



THE LEADING EDGE

SPRING 2008

for UW leaders at all levels

Dr. Michael B. Eisenberg

*Dean Emeritus and Professor,
University of Washington Information School*

Mike Eisenberg conducts research, writes, consults, and lectures on information literacy, information technology, and how to effectively manage information overload. Heidi Lang, Special Programs Manager with POD, recently sat down with him to discuss leadership challenges and opportunities in the world today.

Q. What do you think is the biggest challenge facing UW leaders today?

Sustainability. It's easy to start something up—there are plenty of good ideas out there. There is a huge adrenaline rush at start-up. The challenge is institutionalizing great ideas while maintaining their vibrancy.

There are many leaders who have clear, compelling visions and get

people excited, but the real test is if they can build an infrastructure. For example, I stepped down as dean of the iSchool, but if the new dean fails, it means I failed. It's got to be about more than personality.

Q. What do you think it takes to be a successful leader at the UW?

Vision. You need a clear picture of where you want to be, and then the skills to not only communicate that picture but build excitement around it. That means showing people how they have a stake in your success.

Leaders are not only faculty, deans, high-level administrators. I define leadership as making

continued on page 4



CONTENTS

FEATURE

Mike Eisenberg

On leadership challenges and opportunities in the world today

ALSO IN THIS ISSUE

- Fierce Conversations 2
- Media Corner 2
- Ask an Expert 3
- Consultant Spotlight..... 3
- Fierce Accountability 4
- New POD Courses 5



FIERCE CONVERSATIONS

If you're unfamiliar with *Fierce Conversations*, the name of this workshop and best-selling book may bring to mind putting on a tiger suit or baring your teeth so that the person you're talking to feels and sees your power.

A more apt description is provided by Susan Scott, author of *Fierce Conversations*: "When you think of a fierce conversation, think passion, integrity, authenticity, collaboration." In short, fierce conversations capture and maintain your attention and creativity.

You know you're having a fierce conversation when:

- You speak in your "real" voice.

- You speak to the heart of the matter.
- You really ask and really listen.
- You enrich a relationship.
- You are different when the conversation is over.

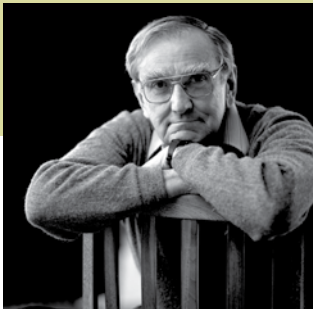
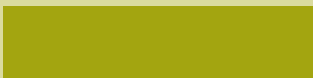
Professional & Organizational Development (POD) has offered the Fierce Conversations workshop several times in the past five years. The workshop introduces participants to seven principles of behavior that are essential for having fierce conversations, and then provides tools and hands-on practice in conducting three types of conversations—team, coaching, and confrontation.

Starting this summer, POD is providing flexible, targeted training in Fierce Conversations by offering a half-day workshop for each of the three conversation models.

Summer 2008: Team Conversations engage teams in frictionless debates and take into account various and often competing perspectives. Fierce team conversations result in the best decisions for the organization, enthusiastically implemented.

Autumn 2008: Coaching Conversations help managers encourage and develop employees to improve

continued on page 4



There is always room for improvement – it's the largest room in the house.

Louise Heath Leber

The Media Corner

The Leadership Challenge, 4th Edition, Jim Kouzes & Barry Posner, 2007.

Leadership is a practice, and if you're interested in becoming a leader you must work at building your skills every day. Based on research involving more than 3,000 leaders, in *The Leadership Challenge*, Kouzes and Posner identify what they call "five leadership practices common to successful leaders." In addition, they suggest ten "behavioral commitments" found among those leaders studied. With their direct and easy-to-read style, the authors do a great job of first explaining various concepts and then illustrating those concepts by drawing upon real-world situations.

You Don't Need a Title to be a Leader: How Anyone, Anywhere, Can Make a Positive Difference, Mark Sanborn, 2006.

Practical and inspirational without being sappy, this is a great book to give to your staff and use as a framework for team discussions and goal setting. *You Don't Need a Title to be a Leader* begins with a powerful question: "If you had no title or ability to reward or penalize, could you still get people to follow you?" Sanborn defies the myth that true leaders are born leaders and explains six leadership principles to help ensure that this question can be answered with a resounding yes. ■

ASK AN EXPERT

Question I feel like I'm often required to assert my authority as a manager. Some team members seem to view me as managing the work processes and staffing but not as the leader of the team. What can I do to change this?

Answer This is a good time to look at your own practices to determine your balance of leading versus managing. Leadership and management go about their work in different ways. According to author and organizational consultant Warren Bennis, managers do things right, but leaders do the right things.

When you think about doing things right, you think about control mechanisms and how to accomplish tasks. When you think about doing the right things, you think about the future: vision, mission, strategic intent, and purpose. Management involves organizing and staffing; leadership involves aligning people. Management provides control and solves problems; leadership provides motivation.

