

Digital Leadership

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DGM 726
Lecture 10

Building Leadership Philosophy



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Last Lecture, we leaned about

- ❑ Digital Media and Social Media
 - ❑ Digital Media Ethics
- ❑ Leaders and Social Media
 - ❑ The six dimensions of social-media-literate leadership
 - ❑ The leader as producer
 - ❑ The leader as distributor
 - ❑ The leader as recipient
 - ❑ The leader as adviser and orchestrator
 - ❑ The leader as architect
 - ❑ The leader as analyst
- ❑ Ethical leadership
 - ❑ Components of ethical leadership
 - ❑ Cross-Cultural Versus Diversity
- ❑ Innovation and Leadership in the Media Industry

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Lecture outline

Today's Lecture we will Know about

- ❑ Leaders' Core Tasks
- ❑ Developing a Plan for Building Leadership
- ❑ Building Leadership **11** Steps
- ❑ How to Develop a Personal Leadership Philosophy?
 - ❑ Examples of a personal leadership philosophy (Example 1 & 2)

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Learning Outcomes

- ☐ Understanding of Leaders' Core Tasks
- ☐ Developing a Plan for Building Leadership
- ☐ Building Leadership 11 Steps
- ☐ Developing a Personal Leadership Philosophy



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Introduction

- ❑ "Leadership is the key driver of best practices, innovation and productivity. It's not surprising that there is strong correlation between leadership development and how companies perform."
- ❑ Your leadership philosophy is how you view yourself in the role of a leader. It's a role many of us take in a variety of different capacities, whether at work or at home.
- ❑ But, regardless of the type of leader you are or how many people you lead, your leadership philosophy is actually a very personal viewpoint.
- ❑ Creating one requires clarity and a depth of character that allows for quiet contemplation and looking inward at your own personal values, beliefs, skills and assumptions.
- ❑ It requires you are being honest about your weaknesses and proud of your unique attributes and strengths. And, once you create your leadership philosophy, you can use it to guide you as you manage your day-to-day life.

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Leaders' Core Tasks



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Leaders' Core Tasks

- ☐ **Create Momentum**
- ☐ **Master technologies of learning, visioning, and coalition building**
- ☐ **Manage oneself**

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Leaders' Core Tasks

- ❑ **Create Momentum**
 1. **Learn and know about company**
 2. **Securing early wins**
 - **First set short term goals**
 - **When achieved make a big deal**
 - **Should fit long term strategy**

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Leaders' Core Tasks

- ❑ Create Momentum
- 3. Foundation for change
 - Vision of how the organization will look
 - Build political base to support change
 - Modify culture to fit vision
- 4. Build credibility
 - Demanding but can be satisfied
 - Accessible but not too familiar
 - Focused but flexible
 - Active
 - Can make tough calls but humane

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Leaders' Core Tasks

❑ Master Technologies

1. Learn from internal and external sources
2. Visioning -develop strategy
 - Push vs. pull tools
 - What values does the strategy embrace?
 - What behaviors are needed?

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Leaders' Core Tasks

- ❑ Master Technologies
- 3. Communicate the vision
 - Simple text-Best channels
 - Clear meaning-Do it yourself!
- 4. Coalition building
 - Don't ignore politics
 - Technical change not enough
 - Political management isn't same as being political
 - Prevent blocking coalitions
 - Build political capital

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Developing a Plan for Building Leadership



Lec.10**Developing a Plan for Building Leadership****Why do you need a plan for building leadership?**

A plan will get you where you want to go.

A simple leadership plan is just a list of leadership development goals, with a timeline and some actions for accomplishing the goals.

When do you develop a plan?

At the very beginning.

If you haven't done it already, do it now.

Every person needs to continue learning and growing in order to meet the challenges around them.

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Developing a Plan for Building Leadership

How do you develop a plan?

- ☐ Envision your leadership team.
- ☐ Set leadership development goals for your group or organization.
- ☐ Pick your methods:
 - Teaching as you lead
 - Mentoring
 - Exchange programs
 - Orientations
 - Workshops & training sessions
 - Retreats
 - Leadership groups

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Developing a Plan for Building Leadership

How do you develop a plan?

