and new solutions.”





"I'm as mad as hell, and I'm not gonna take this anymore!"

HARD SKILLS *VS.* SOFT SKILLS



cliché

Hard Skills



Refer to teachable skills or **job-specific abilities** that can be quantified or measured.

Soft Skills



Refer to an individual's **social ability** and how they relate to and interact with other people.

An illustration featuring four stylized human figures in profile, standing on a dark, angular cliff edge. From left to right, there is a woman with long red hair in a blue dress, a man in a blue vest and pants, a woman in a red dress, and a man in a blue shirt and pants. They are all looking towards the right. In the background, there is a landscape with several colorful, conical trees in shades of red, teal, and yellow, set against a dark blue sky with light-colored clouds. The overall style is flat and modern.

Even Harder Skills!



Has the
Word
Leader
Lost Its
Meaning?



Has the
Word
Leader
Lost Its
Meaning?

Has the
Word
Leader
Lost Its
Meaning?



social work
development
research
practice
international
workers
professional
human
including
roots
overcoming
recognizes
organized
researchers
practitioners
findings
taking
bodies
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affected
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discourse
important
teaching
understood
interventions
philosophy
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ancient
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Therefore
theories
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alter
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advantage
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Social Work
potential
interdisciplinary
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society
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policy
life
charity
knowledge
field
discipline
improve
psychology
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goes
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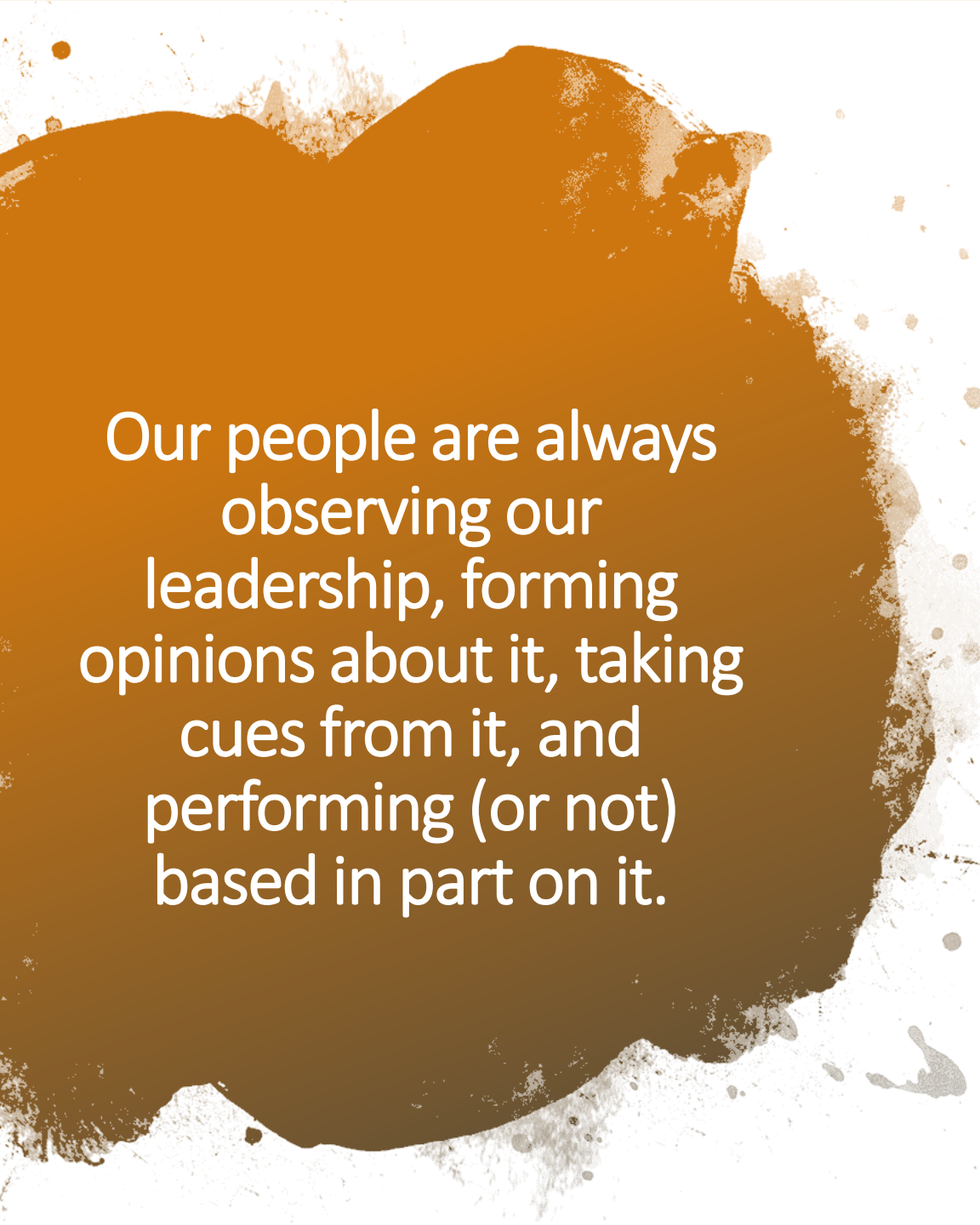
so

Four Pillars of Effective Leadership

1. Practicing Emotional Intelligence
2. Questioning Our Assumptions
3. Waging Influence
4. Prioritizing Self-Care

**WHY REFRAMING
IS IMPORTANT TO
GREAT LEADERSHIP**





Our people are always observing our leadership, forming opinions about it, taking cues from it, and performing (or not) based in part on it.

We're always engaged in the practice of leadership ...

