



What is Leadership?

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What is Leadership?

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of goal

- Kevin Kruse, *Forbes Magazine*, April 9, 2013

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What is Leadership?

Alternatively ...

- Establishing a clear vision
- Sharing that vision with others so that they will follow willingly
- Providing the information, knowledge, and methods to realize that vision
- Coordinating and balancing the conflicting interests of all members and stakeholders

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What is Leadership?

Finally ...

If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.

- John Quincy Adams

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Key Characteristics of Leadership

- Strategic focus on the organization's needs
- Establishing goals and the strategic direction
- Establishing principles
- Empowering and mentoring the team to lead them to their goals
- Risk engagement and overall identification
- Long-term, high-level focus

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v.

Key Characteristics of Management

- A tactical focus on aspects of the organization's strategy
- Executing on specific areas within their responsibilities
- Formulating and enforcing the policies of an organization to achieve its goals
- Directing and monitoring their team to achieve their specific goals
- Management and containment risks in an organization
- Short term focus with attention to the details

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3 Legs of Leadership Stool*

- I. Strategic: Setting Direction
- II. Culture: Influence without Authority
- III. People: High Performance Teams

* Senior Leadership Program for Managers,
University of California, Berkeley 2010-2012

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Strategic: Setting Direction

Strategic = Transformational (not Incremental)

- Intent vs. Current State
- Modify behavior vs. modifying systems
- Major disruptor vs. minor disruptor
- Significant changes vs. fewer changes

[Significant # of team unable/unwilling to complete change]

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Strategic: Setting Direction II

How to become transformational or how to state intent?

- SWOT = incremental change (70's, 80's)
- BHAG = a stretch Goal (90's – now)
 - "A true BHAG is clear and compelling, serves as unifying focal point of effort, and acts as a clear catalyst for team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines."
 - Collins and Porras, *Built to Last: Successful Habits of Visionary Companies*

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Strategic: Setting Direction III

- BHAG: We will double/triple/quadruple our \$ raised in 10 years
 - All business functions stem from the BHAG
- Other BHAGs?

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Strategic: Setting Direction IV

Strategic Direction* (00's – now)

1. Target Stretch Goals
2. Common Enemy Stretch Goals
3. Role Model Stretch Goals
4. Internal Transformation Stretch Goals

Once goal is articulated, work with identified partners (stakeholders) and create a common vision for moving forward

*Professor Peter Wilton, Haas Business School
University of California, Berkeley

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Strategic: Setting Direction V

- Create a compelling vision
- Balance ambition with ability to deliver
- Build early momentum

@ Berkeley GP BHAG

- Last Campaign: Raise 15% of Campus total or \$450M
- New Campaign: Raise 20% of Campus total or \$1B

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Strategic: Setting Direction VI

Reference Material

- <https://hbr.org/2008/10/shaping-strategy-in-a-world-of-constant-disruption>
- <https://www.innosight.com/insight/two-routes-to-resilience/>

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Culture: Influence without Authority

Culture:

is a pattern of beliefs and expectations that are shared by organizational members. These beliefs and expectations produce norms that can powerfully shape how people and groups behave.

- Professor Jennifer Chatman, Haas School of Business
University of California, Berkeley

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Culture: Influence without Authority II

Best organizations have following characteristics:

- Continuous improvement, innovation, and adaption to change
- Employee latitude and responsibility
- Respect for people
- Teamwork
- Efficient and effective work flow

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Culture: Influence without Authority III

How to create culture:

- Rigorous Recruitment and Selection Processes
 - @Berkeley: Clear J.D.s, multiple interviews (w/in team + extras), and reference checks (including catch all: Anything else I should know?)
- Orientation, Training, and On-going Socialization
 - Welcome, office manual, big picture, monthly GP training, other training (PG Calc, MCPGC-specialized), quotidian meeting, monthly birthday celebration, testing: Change Style Indicator, Personal Style Inventory (Myers-Briggs), StrengthsQuest
- Rewards and Recognition:
 - Quotidian meeting, quarterly campus outing, Achievement/Spot Awards, IRA the bear, salary increases/promotions

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Leadership Lesson #2



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People: High Performance Teams

Leader has Growth vs. Fixed Mindset

- Self-effacing, team player vs. ego-driven hierarchical
- Learning from mistakes vs. covering up mistakes
- Sharing credit with others vs. taking credit for others' work
- Focused on the future vs. focus on the past

- Professor Laura Kray, Haas Business School
University of California, Berkeley

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People: High Performance Teams II

Meetings

- Team: Biweekly
 - Exec. Dir, prospect goal update (life income/outright, estate, bequest commitments), admin, marketing, other, fun stuff
 - Semi-annual; annual get-together
- Prospect Meeting: Biweekly
 - Real estate, prospect goal update, next action reports
- Campaign Goal = \$1B (monitored quarterly)
 - + productivity

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People: High Performance Teams III

Meetings (cont.)

- Individual - bi-weekly; monthly; quarterly
- Goals - Individual Fundraiser:
 - Life income/outright, bequest commitments, proposals, substantive contacts (in lieu of visits), stewardship
 - Collaboration with assigned units
 - Professional development

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Leadership Lesson #3



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Other Reference Materials

- See handouts
- *SF Chronicle* (Friday)
- *Wall Street Journal* – work & family, careers

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Questions?

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