

BUSINESS & LEADERSHIP PROGRAMS, EXTENSION DIVISION, U OF S

# INTEGRATIVE LEADERSHIP™

Taking Your Leadership to the  
Next Level

**CFC 2006**

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# Integrative Leadership

- The Why's and What's
- Seven steps to becoming an integrative leader
- Experience two practices that promise, with continued practice, to grow your executive wisdom
- Integrative Leadership Programs

# What is Leadership?

- Leadership is

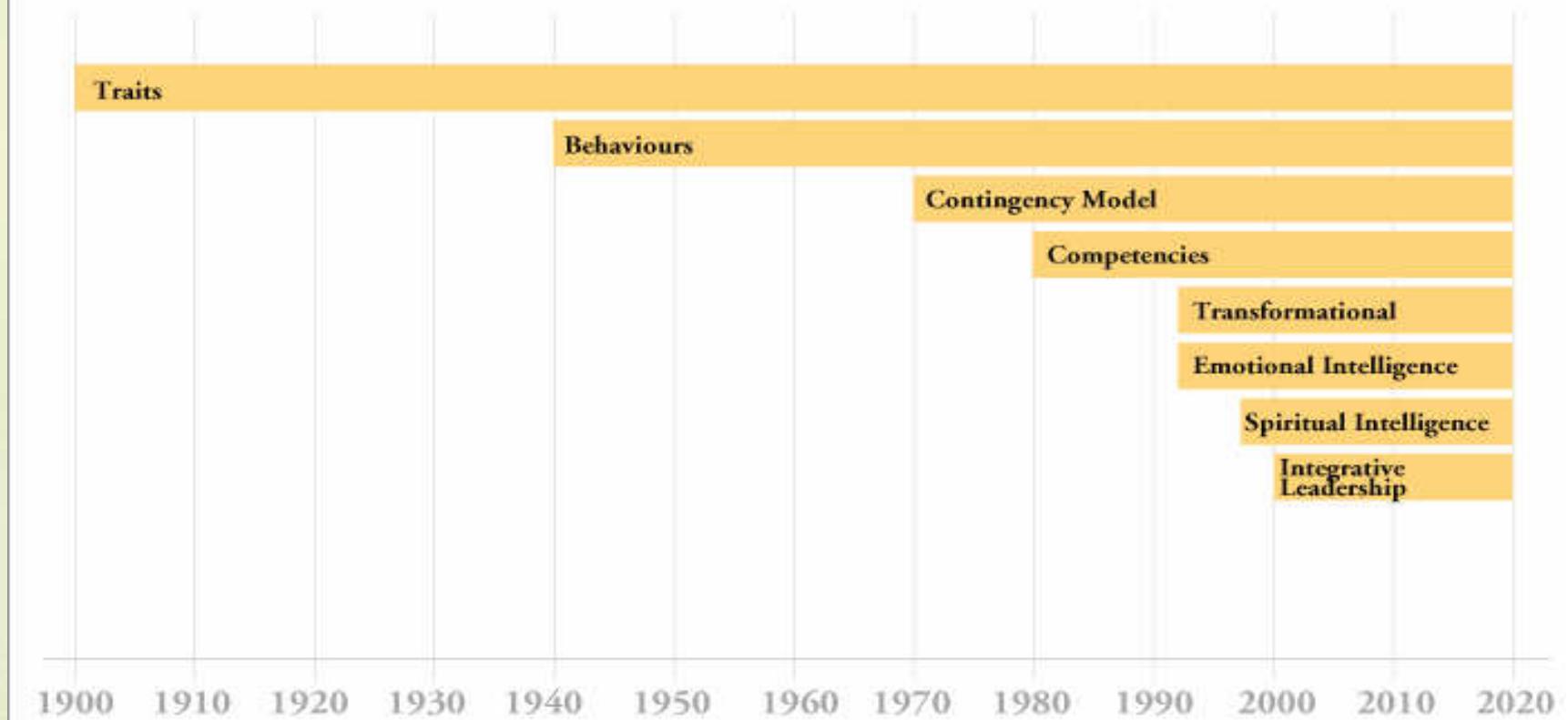
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# Leadership Theory So Far



# Developing Your Own Integrative Leadership Theory of Practice

- We are here to appreciate one another's perspectives as both true and partial, including your own.
- What is important is to develop your own emerging, evolving, integrative leadership theory of practice.