***Whether we know it or not,
Whether we're intentional and strategic about it or not, and
Whether we have time for it or not.***

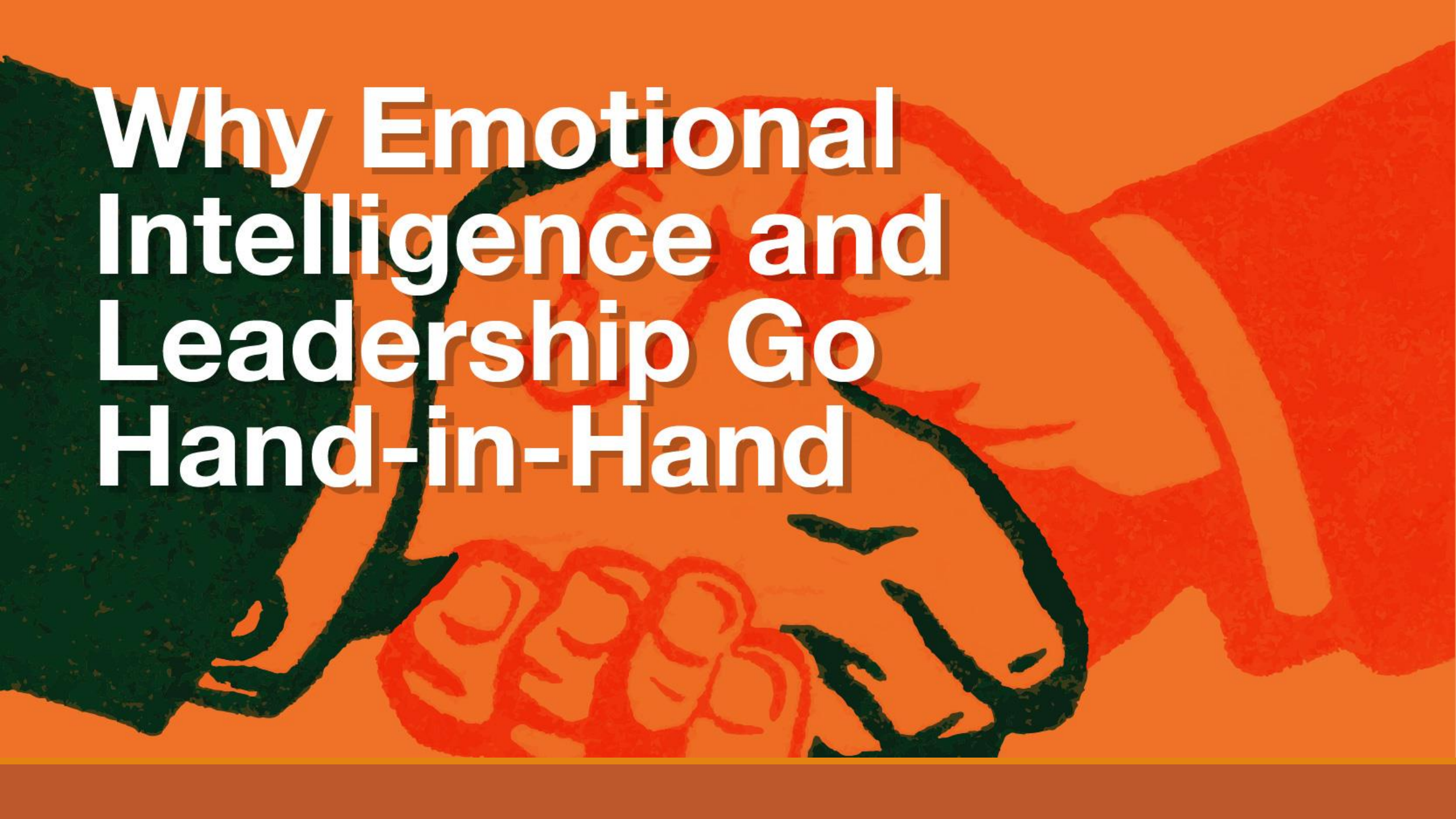


That's easy
for you
to say.





1

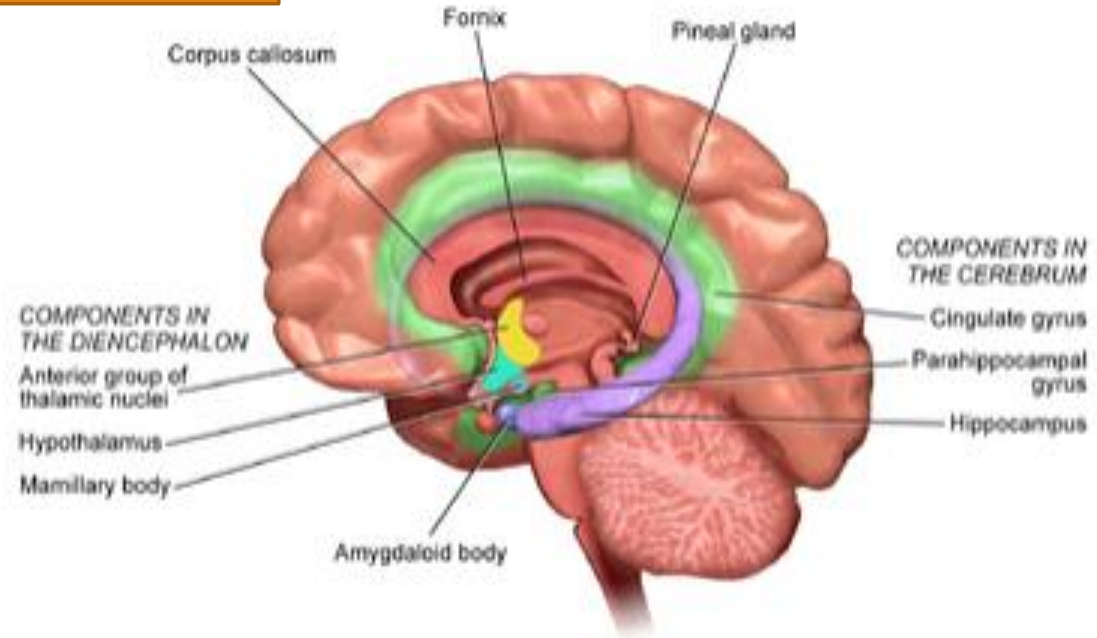
A stylized illustration of a hand holding a flower. The hand is rendered in a dark green color with thick, expressive brushstrokes, reaching from the left side of the frame. The flower is depicted in a vibrant orange-red hue, also using thick, textured brushstrokes. The background is a solid, bright orange color. The overall style is graphic and artistic, with a focus on bold colors and visible texture.

