

AIA Leadership Institute 2016

Plenary Workshop:
Living Your Life as a Leader

November 18, 2016



Strogoff Consulting

- Leadership Development
- Attracting & Retaining Talent
- Strategic Retreats and Visioning Workshops
- Practice Management
- Ownership Transitions
- Mergers & Acquisitions



Self-Leadership

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

-- Jack Welch



Self-Leadership

We should invest 50% of our leadership amperage in self-leadership and the remaining 50% divided into leading down, leading up, and leading laterally.

-- Dee Hock



Approaches for Modeling Leadership Behavior

Architects are trained to study how **precedents inform and inspire** future design decisions.

Studying leadership also requires evaluating precedents by **observing leadership behaviors in others** and modeling those behaviors.



Approaches for Modeling Leadership Behavior

1. Observe the behavior of leaders you admire, then apply your creativity to integrate those behaviors to fit your current situation.
2. Study failed leadership behaviors that have resulted in negative outcomes, then apply these lessons to develop behavioral strategies that will result in positive outcomes for you.



Leadership Traits

- Ambitious
- Analytical
- Collaborative
- Communicative
- Confident
- Courageous
- Decisive
- Dignified
- Emotionally intelligent
- Empathic
- Focused
- Generous
- Honest and transparent
- Passionate
- Present (in the moment)
- Respectful
- Self-assured
- Strategic
- Tenacious
- Visionary



Leadership Behavior

Leadership is not only about knowledge, talent and personality ... it is primarily about behavior.



Leadership Behaviors

- Lead by example
- Always tell the truth
- Be fair, consistent and transparent
- Demonstrate and insist on honesty and integrity
- Create a workplace culture that values relationships
- Share the credit, accept the blame
- Insist that others take responsibility for their actions
- Constantly communicate a strong, consistent vision
- Inspire and motivate others
- Demonstrate energy, enthusiasm and optimism
- Be courageous – do not shy away from conflicts



Leadership Behaviors

- Motivate others to take action or make change
- Be passionate about your beliefs
- Seek improvement and feedback
- Actively listen and provide feedback
- Support your weaknesses with others who shine in these areas
- Surround yourself with great talent and trust their judgment
- Learn all aspects of your business, share that knowledge
- Evaluate performance and recommend improvements
- Master coaching skills
- Model work/life balance



The Circle of Leadership

Observe and model leadership behaviors
so **others** can learn from observing **your** behavior.

Model the behaviors you seek from others.



Exercises: Living Your Life as a Leader

Describe a specific leadership behavior you have observed that you consider **admirable**, and discuss how you plan to **model that behavior** in the future.

Describe a specific leadership behavior you have observed that **failed**, and discuss behavioral strategies you can implement in the future that will result in **positive outcomes**.



Self-Leadership

You have to write a hundred bad songs before you write one good one. And you have to sacrifice a lot of things that you might not be prepared for.

-- Bob Dylan on receiving the Nobel Prize



Self-Leadership

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

-- John Quincy Adams



Self-Leadership

Requires both **service** and **continuous self-reflection**.

Entails **modeling behaviors** that teach, encourage, and reinforce self-leadership in others.

Leadership is a **life-long pursuit**.



Contact Information

Stephen Epstein

p: 310.694.7991

Stephen@StrogoffConsulting.com

Michael Strogoff, FAIA

p: 415.383.7011

Michael@StrogoffConsulting.com

www.StrogoffConsulting.com

