

Learning How to Lead

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*With thanks to Kathleen Fisher, MaryAnne Egan,
Cherri Pancake (CMW 2015)*



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What is Leadership?

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal - Northouse

The followers' actions determine the leaders' success



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There Are Many Zones of Leadership

Technical - project lead, program manager, NSF PI/co-PI, instructor, coach

Informal - building support for a faculty candidate, creating a reading/writing group

Professional - program chair, conference chair, CRA-WP, standards groups

Managerial - Department Head, Dean, Manager

Start thinking: Who are some formal & informal leaders in your org., volunteer group, club?



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There Are Many Kinds of Leadership

A leader exerts influence

- **Strategic leaders** set direction, form long-term plans
- **Tactical leaders** develop and implement plans
- **Attitude leaders** set the tone and attitude going forward

Leader is not a state of being or a credential, it describes an action orientation

Start thinking: Who are some strategic and tactical leaders in your organization, volunteer group, club?



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Why Lead?



To make change

To have an impact

To share experience/knowledge

For personal satisfaction and growth



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Planning for Leadership

Your leadership is where the world's problems, your vision, your passion, your skills and your community meet



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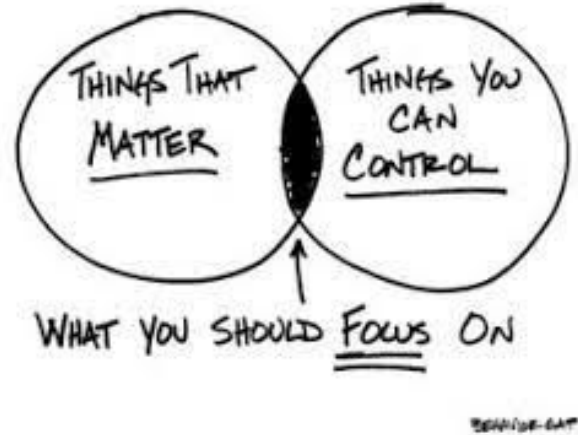
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The World's Problems

You can probably only lead in 1-3 areas at a time

Don't overcommit

You can be a leader in one area, collaborator in another and supporter in another



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Your Vision and Passion



What do you hope to accomplish?

What are the likely and acceptable costs?

How will you measure success?

From which stakeholders do you need buy-in?

How will you respond to feedback and obstacles?



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Your Skills

Some people lead crowds; others lead those who lead crowds



GENIUS HAS NO RACE.
STRENGTH HAS NO GENDER.
COURAGE HAS NO LIMIT.

What are you good at?

Collaborate with people who
have different leadership
styles

Learn something new!



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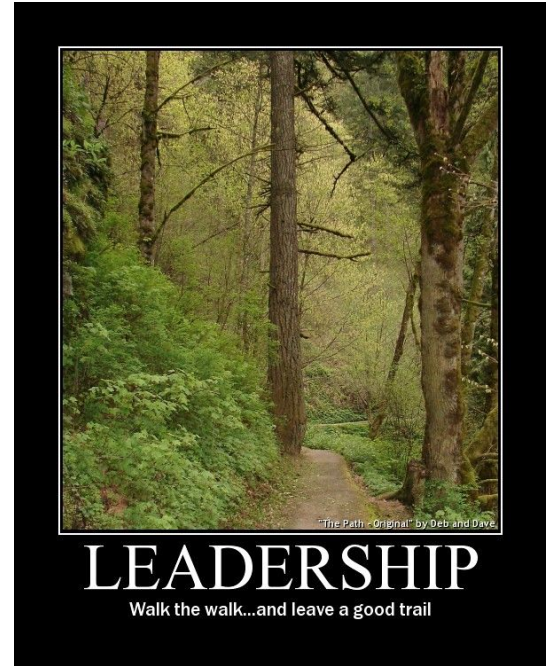
Your Community

Provide a stable and transparent environment

Make space for others to grow as leaders

Invite input and feedback and listen well

Be direct and clear with information and requests



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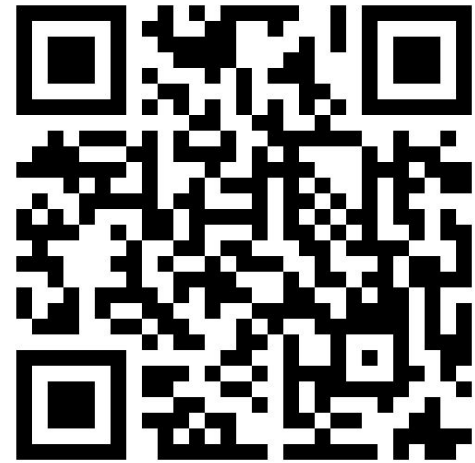
Stories of Leadership

Think of 2-3 leaders you know (or know of) in computing research and education

Tell the person next to you why these people are leaders

Add the story to the doc!

<https://cutt.ly/1wRTtxLK>



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Time for Sharing and Questions



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Resources

- *Quiet: The Power of Introverts in a World That Can't Stop Talking* - Susan Cain
- *Women and Leadership* – Julia Gillard & Ngozi Okonjo-Iweala
- *Becoming a Technical Leader* – Gerald M. Weinberg
- *Start with Why* – Simon Sinek
- *Quiet Leadership* – David Rock
- *The Leadership Challenge* - James M. Kouzes & Barry Z. Posner
- *Leadership: Theory and Practice* - Peter G. Northouse
- *How to Be a Bawse* - Lilly Singh



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Agenda For This Session

Nearly all research organizations have a career path that lets researchers rise to the top ranks while remaining in a technical position. What does it take to become a leader? How does an organization recognize and reward leadership?

Acknowledgments: Kathleen Fisher, MaryAnne Egan, Cherri Pancake (CMW 2015)



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Becoming a Leader

Show initiative and vision

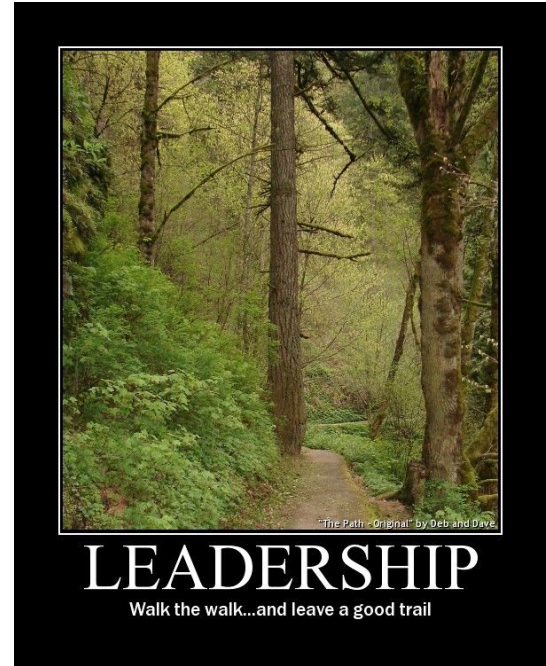
- Volunteer! Propose an idea!

Follow through on commitments

- If you propose a solution, develop it

Treat others with respect

- You can't lead on your own



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