

# *Reframing Your Mindset:*

Understanding Leadership & Management

*Leadership Institute  
Presented by Christine A. Gravelle  
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# Overview

Get to Know Each Other  
Management & Leadership  
Theoretical Framework  
Your Leadership Style

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# Objectives

Recognize strengths, challenges, and the intersection between manager and leader

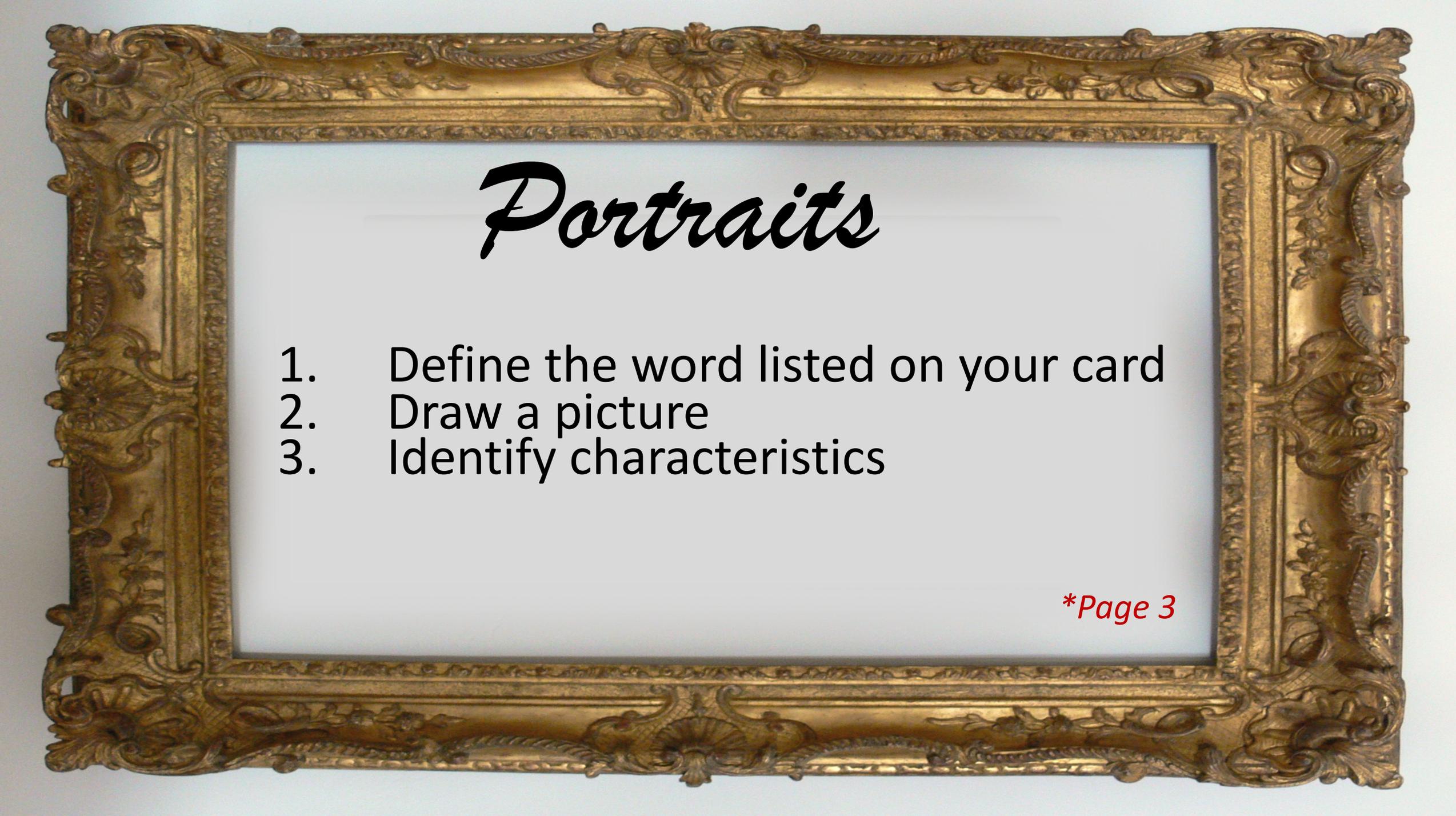
Describe philosophies and expectations associated with leadership and management roles

