



Chief District
Court Judge
Regina
Parker





Leadership Challenge

- What is a large complex challenge you face?
- Who needs to be engaged in responding to this challenge?



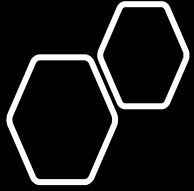
Leadership Definition

- “Leadership is influence - nothing more, nothing less.” - John Maxwell
- “Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential.” - Warren Bennis
- “Leadership is more than just criticism. It’s what you pour into people, and what you get out of people.” – Norris Parker
- “Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.” - Alan Keith



Leadership Research

- Leadership is service to the people, society, and public interest (Cooper and Wright 1992; Riccuci 1995)
- Good leadership is necessary for organizational survival (Robbins & Judge, 2010)
- Leaders make the difference between success and failure (Robbins & Judge, 2010)

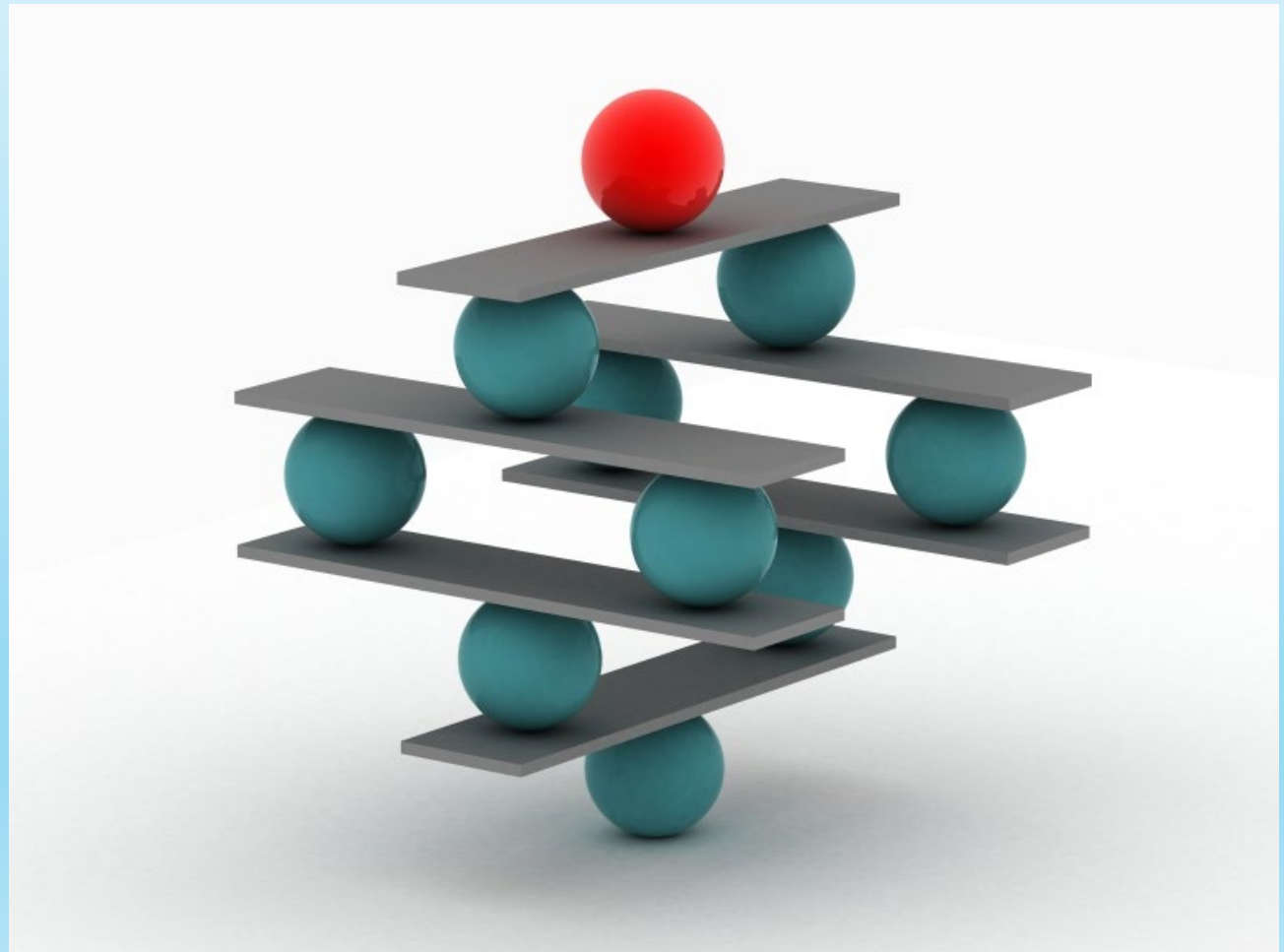


The Context of Leadership

- Leaders make things happen, but things also make leaders happen
 - What leaders can do always influenced by the stage on which they play their role
- Leadership is a relationship, a subtle process of mutual influence
 - Leaders are non independent actors: they both shape and are shaped by circumstances and their constituents
- Leadership is distinct from position – you can lead from anywhere

Leadership is the art of
mobilizing others to want to
struggle for shared aspirations.

