Michigan Tech
Women's Leadership Council

National Collegiate Leadership Conference 2013
Characteristics of Leadership
Leadership Styles in Groups

• This session explored the process of learning individual leadership styles by assigning a color to each person.

• The importance of the determination of leadership color came in several ways.
  o One was to recognize your own leadership qualities, both good and bad.
  o Another importance is to understand how your peers and colleagues may differ in leadership technique and therefore may view your actions and words in a different light.
  o Finally, this workshop sought to stress the importance of integration of every leadership style into an organization or group in order to best utilize individual strengths to meet a common goal.
True Colors of Leadership Styles

- Different leaders possess different traits and some are better for leading certain types of situations.

- When different leader types work together this is when groups are most efficient.
  - Green leaders prefer to work alone but are highly dependable.
  - Gold leaders are agenda oriented and well organized.
  - Orange leaders are creative and attract others to projects.
  - Blue leaders strive for consensus and group comfort.

- What qualities make a good president?; how does your color work in a group?; when your color is engaged in conflict how do you resolve it?; how does your color communicate with others?; what are some struggles as a color and how are you going to overcome this as a leader?; and if your color could tell the world one thing what would it be?
  - These questions allowed us as a group to communicate and discuss these answers together.
Transactional vs Transformational Leadership

• Transactional leadership is a type of leadership that is very task oriented.
  o Transactional leaders use rewards and punishments to get their followers to get work done.

• Transformational leadership is the type of leadership that tries to empower followers to make decisions and be creative.
  o Transformational leaders give their followers tasks but allow the follower to come up with solutions and make decisions. Some situations call for more transactional type leaders whereas others call for transformational leaders.

• Both types of leadership are generally needed for groups to work effectively.
An Alternative Look at Leadership

• This session discussed what we thought it meant to be a leader.
• In order to be a leader, you must have a team.
• Leaders usually give inspiration to others, not always on a large scale, but make some kind of an impact on others.
• We learned to the following values of being a leader.
  o V – Valuing Others
    ▪ Make sure that you give your committee and other members a chance to shine, they also have very good ideas to improve an organization.
  o I – Integrity
    ▪ It is very important to be honest and stand for your morals. Once an incident occurs, it can never be undone.
  o S – Self Knowledge
  o A – Accountability
    ▪ Ensure that you complete all jobs and expectations for the group.
  o C – Change
    ▪ Be the change and use change to reach your goals for your group.
• Strong leaders come from a strong, cohesive team standing behind you. Be bold and stand out, don’t be afraid to be different.
Leadership & Conviction Through Student Organization

• “A leader has the vision and conviction that a dream can be achieved. He inspires the power and energy to get it all done.”
• “Commitment is the most important variables contributing to a leader’s success in implementing a vision are the leader’s level of commitment to that vision and the level of commitment they can inspire.”
  o Concrete experience is having/doing an experience
  o Reflective observation is reviewing/reflecting on the experience
  o Abstract conceptualization is concluding/learning from the experience
  o Active experimental is planning/trying out what you have learned.
  o Containing clear convictions is knowing why you're doing what you're doing, having clear goals, feeds your passion, and guides you in moments of uncertainty.
  Conviction is related to leadership.
• Work with a team with shared goals and you have to commit to reach a goal and may need to sacrifice things to get there.
• Know the What, When, Why, Who, and Where.
  o What do you want to get/accomplish?; What is your motive/purpose?; When and how much do you want to invest to make a goal happen?; Who will be affected?; And where do you want to do it?
Being Congruent: When Values and Behaviors Match

