

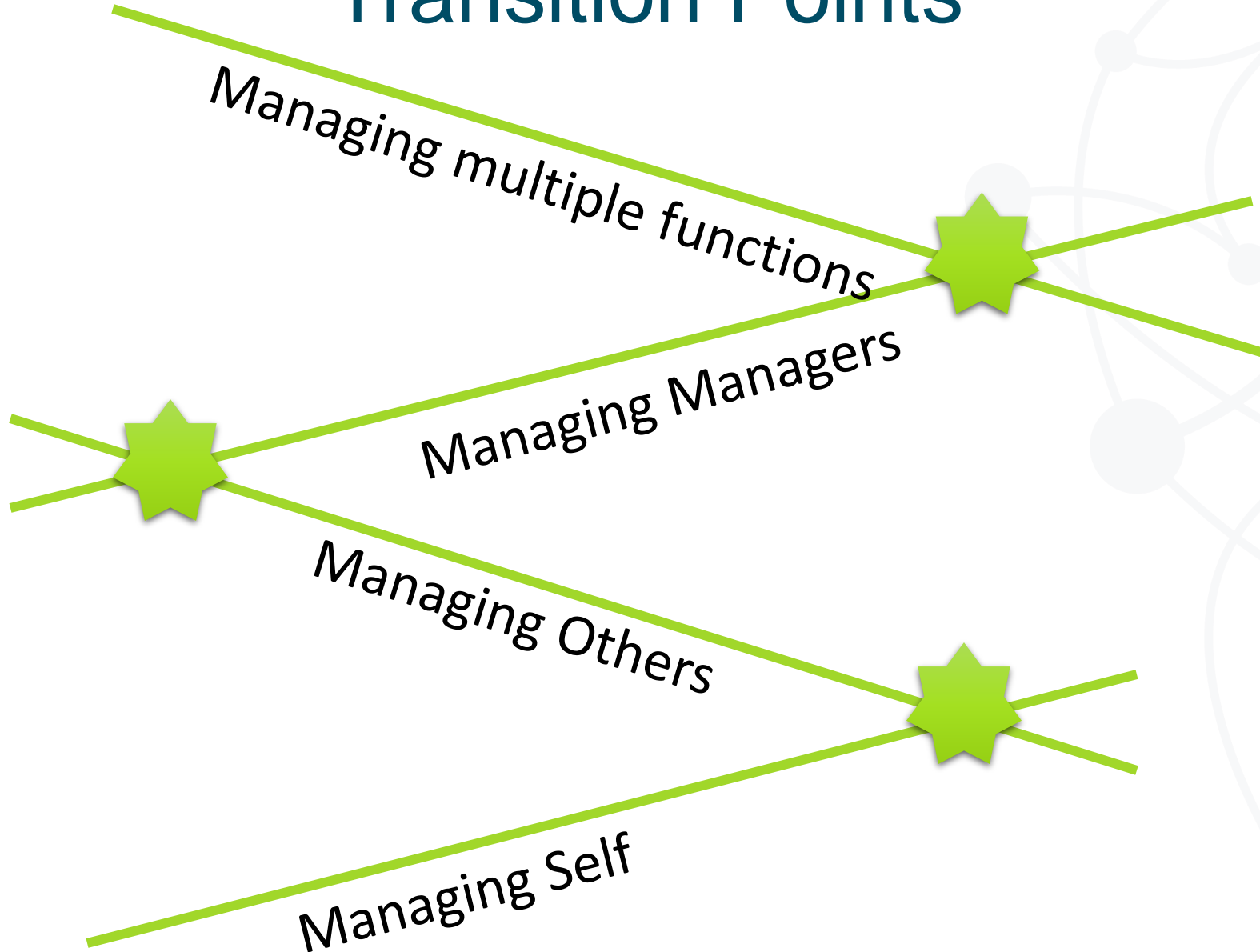


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Leadership Lessons Through the Years

My Journey—What worked well and what—not so much!!

Transition Points



Managing Self (individual contributor):

Skills

- Technical skills
- Job specific skills
- Quality
- Reliability
- Collaboration
- Service

Time

- Most of time spend “doing”
- Punctuality
- Work planning and scheduling
- Multi-tasking
- Prioritization of own work

Work Values

- Professional Standards
- Craftsmanship
- Individual work ethic
- Acceptance of organizational vision and values

Managing Self to Managing Others:

Skills

- Hiring
- Coaching and Feedback
- Assigning work
- Performance Management
- Budgets
- Communication
- Listening

Time

- Meetings with team members
- Planning and budgeting
- Prioritizing work for team
- Listening to and creating cohesion within team
- Communication & relationship building outside the work unit
- Planning for the future

Work Values

- Getting results through others
- Success is through the effort of direct reports
- Valuing “Management” work and doing it well.
- Instilling organizational values in others

Managing Others to Managing Other Managers:

Skills

- Selecting and developing new leaders
- Holding managers accountable for managerial work
- Allocating and re-allocating resources among teams
- Managing boundaries and breaking down silos

Time

- Spending more time coaching (leadership not technical)
- Building relationships and collaboration between teams
- Long term organizational planning with other senior managers
- Monitoring the use and allocation of money, technology and staff

Work Values

- Valuing and relying on the expertise of others
- Adoption of long term, big picture strategies
- Valuing cross unit collaboration
- Development of organizational vision and values

My Leadership...

How I showed up over the years—what I said and did

Don't be creative if you don't have to be.....

Approach for today.....