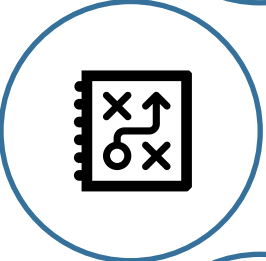
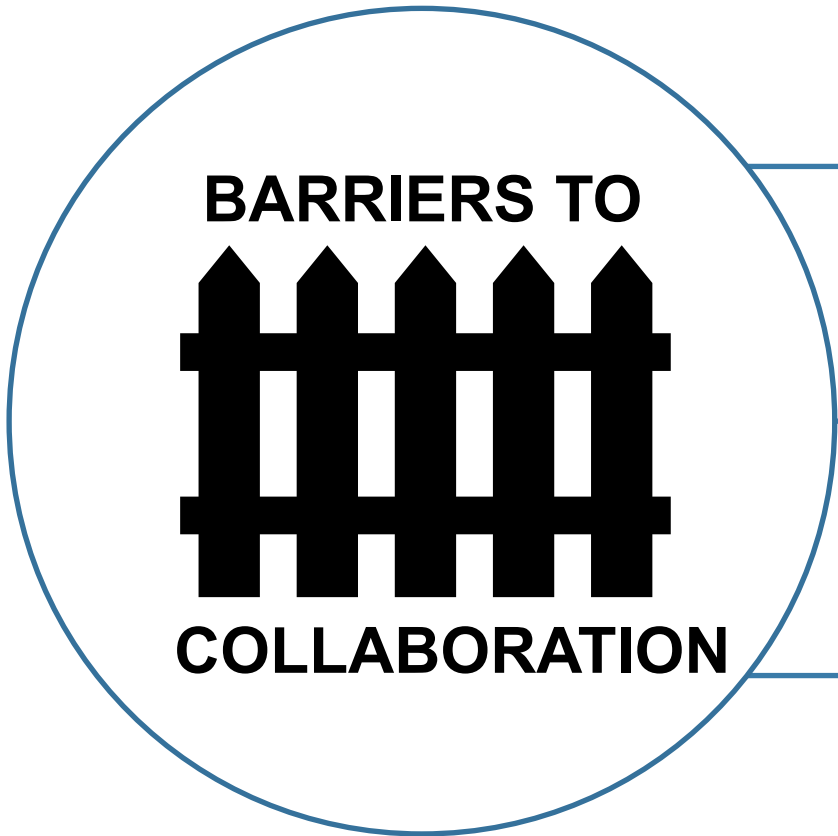
LEADERSHIP IS ABOUT RELATIONSHIPS AND RESULTS



Collaborative Leadership

- “The work of integrating people, resources, and organizations across various boundaries to tackle complex public problems and achieve the common good.” (Bryson and Crosby)
- “Bringing people together to make something different happen.” (Cleveland)
- Common effort is the kind of boundary-crossing work that is different than everyone working within a single organization.





Time



Turf: Mine! Mine!



Your Level of Trust





A Venn diagram consisting of two overlapping circles. The left circle is red and contains the word 'ME' in white, uppercase letters. The right circle is teal and contains the word 'YOU' in white, uppercase letters. The overlapping area in the center is a darker brown color and contains the word 'US' in white, uppercase letters. The entire diagram is set against a white background and enclosed in a black rectangular border.