# The Case for Leadership Development

**Goleman's** research (2002) shows that leadership behaviors drive organizational culture. And organizational culture is responsible for over 30% of organizational results and performance...

**Collins** research of factors and principles that help organizations move from good to great, in each case a Level 5 Leader, characterized by a paradoxical blend of “humility with fierce determination” was in place (2001).

# The Inner-Outer Disconnect

- Individual Disconnect  
(competence and character)
- Organizational Disconnect  
(vision and reality)

These are indicators of the need for personal and organizational integration...

# Context for Leadership

- **External Forces**

- Public and private expectations
- Doing more with less
- Changing technology
- Demographics (succession, talent, clients)
- Shift from mechanistic to organic paradigm

# Context for Leadership

- **Internal Forces**

- Search for meaning and purpose
- Making a difference
- Seeking balance in life and work
- Rekindling passion and engagement
- Relations and associations

# Leaders Make a Difference

## **We expect that leaders will...**

- Take us to a better, more hopeful state
- Re-motivate and rekindle our passion
- Help make the changes we need to make
- Move us through our entrenched beliefs, attitudes, challenges and problems, personally and culturally (in our organization)

# Integrative Leadership

- “Great teaching (*or leading*) comes from our True Self. Our True Self is about identity and integrity.”
  - “Identity- congruence between inner and outer selves.”
  - “Integrity-becoming more real by acknowledging the whole of who I am and living, teaching [and leading] from this place of wholeness.”

Parker Palmer

# Who is Leadership For?

“...leadership is not the private reserve of a few charismatic men and women. It is a process that ordinary people use when they are bringing forth the best of themselves and others...people make extraordinary things happen by liberating the leader within everyone...”