Why Emotional Intelligence and Leadership Go Hand-in-Hand

So much leadership,
effectiveness draws on
neuroscience and
physiology.

Example from Change
Management.

The Limbic System



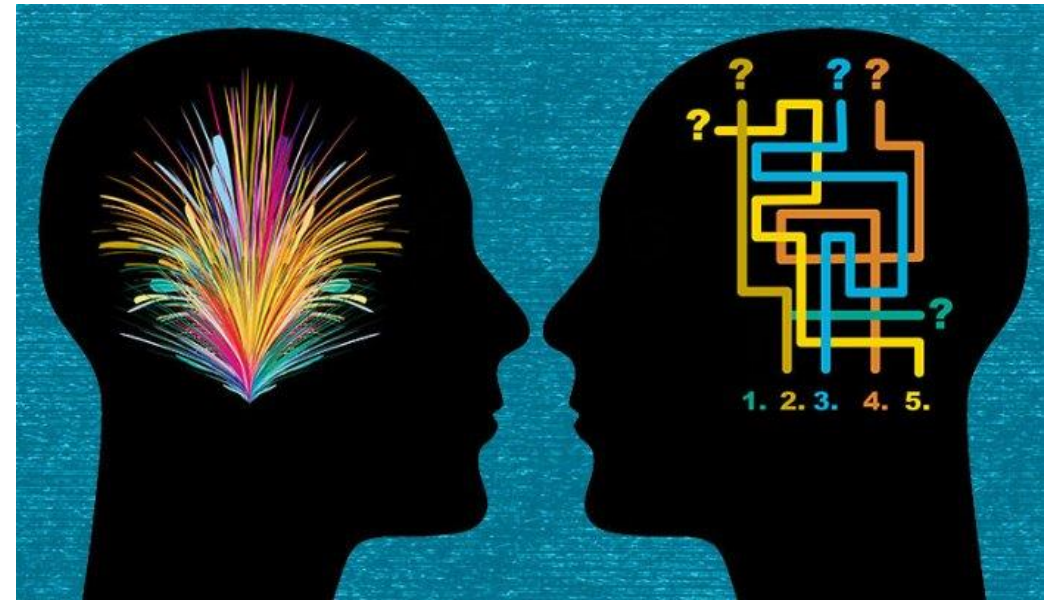
So ... blame it on the brain.

(Conscious Leadership)



Cognition does not always precede emotion ... Meaning we emote verbally or with body language before we think things through.

That's just it; you weren't "thinking." You were reacting, perhaps subconsciously.



*“Being intelligent
and acting
intelligent are not
the same thing.”*

Ashley Zahabian
TEDx Stanley Park
October 2017



Improving your Emotional Intelligence requires both Ability and Willingness.



ABILITY

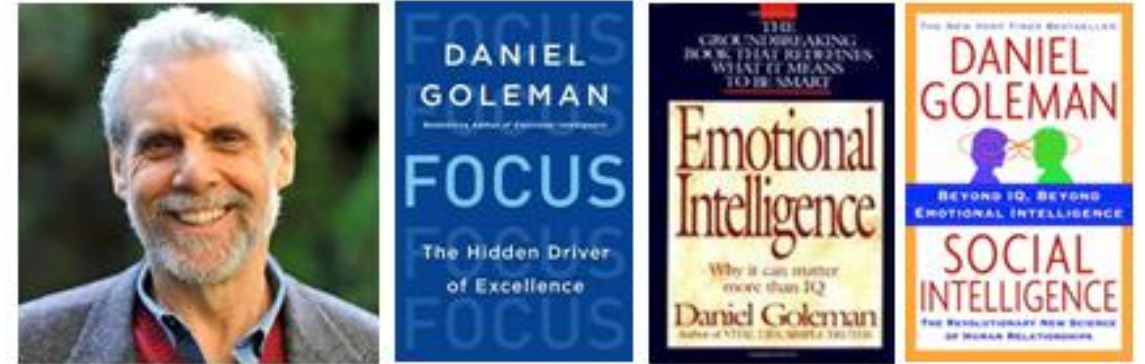
ABLE / NOT WILLING	ABLE / WILLING
NOT ABLE / NOT WILLING	NOT ABLE / WILLING

WILLINGNESS

EMOTIONAL INTELLIGENCE



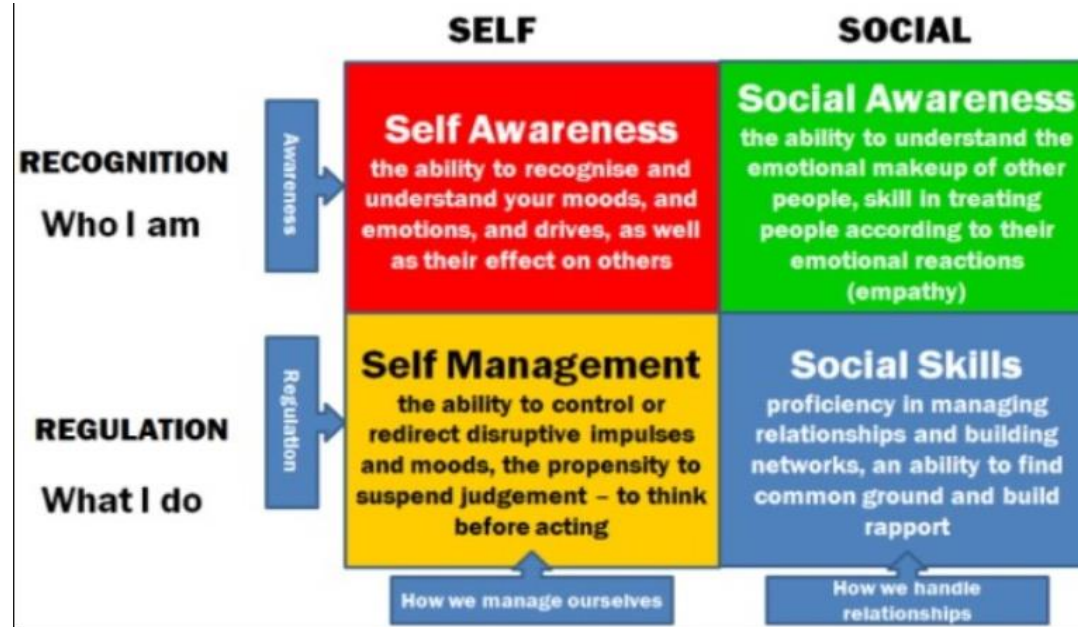
“The ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action.” 1990



