



Leadership Segues

FROM WET BEHIND MY EARS TO WISE BEYOND MY YEARS

PRESENTED BY:

Susan E. Metros



PRESENTED TO:

WOMEN *in* MANAGEMENT



The Journey

1. Learning Outcomes

2. Values First

3. Leadership Segues

4. Leadership Tenets

5. In Summary

1. Learning Outcomes

Attendees will be able to:

- Differentiate between various **leadership styles**
- Explore and identify with various **leadership segues**
- Develop their own **leadership ideology**



2. Values First

Values are the **moral principles**
and **beliefs** or **accepted standards**
of a person or social group

2. Values First

Leaders who lead with values:

- Know themselves and what they value
- Have the humility and courage to lead with their values
- Influence, inspire and motivate others to pursue what matters most
- Make the world a better place within their sphere of influence



Why we exist...

We share a dream to grow an organization that puts people first, nurtures the creative spirit, challenges the status quo with empathy, ingenuity and optimism, and radically collaborates in service of helping others.



Six things we believe in...

1. Surround yourself with good people, trying to do great things.
2. Empower others to succeed.
3. Diversity and interdisciplinary collaboration are the secret sauce; identify and remove barriers that hinder collaboration.
4. If work is not inspiring, fun and meaningful, you're doing it wrong.
5. Business is inherently a creative problem-solving process.
6. Human-centered design yields better results all around.



3. Leadership Segues



ASPIRING LEADER



INSPIRING LEADER



EXPIRING LEADER

Aspiring Leader



ASPIRING LEADER

- Has that “itch” to lead
- Positioned to lead
- Building a career trajectory

Inspiring Leader

- Listens, learns, leads
- Selfless in support of others
- Innovates rather than emulates



Expiring Leader

- Knows when to step aside
- A treasure trove of knowledge and wisdom
- Gives back to the community



Labor Force Composition by Generation

2% The Silent Generation

Born: 1928-1945

Age in 2015: 70-87



29% Baby Boomers

Born: 1946-1964

Age in 2015: 51-69

34% Generation X

Born: 1965-1980

Age in 2015: 35-50

34% Millennials

Born: 1981-1997

Age in 2015: 18-34

1% Post-Millennials

2015

4. Leadership Tenets

A tenet is a **principle, belief, or doctrine** **generally held to be true**; especially one held in common by members of an organization, movement, or profession.

4. Leadership Tenets

ASPIRING

1. Stay curious
2. Think laterally, then vertically
3. Think visually
4. Expand professional perspective
5. Ask for what you want

INSPIRING

6. Pick people over products
7. Bring solutions-not problems
8. Collaborate across disciplines
9. Choose desire paths
10. Make the familiar strange and strange familiar

EXPIRING

11. Be who you are, not what you do
12. Everything is temporary
13. Lead from within

Aspiring Leader Tenets



ASPIRING LEADER

- 1. Stay curious**
- 2. Think laterally, then vertically**
- 3. Think visually**
- 4. Expand professional perspective**
- 5. Ask for what you want**

Stay Curious

“I have no special talent...

