EFFECTIVE LEADERSHIP

STRATEGIES FOR DEVELOPING EFFECTIVE LEADERS AT ALL LEVELS
VALERIE CIMAROSSA
VP MKT & TECH
CHIEF OF STAFF

UNIVERSITY OF ADVANCING TECHNOLOGY
MS TECHNOLOGY LEADERSHIP
DECADE+ OF MANAGEMENT EXPERIENCE
3 INDUSTRIES
Dalmatian
WITH A BAD ATTITUDE
WHAT ARE WE DOING HERE?

» TRAINING + TACTICS
» MEASURING ACHIEVEMENT + OUTCOMES
» PERFORMANCE + GROWTH
» INTERVIEWING FOR FUTURE LEADERS
» DEVELOPING A LEADERSHIP CULTURE
» UPPER LEVEL EFFECTIVENESS
WHAT DOES THE BLUE MEAN?
WHAT I FEEL LIKE SAYING.
TRAINING + TACTICS

» CULTURE + LEADERSHIP PRESENTATIONS
  » IF YOU TEACH IT, YOU KNOW IT
  » TRAINED FROM BIRTH
  » DON’T F IT UP

» STAFF TRAININGS/PRESENTATIONS
  » MAKE OR BREAK
  » DON’T F IT UP

» WHAT AREN’T THEY GOOD AT?
» TRAINING + TACTICS

» MANAGE STUDENT POSITIONS
  » BUILT IN TURNOVER
  » FAST TRACKS PERSONA EXPERIENCES

» RUN MEETINGS
  » MANAGE AGENDA
<table>
<thead>
<tr>
<th>TIME</th>
<th>ITEM (HUMAN)</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 - 10:30</td>
<td>CLASSROOM USAGE (Val)</td>
<td>DISCUSSION</td>
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<tr>
<td></td>
<td>There's been a request for an art studio…but we already have 2. Are we using them correctly?</td>
<td></td>
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<tr>
<td>10:30 - 11:00</td>
<td>SPACE LAUNCH (Ally)</td>
<td>DECISION</td>
</tr>
<tr>
<td></td>
<td>Should we launch things into space when class is not in session?</td>
<td></td>
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</tbody>
</table>
» MANAGEMENT STUDENT POSITIONS
  » BUILT IN TURNOVER
  » FAST TRACKS PERSONA EXPERIENCES

» RUN MEETINGS
  » MANAGE AGENDA
  » HERD 🐘

» TIME MANAGEMENT
» TRAINING + TACTICS

» ASK A LOT OF D4 QUESTIONS

» PUSHES PEOPLE

» DEVELOPMENTAL APPRAISAL
Situational Self Leadership

**S1**
“Enthusiastic beginner”
- Low competence
- High commitment
- Needs strong direction

**S2**
“Disillusioned learner”
- Variable competence
- Low commitment
- Needs coaching

**S3**
“Capable but cautious”
- High competence
- Variable commitment
- Needs support

**S4**
“Self-reliant achiever”
- High competence
- High commitment
- Needs delegated authority
TRAINING + TACTICS

» ASK A LOT OF D4 QUESTIONS
  » PUSHES PEOPLE
  » DEVELOPMENTAL APPRAISAL

» GTFO

» WIAO/WYWO
  » GIVE THEM AN EMERGENCY POC AND ✌️ OUT
MEASURING ACHIEVEMENT + OUTCOMES

- RESIDENT SMEs
  - ex: IP Project

- “FEATHERS IN YOUR CAP” PROJECTS
  - ex: Karla’s Comp Plan

- MICRO-ASSIGNMENTS (Tom Foster)
  - managementblog.org
PERFORMANCE + GROWTH

» LIVE REVIEWS
» NEW YEAR INTENTION
» USE OUTCOME FOR YOUR 1-1s

» PROMOTION COMES LAST
» NEVER HAVE TO BACK PEOPLE DOWN
» NO ONE WILL ARGUE
PERFORMANCE + GROWTH

» BACK TO SCHOOL!
  » INFLUENCE + TIMING
  » CONFIDENCE + BANDWIDTH

» PAST MANAGEMENT
  » PROMOTION ≠ MANAGEMENT
INTERVIEWING FOR FUTURE LEADERS

WHAT ARE THE MOST IMPORTANT THINGS YOU’RE INTERVIEWING FOR?

» CULTURE

» TIMESPAN
INTERVIEWING FOR FUTURE LEADERS

HOW MANY QUESTIONS SHOULD YOU ASK IN AN INTERVIEW?

» CLOSE ENDED ONLY

» BASED OFF RESUME - NOT JOB DESCRIPTION

(TOM FOSTER)
INTERVIEWING FOR FUTURE LEADERS

LET'S PLAY A GAME.
» A LEADERSHIP CULTURE

FAST.FUN.FRIENDLY.SMART.
A LEADERSHIP CULTURE

WHAT ARE YOUR FOUR?
PERFORMANCE + GROWTH

» GET A HOBBY

» GET A SYSTEM

» PRESIDENTIAL PASS-DOWN
» HEY, WTF AM I DOING?
UPPER LEVEL EFFECTIVENESS

» HIRING.FIRING.PROMOTING

» CULTURAL BUY-IN

» TACTICIANS = PROMOTORS

» MAKE IT EASY (STORY TIME)

» MAKE IT POLICY

» ELIMINATE THE VACUUM
UPPER LEVEL EFFECTIVENESS

VULNERABILITY + CONFIDENTIALITY

IF YOU REALLY KNEW ME

UPDATES

LIFELINES

GIVE MANAGERS/DEPARTMENTS SHARED GOALS
ONE LAST THING . . .

BE DISCREET . . . IT’S IMPORTANT PEOPLE DON’T KNOW YOU’RE TRAINING THEM ALL THE TIME - IF THEY DO, IT GOES TO THEIR HEADS 🤦‍♂️
WHAT I FEEL LIKE SAYING.
RESOURCES

» HIRING TALENT (Tom Foster)
  » managementblog.org

» ALIGNMENT for SUCCESS (Katharine Halpin)

» SITUATIONAL SELF LEADERSHIP (Ken Blanchard)

» LEADERSHIP AND THE ONE MINUTE MANAGER (Ken Blanchard)

» Sue Hesse - LEADERSHIP CONSULTANT