Articulate personal leadership preferences

# Activity

- Write your name at the top of the notecard
- Write down your favorite leadership quote or thought
- Introduce yourself and share the notecard
- Exchange cards with them
- Meet someone else!





# Portraits

1. Define the word listed on your card
2. Draw a picture
3. Identify characteristics

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Management is...  
 Coping with complexity  
 Planning and Budgeting  
 Organizing and Staffing  
 Controlling and Problem Solving  
 Effective Action

# Managers VS Leaders

*People who do things right* VS *People who do the right thing*

Leadership is....  
 promoting change  
 Setting a Direction  
 Aligning People  
 Motivating and Inspiring People  
 Meaningful Action

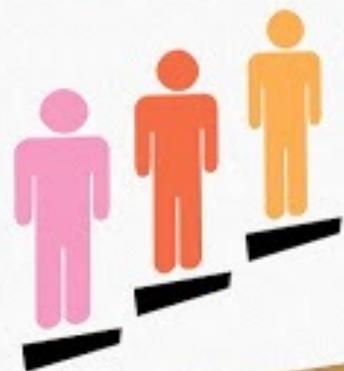
! how soldier control structure controls  
 accomplish control copy systems  
 efficiency copying systems  
 procedures policies  
 administers conduct quo

ideas direction  
 agile guiding concepts horizon adaptive what?  
 opinion course path action  
 influencing objective produce  
 creative innovating  
 dream vision reality goal  
 visions plans reach people

THE MANAGER



ADMINISTERS  
 FOCUSES ON SYSTEMS  
 RELIES ON CONTROL  
 imitates  
 is a copy



THE LEADER

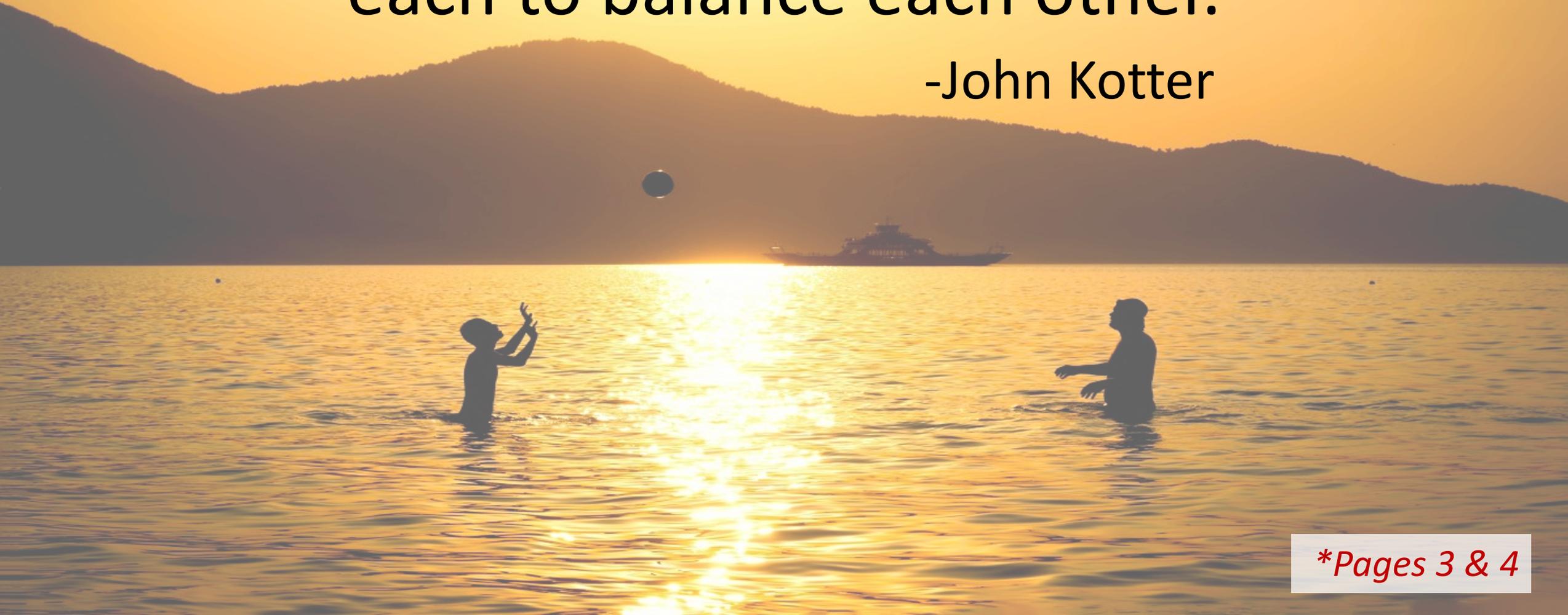
INNOVATES  
 FOCUSES ON PEOPLE  
 INSPIRES TRUST  
 originates  
 is original

