

Austin College, Leadership and You: Dreaming Big and Making It Happen

2012 Fall Organization Leadership Forum:
The Bold Visionary

November 4, 2012

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Class of 1992



The Austin College Impact

A Lifetime of Leadership and Learning



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Student Leadership at Austin College

Leadership skills are gained through

- Academic experiences
- Life experiences
- Participation in groups and organizational activities
- Global outlook—the big picture and truly global
- Student organizations are amazing incubators for you to develop as a leader, to make a difference for your organization and within the Austin College community
- *Dreaming big and making it happen!*



Leadership is...

- What does Leadership mean to you?
- What is important about leadership?
- **What is a leader?**



Leadership and Austin College

- “Leadership and learning are indispensable to each other.”*

President John F. Kennedy

- “Yet even as we look back with pride, we move forward with purpose—educating the world’s future leaders. At Austin College, we take satisfaction in helping students grow not only in their area of study, but in their sense of selves and in responsibility and service to the world.”**

Dr. Marjorie Hass, President, Austin College

*Source: Kruse, Kevin. “100 Best Quotes on Leadership.” Forbes.com, October 16, 2012, <http://www.forbes.com/sites/kevinkruse/2012/10/16/quotes-on-leadership/>.

**Source: Austin College, Office of the President, <http://www.austincollege.edu/about/office-of-the-president/>.



My Path to Leadership

- My home church → showed me community and servant leadership
- My mother → modeled leadership from my youth to now
- Austin College student organizations → provided me with personal and organizational leadership opportunities
- My leadership role models → Are local, global and from the Austin College community
 - My mother, Sharon King
 - President Kennedy, Dr. Martin Luther King, Jr., Governor Ann Richards
 - Dr. Marjorie Hass and Dr. Oscar Page; their teams
 - Numerous fellow volunteers



My Austin College Connection

- Church connection: First Presbyterian Church of Dallas—how I learned about A.C.
- Grateful member of the Class of 1992
- Family connections:
 - Parents established the Parent/Family Council in 1996
 - Mother: Senior Member, Board of Trustees
 - 12 family members attended A.C.: husband, 2 sisters and 9 in-laws



A.C. and Me: Leadership Development

- Leadership began as a student
- Student organization memberships: Kappa Gamma Chi, A Capella Choir, Black Expressions, Young Democrats
- Learned alumni relations as a student
 - Kappas—Hosted two Homecoming alumni teas, wrote several newsletters, researched opportunities to celebrate our 75th anniversary in 1994, built our brand, continued this work post-graduation to the present
- Leadership continued with my graduate education at UTD
 - MPA (1994)
 - Dr. Doug Kiel/UTD professor and AC graduate...I find A.C. graduates everywhere!



Homecoming 1990: Kappa Alumnae Tea

- Big hair, big shoulder pads...fun times, despite the fashion



A.C. and Me:

Leadership Development

- Leadership continues with and for my alma mater
 - Member, President's Visiting Council (2012-2015)
 - 20th Reunion, Class Co-Chair (2012)
 - Immediate Past President, Alumni Board (11 years/3 terms)



- Co-Founder, Kappa Gamma Chi Alumnae Network (2002)
- Founder, Kappa Gamma Chi Scholarship (1994)
- Past President, C Association (late 1990s)



My Community Work: Leadership Development

- Head Start of Greater Dallas
 - VP of board; co-chair, Community Relations Committee; member, CEO Search Committee
- Women's Council of Dallas County
 - Board member, officer (Secretary, Membership VP), co-chair of annual conference, chair of awards committee, member of nominations committee
- Junior League of Dallas
 - Sustainer; active volunteer roles included Ronald McDonald House, PR and Public Affairs Committees, co-chair of annual conference
- Dallas Day School
 - Established the Parent/Family Council (with a fellow Roo, no less)



The Austin College Impact

Leadership is...



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Today's Leadership Forum

- What are your goals as a participant in today's program?
 - Leadership training, in general
 - Specific skills training on
 - Networking
 - Budgeting
 - Time Management
 - Collaboration
 - Vision
 - What nuggets of information will you bring back to your student organization?



Today's Leadership Forum

- Fantastic opportunity!
- First time ever program on leadership provided to student organization leaders
- This training provided you with skills to, in turn, provide stronger leadership, direction and growth for your organization
- Diverse opportunities for leadership available to the student body today
 - 73 registered groups on campus
 - Size: 5 to 196 members
 - English Country Dance Club (115)
- And remember...leadership as a student provides you with transferable skills for the workplace
- Speaking of the workplace...college administration as a career choice; most of these individuals were student leaders on their college campuses....Dr. Stacy Jacob, '92 (Ph.D. in Higher Education)



Today's Leadership Forum

Leadership for me includes these key tactics and characteristics

- Communication
- Enthusiasm (it is contagious!)
- Diplomacy
- Lead by example
- Lift up others (Servant Leadership)
- Sincerity (it will shine through)
- The details count
- Ethical decisions and actions, always
- Mentorship
- Goals and timelines
- Timed agendas (a favorite meeting tool of mine)
- Ask how else you can help
- Thank others
- Communication, again



Today's Leadership Forum

My case studies of student organizational leadership

- Kappa Gamma Chi
- C Association
- Alumni Board



Facebook, LinkedIn and Leadership

What my Kangaroo and other Facebook/LinkedIn friends are saying about leadership...