Goleman argues that it’s not cognitive intelligence that predicts leadership success but emotional intelligence. He describes emotionally intelligent people as those with four traits. These people are:

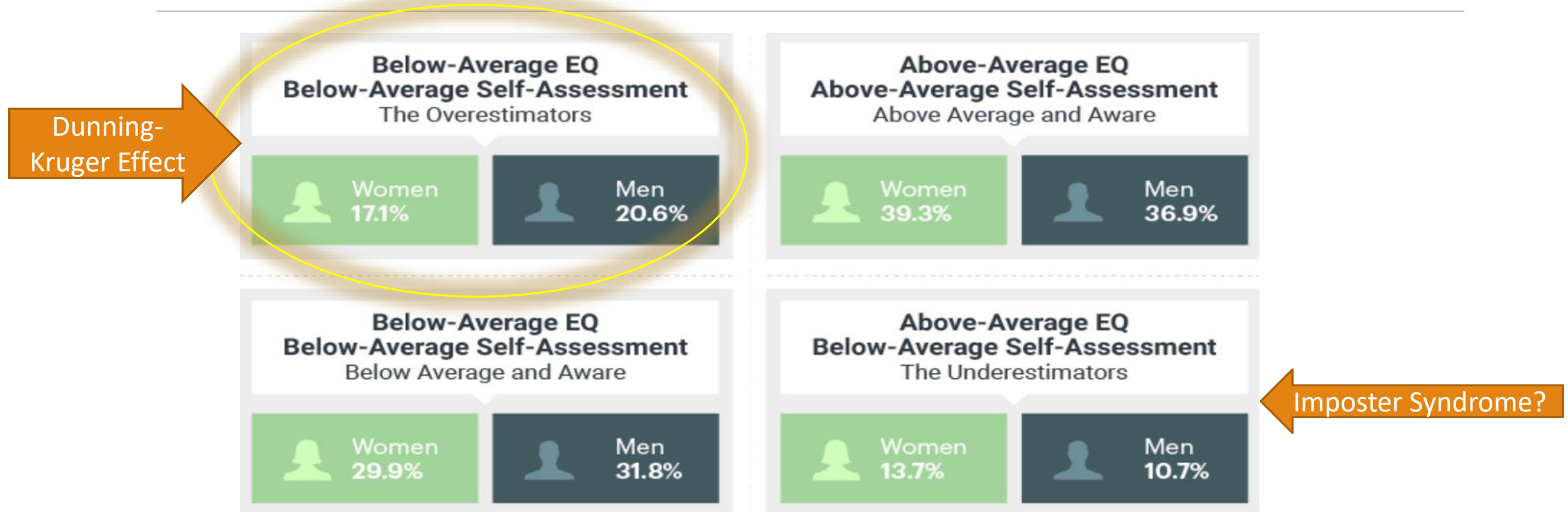
1. Good at understanding their emotions.
2. Good at managing their emotions.
3. Empathetic to the emotional drives of others.
4. Equipped to handle other people’s emotions.

From The Self to The Social ... and From Recognition to Regulation.





Constant Clash Between Self Perception and Reality.



2018 Paychex Worx Survey of 1,017 professional employees the Wong and Law Emotional Intelligence Scale.

Note: Researchers should have labeled top-left box Below-Average EQ/Above-Average Self-Assessment

Self-Awareness Means Being ...

1. Present and mindful.
2. Able and willing to see yourself clearly, as others may see you.
3. Honest about your personal and leadership strengths and weaknesses.
4. Fully conscious of how your emotions affect others, alter environments.





SELF-MANAGEMENT

The ability to regulate one's emotions, thoughts, and behaviors effectively in different situations. This includes managing stress, controlling impulses, motivating oneself, and setting and working toward achieving personal and academic goals.

1. Adjusting what you say/do based on reading the situation and reactions.
2. Being a participant in and observer of your leadership practice.
3. Managing your impulse control, stress contagiousness.
4. Balancing confidence with humility.
5. Listening and observing
6. Express purpose and passion for the vision/mission and encouraging others to do so.
7. Aligning what you say with what you do.

Means ...

PLACEBOEFFECT.COM

**OUR REACTION
TO A SITUATION
LITERALLY HAS
THE POWER TO
CHANGE THE
SITUATION
ITSELF.**

How to Build Self-Awareness and Self-Management Skills.

1. Think about them. Be intentional and thoughtful about their practice.
2. Slow down. Don't always instantly react. Train yourself before saying/doing something counterproductive ... or worse. Be patient.
3. Engage in self-reflection. "WHAT could I have done to handle that better?"
4. Ask for feedback and get some coaching.



How to Build Self-Awareness and Self-Management Skills

5. Study other people's strengths and weaknesses in these areas.
6. Keep a journal.
7. Consume media in these areas.
8. Meditate, exercise, practice yoga and deep breathing. Our impulse control is regulated physiologically, neurologically.
9. Reduce stress and negativity. Some of this is self-imposed.



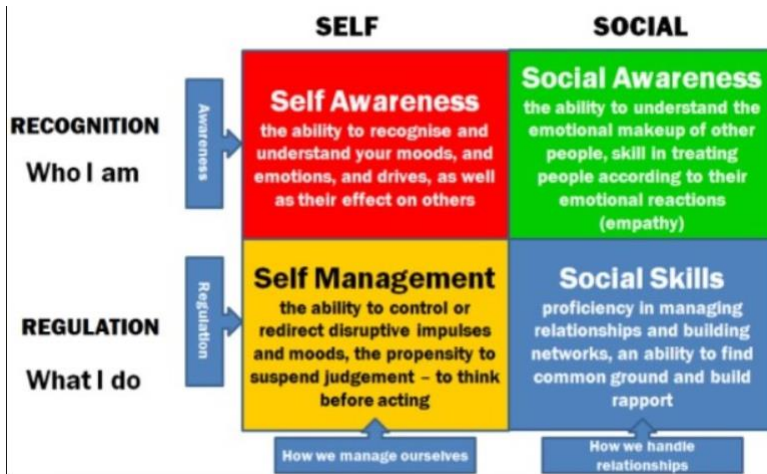
FROM ME 2 WE

From the “Self” to the “Social”

SOCIAL

Social Awareness

the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions (empathy)



Social Awareness/Empathy

The ability and willingness to understand the perspective of others, especially those from backgrounds unlike your own, and to accept and practice social, professional, and ethical norms for behavior.