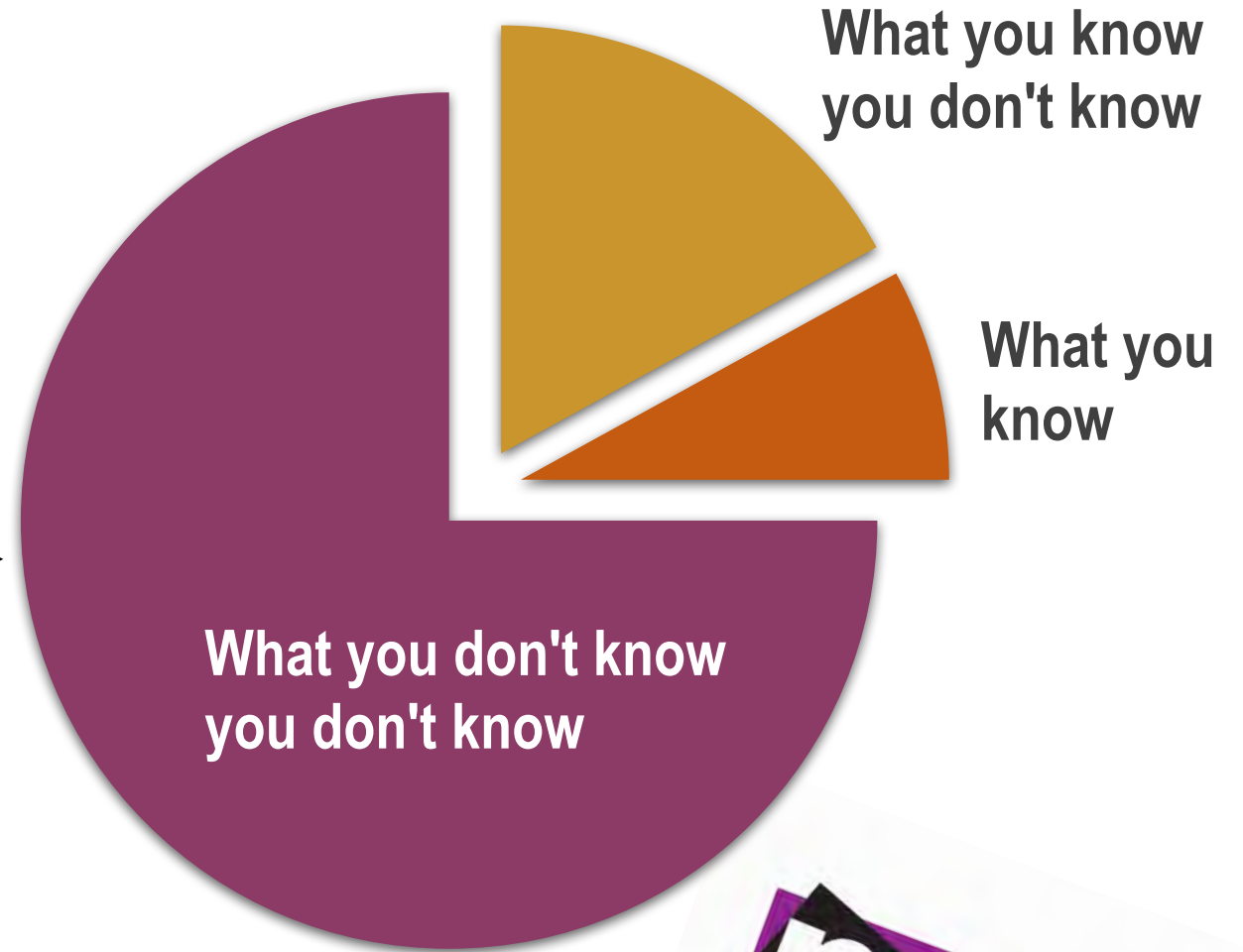
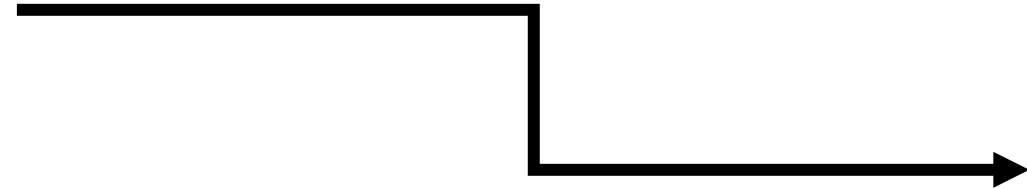
...I am only passionately curious.”

