



Making an Impact As a Leader

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Do others
see you as
you see
yourself?

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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](#).



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

Narcissistic Trait	Strength of Trait
Authority: 5.00	
Self-Sufficiency: 2.00	
Superiority: 3.00	
Exhibitionism: 4.00	
Exploitativeness: 1.00	
Vanity: 0.00	
Entitlement: 3.00	

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.

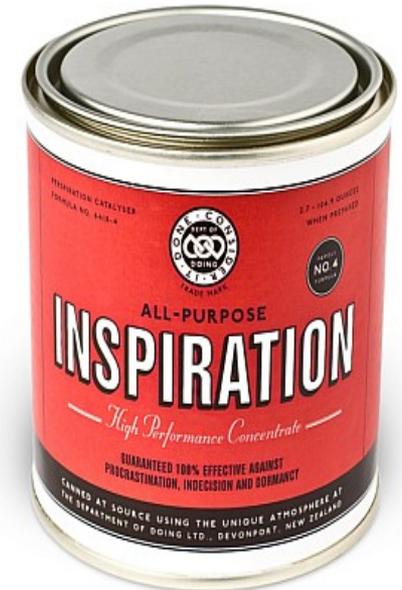
They get out of the way.

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.



NEW YORK TIMES BESTSELLER

"Pink makes a strong, science-based case for rethinking motivation—
and then provides the tools you need to transform your life."

—DR. MEHMET OZ, coauthor of *You: The Owner's Manual*

Daniel H. Pink

author of *A Whole New Mind*

DRiVE

The Surprising Truth
About What Motivates Us

- Purpose
- Mastery
- Autonomy



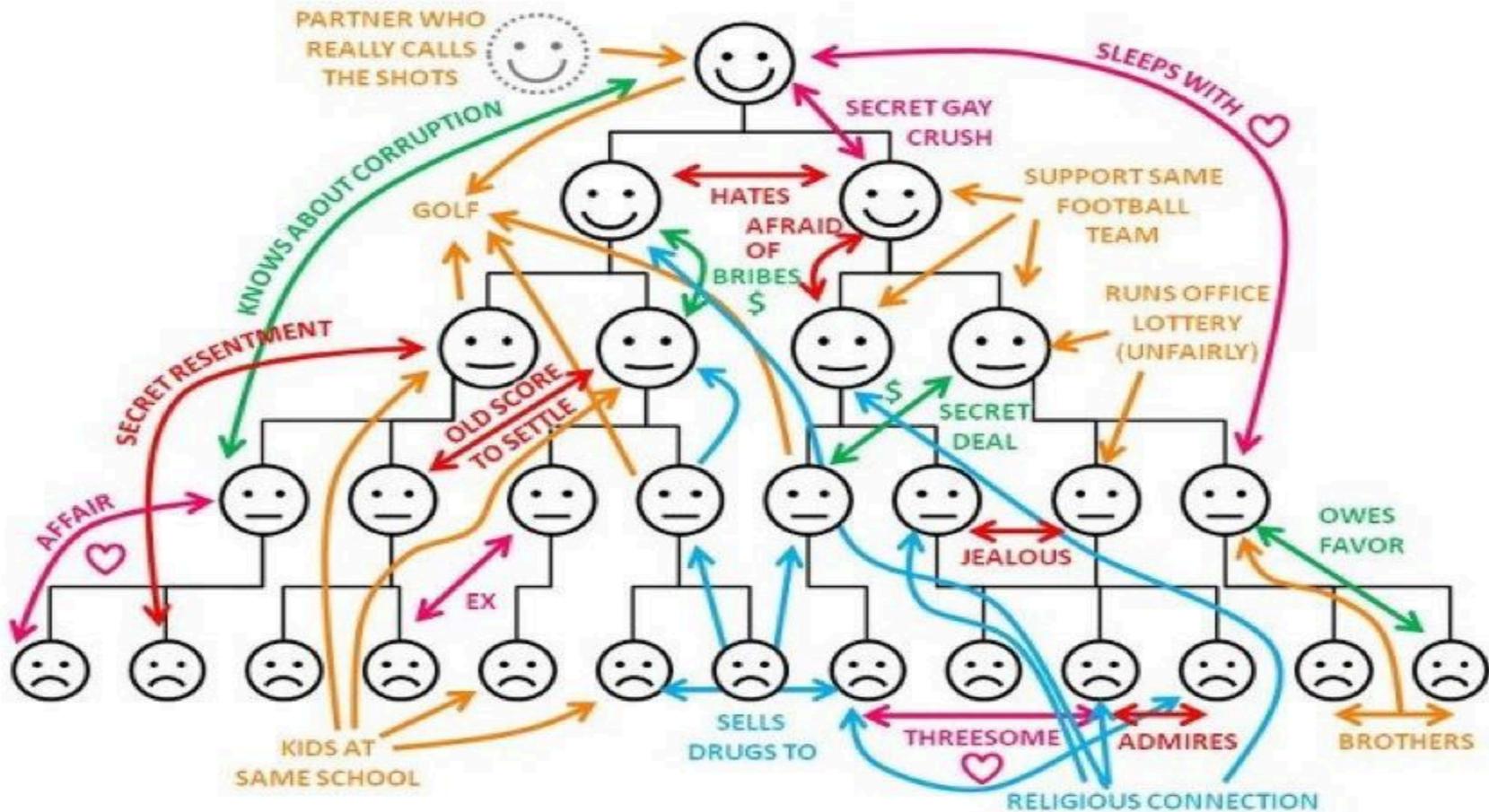
Do you have strong speaking and writing skills?