- ☐ Set individual leadership development goals
 - Expect people to act like leaders.
 - Consider what individual skills you need in your group.
 - Invest in each person.
 - Write individual leadership plans.
- ☐ Recruit new people to lead.
- ☐ Develop yourself as a leader.

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Building Leadership 11 Steps



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Building Leadership: 11 Steps

1. Become engaged as a leader.

- ☐ Develop and communicate a personal vision.
- ☐ Indicate how will you listen to people.
- ☐ How will you take responsibility for your community?
- ☐ Set goals.
- ☐ How will you serve individuals in the group?
- ☐ How will you serve the group as a whole?
- ☐ Propose specific changes in how you will lead others.
- ☐ How will you get the work done?
- ☐ How will you recruit and prepare others to become leaders?

Lec.10**Building Leadership: 11 Steps**

2. Assess your own competence in core tasks of leadership, and plan for improvement. Consider your ability for each task and how you will enhance your own competency in each of the nine core tasks:

- ☐ Envisioning goals
- ☐ Affirming values
- ☐ Motivating
- ☐ Managing
- ☐ Achieving workable unity
- ☐ Explaining
- ☐ Serving as a symbol
- ☐ Representing the group
- ☐ Renewing

Lec.10**Building Leadership: 11 Steps**

3. Assess your group's competence in core tasks of leadership and plan for improvement. Consider abilities of the group's leaders and members for each of the eight core tasks below and note how your group's competence will be enhanced in:

- ☐ Envisioning goals
- ☐ Affirming values
- ☐ Motivating
- ☐ Managing
- ☐ Achieving workable unity
- ☐ Explaining
- ☐ Serving as a symbol
- ☐ Representing the group

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Building Leadership: 11 Steps

4. Envision the leadership of the group:

- ☐ Identify the core tasks of leadership needed for this work (e.g., your project)
- ☐ Indicate how many leaders are needed (or wanted) on the team
- ☐ Specify what skills are needed for this work.
- ☐ Indicate who needs to be included to reflect the community and its interests.
- ☐ Describe how the leadership team will support one another and what additional supports are available to them.
- ☐ Indicate what commitment there is to working together in common purpose.

Lec.10**Building Leadership: 11 Steps****5. Set leadership development goals for the group and its members:**

- ☐ Indicate the strengths of the group, noting what should be enhanced.
- ☐ Indicate gaps between the current situation and the ideal team, and how these will be addressed through recruitment or development.
- ☐ Based on differences between the leadership team and those served, indicate in what ways, if any, that diversity of the team should be enhanced.
- ☐ Indicate specific goals for leadership development and priorities to be addressed.

Lec.10**Building Leadership: 11 Steps****6. Select methods for developing leadership.**

Indicate how you (your team) will:

- ☐ Teach as you lead through modeling.
- ☐ Arrange workshops and training.
- ☐ Provide access to more experienced mentors or coaches.
- ☐ Form learning networks and leadership support groups.
- ☐ Use retreats to reflect on the work and to restore members for continuing the work.

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Building Leadership: 11 Steps

7. Recruit new people to lead.

Indicate how you (your group) will:

- ☐ Attract new members to serve as leaders of the group.
- ☐ Determine together how they will be involved.
- ☐ Enhance diversity or abilities, experience, relationships, and cultural competence in the team.
- ☐ Prepare new generations of leadership for this work.

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Building Leadership: 11 Steps

8. Enhance collaboration within and across groups.

Consider how you will:

- ☐ **Serve as a catalyst of change.**
- ☐ **Lead the process, not the people.**
- ☐ **Know the leadership context.**
- ☐ **Facilitate the work among partners**
- ☐ **Motivate.**
- ☐ **Be flexible and persistent.**
- ☐ **Distribute credit.**

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Building Leadership: 11 Steps

9. Promote leadership as service.

Consider how you will encourage group members to:

- ☐ **Act as one among equals.**
- ☐ **Use power legitimately.**
- ☐ **Do the necessary work.**
- ☐ **Listen to and care for those served.**
- ☐ **Start where people are.**
- ☐ **Challenge others.**
- ☐ **Adapt to fit the situation.**
- ☐ **Inspire others to answer the call of service.**

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Building Leadership: 11 Steps

10. Promote adaptation to new situations.

Consider how you will:

- ☐ Identify the adaptive challenge.
- ☐ Keep the level of stress within a tolerable range.
- ☐ Focus attention on ripening issues.
- ☐ Give the work back to the people.
- ☐ Protect the voices of leadership without authority.