\*Pages 3 & 4



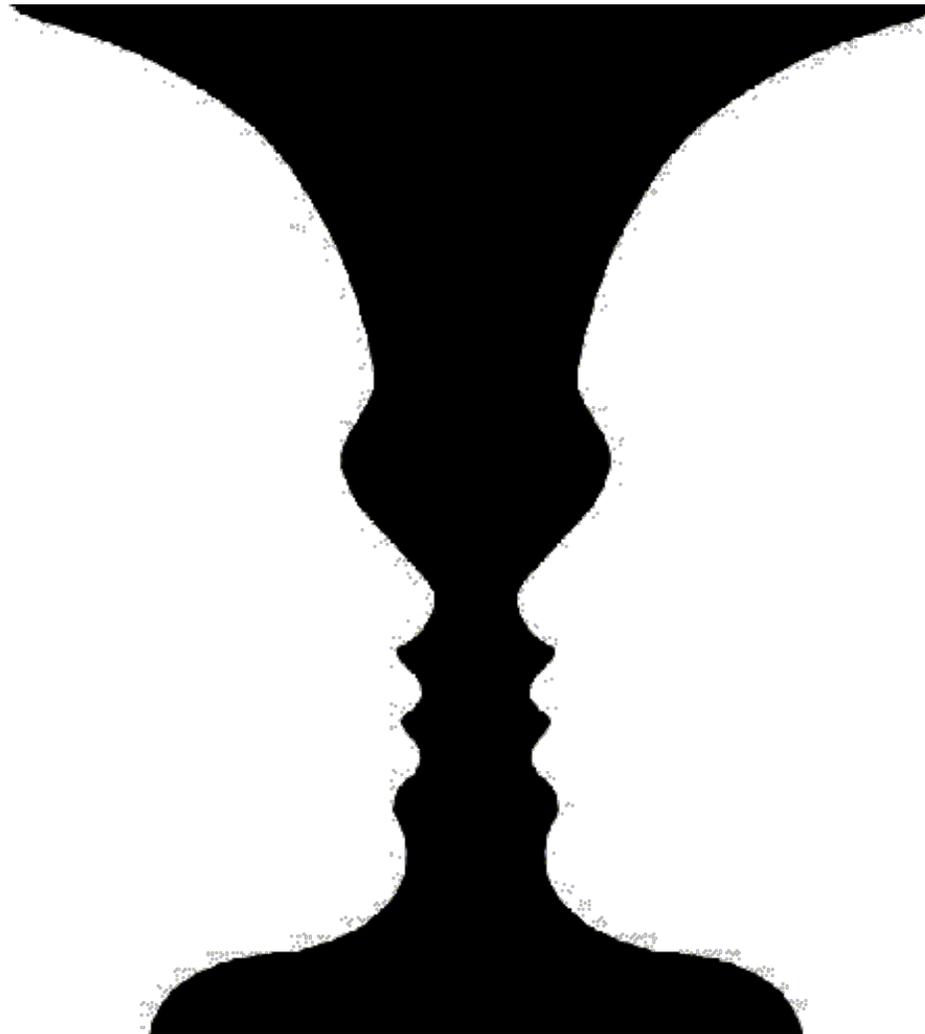
The real challenge is to combine strong leadership and strong management and use each to balance each other.

