

SPRING 2018 OFA FELLOWS LEADERS

Part 1: Defining Leadership

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We will begin the training at 8 p.m. ET / 7 p.m. CT



OFA

GOALS FOR THIS SESSION

**Develop self-awareness and
knowledge about your
archetype of leadership**

GOALS FOR THIS SESSION

Identify areas that, based on your archetypes, highlight how you want grow as a leader

GOALS FOR THIS SESSION

**Challenge your assumptions
on leadership**

Agenda

Fellows leaders introduction

Your five top leaders

Archetypes of leadership

Our conceptions of leadership

Debrief and close

Logistics



We will meet for 90 minutes



You will need a pen and paper or means of taking notes



A recording of this call will be available later this week.



Please tweet -- #OFAFellows

**We are living in
ambiguous times.**

Phase 1: Leadership as self- awareness

Week 1:

Defining Leadership

Week 2:

Emotional Intelligence and Agility

Week 3:

Managing for Equity and Results

Phase 2: Leadership in theory

Week 4:

Facilitation best practices

Week 5:

Servant leadership

Week 6:

Transformational leadership

Phase 3: Leadership in practice

- Week 7:** Group dynamics—Social roles
- Week 8:** Group dynamics—Culture/power
- Week 9:** Conflict/Resolution—Definitions
- Week 10:** Conflict/Resolution—Resolution

Expectations

FELLOWS LEADERS EXPECTATIONS:

**Miss no more than
two webinars**

FELLOWS LEADERS EXPECTATIONS:

**If you do miss
a webinar, watch
the recording**

FELLOWS LEADERS EXPECTATIONS:

**Read emails in detail
and thoroughly**

FELLOWS LEADERS EXPECTATIONS:

**Complete pre-work
and homework
assignments**

FELLOWS LEADERS EXPECTATIONS:

**Watch pre-recorded
videos on logistics**

FELLOWS LEADERS EXPECTATIONS:

**Recruit, interview,
and select a team of
fellows**

FELLOWS LEADERS EXPECTATIONS:

**Plan a Fellows
orientation to take
place on March 24**

FELLOWS LEADERS EXPECTATIONS:

**Align with fellow
leaders by phone**

FELLOWS LEADERS EXPECTATIONS:

**Be intellectually
curious and challenge
your assumptions**

5 minutes

Breakout

Groups of 3-4

- **Introduce yourself and where you're from.**
- **Share what fictional character you chose to have dinner with and why.**

Agenda

Fellows Leaders introduction

Your top five leaders

Archetypes of leadership

Our conceptions of leadership

Debrief and close

A woman with dark hair, wearing a light-colored sweater, is seated at a table in what appears to be a meeting or conference room. She is looking slightly to her right with a thoughtful expression. Her hands are resting on the table. In the background, other people are visible, some standing and some seated, but they are out of focus. The overall scene is dimly lit, with a dark overlay on the image.

Archetypes of leadership

**There are
many
definitions....**

In the past 60 years, as many as 65 different classification systems have been developed to define leadership (Fleishman, et. Al, 1991)

5 minutes

Reflection and writing

- List the top five leaders you admire on a piece of paper.
- Identify why you chose these five leaders—think:
 - Attributes
 - Demographics
 - What makes them a good leader

10 minutes

Breakout activity

- You will be in a breakout for this next activity.
- **5 minutes:** You will share your list of leaders and explain why you chose them. Include demographics and attributes of your leaders.
- Switch and have the other members share.

3 minutes

Reflection and writing

- **Reflect on your partner's list of leaders and descriptions:**
 - What values are present in the list of leaders your partner chose?
 - What potential leadership blind-spots do you see?

10 minutes

Partner activity

- Each partner should come back together.
- **For 5 minutes each:** Discuss your findings on the values you noticed in your partner's leaders list and the potential blind-spots you were able to identify.

Debrief

Agenda

Fellows Leader introduction

Your five top leaders

Archetypes of leadership

Our conceptions of leadership

Debrief and close

Archetype:

A recurrent symbol or motif of something, particularly in reference to your thoughts.

Stereotype:

A widely held but fixed and oversimplified image or idea of a particular type of person or thing.

Archetype of a plumber

Archetype of a teacher

Archetype of a businessperson

6 minutes

Individual reflection

- On a notepad, write down your answers to these questions:
 - What is your archetype of leadership?
 - How does your leadership archetype differ from you?
 - Give an example of someone who has challenged your archetype.

Discussion

What archetypes did you come up with?

Who challenged your archetype?

Were you surprised by the way you thought of leadership?

Agenda

Our day so far

Your five top leaders

Archetypes of leadership

Our conceptions of leadership

Debrief and close

A man in a dark suit, white shirt, and patterned tie is shown from the side, wearing glasses and writing in a notebook with a blue pen. The background is a blurred office setting with papers and a yellow sticky note. The entire image has a dark blue overlay.

What leadership is *(and is not)*

**Our conception
of what leadership is
can be limiting.**

Assigned Leadership:
Leadership that is
based on occupying a
position in an
organization.

(Northouse, "Leadership: Theory and Practice", 08)

Emergent Leadership:
Perceiving an individual
as the most influential
member of a group,
regardless of their title.