Aligning Values

“Re-examine all that you have been told...dismiss that which insults your soul.”

Walt Whitman

“People Join Organizations but leave People”

Gayle

Using Your Power

“Nearly all men can stand adversity, but if you want to test a man’s character, give him power.”

Abraham Lincoln

“Never underestimate your power. Never abuse your power. Influence versus Authority.”



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Gayle

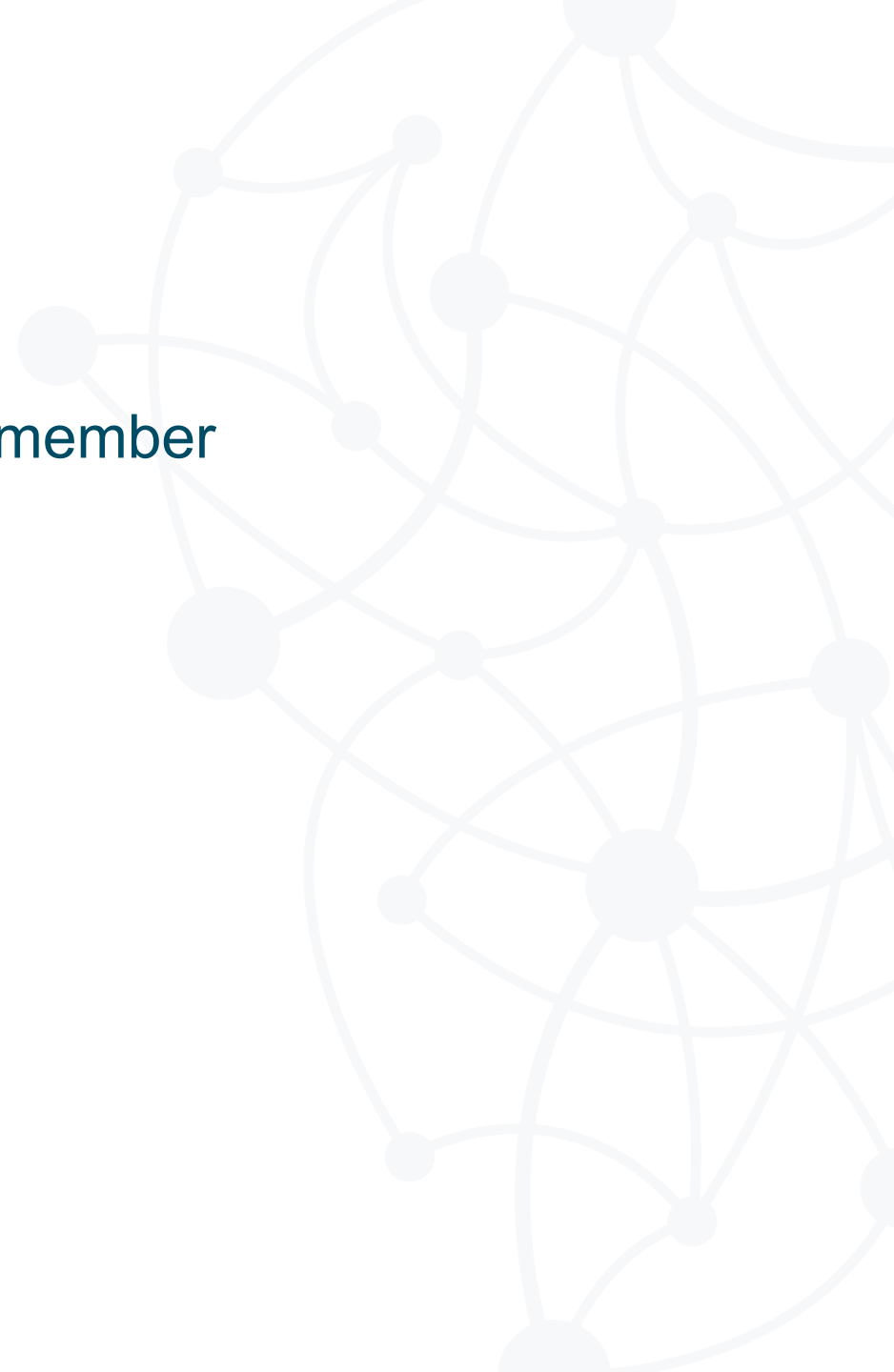
Telling the Truth

“If you tell the truth you don’t have to remember anything.”

Mark Twain

“And it’s the truth!”

Gayle



Looking for Quality

“In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if you don’t have the first, the other two will kill you.”

Warren Buffet

“Surround yourself by people that are good at the things you are not”

“Choose your Attitude”

Gayle

Being Consistent

“Your reputation and integrity are everything. Follow through on what you say you’re going to do. Your credibility can only be built over time, and it is built from the history of your words and actions.”

Marie Razumich-Zec

“A good leader is one where if they are gone, things will proceed as if the person was still there”

Gayle

Trusting Your Team

“The man who trusts men will make fewer mistakes than he who distrusts them.”

Camillo Benso di Cavour

“Expect people will do a good job/do their best, and they will!”

Gayle

How I live and lead—the good and the bad

- Resilience (Consider others)
- Caring (Good intentions.....)
- Glass half full (but don't forget the down side)
- Ability to “wing it “ (“hate to peak to early”. Procedures are developed for a reason)
- Continuous learning (recognize your limitations)
- Innovation and Change (Follow through)
- HAVE FUN

Questions? Sharing? Reflections?