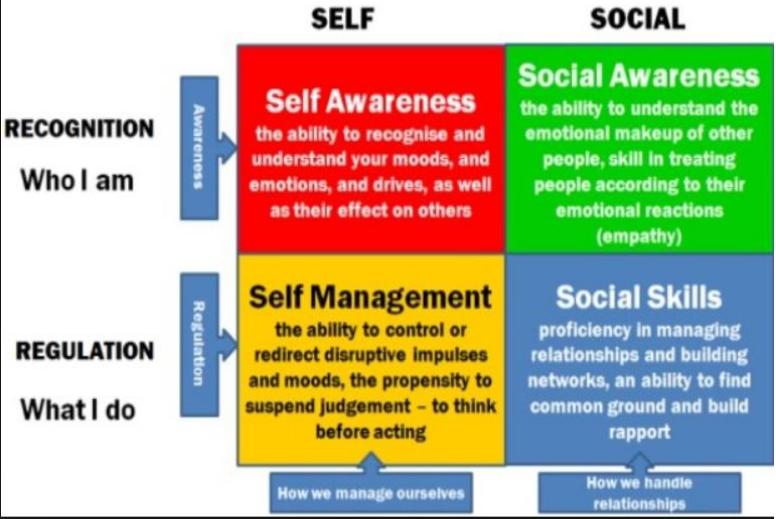
BAD RAP

Empathy Takes a Bad Rap

Empathy is a leadership skill:

1. Empathy is AWARENESS of individual, team, or organizational moods, motivations, and intentions.
2. Empathy provides INTELLIGENCE on how your students, faculty, staff, alumni, donors, and partners are feeling and, therefore, what they are thinking.
3. Empathy provides COMPETITIVE ADVANTAGE because emotions shape human behavior and it's better to understand them than to ignore them.

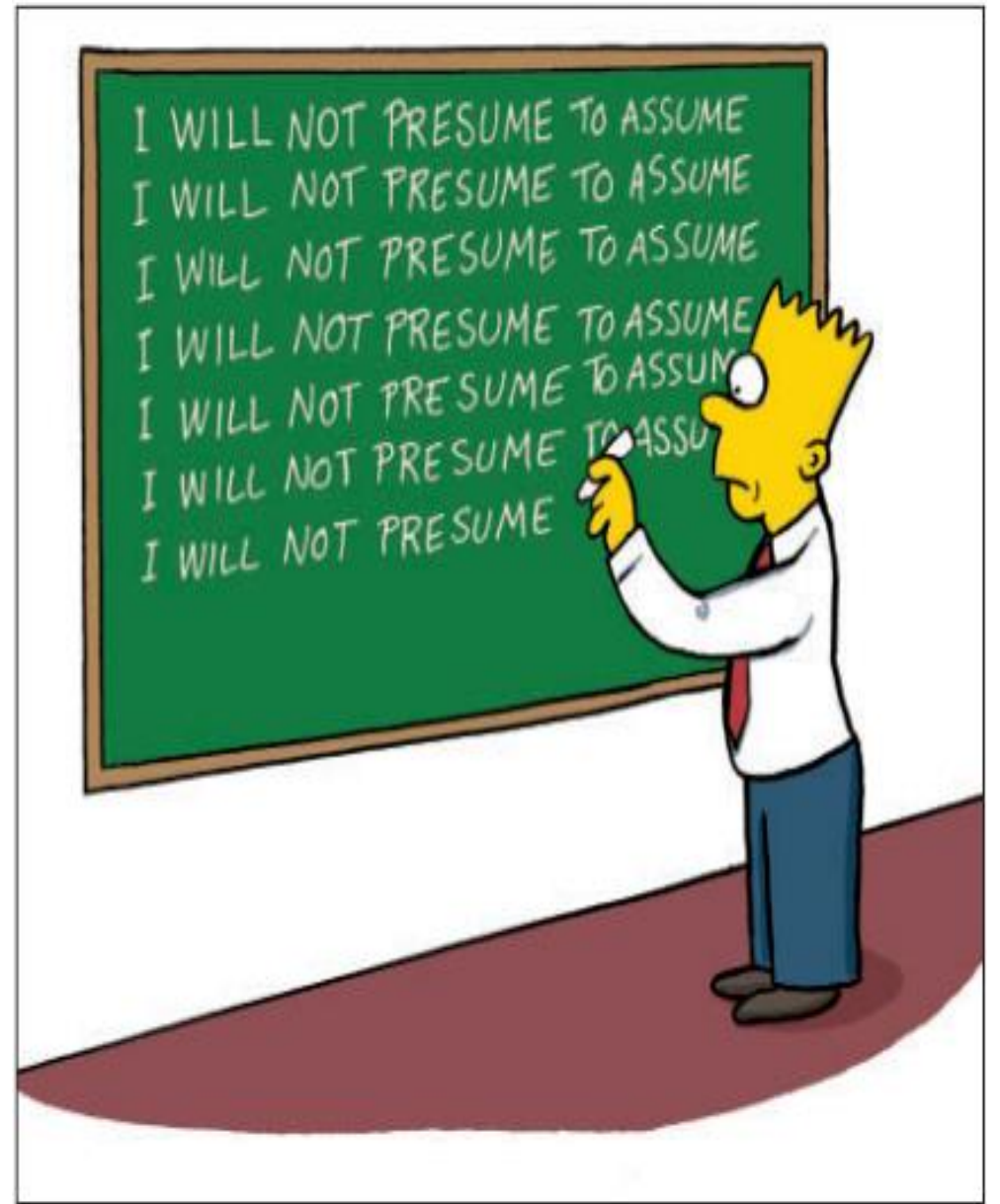
Social Skills
 proficiency in managing relationships and building networks, an ability to find common ground and build rapport



Just as Self-Awareness is Essential for Self-Management ...

