

# Bob Easter

President, *Emeritus*

Dean of Agricultural, Consumer and Environmental  
Sciences, *Emeritus*

Professor of Animal Sciences, *Emeritus*  
University of Illinois





*ncpre*

Developing values-driven,  
effective leaders and advancing  
institutional integrity through intentional  
professional development.

We create tools, systems, and resources to help universities and others educate about ethics, the responsible conduct of research, and leadership.

## About NCPRE

Founded with an NSF grant to create a national online ethics resource center, and now collaborating on a \$3M academic leadership development program.

From our home in the College of Engineering, NCPRE is intentionally multidisciplinary to connect silos of research and programs to develop professionals and leaders.

We bring a practical perspective to ethics in professional life, in academia and beyond. We deploy evidence-based research in our work.



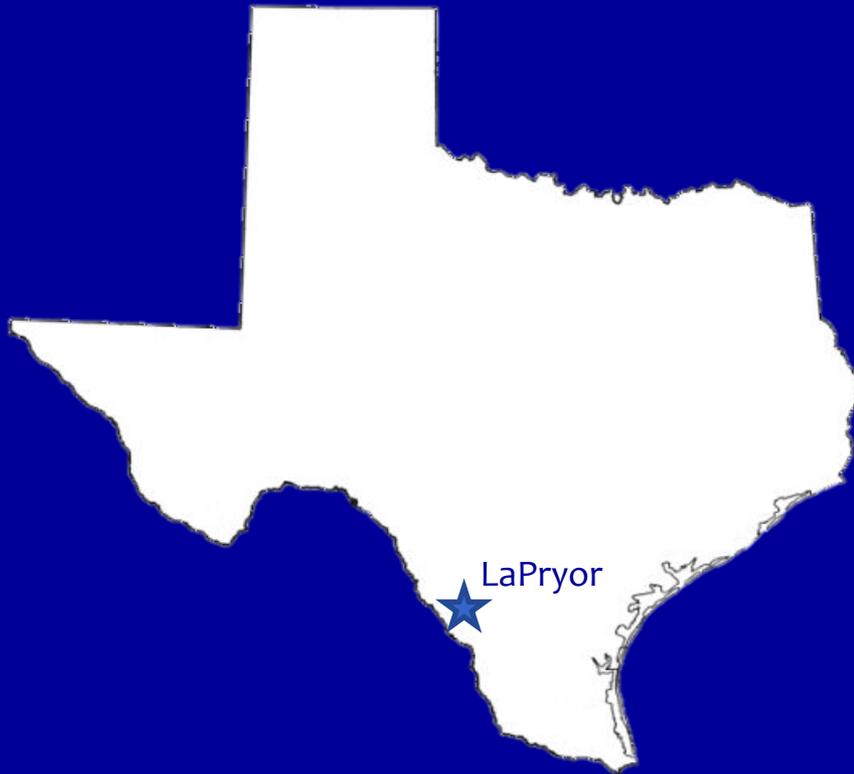
*ncp*re

National Center for Research and Professional Ethics



<http://ethicscenter.csl.Illinois.edu>

# Bob Easter, circa 1962



# FFA

- Chapter President
- District President
- Area Vice-President
- State Vice-President



