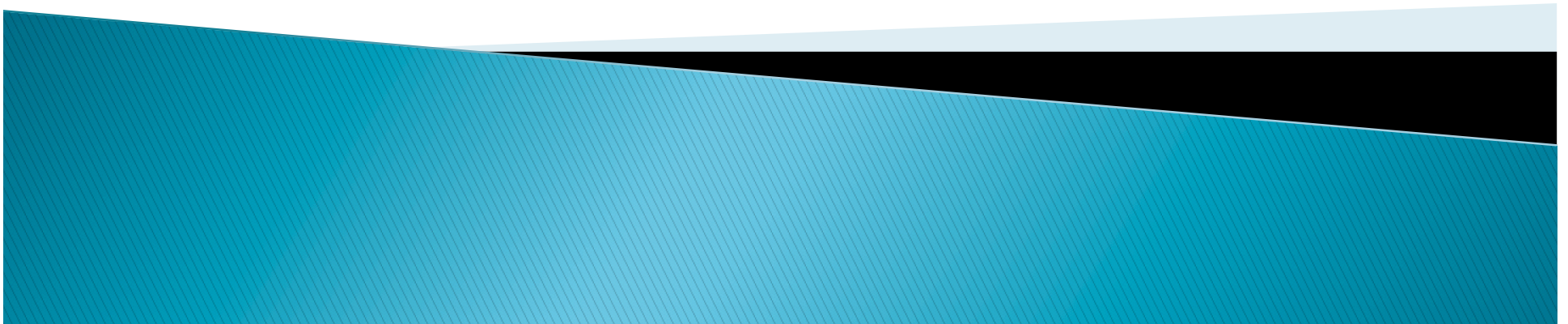


Visionary Leadership

Darroch “Rocky” Young

February 6, 2014



Introduction

- ▶ Transformers are Transformative leaders or Change agents
- ▶ Prefer visionary leaders
- ▶ Visionary is only one aspect of leadership
- ▶ First and foremost, must be a leader



Introduction

- ▶ How do you talk about visionary leadership in a way that is meaningful to you?
- ▶ How will you remember what I said?
- ▶ How will you use the principles?





Set Aside Time to Work on the Big Ideas – Create the Vision



Creating Oz

Set Aside Time to Work on the Big Ideas

- ▶ Create the vision
- ▶ Be a leader, not just a manager
- ▶ Manage your time
- ▶ Lack of vision



Be a Good and Authentic Listener



*A heart for the Tin Man- genuine caring
about the thoughts, feelings and beliefs
of others*

Be a Good and Authentic Listener

- ▶ Genuine listening validates an individual
- ▶ Create the biggest change in organizational culture by creating an environment of authentic listeners that care about each other
- ▶ Talk and listen to as many people as possible
- ▶ Creativity of a leader does not mean that the leader is the originator of all new ideas. It means the leader is open to new ideas and cultivates those ideas in others, then listens when they are presented



Ignore or Challenge Conventional Wisdom



A brain for the Scarecrow—think through the consequences and restrictions on your own.

Ignore or Challenge Conventional Wisdom

- ▶ Read the rules and laws yourself
- ▶ Easiest resistance to change is to say it cannot be done or against the rules



Don't Fear Failure



*Courage for the Cowardly
Lion.*

Don't Fear Failure

- ▶ You cannot fear failure
- ▶ Encourage others to make suggestions and take risks
- ▶ The critical part of creativity is the willingness to take risks
- ▶ Legitimate critics work to be constructive
- ▶ Many good ideas failed the first time they were tried
- ▶ Create a safe haven for others
- ▶ The thrill of the new idea, the chase