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?

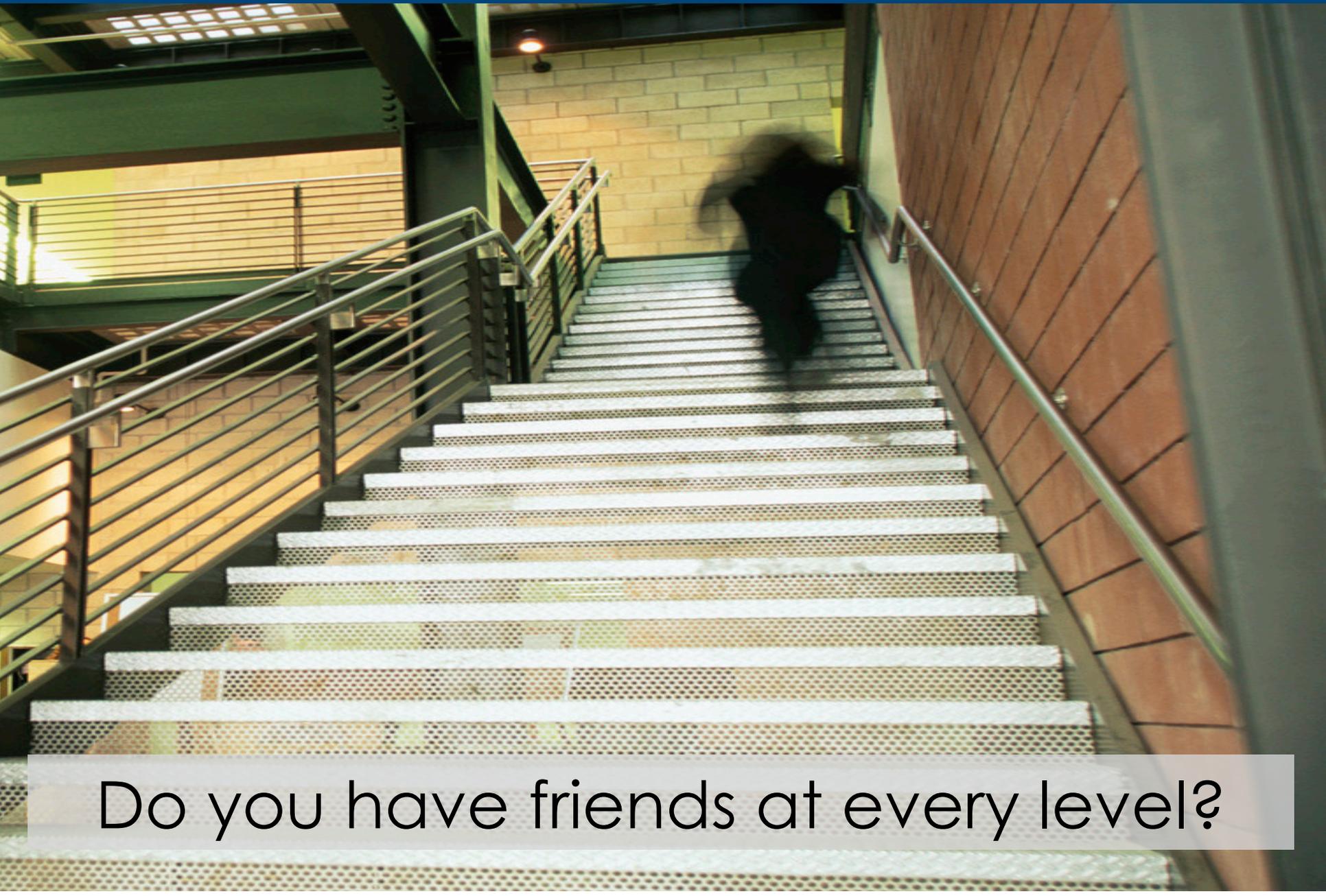
Can you read
body
language?