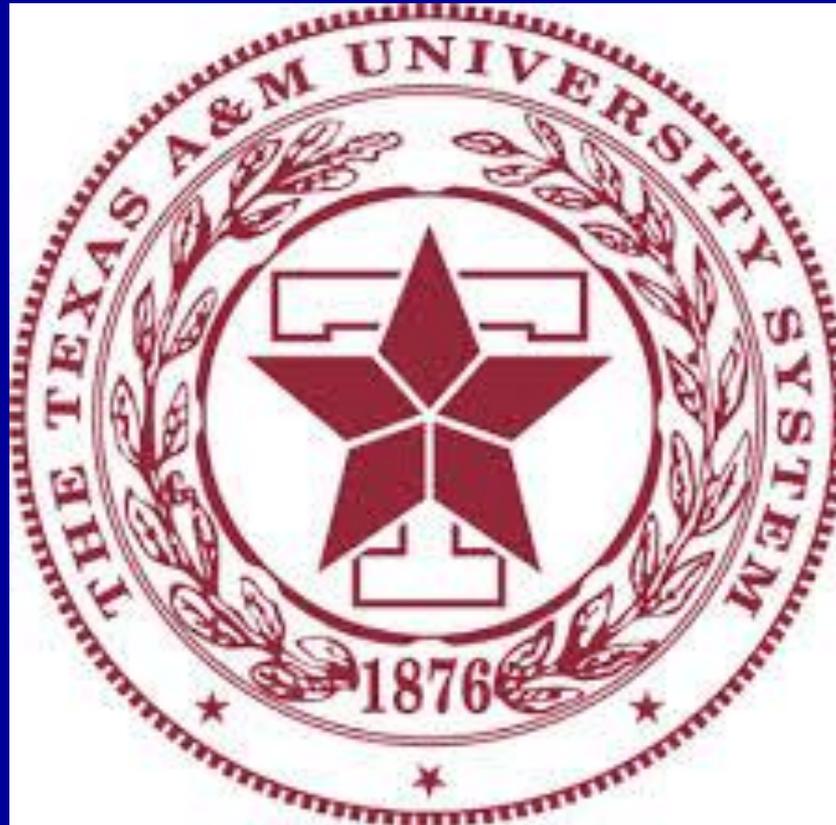
# Southwest Texas Junior College

## Student Body President



# Education and Leadership

## Student Senator



Leadership = Elections, Speeches and  
Parliamentary Procedure

# Masters Degree in Animal Nutrition



ROTC - Reserve Officer Training Corp

# One hot August afternoon in the Ohio River Valley.....



[www.defense.gov](http://www.defense.gov)

Leadership is more than giving  
speeches and winning elections

# Definition of Leadership

“Leadership is **influencing** people—by providing purpose, direction, and motivation.”

U.S. Army Field Manual 22-100

“Management is the organization and coordination of activities of a business in order to achieve defined objectives.”

[www.businessdictionary.com](http://www.businessdictionary.com)

Leadership is about taking action.....



