

ASHA Leadership Academy

Introduction to Leadership



Facilitated by
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ASHA Disclosure Statement



Kevin Nourse

- Financial: Nourse Leadership Strategies, Independent Contractor. Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

Alice Waagen

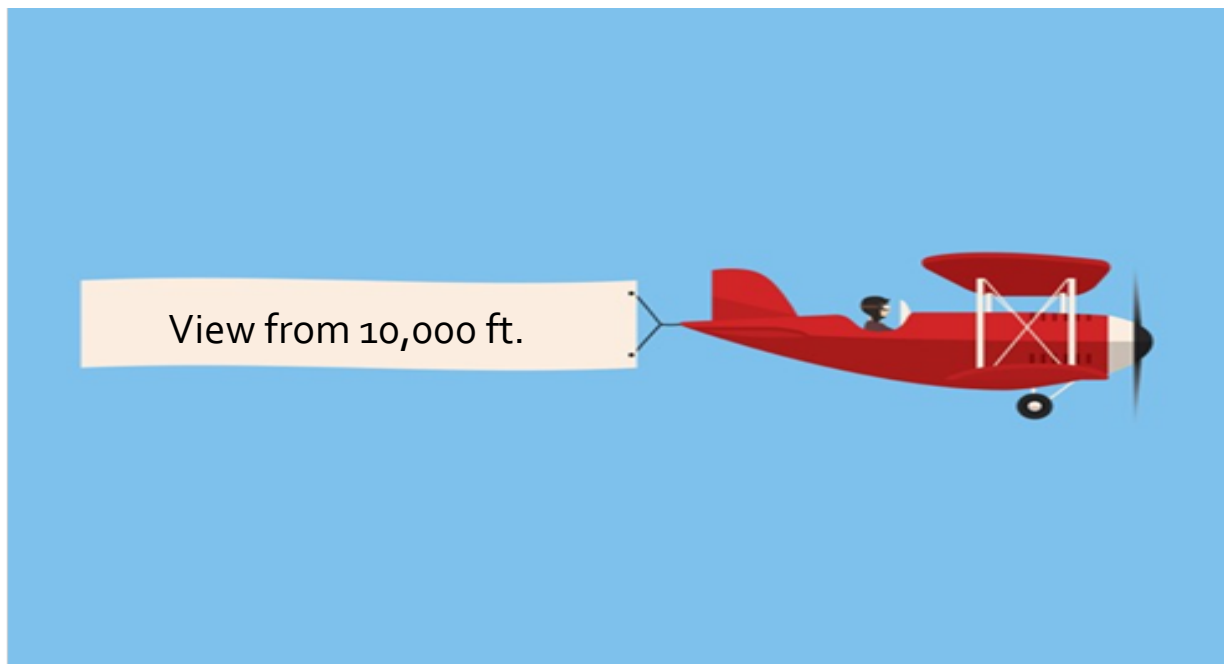
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Why are we here?

To learn the fundamentals of leadership

How will we achieve this?

- Key concepts defined
- Overview and history
- Leadership and management
- Developing your leadership abilities
- Wrap-up



Key Concepts Defined



Leadership

The action of guiding a group of people or an organization toward a goal. Key elements.

Leadership is not:

- A title
- A chronological age
- Tenure in a position
- Management

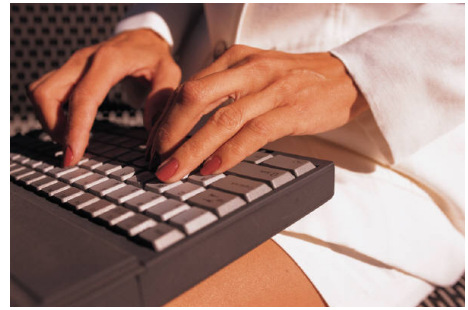
Why is this Topic Important?



Why is it so important for CSD professionals?

- Leadership is not restricted to people who supervise employees or hold certain titles
- Leadership as a series of skills and behaviors that can be learned and developed
- Setting goals for yourself in your career and personal life
- Develop the skills employers seek for promotions into management.
- Leaderships skills are necessary for Audiologists and SLPs participating in Interprofessional Collaborative Teams as well as on teams that are not directly related to clinical services

Key Concepts: Research Studies



Emerging Themes

- Situational, transformational, and transactional leadership and leadership development. (McCleskey, 2014)
- Leadership: current theories, research, and future directions. (Avolio, et al, 2009)
- How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. (Schyns and Schilling, 2013)
- Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. (Dinh, 2014)

Reflection Question



What is your biggest challenge in being a leader in your profession?

Overview and History



Timeframe	Theory	Main Idea
1840s	Great Man Theory	Leadership traits are intrinsic, leaders are born, not made
1930s – 1940s	Trait Theory	Leaders are both born and made by focusing on certain characteristics or the combination of characteristics that are common among leaders.
1940s – 1950s	Behavioral Theory	Leaders are made by focusing on teachable behaviors rather than on mental, physical or social characteristics
1960s	Contingency Theory	There is no single way of leading and that every leadership style should be based on certain situations
1970s	Transactional Theory	Leaders create a positive and mutually beneficial relationship and lead by focusing on positive rewards and reinforcement for good results
1970s	Transformational Theory	Leaders transform their followers through their inspirational nature and charismatic personalities

Overview and History



Notable Leadership Scholars

- Frederick Winslow Taylor, *Principles of Scientific Management*, 1911
- Kurt Lewin, *Patterns of aggressive behavior in experimentally created social climates*, 1939
- Fred Fiedler, *Contingency Theory*, 1967
- Hersey and Blanchard, *Situation Leadership*, 1985
- Peter Drucker, *The Practice of Management*, 1954

Reflection Question



Think of a person believe is a great leader. What do you observe in his or her behavior that leads you to conclude they are effective?

