Leadership As A Career Competency: do we practice what we preach?

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Introduction

- What Is Leadership?
- Leadership As A Career Competency
- Leadership Self-Assessment: How Do I Rate?
- Do We Practice What We Preach?
Definition Of Leadership

- “A leader is not necessarily a person who holds some formal position of leadership or who is perceived as a leader by others. Rather, a leader is one who is able to affect positive change for the betterment of others, the community, and society. All people, in other words, are potential leaders. Moreover, the process of leadership cannot be described simply in terms of the behaviour of an individual, rather leadership involves collaborative action grounded in the shared values of people who work together to affect positive change.” Higher Education Research Institute

- “Leaders are people who do the right things” Warren Bennis
This Is What Leaders Do

- Affect positive change for the betterment of others, the community, and society.
- Set direction
- Inspire a shared vision
- Motivate people towards a desired end
- Communicate effectively in a range of ways
- Empower, inspire, enable
- Challenge, experiment
- Take risks
- Model the way
What Are The Skills Needed

- Understands other people eg their values
- Creative and strategic thinkers, visionary
- Teamwork and problem solving abilities
- Motivational, inspirational, excellent communication skills
- Have powerful ideas, good at persuading and creating resonance
- Able to challenge the process
- Risk enablers, mobilizers
- Authentic, insightful, wise
- Humility, inclusiveness
- Socially and practically aware and attuned
- Embracing and engaging
- Change agents
- Credible, knowledgable, courageous
My Hypothesis: Leadership Is A Career Competency

- The skills needed for effective leadership = career competencies = skills commonly sought or valued by employers
- A career competency is (as opposed to a job competency) a skill or attribute which is relevant to people throughout their career
- Eg the ability to make decisions
- The ability to communicate
- The ability to seek improvement
- The ability to take responsibility and be flexible
- The ability to work individually and as a team
Are These Leadership Skills/Attributes Sought After By Employers?
Leadership Career Competencies
- What Employers Look For

- Communication Skills (verbal and written)
- Honesty/Integrity
- Interpersonal Skills
- Motivation/Initiative
- Strong Work Ethic
- Teamwork Skills
- Analytical Skills
- Flexibility/Adaptability

Job Outlook 2004, National Association of Colleges and Employers, Arizona
Leadership Career Competencies
– What Employers Look For

- Communication Skills
- Teamwork or Interpersonal Skills
- Analytical or Problem Solving Skills
- Managing or Organising Skills

Flinders University
Leadership Career Competencies – What Employers Look For

- Career-related work experience
- Computer skills
- Problem-solving skills
- Project management skills
- Team player competencies
- Communication skills
- Well-developed logic and reasoning skills
- Independent goal setting and time management skills
- A broad knowledge beyond their field.
- Becoming conversant in a second language.
- Leadership experiences and development of strong social skills
- Training on resume preparation, interviewing skills, career planning, job search
- Coursework in character-building, professionalism, ethics

Leadership Career Competencies – What Employers Look For

- Academic results
- Relevant work experience
- Involved in extra-curricular activities
- Technical, generic, analytical, problem solving, time management and communication skills
- Team work
- Creativity and flexibility
- Leadership – vision, goal-oriented, high achievers, take risks and motivate other people.
- Cultural fit - with the work environment of a company - the way staff relate to one another and the way business is conducted.
- Personal attributes eg motivation and initiative, attention to detail, honesty and integrity, strong work ethic, self-confidence, friendly, outgoing personality, tactfulness, good manners and courtesy, good sense of humour.

University of Technology Sydney
Leadership Career Competencies – What Employers Look For

- strong verbal and interpersonal communication
- problem solving
- sound academic achievement
- self-motivated / self-management / self-starter
- analytical and conceptual
- flexible and adaptable 'can-do' attitude
- team player
- strong written communication
- energy and enthusiasm
- creative / innovative
- professional ethics

University of Victoria, Wellington
Leadership Self-Assessment: How Do I Rate?

- Participants complete a leadership skills inventory and rate their current leadership practice.
- [http://www.nwlink.com/~donclark/leader/survlead.html](http://www.nwlink.com/~donclark/leader/survlead.html) (leadership characteristics and skills survey)
Definition of Career Practice That Provides Leadership

- Career Development Quote of the Week
  “A true measure of your worth includes all the benefits others have gained from your successes.” — Cullen Hightower
Do We Practice What We Preach?

- An exploration of actions of leadership which we might take as individual practitioners and collectively as CPANZ members
As An Individual – Do I Practice What I Preach?

- Do I do the ‘right thing’?
- Do I always act in the best interest of my client?
- Do I inspire, motivate, empower and encourage my clients?
- Do I communicate well?
- Do I know myself and seek self-improvement?
- Do I seek responsibility and take responsibility for my actions?
- Do I make sound and timely decisions?
- Do I have personal integrity?
- Do I set the example – be a good role model for others?
Does CPANZ As A Professional Organisation Practice What We Preach?

- Do we do the ‘right thing’?
- Do we uphold the standards of professional practice?
- Do we hold others to those standards?
- Do we work with others to behave ethically?
- Do we advocate those elements of the profession that will improve knowledge of the profession?
- Do we share our knowledge and experiences with others so that they may learn?
- Do we use the full capabilities of the CPANZ organisation?
- Do we set good examples ie be good role models for others?
- Do we keep others informed?
- Do we get to know other career practitioners and look out for their well-being?
Where To Get More Information

Where To Get More Information

- The History of Leadership Research – [www.sedl.org/change/leadership/history.html](http://www.sedl.org/change/leadership/history.html)
- The Centre for Creative Leadership – [www.ccl.org](http://www.ccl.org)
- The Centre for Public Leadership – [www.ksg.harvard.edu/leadership](http://www.ksg.harvard.edu/leadership)
- The Green Leaf Centre for Servant Leadership – [www.greenleaf.org](http://www.greenleaf.org)
- The James McGregor Burns Academy of Leadership – [www.academy.umd.edu](http://www.academy.umd.edu)
Thank You For Sharing Part of Your “Self” In This Workshop – a great leadership skill!

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“If we treat people as they are, we make them worse, but if we treat them as they ought to be, we help them become what they are capable of becoming.” - Johann Wolfgang von Goethe

“Some people grin and bear it. Others smile and change it.” – unknown

“There are times when a man should be content with what he has, but never with what he is.” – William George Jordan