FM 22-100

## **ARMY LEADERSHIP**

**BE, KNOW, DO**

August 1999



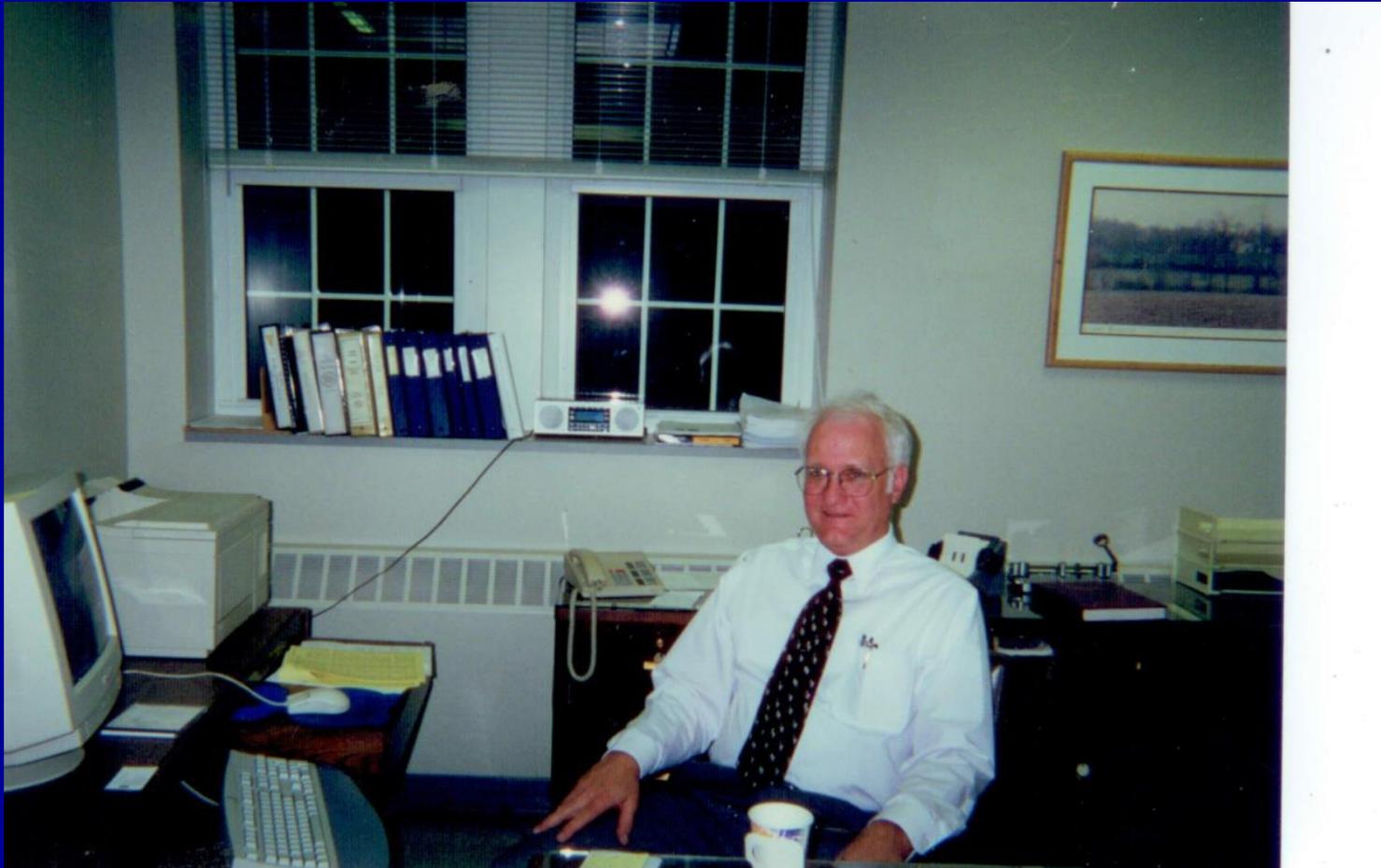
Headquarters, Department of the Army

# Levels of Leadership

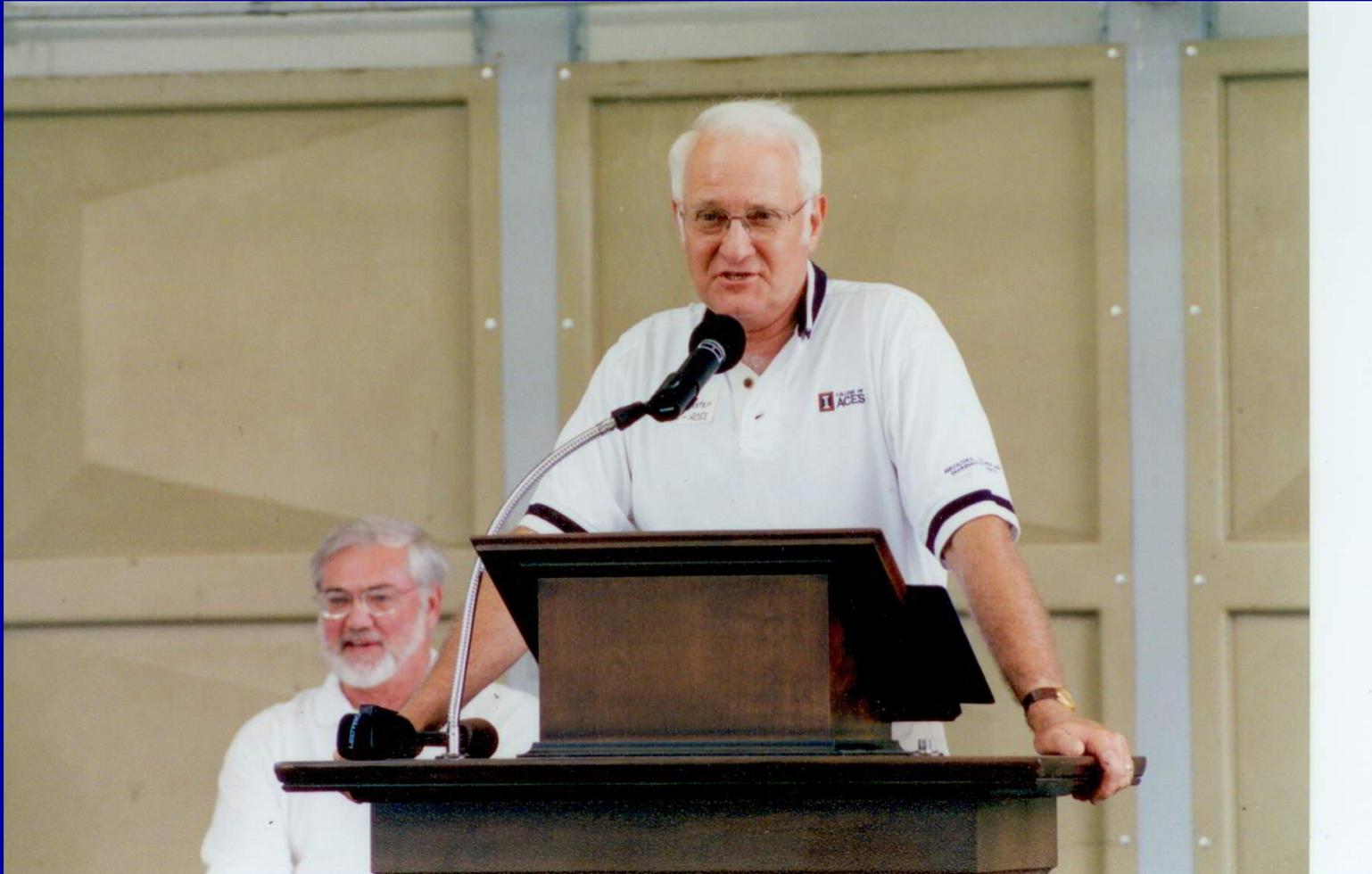
- Direct leadership (face-to-face; frontline leader)
  - Academic Department Head
- Organizational leadership (influence hundreds to thousands through policies and plans)
  - Deans
- Strategic leadership (overarching structure- set direction and strategy)
  - Chancellors and Presidents