Do you
have
executive
~~presents~~
presence?

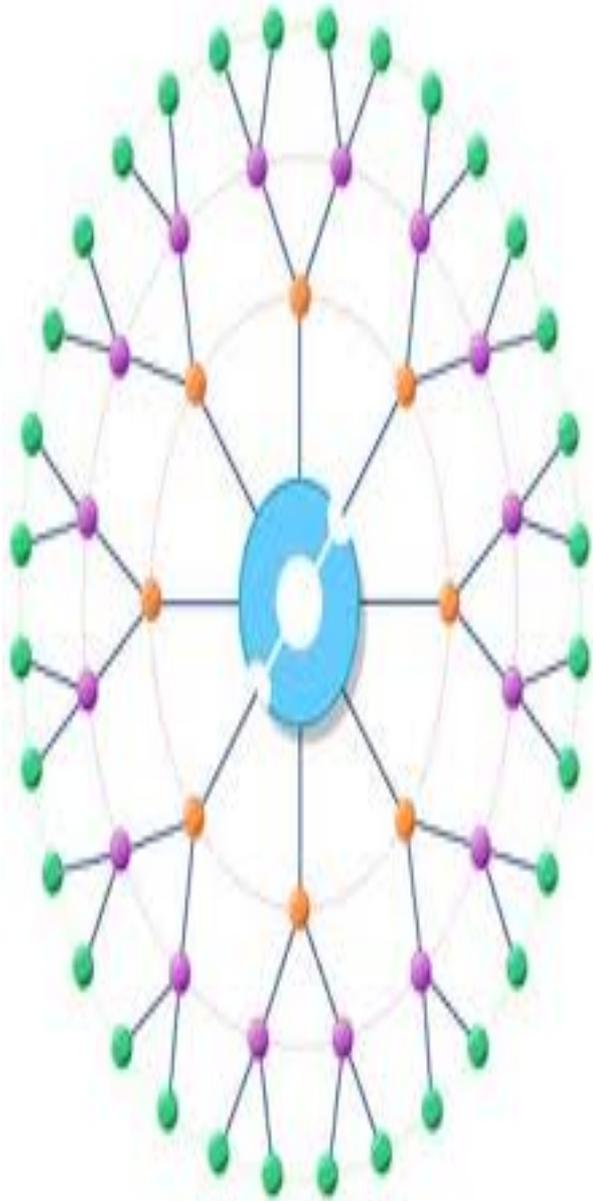




Do you have friends at every level?