Albert Einstein

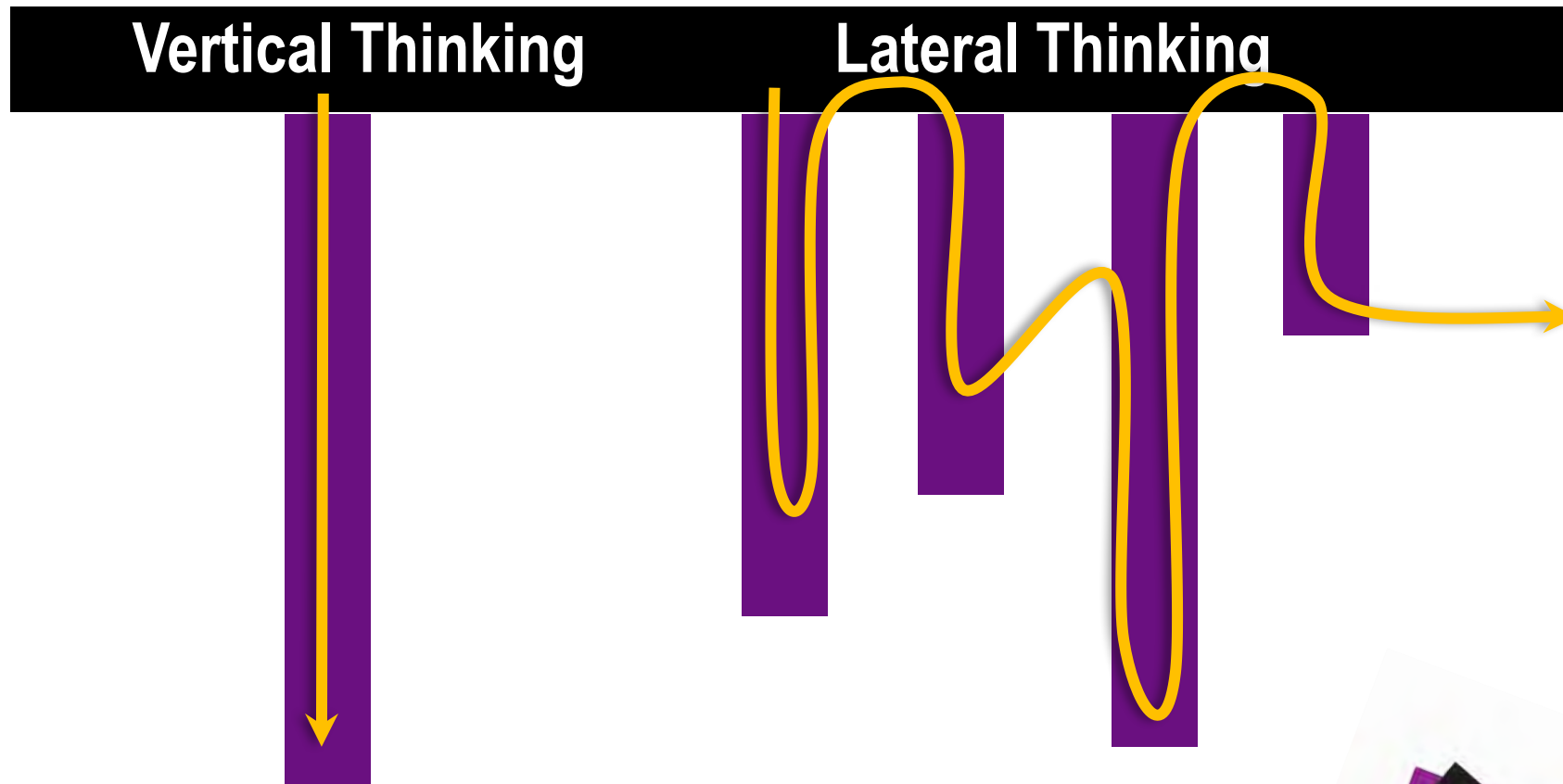


Stay Curious

**Attend to what
you don't know**



Think Laterally, then Vertically



Think Visually

A visually literate individual is able to:

1. **Decode and interpret** visuals
2. **Encode and compose** meaningful visuals
3. Be an informed critic of visuals and be able to **judge** accuracy, validity, and worth



Expand Professional Perspective

SENSE-MAKING

SOCIAL INTELLIGENCE

NOVEL AND ADAPTIVE THINKING

CROSS-CULTURAL COMPETENCY

COMPUTATION THINKING

NEW-MEDIA LITERACY

TRANSDISCIPLINARITY

DESIGN MINDSET

COGNITIVE LOAD MANAGEMENT

VIRTUAL COLLABORATION

New Media Ecology

Superstructured Organizations

Smart Machines and Systems

Computational World

Extreme Longevity

**MY
JOB**

Globally Connected World



Ask for What you Want

You can't always get what you want

But if you try sometimes you just might find

You just might find

You get what you need

The Rolling Stones



Inspiring Leader Tenets

6. Pick people over products
7. Bring me solutions—
not problems
8. Collaborate across disciplines
9. Choose desire paths
10. Make the familiar strange
and strange familiar



Pick People over Products



Bring me Solutions, not Problems

“People don’t want a quarter inch drill...