Each level of leadership requires a  
different approach

# Department Head - Hardest Job on Campus



# Dean of Agriculture – Best Job on CampUS



# Chancellor - A Fun Job



# Chancellor – A Fun Job



# President – A Leadership Skill Test



The success of any enterprise involving  
two or more people depends on  
leadership.

What Advice Would I Give  
an Emerging Leader?

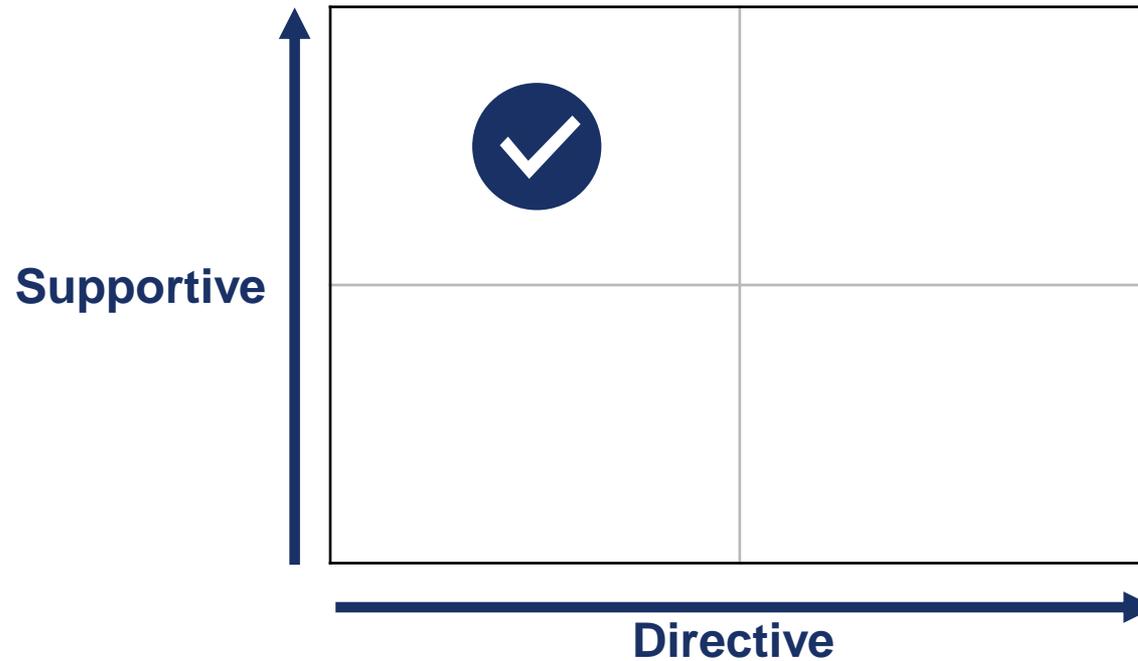
There is no “I” in Leader

# Organizational and Strategic Leadership is a Team Effort

Accept the Reality that you can't do it all

- Carefully select your immediate staff
  - Deep knowledge of the organization and its culture
  - Trusted and trustworthy
  - Solid understanding of the role of a supporting “actor”
  - Able to engage with a variety of personality types
  - Willing to work hard and selflessly
  - Tough
  - Willing to speak truth to the leader (not “yes” men or women)
  - Has personal flexibility

# Understand Yourself (Blake-Mouton Grid)



# Effective Leaders

- Have vision
- Relish the opportunity to provide leadership during periods of difficulty
- Can build consensus within the unit being lead
- Skillfully navigate external and hierarchical obstacle to achieve unit goals in a timely manner

Leaders must be visible.....



# Lead with Intention

Lead with a clear sense of purpose and direction in mind....

Understand that how you get here is just as important as what you are trying to achieve; the right goal can be undermined by flawed or absent process.

Leaders are Team  
Builders and Coaches

# Empathy

The ability to see  
yourself through the  
eyes of another



# Executive Presence

1. Assume the role
2. Focus on the conversation, not yourself
3. Stand tall, make eye contact
4. Speak confidently, naturally, clearly
5. Don't speak rapidly or say too much
6. Get to the point
7. Answer questions clearly

# Know those who influence decision makers

Always remember that “little people can be very helpful

Actions Express Priorities



# Actions Convey Messages

Behavior *What you say (verbal) and do (none-verbal)*

Interpersonal Behavior: *What you say and do when interacting with one or more people*

Personality: *Combination of ideas, values, hopes, dreams attitudes and behavior that others can observe - everything a person is*



Policy and procedures  
are your friends

# Leaders Must Be Persistent

*“Nothing in this world can take the place of persistence.*

*Talent will not: nothing is more common than unsuccessful men with talent.*

*Genius will not; unrewarded genius is almost a proverb.*

*Education will not: the world is full of educated derelicts.*

*Persistence and determination alone are omnipotent.”*

Calvin Coolidge

# The University of Illinois - Springfield

## *The Missing Piece for Creating a Campus Culture*



*Chancellor Susan Koch*



*Campus*

# Persistence – The University of Illinois-Springfield **Student Union**



***Grand Opening  
January 14, 2018***

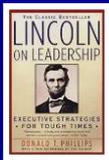
# Purpose

- Why am I doing this work
- Does it really matter to anyone

Lack of a shared sense of purpose can contribute to underperformance, infighting and unit dysfunction.



*“Every leader must realize that the power to motivate followers resides almost solely in the ability to communicate effectively.”*



Donald T. Phillip  
*Lincoln on Leadership*

# Thinking about leadership

Think of five individual leaders you have known and worked with at some point in your career.

What did these persons do or say that characterized their approach to leadership?

Are there any lessons you draw from observing these leaders?

# Leadership Styles

Autocratic



Participative



Delegative





Andrew Allyene  
Mechanical Science and Engineering

# Key Lessons

Successful leaders recognize that much of leadership is situationally driven.

Successful leaders master a number of techniques and styles that can be consciously deployed.

Choose your leadership persona to match unit needs, your goals.

- Improve your self-awareness and self-mastery.

Be realistic when assessing situations you will face.

# Most Leadership Interactions Involve Some Degree of Negotiation



# The Art of Negotiation

1. What does he or she need to leave the meeting successful? (What are his or her interests)
2. What can I afford to give up to make him or her successful? (Make an integrative deal?)
3. Deal with it... politics by whatever name is always involved.

# Dealing with the bigger picture



# Two Words

A photograph of a ballerina in a white tutu performing a leap on a stage. She is in mid-air with her arms extended. In the background, other dancers and a conductor are visible on the stage.

## agility

The ability to move quickly and easily to effect desired action.

A photograph of a complex, geometric metal structure, possibly a tower or bridge, with many intersecting beams and supports. The structure is dark and set against a light background.