How about
trusted
advisors?



Operational Networks

Getting work done efficiently

Personal Networks

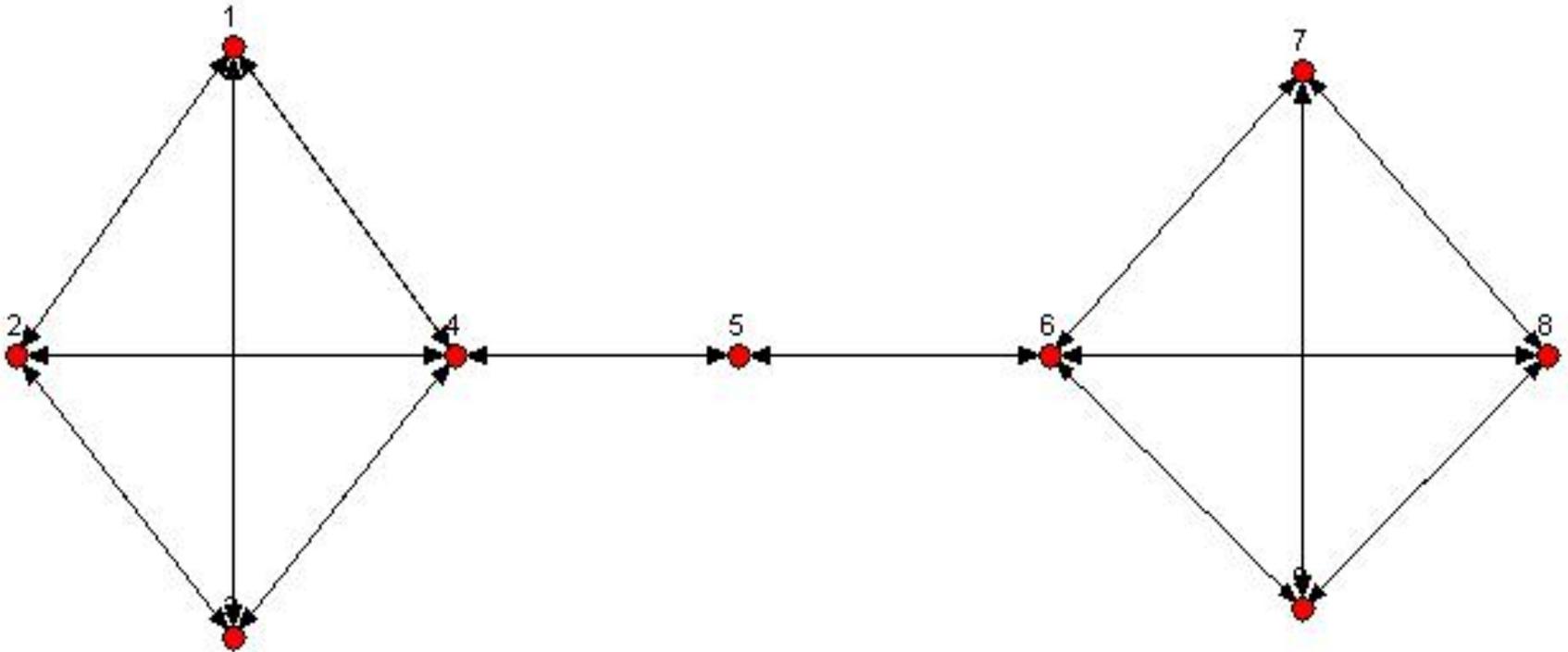
Enhancing personal and professional development; providing referrals to useful information and contacts