-John Kotter

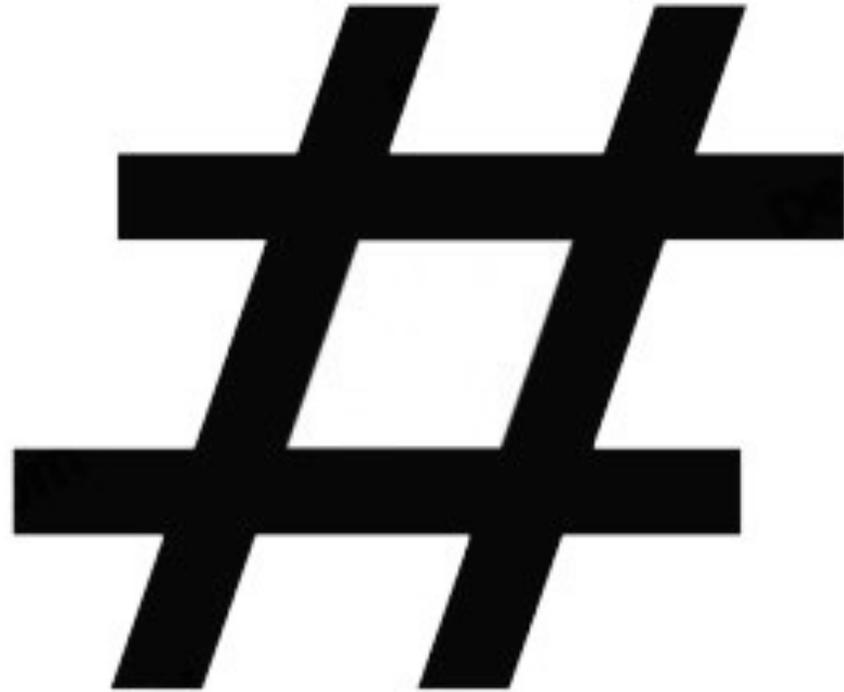




# What do you see?



What does this symbol represent?



To whom do these belong?