- Change in belief, action, and perceptions of actions are three ways to solve dissonance.
- Identify your values and think of a time when something occurred that was opposite of what you value.
  - What did you do to alleviate the dissonance?; what could you have done differently?
  - We all have values but there are times when you may act against your values. It is important to think before you act.
- Identify barriers that exist within your organization.
  - Why are there these certain procedures/policies, and how do these align with your groups overall mission/vision?
- In the future, when looking for a job at a company, or an internship, do your homework! Look into what the organization/company/university value. And how do those values fit with your own? Know your limits. Realize what you're not willing to do and what values that you are against.
- Goals for being congruent included achieving more harmony, acting more congruently, and advocating what you believe in.
  - What is congruence?
    - Consistency, genuineness, honesty, authenticity
  - We are sensitive to our own inconsistencies between actions and beliefs, causing unease
    - smoking as an example: you know it’s bad, so you justify it somehow
  - What to do when our values do not align with our organization's values
    - Identify the possible barriers that exist in the organization
    - Why are there certain policies/procedures, and how do they align with the overall mission of the organization?
    - Take the time to reflect
    - Come up with solutions for the future in case of issues
  - Pick your battles and know your bottom line! What are you not willing to compromise?
Most people don't think about their values and how they represent them unless they have realized something not matching up.

- Having complete congruence in life seems almost impossible for every human being because we all make mistakes.

The most important thing is that we become aware that we are not congruent and that we attempt and do our best to be as congruent as possible.

A big thing issue that we discussed in the session was being congruent when race and gender are in the picture.

- People can be offended by the smallest joke if it applies to them or even if it doesn't apply to them directly. They are touchy subjects that are best when they are just not brought up in the wrong setting. Your behaviors and values should match up fairly well.

Identify Your Values
- Why did you choose them?
- How do you demonstrate these values?
Socially Responsible Leadership

• Being a socially responsible leader involves being involved in the community, standing up for what you believe is the right thing to do, and helping others to do the same.

• A socially responsible leader not only cares about what he or she does but also how they do it and how it affects others around them.

• Socially responsible leadership includes having personal integrity, taking seriously the perspective of others, intellectual competence, contributing to a larger community, and striving for excellence.

• Vincentian values, how to contribute not only to your own campus and student organization but to the world.
Becoming a Superhero in a Civic World

• This session was given by a college organization by the name of M.O.V.E. which stands for
  o M - mobilizing
  o O - outreach
  o V - volunteer
  o E - efforts.

• They discussed the social change model of leadership. This model contains three sections, self values, societal values, and group values. Within these sections there are 7 C’s.
  o Self values include:
    ▪ Conscious of self - leads to actions regarding beliefs, values, and attitudes/emotions
    ▪ Congruence - can be shown in leadership through causes to support, feelings, and self improvement. “Actions speak louder than words”
    ▪ Commitment - includes motivational energy as well as passion/intensity
  o Group values include:
    ▪ Collaboration - student organizations coming together, can lead to the findings of talents and strengths within your group
    ▪ Common purpose - necessary for communication and success
    ▪ Controversy with civility - you always run into problems in your group and it is important to address the problems right away and discuss/solve the problem before you can succeed
  o Societal Values include:
    ▪ Citizenship - the rights, privileges, and duties of each of us
    ▪ Connection to environment/community - allows you to empower others and helps to recognize who you are in the community

• “Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.”
The Legacy of a Leader

- In order to learn how to win, you have to learn how to lose
  - Being a leader has a great deal to do with your ability to sell yourself
- What is a legacy?
  - A gift you leave when you're no longer around
- How about in everyday life?
  - You get to decide what your legacy is. If you don't decide, it will be decided for you.
- Everyone wants relevance and love.
  - Do you matter? Are you significant? I give you significance, you give it back. We receive more in return.
- There are different views of leaders, those that can be seen from inside the organization and those that can be seen from the outside of the organization.
- Connect with other members of the organization and to like what you do because relatable and enthusiastic leaders are generally well liked.
  - This attitude lends itself to your legacy and is something that you can bestow onto the organization when you leave to be implemented by later members.
- In the end, your legacy is what you make it and it is what you want it to be.
Gender in Leadership

• This workshop identified what individuals consider to be masculine and feminine leadership styles.
  o They then used these definitions to host a group discussion on the importance of incorporating both into your personal leadership style and into your group.
  o The goal should be to strive for a holistic leadership style that makes you accessible to others and seeking to move forward from binary leadership roles.
  o For an all women leadership group, this can be a challenge.

