

Project Planner Training

from Dave Frohnmayer's lecture on leadership - 8 May 08

Not just about titles, it's about groups, and the need to make them more than the sum of the parts.

1/3 1/3 1/3 theorem

1/3 = your time is spent on exactly your job, to your best ability

2/3 = above plus helping the person next to you

3/3 = above plus making the organization the best in the world

Four Levels of Leadership

Level 1 - Leadership through Threat: inefficient - fear is counterproductive, leads to minimal performance

Level 2 - Leadership by Stripes: because I'm your boss. Appeals to order and security, but not all leaders are right all of the time.

Level 3 - Transactional Leadership. You do what I ask because I know a better way and I'll show you. Something in it for both, but no guarantee of creativity.

Level 4 - Leadership by Referent Power, by Esprit: high productivity, leadership role shifts as needed, leads to trust, empowerment and unity of purpose.

Level 4 requires

- sense of shared mission - need to talk about it!

- communication

 - need to understand culture to implement change

 - women build better networks more easily @ UO, often as OA "connectors"

 - culture of "corkscrews and webs" of communications at UO: non-hierarchical,

non-traditional

- trust

Stress is contagious. So is enthusiasm.

importance of ethics - leadership without ethics is transactional, not inspirational

- Honesty is #1

- Forward looking is #2

- Competence is #3

- Inspiration is #4

Core operating principles:

- mutual support, especially externally

- shared respect

- privacy safety net/confidentiality

- safe harbor

- frankness

- only complain up, never down nor sideways (unless direct)

- encourage risk taking

- Maggie Rudy rule: complain only once about shared burden

- be the adult in the room: take responsibility, longer view, represent institution