(Northouse, "Leadership: Theory and Practice", 08)

Management

Leadership

Management

(Abraham Zaleznik, 1977)

- Impersonal about goals
- Relate more in-line with role
- Authority granted from above (authorized)
- Transactional
- Conditional

Leadership

Management

(Abraham Zaleznik, 1977)

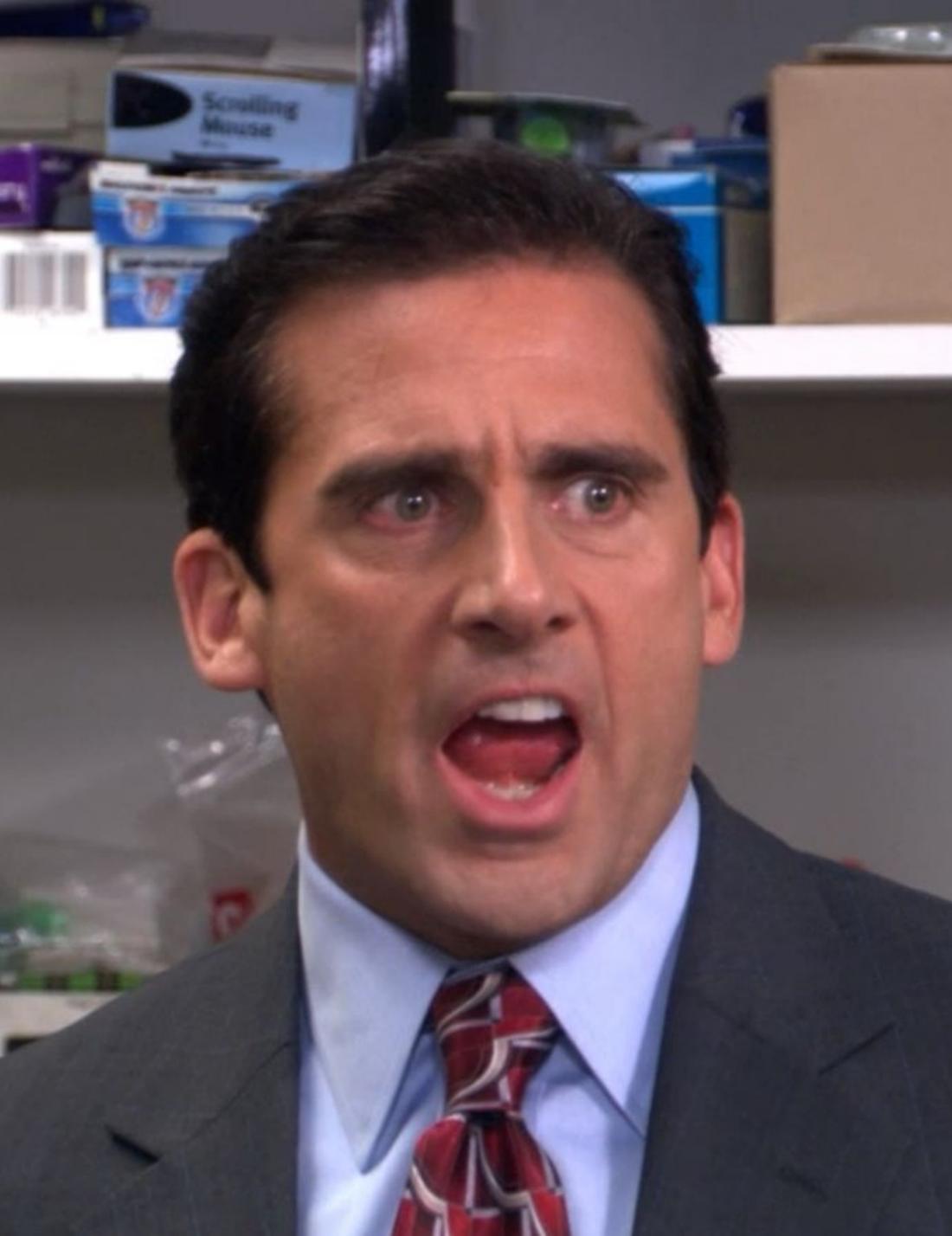
- Impersonal about goals
- Relate more in-line with role
- Authority granted from above
(authorized)
- Transactional
- Conditional

Leadership

(Abraham Zaleznik, 1977)

- Personal about org goals
- Relate more intuitively
- Authority granted from below
from within
- Persistent

Leadership is *not...*



**Coercive or
telling people
what to do.**

**Trait-based or born
that way.**

Leadership is a
process by which an
individual uses
influence with a *group*
for *positive change*.

Weekly assignment, due February 27:

- 1) **Podcast** – Susan David on Emotional Agility:
bit.ly/Emotionalagility
- 2) **Watch** – Youtube videos and begin recruiting, interviewing fellows and planning orientations
- 3) **Scout** – Identify 4 potential locations for your fellows orientation by February 27
- 4) **Align** – With other FL's in your community around applications and orientations

OFA Training

Thank you for joining today's webinar.

Check the Fellows Leader website for a copy of the material covered today, including a video and audio recording of the webinar.

Email fellows@ofa.us with any questions.

[Bit.ly/defineleadership](https://bit.ly/defineleadership)