• This was a round-table discussion of stereotypes of men and women in leadership. The workshop started out with 2 video clips - one from Friday Night Lights and one from The Blind Side. We were asked to discuss what leadership styles we saw in the clips. Most people picked ‘feminine’ qualities for The Blind Side, and ‘masculine’ qualities for the clip from Friday Night Lights, when in reality these clips were chosen because the male from the Blind Side was really leading in a ‘feminine’ manner and Sandra Bullock took on a ‘masculine’ perspective.
  o The point of the exercise was to show that we automatically stereotype men and women in leadership roles.

• We also discussed why it is important to maintain a balance within yourself: sometimes you might need to take on masculine qualities and sometimes it’s important to have a feminine perspective.

• Find the balance and exemplify it in your own leadership
This workshop was about how Arizona State University reaches out to high school juniors and seniors who belong to a minority group mostly Native American and Latinos.

- Help them build skills they will need to graduate high school and get into college.
- Do this over a two year program by helping them with time management skills, writing skills, etc...
- In their senior year they help them fill out applications to college and give them letters of recommendation

The goal is to have more minorities in Arizona graduate high school and go to college.
Intervention Techniques

• This workshop discussed and demonstrated techniques in how to intervene in resolve conflicts

• The facilitators demonstrated multiple scenarios where a conflict arose and steps on how to approach each conflict, such as working as pair to address a problem you witnessed like bullying and talking through it through open ended questioning

• The group discussed the steps from conflict to resolution
  o Identify the situation
  o Talk to the “victim”
  o Confront the “attacker”
  o Talk through why the situation happened and how to prevent it from happening again
Global Citizenship

• What does global citizenship mean to you?
  o Social change model of leadership:
    ▪ **Group**: emphasize collaboration between group and the individual
    ▪ **Individual**: Self-awareness, personal values
    ▪ **Society**: Bring about change for the common good
• Broaden your global perspective on how to think of everyday objects.
How to Save the World While Still in College

• Eight simple steps for every problem/decision
  a. Ask
  b. Observe
  c. Labor
  d. Serve
  e. Reflect
  f. Envision
  g. Present
  h. Gather (people, resources, etc.)

• Knowledge is a process; academic learning helps social interaction.
• The more we educate ourselves, the more we want to help others, and do things for others and not just ourselves.
• The best policy is to be truthful from the start.
• To do pragmatic field work, you must state the things you know and the things you want to do; from there you more through his eight steps.
Organizational Leadership

Recruitment and Retention
10 Lessons from Running a Leadership Program

• Lesson 1 – Stand for Something
  o What is your mission? What are your values?

• Lesson 2 – If you build it, they may not come.
  o Don't get discourage if your idea is not successful at first.
  o Don't be afraid to change your idea to better fit a situation.

• Lesson 3 – Be Intentional
  o Think through what you want people to get out of your organization.

• Lesson 4 – Tell Your Story
  o Tell them you do make a difference? What have you already done?

• Lesson 5 – Don't reinvent the wheel, make sure the wheel fits.

• Lesson 6 – Change with the times.

• Lesson 7 – Find something that works, and do more of it.