Social Awareness is a Necessary Predicate for Social Skills.

2





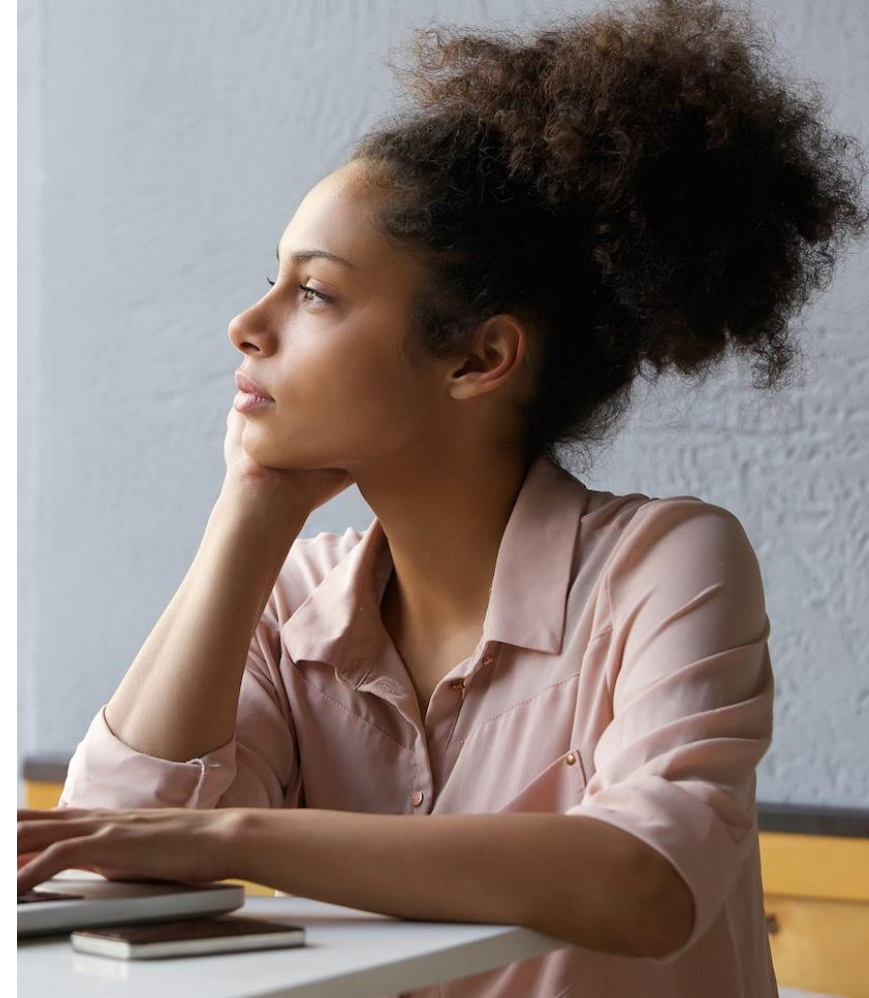
Louise **EVANS**



3

iNfLUENCE

suasion

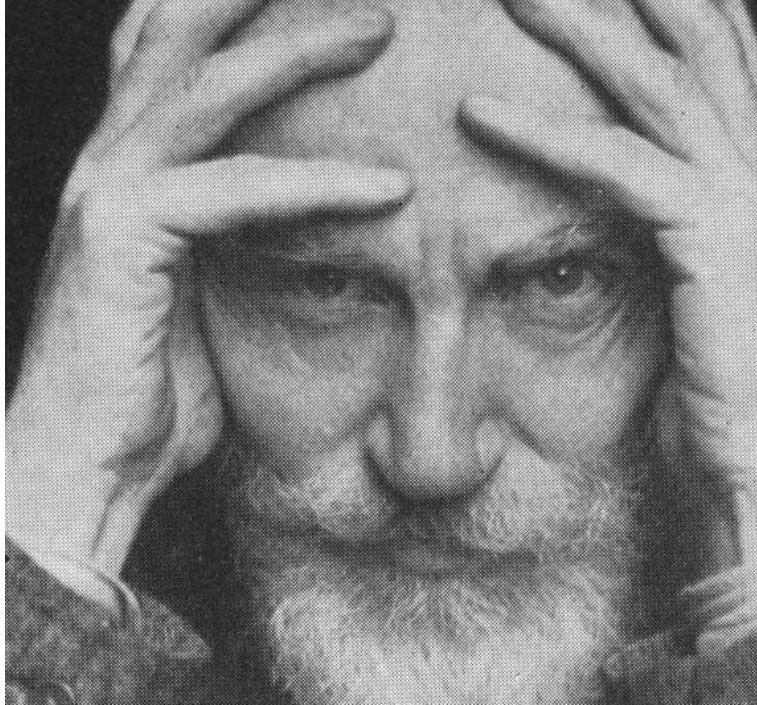


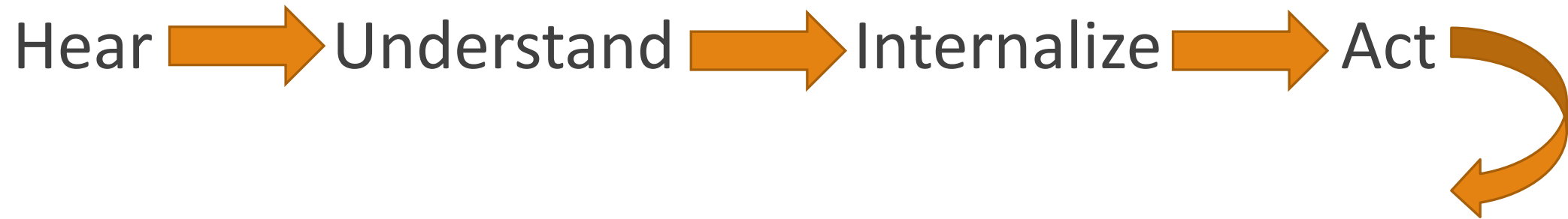
What If That's All We Have?
Especially in Shared Governance.