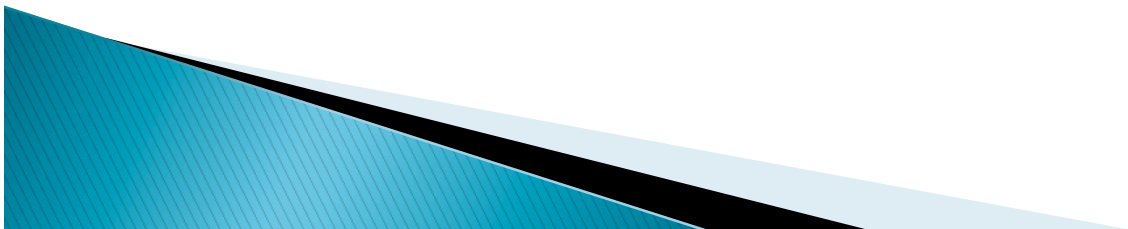
You Can Never be Satisfied with the Status Quo



*This isn't Kansas
anymore.*

You Can Never be Satisfied with the Status Quo

- ▶ Today's excellence is tomorrow's mediocrity
- ▶ If we don't change, we become obsolete and irrelevant
- ▶ There is enormous resistance to change
- ▶ "Success has a thousand fathers, but defeat is an orphan"
- ▶ Status quo is the path of least resistance, the safest



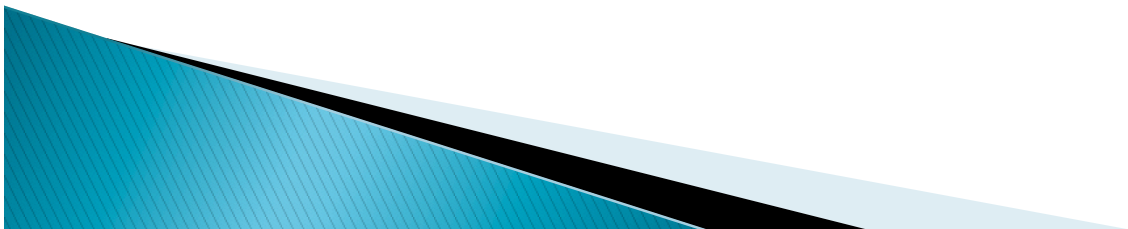
Find the Largest Unit Capable of Making the Change



Water on the Wicked Witch of the West

Find the Largest Unit Capable of Making the Change

- ▶ Success breeds success
- ▶ Focus on those units that have capable leaders who can successfully implement and manage change
- ▶ Once you have developed an informal strategic plan, identify people who will lead
- ▶ Look for possible leaders in unlikely places



Communicate Frequently, Accurately, and in a Transparent Manner



*“Follow the Yellow Brick
Road”*

Communicate Frequently, Accurately, and in a Transparent Manner

- ▶ Implementing a vision requires you to continually be a teacher
- ▶ Avoid right/ wrong and win/lose positions
- ▶ Avoid unintended meaning
- ▶ Watch out for code words and phrases
- ▶ Be transparent and use your communication to build trust



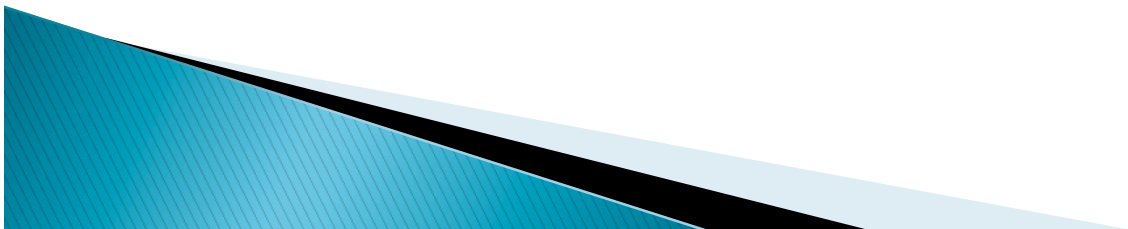
Take Pride and Satisfaction in the Quality of the Effort



They made it to Oz even though it was an illusion

Take Pride and Satisfaction in the Quality of the Effort

- ▶ Personal responsibility only extends to the effort
- ▶ Learn from the process for the future