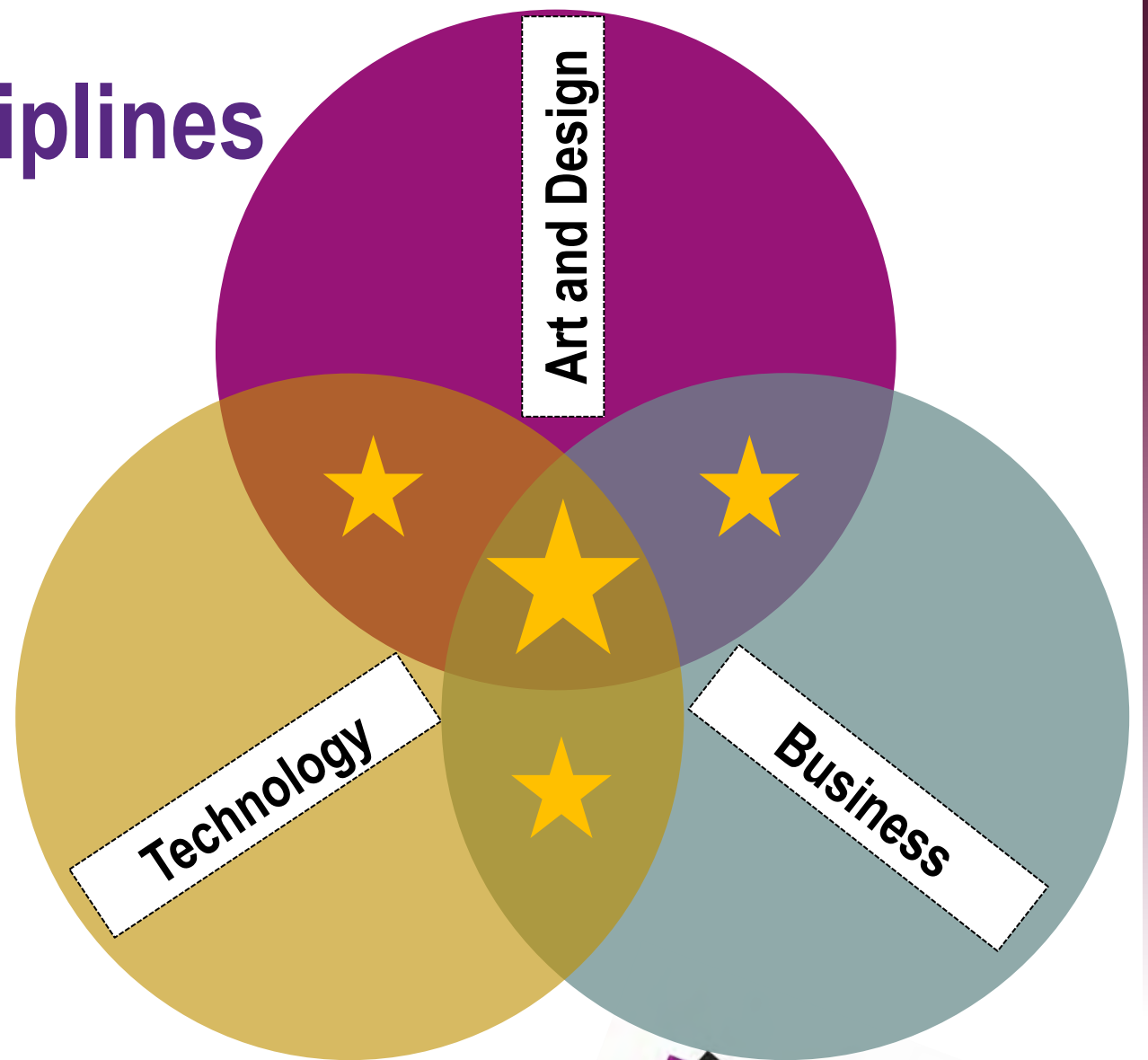


...They want a quarter inch hole.”