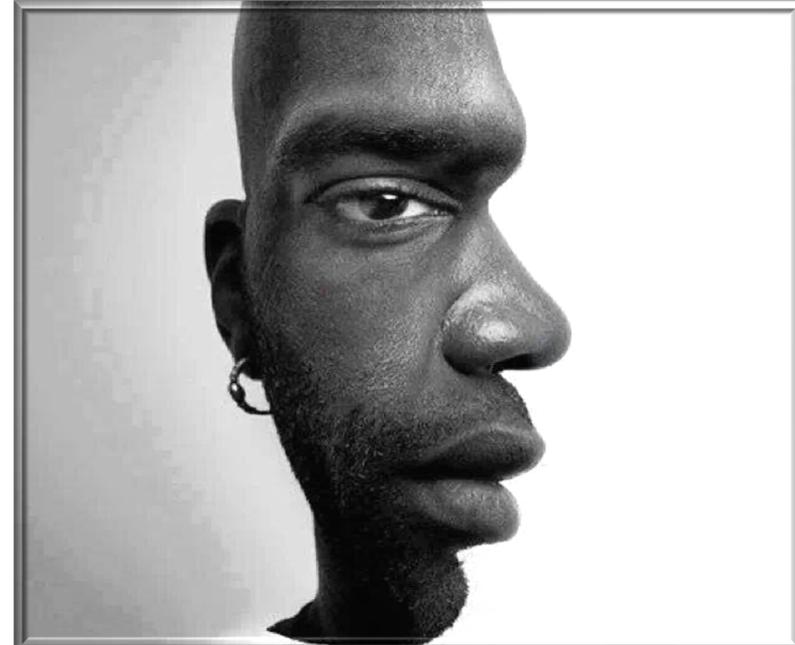
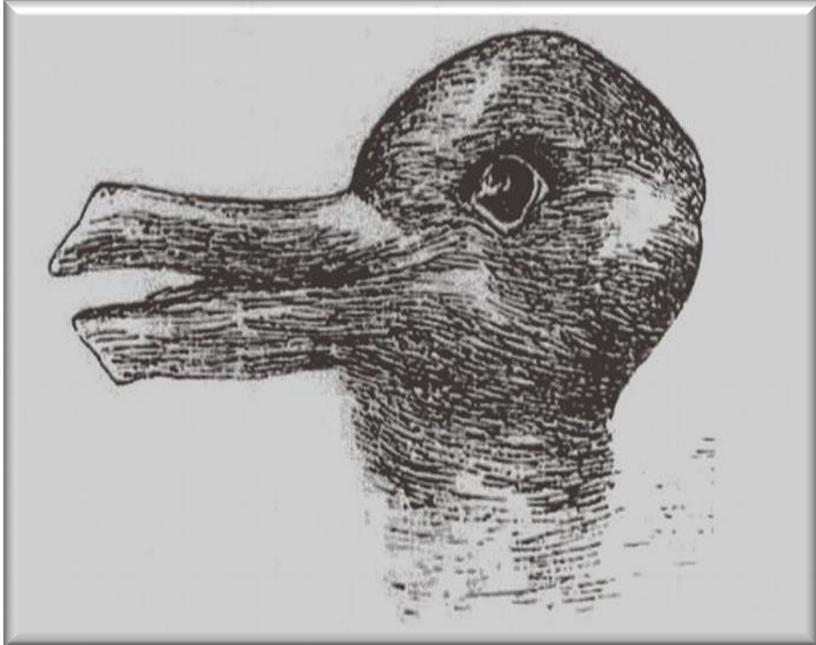


What company does this represent?