Build as Many Named Partnerships as Possible



*Dorothy, the Lion, the Scarecrow and the
Tin Man were a partnership*

Build as Many Named Partnerships as Possible

- ▶ Gain combined resources, expertise, energy
- ▶ The partnership implies endorsement



PIERCE COLLEGE PARTNERSHIPS

- ▶ Parsons Foundation
- ▶ Legacy Developers
- ▶ CSUN
- ▶ U.C. Irvine
- ▶ M.T.A.
- ▶ CalTech
- ▶ U.C. Berkeley
- ▶ U.C.L.A.
- ▶ A.Q.M.D.
- ▶ Encore – Oasis
- ▶ Las Virgenes Water District
- ▶ U.S. Forestry Service
- ▶ Los Angeles Music Center

Instill Hope and Optimism

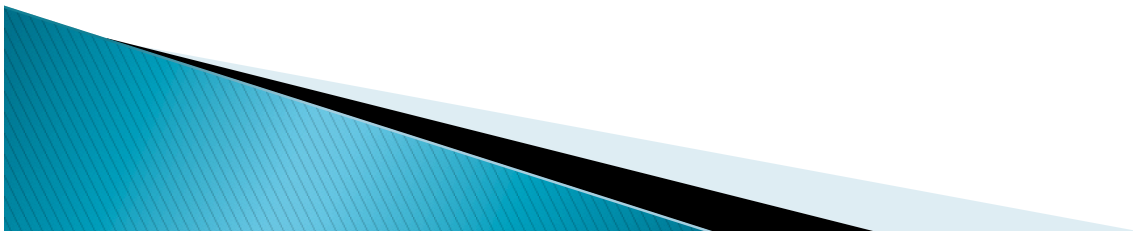


What Dorothy did for the “team”

Instill Hope and Optimism

- ▶ Most important aspect of being a visionary leader
- ▶ Build on successes
- ▶ George Washington Carver





Beyond the Wizard of Oz

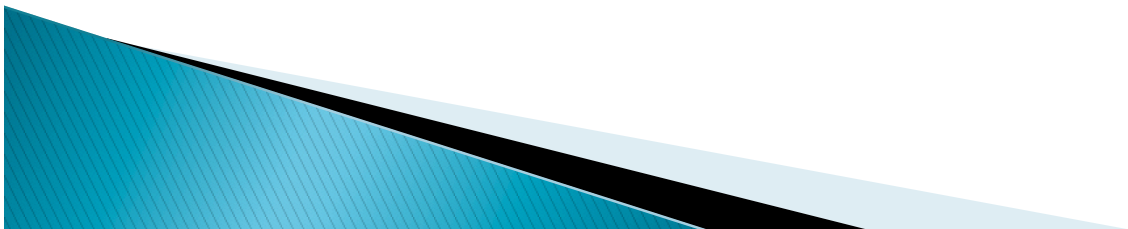
Leadership is using your influence,
not your authority.



