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NORTHWEST COMMISSION ON
COLLEGES AND UNIVERSITIES

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On Leadership

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Overview

- Trends
- Leadership
 - Traits and skills
- Change
- Take home message



Trends

- Global competition
- Population
- Pandemics
- Migration
- Demographic changes
- Equity issues and disparities
- Budget challenges
- Conflict
- Innovations
- Big Data
- Technology and smart systems
- COVID 19 pandemic
- Automation, Robotics
- Health and mental health
- Ecological footprint
- Climate change
- Sustainability
- Gig economy
- Value proposition
- Fake news, alternative facts
- Hyperpartisanship
- Anti-intellectual
- Anti-science, science denialism
- Systemic racism, social justice



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Je ne sais quoi

Leadership

Indescribable Quality



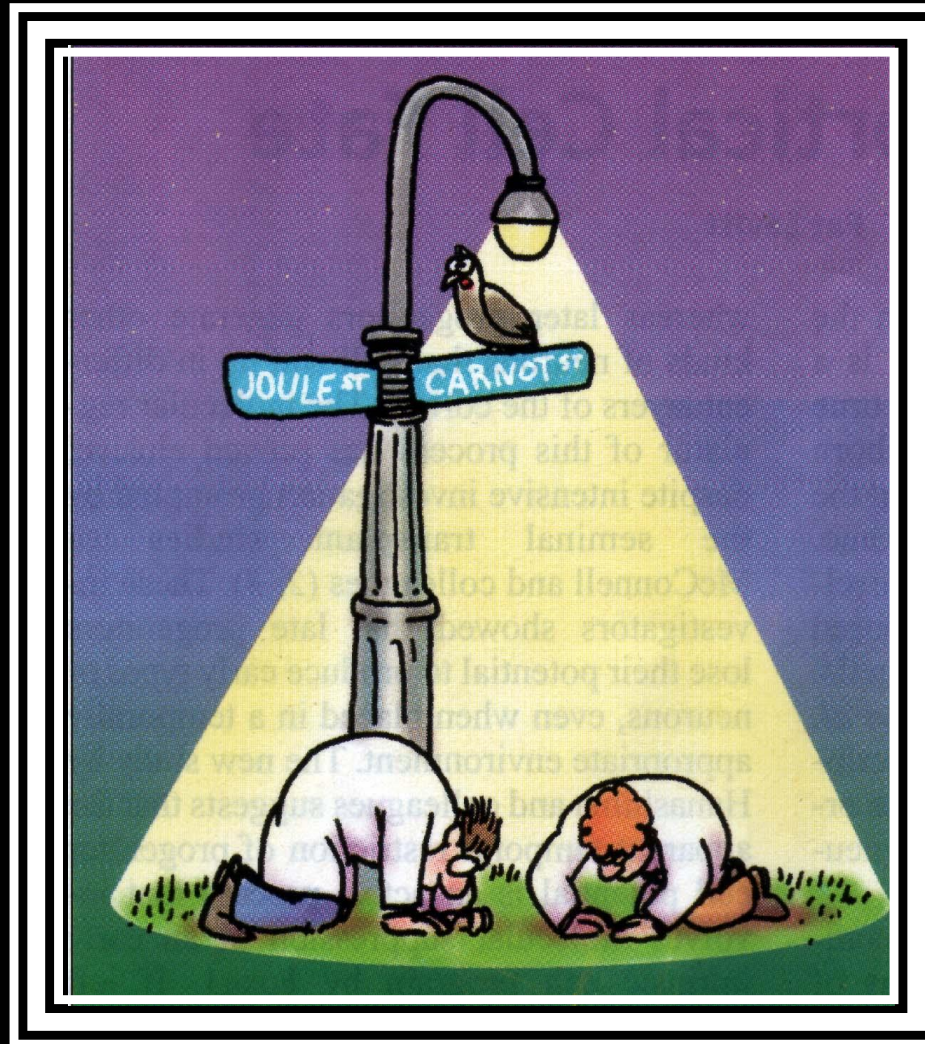
...I know it when I see it

– Justice Potter Stewart





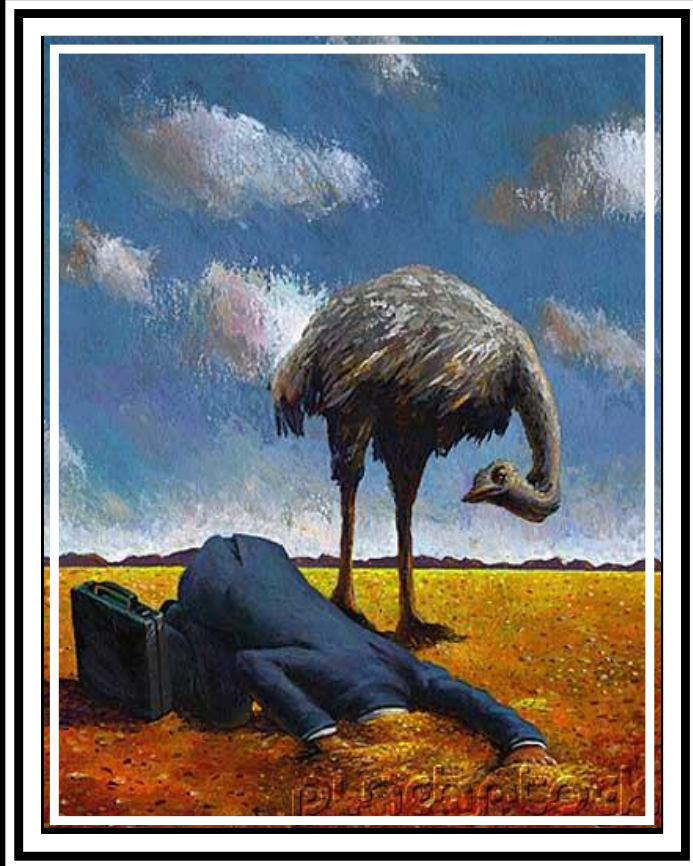
Comfort Zone



Science 303:47-48 (2 January 2004)



Leadership is ... About Managing Change



- Relationships
- Ecosystem
- Culture and language
- Policies and structures
- Leadership and management
- Risk and crisis communication
- Cross-cultural issues
- Connecting the dots
- Continuous process improvement
 - Six Sigma, Kaizen, Agile, Scrum, etc.