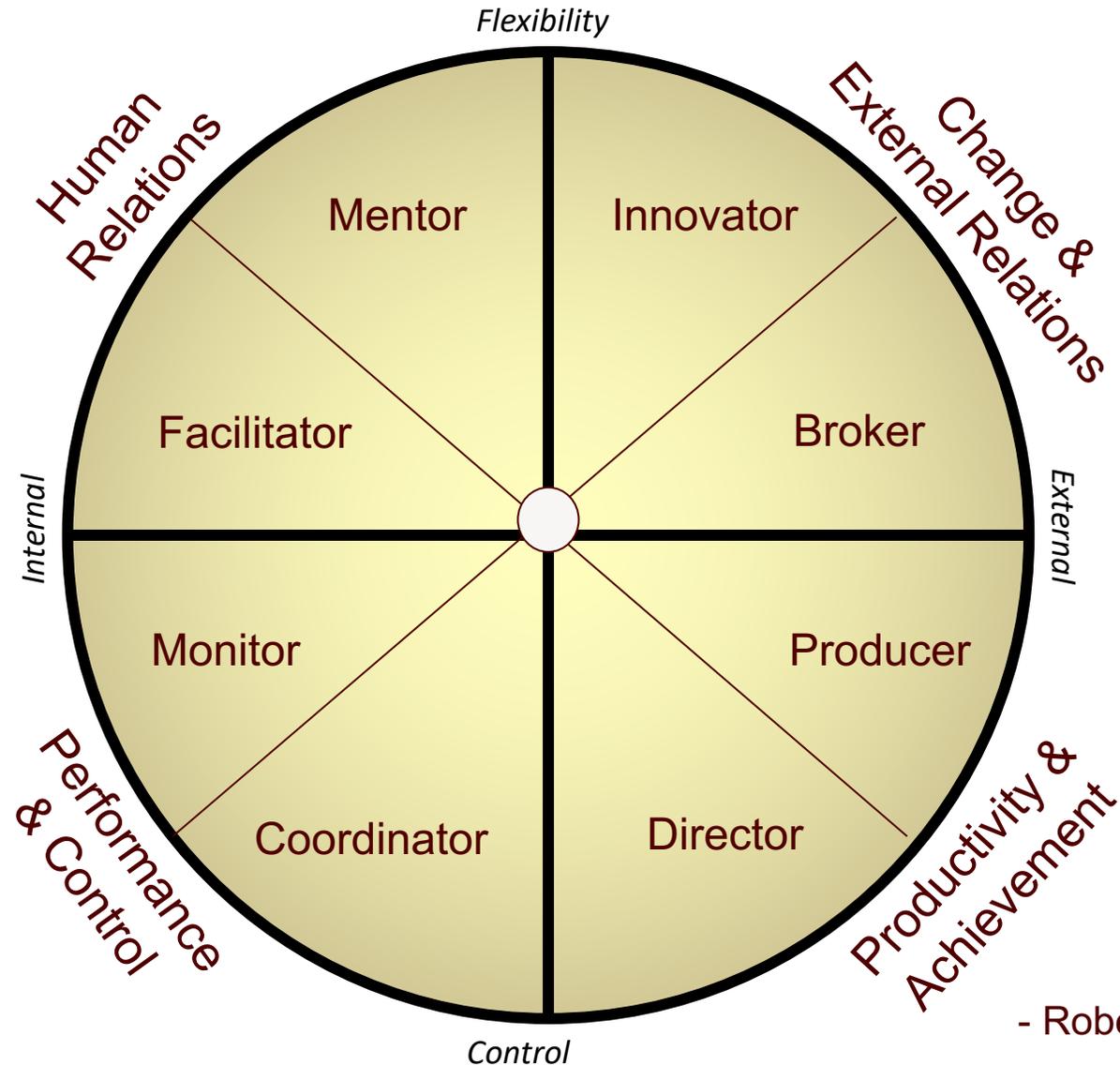


# Mental Models

**Mental Models** are our images of reality that influence how we act... They are *changeable*, but we have to see them to change them!



# Competing Values Framework



- Robert Quinn

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# *Competing Values Framework in Practice*