FB 'Roo Friends on Leadership:

- “A good leader is honest, a good communicator, supportive, and not afraid to do the heavy lifting. They never elevate themselves above others, but work hard to elevate others.”
- “(It) doesn't matter how old you are - a leader can be any age. Leaders lead by example, they are transparent but protect their staff from the unnecessary stresses, they praise a lot, and they take time to think things through before acting. Leaders are not afraid to say they don't know the answer, but are always willing to do what it takes to figure it out.”



FB 'Roo Friends on Leadership:

- “Integrity is doing the right thing even when no one is around to see it.”
- “Great leaders love people and put the people in their organization first. They are naturally curious, good listeners, they surround themselves with the best and brightest and they are not afraid to make the tough decisions.”
- “Be a risk taker.”



FB/Linkedin Friends on Leadership:

- “My view, a leader's actions are far more important than any speech, org chart, etc. ... so, true leaders lead through their example.”
- “In college sometimes the motivation for being a leader is padding the resume or networking for a future job. In the long run, what you find is that leadership is its own reward--doing no harm isn't the goal. Doing the right thing is. A leader is willing to stand for what they believe even when it's unpopular.... I saw Walt Humann (founder of DART, helped desegregate DISD) speak many years ago and it was relieving to hear such a well known civic leader say he'd failed many times and gone down "dry holes" when it wasn't a bad idea, just the wrong time. Overall, I think if they walk away with the idea that a leader replaces themselves that's good, too.”



FB/Linkedin Friends on Leadership:

- “Ultimately, good leadership should always make investments of value and leave legacies. Legacies last long after the leaders are gone and continue to add value. That's my primary goal as a leader.”
- “Listen, give credit, take responsibility, and thank your team repeatedly.”
- “Empower others; don't make every decision yourself.”
- “Humility is the virtue; pride is the vice.”



Leadership Theory

Understanding the academic foundation for leadership informs the practicalities and applications of leadership.



Leadership today* ...

- Is socially constructed
- Has evolved from a paternalistic, aristocratic, wealthy white man only, top down perspective
- Values the whole of a leader and of leadership; is similar to time-tested leadership of women and collectivist cultures—collaboration, empowerment, teamwork—that previously wasn't valued by the white men at the top
- These overlapping styles predominate
 - *Servant Leadership*
 - *Transforming Leadership*
 - *Authentic Leadership*
 - *Socially Responsible Leadership –or Social Change Model of Leadership Development*

*Source: Schuh, John H., Jones, Susan R., Harper, Shaun R., and Associates. *Student Services: A Handbook for the Profession, 5th Edition*. Chapter 20, "Leadership," by Susan Komives. John Wiley & Sons, 2011.



Current Frameworks of Leadership

- Frameworks of leadership:
 - *Structural*: social architects that design the organizational system to meet goals
 - *Human Resource*: serving and supporting others
 - *Political*: coalition-builders to advocate within the organization
 - *Symbolic*: provide a cultural lens to an organization in order to make meaningful the work and inspire shared work



Current Frameworks of Leadership*

Frame	Leadership Is Effective When:		Leadership Is Ineffective When:	
	Leader is:	Leadership Process is:	Leader is:	Leadership Process is:
Structural	Analyst, architect	Analysis, design	Petty bureaucrat, tyrant	Management by detail and fiat
Human resource	Catalyst, servant	Support, empowerment	Weakling, pushover	Abdication
Political	Advocate, negotiator	Advocacy, coalition building	Con artist, thug	Manipulation, fraud
Symbolic	Prophet, poet	Inspiration, meaning making	Fanatic, charlatan	Mirage, smoke and mirrors

Source: Bolman & Deal, 2008, p. 356. Reprinted with permission of John Wiley & Sons, Inc.

*Source: Schuh, et al., 2011.



Challenges to Effective Leadership*

- Philosophical confusion
- Lack of self-empowerment
- Bad, dysfunctional leadership—the dirty 7 types
 - Incompetent
 - Rigid
 - Intemperate
 - Callous
 - Corrupt
 - Insular
 - Evil

*Source: Schuh, et al., 2011.