ME

US

YOU



Qualities of collaborative leaders-

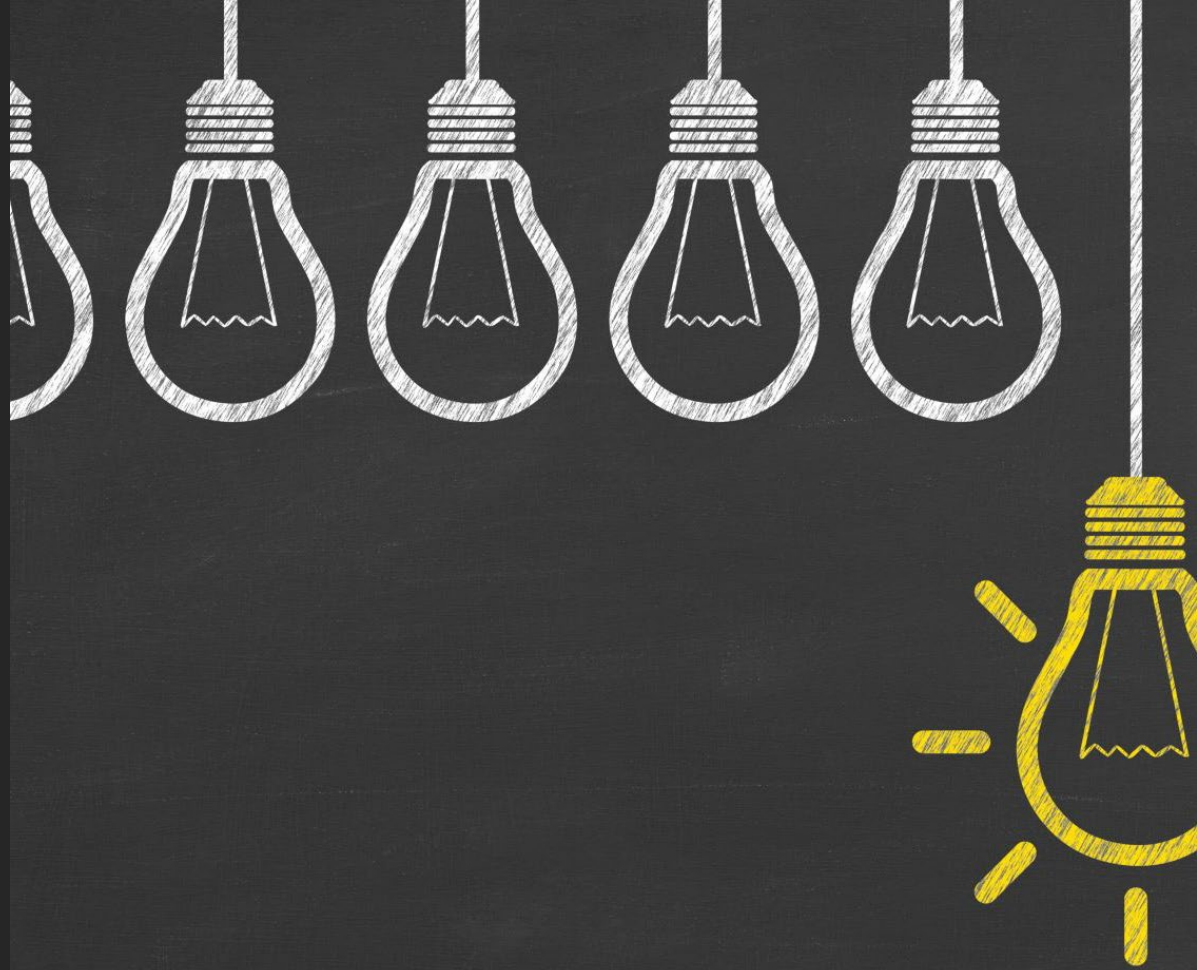
Collaborative leaders:

1. Feel driven to achieve the goal through collaboration, with a measured ego
2. Listen carefully to understand others' perspectives
3. Look for win-win solutions to meet shared interests
4. Use pull more than push
5. Think strategically; connect the project to a larger purpose.
 - Linden's book "Leading Across Boundaries" (2010)

Some
examples
from my
experiences

- Opioid Response
Project/Recovery Court
- School Justice Partnership
- Mental Health Coalition
- Domestic Violence
Collaborative

Other Leadership Models



Types of Leadership

- Burns (1978) distinguished between two opposing types of leaders.
- Transactional Leaders
 - Motivate followers by recognizing their needs and providing rewards in exchange for their performance and support.
- Transformational Leaders
 - Rely on power but not in a controlling centralized way.
 - Raise followers goals to a higher plane (self-actualization)
 - Have talent for coupling visions of success to empowerment and motivation

How Transformational Leadership Works

- Followers are encouraged to be more innovative and creative
- Followers pursue more ambitious goals and have more personal commitment to them
- Vision engenders commitment from followers and greater sense of trust

Credibility + Vision = Leadership

THE LEADERSHIP CHALLENGE
WINNING FORMULA

Qualities of Highly Effective Leaders

Vision and focus

- Image of future
- Standards for performance
- Clear direction

Passion

- Deep personal, emotional commitment to the work and the people who do it

Ability to inspire trust and build relationships

- Honesty is the trait followers say they admire most in a leader
- Humility

Value-
Based
Leaders

Acting with integrity

Listening

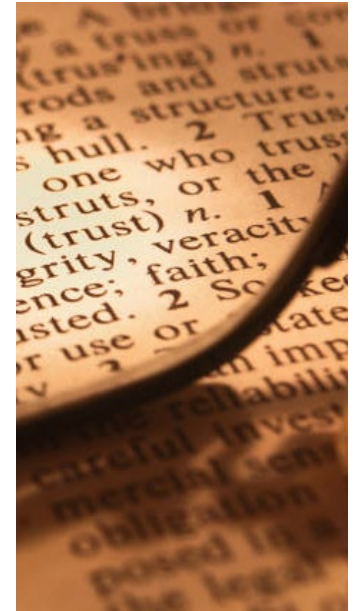
Tolerating dissent

Involving others

Moral decision making

Authentic Leadership

- Authentic leaders know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly
- If we're looking for the best possible leader, it is not enough to be charismatic or visionary – one must also be ethical and create trust on the part of followers



LEARNING MODEL



Implications for what leaders do (Watkins and Marsick)

Leadership challenge



Questions