• Lesson 8 – Use creative incentives

• Lesson 9 – Be Real

• Lesson 10- Work smarter, not harder. Think before you act

• Takeaway: Michigan Tech doesn't offer any Leadership programs with certificates that are appealing to all students. We do have HuskyLead, but there is no certificate of recognition that you attended the sessions. We would like to see something come about at Tech that certifies leadership training.
Exploring the Art of Effective Recruiting

• Know your audience
  o The way you address one person can be different from the way you should speak to another.
• Know your organization
  o If someone has a question or wants to know more information you need to be able to answer questions that they may have and give them more information on topics that they wish.
• Preparing your presentation is also important whether it is a powerpoint or a table.
  o You need to know what is there and what you plan on saying beforehand so you can feel confident in what you are saying and do not question or repeat yourself.
• Dressing nicely but not to overdresses is always important when trying to recruit in a formal way. Wear the letters or name of your organization and show how proud you are of them to others!
• Always stand behind or in front of the table, never sit. When someone is sitting, it generally makes them approachable and seems as if the person does not wish to speak to anyone. If you are standing and engaging with people it is easy to approach you and ask questions. Watch your body language as well. Crossed arms also makes it seem unapproachable.
• When engaging with an audience, don't be too detailed. Be brief and use personal experiences to get an involved conversation.. People who are not interested, let them go. Stay positive and only focus your efforts on possible new members. If they are interested make sure that you follow up with possible new members within a few days. This will make them either excited that you contacted them or makes them double think about joining your organization. In general, don't be afraid to try new things!
• it is better to get a small amount of members that will stay than a large amount that will quit. They also said that there is a certain point where you cannot do anything else and you have to just accept that someone may not be interested. These are important things to remember when recruiting because its not always in your control.
Digital Personal Brand Building

- It is important to create a personal brand that reflects your values and beliefs and does so uniformly across all applications.
- In We want the WLC to be seen as a group that stands for certain core values and morals, and these should be visible to our viewers regardless of whether they are reading an ad for an event or checking out our website.
- Four main steps:
  1. Discover who you are and what your values are comprised of.
  2. Create a mission, and put it on everything you can think of (website, networking profiles, etc)
  3. Communicate this message at networking events, in published articles, in person
  4. Maintain this message. As a group or person matures, it may be necessary to adjust or update your message as circumstances change, but keep your values the same.
Emote-ivation

- Emotional connections do have a place in the professional world
- Sharing personal things can help you work together even better
- Too much sharing can be inappropriate in an organization, but some emotional connection can make you closer in a way that will help you work together
- This will lead to better teamwork
- Emotional connection can help motivate an audience with their feelings
- We as leaders need to use empathy, inspiration, and influence to lead.
- We must be able to understand our members on a personal level to work well with them
Leadership and Diversity
The Wall: Diversity in Leadership

- It is important to recognize and address our own personal prejudices and how those prejudices become so ingrained that they fuel bigotry and hate almost imperceptibly.
- It is impossible, in our society as it currently exists, to live without prejudice. Some of those prejudices are good, but many are bad.
- The difference an individual can make is based upon our willingness to accept this fact and approach each prejudice with irrefutable logic.
  - For example, it does not make any sense to assume that the black person walking down the street towards you wants to hurt you because of their race. Violence is not ingrained into a person that way.
  - Breaking down each situation into logical arguments can help someone address their own personal prejudices and slowly begin to unravel them.
  - This, in turn, can influence larger issues, such as policy and hierarchy.
- This is important for all people to understand, but as a woman leader, addressing prejudices against women can be challenging in a lot of sectors.
Analyzing privilege in our society

• The talk started out defining what it means to have privilege and the levels to which privilege extends
  o After some discussion the group established that privilege can be something from your race and gender to the amount of money you have an opportunities that you are given
• After looking at what privilege is, we looked at the flip side and examined discrimination as a result of privilege
• The biggest discrimination that most people in the group came up with were gender, race, age, wealth, and sexual orientation discrimination.
  o Everyone has been discriminated against on some level
  o It is important to understanding how you have been discriminated against to help you understand how you may be discriminating against others
Oppression and Discrimination