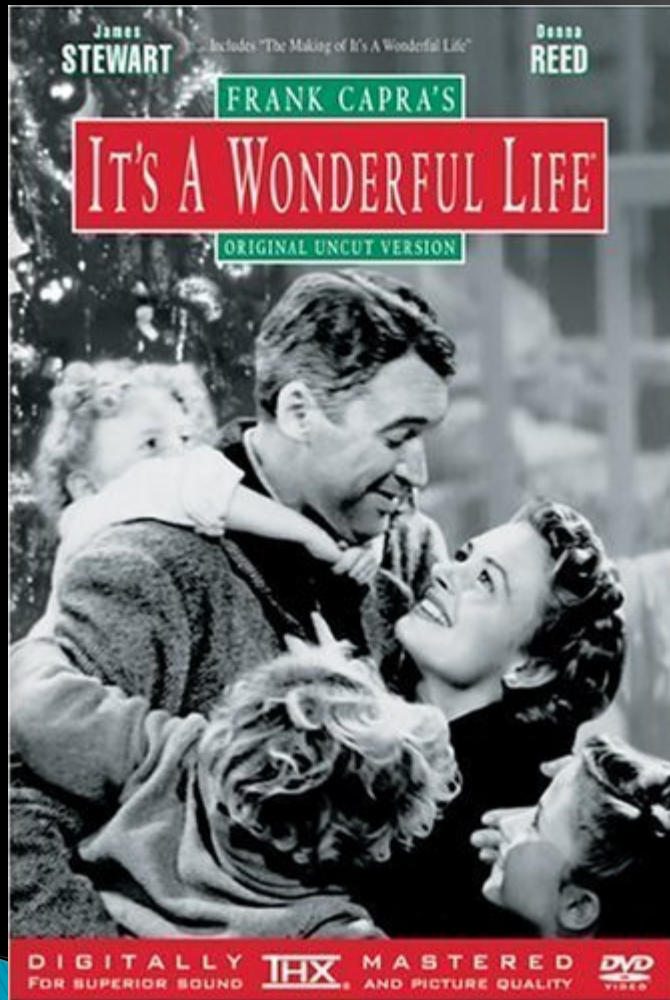
12 Angry Men

Leadership is using your influence, not your authority.

- ▶ Importance in having a vision adopted
- ▶ People will be more supportive if they understand the purpose and reasoning for a vision
- ▶ People will be more accepting of a vision they helped to develop
- ▶ Teach, don't preach



Leaders have the responsibility to create a community.



It's a Wonderful Life

Leaders have the responsibility to create a community.

- ▶ To realize a vision you must create a community of interest that embraces the vision
- ▶ If the vision is accepted, people are comfortable with a defined course of action to achieve the vision
- ▶ If both of these are true, people will work together to reach the goal



½ of 1% of any group cause the problems



*One Flew Over the
Cuckoo's Nest*

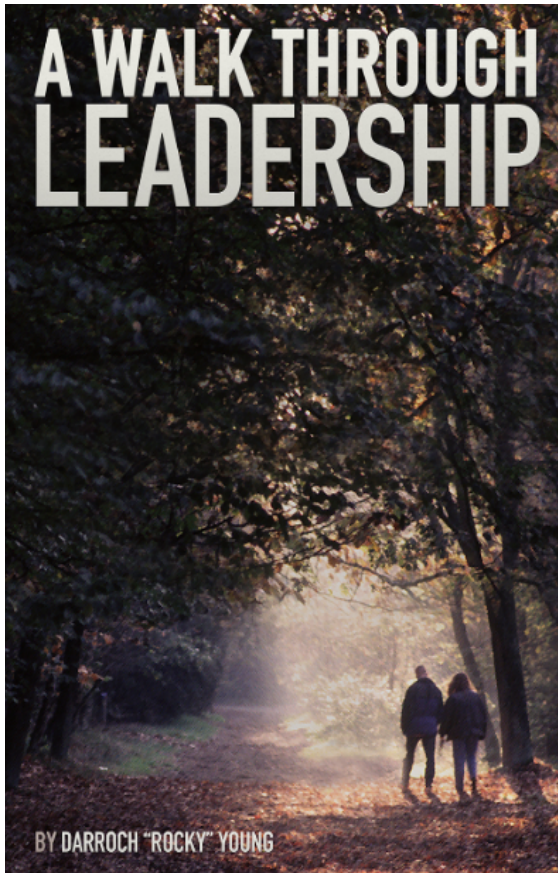
½ of 1% of any group cause the problems

- ▶ Don't be distracted by the naysayers
- ▶ Don't ignore them but don't be consumed by them
- ▶ Visit the asylum but don't forget to go home



A Walk Through Leadership

By Darroch “Rocky” Young



Available on Amazon.com—paperback
and Kindle version \$17.50

All profits donated to a
community college scholarship

