Learning How to Lead

Amanda Stent, Colby
Daniel Aliaga, Purdue

With thanks to Kathleen Fisher, MaryAnne Egan, Cherri Pancake (CMW 2015)
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
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?
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?
Why Lead?

To make change
To have an impact
To share experience/knowledge
For personal satisfaction and growth
Planning for Leadership

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

Image: https://www.onecommunityglobal.org/ten-community-problems-ten-solutions/
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
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?
Your Skills

Some people lead crowds; others lead those who lead crowds

What are you good at?
Collaborate with people who have different leadership styles
Learn something new!

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

Image: https://medium.com/@anishsadhu5/improving-communication-skills-f3d41812554d
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
Time for Sharing and Questions
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
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)
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