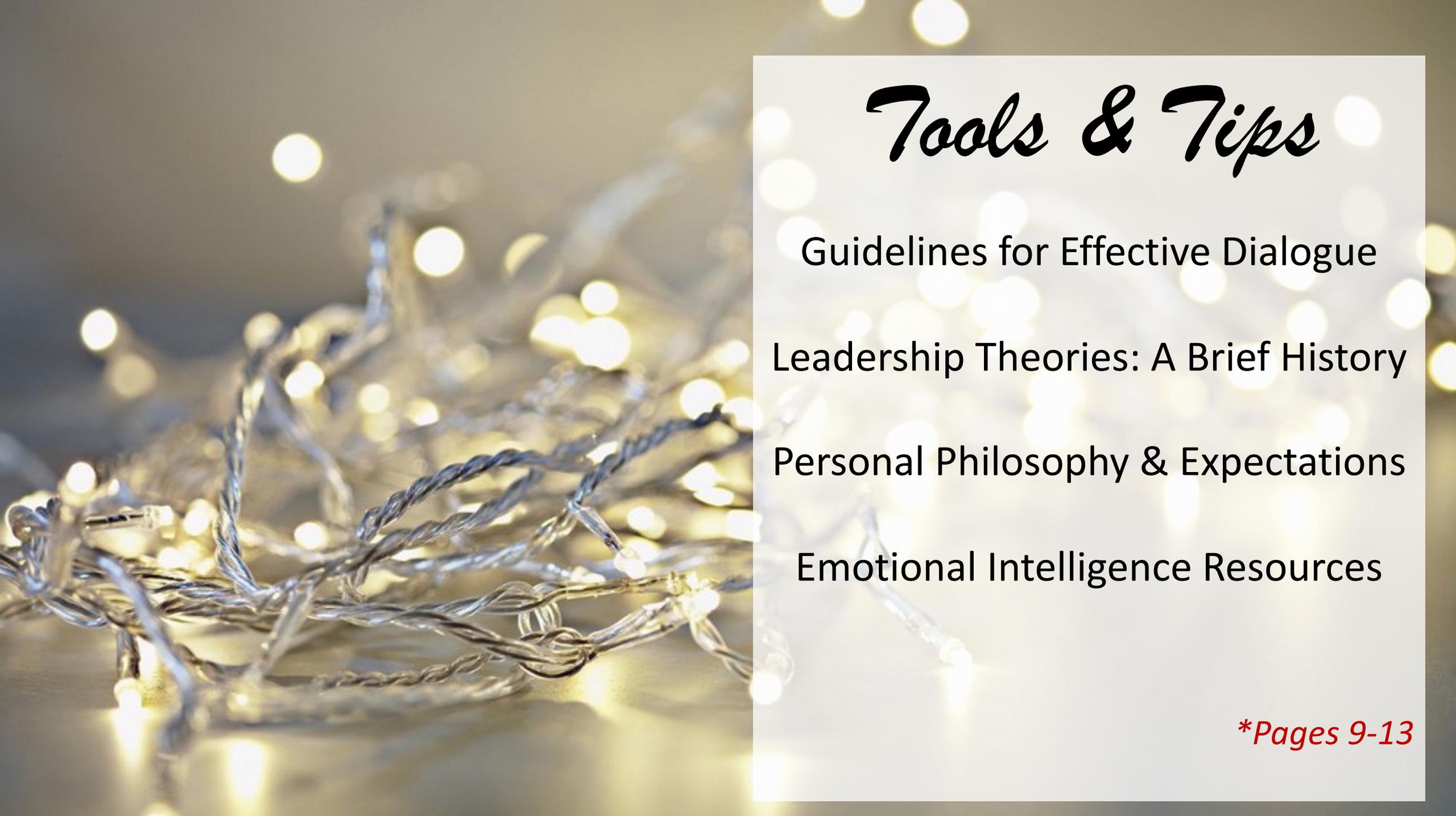


# *Restorative Feedback*

- **Background:** Discuss a situation in the workplace that you would like resolved
- **Situation:** Allow for 2 minutes of overview
- **Questions:** Allow for 2 minutes of clarifying questions.
- **Feedback:** Provide 5 minutes of feedback.
- **Recap:** Select a couple of items to implement.

