Leadership Segues
FROM WET BEHIND MY EARS TO WISE BEYOND MY YEARS

PRESENTED BY:
Susan E. Metros
The Journey

1. Learning Outcomes
2. Values First
3. Leadership Segues
4. Leadership Tenets
5. In Summary
1. Learning Outcomes

Participants 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

Kraemer, 2011
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.

MO Studio: www.themostudio.com
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**
  - Age in 2015: 18-34

- **1% Post-Millennials**
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

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

“\textit{I have no special talent...} \textit{...I am only passionately curious.}”

Albert Einstein
Stay Curious

Attend to what you don’t know

What you don't know you don't know

What you know

What you know you don't know
Think Laterally, then Vertically

De Bono, 1969
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

Bramford, 2011
Expand Professional Perspective

- New Media Ecology
- Superstructured Organizations
- Smart Machines and Systems
- Computational World
- Extreme Longevity
- Globally Connected World

MY JOB

SENSE-MAKING
SOCIAL INTELLIGENCE
NOVEL AND ADAPTIVE THINKING
CROSS-CULTURAL COMPETENCY
COMPUTATION THINKING
NEW-MEDIA LITERACY
TRANSDISCIPLINARITY
DESIGN MINDSET
COGNITIVE LOAD MANAGEMENT
VIRTUAL COLLABORATION

Future Work Skills 2020 Report, 2011
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

Levitt in Kelley and Kelley, 2013
Collaborate Across Disciplines

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

Think you’re as innovative as this guy? He’s betting on it.

Think you’re as creative as this guy? He’s betting on it.

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
Make the Familiar Strange and the Strange Familiar
Make the Familiar Strange and the Strange Familiar

Living Environment: Flamingo

Photo by Amanda, Creative Commons Attribution

EDUCUSE
ANNUAL CONFERENCE 2017
Make the Familiar Strange and the Strange Familiar

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
Be Who You Are…
…Not What You Do

PASSION
MISSION
PROFESSION
VOCATION

That which you love
That which you are good at
That which you get paid for
That which the world needs

IKIGAI

That which you are good at
That which you love
That which you get paid for
That which the world needs

Mitsuhashi, 2017
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 Smith approval for sabbatical/half pay September 1, 1984 to August 31, 1985.

Mel Leisercowitz 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

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References