• Oppression is when one group is taken advantage of because they are considered to be less than another group of people
• Oppression and discrimination are both difficult subjects to talk about
  o We had to talk to people of other ethnicities and discuss times when we had seen them put down and not stopped it.
• Oppression exists because some have privileges that others don't
• One of the biggest issues is that as a society we have a fear of talking about oppression. So it is harder to talk to others about it sometimes because you don't want them to be offended.
• Even though all people who identify with a group don't necessarily act the same. For example, the statement all black people are criminals does not apply to everyone.
• We discussed personal situations where we have been the target of oppression or discrimination, perpetuated discrimination or oppression through direct or indirect action, interrupted discrimination or oppression, and when we witnessed oppression or discrimination and did not intervene.
The Inclusive Leader in a Time of Need

• To be an inclusive leader you must know yourself first
  o This workshop was geared toward us looking upon ourselves for answers inside of us and to explore the influences in our lives in terms of self identity, ascribed identity, oppression, privilege, membership and social group, and disabilities

• Using both self identity and ascribed identity as a whole community use these two things and make them negative. We use them to build upon oppression. Oppression may not seem all that reverent in todays world anymore because things are not as obvious as they may have been during the holocaust for example

• Power, privilege, and oppression can be helped in our society today. We can try the inclusive language approach which will cause other to be aware of the things that they are saying and the manner they say them in. This will help teach others that many things are offensive to people around them no matter where they are or how they mean it

• All people should be able to be comfortable with other talking to them
The power of words is the most important thing that a person holds. The session included many important points on how to go about speaking and choosing words respectfully. Saying somethings like "that makes me crazy", "no homo", or "that test raped me" are forms of offensive language.

Language is a way oppression in our society today. It may not be physically harmful but it is mentally damaging.

- When it comes to language there are double standards and loopholes but they should not be used unless they are widely known by you and the people around you.

Sometimes it is hard to realize the way that things really are in everyone else's lives. So by using proper language not to offend someone may be difficult to avoid.

One thing that as a society we do on a regular basis is that we use masculine terms to define things. For example when talking to a group of people they are frequently referred to as guys, when they can be referred to a ladies and gentleman or men and women.
The intent of this workshop was to learn how to discuss class with one’s peers and be comfortable addressing how class fits into our society.

This session asked both individuals and small groups to explore the definition of class and share our thoughts with each other.

- This is applicable to the WLC as we seek to get to know each other on a more personal level and therefore explore each other’s backgrounds and values.
  - Understanding class can also help one to understand the motivation behind becoming involved with the WLC.
  - For example, some of us may have experienced certain barriers in our lives because of our class that has motivated us to want to inspire leadership development in young women across campus.
Advanced LGBTQ Ally Development

• Being an ally is a big commitment that only some individuals can make
  o It requires the ability to be able to stand up for the things that you believe in
• As an ally you must be able to realize that you can't undermine other opinions and thoughts by cutting them off while they are talking
• Along with being there as an ally you have taken hold of a responsibility to be an advocate and to be an activist for the LGBTQ community
  o Many people say that they accept LGBTQ individuals as along as they don't share their lifestyle with them or they don't involve them in their lifestyle. This can be a controversy to some because many people now do the "Gay, Fine By Me." campaign
  o Riddle Scale: ranges from negative being homophobic to positive being a leader.
    ▪ On the negative side it ranges from repulsion to pity to tolerance then finally to acceptance. This scale says that acceptance is still a form of being homophobic because you do not want anything to do with the persons sexual orientation part of their life.
    ▪ On the positive side it ranges from support to admiration to appreciation to nurturance. Once you become a supporter you are a positive leader because you accept the person with their sexual orientation and you don't mind being involved in their life no matter who they are.
• The big thing that can be done is speaking up. The speaking up action is used to identify impact not intention and also because people need to be held accountable for what they did no matter who they are.
Leadership and Professional Development
Timeless Leadership

• This session sought to help create more tangible definitions of different generational groups and attach some core values and beliefs they may have because of when they were born and what generation they grew up in.

• There is a need to understand what it is that they value as a group and be able to incorporate that into your workplace demeanor. Understanding these types of identities can help disagreements or misconceptions from occurring.