Leadership and Ethics

- Ethical decisions and actions are paramount, always
- Ethics in leadership must continuously be considered within groups and organizations
- “Bad ethical leadership/decision making does not happen at once; (instead,) it is usually a series of smaller decisions (sometimes by more than one person—Penn State is an excellent example of this) over time that cause you to lose your ethical perspective within an organization.”

Dr. Stacy Jacob, Austin College Class of 1992



Developing Enhanced Leadership Capacity for Your Group*

- Individual capacity
 - What can you do for your organization?
 - You need to develop your own capacity
- Leadership is nonpositional and is a process vs. an office or role or position → Where we want to be
- Group capacity
 - The ideal: a shared, participative leadership that seeks highly involved group solutions
 - Ensured through a keen and continuous group orientation process
 - Greeks at A.C. have New Member Orientation; what other organizations have an orientation process?
 - Orientation should be on-going (Michael Deen)



Developing Enhanced Leadership Capacity for Your Group*

- Cyberleadership and Cybercommunication
 - Allows for outreach to the Austin College community: campus, alumni, friends
 - Sometimes tough to achieve consensus—out of mind mentality (ex: my PTA party on December 1st)
 - Nonetheless, using technology is an evolving and valuable communication tool for organizations/groups
 - Email, social media, Drop Box/secure extranets, video conferencing, webinars, conference calls
 - Use these tools wisely...they leave a permanent trail of communication (whether it is good or bad...)



Peter Drucker

Leadership Visionary

Most discussions of decision making assume that only senior executives make decisions or that only senior executives' decisions matter. This is a dangerous mistake.*

*Source: Brainy Quote.com website, *Peter Drucker Quotes*.
http://www.brainyquote.com/quotes/authors/p/peter_drucker.html



Peter Drucker: Leadership Behaviors*

Autocratic/Authoritarian Behaviors	Democratic/Participative Behaviors
<ul style="list-style-type: none">➤ Controlling➤ Directive➤ Sole decision maker➤ Total responsibility of action➤ Does not delegate➤ Closed to others' input➤ Makes quick decisions and abandons input from others—ego-centric	<ul style="list-style-type: none">➤ Delegator➤ Cooperative➤ Collegial➤ Shares in decision making➤ Open to suggestions➤ Shares responsibility for action➤ Open communication➤ Active listener

* Source: Rodriguez, Dr. Paul A. and Williams, Dr. Ron. "Qualities of Effective Leadership: Principles of Peter F. Drucker." PowerPoint Presentation, Cogito Consulting, L.L.C. June 24, 2011;
<http://www.slideshare.net/par913/qualities-of-effective-leadershipx>.



Peter Drucker: Leadership Accountability/Results*

Leadership is accountable

- Leaders need a systematic analysis as part of their plans
- Leaders determine what results for the organization should be and where to concentrate for future success
- The mission defines the scope of the leaders responsibility
- Leadership is accountable to determine what must be appraised and judged, to protect the organization from failure and ensure meaningful results

Mission must yield measurable results

- Results and plan must produce some measurable outcomes
- Results and plan must build mechanisms that allow midcourse corrections based on these results
- Goal is to achieve real impact
- Hard work is indispensable to success
- Ultimately, what is at the very heart of the plan and results is how the lives of people are improved

*Source: Rodriguez and Williams, 2011.



Servant Leadership

The Austin College Way



Servant Leadership is...

- Putting service to others first, whether “others” are your fellow organization officers and members or your boss and clients
- Truly is the Austin College way of leadership
- Relevant in today’s global society
- Leadership that will always distinguish you in big and small ways
- Gratifying and uplifting
- About empowerment of people
- Dr. Peter DeLisle: serves on the board of the Greenleaf Institute



Servant Leadership*

Leaders are learning that this kind of empowerment, which is what Servant Leadership represents, is one of *the* key principles that, based on practice, not talk, will be the deciding point between an organization's enduring success or its eventual extinction.

- Stephen Covey, educator, businessman, keynote speaker and author of numerous books, including *The Seven Habits of Highly Effective People*



Involvement Theory*

- IEO: Dr. Alexander Astin studied student activities in a longitudinal study and determined I-E-O:

Input → Environment → Outcome

- Ex: An involved student is more likely to graduate than one who is not engaged
- Ex: Living on campus is also a strong predictor to graduating—harkens back to the involvement factor
- Your co-curricular activities DO MATTER—to you, your peers and this institution (consider the alternative... disengaged, apathetic students—who would ever graduate? Why would we want to be at A.C.?)
- Your leadership and involvement connect to the goal of graduating the student body...you make a positive difference in the graduation rate here

**Source: Interview with Dr. Stacy Jacob, Ph.D. in Higher Education, November 2, 2012. Please note that a source referenced in interview is the research of Dr. Alexander W. Astin; see additional reading resources slide for details on his book.*



Engaged Leadership*

- Bring others along; seek out new members, even in places you wouldn't expect to make a match
 - Help position leaders within your organization
 - Leadership in student organization has many benefits
 - Civic engagement
 - Character development
 - Academic performance
 - Impacts graduation rate
 - Provides social outlets
 - Enhances your critical thinking skills
 - Enhances your interpersonal skills
- These benefits are transferable to the workplace!