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Building Leadership: 11 Steps

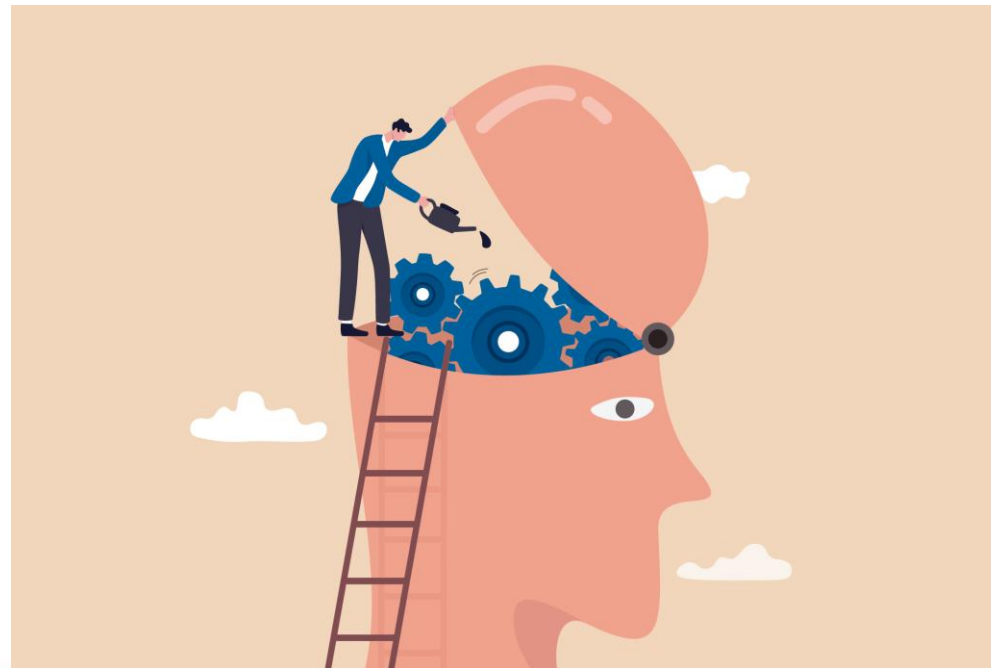
11. Indicate how you will build a great group with strong leadership.

Communicate how you will:

- ☐ Find and attract talented people.
- ☐ Create a situation in which people can apply their talents.
- ☐ Get great projects in which people can work together.
- ☐ Assure that the right people are in the right jobs.
- ☐ Protect members from distractions and demands of the broader environment.
- ☐ Build bridges to those people and resources that can help.
- ☐ Prompt reflection on the meaning of the work.
- ☐ Maintain a climate of optimism in the group.

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How to Develop a Personal Leadership Philosophy?



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How to Develop a Personal Leadership Philosophy?

A personal leadership philosophy refers to an individual's beliefs, principles and sentiments that they use to lead a company or organization. Your own personal leadership philosophy is determined by your character and beliefs. It helps keep you on course and guides how you evaluate information and react during various circumstances and to various people.

Lec.10 How to Develop a Personal Leadership Philosophy?

The **four key components** of your personal leadership philosophy are defined as follows:

- ❑ **Theory:** This refers to how you define leadership.
- ❑ **Attitude:** This refers to your feelings about approaching leadership.
- ❑ **Guiding principles:** Your guiding principles refer to your personal beliefs and values you consider when leading others.
- ❑ **Behavior:** Your behavior refers to the way you conduct yourself to ultimately reach a favorable outcome.

