Making an Impact
As a Leader

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Do others see you as you see yourself?
Results of your Narcissistic Personality Quiz

Your Total: 18

Between 12 and 15 is average. Celebrities often score closer to 18. Narcissists score over 20. Because you scored 18 or higher, you may want to check out the symptoms of narcissistic personality disorder.

Here's how you rated on the seven component traits of narcissism:

<table>
<thead>
<tr>
<th>Narcissistic Trait</th>
<th>Strength of Trait</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority: 5.00</td>
<td></td>
</tr>
<tr>
<td>Self-Sufficiency: 2.00</td>
<td></td>
</tr>
<tr>
<td>Superiority: 3.00</td>
<td></td>
</tr>
<tr>
<td>Exhibitionism: 4.00</td>
<td></td>
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<tr>
<td>Exploitativeness: 1.00</td>
<td></td>
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<tr>
<td>Vanity: 0.00</td>
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<tr>
<td>Entitlement: 3.00</td>
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</tbody>
</table>

Below you will find a brief interpretation of each narcissism trait and what your score relative to that trait may indicate about you.
Authority
Authority refers to a person's leadership skills and power. People who score higher on authority like to be in charge and gain power, often for power's sake alone. You scored particularly high in authority, suggesting you see yourself as a leader or as someone who values power.

Exhibitionism
This trait refers to a person's need to be the center of attention, and willingness to ensure they are the center of attention (even at the expense of others' needs). You score particularly high in exhibitionism, suggesting you have a higher need than most to be the center of attention in any group or gathering.
• Listen longer.
• Delegate.
• Balance action and introspection.
• Settle on one side or the other.
• Don’t intimidate people.
What Do High-Quality Leaders Do?

They imagine a better future.
They keep people inspired and informed.
They turn individuals into teams.
They expect employees to have a life.
They provide opportunities to grow.
They show appreciation.
They get out of the way.
They don’t treat employees like employees.
They do the right thing, even when it would be easier not to.
Let expect people to succeed, but don’t freak out when they fail.
They see themselves as stewards, rather than lords of power.
• Purpose
• Mastery
• Autonomy
Do you have strong speaking and writing skills?
Do you understand the landscape?
Do you have a point of view?
Can you draw the real org chart?
Are you making others look good?
Can you read body language?
Do you have executive presence?
Do you have friends at every level?
How about trusted advisors?
Operational Networks
Getting work done efficiently

Personal Networks
Enhancing personal and professional development; providing referrals to useful information and contacts

Strategic Networks
Figuring out future priorities and challenges; getting stakeholder support for them.

Herminia Ibarra and Mark Hunter
“How Leaders Create and Use Networks”
Harvard Business Review
January 2007
The Power of Connections
Relationships

Past experience matters.

Think quality, not quantity.

Don’t wait until you need a relationship in order to build it.

Being connected via LinkedIn does not count as a relationship.

Remember Dunbar’s Number.
Make yourself useful.
• Who am I around?
• What do they want from me?
• What do I want from them?
• Do they increase my energy?
• Do they challenge my thinking?
• Do they enhance my reputation?
• Where do they take me?
• What do others say about them?
Can you forge coalitions?
Are you choosing the right road?

“I’m going to take the high road because the low road is so crowded.”

Mia Farrow
Are you picking the right battles?
How do you build trust?
What can we learn from McDonald’s?
“Being aligned with your authentic purpose means that your goal, your focus point, is true to your deepest values and natural strengths and that your actions consistently promote that goal.

*The Age of Speed* Vince Poscente, 2008
What Are Your Three Things?

1

2.

3.
http://www.youtube.com/watch?v=vK0BRFVBjEs
http://www.youtube.com/watch?v=Fi0lE0BDRpQ
Uncovering Your Authentic Purpose

• What makes me happy?
• What makes me proud?
• What makes others seek me out?
• For what have I received recognition?
• Ask others: “What are my strengths?”
1. Which people and experiences in your early life had the greatest impact on you?
2. What tools do you use to become self-aware?
3. What are your most deeply held values?
4. What motivates you extrinsically?
5. What kind of a support team do you have?
6. Is your life integrated?
7. What does being authentic mean in your life?
8. What steps can you take today, tomorrow, and over the next year to development your authentic leadership?