**Source: Jacob Interview, 2012*



Austin College Makes Leaders

- All of us in this room are leaders
- Austin College makes leaders, by virtue of the type of students they recruit and nurture along through the program of academics, co-curricular organizations, sense of community and social activities
- 60% of business CEOs go to liberal arts colleges and universities*
- So many of A.C.'s alumni leaders will tell you this—from the chairman of the Board of the Trustees on down, including my Class of 1992 pal, Stacy, and me
 - Stacy and Jay Evans: career path born at A.C.

**Source: Jacob Interview, 2012*



Be 'Roosponsible

- Go to class!
- Manage your time!
- Get some sleep!
- *This new slogan—approach—mantra is transferable to living life to its fullest and most productive post-graduation, too. Really!*



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Improving Your Student Organization

Questions to Consider; Case Studies; Resources



Leadership and You

Questions to ask of yourself and your fellow student leaders

- How can you be of service to your organization?
- Are your organization's mission and activities relevant—to your members? To the Austin College community?
- How does your organization contribute to a vibrant Austin College community?
- Is what you do gratifying and uplifting—to you? To other members? To an external audience?
- How do you empower your members?
- How can you grow/maintain/sustain your membership?



Leadership and You

- How can we take back what you learn today and improve your student organization?
- **Let's discuss...leadership and YOU**



How can you strengthen your student organization?

KFX Case Study

1. Alumnae Relations Chair—Homecoming teas, newsletters and networking (initially, just an office; now, a personal mission)
 2. Scholarship—established, promoted through the years; new goal is fundraising for upcoming 100th Anniversary
 3. KFX Alumnae Network—saw a need, created with pledge sister and BFF, part of the process for 10+ years
- The Results? Strengthened the organization, grew membership, created legacy of leaders (alumnae and active)...also, it provides me with the blessing of many friends over multiple generations



How can you strengthen your student organization?

C Association Case Study

- Seized an opportunity
 - My direct leadership with the C Association has been limited; I was so young and unsure of what to do (limited activity to newsletters, attendance at Homecoming events)
- C Association leadership in the 1990s—sought out young members to lead; chose me and a fellow choir member, a decision for which I am still thankful
- First me, then my friend, became a member of the Alumni Board as the C Association representative



How can you strengthen your student organization?

Alumni Board Case Study

- My experience: passionate about the opportunity, seized on the opportunity to be a leader, loved the learning aspect, example of servant leadership, elevated position of the organization within the AC hierarchy
- Goal of the board: uplift alumni relations and engage more alumni, bring in more alumni gifts of talent, time and treasure
- I thank those who came before me—they embraced members and brought interested parties along
- For me, the alumni board encouraged my leadership through appointment to committee chair leadership, and election as president-elect and president



How can you strengthen your student organization?

Alumni Board Case Study: The results?

- More engaged alumni board and alumni base
- Embracing new graduates and upperclassmen in board membership and leadership
 - Engage alumni in new ways—social media, social programs, etc.
 - Communicate about our work to the A.C. community, especially to the Board of Trustees, who we view as partners for an engaged alumni base
 - Continue to enhance the Homecoming experience



Mother Teresa

Mother Teresa exemplifies Servant Leadership. Her philosophy was to do the right thing, no matter what, always, because it is the right thing. This approach will serve you well.

The following poem/quote by Mother Teresa, entitled “Do it Anyway...,” is applicable to all phases of your life.



“Do It Anyway...” *

by Mother Teresa

People are often unreasonable, illogical, and self-centered; Forgive them anyway.
If you are kind, people may accuse you of selfish, ulterior motives; Be kind anyway.
If you are successful, you will win some false friends and some true enemies;
Succeed anyway.
If you are honest and frank, people may cheat you; Be honest and frank anyway.
What you spend years building, someone could destroy overnight; Build anyway.
If you find serenity and happiness, they may be jealous; Be happy anyway.
The good you do today, people will often forget tomorrow; Do good anyway.
Give the world the best you have and it may just never be enough; Give the world
the best you have anyway.
You see, in the final analysis, it's all between you and God; It was never between
you and them anyway.

*Source: Mother Teresa, “Do It Anyway.” <http://theocgproject.com/2012/10/25/do-it-anyway-by-mother-teresa/>.



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Additional Reading Resources

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Thank you for your time, input and energy today, and for your service to Austin College.

All my best wishes in your student and postgraduate careers, and in your lifetime of leadership and learning as a member of the Austin College community.

Keep dreaming big and making it happen!

