

Lead from Where you Sit

*Council of New Jersey Grantmakers (CNJG)
Emerging Leaders Affinity Group*

April 24, 2014 4-6pm

Panel:

Margaret Della, Rutgers Institute for Ethical Leadership

Lenka Kiss Casey, Children's Specialized Hospital

Natasha Conover, YouthBuild Newark

Reginald Rosarion, Planned Parenthood of
Metropolitan New Jersey

Objectives

- Discuss how to effect positive change in organization
 - Harnessing your power: engage and communicate ideas
 - Giving Voice to Values: speaking up
 - Make way for progress and better relationships
- Explore how to *stretch* yourself professionally and still get your job done
- Navigate what you need to do next
 - Identify how you can begin to effectively lead others
 - Training and education
 - Ask for feedback and help

Harnessing your power



Power is getting things done without having to demonstrate that you can bulldoze it through. I'm most effective when I've studied an issue, when I can make a credible argument, and then bring people along.

Congresswoman Donna Edwards

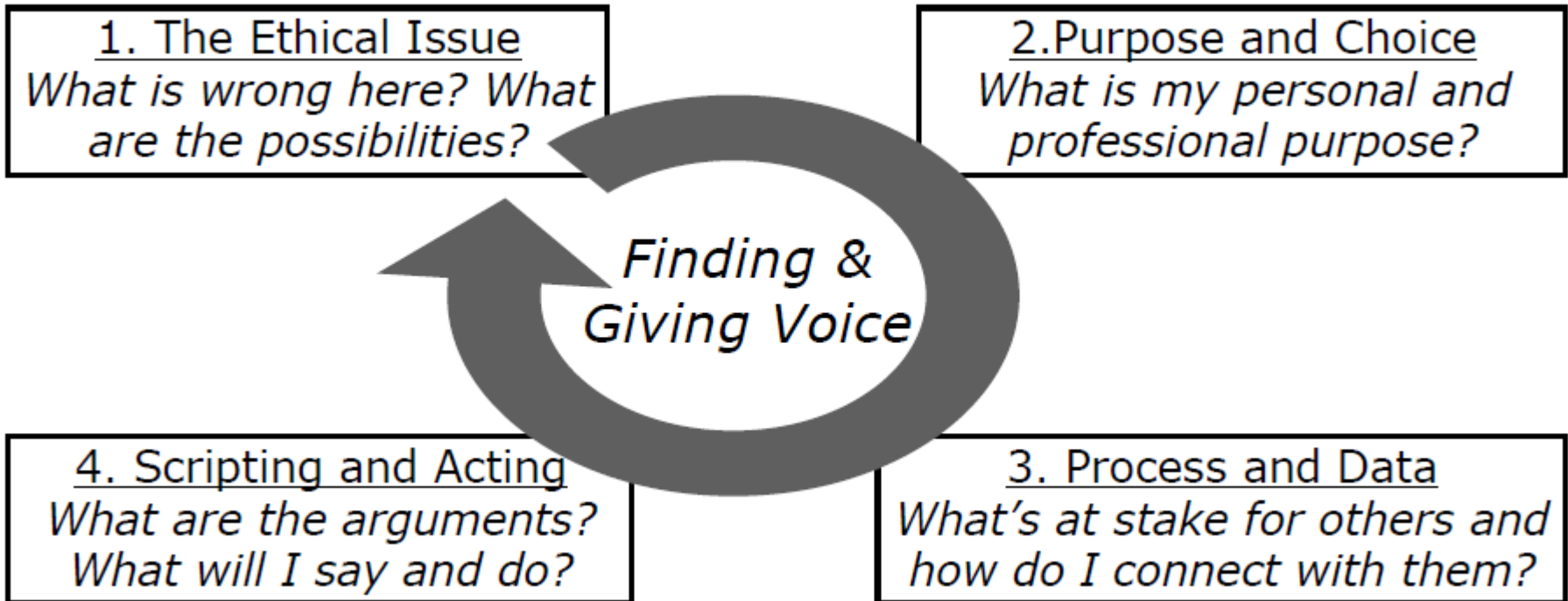
Often the issue isn't distinguishing what is right or wrong, but knowing how to act on your values despite **opposing pressure.** Mary Gentile, [Giving Voice to Values](#)

How can you effectively stand up for your values when pressured by your boss, colleagues, grantees, or shareholders to do the opposite?

