



CONCORDIA

**GRADUATE &
CONTINUING STUDIES**



Developing the Leaders around Us

Laurie Dahley, LISW/MSW, PhD
Professor Emeritus
Concordia College,
Moorhead, MN

**Don't gather followers,
develop leaders**

Succession Planning and Organization
Building



Leadership

- **People don't mind being led when they are led well.**
- **A great leader is creative, courageous and makes sure the goals are well defined and well known**
- **A great leader is always thinking of the future and building the next generation of leaders.**
- **Good to Great.....**

Characteristics of Effective Teams

- Clear Goals
- Structure and membership tied to goals
- Commitment of all members
- Collaborative climate
- Standards of excellence
- Information based decision making
- External support and recognition
- Principled leadership

Planning meetings

- Plan ahead
 - Agenda, environment, materials needed
- Clarify purpose and establish objectives
- Select participants
- Select time and place
- Prepare an agenda
- Start meetings on time
- State ending time
- Keep meeting focused

Six Rules for Running Successful Meetings

- Don't schedule a meeting if you don't need one
- Know the purpose of the meeting
- Don't overfill the agenda
- Plan the logistics of the meeting in advance
- Involve others in the meeting as much as possible
- NEVER go in unprepared!

River of Culture



Coach Wooden (UCLA)

- If something goes wrong, I did it.
- If something goes fair, we did it.
- If something goes well, they did it.

Why? Wrong attitudes

- Compete vs. work with them
- Strong personal vision which refuses to see alternatives
- Seeking credit to boost self-esteem
- Knowledge is power, so I will play with my cards close to the vest

Attitudes that develop leaders

- No one ever suffers if others are strong
- Followers tell you what you want to hear, leaders tell you what you need to hear
- Possess leadership mindset – think like a leader and lighten the load
- Geese story – uplift for bird behind, adds 71% range

Steps to developing leaders

- Enter with a vision but no detailed plan
- Define outlying principles, guidelines, regulations, etc within which you must comply
- Embrace there is more than one way to move forward
- Actively seek others input....who is being quiet...they may have the solution or a perspective that is critical

Steps to developing leaders

- A sense of ownership is a high motivator to action
- Be open to feedback! What do your non-verbals and verbals tell your group?
- Obstacles are just lessons learned on the path to success

Steps to developing leaders

- Praise, praise, praise – never underestimate the power of recognition to your team
- Find a way to celebrate small successes along the way

Concepts

- Problems may “just happen”, solutions don’t
- Those closest to the problem are the experts in solving the problem.
- How do we make the decisions...what underlying principles guide our work?
- Strategies: service, advocacy, mobilizing, community development, politics, education and study