

Being an Effective Organizational Leader

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Disclosures

No Financial Conflicts to Disclose



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1 Be Trustworthy



Why is trust important?
*Provides the loyalty to get things done
 Referent power*

How is trust build?
Fill the marble jar, one marble at a time



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1 Be Trustworthy

What does building trust look like as a leader?

- Be who you say you are.**
Acknowledge any "say-do" gaps
- Treat others with dignity.**
Be a safe place to fail
- Balance transparency with discretion.**
Information is a form of power, use it responsibly

Adapted from Ron Carucci, "Build your reputation as a trustworthy leader", Harvard Business Review, June 11, 2021



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2 Be Self-Aware

1

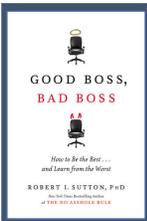
Stay "in tune" with how others perceive you

Take note of how they react to what you say and do

2

Acknowledge your strengths & weaknesses

Be straightforward about what you offer




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3 Develop your Political Savvy

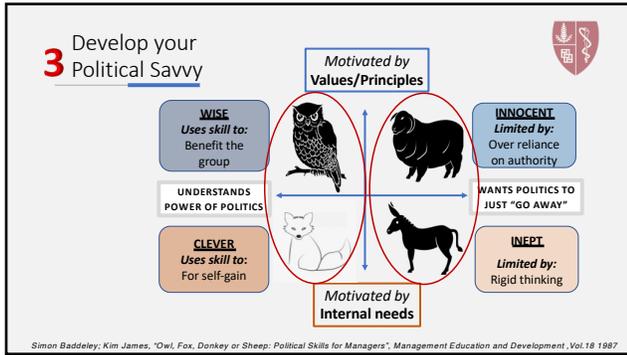
- ❖ Political savvy is a critical leadership skill
- ❖ Politics, used responsibly, leads to positive change
- ❖ Politics is fundamental to social dynamics
- ❖ Political savvy can be learned



Simon Baddley; Kim James, "Owl, Fox, Donkey or Sheep: Political Skills for Managers", Management Education and Development, Vol.18 1987



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4 Create a Supportive Network

Who is in your inner circle?

Is your network diverse?

CRITICAL PEOPLE TO HAVE IN YOUR NETWORK:

- Information Person**
go to for critical data
- Connector**
knows everything that is going on
- Mentor**
a senior trusted advisor
- Energizer**
who you call when having a bad day
- Savvy Advisor**
who understands the politics of your organization

Jane Horan, I Wish I'd Known That Earlier in My Career: The Power of Positive Workplace Politics

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Being an Effective Organizational Leader

1. Be Trustworthy
2. Be Self-Aware
3. Develop your political savvy
4. Create a supportive network

YOUR IMPACT

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Thank you!

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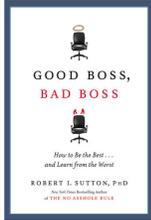
1 Be Trustworthy

"Trust is not built in huge sweeping moments. It's built in tiny moments everyday."

-Bréne Brown

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2 Be Self-Aware



1

Stay "in tune" with how others perceive you

Take note of how they react to what you say and do

2

Acknowledge your strengths & weaknesses

Set expectations and avoid misunderstandings

3

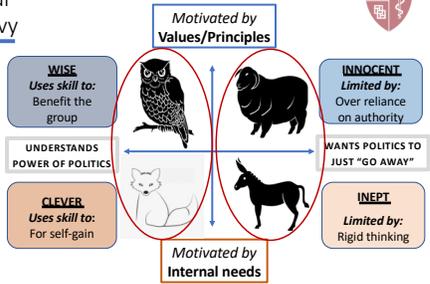
Keep your cool

Stay curious and avoid reacting in the moment

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3 Develop your Political Savvy

Political savvy is a critical leadership skill



The diagram illustrates the Ovi, Fox, Donkey, and Sheep model of political skills. It features four quadrants around a central cross:

- Top-Left (Owl):** Motivated by Values/Principles. **WISE**. Uses skill to: Benefit the group.
- Top-Right (Sheep):** Motivated by Values/Principles. **INNOCENT**. Limited by: Over reliance on authority.
- Bottom-Left (Fox):** Motivated by Internal needs. **CLEVER**. Uses skill to: For self-gain.
- Bottom-Right (Donkey):** Motivated by Internal needs. **INEPT**. Limited by: Rigid thinking.

Horizontal arrows indicate: **UNDERSTANDS POWER OF POLITICS** (left to right) and **WANTS POLITICS TO JUST "GO AWAY"** (right to left). Vertical arrows indicate: **Motivated by Values/Principles** (top to bottom) and **Motivated by Internal needs** (bottom to top).

Simon Baddeley; Kim James. "Ovi, Fox, Donkey or Sheep: Political Skills for Managers", Management Education and Development, Vol.18 1987

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