## hierarchy

A system or organization in which people or groups are ranked one above the other according to status or authority.

# Sources of Power

- Age
- Education
- Ethnicity
- Position
- Moral Authority
- Rewards/Sanctions
- Money/Funding
- Expertise/Knowledge

- Information
- Bullying
- Coercion/Force
- Connections
- Relationships
- Strong Convictions
- Inspiration/Vision

# Networking

*The art of building trusted relationships based on personal interactions.*

“Decisions are made by those who show up and it is not only at official meetings.”

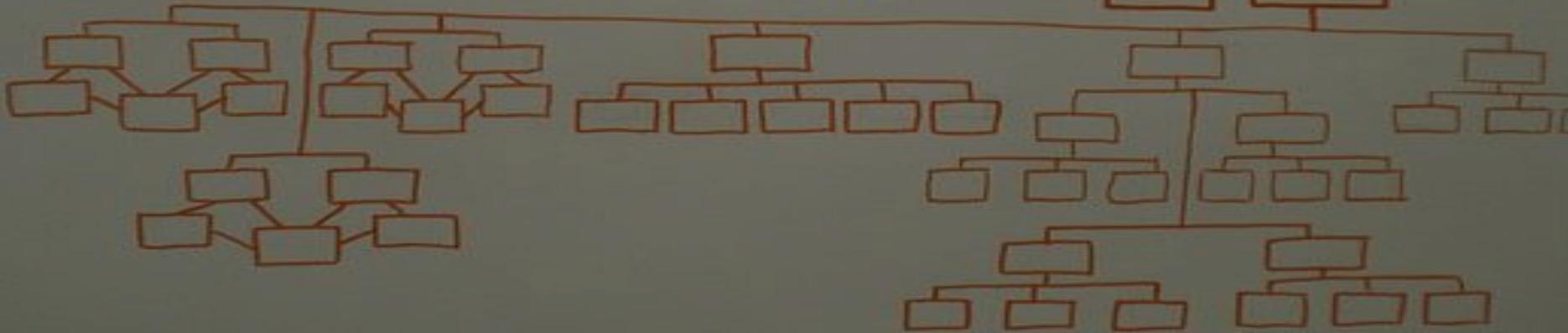


**David L. Chicoine, Vice-President, Technology and Economic Development, University of Illinois 2001-2006**

# Understanding Organizational Power

*The ability to do, act, or produce.*

*Who influences what aspects of decisions important to your unit?*





Contrary to popular belief, academic institutions are dynamic and ever-changing.

Agile organizations are able to move aggressively to seize opportunities.

Leaders of agile organizations know how to operate with great effectiveness within complex hierarchies.

# Change

“When a paradigm changes,  
everyone starts over”

**Joel Barker, Futurist**

Often incremental.

Sometimes  
revolutionary.

An agile leader will  
anticipate change and  
find opportunities.

# Paradigms – the way we do things.



# Impediments to Change

1. Rigor / close minded thinking  
*“we always do it this way”*
2. Us / them thinking  
*“they don’t get what it is like here”*
3. Group think & narcissism  
*“you’re stupid”*
4. Lack of social skill and emotional intelligence  
*“only a woman would say that”*
5. Lack of political skill and social monitoring  
*“we are always right here”*
6. Lack of proactive behaviors  
*“we can wait you out”*
7. Bad calibration with larger unit efforts  
*“the campus plan isn’t useful”*
8. Misuse of power  
*“who does he think he is?”*
9. Lack of / bad communication  
*“I heard a rumor...”*

***“The single biggest problem in communication is the illusion that it has taken place.” — George Bernard Shaw***



# Managing Change

# An Unfortunate Truth

*“The major reason employees resist change at work is because of bad management of change.”*