Lec.10**How to Develop a Personal Leadership Philosophy?****Why is a personal leadership philosophy important?**

- ❑ A personal leadership philosophy is important for several reasons, regardless of your company size. Here are the three benefits of having a personal leadership philosophy:
- ❑ Defines your character: Having a personal leadership philosophy will help you understand your character. This is important because your character affects how you interact with others and in various situations.
- ❑ Provides consistency: When you have a personal leadership philosophy, you're more apt to be consistent with your actions and behaviors.
- ❑ Fosters collaboration: This type of philosophy also helps foster meaningful collaboration. Once your employees understand why you act the way you do, they'll be more apt to collaborate with you because they're aware and comfortable with your leadership style.

Lec.10**How to Develop a Personal Leadership Philosophy?****How to develop a personal leadership philosophy?**

If you're wanting to create a personal leadership philosophy, consider the following steps:

- ☐ Consider what you value.
- ☐ Determine your goals.
- ☐ Start writing your personal leadership philosophy.
- ☐ Reflect on your leadership philosophy.

Lec.10**How to Develop a Personal Leadership Philosophy?****1. Consider what you value**

- ☐ Before you begin writing your personal leadership philosophy, it's important to consider what values you hold and what values you think make a good leader.
- ☐ These are the values you'll highlight in your philosophy.
- ☐ It's also important to determine your strengths and values when it comes to your behavior and what you value. Focus on the specific values that you believe will make you a good leader and influence your decisions.
- ☐ If it helps, make a list of your past achievements and failures. This will help you define both your values and your priorities.

Lec.10**How to Develop a Personal Leadership Philosophy?****2. Determine your goals**

- ❑ When writing your personal leadership philosophy, it's also important to consider what you hope to achieve and what outcomes you want to see come to fruition as a leader.
- ❑ Identify these goals, determine how you'll achieve them, what achieving them will accomplish and find out how long it will take you to reach these goals.
- ❑ Consider how the values you selected in the previous step will help you reach or impact these goals.

Lec.10**How to Develop a Personal Leadership Philosophy?****3. Start writing your personal leadership philosophy**

- ❑ Next, begin writing your personal leadership philosophy. If you write your philosophy, it will help you gather your thoughts and ensure you state all you want to. Doing so will also keep you accountable.
- ❑ Use the four components of a personal leadership philosophy mentioned previously as you write. This includes theory, attitude, principles and behavior.

Lec.10**How to Develop a Personal Leadership Philosophy?****4. Reflect on your leadership philosophy**

- ☐ Once you've written your personal leadership philosophy, evaluate how you've held true to it over time. If you don't feel as though you've been behaving or acting upon what you planned in your philosophy, let it guide you back to being the leader you strive to be.
- ☐ Consider what actions you've taken that have strayed you from your leadership philosophy as well as which you've stayed committed to.
- ☐ Ultimately, reflecting on your leadership philosophy will help you understand the areas where you can improve or the parts of your philosophy that are no longer within reach.

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How to Develop a Personal Leadership Philosophy?

❑ Here are some examples of a personal leadership philosophy:

❑ **Example 1**

Leadership is about inspiring and encouraging others every step of the way. It's about building a positive environment where employees can thrive and use the skills to the best of their ability. My support for others will foster healthy communications and innovative ideas. Leadership is about motivating others and providing them with the confidence they need to see their full potential.

As a leader, it's important to be considerate of others' feelings and use everyone's passion for good. I value the opinion of others, respect their beliefs and listen to their concerns with an open mind. I care about leading with heart and using my leadership platform to cultivate a positive place for growth. Ultimately, leadership is about being a strong leader that others can depend on.

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How to Develop a Personal Leadership Philosophy?

❑ Here are some examples of a personal leadership philosophy:

❑ **Example 2**

I believe being an effective leader relies on their passion for commitment and innovation. To build a strong company, a leader should be focused on reaching goals and creating advanced strategies that could propel the company forward. Leadership involves being determined to see everything through to completion and having the creativity to inspire new ways of thinking. I care about making an impact by doing what's needed for the company as a whole. I value dedication and persistence and listen to the needs of others along the path toward goal completion. I strive to be a leader that inspires others to do the same.

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Conclusion

We learned about

- ❑ Leaders' Core Tasks
- ❑ Developing a Plan for Building Leadership
- ❑ Building Leadership **11** Steps
- ❑ How to Develop a Personal Leadership Philosophy?
 - ❑ Examples of a personal leadership philosophy
(Example 1 & 2)

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Thank You