- Along with the structure (managing), do you also communicate the direction (leading)?
- Along with assigning responsibilities (managing), do you engage people in implementation (leading)?
- Along with developing policies and procedures (managing), do you also model leadership (leading)?
- Along with monitoring performance (managing), do you work to raise people's commitment levels (leading)?

The management work needs to happen, but to be seen as a leader and to take your team to new levels, you must also employ the work of leadership. ■

CONSULTANT SPOTLIGHT

Jeff Turner, Praxis HR

In an article recently published in *The Public Manager*, **Jeff Turner** addresses leadership development and its specific challenges in the public sector.

Developing leadership involves clarifying the behaviors and skills that are most critical to a particular organization's success. Organizations should identify the specific behaviors and skills they expect and the gaps most typically exhibited—and then provide leadership development to address those gaps.

For those in the public sector, Turner believes it's especially important to have leadership development programs that are embedded in the organization and can withstand frequent challenges, such as shifts in

resources, administration, and direction that are beyond your control. You can access the complete text of Turner's article, "Developing Leadership in the Public Sector," from the electronic journal *The Public Manager* (Winter 2007/2008 issue), at www.lib.washington.edu/types/ejournals/ (a UW-restricted resource, available only from UW computers).

Jeff Turner, JD, is the president of Praxis HR, specializing in supervisory and management training, conflict management, coaching for high-performance, and strategic human resources consulting. He can be reached through the University Consulting Alliance: www.washington.edu/admin/hr/pod/leaders/orgdev/alliance/index.html ■

The vision must be followed by the venture. It is not enough to stare up the steps—we must step up the stairs.

Vance Havner

FIERCE CONVERSATIONS continued from page 2

performance and achieve goals. Coaching conversations increase clarity, improve understanding, and provide impetus for change, resulting in professional development with a focus on actions and results.

Winter 2009: Confrontation Conversations help to resolve conflict by providing a framework to use when talking with an individual with whom there is a difference of opinion, a performance problem, or an attitudinal issue. Not only can these conversations resolve the conflict, they also enrich the relationships.

We hope you'll consider taking advantage of this new format by

attending one, two, or all three of these half-day workshops. To register for these workshops, you can access the course catalog on POD's website in the quarters shown above at www.washington.edu/admin/hr/pod.

FIERCE ACCOUNTABILITY

Along with offering *Fierce Conversations* modules later this year (see article at left), POD is presenting a full-day workshop of *Fierce Accountability* on Thursday, June 5. (Although it complements *Fierce Conversations*, *Fierce Accountability* is a stand-alone offering.)

Through *Fierce Accountability*, you can begin to recognize the cost of blaming, protecting, defending, and playing it safe. You'll also examine your own victim cycles and learn how to turn them into accountability cycles that can create positive results for yourself and others.

Click here for more information about this workshop:
www.washington.edu/admin/hr/pod/catalog/gen/1/Q1041.html

MIKE EISENBERG continued from page 1

something happen that wouldn't have happened without you. I've met receptionists that are powerful leaders because they have a vision, believe it is possible, and know how to make it happen. Then, they actually follow through.

Q. Did you have any role models or mentors along the way in your career? What did you learn from them?

More than I can count. My parents, for a start, worked hard at their jobs but also were very involved with our synagogue. They both were people that made things happen. Another mentor that stands out in my memory was the director of my doctoral program at Syracuse. At one point, I was about to withdraw from the program but he really nurtured me and offered me unconditional support. I went on to get an appointment at the

same place I studied, which is very unusual and awkward in many ways. This person helped me make the transition from student to faculty. He never pulled rank—he treated everyone as a peer. I learned that we all contribute in different ways, and all ways are valuable. I am proud that the iSchool is based on the principle that everyone's opinion matters. Now I have students that act as mentors to me.



New from POD

Professional & Organizational Development (POD) is pleased to announce a new course for UW leaders.

COACHING MASTERY: INVITING EXCELLENCE According to POD's 2007 Needs Survey, coaching and mentoring is viewed as an important competency for leaders at UW. Through coaching, you can challenge others to achieve their highest level of performance and support them in implementing their own transformation. By taking *Coaching Mastery: Inviting Excellence*, you will learn how coaching can achieve extraordinary results by positively impacting the way people think and work together.

Topics covered in this course include:

- coaching defined and described;
- coaching practices and processes;
- individual and organizational benefits of coaching;
- asking powerful questions; and
- personal transformation and reinvention.

Reframing experiences and working with different models will be taught and practiced. This course is taught by Janaki Severy, who is a member of the University Consulting Alliance and has expertise in leadership development and coaching.

This workshop (course code Q1010) is offered on Monday, June 9, from 8:30 a.m. to 12:30 p.m.

Click here for more information about this and other POD classes:
<https://www.washington.edu/admin/hr/pod/catalog/gen/Category42.html>



UNIVERSITY OF WASHINGTON
Professional & Organizational Development

Fostering positive change
in individuals and organizations
at the University of Washington.

THE LEADING EDGE is published by Professional & Organizational Development, a division of UW Human Resources. Submit comments or contributions to Heidi Lang at hlang@u.washington.edu. Visit POD online at: www.washington.edu/admin/hr/pod.