• We will all be leaving an environment in which everyone around us (with the exception of faculty and staff) is from our generation and therefore has a common understanding of everything from lingo to mannerisms.

• Outside of academia, no such bubble exists and problems can be created in the workplace if an individual does not seek to understand the background of their peers. Having at least some background knowledge based upon generation can only help us younger generations be accepted and succeed in future endeavors.

• The way people communicate to others differs depending on the time period they were raised in. There are traditionalists, baby boomers, generation x, generation y/millennials:
  
  o To traditionalists (1927 – 1945), leaders should have integrity and are uncomfortable receiving regular feedback from a team leader.
  
  o To baby boomers (1946 – 1962), leaders should be humane and prefer annual performance reviews to get feedback on how they are doing.
  
  o To generation x (1963 – 1981), leaders should be credible and have competence.
  
  o To generation y/millennials (1982 – 2001) leaders should give constant feedback on their work.
Skills for Effective Networking

- You should not hand your resume out like candy; only pass it out to employers you talk to and or have a connection with.
- Mirror others energy levels to not scare possible employers.
- Career fair etiquette:
  - Come with questions.
  - If you're nervous, go with a buddy or partner.
  - Don't talk to the same company the whole time (equal time with each (3-7 min.).)
  - Follow up the next day via email.
  - Bring more resumes than you plan to hand out.
  - Plan who to visit first.
  - Don't ask about money / compensation on the first meeting.
  - Don't avoid talking to a company because they turned you down before.
  - Identify something unique about yourself and work it into the conversation.
  - Don't flirt with or hit on people.
  - Talk to companies you may not be prepared to talk to.
  - Stay positive.
This presentation focused on the importance of professionalism and how to make you more appealing to schools, professors and future employers.

Some of the tips that they provided included, being knowledgeable in a topic and organization before approaching schools and/or employers.

Carry business cards so when you meet someone that may be important in networking, they will have something to remember you by later and have a lower chance of forgetting you.

Give a 30 second elevator pitch; which was to give important information like information about school, work experience and goals for the future in the school or career.

In addition to the presentation they had the group participate in two activities.

The first activity was to introduce yourself to another person and give your name, where you came from and an interesting fact about yourself.

Once you introduced yourself you each took the personality of the other and it would continue onward.

- This activity demonstrated communication skills and the difficulties of remembering lots of people and the importance of business cards and making an impression.

The second activity was to create four business cards and introduce yourself to four different people, exchange business cards and give a 30 second elevator talk.

- This was done to give everyone a chance to practice their 30 second elevator talk and get the hang of working in a professional setting.
MASK: Base in Leadership Performance

- **MASK**: Motives, Attributes, Skills, Knowledge
- We discussed manager differentiation, a ranking system by performance of specific individuals
- What business’ are looking for from leaders:
  - Well educated
  - Real world application
  - Global mindset
  - Understanding of sustainability
  - Work well in a competitive environment
  - Accept responsibility
  - Self confidence
- We discussed implementation of these skills, often taught in classes at Tech and how these skills would be judged in industry through things like peer reviews and performance reviews
Reading the Tells -- Learning How to Read Body Language

• The presentation was given by Jerry Balisreri on how non-verbal cues can be interpreted

• Learning how to read people’s body language is an effective tool in developing a stronger leader

• Jerry ran through the basics of body language from facial expressions, to how you hold your body depending on how you are feeling to what your legs and feet say

• He focused a lot on how to tell when a person is lying and when they are telling the truth
  o For example when you are asked a question and before you respond you look to the left you are usually telling a lie and when you look to the right you are usually telling the truth

• He also focused on interpreting a person’s comfort level based on their legs and arms
  o The more the inner leg is exposed to another person the more comfortable you are with them compared to crossed legged facing away

• The key take away that gave was, when you are trying to pick up on how someone is feeling you look at the legs and feet because they are the most honest part of the body