

INTEGRATING LEADERSHIP IN THE CURRICULUM: PREPARING STUDENTS FOR LEADERSHIP ROLES IN A CAREER PATHWAY

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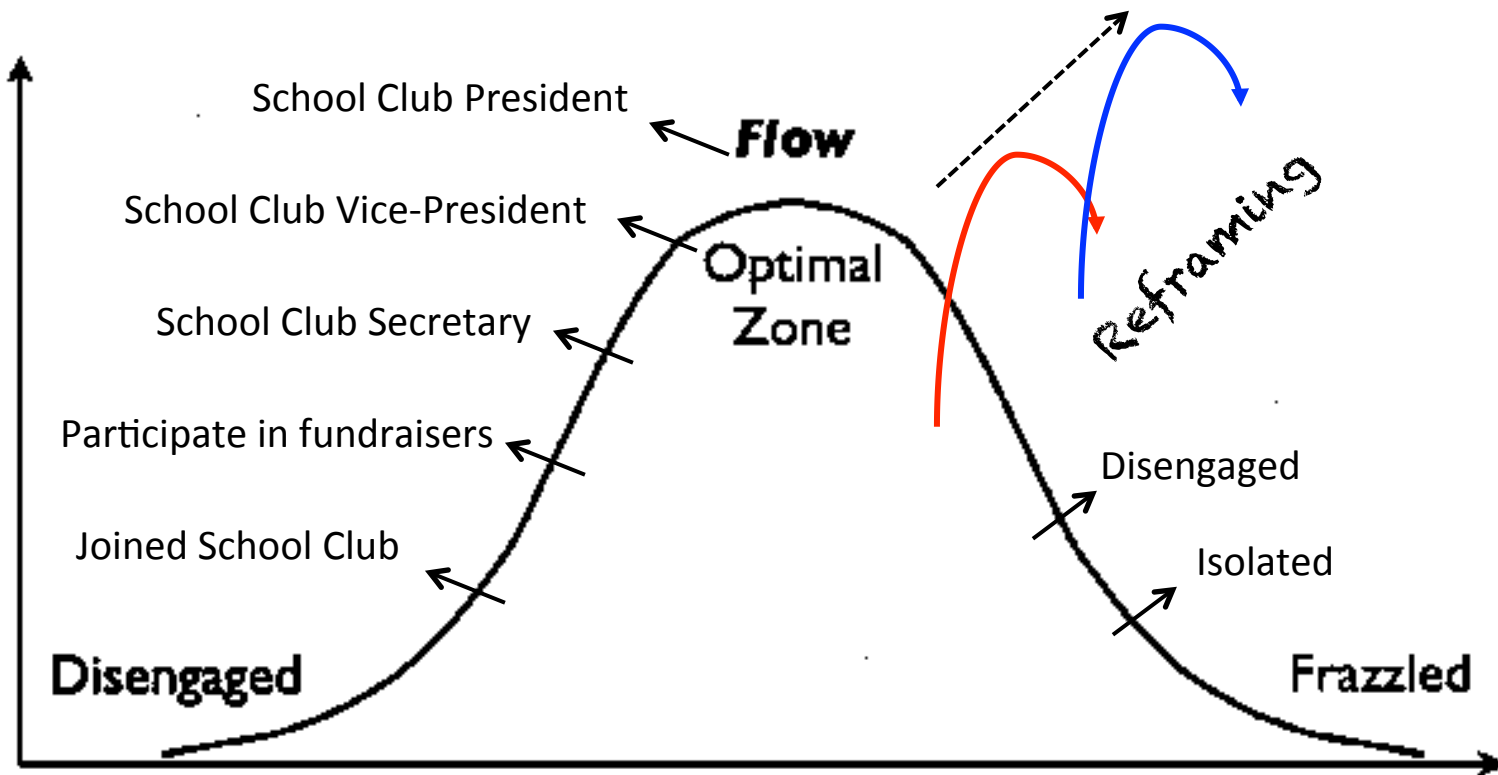
Overview of Workshop