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# *Tools & Tips*

Guidelines for Effective Dialogue

Leadership Theories: A Brief History

Personal Philosophy & Expectations

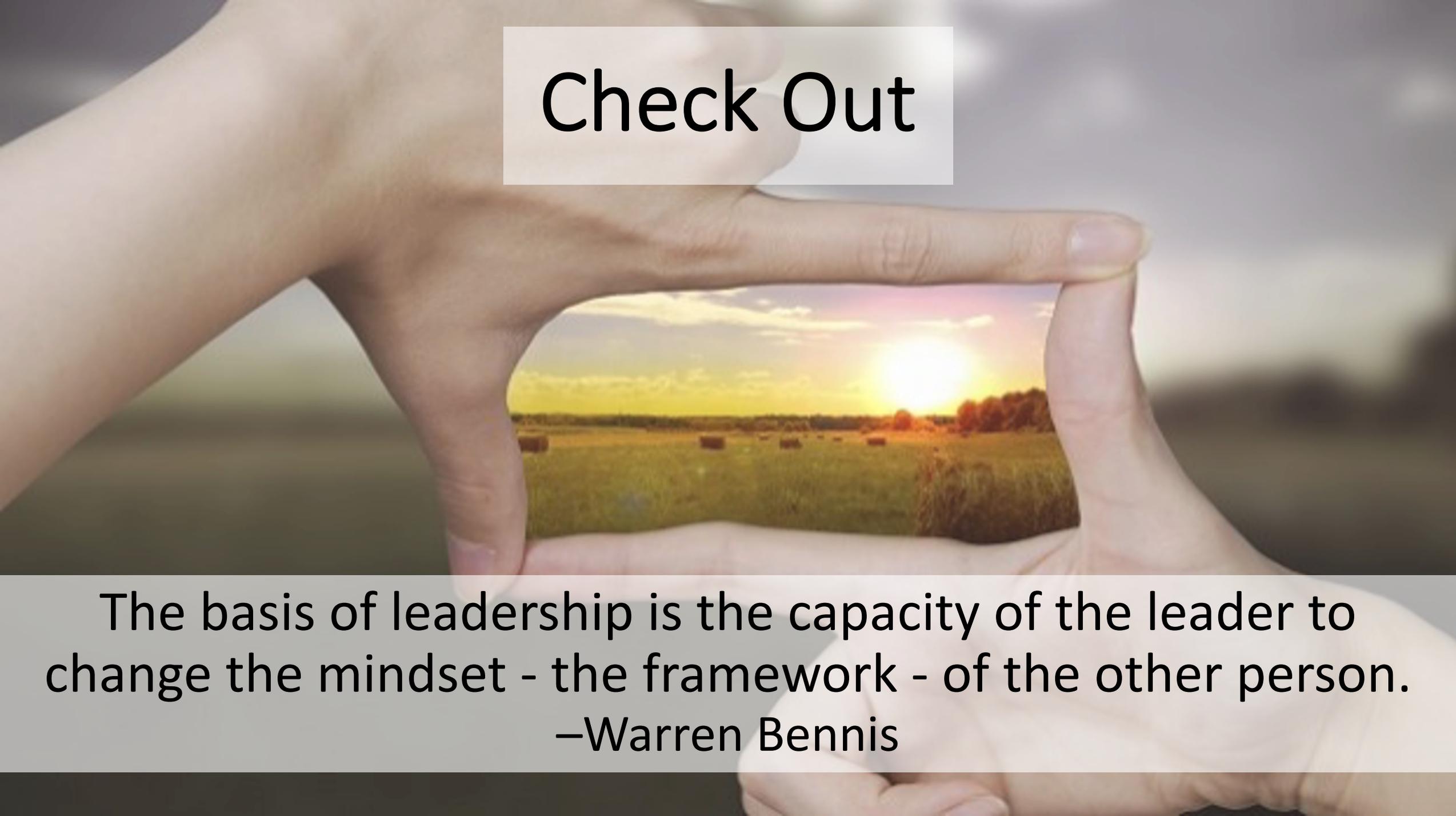
Emotional Intelligence Resources

*\*Pages 9-13*



Questions?

# Check Out

A close-up photograph of a hand holding a small, rectangular photograph. The hand is positioned as if framing the smaller image. The smaller image shows a landscape at sunset or sunrise, with a bright sun low on the horizon, casting a golden glow over a field of green grass and several hay bales. The sky is filled with soft, colorful clouds in shades of yellow, orange, and pink. The background of the main image is a blurred, out-of-focus landscape, suggesting an outdoor setting.

The basis of leadership is the capacity of the leader to change the mindset - the framework - of the other person.

–Warren Bennis

Everyone has  
86,400  
seconds each  
day.

Thank  
You!

How will you  
lead?