The Illusion

“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw





The Communications Continuum ...
Effectiveness Takes Time and Repetition.



Markham's Warning

1. Poor communication is often the scapegoat people point to most readily.
2. Yet, what are described as “communication problems” are sometimes not communication problems at all, or at least in large part. Instead, they may encompass matters of strategy, budget, politics, or personalities.
3. Ultimately, it is important to remember that criticisms of broad topics like communication may be a symptom, not a diagnosis. From there, it is crucial to examine issues more closely to determine what the solutions might be.

Harvard Business Review, February 22, 2017

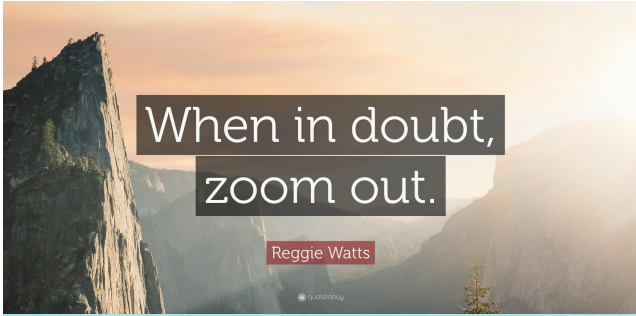
**Dig Deeper to Determine What,
In Addition to or Instead of
Communication, Might Be The
Real Issue.**

*Somewhere in
these issues are
real opportunities,
too.*

Symptoms

Presenting
Problems

Underlying Problems



When in doubt,
zoom out.

Reggie Watts

@reggielwatts

VISION



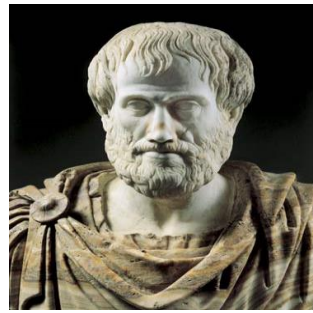
Governing Statements

Vision:

Vision is aspirational and inspirational. It evokes a destination. It's about *where* we are going in shared purpose, *why*, and why it matters. At their best, Vision Statements speak both about the institution and the larger society it serves. In this sense, vision is prescriptive. It's a call to action.

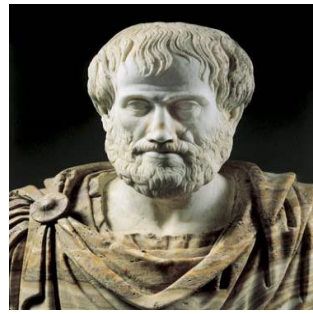
Mission:

Mission is more operational. It's about *what* we do and *how* we do it. It is more **descriptive** than vision. The best Mission Statements underscore what matters most to us in the execution of our work. Mission represents the daily journey we take on route to the destination presented in our vision.



Make Your Case – Waging Influence

- Take a moment and ask yourself ...
 1. What are my objectives with this communication? Is it needed ... now?
 2. What do I want the other party or parties to think/do as a result of this communication?
 3. What is the central point I'm making? What is the business case?
 4. Am I appealing to logic, emotion, or some combination of the two?
 5. Have I run my case and messaging by somebody else to get their feedback?



Make Your Case – Waging Influence

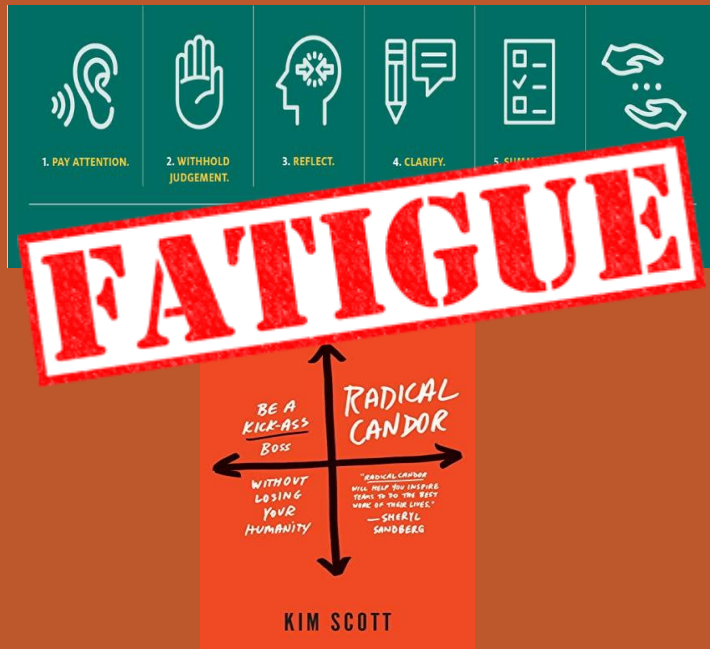
- Take a moment and ask yourself ...
 6. Have I kept my core points down to two or three and no more?
 7. Am I using data and stories to animate my case?
 8. Is my communication inclusive? Am I expressing myself well for different generations, other forms of diversity?
 9. Is my language free of acronyms, initializations, and jargon that some people may not understand, especially new employees and stakeholders?
 10. Does my choice of communication vehicle and time of day strengthen or weaken my case?

Am I running effective meetings?

Leadership Strategies

Active Listening Skills

Center for Creative Leadership



1. Radical candor (Kim Scott) requires the credibility of active listening. Listening is an essential cornerstone of successful communication, be it in person or on our screens.
2. Enormous workload and resulting fatigue can compromise our ability and willingness to listen well. We need to be highly intentional about listening (and observing) in our practice of leadership.
3. Reading signals!