Leadership = Change

PEARLS BEFORE SWINE





Traits

- **Open/Participatory:** accessible/takes part in
- **Delegate:** assign and entrust
- **Cheerleader:** one who initiates and directs
- **Pride:** satisfaction from achievements of others
- **Communication:** interchange of information/opinions
- **Cooperation:** collaboration/team effort
- **Integrity:** unimpaired moral principles
- **Courage:** encounter difficulties with firmness
- **Charisma:** inspire enthusiasm and support
- **Empathy:** perception and understanding
- **Vision:** ability to imagine and prepare for future
- **Entrepreneur:** deal with or initiate



Effective Leaders

- Broad interests
- Open minded
- Ethical
- Problem-solving skills
- Critical-thinking skills
- Writing and speaking skills
- Team skills
- Confident, but not obnoxious
- Goal oriented
- Respectful
- Commitment
- Optimistic personality
- Interactive
- People skills
- Digital skills
- Attitude
- Drive for accomplishment
- Courage to take a stand
- Visibility
- Empathic



Transactional Leadership

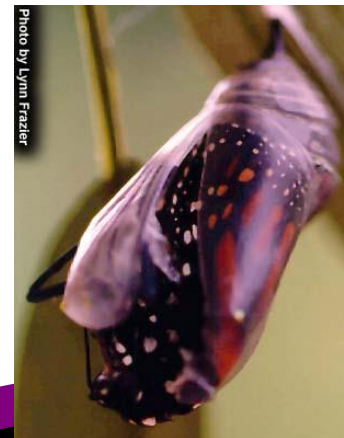
Transactional leaders maintain the status quo!



Oral trophallaxis between workers of *Camponotus gigas*. Photo M. Pfeiffer.
<http://www.antbase.de/ecology/Trophallaxis.htm>



Transformational Leadership





Leadership is ...

- Shared effort
 - Value proposition
 - Community of purpose
 - Strategic alliances
 - Shared vision
 - Shared values
- Mission-based
 - Proactive versus reactive
- Convening and collaborating
- Doing by example
- Facilitating/Delegating
- Getting buy-in
- Doing more than the minimum
- Disruptive innovator
- Cheerleading
- Articulating value proposition
- One size does not fit all
- Being optimistic
- Making a difference
- Managing time
- Being efficient
- Being thick skinned
- Advocating
- Enjoying
- Being unafraid
- Taking Risks

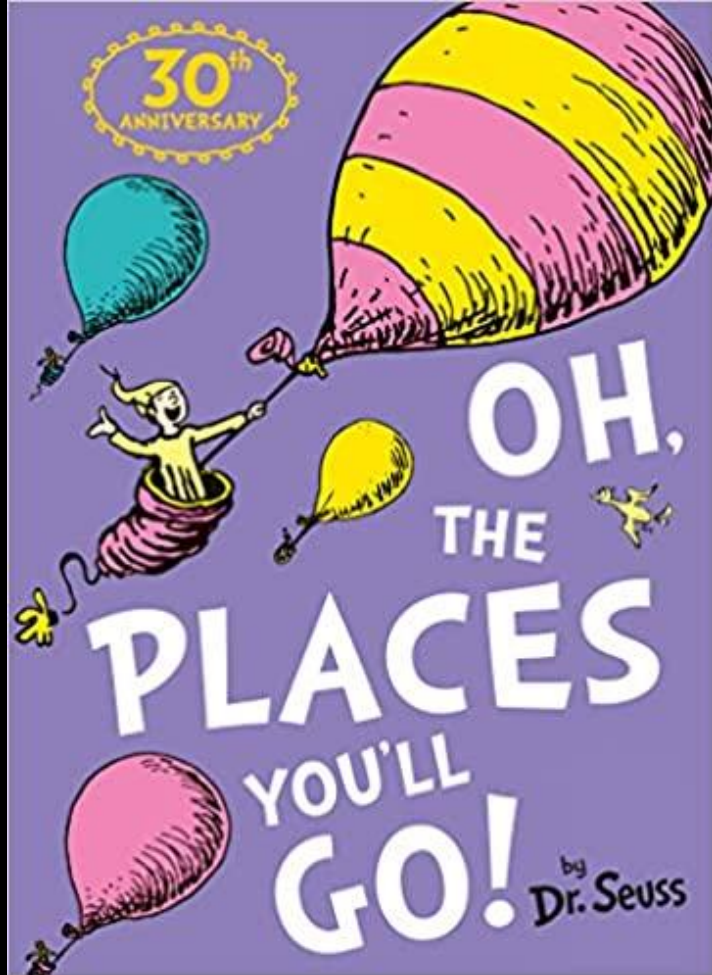


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You have brains in your head,
You have feet in your shoes,
You can steer yourself any direction
you choose.

– Dr. Seuss