- Framing and reframing leadership
- Reinventing your leadership roles
- Reframing: manager vs. leader
- Leadership frames
- Exercise part 1: Discovering your leadership style
- Exercise part 2: Developing your leadership narrative

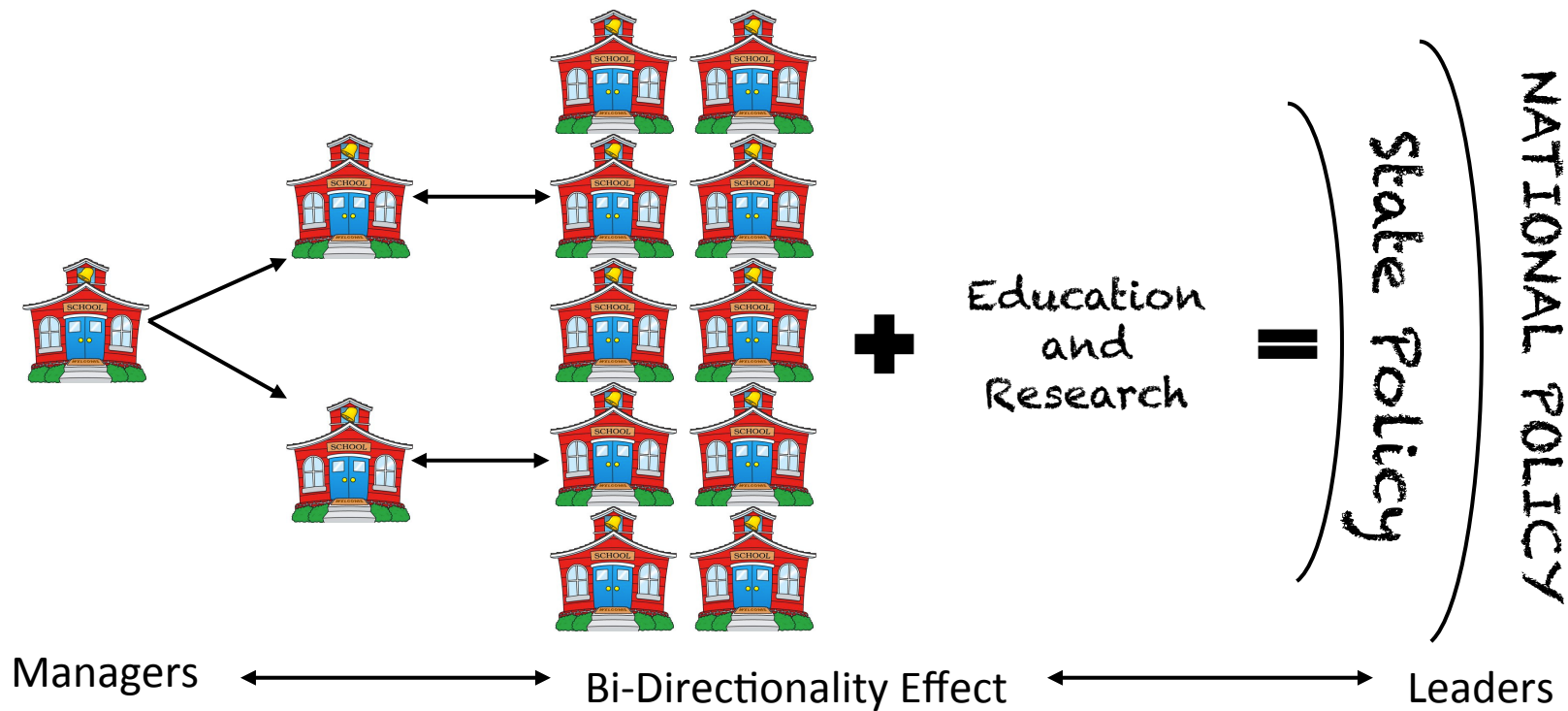
Leadership Surveys

- Take 10 to 15 minutes to complete and score your surveys.