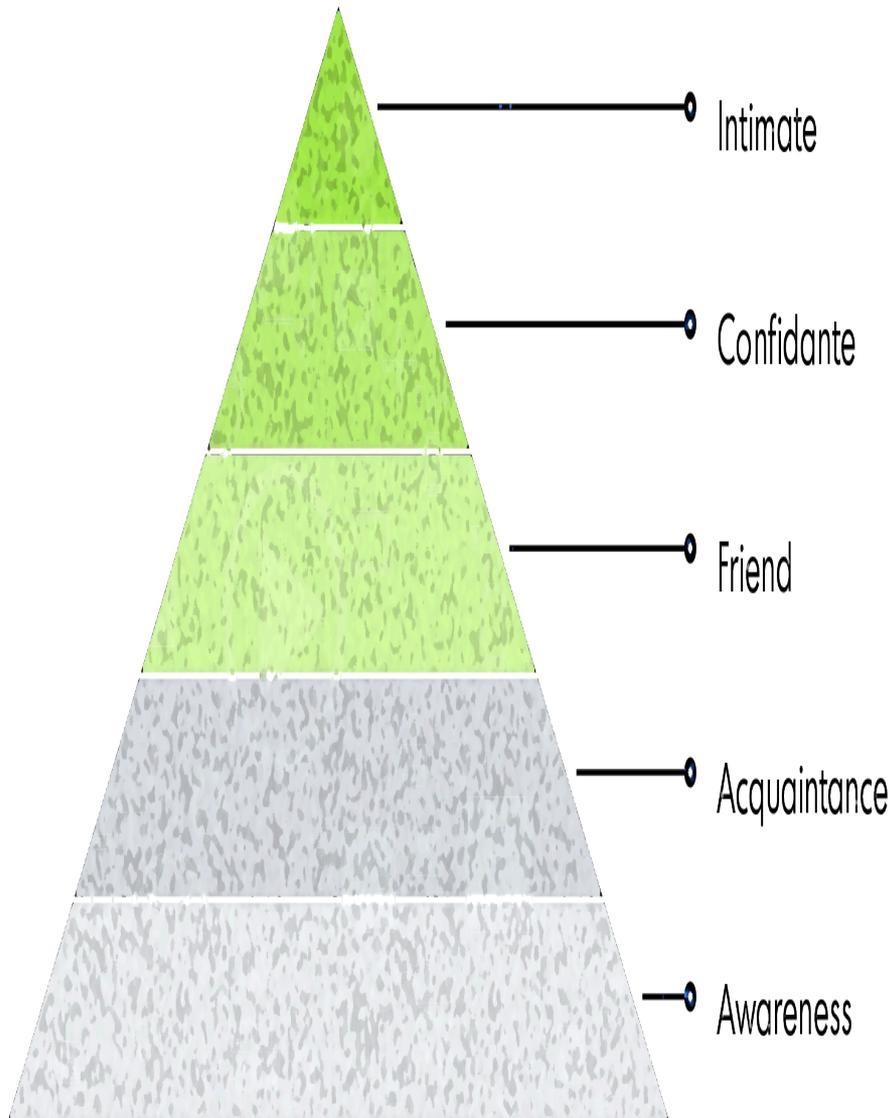
Strategic Networks

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

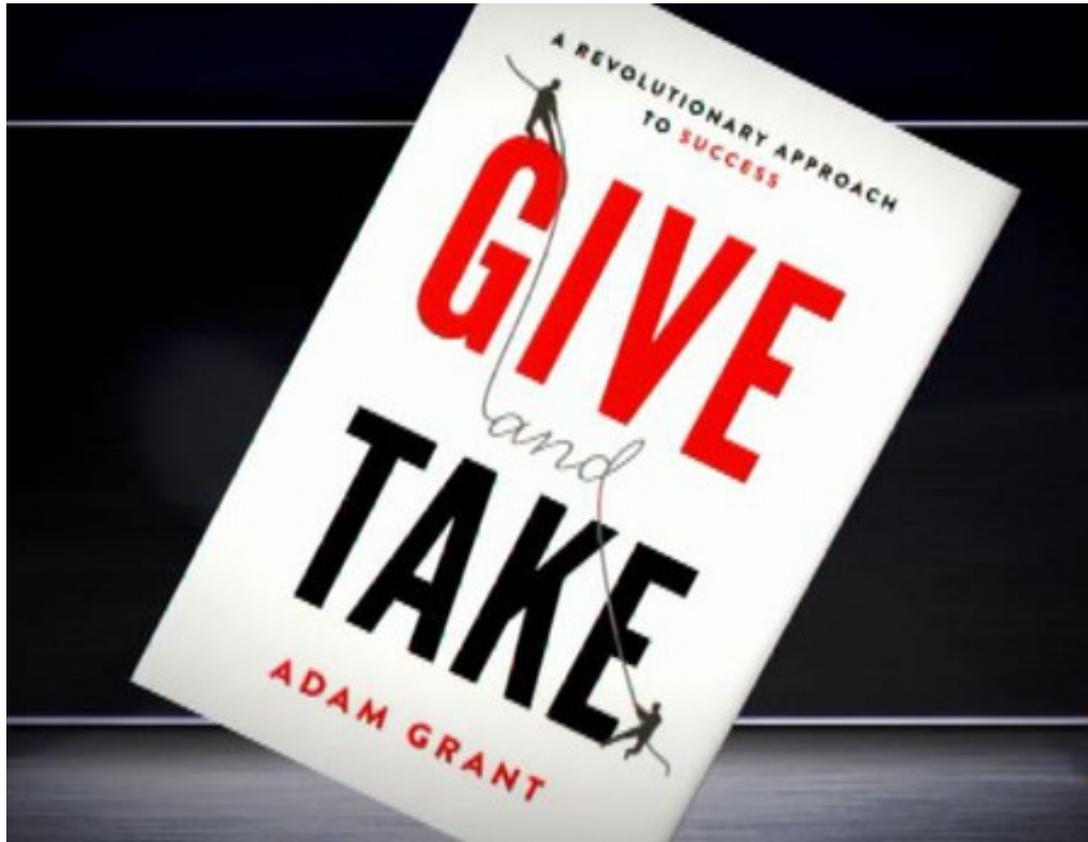
