

Zonta Leaders Leading Change

Linda Fraser Jacobsen, Ph.D.

Zonta North American Inter-District Meeting
June 14-16, 2013



Workshop Outline

- Identifying some **Leadership Challenges**
- Understanding **Management vs. Leadership** Concepts & Behaviors
- Principles of **Relational Leadership**
- **Organizational Structures & Stresses** of Leadership
- Applying **Principles** of Relational Leadership
- **Leading Change** via Relational Leadership
- **Case Studies & Discussion**

Identify your own leadership challenges.

- What does *Management* mean to you?
- What does *Leadership* mean to you?
- *Are they different?*
- *Are leaders born or made?*

Are you a *LEADER* or a *MANAGER*?

Management *is NOT* Leadership

- Talk
- Money & Bottom Line
- Hierarchy
- Hearing
- Structure
- Explaining
- Setting Limits
- Controlled; Stability
- Protecting
- Critical Analysis
- Listen, Observe
- Values & Vision
- Team, Collaborative
- Thinking, Reflecting
- Order
- Exploring
- Setting Expectations
- Chaotic; Change, Risk
- Connecting
- Critical Thinking



Universally Desirable Leadership Attributes

- **Trustworthy**
- Has foresight
- Positive
- Confidence builder
- Intelligent
- Win-win problem solver
- Administratively skilled
- Excellence oriented
- Just
- Plans ahead
- Dynamic
- Motivational
- Decisive
- Communicative
- Coordinative
- **Honest**
- Encouraging
- Motive arouser (WIIFM)
- Dependable
- Effective bargainer
- Informed
- Team builder

Adapted from Northouse (2010), p. 357 and based on *The GLOBE Study of 62 Societies*, Sage (2004).



Universally Undesirable Leadership Attributes

- Loner
- Irritable
- Ruthless
- Asocial
- **Nonexplicit**
- **Dictatorial**
- **Noncooperative**
- **Egocentric**

Adapted from Northouse (2010), p. 357 and based on *The GLOBE Study of 62 Societies*, Sage (2004).

Leadership has its risks...

“Do not underestimate the challenge of distinguishing ROLE from SELF. When people attack you personally, the reflexive reaction is to take it personally. We all find it exceedingly difficult in the midst of a personal attack to **get to the balcony**, maintain an interpretive stance, and identify the way our messages generate distress in other people.”

(Heifetz & Linsky, 2002, pp. 190-191)

The Dark Side of Leading Change

- Some people will adapt while others are left behind.
- Changing the status quo generates tension and conflict.
- Deep conflict comes from deeply held beliefs under fire.
- People are passionate about their own values.
- Outsiders can be a threat to shared values.
- Issues often ripen over time—don't jump in too soon.
- Keep interventions short and simple; ask questions.
- Quickly determine if a problem is technical or adaptive.
- **When you belong to an organization you are leading, you are part of the problem.** Identify and accept responsibility for your role, even as you drive the change.
- People are willing to sacrifice/share/risk if you are, too.

Adapted from Heifetz & Linsky (2002)

So, how do we *LEAD CHANGE?*

- We remember leading is a **PROCESS**, and that the participants must consent/buy in to move forward.
- We identify and learn to work with the **power bases** around us.
- Those who do not share the same vision may walk away. It hurts at times, but it's **healthy to grow**.
- **Leaders must stay the course**, even through the pain of divergent directions.



Five Bases of Power

- **Referent** - based on followers' identification with and liking for the leader
- **Expert** - based on followers' perceptions of leader's competence
- **Legitimate** - associated with having status or formal authority for role
- **Reward** - having the capacity to provide rewards to others
- **Coercive** - having the capacity to penalize or punish others

Adapted from French & Raven (1962). The bases of social power. In D. Cartwright (Ed.), *Group Dynamics: Research and Theory* (pp. 259-269). NY: Harper.

Relational Leadership

- A philosophy or way of thinking that is a transformative process for all participants;
- Values driven; based on a personal philosophy;
- A relational and ethical process of people together attempting to accomplish positive change;
- Builds purposeful commitment;
- Inclusive of people and diverse perspectives;
- Empowers everyone involved;
- Process-oriented.

Adapted from Komives, Lucas, & McMahon (2007), p. 74



Organizational Structures and Stresses in Leadership

- People attack your style when they don't like the message.
- Leaders can get caught up in form, and lose sight of what's essential and true. Lead with your heart.
- The assumptions you hold constrain you from seeing other perspectives.
- Listen with an open mind, and challenge yourself to embrace new and sometimes disturbing ideas.
- Leaders must feel everything, but hold it all without letting go of the work. Don't close yourself off!

Adapted from Heifetz & Linsky (2002).



Applying Relational Leadership Principles to Organizational Structures in Zonta

- Knowing and sharing Zonta Club and District Manuals with all members; build on the basics first!
- Training all incoming officers and committee chairs
- BUILDING A TEAM and working together
- Creating a calendar of meetings and events to work from and COMMUNICATING it to members
- Seeking and respecting feedback from members
- Building time into every project or fundraiser
- Making time to LISTEN, orchestrate conflict, and to create true member participation and voice.



Applying Principles of Relational Leadership

- What is your **personal philosophy of leadership**?
- Does your organization share your **vision and values**?
- Is the organization **aligned to accomplish positive change**?
- Is there **purposeful commitment** from every member?
- Are you **inclusive of all members and perspectives**, however different, however uncomfortable?
- Are you truly **empowering every member**?
- Are you **committed to a PROCESS** as it unfolds?

Leading Change

via Kotter & Relational Leadership

- Step 1 – Establish a sense of urgency
- Step 2 – Create a guiding coalition (power bases!)
- Step 3 – Develop a vision and a strategy
- Step 4 – Communicate the change vision
- Step 5 – Empower broad-based action
- Step 6 – Generate short-term wins
- Step 7 – Consolidate gains and produce more change
- Step 8 – Anchor the new approaches into the culture



Case Studies & Discussion

- For purposes of time and attention to the subject matter, two different case studies will be assigned to small groups for discussion, a plan of action, and a report to the whole body.
- The rules are simple and based upon relational leadership: Everybody matters. Everybody has a right to be heard and feel valued. All ideas are welcome and received with respect and courtesy.
- Think about how these situations relate to your own Zonta Club, or to other organizations where conflict or influence is present but not addressed by leadership.

Final Thoughts on Leading Change

- Successful organizations know how to **seize opportunities and avoid hazards**. Big risks mean bigger wins.
- Successful change processes flow in the 8-stage model **until a culture is created** that allows new behaviors to stick.
- The **core challenge** and focus in each of the eight stages is **changing people's behavior—what people DO**.
- Change agents need to **help others see and feel the emotions associated with a change effort**. Use the flow of “**see-feel-change**” to identify problems and shift from negative to positive emotions over behavior changes.



Further Reading

- Heifetz, R. A., & Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston: Harvard Business School.
- Komives, S. R., Lucas, N., & McMahon, T. (2007). *Exploring leadership* (2nd ed.). San Francisco: Jossey-Bass.
- Kotter, J. P. (1990). *A force for change: How leadership differs from management*. NY: Free Press.
- Northouse, P. G. (2010). *Leadership: Theory and practice* (5th ed.). Thousand Oaks, CA: Sage.

In an empowering environment, people are more likely to take risks, experience success, and then feel empowered themselves.* It all depends on *your* willingness to step up to lead change!

* Quinn, R. E. (1996). *Deep change: Discovering the leader within*. San Francisco: Jossey-Bass.

**For moral support:
jilindaphd@gmail.com**

**Wishing you every success as you explore your
own philosophy of leadership and go from there!**