Framing Leadership Bell Curve



Reframing Leadership Roles



Reframing Leadership

- Managers vs. leaders
 - ▣ Are managers and leaders the same?
 - ▣ How are they the same?
 - ▣ How are they different?

Reframing Leadership (cont.)

- Leaders persuade or inspire rather than force or give orders.
- In leadership, obedience is voluntary rather than forced.
 - When leaders lose legitimacy, they lose the capacity to lead.
- Managers do things right, and leaders do the right thing (Gardner, 1989).

Reframing Leadership (cont.)

- According to Kotter (1988):
 - ▣ Managers are structural nuts and bolts: planning, organizing, and controlling.
 - ▣ Leaders are change-oriented who focus on process, vision, networking, and building relationships.

Leadership Frames

<i>Frame</i>	<i>Effective Leadership</i>		<i>Ineffective Leadership</i>	
	<i>Leader</i>	<i>Leadership Process</i>	<i>Leader</i>	<i>Leadership Process</i>
Structural	Analyst, Architect	Analysis, design	Petty tyrant	Management by detail and fiat
Human resources	Catalyst, servant	Support, empowerment	Weakling, pushover	Resignation
Political	Advocate, negotiator	Advocacy, coalition building	Con artist, thug	Manipulation, fraud
Symbolic	Prophet, poet	Inspiration, framing experience	Fanatic, fool	Mirage, smoke and mirrors

Leadership Frames (cont.)

<i>Frame</i>	<i>Barriers to Change</i>	<i>Essential Strategies</i>
Structural	Loss of clarity and stability, confusion, chaos	Communicating, realigning and renegotiating formal patterns and policies
Human resources	Anxiety, uncertainty, feeling of incompetence neediness	Training to develop new skills, participation and involvement, psychological support
Political	Disempowerment, conflict between winners and losers	Creating arenas where issues can be renegotiated and new coalitions formed
Symbolic	Loss of meaning and purpose, clinging to the past	Creating transition rituals: mourning the past, celebrating the future

Structural Leaders...

- do their homework
- rethink the relationship of structure, strategy, and environment.
- focus on implementation
- are effective leaders when they experiment, evaluate, and adapt

Examples of Structural Leaders

Name	Position
1.	
2.	
3.	
4.	
5.	

Human Resource Leaders...

- believe in people and communicate their belief
- are visible and accessible
- empower others
- are passionate about productivity through people

Examples of Human Resource Leaders

Name	Position
1.	
2.	
3.	
4.	
5.	

Political Leaders...

- clarify what they want and what they can get
- assess the distribution of power and interests
- build linkages to key stakeholders
- persuade first, negotiate second, and use force only if necessary

Examples of Political Leaders

Name	Position
1.	
2.	
3.	
4.	
5.	

Symbolic Leaders...

- use symbols to capture attention
- frame experience – interpret and reinterpret experience
- discover and communicate a vision
- tell stories – presents his/her vision using story

Examples of Symbolic Leaders

Name	Position
1.	
2.	
3.	
4.	
5.	

Exercise 1: Leadership Style

- Knowing your leadership style
- Link leadership style to leadership frame

Developing Your Leadership Story

<u>Challenge</u> (Why did you feel it was a challenge? Was it your challenge?)	<u>Choice</u> (Why did you make the choice you did? How did it feel?)	<u>Outcome</u> (How did the outcome feel? What did it teach you? What did you want to teach others?)

Exercise

- Choose a partner
- Engage in a 10 minute one-on-one conversation
 - Practice telling your story of SELF and get good constructive feedback
 - Learn to draw out and coach the story of your partner

Group Discussion

- Your leadership narrative
- Questions and Answers
- Evaluations

Contact Information

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