Past experience matters.

Think quality, not quantity.

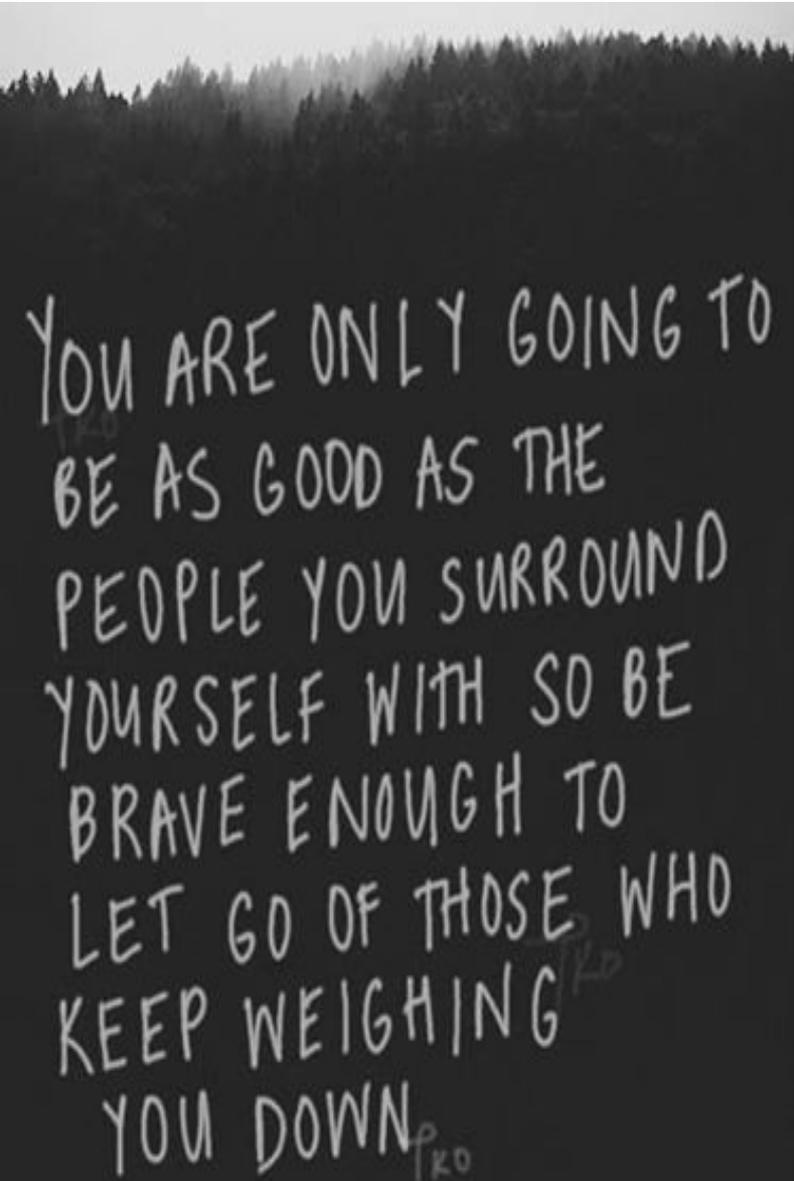
Don't wait until you need a relationship in order to build it.