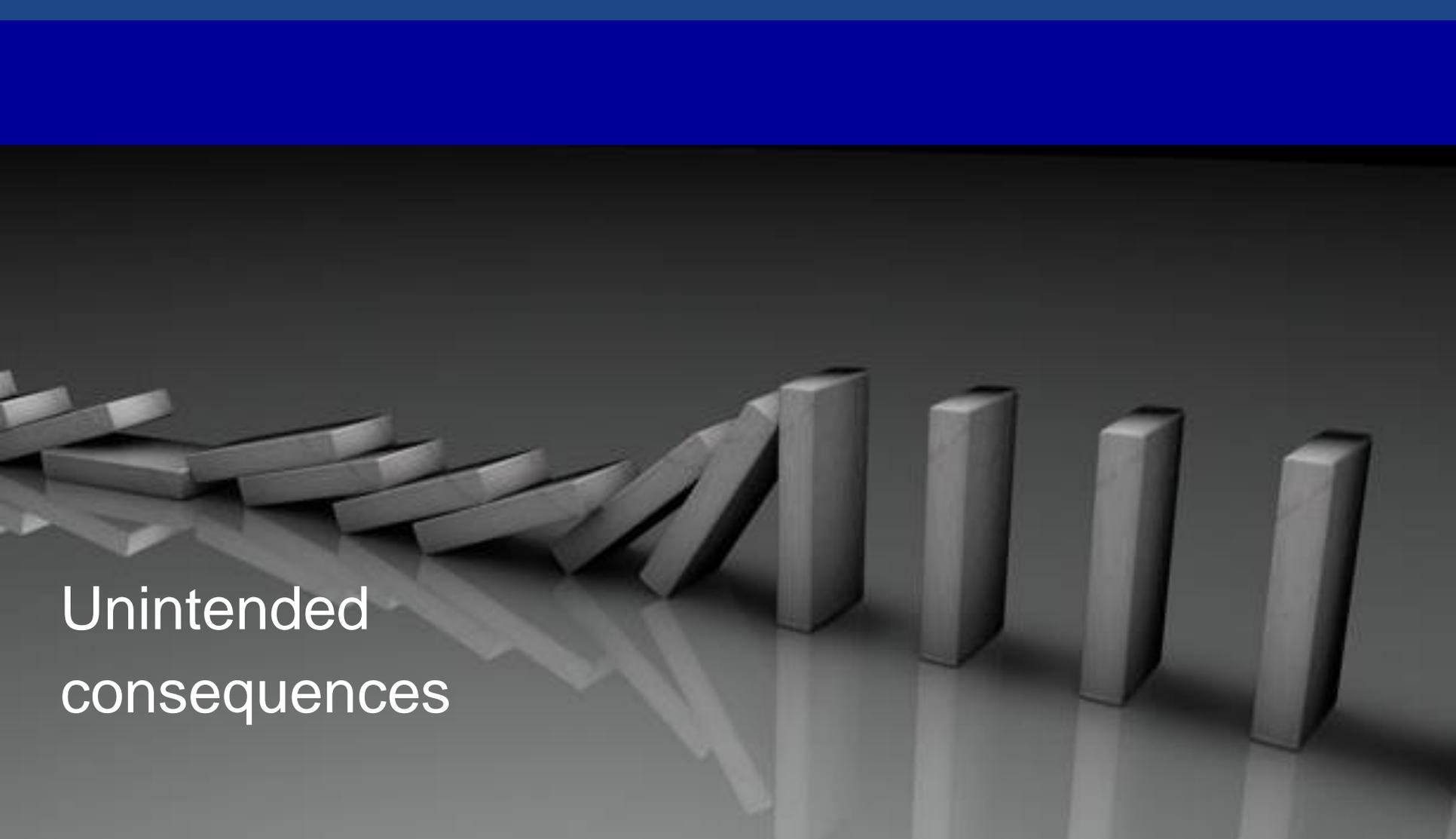
Catherine Adenle, Director, Employer Brand,  
Elsevier Founder, ChangeCentralPro

# Some Reasons Change Efforts Falter and Fail

1. Not establishing a great enough sense of urgency
2. Not creating a powerful enough guiding coalition
3. Lacking a vision
4. Under-communicating the vision by a factor of ten
5. Not removing obstacles to the new vision
6. Not systematically planning for and creating short-term wins
7. Declaring victory too soon
8. Not anchoring changes in the organization's culture



John P. Kotter, "Leading Change: Why Transformation Efforts Fail," *Harvard Business Review* (March-April 1995), pp. 59-67.



Unintended  
consequences

A microphone on a stand is positioned in the lower-left quadrant of the image. The background is dark with several bright, out-of-focus stage lights creating a bokeh effect. The overall mood is dramatic and focused.

A final note:

If the leader does not  
step into the role,  
someone else will.