“Defining Leadership” – Themes and Notes

**Fair, Transparent**
- Equitable distribution of resources
- Clarity
- Strong but not overbearing
- Transparency
- Balance transparency with sensitivity of information
- Fair and transparent
- Fairness

**Feedback Orientation**
- Provides feedback, positive and negative
- Responsive to feedback
- Effective, timely feedback

**Advocacy**
- Insures fiscal health
- Effective liaison, public face
- Increase unit visibility – internal to the university and external
- Advocate for group
- Advocate
- Finds needed resources
- Protects group

**Balance**
- Balance needs of organization with needs of individuals
- Strives for balance

**Communication**
- Good communication skills
- Good listener
- Listens to all viewpoints
- Good and frequent communicator

**Competence, Getting Things Done**
- Smart
- Accomplished
- Taking responsibility
- Looks for ways to get things done

**Relationship Focus**
- Solidarity
- Openness
- Prompts dialogue – ask the right questions
- Makes each member of team feel appreciated
• Establish relationships
• Promotes a sense of community
• Community building
• Engaged
• Empowering
• Mutual respect
• Spot and foster talent
• Empowers participation
• Creating a feeling of community, camaraderie
• Support colleagues – have their backs and trust
• Part of a team
• Asks: What do you need to be successful?
• Present
• Accessible

**Good “Manager”**
• Does not try to do everything themselves – delegates
• Trust, delegation
• Ability to
  • Be organized
  • Prioritize
  • Delegate
• Make decisions
• Accountability
• Facilitator
• Attention to process

**Vision, Strategy**
• Strategy
• Ability to form appropriate, effective vision
• Discerning vision
• Visionary
• Lead by example
• Inspires
• Know where wants to go
• Innovate

**Servant Leader**
• Integrity
• Heart
• Selflessness
• Generous with time and mentorship
• Humility
• Patience