Being connected via LinkedIn does not count as a relationship.

Remember Dunbar's Number.



Make yourself useful.



YOU ARE ONLY GOING TO
BE AS GOOD AS THE
PEOPLE YOU SURROUND
YOURSELF WITH SO BE
BRAVE ENOUGH TO
LET GO OF THOSE WHO
KEEP WEIGHING
YOU DOWN

- 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?



Know Thyself

“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



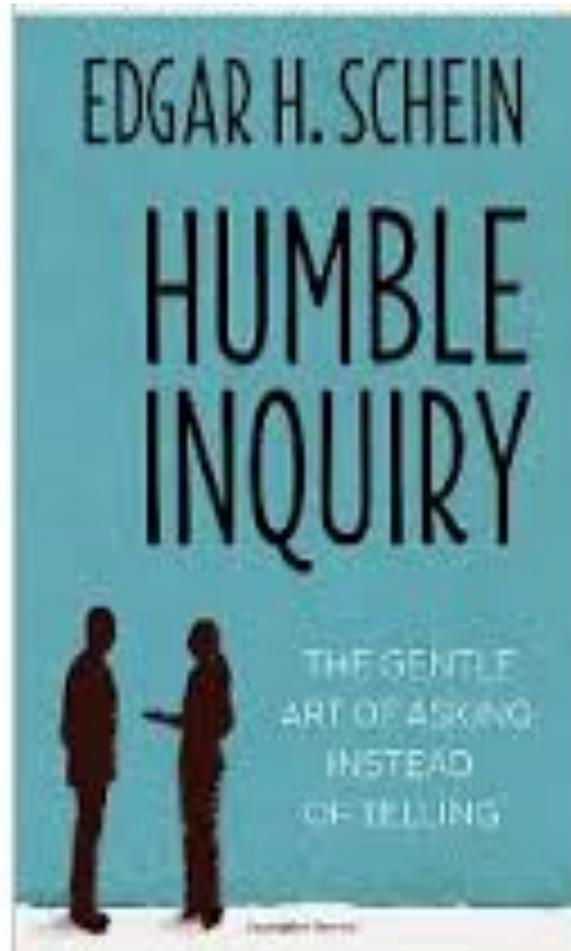
What Are Your Three Things?

1

2.

3.

CORE VALUES



<http://www.youtube.com/watch?v=vK0BRFVBjEs>



<http://www.youtube.com/watch?v=Fi0IEOBDRpQ>

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?

George B, Sims P, McLean A Mayer D. Discovering Your Authentic Leadership. Harvard Business Review , February 2007.