Leadership and Management



Manager Attributes

- Tactical
- Internal focus
- Short-term view
- Directive
- Operational
- Compliance

Leader Attributes

- Strategic
- External focus
- Long-range view
- Influence
- Visionary
- Engagement

Leadership and Management



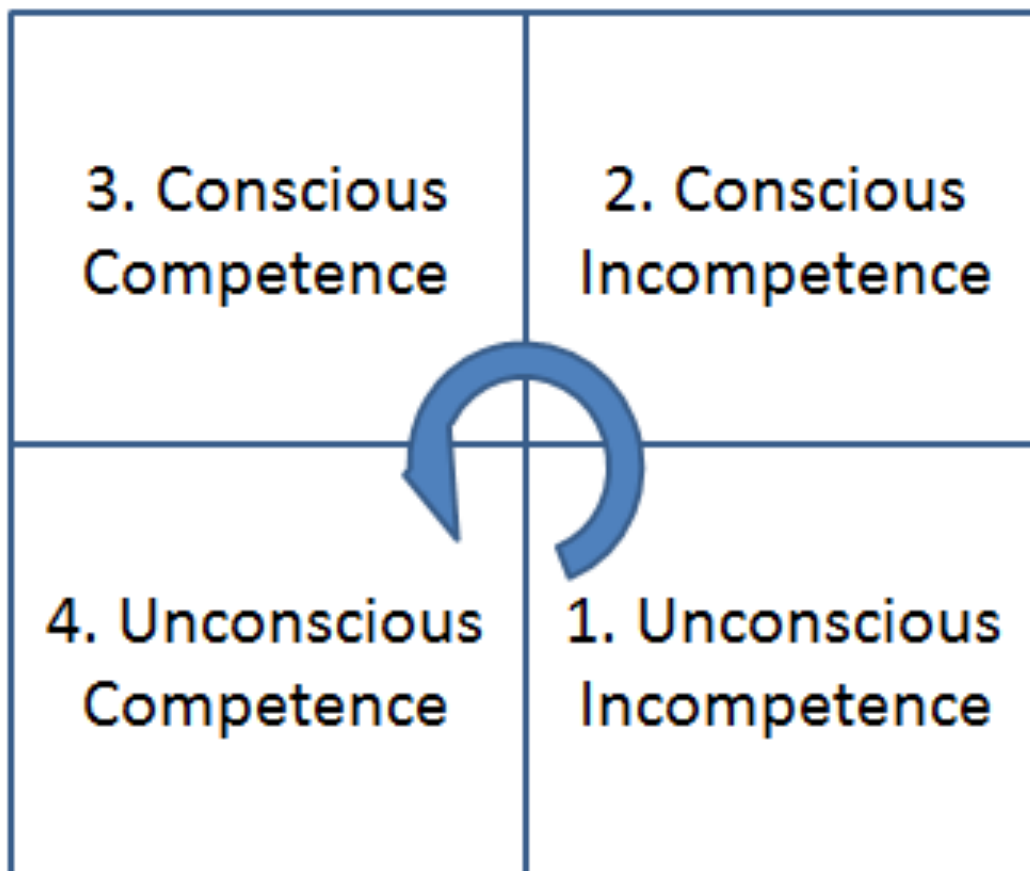
Management <i>(structure)</i>		Leadership <i>(flexibility)</i>
A function	↔	A relationship
Planning	↔	Selecting talent
Budgeting	↔	Motivating
Evaluating	↔	Coaching
Facilitating	↔	Building trust

Reflection Question



Why does management have a negative connotation for some people as opposed to the positive view people take to leadership?

Developing Your Leadership Abilities



Developing Your Leadership Abilities



Steps to Developing Leadership Ability

1. Identify broad competencies you want to develop
2. Break the competency down into specific observable behaviors
3. Identify actions or activities to build mastery
4. Engage others to provide feedback
5. Reflect on your learning and insights
6. Continue to practice the behavior until you no longer have to consciously think about it

Reflection Question



Review the list of CSD leadership competencies below. Conduct a self-assessment and identify your skill level and potential development focus.

Leadership Competency	Skilled (Yes or No)	Development Need?
Change leadership		
Coaching		
Conflict management		
Emotional intelligence		
Generative thinking		
Influence		
Leadership styles		
Strategic thinking		
Team leadership		
Virtual meeting management		
Other:		

Key Points



- Leadership is not a title or position
- Leadership and management are not the same; they are complimentary skill sets
- Leadership development is a process of moving from being unaware of what you don't know (unconscious incompetence) to being unaware of what you do know (unconscious competence)



- Interview a leader who is highly effective and find out how they define leadership
- Create a personal development plan and commit to developing one of the leadership skills you identified in this webinar
- Create a vision of yourself as a leader: what impact will you have, how will you behave, what will it feel like?

Additional Reading



- Craig, N. & Snook, S. (2014) *From Purpose to Impact*. Harvard Business Review Reprint #R1405H
- Cuddy, A., Kohut, M. & Neffinger, J. (2013) *Connect, Then Lead*. Harvard Business Review, Reprint # R1307C.
- Eblin, S. (2006). *The Next Level: What insiders know about executive success*. Davies-Black.
- Frankel, L.P. (2004). *Nice Girls Don't Get the Corner Office*. Warner.
- George, W. (2004). *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value*. Jossey-Bass.
- Halpern, B.L. & Lubar, K. (2003). *Leadership Presence: Dramatic techniques to reach out, motivate, and inspire*. Gotham.
- Rath, L. & Conchie, B (ed). (2008). *Strengths Based Leadership*. Gallup Press.
- Sandberg, S. (2013). *Lean In: Women, Work, and the Will to Lead*. Knopf.