Theodore Levitt

Collaborate Across Disciplines

- Build cross-functional teams
- Seek solutions that live at the intersections between disciplines



Collaborate Across Disciplines



USC Iovine and Young Academy for
Arts, Technology and the Business of Innovation



Choose Desire Paths



Kake Pugh, "Desire Path" September 7, 2007
via Flickr, Creative Commons Attribution.

Make the Familiar Strange and the Strange Familiar

A problem solving technique that uses analogy to take things apart and put them back together in new ways

Attribution: Novalis (1772-1801)



Make the Familiar Strange and the Strange Familiar



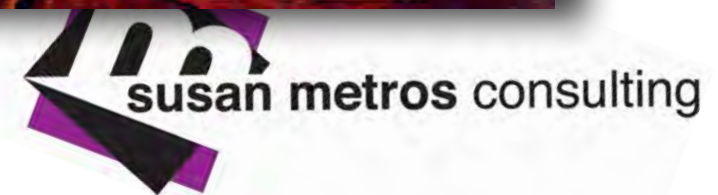
Living Environment: Jukebox

Make the Familiar Strange and the Strange Familiar

© Creative Commons Attribution



Living Environment: Balancing Act



Make the Familiar Strange and the Strange Familiar

Photo by Amanda.  Creative Commons Attribution

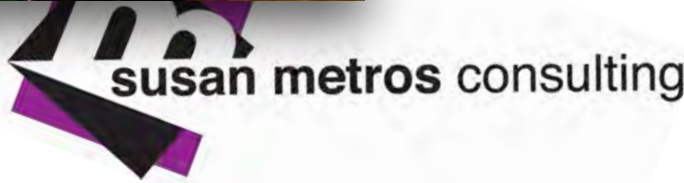


Make the Familiar Strange and the Strange Familiar

Mark Wilson/Getty Images News



Living Environment:
Sandra Day O'Connor and the Majority of the Supreme Court

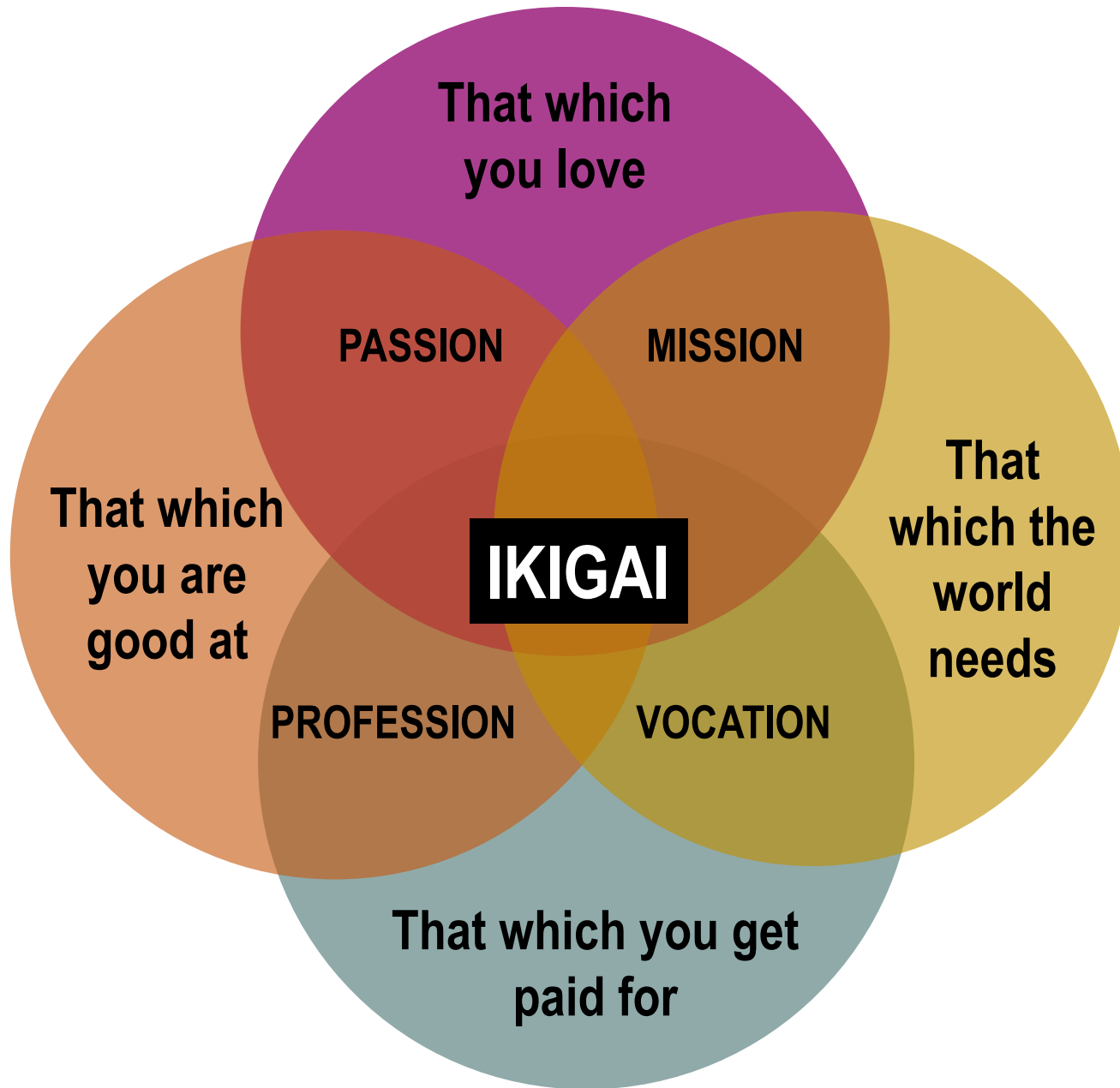


Expiring Leader Tenets

- 11.** Be who you are... not what you do
- 12.** Everything is temporary
- 13.** Lead from within



EXPIRING LEADER



**Be Who You Are...
...Not What You Do**

Everything is Temporary

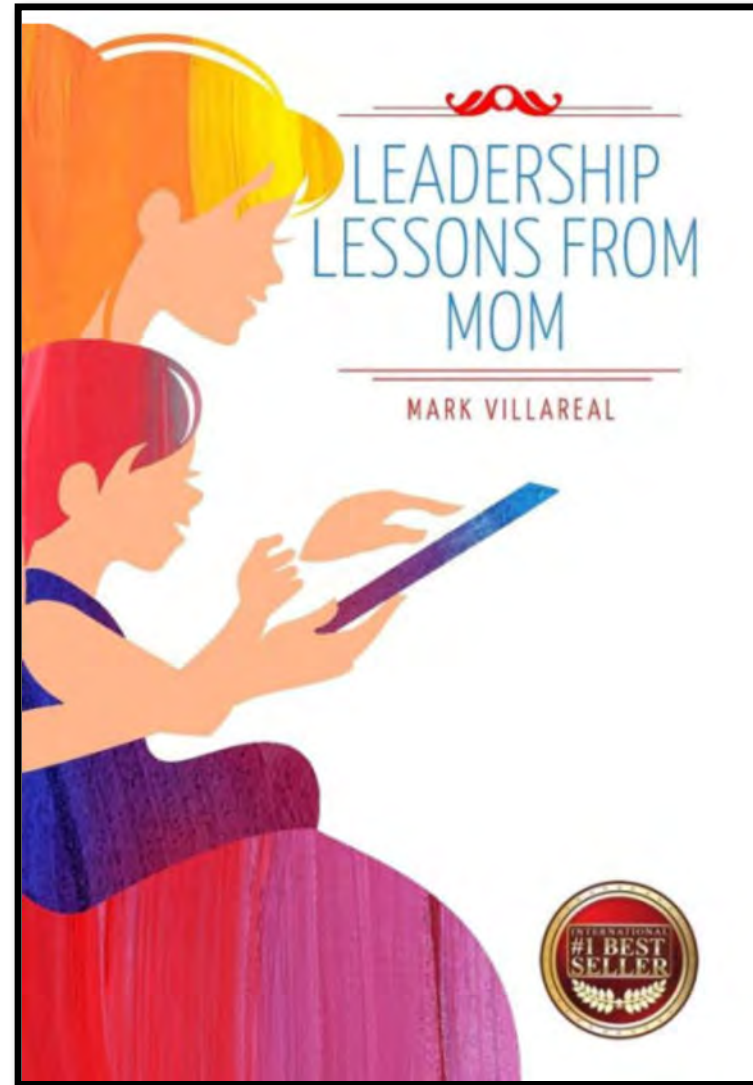


Go Down To The Shore

*I go down to the shore in the morning
and depending on the hour the waves
are rolling in or moving out,
and I say, oh, I am miserable,
what shall— what should I do?
And the sea says in its lovely voice:
Excuse me, I have work to do.*