Leadership Strategies

Active Listening Skills

Center for Creative Leadership



3. Successful active listening has six components, especially necessary when working in remote circumstances where relational aspects are weaker:
 - a. Paying attention – and being attentive to our nonverbal communication online
 - b. Withholding judgment
 - c. Reflecting
 - d. Clarifying
 - e. Summarizing, and
 - f. Sharing

Leadership Strategies

Turn Up Your Active Listening Skills and Know When to Disable Your “Auto Pilot”

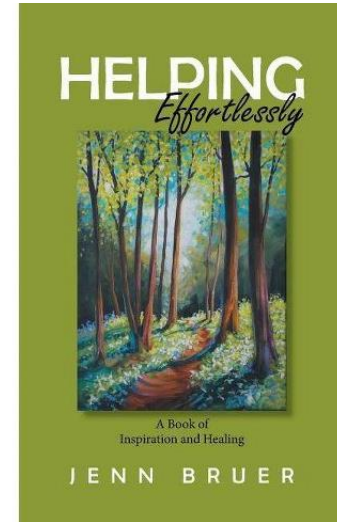
Bobbi LaPorte

TEDx Sonoma County

February 7, 2020



4



"As helpers, we often feel the need to see our impact in tangible, measurable ways. We allow negative language into our head about the 'broken system;' we look through a lens of 'it doesn't matter, I can't make a difference.' These ideas are surely contributing to our burnout."

Self-Care Strategies

“Evidence-Based Strategies
Shown to Help Leaders Cope with
Pandemic Stress”

Katya Fernandez and Cathleen Clerkin

Center for Creative Leadership, 2021

Based on Original Research

1. CCL touts resiliency, which they define as “responding adaptively to challenges. They see it as drawing on mental, physical, emotional, and social areas of our individual and collective well-being.
2. They offer eight evidence-based practices that help leaders strengthen their resilience and that of their people. Here are four of them:

Self-Care Strategies

“Evidence-Based Strategies Shown to Help Leaders Cope with Pandemic Stress”

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2. They offer eight evidence-based practices that help leaders strengthen their resilience and that of their people. Here are four of them:
 - a. **Relate:** Develop and nurture personal and professional relationships (support base) outside the company. Watch for excessive isolation.
 - b. **Exercise:** “Leaders make exercise a habit.” CCL has researched the links between physical activity and leadership effectiveness. “When you’re time pressed and stressed out, that’s exactly when you need to make time to exercise.” Regular exercise helps process stress, reduce anxiety, improve sleep, and increase our immunity.
 - c. **Sleep:** CCL has also researched the links between sleep and effective leadership. They recommend 7-8 hours/night. “Sleep deprivation can lead to poor memory and diminished focus and slower responses, making it difficult to make important decisions in uncertain work environments.”
 - d. **Learn:** Crises – even or especially sustained ones – underscore the adage that “great leaders are great learners.” “Don’t hold onto old behaviors and skills because they’re familiar, especially when it’s obvious they don’t work anymore.”

Self-Care Strategies

“Evidence-Based Strategies
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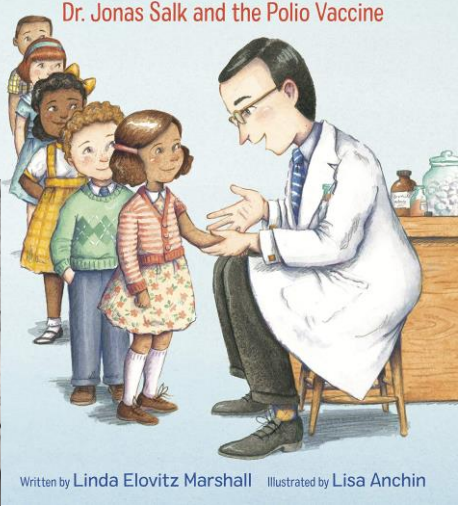
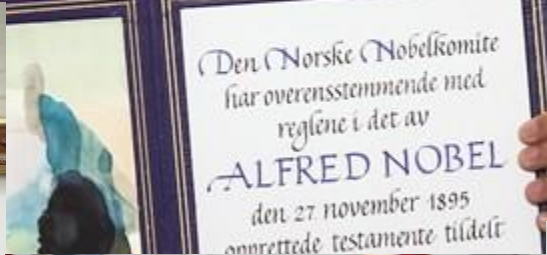
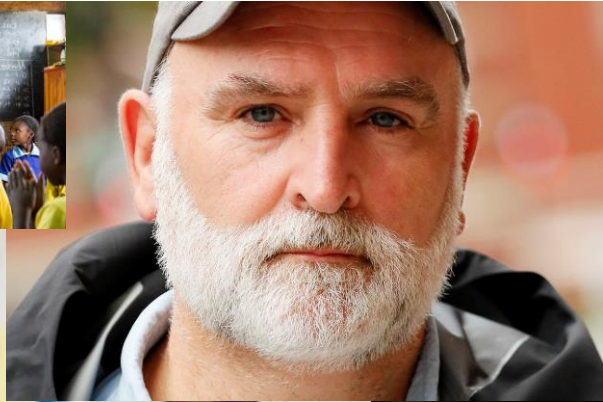
2. And there's a fifth one, too:

- e. **Savor:** Deliberately enhance a good mood by prolonging and savoring the good things in life. Yes, CCL researched this, too. “Neuroscience research suggests that our brains have a negativity bias, so leaders must be intentional about reaching for positivity (and gratitude) to enhance resilient leadership.”







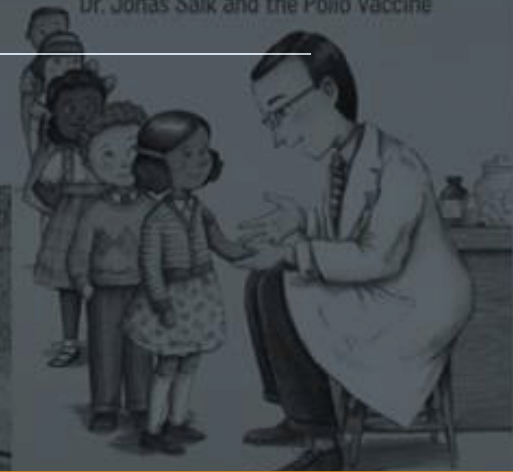






They are in good company
because of you!

Dr. Jonas Salk and the Polio Vaccine



Learn More

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