What to say, to whom and how to say it.



The process of finding and giving voice



Giving Voice to Values

Learn techniques to frame and explain

- Ask questions & ask for time to think about
 - Enlist allies, check with experts, trusted advisors
 - Select and sequence audiences (e.g. benefit of 1:1 or group conversation, timing, etc.)
 - Change the frame and momentum: present as an opportunity
 - Appeal to shared interests
 - Normalize situation: frame response as pragmatic, remove emotion
 - Play to strengths: tap confidence and power to influence
 - Practice difficult conversations
- Source: *Giving Voice to Values: How to speak your mind when you know what's right*; Mary C, Gentile;
Yale University Press ;© 2010

Speaking truth

- Don't repress the truth because you worry over someone's reaction.
- Is everyone *really* doing it? If it doesn't feel right, look at what's being justified and why.
- Respectfully voicing disagreements and confronting challenges makes stronger teams.
- Be honest in all commitments. Small lies are a slippery slope that can lead to major trouble.

Stretch yourself

- Taking initiative: appropriately ask for new, different projects in areas where you could build experience
 - Determine gaps in your skill set by your own SWOT self-assessment.
- Emotional Intelligence: knee-jerk reactions lead to adverse situations
 - Intentional responses help you keep control and improve relationships
- Who is your 'Board of Directors' and are they giving you what you need? Who else should be on your board?

Lead – Manage Up and Manage Down

- Anticipate what your supervisor needs
 - Ask for feedback on your performance
 - Schedule 1:1
 - Be prepared to offer next steps
- Get out of the weeds and start delegating
 - Give others a chance to learn the ropes
 - Test your skills in giving directions and feedback
 - Free up your mental space to focus on bigger picture items
- Work/Life Balance
 - One of biggest challenges for Executives
 - Greatest sources of burnout

Are you getting support you need from job? Are you asking for what you need? Are you leading others?

Lead from Where You Sit Take-Aways

- Use your voice, regardless of position
 - Harness your Power: Vocalize ideas, be part of strategy
 - Emotional Intelligence:
 - Giving Voice to Values: Consequences if you do not speak up?
- Personal & Professional Growth
 - Asking for what you want
 - Knee-jerk response vs Intentional response (Emotional Intelligence)
 - Develop your 'board of directors'
- Lead - Manage up and down
 - Step up your game
 - Delegate & asking for help
 - Work/Life balance
 - Build your team: Inspire others to step up

Resources

Giving Voice to Values - Author Mary Gentile

- Mary argues that often the issue isn't distinguishing what is **right or wrong**, but knowing **how to act on your values** despite opposing pressure.

Develop Myself & My Staff - Bridgespan Career & Prof Development

- free tools, suggested roadmap and other reading materials
- Effective Delegation – ‘Don't delegate and disappear’

Emotional Intelligence – Author Daniel Goleman

- Self-awareness, self-management, empathy and social skill – separate the most successful workers and leaders from the average - managing themselves and their relationships gives the best an edge.

Work/Life Balance

- Time management – Management Center (geared for nonprofits)
- Dose of reality: Nigel Marsh – TED Talks

Thank you!

Lenka Casey – Children’s Specialized Hospital

lenka.z.kiss@gmail.com

Natasha Conover – YouthBuild Newark

nconover@youthbuildnewarknj.org

Margaret Della – Rutgers Institute for Ethical Leadership

mdella@business.rutgers.edu

Reginald Rosarion – Planned Parenthood of Metropolitan
New Jersey

reginald.rosarion@ppmnj.org