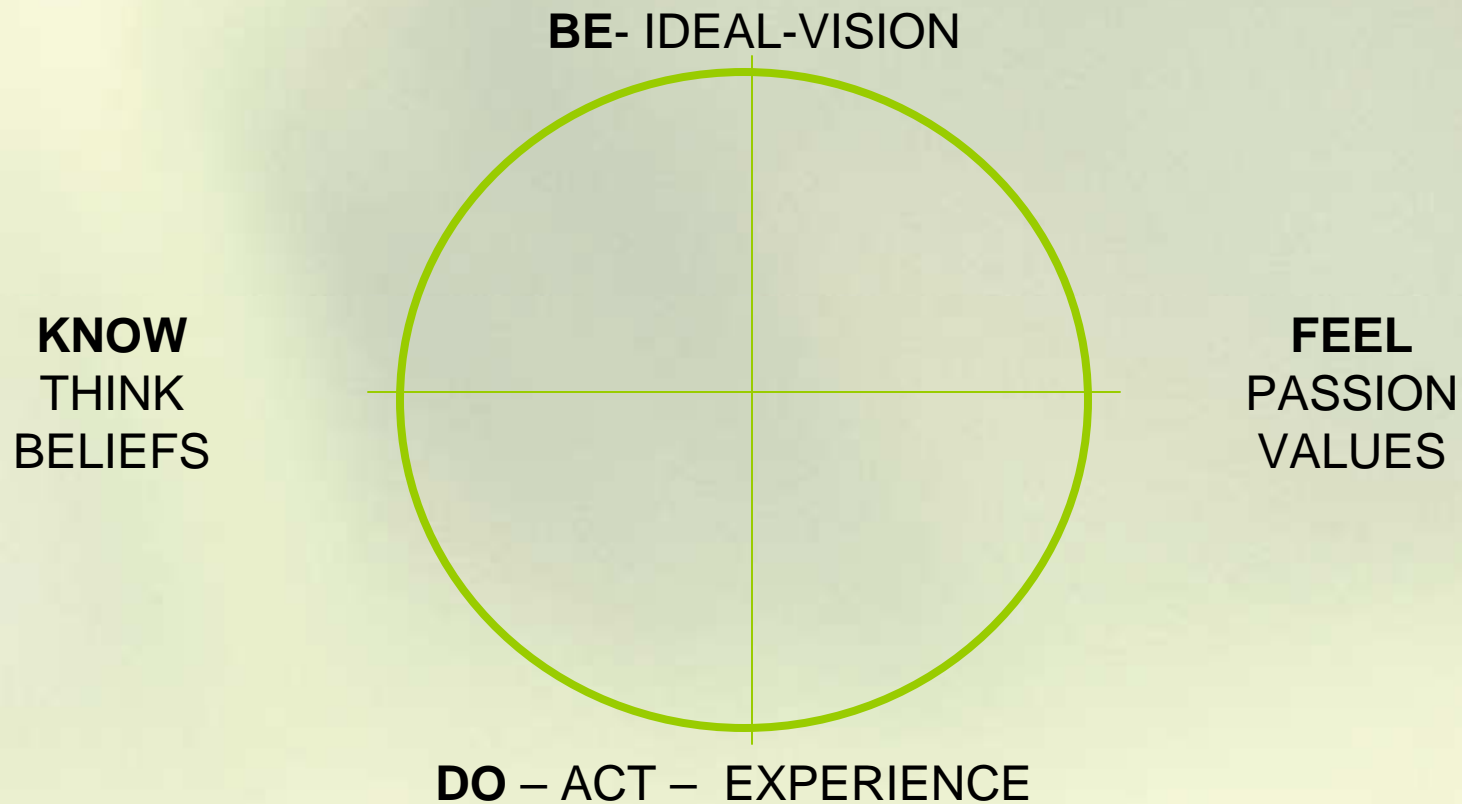
Jim Kouzes & Barry Posner

# How Do You Learn Leadership?

# How Do You Learn Leadership?

- How did you learn leadership?
  - Experience
  - Example
  - Education
- Developing a reflective practice:
  - Awareness, attention, alignment, action
- Dialogue with self and others
- Formulate an ideal that inspires/aspires

# Integrative Balance Wheel



# Reflection on Your Ideal

- Who is my Ideal Self as a leader?
- Write down one word that describes how I would like to be viewed by myself and by others: \_\_\_\_\_
- One hope I have for the people I lead:  
\_\_\_\_\_

NOTE: VISION/IDEAL WORKSHEET

# Dialogue on Your Ideal

- Join two other people at your table
- Share your thoughts, hopes and dreams for yourself, your team and your organization.
- Share the one word that describes how you would like to see yourself AND how you would like others to experience you.

# Leadership in Action

Your word (caring, trustworthy, inspiring)...

- What did I do today that demonstrated ..... (your word).
- What did I unintentionally do that negated.....(your word.)
- What do I need to do more of to become my ideal self?

# Leadership is a Choice

- Fundamentally, we have two choices before us every moment of every day.
- Will we react as we have in the past or will we respond in accord with our ideal?

# Choosing to Lead

*"You create your life  
with each choice you make."*

Stephen C. Paul

# Conclusion

- Identity (personality, character, Ideal)
- Integrity (authenticity, aligned, integrated)
- Passion (energy, drive, motivation)
- Action (act in alignment with your ideal)

*“The process of becoming a leader is much the same as becoming an integrated human being.”*

Warren Bennis

# Conclusion

*Leadership is a choice...*

- *to know yourself*
- *to be yourself*
- *to know others*
- *to act, moment to moment, as your ideal self.*

*In this way, with each choice, you become the kind of person and leader you want to be.*