Lead from Within

**Create your own
leadership ideology...**



Lead from Within

**Create your own
leadership ideology...**

**...based on your
personal and
professional
experiences.**

- *I care deeply about animals.*
- *I love my family.*
- *I was my dad's caregiver until he died.*
- *I am moved to tears by Matisse's "Dance."*
- *I learned to row.*
- *I was fired from my very first job (on the very first day).*
- *I traveled to the Galápagos Islands.*
- *I contracted peritonitis and almost died.*
- *I went to Woodstock.*
- *I am an only child.*
- *I resigned a professorship upon being tenured.*

June 18, 1984

TO: Faculty and Staff
FROM: Bob Alexander, Acting Chairperson
SUBJECT: MEMO OF CONGRATULATIONS

Notice of Board Action has been received on the following:

Susan Metros promoted to Associate Professor with tenure and resignation accepted.

webster smach approval for sabbatical/half pay September 1, 1984 to August 31, 1985.

Mel Leiserowitz approval for sabbatical leave/full pay April 1, 1985 - June 30, 1985.

It is my understanding that other faculty changes will be approved by the Board of Trustees. These will be noted in a separate memo.

Congratulations in order for the above.

5. In Summary: My Thirteen Leadership Tenets

ASPIRING

1. Stay curious
2. Think laterally, then vertically
3. Think visually
4. Expand professional perspective
5. Ask for what you want

INSPIRING

6. Pick people over products
7. Bring solutions-not problems
8. Collaborate across disciplines
9. Choose desire paths
10. Make the familiar strange and strange familiar

EXPIRING

11. Be who you are, not what you do
12. Everything is temporary
13. Lead from within



**I don't know where I'm going from here,
but I promise it won't be boring.**

David Bowie

Stay in Touch!

Susan E. Metros

Metros Consulting

IT and Academic Innovation Consultant

ICF Associate Certified Coach and Career Mentor

Design Thinker and Tinkerer

metrosconsulting.com | metrosconsulting@gmail.com | 213.379.1002

This presentation leaves copyright of the content to the presenter. Unless otherwise noted in the materials, uploaded content carries the [Creative Commons Attribution-NonCommercial-ShareAlike license](https://creativecommons.org/licenses/by-nc-sa/4.0/), which grants usage to the general public with the stipulated criteria.



References

- Apollo Research Institute. (2011). The Future Work Skills 2020 Report, Palo Alto, CA. asmarterplanet.com/studentsfor/files/2012/10/future_work_skills_2020_full_research_report_final_1.pdf
- Bramford, A. (2011). Visual Literacy White Paper: What is Visual Literacy? Adobe Systems Pty Ltd, Australia. <http://www.adobe.com/ap/solutions/white-papers/education-k12.html>
- De Bono , E. (1969). Lateral Thinking, HarperCollins.
- Kelley, T. and Kelley, D. (2013). *Creative Confidence: Unleashing the Creative Potential within us all*. NYC: Random House
- Kraemer, H. M. (2011). From Values to Action: The Four Principles of Values-Based Leadership. Hoboken, NJ: Jossey-Bass
- Metros, S.E., Bruhn M., and Gjestvang, L. (October 23, 2017). “2017 EDUCAUSE Awards,” *EDUCAUSE Review*, 52 (6), (November/December 2017), Louisville, CO: EDUCAUSE. <https://er.educause.edu/articles/2017/10/2017-educause-awards>
- Mitsuhashi, Y. (August 7, 2017). Ikigai: A Japanese Concept to Improve Work and Life. BBC Capital. www.bbc.com/capital/story/20170807-ikigai-a-japanese-concept-to-improve-work-and-life
- Oliver, M. (2012). “Go Down to the Shore.” *A Thousand Mornings: Poems*. Penguin Books.
- Pew Research Center. (May 11, 2015). Labor Force Composition by Generation. www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/ft_15-05-04_genlaborforcecompositionstacked-2

